

# ACTION PLAN

In order for the Master Plan to be implemented, the City and community partners must carry out the actions needed to achieve the goals and the community's vision for Ferndale's future. Each action includes a time frame in which the action should be carried out and the task leader(s) most likely to carry out the action. The task leader listed **first** should be the primary lead on the action item; others listed are recommended collaborators.

The Action Plan should be updated frequently to recognize actions that have been completed and those that should be put into motion. Updates may also recognize when an action is discovered to be the wrong tool to accomplish a particular goal, in which case the City should determine an alternate action towards achieving the goal.

## Key Theme: Environmental Sustainability

A paragraph (or two) on the integration of environmental sustainability throughout the Master Plan and Action Plan.  
- SECTION TO BE DRAFTED BY THE FESC.

## Time Frame

**NOW:** Begin work immediately.

**NEAR:** Begin work within 1-2 years. Inform the task leader(s) today and initiate a committee if necessary. The committee should meet at least (1) time per year starting now until the time of implementation to ensure any further work and study on the action is completed and implementation begins on time.

**NEXT:** Begin work within 3-5 years. Inform the task leader(s) today and initiate a committee if necessary. The committee should meet at least (1) time per year starting now until the time of implementation to ensure any further work and study on the action is completed and implementation begins on time.

**ONGOING:** Actions that require continuous monitoring or effort.

## Task Leaders Involved

### **CITY GOVERNMENT:**

- City Manager
- Communications
- Community and Economic Development (CED)
- Department of Public Works (DPW)
- Recreation Department (Rec Dept)
- Sustainability Position - proposed new position
- Transportation Position - proposed new position

### **BOARDS AND COMMISSIONS:**

- Arts and Cultural Commission
- Downtown Development Authority (DDA)
- Ferndale Environmental Sustainability Commission (FESC)
- Ferndale Housing Commission (FHC)
- Parks and Recreation Committee (PARC)
- Planning Commission (PC)

## The Role of City Council

The City Council is the law-making and policy-forming branch of Ferndale's City Government. They are ultimately responsible for the Master Plan, its adoption, and its implementation. Their involvement in conversations around policy tasks will be essential to ensuring the Master Plan and City goals remain aligned with one another over time, for supporting policy changes, and for finding room in the budget to implement Master Plan actions.

<b>(L) LAND USE</b>			
<b>GOAL 1: UPDATE MAPS, CODES, AND PROCEDURES.</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
L 1.1	Update the future land use map.	Now	PC, CED
L 1.2	Incorporate a special purpose classification and narrative for key redevelopment sites.	Now	PC, CED
L 1.3	Create an inclusive process to establish a vision, goals, and expectations for key redevelopment sites to ensure appropriate land uses and good design.	Now	PC, CED
L 1.4	Restore Ferndale's public alleys.	Now	PC, DPW, CED
L 1.5	Consider creating design standards and guidelines for commercial corridors.	Now	DDA, PC, CED
L 1.6	Identify areas of the city where change towards a more walkable, mixed-use urban pattern is anticipated and would be appropriate for future Form-Based Code.	Near	PC, CED, DDA
<b>GOAL 2: REVISE RESIDENTIAL ZONING REGULATIONS TO ENSURE ZONING SUPPORTS AND PROMOTES APPROPRIATE DEVELOPMENT AND GREATER HOUSING CHOICE.</b>			
L 2.1	Revise R2 and R3 districts to ensure zoning promotes desired multi-family housing typologies.	Now	PC, CED
L 2.2	Revise MXD-1 and MXD-2 districts to ensure zoning promotes desired mixed-use development.	Now	PC, CED
L 2.3	Allow new senior living facilities in the CBD, R2, and R3 districts and along commercial corridors.	Now	PC, CED
L 2.4	Add "Loft" as a residential use and create loft review criteria for transitioning land use areas, such as the Industrial District.	Near	PC, CED, Industrial District stakeholders
<b>GOAL 3: PROTECT AND SUPPORT THE INDUSTRIAL DISTRICT TO ALLOW NEW USES WHILE PRESERVING ITS FUNCTIONALITY AND CHARACTER.</b>			
L 3.1	Allow the conversion of industrial space to residential use ("lofts") in the Industrial District subject to review or conditional use.	Near	PC, CED, Industrial District stakeholders
L 3.2	Create an appropriate street typology for roadways within the Industrial District with both the accommodation of large trucks and transitioning land use as contextual considerations.	Near	PC, DPW, Industrial District stakeholders
L 3.3	Identify opportunities to integrate green stormwater infrastructure in the Industrial District and implement.	Near	DPW, Industrial District stakeholders

