



## FY24 Work Plan

**Having a work plan is like having a roadmap for success - it helps you stay organized, on track, and focused on achieving your goals. Without a plan, you may find yourself spinning your wheels and not making any progress. As we approach Fiscal Year 24, which spans from July 1, 2023, to June 30, 2024, we invite you to peruse the outlined plans and support us in tracking our performance.**

### Why Have a Work Plan?

A work plan is important for a downtown development authority (DDA) because it helps to ensure that the organization is focused and coordinated in its efforts to promote economic development and revitalization in the downtown area. It also ensures that the City of Ferndale or other organizations understand the key priorities for each year and can collaborate with the DDA to achieve success.

The goal of having a well-crafted work plan is to:

- **Clearly define goals and objectives:** A work plan can help a DDA to clearly define its goals and objectives, as well as the specific actions that will be taken to achieve these goals. This can help to ensure that everyone involved in the DDA is working towards the same objectives and can help to prevent misunderstandings or conflicting priorities.
- **Organize and prioritize tasks:** A work plan can help a DDA to organize tasks and activities into a logical sequence and can help to identify which tasks are most important or need to be completed first. This can help to ensure that the DDA is making progress towards its goals and that resources are being used effectively.
- **Allocate resources:** A work plan can help a DDA to identify the resources that will be needed to achieve its goals, such as funding, staff time, and equipment. This can help to ensure that the DDA has the necessary resources to carry out its work and can help to prevent delays or setbacks.
- **Track progress:** A work plan can help a DDA to track progress towards achieving its goals by setting specific milestones and timelines. This can help to identify any areas where progress is not being made as expected and can allow the DDA to adjust as needed.

## **Our Vision for The Future**

The DDA's goals and objectives are short term, long term and often far reaching, planning for change as far as 20 years into the future. Every year, the DDA reviews where it has been, what it has accomplished, what projects need work, and what new projects need to get added to the list.

**Mission:** Work together to drive, deliver, and advance the great downtown Ferndale experience.

**Vision:** A lively downtown with a mixture of uses that supports our community at all times of the day that is sustainable and forward-thinking.

### **Core Values:**

- Fun – maintain a positive attitude is our key to success.
- Accountable – stay engaged and transparent in all undertakings.
- Open-Minded – different ideas, thoughts, and people energize us.
- Inclusive – we are welcoming and progressive.
- Connectors – we believe in establishing and maintaining a relationship with our collaborative partners.

### **Key Initiatives:**

- Branding & Communication – establish the value of the DDA in the community through regular communication with multiple touch points throughout the year.
- Business Resource – bring awareness of programs supporting both new and existing businesses that we facilitate with our partners.
- Value of the Downtown Experience – execute projects that enhance the user experience while visiting our downtown.
- Volunteer Base – grow our base of engaged volunteers with the right 'system' in place for recruitment and outreach. (If you are interested in volunteering, click on the 'volunteer' link at the top of this page!)
- Plan Focused and Data Driven – effective use of systems to drive focus for planning and analysis and keep plans up to date.

### **Opportunities Identified for FY24**

- a. Engage with developers for new and upcoming projects. Help communicate any construction related delays to the public.
- b. Finalize the Woodward Moves outreach strategy and promote the new design.
- c. Collaborate with City of Ferndale to initiate a design process for Withington alley and parking lot.
- d. Contribute fund balance to West Nine Mile Streetscapes. Alternatively, begin planning for construction in FY25.
- e. Provide business training opportunities, potentially in conjunction with a partner organization such as TechTown.
- f. Renewed focus on training and education for DDA Board of Directors and staff.
- g. A new focus on modern graphic design and more print materials.
- h. Finalizing the overhaul of downtown street furniture and add more seating areas.
- i. Pedestrian alley improvements to create more engaging spaces for pedestrians. Potentially a focus on lighting.
- j. Create engagement events that encourage foot traffic to come back to Downtown Ferndale.
- k. Encourage use of The dot parking structure and increase engagement between Park Ferndale and downtown businesses.
- l. Continue to streamline landscaping and maintenance efforts with the City of Ferndale Department of Public Works.
- m. Continue to foster collaboration with the City of Ferndale and other organizations.
- n. Increase contributions/sponsorships/grants.
- o. Complete first round of the annual mural program.
- p. Create monthly crime report with the Downtown Resource Officer to be presented to the DDA Board of Directors.
- q. Update marketing material located inside The dot parking structure.

