



**Atlanta  
Downtown  
Neighborhood  
Association**

*Many people talk about the urban renaissance going on in Atlanta, but Downtown residents don't just talk about it — they live it!*

**Board Retreat  
December 3, 2005**



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**Downtown Atlanta, a *Neighborhood*  
in harmony with business  
(2004 – A look back into the future)**

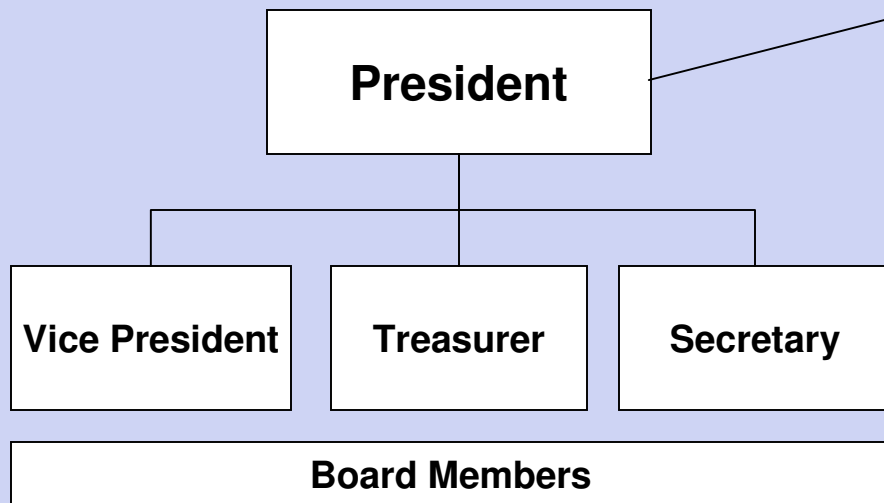


## Remember When?

- Take a moment and reflect back on what the board was like when you first got involved
- Note the date of your first involvement
- Record a few thoughts that describe the ADNA then and your experience
  - Total members
  - Make up of members
    - Residential
    - Business
    - Diversity



## Who we were in 2004



- More organized
- Revenue generation
- ADNA Brand

Festival Committee

Atlanta Downtown Residents and Business Owners

- Meet to discuss “issues” (crime, pan-handling, cleanliness)
- Member meeting preparations:
  - Presentations from would be restaurant/bar owners
  - Sessions with council members on items of concern (water bills)
  - Happy hours / Socials
- Reports from the festival committee on progress and success
- No clear roles and responsibilities
- No purpose
- Not harmonious

- Not committed
- Not leveraged
- Unclear of value of membership
- Bottleneck to getting licensing
- “Click”



## The Reality of 2004

- The face of downtown was changing
- More and more people were becoming residents of the inner city
- More reputable businesses were moving in
- The demographics were changing
- The downtown area was coming alive

***The ADNA was not positioned to influence the direction of the community!***



## The Reality of 2004

- The 2004 Board of Directors set out to make a difference:
  - ***To define, understand, and communicate the purpose of Atlanta's Downtown Neighborhood Association***



## Approach - 2004

- Series of one-on-one interviews with ADNA Officers
- Assembly of volunteers to form the Task Force (Leadership Council)
- Series of group sessions with the Board of Directors (Officers and Leadership Council)
- Conduct interviews with other neighborhood/civic associations across the country
- Develop web-based surveys for ADNA residences and businesses
- Off-site session to conduct ***North Highland's Strategy Articulation<sup>®</sup>***:
  - Vision
  - Mission
  - Values
  - Strategic Objectives
  - Critical Processes
  - Vital Measures
- Conduct interviews with community and business leaders
- Compile results
- Develop implementation plans



