



Goals & Objectives

February 2

2011

The Ferndale DDA holds its Annual Planning Meeting in January each year with the DDA Board of Directors, four standing committees, and its volunteers. Each committee is made up of residents, business and property owners, public officials and local business organizations. The Annual Planning Meeting is held in the evening over a 4-hour period to discuss the goals and objectives of the DDA for the next fiscal year. Each committee works on their goals and objectives at least one or two months prior to this meeting in order to present their thoughts and ideas. At the Annual Meeting they are shared with the group to prioritize and determine the highest area of volunteer needs. This process allows the group the opportunity to brainstorm for additional needs of the downtown and see where collaboration amongst committees is needed. Each volunteer walks out more knowledgeable about the overall goals of the downtown in order to spread the word amongst their peers. The following goals and objectives will help the Ferndale DDA meet our vision for Downtown Ferndale, maintain our status as an accredited National Main Street Community and remain a community in good standing with Main Street Oakland County.

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GLOBAL GOALS

Sustain, grow and promote Downtown Ferndale's vibrant, diverse and cooperative business district.

- *primarily made up of quality entrepreneurs*
- *serve a broad-based community of residents, property owners, consumers and businesses.*

Ensure that Downtown Ferndale provides a quality environment and experience

- *aesthetically exciting and enticing*
- *urban*
- *sustainable*
- *walkable*
- *multi-modal transportation-based*

Ensure Downtown Ferndale continues to be a leader in local, state and national economic development

- *redevelop and grow a balanced and diverse mix of people, jobs, businesses, properties, and residential living opportunities.*

Celebrate the history, culture and progress of Downtown Ferndale while shaping the future to enhance the quality of life and business.

- *ie: Preservation, promotions & events, wayfinding*

Efficiently and effectively maintain and manage the operations of Downtown Ferndale.

- *self-sustaining measures*
- *supported by a strong, diverse and engaged community, volunteers, funding and staff*

Empower stakeholders, creating strong partnerships and ownership of Downtown Ferndale.

Create a clear and positive impression of Downtown Ferndale and the City as a whole, and how the DDA is integral to its evolution.

ORGANIZATION

GOAL: DEVELOP AND COMMUNICATE A CLEAR PICTURE OF WHAT THE DDA IS, ITS ASSETS, ACCOMPLISHMENTS, GOALS AND NEEDS TO ALL OF ITS CONSTITUENTS BY COMMUNICATING DIRECTLY WITH BUSINESS OWNERS, PROPERTY OWNERS, RESIDENTS, CONSUMERS AND COMMUNITY ORGANIZATIONS, AND HOW THE DDA CAN ASSIST

OBJECTIVE: Assemble Global Goals into a clear message and communicate that message

TASK: Create an "elevator speech"

TASK: Create statistics/improvements document

OBJECTIVE: To inform City Council members, and residents of Ferndale of the DDA's activities, accomplishments and needs on a regular monthly basis at City Council meetings.

TASK: Create a calendar of topics and speakers/back-ups

TASK: Develop outlines for each topic.

OBJECTIVE: To provide constant and thorough communication through media and networking sites and other e-communication

TASK: E-blasts

SUB-TASK: Add more residents on E-blasts

TASK: Continue to write articles for local papers

TASK: Incorporate blog into website

SUB-TASK: Identify guest bloggers and schedule

SUB-TASK: Fill the blog

OBJECTIVE: Host quarterly meetings to educate businesses and residents on the role of the DDA, goals/objectives and downtown development plan. Host district wide meeting

GOAL: ENGAGE THE COMMUNITY ON THE NEED FOR POSITIVE COLLECTIVE ACTION IN MANAGING DOWNTOWN FERNDALE AND ITS NEED FOR CONTINUAL GROWTH AND REDEVELOPMENT BY EMPOWERING OUR STAKEHOLDERS TO BE DIRECTLY INVOLVED IN THE DDA.

OBJECTIVE: To build a strong and diverse base of volunteers to help fulfill the mission and goals of the Ferndale DDA.

TASK: Create a "Why Volunteer" statement

TASK: Recruit Board members and Committee members in order to include expansion area perspectives.

