



Strategic Planning January 25, 2018



Agenda

- Accomplishments
- Review One-Page Strategic Plan
 - Mission
 - Revisit SWOT Analysis
- New Main Street Approach
- Projects
- Capital Improvement Planning



Accomplishments

- City partnership & Communication Plan (for businesses & residents)
- Established 'Value' through branding and positioning
- Programs supporting new & existing businesses
- Business Support Strategy
- Continued work on building design standards
- Support downtown experience and communicate to the public
- Improved volunteer matching to projects
- Developed message (mission, value, elevator pitches)
- Improved staff development through opportunities for training and networking
- Improved budget transparency and accuracy
- Improved accuracy of data within customer relationship management databases
- Improved workplans and communication for events (ongoing)

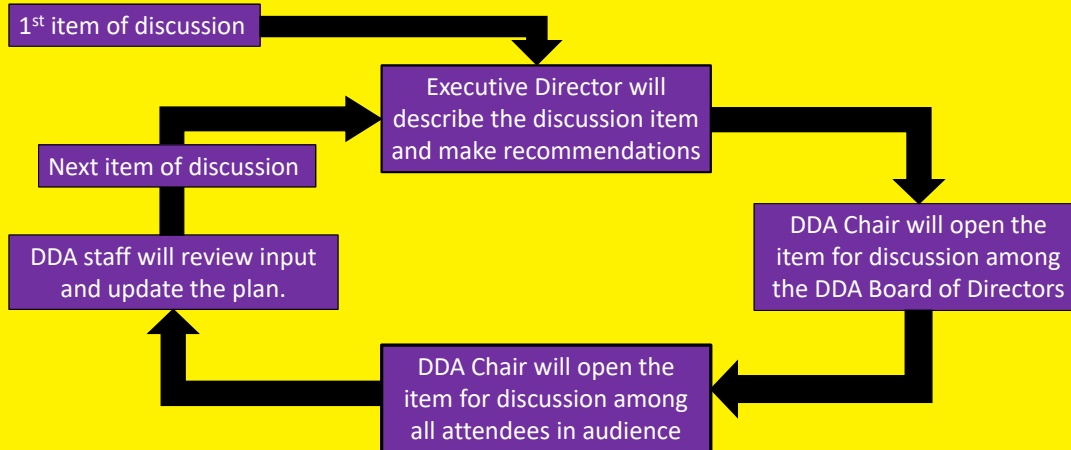


Mission

Work Together to drive, deliver, and advance the great downtown Ferndale experience.



Process



SWOT: Strengths

1. Energized ED with broad skillset
2. Strong dedicated staff with diverse skillset
3. Dedicated and engaged board members
4. Current funding position
5. Fiscally responsible

Recommendation: None at this time



SWOT: Weaknesses

1. Staff development & Training, along with review process
2. Being reactive when it comes to planning and "pre-work" for events and initiatives
3. Negative reputation as a lack of communication and lack of execution
4. No clear message or strong communication strategy in place and lack of execution
5. Limited number of volunteers



SWOT: Weaknesses

Recommendations:

1. Staff development & Training, along with review process
2. Being reactive when it comes to planning and "pre-work" for events and initiatives
- ~~3. Negative reputation as a lack of communication and lack of execution~~
- ~~4. No clear message or strong communication strategy in place and lack of execution.~~
- ~~5. Limited number of volunteers~~



SWOT: Weaknesses

1. Staff development with review process
2. Being less-reactive when it comes to planning and “pre-work” for events and initiatives (though much improved over past two years)
3. Communication techniques and databases need to be tested and sorted to assure messages are reaching audience
4. Project workplans needed (some projects have plans, some do not)
5. Capital Improvement Plan (CIP) is out of date



SWOT: Opportunities

1. 5-Year municipal plan
2. Streamline operations
3. Grow funding – opportunity to pursue alternative funding
4. Leverage Woodward corridor
5. Partnerships – City, Chamber, residents, schools, ect.



SWOT: Opportunities

Recommendations:

1. 5-Year municipal plan *needs clarification*
2. Streamline operations *needs clarification*
3. Grow funding – opportunity to partner with other organizations and pursue alternative funding
- ~~4. Leverage Woodward corridor~~
5. Partnerships – City, Chamber, residents, library, schools, ect.



