

# 5-Year Strategic Plan 2026-2030

CITY OF CLAWSON, MICHIGAN

DOWNTOWN DEVELOPMENT AUTHORITY



December, 2025



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# Mission & Vision

A mission statement outlines what an organization does, who it serves, and how it aims to create value. Through this process, the DDA affirmed its mission and vision.

## Clawson DDA Mission Statement

“To ensure our downtown is a great place to shop, work, enjoy and invest while protecting and enhancing its unique character and history.”

## Clawson DDA Vision Statement:

“Downtown Clawson will be a vibrant pedestrian-friendly center of commerce. The restored buildings and compatible architecture house a variety of unique specialty retail stores, restaurants and multi-story residence and development.

The tree-lined downtown is safe, clean, well maintained and adorned with trees, colorful flowers, street furniture, banners and decorative paving.

The main streets are lined with on-street parking and surrounded by well designed public parking where patrons access the stores through attractive front and rear entrances.

The downtown is a gathering place for people to mingle in outdoor cafes and public spaces for shopping, eating, entertainment, festivals and family fun.”



## Introduction

Downtown is the heart of the City of Clawson. It serves as a commercial center, key gathering place, attractor to visitors, and is increasingly home to residents of its own, as more dwelling units are added to the mix of commercial uses that has historically characterized the area. The DDA and City have taken steps to improve walkability, support economic development, and enable a mix of commercial and residential uses in the downtown, but there is still work to be done to improve the downtown and create opportunities for continued success.

In its mission to enhance and protect Downtown Clawson, the DDA is supported by Main Street Oakland County (MSOC), and has been a select-level member since 2011. MSOC provides grants, loans, technical support, and other services to its member communities, and also serves as a conduit to state- and national-level Main Street programs and resources. This partnership reflects Clawson's recognition that a vibrant downtown is essential to the city's overall health, identity, and long term success.

Clawson is also accredited by Main Street America. The Four Point Approach® is the central framework used by the Main Street Program, a comprehensive framework that guides successful downtown revitalization. This approach focuses on:



**Design-** Enhancements to the physical appearance and function of downtown through architecture, streetscaping, and placemaking.



**Organization-** Building partnerships and engagement with the community to drive revitalization efforts.



**Promotion-** Positioning downtown as the cultural and social heart of the community through events, branding, and marketing.



**Economic Vitality-** Supporting local businesses, attracting talent, encouraging investment, and ensuring the City is adaptive and resilient to evolving market trends.

Together, these points ensure that downtown development efforts are holistic, lasting, impactful, and community-driven. The strategic plan for the DDA will guide its activities and initiatives over the next five years. The strategic plan establishes clear goals, objectives, and actions to support the DDA's mission and vision statements, and enhance downtown's vitality, economic development, and sense of community.

# Strategic Planning Process

## What Is Strategic Planning?

Strategic planning helps an organization prioritize initiatives and make informed choices based on long-term goals. The process promotes transparency, accountability, and coordination between the DDA, City Council, city departments, and other boards and commissions. When goals are clear, human and financial resources can be more effectively allocated to achieve them. Finally, a strategic plan helps foster public trust by demonstrating a commitment to thoughtful planning and sustainable progress.

The outcome of a strategic planning process is the establishment of goals, objectives, and action items.

### Goals

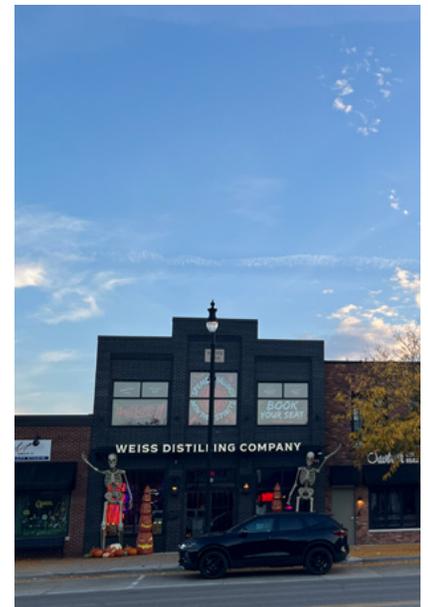
Goals broadly state strategic priorities at a high level, pointing the way to outcomes that organizations aim to achieve as they pursue their mission and long-term vision.

### Objectives

Objectives are high-level outcomes outlining what an organization wants to achieve. They can be thought of as steps toward achieving a goal.

### Action Items

Action items are individual implementation steps that lead to achieving an objective/goal. They are discrete actions that can be assigned to a particular person or group, and may have specific sources or funding or budgetary needs.



# Strategic Planning Steps

## DDA Board Survey

All members of the Clawson DDA Board of Directors took a survey aimed at uncovering strategic priorities. The results of this survey are included as an appendix to this plan. A broad theme of the survey was that board members felt the DDA does and has done a lot of good work, but that stronger direction and leadership would help achieve greater progress.

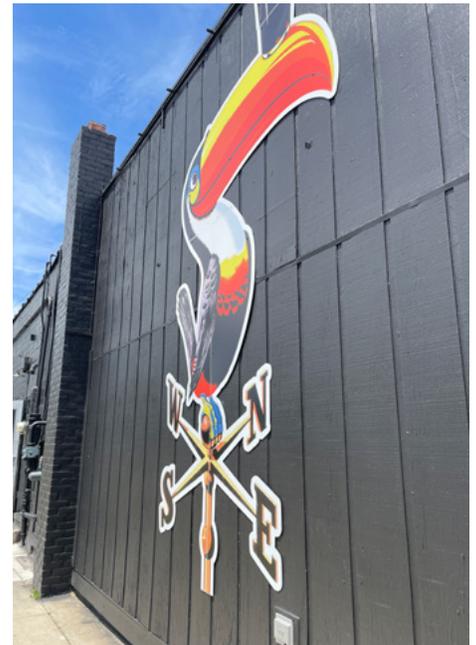
Asked to outline what they believed should be the top three values guiding the DDA’s decision-making, board members had consensus around the following three:

**Integrity:** acting ethically, transparently, and with accountability to both DDA members and to Clawson more broadly.

**Community-centered engagement:** maintaining Clawson’s unique identity, engaging residents and businesses across generations, and ensuring inclusiveness, accessibility, and responsiveness to feedback.

