



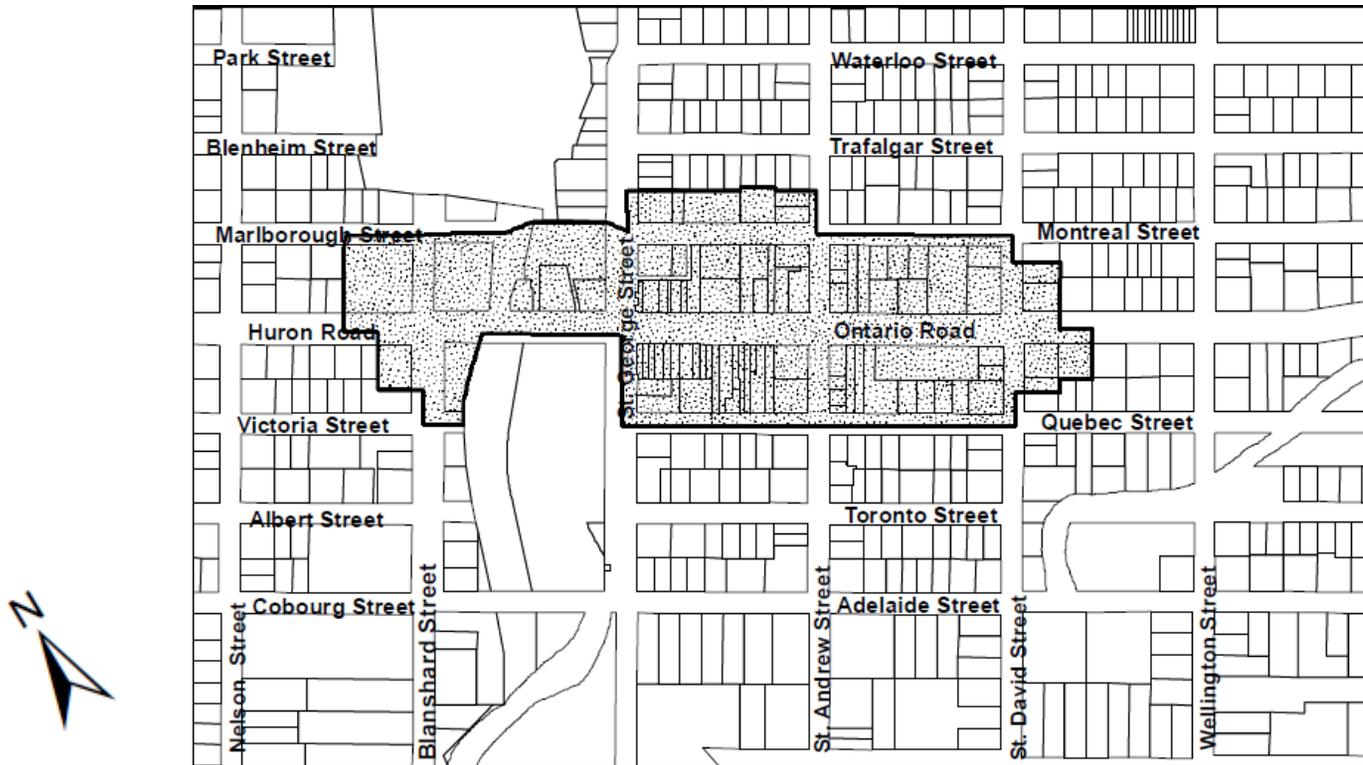
# Mitchell BIA Strategic Plan

2018-2021

Adopted March 21, 2018

# Introduction

The Mitchell Business Improvement Area (BIA) was established in 2009 and is an association of commercial property owners and business tenants that are located in a defined area of the downtown core of Mitchell. The Mitchell BIA works in partnership with the Municipality of West Perth to create a prosperous and sustainable environment for business and contributes to a healthy local economy. The Mitchell BIA has a membership category for Associate Members which allows stakeholders outside of the Mitchell BIA geographic area to be involved with BIA activities. In accordance with legislation and the requirements of By-Law 130-2008, Associate Members do not have same privileges as owners or tenants in the BIA geographic area.



