

Designation	Objective	Timeframe for Completion	Key Strategies		
			Sequence	Activity	Actor(s)
II, A, 1	Create a consensus among as many as possible of the downtown merchants and business owners to cooperate and invest in the building of a vibrant downtown Fennville.	Oct. 2003	1	Complete informal survey of downtown businesses to establish baseline on perspectives	DDA
			2	Hold open house on proposed DDA Action Plan	DDA
			3	Adjust plan as appropriate to business input	DDA
			4	Monitor and feedback on implementation	Chamber
III, A, 3	Maintain frequent and candid contact between and among all downtown business owners and operators.	On-going	1	Begin quarterly meetings of downtown businesses and land owners	DDA
			2	Establish periodic newsletter for downtown businesses and land owners	Chamber
			3	Plan and carry out downtown events (see II, B, 2)	Downtown Management Bd. (DMB)
IV, A, 2	Complete a market analysis to establish a realistic sense of the Fennville marketplace.	Dec. 2003	1	Define work scope for a realistic market study	DDA and Chamber
			2	Prepare Request for Proposals	DDA and Chamber
			3	Secure funding	DDA
			4	Select Consultant	DDA and Chamber
			5	Receive report	DDA and Chamber
			6	Adjust implementation strategy as needed based on market study	DDA
III, A, 1	Establish a new downtown management structure or work with the Chamber of Commerce to create a division focused on the downtown.	Mar. 2004	1	Define structure, governance, initial funding and mission	DDA and Chamber
			2	Secure initial funding	DDA and Chamber
			3	Establish nonprofit Downtown Management Bd.	DDA and Chamber
			4	Appoint Board of Directors	(defined by Articles of Incorporation)
III, A, 4	Establish a 501(c)(3) "Fennville Foundation" dedicated to community-spirited investments and to encourage tax-exempt giving.	Winter, 2004	1	Define structure, governance, initial funding and mission	DMB
			2	Establish Board of Trustees	DMB
			3	Begin fund raising	Fennville Foundation Board (FFB)
IV, A, 3	Establish a Fennville "brand" or "identity"	Spring 2004	1	Define work scope for identity program	DMB
			2	Prepare Request for Proposals	DMB and Chamber
			3	Secure funding	DMB
			4	Select Consultant	DMB
			5	Receive report	DMB
			6	Develop implementation strategy to establish Fennville Identity (see IV, A, 4)	DMB
I, A, 1 etc.	Hire a full-time Downtown Business Advocate (or part-time if funding limits salary)	April 2004	1	Resolve realistic funding plan for at least two years	DMB, Chamber & DDA
			2	Prepare job description	DMB
			3	Recruit candidates	DMB

			4	Interview and hire Downtown Business Advocate (DBA)	DMB
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II, B, 2	Program free or low-cost events downtown frequently throughout the year.	May 2004 and on-going	1	Prepare plan for at least six events annually (preferably more during the summer)	DDA, DMB & Chamber
			2	Conduct fund raising, as needed	DMB
			3	Conduct events	DMB
II, B, 4	Establish and support a farmer's market in the downtown	Spring, 2004	1	Survey area farmers for interest	DMB
			2	Secure workable site and dates	DMB
			3	Open farmer's market	DMB
I, A, 2	Create a downtown Fennville redevelopment plan, including renovated storefronts, street trees and green areas, wider sidewalks and reduced road widths.	Summer, 2004	1	Define work scope for redevelopment plan	DMB and DDA
			2	Prepare Request for Proposals	DDA
			3	Secure funding	DMB and DDA
			4	Select Consultant	DDA
			5	Complete plan	DDA, DMB and consultant
			6	Develop implementation strategy to carry out plan	DMB, DDA and Chamber
I, A, 3	Develop design guidelines for new and renovated buildings.	Sept. 2004	1	Define work scope for Zoning Ordinance amendment	DDA & Planning Commission (PC)
			2	Determine effective implementation approach (consultant or in-house)	DDA & PC
			3	If consultant is needed, secure funding, prepare RFP and select consultant	DDA & PC
			4	Develop draft Zoning Ordinance amendment	PC or consultant
			5	Obtain property owner input	PC & consultant
			6	Adjust and adopt final Zoning Ordinance amendment	PC and City Council
II, B, 3	Develop a "service first" mentality among all merchants and downtown employees.	Summer 2004, and on-going	1	Evaluate training programs for retailers	DMB
			2	Canvass retailers to determine level of interest	DMB
			3	If interest exists, secure funding	DMB
			4	Conduct training or workshop	3 rd party trainer
			5	Follow-up and reinforce	DMB
III, A, 5	Strengthen ties with the Allegan Economic Development Alliance (AEDA) and the Michigan Economic Development Corporation (MEDC) to maximize the impact of public moneys.	Summer 2004	1	Invite AEDA and MEDC review and comment on implementation strategy	DDA
			2	Continually adjust and refine implementation strategy	DDA and eventually DMB
			3	Invite AEDA and MEDC to meet periodically with DMB	DMB

