

**Virginia-Highland Civic Association
2011 Strategic Plan
November 1, 2010**

In accordance with Article I, Section 7 of the Bylaws of Virginia-Highland Civic Association, Inc., the following goals and objectives have been developed and shall be presented for comment and adoption by the Board of Directors at its next General Meeting on November 1, 2010.

These goals and objectives shall be utilized by the Board of Directors in carrying out the business of the association, through the following committees:

- I. Planning Committee**
- II. Parks Committee**
- III. Fundraising Committee**
- IV. Communications Committee**
- V. Safety Committee**

I. Planning Committee

A. Neighborhood Planning and Oversight of “New” Va-Hi Developments

Primary Contacts: Frazier Dworet & Aly Higgins

Goals: Review and make recommendations to the Board for all variance and liquor license applications. This committee shall also be responsible for following new residential and commercial developments that may significantly impact our community, and making appropriate and timely recommendations for researching and addressing. This committee shall monitor new significant plans for development in the neighborhood, to ensure such development is built in accordance with all zoning laws and as much as possible, minimizes traffic impacts to surrounding residents. This includes, but is not limited to:

- Review all new variance and liquor license applications (from VHCA Planning through NPU-F) and make appropriate recommendations to the Board
- Attend and actively participate at NPU-F meetings with special attention to all major NPU-F activities impacting Virginia-Highland and provide updates to NPU-F and feedback to VHCA Board.
- Continue monitoring Callanwolde development impacting Rosedale residents
- Oversight of any new plans for extension of roads for Fourth Ward development
- Monitor the commercial nodes to ensure that development does not adversely affect residents and traffic patterns in the surrounding neighborhood with special attention to the Hilan Theater, the former Kaplan building, The “Mix” development and other vacant commercial buildings and spaces.
- Conduct parking study documenting which parking spaces are assigned to each commercial business and assessing the amount of overflow parking on neighborhood streets.
- Initiate the discussion for the VHCA Board to consider changing the current garage height limitation from 16 feet to a new height which allows flexibility for homeowners needing extra space for family or work.

B. Atlanta Major Developments (for ex. Beltline & Connect Atlanta)

Primary Contact: Frazier Dworet

Goal: Keep neighborhood/VHCA informed of developments related to Beltline, and other major “Atlanta” initiatives, including potential proposed extension of Ponce de Leon Place through Kroger to North Ave.

Tactics/Timeline:

Attend Beltline/other appropriate meetings and timely bring forth issues to VHCA Board.

C. Residential Preservation Committee

Primary Contacts: Aly Higgins, Lola Carlisle and Karri Hopson-Pape

Goal: A grassroots initiative. This group is researching and pursuing options for Historic District zoning for parts or all of Va-Highland, assuming such change is reflective of the desires of the impacted residents.

The community survey has been completed. Their mission for 2011 is to define and execute “next steps.”

II. Parks Committee

A. John Howell Park, Orme Park, Va-Highland Island and Streetscape

Primary Contacts: Rob Glancy (JH Park) and Jack White (Orme Park)

Goal: Maintain and improve these areas for enjoyment by the community.

Tactics/Timeline:

- Continue to be advocate for our community parks and the island at Virginia & N. Highland. Organize and implement appropriate incremental flower beds, doggie bags, dispensers, clean-up days, etc., if there is budget – ongoing.
- Organize initial “fall cleaning” of the Streetscape area along with program for ongoing maintenance, to be paid/performed by businesses.
- Investigate whether we can build steps / terrace at side of volleyball court (near Arcadia) (this has been a desire for five years).
- Follow-up on all the items submitted by Jerry Bright and required for maintenance of John Howell Park.

B. Orme Park Phase I Plan for Improvements

Primary Contact: Virginia-Highland Conservation League, Inc. and Pamela Papner

Goal: Execute the Phase One (Part A) Improvements to Orme Park, per the Master Plan approved at NPU-F in late 2007.

Tactics/Timeline:

- Complete contract review/section of contractors by January 2011.
- Help drive final fundraising required (\$20,000).
- Begin construction as soon as practical after agreement with contractor; ideally in 1Q 2011.

C. New Highland Park

Primary Contact: Virginia-Highland Conservation League, Inc. and Pamela Papner/Allie Coker

Goals:

- Now that plans have been approved by GEFA, develop estimated costs for construction in 2011, to include amenities requested as result of neighborhood meetings.
 - Apply for Park Pride grant coming up in late 2010.
 - Select contractors (late 2010) and begin construction in 1Q 2011.
 - Organize community support to keep grass cut/complete general maintenance via contributions by neighbors/work days during 2010.
 - Work with Karen Page and Jennifer Hansen on GLCP audit requirements.
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III. Fundraising Committee

A. 2011 Summerfest

Primary Contacts: Pamela Papner, Charlie Lefort and Ann Guy

Goals:

- Earn revenues equivalent to or greater than last year.
- Offer a fun, safe, quality event for all ages.
- Continue to solicit participation by local businesses.
- Continue to offer higher quality artwork.
- Continue community parade on Friday prior to dinner.

