



Goals & Objectives

February 14

2013

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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ORGANIZATION

GOAL: REFINE THE PICTURE OF WHAT THE DDA IS, ITS ASSETS, ACCOMPLISHMENTS, GOALS AND NEEDS

OBJECTIVE: Create and communicate standard messages

TASK: Use and review "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 and reinforce these monthly messages through e-blasts, schools and other avenues

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

TASK: Have a variety of speakers – business owners/allow them to plug business

TASK: Develop outlines for each topic.

OBJECTIVE: To strengthen communication with media and networking sites and other e-communication

TASK: E-blasts – E-blast monthly standard message (see above)

SUB-TASK: Add more residents on E-Blasts

TASK: Place standard message in Ferndale Public Schools weekly newsletter one time per month

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

TASK: Communicate the DDA's role as it relates to the community as a whole

TASK: Use a live webcam during festivals and Art launch for consumer content

OBJECTIVE: Create an I Downtown Ferndale campaign

TASK: Video and photo submittals

TASK: Create advertisement "sign" for newspaper

TASK: Create bumper sticker

TASK: Identify uses for other Committees and projects

OBJECTIVE: Host quarterly meetings to educate businesses and residents on the role of the DDA and build more coordination and stronger relationships between Committee members. Host district wide meeting

TASK: Quarterly Chair meetings

TASK: Quarterly/bi-annual social event for committees/volunteers

GOAL: REFINE THE PICTURE OF WHAT THE DDA IS, ITS ASSETS, ACCOMPLISHMENTS, GOALS AND NEEDS

OBJECTIVE: Reinforce DDA projects and events so that businesses understand what we do and share with others

TASK: Survey businesses

TASK: Establish a message board program

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

TASK: FAQ/Web page

TASK: Education on policies of City

TASK: New business checklist

TASK: On-going business checklist

TASK: Coordinate informational packages

OBJECTIVE: Find more ways to collaborate with other organizations

TASK: Develop communication plan to address "hot button" issues (i.e. crime, snow removal, power outages)

TASK: Create template press release (in Constant Contact) for communicating information

GOAL: EMPOWER STAKEHOLDERS TO BE DIRECTLY INVOLVED IN THE DDA FOR CONTINUAL GROWTH

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

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

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

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

SUB-TASK: Look into partnering with City for recognition program

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

LONG TERM 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

GOAL: TO 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: Add a “donate” button to website

TASK: Develop menu of items

TASK: Develop concept for residential contribution – Friends of downtown and Call to Action campaigns

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: Identify opportunities to incorporate fundraising into projects i.e. “Your Piece of Downtown”

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

DESIGN

GOAL: TO MAKE DOWNTOWN FERNDAL ACCESSIBLE, SUSTAINABLE, ENGAGING AND PREPARED FOR FUTURE GROWTH, ALL PEOPLE AND MODES OF TRANSPORTATION

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

TASK: Finalize Phase IV Project Livernois to Pinecrest

TASK: Partner with City on Multi-Modal Plan Analysis and Implementation

Sub-Task: Continue on-street bike parking plan (install 4 more)

Sub-Task: Continue off-street Bike Parking

Sub-Task: Plan and Install "Sharrow Pavement Markings" (Bike/Car Share Arrows) on Nine Mile Road

Sub-Task: Support and be apart of Woodward Alternative Analysis for future transit station planning

Sub-Task: Create citizen awareness/education campaign about where bikes belong

TASK: Partner with County in creating 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: Conduct annual audit of infrastructure needs and development of conceptual drawings in project areas identified in CIP

Sub-Task: W9 Phase IV: Livernois to Pinecrest Streetscape Improvement Implementation & Communication

Sub-Task: E. Nine Mile Improvement Project - Evaluate & Develop Concept to Engineered plans

Sub-Task: Vester Improvement Project - Complete Design & Engineered Drawings

Sub-Task: Troy Street Improvement Project - Design Concepts

Sub-Task: Livernois Intersection - Choose Option and Engineered Drawings

TASK: Create ways to improve Sustainable infrastructure

Sub-Task: Annual Tree Well inventory and reinstallation

Sub-Task: Redesign Schiffer Park to create a community gathering space and changeable interactive art space

