



Planning for Your Downtown's Future

Strategic Planning Know How

December 6, 2023

DOWNTOWN

NEW JERSEY

Agenda

- 2:00pm** Networking
- 2:15pm** Welcome
Intro: Purpose of Strategic Planning
- 2:30pm** Case Stories / Examples, Q&A
- 2:50pm** Getting Started: Defining mission & vision statement, stakeholders, assignments/accountability
- 3:00pm** Activity / Break out session
- 3:40pm** Group Report Outs
- 4:00pm** Resources Reminders & Wrap up

Welcome



Courtenay Mercer



Wendy Andrew-Doele



Jennifer Ellis-Rosa



Jessica Warren

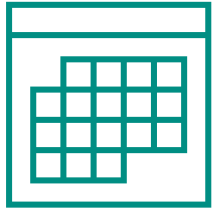


Jonathan Tyler



Janet Ristuccia

Purpose of Strategic Planning



**Establishing your
5+ year plan**



**Defining Mission &
Vision Statement**



**Assessing /
SWOT analysis**



**Identifying
Resources**



**Establishing
Accountability**



**Setting the
Action Plan**

Knowing how much support do you need

Self-Start (DIY)

Quick plans, simple tools

Enhanced Support

Bringing in a specialist

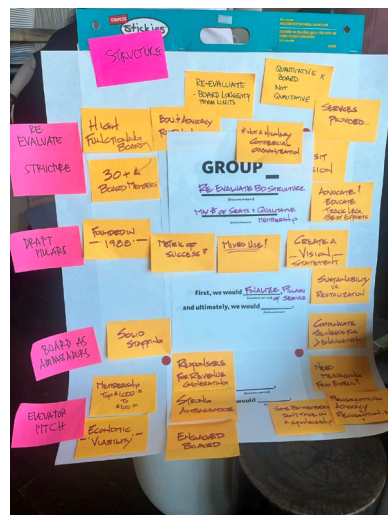
Advanced Strategic Planning

Comprehensive analytics
e.g., external impact, market conditions,
community engagement

Case Story #1

Organizational Strategic Planning Lite: Downtown New Jersey

- Review & inventory existing vision, mission, goals, activities, etc.
- Board/key stakeholder workshop to discuss priorities
- Work plan for next 3-5 years



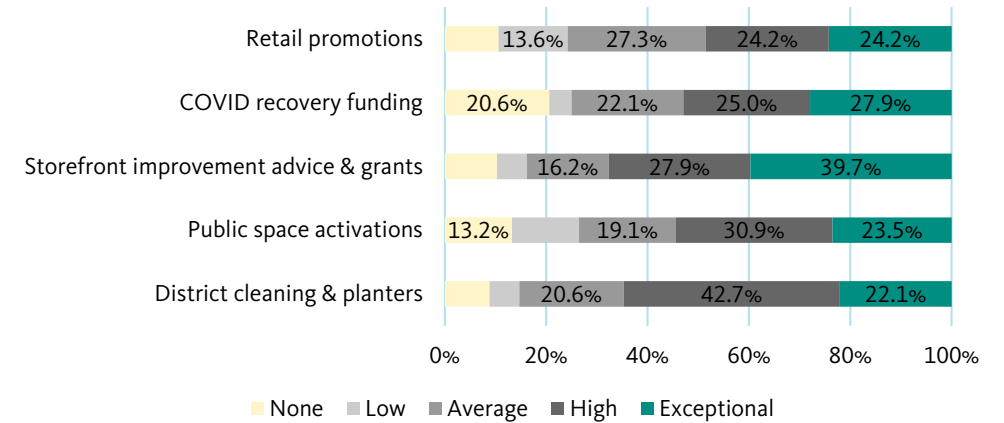
Goals	Tactics	2023	2024	2025	Committee Assignments
Strategic Priority #1 (FUNDRAISING): Expand resources for the organization to better support New Jersey's downtowns.					
Increase the organization's available funding.	Increase membership dues.				Development
	Identify strategies to diversify the organization's funding. Apply for funding opportunities.				
Expand the organization's membership.	Develop and implement metrics to quantify the organization's impact.				Development
	Create materials to communicate the value of becoming a member of the organization. <i>(Connected to row 29)</i>				Communications
	Recruit BIDs and SIDs to become members of the organization.				Development
Leverage the resources and talents of the organization's members, board members, and strategic partners.	Identify the skill set of the organization's members and board members and enlist them to support the organization's efforts where aligned.				Communications
	Identify strategic partners that align with the organization's efforts to support downtown economic development.				Communications
	Identify opportunities to work with strategic partners on educational programming and content. <i>(Connected to row 21.)</i>				Programs/Conference
Strategic Priority #2 (PRODUCTS & SERVICES): Provide high-quality education & networking opportunities to engage community advocates, leaders, & elected officials about downtown economic development.					
Provide timely, informative information to support the efforts for downtown economic development in New Jersey.	Conduct a survey to identify the needs of the organization's members.				Communications
	Create and provide training to BID/SID directors, boards, etc. <i>(for a fee.)</i> Create and share content highlighting best practices for downtown economic development.				Programs/Conference Communications
Provide opportunities for downtown advocates, leaders, & elected officials to network and learn from each other.	Provide in person programming.				Programs/Conference
	Provide virtual programming.				Programs/Conference
	Expand social media presence.				Communications
Advocate for downtown economic development in New Jersey.	Participate in the legislative process to influence policy that impacts downtown economic development in New Jersey.				Policy & Advocacy
Make the organization more inclusive across backgrounds.	Identify area representatives across New Jersey to act as a liaison for their geography and the organization and host area programs.				Programs/Conference
	Create programming and educational materials that are geared toward a wider audience beyond BIDs/SIDs. <i>(We need to define who? Connected to row 11)</i>				Programs/Conference
	Ensure that content and programming reflects diverse geography, professional, and racial backgrounds.				Communications Programs/Conference
Strategic Priority #3 (GOVERNANCE): Implement best governance practices to cultivate a high-performing board.					
Foster a more active organization board.	Develop orientation for the organization's new board members.				Governance
	Create board member participation requirements. Restructure the organization's board to identify term limits and composition by geography and industry.				Governance Governance
	Define the organization's areas of service.				Governance
Communicate the organization's purpose and impact.	Revise the organization's mission and create a vision statement for the organization.				Governance
	Create a messaging guide for the organization. <i>(Connected to row 7)</i>				Communications
	Train the organization's board members to use the messaging guide and act as ambassadors for the organization.				Communications

