

DRAFT Program of Work**Downtown Foley Strategy Plan**

Foley, Alabama

Introduction

The approach proposed by Downtown Professional Network (DPN) for the creation of the Downtown Foley Strategy Plan has been proven effective in our work with communities throughout the United States. Our process is tailored to build upon past work, local planning efforts, momentum, and the distinguishing qualities that already make Downtown Foley a special place.

The program of work outlined in this document brings components of our Market Study, Ready to Recruit, and Vision Design programs together to provide a canvas to create, a forum to dream, and a process to think, plan, and act strategically. The process helps put community leaders and organizations on a fast track to implementing meaningful projects and achieving tangible results. The proposed program of work is highlighted by:

- Project start-up and organization conversations with local project leaders, and a review of existing plans and other relevant background information provided by Main Street Foley.
- Delivery of a current Market Snapshot document summarizing key demographic, lifestyle, and retail data obtained from secondary sources (e.g. Esri, Claritas, U.S. Census Bureau, etc.). The initial Market Snapshot generated will serve as an interim version and will be updated, with support from Main Street Alabama, upon the full release and incorporation of Census 2020 data in Esri databases, whether that occurs during or post-project.
- The conduct of our Top Prospects and Opportunities survey, performed in tandem with Foley Main Street, to identify and profile business, housing, and district enhancement opportunities. While modeled to help inform recruitment and development efforts, the results often offer valuable insights and support for local entrepreneurs and existing businesses that might have opportunities to reposition or expand to increase their market share, thereby providing the underpinnings for a more comprehensive and concerted retention, expansion, and recruitment program.
- The conduct of our immersive Vision Design series, staged over a one-week period working on site. The Vision Design program provides an arena for experienced consultants and local experts – steering committee members – to work side-by-side, and in fun and creative ways, as we explore possibilities. The process also provides avenues to engage local leaders and district stakeholders in meaningful ways, and in ways that capture, and often serve to elevate, a vision for the future. The week is capped by a public open house to showcase and collect input on evolving concepts created on site.
- The refinement of concepts based on local feedback and the production of a Strategy Plan document summarizing and incorporating guiding principles; key data and survey findings profiling business development opportunities; visuals showcasing concepts and highlighting opportunities for development, redevelopment, infill, connections, public spaces, or other defining uses and features; and proposed first steps for moving forward on activities and projects that could be both large and small in nature.
- A Next Steps implementation session to help local leaders prioritize projects and activities, fine-tune strategies, and build consensus around next steps for moving forward.

Our proposed program of work and approach will employ locally tailored tools, proven methods, and relevant examples to help expedite the transition from planning to implementation. This action-oriented approach will serve as an extension of Foley's past, current and planned downtown development and enhancement efforts and will capitalize on local momentum and investments, thereby enhancing prospects for the implementation of the planning effort's resulting strategies and initiatives.

Summary: Program of Work

Following is a brief outline and summary of key steps and activities proposed to meet the project goals.

Our approach anticipates that Main Street Foley will assemble a special project team or a steering committee to work closely with us throughout the course of the project. We will rely on this group and to serve as our local experts and as a sounding board, and we will engage the group throughout the course of the project to help complete local research, to fully explore and assess opportunities, to gather feedback on proposed concepts and the direction of over-arching strategies, and to involve members in critical decision-making processes.

Project Activities

Phase One: Project Organization and Background

- 1.1 We will host one or more pre-service calls with Main Street Foley staff and project team leader(s) to review the program of work, schedule, roles and responsibilities; and to discuss important parameters for the planning effort.
- 1.2 We will review background information provided by Main Street Foley to re-familiarize ourselves with the downtown area and current conditions. Examples of background information include area maps, land use plans and zoning maps, zoning ordinances, master or comprehensive plans, district building and business inventories, other prior studies or plans, and other development-related codes or ordinances.

