

America Downtown:
New Thinking. New Life.



**Downtown Syracuse
Action Agenda 1996**

*“One of America’s
Great Downtowns”*



National League of Cities

HyettPalma

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June 28, 1996

The Honorable Mayor Roy A. Bernardi
and the Common Council
City Hall
233 Washington Street
Syracuse, NY 13202

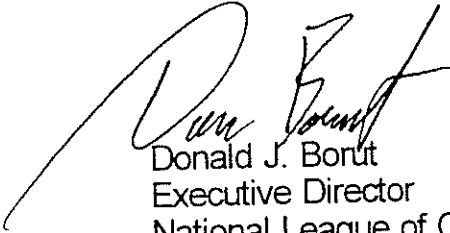
Dear Mayor Bernardi and
Common Council Members:

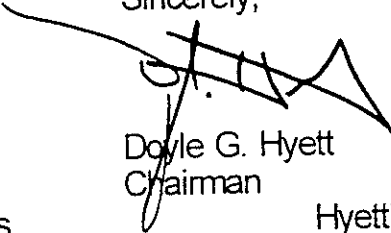
It is with great pleasure that we submit to you this Action Agenda for the rebirth of Downtown Syracuse. We commend you and your long-standing Downtown revitalization partner – the Downtown Committee of Syracuse, Inc. – for your concern regarding the revitalization of Downtown Syracuse and for providing the leadership necessary to focus attention on this issue.


The Action Agenda is based on your community's shared vision for Downtown Syracuse and on the steps necessary to get you there. A strong, private-public partnership will be key to the success of your efforts. This Action Agenda is meant to guide all of the partners participating in the rebirth of Downtown Syracuse.

We salute your commitment to making Syracuse a healthier and more vital community and offer our continued support of your efforts.

Sincerely,


Donald J. Borut
Executive Director
National League of Cities


Doyle G. Hyett
Chairman
HyettPalma, Inc.


Dolores P. Palma
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I. INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities.

The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies – working in partnership with local business owners, property owners and concerned citizens – in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities. The purpose of limiting the number of communities that could participate in the pilot was to ensure quality service delivery to the participating cities. In addition, the pilot required the local governing body in each participating city to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. This was done with the assistance of local officials from the eleven pilot communities. Based on the evaluation – and specifically on the advice and needs expressed by the pilot's local officials – a new comprehensive technical assistance program was developed – *AMERICA DOWNTOWN: NEW THINKING. NEW LIFE.*



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America Downtown: New Thinking. New Life. was structured to provide the help local officials need to reverse their Downtown's cycle of decline and help it evolve to a brighter future. The program brings together the political insight of the National League of Cities and the Downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else.

America Downtown: New Thinking. New Life. provides direct, hands-on help to city officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. The program's strengths are built on the following convictions.

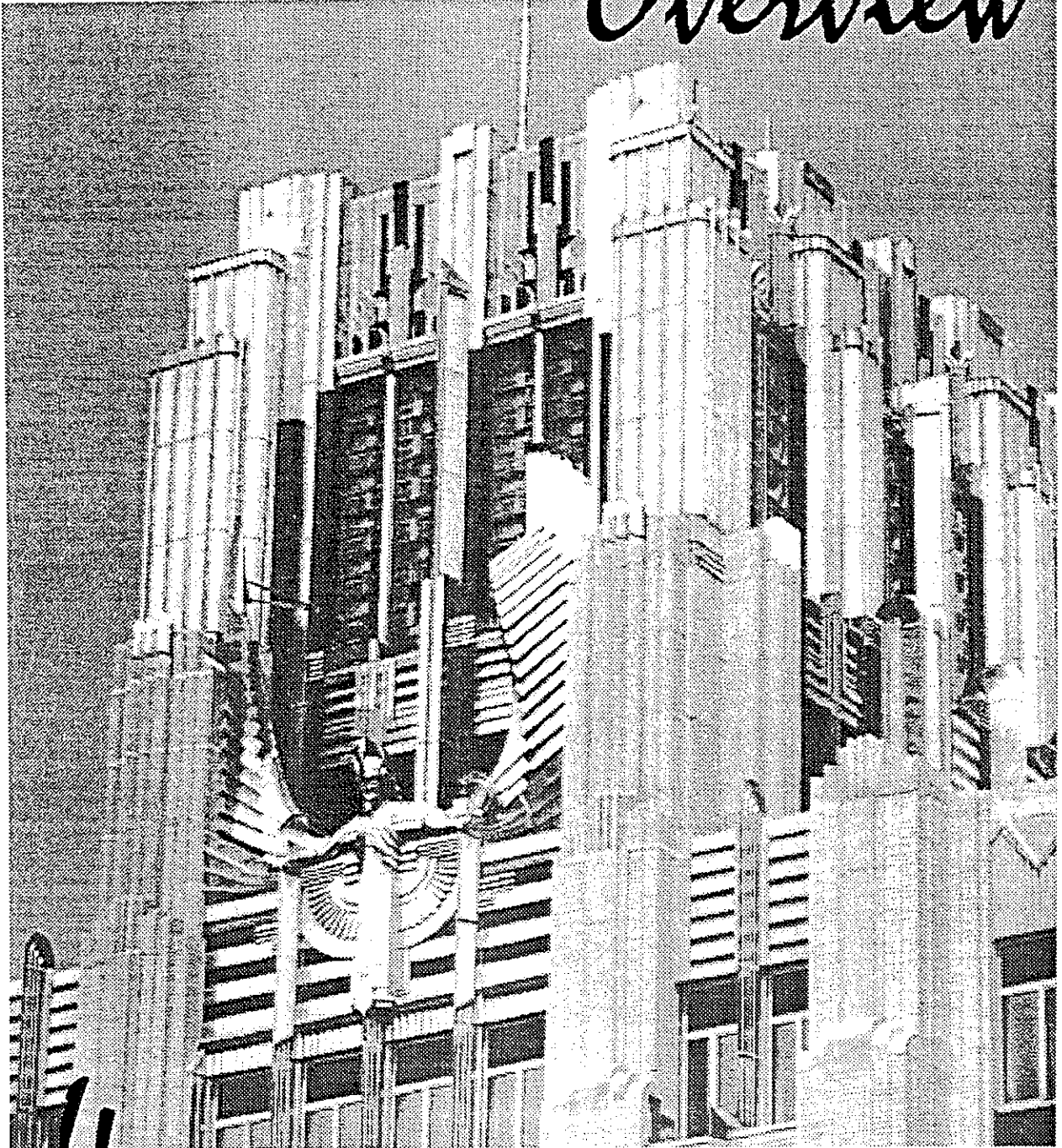
- The assistance provided is implementation-oriented – not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.
- The recommendations made for each Downtown are pragmatic – tailored to local resources so that they can be realistically implemented.
- The solutions offered are success-oriented – designed to improve each Downtown's economy so that the results are long-lasting.
- The on-site assistance is inclusive – providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

In addition, each community participating in the program is offered a safety net in the form of the *Government Official's Network*. This is a roundtable held each year during NLC's Congress of Cities and moderated by HyettPalma. The Government Officials Network is open only to cities that have participated in *America Downtown: New Thinking. New Life*. In this way, the program provides a unique opportunity for peer-to-peer discussions about Downtown problems and solutions.



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Overview



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II. PROJECT OVERVIEW

In early 1996, Mayor Roy Bernardi and the Syracuse Common Council contracted with the National League of Cities for an Action Agenda to further revitalize Downtown Syracuse. The Action Agenda was defined with involvement from the local business sector, the local government, and members of the community. And, the process used for completing the Action Agenda was spearheaded by the Downtown Committee of Syracuse, Inc.

The Action Agenda shown in the following pages incorporates the desires, preferences, and concerns expressed by the people of Syracuse for their Downtown. This local input was used as the foundation of the project.

Based on the desires and concerns expressed by the people of Syracuse, a Course of Action was defined for public and private sector implementation. The recommended Course of Action is meant to enable Downtown Syracuse to reach the vision defined locally and to overcome the key issues it faces. That Course of Action is contained in this document along with a recommended implementation sequence.

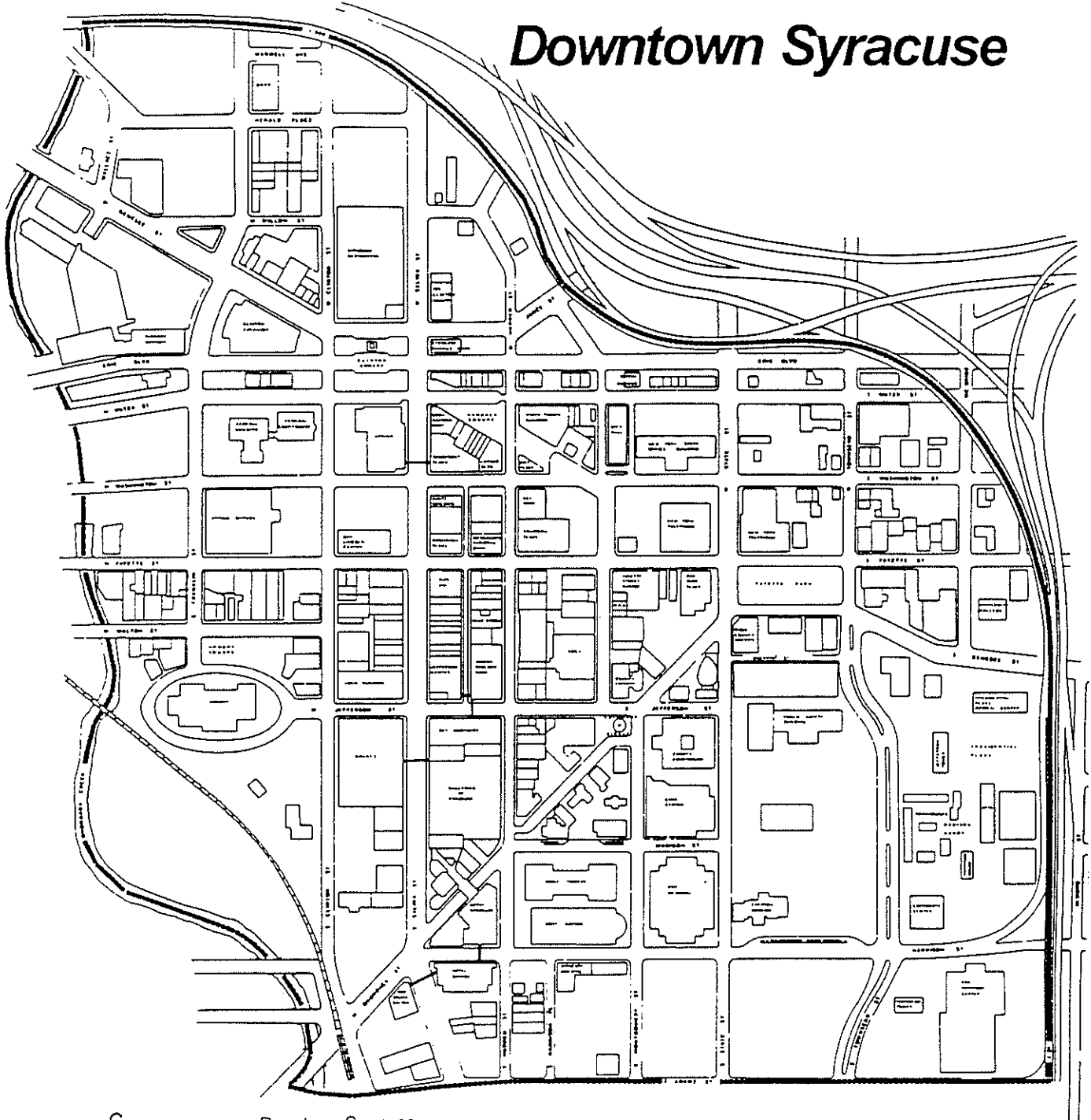
Finally, this document contains recommendations regarding a private-public partnership. Such a partnership is essential for implementing the recommended Course of Action in a timely and quality manner.

A map of Downtown, as defined for this project, is shown on the following page.