**Economic and placemaking excellence:** supporting downtown businesses, attracting new development, and fostering a vibrant, safe, and clean downtown environment through innovative streetscape and placemaking initiatives that will allow for the long-term stability of downtown.

Additionally, responses emphasized the importance of setting clear goals, measuring success with relevant metrics, and striving for excellence in all aspects of the DDA’s work. There is a strong commitment to maintaining high standards that meet the needs of stakeholders and inspire collaboration. Boards members also highlighted the value of dedication and follow-through, staying focused, working diligently toward both short-term wins and long-term goals to ensure the continued vitality and effectiveness of the DDA.



## Strengths, Weaknesses, Opportunities, and Threats:

The survey asked Board members to name what they considered to be Downtown Clawson's biggest strengths and weaknesses, as well as what they thought were the biggest opportunities and threats facing it. The following fields summarize the responses.

### Strengths

The DDA identified key strengths that provide a solid foundation upon which to improve other aspects of the organization and the downtown.

- People and volunteerism
- Fresh ideas from newcomers
- Events and promotions
- Collaboration with local businesses
- Growing ties to Chamber of Commerce

### Opportunities

The opportunities identified by the DDA highlight areas where the organization could improve. Identifying these opportunities is essential to develop strategies that leverage existing assets and ensure potential benefits are not overlooked.

- Bring in fresh leadership and ideas
- Rebranding
- Renewed community engagement
- Site development & activation of vacant land
- Economic development through placemaking
- Enhancing public spaces and events

### Weaknesses

The weaknesses identified by the DDA highlight areas where the organization can work to improve. Recognizing these weaknesses is critical to prioritize actions and develop targeted strategies that address gaps and fix existing problems.

- Lack of focus
- Inconsistent leadership/reactive
- Internal lack of trust
- Poor communication
- Resistance to change

### Threats

The threats identified by the DDA highlight factors that could negatively affect the organization's effectiveness and ability to make improvements to Downtown Clawson. Recognizing these threats is an important step in implementing preventative measures and guiding decision-making.

- Resistance to change
- DDA internal dynamics and governance
- Absence of dedicated director
- Operational weaknesses

## Strategic Priorities

Board members' top focus items for the next five years were:

- Enhancing public spaces and streetscapes
- Supporting existing businesses
- Attracting new businesses and investment
- Hosting events and placemaking activities

Board members highlighted the need for more retail and shopping uses in Downtown Clawson, and for keeping the emphasis on small, locally owned businesses, while economic development and infrastructure and streetscape improvements emerged as priorities for resource allocation.

## Stakeholders

Board members generally see downtown business owners as their chief constituency, and felt that relationship building, both with those businesses and with the general public, was important to focus on in the near-term. This included fostering more two-way communication.

## Funding and Resources

Board members were split on whether they thought that the DDA had adequate financial and human resources at its disposal to achieve its goals.

## DDA Board Training

In June, 2025, Double Haul Solutions and Giffels Webster jointly presented a training session to DDA Board members on their roles and responsibilities, the DDA's stated mission, state and county resources, and other aspects of administering an active downtown.

