



DOWNTOWN ATHENS, GEORGIA

ATHENS DOWNTOWN DEVELOPMENT AUTHORITY FY14-15 WORK PLAN

The ADDA Mission is to:

- * create an economically sustainable, vibrant and viable downtown**
- * create an environment that attracts people and investments**
- * be an advocacy group for downtown constituents**
- * promote downtown to residents, businesses and visitors**

FY14-15 PRIORITIES

- 1. Infrastructure - plan and advocate for improved public and private downtown utilities**
- 2. Business Resources - research, communicate and utilize loans, grants and incentives**
- 3. Economic Impact - measure and communicate the large impact of downtown activity**
- 4. Promotion - wayfinding, aesthetics and cleanliness of downtown**
- 5. Organization - internal review of policies, procedures and partnerships**
- 6. Planning - Master Plan implementation strategy**

Adopted October 2013

FY14-15 Strategies

- 1. Infrastructure - plan and advocate for improved public and private downtown utilities**
 - Strategy 1 - Parking Meter Conversion Program
 - Strategy 2 - Make Parking Decks better alternative to street parking
 - Strategy 3 - Downtown Infrastructure Needs Assessment
 - Strategy 4 - Downtown Internet & Data Assessment
- 2. Business Resources - research, communicate and utilize loans, grants and incentives**
 - Strategy 1 - Downtown Economic Development Incentive Package
 - Strategy 2 - Façade Program
 - Strategy 3 - Comprehensive List of Business Financing Resources
 - Strategy 4 - Comprehensive List of Business Grant Resources
 - Strategy 5 - Comprehensive List of Business Tax Incentives Programs
- 3. Economic Impact - measure and communicate the large impact of downtown activity**
 - Strategy 1 - Economic Impact Report
 - Strategy 2 - ADDA Annual Report
 - Strategy 3 - Promote Downtown Athens
 - Strategy 4 - Downtown Communication Program
- 4. Promotion - wayfinding, aesthetics and cleanliness of downtown**
 - Strategy 1 - Downtown Cleanliness Program
 - Strategy 2 - Comprehensive Wayfinding Signage
 - Strategy 3 - Comprehensive Parking Signage
 - Strategy 4 - Market the deck parking
 - Strategy 5 - Encourage Downtown Events
- 5. Organization - internal review of policies, procedures and partnerships**
 - Strategy 1 - Review ADDA organization
 - Strategy 2 - Review Parking System organization
- 6. Planning - Master Plan implementation strategy**
 - Strategy 1 - Master Plan
 - Strategy 2 - Promote good downtown land use practices

1. Infrastructure - plan and advocate for improved public and private downtown utilities

Strategy 1: Parking Meter Conversion Program
Project Lead: Chuck Horton, Parking Director

Task	Responsible	Timetable	Cost	Status	Comments
Research options for removing "Pay and Display" meters from DAPS service	Chuck	Feb-14	Staff Time		the removal will coincide with streetscape project
Determine funding source, if applicable	Chuck	Apr-14	Staff Time		SPLOST funds
Prepare proposal to remove "Pay and Display" meters and replace with single space meters	Chuck	May-14	Staff Time		
Present proposal to ADDA Board for consideration and approval	Chuck	Sep-14	Staff Time		
Present proposal to ACC Mayor and Commission for consideration and approval	Staff	Oct-14	Staff Time		
Implement conversion plan	Chuck	Jan-15	Staff Time		completed during streetscape construction

Strategy 2: Parking System Strategies
 Make Parking Decks better alternative to street parking
Project Lead: Chuck Horton, Parking Director

Task	Responsible	Timetable	Cost	Status	Comments
Prepare a Parking Rate Structure to encourage use of parking decks for long-term downtown visits and leave street parking spaces available for short term visitors	Chuck	Dec-13	Staff Time		preliminary work has been ongoing
Evaluate Fine Structure and prepare recommendation for modifications	Chuck	Dec-13	Staff Time		
Present recommendations to ADDA Board for consideration and approval	Chuck	Dec-13	Staff Time		
Present recommendations to ACC Mayor and Commission for consideration and approval	Staff	Jan-14	Staff Time		goal is to provide income, free up street spaces and be positive for public relations
Implement new rate and fine structure	Chuck	Mar-14	Staff Time		

