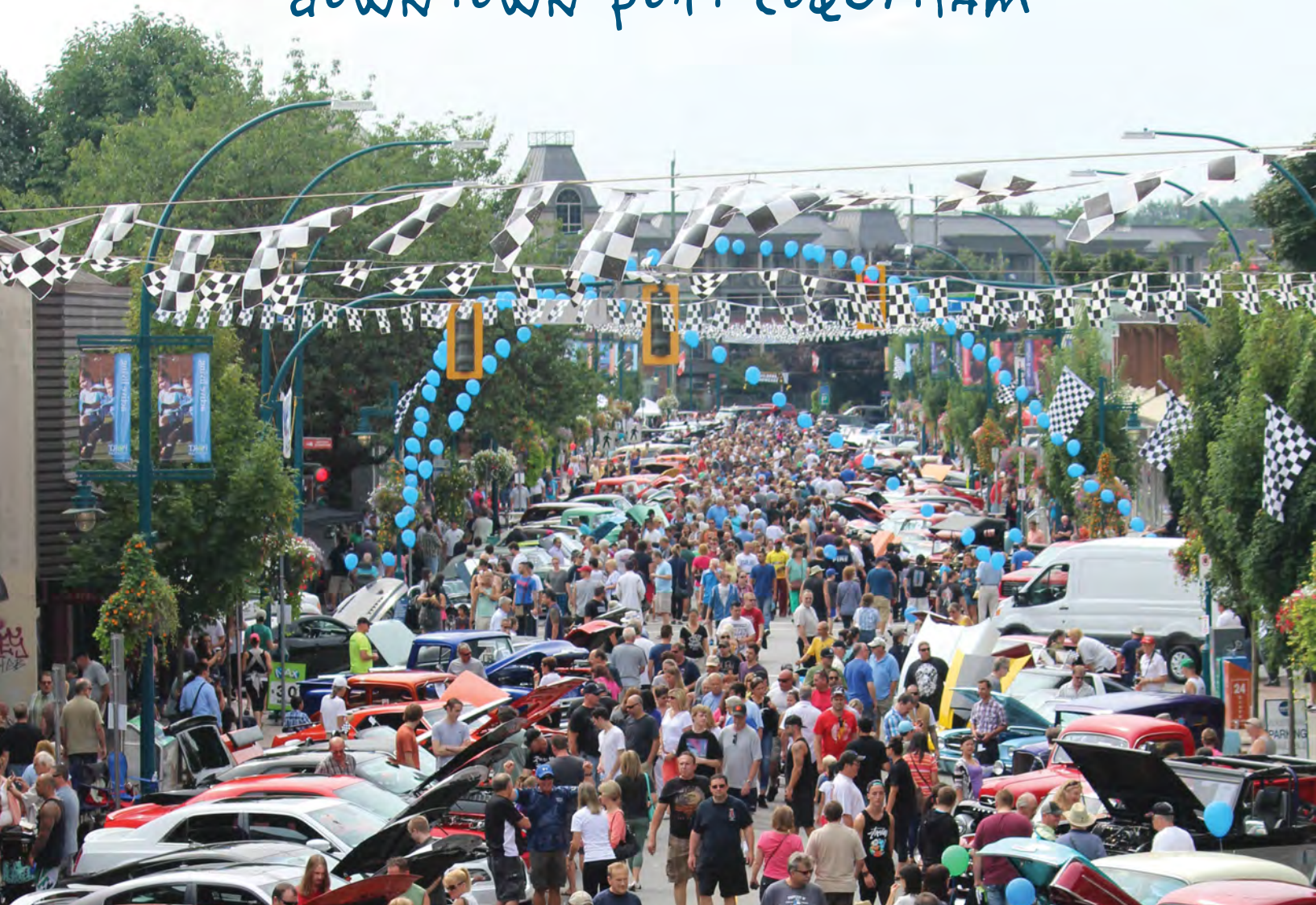


planning a vibrant future for downtown port coquitlam



2016-2020

Strategic Plan



Message from the Board

We are proud to present our new Strategic Plan, which will guide the Port Coquitlam Business Improvement Association over the next five years as we work to promote downtown Port Coquitlam and advocate for our members.

