



## **ANNUAL & STRATEGIC PLAN**

### **2011-2016**

In March of 2011, the Board of Directors of the Heart of Biddeford held a Strategic Planning conference, during which the board created a “Vision for the Future.” Throughout the spring, each of the four standing committees used this vision as well as the Master Plan document to create a) short-term goals for FY2012, and b) mid- and longer-term goals for July 2012-2016. The short-term goals, which also included a point-person and budget, were approved by the Board at their July board meeting. A list of the goals are provided below. Items in **bold** reflect priorities from the Downtown Master Plan. The Master Plan was a collaboration between Heart of Biddeford, the City of Biddeford, and the Orton Family Foundation, and included the ideas of hundreds of community residents, and property and business owners. The Heart of Biddeford Strategic Plan is intended to serve as a “living document,” in that the Board remains open to community feedback and ideas, and will be amended to include more initiatives if additional human or financial resource becomes available. Contact Delilah Poupore, Executive Director, if you have feedback or wish to help Heart of Biddeford achieve these goals in downtown Biddeford.

### **SHORT TERM GOALS**

#### **Business Enhancement**

- 1. Highlight Downtown Businesses on a monthly basis on website, in monthly newsletter and at storefront. The best thing to do to recruit new businesses is to support the ones we have!**
- 2. Create relationships with all property owners and City Economic Development office in order to get on same page with projects such as “youth pop-up” and “start-up competition” as well as recruitment. Begin with hosting Dan Stevenson at Business Enhancement meeting, and a seminar with Bath’s most successful property owner.**
- 3. Work with city to create new inventory of street level and mill vacancies and keep up to date.**

4. **Hold a Youth Pop-Up Competition Fall Semester, in coordination with local high school and college business classes. Students will have storefront businesses for one month from early November to early December.**
5. Support Summer Farmer's Market with banner, music, and marketing assistance. Support Winter Farmer's Market in securing location and promotion.
6. **Coordinate placemat project at local restaurants. Ask restaurants if local businesses can buy their placemats for them and in return those businesses would get their ad printed on the placemat.**
7. **Host series of seminars for current businesses and potential business owners, starting with two this year. Follow-up with all attendees to provide additional resources and help them assess their readiness for a downtown storefront.**
8. **Begin process of hosting a business start-up competition, with the goal of having three new businesses with high potential in downtown by spring 2012. Follow-up with applicants who did not win the competition to provide additional resources and help them assess their readiness for a downtown storefront.**
9. **Contact entrepreneurs with businesses at home, invite to the workshops and let them know about availability and resources we have downtown.**
10. **Work with city and DDC to explore creation of a BID (business improvement district).**
11. **Initiate and expand entrepreneur's group (to address business and job retention).**
12. **Become more of a resource to current downtown businesses, by providing in-house resources and advertise their availability in the office.**

### **Promotions Committee**

1. **Sponsor Music in the Park, Chalk on the Walk, new 5K run, Halloween, December Holiday, Easter events during 2011-12. Create committee structure for the major events (Chalk on the Walk, New 5K Run, and Music in the Park) and on-going events (such as PULSE, Easter Egg Hunt, Halloween, Holiday Festival, and other events).**
2. Purchase several prizes for Music in the Park and Easter from downtown businesses, in order to demonstrate to businesses our mutually supportive relationship.
3. Explore opportunities for collaboration with Franco-American community, local churches and LaKermesse. Communicate about HoB's mission and find out their needs
4. Assess collaborative opportunities with Biddeford Pool, and implement a co-sponsored project or event.
5. **Increase monthly print advertising and use of downtown banners to promote tourism as well as broader awareness of downtown events**
6. **Assess opportunities to weave Buy Local program into Promotions Committee**
7. **Develop activities that will bring students and their parents downtown, and UNE students downtown.**

### **Design Committee**

1. Implement "Biddeford Cares" project in vacant storefronts leading up to Holiday season, in stores by Thanksgiving.
2. Evaluate, and modify accordingly, the Downtown Planters project.
3. **Implement Public Art/Murals projects throughout downtown, with community input and involvement.**
4. Host a Design Workshop for downtown businesses, and Initiate an "Oops Paint" project to help businesses that wish to redesign the look of their facades.
5. Sponsor a "Downtown Walkabout In Search of Beauty," photograph beautiful gardens, well-cared-for facades, well-cleaned areas and highlight in newsletters and newspaper.
6. **Develop Maintenance Schedule for Parks and Pedestrian Walkways through a volunteer adopt-a-park program and in coordination with city.**
7. Expand membership on Design Committee to include Seniors, UNE students, Biddeford High School students, architects and landscapers.
8. Implement "Let's Talk Trash Project," awarding a prize to the winning artist and replacing newly decorated lids by July 19, 2011.

