



FY 2009-2010 ANNUAL WORK PLAN

Approved by WA3 Board of Directors
April 16, 2009

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Annual Work Plan Team

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WA3 Staff

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Nicole Brown, Outreach & Promotions Coordinator
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Codes & Abbreviations

ED	Executive Director
BM	Byway Program Manager
PM	Economic Development Manager
OP	Outreach & Promotions
1st Quarter	July 2009 – Sept 2009
2nd Quarter	Oct 2009 – Dec 2009
3rd Quarter	Jan 2010 – March 2010
4th Quarter	April 2010 – June 2010

Priority Rankings:

A = “must do”, aligned w/mission, funding in place

B = has merit, but not a primary priority

C = not priority for this year

***Note:** Key Issues are organized by the Main Street ‘four-point’ approach of organizational management:
Organization, Design, Promotions, Economic Revitalization

KEY ISSUE #1: ORGANIZATION

DESIRED OUTCOME: *Ensure efficient organizational operations, financial stability, and planning to maintain future growth.*

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Review and revise three-year Strategic Plan ACTION STEPS 1) Form Strategic Planning Team 2) Review Bylaws and Continuing Resolutions	Strategic Planning Team/ Board	4 th Qtr 4 th Qtr	Five-year Strategic Plan (2011-2016) approved by Board	N/A N/A	Officers/Exec Officers/Exec	A A
OBJECTIVE 2 Establish an active Finance Committee to evaluate investment options ACTION STEPS 1) Evaluate composition of Committee 2) Direct Finance Committee to evaluate investment options 3) Develop and recommend short and long-term investment strategy to Executive Committee	Executive Committee Finance Committee Finance Committee	1 st Qtr 1 st Qtr 2 nd Qtr	Appoint Finance committee members 2-3 meetings Strategy adopted, investments made/moved	N/A N/A N/A	Officers/Exec Officers/Exec Officers/Exec	A A A
OBJECTIVE 3 Review Financial Policies and Procedures Manual ACTION STEPS 1) Establish Personnel Task Force to evaluate personnel policies, benefits, etc. 2) Amend Policy Manual to include new benefits changes, policies, etc.	Executive Committee Executive Committee	2 nd Qtr 2 nd Qtr	New policies developed New policies adopted	N/A N/A	Officers/Exec Officers/Exec	A A

DESIRE OUTCOME: Diversify and identify ‘revenue generating’ opportunities to fulfill grant matching requirements and support projects and programs.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
<p>OBJECTIVE 1 Seek \$100,000 through corporate and foundation grants through more active Board cultivation</p> <p>ACTION STEPS</p> <p>1) Identify grant opportunities & develop proposals</p> <p>2) Obtain active Board member involvement in requests, meetings, introductions to funders, etc.</p> <p>3) Explore opportunities for other ‘signature’ events on Woodward (marathon, etc.)</p>	<p>Board, ED, PM</p> <p>Board, ED, PM</p> <p>Board, ED, OP</p>	<p>1st Qtr</p> <p>1st Qtr</p> <p>3rd Qtr</p>	<p>Develop list of Board affiliations to determine relationships to funders</p> <p>Assign Board members to follow up with specific funders – Submit one app per quarter</p> <p>Identify what event is and develop outline</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>All</p> <p>All</p> <p>Tamara Harmon (subcommittee)</p>	<p>A</p> <p>A</p> <p>B</p>
<p>OBJECTIVE 2 Expand “Friends of Woodward” and non-municipal/ resident membership</p> <p>ACTION STEPS</p> <p>1) Identify residents/individuals interested in hosting ‘Woodward Friends’ gatherings each quarter</p> <p>2) Develop key messages depending on group to communicate</p>	<p>OP</p> <p>OP</p>	<p>All</p> <p>1st Qtr</p>	<p>1 meeting per quarter</p> <p>List of Key messages</p>	<p>N/A</p> <p>N/A</p>	<p>Identify champion from each community</p>	<p>B</p> <p>B</p>

DESIRED OUTCOME: Demonstrate measurable value to municipal members for their continued investment in the WA3.