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**We're Not Playing Here**



## Acknowledgements - 2004

- Community and Business Leaders
  - Lisa Borders, President, Atlanta City Council
  - JoAnn Haden-Miller, Director Cultural Tourism, ACVB
  - Raymond King, Senior Vice President/Community and Government Affairs, SunTrust
  - Alicia Phillip, Executive Director, Community Foundation for Greater Atlanta, Inc.
  - A. J. Robinson, President, Central Atlanta Progress
- Sheraton Atlanta Hotel
- ADNA Board of Directors and Task Force
  - > Erich Starrett, President
  - > Patrick Busko, Vice President
  - > Jay Tribbey, Secretary
  - > Maria Balais
  - > Chris Ciovacco
  - > Jerry Fazzari
  - > Jennifer Henderson
  - > Cooper Holland
  - > Dorthey Hurst
  - > Suzanna Chavez
  - > Stacey Springer
  - > Tony Stuart
  - > Jeff Swanagan





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# Results and Findings – 2004

Surveys and Interviews

Residents, Community and Business

Leaders, and other Civic Associations



## On-line Survey Results - 2004

- 145 Total respondents
- 35% are ADNA members
- 70% participate in ADNA functions (socials)
- ADNA **Events** most respondents attended:
  - Downtown festival
  - Tour of Lofts
  - Downtown Dwellers Happy Hours
  - First Thursday's Art Walk
- 70% are interested in working on future ADNA initiatives.



## On-line Survey Results – Issues

- Issues where over 80% of respondents think attention is needed:
  - Encouraging economic development that reflects the desires of residents (91%)
  - Holding officials accountable for issues that affect residents (87%)
  - Representing resident's views and opinions to local/state government (80%)
- Issues where over 50% of respondents think attention is needed:
  - Representing resident's views and opinions to commercial entities/companies (79%)
  - Attracting more residents to downtown (76%)
  - Enforcing zoning rules (73%)
  - Establish effective zoning rules (68%)
- Issues where over 25% of respondents think attention is needed:
  - Diversifying the downtown population (41%)



## On-line Survey Results – ADNA effectiveness ratings

- Very effective (9.1%)
- Effective (34.8%)
- Somewhat effective (23.5%)
- **Not effective (4.5%)**
- Don't know (28%)



## On-line Survey Results – One piece of advice for ADNA

What we heard

- “Make yourself more visible.”
- “Grow and become more organized.”
- “Apply political pressure...”
- “Poll its members more often.”
- “Become very active with communications...”



## Civic Associations

- We also interviewed neighborhood/civic associations similar to the ADNA in:
  - Baltimore
  - Charlotte
  - Chattanooga
  - Denver
  - Houston



# 2004 National Civic Association Research Summary

Area	Trends Observed Across Cities
<b>Strategic Goal / Initiatives</b>	<ul style="list-style-type: none"><li>• Downtown marketing messages seem to change as a downtown residence area matures. First stage is overcoming the “crime perceptions and the second is that it is “too expensive” to live downtown. From a strategy perspective, it is probably good to have a mixed income marketing message as long as you have a mixed resident area.</li><li>• Survey a wide variety of the population. This enables you to focus marketing messages to address perceptions.</li><li>• Have local newspapers publish articles with the entire city’s crime statistics to highlight that downtown is a safe place to live.</li><li>• Work with the Business community and City organizations to assist in your efforts (e.g., sponsorship of events, conduct meetings in different restaurants).</li><li>• Use existing buildings and historic properties (some cities practically gave away properties to renovate).</li><li>• Tour of downtown living is a common and successful event.</li></ul>
<b>Growth/Visibility</b>	<ul style="list-style-type: none"><li>• Most downtown growth comes through conversions of industrial type properties to combination retail/residences.</li><li>• The organizations with the highest membership %, focused membership participation with social activities and networking opportunities as well as other topical speakers.</li><li>• There does NOT seem to be proactive attempts to have board members sit on other boards. This seems like a quick win opportunity.</li></ul>
<b>Organization</b>	<ul style="list-style-type: none"><li>• There was a “downtown partnership” group in each city, the more successful ones really understood: legislation influences, tax incentives, city services, had a defined strategy and reported to a board of directors.</li><li>• Some cities had tax income.</li><li>• Board members usually ranged between 5-15 elected officers.</li><li>• Committees seemed to focus on different things.</li></ul>
<b>General (Lessons Learned)</b>	<ul style="list-style-type: none"><li>• Importance of involvement from many people, not just a few.</li><li>• People we spoke with were very passionate about downtown living, they are helping create and build something that is exciting.</li><li>• Most downtown residents are empty nesters or young professionals.</li></ul>