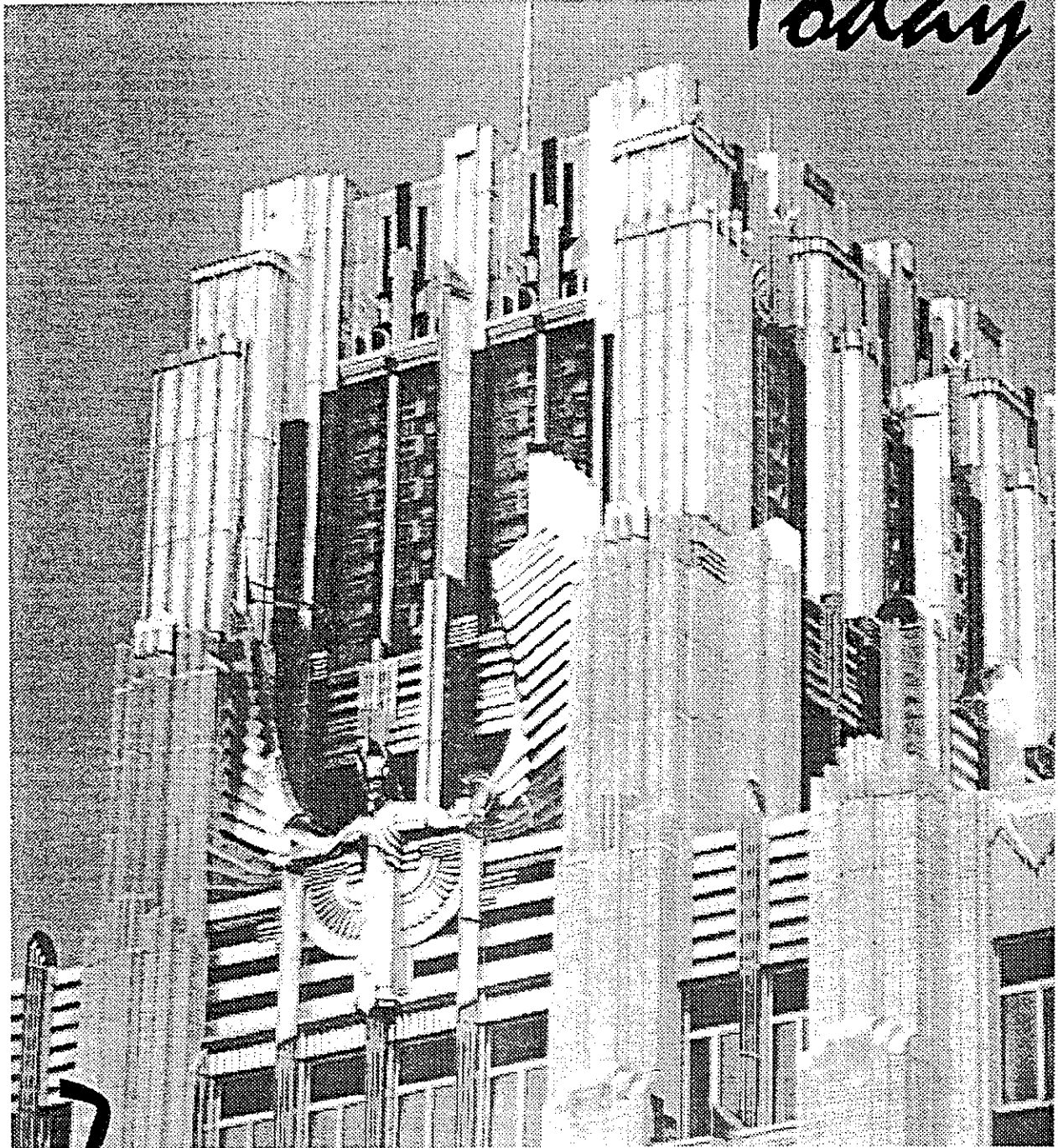
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Downtown Syracuse



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Today



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III. DOWNTOWN SYRACUSE TODAY

As a part of this project, two surveys were conducted to gauge the health of Downtown Syracuse as perceived locally. The first was a survey of owners and managers of businesses located in Downtown. The second was a telephone survey of residents living in the Syracuse area. A summary of the survey responses follows.

Residents and business owners were asked if they "strongly agree," "somewhat agree," "somewhat disagree," or "strongly disagree" with 10 statements related to Downtown characteristics. Overall, residents indicated they were more pleased with Downtown than business owners – giving eight of the characteristics a higher rating than did business owners. Stated another way, residents were slightly more critical than business owners of only two Downtown characteristics. These were Downtown parking and the price of merchandise available Downtown.

Residents and business owners agreed in giving their lowest rating to Downtown's parking situation – indicating this is the component of Downtown they believe is most in need of improvement.

Business owners indicated that they are as displeased with the selection of goods available Downtown as they are with Downtown parking.

At the other end of the spectrum, residents and business owners both gave their highest rating to the service provided by Downtown businesses.

The ten characteristics, as ranked by residents and business owners, are shown on the following page. The characteristics are shown in descending order – with the characteristic respondents were most pleased with at the top of the list and the characteristic they were least pleased with at the bottom.



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Resident Rankings

Service Provided by Businesses
Quality of Merchandise
Appearance of Buildings
Business Hours
Image Downtown Portrays
Price of Merchandise
Downtown's Physical Appearance
Variety of Businesses
Selection of Merchandise
Parking

Business Owner Rankings

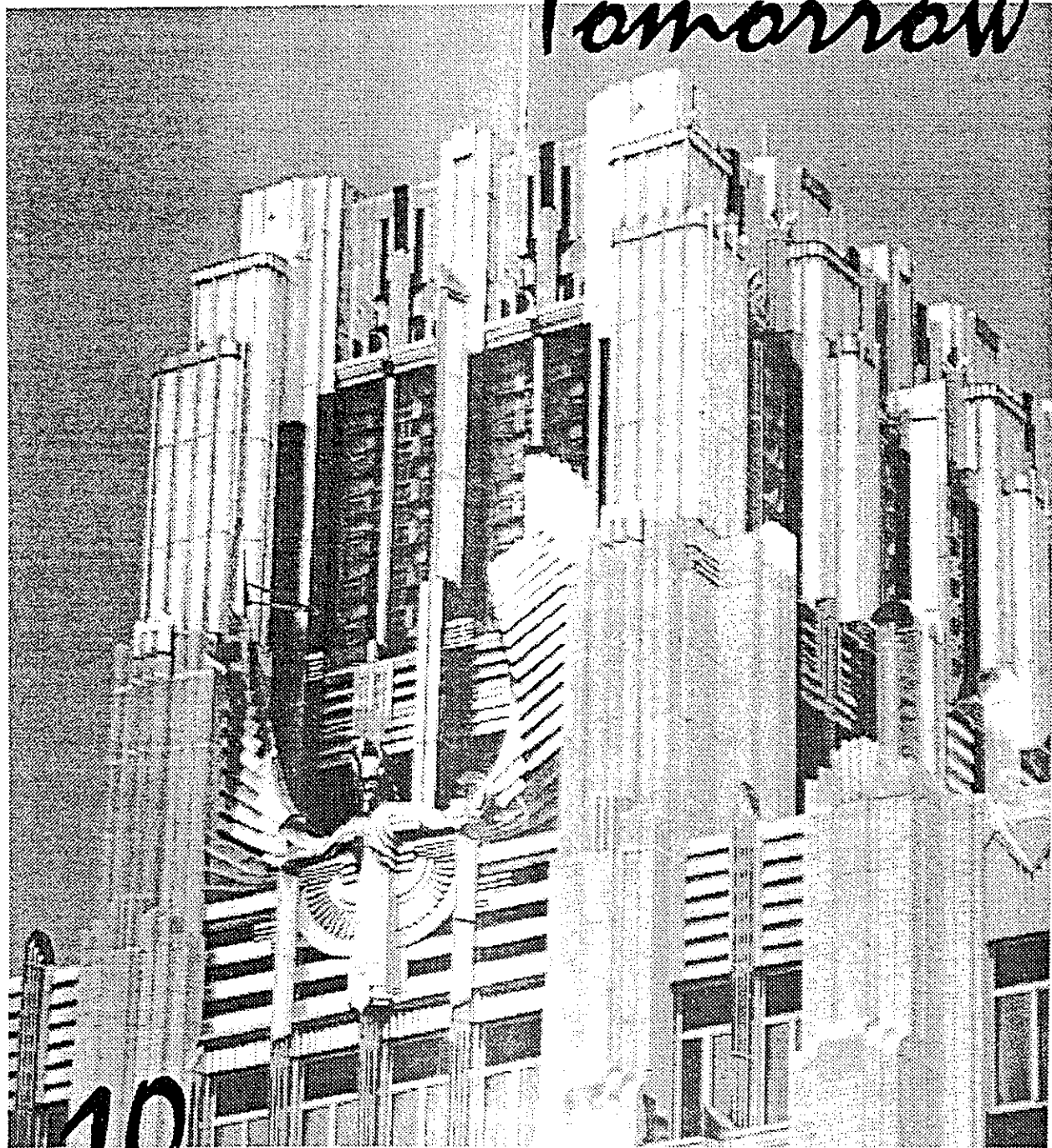
Service Provided by Businesses
Price of Merchandise
Appearance of Buildings
Business Hours
Quality of Merchandise
Downtown's Physical Appearance
Variety of Businesses
Image Downtown Portrays
Selection of Merchandise
Parking

The above lists illustrate that residents and business owners agreed on their ranking of service, appearance of buildings, business hours, selection of merchandise, and parking.



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Tomorrow



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IV. DOWNTOWN SYRACUSE TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Syracuse – as it would ideally exist in the year 2002. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2002, Downtown Syracuse would be teeming with activity, have streets that are alive with people, and "storefronts filled with things of interest." Downtown would boast completely filled buildings, a large number of residents, shopping available in the evenings, entertainment venues, and an arts community living and working in Downtown.

Downtown would offer a wide variety of things to do and see. These would include restaurants and food places; small specialty shops selling unique products; convenience retail that caters to the "lunch hour crowd;" entertainment, arts, street performers, and art galleries; residential units that create a critical mass, bring 24-hour activity to Downtown, and enable "people to walk to their businesses;" service and food businesses for Downtown residents; a "permanent, year-round public market" that sells fresh produce, meats, fish, and "spills from indoors to outdoors;" additional hotels; and existing office buildings that are filled with a mixture of uses, including offices, apartments and lofts.

Downtown would have a strong presence of entertainment and cultural facilities. These would include "making the Landmark Theatre a star attraction" by renovating and recognizing it; making sure OHA "has what it needs to display its great collection;" adding restaurants and movie theaters to the Galleries so "it becomes a Downtown focal point;" recognizing all the "first rate cultural facilities we have now;" and creating a critical mass of facilities so that "tourists view us as a destination." In addition, strategic thought would have been given to "what we have now and what we're going to get" – such as the new Bristol OMNITHEATER® – so that "we cause users of these facilities to stay Downtown." This would be accomplished by having the businesses these consumers want and the marketing that reminds them of this fact.



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There would be cooperation between the private and public sectors to keep Downtown great. And, those living throughout the Syracuse region would have a community spirit and a positive attitude about Downtown.

Physically, Downtown would be very appealing and attractive. This would be accomplished with flowers and landscaping; clean and well-maintained streets, sidewalks, buildings, trash receptacles and snow removal; landscape and design standards for surface parking lots; decent sidewalks throughout; improved bus shelters; and enhancement of Downtown's "special areas," such as Armory Square, Hanover Square, and the 300 block of Salina.

In particular, "the historic nature" of Downtown would be protected – in terms of its older, historic structures. These would be protected, maintained, improved, and filled with Downtown draws.

Downtown would have adequate mass transportation. In particular, a "better solution for Common Center" would have been found.

Downtown would have a "central point of reference" that would be used for outdoor performances and give people "a space away from the auto." And, Downtown's large plazas, that are adjacent to civic buildings, would be used more. This would be accomplished by "giving people a reason to use them."

Downtown's "focal points" – such as Armory Square, Hanover Square, the convention center complex, the Hotel Syracuse – would be connected so that consumers would walk from one to another. People would be "drawn" from the convention center complex to Downtown by its shops, restaurants, and activity. And, to encourage pedestrian movement, Downtown would no longer have "dead space" – defined as building walls that don't have windows and windows that are covered or boarded up.

In terms of creating this future Downtown, the most important priorities at this time would be:

- Increasing the number of people living Downtown so that Downtown has a strong "residential base;"



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- Making the Landmark Theatre a star attraction of Downtown;
- Creating a "permanent, year-round public market;"
- Marketing "what we do have – we have a lot to offer right now;"
- Making sure that Downtown's parking is adequate, accessible, convenient, safe – and perceived that way by the public.

