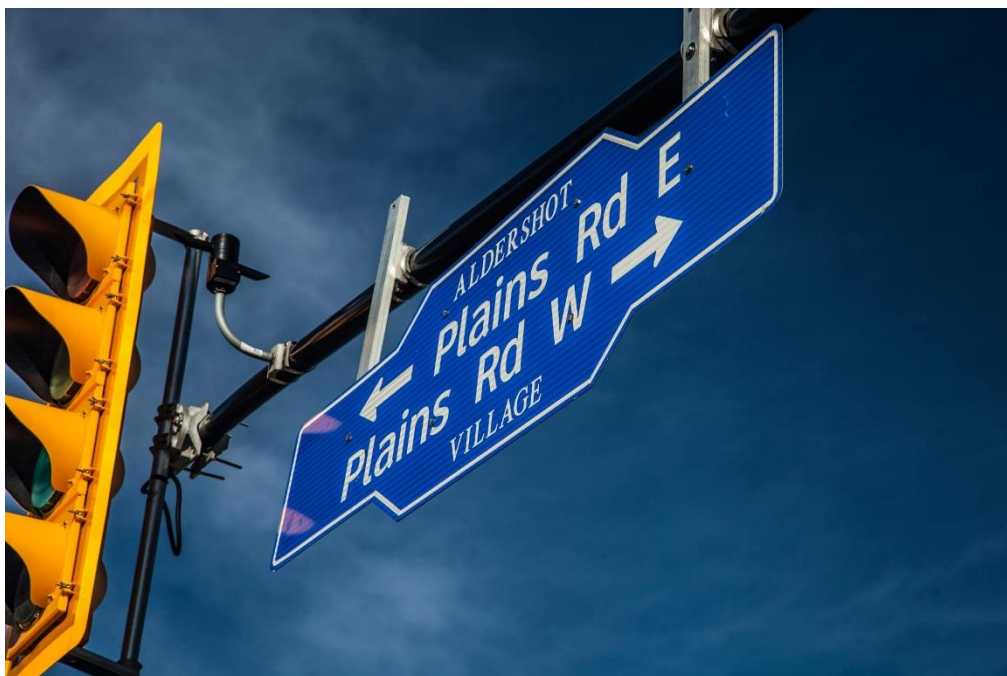


Draft Strategic Plan (2019-2022)



NOVEMBER 13

Aldershot Village BIA



ABIA Strategic Plan

Introduction and Chair's Message to go here.

Our Purpose

The purpose the Aldershot Business Improvement Area (ABIA) is to act as a voice for Aldershot business while providing a professional approach to improving business opportunities for its members, enhancing its commercial profile and relationships with the community and the City of Burlington and building a strong local economic engine for Aldershot.

Our Vision

The Aldershot BIA, which operates within Burlington's 21st Century City, is a catalyst for prosperous local business by engaging those businesses, the residents of Aldershot, property developers, community groups and the City of Burlington in a more vibrant community.

Signs of Success

- **Happy people**
- Music
- **New buildings and modern development**
- Vibrant, social patios and coffee shops
- Bike lanes
- Flowers
- Greenspace
- Trendy Coffee Shops
- Clean boulevards
- Busy events
- Lots of energy: Network, engaging businesses and events, and owners, together, with customers, etc.
- Marketing committee of business owners who aren't board members
- Information from businesses available, membership driven info
- Lush and bountiful street, lots of plantings, green growth
- Small business and people interacting together
- People in the streets
- Walkable, into and out of shops
- Vibrant
- RBG coming out onto the streets

- Outdoor experiences
- Interactive
- Quaint
- Specialty shops, foodie
- Mix of types of people
- Community centre

Situation Analysis

Our organization faces the following strengths and weaknesses, opportunities and threats.