Our charming downtown is a breath of fresh air among the typical strip mall development we see these days, and it's no longer the secret it once was. It has been exciting to see the increase in residential and commercial growth in recent years (including Port Coquitlam's first high-rise building) as the rest of the region discovers what we have to offer.

Our Strategic Plan will help our organization capitalize on the unique qualities of our downtown for the benefit of our members. It is a living document that will be updated as objectives are completed, as conditions change and as our members' needs evolve.

We look forward to working closely with our members and other stakeholders over the next five years to maintain downtown Port Coquitlam as the thriving, lively heart of our community.

On behalf of the board,



Lih-Ming Tam
President

Contents

- 3 About Us
- 5 Financing
- 6 2011-2015 Highlights
- 8 Plan at a Glance
- 9 Strategic Plan Details

We're your neighbours – AND we love
port coquitlam just like you do!

About Us

For many years, downtown Port Coquitlam has been known for its quaint, old-fashioned feel, with its green spaces, wide tree-lined sidewalks, historic City Hall, and mix of one-of-a-kind and chain retailers, restaurants and businesses.

Thanks to new multi-family and commercial development in recent years, the area is also growing into a lively destination where people come to shop, socialize, celebrate and do business.

This is the home of the Port Coquitlam Business Improvement Association (BIA), a non-profit society

dedicated to promoting the interests of downtown property owners and licensed business operators.

Formed in 1994 by area merchants, the BIA has grown to represent more than 300 members. All property owners and licensed business owners within the Business Improvement Area Boundary (see map, page 4) are members of the BIA.

The BIA receives its authority from City of Port Coquitlam Bylaw No. 3736 (see www.pocobia.com/about-us).

The BIA's five-year contract is due for renewal on Dec. 31, 2015.

OUR VISION

Downtown Port Coquitlam is a vibrant, thriving neighbourhood supported by engaged and prosperous businesses.

OUR MISSION

To develop partnerships and showcase downtown Port Coquitlam's unique qualities while promoting, supporting and advocating for the downtown business community.



What We Do

We provide the following services to our members:

- Serve as a voice for downtown businesses and an advocate for their collective needs.
- Update members on initiatives and issues that affect them.
- Provide opportunities to network and collaborate.
- Promote downtown Port Coquitlam and its businesses.
- Lead or sponsor events designed to attract people to downtown Port Coquitlam.
- Lead or sponsor initiatives designed to keep the downtown beautiful and safe.

Please see page 6 for further details.

Our People

The BIA board is elected from among our membership at each year's Annual General Meeting in April/May. Other than July, August and December, the board meets monthly to guide the BIA and work to promote the interests of our members.

Our programs are executed by a full-time executive director and part-time communications liaison, who execute the direction of the board. In addition, more than 100 volunteers assist with the annual Downtown Car Show, the BIA's signature event.

Financing

The BIA's funding comes primarily from the levy applied to all properties in the Business Improvement Area through Bylaw No. 3736.

The rate is set for five years at a time. The proposed levy for 2016-2020 includes two 2% increases for inflation purposes and would provide the BIA with the following annual budgets:

- 2016: \$182,440 (2% increase from 2015)
- 2017: \$182,440
- 2018: \$182,440
- 2019: \$182,440
- 2020: \$186,089 (2% increase from 2019)

The levy must be approved at the BIA's 2015 AGM, as well as by the City of Port Coquitlam and business owners through the renewal process.

The BIA presents an annual budget to our members, and our annual financial statements undergo a review engagement each year and a formal audit every three years.

Sponsorships provide some additional funding for BIA activities. For example, in 2014, Downtown Car Show sponsorships totaled approximately \$40,000.