Objectives & Action Steps	Responsibility	Deadline	Measurement	Funding Identified Yes/No / Source	Board Champions	Priority Ranking (A, B, C)
<p>OBJECTIVE 1 Work with municipalities to identify ways to increase funding to Woodward.</p> <p>ACTION STEPS</p> <p>1) Schedule annual visits to cities to identify <u>project specific</u> grants and work together to develop proposals</p>	ED, PM, Board	All	One application submitted per quarter	N/A	Business rep in each community	A
<p>2) Works towards implementing more physical improvements (SEE DESIGN OBJECTIVE 2)</p>	PM, Board	All	Attend planning Board meetings, receive notification of site plans, meet w/planners	Yes / NSB Phase VI	Business rep in each community	A
<p>3) Work with Woodward Dream Cruise board to increase revenues for Woodward communities and decrease negative financial impact.</p>	ED, OP	1 st Qtr	Meeting w/Director	N/A	Exec Committe	B
<p>OBJECTIVE 2 Measure the benefits of the Byway designation and NSB funded projects on economic development efforts throughout the region</p> <p>ACTION STEPS</p> <p>1) Partner with DTE, Detroit Regional Chamber, Wayne, Oakland counties, Byway Resource Center to develop a process.</p>	ED, PM, BM	3 rd Qtr	Development of goals, stats and model for how to measure	Yes / NSB Phase V	Need champion	A

DESIRED OUTCOME: Increase business community's active involvement in WA3 initiatives to increase membership / member value.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 3 Develop annual membership recruitment / retention goal ACTION STEPS						
1) Identify Board members interested in active recruitment/retention efforts	OP/ Board	All	Membership committee	N/A	Need champion	A
2) Target 5 key businesses each month for personal calls/visits	OP/ Board	1 st Qtr	# of calls made	N/A	Need champion	A
3) Conduct business focus groups or surveys for different audiences.	OP	All	Identify needs & priorities	N/A	Need champion	A

DESIRED OUTCOME: Continue efforts to obtain new office / Welcome Center location.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Utilize Welcome Center Needs Assessment to identify exact location, pursue building lease / acquisition / purchase. ACTION STEPS						
1) Continue meeting w/prospective partners and determine real estate structure (i.e. ownership vs. lease, separate real estate corp, etc)	Welcome Center Comm	1 st Qtr	MOU, legal/lease agreements in place	Yes / 2009 SPR	Mike Solaka, Greg Moots, Tamara Harmon, Jean Chamberlain	A
2) Utilize 2008-09 State Planning Grant funds to develop site specific plans & financial feasibility	Welcome Center Comm, consultants	1 st Qtr	Financial analysis delivered to State by Oct 1.	Yes / 2009 SPR		A
3) Research funding & determine capital needs to pursue capital campaign	Board	All		No		A
4) Enter agreement for new space	Board	4 th Qtr		No		

KEY ISSUE #2: ECONOMIC REVITALIZATION

DESIRED OUTCOME: *Seek innovative “mission opportunities” and collaborations that position and strengthen Woodward’s competitive advantage to further WA3/Woodward vision to support business investment and growth in the new economy.*

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B,C)
<p>OBJECTIVE 1 Identify ‘green’ opportunities that promote Woodward as an ‘eco-corridor’.</p> <p>ACTION STEPS 1) Identify partner opportunities Cruise, Green Cruise, Detroit Office of Sustainability, etc.)</p>	PM, OP	1st	Opportunity identified	N/A	Tracie Tillinger	B
<p>OBJECTIVE 2 Develop business retention activities to encourage and maintain investment on Woodward</p> <p>ACTION STEPS 1) Partner with MEDC & counties in business attraction efforts.</p>	ED, Board	2 nd Qtr	Opportunity identified	No	Doug Smith/Matt Schenk	B
<p>OBJECTIVE 3 Identify opportunities along Woodward to capitalize on the film industry and incentives.</p> <p>ACTION STEPS 1) Compile a composite inventory of film-friendly locations along the Byway & permit processes in each community. 2) Promote the inventory on WA3 website</p>	OP, BM OP	1 st Qtr 2 nd Qtr	Listing on site Listing on site	Yes/ Phase VI NSB Yes/ Phase VI NSB	Marie Doherty Marie Doherty	A A
<p>OBJECTIVE 4 Work with communities to implement Woodward Economic Development Tool for mapping, tracking available parcels, zoning, incentives, historic sites, etc to include on website,</p>						