By the year 2002, Downtown Syracuse would have the following image:

A festive, friendly, and fun Downtown

*Filled with historic buildings, outstanding cultural facilities,
and unique attractions*

In a multi-cultural, active, and economically vibrant setting

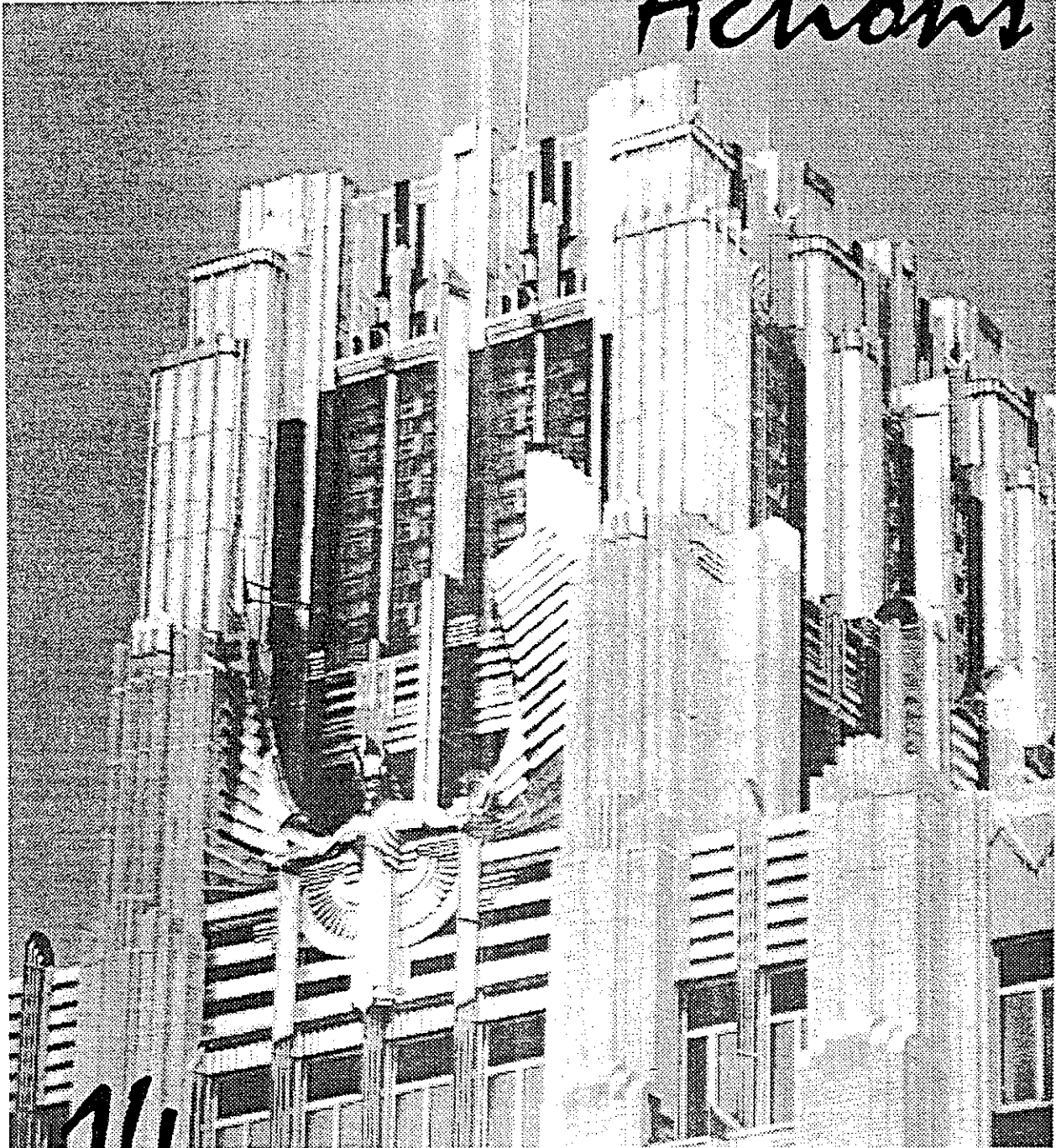
*That is a major destination attracting residents of the region
and visitors to the State alike.*

We're Proud to Say, It's All Here for You to Spend the Day!



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Actions



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V. DOWNTOWN ACTION AGENDA

The Action Agenda for Downtown Syracuse includes three sets of recommendations. These recommendations were specifically designed so that the community's vision may be attained.

The first set of recommendations is entitled "Trends." These are national trends in and affecting Downtowns that should be kept in mind when implementing the Action Agenda.

The second set of recommendations is entitled "Corporate Culture." These recommendations should be used to guide the overall enhancement and development of Downtown.

The third set of recommendations is called "Actions." This set of recommendations outlines the initiatives necessary to further enhance Downtown Syracuse. It is anticipated that the Actions will be implemented by a variety of existing organizations, agencies, and constituents.



TRENDS

The following national trends, in and affecting Downtowns, are highly relevant to Downtown Syracuse. Therefore, they should be kept in mind when implementing the Downtown Action Agenda.

Product, Price, Place, Pitch

The "field of dreams" approach to Downtown revitalization – if we build it, they will come – has been proven ineffective. Instead, the following "4 P's" approach has been proven much more successful in bringing about significant Downtown economic improvements.

If we have an appealing *product*,

If we create a safe, clean, attractive *place*,

If we set the right *prices*,

If we effectively *pitch* what we have,

THEN they will come.

This winning approach – rather than the field of dreams approach to Downtown enhancement – must be used to entice consumers to Downtown Syracuse.

New Anchors ⇒ Built-In Markets

Today, "non-traditional anchors" – attractors other than Downtown department stores – are drawing people to Downtowns, as well as creating markets within Downtowns. Downtown Syracuse already has a considerable number of non-traditional anchors. These include, but are in no way limited to, businesses that bring some 30,000 employees to Downtown daily; the convention center complex; the Landmark Theatre; the Hotel Syracuse; the government facilities; the Museum of Science and Technology; and the soon-to-open Bristol OMNITHEATER®. These new anchors bring people to Downtown who can become patrons of Downtown retail, service, and food businesses.



It must be noted that, due to corporate policies and consolidations, the vast majority of Downtowns in America today have lost their department store anchors. Syracuse is not alone in that regard. And, the vast majority of American Downtowns will not see the return of the department store. Therefore, non-traditional anchors – that create built-in markets – must continue to be developed in Downtown Syracuse.

Adaptive Use

Successful Downtowns nationwide have found new, economically viable uses for their underutilized or vacant structures – commonly referred to as "white elephants." *Evolve or die* is the adage of successful Downtowns, just as it is for the "giants." Shopping malls nationwide are being reinvented at a brisk rate – by changing their physical configurations, changing their store mix, and even by turning them into completely new uses – such as meeting/convention centers, office centers, and medical facilities. This is occurring because the marketplace, the consumers, and the competition is ever changing. And, to stay fresh and current, Downtown must also evolve in the face of change. Downtown Syracuse is on the crest of the wave in finding economically valid, new uses for its historic structures and should continue to do so.

Silver Bullets

A truism in the field of Downtown revitalization is that there are no silver bullets – single, large "savior" projects which will bring about Downtown's revitalization once and for all. Instead, long-term Downtown success in this country has been won by communities that continually bring about a steady stream of small and medium-size improvements – and then leverage these so that they add up to huge successes.

Competing with Giants

Without a doubt, Downtowns cannot compete head-on with retail giants – the malls, the discounters, the power centers – and win. However, successful Downtowns have found that they can co-exist alongside the giants with a great degree of economic prosperity. The key to doing so is knowing Downtown's realistic economic potentials, creating a clear market niche for Downtown, and offering a unique product along with exceptional service.



Discounting Downtown

Downtown is not the appropriate location for discounters, outlets, or off-price businesses. This would create a completely wrong image for Downtown – and for Syracuse – as a place for bargain shoppers. Instead, the center of one's community – that area which conveys the community's values and priorities – should be known as an area of quality that is accessible to all.

Heritage Tourism

"Heritage tourism" is the name used for those with an interest in visiting historic buildings, sites, and neighborhoods. And, today, heritage tourism is the fastest growing segment of the hospitality industry. Given its outstanding architecture, Downtown Syracuse has great potential for appealing to this tourist market. Further, recent surveys have found that the number one pastime of vacationers is shopping. Therefore, filling Downtown's historic structures with unique businesses would result in superb tourism potential.

Pedestrianize

The trend across America today is to make Downtown at least as safe, comfortable and convenient for pedestrians as it has been for motorists. Communities are seeking to strike a balance between pedestrian and motorist traffic with improvements that make Downtown pedestrian-friendly. With the recent completion of approximately \$10,000,000 in physical improvements throughout Downtown Syracuse, a major effort has been undertaken to make Downtown more pedestrian friendly. And, this balance has also been realized in Armory Square. A continued effort should be made to ensure a balance between the auto and the pedestrian throughout Downtown Syracuse.

Anoint Downtown

Over the last decade, Downtown enhancement has been a high priority of many local elected officials nationwide. Why? Because they have experienced the following fact:

***As Downtown Goes,
So Goes the City, the County,
and the Region.***

Downtown's economic condition has a tremendous impact on job creation, quality-of-life, and the success of economic development initiatives region-wide. Therefore, a community's leaders cannot afford to *not* anoint the Downtown enhancement effort. Instead, it must be recognized as a top economic development priority.

The Big Leagues

Downtowns that are known nationally as "great Downtowns" are those with sophisticated, professional Downtown enhancement programs and lively economies. These include Denver, Cleveland, Portland (OR), San Francisco, and Seattle – to name just a few. Downtown Syracuse has the potential to be – and should definitely be – considered one of America's great Downtowns. However, if Syracuse wants to *be in* the big leagues, it must *act like* a big league player. This means it is necessary to:

- Create and sustain a lively Downtown economy – by defining and implementing a focused, market-driven, pro-active enhancement effort; and
- Tell the country about Downtown's greatness – by implementing a highly sophisticated, professional and aggressive marketing campaign.

Accepting the Challenge

Local elected officials who participated in the NLC/HyettPalma pilot program – *Accepting the Challenge: The Rebirth of America's Downtowns* – identified the following lessons as highly important for Downtown success. These should be embraced in the enhancement of Downtown Syracuse.

- **Revitalization Is a Continual Process**

The successful revitalization of Downtown is a constant process. Therefore, the City of Syracuse, the Downtown Committee of Syracuse and the entire community must be patient – and committed – to the enhancement effort over the long-term.



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While short-term, visible results – such as the filling of vacant buildings, the renovation of buildings, the enhancement of streetscape, the construction of a parking lot – are encouraging and important elements of a Downtown enhancement initiative, it normally takes several years to see significant economic success.

- *Stay Focused*

In this day and time, local elected officials are pulled, pushed, lobbied, and, generally, torn by a multitude of interests and forces in a community. While Downtown enhancement is viewed as an important economic development issue in most communities throughout the nation, and in Syracuse, it is only one issue that elected officials must deal with on a constant basis.

Competing interests seeking the attention of the local governing body make it difficult to stay focused on one issue, such as Downtown enhancement. However, the further revitalization of Downtown Syracuse must be kept on the agenda – as a priority item – if successful Downtown revitalization is to be attained.

- *Economic Enhancement Is Critical to Success*

It has long been understood in the field of Downtown revitalization that a market-driven approach to Downtown's enhancement is essential. While Downtown plays many roles in our communities, it is first and foremost an economic machine. Downtown Syracuse can only be enhanced by addressing its economic ailments with economic solutions. Business owners must become more market aware and market oriented – understanding their customers and clients, as well as the other business forces with which they share the marketplace. The City of Syracuse must understand that physical improvements alone will not enhance Downtown. Instead, through Downtown's enhancement, jobs should be leveraged, more investment should be made in businesses and real estate, and more taxes should be generated in order to finance other vital public projects and services.



- *An Aggressive Business Plan is a Must*

The pilot program provided the eleven cities with a business plan for their Downtowns. As one participating Downtown leader said, "One of the most useful elements of the pilot was the Action Agenda, which provided a step-by-step approach to the enhancement of Downtown." It is critical that the Downtown enhancement effort be guided by a realistic, workable, step-by-step program of action – like the one presented in this document.

- *Staff Support Is Essential*

Downtown enhancement is serious business. Therefore, successful Downtowns, just like successful businesses, need the attention and management skills of qualified staff on a daily basis.

- *Volunteers Are Always Needed to Deal with Critical Issues*

As well-intentioned as government and professional staff may be, a considerable number of volunteers are always needed to implement the program of action. Volunteers must be motivated and dedicated to seeing the Downtown Syracuse enhancement effort succeed, over the long-term. And, volunteers must be goal-oriented people – satisfied only with accomplishment and success.

- *Honest Communication Is A Key for Success*

Communication is often the single biggest obstacle to Downtown revitalization success. When business people, government officials, and the public do not have open lines of communication, it is difficult to sustain, or in many cases even start, a successful Downtown enhancement program.

As noted by one of the pilot communities, "When self-interest groups oppose the Downtown revitalization effort – such as tax revenue monitoring groups – the point must continually be made that any action that benefits one of us surely benefits all of us."

- *Dedicated Partnership*

A private-public partnership – like the Downtown Committee of Syracuse – dedicated to clear, direct, and repeated communication with constituents is critical for successful Downtown enhancement. A private-public partnership



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allows the City and business community to work together to create a better relationship and a better Downtown.

- *Pro-Active City Government*

The City must be pro-active in encouraging revitalization through streamlined development processes. The City of Syracuse should have a lead person to "close the loop" on the private-public partnership – an administrative person or persons who understand and work with the Downtown community and development community to further improve the commercial district.

- *Funding Is Critical*

In virtually all of the pilot communities, funding was seen as an obstacle which must be overcome if Downtown revitalization efforts are to move forward with significant success. The public sector needs to think of reinvestment in terms of public dollars over an extended timeframe. The private sector should understand that investment must be made in businesses, buildings, merchandise and services if greater gains are expected from the marketplace.

A strong funding effort is essential to ensure financial self-sufficiency from the beginning of the Downtown enhancement program. Lack of public and private funding delays success.



CORPORATE CULTURE

The following corporate culture should be used to guide the further enhancement and development of Downtown Syracuse.

Downtown Enhancement = Economic Development

It must be kept in mind at all times that Downtown's enhancement is an *economic development project* and not simply a physical improvement project. Therefore, the enhancement effort must focus on actions that reinforce business retention and expansion, business recruitment, real estate development and marketing.