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Strong residential participation/engagement • Close to downtown/Waterfront • Destinations: IKEA, RBG • Strong heritage • Strong land values • Good mix of amenities, shops, stores • Strong BIA board & staff • Surrounding out of area businesses are eager to get involved in the BIA • Desire to expand the area • Ability to inform and engage members through social media and e-newsletter (build relationships) • Available employment plans for future re-development • Proximity to Mobility Hub growth area • Many engaged focus groups (partnering Aldershot includes 24 focused groups) & meet monthly • New office right in the middle of the BIA area 	<ul style="list-style-type: none"> • Don't have ideal mix of businesses, lack of restaurants, too many dentists and nail salons • Not as walkable or cyclable as we think • New buildings create parking issues (not enough) • Mix of feeling of change – intensification (threat – external) • Stores/retail is not close to where residential is, a lot of residents go to Downtown Burlington to shop, not aware of opportunities in Aldershot. Habit and desire to go elsewhere. • Lost social media opportunities and paid advertising • Need to also look beyond social media to hit target markets • Doing a lot to connect with residents but need to connect with businesses to see what they want to see. • Marketing is the fire, social media is the lighter fluid.

<ul style="list-style-type: none"> • BIA has good profile in community, seen as leader • Special events and social/print media have good penetration • Good link to huge natural resources – starting point for cycling in Halton 	<ul style="list-style-type: none"> • Traffic in the future will be a problem with new developments • Don't have enough internal policies – HR, Security, governance, special event protocol, etc • Lack of space to hold larger special events (Festivals), 2 major parks are not well serviced • Lack of community space on Plains Rd. • Don't have opportunities to close the road • Lack of strategic planning for BIA • Budget as it relates to future plans
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • Expanding residential, people, condos, townhouses • Expanding BIA boundaries • Associate membership program (businesses close to BIA) • Proximity to the Mobility Hub • Located on most-used transit line • Properties prime for redevelopment, motels, empty lots • Cycling could be located on right of way instead of the road; taking advantage of the whole ROW not just the road • Increased awareness of benefits (services, chains and non-independents) available in Aldershot overall in Burlington; people are starting to talk about Aldershot 	<ul style="list-style-type: none"> • Opposition to development (residents/community) • Nostalgia – no vision replacing the memory of what was, heart of community wants it to remain the same • Amenities – also hearing people don't come here because we don't have them • Lack of population doesn't draw amenities • Too much traffic, too little parking, transport in general, if not planned properly, especially in the interim 15 years. • New BIA in Mobility Hub • Growth along north service road • Expensive! • Restrictions on events (where, when etc) • Zoning restrictions

<ul style="list-style-type: none"> • Opportunity for down-sizing, moving around and options for older demographic • Opportunity to work with City on Hubs/OP • Opportunity to shape growth of Aldershot retail strategically • Jenna/city liaison person • Increase sponsorship or special events, just started to capitalize on this • Opportunity to use events as a platform to engage businesses to get involved • Go-to place for the community – influencer 	<ul style="list-style-type: none"> • Legislative timelines, all external organizations adding layers to freeze development
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Implications of the SWOT and background presentations:

- 21st Century City – 21st Century ABIA
- Development
- Access via transit and parking
- Boundary growth

Stakeholder Analysis

ABIA's Top Stakeholders:

- 1 a) Businesses/Members
 - b) City of Burlington
2. Shoppers/Consumers (some felt this was 3)
3. Developers/Property Owners (some felt this was 2)
4. Non-Members (expanded areas)

Additional Stakeholders of ABIA:

City Councillor, Community Groups, Residents, Property Managers, Associate Members (non-members), BDBA, Team Burlington (Tourism, Chamber, BEDC, Halton Region), Schools, Churches.