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<b>(L) LAND USE (CONTINUED)</b>			
<b>GOAL 4: CREATE THE FRAMEWORK FOR RESPONSIBLE, SUPPORTIVE PARKING FACILITIES.</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
L 4.1	Create a long-term parking plan with a clear vision and decision-making framework.	Now	City Manager, CED, DDA
L 4.2	Eliminate the P1 Vehicular Parking zoning district.	Now	PC, CED, City Manager, DPW
L 4.3	Reduce parking minimums for residential uses within ¼-mile of reliable transit (bus rapid transit, cross-connector bus, or other).	Near	PC, CED
L 4.4	Revise parking requirements to align with modern parking demands, transit-oriented development patterns, and evolving transportation trends, such as car share, ride share, and autonomous vehicles.	Near	PC, CED
L 4.5	Improve compliance and enforcement of design standards for parking facilities abutting right-of-ways.	Now	PC, CED, Code Enforcement
L 4.6	Update and continue to utilize and promote Ferndale's "fee-in-lieu-of parking" provision.	Now, Ongoing	PC, CED, DDA
<b>GOAL 5: IMPROVE ENVIRONMENTAL SUSTAINABILITY STANDARDS.</b>			
L 5.1	Update the zoning ordinance to allow for sustainable energy production.	Near	FESC, PC
L 5.2	Review and update city ordinances to allow for Green Stormwater Infrastructure design.	Near	FESC, PC, DPW
L 5.3	Improve Planned Natural Landscape procedures to ensure properties are registered and marked.	Now	FESC, PC, Code Enforcement
L 5.4	Review city ordinances to ensure Ferndale has an updated and enforceable Dark Sky Lighting Ordinance.	Near	PC, FESC

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<b>(H) HOUSING &amp; NEIGHBORHOODS</b>			
<b>GOAL 1: EXPAND HOUSING SERVICES FOR HOMEOWNERS, RENTERS, AND LANDLORDS.</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
H 1.1	Promote Ferndale as a great place to live.	Now, Ongoing	Communications, CED, DDA, FHC
H 1.2	Support new landlords and renters with "Welcome to Ferndale" resources.	Near	Communications, CED
H 1.3	Promote good landlords through an incentives and marketing program.	Now	CED, Communications
H 1.4	Improve the consistency of rental inspections.	Now	Code Enforcement
H 1.5	Provide education and resources to residents on 'green' residential practices for their properties and homes.	Near	FESC, Code Enforcement
<b>GOAL 2: SUPPORT AND PRESERVE EXISTING RESIDENTS AND THE EXISTING HOUSING STOCK.</b>			
H 2.1	Improve code compliance and enforcement effectiveness.	Near	CED, Code Enforcement
H 2.2	Provide support for homeowners to update and remodel their homes.	Next	CED, Communications, FESC
H 2.3	Assist residents in need with maintenance and repairs.	Near	CED, Communications
<b>GOAL 3: PROMOTE NEIGHBORHOODS AND EXPAND LOCAL CAPACITY.</b>			
H 3.1	Encourage neighborhood stewardship and provide resources for neighbors to organize.	Near, Ongoing	Communications
H 3.2	Continue to develop and promote access to a comprehensive list of community groups.	Near, Ongoing	Communications
H 3.3	Create a collection of house and neighborhood tours that market Ferndale's history and unique qualities.	Next	CED, Historical Society
H 3.4	Promote neighborhood amenities, such as parks, schools, and other quality of life elements.	Near, Ongoing	Communications