TASK: Create a volunteer training program, management plan, handbook, orientation and schedule

TASK: Recognize volunteers through an annual recognition program featuring an appreciation event, awards, rewards

TASK: Committees create a schedule of volunteer needs and criteria to communicate to the public our needs and fulfill recruitment.

SUB-TASK: Constant Contact e-blast static message on recruitment

SUB-TASK: Promote on WFRN

SUB-TASK: Promote to media via news releases and feature stories

OBJECTIVE: Establish sub-committee chairs for Volunteer Development, Communication Strategic Planning, Fund Raising and Advocacy

TASK: Appoint chairs

TASK: Assign objectives

TASK: Have chairs develop work plans to accomplish objectives

TASK: Recruit additional volunteers to assist

OBJECTIVE: Snow removal communication and education

TASK: Identify the DDA's role

TASK: Educate businesses on the DDA's role

SECONDARY OBJECTIVES

OBJECTIVE: Create YouTube videos

TASK: "Man on the Street" interview

TASK: Use a live webcam for consumer content

GOAL: STABILIZE AND MANAGE THE FINANCES OF THE DDA BY IDENTIFYING FUNDRAISING NEEDS AND OPPORTUNITIES.

OBJECTIVE: Define why the DDA needs to fundraise and set goal

TASK: Review budget for gaps, comfort zone and wish list

TASK: Coordinate with other Committees to identify fundable items and needs

TASK: Develop crisis management plan

OBJECTIVE: Identify opportunities for fundraising and plan

TASK: Develop menu of items

TASK: Develop concept for residential contribution

TASK: Identify audiences

TASK: Research grants

TASK: Research corporate funding

TASK: Establish staff/volunteers needs to implement fundraising plan

OBJECTIVE: Communicate fundraising needs and build awareness for purpose/value to create grassroots support

TASK: Educate Board and develop strategy for them to fundraise

TASK: Create corporate sponsorship package in conjunction with Communications and Marketing Manager

TASK: Create fundraising goals for Committees

TASK: Provide fundraising training for volunteers

GOAL: REVITALIZE AND BUILD A CO-OPERATIVE BUSINESS COMMUNITY BY ACTIVELY ENGAGING AND EMPOWERING OUR STAKEHOLDERS, BUILDING A MUTUAL RELATIONSHIP WITH THEM AND BEING RESPONSIVE TO THEIR NEEDS.

OBJECTIVE: Define and communicate with businesses the DDA's Public Advocacy Role of business assistance and guidance; and services.

TASK: FAQ Sheet/Webpage

TASK: Education on policies of City

SUB-TASK: New business checklist

SUB-TASK: On-going business checklist

SUB-LIST: Coordinate informational packages

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OBJECTIVE: Define and communicate expectations of staff to stakeholders

TASK: Establish roles of the Executive Board and Board members

TASK: Create/refine staff job descriptions

TASK: Implement Board training

TASK: Publish staff roles on website

OBJECTIVE: Conduct face-to-face interaction with business owners, government and residents on a monthly basis

TASK: Create a punch list and questions and answers

TASK: Create visit assignments and expectations for Board members

TASK: Have Board of Directors conduct and track monthly visits to businesses

TASK: Engage "expansion area" in order to get businesses involved in the DDA

TASK: Look into CRM management system

SECONDARY OBJECTIVE

Create a quarterly meeting of committee chairs to better communicate amongst members the projects, goals and needs to improve volunteer management.

DESIGN

GOAL: GUIDE BEST PRACTICES OF DESIGN IN DOWNTOWN FERNDALE.

OBJECTIVE: Complete Design Guidelines with the inclusion of support images.

TASK: Find GRAPHIC DESIGNER to help. Perhaps offer stipend.

TASK: Final Edits

TASK: Present to DDA Board

TASK: Review Sign Ordinance for flexibility of signage allowed.

OBJECTIVE: Revise and Amend Appearance Review Ordinance for DDA Design Committee

TASK: Create Process Flow Chart

TASK: Amend Evaluation Criteria

TASK: Revise zoning ordinance to be compatible

TASK: DDA Board Approval

TASK: City Approval

TASK: Change signage ordinance to increase diversity of signage allowed.