Sub-Task: Promote green roofs on buildings

Sub-Task: Encourage living wall storefronts and on vacant properties

Sub-Task: Install LED Lights/Replace Light Heads on sidewalks and parking

Sub-Task: Assess buildings energy use in downtown

GOAL: PROMOTE POSITIVE PERCEPTION OF DOWNTOWN FERNDAL

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

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

TASK: Implement third phase and review budget of wayfinding plan

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

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

TASK: DDA Office front lobby redesign/renovation by reallocating façade dollars

OBJECTIVE: To promote and create more interactive art within DDA

TASK: Create criteria for ARTWN art selection of two pieces to remain in DF

TASK: Collaboration with local art galleries, businesses and schools to develop art programming and events in coordination with Public Art Project such as gallery walks, kick off event and tours

TASK: Actively solicit funding public art – grants, endowments, art show, fundraiser, sponsors, etc

TASK: Install Public Art for 2014

TASK: Create an art app in coordination with Downtown Ferndale app

TASK: Create a Retail Product Line for Public Art Program

TASK: Establish a graffiti art board

GOAL: GUIDE BEST PRACTICES OF DESIGN IN DOWNTOWN FERNDALE

OBJECTIVE: Publish Design Guidelines and disseminate to businesses and community

TASK: Present to DDA Board

TASK: Review Sign Ordinance for flexibility of signage allowed

OBJECTIVE: Revise and Amend Appearance Review Ordinance for design element updates and administrative approvals (no modification to committee structure)

TASK: Finalize zoning ordinance to be compatible

TASK: Revise ordinance for design elements only (not committee structure)

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 on website and increase users by targeting specific buildings

TASK: Educate businesses on properly designed sidewalk cafes and add to Design Guidelines

Sub-Task: Review existing ordinances and evaluate

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

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

TASK: Develop a blade sign program

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 business environment

TASK: Work with City on providing more Trash Compactors for identified areas in downtown

TASK: Install more preferred recycling receptacles on-street

TASK: Decorate Trash/Recycling Cans

TASK: Educate businesses on recycling program

TASK: Continue providing bulk rate to businesses for recycling containers from SOCCRA

TASK: Promote BUILD Program component

OBJECTIVE: Implement Downtown Development Plan

TASK: Advocate for TOD Ordinance & Woodward Avenue Multi-modal Project

TASK: Review plans for consistency with Downtown Development Plan

TASK: Revise CIP Timeline

PROMOTIONS

GOAL: INCREASE AWARENESS OF INCLUSIVENESS AND BRAND TO ESTABLISH DOWNTOWN FERNDALE AS THE FIRST CHOICE FOR SHOPPING, DINING AND SERVICES.

OBJECTIVE: Build and constantly reinforce the Downtown Ferndale brand.

TASK: Use Downtown Ferndale brand messaging at every opportunity.

Sub-Task: Develop parameters to use logo, provide templates to use logo. Offer opportunity to get logo from website.

TASK: Distribute brand design to all businesses and encourage them to use in their message/advertising.

Sub-Task: Incorporate QR code into the logo.

Sub-Task: Provide rationale to businesses as to What's In It For Me" or why it makes sense to use DF brand in their advertising.

TASK: Identify key stakeholders/partners, distribute brand to them and encourage its use in their message/advertising.

TASK: Provide all 3rd party promoters with brand and encourage (require?) its use in their messaging/advertising.

TASK: Make brand available at www.downtownferndale.com

TASK: Love Downtown Ferndale Month (Show the Love, One Love, All Love).

OBJECTIVE: Develop a shop local campaign

TASK: Photograph local businesses, vendors, etc. embed in open letters of S -H-O-P L-O-C-A-L

OBJECTIVE: Increase placement in media and community outlets of Downtown Ferndale brand and better exhibit the district's diversity. Work with other DDA committees to make this a cross-committee, all organization effort.

TASK: Use I Downtown Ferndale campaign (define elements of task to reach objective.)