ACTION STEPS						
1) Develop a process with communities for inventorying businesses, vacancies, regular updates and information sharing	PM, OP, City planners	4 th Qtr	Listing on site	Yes / \$15,000 CRE Grant	All / city Planners	A
2) Encourage community utilization of Transit Revitalization Investment Zone legislation as incentives for redevelopment.	PM		Prioritize city's interest at annual meetings	No	George Lenko/Mark Johnson	B
3) Work in catalytic role to facilitate community charrettes w/cities and residents (LTU, UDM)	PM	4 th Qtr	Charrettes held	No	George Lenko/Mark Johnson	B

DESIRED OUTCOME: Continue efforts to preserve and promote historically significant properties that advance the Byway experience.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Continue working to advance the automotive visitor experience along the Byway						
ACTION STEPS						
1) Work with Model T-Plex in the development and management of Piquette Plant interpretive displays.	PM, BM	3 rd Qtr	Interpretive displays installed	Yes / Phase IV & V NSB	Need champion	A
2) Work towards stabilization of the historic Ford Highland Park Plant	BM, ED	All	(appraisal, enviro assessments, surveys completed)	Yes / Phase IV & V NSB	Need champion	A
3) Evaluate our role in McGregor Library preservation	PM, BM	4 th		No	Need champion	B
OBJECTIVE 2 Develop a Historic Preservation Strategy for Woodward with Michigan Historic Preservation Network to guide preservation policies and position (i.e. State Fair, etc).						
ACTION STEPS						
1) Complete historic resource database to include historic assets in each community	PM, BM	3 rd Qtr	Adoption of Strategy by Board	Yes / Phase V NSB	Need Champion	A

2) Develop a series of workshops and/or events for municipal members and businesses	PM, OP	4th	Workshops scheduled & conducted	Yes / Phase V NSB	Need Champion	A
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DESIRED OUTCOME: Work with Woodward municipalities & districts to facilitate and support future revitalization, business development and physical improvement efforts.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Continue work with 6-8 Mile/Woodward Stakeholder group						
ACTION STEPS						
1) Seek grants and funding opportunities	PM	All	Funding received	Yes / Various pending	Norm Silk, Greg Moots, Marja Winters, Harold Kuhn	A
2) Assist in implementing Revitalization Plan	PM			Yes		A
3) Review plan on a quarterly basis	PM, Stakeholder group	All		Yes		A

KEY ISSUE #3: DESIGN

DESIRED OUTCOME: Continue implementing improvements identified within Woodward Public Spaces Design Framework & Signage Plan.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
<p>OBJECTIVE 1 Work to streamline a process with MDOT for support and implementation of Woodward public space plans, maintenance, improvement projects, non-motorized plans.</p> <p>ACTION STEPS</p> <p>1) Coordinate semi-annual meetings with Detroit and Oakland TSC's</p> <p>2) Amend <i>Woodward Public Spaces Design Framework</i> to include Woodward Crosswalk Plan.</p>	<p>PM, ED, BM</p> <p>BM, PM</p>	<p>On-going</p> <p>3rd Qtr</p>	<p>Meetings are held & attended</p> <p>Plan is adopted by communities</p>	<p>No</p> <p>No</p>	<p>Paul Ajegba</p>	<p>A</p> <p>B</p>
<p>OBJECTIVE 2 Provide assistance and incentives to communities to implement improvements within <i>Woodward Public Spaces Design Framework Plan & Woodward Crosswalk Plan</i>.</p> <p>ACTION STEPS</p> <p>1) Meet regularly w/community planners to encourage utilization of Woodward plans in planning decisions / projects</p> <p>2) Provide mini-grants for streetscape design & engineering</p>	<p>PM</p> <p>ED, PM</p>	<p>On-going</p> <p>1st/3rd</p>	<p>Create an Advisory subcommittee of Planners</p>	<p>No</p> <p>Yes / Phase VI NSB</p>	<p>Board city reps</p>	<p>A</p> <p>A</p>
<p>OBJECTIVE 3 Erect 2 Woodward Tributes</p> <p>ACTION STEPS</p> <p>1) Confirm locations and match/funding commitments</p>	<p>ED, BM</p>	<p>1st Qtr</p>	<p>Commitment of cash or in-kind support</p>	<p>Yes / Phase IV & V NSB</p>	<p>All</p>	<p>A</p>