Tactics/Timeline:

- Board members interested in contributing more to 2011 Summerfest: Aly Higgins, Anne Woodward and Holly Kilgore.
- Kick-off meeting to be held no later than February 2011.
- Complete contracts & insurance:
 - Artist Market, Road Race and Movie contracts to be completed by Feb. 2011.
 - Radio sponsor contract to be completed by end of October 2010 and to include Tour of Homes radio/DJ chatter support.
 - PEM contract completed.
 - Review and finalize event insurance by 05/01/11.
- Improve quality of publicity and advertising.
 - Develop brochure with artist names/locations, as we did last year.
 - Appoint specific person to be in charge of print/online PR.
 - Post street banners on light posts and within square.
 - Try to sell through leftover premium items.
 - Do a nice email to residents.
- Encourage participation by and benefits to local businesses.
 - Offer other promotional opportunities – food tastings, publicity booth, etc. (?)
- Increase revenues:
 - Obtain the 15 available neighborhood sponsorships.
 - Pay strict attention to cost of beverages and select those that will maximize contribution margin.
 - Actively solicit memberships and donations at community dinner.
 - Implement tighter alcoholic beverage cash controls / possible cup inventory program, if feasible.
 - Continue after-party to drive beverage sales.
 - "Monetize" Kidsfest again this year.
 - Keep cost of artist market booths same as last year.
 - Should we use the park or other area for a flea market this year?

B. VHCA Memberships

Primary Contact: Anne Woodward

Goals:

- To increase VHCA membership dues to support VHCA treasury.
- To build a greater awareness of the VHCA and its role/efforts to neighborhood residents who are not yet involved with the association.
- To provide forums for our neighbors to get to know one another and connect at planned, fun, community events.
- To get more people involved in VHCA activities, meetings, and fundraising.

Tactics/Timeline:

- ❑ Solicit membership dues at all appropriate events and leverage other vehicles such as the Voice, vahi.org, etc.
- ❑ Solicit VHCA memberships at entrance to Summerfest Dinner/Movie and during other Summerfest events.
- ❑ Work toward greater connection between VHCA Membership benefits and the neighborhood business community, such as obtaining discount agreements with local merchants that are available to card-holding VHCA members.
 - Maintain a list of local business discounts on the VHCA Membership page on the website
- ❑ Consider recognizing contributors by publishing VHCA members online and in Voice.
- ❑ Consider implementing new neighbor “welcome packets” to drive awareness & membership.
- ❑ Implement online payment for VHCA membership and consider implementing automatic renewal by credit card each year.

C. New Park Fundraising Committee

Primary Contacts: Pamela Papner, Allie Coker, Holly Kilgore

Goals:

- ❑ Develop plan for fundraising activities to be held during 2010-2011.
- ❑ Apply for appropriate grants so that incremental funds can be raised to pay down principal of loan and re-amortize.

D. VHCA Home Tour

Primary Contacts: Charlie Lefort, Ann Guy and Cindy Kaufman

Goals:

- ❑ Continue to develop the home tour as one of the premiere home tours in the region.
- ❑ Maintain the grassroots feel of the home tour while showcasing exquisite homes coupled with first class food tastings.
- ❑ Improve the profitability of the tour through close analysis of past successes and failures. Ensure sponsorship money is successfully solicited and collected.
- ❑ Develop a cohesive team to put on a neighborhood friendly event.
- ❑ Be cognizant of issues regarding infill housing during the home selection process and showcase the importance of the historic character of Va-Hi via the homes selected.
- ❑ Work toward more tie-ins with the local Virginia-Highland Business Community.

Tactics/Timeline:

- ❑ 3/1/10 – 2010 Tour Director and Steering Committee in Place
- ❑ 4/1/10 – All committee chairs in place
- ❑ 5/15/10 – All Homes Selected for Tour
- ❑ 10/1/10 – Restaurants Selected for Tour
- ❑ 11/15/10 – Sponsorship Deadline
- ❑ 12/11/10 & 12/12/10 – 2010 Virginia Highland Tour of Homes
- ❑ 12/12/10 – Tour of Homes After Party

IV. Communications Committee

A. Community Newsletter (“The Voice”)

Primary Contact: John Becker, Editor and Pamela Papner, Board Liaison

Goals:

- ❑ Promote communications to community via quarterly publication of Voice.
- ❑ Attract more advertising revenue through improved newsletter and readership.