TASK: Communicate new campaign to businesses and consumers

Sub-Task: Create a FB Cross Promotion Tree

Sub-Task: Distribute collateral to business owners.

OBJECTIVE: Create affordable marketing opportunities for all businesses.

TASK: Develop Media Package/once or twice yearly/ to get commitment from businesses up front.

Sub-Task: DDA media team would "assemble" and sell package.

TASK: Continue to make Light pole banner program available.

TASK: Coordinate with Chalk Board Program (define how)

Sub-Task: Create CHALKBOARD Image, with message and post on facebook, ask businesses to share with their FB friends.

TASK: Create "advertising/marketing" calendar.

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

TASK: ID potential for collaboration among businesses to stretch advertising budgets

TASK: Build an advertising "pool" of shared \$\$\$ for advertising.

TASK: Create a media kit for use by businesses.

TASK: Create media resource list.

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

OBJECTIVE: Create DDA Fundraiser

OBJECTIVE: Communicate what those events are and determine DDA's level of involvement, what it can do to promote and how businesses can buy in.

TASK: ID events, dates and scope of each promotion.

TASK: Categorize events as DDA organized/3rd Party.

TASK: Develop punch list of involvement for each event

OBJECTIVE: Work with all DDA committees to help launch, publicize and continually promote Public Art in Downtown Ferndale.

TASK: Plan Public Art project launch party and all that entails.

Sub-Task: Create PAP committee

Sub-Task: Set date/time/genre

Sub-Task: Line item budget

TASK: Help develop fund raising component

TASK: Set dates and activities.

TASK: Assign chair and populate committee.

TASK: Develop event sponsorship package.

TASK: Determine ALL holiday events and timeline by August.

TASK: Continue to extend lighting program.

OBJECTIVE: Work with organizers of of 3rd Party events to better reflect the Downtown Ferndale brand and use their messaging to help promote Downtown **Ferndale**.

TASK: Advertise DF in Third Party events, NOT in Ferndale

TASK: Identify DDA role in the promotion.

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

TASK: Assist in the marketing and promotion of event.

GOAL: Increase foot traffic and participation in retail promotions in Downtown Ferndale.

OBJECTIVE: Determine if Third Thursday program works, identify what would work.

TASK: Conduct survey one-on-one. FACETIME REQUIRED.

SUBTASK: Assign businesses to promotion committee members to visit for survey answers.

OBJECTIVE: Use Third Thursdays as a way to continually promote the message of the district and encourage businesses to do their own promotions every Third Thursday.

TASK: Identify quarterly special Third Thursdays

TASK: Use ALL Third Thursdays as Customer Appreciation Days and create list of participants.

TASK: Incentivize consumers to shop on Third Thursdays, i.e. Win a parking pass.

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 an event how-to kit for businesses to create their own events.

TASK: Review yearly calendar to address voids and/or times when new events would be appropriate.

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OBJECTIVE: Identify ways businesses and DDA can utilize third party events to increase awareness of businesses, products and services in the district to help strengthn sales.

TASK: Identify appropriate events.

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

TASK: Develop "idea" list for retail involvement with specific events.

TASK: Coordinate with city's special events to get them to incorporate DF logo.

OBJECTIVE: Start a Restaurant Week

TASK: Get restaurants together

BUSINESS DEVELOPMENT

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

OBJECTIVE: Strengthen the internal communication network amongst businesses and the DDA; encourage sharing of ideas and proven strategies, and encourage cross-promotion amongst businesses to improve the local economy.

TASK: Grow attendance of FernNet meetings and topics, and promote through communication channels.

Sub-Task: Annual calendar of topics

Sub-Task: Survey businesses for topics

Sub-Task: Assess success of meetings with survey and participation level.

TASK: Establish a clearing house of information that shares successes and cross-promotional efforts to improve customer service and keep it local

Sub-Task: Coordinate with Promotions & Organization Committees on creating info chalk boards for businesses

Sub-Task: Create a "Keep it Local" promotion piece that highlights products produced locally, niche supplies and services

Sub-Task: Research tools such as "MindMixer" and "Insyght," etc. and utilize, where applicable.

