Downtown Savannah Vision Planning Process

January 31, 2009

SUNY ESF Center for Community Design Research
Downtown Savannah Vision Planning Process

- Review of previous workshops
- Vision statement and goals
- Design principles
- Taking action
Through activities during the first workshop, we learned about what Savannah values, what concerns you have, how things have changed, what activities currently occur on Main street, and what opportunities the area has to offer. To see a complete summary of the results, posters are in the foyer.
Meeting/Workshop 2

- Reviewed and revised draft vision and goals
- Brainstormed action strategies

During the second workshop we reviewed and revised a draft vision statement and goals, and we brainstormed action strategies that could be done to accomplish the goals.
At the third workshop we looked at design alternatives for Main Street, including building renovations, and discussed the different approaches. We also examined how to address vacancy on Main Street. There are posters in the foyer with detailed results from these activities.
Workshop 3 Results

• Main Street Design Studies
  – Design Principles
  – Concerns
    • Maintenance
    • Implementation
    • Driving and Parking Restrictions
    • Visual Preferences
    • Other Concerns

• Building Renovations
  – Architectural Recommendations

Your comments and reactions to the Main Street Design studies were used to develop Design Principles, which I will discuss shortly.

There were also some concerns, community members had which fell into five basic categories. Many people were concerned about maintenance, especially the level of care needed to maintain vegetation, and who would be responsible. This is a valid and important concern, because if attractive plantings or other elements are implemented along Main Street, but they are not maintained, then they will become an eyesore instead of an asset. There is no single answer for addressing this concern, which is why an entire goal of the Vision Plan relates to maintenance. It is important for the community to work through this goal, and work with each other and business owners to keep Main Street attractive. In addition to maintenance, you will also have to put some effort into implementing different elements of the design studies, which was another main concern.

There were also concerns about driving and parking restrictions, in particular large trucks turning from Church onto Main Street and vice versa if there are bump outs at the corners. After looking at the turning radius needed for a tractor trailers to turn, it appears bump outs would be possibly as long as they were the appropriate size and radius. The community would have to work with the state Dept of Transportation to determine with certainty if bump outs were possible, especially since Church Street is a state road.

And finally there were visual preferences that people had, along with other more minor concerns.

The results of the building renovations were used to develop the Architectural Recommendations which Jane will discuss later.
Workshop 3 Results

• Vacancy Activity
  – Appropriate long term uses— Fertilizer Plant Site
  • Mixed use - B&B lodging, restrooms, green space, working Amtrak Station & community center
  • Mixed use – small businesses
  • Small hotel
  • Community Center
  • Senior Housing/housing

• In this activity we explored several questions to get a sense of appropriate and needed uses in vacant and underutilized spaces in downtown. This was a primary concern expressed early in the vision process.

• A number of suggestions, summarized on screen.
• Remove structures – safety and appearance concerns
• Reactivate to provide uses currently lacking
• Provide visual terminus for Main Street

In addition to getting a list of possible uses, more important to understand from this discussion are the reasons that underlay community desires for this site – and which should be carried forward into future discussions about remediation and revitalization.

- (click) Removing the current structure that exists on the property which most find to be a safety concern and a visual blight
  - Reactivating the site to provide for a mix of uses lacking in the community presently, i.e. lodging, recreation, and retail
- Utilizing the fertilizer plant property (building site and adjacent open lot) to provide a visual terminus for Main Street
Vacancy Activity
Analysis of results– Fertilizer Plant Site

• Speak to historic character of community
• Respect the downtown scale, character and layout
• Uses that will draw people and support economy
• Welcoming experience along Seneca Street

- Developing the site in a manner that speaks to the historic character of the community that has been compromised over time
  - Respecting and reinforcing the traditional small town scale, character and layout of the downtown.
  - Promoting uses on the site that would draw people downtown and help support the Main Street economy
  - Providing for the needs of both the local residents and visitors to the area with the redevelopment of the site
  - click - Creating a more welcoming entry experience for those coming from the east or along Seneca Street with a revitalized space

• Also discussed ideas to fill vacant and underutilized space on Main Street
• Community members suggested a number of specific retail, commercial and service uses that related to resident needs that they currently must go to other towns to fulfill.
• This activity was a first step in the process to determine economically viable and community appropriate uses for the fertilizer plant and Main Street.
• Strategy under one of the goals to seek Brownfield Opportunity Area (BOA) grant, which will provide funding for further planning including an Economic and Market analysis.
Vacancy Activity
Alleviating the Signs of Vacancy

• Lack of care

• Lack of people activity

• Lack of change

• We also discussed the signs of vacancy and possible methods to alleviate those signs while other measures are being taken to address the vacancy itself.
  