A Downtown of Districts

Downtown is a single entity, everyone's first neighborhood – and not a series of individual, unrelated improvement projects or blocks. Downtown cannot be segmented and enhanced in a piecemeal fashion. Instead, each of Downtown's districts must be enhanced to have a clear, distinct economic character. And, all of Downtown's districts must be connected, tied together, and made to complement each other as economic entities.

Focus Area

For the next three to five years, the enhancement effort – and all its related resources – should be targeted in the focus area shown on the following page. This is necessary in order to realize the greatest possible level of tangible, significant success in as short a timeframe as possible.

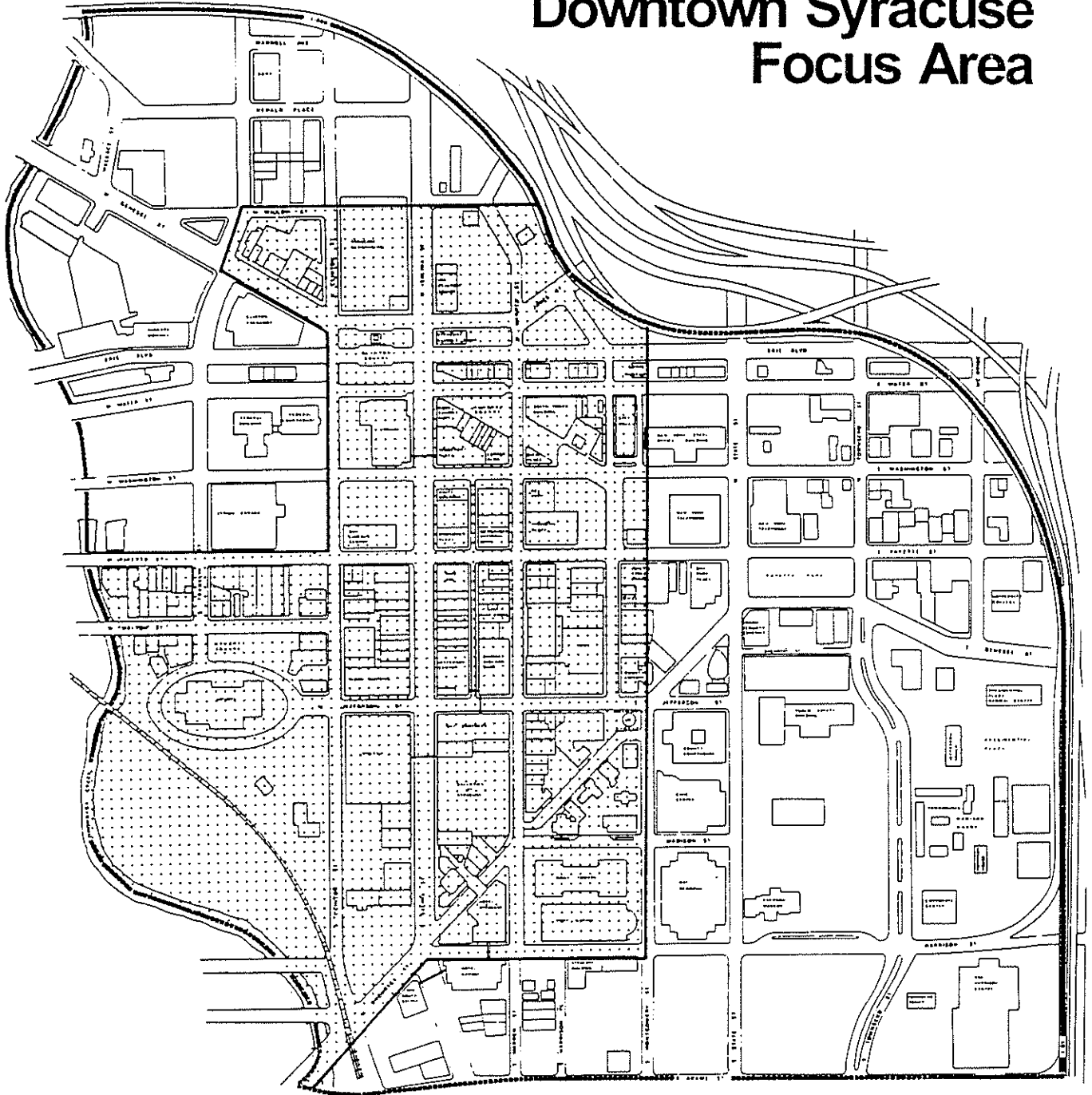
History Sells

The enhancement effort must market the fact that Downtown has an exceptional collection of historic architecture, with buildings of superb grandeur, elegance, and craftsmanship. These buildings are economic tools that can be used to attract investors – business prospects, developers, investors, future Downtown residents, customers, clients, vacationers. However, it must be noted that – to be effective economic tools – it is essential that Downtown's historic architecture is renovated appropriately.



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Downtown Syracuse Focus Area



Pro-Business/Pro-Quality

Quality investors – whether business prospects, real estate developers, financiers, etc. – have many options available to them within the greater Syracuse region, in terms of where to put their dollars. Therefore, to attract quality investors to Downtown, government regulations and processes must be as pro-business as possible. However, at the same time, government regulations, processes – and government leaders themselves – must also be *pro-quality*. Only by being both pro-business and pro-quality will Downtown be able to attract and appeal to investors of high quality.

Street Level Animation

In every Downtown, it is the degree and quality of street level animation that determines its image. A Downtown whose sidewalks are "dead," is perceived by the public as being depressed and desolate – even if its economy is burgeoning. On the other hand, a Downtown whose sidewalks are filled with pedestrians, is viewed as being very much alive and well. Therefore, first floor spaces on Downtown's main streets must be filled with retail businesses, food establishments, outdoor cafes, and other uses that generate and encourage pedestrian movement.

External Orientation

To encourage and stimulate pedestrian activity, Downtown buildings must be externally oriented. This means first floor businesses should be accessed from the sidewalk; first floors of buildings should be designed with window openings and doors, rather than having solid, "blank" walls; and buildings should not be designed to have interior courts that cause businesses to turn their backs to the street.

Contain Downtown

To further encourage pedestrian activity – and walking between Downtown's districts – Downtown should be kept compact and contained. Within Downtown's current boundaries, existing buildings should be restored and filled and, as the market warrants, infill structures should be built on vacant parcels. Doing so will create a strong critical mass and increase real estate values within Downtown's current boundaries. Expanding Downtown's boundaries at any time within the next five years – and encouraging commercial sprawl – will dilute the value of Downtown's real estate.



Downtown is Part of a Larger Picture

It must be acknowledged that other commercial developments occurring near Downtown – such as Oil City – will have an impact on Downtown's economic health. Downtown does not exist in a vacuum but is one element within a larger economic picture. Therefore, the economic impact which future commercial developments will have on Downtown, should be evaluated before they are undertaken.

Quality in New Design

Any new buildings constructed in Downtown should continue the city's tradition of architectural splendor. This should be accomplished by challenging the egos – of both corporate CEOs and professional architects – to "build nothing less than greatness."



COURSE OF ACTION

The following Course of Action was specifically crafted to guide the next three to five years of revitalization efforts in Downtown Syracuse. Recommended actions are shown by issue topic. It must be noted, as stated earlier, that enhancement efforts should be concentrated in the recommended focus area.

The Implementation Sequence, included at the end of this document, shows the order in which the recommended actions should be implemented.

Recommendations shown in the Course of Action were specifically chosen to reinforce and enhance Downtown Syracuse's image as being:

***Everyone's first neighborhood of distinct,
colorful districts and
gracious public squares and spaces***

***Replete with historic buildings
each an architectural gem
of exceptional grandeur, elegance,
and craftsmanship***

***Alive with a variety of top-notch attractions
-- things to do and see and enjoy --
in a pedestrian setting
that invites strolling from place to place to place.***

Business Development

Economic development should become the top priority of the Downtown Syracuse enhancement effort. Currently, it is clear that Downtown Syracuse is the regional center for government, finance, culture, many professional services, and education. What is not clear is Downtown's overall potential for retail, office, and housing development – beyond what can be seen today.

Within the immediate future, the specific business development goal for Downtown Syracuse should be:

To Focus On Retail and Office Development as a Top Priority of the Downtown Enhancement Program.

Professional Market Analysis

A comprehensive, professional analysis of Downtown's retail, office and housing markets is needed to quantify opportunities which exist for the further development of these three critical Downtown uses.

While the analysis should contain vital information regarding the socio-economic characteristics of the Downtown Syracuse trade area, it must be much more than a compilation of numbers. The analysis must document the realistic market potentials of the business district in order to establish a reliable, respected base of market information which can be used by a broad range of parties to justify further significant investments in Downtown.

The analysis should address the following specific concerns, as a minimum.

- A specific determination of the amount of retail and office square footage and the number of housing units which Downtown Syracuse can potentially absorb during the immediate future – between now and the year 2002 – and the likely amount of retail, office and housing development which Downtown should target for the next 10 to 20 years.



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- The identification of specific types of retail businesses which are appropriate for Downtown Syracuse and a determination of any current retail uses located in Downtown which are not appropriate.
- The identification of specific types of offices which are appropriate for Downtown Syracuse and a determination of any current office types located in Downtown which are not appropriate.
- The identification of specific types of housing, size of housing, and types of occupants which are appropriate for Downtown Syracuse and a determination of any current housing located in Downtown which is not appropriate.
- The identification of specific retail, office and housing market niches which should be created in Downtown Syracuse in order to distinguish the commercial district from all others.
- The identification of specific customer and user groups which should be the primary targets of Downtown's retail businesses and offices.
- The identification of locations where retail, office and housing uses should be located – resulting in the design of a clustering plan for the placement of these uses throughout Downtown Syracuse.

The analysis should result in a quality, reliable, respected assessment of Downtown's market which can be used to:

- Assist existing businesses in their efforts to better serve the marketplace through product line/service enhancements, re-orientations, expansions and contractions;
- Induce a higher level of investment in Downtown by existing businesses, new businesses and real estate developers;
- Provide a solid base of growth potential data which will better substantiate the merits of investing additional public dollars in the business district; and



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- Document Downtown's realistic growth potential in order to gain a higher level of lender confidence in the business district.

The market analysis should be completed with the involvement of appropriate, qualified professionals currently working in Downtown and throughout the community. This should entail the formation of an oversight committee to work with the market professionals charged with conducting the market analysis. The local market analysis oversight committee should be composed of:

- Real estate and market specialists;
- Lenders;
- Planning, economic development and real estate professionals employed by the City of Syracuse, Downtown Committee of Syracuse, Chamber of Commerce, etc.; and
- Appropriate faculty from Syracuse University.

Downtown Business Development Districts and Clusters

Downtown Syracuse currently has a number of specific districts – such as Armory Square, Clinton Square, Salina Street, Columbus Circle, the convention center area, etc. All of Downtown's various districts should be given a clearer and more specific economic orientation – as determined through the market analysis – and each district should be further enhanced to contain a specific, defined range of businesses. When business owners wish to open a business in Downtown Syracuse, they should know exactly where to locate their business in order to have the best chance of success and to fill a defined market niche.

The purpose of more clearly defining the economic niche of Downtown's districts is to create pronounced business clusters throughout Downtown. As has been seen in the most progressive business districts and commercial developments throughout the world, clustering complementary businesses increases convenience for customers and patrons. As a result, more customers and patrons frequent the defined districts and their clustered businesses and uses. The broad appeal and



market support of Armory Square proves that the clustering of complementary businesses works.

Once the districts and clusters are defined – and the market validity of the clusters is tested – consideration should be given to adjusting Downtown's zoning ordinance to guide the placement of uses in accordance with the clustering plan.

Future Downtown Retail Development

A Downtown retail development strategy should be defined and include the following elements.

- **Types and Location of Businesses** – Retail businesses placed within Downtown Syracuse should be those which are identified as appropriate by the market analysis. The further enhancement of Downtown must be focused and selective in terms of business development – rather than seeking any type of retail business. Equally important is the location of retail businesses. Retail businesses should be placed in appropriate clusters – consistent with the recommendations of the market analysis.

Assistance – in the form of technical and financial – should be extended to retail business prospects of the appropriate type and those who comply with the business location criteria defined by the clustering plan, ONLY.

- **Pro-Active Effort** – A much more aggressive, pro-active effort is needed to seek appropriate retail businesses for Downtown Syracuse. Rather than waiting for prospects to seek Downtown space, prospects should be targeted and aggressively sought to open an additional business in Downtown, or relocate to Downtown.

Emphasis should be placed, initially, on independent retail businesses. Once the Downtown market becomes stronger, the nationals will seek space in the commercial district. This will occur when Downtown meets their criteria in terms of customer traffic, ambience, business mix, and market potential.



- **Incentives** – Information concerning existing incentives offered to Downtown business prospects – from all sources – should be compiled and packaged. This will make it easier for prospects to determine what is available and what is appropriate for them. Emphasis should be placed on the provision of technical assistance rather than financial assistance. While some degree of financial assistance will likely always be appropriate for "special" groups – like start-up businesses or minority owned businesses or women owned businesses – placing major emphasis on financial assistance tends to draw marginal, under-capitalized business prospects – which Downtown Syracuse does not need.