## Background

The Mitchell BIA engaged in a strategic planning process in 2017 as a part of a cooperative effort between the Mitchell BIA and the Municipality of West Perth to revisit the original purpose of the Mitchell BIA and to update the organization's governance, policies and procedures to be consistent with legislation and the BIA's enacting by-law (By-Law 130-2008).

The BIA renewal process started with the organization of an Annual General Meeting (AGM) in March of 2017 and the election of a Board of Management which was endorsed by West Perth Council and will serve until March of 2019. The new Board of Management then set to work on updating processes and procedures and initiated a strategic planning process. The strategic planning process was facilitated by Vicki Lass of the Ontario Ministry of Agriculture, Food and Rural Affairs and the process was supported by Municipality of West Perth staff. The process involved facilitated strategic planning sessions and the preparation of a Draft Strategic Plan for review by the Board of Management. Final amendments were made and the Strategic Plan was approved at the AGM on March 21, 2018.



Mitchell's Main Street, early 1940s. Campbell Collection.



Mitchell's Main Street, 2017.

## Vision

Mitchell BIA is a welcoming, collaborative business community creating a satisfying experience for residents and visitors alike.

## Mission

The BIA facilitates beautification, education and promotion opportunities for all members.

# Focus

Based on a SWOT and PESTO analysis (see appendix A) and the knowledge of the Board of Management and other participants in the process, the Mitchell BIA will focus on four areas to enhance and revitalize the business improvement area and work to achieve the goals of the strategic plan:

- **Organization**
- **Education**
- **Beautification**
- **Marketing and Promotion**

During a brainstorming session, a number of goals were identified (see appendix B) and these goals were prioritized by the participants through the facilitated process. Table 1 summarizes goals and the tasks necessary to achieve these goals under each of the four theme areas.

|  |   |   |  |  |
|--|---|---|--|--|
| <b>Organization</b><br><br><b>Education</b><br><br><b>Beautification</b><br><br><b>Marketing and Promotion</b> | <b>Goal:</b><br><b>Update BIA By-Law and Create a BIA Charter</b> <ul style="list-style-type: none"> <li>Review the current by-law and make revisions to reflect changes in legislation and desired changes in processes and governance.</li> <li>Develop a BIA Charter</li> </ul>          | <b>Goal:</b><br><b>Hire Part Time Staff Person</b> <ul style="list-style-type: none"> <li>Write job description</li> <li>Coordinate with municipality</li> <li>Hire by April/May of 2018</li> <li>Develop a plan for how staff supervision and evaluation will be undertaken</li> </ul> | <b>Goal:</b><br><b>Update Committee Structure</b> <ul style="list-style-type: none"> <li>Develop work plan for each committee based on Strategic Plan</li> <li>Recruit new committee members based on the work plan</li> </ul>   |  |
|  | <b>Goal:</b><br><b>Offer regular educational seminars on topics of interest to members</b> <ul style="list-style-type: none"> <li>Consult members on topics of interest</li> <li>Promote sessions</li> <li>Evaluate and revise as necessary</li> </ul>                                      | <b>Goal:</b><br><b>Encourage professional development opportunities</b> <ul style="list-style-type: none"> <li>Include a budget for professional development</li> <li>Promote opportunities</li> </ul>  | <b>Goal:</b>   |  |
|  | <b>Goal:</b><br><b>Work with Municipality to clearly define roles of BIA and Beautification Committee</b> <ul style="list-style-type: none"> <li>Develop a memorandum of agreement with the municipality on roles, responsibilities and budget</li> </ul>                                   | <b>Goal:</b><br><b>Execute Two Seasonal Decorating Initiatives</b> <ul style="list-style-type: none"> <li>Flags – develop new plan</li> <li>Flowers</li> </ul>  | <b>Goal:</b><br><b>Support Storefront Improvement</b> <ul style="list-style-type: none"> <li>Encourage improvements</li> <li>Pursue opportunities for subsidy/grant</li> </ul>   |  |
|  | <b>Goal:</b><br><b>Improve Social Media Presence</b> <ul style="list-style-type: none"> <li>Develop a social media protocol</li> <li>Plan for renewal of the BIA website</li> <li>Keep website up to date</li> <li>Assist members with using central business directory (County)</li> </ul> | <b>Goal:</b><br><b>Support BIA and Community Events</b> <ul style="list-style-type: none"> <li>Celebrate BIA members</li> <li>Recognize excellence or milestones</li> <li>Participate in, and support, community events</li> </ul>  | <b>Goal:</b><br><b>Prepare Promotional Materials</b> <ul style="list-style-type: none"> <li>Update promotional materials to be concise and adaptable for various medias</li> <li>Promote BIA services and value to membership, new members, Council and other stakeholders</li> <li>Review BIA branding</li> </ul> |  |