• Fall into three categories of indicators
  
• Click – Lack of care – made visible in dirty windows, peeling paint and unrepaired damage.
    
• Methods to address this included regulating routine maintenance and/or establishing a volunteer program to help fix up properties if the owner can not or will not.
  
• Click – Lack of people activity – no people going in and out, no contribution to traffic on the sidewalk and street
    
• Methods to address this included a coordinated public amenities program that enlivens public sidewalk space in downtown including seasonal planting, and holiday decorations, and a series of events that bring people downtown on a regular basis to give an active appearance to all of downtown
  
• Click – Lack of change – no lights, no change in window displays or appearance
    
• Methods to address this included a program by volunteers to create changing displays in vacant storefront windows, and installation of lighting to emphasize continuity of public sidewalk space.
Vision Statement

Downtown Savannah is a thriving rural business district and community center that appreciates and draws upon its natural, historic, religious and agricultural resources as the foundation of a strong and sustainable economy, a high quality of life for residents of all ages, and unique experiences for visitors.

We also asked for comments and suggestions at the last workshop on the Vision Statement and Goals. Here is the final version of that vision statement:
Goals

• Revive and promote the **traditional character and historic aspects** of downtown.

• Reestablish downtown as the **center of welcome and access** to the natural and cultural resources of the area.

• Encourage **year round** recreation, education and civic **activities** for residents of all ages.

And here are the final goals for the Savannah Vision Plan:
Goals (con’t)

• Nurture a **strong local economy** by promoting and supporting local resources and new and existing small businesses.

• Encourage involvement among individuals of all ages and organization to develop and **strengthen community relationships** to contribute to the well being and growth of downtown Savannah.

• Promote and support the **care and maintenance of public and private property** to encourage civic pride and improve the image of the downtown and the community.
So Savannah now has a Vision Statement, Goals to go along with it, and Action Strategies which you saw on posters when you arrived here. Next you will need to determine action steps to take to accomplish this plan, which we will discuss at length at the end of the presentation.
Design Principles

• Highlight and preserve the rural character of the gateways and entrances into Savannah
• Capture attention and interest at the entrances to downtown Savannah
• Appeal to the pedestrian- reinforce the downtown experience
• Strengthen Connections to places beyond Main Street to promote “active living” and access to area attractions

While the Vision statement, goals and strategies provide guidance for actions the community can take, design principles were developed to guide development decisions both on Main Street, and in the surrounding area. These were developed through input from the workshops, along with an analysis of the existing conditions. The design principles are: READ ABOVE
Principle: Highlight and preserve the rural character of the gateways and entrances to Savannah

Gateways (in red)

• Desirable characteristics:
  – Actively farmed agricultural land
  – Farm houses, barns, etc
  – A mix of close and distant vistas
  – Forests, waterways, fields and other natural features

The rural and agricultural landscape leading to the hamlet of Savannah on routes 89 and 31 is an important resource to the community. Preserving and maintaining the character of these roads positively contributes to the experience of both residents and visitors who drive along them. Development guidelines should be created to regulate the character of these roads

Some desirable characteristics include: (CLICK3x)

READ LIST
Principle: Highlight and preserve the rural character of the gateways and entrances to Savannah

Gateways-
• Detract from the character:
  – Storage buildings and units
  – Abandoned or neglected homes
  – Continuous roadside development replacing farmland and views

Some things that detract from the character of these roads include: (CLICK2x)

READ LIST

This is not to say development in the Town of Savannah is a bad thing, rather that where development is placed, how it is designed, and whether or not you want it within view of main roads are all important things to consider and regulate.
The entrances into the hamlet should signal a shift in character, from rural agricultural to rural residential. Features along the entrances should inform motorists they are entering the hamlet and should enhance the character of the area.

