

Strategic Business Plan 2019-2024

Strategic Management Cycle - South Hill BIA

Strategic planning is a means to an end – in particular, it is a projected path to accomplish our mission, considering all of our current strengths and weaknesses as well as external threats, opportunities and trends. One of the easiest but most powerful actions will be to tie in the strategic planning cycle with our annual financial cycle. This will entail meshing the strategic planning quarters and financial quarters. Since our financial cycle starts in April, this is a logical time sequence for the strategic plan quarters as well. This will also ensure that the strategic plan (i.e. the desired future) drives the business rather than a budget driving the business.

In late January or early February each year, the Board should commence a draft update of the strategic plan. This should be fed in part by a draft budget and reports in by any committees on key deliverables or key changes (inside or outside the organization). While some of the budget will represent standing costs for administration, any actions in the strategic plan which will have direct costs must be appropriately resourced.

Once the strategic plan and the budget are approved, the fine tuning of the next years strategic plan into quarterly deliverables and assignment of responsibility can take place. This annual action plan will provide the Board and the Executive Director with a road map of what work needs to be done as well as those tasked with doing the work (e.g. Board Committees and Task Groups) a time frame and sense of how their deliverables fit into the larger picture. Schedule a Board meeting shortly after the end of each quarter to review the progress from the previous quarter and fine tune actions for the following quarter.

	Period	Review/Planning meeting	Meeting Focus
Q1	Apr 1 – Jun 30	during 1 st half of July	Review progress (and receive financial update) for Q1 and update, as appropriate, actions planned for Q2
Q2	Jul 1 – Sep 30	during 1 st half of Oct	Review progress (and receive financial update) for Q2 and update, as appropriate, actions planned for Q3
Q3	Oct 1 – Dec 31	* Oct - Nov	* If this year is the second to the last or final year of your strategic plan (depending on the progress made and changes to conditions), a new strategic plan will need to be developed – plan to do this in Q3 and allow sufficient time to do a thorough job
		during 1 st half of Jan	Review progress (and receive financial update) for Q3 and update, as appropriate, actions planned for Q4
Q4	Jan 1 – Mar	late Jan or early Feb	Review strategic plan (confirm and/or adjust goals),

	31		develop actions for following fiscal year depending on results to date as well as internal/external factors; finalize budget (reflect strategic plan) Develop quarterly action plans
		during 1 st half of Apr	Review progress and receive financial update) for Q4 and fine tune, as appropriate, actions planned for Q1

Mission:

“To improve and shape the environment for people and businesses in South Hill”

Strategies and Objectives

A. Community Appearance

Purpose – to improve the appearance and appeal of South Hill, in order to promote a vibrant and attractive sense of community

Strategy A1: Raise the standard of cleanliness and attractiveness among businesses and residents for its value of attracting more people to the neighbourhood, creating greater pride in the community; communicate the new standard throughout the community. Be consistent and persistent.

Strategy A2: Increase current programs and create new programs to continue to strengthen management of BIA cleanliness and attractiveness.

Objectives:

- A1.1 Create Business Presentation Standards and Annual ‘Presentation Excellence’ Award program judged by customer panel. Advertise for judges among residents/customers. Set judging criteria and have judging seasonally or twice a year. Submit article to community newsletters for publication.

Cleanliness

- A1.2 Litter Awareness Campaign: Develop an education campaign to reach residents, students, and businesses.
- A2.3 Micro-cleaning (Budget 2): Contract micro-cleaning 3 days/week + 2 x /year “super cleaning” days - sweeping from foundation to curb in every block (spring and fall) (Currently we pay for 79 micro-cleaning visits, the CoV pays for an additional 32 visits in

a grant obtained for 2018-2019.) We are proposing to increase our paid cleaning visits to 118, allowing for three visits weekly throughout the year, if the grant is renewed for 2019-2020.) (Contract Renewal: April 1, 2018 - Q2)