- **Start-Up Businesses** – While Downtown Syracuse should welcome some number of start-up retail businesses, enhancement efforts should not focus on the attraction of a significant amount of these types of businesses. Start-up businesses, nationwide, continue to experience a very high degree of attrition. Therefore, retail business development efforts should be focused on the attraction of well-established businesses seeking an additional or a new location.

Extreme caution should be given to the creation of a retail incubator in Downtown Syracuse. Very few retail incubator projects have been successful in other communities, since incubators normally require a significant amount of subsidy to cover operational cost shortfalls. Rather than developing an incubation facility, consideration should be given to the use of vendor carts as incubators for start-up retail businesses. The retail carts – which should cost less to acquire and maintain than the cost of conditioning and operating building space and should cost considerably less for start-up businesses to rent than building space – would give start-up businesses an opportunity to test the market for their products. If the businesses prove successful, they should be encouraged to move to, and assisted in finding, appropriate Downtown building space for expanded, permanent operations.

- **Target Effort on Salina** – Until the first floors of buildings are filled with appropriate retail businesses – as identified in the market analysis and consistent with the clustering plan for the area – an "all-out" effort should



be made to further enhance the economic climate and business operations on Salina Street.

The image of Salina Street, to a great degree, is the image of Downtown Syracuse. And, the image of Downtown is currently tarnished by the overall business climate, vacancies and economic disorientation of Salina Street.

Every effort must be made to create a higher level of street animation on Salina through the attraction and operation of a greater number of impulse retail uses. Armory Square has attracted a large number of associated businesses which encourage browsing and which have created a very high level of street animation. The Armory Square market momentum should be pulled-up and expanded from Armory Square to Salina via side streets and, if feasible, mid-block connectors. This does not mean that Salina Street should necessarily have the same types of businesses found in Armory Square – the market analysis should determine this. It does mean, however, that Salina Street should contain a collection of retail businesses which encourage customers to move from store-to-store – as in Armory Square. And, quality dining establishments similar to those found in Armory Square would be an ideal addition to Salina Street's offerings – particularly restaurants and cafes which provide outdoor seating.

In order to set the stage for making Salina Street's enhancement possible, the following actions should be considered, immediately:

- The Downtown Committee's "clean and safe" programs should be intensified in this area;
- Regular, faithful trash pick-up should be conducted in order to make Salina impeccable;
- The bus transfer points should be relocated to provide enhanced amenities to bus riders; and
- Salina's pedestrian orientation should be increased by putting parking back on both sides of the street, going from four lanes of traffic to



two (with a center turn lane if needed), keeping those "hanging out" off the sidewalks, and encouraging sidewalk cafes.

Salina Street should be targeted as the spine and heart of Downtown that serves multiple cross-over markets, including:

- Downtown employees;
- Downtown residents;
- Users of Downtown anchors;
- Students;
- Tourists; and
- Customers and clients of Downtown businesses.

While all segments of the market should feel welcome in any business on Salina – and throughout Downtown – Salina Street should not be developed or positioned to strictly serve a discount or outlet market.

Future Downtown Office Development

Downtown's office development strategy should include the following elements.

- **Types and Location of Offices** – Offices placed within Downtown Syracuse should be those which are identified as appropriate by the market analysis. In addition, offices should be placed in appropriate clusters – consistent with the recommendations of the market analysis.

As with retail businesses, assistance – in the form of technical and financial – should be extended to office prospects of the appropriate type and those who comply with the business location criteria defined by the clustering plan, ONLY.

- **The Office Committee** – The newly formed sub-committee of the Downtown Committee should continue to meet and focus on filling existing office space throughout Downtown. Emphasis should not be placed on the development of new office space in Downtown until all appropriate – meaning occupiable – existing vacant Downtown office space is filled.
- **Office Tenant Types** – It is suggested that emphasis be placed on the attraction of small and medium sized office tenants – unless the market analysis reveals potential for large tenants.
- **Condition of Office Building Space Shown to Prospects** – All office space offered to prospects should be:
 - Conditioned – with old fixtures/furnishings removed and systems working;
 - Showable – clean and with lighting; and
 - Readily Available – for lease or purchase and ready to move-in or ready for final alterations leading to immediate occupancy.
- **Marketing of Office Building Space** – A specific, high quality marketing piece should be produced for the attraction of office prospects. The piece should be produced to tie into the overall marketing campaign discussed later in this chapter.
- **Amenities Sought by Office Building Space Prospects** – It must be understood that Downtown amenities will have an impact on the ability to attract quality office tenants. Several of the most important amenities which are sought by quality office tenants include:
 - A clean and safe commercial environment;
 - Quality retail – in proximity;

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- A high degree of street animation – which enhances the feeling of safety and excitement; and
- An overall marketing campaign which is designed to attract service business customers and clients.

Seek the Interest of the Movie Industry in Downtown

Without question, Downtown Syracuse would be an ideal location for the filming of movies. Based on the types of locations sought for filming in, particularly, New York City, the Hudson Valley, the Berkshires, Connecticut and Wilmington, Downtown Syracuse appears to be an excellent location for film companies seeking unique historic buildings, quality public areas and "the feel" for situations requiring an American or Euro urban backdrop.

A concerted effort should be made – working with the appropriate New York State agency – to encourage movie production companies to film projects in Downtown Syracuse.



Real Estate Development

A tremendous level of both private and public real estate development has taken place in Downtown Syracuse during the past decade plus. The further enhancement of Downtown real estate must be a significant initiative of the overall revitalization program during the next few years in order to further leverage the benefits of recently completed projects.

Within the immediate future, the specific real estate development goals for Downtown Syracuse should be:

***To Create an Ambitious Number of
Housing Units in Upper Stories of Historic Buildings***

****** and ******

***Become More Aggressive in
Making Real Estate Deals Happen.***

Target Housing Developments and Areas

Based on current Downtown market trends and development patterns, it is suggested that Armory Square be targeted for the development of additional housing within the immediate future – until the year 2002, if necessary, to create a critical mass of housing in this area.

Some concern has been expressed locally about the relatively slow marketing of condominium units in the Armory Square area. It is felt that this situation, if in fact it is an issue of concern to developers, is the result of the lack of a significant critical mass of housing units in the area. By developing more housing units in Armory Square – in the upper floors of existing buildings and in select existing vacant buildings – a greater sense of community will be created among residents. In turn, this will lessen prospective residents' fear of being isolated Downtown pioneers.

Since local interest has been shown in the development of new units in the Dome Hotel, and since this building appears to be an ideal candidate for housing, a concerted effort should be made to assist a qualified developer(s) in the completion of this project, immediately. And, an equal level of assistance should be extended to other developers interested in creating quality, market-rate units in the upper floors of other existing buildings located throughout Armory Square.

Once a significant critical mass of housing has been developed in Armory Square, assistance should be extended to developers interested in creating housing throughout the balance of the focus area.

Housing Development Strategy – 2,002 by MMII

Throughout the nation, an increased level of demand for quality Downtown housing is being experienced in communities similar to Syracuse. Based on this – and on the fact that additional business district enhancement and business development activities are anticipated to be undertaken in Downtown Syracuse during the next few years – it is suggested that an aggressive goal for the development of additional market-rate Downtown housing be established and embraced.

While further market analysis may indicate a more conservative or liberal goal, it is suggested that every effort be made to . . .

Develop Market-Rate Housing to Accommodate An Additional 2,002 Residents in Downtown Syracuse by the year 2002.

It is further suggested that at least half of these units be developed in the recommended focus area. And, the balance of the units should be developed throughout the remainder of Downtown Syracuse.

Incentives to Encourage Housing Development

An incentive package should be created to induce the development of market-rate housing units in Downtown Syracuse. The incentives should be designed to:

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- Make it as easy as possible to obtain local approval for the development of appropriate quality units;
- Provide some degree of financial assistance to make the projects economically feasible;
- Provide, to the degree possible, supporting infrastructure to meet the needs of occupants;
- Ensure that all necessary amenities are provided to create a safe, attractive and vibrant environment for Downtown housing residents; and
- Encourage developers and investors to undertake projects *immediately* – rather than protracting the development of projects over an extended period of time.

The incentive package should be developed jointly by the Downtown Committee, the City of Syracuse, and the financial community.

- **Make It Easy** – The City of Syracuse, working cooperatively with the Downtown Committee, should examine all codes and regulations related to the development of housing in Downtown Syracuse. The purpose of the review would be to ensure that growth control measures are pro-development and pro-quality – meaning that regulations should allow the development of quality housing units without undue delays. It is expected that some degree of formal review of housing development projects will be required – to protect life safety and ensure quality development. However, the City's growth control system should be "streamlined" so that all developers are made aware of all requirements and expectations, up-front, in the planning stage of development projects. And, if developers comply with all requirements, they should be issued all appropriate building permits, planning clearances, etc., in an expedient manner. The goal should be to avoid delays in the processing of development applications, which are often experienced in many communities. Housing should be considered a use-by-right if clearly defined building/development requirements are satisfied -



- rather than being subjected to an extensive review and debate through formal planning commission/City review processes.

The Downtown Committee and City of Syracuse should walk developers through the permitting process by establishing a one-stop system, as follows.

- Interested housing developers should be encouraged to start the project review/permitting process by first visiting the Downtown Committee office. At that point, an appropriate staff person from the Downtown Committee should be assigned to work with the developer throughout the review/permitting process until approval is obtained.
 - The Downtown Committee staff person would review each proposed project to determine if it appears to meet the City's Downtown housing regulations.
 - If the proposed project passes this review, an appropriate City building/planning staff representative should be contacted by the Downtown Committee staff person.
 - The Downtown Committee staff person and developer would then meet with the City staff person to review and discuss the project.
 - If the proposed project passes this review, the developer would be encouraged to formally file for approval to start the project.
 - Following approval of the project by the City, the Downtown Committee staff person should be in constant contact with the developer to ensure that appropriate technical assistance is available. This assistance should be continued until the issuance of a certificate of occupancy.
- **Provide Financial Assistance** – An attractive and appropriate range of financial incentives should be designed and offered to housing developers interested in developing additional Downtown housing units.

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The incentive package should be jointly designed by representatives from the Downtown Committee, the City of Syracuse and the local lending community – following consultation with representatives of the housing development community.

While many other incentives may be considered, the following range of incentives should be discussed and considered, as a minimum.

- Property Tax Abatement – Consideration should be given to instituting a property tax abatement program for Downtown housing development. The program should be designed to grant developers a 100% abatement of property taxes for the value of housing development improvements over an attractive period of time – such as 15 years.
- Attractive Interest Rates – Lenders should design a financial package which results in offering attractive loans or partial loans to qualified developers for the development of Downtown housing. Attractive should be considered the lending of funds at near the cost of the funds to the lending institutions – with minimum servicing fees.
- Housing Development Grants – If feasible, the City of Syracuse should consider offering incentive grants – of perhaps \$2,000 to \$5,000 per unit – for the first 200 to 300 units of housing developed in Downtown, in conjunction with the new thrust to attain a larger critical mass of units. While the interpretation of HUD regulations vary from state to state, other communities have used portions of their Community Development Block Grant funds for such programs.
- Permit Fees – If feasible, consideration should be given to forgiving permit fees for the development of the first 300 to 500 units in order to encourage early starts.
- Preliminary Design Assistance – Consideration should be given to providing preliminary architectural design services to assist interested building owners, developers and investors in examining the feasibility



of developing housing units – particularly in the conversion of vacant upper story space to housing.

- Market Research/Preliminary Pro-forma Preparation – Consideration should be given to providing site specific market research assistance and assistance in preparing preliminary pro-formas to determine the market and financial feasibility of developing units at specific Downtown locations or in specific buildings.
- Expedient Reviews – The one-stop program, described above, should be promoted as an incentive, if instituted.

■ **Provide Supporting Infrastructure** – While a blanket policy or program may be difficult to design and implement, every effort should be made to accommodate housing developers in the provision of needed infrastructure. Specific types of infrastructure assistance could include:

- Enabling developers to lease parking spaces in public parking garages or surface lots rather than requiring parking to be developed on-site;
- Forgiving utility connection fees;
- Constructing, or providing some financial assistance, for improvements on public property adjacent to projects, such as sidewalks, landscape areas, street furnishings and surface level parking; and
- Providing increased security in the housing development area.

■ **Ensure Downtown Amenities** – A tremendous incentive for the development of housing will always be continued implementation of the Downtown enhancement program and continued provision of amenities throughout Downtown – such as streetscape, parking improvements, events, security, maintenance, etc. And, continued efforts to attract a broad range of quality businesses, cultural facilities, and entertainment establishments to Downtown will further enhance its appeal as a place to live.

- **Undertake Projects Immediately** – A concerted effort should be made to induce developers and investors to start and complete quality housing projects in Downtown *immediately*.

In order to accomplish early completions, it is suggested that the following initiatives be considered.

- Prepare and advertise a request for proposals (RFP) for qualified housing developers to develop a specified number of units – such as 300 to 400 – in the defined Armory Square district.
- Make the financial incentive package available only to the developers of these units – not granting the financial incentives to other housing developers or projects until the housing goal for Armory Square has been satisfied.
- Receive proposals from qualified developers to develop units in Armory Square – with efforts aimed at attracting one or two qualified developers to undertake the development of all units, immediately.
- Select developer(s), grant incentives, and complete units.