Desirable characteristics include:…READ ABOVE

Things that detract from the character include…READ ABOVE

Buildings such as the Fire Hall and town maintenance building are important and valued by the community, but could fit into the character of the hamlet better. They should be buffered or screened to keep drivers focused on the corridor, instead of large open spaces or lots. Buffering should be done at the appropriate scale since people are moving by quickly.
Principle: Capture attention and interest at the entrances to downtown Savannah

- Slow traffic down and capture interest at the four corners
- Emphasize Seneca St. as an alternative entry to downtown
- Capture attention and interest along routes 89 and 31

The approach to downtown should slow motorists down and inform them they are arriving at an interesting destination. These areas should be attractive, well-maintained and stand out, especially at the intersections leading to Main St. While they need to capture attention and interest, they still need to consider the need for a positive pedestrian experience. There are three different areas that are included in this: READ LIST
Principle: Capture attention and interest at the entrances to downtown Savannah

At the Four Corners:

Many of the sketches I am about to show you were reviewed and discussed at the last workshop. They are not final design solutions, but simply illustrate ways to achieve the design principles.

CLICK

Looking at the Four corners,

Decreasing paving and adding vegetation softens the corner and makes it more visually appealing.

Bump outs at the corners not only slow traffic down, but can make it safer and more pleasant for pedestrians, especially along the side of Savannah Bank where there is currently inadequate space on the sidewalk.

Crosswalks made from alternative paving can also slow cars down, and make crossing safer for pedestrians.
At the Four Corners:

Again, on Dave’s corner there is currently a lot of asphalt, adding vegetation and a bump out would soften the corner. This would also slow traffic down and make it more pleasant for pedestrians.
Principle: Capture attention and interest at the entrances to downtown Savannah

Seneca Street:

Emphasize Seneca Street as an alternative entry to Main St by:
- Planting street trees along it
- Adding signage at the intersection of Church and Seneca Streets
- Painting a mural or using street trees to screen the fertilizer plant
- Place a fence or vegetation to screen the service area behind the post office
- Move the entrance to the Main St parking lot further north, and place signage at both lots
Principle: Capture attention and interest at the entrances to downtown Savannah
Routes 89 and 31:

Entrances from all directions should be considered, but the entrance from the south poses a challenge due to the large open space before crossing the bridge.

To capture motorists attention use vegetation, fencing or other elements on the banks along the side of route 89. These elements would need to be of a larger scale, due to the larger area and fast moving vehicles. This illustration shows large trees lining the road, and a pattern of shrubs and flowers along the eastern bank which would be visible at certain points when driving north on 89. It also shows an extended sidewalk and crosswalk, leading pedestrians down to a possible future trail along the old railroad bed.
Another option to make the space more interesting, and let motorists know they have arrived somewhere, would be to reforest the land. This should be done with a variety of tree species, however, those lining the road might all be the same kind of tree. In addition, decorative fencing, or other repeating elements along the road side could attract the attention of those passing.
Principle: Capture attention and interest at the entrances to downtown Savannah

Routes 89 and 31:

The hillside, however, is very steep, so for any alternative involving trees, how and where they are planted would have to be carefully considered.

Also, other elements in addition to trees should be considered for this area since trees would not have a significant visual affect for many years. As you can see in the section drawn, when planted the trees would be quite small, and would take some time to mature. If trees are used, consider carefully the species, and consider using one that is faster growing.
Entering the hamlet of Savannah from the West motorists pass by Secor lumber. This is a long stretch of road here, acting as a great opportunity to create something that will really impact those passing by.

CLICK

One alternative might be to add trees and shrubs along the road to screen the parking lot, and use pavers to designate the space in front of the building as a pedestrian area. In addition, having a sidewalk spanning the length of the property and designated entry points into the parking lot would make it safer not only for those walking by, but for those walking to and from their cars.
Principle: Capture attention and interest at the entrances to downtown Savannah
Routes 89 and 31: In front of Secor Lumber

Looking at this alternative on the ground, this is how it would appear.

CLICK

As you can see, the trees and shrubs screen the parking lot, making Secor lumber, the building more prominent and welcoming.
Another alternative (CLICK) might be to add small trees along the road, but also include three in front of Secor lumber. In addition to pavers in front of the building, this might include a cobblestone strip spanning from one vehicular entrance to the other, for a decorative effect. You could also place a fence along the rear of the trees, to screen the parking lot.
Principle: Capture attention and interest at the entrances to downtown Savannah
Routes 89 and 31: In front of Secor Lumber

Here is a view of this alternative from the ground.