OBJECTIVE: To provide local monetary and educational resources to support businesses.

TASK: Update Incentives brochure

TASK: Promote BUILD program and increase users.

TASK: Educate businesses on properly designed sidewalk cafes.

Sub-Task: Review existing ordinances and evaluate

Sub-Task: Determine what is not allowed and Appearance Review

Sub-Task: Add to Design Guidelines

Sub-Task: Inform businesses through e-communications of recommendations and of State requirements for liquor license holders

Sub-Task: Evaluate whether an incentive for sidewalk cafes is necessary.

TASK: Develop a blade sign program.

GOAL: To make Downtown Ferndale accessible, engaging and prepared for future growth.

OBJECTIVE: TIF Plan Approval

TASK: Update BUILD Application & Design Guidelines with infographic.

TASK: Update website to show building projects supported by BUILD funds of the DDA.

TASK: Review plans for Transit Oriented Development

TASK: Review plans for consistency with Downtown Development Plan.

OBJECTIVE: Promote non-motorized transportation throughout the DDA.

TASK: Promote biking within DDA by creating and distributing a bike brochure that illustrates bike rack locations, bike routes and safety guidelines.

TASK: Assist Promotions Committee with a bike night promotion

TASK: Install "Sharrows Pavement Markings" (Bike/Car Share Arrows) on Nine Mile Road.

OBJECTIVE: Make entire DDA pedestrian friendly and accessible.

TASK: Widen sidewalks and remove impediments along Nine Mile from Livernois to Pinecrest.

TASK: Support Police Department in Snow Removal enforcement by educating and informing businesses

TASK: Review and recommend locations for replacing or updating ADA ramps

OBJECTIVE: To promote and create more interactive art within DDA.

TASK: Create a Public Art Overlay map identifying current works of art and potential locations for new artwork.

TASK: Investigate Existing Resources & Similar Concepts (ie: ArtPrize, Soups)

TASK: Develop Sub-committee

TASK: Collaboration with local art galleries on processes of art commission

TASK: Host Public Charrette & Work Sessions to garner more residential involvement

TASK: Create Plan models for identified sites

TASK: Set standards for art

TASK: Develop Budget

TASK: Develop Timeline for Implementation

TASK: Explore means of funding public art – grants, endowments, art show, fundraiser, etc.

TASK: Draft Call to Artists for potential artwork identifying a location

TASK: Replacement of Existing Mural on Record Collector

TASK: Complete MCACA Grant Application for February 2012

TASK: Distribute local art map to businesses.

OBJECTIVE: To follow a Complete Streets philosophy by identifying future streetscape and alley enhancement opportunities and develop plans for those already identified in Downtown Development Plan.

TASK: Create a GIS Model of Boundaries with all amenities included.

Sub-Task: Acquire survey of DDA Boundaries

Sub-Task: Conduct Inventory and Analysis of area, including buildings and parking data demands

TASK: Create conceptual drawings of areas in need including incorporation of Green and Complete Streets practices and include amenities such as bicycle racks, benches, trash/recycle receptacles, trees, planter areas, etc.

Sub-Task: Develop Timeline of feasibility for implementation

Sub-Task: Livernois to Pinecrest Streetscape Improvement

Sub-Task: Obtain retailer/merchant input of the conceptual plans

Sub-Task: Shop Master Plan to DDA Stakeholders

OBJECTIVE: To provide an environmentally-friendly and sustainable environment.

TASK: LED Lights

TASK: Trash Compactors

TASK: Install more preferred recycling receptacles on-street

TASK: Educate businesses on recycling program

TASK: Provide bulk rate to businesses for recycling containers

GOAL: PROMOTE POSITIVE PERCEPTION OF DOWNTOWN FERNDALE

OBJECTIVE: Promote heritage and culture of downtown through Preserve America Plan

TASK: Create web-based/smartphone based heritage stories and content

TASK: Develop timeline and plan for implementing all phases of wayfinding plan.

TASK: Support Historical Museum upgrade

TASK: Review pros and cons of developing a historical district and determine path.

