



## Community Strategies LLC

# DICKINSON PUBLIC MARKET PROJECT PLANNING PROCESS

### Objectives

1. Through analysis and public input, refine these existing documents:
  - a. Feasibility Study & Site Analysis
  - b. Project Plan & Business Proposal
  - c. Architectural plans and specifications
2. Follow a Strategic Planning Model to deliver the Business Plan
3. Organize a Board of Advisors to provide expertise, ideas and support
4. Implement a results-driven Business Plan in 2019 to develop a public market
5. Create a public market that will be a community gathering place, economic engine for Dickinson and regional destination

### Project Process

**NOTE:** Please refer to the attached 6-Month Strategic Plan Timeline for Public Market Project

#### 1. PROJECT MANAGEMENT/BENCHMARKING/MEASUREMENT

**DESCRIPTION:** Establish an organizational structure; define roles and responsibilities; facilitate Board of Advisors meetings in May, June and July; establish a transparent process for tracking and reporting progress on milestones and deliverables; report to DEDC on activities and progress.

**DELIVERABLES:** Monthly reports to DEDC; maintain Board of Advisors contact list, agendas, meeting summaries

**TIMING:** Beginning Jan. 21 and ending July 22 or earlier if scope of work is completed sooner

**BENEFITS:** Provide process structure

#### 2. PLANNING/SCOPING/RESEARCH

**DESCRIPTION:** Gather information and evaluate the current state of the project by assessing existing documents, conducting additional research and interviewing key stakeholders and influencers

**DELIVERABLES:** Provide the detailed project planning process document and timeline; Business Plan assessment

**TIMING:** Project Planning Process to DEDC Board on Feb. 11; research and information gathering through March

**BENEFITS:**

- Gather useful information from work product to date
- Yield insights and ideas from key stakeholder interviews to be incorporated into the Strategic Plan

- City Council, DEDC and staff consensus about the process, roles, expectations and desired outcomes
  - Affirming original business and economic development assumptions
1. **Initial Core Team meeting** with City Administrator Chris Heard; Interim DEDC Director Alison Benton; Kathy Thomas, Community Strategies, LLC; Patrick Wiltshire, Public Management, Inc., held Jan. 21
    - a. Finalize roles and responsibilities for team members, DEDC and Board of Advisors; team deliverables
      - i. **Chris Heard** – Provide input, coordinate information sharing between Core Team, DEDC and City Council
      - ii. **Alison Benton** – Research and input on issues related to economics, business plans, budgets and the site; provide updates to DEDC board
      - iii. **Kathy Thomas** – Project coordination, public engagement, Board of Advisors facilitation, communications and reporting
      - iv. **Patrick Wiltshire** – Coordination of Economic Development Administration (EDA) grant project
  2. **Set timeline for deliverables and make team assignments**
  3. **Assess current state of project, including:** Existing research and documents, including Feasibility Study & Site Analysis and Project Plan & Business Proposal; Identify gaps, strength-test the current Project Plan & Business Proposal and update the action plan accordingly.
    - a. **Economic Development staff:**
      - i. Conduct SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis (with consultant support)
      - ii. Conduct site assessment, options, pros and cons, opportunities for other economic development in the vicinity, pedestrian/bicycle mobility plan
      - iii. Evaluate economic assumptions and draft new budget
      - iv. Review and update business model, gap analysis and Business Proposal
      - v. Review funding amount and scope
    - b. **Community Strategies to interview key decision-makers**
  4. **Update website to reflect current state**
  5. **Define strategic planning/community input process**
    - a. Community survey
    - b. Two focus groups of key influencers, stakeholders
    - c. Public meeting
    - d. Strategic planning session to refine vision, purpose, objectives, key stakeholder groups; incorporate updated business plan
  6. **Draft and present findings/recommendations to DEDC for input and approval**
    - a. Business Plan analysis overview
    - b. Team recommendations
    - c. Strategic planning process overview
    - d. Proposed timeline

### 3. PUBLIC INPUT

**DESCRIPTION:** Follow a strategic planning process to gather input on Strategic Plan elements and public market programming

