



1-Page Strategic Plan

S.W.O.T. Analysis

Strengths of organization	Weaknesses of organization	Opportunities to exceed plan	Threats to making plan	Trends to watch
1 Energized ED with broad skillset	1 Staff development with review process	1 5-Year budget with CIP	1 Regional competition & affordability	1 Share of wallet opportunities - must show the "value" of the DDA
2 Strong & dedicated staff with diverse skillsets	2 Being reactive when it comes to planning and "pre-work" for events and initiatives	2 Streamline operations in collaboration with partners; for example - the development review process such as Appearance Review	2 Development fatigue - several massive development projects adding parking and large amounts of residential and office uses	2 Funding opportunities
3 Dedicated and engaged board members	3 Communication techniques and databases need to be tested and sorted to assure messages are reaching audience	3 Grow funding - opportunity to partner with other organizations and pursue alternative funding	3 Lack of diverse land-uses that attract customers to existing businesses during all hours; do not want to just be an 'entertainment'	3 Ability to leverage / benefit from a stronger & growing Detroit
4 Current funding position	4 Project workplans needed (some projects have plans, some do not)	4 Work collaborative with the city to develop cohesive and complete streets throughout downtown	4 Unable to define that 'Ferndale' vibe; it is a feeling that many have and do not want to lose	4 Residential growth
5 Fiscal Responsibility	5 Capital Improvement Plan (CIP) is out of date	5 Partnerships - City, Chamber of Commerce, library, schools, ect.	5 Changing nature of customers - those living in Ferndale as well as how they get around (mobility)	5 Changes in property values