Case Story #2

Organizational Strategic Planning: Metuchen Downtown Alliance

- Review & inventory existing vision, mission, goals, activities, etc.
- Stakeholder Outreach:
 - Business Owner Survey
 - Pop-Up
 - Public Survey
 - Focus Groups/Interviews
- Qualitative data drives decision-making
- Board/key stakeholder workshop to discuss priorities
- Substantive report with Transformation Strategies and work plan for next 5 years

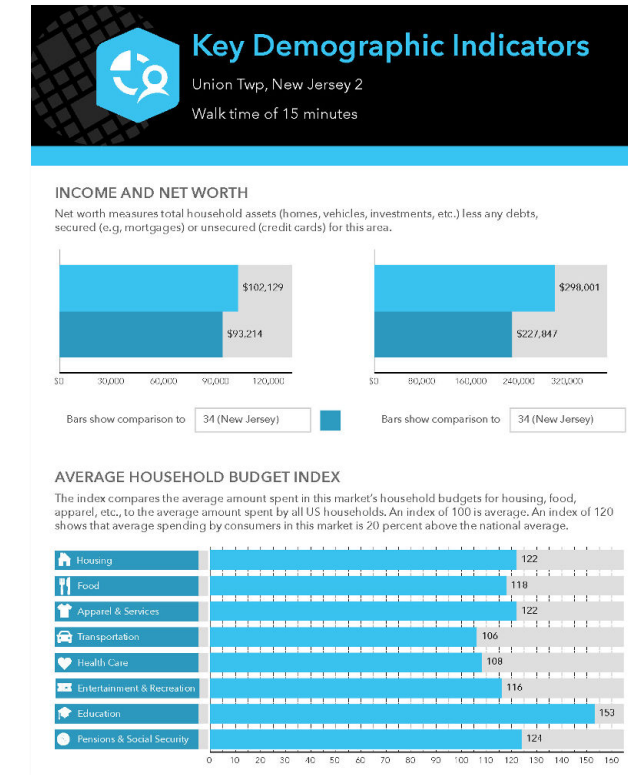
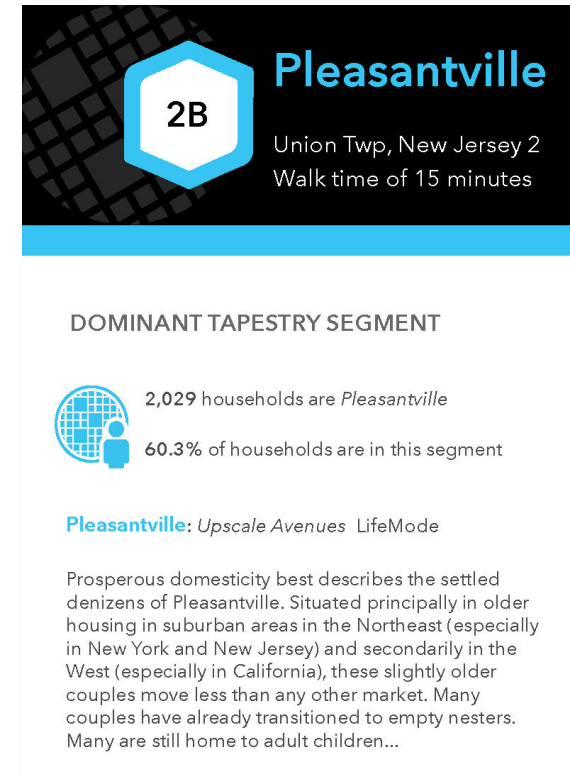
How much value does your business place on each of these Metuchen Downtown Alliance programs?