Phase Two: Secondary Research, Market Snapshot and Survey Prep

- 2.1 We will procure Esri and/or Claritas demographic, psychographic, and retail data for the five, ten and twenty-minute drive time area. Additional information might be obtained from other sources (e.g. Main Street Alabama, U.S. Census Bureau, etc.) throughout the course of the planning effort, and may be incorporated in appropriate project deliverables.
- 2.2 We will prepare a four-page Market Snapshot document summarizing and highlighting key market data obtained from Esri and/or Claritas in the previous step. We will transmit a copy of the Market Snapshot document, along with copies of original source reports, in .pdf format. (Note: With support from Main Street Alabama, we will also provide an updated version of the document upon the full release and incorporation of 2020 Census data in Esri databases, whether that update occurs during or post-project).
- 2.3 We will prepare a draft version of an online Top Prospects and Opportunities survey questionnaire to collect input and local market insights to augment secondary data; to profile business types and uses that might be targeted for expansion and recruitment based on specific features most important and appealing to consumers; to gauge demand and preferences for different styles of downtown housing; and to gather input on other possible downtown features that could enhance the district's appeal as a place to live, work, visit, do business, and invest.
- 2.4 We will facilitate an on-site steering committee work session to provide a project overview; to provide an overview of information summarized in the Market Snapshot document; to present a working demonstration of the draft Top Prospects and Opportunities survey and discuss tasks related to the editing and refinement of the survey questionnaire's content; to establish the roles, responsibilities and timeline for the administration and promotion of the survey; and to provide a brief overview of activities to be scheduled during the upcoming Vision Design series site visit.

Phase Three: Primary Research and Vision Design Prep

- 3.1 We will work with Main Street Foley staff and steering committee members who might be so designated to complete activities associated with the administration and promotion of the Top Prospects and Opportunities Survey, as determined in task 2.4. We will compile and transmit summary and at-a-glance versions of the survey's results for the project steering committee's review in advance of our Vision Design site visit.
- 3.2 We will work with Main Street Foley staff and steering committee members who might be so designated to organize and schedule Vision Design site visit activities. We will provide a draft itinerary/template and provide guidance regarding scheduling, facilities, publicity, and other arrangements.

Phase Four: Vision Design Series Site Visit

- 4.1 Our team will conduct a five-day Vision Design series site visit to work alongside steering committee members, community leaders, and stakeholders as, together, we explore opportunities and begin to visualize possibilities for the future. Examples of activities often staged as part of the visit include:
 - a. A Vision Design Week kick-off work session with the steering committee to share and discuss survey results and possible implications; to discuss parameters and gain direction or additional insights on potential areas of emphasis, opportunities, and critical plan components; and to complete a susceptibility to change analysis mapping exercise.
 - b. Tours of the downtown and surrounding area to get re-acclimated with the existing layout, land uses, potential opportunity sites, connections to anchors, surrounding neighborhoods, traffic patterns, distinguishing community features, and other attributes important to understanding the downtown as it exists today, and possibilities for its future.
 - c. Community engagement opportunities, which could include a public forum, small group discussions, and/or stakeholder interview sessions.
 - d. Daily check-in sessions (Days 2 – 3) with the steering committee to provide updates and collect feedback on evolving plan concepts, directions, and visuals shared as “in process” works, and to best ensure alignment with local values, knowledge, and insights.
 - e. An open house showcase hosted on Day 4 to display and gather input on draft plan concepts and visuals.
 - f. An exit session with the steering committee on Day 5 to share input gathered at the open house showcase, to discuss and agree upon possible refinements to directions and draft concepts, and to begin framing first steps and other actions supporting the plan's implementation.