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<b>(H) HOUSING &amp; NEIGHBORHOODS (CONTINUED)</b>			
<b>GOAL 4: PURSUE AND ENCOURAGE NEW HOUSING DEVELOPMENT OPPORTUNITIES.</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
H 4.1	Create a common vision and a communication plan for affordable housing.	Now, Ongoing	CED, FHC
H 4.2	Identify potential sites for affordable housing and senior housing near transit and services.	Near	CED, PC, FHC
H 4.3	Pursue strategic partnerships to develop senior housing at different income levels.	Near	CED, FHC
H 4.4	Integrate more housing options Downtown.	Near	CED
H 4.5	Integrate compatible housing options within the Industrial District.	Near	CED
H 4.6	Consider creating a design toolkit with options and guidelines for "small lot" infill housing; utilize process as a test for Form Based Code.	Now	PC, CED
<b>(E) ECONOMIC VITALITY</b>			
<b>GOAL 1: PROMOTE A BALANCED, MIXED-USE DOWNTOWN.</b>			
E 1.1	Expand retail options and hours of operation Downtown.	Near	DDA, CED
E 1.2	Promote resident-oriented activities Downtown to ensure Downtown is a place for both residents and visitors.	Now	DDA, CED
<b>GOAL 2: LEVERAGE THE INDUSTRIAL DISTRICT FOR JOB GROWTH AND NEW COMMERCIAL USES.</b>			
E 2.1	Promote property and business owner organization in the Industrial District.	Near	CED, Industrial District stakeholders
E 2.2	Encourage small-scale retail storefronts associated with on-site production and manufacturing.	Near	CED, Industrial District stakeholders
<b>GOAL 3: CREATE STRONG NEIGHBORHOOD COMMERCIAL NODES AND DISTINCT COMMERCIAL CORRIDORS.</b>			
E 3.1	Allow and encourage neighborhood commercial development to give residents retail amenities in their neighborhoods.	Near	PC, CED
E 3.2	Cultivate distinct retail corridors in different neighborhoods (Hilton, Livernois, Marshall, Downtown, Industrial District, and 8 Mile).	Near	PC, CED

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**(E) ECONOMIC VITALITY (CONTINUED)****GOAL 4: SUPPORT ENTREPRENEURIAL ACTIVITY AND HELP SMALL BUSINESSES THRIVE.**

ACTION		TIME FRAME	TASK LEADER(S)
E 4.1	Support the development of entrepreneurship networks and assistance to startup firms.	Near	CED
E 4.2	Encourage local and regional anchor institutions to purchase procured goods and services from Ferndale and regional businesses.	Near	CED, DDA
E 4.3	Promote opportunities for pop-ups and temporary retailers.	Near	CED, DDA

**GOAL 5: CREATE MORE OPPORTUNITIES FOR RESIDENTS TO WORK IN FERNDALE.**

E 5.1	Increase the number of people who are both employed and live in Ferndale, and benchmark progress against an agreed target based on the vision and market studies.	Ongoing	CED, PC, DDA
E 5.2	Increase the number of primary jobs in Ferndale.	Ongoing	CED
E 5.3	Pursue opportunities to attract a major employer.	Near	CED, DDA

**GOAL 6: PROMOTE LOCAL ARTS AND TOURISM.**

E 6.1	Work with the Arts & Cultural Commission to identify pilot projects for placemaking in target areas.	Near	CED, Arts & Cultural Commission
E 6.2	Engage local artists to activate vacant storefronts.	Near	CED, DDA, Arts & Cultural Commission