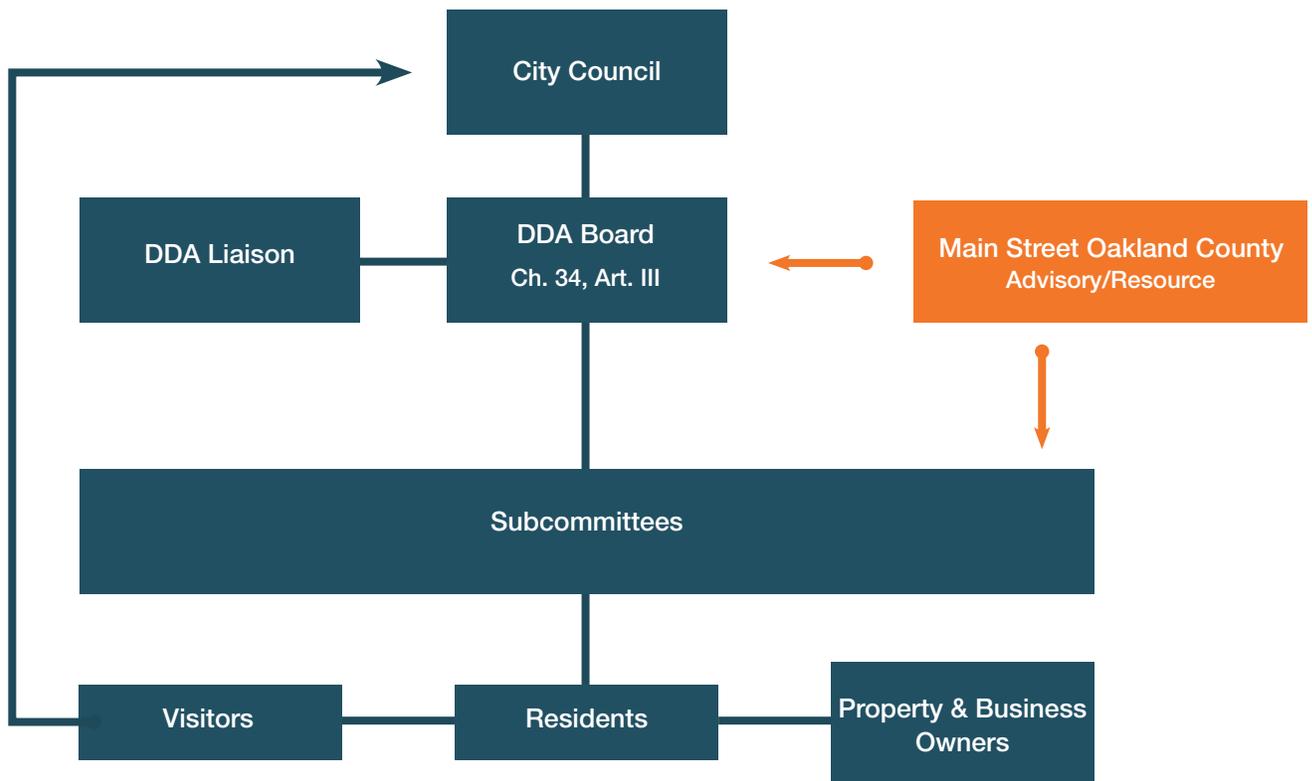
## DDA Goal-Setting Session

With the results from the survey in hand, the DDA Board engaged in a self-guided goal-setting session.

# DDA Structure

The DDA is comprised of a 12-member board of directors, including the Mayor of the City of Clawson. Board members are appointed by the City Council and commit to a 4-year term. The Board meets at 8:00am on the third Wednesday of every month, and all of its meetings are open to the public. The DDA is served by the DDA Liaison out of the City Manager’s office. The following graphic illustrates where the DDA resides within the governmental structure of Clawson.

## Clawson Downtown Development Authority Organizational Structure





# Goals, Objectives, & Actions

The following section presents the DDA's goals and strategies for the next 5 years in worksheet format. The strategies align with the DDA's six goals and will be initiated and completed within the 5 years of this plan's adoption. This section should be reviewed and updated by the DDA annually. These goals are organizational and should be viewed as a compliment to the goals and objectives of the DDA Development Plan, which are related to physical development:

1. Regulations. Building and site regulations should produce consistent results and provide clear guidance for development and enforcement.
2. Downtown expansion. The Downtown area should be expanded to create more opportunities for development and redevelopment in a way that complements the vision of a vibrant, walkable area, while protecting existing residential areas. The expansion area should be distinct from, yet complementary, to the primary core area.
3. Business mix. The business mix of downtown should include both destination and neighborhood businesses that attract visitors from the region while also serving the needs of Clawson residents.
4. Parking. Parking in the downtown area should be convenient for vehicles and bicycles, allowing visitors to easily find parking both on-street and off street in well-lit, safe, and attractive parking areas.
5. Physical design. Downtown Clawson should have an authentic and perceptible identity that sets it apart from neighboring downtowns. Public and private improvements that enhance walkability and the pedestrian experience should be encouraged.
6. Historic preservation. Historic structures should be preserved to tell the story of Clawson and how it evolved over time.
7. Vacant lots and buildings. Complete the fabric of Downtown Clawson to provide a continuous streetscape for pedestrians and additional economic opportunity for property owners and businesses.

Each goal includes a series of projects needed for implementation and a set of success indicators the DDA will track. The table format identifies the lead DDA committees, partners, and timing. The worksheets that follow are cross-referenced by the DDA committee to ensure accountability. Community partners will be added as each strategy is launched.

**Goal 1** Establish Consistent Leadership and Operational Stability

**Goal 2** Build a Strong, Engaged Board Culture

**Goal 3** Strengthen Business Engagement and Support

**Goal 4** Improve Communication

**Goal 5** Increase Financial and Volunteer Capacity

**Goal 6** Enhance Downtown's Public Image and Transparency

## How to Get Started:

This Strategic Plan includes an implementation chart on the following pages to help determine appropriate timing for the implementation of all goals and initiatives over the timeframe of the strategic plan. Regularly assessing progress on the initiatives listed in the plan and sharing that progress with stakeholders and the wider community help maintain support for the organization. The implementation structure can also be used to develop annual work plans that include timelines, tasks and a budget. The implementation structure of your strategic plan is one of the most important pieces and deserves a fair amount of attention as it is what can help ensure your organization in using your plan most effectively to foster downtown and organizational improvement.

### Assigning Champions & Leads:

Every major goal or initiative should have a designated project champion, responsible for tracking the implementation, recruiting other volunteers, reporting on progress, and flagging support needs or barriers. Project champions serve as the point people for each strategic priority, promoting accountability and momentum throughout the plan. Goals or initiatives without champions should be set aside until there is a person or two to take up the cause. Consider establishing committees to accomplish the most high-priority objectives, or reinforce existing committee structures.

### Annual Work Plans:

Each year, the organization should develop an annual work plan based on the implementation chart. Annual work plans break down strategic goals and objectives into focused tasks, timelines, responsible parties, and required resources. This allows teams to set clear priorities, schedule initiatives, align budgets, and coordinate staff, volunteers, and partners around the most urgent or highest impact work.

### Regular Progress Reviews:

Schedule quarterly or biannual review meetings to assess progress on each goal and objective. These sessions allow teams to celebrate accomplishments, identify challenges, adjust strategies, and update timelines. Progress should be reported internally to leadership and externally to stakeholders and the broader community.

### Documenting and Communicating Results:

Share visible and measurable results from the strategic plan in public spaces or newsletters. This could include progress updates, key accomplishments, and upcoming projects. Public accountability helps sustain community engagement and volunteer commitment over time.

### Continuous Improvement:

Use feedback gathered during reviews, as well as new opportunities or challenges, to update the annual work plan and the overall strategic plan. Annual reflection sessions should result in recommendations for new initiatives, necessary changes, and resource updates to keep the plan relevant and actionable.