**Table 1:** Summary of Goals and Actions to Achieve Goals for Each Theme Area

## Reporting Mechanisms

The BIA Strategic Plan (2018 – 2021) was adopted by the Board of Management at the Annual General Meeting on March 21, 2018. Future decisions that are made by the Board of Management should consider the guidance that is provided by this Strategic Plan along with other factors such as changing circumstances and conditions that were not anticipated at the time that this Strategic Plan was adopted.

The Mitchell BIA Strategic Plan is intended to cover the planning horizon from 2018 – 2021. The Strategic Plan should be updated towards the end of the planning horizon by revisiting the planning context and updating for conditions at that time.

## Communications Plan

The approval of the Mitchell BIA Strategic Plan should be communicated to the Membership as well as other stakeholders. The Strategic Plan should be made available on the Mitchell BIA website and on the BIA page of the Municipality of West Perth website. As the BIA implements actions identified in the Strategic Plan or as the BIA makes other policy or operational decisions, reference should be made to the guidance provided by the Strategic Plan.

# Appendix A

## SWOT Analysis

### Strengths (internal)

- Core group of people
- Support staff
- Low vacancy
- Finances
- Group diversity
- Committee structure

### Weaknesses (internal)

- Same member activity
- No succession plan
- Limited opportunities for “new”
- Low vacancy
- No BIA clarity
- Limited communication

### Opportunities (external)

- Growth of memberships and increased engagement of existing members
- Expand to West Perth BIA
- More worth to membership
- More council collaboration
- Residential space downtown
- Services vs retail downtown

### Threats (external)

- Meeting legislative requirements
- Restrictive by-laws
- Conflict between members and member expectations

## PESTO Analysis

### Political

- New Clerk/ CAO
- Urban-rural disconnect
- Minimum wage
- OSAP

### Economy/ Environmental

- New Small Business Enterprise Center
- No post-secondary School
- Transfer of generational money

### Social

- Aging/ workforce availability

### Technological

- Electric vehicle charging station
- Online shopping
- Aging infrastructure

## Other

- Succession planning for businesses
- No family restaurants
- Lack of available space
- No motels/limited accommodations

# Appendix B

## Results of Goal Setting Brainstorm Activity, October 24, 2017

### GOALS:

1. Prepare a new BIA Charter, reflecting the Strategic Plan, in time for the 2018 AGM.
2. Prepare up-to-date, concise, promotional materials [digital paper for the BIA]

### Beautification

- Examine the relationship between Municipality Beautification Committee and BIA – partner with them
- Ideas and implementation
- Storefront improvement
- Downtown flowers
- 2 seasonal décor initiatives – flags
- Facilitate “2” seasonal Main Street décor initiatives
- Improve storefront maintenance with paint/supply and subsidy/grant – 3 businesses/year
- Take over downtown flowers
- Develop a new plan for flags in the downtown – consider material flags and no maintenance iron works

### Education

- Fire safety seminar suitable to all businesses – continuity, accountability, priority
- Engage members for quarterly training/seminars as voted on by members, eg. Hiring, customer service, social media, seasonal workshop
- Downtown fire safety business plans

## Marketing & Promotion

- Fruition of Business Recognition Gala
- Making it a successful annual event
- Improve social media presence by posting relevant content a minimum of 5x per month
- Facebook, Twitter, maybe Instagram, website
- New event to promote members, eg. “gala”
- Business recognition
- Events
- Education
- Membership Approvals for organizational structure and work flow policies [webmaster]
- Social media policy [partial]

## Organizational Capacity

- Ensure structure of proper committees
- Hire if necessary!
- Hire part-time staff
- More support from staff
- Confirm the resources needed, create a job description and hire a BIA staff person [part-time] following open competition
- Staff hired by?, interviewed by?, job description by?
- Hire 1 dedicated staff to support BIA admin, as budget allows
- Policy with help from Clerk – written baseline Professional development
- Meeting attendance for Board

Social media policy [partial]