### **Organization Committee**

1. Expand organization committee and choose a committee chair.
2. Finalize and implement clear fund-raising plan, engaging board in various roles.
3. Implement Annual Fund-Raising Event, 5K Road Race, and consider adding another smaller fund-raising event.
4. Increase awareness of Heart of Biddeford's successes, and awareness of all-things-downtown.
5. Enhance Volunteer Recruitment efforts for all committees and the board.
6. **Assess and address board composition, and enhance board training.**

### **Director Goals**

1. Cultivate successful leadership of all committees and board, minimizing burnout, maximizing satisfaction by all involved.
2. Directly support and serve as a resource for potential and current businesses.
3. **Ensure that Master Plan goals are woven into all Heart of Biddeford committee goals, and meet with implementation parties (City, DDC, UNE, etc...) to ensure ongoing completion of goals.**
4. **Become an expert at code requirements to best support Codes Department and businesses.**
5. Attend state and national trainings and conferences and bring back "best practices" to adapt and adopt within Heart of Biddeford.
6. Meet all businesses within our district, making sure they are aware of our projects and services.
7. **Support City's projects and efforts, increasing collaborative opportunities with City Staff, City Council and Downtown Development Commission.**
8. Research and apply for grants that will support our projects.
9. **Collaborate with UNE and High School to bring students downtown and involve them in**

revitalizing downtown Biddeford.

## **GOALS FOR 2012-2016**

### **Business Enhancement**

1. **Have strong relationship and clear communication with Saco Spirit, Downtown Development Commission, Buy Local, BSAEDC, Biddeford Saco Chamber of Commerce, and City.**
2. **Incorporate UNE in Downtown.**
3. **Work with City to develop marketing strategy to brand downtown.**
4. **Assess connection between Riverwalk, mills and downtown, and create strategies to maximize success of all.**
5. **Explore feasibility of creating municipal power/energy district with City and DDC.**
6. **Work with city to maximize the benefits of projects outside downtown.**
7. **Establish a program for Downtown businesses to mentor youth and involve them as interns.**
8. **90% of street level storefronts filled by January 2016.**

### **Promotions Committee**

1. **Through stronger relationships with and more promotional support of businesses, businesses report an increase in their sales and general awareness.**
2. **Business Owners are involved, bought-in and invested in events and promotions.**
3. **The Franco-American Community is involved and invested.**

### **Design Committee**

1. **Work with Biddeford City Planning Department on an improved/enhanced sign ordinance.**
2. **Support the City's restoration plans for the Clock Tower.**
3. **Collaborate with Promotions and Organization Committees on an Engraved Paver project for fundraising – pavers to be used in parks and along walkways.**
4. **Establish database of design professionals, i.e. architects, graphic artists, interior designers.**
5. **Support the City's Main Street tree pruning/trimming program.**
6. **Collaborate with City Planning on an improved downtown directional/parking signage.**
7. **Enhance potential for continuity in street design throughout the downtown.**
8. **Support efforts to extend streetscape improvements & street lighting on Alfred Street.**
9. **Support efforts or work collaboratively with city departments and DDC on year round accent lighting.**

10. **Support and collaborate with City departments on establishing a true “Gateway” to the City.**

#### **Organization Committee Goals**

1. Use fund-raising campaign to ensure financial support for all strategic planning goals and new goals that arise.
2. Increase communication of the Main Street program, Heart of Biddeford’s successes, and the downtown businesses and events. Create Annual Report, publish widely.
3. Create systems for volunteer outreach.
4. Build a board that is comprised of the right balance of skills and contacts, and different types of involvement.
5. Recruit volunteers to fill out all committees, plus a ready and willing list of volunteers who serve on certain projects or events.