## GOAL 1: Establish Consistent Leadership and Operational Stability

DDA Projects	Lead	Timeline for Action (2025-2030)	Success Indicators
1.1 Identify organizational goals and objectives	Organizational Committee	2026	<ul style="list-style-type: none"> <li>Roles and responsibilities reviewed and updated bi-annually</li> <li>Strengthened relationships with partners such as the City, Chamber of Commerce, and School District</li> <li>All projects assigned to committees</li> </ul>
1.2 Define job description priorities and growth opportunities for a full-time director	Organizational Committee	2026	<ul style="list-style-type: none"> <li>Job description drafted and adopted</li> </ul>

## GOAL 2: Build a Strong, Engaged Board Culture

DDA Projects	Lead	Timeline (2025-2030)	Success Indicators
2.1 Hold members accountable for attendance at meetings and participation in events	Chair	2026	<ul style="list-style-type: none"> <li>Track and report percentage of board members attending meetings and events annually</li> </ul>
2.2 Redefine committee structure and clarify procedures	DDA Board	2026	<ul style="list-style-type: none"> <li>Committees regularly submit agendas and meeting minutes</li> <li>Committees, well-coached, with clear objectives and membership</li> <li>Update bylaws</li> </ul>

## GOAL 3: Strengthen Business Engagement and Support

DDA Projects	Lead	Timeline (2025-2030)	Success Indicators
3.1 Establish consistent communication between DDA and local businesses to share opportunities (grants, promotions, ribbon cuttings, etc.)	DDA Liaison	2027	<ul style="list-style-type: none"> <li>A comprehensive directory of businesses and property owners within the DDA is developed</li> <li>Event agenda</li> </ul>
3.2 Conduct regular in-person visits to businesses by DDA and Chamber directors	DDA Liaison	2027	<ul style="list-style-type: none"> <li>Distribute monthly email updates to business owners and board members</li> <li>Schedule of visits developed and shared with businesses</li> </ul>

GOAL 4: Improve Communication			
DDA Projects	Lead	Timeline (2025-2030)	Success Indicators
4.1 Redesign and update the DDA website to better reflect current goals and resources	Communications Specialist/DDA Liaison	2026	<ul style="list-style-type: none"> <li>Website redesign completed within the year</li> </ul>
4.2 Share an annual calendar and agenda of key action items/events between board and staff	Promotions and Organizational Committee	2027	<ul style="list-style-type: none"> <li>Annual calendar reviewed and shared at a minimum of three board meetings along with a calendar for the board only</li> </ul>
4.3 Distribute a recurring “pain points” survey to board members, with space for feedback and solutions	DDA Liaison	2026	<ul style="list-style-type: none"> <li>Quarterly board member surveys distributed every six months</li> </ul>
4.4 Continue bi-weekly publication of All Things Clawson	Communications Specialist/DDA Liaison	2025	<ul style="list-style-type: none"> <li>Biweekly publication schedule consistently adhered to</li> </ul>
4.5 Establish consistent procedures for ongoing communication	Organizational Committee	2027	<ul style="list-style-type: none"> <li>Identify constituencies for outgoing communications</li> <li>Gather periodic feedback</li> <li>Monthly reports for city council and PC events</li> </ul>
4.6 Consider implementing text-blast alerts for DDA business owners	Communications Specialist/Promotions Committee	2027	<ul style="list-style-type: none"> <li>Investigate options and report costs to full Board</li> </ul>
4.7 Collaborate with the historical museum to create a downtown history tour	DDA Liaison/Museum Curator	2028	<ul style="list-style-type: none"> <li>Establishment of tours, measurement of attendance</li> </ul>

## GOAL 5: Increase Financial and Volunteer Capacity

DDA Projects	Lead	Timeline (2025-2030)	Success Indicators
5.1 Leverage existing events to promote growth and visibility	Promotions Committee	2027	<ul style="list-style-type: none"> <li>Track and evaluate events to assess performance and identify improvement areas</li> </ul>
5.2 Develop and promote tiered sponsorship packages for events, beautification efforts, and general funds	Promotions Committee	2027	<ul style="list-style-type: none"> <li>Finalized sponsorship packages made available to the public</li> </ul>
5.3 Launch the “Clawson Card” as a thank-you and volunteer recruitment incentive	Board member Dennis/DDA Liaison	2027	<ul style="list-style-type: none"> <li>Participating “Clawson Card” businesses identified and listed, with specific rewards/incentives</li> </ul>
5.4 Publish a volunteer calendar for all upcoming DDA events	Promotions Committee/ Liaison	2026	<ul style="list-style-type: none"> <li>Volunteer calendar released ahead of every DDA event</li> </ul>
5.5 Expand volunteer appreciation efforts	DDA Liaison	2026	<ul style="list-style-type: none"> <li>increase in volunteering, volunteer retention</li> <li>Annual thank you event in February/ March</li> </ul>

## GOAL 6: Enhance Downtown’s Public Image and Transparency

DDA Projects	Lead	Timeline (2025-2030)	Success Indicators
6.1 Organize clean-up and beautification efforts (e.g., repaint or replace metal trash cans)	Design Committee	2026	<ul style="list-style-type: none"> <li>Community clean-up day scheduled and promoted</li> </ul>
6.2 Launch an online public forum to gather community feedback	Communications Specialist	2028	<ul style="list-style-type: none"> <li>Online forum published on the DDA website</li> </ul>
6.3 Launch a Storefront Display Clinic to train business owners in how to best use their storefront display area	DDA Liaison	2027	<ul style="list-style-type: none"> <li>Clinic hosted</li> <li>Number of storefront displays activated</li> </ul>

### Other Priorities

Fully utilize all resources offered by Oakland County Main Street, with clear documentation of their support.

Explore opportunities to utilize the DDA liquor license.

