



Delray Beach DDA

Strategic Plan 2020 PLANNING AND PRIORITIZING

FY17/18 PLANNING WORKSHOP

Strategic Plan Implementation, Work Plans, Budgets

This annual workshop is for the DDA to review its strategic initiatives. These initiatives will guide the work plan for the organization and should be reviewed mid-year. The strategic initiatives are prioritized in "Ongoing and Priority Tiers". These will need to be reviewed by the board to be either re-prioritized or to remain in the same priority.

Work Plans. Specific initiatives are broken down into individual components of the annual work plan. The compilation of named projects, programs, and activities—collectively the "initiatives"—taken together with ongoing general and administrative functions (G&A), comprises the DDA's annual work plan.

Budgeting. The total of the budgeted costs for program initiatives, together with the annual G&A budget, comprise the DDA's annual overall budgeted costs.

By strategically formulating and organizing the annual work plan and budget along these lines, the presentation and communication of the DDA's annual program of work, including its budget, takes on a clear and compelling form.

GOALS & STRATEGIES:

Goal 1: Economic Vitality: Create a supportive business environment and harness local economic opportunity.

Strategy 1.1 Formalize an ongoing process of data collection and access.

Strategy 1.2 Foster a program of business recruitment, strengthening and retention.

Strategy 1.3 Cultivate economic specialties that set the downtown apart.

Strategy 1.4 Advocate for technological advancements in the downtown.

Goal 2: Placemaking: Foster a compelling destination by enhancing the physical elements of the downtown.

Strategy 2.1 Structure an appropriate role in downtown transportation management.

Strategy 2.2: Maintain a clean, safe, and welcoming environment

Strategy 2.3 Keep the downtown “people friendly”.

Goal 3: Position Marketing Create a positive image that highlights the downtown's unique assets.

Strategy 3.1 Increase the collective sales revenues in the downtown district.

Strategy 3.2 Position the downtown with the broader Delray Beach population.

Strategy 3.3 Continually strive to achieve perfect communications

Strategy 3.4 Employ the use of media alternatives efficiently and effectively.

Goal 4: Organization: Ensure that resources are available to implement the DDA's enhancement strategies.

Strategy 4.1 Cultivate and maintain exemplary governance and internal operating functions.

Strategy 4.2 Actively engage with alliance partners and constituents.

Strategy 4.3 Expand the availability of resources.

Strategy 4.4 Empower Team Delray with capability and capacity.

Definitions:

Ongoing initiatives are initiatives that are in our current work plan, budgeted accordingly, and expected to be repeated or continued for the near future.

Tier 1 initiatives are either “cheap and easy” to add or are initiatives that need to be undertaken immediately to address a crisis.

Tier 2 initiatives are those that will require more time, money and other resources than are currently at hand.

Tier 3 Adding these initiatives will require a “big leap” from where the DDA is now and what it can undertake today. These initiatives will fundamentally expand the dimensions of the DDA and will require a good bit of lead time for research, planning, training, and gathering together new resources.

Prioritizing Initiatives¹

Ongoing Initiatives. These are in our current work plan, budgeted accordingly, and expected to be repeated or continued for the near future, accept as noted.

Goal 1: Economic Vitality

Strategy 1.1 Formalize an ongoing process of data collection and access.

- 1.1.a Downtown economic market study**
- 1.1.b Downtown customer demographics and lifestyle factors**
- 1.1.c Inventory of existing uses**
- 1.1.d Inventory of available properties
- 1.1.e Constituent and customer surveys
- 1.1.f Outreach and information networking

Strategy 1.2 Foster a program of business recruitment, strengthening and retention.

- 1.2.a Downtown planning activities
- 1.2.b Collaboration with business enhancement organizations, services
- 1.2.c Delivery of resources to district constituents.
- 1.2.d Downtown resource and information guides**
- 1.2.e Communications (progress, vitality, happenings, etc.); interaction**

Goal 2: Placemaking

Strategy 2.1 [What is our] appropriate role in downtown transportation management.

- 2.1.a Public awareness activities
- 2.1.b Employee parking program**
- 2.1.c Internal training, capacity considerations, resource requirements
- 2.1.d Public parking regulation and management**
- 2.1.e Multi-modal transportation alternatives
- 2.1.f Downtown navigation enhancements

Strategy 2.2 Maintain a clean, safe, and welcoming environment.

- 2.2.a Maintenance responsibilities—clarify the DDA's and partners' roles
- 2.2.b Ambassador Public Safety program**
- 2.2.c Special seasonal and holiday considerations
- 2.2.d Hospitality Zone and nighttime management activities – Disaster preparedness

Strategy 2.3 Keep the downtown “people friendly”.

- 2.3.b Pedestrian circulation and safety
- 2.3.d Dealing with wayfarers – a/k/a “homeless” a/k/a/ “recovering”
- 2.3.e Outdoor illumination – background and groundwork
- 2.3.f Visual messaging and district definition components**

¹ As per the strategic plan, the DDA's role is to “list projects and tasks associated with prioritized initiatives and, by so doing, craft annual work plans and budgets.” The Notes added to this excerpted section are offered to assist staff with this task.