2011-2015 Highlights

Promotions

- Updated www.pocobia.com, including the online virtual tour of the downtown. (2013)
- Conducted seasonal and special advertising campaigns, e.g. shop local, City's 100th birthday, Christmas Counterattack. (ongoing)
- Established and promoted the searchable online business directory at www.pocobia.com/businesses. (2013)
- Produced a Membership Directory distributed to BIA merchants and 60,000 homes in the region. (2014)

Downtown Car Show

- Hosted successful Car Shows that attract more than 60,000 people each year. (yearly since 2005)
- Worked with the Spirit Committee to organize Homecoming Weekend, a massive community party celebrating the City's centennial that included the Car Show, outdoor concerts, family entertainment and more. (2013)

Beautification and Safety

- Sponsored the ongoing street banner program in the downtown. (yearly)
- Sponsored decorative wraps on downtown utility boxes. (2011)
- Sponsored purchase and installation of Christmas decorations on Shaughnessy Street. (yearly)
- Sponsored a BIA window-painting program at Christmas and during special events. (2009-2014)
- Sponsored a graffiti removal program for businesses in partnership with the Community Police Station. (ongoing since 2014)



Online business directory



Downtown Car Show



Street banner program

Community Involvement

- Sponsored the Port Coquitlam Sports Alliance's BIA Team Room. (2014-2019)
- Sponsored the Centennial Community Garden. (2013)
- Sponsored the Heritage Centre at Leigh Square. (yearly)
- Sponsored and/or participated in organizing committees for:
 - Christmas in Leigh Square (yearly)
 - Port Coquitlam Farmers Market (ongoing since 2014)
- May Day Festival (yearly)
- Hyde Creek Salmon Festival (annual sponsorship)
- Village Vibe concerts in Leigh Square (annual sponsorship)
- I am Someone Walk to end bullying (2013)
- PoCo Biz Awards (since 2013)
- Participated in annual Remembrance Day ceremonies. (yearly)
- Conducted food drives for SHARE food bank. (2011-2013)

Advocacy

We advocated on behalf of our members about collective concerns, and had representatives on:

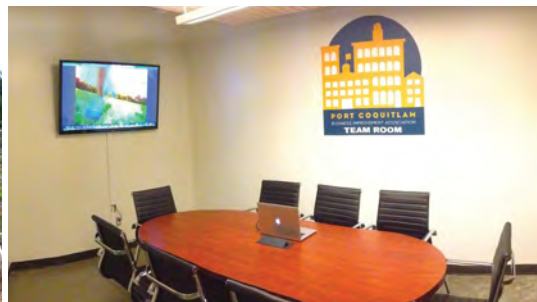
- Transportation & Public Works Committee (ongoing since 2014)
 - Introduction of a 30 km per hour speed limit on Shaughnessy Street.
- Smart Growth Committee (ongoing since 2006)
- Community Recreation Complex planning advisory group (2014)
- Healthy Community Committee (2015)
- Mayor's Task Force on Business Opportunities (2012-2013)

Membership

- Distributed quarterly newsletters on news and initiatives of concern to members, delivered by hand. (ongoing since 2013)
- Had an open-door policy to hear member concerns. (ongoing)
- Provided networking opportunities and board member meet-and-greets at the Annual General Meeting. (ongoing since 2012)
- Offered volunteering/sponsorship opportunities. (ongoing)



Centennial Community Garden



Sports Alliance BIA Team Room



Member newsletter

Plan at a Glance

FIVE-YEAR GOALS – 2016-2020

<p>Offer strategic member services.</p>	<p>Be an effective advocate and voice for members.</p>	<p>Foster awareness and interest in downtown PoCo through partnerships and collaboration.</p>	<p>Improve organizational effectiveness.</p>
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24-MONTH OBJECTIVES

<ul style="list-style-type: none"> • Provide pertinent information to members on a regular basis. • Provide cost-effective member services, resources and educational opportunities. • Address communication barriers within membership, particularly for those who speak English as a second language. • Increase member collaboration through operational committees, where appropriate. • Continue to develop a business promotion scheme and implement innovative marketing opportunities for the downtown as a whole, based on new branding and marketing research. 	<ul style="list-style-type: none"> • Protect the interests of our membership by staying up-to-date on current and future issues that could affect downtown businesses. • Participate on relevant City committees and strive to have a voice in City decisions and policies that could directly affect members. • Review and support new local and regional initiatives that are in the best interest of our members. 	<ul style="list-style-type: none"> • Continue to coordinate and sponsor local events that bring people to downtown PoCo and benefit members. • Pursue cost-effective beautification and streetscape improvements. • Continue to foster strategic relationships with community partners, and collaborate with them on initiatives. 	<ul style="list-style-type: none"> • Ensure staff and board members have the broad range of skills and training required to be effective. • Identify possible volunteer positions within the organization, and develop and implement a plan to fill them. • Review, revise and define staff and board roles and responsibilities, and organizational policies and procedures.
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Strategic Plan Details