# Appendix

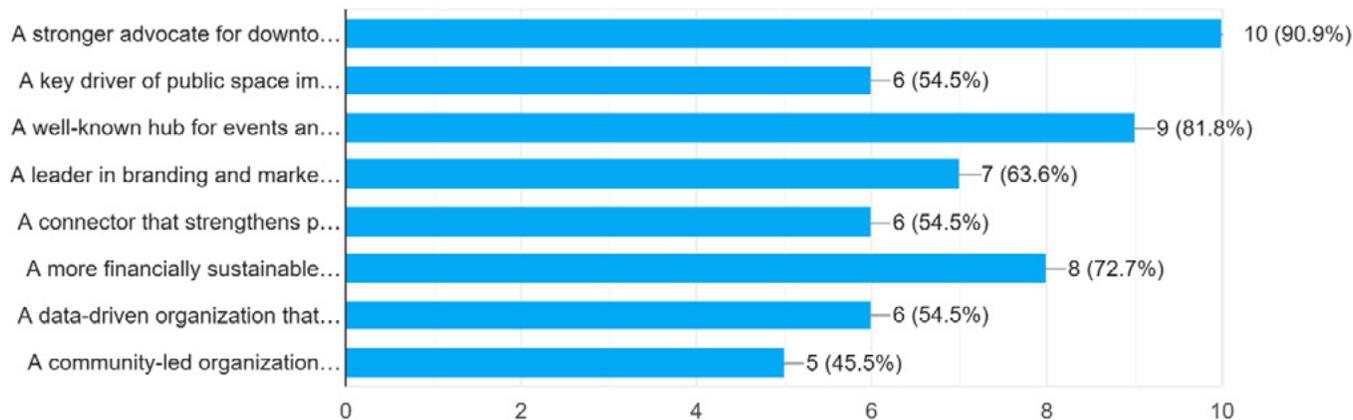
# Board Survey Results Summary

## Mission & Vision

### 1) How do you envision the future of our organization in the next 5 to 10 years? Check all that apply.

How do you envision the future of our organization in the next 5 to 10 years? Check all that apply.

11 responses



Full text of answer choices:

- A stronger advocate for downtown business and economic growth;
- A key driver of public space improvements and infrastructure projects;
- A well-known hub for events and cultural activities;
- A leader in branding and marketing downtown as a destination;
- A connector that strengthens partnerships with local government and organizations;
- A more financially sustainable organization with diversified funding sources;
- A data-driven organization that makes informed decisions for downtown's success;
- A community-led organization with increased stakeholder engagement

### 2) What top three values should guide our organization's decisions and actions?

Based on the input provided, several key themes emerge that should guide the Clawson Downtown Development Authority's decisions and actions. First and foremost is integrity. The importance of acting ethically, transparently, and with accountability to both DDA members and the broader Clawson community appears consistently throughout the feedback. Integrity builds trust and ensures that all efforts are grounded in honesty and fairness.

Equally popular was community-centered engagement. This includes a commitment to maintaining Clawson's unique identity, engaging residents and businesses across generations, and ensuring inclusiveness, accessibility, and responsiveness to feedback.

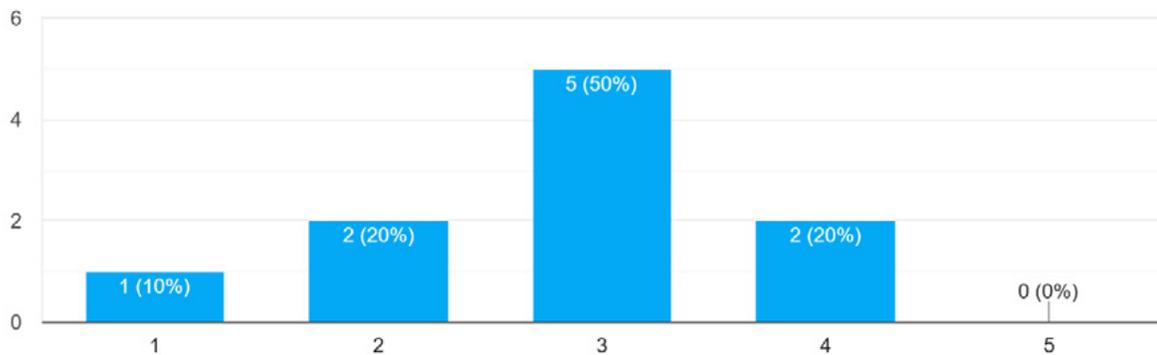
Lastly, the DDA’s mission is rooted in economic and placemaking excellence. This means supporting downtown businesses, attracting new development, and fostering a vibrant, safe, and clean downtown environment through innovative streetscape and placemaking initiatives that will allow for the long-term stability of downtown.

Additionally, responses emphasize the importance of setting clear goals, measuring success with relevant metrics, and striving for excellence in all aspects of the DDA’s work. There is a strong commitment to maintaining high standards that meet the needs of stakeholders and inspire collaboration. Respondents also highlighted the value of dedication and follow-through, staying focused, working diligently toward both short-term wins and long-term goals to ensure the continued vitality and effectiveness of the DDA.

## Board & Organizational Effectiveness

### 3) How well do you think the DDA understands and fulfills its mission?

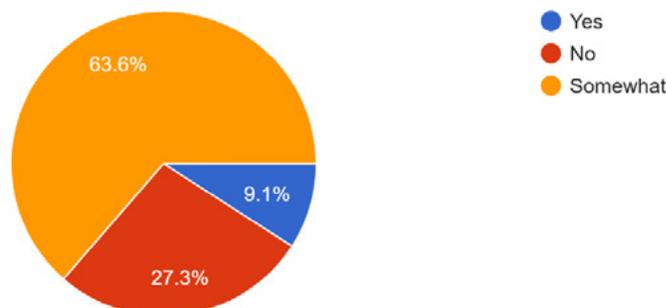
How well do you think the DDA understands and fulfills its mission?  
10 responses



1 = not very well  
5 = extremely well

### 4) Do you think the board has a clear vision and direction for the future?

Do you think the board has a clear vision and direction for the future?  
11 responses