Goal 3: Position Marketing

Strategy 3.1 Increase the collective sales revenues in the downtown district.

3.1.a Events focused on retail sales generation

3.1.d Collaborative “cluster” marketing

3.1.e New residents’ incentives and value-added features

3.1.f Merchandising, marketing, and sales training for businesses

Strategy 3.2 Position the downtown with the broader Delray Beach population.

3.2.b Targeted outreach activities

3.2.c Top of Mind messaging to “the rest of” the city (south, west)

Strategy 3.3 Continually strive to achieve perfect communications

3.3.a Updates and strategic distribution of guides and publications

3.3.d Interactions, collaboration, and engagement with alliance partners

3.3.e Visitor information – move to Economic Vitality

3.3.f Advocacy of alliance partner initiatives and issues

Goal 4: Organization

Strategy 4.1 ... maintain exemplary governance and internal operating functions.

4.1.a Board orientation and ongoing professional development

4.1.b Professional development for staff

4.1.c Incorporation of supplemental services as warranted

4.1.d Ongoing formalized internal evaluations

4.1.e Executive transition plan

Strategy 4.2 Actively engage with alliance partners and constituents.

4.2.a East-west operating alliances

4.2 d. Development of standards and practices for public policy advocacy

4.2.f City-wide visioning and strategic planning – comp plan

Tier One² These initiatives are either “cheap and easy” to add or are initiatives that need to be undertaken immediately to address a crisis.

Goal 3: Position Marketing

Strategy 3.1 Increase the collective sales revenues in the downtown district.

3.1.b DDA-to-business marketing; digital/cyber marketing

3.1.c Highlighting downtown authenticity and experience

Strategy 3.2 Position the downtown with the broader Delray Beach population.

3.2.a DBMC collaborations

Strategy 3.3 Continually strive to achieve perfect communications

3.3.b Media relations

3.3.c Branding activities and communications

Strategy 3.4 Employ the use of media alternatives efficiently and effectively.

3.4.b Measure and report the effectiveness of media alternatives

3.4.c More and better use of video

3.4.d Staying on top of technology

Goal 4: Organization

Strategy 4.2 Actively engage with alliance partners and constituents.

4.2.c Outreach and networking with alliance partners

4.2.e Sharing financial resources with alliance partners

Strategy 4.3 Expand the availability of resources.

4.3.c Support organizations

² Note that the word “Priority” is stricken.

Tier Two: Initiatives in this group are those that will require more time, money and other resources than are currently at hand.

Goal 1: Economic Vitality

Strategy 1.2 Foster a program of business recruitment, strengthening and retention.

- 1.2.f User-friendly experiences and advocacy with the public sector
- 1.2.g Financial assistance and resources

Strategy 1.3 Cultivate economic specialties that set the downtown apart.

- 1.3.a Know the locals—all the locals
- 1.3.b Advancement of “locals’ zones”.
- 1.3.c Fostering the creative culture in all its forms
- 1.3.d Public outdoor art features and activities**

Strategy 1.4 Advocate for technological advancements in the downtown.

- 1.4.a Tech-related leadership and team recruitment
- 1.4.b Technology infrastructure research and plan development

Goal 2: Placemaking

Strategy 2.2 Maintain a clean, safe, and welcoming environment.

- 2.2.e Environment; conservation; recycling

Strategy 2.3 Keep the downtown “people friendly”.

- 2.3.c Public access to technology and communications
- 2.3.e Outdoor illumination—initiate the improvements

Goal 3: Position Marketing

Strategy 3.1 Increase the collective sales revenues in the downtown district.

- 3.1.a Events focused on retail sales generation

Strategy 3.2 Position the downtown with the broader Delray Beach population.

- 3.2.d Sponsored FAM [“familiarization”] tours and events
- 3.2.e Transportation and access enhancements

Strategy 3.4 Employ the use of media alternatives efficiently and effectively.

- 3.4.a Know the customers and what influences their choices

Goal 4: Organization

Strategy 4.2 Actively engage with alliance partners and constituents.

- 4.2.b Outreach and networking with downtown residential population

Strategy 4.3 Expand the availability of resources.

- 4.3.a Resource development planning
- 4.3.b Development of sub-district – e.g., neighborhood – organizations
- 4.3.d Project-specific and program-specific funding

Tier Three Adding these initiatives will require a “big leap” from where the DDA is now and what it can undertake today. These initiatives will fundamentally expand the dimensions of the DDA and will require a good bit of lead time for research, planning, training, and gathering together new resources.

Goal 1: Economic Vitality

Strategy 1.4 Advocate for technological advancements in the downtown.

- 1.4.c Tech-related resource development
- 1.4.d Tech-related hardware procurement and installation
- 1.4.e Tech-related physical infrastructure maintenance

Goal 2: Placemaking

Strategy 2.2 Maintain a clean, safe, and welcoming environment.

- 2.2.f Green space; rooftop gardens, plazas; urban agriculture
- 2.3.a Public comfort areas and projects