



STRATEGIC PLAN

2021 - 2025



MESSAGE FROM THE BOARD

It brings me great pride in presenting the downtown Port Coquitlam Business Improvement Associations new strategic plan, which will guide us into the next 5 years. In the months and years to come, this plan will serve as framework for short term and long term actions to be taken, as support is needed by our members.

Throughout our engagement and planning process, the board of directors and staff worked collectively in reviewing our direction and attention for the greater interest of our downtown district.

Given our commitment to clarity, we further refined our vision and mission. The aim for these changes is to help businesses, government, staff and the public to have a better understanding of our value and purpose.

You will see how we are drawing upon our commitment to engagement, leadership, and community to empower our association to be ambassadors of this plan, strengthening our partnerships with stakeholders, community groups, residents and families – all to continue earning the complete confidence of those we serve.

Lisa Nadalin
President
Port Coquitlam Business Improvement Association

Contents

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



ABOUT US

The Port Coquitlam Business Improvement Association (BIA), a non-profit society dedicated to promoting the interests of downtown property owners and licensed business operators, was formed in 1994 by area merchants. We are proud to have over 300 current members who are the heart and soul of the downtown core.

Port Coquitlam is perfectly balanced with small town feel living and easy access to downtown Vancouver; local transit is just

steps away. Affordable new construction for commercial activities and multi-family residential living provide opportunities for positive growth and change. The local farmer's market, independent bakeries, unique shops, eateries and parks attract people from all over to visit, explore and enjoy all that the downtown has to offer. The BIA receives its authority from the City of Port Coquitlam Bylaw No. 3736 and its five-year contract is due for renewal on December 31, 2020.

VISION

Our downtown core represents an engaged and prosperous business district. With all the charm and contributions of a connected community, people come from all over to shop, dine and indulge in what Downtown Port Coquitlam has to offer.

MISSION

To strengthen member relationships, engage the community and provide excellence in support and advocacy for our businesses. To revitalize the downtown Port Coquitlam core; leading every member to effectiveness and success.

VALUES

The Port Coquitlam BIA will hold itself to the highest standards and uphold these three core values in all it does.

LEADERSHIP

Passionate and committed, we lead change by providing expertise and advocacy for our members' business needs.

ENGAGEMENT

Connecting with every business member, we are able to support their growth and success

COMMUNITY

Collaborating with stakeholders to ensure a positive, safe and welcoming community to work, live and play.

WHAT WE DO



From our office at E-2232 McAllister Avenue, we provide the following services to our members:

- Serving as a voice for downtown businesses and an advocate for their collective needs.
- Keeping members updated on initiatives and issues that affect them.
- Providing members with opportunities to network and collaborate.
- Promoting downtown Port Coquitlam and its businesses.
- Leading or sponsoring events designed to attract people to downtown Port Coquitlam.
- Leading or sponsoring initiatives designed to keep the downtown beautiful and safe.

OUR PEOPLE

The board of the BIA is elected from among our membership at each year's Annual General Meeting in May. The board meets to guide the BIA and work to promote the interests of our members.

Our programs are executed by a part-time executive director and a contracted marketing consultant, who work together with the board to fulfill the strategic direction of the organization.