The development of the BIA's 2016-2020 Strategic Plan was based on:

- A Communications and Brand Alignment report by Synergist that included stakeholder meetings, focus groups, and surveys of members and the public.
- Board planning sessions that outlined the BIA's strategic focus and identified a "working/administrative" board model in which board members are responsible for both policy/general direction and some operations.
- Board planning sessions facilitated by a Strategic Plan consultant.

Through this process, the board updated the BIA's vision and mission to the following.

Our vision:

Downtown Port Coquitlam is a vibrant, thriving neighbourhood supported by engaged and prosperous businesses.

Our mission:

To develop partnerships and showcase downtown Port Coquitlam's unique qualities while promoting, supporting and advocating for the downtown business community.

Plan Organization

Our five-year Strategic Plan is organized under four key goals:

- Offer strategic member services.
- Be an effective advocate and voice for members.
- Foster awareness and interest in downtown PoCo through partnerships and collaboration.
- Improve organizational effectiveness.

To deliver on these goals, we have set a series of 24-month objectives. These objectives will be revisited and updated periodically over the five-year term of the plan.

Performance measurement will also be built into the plan over time, as appropriate analytics are determined.

Goal 1

Offer strategic member services.

We'll be working to meet existing and evolving member needs in a variety of ways.

With our new branding and marketing research, we'll continue to develop our business promotion scheme and innovative marketing opportunities to support the downtown as a whole.

We'll also be looking for ways to improve our members' access to pertinent information and resources. For example, we will be introducing a new "annual report" edition of our newsletter in January, improving our new member

packages, strengthening our online outreach, and looking at how we can better reach members with language or other communication barriers. At the same time, we'll continue to provide the face-to-face service that is appreciated by our members.

Working within our available resources, we'll also provide programs that meet widespread needs, and offer opportunities for members to learn and engage through educational programming and involvement in operational committees.

Be an effective advocate and voice for members.

Goal 2

Advocacy for our members is a core focus of the BIA.

We'll continue to work to protect the interests of our members and serve as their voice on issues that could affect downtown businesses, such as parking, transit and development.

Our efforts in this area will include staying up-to-date on emerging

issues, participating on relevant City committees, and striving to have a voice in City or other government decisions and policies that could affect members.

We'll also continue to review and support new local and regional initiatives that are in the best interests of our members.

Goal 3

Foster awareness and interest in downtown PoCo through partnerships and collaboration.

The BIA will continue to collaborate with stakeholders to promote and host events that bring people to downtown PoCo. The organization's signature event, the Downtown Car Show, celebrated its 10th anniversary in 2014 and is continuously being refined and improved. The BIA will also consider involvement in other events and activities that benefit members.

We will also continue working to ensure the downtown has a pleasant and welcoming atmosphere.

This will include pursuing cost-effective beautification and streetscape improvements, such as street banners, along with safety initiatives such as a graffiti removal program.

We value the relationships we have built with our community partners over the years, and will continue to pursue ways to collaborate with them on initiatives that benefit our members.

Improve organizational effectiveness.

Goal 4

Continual improvement is critical for any organization. To ensure we are doing our utmost for our members, we will be looking closely at our capacity and procedures in the coming years.

This work will include ensuring our board and staff have the necessary skills and training to conduct our business as effectively and efficiently

as possible. We also intend to broaden our volunteer base – currently focused on the Car Show – to take advantage of volunteer support for other BIA initiatives.

As well, we will be reviewing, revising and defining both staff and board roles and responsibilities, along with our organizational policies and procedures.



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