### **Transformation Strategies**

This workplan is guided in part by the Main Street Approach. Recently National Main Street has made three key changes to the Main Street Approach: 1) emphasis on transformation strategies that are generated through community engagement and informed by market analysis, 2) a flexible organizational framework that allows for different ways of organizing revitalization work, and 3) a focus on periodic re-examination to measure progress and fine-tune strategies. These changes are intended to guide revitalization efforts and demonstrate the wise use of resources to achieve real results.

The proposed Transformation Strategies for the Ferndale DDA are based on planning documents such as the Possibilities Plan and the 2012 Development/TIF Plan, as well as annual planning conversations that occur during the budget process between the Executive Director, the DDA Board of Directors, and the Ferndale City Council. As the organization progresses, space can and should be made to rethink these strategies and ensure they continue to push for meaningful change.

Strategy	Description	Example Activities
<b>Improve Organizational Resiliency</b>	<p>Our goal is to improve organizational resiliency by ensuring the DDA is a strong organization that can remain consistent through leadership changes. To achieve this, we will document existing policies, procedures, and programs in a clear, easy-to-understand format to ensure standardization across all processes and increase engagement.</p>	<ul style="list-style-type: none"> <li>- Annual workplans</li> <li>- Budget process policy</li> <li>- Conflict of interest policy</li> <li>- Training policy</li> <li>- Historical documentation</li> <li>- Formalize operational agreements with City of Ferndale</li> <li>- Special events policy &amp; calendar</li> <li>- Create a consistent voice for outreach materials (website, newsletter, social media)</li> </ul>
<b>Care for Existing Resources</b>	<p>The highest priority item in the Possibilities Plan was 'Increase maintenance of existing assets.' This is a foundational element that is essential for the success of the Ferndale DDA. By prioritizing items that are failing, and creating a consistent look and feel, the DDA can ensure that the area remains attractive and inviting for visitors and residents alike. Additionally, regular maintenance can help to extend the life of existing assets, reducing the need for costly replacements in the future.</p>	<ul style="list-style-type: none"> <li>- Identifying items for standardization (benches, bike racks, hanging baskets, etc)</li> <li>- Gathering feedback from City departments and businesses</li> <li>- Identifying areas underserved by current streetscape furniture</li> <li>- Removing failing infrastructure</li> <li>- Creating a maintenance plan that serves as a living document.</li> </ul>
<b>Increase Engagement with Public Art</b>	<p>Public art in downtown areas can be a powerful tool for creating a sense of community and pride. It can also be a source of inspiration and a way to bring people together to celebrate the unique culture of a city. From murals to sculptures, public art can be a powerful way to make a statement and bring life to a downtown area.</p>	<ul style="list-style-type: none"> <li>- Before adding additional art pieces, pieces that are outdated or in failing condition should be identified for removal or replacement.</li> <li>- Artwork should be spread more equally throughout the District and not concentrated to the Downtown center.</li> <li>- Murals and overhead lighting or canopies present the best opportunity to activate the pedestrian experience as they take little to no space in the right-of-way.</li> <li>- Larger, iconic pieces of art may be more appropriate at specific sites along the corridor such as transit stops or pocket parks to define the public space.</li> </ul>

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**Placemaking**

Create a sense of community and a unique identity for Downtown Ferndale. By actively shaping the public spaces in downtown, community members and local organizations can work together to create places that are welcoming, vibrant, and functional. This can help to attract residents, businesses, and visitors to the area, which can in turn drive economic development and revitalization. Placemaking can also help to create a sense of belonging and social connectedness among community members, which can improve overall quality of life.

- Create and activate public gathering space
- Improve pedestrian experiences
- Activate alleys
- Improve lighting
- Create uniform policies

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## Key Initiatives for FY24

### I. Strategies and Actions

#### a. Financial

- i. Increase contributions/sponsorships/grant revenue

#### b. Documentation

- i. Continue creating templates to document DDA policies, procedures and programs.
- ii. Present policies to the board for approval.
- iii. Implement a timeline for annual review of all documentation, especially those that require commitment or action from the DDA Board of Directors.

#### c. Planning and Construction Communication

- i. Engage with developers for new and upcoming projects. Help communicate any construction related delays to the public and participate in any City of Ferndale procedures as necessary to support development that fits the Possibilities Plan.
- ii. Finalize the Woodward road construction project communication project.
- iii. Collaborate with City of Ferndale on capital planning efforts such as Withington alley and parking lot design and West Nine Mile Road.
- iv. Pedestrian alley improvements to create more engaging spaces for pedestrians. Potentially a focus on lighting.
- v. Contribute DDA fund balance to West Nine Mile Streetscapes. Alternatively, begin planning for construction in FY25.