Desired Behaviours of Members:

Stop doing (reduce barriers):

- Being reluctant to get involved or participate overall (events, etc.)
- Complaining (start suggesting)
- Working in silos
- Being unaware of the BIA's existence and their membership
- Being online (not)
- Thinking about what was 30 years ago/ "past" thinking
- Resisting change

Start Doing (increase opportunities):

- Get involved/engaged in person, sponsorship, special events, online
- Ask for support
- Ask for questions
- Increased awareness of the business community
- Online engagement
- See the benefit to their own business
- Step outside the front door, talk to others, etc, mix with other business owners
- Support other member business

Continue Doing (reinforce):

- Communicate with BIA about issues, support, promotions
- Continue using each other, collaborate, cross-promote, working together
- Member businesses give promotions to other member businesses

ABIA's Responsibilities to Members in return

- Create awareness and Connecting with Members

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- Increase business/traffic
 - Member foundation and systems
 - Gatherings and Events for Members
 - Beautification
 - Parking and Traffic
 - Advocate/Be the Voice (matrix of ideal mix)
 - Strategic Planning and Guiding Principles for Development (based on Nodes of Activity)

ABIA Members will benefit most from ABIA's focus on:

- Better systems
- Networking
- Advocating/promoting
- Awareness

Key areas of focus for ABIA in the next 3 Years:

- Outreach – initiative and communication
 - Tactic: Pamphlet & welcome – coupons, 1 page of simple info
- Survey – what do our members think or need?
 - Ask: what would it take to be involved? Are these your priorities too? Availability for Special Events? Our Mandate and Plan for next year – does this speak to you. We need people to get engaged...would you?
 - 2-way communication- this is our direction, does it resonate with you? What can you give us?
- Shifting Resources – calls for email contacts, check in, etc.
- Marketing and communication strategy.

The ABIA Board's role in supporting the Task Force's work is to:

- Encourage them to bring their ideas forward
- Be available to troubleshoot, share ideas
- Trust
- Help to prevent this process from stalling
- Board ownership

Goals, Strategies & Tactics

Focus Area 1: Member Experience

Goal: To improve the overall experience of all BIA Members with increased awareness, two-way engagement and networking and improvement opportunities for member businesses to grow.

Strategies:

1. To understand current and future needs of members and set up two-way communications expectations
2. To provide opportunities to engage and increase awareness of members with the BIA and each other as well as to engage with the Aldershot community through local events that increase goodwill and ABIA's profile.

	Tactic	Timeline
#1	To conduct a member survey to better understand our members: <ul style="list-style-type: none">• Obtain Specific Business details• Contact List Update• Helps us to help members	To start in Fall 2019
#2	To create a welcome strategy, education plan and marketing materials: <ul style="list-style-type: none">• Member section on the website• Info piece about the BIA (welcome, our role, your role, what's in it for you, how can we help you)• 1 on 1 meeting with new and existing members• Create "Swag" and explore sponsorship opportunities	Dec 2019 Complete by end of year for roll out in 2020.

#3	<p>To hold (host or collaborate on) at least 3 networking events per year including morning and evening events to engage at least 10% of members per calendar year:</p> <ul style="list-style-type: none"> • Create sign-in sheet or engagement tracking system • Coffee networking 	Three-times/year: September, January & Spring
#4	Create an Ambassador Program to increase communication among members and too increase awareness of the other business members and what they can offer the community.	
Established	To continue to host community-facing events to improve visibility and increase business for members including the Christmas Tree Lighting, Markets, Party on Plains & Alderfest	

Focus Area 2: Organizational Development

Goal: To improve the organizational and professional development of the Board through a set of policies, procedures, operational guidelines and metrics.

Strategies:

1. To provide clarity and create infrastructure to support operations and the Board.
2. To function as a values-driven organization
3. To increase Board governance skills and build strategic capacity to oversee organization and achieve vision.
4. To provide forum for discussion and accountability of Board and staff in achieving the goals of the strategic plan
5. To articulate the organization's expectations of others in working with ABIA.