TASK: Provide local art map to businesses, and promote virtual tour.

OBJECTIVE: To create a welcome center presence that resembles the quality we encourage.

TASK: DDA Office front lobby redesign

PROMOTIONS

GOAL: ESTABLISH A FERNDAL FIRST CAMPAIGN TO MAKE SHOPPING, DINING, RELAXING IN DOWNTOWN FERNDAL TOP OF MIND IN THE MARKET, TO STRENGTHEN THE ENTIRE DISTRICT, AND BUILD THE DOWNTOWN FERNDAL BRAND.

OBJECTIVE: Use Downtown Ferndale brand messaging at every opportunity and encourage businesses to do the same.

TASK: Get brand into hands of all businesses.

OBJECTIVE: Identify ways and develop a budget to get word out about the district of Downtown Ferndale.

TASK: Create “advertising/marketing” calendar.

TASK: Identify paid avenues of advertising/marketing and begin to utilize best buys.

TASK: Identify FREE avenues of advertising/marketing.

TASK: Identify key events to showcase Downtown Ferndale.

OBJECTIVE: Develop a banner program for business buy-in that would include window posters for each business.

TASK: Solicit pricing.

TASK: Develop price sheet and purchase options for businesses.

TASK: Determine banner design/messaging.

TASK: Distribute information and sell to businesses.

OBJECTIVE: Develop a buyer loyalty card for Downtown Ferndale businesses to be used as fundraiser and to promote businesses to local residents as well as a broader market.

TASK: Solicit merchants for involvement.

TASK: Develop letter of agreement with participating merchants.

TASK: Recruit merchants to buy cards to sell.

OBJECTIVE: Create affordable marketing opportunities for all businesses.

TASK: Identify likely advertising platforms – newspapers/magazines/radio/tv/billboards.

TASK: Identify best times to advertise/events/seasonal.

TASK: Meet with media sales people to determine pricing, budget, deals that can be passed on to businesses.

GOAL: ORGANIZE AND PROMOTE SIGNATURE EVENTS THAT ATTRACT MORE USERS TO THE DISTRICT

OBJECTIVE: Enhance holiday campaign to become a MAJOR fourth quarter initiative with local and global attractions.

TASK: Set dates and activities.

TASK: Assign chair and populate committee.

TASK: Develop event sponsorship package.

TASK: Determine pricing and possibilities of extended lighting program.

TASK: Identify fundraising elements/beyond event budget.

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OBJECTIVE: Use Third Thursdays as a way to continually promote the message of the district, focusing on 1 per quarter and encouraging businesses to do their own promotions every Third Thursday.

TASK: Identify quarterly special Third Thursdays.

TASK: Encourage businesses to share more of what they are doing and to form partnerships with like businesses to develop their own Third Thursday promotion.

TASK: Develop sponsorship package to better promote quarterly Third Thursdays.

TASK: Identify possible fundraising opportunities in conjunction with Third Thursday messaging.

OBJECTIVE: Piggy back with 3rd party vendors to use their messaging to promote Downtown Ferndale.

TASK: Identify appropriate events.

TASK: Share important dates with businesses and encourage their involvement in events and capitalize on events.

OBJECTIVE: Partner with non-profits whenever appropriate.

TASK: Identify and reach out to specific non-profits.

TASK: Develop a sharing plan for fundraising.

OBJECTIVE: Work with organizers of new Ferndale Pride event to better organize and promote event in 2011.

TASK: Identify DDA role in the promotion.

TASK: Encourage businesses to stay open to take advantage of events.

GOAL: Communicate the importance of Downtown Ferndale, its programs & the TIF

OBJECTIVE: To develop grass roots support at every level to sustain past progress and nurture future growth

TASK: Develop a TIF infograph to be used in eblasts, website, DDA collateral, etc.

BUSINESS DEVELOPMENT

GOAL: TO RENEW THE EXISTING TIF PLAN AND HAVE THE 4 NEW TIF AREAS APPROVED BY 2012.

OBJECTIVE: Develop four separate TIF Plans for areas in the DDA that are currently not within the TIF in order to develop funds for development improvement projects, and renew existing TIF Plan.

