

Mount Pleasant BIA

Strategy Workshop

June 15 / 28, 2010

Vancouver, B.C.

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Roadmap for Session 1 (June 15, 2010)

1. Introduction to Strategic Planning
2. Strengths / Weaknesses / Opportunities / Threats activity
3. Vision Elements activity

Session 2 (June 28, 2010)

4. Strategic Direction / 2010 Objectives
5. Next Steps

Participants:

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Lynn Warwick

Simon Conway

Sean Pacey

Rick Sair

Michael Wiebe

Facilitator:

Don Evans

Strengths / Weaknesses / Opportunities / Threats

Strengths (Priority ranked)

1. The location of Mount Pleasant
2. Our sense of community
3. The recent improvements to the area

Weaknesses (Priority Ranked)

1. Communications – both internal and external
2. We lack clear direction
3. Board participation

Opportunities (Priority Ranked)

1. To expand the BIA
2. To take advantage of the area residents
3. To develop a brand for Mount Pleasant and create a marketing plan
4. To identify Mount Pleasant as a good place to do business

Threats (Priority Ranked)

1. Being unable to build and increase participation in the BIA
2. Growing too big too quickly
3. A loss in the diversity of the area
4. Inability to deal with differences (conflict)

MPBIA VISION ELEMENTS

In 2020, Mount Pleasant BIA's Vision is....

- We serve an expanded area
- Mount Pleasant is an attractive destination with its own identity
- Mount Pleasant is a “brand” that is recognized
- We have strong and effective communications
- The BIA board is skilled and effective
- There are incentives to encourage businesses to locate here The BIA is sought out by businesses for assistance
- We hold regular and well known events
- There is good support from the city on core community issues
- We have strong leadership

“Vision without action is merely a dream....

Action without Vision just passes the time....

Vision with action can change the world.”

Community Development / Events Objectives

Key Strategies:

- Develop several well known annual events that create an identity for the area, and that target both local residents and others from throughout Metro Vancouver
- Develop an iconic identity for Mount Pleasant
- Enhance the image of Main Street as a “vibrant and edgy” shopping and dining destination
- Develop a Main Street traffic management / cycling / transit plan

Objectives:

CD – 1 Organize at least four community events in 2010-2011

CD 1.1 Special Fall Solstice Street Fair – October 2010

CD 1.2 Christmas Event – December 2010

CD 1.3 Dining on Main - January / February 2011

CD 1.4 Fashion Event – Spring 2011

CD 1.5 Summer Festival Event (with car show?) - 2011

Events Committee / Staff / Board 2010 – 2011

CD – 2 Build the Special Events Committee to a total of six members.

Jim / Simon Fall 2010

CD – 3 Develop a cycling facility plan for Mount Pleasant to improve and increase cycling facilities in the area. Work with the city on installing new bike racks etc.

Michael / Cycle Community 2010 – 2011

CD 3.1 Get Mount Pleasant onto the City of Vancouver's Bicycle Route Map.

Michael

Fall 2010

CD – 4 Develop a beautification plan for Mount Pleasant and choose a strategy that fits budget capability. Look at items including banners, flower baskets, planters etc.

Board

Fall 2010

CD – 5 Update the heritage walking tour brochure / map / directory, and work on interpretive signage for heritage locations.

Lynn / Michael

2010 - 2011

Other notes:

- Coffee event for the area coffee shops
- “Main Events”
- Street post lighting
- Street signs that fit with the area branding

Marketing & Communications Objectives

Key Strategies:

- Develop a marketing plan for Mount Pleasant BIA that will take the area towards becoming an identified destination
 - Consider a brand for the future
- Develop and enhance communications, build on the business directory and focus on increasing electronic communications

Objectives

MC – 1 Communicate the new strategic plan with the BIA members and the broader community.