Strategy 3: Downtown Infrastructure Needs Assessment
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Research existing sources to provide information for downtown specific infrastructure	Pamela	Nov-13	Staff Time		
Prepare existing infrastructure maps based on collected information	Pamela	Jan-14	Staff Time		
Partner with public and private companies providing service to determine expansion and upgrade plans downtown	Pamela	Mar-14	Staff Time		
Prepare prioritized list of infrastructure upgrades needed to ensure downtown Athens stays competitive in market, including identifying funding sources	Pamela	May-14	Staff Time		
Present report to ADDA Board for consideration and approval	Pamela	Jun-14	Staff Time		
Advocate to necessary parties the prioritized projects to enhance downtown infrastructure	Pamela	Jul-14	Staff Time		

Strategy 4: Downtown Internet & Data Assessment
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Research existing sources to provide information for downtown internet and data infrastructure	Pamela	Aug-14	Staff Time		
Prepare existing infrastructure maps based on collected information	Pamela	Oct-14	Staff Time		
Partner with private companies providing service to determine expansion and upgrade plans downtown	Pamela	Dec-14	Staff Time		
Prepare prioritized list of infrastructure upgrades needed to ensure downtown Athens stays competitive in market, including identifying funding sources	Pamela	Feb-15	Staff Time		
Present report to ADDA Board for consideration and approval	Pamela	Mar-15	Staff Time		
Advocate to necessary parties the prioritized projects to enhance downtown infrastructure	Pamela	Apr-15	Staff Time		

2. Business Resources - research, communicate and utilize loans, grants and incentives

Strategy 1: Downtown Economic Development Incentive Package
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Research economic development incentives already available to new businesses in Athens-Clarke County	Pamela	Nov-13	Staff Time		
Research economic development incentives already available to new businesses in downtown Athens	Pamela	Jan-14	Staff Time		
Research what other competitive downtown markets are offering as incentives	Pamela	Mar-14	Staff Time		
Prepare comprehensive proposal for economic development incentives for new businesses in downtown Athens	Pamela	May-14	Staff Time		
Present package recommendation to ADDA Board for consideration and approval	Pamela	Jul-14	Staff Time		
Present package recommendation to ACC Mayor and Commission for consideration and approval	Pamela	Oct-14	Staff Time		
Work with local, regional, state and federal economic development organizations to attract new development to downtown Athens	Pamela	Jan-15	Staff Time		

Strategy 2: Façade Program
Project Lead: Staff

Task	Responsible	Timetable	Cost	Status	Comments
Research façade grant programs in Georgia to determine best practices	Staff	Jan-14	Staff Time		
Find funding sources; ideally continuing source of revenue	Staff	Jan-14	Staff Time		
Determine program guidelines	Staff	Feb-14	Staff		
Present program recommendation to ADDA Board for consideration and approval	Staff	Apr-14	Staff Time		
Implement program	Staff	Jul-14	Staff		

Strategy 3: Comprehensive List of Business Financing Resources
Project Lead: Business Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Research comprehensive list of public and private financing options available to downtown businesses	Staff	Jun-14	Staff Time		
Prepare informational packet listing resources, contact information and ADDA specific assistance	Staff	Jul-14	Staff Time		
Partner with local financing businesses to prepare assistance packets where needed	Staff	ongoing	Staff Time		
Partner with local business assistance groups to communicate programs to the public	Staff	ongoing	Staff Time		
Proactively reach out to new businesses when known to provide information on financing resources	Staff	ongoing	Staff Time		

Strategy 4: Comprehensive List of Business Grant Resources
Project Lead: Business Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Research comprehensive list of public and private grant programs available to downtown businesses	Staff	Sep-14	Staff Time		
Prepare informational packet listing resources, contact information and ADDA specific assistance	Staff	Oct-14	Staff Time		
Partner with grant programs to prepare assistance packets where needed	Staff	ongoing	Staff Time		
Partner with local business assistance groups to communicate programs to the public	Staff	ongoing	Staff Time		
Proactively reach out to new businesses when known to provide information on financing resources	Staff	ongoing	Staff Time		
Determine if ADDA is eligible to apply for any grants for downtown business improvements	Staff	Nov-14	Staff Time		