If the RFP process adequately stimulates housing development, the process should be used to solicit:

- First, the development of perhaps 200-250 additional units in the Armory Square district; and
- Second, the development of 500 total units in the focus area (including those in Armory Square).

Once qualified developers have committed to the development of 500 units in the focus area, the RFP process should be used to solicit development of an additional 500 or more units in appropriate locations throughout the remainder of Downtown Syracuse.

If the RFP process does not result in the attraction of qualified developers, then incentives should be offered openly to any developer interested in submitting a proposal for the development of housing – again, first within Armory Square, second throughout the focus area, and third throughout Downtown.

Types of Downtown Housing Needed

While the market analysis should determine the exact mix of housing types appropriate for Downtown Syracuse, the following specific types of housing appear to be appropriate at this time:

- Conventional apartments and lofts in existing buildings and new structures;
- A vertical mix of uses within large historic structures, including retail on the first floor, and office, residential, and home occupancy businesses on the upper floors;
- "Artists Colony" housing, with lofts and other forms of housing mixed with studios and gallery spaces.

As the future market warrants, consideration should be given to the development of full-service buildings – residential buildings which include such amenities as doorman, deliveries, valets, etc.

Landmark Theatre

The Landmark Theatre is an underutilized asset at this time. It has been seen throughout the nation that performing art spaces are great Downtown anchors. Assistance should be given to the theatre's board in seeking a corporate sponsor or sponsors to endow the facility – as was done by MOST.

Funds and technical assistance are needed to:

- Complete the renovation of the facility;
- Establish an aggressive and top-notch performance schedule;



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- Aggressively market the facility; and
- Make it a significant regional draw.



Business Climate

A tremendous effort has been made during the last few years to improve the overall business climate throughout Downtown Syracuse. These efforts have made a remarkable difference in the quality of Downtown and its overall appearance and operation.

Continuing to improve Downtown's business climate is essential to create an atmosphere which fosters increased business development.

A goal of the Downtown enhancement effort during the next few years should be:

***To Place More Emphasis On
the Overall Enhancement of Downtown's
Business Climate and to Broadly
Publicize Accomplishments.***

Housekeeping

The Downtown Committee, City, transit company and business community must continue to provide a basic level of services at all times in Downtown. As has been seen in successful Downtown revitalization programs throughout the nation, "small" items cannot be forgotten. The small items make the big investment projects happen. The following small "housekeeping" items must never be forgotten.

- Clean – Downtown Syracuse must be *spotless* at all times. The Downtown Committee currently does a good job keeping Downtown clean and this effort should continue into the future – with the full support and assistance of the City, transit system and business community, as appropriate.
- Safe – Downtown must continue to be safe during all times of the day and night. The visible presence of foot and bike patrols is



excellent and should continue into the future. If feasible, the Downtown Committee's security force should be increased and should be used for more hours – particularly during evening hours. Consideration should also be given to the institution of a Downtown Ambassador Program. This program could entail hiring part-time Syracuse University students to assist Downtown customers locate businesses and other attractions, perform minor maintenance functions, if needed, and serve as additional eyes and ears to aid the Downtown Committee's security force.

The Enhancement of Clinton Square

The planned enhancement of Clinton Square is an excellent project. The enhancement effort must be a "Class A" design and make a strong statement of quality, since this is such an extremely significant historic section of Downtown Syracuse. The square, if feasible, should be developed to permit its use as a town staging area – a place where the community can come together, celebrate together, and have fun together. The City should work with the Downtown Committee to ensure that the business community has maximum input into the design of the square. It is also suggested that the original design of the square be examined thoroughly, to determine the merits of returning the square to its original layout.

Wayfinding System

Consideration should be given to the design and installation of a wayfinding system throughout Downtown. The system should be designed to *lead* both motorists and pedestrians to Downtown's districts and features and to clearly *mark and identify* the districts and features. The system should be of the highest quality design, should be designed to reflect Downtown's historic character, and should be kept updated. And, any missing signs should be replaced immediately.

Parking

Downtown parking should be made as pro-consumer as possible. It is strongly recommended that the Mayor's Parking Task Force's recommendations be implemented immediately and in total, not piecemeal.



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A concerted effort should be made to thwart meter feeders. The City should consider using hand held computers to record vehicle tag numbers. On-street parkers should be allowed to park 2 hours per day on-street in the focus area, between the hours of 9:00 am and 6:00 pm. Parkers should be allowed one grace ticket per month – all other violators should be fined. The City and the Downtown Committee should work with the local courts to ensure that fines are paid – not forgiven, especially in the case of repeat offenders.

The new system should be broadly promoted in order to make it clear that on-street parking changes are being instituted in order to reserve prime on-street spaces for Downtown's customers, clients and patrons.

All meter enforcement personnel should serve not just as enforcement personnel, but also as Downtown ambassadors. This means that meter enforcement personnel must:

- Have a pro-customer attitude;
- When asked, offer advice and information to Downtown's customers, clients and patrons concerning Downtown activities, businesses, etc.;
- Gladly give directions to pedestrians and motorists; and
- Serve as additional eyes and ears for the Police Department and the Downtown Committee's security force.

Meter enforcement personnel should be required to attend periodic customer service training programs – arranged by the Downtown Committee.



Downtown's Districts

As was stated earlier, Downtown Syracuse should be enhanced as a commercial area comprised of a series of districts, each having a distinct character and flavor. And, each should have a clear economic identity, so that Downtown's districts can complement each other and share consumers. It is suggested that the economies of Downtown's districts be strengthened and enhanced through the following actions.

Connect

"Connections" should be created that encourage pedestrian movement from one Downtown district to another. The most effective way to accomplish this is by creating a contiguous band of street level activity and impulse uses – such as specialty retail and food establishments – along Downtown corridors that link the districts. These uses will act as magnets, making people want to – and comfortable to – walk from one district to another throughout Downtown.

Motivate

It is a proven fact that Downtowns experience a higher level of enhancement when their business and property owners are motivated, enthusiastic, and united in creating positive change. In Downtown Syracuse's less successful districts, such motivation and unity is lacking. To reverse this, business and property owners in these districts must develop a clear sense of direction and purpose regarding the future of their district. It is suggested that a clear direction and purpose for each of Downtown's districts be created by:

- Convening business owners, property owners, residents, and investors within each district to define a **shared vision** for their individual district;
- Asking those constituents to identify the district-specific **issues and needs** that are of concern to them;
- Defining a **clear course of action** to address these issues and needs and attain the shared vision; and



- Delineating **roles and responsibilities** – who is responsible for implementing which actions – so that the course of action is carried out in a timely manner.

Answering the questions of "where do we want to go?" and "how do we get there?" will motivate the private sector constituents of each Downtown district to act for the betterment of the district. And, this will ultimately result in the betterment of the whole Downtown.

Address Issues

During the course of this project, several district-specific issues surfaced. The issues – and suggestions for addressing them – are shown below.

- **Heart of Downtown** – The image of Salina Street – which is the spine of this district – is the image of Downtown. The public will always perceive Downtown as it perceives Salina Street. Therefore, the upgrading of Salina Street must become a primary emphasis of the overall Downtown enhancement effort. As discussed earlier in this Course of Action, focus must be placed on creating a band of street level animation and impulse uses along Salina, dispersing the bus transfer points, ensuring that the area is immaculately clean and safe at all times, and addressing the area's traffic and parking issues.
- **The Power District** – Downtown's Power District is sorely lacking a vision - a vision that defines the role its business/property owners would like it to play as one of Downtown's districts. The steps mentioned above for creating momentum and unity should be used, along with the recommended Downtown market analysis, to create this needed vision and sense of purpose. In addition, it must be noted that the Power District's economy and role within Downtown will be strengthened over time, as Armory Square is further improved and strengthened.
- **Hanover Square** – This Downtown district is lacking a clear economic orientation – an orientation that defines what its economic character should be, what business types can flourish here, what uses should be recruited/created in its structures, what clusters can be created to complement its



existing base of businesses. The recommended market analysis should be used to identify a clear economic orientation for the Hanover Square district.

- **Armory Square** – Business owners, property owners, and investors in Armory Square are concerned about the possibility of a disproportionate number of evening uses – of the type that attract a young, drinking crowd and give the area a "party" image – locating in the district. This concern should be taken seriously. Other business districts that had a similar situation – such as Georgetown in Washington, DC – experienced problems as a result. These problems included a rise in vandalism, fights, public drunkenness, and litter – along with a decrease in business owner and resident interest in locating in the district.

To keep Armory Square attractive to businesses and residents, a balance must be maintained:

- Between businesses that are patronized during the day and businesses that are patronized at night; and
- Among evening businesses that serve alcohol and evening businesses that do not.

To accomplish this balance, consideration should be given to:

- Regulating the percent of a business's sales that must result from food as opposed to alcohol;
- Requiring that the sale of alcohol be incidental to food sales and entertainment receipts;
- Ensuring that foot and bike security patrols are highly visible in the area both day and night; and
- Placing Downtown Ambassadors, suggested earlier in this chapter, on the streets of Armory Square on high-use evenings.

Marketing

Without a doubt, Downtown Syracuse needs a high-powered marketing campaign to propel it into the "big leagues" and make it become known nationally as "One of America's Great Downtowns." Following are suggestions for crafting and implementing the marketing campaign.

Sophisticated Campaign

Downtown's overall marketing campaign must be comprehensive, highly professional, and highly sophisticated. The campaign must convey a clear message and portray the depth of Downtown's offerings – rather than being "gimmicky." A marketing campaign that portrays the "real" Downtown will:

- Produce long-lasting results;
- Generate community-wide enthusiasm and excitement;
- Reverse negative perceptions; and
- Allow Downtown to "deliver on the promise" – by actually *being* what patrons *expected* it to be based on what they heard from the marketing campaign.

To be realistic in its message and effective in its results, the marketing campaign must be:

- Based on the results of the Downtown market analysis, recommended earlier;
- Well-funded; and
- Operated for at least a period of five years.



Message

The marketing campaign should reinforce the following three items in the minds of the public.

- First, the campaign must establish Downtown's image as:

***Everyone's first neighborhood
of distinct, colorful districts and gracious public squares and spaces***

***Replete with historic buildings
each an architectural gem
of exceptional grandeur, elegance, and craftsmanship***

***Alive with a variety of top-notch attractions
– things to do and see and enjoy –
in a pedestrian setting
that invites strolling from place to place.***

- Second, the campaign must raise the visibility of Downtown as a whole, Downtown's distinct districts, the work of the Downtown Committee, and the improvements made Downtown.
- And third, but in no way least, the campaign must position Downtown Syracuse as "One of America's Great Downtowns" – and this message must be conveyed throughout the region, throughout the State, and nationally.

Targets

Currently, it is clear that the marketing campaign must target – and communicate with – several specific audiences. These are shown below. However, it must be noted that the market analysis will reveal specific consumer groups which the marketing campaign should target.

- **Internal Constituents** – The marketing campaign should be used to improve the attitudes of Downtown business owners, property owners, and investors. A large segment of these internal constituents do not realize how



great the vibrancy – and how great the potential – of their Downtown. In part, this can be conveyed through a monthly newsletter that documents Downtown improvements being made, actions being implemented, and successes being realized.

- **Four County Market** – The marketing campaign should chisel Downtown's improved image into the minds of residents living within the four county area. The goal of image development efforts would be to instill in residents a sense of pride, enthusiasm, and interest which will motivate them to become Downtown patrons and advocates. At a minimum, image development efforts should include story placement in a variety of media and the use of direct mail.
- **Built-In/Adjacent Markets** – Downtown is fortunate to currently have a number of built-in markets. Among these are Downtown's nearly 30,000 employees; patrons of Downtown's anchors – such as the Onondaga County Convention Center, the 9,000-seat War Memorial, the 2,500-seat Civic Center, the 2,900-seat Landmark Theatre, Downtown's four museums, the Hotel Syracuse, etc.; Downtown residents; and Downtown event-goers – just to name a few.

In addition, Downtown has a significant adjacent market in the form of the University Hill area – a major university and medical complex with more than 16,000 workers, approximately 20,000 students, and the 50,000-seat Carrier Dome.

The marketing campaign should target and attract members of Downtown's built-in and adjacent markets by using direct mail; placing newsletters and flyers in staff/student lounges; helping Downtown's anchors effectively cross-market; and placing Downtown ads in programs produced for cultural events, convention center events, special events, and sporting events.