Tactics/Timeline:

- ❑ Complete publication schedule for the year and stick to it.
 - First issue will be published to arrive at least week in advance of Home Tour.
 - Publish 2011 editorial calendar/schedule
- ❑ “Dig into” accuracy of mailing address list and improve it.
- ❑ Continue quality articles and community participation.
 - John Becker, Editor, will remain focused on this goal and will continue to circulate new ideas for the newsletter.
 - Preeti Ayyangar has improved design and will continue to use “seasonal motifs” and more white space to promote readability.
 - Contributions from community will be solicited via community emails and mentioned at VHCA meetings.
- ❑ Increase advertising revenues.
 - Ad sizes and pricing was revised in February 2009.
 - Business Manager was incented to garner more ad revenue and improve collection of advertising receivables.

B. Community Emails/Website:

Primary Contact: Pamela Papner

Emails Goal: Keep interested neighbors informed of news that impacts the neighborhood via regular electronic newsletters:

- ❑ Community Email
 - Frequency: every 3-5 weeks
 - Implement improved email program.

Web Site Goal: Continue to maintain a website with updated content and automated support for newsletter subscriptions to keep the community informed of activities and initiatives of the VHCA. Work to implement improved content management system.

V. Safety Committee

Primary Contact: John Wolfinger

Goal: Using community resources (residents / businesses), with support of governmental agencies and other organizations, promote a safe, clean, orderly and legally conforming neighborhood environment. This will in turn preserve and enhance a safe quality of life for residents, businesses and visitors alike.

Tactics / Timeline:

- Continue neighborhood watch program.
 - Continue to add residential Street Captains where needed and find replacements as existing Captains move.
 - Continue to involve more neighborhood churches, schools, businesses and other organizations in the total watch program.
 - Continue to enhance and improve the Safety Team Reports to make sure they are really a useful tool.
 - Continue to promote the safe-delivery program for FedEx and UPS packages, so that fewer packages are available for theft from residences.
 - Continue to work with Zone 6 police personnel to build on our good working relationship with our shared goal of a safer neighborhood.
 - Continue my good working relationship with neighboring safety groups for the benefit of us all.
 - Continue to work on the proposed expansion of coverage area for the private FBAC off-duty patrol group and make total neighborhood coverage a reality.
 - Continue to work with and enhance the growth and effectiveness of our newly-created Graffiti Task Force initiative.
- Pursue Additional Safety Initiatives
 - Begin program to encourage homeowners to display visible street numbers; continue to remind people via Safety Team Reports.
 - Explore the possibility of revamping the National Night Out event, holding it in October and finding a permanent lead person to grow the program from year to year.
 - Explore how to have a permanent clean-up group to monitor Maiden Lane and keep this thoroughfare clean and safer.
 - When the Adopt-a-Spot program becomes operational through Keep Atlanta Beautiful, identify and assign neighborhood areas for cleaning on a permanent basis.
 - Work with Public Works Department to establish a yellow curb painting program throughout the neighborhood in cooperation with PARKAtlanta.
 - Identify and implement additional street lights financed by monies already approved by the civic association.
- Neighborhood Business Programs
 - Continue to work with neighborhood business leaders to revive the VaHi Business Association to make them an integral part of our overall total Safety Program.
 - Encourage businesses to join in the Adopt-a-Spot program and maintain the public right of way adjacent to their business location.

Traffic/Transportation & Sidewalk Sub-Committee

Primary Contact: Kathryn King-Metters

Tactics / Timeline:

- Sidewalk Repair Program: Re-launch the VHCA neighborhood sidewalk repair

program. Develop a plan to identify sidewalks in need of repair and incent select home owners to complete such repair.

- Traffic & Transportation: Serve as primary person “on point” to receive traffic and transportation issues; liaise with city officials to resolve.

- Streetscape/Commercial Area Maintenance
 - Primary lead to develop and implement program to encourage business owners to better maintain our Streetscape bricks and beds.
 - Liaise with Rob Glancy and develop maintenance plan for island plantings (i.e.: work days + what other maintenance is needed).
 - With Pamela Papner, follow up with city Public Works to ensure extra light pole is removed and sunken pavers/cement residue is repaired (from Chevron to Highland Hardware).
 - Investigate whether we can remove some or all of the ugly metal free paper boxes in front of Highland Hardware.
 - Investigate whether large billboard atop Belly is "legal" and if not, recommend appropriate course of action.
 - Promote planting of trees along parking lot at Amsterdam/North Highland Ave., owned by Scott Stern.