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<b>(R) RECREATION &amp; OPEN SPACE</b>			
<b>GOAL 1: IMPROVE EXISTING PARKS, RECREATION FACILITIES, AND PROGRAMS.</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
R 1.1	Create a cohesive family of park amenities.	Near	Rec Dept, PARC, DPW
R 1.2	Evaluate and update programming as needed to meet community needs and to diversify offerings.	Near	Rec Dept, PARC
R 1.3	Improve access, visibility, and activity at parks in every neighborhood.	Near	Rec Dept, DPW
R 1.4	Expand seasonal use of parks.	Next	Rec Dept, CED, DPW
R 1.5	Renovate Martin Road Park.	Near	Rec Dept
R 1.6	Renovate Schiffer Park.	Now	Rec Dept, DDA
R 1.7	Consider the long-term use of the Kulick Community Center.	Near	Rec Dept
R 1.8	Provide WI-Fi and charging ports at select parks.	Near	Rec Dept
R 1.9	Enhance neighborhood stewardship of parks to increase positive identification with neighborhood parks.	Now	Rec Dept, CED, FESC
<b>GOAL 2: PURSUE LONG-TERM OPPORTUNITIES FOR NEW PUBLIC SPACES.</b>			
R 2.1	Continue to explore options for a designated Downtown open space for events and gathering.	Near	Rec Dept, DDA
R 2.2	Consider a downtown community center.	Next	Rec Dept, DDA
R 2.3	Create a "string of parks" wayfinding and non-motorized network around Ferndale and between neighboring communities.	Near	Rec Dept, CED
R 2.4	Provide passive recreation spaces and education on natural landscapes.	Near	Rec Dept, FESC
R 2.5	Create a public art program/incentive for public spaces and new development.	Near	CED, Rec Dept, Arts & Cultural Commission

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**(R) RECREATION & OPEN SPACE (CONTINUED)****GOAL 3: PLAN FOR FERNDALE'S URBAN TREE CANOPY.**

ACTION		TIME FRAME	TASK LEADER(S)
R 3.1	Establish a City Forester to lead and coordinate Ferndale's urban forest initiatives.	Near	DPW, City Manager
R 3.2	Continue the street tree program through regular updates to the plan and inventory and a dedicated budget.	Ongoing	DPW
R 3.3	Expand the tree program to parks and private properties.	Near	DPW, Rec Dept
R 3.4	Create a Ferndale Street Tree Nursery.	Next	Rec Dept, DPW, PARC
R 3.5	Consider the re-use of urban wood.	Near	DPW
R 3.6	Offer opportunities for community planting and gardening.	Near	CED, DPW, FESC

**(T) TRANSPORTATION & MOBILITY****GOAL 1: PROMOTE AND IMPROVE TRANSPORTATION DIVERSITY.**

T 1.1	Establish a designated staff position for someone with experience in transportation planning to coordinate transportation planning within Ferndale and be a representative for Ferndale within larger community transportation conversations.	Near	CED, DPW, City Manager
T 1.2	Continue to utilize and regularly update Ferndale Moves as the City's primary non-motorized transportation resource.	Ongoing	PC, CED, DPW
T 1.3	Identify opportunities and secure budget to expand and maintain the non-motorized network.	Now	PC, Transportation Position, DPW
T 1.4	Create a program to educate the public and City departments on the usage of non-motorized infrastructure.	Now	Transportation Position
T 1.5	Connect to regional and national walking and biking events (or create Ferndale's own!).	Near	Transportation Position
T 1.6	Continue to promote and expand car-share and ride-share opportunities.	Now	Transportation Position
T 1.7	Establish a City position on regional transportation priorities and funding.	Near	Transportation Position, City Manager