2) Develop design, MOU's, construction schedules	ED, BM	2 nd Qtr	MOU's signed	Yes / Phase IV & V NSB		A
OBJECTIVE 4 Begin installation of America's Byway identification signs						
ACTION STEPS						
1) Work with MDOT to approve sign & develop plan for proposed locations	PM, BM	1 st Qtr	Signs approved by MDOT & WA3 Board	Yes / Phase IV NSB	Paul Ajegba	B
2) Adopt plan	Board	2 nd Qtr	Plan adopted	Yes / Phase IV NSB		B
3) Install signs in phased locations (as determined by plan)	MDOT, vendor	4 th Qtr	Signs installed	Yes / Phase IV NSB		B
OBJECTIVE 5 Encourage and support efforts for increased walkability that support business recruitment and investment effort						
ACTION STEPS						
1) Work with communities to develop non-motorized /bike plans for Woodward	PM, ED	1 st Qtr	Conceptual plan developed	Yes/ 2008-09 State Planning Grant	George Linko, Tim Thwing	A
2) Work with Royal Oak and Pleasant Ridge in the development of a linkage plan at I-696 & Woodward	PM/ED	1 st Qtr	Inclusion in plan	Yes/ 2008-09 State Planning Grant	Tim Thwing	A
3) Include I-696 plan in MDOT's 2010 Non- Motorized Regional Plan	PM/ED	4 th Qtr				A

DESIRED OUTCOME: *Coordinate physical improvement efforts to obtain a visually appealing and clean corridor.*

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Organize a Clean Up / Beautification event and ongoing litter/weed control program						
ACTION STEPS						

1) Coordinate activities with regional efforts (Clean the D, 6-8 Mile efforts)	OP, committee	3 rd Qtr	Projects identified in each community	Yes	Need Champion	A
2) Execute event	Committee, volunteers	4 th Qtr	Visual impact (trash removed, flowers planted, graffiti removed etc.)	Yes	Need Champion	A
3) Work closely with County court-ordered clean up program for quarterly clean ups	OP	All	Arrangements are made with County.	No	Tamara Harmon	C
4) Work with community code enforcement officials to enforce code violations	PM	All	Visual improvements to Byway.	No	Need Champion	C

KEY ISSUE #4: PROMOTIONS

DESIRED OUTCOME: *Develop a comprehensive Communications & PR strategy to strengthen awareness of WA3's value and benefit to targeted audiences.*

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Utilize Constant Contact to communicate monthly to key audiences						
ACTION STEPS						
1) Develop key messages to each audience (members, cities, media)	OP, Board	1 st Qtr	Survey of audiences, # of new members, event participation		John Bailey	A
2) Submit press releases to PR Newswire 4-6 times for key announcements	OP	All	# of media hits, articles	Yes/ Phase IV NSB	John Bailey	A
3) Build upon social media platforms to reach new audiences (Facebook, Model D, blogs, etc.)	OP	All			John Bailey	A