Strategy 5: Comprehensive List of Business Tax Incentive Programs
Project Lead: Business Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Research comprehensive list of public and private tax incentive programs available to downtown businesses	Staff	Jan-15	Staff Time		
Prepare informational packet listing resources, contact information and ADDA specific assistance	Staff	Feb-15	Staff Time		
Partner with groups offering incentives to prepare assistance packets where needed	Staff	ongoing	Staff Time		
Partner with local business assistance groups to communicate programs to the public	Staff	ongoing	Staff Time		
Proactively reach out to new businesses when known to provide information on incentive programs	Staff	ongoing	Staff Time		
Determine if ADDA is able to provide incentive programs	Staff	Mar-15	Staff Time		

3. Economic Impact - research and communicate the large impact of downtown activity

Strategy 1: Economic Impact Report
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Research existing sources to provide information for downtown specific economic impact report	Pamela	Feb-14	Staff Time		
Prepare and issue RFP for professional sources to prepare report	Pamela	May-14	Staff Time		
Work with ADDA sub-committee to review submitted proposals and prepare recommendation to full ADDA Board	Pamela	Jul-14	Staff Time		
Present recommendation to ADDA Board for consideration and approval	Pamela	Aug-14	Staff Time		
Work with consultant to prepare report	Pamela	Sep-14	\$\$\$		
Present report to ADDA Board for consideration and acceptance	Pamela	Jan-15	Staff Time		
Present report to ACC Mayor and Commission	Pamela	Mar-15	Staff Time		
Publicize report and provide to business community as a resource	Pamela	Apr-15	Staff Time		
Update report annually thereafter	Pamela	August	Staff Time		

Strategy 2: ADDA Annual Report
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Quantify work of ADDA and compile into an annual report of accomplishments	Pamela	Jul-14	Staff Time		
Present annual report to ADDA Board for consideration and acceptance	Pamela	Aug-14	Staff Time		
Publicize report and provide to business community as a resource	Pamela	Sep-14	Staff Time		
Update report annually thereafter	Pamela	September	Staff Time		

Strategy 3: Promote Downtown Athens
 Project Lead: Elise LeQuire, Marketing Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Prepare comprehensive marketing plan that includes digital media and ad campaign	Elise	Mar-14	Staff Time		goal to implement plan July 2014, budget will be addressed as part of plan
Present Marketing Plan to ADDA Board for consideration and approval	Elise	May-14	Staff Time		
Implement Marketing Plan	Elise	Jul-14	Staff Time		
Prepare Merchandising Plan to keep brand and logo relevant.	Elise	Mar-14	Staff Time		
Research how ADDA can receive Sales Tax ID	Elise	Oct-13	Staff Time		
Present Merchandising Plan to ADDA Board for consideration and approval	Elise	May-14	Staff Time		
Partner with CVB and Georgia Center to host Downtown familiarization tours and work to cross-promote downtown	Elise	Feb-14	Staff Time		
Partner with Terry College of Business and Grady College of Journalism to have Downtown and ADDA be a learning zone for marketing and public relations interns	Elise	Jan-14	Staff Time		
Keep an updated library of strong Downtown photos to have available for quick write-ups/features	Elise	ongoing	Staff Time		

Strategy 4: Downtown Communication Program
Project Lead: Elise LeQuire, Marketing Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Prepare comprehensive communication plan for downtown	Elise	Jan-14	Staff Time		
Resume quarterly Downtown Coffees/Happy Hours to allow downtown merchants to promote themselves and stay informed	Elise	Holiday 2013	Staff Time		
Prepare quarterly newsletter with information relevant to downtown stakeholders such as new projects, business resources and upcoming events	Elise	Jan-14	Staff Time		
Partner with DABA to communicate with all downtown stakeholders information specific to their needs	Elise	ongoing	Staff Time		
Present Communication Plan to ADDA Board for consideration and approval	Elise	Feb-14	Staff Time		
Implement Communication Plan	Elise	Mar-14	Staff Time		