TASK: Pursue County support for proceeding with an application.

TASK: Prepare plans based off of downtown development plan; ie: public transit nodes, parking, median improvements, Livernois-Nine improvement.

TASK: Determine steps for approval.

OBJECTIVE: Build, showcase and educate TIF supporters/stakeholders.

TASK: Develop a list of supporters to approach and educate.

TASK: Identify those who may oppose TIF and educate them on the importance and need.

OBJECTIVE: Create a Position Statement that quickly and easily identifies and explains TIF and its importance.

TASK: Create an infographic to use in all promotional materials.

TASK: Create a brochure to concisely communicate information to public.

OBJECTIVE: Build resident and business support of TIF.

TASK: Meet one-on-one with businesses and community to build understanding and support.

TASK: Conduct focus group meetings.

TASK: Send an Info Mailer/Letter with Supporters Listed.

TASK: Create 2 short videos – 1 minute/3 minute – to showcase the history, progress and intended plan of TIF.

Sub-Task: Recruit video production person.

Sub-Task: Develop video script & storyboard.

Sub-Task: Find art & existing videos.

Sub-Task: Shoot new video footage.

Sub-Task: Video clip testimonials of business and residents as to why people move here.

TASK: Create a commercial video promoting the TIF and need for distribution on cable and local business TV/broadcast.

TASK: Create and distribute TIF poster/table tents to businesses to inform and educate public.

TASK: Include educational component in all events DDA conducts.

TASK: Story placement in local papers.

TASK: Editorials/Letters to the Editors

GOAL: STIMULATE AND SUPPORT LOCAL BUSINESS GROWTH AND DEVELOPMENT FOR DOWNTOWN FERNDALE.

OBJECTIVE: Host FernNet business networking meetings with DDA businesses to strengthen the internal communication network amongst businesses, encourage sharing of ideas and proven strategies, and encourage cross-promotion amongst businesses to improve the local economy.

TASK: Recruit Chairperson.

TASK: Develop calendar of meetings.

TASK: Determine topics of discussion for each meeting & recruit speakers.

TASK: Prepare communication and promotion pieces.

TASK: Disseminate news releases and promote via social networking, eblasts, website, cable, city council meetings.

TASK: Assess success of meetings with survey and participation level.

TASK: Encourage co-operative business efforts

OBJECTIVE: Support local small businesses with growing their business and increasing retention.

TASK: Offer a Ferndale First workshop to assist and strengthen businesses in the DDA.

TASK: Revise one page document to be used year-round promoting Ferndale First resources.

TASK: Identify key business anchors.

TASK: Collect opening dates of businesses and provide anniversary plaque.

TASK: Encourage business-to-business purchases and services.

TASK: Create a "Ways to Keep It Local" promotional piece; local can be competitive.

TASK: Provide resource materials, financial incentives and grant opportunities to businesses.

TASK: Update business resource brochure.

TASK: Expand Ignite programming to include 2nd Stage business growth.

TASK: Include Success Stat Sheet in business packets and at FernNet and Ignite meetings.

TASK: Create a WiFi pilot program.

GOAL: INCREASE PROPERTY DEVELOPMENT & REDEVELOPMENT TO STRENGTHEN DOWNTOWN

OBJECTIVE: Encourage and assist owners with property developments.

TASK: Identify target properties.

TASK: Research what other communities are doing to assist property owners, ie: Kalamazoo business recruitment incentive.

TASK: Develop incentive for recruiting businesses, and explore an incentive program for filling remainder of key properties.

TASK: Create a property owner round table program to share information with property owners.

TASK: Build a strong working relationship with property owners through networking groups.

TASK: Share information with property owners via email, mail and eblasts.

TASK: Encourage absentee landlords to take more active role in their property or sell.

OBJECTIVE: Encourage mixed-use development and redevelopment for specific parcels that are underdeveloped or have poor building quality.

TASK: Identify key parcels within DDA (Withington, Kirco Site).

TASK: Create a strategy and promote the Downtown Development Plan to brokers and developers

TASK: Provide training on public/private partnerships to local officials.