- **National Audience** – The marketing campaign should include efforts to raise the awareness of both Downtown and the Downtown Committee on a national level. Positioning and establishing Downtown Syracuse as "One of America's Great Downtowns" will:



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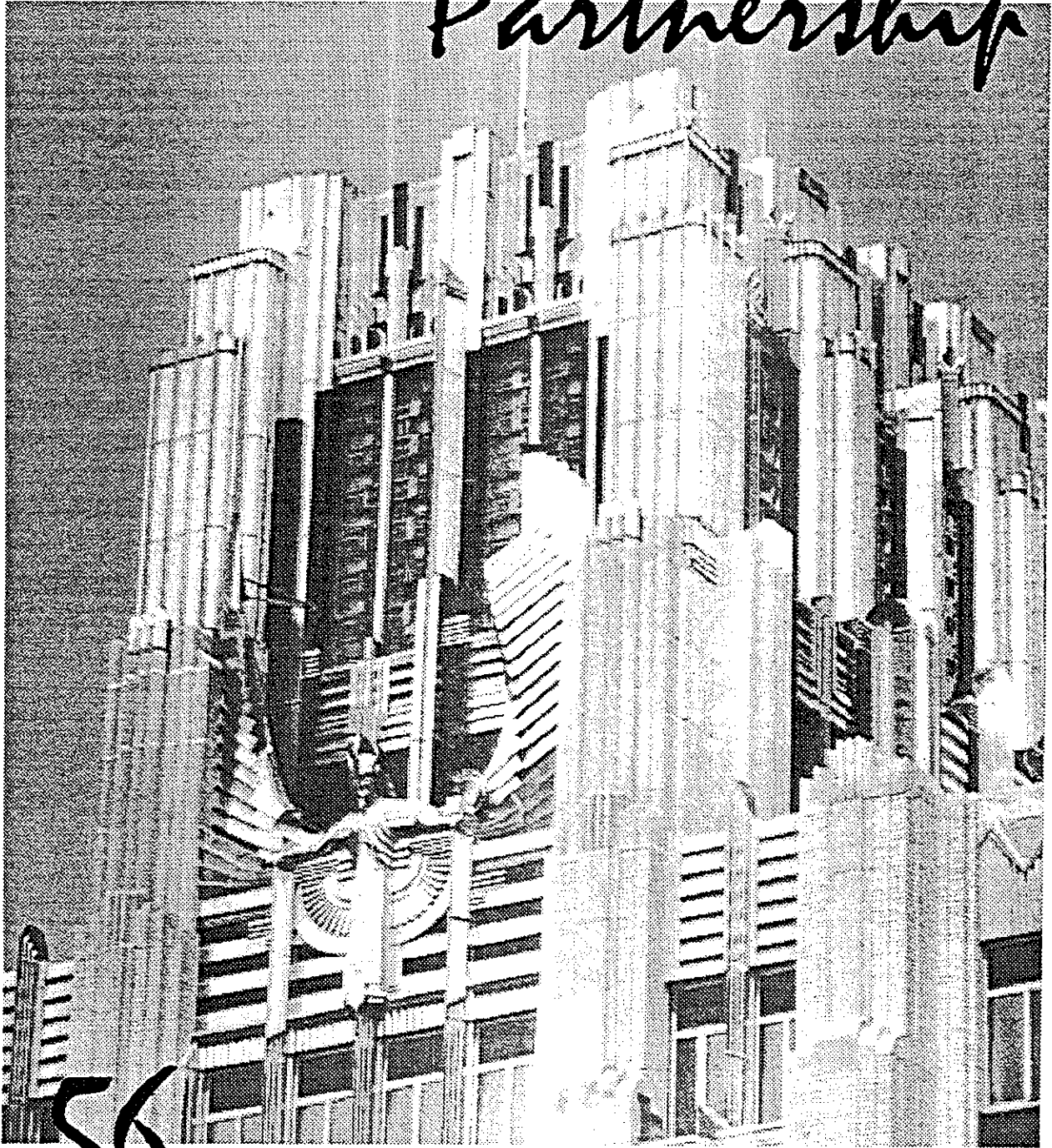
- Attract visitors;
- Raise local pride;
- Benefit the Onondaga County Convention Center, as well as Downtown's cultural facilities;
- Help local and State officials attract the movie industry to film in Downtown; and
- Have the spin-off benefit of enticing investors – business owners, developers, financiers, potential residents, etc. – to "check out" Downtown Syracuse.

National exposure should be gained through placing stories with national media – such as USA Today, the Wall Street Journal, network news morning talk shows – and by using the Internet. In determining how to best use the net to generate visitor and investor interest, contact should be made with the Chamber of Commerce of the Palm Beaches in West Palm Beach, FL. After four months on the net, that Chamber's web site is realizing 30,000 hits per month from 48 countries – and this interest is being translated into Downtown investment.



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Partnership



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VI. PARTNERSHIP FOR SUCCESS

For Downtown Syracuse to reach its full potential, Downtown's key private and public sector leaders and constituents must fully plan together and implement together – in partnership. A shared direction and a unified voice – on the part of these partners – is essential for Downtown success.

Downtown's partnership today is embodied by the Downtown Committee of Syracuse, Inc. The Downtown Committee is a private, not-for-profit, professional Downtown management organization created by the City of Syracuse in 1975 at the request of private-sector leadership. The Downtown Committee implements an ambitious work program by working cooperatively with the City of Syracuse, the various organizations representing districts within Downtown, the numerous institutions in Downtown, and with individual Downtown property owners, business owners, tenants, and developers.

The following recommendations are offered as "fine tuning" for the existing Downtown partnership.

The Downtown Committee

The Downtown Committee of Syracuse, Inc., should continue to lead and spearhead the overall Downtown enhancement effort. The Downtown Committee should oversee implementation of the Action Agenda and be the keeper of the Downtown vision. In addition, it is suggested that:

- The Downtown Committee and its staff must establish a higher profile and greater visibility for the organization and its work;
- The Downtown Committee staff must exude a level of enthusiasm that is palpable and literally *contagious*, as they implement programs to enhance Downtown; and
- To date, the Downtown Committee has done an excellent job in facilitating and stimulating real estate development projects – it is time to take the next step: the Downtown Committee must play a



more pro-active and aggressive role by becoming an "instigator" – targeting specific properties, finding investors and *making real estate deals happen.*

City Government

City Hall must continue to be a strong partner in the Downtown enhancement effort and a supporter of the Downtown Committee's work. While the Downtown Committee should be the "leader" of the effort, City elected officials and their staff must act as "enablers" and "expeditors" – helping in any way possible to make quality Downtown improvements become reality as quickly as possible. In addition, local elected officials should be Downtown advocates and ambassadors of the first order. As was stated earlier, this is extremely important since as Downtown goes, so goes the entire City.

Staff Forums

Staff members of the Downtown Committee, the City, and the County are all involved in Downtown projects. To ensure that they are leveraging each other's work – rather than duplicating or impeding well-meaning staff efforts – it is suggested that these staff members come together on a quarterly basis to discuss their Downtown-related efforts. These staff forums should be convened by the Downtown Committee.

Progress Reports

To keep the lines of communication as open as possible – and to strengthen the Downtown partnership – it is suggested that the Downtown Committee periodically make in-person progress reports at Common Council meetings. This will keep Council members up-to-date on Downtown improvements and give Council members the opportunity to ask questions, make comments, and discuss projects with the Downtown Committee.

District Organizations

Some of Downtown's districts have realized a greater degree of economic success than others. And, business leaders in several Downtown districts are in search of ways to enhance their areas. Greater communication between those in Downtown's various districts – and a degree of peer-to-peer mentoring among these individuals – would be of benefit to each district, and to Downtown as a



whole. Therefore, it is suggested that the Downtown Committee host periodic meetings – perhaps twice a year, or more if desired by district constituents – to bring together business owners, property owners, and residents from throughout Downtown's districts. The purpose of the meetings would be to provide a forum for discussing issues of common concern and potential solutions/joint ventures across district lines.

Financing

The Downtown Committee should continue to solicit funds from a variety of sources. In soliciting future funds, the rule of thumb should be:

"Any person or entity that stands to benefit from an enhanced Downtown Syracuse should be asked to support the enhancement effort with contributions of personal significance."

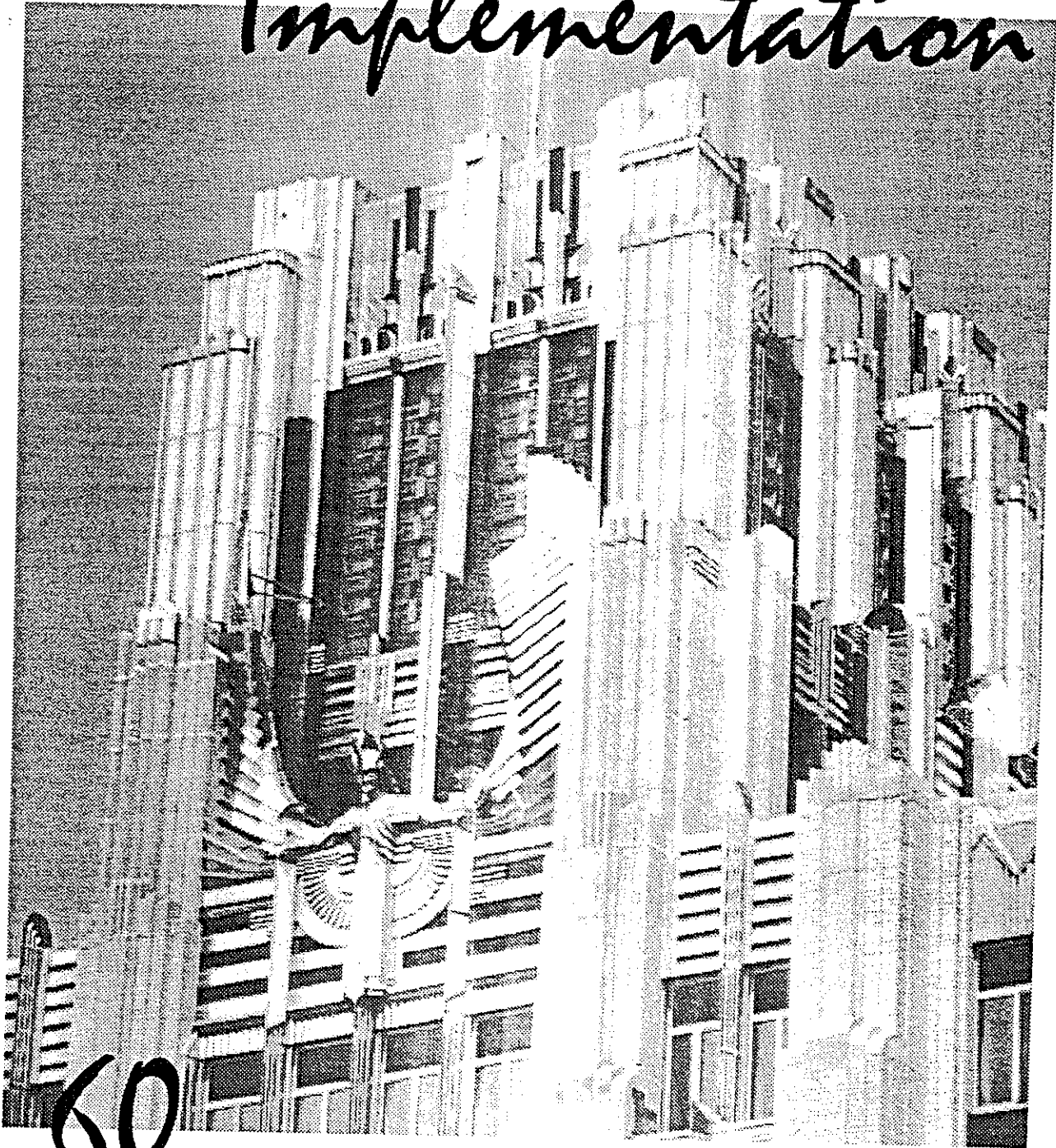
At a minimum, funding should be garnered from:

- The Downtown special assessment;
- The City government;
- The County governments of Onondaga, Cayuga, Madison, and Oswego;
- The State government, for economic development projects;
- ISTEAs and CDBG funds, although it must be recognized that these resources are dwindling;
- Educational and medical facilities in the University Hill area;
- Local and state foundations; and
- Corporations and industries from throughout the four county region.



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Implementation



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VII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Syracuse. The Action Agenda recommended in this document shows actions that should be taken to attain the Downtown vision and address key issues. This chapter shows the same actions in the sequence in which they should be implemented. Implementation sequences are given for the City, the Downtown Committee, and the Downtown business community.

It is assumed that the work of all these entities will be coordinated and will occur simultaneously whenever possible.

It should also be noted that the following implementation sequence includes recommended actions which should be carried out during the next two to three years of the enhancement effort. During those years, the Board of the Downtown Committee – as well as the City – should constantly monitor their progress. In addition, at the end of that time period, the Downtown Committee Board and the City should completely review and update the Action Agenda.



Implementation Sequence for City of Syracuse

General Actions

- Formally adopt the *Downtown Syracuse Action Agenda 1996* as the Downtown Enhancement Guide.
- Continue to be a strong partner in the Downtown enhancement effort and a supporter of the Downtown Committee's work. While the Downtown Committee should be the "leader" of the effort, City elected officials and their staff must act as "enablers" and "expeditors" - helping in any way possible to make quality Downtown improvements become reality as quickly as possible.
- Participate in quarterly staff forums – with staff from the Downtown Committee, the City, and the County.

Business Development Actions

Comprehensive Market Analysis

- Once districts and clusters are defined – and the market validity of clusters is tested – consideration should be given to adjusting Downtown's zoning ordinance to guide the placement of uses in accordance with district clustering plans.