- With the MP BIA Board Summer 2010
- With MP BIA members through both newsletter and website September 2010
- With the community Fall newsletter / web

Lynn / John / Board

MC – 2 Develop a marketing plan for the Mount Pleasant BIA. Select an “expert” firm or contract individual to provide professional insight and lead the plan development. Include a look into branding for the area for the future, focus to develop a recognizable identity for the area and a move to increased status as a destination in area of Vancouver.

Sean / Simon / John / Mktg. Committee Dec. 2010

MC – 3 Increase communications with members and the community.

MC 3.1 Continue quarterly newsletters, both print distribution and website posting, direction towards electronic distribution.

Lynn

Ongoing

MC 3.2 Implement a CRM (Customer Resource Management) system for the BIA with an ongoing update / database management process.

Sean

Fall 2010

MC 2.3 Develop the use of Social Media for BIA communications, consider:

- Blog in association with the website
- A MP BIA fan club on Facebook
- Interlinks with member businesses sites

Lead resource to be determined (intern?)

MC – 4 Enhance the Business Directory with additional useful information about the community and expand its distribution.

Lynn / John

2011

MC – 5 Review and update the MP BIA's website, enhance in ways that are cost effective for now (until completion of marketing / branding work) and keep information current.

Lead resource to be determined

Ongoing

Other notes: Community information signposts

BIA Membership / Board Development Objectives

Key Strategies:

- Build success with the current BIA mandate before considering further expansion Develop the BIA Board in both skills and diversity
 - Develop key committees to spread workload and build succession
 - Look for new board members from business sectors not currently represented on the board
- Develop a set of discount / group services to benefit BIA member businesses

Objectives

BD – 1 Look for committee resources from the community to build additional resources into BIA committees and activities, bring in specific interests and new skills.

Board / Committee Chairs

Ongoing

BD – 2 Select some key additions to the BIA Board, target sectors not currently represented such as the fashion sector.

Board

2010 – 2011

BD – 3 Hold one board training day, focus on board governance, board operations and improving communications within the board and between board and staff.

John / Sean

by end 2010

BD – 4 Develop succession plans for all key board and committee chair positions – at least one identified back up for each.

Board

Ongoing

BD – 5 Develop a membership kit that packages BIA services / contacts / community information in one easy resource, available to members of the BIA as well as incoming businesses that locate in the area.

Lynn

End 2010

BD 5.1 Research possible new member benefits for the future; look for possible things such a group buying discounts, employee benefit packages etc.

Lynn / Board

Ongoing

City Relationship / Support Objectives

Key Strategies:

- Advocate effectively for Mount Pleasant with the City of Vancouver on key issues including:
 - Transit
 - Taxation
 - Zoning
 - Parks

- Participate with the Fair Tax Coalition to reduce taxation of member businesses

Objectives

CR – 1 Complete the Official Community Plan for Mount Pleasant.

Lynn

Fall 2010

CR – 2 Develop a Government Relations Committee and deal with key community issues including:

Graffiti Transit Corridor development Taxation Zoning Parks

Sean / Lynn

Ongoing

CR – 3 Participate with the “Fair Tax Coalition for the benefit of BIA members.

Sean

Ongoing

Financial / Fundraising Objectives

Key Strategies:

- Make prudent use of BIA financial resources
- Develop fiscal responsibility as a cornerstone for the next BIA renewal in 2014

Objectives

F – 1 Establish a Finance Committee for the BIA to provide financial oversight and succession for needed financial resources.

Rick / Michael

by June 2011

Next Steps:

1. Deliver plan document to MPBIA.
Don June 30, 2010
2. Communicate the plan to the MPBIA board and membership.
John / Sean / Lynn July / August 2010
3. Hold 3 month electronic progress review.
Don / Lynn September 1 2010
4. Hold six month face to face progress review.
Don / Board December 2010
5. Annual Update and set 2011 objectives.
Don / Board June 2011

Attachments:

1. June 2010 Brainstormed SWOT lists (unranked)
2. Brainstormed "Vision" list (from 2010)

Attachment 1

Strengths (unranked, 2010)