4. Promotion - wayfinding, aesthetics and cleanliness of downtown

Strategy 1: Downtown Cleanliness Program
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Research and document current schedule of downtown cleaning	Pamela	Oct-13	Staff Time		
Partner with public and private companies providing service to determine expansion and upgrade plans for downtown services	Pamela	Jan-14	Staff Time		
Prepare prioritized list of infrastructure and service upgrades needed to ensure downtown Athens' cleaning needs are met	Pamela	Mar-14	Staff Time		
Present report to ADDA Board for consideration and approval	Pamela	May-14	Staff Time		
Advocate to necessary parties the prioritized projects to enhance downtown	Pamela	Jul-14	Staff Time		

Strategy 2: Comprehensive Wayfinding Signage
Project Lead: Elise LeQuire, Marketing Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Issue RFP to create simple, signature signage for downtown	Elise	Apr-14	Staff Time		
Work with ADDA sub-committee to review submitted proposals and prepare recommendation to full ADDA Board	Elise	Jun-14	Staff Time		
Present recommendation to ADDA Board for consideration and approval	Elise	Jul-14	Staff Time		
Work with consultant to implement plan	Elise	Aug-14	\$\$\$		
Publicize new signage	Elise	Sep-14	Staff Time		installed prior to 1st UGA home game 2014

Strategy 3: Comprehensive Parking Signage
 Project Lead: Elise LeQuire, Marketing Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Issue RFP to create simple, signature signage for parking system	Elise	Apr-14	Staff Time		
Work with ADDA sub-committee to review submitted proposals and prepare recommendation to full ADDA Board	Elise	Jun-14	Staff Time		
Present recommendation to ADDA Board for consideration and approval	Elise	Jul-14	Staff Time		
Work with consultant to implement plan	Elise	Aug-14	\$\$\$		
Publicize new signage	Elise	Sep-14	Staff Time		installed prior to 1st UGA home game 2014

Strategy 4: Parking System Strategies
 Market the deck parking
 Project Lead: Chuck Horton, Parking Director

Task	Responsible	Timetable	Cost	Status	Comments
Create a comprehensive strategic approach to marketing the downtown parking system	Chuck	Nov-14	Staff Time		some marketing currently underway
Present Parking Marketing Plan to ADDA Board for consideration and approval	Chuck	Dec-14	Staff Time		
Implement Parking Marketing Plan	Chuck	Jan-15	Staff Time		

Strategy 5: Encourage Downtown Events
 Project Lead: Elise LeQuire, Marketing Coordinator

Task	Responsible	Timetable	Cost	Status	Comments
Prepare list of all events hosted in downtown Athens	Elise	Dec-13	Staff Time		
Research requirements of special events that are hosted in downtown Athens	Elise	Jan-14	Staff Time		much of this information is already available through ACC website
Prepare informational packet listing resources, contact information and ADDA specific assistance	Elise	Feb-14	Staff Time		discuss opportunity for ADDA/DABA to have voice on which events are approved or not approved
Partner with groups hosting events to provide assistance packets when needed	Elise	ongoing	Staff Time		
Partner with groups hosting events to communicate event details to the public	Elise	ongoing	Staff Time		
Proactively reach out to new businesses and groups when known to provide information on special events	Elise	ongoing	Staff Time		

5. Organization - internal review of policies, procedures and partnerships

Strategy 1: Review ADDA organization
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Review organizational structure to maximize efficiency	Pamela	Nov-14	Staff Time		
Review and revise Personnel Policy	Pamela	Feb-14	Staff Time		
Present proposed organizational changes that require ADDA Board approval for consideration and approval	Pamela	Mar-14	Staff Time		
Review and revise Personnel Benefits	Pamela	Apr-14	Staff Time		
Present proposed benefit changes to the ADDA Board consideration and approval	Pamela	May-14	Staff Time		
Review job classification and pay scale	Staff	May-14	Staff Time		
Present proposed pay scale changes to the ADDA Board consideration and approval	Pamela	Jun-14	Staff Time		

Strategy 2: Parking System Strategies
Project Lead: Review parking system organization
Chuck Horton, Parking Director

Task	Responsible	Timetable	Cost	Status	Comments
Review organizational structure to maximize efficiency	Chuck	Apr-14	Staff Time		
Review organizational structure to maximize revenue	Chuck	Apr-14	Staff Time		
Prepare proposed organizational changes to ADDA Director for consideration and approval	Chuck	May-14	Staff Time		
Present proposed organizational changes that require ADDA Board approval for consideration and approval	Staff	May-14	Staff Time		