Phase Five: Final Deliverables and Next Steps

- 5.1 We will prepare and submit a complete draft version of the strategy plan document for the steering committee's review and comment.
- 5.2 We will perform final editing and deliver a final version of the strategy plan document and related deliverables in an electronic .pdf format. Related deliverables are anticipated to include:
 - a. A placemat-sized summary version intended for higher volume production, distribution, and marketing.
 - b. A Market Insights document summarizing key market information and survey results to share with existing and prospective businesspersons and investors.
- 5.3 We will facilitate a Next Steps Implementation work session with the steering committee to review and help prioritize proposed action items contained in the plan's implementation strategy, with consideration for responsibilities and resources that could be committed to various activities, and to immediate, short-term, and long-term opportunities.
- 5.4 (Optional) We will facilitate a Business Retention and Recruitment Strategies workshop with the steering committee and/or Main Street Foley Economic Vitality Committee to discuss strategies and to share hints, tips, and examples for the design and implementation of a concerted business development program. We will also provide access to our Ready to Recruit guide and our library of collateral examples collected from communities across the United States.

After the planning effort's end date, we will remain on call and ready to jump in to offer support, guidance, and examples for moving forward – and we'll be anxious to hear of your progress and success. We fully embrace the "Once a client, always a client" way of doing business, and we would consider it a privilege to work alongside Main Street Foley.

DRAFT Project Tasks and Timeline

We anticipate the program of work and deliverables outlined in this document could be completed according to the following project timeline based on a mid- to late-February project start date. We will work with Main Street Foley to make any necessary changes and to finalize a project schedule prior to commencing work.

Tasks and Assignments	Responsibility:	Complete by:
1. Host pre-services calls with Main Street Foley (MSF) staff/project leader	DPN/MSF	Feb. 11, 2022
2. Provide background information to DPN (e.g. maps, plans, etc.)	MSF	Feb. 25, 2022
3. Transmit Market Snapshot to MSF; and prep draft survey/survey demo	DPN	Feb. 25, 2022
4. Work Session – Overview, snapshot, survey prep and VDW preview <i>2.0 hours w/ steering committee</i>	DPN/MSF	➔ March 1 @ 12 PM
5. Submit survey edits/mark-ups to DPN (<i>MSF Team of 2 or 3 to facilitate</i>)	MSF/ _____	March 11, 2022
6. Prep and transmit survey link to MSF for test drive	DPN	March 15, 2022
7. Complete survey test drive; submit final editing suggestions to DPN	MSF/ _____	March 18, 2022
8. Create survey promotion strategy (<i>MSF Team of 2 or 3 to facilitate</i>)	MSF/ _____	March 18, 2022
9. Finalize survey and prep for launch	DPN	March 21, 2022
10. Launch and promote survey per strategy devised in Task 8	MSF/ _____	March 22, 2022
11. Close survey	DPN	April 5, 2022
12. Compile survey results; transmit to MSF	DPN	April 15, 2022
13. Prep and schedule arrangements for Vision Design Week	MSF/ _____	April 15, 2022
14. Complete Vision Design Week activities	DPN/MSF	➔ April 25 - 29
15. Prep and transmit draft strategy plan to MSF for review and comment	DPN	May 27, 2022
16. Compile editing comments in single doc and transmit to DPN	MSF/ _____	June 3, 2022
17. Finalize strategy plan and related deliverables; transmit to MSF	DPN	June 17, 2022
18. Facilitate Next Steps work session with steering committee	DPN/MSF	➔ June 29, 2022
19. Facilitate retention/recruitment workshop w/ EV Committee (optional)	DPN/MSF	➔ June 29, 2022

➔ Indicates scheduled site visit

DRAFT Fees and Costs

DPN will complete the services described in this proposal for a total sum in the amount of \$37,200 (Thirty-seven thousand two hundred dollars). The amount is an all-inclusive sum that includes all fees for services and related project costs and expenses. The following fees schedule would serve as a basis for progress payments.

Project Phase	Amount
Phase 1: Project Organization and Background	\$ 0
Phase 2: Secondary Research, Market Snapshot and Survey Prep	\$ 5,500
Phase 3: Primary Research and Vision Design Prep	\$ 8,100
Phase 4: Vision Design Series Site Visit	\$ 15,200
Phase 5: Final Deliverables and Next Steps	\$ 8,400
TOTAL	\$ 37,200