CLICK

Again, the space is more welcoming, and the more pedestrian friendly environment lets passers by know they are arriving at downtown Savannah where people are more likely to walk places.
Principle: Appeal to the pedestrian - reinforce the downtown experience

- What attracts residents and visitors to stop, linger, shop and return again?
  - Supportive, attractive physical environment
  - Mix of uses and activities
  - Signs of caring
  - Communication and promotion

• Reviewed the characteristics of a good Main Street at last meeting
• Click - Once you’ve gotten people to slow down and stop in downtown, you want them to get out of their cars and off of the bus and explore downtown, shop, eat, and come back again.
• This design principle focuses on creating a supportive and attractive physical environment for people visiting downtown.
### Principle: Appeal to the pedestrian - reinforce the downtown experience

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<tr>
<th>Safety</th>
<th>Detail and interesting things to look at</th>
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<td>– Crosswalks</td>
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<th>Comfort and Support</th>
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<td>– Seating</td>
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<td>– Accessible restrooms</td>
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- At the last meeting we reviewed the characteristics that support a good pedestrian experience
- Click - Safety including protection from conflict with vehicular traffic such as crosswalks, pedestrian scale lighting for visibility and well maintained sidewalks.
- Click - Comfort and support – comfort amenities such as choices of places to sit in sun and shade, publicly accessible restrooms, drinking fountains
- Click – Detail and interesting things to look at
- Public park and open spaces that are comfortable for individuals and small groups but that also can allow public events will add to the interest and experience of downtown.
- We reviewed some sketches that illustrated these characteristics
• One sketch we showed extending unit paving across Main Street at Memorial Park to visually connect both sides of the street and extend the sense of public space, slow vehicular traffic and provide a setting for larger scale events such as the Memorial Day service, street fairs and market days.
Another sketch on the east side of Main Street showed unit pavers, such as brick, to provide visual continuity and detail. And seasonal planting in large pots and hanging baskets that show signs of caring. Tables and chairs invite outdoor dining and conversation which then attracts others with their signs of life and activity. Larger windows in storefronts allow transparency and encourage people to come inside.
- Or you could extend the sidewalk three feet to allow for trees to be planted, while still allowing for cars to park.
• This provides adequate space for planting medium size trees in generous planting pits, while still allowing space for café tables with umbrellas to provide shade in the afternoon.
On the west side of Main street

CLICK

• Lengthening the sidewalk planting areas will provide space to add additional permanent planting of ground cover and low shrubs with multi season interest and give Main Street more of a “green” character.

• Also show ideas for hanging signs that can add to the detail and color present on the street.
Planting trees that are considered medium size street trees on the west side of Main Street can be limbed up to provide more physical presence and overhead canopy and shade.

Provide benches in both sun and shade, in several locations along the street.

Recommend a timeless style – one that doesn’t call particular attention to a time period.

Also simple timeless pedestrian scale lighting
**Principle: Strengthen Connections to places beyond Main St to promote “active living” and access to area attractions**

- There are numerous resources in and around Savannah that can be attractive to visitors and community residents.
- Downtown can service as a hub for short excursions as well as a stopping place for long distance bicycle tourists traveling the Erie Canalway trail.
Principle: Strengthen Connections to places beyond Main St to promote “active living” and access to area attractions

• Within the hamlet
  – Bicycle lanes or “share the road” signs
  – Coordinated signage and map system
  – Downtown “nature trail”
  – Improve and maintain sidewalks

• Improvements to reinforce connection between places of attraction and interest within the hamlet should focus primarily on pedestrians and bicyclists.
  • Click - Bike lanes or share the road signs to highlight respect and encouragement of bicycles
  • Coordinated signage and map system that highlights areas and features of interest – different scales and level of detail for car riders versus bicyclists and pedestrians. Info on business and services for bicyclists, such as repairs, convenience items, food and lodging.
  • Downtown nature trail that highlights “in town” environmentally sensitive sustainable practices – native plant material, in town wildlife habitat, ecologically based storm water practices
  • Improve and maintain sidewalks to encourage walking
Principle: Strengthen Connections to places beyond Main St to promote “active living” and access to area attractions

- Shared Roadway Outside the Hamlet
  - Signage system with routes, mileage, areas of interest
- Shared roadway signage

Outside of the hamlet, improvement should focus in the short term on shared roadway for bicyclists and people driving, given the distances between the areas of interest

- Signage system that provides clear guidance, including mileage, to areas and features of interest (example of Howland Island)
- Shared roadway signage
**Principle: Strengthen Connections to places beyond Main St to promote “active living” and access to area attractions**

- Off Road Trail System
  - Further study for appropriate locations
  - Information kiosks at trail heads

- Off road hiking, biking and cross country ski trails should also be considered to provide access to natural areas outside of the hamlet and connection to destinations such as the Audubon Center and Howland Island.