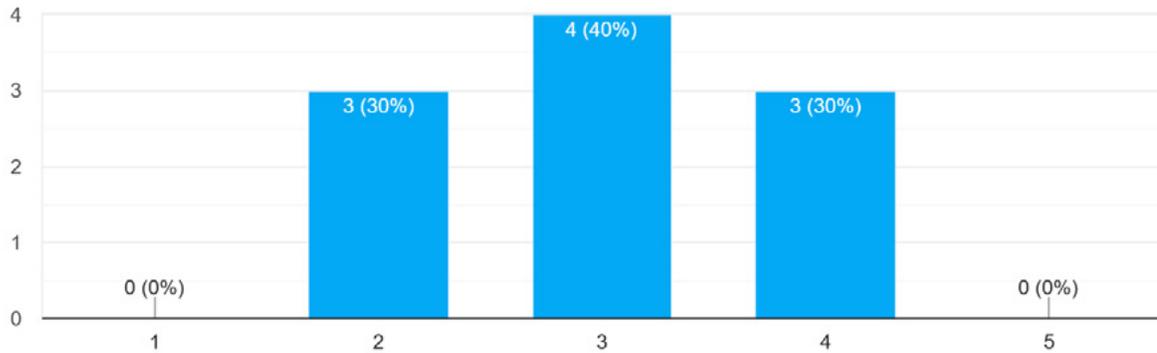


# Board Survey Results Summary

## 5) How effective is the board’s decision-making process?

How effective is the board's decision-making process?

10 responses



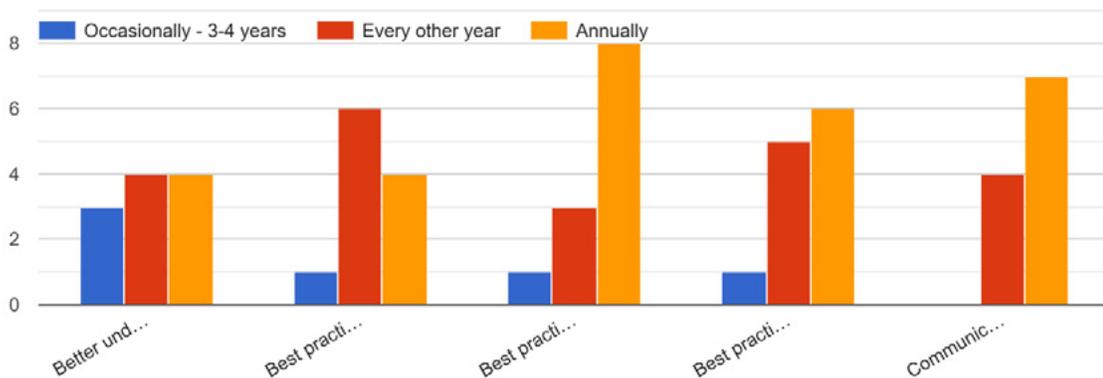
1 = not \n 5 = very effective

## 6) Any comments on the board’s decision-making process?

The responses highlight several key themes regarding the board’s decision-making process. There is a sense that decisions are being made reactively rather than proactively, with limited long-term planning in place due in part to a lack of leadership and experience. The absence of a formal director and the reliance on a city liaison for administrative support have added to this challenge. Concerns were also raised about inefficiency, getting bogged down in minor details, and a lack of training for new members. Additionally, some respondents noted the influence of a few key individuals in shaping decisions, which may be limiting broader collaboration.

## 7) What kind of training/education, if any, do you feel the DDA Board needs?

What kind of training/education, if any, do you feel the DDA Board needs?



Full text of answer options:

- Better understanding of DDA/TIF legislation in MI
- Best practices for organizational development/management/governance
- Best practices for downtown development
- Best practices for Main Street (Main Street Oakland County/Main Street America)
- Communications training

## 8) Any other training you'd like to see for the DDA?

Training for fundraising was the most popular answer, along with the mention of effective volunteer management, economic development, data driven decision making, and grant writing.

## Strengths, Weaknesses, Opportunities, and Threats

### 9) What are the DDA's top three strengths?

The responses point to several clear strengths of the DDA. First, people and volunteerism stand out as a major asset. Board members and community participants are described as dedicated, community-minded, and eager to serve. Noted as well are the fresh ideas brought in by new members with diverse backgrounds. Second, the DDA's events and promotions are widely viewed as a success, with a strong annual schedule that brings visibility and energy to the downtown, even while operating on limited resources. Lastly, respondents highlight the value of collaboration, including strong ties to local businesses and a growing connection to the chamber. These qualities position the DDA well for continued growth and impact.

### 10) What are the DDA's three primary weaknesses?

The responses highlight several key weaknesses currently facing the DDA. A major concern is lack of focus and leadership, with repeated mentions of unclear goals, disorganized efforts, unpreparedness, and the absence of a full-time director to provide direction and coordination. Trust and communication issues also stand out, including division among board members which causes indecision and a lack of communication. Finally, frequently mentioned as a weakness was the DDA's resistance to change, relying on the way things have always been done. Also mentioned as a weakness was the DDA's limited resources and engagement, including underutilized volunteers, low community awareness, unprofitable events, and funding challenges. These issues suggest a need for stronger organization, improved collaboration, and more proactive leadership to move the DDA forward.

### 11) What opportunities do you see for the DDA?

The responses reveal several exciting opportunities for the DDA moving forward. There is strong interest in bringing in fresh leadership and ideas, shifting away from outdated approaches and embracing new perspectives and energy. Many see the potential for rebranding and renewed community engagement, including better communication about the DDA's mission, growing the volunteer base, and involving new downtown business owners. Additionally, respondents point to strategic growth opportunities, such as implementing a long-term plan, developing available land, enhancing public spaces and events, and using placemaking to support economic development. Together, these opportunities offer a path toward a more vibrant, connected, and future-focused downtown.