SWOT: Opportunities

Recommendations:

1. 5-year budget with CIP
2. Streamline operations in collaboration with partners; for example - the development review process such as Appearance Review
3. Grow funding - opportunity to partner with other organizations and pursue alternative funding
4. Work collaborative with the city to develop cohesive and complete streets throughout downtown
5. Partnerships – City, Chamber, library, schools, ect.



SWOT: Threats

1. Regional competition from other city's in the region with similar goals and objectives
2. Continued inability to motivate/engage with volunteers
3. To become an entertainment district only
4. Loss of funding in a changing country and statewide political climate
5. Parking structure project – impact?



SWOT: Threats

Recommendations:

1. Regional competition ~~from other city's in the region with similar goals and objectives~~
2. ~~Continued inability to motivate/engage with volunteers~~
3. ~~To become an entertainment district only~~
4. Loss of funding in a changing country and statewide political climate
5. Parking structure project – impact? *needs clarification*



SWOT: Threats

Recommendations:

1. Regional competition
2. Affordability
3. Development fatigue – several massive development projects adding parking and large amounts of residential and office uses
4. Lack of diverse land-uses that attract customers to existing businesses during all hours
5. Loss of DDA funding in a changing country and statewide political climate



Main Street





Key Thrusts

- **Key Thrust/Capabilities** – what are we pushing for? They are broad and provide the general direction the Key Initiatives should be focused on.
- **Key Initiative** – What we are trying to do to support our Key Thrusts? More focused statement about what we want to accomplish.
- **Rocks & Accountability** – more specific and looking at goals that fall under one of the Key Thrusts; projects are usually derived from these items.



Key Thrusts

- Branding & Communication
- Established Business Resource for Ferndale District Business Owners
- Value of Downtown Experience
- Strong & Developed Volunteer Base in Place
- Data & Plan Driven Organization



Key Thrusts

Recommendations:

- Branding & Communication
- Established Business Resource for **Current and Potential Downtown** Ferndale Business Owners
- Value of Downtown Experience
- Strong, Developed, **and Informed** Volunteer Base in Place
- ~~Data & Plan~~ **Focused** and **Data** Driven Organization



Projects

Branding & Communication

Business Resource

Downtown Experience

Volunteer Base

Plan Focused/Data Driven

Business Development

Capital Improvement Planning
 Business Spotlight and Faces of Ferndale
 In person retention visits
 Special Events:
 Small Business Saturday
 Business Sector Focused

Promotions

Events:
 Art of the Cocktail
 Get Reel Outdoor Movies
 Fido Does Ferndale
 Holiday Ice Festival
 Engaging campaigns that target consumers during
 The dot construction

Design

Ordinance design standards
 Small infrastructure art
 Creative pedestrian alleyway activation
 Community-inclusive art



Capital Improvement

Why?

- The CIP budgeting process helps communities make smart investments in infrastructure and, thereby, investments in the future
- Aligns dollars with infrastructure improvements and organization goals
- Provides transparency and helps align the Ferndale DDA with new State legislative requirements



Capital Improvement

What?

- How many trash cans/benches/trees/light posts/ect. are there in downtown Ferndale, what condition are they in, and what do they cost to replace?
- What does it cost to replace the sound system (now over 15 years old)?
- What does lighting and other security infrastructure cost?
- How does City Council and the DDA Board of Directors know what projects to prioritize and partner on?
- What are the 'big' projects?



Capital Improvement

How this will help:

- Identify priorities and help determine how to allocate TIF dollars to projects downtown
- Incorporate environmentally friendly measures
- Develop a communication plan focused on explaining capital needs to the public
- Develop a budget with a 5-year outlook
- Provides a tool to monitor and report on capital improvement projects



Capital Improvement

Next Steps

- Amend DDA FY 17-18 Budget and Include in FY 18-19 Budget
- Selection Committee established to review and select consultant
- Issue RFP soliciting professional services
- Select consultant and establish a timeline to complete the CIP



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