

ACTION 2020 | 8MBA STRATEGIC PLAN

JANUARY, 2018

- INTRODUCTION 3
 - OUTCOMES 4
- STRATEGIC PLANNING COMMITTEEE 5
- IMPLEMENTATION TACTICS & ACTION STEPS 6
 Guide to Table
 - IMPLEMENTATION TABLE 7

ACTION 2020: 8MBA STRATEGIC PLAN

INTRODUCTION

In 2015, the 8MBA Board of Directors approved ACTION 2018 (A18), 8 Mile Boulevard's Strategic Plan. That document provided an updated work plan for 8MBA that mapped out key strategic actions through June 30, 2018 to achieve a specific set of targeted outcomes. These outcomes are meant to support 8MBA's founding document, A Vision for Eight Mile Boulevard (1992) as the continued end goal, while charting a course for the strategic growth of the organization and helping define 8MBA's actions in pursuit of that goal.

CHECKING OUR PROGRESS

8MBA staff worked with the Strategic Planning Committee to review the eight overall outcomes that provided the foundation for A18. We agreed that the set of original eight outcomes, detailed on the next page, still provided a sound guidepost for our work.

We then reviewed the work plan to determine the plan's achievements, works in progress, and outstanding actions. Of those tactics remaining, we considered which of these should be moved forward based on their relevancy to the mission and which items were no longer practical or worth pursuing due to the ever-changing realities of our 27-mile footprint.

MOVING THE ACTION AND THE VISION FORWARD

ACTION 2020 reaffirms and updates the outcomes established in A18 and sets forth a work plan that builds upon the successes of the previous plan, carries forth some of its outstanding action items, and sets new goals and new actions to further our organization's progress toward those outcomes.

ACTION 2020: PLAN OUTCOMES

EIGHT OUTCOMES FORM THE PLATFORM OF ACTION 2020

The following eight outcomes reflect what it means to be an entity that initiates and coordinates progress while facilitating collaboration and partnership among our diverse family of stakeholders. The board and staff has identified the two major roles 8MBA has in our work to further these outcomes:

- Steward: Improve the quality, safety, and appearance of the Boulevard; and
- Connector: Attract key audiences and partners, and provide value to join and support the 8MBA mission.

1	EIGHT MILE AWARENESS AND PRIDE A stronger sense of emotional attachment to 8 Mile among the general public	5	STRATEGIC INVESTMENT APPROACH Concentration of 8MBA investment (money, resources, time) for maximum, lasting impact
2	8MBA BRAND RECOGNITION Stronger 8MBA brand throughout the region	6	BUDGET STABILITY/PREDICTABILITY Prioritization of larger, more diversified and longer-term revenue streams to allow for more long-term actions
3	DEFINED FOCUS AREAS Continually assess, support, and develop key nodes/areas of opportunity for deep impact	7	EIGHT MILE POLICY PRIORITY Establish 8 Mile as a priority in policy decisions at the local, regional and state level
4	BUSINESS-COMMUNITY ALIGNMENT Strengthen ties between business investment and community/ neighborhood goals	8	COMMUNITY GROWTH STRATEGY Generate interest in moving to 8 Mile's adjacent residential neighborhoods

8 STRATEGIC PLANNING COMMITTEE 2018

8MBA would like to acknowledge and thank this year's Strategic Planning Committee:

Carla Gribbs, DTE/Committee Chair
Anne Harpe, PNC Bank
Beth Holland, City of Hazel Park
Kim Marrone, City of Oak Park
Tom Petzold, Belmont Enterprises/8MBA Board President
Cindy Thomas, 8MBA Executive Director
Jordan Twardy, City of Ferndale

IMPLEMENTATION TACTICS/ACTION STEPS

GUIDE TO THE CHART

The following pages contain charts that outline **Implementation Tactics** along with a set of **Action Steps** associated with each Tactic to each one or more of the eight plan outcomes.

<u>Priority</u>: The Implementation Tactics are prioritized from top to bottom, with Green at the top being the highest priority, Blue in the middle at medium priority, and Yellow at the bottom for lesser priority.

<u>Strategic Outcomes</u> are in the middle of the chart and marked with an X for every Tactic and Action Step that applies.

<u>Schedule</u>: The next section in is the implementation timeline by quarter. The chart only shows the year and quarter in which the Tactic/Action Step will be completed or whether it is on on-going activity.