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<b>(T) TRANSPORTATION &amp; MOBILITY (CONTINUED)</b>			
<b>GOAL 2: STRENGTHEN WALKABILITY, ACCESSIBILITY, AND CONNECTIVITY AT MAJOR CORRIDORS (ADDRESS MAJOR BARRIERS).</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
T 2.1	Work with MDOT to reduce pedestrian crossing distance and improve safety at major roads (Woodward, 8 Mile).	Near	Transportation Position
T 2.2	Work with MDOT to increase the number and quality of pedestrian crossing locations on major roads (Woodward, 8 Mile).	Near	Transportation Position
T 2.3	Connect Livernois between West 9 Mile and Withington.	Near	Transportation Position, PC
T 2.4	Create safe, accessible, and attractive pedestrian and bicycle connections at underpasses, overpasses, and railroad crossings (8 Mile underpasses, I-696 overpasses, railroad crossings).	Near	Transportation Position
T 2.5	Continue to explore long-term recommendations for bringing 8 Mile/Woodward intersection to grade.	Next	Transportation Position
<b>GOAL 3: PROMOTE AND IMPROVE ACCESS TO PUBLIC TRANSPORTATION OPTIONS.</b>			
T 3.1	Maintain representation/advocacy position on regional transportation planning committees.	Now	Transportation Position, City Manager
T 3.2	Improve the transit experience by improving facilities at transit stops.	Near	Transportation Position
<b>GOAL 4: IMPROVE AND SUPPORT BIKE INFRASTRUCTURE AND CULTURE.</b>			
T 4.1	Support a complete bike network in Ferndale and between neighboring communities.	Now	Transportation Position
T 4.2	Identify priority locations to increase cycling infrastructure and expand the bike network.	Near	Transportation Position
T 4.3	Provide safe and convenient bike parking.	Near	Transportation Position
T 4.4	Explore opportunities for a bike share program (city-wide, shared with neighboring communities, employers).	Near	Transportation Position
<b>GOAL 5: ADDRESS VEHICULAR PARKING NEEDS.</b>			
T 5.1	Implement "non-capacity" strategies identified by the Parking Committee.	Now	Transportation Position
T 5.2	Increase parking capacity Downtown to address demand; coordinate with long-term parking plan (see also L 4.1).	Now	Transportation Position, City Manager

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**(C) CITY SERVICES, FACILITIES, & INFRASTRUCTURE****GOAL 1: UTILIZE PUBLIC PROJECTS TO IMPLEMENT AND PROMOTE ENVIRONMENTAL SUSTAINABLE DESIGN AND RAISE AWARENESS WITHIN THE COMMUNITY.**

ACTION		TIME FRAME	TASK LEADER(S)
C 1.1	Establish a designated staff position for someone with experience in environmental sustainability to coordinate sustainability efforts within Ferndale and act as a go-between connecting City Hall and any parties affected by measures designed to improve environmental sustainability in Ferndale.	Near	CED, DPW, City Manager
C 1.2	Create an RFQ process for qualified architects and contractors in sustainable design.	Near	CED, FESC
C 1.3	Create baseline standards for building upgrades and new construction.	Now	CED, FESC
C 1.4	Create baseline standards for incorporating green infrastructure into improvement projects of public right-of-ways, alleys, and parking facilities.	Near	CED, DPW, FESC
C 1.5	Be a model of sustainable design in the upcoming DPW Yard renovation.	Near	CED, DPW, FESC
C 1.6	Work with other communities to secure funding and create a plan to separate sewer systems as well as gray water and black water systems.	Ongoing	CED, DPW, City Manager
C 1.7	Create promotion materials for residents and businesses on the range of potential sustainable design elements available in the city.	Now / Ongoing	Sustainability Position, DPW, FESC
<b>GOAL 2: INCREASE RECYCLING OPTIONS.</b>			
C 2.1	Add recycling to public trash receptacles Downtown, at public facilities, at public events, and in City Parks.	Now	Sustainability Position, DPW, FESC
C 2.2	Increase Downtown business recycling through incentive programs.	Near	Sustainability Position, DDA, FESC
C 2.3	Create a coalition of communities to work with regional authorities to increase access to recycling.	Near	Sustainability Position, DPW, FESC
C 2.4	Create a drop-off program at the DPW Yard for less common recycling items.	Near	Sustainability Position, DPW, FESC
C 2.5	Create a Zero Waste Event planning guide with a variety of tools and best practices.	Near	Sustainability Position, FESC