### 12) What threats or challenges do you see for the DDA that might impact its success or growth?

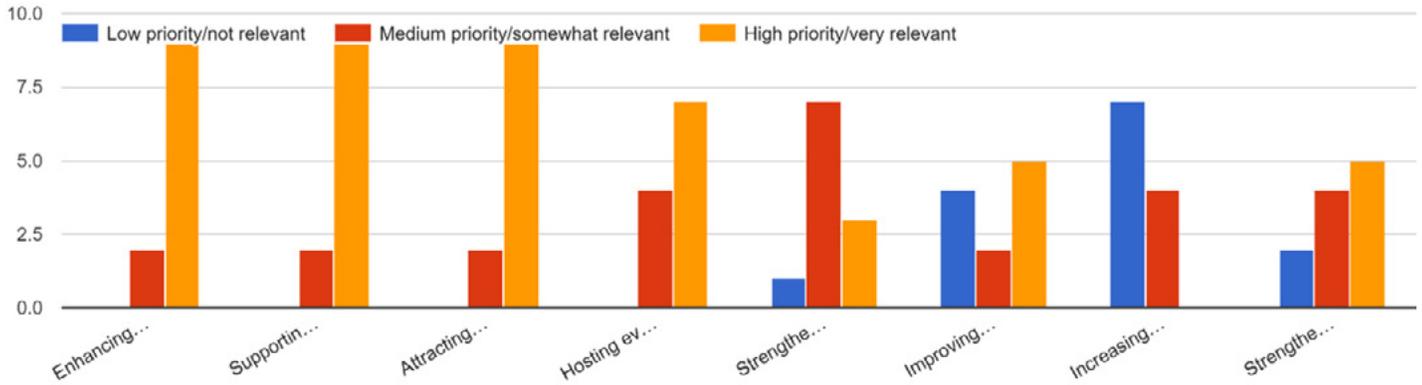
The responses identify several key challenges and threats that could impact the DDA's success. A recurring concern is resistance to change, with many citing outdated thinking, loyalty to past approaches, and hesitation around new development or current leadership. Internal dynamics and governance issues are also noted, including micromanagement, personality conflicts, lack of trust, and fear of retaliation among board members. Another major challenge is the absence of dedicated leadership, with concern over the board's reluctance to hire a full-time director and a perceived lack of support from city leadership. Lastly, operational weaknesses such as poor coordination with the city on issues like trash and parking, and limited training for new board members, are seen as barriers to progress. These challenges suggest a need for stronger leadership, open communication, and a willingness to evolve in order to support the DDA's future growth.

# Board Survey Results Summary

## Strategic Priorities

### 13) What should be the organization’s top focus over the next five years?

What should be the organization's top focus over the next five years? Consider the following and rank in priority/relevance.



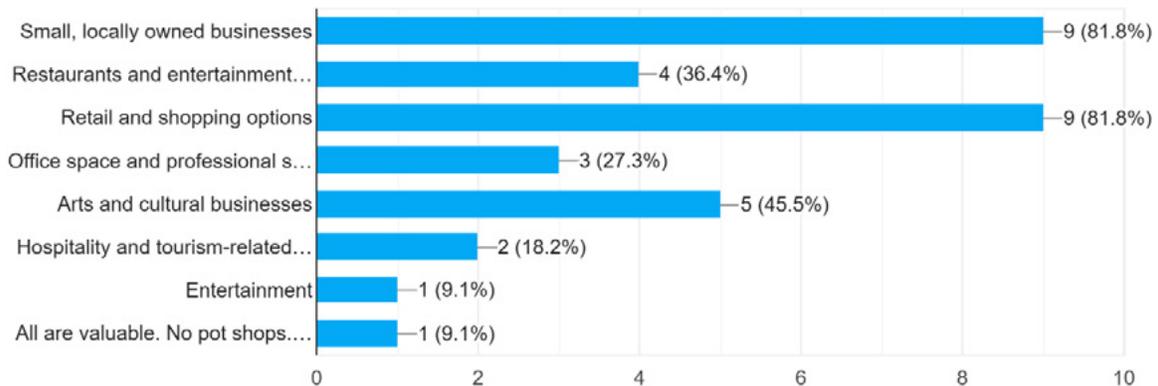
Full text of answer choices:

- Enhancing public spaces and streetscapes
- Supporting existing businesses
- Attracting new businesses and investment
- Hosting events and placemaking activities
- Strengthening marketing and branding for downtown
- Improving walkability, bikeability, and transportation access
- Increasing housing and mixed-use development
- Strengthening partnerships with local government and organizations

### 14) What type of business growth should the organization prioritize?

What type of business growth should the organization prioritize? (Select all that apply)

11 responses

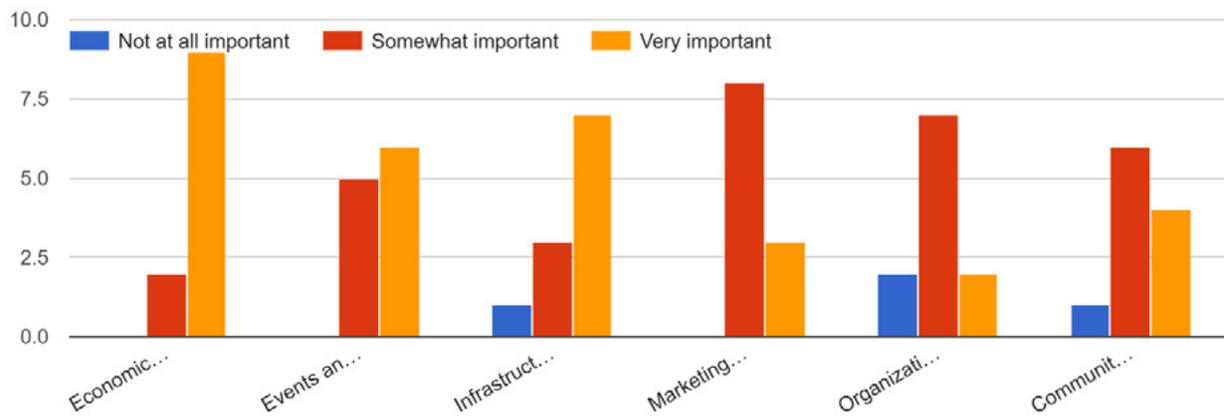


Full text of answer choices:

- Small, locally owned businesses
- Restaurants and entertainment venues
- Retail and shopping options
- Office space and professional services
- Arts and cultural businesses
- Hospitality and tourism-related businesses
- Other

### 15) How should the organization allocate its resources?

How should the organization allocate its resources? (Rank in order of importance)



Full text of answer choices:

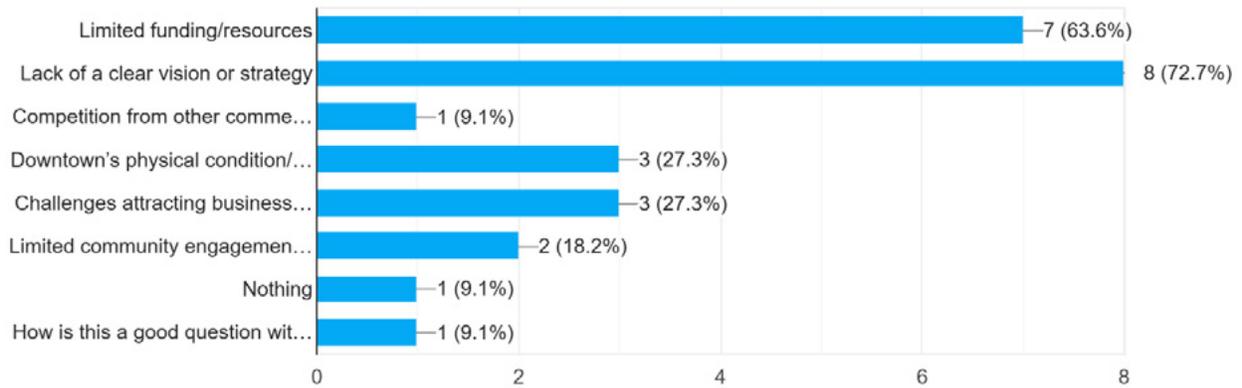
- Economic development (business attraction, retention, and support)
- Events and programming
- Infrastructure and streetscape improvements
- Marketing and promotions
- Organizational capacity (staffing, funding, governance)
- Community engagement and partnerships

# Board Survey Results Summary

16) What is the biggest barrier to achieving the organization’s goals?

What is the biggest barrier to achieving the organization's goals? (Select one or two)

11 responses



Full text of answer choices:

- Limited funding/resources
- Lack of a clear vision or strategy
- Competition from other commercial areas
- Downtown’s physical condition/infrastructure
- Challenges attracting businesses and investment
- Limited community engagement/support
- Other:

## Stakeholder Analysis

17) Who are the key stakeholders of the DDA?

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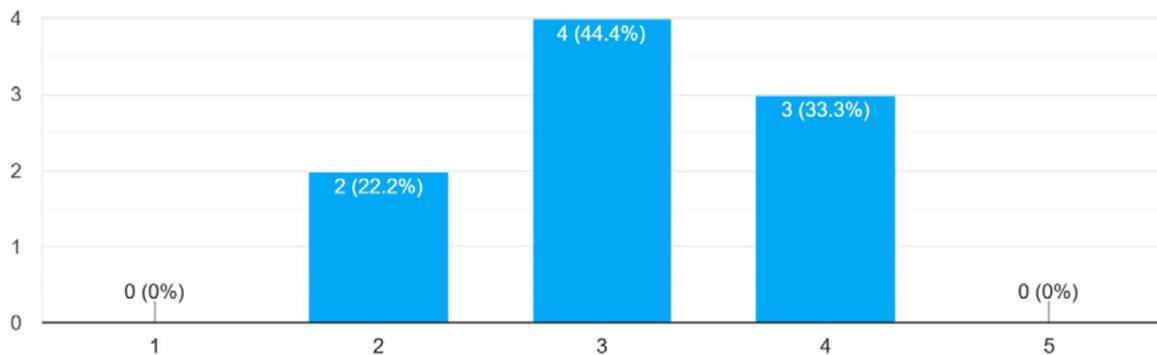
11 responses



18) How well does the DDA engage with the businesses, property owners, and residents?

**How well does the DDA engage with businesses, property owners, and residents?**

9 responses



1 = Not well  
5 = Very well

**19) How could the DDA better engage with stakeholders?**

The responses suggest several ways the DDA could improve engagement with stakeholders. A consistent theme is the need for better and more two-way communication, including regular updates, reporting on DDA activities and successes, and creating structured opportunities to gather feedback. Ideas include annual surveys, workshops, and more intentional outreach through emails, roundtables, or bi-annual meetings with business and property owners. There is also interest in building relationships and visibility, such as through recognition programs, awards, or incentives for participation. While some feel progress has been made, especially through improved collaboration with groups like the Clawson Chamber, others still see a need for clearer calls to action and more meaningful interaction with the community.

**Funding and Resources**

**20) Do you believe the organization has adequate resources to achieve its goals?**

Do you believe the organization has adequate resources (funding, staff, volunteers) to achieve its goals?

11 responses



# Board Survey Results Summary

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## Final Thoughts

### 21) What's one change you'd like to see in the organization in the next year?

The responses highlight a strong desire for greater structure and leadership within the DDA over the next year. Many respondents emphasized the need to hire a full-time DDA director and to establish a more defined leadership structure, including potential changes to board roles. There is also a clear call for goal setting and strategic planning, with suggestions for setting monthly, mid-term, and long-term objectives supported by measurable outcomes. Additionally, respondents would like to see more collaboration and engagement, including increased involvement from property owners and community volunteers. Overall, the focus is on building unity, clarity, and direction to strengthen the organization's impact.

### 22) Is there anything else you'd like to share that would help guide the strategic plan?

The response emphasizes moving forward with a clean slate by supporting the city's role as liaison and leaving past conflicts behind. It also highlights the need to hear directly from DDA businesses to understand their needs and perceptions of the DDA's value beyond basic services.

Intentionally blank



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