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## Who We Became The Structure for Success



# 2005 Board Functions

## Atlanta Downtown Residents and Business Owners

### President

- **Coordinate Success**
- ADNA Representation
- Lead and Facilitate ADNA Meetings
- Set and Monitor Strategic Development
- Provide Leadership and Leadership Development

### Vice President Communications

#### Leadership Council

- Web
- Marketing
- Newsletter
- Public Relations
- Member Communications

### Vice President Finance

#### Leadership Council

- Budget
- Donations
- Treasurer
- A/R – A/P
- Sponsorship
- Book Keeping
- Member Dues
- Association Taxes

### Vice President Membership

#### Leadership Council

- Welcome Packages
- Voter Registration
- Business Membership
- Database Mgmt
- Out Reach Programs
- Recruiting

### Vice President Public Policy

#### Leadership Council

- Safety
- Zoning
- Life Quality
- Court Watch
- License Review
- Member Advocacy

### Vice President Special Events

#### Leadership Council

- Socials
- Parade
- Festival
- Coffee Talk
- Happy Hours
- Holiday Party
- Tour of Lofts

### Secretary

#### Leadership Council

- Meeting Minutes
- Meeting coordination
- Agenda Development
- Member sign-in
- Web Communication Coordination

## Community, Government & Civic Association Leadership



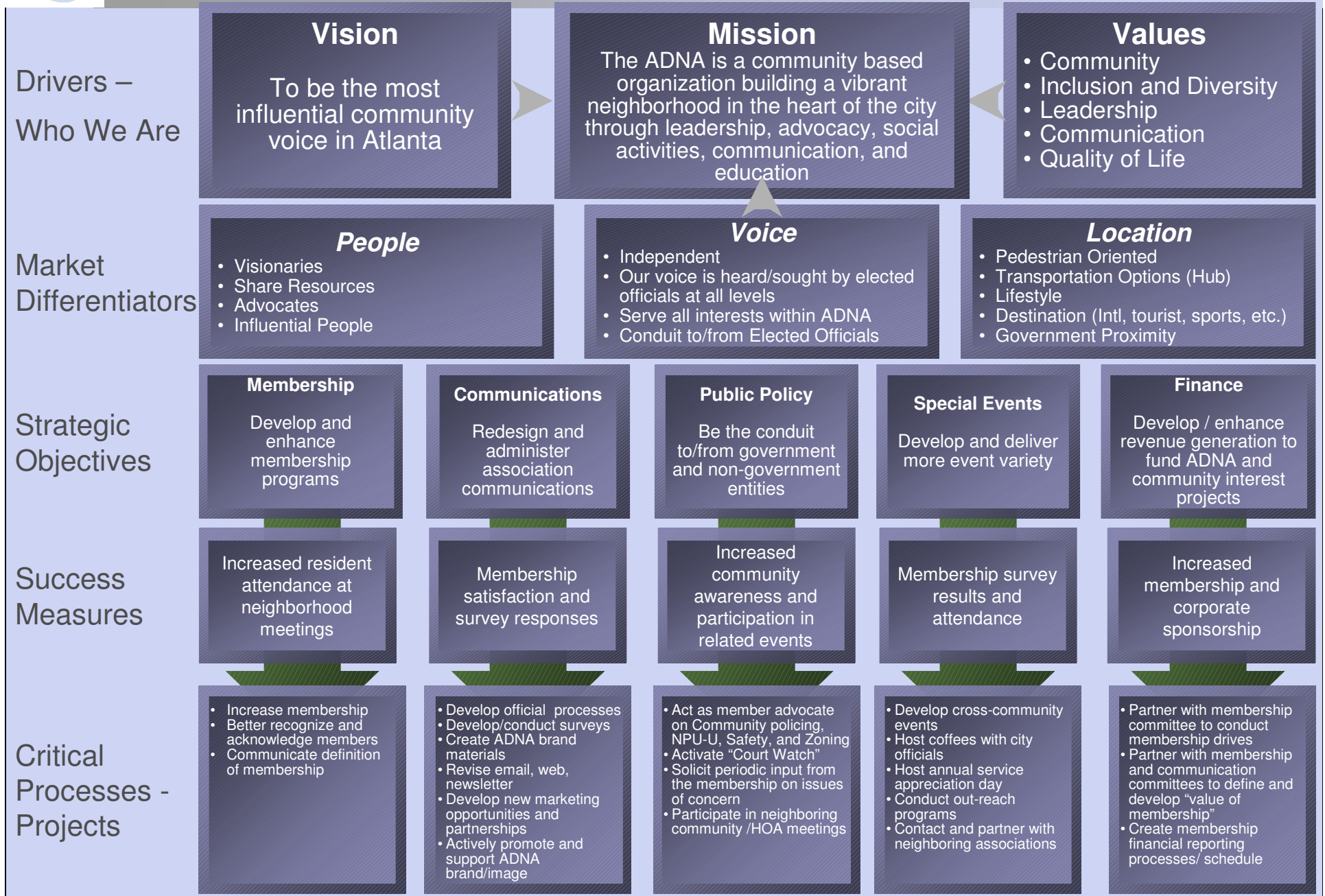
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# Roadmap to the Future