- A2.3 Micro-cleaning (Budget 1): Maintain current contract: 2 x/week (Currently we benefit from an additional grant from the City for 3 additional cleaning visits per month. This grant ends March 31, 2019 unless the new City Councillors cancel it at the end of December 2018.)
- A2.4 Graffiti Removal: Engage graffiti removal 2 x/yr, once by Community Policing Centre volunteers, once by John Howard Society volunteers. Work with City to remove graffiti from utility boxes and with businesses, and with BC Hydro to remove it from their utility boxes at other times of year.
- A2.5 Leaf pick-up program 2 x /yr (work with City and businesses on Fraser Street to coordinate) starting in fall 2018. Remind businesses of the relationship between leaves and flooding and inaccessible street and sidewalk access for customers and other community members.
- A2.6 Offer discounted awning and window cleaning services for members: make arrangements with awning cleaners for member discounts in early spring (March)
- A2.7 Business Spring Cleaning Campaign: Annually encourage businesses to conduct a spring cleaning, restore and maintain storefronts, wash windows , replace tired awnings and advertising/signage, present attractive window displays, remove 'prison-like' window grills, in wake of customer complaints and use more modern, discreet methods of security. Provide links to City bylaws for signage.
- A2.8 Neighbourhood Clean-up Party: Annually in spring, lead and organize a Saturday morning community clean-up; invite participation by residential volunteers, community groups, and business employees.
- A2.9 Install cigarette butt dispensers to combat this particular form of litter. Offer the BIA as a pilot for the program being investigated by the City.

Storefront & Community Attractiveness

- A2.10 Model Storefront and Window Display (Budget 2): Engage a Retail Specialist to develop a model business storefront display that values hygiene, cleanliness and tidiness, storefront building restoration and maintenance, imaginative and inviting window displays, attractiveness and personality. Use it as a case study to attract more business and teach businesses about the economic value of better merchandising and storefront attractiveness.

- A2.11 Seek compliance from businesses with City bylaws for signage and overhanging awnings. This is a safety issue.
- A2.12 Develop a sustainable “green wall” program or artistic mural program for selected walls on Fraser Street. (Budget 2)
- A2.13 Anti-graffiti Utility Box Art Wraps (Budget 2): Increase the number of anti-graffiti art wraps on public utility boxes annually until all of them are wrapped. Approach City of Vancouver, BC Hydro to access both programs.
- A2.14 Planter Design: Work with selected supplier and artists to create new planter design for Fraser Street. Execute design and replace 16 to 20 planters on Fraser Street (starting with any damaged ones) 20 locations (budget 1: over 2 yr) (budget 2: over 5 yr)

Landscaping

- A2.15 Contract planter program of planting twice a year, watering, fertilizing, pruning planter trees and maintaining each planter. Increase program to cover added watering in summer months of July & August, and the planters in public ‘parklet’ on 43rd Avenue at Fraser Street.
- A2.16 Volunteer Gardener Benefits: Continue to offer Green Street volunteers - Fraser Street group added benefits (e.g. gardening seminars, garden amendments, draws for prizes, etc.) to inspire them; continue to seek ways to build the group of volunteers to maintain South Hill gardens. Consistent, persistent outreach helps to build relationships.
- A2.17 Seek permission plan for water source arrangements with businesses and property owners so volunteer Fraser Street community gardeners can more easily water gardens and thus encourage more volunteer assistance and consistency.
- A2.18 Offer new spring bulbs to volunteer gardeners to plant in various Green Streets gardens on Fraser Street in October of each year. (Budget 2)

B. Safety and Security

Purpose – To improve safety and security by reducing crime and increasing general public safety

Strategy B1: Increase digital communication with members to inform them of criminal activity and emergency situations

Strategy B2: Provide a visible presence in the community to support safety and security, support the business presentation standard of excellence, and support the members and executive director through communications.

Strategy B3: Work with City to identify and repair sidewalks and remove two irreparable mosaics.