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IV, A, 4	Implement an on-going program of promotion within the marketplace to strengthen the Fennville identity.	Fall 2004	1	Based on identity study (IV, A, 3), define implementation work scope	DMB
			2	Secure funding	DMB & Chamber
			3	If needed, seek marketing specialist	DMB
			4	Implement marketing program	DMB and downtown businesses
			5	Evaluate effectiveness and periodically adjust	DMB and downtown businesses
IV, A, 5	Implement programs of joint marketing and information sharing among local businesses	On-going	1	Foster improved communication among businesses	DMB
			2	Identify mutually supportive marketing approaches	Individual businesses
			3	Report on successes	DMB
II, A, 3	Develop and implement programs of economic and business assistance to existing businesses to make them more competitive and enable them to expand.	Fall 2004	1	Complete second survey of downtown businesses to compare with baseline	DMB
			2	Define needed business support needs	DMB & DDA
			3	Identify service providers	DMB
			4	Work with trainers, lenders and educational sources to build skills	DDA, DMB, individual businesses
III, A, 7	Program annual "Town Meetings" to report on progress in plan implementation and to build consensus about next steps.	Fall 2004 and on-going	1	Establish format and venue for Town Meetings	DDA & DMB
			2	Secure funding, if needed	DMB, DDA and Chamber
			3	Conduct initial Town Meeting	DMB, DDA and Chamber
			4	Evaluate and adjust format for subsequent years	DMB, DDA and Chamber
II, A, 4	Develop and implement programs to provide start-up businesses with assistance in finance, working capital and marketing	Winter 2005	1	Complete second survey of downtown businesses to compare with baseline	DMB
			2	Define needed economic and business support	DMB
			3	Identify service providers	DMB
			4	Work with lenders and FFB to form attractive business and capital finance approaches	DDA, DMB and FFB
II, A, 5	Attract new businesses that support and strengthen the retail and service mix	Winter 2005 and on-going	1	Using market study, identify underrepresented business types in local marketplace	DMB
			2	Identify potential businesses in the region that may serve Fennville	DMB
			3	Work with Realtors and building owners to identify appropriate sites for new businesses	DMB, Realtors and building owners
			4	Conduct outreach to underrepresented businesses	DMB, Realtors and building owners
II, B, 5	Develop cooperative arrangements with businesses in neighboring communities, like Fenn Valley Vineyards, and Cranes Orchards.	Spring 2005 and on-going	1	Meet with area businesses with regional draw to identify joint marketing opportunities	DMB
			2	Match downtown businesses and events with area businesses with regional draw	DMB
			3	Establish demonstration efforts in joint marketing and promotion	Individual businesses
			4	Evaluate and adjust format to be more effective	DMB and individual businesses

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III, A, 6	Strengthen communication with surrounding Townships to help assure compatible and mutually supportive land uses.	Summer 2005 and on-going	1	Review master plans and Zoning Ordinances from surrounding Townships	DDA
			2	Identify consistent and conflicting goals and objectives	DDA
			3	Meet individually with Township Supervisors and Planning Commission Chairs	DDA and Mayor
			4	Work cooperatively to adjust local plans and ordinances as needed	City & Twp. Planning Commissions
I, A, 4	Complete in-fill development on vacant lands	Summer 2005	1	Prepare marketing package to area developers	DMB
			2	Seek development proposals	DDA and DMB
			3	Evaluate development proposals	DDA and DMB
			4	Structure redevelopment deal	DDA, City, Developers
III, A, 8	Periodically review and amend the DDA Development and Financing Plan to advance the goals of the downtown.	Fall 2005 and on-going	1	Update financial projections	DDA
			2	Identify new public investment opportunities as projects are implemented	DDA and DMB
			3	Prepare DDA plan amendments	DDA and City Council

Key: DDA: City of Fennville Downtown Development Authority

Chamber: Fennville Chamber of Commerce

DMB: Downtown Management Board (proposed)

FFB: Fennville Foundation Board (proposed)

PC: Fennville Planning Commission