6. Planning - Master Plan implementation strategy

Strategy 1: Master Plan
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Work with UGA to complete current Master Plan project	Pamela	Oct-13	Staff Time		
Present Master Plan to ADDA Board for consideration and acceptance	UGA	Dec-13	Staff Time		
Determine if additional phase is necessary to produce complete Master Plan	Pamela	Jan-14	Staff Time		
If necessary, prepare and issue RFP for professional sources to prepare report	Pamela	Feb-14	Staff Time		
Work with ADDA sub-committee to review submitted proposals and prepare recommendation to full ADDA Board	Pamela	Apr-14	Staff Time		
Present recommendation to ADDA Board for consideration and approval	Pamela	May-14	Staff Time		
Work with consultant to prepare report	Pamela	Jun-14	\$\$\$		
Present report to ADDA Board for consideration and acceptance	Pamela	Dec-14	Staff Time		
Prepare list of projects to accomplish goals outlined in Master Plan; projects prioritized by goals and project resources	Pamela	Jan-15	Staff Time		
Present project list to ADDA Board for consideration and approval	Pamela	Mar-15	Staff Time		
Advocate to necessary parties the prioritized projects to enhance downtown	Pamela	Apr-15	Staff Time		
If any projects can be completed by the ADDA, plan and budget for projects to be completed	Pamela	May-15	Staff Time		

Strategy 2: Promote Good Downtown Land Use Practices
Project Lead: Pamela Thompson, Executive Director

Task	Responsible	Timetable	Cost	Status	Comments
Research current zoning and development codes that apply to downtown development	Pamela	Jul-14	Staff Time		
Work with ADDA sub-committee to review codes and prepare recommendation report to full ADDA Board	Pamela	Oct-14	Staff Time		
Present recommendation report to ADDA Board for consideration and approval	Pamela	Dec-14	Staff Time		
Partner with ACC to present recommendation report for code changes	Pamela	Feb-15	Staff Time		
Prepare prioritized list of code changes needed to ensure that downtown Athens is business friendly, while protecting the unique character that makes Athens desirable	Pamela	Mar-15	Staff Time		
Present report to ADDA Board for consideration and approval	Pamela	Apr-15	Staff Time		
Present report to ACC Mayor and Commission for consideration and approval	Pamela	Jun-15	Staff Time		
Advocate to necessary parties the recommendation report to enhance downtown	Pamela	Jul-15	Staff Time		

ADDA Committee Assignments based on Main Street Four Point Approach

The ADDA is also part of the Georgia Main Street Program which is based on a comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas, called the Main Street Four Point Approach:

1. Design: Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.

Infrastructure - plan and advocate for improved public and private downtown utilities

Strategy 1 - Parking Meter Conversion Program

Strategy 2 - Make Parking Decks better alternative to street parking

Strategy 3 - Downtown Infrastructure Needs Assessment

Strategy 4 - Downtown Internet & Data Assessment

Planning - Master Plan implementation strategy

Strategy 1 - Master Plan

Strategy 2 - Promote good downtown land use practices

2. Organization: Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.

Organization - internal review of policies, procedures and partnerships

Strategy 1 - Review ADDA organization

Strategy 2 - Review Parking System organization

3. Promotion: Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.

Promotion - wayfinding, aesthetics and cleanliness of downtown

Strategy 1 - Downtown Cleanliness Program

Strategy 2 - Comprehensive Wayfinding Signage

Strategy 3 - Comprehensive Parking Signage

Strategy 4 - Market the deck parking

Strategy 5 - Encourage Downtown Events

4. Economic Restructuring: Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities -- and challenges from outlying development.

Business Resources - research, communicate and utilize loans, grants and incentives

Strategy 1 - Downtown Economic Development Incentive Package

Strategy 2 - Façade Program

Strategy 3 - Comprehensive List of Business Financing Resources

Strategy 4 - Comprehensive List of Business Grant Resources

Strategy 5 - Comprehensive List of Business Tax Incentives Programs

Economic Impact - research and communicate the large impact of downtown activity

Strategy 1 - Economic Impact Report

Strategy 2 - ADDA Annual Report

Strategy 3 - Promote Downtown Athens

Strategy 4 - Downtown Communication Program