TASK: Establish anchor business space for NW corner of Nine & Woodward

TASK: Promote increasing construction of living space and office space on second floors and above in the downtown.

TASK: Create a financial incentives package with the assistance of the MEDC.

ITEMS POSTPONED TO 2012 GOAL PLANNING

OBJECTIVE: Conduct a Market Analysis for FYE 2011 that includes site and district specifics of what is feasible for those areas.

TASK: Create RFP.

TASK: Determine Site & District Areas of Need.

TASK: Update Inventory Data.

TASK: Select Team.

OBJECTIVE: Review Downtown Development Plan biannually and assess if we are addressing the recommendations.

TASK: Review plan bi-annually.

TASK: Provide suggestions for each committee to address the plan.

TASK: Provide update to Board

TASK: Determine prior to annual planning meeting what items should be a priority for following year

GOAL: RECRUIT & DIVERSIFY BUSINESS MIX

OBJECTIVE: Increase the number of entrepreneurs in Downtown Ferndale by actively recruiting them.

TASK: Establish entrepreneur incubator.

TASK: Develop ways to streamline process for incubators, entrepreneurs and small businesses.

TASK: Create an Entrepreneur Recruitment Packet.

TASK: Include Success Stat Sheet in business packets.

TASK: Integrate some entrepreneurial opportunities into the FernNet calendar.

TASK: Connect with local colleges to present at entrepreneur classes/business related classes.

TASK: Network with other membership networking organizations outside of Ferndale, ie: Automation Alley and Open City.

OBJECTIVE: Maintain awareness of the types of preferred businesses desired for the downtown.

TASK: Develop punch list of target business types and what community can support.

TASK: Office space recruitment.

TASK: Collaborate with Chamber Property Showcase to provide a unique downtown overview tour and encourage properties to participate.

TASK: Continue communication with brokers and landlords through an email blast.

TASK: Create a fact sheet on preferred business types and what to look for in a tenant.

ITEMS POSTPONED TO 2012 GOAL PLANNING

OBJECTIVE: Actively recruit national/regional and mid-range price businesses to create a balanced mix.

TASK: Create Business recruitment package for national and small-mid size companies.

TASK: Find compatible, complementary and comparison business clusters with market niches.

TASK: Cold call potential niche businesses.

TASK: Identify businesses through downtown visits.

TASK: Search retail publications.

TASK: Improve Website listing.

PARKING

GOAL: TO MATCH PARKING INFRASTRUCTURE TO DOWNTOWN BUSINESS NEEDS WHILE PREPARING FOR FUTURE NEEDS OF MASS TRANSIT AND INTEGRATION OF NON-MOTORIZED TRANSPORTATION.

OBJECTIVE: Assist the City in developing strategies to increase parking and improve parking management system:

TASK: Parking Management Agreement Approval

TASK: Develop & Implement DDA Auto Parking System Plan

TASK: Develop short and long-term options for increasing supply of parking

TASK: City Planning Commission partnership on Capital Improvement Plan

OBJECTIVE: To implement the DDA Auto Parking System Plan.

TASK: Develop RFQ and implement Multi-Space Meter Plan

TASK: Draft Agreement and pursue approval by Council by May 2011

TASK: Inform community on funding and budgets of the Auto Parking System vs. General Fund and DDA fund

SUB-TASK: Create an impact statement that parking has on the DDA and develop a strategy for addressing the issue that will improve business recruitment.

SUB-TASK: Show how it affects the community with parking issues

SUB-TASK: Hold a community forum

OBJECTIVE: Integrate and address residential parking concerns into DDA Auto Parking Fund Plan

TASK: Create either a residential advisory Committee or add residential members to committee.

TASK: Explore residential parking passes and traffic flow improvements in neighboring residential areas.

SUB-TASK: Develop a survey

OBJECTIVE: Adopt a Complete Streets Philosophy and Integrate into Auto Parking System and City Planning/Zoning Codes.

TASK: Develop Incentives for developers and businesses that encourage transit use and non-motorized transportation options to reduce burden on parking system in CBD.

TASK: Attain participation of businesses in the Parking Shuttle and other important strategies to improve the parking system