Case Story #3

Comprehensive Strategic Planning: Union Center SID

- Review & inventory existing vision, mission, goals, activities, etc.
- Stakeholder Outreach:
 - Business Owner Survey
 - Pop-Up
 - Public Survey
 - Focus Groups/Interviews
- Qualitative data drives decision-making
- Board/key stakeholder workshop to discuss priorities
- Substantive report with Transformation Strategies and work plan for next 5 years
- Data analysis
 - Demographic, housing, and retail trends (ESRI Business Analyst, CoStar)
 - Visitation (Placer.ai)
 - Business Inventory



Case Story #4

Initiative Driven Strategic Planning: Somerset County

- Review & inventory assets, activities, partnerships, etc.
- Stakeholder Outreach:
 - Stakeholder Advisory Committee
 - Public Workshop
 - Pop-ups
 - Public Survey
 - Focus Groups/Interviews
- Quantitative and qualitative data drives decision-making
- Substantive report with goals, strategies, and **multi-disciplinary, cross-sector work plan** for next 5 years

Themes
Actions are centered around seven cross-cutting themes that characterize the goals of this LRP.
The themes include:

- Education**
Provide learning opportunities to the public and arts, cultural heritage, & history partners.
- Health and Wellness**
Promote physical, mental, & social well-being.
- Partnerships**
Encourage collaboration & participation of multiple sectors (institutions, agencies, & individuals).
- Placemaking**
Create quality places where people want to live, work, & play.
- Preservation**
Relates to the Somerset County Preservation Plan.
- Economic Development**
Focus on financial resources, expanding job opportunities, & growing business & tourism opportunities.
- Communication**
Promote arts, cultural heritage, & history.
- Diversity and Inclusion**
Focus on Somerset County's diversity to ensure that all can participate, thrive, & reach their full potential.



Breakout Instructions (40 minutes)

Define your strategic plan roadmap



Mission Statement

What is your organization's purpose?

Vision

What is the ultimate future goal?

SWOT

What are your opportunities and challenges?

Resources

Who do you need to engage?

Action Plan

Outline of tasks, teams, and resources required to reach your goals

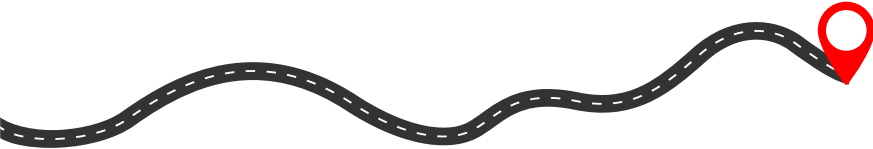
Breakout Session - Worksheet

Mission <i>Your organizations objectives</i>	Vision <i>Setting aspirational goals</i>	SWOT <i>Strengths, Weakness, Opportunities & Threats</i>	Resources <i>Tools, Funding, People, Sponsors</i>	Action <i>Tasks required to reach your goals</i>

Breakout Session - SWOT Worksheet

Strengths <i>Current or recent successes</i>	Weakness <i>Challenges or underutilized strengths</i>	Opportunities <i>Factors that help you reach your goals</i>	Threats <i>Risks if action isn't taken</i>