<u>Challenges to Implementation</u>: This section attempts to acknowledge the realities that may prevent success in some areas of the plan. These include budget limitations that prevent staff from attending trainings and events, the purchase of equipment and software, or hiring additional staff or professional services. Staffing challenges, either through a lack of qualified help or budget constraints that may limit our ability to do as much as we would hope. Technical capacity includes lack of equipment, software, training, or proficiency such as graphics and GIS skills. The "Other" category is a catch-all category that includes dependency on stakeholders, geography, and other external factors.

The great thing about challenges, is they also present opportunities!



ACTION 2020 | IMPLEMENTATION TACTICS & ACTION STEPS

lm	plementation Tactics			Stra	mes				Implementation Schedule												Challer	nges to I	mpleme	ntation			
	Action Steps	Awareness & Pride	Brand Recognition	Defined Focus Area	Business- Community Alianment	Strategic Investment	Budget Stability	Policy Priority	Community Growth	1Q	20 20	3Q	4Q	1Q	20 2Q	3Q	4Q	1Q	20 2Q	20 3Q	4Q	On- Budget		Staffing Tech Capac		Other	Notes
1	8 Mile Unifying Framework (fka Master Plan)	Х	х	х	X	х		х	Х	Х				-,							,	dollig					Hotes
_	Update 2015-16 Drafted Plan									Х														Х	Х	Х	Planning Advisory Committee (PAC) is made up
	Build associated Work Plan for 2018 - 2020										Х					Х				Х		Х					of 8MBA member communities & partners.
	Validate Plan (i.e., formal stamp of approval										х															х	Original Plan was drafted with PAC in 2015-16.
	w/gov't. bodies)										^															^	Due to the time lapsed, the Plan is being updated
2	Build organizational capacity	Х	X	X	X	X	X	X	X													X					West Bloods Indiana Ass Co. Louis
	Build associated Work Plan for 2018 - 2020 Create Grants Calendar	Х	Х	Х	Х	X	X	Х	Х	Х	v	Х		Х		Х		Х		Х		X		Х	Х		Work Plan is built into 1st & 3rd Qtrs. each year. Track sources, priorities, and key dates
	Improve Database Management	Х	х			^	^			х	X X											X		X	X		Pursue training opportunities and updates
	Pursue training opportunities										~											X	Х	X			arsac training opportunities and apaates
	Refine donor management						х															х		Х			
	Expand individual donor outreach						Х					Х										Х					
	Use crowdfunding techniques						Х								Х							Х					For appropriate projects like Art on 8
	Encourage stakeholders to adopt 8MBA in											Х										х					Amazon smile, fb, and others
	internet commerce		Х		x		Х					Х										Х					Chains that don't currently support 8MBA
	Tap into larger 8 Mile businesses Deepen relationships w/current partners		X		^		X					^										X					More intentional, informal check ins
							, A																				
	Increase 8MBA budget by 30% to allow for	.,	.,	.,	.,	.,	.,	.,	.,													.,	.,			.,	Re-sign Livonia; increase dues from 1993 levels;
	3rd staff member, help ensure staff stability, professional development. 8 aguinment.	Х	Х	Х	Х	Х	Х	Х	Х													Х	Х			Х	increase memberships, sponsors, and partners.
	professional development, & equipment																										Development.
3	Expand Relationships with 8MBA businesses	Х	Х		X				X													Х					
	Revive regular field tours: Development-focused	Х	Х	Х	Х	Х		Х	Х			х			x					х		Х	Х	Х			
	Boards & Committees											X			X	х				X							
	Drop-ins on businesses									х	Х	Х	Х	Х	Х	Х	x	Х	х	Х	х	Х					
	Create Business Assistance and Member-to-	х	х		х				х		х		х		Х		x		х		x	х		х		Х	Assist w/programs such as Motor City Match and
	Member Programs																										Re-Store
	Strengthen Neighborhood Task Force:	.,			.,				.,															.,		.,	
	Increase participation Revive Beautification Awards	X X	x		X				X X	Х		х												X X		Х	Add business/community to committee
	Hands on 8 Mile	X	x	x	x				x			X	х			х	х			х	х			^			Evaluate type/frequency of projects
	Increase Membership	X	X	,	X		Х		X																		Evaluate type/ requeries of projects
	Identify value proposition		Х							х																	
	Develop marketing piece	Х	Х		Х					х																	
	Create series of member events		Х		Х				Х		х											Х					
	Develop regular follow up survey tool				Х				Х					Х								Х		Х			
	Modify database to track lapsed memberships						Х					х												х	х		
																											Make regular calendar event; engage partner to
	Host Annual 8MBA Open House	Х	Х		Х				Х													Х	Х	Х			host (possible FIP?)
4	Refresh Leadership Lunch & increase revenue by 1	.0%																									
	Refresh/Revamp 2019 event to once again																										Format is no longer original; a new look, scaling
	become "Signature Event". Begin planning	Х	Х		Х		Х	Х	Х		Х			Х												Х	back attendance and costs with higher ticket
5	2Q 2018 Plan 25th Anniversary Event	Х	Х		Х		Х						Х													٧	prices may attract new audience
	Convene committee to explore feasibility of		^		^		^						^													^	
	holding fall event to celebrate 8MBA 25th									х																	A different kind of event that doesn't compete
	Anniversary																										w/LL
	Determine if sponsorship interest										Х																
	Begin marketing										Х																Announcement/marketing can begin at LL
6	Expand Façade Improvement Program for wider impact	х	х	х	х	х			х						х							x	Х	х		Х	
-	Find new & renewable sources of funding on																										
	both sides of Boulevard	Х	Х	Х	Х	Х	Х	Х	Х						х					Х		Х					
	Combine FIP w/larger node or block	Х	V	х	v	V		x	х						V							V					
	improvements	Χ.	Х	Χ.	Х	Х		Χ.	X						Х							Х					
7	Evaluate 8MBA Real Estate Strategies	Х	х	х	х	х	х	х	Х																	Х	
	Convene exploratory committee										х															Х	Explore legal structure and limitations of THC v.
	Create CDC/revisit Title Holding Co.													Х										Х		Х	CDC, CDFI, etc.
	Explore potential partnerships, projects,													^													
	financing structures, and revenue streams																					Х		Х		Х	
8	Est. 8MBA representation at Key Regional Events		х	х	х	х	х	х	х													Х					
	Determine where 8MBA should be																										Local and regional events that 8MBA can
1	represented and if we have a partner that can																					Х					contribute to or benefit from
	sponsor us Create Key Messages																					v					Know why wo're going
	Create Key Messages Identify stakeholders																					X X					Know why we're going
	stancholacis																										