Tactic		Timeline
#1	To conduct a review/consolidation and to establish a constitution, operations and Board procedures and systems including special events, brand strategy	
#2	Develop organizational values with input from staff and stakeholders	2019
#3	To establish a set of Guiding comments on behalf of the board.	2020
#4	Establish a set of metrics and systems for quarterly monitoring Principles to guide	Jan/Apr/Jul/Oct
#5	Board development training: Chair, ED to attend BIA conferences & share learnings with Board and staff; Board members to attend webinars, courses, host themed board discussions	Jan 2020

#6	Create an internal BIA Calendar to outline key dates related to all Board processes, procedures, events, engagements and city requirements, etc.	2020
#7	Explore technology needs to improve the effectiveness of the Boards' operations including equipment, subscriptions, services, online resources, etc.	2020-2022

Focus Area 3: Advocacy

Goal: To increase the advocacy role of the BIA to improve the BIA's profile with all levels of government and gain influence in shaping the future of Aldershot for current and future members.

Strategies:

1. To understand current picture of ABIA's boundaries and to articulate a business case to enlarge those boundaries. Set up expectation of the ideal ABIA – to gain support.
2. To inform and engage members on business matters and speak with one voice.
3. To gain profile and influence with City partners and other levels of government and shape ABIA's future.
4. To provide networking opportunities and increase ABIA's profile and ability to collaborate on joint projects.
5. To develop and communicate value of ABIA to its key stakeholders.
6. To understand the current business mix within the BIA and advocate for the future desired mix of businesses
7. To build relationships and increase influence

	Tactic	Timeline
#1	To explore boundary expansion strategy within 12 months.	2020
#2	To conduct a marketing & communications strategy to market the BIA	2020/21
#3	Develop a new business strategy to understand the ideal business mix for the BIA and business recruitment needs, including pie chart models of current vs ideal mix or percentage of businesses within the BIA (retail vs. hospitality vs personal services vs professional services, etc.) and identify the ideal mix or percentages to realize the ABIA vision.	2020

#4	To conduct a review of the BIA's beautification program, including exploring revisions/updates to the Plains Road Village Vision or Plains Road Urban Design Guidelines, festive light, banners and landscaping.	
Established	To provide relevant city information to members, including studies, upcoming meetings, public processes, etc.	On-Going
Established	To advocate/act as a voice for members on key issues regularly/as required on items including, but not limited to: boundary expansion, parking, development, traffic, transit, marina, La Salle Park/Hidden Valley Park, by-laws, Mobility Hubs, South Service Road development. (at a minimum of 1 delegation annually to Council)	On-Going
Established	<p>Maintain a strong presence through community partnerships and interactions with other local groups and boards and at events:</p> <ul style="list-style-type: none"> • Chamber of Commerce • Partnering Aldershot • Tourism Burlington • Aldershot Community Honor Roll • Lions Club • Schools • Churches • BEDC • Mayor's Luncheon 	On-Going

Budget

Over the next 3 years, the plan will cost \$28,500 of new, unbudgeted dollars.

Evaluation

The success of the plan will be assessed at board meetings through the recommended Focus Area Sub-Committees, each reporting into monthly board meetings on the progress of their work programs (See Recommendations).

The Aldershot Village BIA Brand

The desired ABIA brand experience:

- Engaging
- Helping with success
- Feeling of community
- Welcoming and inspiring
- Organized
- Supporting
- Connecting the business community
- Wayfinding
- Quick answers to questions/inquiries

AIBIA's brand promise:

- Connected with an eye on our future
- To promote and develop innovative business in our community
- To attract consumers to Plains Road and to our businesses
- Future business and community success for the future
- Connecting the community and a shopping experience
- Building a strong economic engine for Aldershot

Task Force Recommendations

1. Establish a strategy for engaging board members in special events, including establishing board commitments in an early year meeting, creation of annual tasks and volunteer lists
2. Through the revised BIA Constitution, establish board member expectations
3. Establish Focus Area Sub-Committees to create a work program and tackle the tactics of each focus area. It would be expected that a board member participate in at least one of these Focus-Area Sub-Committees.