Action Plan - Worksheet



Top Priorities

Task

Timeline

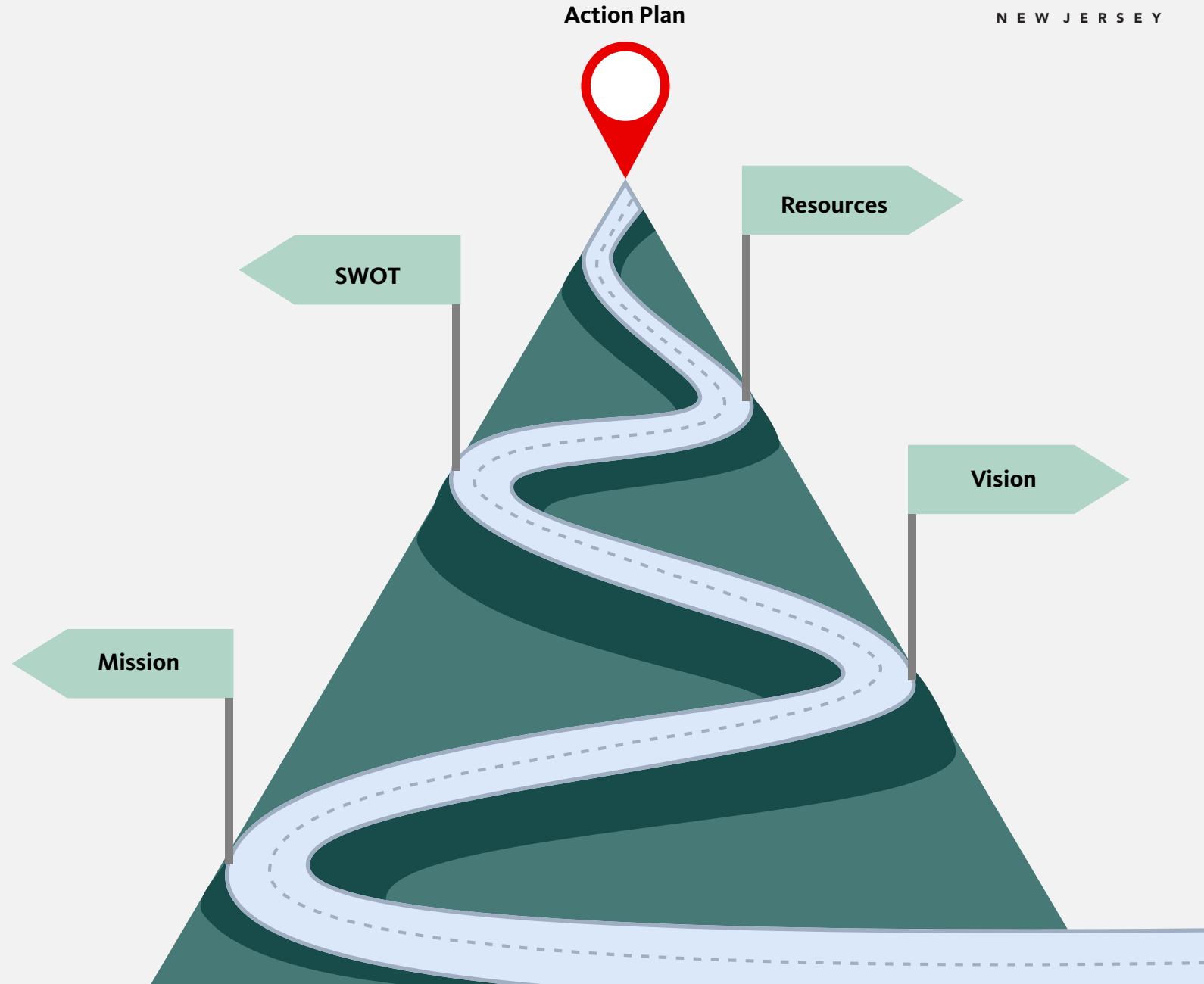
Team Assigned



Report Out

Each group has 5 minutes to share out any of the following:

- Ideas
- Learnings
- Opportunities
- Challenges / Roadblocks
- Approach



Wrap Up

- Know your network
- Leverage resources
- Think about achievable goals and stretch goals
- Set a timeline BUT pace yourself
- Establish governance and accountability
- Do a bi-annual or annual check to confirm strategic plan alignment
- Ask for guidance