- Our sense of community
- Improved business in our area
- Improvements to the area in recent years
- Great diversity in our businesses
- Strong and healthy businesses
- Planning and zoning
- We have a clean slate to work from, no past baggage
- Our BIA Management team
- Our executive director
- We are able to expand
- Our long BIA history
- The great location of Mount Pleasant in the city
- We have new blood – true business people
- A knowledgeable board Vancouver's first BIA
- We are on major bus routes
- Crime rate has decreased, good improvement
- Our community policing office
- An historical neighbourhood
- A young population demographic
- Good residential development
- Good fiscal management

Weaknesses (unranked, 2009)

- Communications
- We lack clear direction
- Board participation (we are volunteers)
- Lack of financial resources
- Business failure rates – turnover
- Many empty lots
- Planning / zoning
- Our past history isn't always good
- Expansion opportunities missed
- Image
- Lack of follow up on actions
- Volunteer board
- Perceived as near downtown east side
- Accountability
- Three distinct areas
- We can't attract a major bank

- Not on a rail transit route
- Graffiti problems
- We don't hold regular community events
- Local government is slow to act
- No park or event site
- We just spend out money

Opportunities (unranked, 2010)

- To expand the BIA
- To leverage off the new community centre
- To collaborate and cooperate with members and community organizations
- To hold regular annual events
- To do something about the vacant lots
- To finalize the community plan
- To make Mount Pleasant a visible and appealing destination
- To change the perception of the area through education
- To show good value for the levy paid
- To attract new businesses
- To identify Mount Pleasant as a good place to do business
- To help establish a park or event site
- To take a BIA view for the whole area
- To improve the BIA's reputation
- To create a real marketing plan
- To take advantage of the area residents
- To get our name out there
- To develop a brand for the area
- To work more with the other BIA's
- To increase lobbying
- To collaborate on buying

Threats (unranked, 2010)

- The impact of "red tape" on events
- Parking restrictions
- Inability to build participation in the BIA
- Inability to find bicycle storage space
- Inability to alter a perception that Mount Pleasant is an unsafe area
- Not communicating more about the BIA
- Loss of funding that impacts the BIA negatively
- Losing diversity in the area
- Not being able to attract retail
- Losing good board members
- Inability to reach consensus

- Growing too big too quickly
- Being negatively impacted by the power of government
- Inability to deal with differences (conflict)
- Inability to engage the 80% of the people who are out there but not active

Attachment 2

MPBIA Vision Elements 2020 – brainstormed list, unranked 2010

- SkyTrain (rail transit) is here
- We cover a larger area – have expanded
- We go north to 2nd Ave and south to 33rd Ave.
- Business diversity is greater
- We have banks The BIA has more funds
- We develop and educate our board members
- We have strong and effective communications
- We are a well recognized “brand” in the community
- Businesses seek out the BIA for help (our legitimacy)
- We have strong and active participation Mount Pleasant is a vibrant area
- We are an attractive destination with our own clear identity
- We hold regular well known events
- We have an effective and skilled board
- There is a strong working relationship with the city
- Residential support and participation is strong
- Businesses stay here
- There is more parking
- We sit on the Planning and Zoning committees
- Mount Pleasant is a respected community
- A better business mix, more retail Mount Pleasant is well marketed
- We have a park
- Our calendar of events is well known
- People come to Mount Pleasant as a destination
- We have some sort of “icon” that identifies with us
- Residential density has increased
- Our buildings are high in quality while retaining their historical identity
- Businesses look after their properties and the area
- We have published a community book
- The BIA has brought new businesses here
- We have strong leadership and management
- Our staff has grown to meet our needs
- Our membership has at least doubled
- We are disciplined and accountable in our actions
- We follow our plan and our bylaws, do what we set out to do
- There is a new community pool

- There is strong corporate support for community events
- There is good city support to core issues in our area
- There are incentives that encourage business to locate in the area
- We have a natural stream
- We are known as an area of entrepreneurial businesses
- There are more specialty businesses
- The BIA website is powerful and well visited
- We use current technology