#### d. Formalize Policies with City of Ferndale

- i. Engage with the City of Ferndale ordinance committee as required/needed for issues such as outdoor patios.
- ii. Executive Director to increase collaboration through attendance at meetings, events with City of Ferndale staff. Adherence to City of Ferndale policy can be a helpful tool to professionalize operations.

#### e. Replace Failing Streetscape Infrastructure

- i. Replace all streetscape furniture to create a cohesive, standard aesthetic.
- ii. Explore replacing all garbage and recycling cans.
- iii. Explore adding more seating areas similar to the one near Affirmations, potentially using grant funding.

#### f. Create an Engaging, Updated Slate of Downtown Events

- i. Events should prioritize live music, and use of open space.
- ii. Events should feel inclusive for a variety of audiences.
- iii. All events will be seen as an opportunity to learn and improve engagement with downtown businesses.

- g. **Finalize First Round of the Downtown Mural Program.**
    - i. Implement the first annual program for publicly funded murals.
    - ii. Create a public art walking tour and/or web page to document existing art collection in downtown.
  - h. **Continue to Build the Downtown Ferndale Voice**
    - i. Continue to build engagement on social media, reaching younger audiences that are currently missing.
    - ii. Create and implement a more comprehensive advertising strategy.
    - iii. Implement a new focus on professional graphic design and develop some print materials for advertising purposes.
  - i. **Professional development and training**
    - i. Provide business training opportunities, potentially in conjunction with a partner organization such as TechTown.
    - ii. Encourage staff development and continuing education.
    - iii. Ensure each Board of Directors member participates in annual training and feels empowered to lead the DDA into the future.
  - j. **Volunteer Recruitment & Engagement**
    - i. Communicate the importance of volunteering with Vision Committee to the public and recruit new volunteers.
    - ii. Present DEI initiative of the Vision Committee to the DDA Board of Directors.
    - iii. Engage volunteers in more in-person events. Explore creating information tents at larger events, etc.
  - k. **Diversity Equality Inclusion (DEI)**
    - i. Continue to implement “low hanging fruit” DEI efforts at the staff level.
    - ii. Communicate with Board of Directors about more comprehensive DEI strategy.
    - iii. Launch survey to gain statistical information on the diversity of the business community
    - iv. Launch Meet Your Neighbor series with intent to introduce a diverse group of business owners to the community.
- II. Timelines and Milestones**
- a. TBD once Key Initiatives are approved by the DDA Board of Directors
- III. Resources and Budget**
- a. Footnotes are created in the City of Ferndale accounting software BS&A to document funding allotted for specific programs.
  - b. A copy of the Footnotes Budget Report will be attached when this workplan is finalized. Not every goal/tasks has an assigned footnote, but many do.

## Events/Promotions for 2023 Calendar Year

### a. Year Long Campaigns

- PATIO Zone
- Ferndale Dollars eGiftcards
- Ribbon Cuttings
- Woodward Moves and other road construction

### b. Monthly Promotions/Awareness Focus

Using awareness days and monthly observances can be a powerful tool for amplifying important messages while signaling the values of Downtown Ferndale (inclusivity, diversity, entrepreneurship, etc)

### c. Monthly Meetings

- First Tuesday @ 11 AM - Ferndale Business Beat Meetings
- First or Second Tuesday @ 6 PM - Vision Committee (DDA volunteer committee)
- First Thursday @ 8 AM - DDA Board Meetings

### d. Calendar Events

- Downtown Mural Project  
Applications due March 10, murals complete by late August
- "Let's Just Say: HOME", Speaker series at GoComedy!  
Thursday, March 16 from 730 PM to 9 PM @ ((GoComedy!))
- Social media training for businesses  
April
- Spring flower/plant sale on West Troy  
May 20
- Juneteenth concert in Schiffer Park (tentative pending collaboration with City of Ferndale)  
June 18th
- Nine on Nine summer concert series at Schiffer Park
  - Sundays from July 9 – September 3
- Art Stroll and unveiling of Public Mural Project  
September date TBD



- Downtown Double Feature (Movie Night) on West Troy  
October 13
- Trick or Treat Downtown  
October 28
- Jingle & Mingle (led by City of Ferndale, with DDA support)  
Saturday & Sunday, 18 & 19
- Late Night Shopping  
November 2, 9, 16, 30  
Thursday nights from 5 PM to 9 PM – Late
- Winter Holiday Event TBD  
December 2

**e. Ideas in the Works**

- The Story of Us: Downtown Ferndale Business Features focusing on the rich diversity of small business ownership in our community
- Historical walking tour/barcrawl in collaboration with the Ferndale Historical Society
- Busking Nights with the Ferndale Concert Band
- Downtown info tents at some events
- Promotional banners across Nine Mile at Woodward
- Light pole banners