Objectives:

- B1. 1 Email alert bulletins to members from CPC, VPD, and BIA Partnership re: counterfeit currency, vandalism, other criminal activity, emergency situations
- B2.1 Contract with Host Company to provide business support services. Oversee Host Program and review Host duties in 2019. Duties: provide regular, friendly surveillance of the business area, report homelessness, report dumping of debris to the City, report any suspicious activity or criminal behaviour to the police, report graffiti to the SHBA office and support the Exec. Director in communicating removal to businesses and /or support graffiti removal programs, as appropriate; assist tourists with directions, deliver communications and small packages to businesses from the Executive Director and from businesses to the SHBA office, assist at special events, and provide other similar and related duties from time to time.
- B2.2 Provide branded uniforms for Hosts
- B2.3 Institute a Block Watch Program
- B2.4 Support other community organizations (e.g: S. V. Community Policing Centre) in the development of South Hill strategies and tactics to prevent crime and promote safety and security.
- B2.5 Develop an Emergency Plan and review regularly for any necessary updates.
- B2.6 Develop a communications plan to seek regular compliance from businesses with City bylaws for safe signage and safe overhanging awnings, in light of community complaints.
- B.3.1 Work with City to identify and repair sidewalks where trees are lifting tiles and causing treacherous pedestrian routes; remove two mosaics that are beyond repair to avoid potentially hazardous conditions. (Budget 2)

C. Neighbourhood Planning

Purpose – to ensure that neighbourhood planning processes benefit from a well thought out concept of what South Hill can be from a business perspective.

An enlightened approach to business planning today also considers both social and environmental

factors and impacts of decision-making and considers that we are also part of a larger community.

Strategy C1: Execute Parking Strategy 2018 in negotiating with City departments a fair parking arrangement for the parking lots and curbside parking on Fraser Street.

Strategy C2: Community Planning: Contribute to an Official Community Plan. Lead with ideas. Start with SHBIA Vision exercise.

Strategy C3: Winter Seasonal Celebration Lighting: Develop an Exterior LED Lighting strategy, budget and process before contracting external suppliers. Provide for both

a) more even lighting along the local business storefronts and

b) winter seasonal celebration lighting around the BIA.

Strategy C4: Homelessness: Develop a community strategy to help locals who can be helped to find homes, easier access to food, jobs.

Objectives:

- C1.1 Execute Parking Strategy 2018: Work with City of Vancouver to produce parking lot signage, parking lot pavement repairs, new wheel stops and line painting, parking meters to create more parking, parking signage on Fraser Street including indications for EVCS, dedicated area for employee parking, and other indications from Parking Strategy 2018 submitted to City of Vancouver: Transportation, Real Estate Services, BIA Program Coordinator at City.
- C1.2 Follow up with City to ensure that activation of EVCS is completed (Promised now for Sept. 2018) Complete the circle by registering South Hill EVCS location on PlugShare and work with City to be registered on the the provincial/national registries so that inviting the anticipated new 'green' customers to Fraser Street can come about. The sites would include the ChargePoint website and Changehub.com.
- C2.1 Contribute to an official community plan: Lead the process by bringing ideas to City planners, working with community groups and others to build a plan. (What would the businesses on Fraser Street envisage for the future in South Hill?)
- C3.2 Develop a Seasonal Lighting Strategy for Fraser Street to provide winter season celebration lighting bought locally. Major budgeting considerations will include infrastructure inspection and assessment by City engineers for electrical load capacity, then execution of the assessment (this alone might be costly if assessed to need major underground work. Suggest seeking infrastructure partnership grant); product cost from a local supplier; annual installation, removal, transportation and storage of lighting; time to consult with City, Translink, BC Hydro around safety considerations and related cost and time of any recommendations and further inspections; time for a

consultation process with residents who can be affected by lighting through their windows, and other possible major budgeting factors. Seek out recommendations from other BIAs. Ensure that any lighting that requires removal seasonally is not left up for the entire year to protect warranty.

- C3.3 Business Storefront Lighting: Given exterior lighting on Fraser Street is uneven through the shopping areas in the evenings – over lit at some shops and under lit in front of others, introduce the BC Hydro program that provides grants and advice to small businesses and incents them to convert to LED lighting so that the overall effect on Fraser Street is more uniform, non-glaring and safer by lighting up dark areas. Apply to the PowerSmart 2018-2019 program for small businesses. Note deadlines for application. This also supports a City green energy goal. Businesses will have a reasonable capital outlay at the start for the conversion but see savings over the mid to long term.
- C4.1 Homelessness: Develop community strategy to help locals who can be and want to be helped to find homes, food, jobs. Work with Carnegie Outreach, Eco Eats, and other community organizations and businesses on Fraser Street.
- C5.1 WiFi: Establish a community space with WiFi area (Budget 2)
- C6.1 Community space: Develop a second parklet in the business area (Budget 2)

D. Governance and Organization Effectiveness

Purpose – to be well organized and effective in our functions so as to ensure that the business community of South Hill has an active role and strong voice in community affairs

Strategy D.1: Communicate regularly with members and develop more tools to promote the BIA effectively.