OBJECTIVE 2 Continue publishing quarterly newsletter						
ACTION STEPS 1) Seek regular input for content from Board and membership	OP, PM, ED, BM	All	Published quarterly	Yes / in-kind contribution	All	A
OBJECTIVE 3 Organize Annual Meeting						
ACTION STEPS 1) Identify location and theme 2) Hold event	OP Staff, Board	2 nd Qtr 1 st Qtr	Revenue generated/participation	Yes	Linda Zabik Linda Zabik	A
OBJECTIVE 4 Develop a marketing and public awareness campaign to elevate awareness of Woodward's treasures						
ACTION STEPS 1) Revisit Woodward Byway Brand (Cruisin' the Byway) 2) Arrange/support packaged tours of Byway sites (Ford HP tour, music industry Icon tour, etc) 3) Partner with DMCVB 'Destination District' project.	OP OP, BM OP	1 st Qtr 2 nd Qtr 3 rd Qtr	Material developed and distributed Project developed successfully	Yes / Phase IV & V NSB Yes / Phase IV & V NSB No	Need Champion Need Champion Bob Bruner	B B B
OBJECTIVE 5 Work with school districts along Woodward to develop appreciation of Woodward historic resources and Audio Tours	OP	3 RD Qtr	Development of Podcast	Yes / Phase IV & V NSB	Need Champion	B
OBJECTIVE 6 Organize Volunteer Recognition event	OP					
ACTION STEPS 1) Identify location and theme 2) Hold event	Staff, Board	1 nd Qtr 1 st Qtr	Revenue generated and participation.	Yes - Sponsorships	Need Champion	B B

DESIRED OUTCOME: Expand WA3 marketing / promotion efforts to increase Woodward brand awareness.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Expand website(s) to include more interactive components (virtual tours, maps, audio tours, film info etc)						
ACTION STEPS 1) Identify and meet with partners	OP, PM, BM	3 rd Qtr		Yes/ Phase VI NSB	Need champion	A
OBJECTIVE 2 Evaluate merchandise as a dedicated marketing tool and revenue source						
ACTION STEPS 1) Develop committee	PM	2nd Qtr	Committee developed	No	Mike Solaka	A
2) Evaluate Web Store, product line and determine goals	PM	2 nd Qtr	Product sales	No	Mike Solaka	A

DESIRED OUTCOME: Expand promotions / events to benefit WA3 members and encourage positive economic activity for Woodward businesses.

Objectives and Action Steps	Responsibility	Deadline	Measurement	Funding Identified (Yes/No) / Source	Board Champions	Priority Ranking (A, B, C)
OBJECTIVE 1 Enhance member products, events and benefits						
ACTION STEPS 1) Conduct bi-monthly 'Byway Breaks' Business Development events	OP	All	Events held/attendance	No / need sponsorships	Barry Boozan	A
2) Conduct bi-annual 'Deals & Meals' events	OP	All	Events held/attendance	No / need sponsorships	Need champion	A
3) Conduct annual "Bright Ideas						A

<p>Town Hall meeting'</p> <p>4) Meet w/Chamber Execs to identify creative partnerships/programs that deliver unique value to members (i.e. joint memberships, etc.)</p>	<p>OP</p> <p>OP/ED</p>	<p>2nd Qtr</p> <p>1st Qtr</p>	<p>Events held/attendance</p> <p>Meeting held</p>	<p>No / need sponsorships</p>	<p>Need champion</p>	<p>A</p>
<p>OBJECTIVE 2 Seek sponsors and funding for member events and promotions</p> <p>ACTION STEPS 1) Develop annual sponsorship 'menu' to ensure ongoing support and continued membership involvement.</p> <p>OBJECTIVE 3 Evaluate Shop Woodward program continuation</p> <p>ACTION STEPS 1) Evaluate program 2) Re-launch program</p>	<p>PM, Promotions Committee</p> <p>Staff, Promotions Committee, Board</p>	<p>1st</p> <p>2nd</p>	<p>Revenue generated</p>	<p>No</p>	<p>Need champion</p> <p>Need champion</p>	<p>A</p> <p>A</p>