Core Values/Beliefs <i>Forever</i>	Purpose (Why) <i>10-20 Years</i>	Goals (What)	Actions (How) <i>1-3 years</i>	Targets (Where) <i>3-5 years</i>	NOTES	
<p>Fun – a positive attitude is key to success</p> <p>Accountable – engaged and transparent in all things</p> <p>Open-minded – different ideas, thoughts, and people energize us</p> <p>Inclusive – we are welcoming and progressive</p> <p>Connectors – it is all about building collaborative relationships</p>	<p><b>Mission</b></p> <p>Work together to drive, deliver, and advance the great downtown Ferndale experience.</p>	<p>Increase traffic during daytime hours</p> <p>Align with City Council Goal for a safe &amp; clean downtown</p> <p>Developed workplans for projects</p> <p>Revised Capital Improvement Plan</p> <p>Update art installations and add new design elements</p> <p>Promotions/Marketing</p> <p>Communication w/ businesses: construction/development</p>	<p>Encourage diverse mix of uses downtown</p> <p>Work with City to identify programs or partnership opportunities</p> <p>Assign specific projects to committees to develop plans</p> <p>Update 2012 Capital Improvement Plan</p> <p>Replace and repair/maintain current fixtures; add additional</p> <p>Provide opportunities and encourage business participation</p> <p>Follow the Business Support Strategy and be flexible</p>	<p>Have more residential, office, and retail space downtown</p> <p>Repair and replace maintenance items in CIP using cohesive materials</p> <p>Committee plans that allow projects to continue through succession</p> <p>Revised CIP Plan with top projects in implementation phase</p> <p>Utilize partnerships and volunteers to implement new art projects</p> <p>Established and multifaceted promotional opps. (events, print, social)</p> <p>The dot will be complete and businesses will have been well-informed</p>	<p>GENERAL:</p> <p>Expansion of ArtTwn - community wide, not just downtown</p> <p>Need to strengthen existing ArtTwn initiative with solid strategy / branding and strategic partners</p> <p>Align and establish focused goals that align with City Council roadmap</p> <p>Marketing - driving usage / regular updates / enews / social media campaigns</p> <p>Create an event space for downtown Ferndale (Troy Street in front of The dot)</p> <p>CAPITAL IMPROVEMENT PLANNING:</p> <p>Utilize 2010 Signage Plan (review for any potential updates)</p> <p>Update 2012 Capital Improvement Plan - revise and make relevant</p> <p>Revise TIF revenue projections to better understand what projects can be afforded</p> <p>List of what DDA is responsible for maintaining</p> <p>Rank projects by affordability and desirability</p> <p>ADMINISTRATIVE:</p> <p>Board of Director's Succession Planning</p> <p>New Board &amp; Committee Member training</p> <p>Board of Director's revised "Pledge of Commitment"</p> <p>ACTIVE COMMITTEES:</p> <p>Executive</p> <p>Design</p> <p>Business Development</p> <p>Promotions</p> <p>PROJECTS:</p> <p>Face-to-Face/Business Spotlight</p> <p>TIF &amp; Development Plan (CIP)</p> <p>Continue Retention Visits</p> <p>Work with City and UoM for event communication</p> <p>Communication during heavy construction</p> <p>Form-Based Codes/Design Standards for downtown</p> <p>Improve/repair smaller infrastructure (such as bike racks)</p> <p>Creative alley/pedestrian lighting</p> <p>Public art with community participation</p> <p>Crosswalks at Nine Mile &amp; Woodward</p> <p>Schiffer park new design</p> <p>Sidewalk art</p> <p>The dot: business support and communication</p> <p>OTHER IMPORTANT ITEMS TO REMEMBER (Planning 2018):</p> <p>Cleanliness</p> <p>Safety</p> <p>How do we measure the organizations reputation?</p> <p>Need to define business engagement</p> <p>Retail program</p> <p>Attraction strategy</p> <p>Are there opportunities for pop-ups?</p> <p>Are there opportunities for 'shared spaces' (i.e. - office space)?</p> <p>Services vs. retail - service industry can pay more per square foot than retail</p>	
	<p><b>Sandbox</b></p> <p>Businesses, residences and other organizations within the Ferndale DDA District</p>	<p><b>Key Thrusts/Capabilities</b></p> <p>1 <b>Branding &amp; Communication:</b> DDA value is established in the community, regular communication with multiple touch pts every year to ensure quantity and clarity of our message</p> <p>2 <b>Established Business Resource for Current and Potential Downtown Ferndale Business Owners:</b> Programs supporting both new &amp; existing businesses that we facilitate with our strategic partners</p> <p>3 <b>Value of Downtown Experience:</b> Roadmap in place and annual execution of specific projects related to the downtown experience; beyond basic programs of flowers/aesthetics (example: Dev. Plan update)</p> <p>4 <b>Strong, Developed &amp; Informed Volunteer Base in Place:</b> Growing base of strong and engaged volunteers with the right "system" in place to drive recruitment, organization and outreach and that they know their role and how to execute.</p> <p>5 <b>Plan Focused and Data Driven Organization:</b> Effective use of systems, dashboards &amp; database to drive focus, planning and analysis for events, operations and outreach with CRM Business database in place, supporting all of the above.</p> <p>Maintain and update various PLANS on a regular basis (examples: Dev Plan / Signage Plan)</p>	<p><b>Key Initiatives</b></p> <p>1 Continue to focus helping promote businesses in regards to the parking conditions, changes &amp; progress on a regular basis for The dot; promote existing business by showing their local connection to the community</p> <p>2 Continue to follow the Business Support Strategy - help business owners manage and communicate with their customers throughout the life of The dot and other construction projects</p> <p>3 Establish design ordinance/form-based code in partnership with the City to drive future development in downtown; Look for opportunities to improve the cleanliness and safety of downtown</p> <p>4 Provide development opportunities for volunteer skills/wants with needs/requirements of the DDA. Keep volunteers engaged and have them take ownership by being a champion for a specific project.</p> <p>5 Establish regular review &amp; feedback systems and continue to support staff development/training &amp; skill building.</p> <p>Data: Conduct surveys for ongoing feedback monitoring programs</p>	<p><b>Rocks &amp; Accountability</b></p> <p>1 <b>Community Connection:</b> Follow Business Support Strategy and be adaptable. Promote Ferndale Forward Communication Brand. Develop social media campaigns focused on local ties businesses have to the community</p> <p>2 <b>Business Outreach:</b> Provide promotional opportunities (social, events, partner ads, sponsorship). Retention visits &amp; meetings focused on The dot. Regular updates from parking Mgr</p> <p>3 <b>Marketing:</b> Provide social media and event promotional tools. Separate and have a 'Business' &amp; 'Public eNews'.</p> <p><b>Infrastructure:</b> Update CIP &amp; TIF plan and identify short-range projects</p> <p>4 <b>Match-making</b> Identify project champions from committees</p> <p><b>Training:</b> Provide staff training opportunities that will better allow them to assist volunteers. Provide new board &amp; committee members training</p> <p>5 <b>Planning:</b> Review 2010 Signage Plan. Update 2012 TIF &amp; Development Plan (CIP). List of what DDA is responsible for maintaining</p> <p><b>Budget:</b> Improve budget transparency with line item descriptions. Begin repair and replacement cycle after completion of CIP planning. Work with partners to identify resources</p>		
	<p>The DDA works with all stakeholders to continuously drive, deliver, and advance the great downtown Ferndale experience, by coordinating and supporting public/private programs that promote the redevelopment and growth of Ferndale's downtown district.</p>	<p><b>Other Key Stakeholders focused on these constituents:</b></p> <p>Volunteers</p> <p>City of Ferndale</p> <p>Ferndale Chamber of Commerce</p> <p>Ferndale Area District Library</p> <p>Ferndale Public Schools</p> <p>Ferndale Arts &amp; Cultural Comm.</p> <p>Ferndale Community Foundation</p>	<p><b>Strategic Priorities</b></p> <p><b>Build Awareness - Pull additional visitors and residents into the DDA District</b></p> <p><b>Ferndale Experience - Improvement of the downtown experience: aesthetics, parking, venues, Business Development &amp; Growth - Be a resource for new and existing businesses in terms of business sustainability &amp; growth</b></p> <p><b>Establish a strong DDA Brand and Communication Rhythm focused on all stakeholders</b></p> <p><b>Efficient Operations</b></p>	<p><b>Elevator Pitch:</b></p> <ul style="list-style-type: none"> <li>Build Awareness - Pull additional visitors and residents into the DDA District</li> <li>Ferndale Experience - Improvement of the downtown experience: aesthetics, parking, venues, events</li> <li>Business Development &amp; Growth - We are a resource for new and existing businesses in terms of business sustainability &amp; growth</li> </ul>		<p><b>Business Owners:</b></p> <p><b>For the business owner we provide a platform for:</b></p> <ul style="list-style-type: none"> <li>Connecting you with business resources</li> <li>Building awareness for your business with marketing support <ul style="list-style-type: none"> <li>Our website</li> <li>Social Media platforms</li> </ul> </li> <li>Delivering your message (feedback, opinions) to the city and other partners with decision making authority in Ferndale</li> </ul>