Strategy D2: Produce regular financial reports, conduct annual audits and create contingency fund.

- D1.1 Develop communication plan to increase attendance at AGM
- D1.2 Develop 5-Year Business Plan for 2019-2024, with a renewal mandate anticipated in Sept. 2024.
- D1.3 Communicate clear roles for Board Members. Annually, and before first board meeting of the new Board develop the plan into quarterly timeframes with 1-3 tasks/projects/programs per quarter with assigned responsibility by Committee.

- D1.4 Communicate regularly with businesses and meet with businesses at least once a quarter
- D1.5 Develop networking opportunities for businesses to promote collaboration.
- D1.6 Work with other community and business groups, artists, governments to achieve goals.
- D1.7 Review Strategic Plan at every Board Meeting (vision).
- D1.8 Focus on 1-3 projects/programs over three months.
- D1.9 Actively participate in the BIA Partnership (association of 22 BIAs in Vancouver).
- D1.10 Attend the BIA BC conference annually to share ideas and bring new ideas back to the BIA.
- D2.1 Conduct annual audits and produce audited financial statements.
- D2.2 Set aside 1% of funds annually in a Contingency Account.
- D2.3 Work towards full compliance with 'Risk Assessment' document. Review document annually at meeting of Board.
- D2.4 Review monthly bank reconciliations & profit & loss statements with treasurer and balance sheet quarterly; distribute to all Board members for their review.

E. Communications, Marketing, Promotion

Strategy E.1: Publish more tools to promote greater understanding about the BIA, its value to members and the community.

Strategy E.2: Orient and welcome new members regularly; orient new Board members annually.

Strategy E.3: Develop the website to be an engaging and entertaining information resource for members, customers and community.

Strategy E.4: Promote South Hill BIA as a business, dining and shopping area wrapped into a friendly neighbourhood and promote its business members in various ways.

Strategy E.5: Publish emergency procedures for SHBA office, Board and members.

Strategy E.6: Host special events for the community to draw out customers to Fraser Street, thank them on behalf of businesses for their loyalty and encourage a 'shop local' attitude and neighbourhood feel.

Strategy E.7: Plan for better mix of businesses and add more specialty retail stores.

Objectives:

- E.1.1 Create Member Benefits (economic) summary of Association membership and distribute to businesses; adapt for the website.
- E.1.2 Develop a brochure of key projects and programs. Publish in print and for the website.
- E.1.3 Develop a running brochure of BIA accomplishments. Publish in print and for the website.
- E.1.4 Develop more member benefits of Society membership.
- E.1.5 Publish newsletter twice a year. Make at least one version a digital one.
- E.1.6 Develop a renewal survey for members, report results to board and incorporate the identified priority projects and programs into the Strategic Plan.
- E.2.1 Develop an orientation kit for new members including SHBA office contacts, list of Board members and bios, Member Application form, new brochures, Member Benefits, latest newsletter copy, tips to prevent fraud and vandalism, information about the website and its Business Directory for finding other members, ways the BIA office can assist members.
Update the Board member binders annually or more frequently, as appropriate.
- E.3.1 Develop new web presence further by
 - i) refreshing the design, adding regular content and managing content,
 - ii) maintaining security and updated applications, plug-ins, links
 - iii) Search Engine Optimization (SEO)
 - iv) provide better breakdown of restaurant types (cuisine types) within the categories of business for the business directory to optimize consumer friendliness
- E.3.2 Promote website presence with businesses; collect more logos, photos for the directory; update and expand business descriptions.