# ADNA Strategy Articulation: 2004 - 2006





## What Has Been Done?

- Take a moment and reflect back on 2005
- What were your objectives?
- What did you accomplish?
- What difference did you make?



## 2005 in Review - Accomplishments

- Organization
  - Successfully installed the new board structure
  - Began to perform functions as described
- Membership
  - Increased by 100%
  - Modified membership criteria
- Communications
  - Monthly newsletter
  - Branding
- Public Policy
  - NPU presence
  - New ordinance passage
- Special Events
  - Festival attendance doubled
  - Festival revenue tripled
- Finance
  - More than tripled account balance (~ \$8,000 in 2004 now ~ \$27,000 in 2005)

**Wow!**



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**“You Ain’t Seen Nothing, Yet!”**  
Defining the future



## The New Faces of Leadership in Atlanta

- Who are you?
- What unique skill, talent, experience do you bring to the Downtown Neighborhood Association?
- Why are you?

***How will this board make a Difference?***



## Questions to Consider

- How will we leverage our 501(c)3 status?
- What will you do with the money?
- How will we market ourselves?
- How do you sustain the organization?
- What will be your legacy?

***How will this board make a Difference?***



## What Will Be Your Focus In 2006?

- Review the Strategy Articulation Map
- Consider what has been accomplished
- Think about what needs to be accomplished
- Record your thoughts on important initiatives for 2006
- Create a theme
- Set the Agenda

***How will you be remembered?***



## Next Steps - 2006

- Conduct 2006 Officer Elections
- Work the Strategy
  - If it doesn't support your vision and mission or it violates your values – Don't do it!
- Continue to mature the organization
- Set the Agenda for 2006
  - Develop specific initiatives/project plans for each strategic objective
  - Succession Planning
  - Secure volunteers
    - Leadership Council
      - for each office (communication, membership, public policy, etc.)
  - Set specific goals
    - member programs, revenue allocation, quality of life improvements

***Initiate success!***



## Recognition

- Jay Tribby
- Tony Stewart
- Jennifer Henderson
- Jerry Fazzari
- Maria Balais
- Deb Day
- Chris Ciovacco
- Chris Raffield
- Mary Montanez
- Many committee/board volunteers

***Thank you!***



*“Its your business. Expect more.”*

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