**DELIVERABLES:** Community survey document and rollout plan for city to execute; organize and facilitate public meeting with city staff support; reports on survey results and public meetings

**TIMING:** Completed by March 31

**BENEFITS:**

- Thorough research to gather comprehensive, valid data
- Ensure that all voices are heard
- Citizen surveys and public meeting for comprehensive engagement and information gathering, as well as consensus building on what the market should be
- Both qualitative and quantitative survey data to gather ideas and rank priorities
- Engage and align stakeholders, including City Council, staff, citizens, neighborhood groups and the business community around one strategy
- Expertise and guidance from Board of Advisors

**1. Stakeholder focus groups** – Hold two focus groups (Dickinson Chamber of Commerce members and Advisory Committee members)

**2. Community Survey**

- a. Consultant to draft survey to gauge public interest in programming
- b. City to widely promote on social media, website, Galveston News, water bills, City Council meetings, NextDoor
- c. Put SurveyMonkey link online
- d. Distribute survey at public meeting in March
- e. Report on survey results

**3. Public Meeting**

- a. Publicize on city website, social media, Galveston News, City Council meetings, NextDoor app, chambers of commerce in Galveston County
- b. Present information about Dickinson, its history, its economy, the public market vision and purpose
- c. Gather qualitative and quantitative input using written surveys and physical data-gathering to determine what programming the public desires and will support. Each attendee will be given five colored plastic discs to place in containers to indicate the programming they most prefer. Different colors will indicate which region of the county they live in.

## 4. STRATEGY

**DESCRIPTION:** Draft a public market Business Plan that incorporates public and stakeholder input in order to build consensus and create a draft a public market Strategic Plan

**DELIVERABLES:** Business Plan, Strategic Plan

**TIMING:** Completed by April 30, 2019

**BENEFITS:** A comprehensive Strategic Plan built with stakeholder input and aligned to deliver clear objectives

**1. Draft Business Plan**

- a. Create a comprehensive Business Plan that weighs industry trends; analyzes target markets and competition, strategic position, risk assessment, marketing plan and sales strategy;

defines operations, management, organization and development milestones; and explores funding solutions to supplement a durable financial structure, among others.

- b. Evaluate site considerations, examining factors critical for success, which could include traffic patterns, population trends, infrastructure, appealing co-location investment, potential economic development/revitalization opportunities in proximity to the site, demographics, and availability of workforce, for example.

## 2. Strategic Planning Session

- a. Hold strategic planning session with a diverse group of key stakeholders, influencers (i.e., civic leaders, neighbors, entrepreneurs, regional economic development experts) to share results of citizen input and get their comments on the plan
- b. Create a plan that includes: Vision, purpose, objectives, SWOT analysis, milestones, timeline, public engagement plan, actions, roles and responsibilities, deliverables and desired outcomes
- c. Review draft with staff
- d. Present to DEDC for input/approval

## 5. PROJECT PLAN PROGRESS

**DESCRIPTION:** Begin to implement Strategic Plan; Assemble a Board of Advisors to provide guidance and expertise

**DELIVERABLES:** Board of Advisors, new branding elements as needed, website, publicity, architectural plans, funding pursuit updates

**TIMING:** After Strategic Plan is approved by DEDC (approximately late May-July)

**BENEFITS:**

- Implement plan based on inclusive public process and thorough research
- New branding and messaging that authentically and accurately reflects the project
- Broad public awareness and engagement
- Guidance from experts in key areas
- Project design based on stakeholder input and Business Plan

1. **Strategic Plan Rollout** to include new branding elements, as needed, updated website, publicity

### 2. Board of Advisors

- a. Group of key stakeholders and influencers to provide guidance, insight and expertise, as needed, on developing and executing the project
- b. Community Strategies to organize with staff input, set agendas, facilitate meetings and present reports to DEDC

### 3. Architectural Plans

- a. Drawings for floorplan layout and renderings will reflect the findings in the Business and Strategic Plans
- b. Plans will parallel and follow the needs of vendor partners, citizens and local/regional participants at the public market