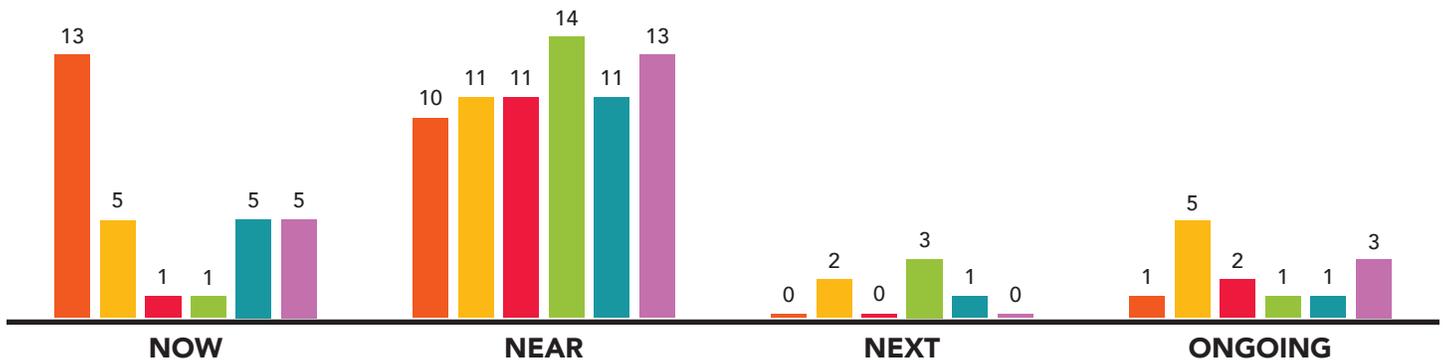
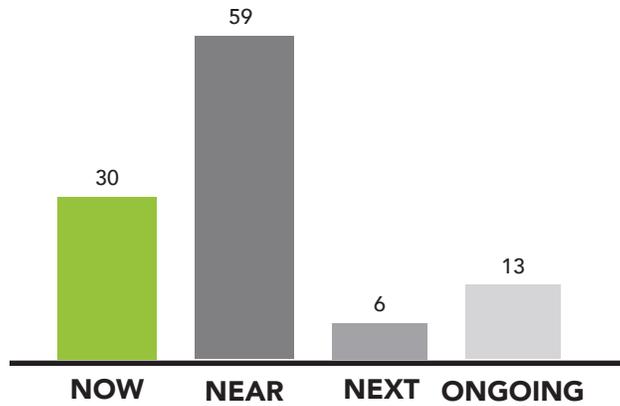
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<b>(C) CITY SERVICES, FACILITIES, &amp; INFRASTRUCTURE (CONTINUED)</b>			
<b>GOAL 3: CONSERVE ENERGY RESOURCES.</b>			
<b>ACTION</b>		<b>TIME FRAME</b>	<b>TASK LEADER(S)</b>
C 3.1	Continue to upgrade street lighting to LED.	Ongoing	DPW
C 3.2	Use savings from energy efficiency upgrades to create a revolving fund for future energy reduction upgrades.	Now	CED
<b>GOAL 4: EXPAND THE USE OF GREEN STORMWATER INFRASTRUCTURE.</b>			
C 4.1	Develop zoning incentives for integrating green infrastructure into Downtown development projects.	Next	DPW, CED, PC
C 4.2	Integrate green stormwater infrastructure into parks.	Near	Rec Dept, DPW, PARC
C 4.3	Promote the use of permeable pavement and other options for limiting the amount of stormwater runoff.	Near	DPW, FESC
<b>GOAL 5: ENHANCE RESOURCES AT CITY HALL.</b>			
C 5.1	Improve the functionality and content of the City's website to be a regularly updated resource for information, outreach, plans, forms, and FAQs.	Near	CED
C 5.2	Improve communication efforts to residents, businesses, and visitors to promote events, recent achievements, and Ferndale's best assets.	Near	Communications, CED
C 5.3	Upgrade records keeping, data management, and sharing between departments in City Hall.	Near	CED, All City Departments

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# TIME FRAME BREAKDOWN

UPDATED 6/2/16



## LEGEND

- LAND USE
- HOUSING & NEIGHBORHOODS
- ECONOMIC VITALITY
- RECREATION & OPEN SPACE
- TRANSPORTATION & MOBILITY
- CITY SERVICES, FACILITIES, & INFRASTRUCTURE

**NOW** = BEGIN WORK IMMEDIATELY

**NEAR** = BEGIN WORK IN 1-2 YEARS; INITIATE COMMITTEE

**NEXT** = BEGIN WORK IN 3-5 YEARS; INITIATE COMMITTEE

**ONGOING** = CONTINUOUS MONITORING / EFFORT