- It is likely that some of these off road trails would need to be located on private property which would require easements and further study to determine appropriate locations and routes.

- Could start simple with trail between hamlet and Audubon Center, and rail trail to Seneca River.

- Click - Information kiosks with route maps at trailheads would help with visitor orientation and publicizing downtown services and businesses.
Main Street Use and Architecture Design Recommendations

• Maintain and encourage and mix of uses downtown
  – Locate uses that attract most foot traffic on first floor – restaurants, retail, service businesses (bank, post office)
  – Locate uses that attract less foot traffic on upper floors – offices, residential

• Along with streetscape improvements, the design, appearance, and use of Main Street’s architectural resources are critical factors in making Savannah’s downtown an attractive destination for visitors and residents alike.

• The recommendations are based upon the preferences expressed by community participants in the November 2008 workshop and upon the guidelines developed by the Main Street Grant Committee at their June 20, 2007 meeting.
Main Street Use and Architecture Design Recommendations

• Reveal and restore storefronts and establish a consistent image through façade design
  – Original brick and natural materials
  – Large, open windows and doors
  – Inviting appearance
  – Complimentary color scheme or color contrast

• Review of Workshop 3 activity- to look at a variety of building facades and delineate which features were appealing and unappealing

• We looked at the results and were able to categorize the findings into five groups: general building façade, façade details, plant materials, sidewalk amenities, and maintenance

• In the first category, general bldg façade, looked at the overall aspects of the building.

• Aspects you found appealing were the materials- original brick and natural, large open windows and doors that were inviting, a general "inviting" appearance that would welcome you inside, and complimentary color schemes and contrast
Main Street Use and Architecture Design Recommendations

Façade Details
- Awnings
- Variety of signage that indicate establishment name
- Decorative work on and around doors and windows
- Appropriate lighting
- Complimentary colors on trim and shutters
- Camouflage unsightly elements (vents, drainage spouts, etc.)

- The second category focuses on building details - the aspects that made it unique
- Details such as awnings, signage, decorative work, lighting, and detail color were important.
- Also the ability to camouflage unsightly, but necessary, elements
Main Street Use and Architecture
Design Recommendations

• Develop commercial signage guidelines for Main Street businesses

Develop signage guidelines that regulate the size, placement, quality of materials, and craftsmanship of commercial signage on Main Street.
Main Street Use and Architecture
Design Recommendations

• New construction and infill in downtown should be compatible with the character, scale, and setback of the existing (desirable) architecture

New construction on Main Street should be contemporary in design, but also compatible with the area’s historic architecture. Important characteristics to reflect include:
  • Brick construction
  • 2-3 story height
  • Ground-floor commercial shopfronts
  • Regular window patterns on upper stories.
  • A matching setback from the street
  • On street or rear parking
Taking Action
How do we move forward from here?

- You may be wondering at this point, so how do we get all of this done? Where do we even start? The Vision Plan includes a Vision Statement, Goals (6 to start with), and Action Strategies (lots), but what do we do with it all? What do we do first?
- Click – recommend that you develop an action agenda

- This is a guide for implementation of the action strategies that you have thought of during the vision planning process. Could include sequence, timing, responsibilities to get projects implemented. Can be general and flexible, but should try to develop an action agenda or plan to determine to decide where to start and how to proceed.
There are several categories of projects that can emerge from a Vision Plan

- Projects may occur simultaneously
- Short term and long range
- Each project needs an Action Plan

First, it's important to understand that there are a variety of projects and types of projects that can come directly from a Vision Plan or become evident or necessary as a community proceeds with implementation.

- It is good to have a mix of project types, scale and time frames.
- Short term, immediate actions that can be implemented with locally available resources provide encouragement and proof of progress that are visible to the community. Long periods of time between actions related to downtown revitalization can result in lost interest.
- Longer term, more complex projects may require extensive planning, research and coordination to bring together all of the necessary people and funding resources.