Real Estate Development Actions

Incentives to Encourage Housing Development

- Work with the Committee to create a specific incentive package to induce developers and investors to undertake the development of more market-rate housing units in Downtown Syracuse. These incentives should:
 - Make it "relatively" easy to plan and start appropriate projects;
 - Provide financial assistance;
 - Provide supporting infrastructure;
 - Ensure Downtown amenities are in-place and maintained; and
 - Stimulate developers to undertake projects immediately.



Business Climate Actions

Housekeeping

- The City, Committee, transit company and business community must continue to provide a basic level of services at all times in Downtown.

The Enhancement of Clinton Square

- Complete the enhancement of Clinton Square at the earliest possible date.
- Work with the Committee to ensure that the business community has maximum input into the design of the square.
- The original design of the square should be examined, thoroughly, to determine the merit of returning the square to its original layout.

Wayfinding System

- Work with the Committee to design and install a wayfinding system throughout Downtown.

Parking

- Implement the Mayor's Parking Task Force's recommendations, immediately – in total, not piecemeal.
- Consider using hand held computers to record vehicle tag numbers.
- All meter enforcement personnel should serve not just as enforcement personnel, but should also be Downtown ambassadors – ensured through the provision of periodic customer service training arranged by the Downtown Committee.

Downtown's Districts Actions

Connect

- Work with the Committee to create "connections" that encourage pedestrian movement from one Downtown district to another.



Address Issues

- Work with the Committee to address the following district-specific issues.
 - *Heart of Downtown* – The upgrading of Salina Street must become a primary emphasis of the overall Downtown enhancement effort in order to enhance the overall image of Downtown.
 - *Armory Square* – To keep Armory Square attractive to businesses and residents, a balance must be maintained. To accomplish this balance, consideration should be given to:
 - Regulating the percent of a businesses sales that must result from food as opposed to alcohol;
 - Requiring that the sale of alcohol be incidental to food sales and entertainment receipts; and
 - Ensuring that foot and bike security patrols are highly visible in the area both day and night.



Implementation Sequence for The Downtown Committee of Syracuse

General Actions

- Formally adopt the *Downtown Syracuse Action Agenda 1996* as the Downtown Enhancement Guide.
- Continue to lead and spearhead the overall Downtown enhancement effort.
- Oversee implementation of the Action Agenda and be the keeper of the Downtown vision.
- Convene quarterly staff forums – with staff from the Downtown Committee, the City, and the County.
- Periodically make in-person progress reports at Common Council meetings.
- Host periodic meetings – perhaps twice a year, or more if desired by district constituents - to bring together business owners, property owners, and residents from throughout Downtown's districts.
- Continue to solicit funds from a variety of sources. In soliciting future funds, the rule of thumb should be:
 - "Any person or entity that stands to benefit from an enhanced Downtown Syracuse should be asked to support the enhancement effort with contributions of personal significance."

Business Development Actions

Comprehensive Market Analysis

- Complete a comprehensive, professional analysis of Downtown's retail, office and housing market potentials to quantify the further need and specific business development opportunities which exist for the further development of these three critical Downtown uses.



- Give all of Downtown's various districts a clearer and more specific economic orientation - as determined through the market analysis - and further enhance each district to contain a specific, defined range of businesses.
- Once the districts and clusters are defined - and the market validity of the clusters is tested - work with the City to adjust Downtown's zoning ordinance to guide the placement of uses in accordance with district clustering plans.

Future Downtown Retail Development

- Place retail businesses within Downtown Syracuse which are identified as appropriate by the market analysis. Assistance - in the form of technical and financial - should be extended to retail business prospects of the appropriate type and those who comply with the business location criteria defined by the clustering plan, ONLY.
- Undertake a much more aggressive, pro-active effort to seek appropriate retail businesses for Downtown Syracuse.
- Compile and package information concerning existing incentives offered to Downtown business prospects - from all sources.
- Focus retail business development efforts on the attraction of well-established businesses seeking an additional or a new location.
- Consider, and if deemed feasible, use vendor carts as incubators for start-up retail businesses. If the businesses prove successful, encourage them to move to and assist them in finding appropriate Downtown building space for expanded, permanent operations.
- Until the first floors of buildings are filled with appropriate retail businesses - as identified in the market analysis and consistent with the clustering plan for the area - an "all-out" effort should be made to further enhance the economic climate and business operations on Salina Street.

Future Downtown Office Development

- Place offices within Downtown Syracuse which are identified as appropriate by the market analysis. As with retail businesses, assistance - in the form of technical and financial - should be extended to office prospects of the appropriate type and those who comply with the business location criteria defined by the clustering plan, ONLY.
- The newly formed Office Committee of the Downtown Committee should continue to meet and focus on filling existing office space throughout Downtown.



- Place emphasis on the attraction of small and medium sized office tenants – unless inconsistent with the findings of the market analysis.
- All office space offered to prospects should be:
 - Conditioned – with old fixtures/furnishings removed and systems working;
 - Showable – clean and with lighting; and
 - Readily Available – for lease or purchase and ready to move-in or ready for final alterations leading to immediate occupancy.
- Produce a specific, high quality marketing piece for use in the attraction of office prospects.
- Ensure the following important amenities which are sought by quality office tenants:
 - A clean and safe commercial environment;
 - Quality retail – in proximity;
 - A high degree of street animation – which enhances the feeling of safety and excitement; and
 - An overall marketing campaign which is designed to attract service business customers and clients.

Attract Movie Production Companies

- Attract movie companies to film projects in Downtown Syracuse.

Real Estate Development Actions

Target Housing Projects and Areas

- Target Armory Square for the development of additional housing within the immediate future – until the year 2002 if necessary to create a critical mass of housing in this area.
- Assist qualified developer(s) in the completion of the Dome Hotel housing project at the earliest possible date.
- Extend assistance to other developers interested in creating quality, market-rate units in the upper floors of other existing buildings located throughout Armory Square.
- Once a significant critical mass of housing has been developed in Armory Square, assistance should be extended to developers interested in creating housing throughout the balance of the focus area.



Housing Development Strategy – 2,002 by MMII

- While further market analysis may indicate a more conservative or liberal goal, every effort should be made to develop additional market-rate housing units in Downtown Syracuse to accommodate an additional 2,002 residents by the year 2002.
- At least ½ of the housing units should be developed in the focus area, with the balance of the units developed throughout Downtown Syracuse.

Incentives to Encourage Housing Development

- Create a specific incentive package to induce developers and investors to undertake the development of more market-rate housing units in Downtown Syracuse. These incentives should:
 - Make it "relatively" easy to plan and start appropriate projects;
 - Provide financial assistance;
 - Provide supporting infrastructure;
 - Ensure Downtown amenities are developed and maintained; and
 - Stimulate developers to undertake projects immediately.

Types of Downtown Housing Needed

- While the market analysis should determine the exact mix of housing types appropriate for Downtown Syracuse, the following specific types of housing appear to be appropriate to encourage at this time:
 - Conventional apartments and lofts in existing buildings and new structures;
 - A vertical mix of uses within large historic structures, including retail on the first floor, and office, residential, and home occupancy businesses on the upper floors; and
 - "Artists Colony" concept housing, with lofts and other forms of housing mixed with studios and gallery spaces.

Landmark Theatre

- Assistance should be given to the theater's board in an effort to seek a corporate sponsor or sponsors to endow the facility – like MOST.



Business Climate Actions

Housekeeping

- The Committee, City, transit company and business community must continue to provide a basic level of services at all times in Downtown.

The Enhancement of Clinton Square

- Work with the City to ensure that the business community has maximum input into the design of the square.

Wayfinding System

- Work with the City to design and install a wayfinding system throughout Downtown.

Parking

- Work with the City to implement the Mayor's Parking Task Force's recommendations, immediately – in total, not piecemeal.
- Provide periodic customer service training for meter enforcement personnel.

Downtown's Districts Actions

Connect

- Create "connections" that encourage pedestrian movement from one Downtown district to another.

Motivate

- Create a clear direction and purpose for each of Downtown's districts by:
 - Convening business owners, property owners, residents, and investors within each district to define a **shared vision** for their individual district;
 - Asking those constituents to identify the district-specific **issues and needs** that are of concern to them;
 - Defining a **clear course of action** to address the issues and needs and attain the shared vision; and



- Delineating *roles and responsibilities* – who is responsible for implementing which actions – so that the course of action is carried out in a timely manner.

Address Issues

- District-specific issues should be addressed as follows.
 - *Heart of Downtown* – The upgrading of Salina Street must become a primary emphasis of the overall Downtown enhancement effort in order to enhance the overall image of Downtown.
 - *The Power District* – The steps mentioned above for creating direction and purpose should be used, along with the recommended Downtown market analysis, to create a needed vision and sense of purpose.
 - *Hanover Square* – A clear economic orientation should be determined for this district – an orientation that defines what its economic character should be, what business types can flourish here, what uses should be recruited/created in its structures, what clusters can be created to complement its existing base of businesses.
 - *Armory Square* – To keep Armory Square attractive to businesses and residents, a balance must be maintained. To accomplish this balance, consideration should be given to:
 - Regulating the percent of a businesses sales that must result from food as opposed to alcohol;
 - Requiring that the sale of alcohol be incidental to food sales and entertainment receipts;
 - Ensuring that foot and bike security patrols are highly visible in the area both day and night; and
 - Placing Downtown Ambassadors, suggested earlier in this chapter, on the streets of Armory Square on high-use evenings.



Marketing Actions

Sophisticated Campaign

- Design and implement a comprehensive, highly professional, and highly sophisticated Downtown marketing campaign. The campaign must convey a clear message and portray the depth of Downtown's offerings – rather than being "gimmicky." A marketing campaign that portrays the "real" Downtown will:
 - Produce long-lasting results;
 - Generate community-wide enthusiasm and excitement;
 - Reverse negative perceptions; and
 - Allow Downtown to "deliver on the promise" – by actually *being* what patrons *expected* it to be based on what they heard from the marketing campaign.

Message

- The marketing campaign should convey and reinforce the following three items in the minds of the public.

- First, the campaign must establish Downtown's image as:

*Everyone's first neighborhood
of distinct, colorful districts and
gracious public squares and spaces*

*Replete with exceptional historic buildings
each an architectural gem
of exceptional grandeur, elegance, and craftsmanship*

*Alive with a variety of top-notch attractions
– things to do and see and enjoy –
in a pedestrian setting
that invites strolling from place to place to place.*

- Second, the campaign must raise the visibility of Downtown as a whole, Downtown's distinct districts, the work of the Downtown Committee, and the improvements made Downtown.
- And third, but in no way least, the campaign must position Downtown Syracuse as "One of America's Great Downtowns" – and this message must be conveyed throughout the region, throughout the State, and nationally.



Targets

- The marketing campaign must target – and communicate with – several specific audiences.
 - Internal Constituents;
 - Four County Market;
 - Built-In/Adjacent Markets; and
 - National Audience.



Implementation Sequence for The Downtown Business Community

General Actions

- Work with the City and Committee to implement the *Downtown Syracuse Action Agenda 1996*.
- Continue to contribute funds to further enhance Downtown.

Business Development Actions

Comprehensive Market Analysis

- Work with the Committee to complete a comprehensive, professional analysis of Downtown's retail, office and housing market potentials to quantify the further need and specific business development opportunities which exist for the further development of these three critical Downtown uses.
- Once the districts and clusters are defined, place uses in accordance with district clustering plans.

Future Downtown Retail Development

- Place retail businesses within Downtown Syracuse which are identified as appropriate by the market analysis.
- Assist and cooperate with Committee in a much more aggressive, pro-active effort to seek appropriate retail businesses for Downtown Syracuse.
- Work with the Committee in an "all-out" effort to further enhance the economic climate and business operations on Salina Street.

Future Downtown Office Development

- Work with the Committee to place offices within Downtown Syracuse which are identified as appropriate by the market analysis.



- Work with the Committee to ensure that all office space offered to prospects is:
 - Conditioned – with old fixtures/furnishings removed and systems working;
 - Showable – clean and with lighting; and
 - Readily Available – for lease or purchase and ready to move-in or ready for final alterations leading to immediate occupancy.

Real Estate Development Actions

Target Housing Projects and Areas

- Develop more housing in Armory Square to create a critical mass of housing in this area.
- Complete the Dome Hotel housing project at the earliest possible date.
- Once a significant critical mass of housing has been developed in Armory Square, develop more housing throughout the balance of the focus area.

Housing Development Strategy – 2002 by MMII

- If market conditions allow, develop a total of 2,002 additional market-rate housing units in Downtown Syracuse by the year 2002.
- Develop at least ½ of the housing units in the focus area, with the balance of the units developed throughout Downtown Syracuse.

Landmark Theatre

- Endow the facility – like MOST.

Business Climate Actions

Housekeeping

- Continue to provide a basic level of services at all times in Downtown.



Downtown's Districts Actions

Connect

- Work with Committee and City to create "connections" that encourage pedestrian movement from one Downtown district to another.

Motivate

- Work with the Committee and City to create a clear direction and purpose for each of Downtown's districts.

Address Issues

- Work with the Committee and City to address the district-specific issues identified in the Action Agenda.

Marketing Actions

Sophisticated Campaign

- Work with the Committee to fund, design and implement a comprehensive, highly professional, and highly sophisticated Downtown marketing campaign.