Implementation Tactics			Stra	ategic Pla	n Outco	mes		Implementation Schedule														nges to I	mpleme	ntation		
- Action Steps		Brand	Defined	Business- Community Alignment			Policy	Community Growth		2018			2019					20	20					İ.,		
		Recognition	Focus Area		Strategic Investment	Budget Stability	Priority		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	On- Going	Budget	Staffing	Tech. Capacity	Other	Notes
9 Create a Placemaking Plan	Х	Х	Х	Х	Х			Х																		
Art on 8: Goal to have at least one installation in each community.	х	х	х	х	х			х														х				We have 1 in Detroit. MSHDA placemaking grants can fund 2 others. Private funding for 2nd Detroit.
Crosswalk Markings at Pilot Node	Х	Х	Х	Х	Х			Х														Х			Х	8 & Dequindre, Pilot Node id'd in 8MBUF
 Sector Banners/identifiers 	Х	Х	Х	Х	Х			Х														Х			Х	
10 Meet w/Legislators		Х	Х		Х	Х	Х	Х													Х					
Formulate Our Ask																					Х					Identify opportunities for legislative action
Cultivate relationships																					х		х			Have a one-on-one meeting with legislators and key staff
11 Be an Advocate for Transportation Issues																					Х					
Participate on MDOT Non-Motorized Transportation Committee			х	х	х		х	х													х					
. Keep informed of issues affecting 8 Mile & surrounding arteries			х	х	х		х	х													х		х			Road closures, resurfacing, improvements. Can 8 Mile businesses benefit?
Advocate for Crosswalk funding	Х			Х	Х		Х	Х													Х		Х			TAP and other grants; MDOT priority
Increased number of crosswalks	Х		Х	Х	Х		Х	Х													Х					
Improve existing crosswalks	Х		Х	Х	Х		Х	Х													X					Physical, safety, and aesthetic enhancements
Work with SEMCOG																					Х		Х			
12 Communicate ACTION 2020	X	Х	Х	Х	Х		Х	Х	Х												Х					
 Continue to Identify community partners and stakeholders 																					х					
Distribute to member communities and stakeholders	х	х	х					х	х																	Share ACTION 2020 w/partners to understand how our plans align
Post on website & social media	Х	Х							Х																	
13 Develop Board Capacity																					х					
 Consider seats for MEDC, DEGC, large Develop 	er	Х	Х		Х	Х	Х					Х													Х	
 Discuss fundraising/dues plan 						Х					х														Х	
Update By Laws											Х															By Laws need to be updated