We'll review the broad categories of projects that are associated with your Vision Plan

- Each project should have an Action Plan to guide and focus implementation.
Projects should contribute to achieving the Vision Plan

- Planning Studies
- Guidelines and Standards
- Design and Construction Projects
- Community Initiatives

[click] Now that you are done with your Vision Plan, the last thing most people want to do is become engaged in another planning study. However, it may be necessary to have additional information and research to determine appropriate actions and cost to implement certain recommendations, for example you may need to conduct a:
  - Feasibility study to develop a trail on the recently acquired railroad right-of-way
  - Or to determine new uses and market viability for the former fertilizer plant
  - Feasibility study to add bump outs onto Church Street

[click] Guidelines and standards are documents that describe and illustrate the type and appearance of development that is appropriate. These are becoming a common strategy as community members realize that there are better options for new development or reconstruction than what has been typical in the last several decades. For example you might develop:
  - Architectural Guidelines for Main St
  - Maintenance guidelines
  - Zoning regulations for outside the hamlet

[click] Design and construction projects—New construction, renovation or redevelopment may be the most visible type of project that occurs as a result of a vision plan, such as:
  - Alternate pavers along sidewalks on Main St.
  - Façade and building renovations

[click] Community initiatives and programs—these may be ongoing or regularly occurring, or one time events that serve as outreach or promote information and interest in a project or may be an improvement project or initiative in its own right, such as a cleanup behind Main St, or restoration of the 2nd floor of town hall.
Action Agenda Considerations

• What is each project’s value to the community?

• Is there a logical sequence for the projects?

• What are the resource requirements and constraints?
  – Money
  – People
  – Leadership

• How long does each project take?

Here are some other factors to consider when creating your Action Agenda:

• Consider the value to the community of each project. What are the community’s priorities?

• Ask whether there is a logical sequence for your projects. Most certainly, it will be necessary to complete some projects before others can be started. This seems intuitive, but it will be helpful to list them in a sequence.

• Resource requirements and constraints are another important factor. Depending on the resources available in your community, including money, people power, and leadership talent, there is very likely a limit on what you can do at any point in time.

• Finally, estimate how long your various projects will take. This will suggest opportunities for sequencing, parallel processing and staggering.

• Above all, be realistic. Balancing your desired results with the time and the resources available will be an important step in effectively achieving your goals.
Finally, consider this useful tool for planning and prioritizing. For each potential project that you anticipate, rank it both for value to the community and for difficulty of implementation (resources required, cost, complexity, etc.).

- Those that are high in value and easy (or inexpensive) to do are “no brainers”
- Those that are high in value but expensive or difficult to do will take more planning and effort on the part of your team or community leaders to accomplish them. But they have high long term value and need to be tackled over time.
- Those that have lower value but are relatively easy (or inexpensive) to do might make good projects for community groups or local businesses.
- And those that are relatively low in value and hard or expensive to do…put them on the back burner, and reconsider if they should be done at all.
• We just reviewed the purpose and approach to develop an Action Agenda to determine the sequence and source requirements of specific projects. When you are ready to start a project, it is a good idea to develop an Action Plan to guide the process.

• While the steering committee’s role might be to set the overall action agenda, each project on that agenda might have its own committee. The project committee should work through the process of creating an action plan.

• To some this may seem like a waste of time, especially when there is the desire to just get started - or it seems like an action plan will be difficult to develop with a group of people with different ideas,

  • But we have all probably worked on projects that have not been well thought out from the beginning and have ended up redoing tasks or spending time on the wrong things, and may not end up where we had thought or hoped we would be, whether it be a construction project, a planning study or a special event.

  • While creating an action plan is not a guarantee that a project will be successful, it will provide a shared roadmap for everyone involved and can be modified based on experience and changes that will invariably occur along the way.

• We are going to spend a few minutes this morning thinking about creating an action plan for the action strategies that you have selected as top priorities.
Please consider **staying involved** in the future of Downtown Savannah

• Closing – Your continued involvement is more important than ever as you complete the vision plan and move into implementation.

• Have prepared the questionnaire to give you the opportunity to think about in what ways you would like to continue to work on achieving your shared vision.

• **QUESTIONS?**

• We will now split up into four groups, and each group will work through an action strategy, then we will all get together and report back to the larger group.

• Direct people to area of room for each goal.