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

TASK: Establish a needs assessment program

Sub-Task: Collect opening dates of businesses and provide anniversary acknowledgement

TASK: Update the incentives/services brochure to match brand ID and add resources, then provide the brochure to businesses to include success stats in business packets and at networking meetings

GOAL: RECRUIT & DIVERSIFY BUSINESS MIX

OBJECTIVE: Conduct a Market Analysis for FYE 2013 that includes site and district specifics of what is feasible

TASK: Create RFP

TASK: Determine Site & District Areas of Need.

TASK: Update Inventory Data.

TASK: Select Team.

TASK: Research grant opportunities

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

TASK: Develop a Creative Use & Entrepreneur Plan

TASK: Assist, support and promote establishment of entrepreneur incubator

TASK: Re-focus Ignite program on promotion and resources for entrepreneurs

TASK: Formalize the DDA business packet to include a section on entrepreneurs and start-up assistance

TASK: Support One Stop Ready Program Pilot to streamline process for incubators, entrepreneurs and small businesses (what is the status of program?)

TASK: Investigate entrepreneur locator incentive program that meets DDA Market Analysis needs

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

TASK: Collaborate with Chamber Property Showcase to provide a unique downtown-focused session and content, and encourage properties to participate

TASK: Market our creative and office space to grow daytime economy

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 for property owners

TASK: Implement and "Imagine This" Campaign with vacancies

GOAL: INCREASE PROPERTY DEVELOPMENT & REDEVELOPMENT TO STRENGTHEN DOWNTOWN

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

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

TASK: Provide training seminar on public/private partnerships to local officials through a resource team visit

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

TASK: Work with City Council to develop tax incentives for adding height/density to buildings

OBJECTIVE: Encourage and assist owners with property developments

TASK: Develop a communication plan to reach property owners and developers on what development opportunities are available/lucrative

Sub-Task: Create a database of property owners and developers

Sub-Task: Email monthly reports with developers/owners and follow up via phone

Sub-Task: Create an annual report to disseminate to owners

Sub-Task: Build a strong working relationship with property owners through networking groups

Sub-Task: Create a property owner round table program to share information with property owners

Sub-Task: Disseminate MEDC information

Sub-Task: Provide trainings for landlords on quality tenant analysis and attraction

TASK: Coordinate with Design Committee on promoting BUILD program and the results on DDA website

TASK: Create and market a standard "Coming Soon" sign for new businesses to opt in on

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: Develop Milestones for DDA Expectations

TASK: Create new TIF plan to include Withington lot

TASK: Parking Management Agreement Approval

TASK: City Planning Commission partnership on Capital Improvement Plan 2014

TASK: Revisit ticket revenue: advocate and engage public on need to have all ticket revenue captured by Auto Parking Fund

TASK: Advocate City creating a Public Private Partnership for a parking structure

OBJECTIVE: Improve parking enforcement

TASK: Foot patrol

TASK: Communication

OBJECTIVE: Develop short and long-term targets for Parking System Plan

TASK: Re-evaluate capacity needs

TASK: Update locations

TASK: Cost analysis

TASK: Parking Data analysis

OBJECTIVE: Communicate to the community and our stakeholders the details of parking projects, and how best to use the parking system.

TASK: Create Communication Plan for employee and visitor parking

TASK: Encourage parking pass usage

TASK: Promote free lot

TASK: Identify Party bus locations

TASK: Communicate monetary value and create buy-in that everyone impacts system

TASK: Wayfinding Entry Signs

TASK: Parking Map

OBJECTIVE: Create an alliance between the City and DDA Parking Committee

TASK: Add member from DDA Parking Committee to City Parking Management Team; and vice versa

TASK: Both parties adopt unified resolution

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

TASK: Advocate for adding motorcycle and scooter parking and integrate into multi-space meters.

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

SUB-TASK: Ordinance review

TASK: Recommend City adopt TOD Ordinance

TASK: Implement on-street bike parking plan

OBJECTIVE: Coordinate with City to integrate and address CBD residential parking concerns.

TASK: Implement CBD residential parking passes and evaluate program within six months.