- E.4.1 Promote businesses in different ways (legacy businesses, new businesses, distinct businesses, South Hill as a dining/shopping experience, business services, medical services, other services, and so on) through published articles in newsletter, website, public relations, social media, and through advertising of South Hill as a business community.
- E.4.2 Publish South Hill location on PlugShare, Chargepoint website, Chargehub.com and in the national directory of EVCS across Canada to invite new green customers to charge their electric vehicle in South Hill.
- E5.1 Publish emergency procedures and conduct tabletop exercise with Board and Hosts.
- E6.1 Develop and host special events in South Hill that promote business on Fraser Street and support a community of customers:
 - i) Community Clean-up Party (May-June)
 - ii) Go Local – Shop, Dine and Conduct Business in South Hill (November)
 - iii) Christmas in South Hill – A Visit with Santa! (December)
 - iv) Lunar New Year Celebration – A Lion Dance (January-February)
 - v) Volunteer Fraser Street Gardeners Seminars: 2 in 2018-2019
- E7.1 Plan for better mix of businesses and add more specialty retail stores; include European restaurants, clothing boutiques, toy store, pet store, cheese shop; seek high quality shops to encourage increased support from local residents. Work with realtors, Small Business BC, Business Development Bank of Canada.

F. Overall Financial

Purpose – To receive five-year budget approval by members to achieve the overall strategies and objectives, and to achieve successful negotiations with the City with respect to parking

Strategy F1: Achieve a successful renewal September 2018

Strategy F2: Achieve a successful parking arrangement with City 2018-2019

Objectives:

- F1.1 Achieve a successful five-year renewal for the BIA. Board, Sept 20/18
Renewal:
 - A) Create and distribute *Renewal Survey* to all members along with *BIA Programs and Projects* brochure (April 2018); Survey answers feed the Strategic Plan.
 - B) All directors - Conduct personal visits to members and take on specific blocks of the BIA (Aug-Sept) to

- i) notify members of renewal and set out the case for continuing to support the direction of the BIA;
- ii) communicate highlights of Strategic Plan and budget and request support;
- iii) communicate importance of renewing Membership Application to be 'member in good standing' and to be eligible to vote at AGM and request participation;
- iv) distribute *Member Benefits* publication and invite members to read about the benefits of membership.

C) Distribute brochure on BIA accomplishments (early Sept) and post to website.

- F1.2 Publish a brochure of key BIA programs and projects in fiscal 2017-2018
- F1.3 Invite member feedback on the BIA through a renewal survey (Results contribute to the Strategy for the next five years)
- F1.4 Publish an initial member communication about the coming renewal and provide a first cut budget. Exec. Director/Treasurer Summer, 2018
- F 1.5 Issue a comprehensive communication and budget package, along with AGM notice. Exec. Director August & Sept, 2018
- F1.6 Create and distribute a communication on Member Benefits (economic), and a Brochure on the accomplishments of the BIA over the past years
- F 1.7 All Directors to make visits to members throughout the area to personally encourage members to renew their membership, attend the Annual General Meeting and speak about the BIA, its contributions, the importance of the renewal year, strategy and budgets. Board / Exec. Director July through Sept 19/18
- F 1.8 Successfully hold the AGM and thereby complete the first step of the renewal process. Board / Exec. Director Sept 20, 2018
- F 1.9 Achieve final budget approval from City Council. Exec. Director March 2019
- F 2.1 In light of City's New Parking Policy (Nov. 2016), negotiate with City departments for Parking services at lower cost with assurance of continued parking including parking with any future development. July'18 to Jan'19 Neighbourhood Committee

G. South Hill Identity and Branding

Purpose - to develop a stronger vision of South Hill

Strategy G.1: Define visually and build on the friendly South Hill community and craft a stronger village-like feel with innovation, distinct characteristics – a neighbourhood with an identifiable personality that is inviting to residents – our customers, and in this way, to business investors too.

Objectives:

- G1.1 Define the South Hill Business Area with Banners that reflect the business district we aspire to become and use them throughout the length of the BIA. Rotate two sets of banners, spring and fall.
- G1.2 Welcome “signage” (Budget 2): Create South Hill area welcome “signs”; Use multi-cultural icon or imagery that brands the area at both ends of the BIA. (North end: by year 2021; South end: by 2023)
- G1.3 Promote South Hill Business Area with attractive window display using empty storefront space.
- G1.4 Commission more artistic reflections of the community to add personality and village-like feel. Consider wall mosaics, iron art, a living green wall, an artistic sculpture or art installation at the free WiFi community area. Work with community groups to tackle larger projects.