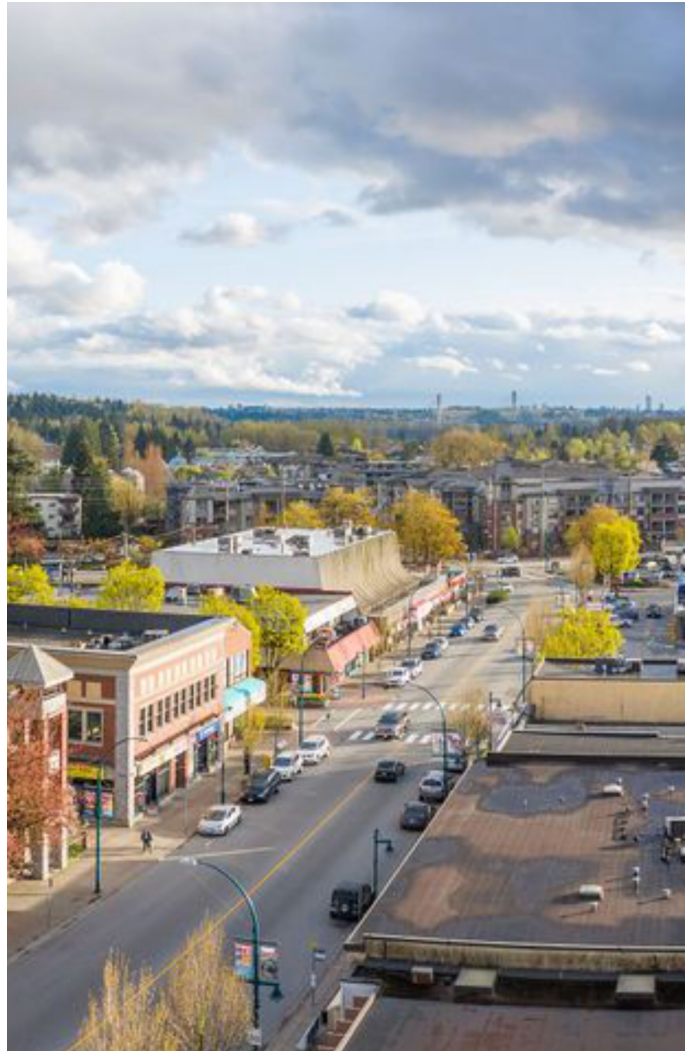
FINANCING

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 2021-2025 includes a 2% increase for inflation and development support purposes.

The proposed levy needs to be approved not only at the BIA's AGM, but by the City and business owners through the renewal process. If approved, the levy would provide the BIA with the following annual budgets:

- 2021: \$186,089
- 2022: \$186,089
- 2023: \$186,089
- 2024: \$186,089
- 2025: \$189,811 (2% increase from 2024)



The BIA presents an annual budget to Council. Financial statements undergo a review engagement annually and a formal audit every 5 years.

Sponsorships provide some additional funding for BIA activities such as the Harvest Festival, but also to support the city's improvements to the downtown, their events and the downtown action plan.

HIGHLIGHTS

PROMOTIONS AND EVENTS

- Updated the downtownpocobia.com website and directory.
- Conducted seasonal and special advertising campaigns with local media: Tri-City News, What's On PoCo and Experience Tri Cities.
- Distributed Downtown PoCo shopping bags to encourage reusable bags and shopping within the downtown.
- Created marketing materials such as brochures, pens, umbrellas, and hats.
- Offered a weekly booth at the Port Coquitlam Farmers Market to be available to members.
- Utilized the Shaughnessy Pop-Up Park for community events including: Pancake Breakfast supporting SHARE, Yoga in the Pop-Up Park, and the weekly music series: Pop-Up Parkapalooza.
- Brought back the Harvest Festival with week long events including: on location giveaways, animal costume contest, wreath making, pumpkin decorating, long table dinner, and an autumn market.



BEAUTIFICATION AND SAFETY

- Sponsored the ongoing street banner program in the downtown.
- Sponsored the purchase and installation of the Christmas decorations on Shaughnessy Street and Leigh Square.
- Orchestrated a cohesive window-painting program during the fall, winter and for special events.
- Worked with the Coquitlam RCMP and Downtown Community Police Station to promote pedestrian safety and ongoing initiatives.
- Hosted the Homelessness: A Primer for Business seminar to help businesses learn best practices and give insight on the homeless community.

HIGHLIGHTS



COMMUNITY INVOLVEMENT

Sponsored and/or participated in organizing committees for:

- City of Port Coquitlam
- May Days
- Canada Day
- PoCo Grand Prix
- Remembrance Day
- PoCo Best Biz Awards
- Christmas in Leigh Square
- PoCo Heritage
- SHARE Family and Community Services
- Rotary Club of Port Coquitlam
- Charlene Reaveley Children's Charity
- Hyde Creek Salmon Festival
- Port Coquitlam Farmers Market
- Port Coquitlam Sports Alliance
- Downtown PoCo Car Show
- Terry Fox Foundation
- Port Coquitlam Community Foundation
- BIABC - Coquitlam conference
- Tri Cities Stay at Home Gala
- Shaughnessy Pop-Up Park

ADVOCACY

We advocate on behalf of our members about collective concerns and have a seat on the Transportation and Public Works committee.

MEMBERSHIP

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

PLAN AT A GLANCE

FIVE YEAR GOALS: 2021 - 2025

Encourage and Support Downtown Revitalization and Beautification	Member Support, Advocacy and Engagement	Community Engagement	Marketing and Branding
OBJECTIVES			
<p>Improve communication and collaboration with the City of Port Coquitlam regarding the proposed delivery of the revitalization/ beautification plan</p> <p>Continue with downtown beautification strategies</p>	<p>Provide updates on initiatives and issues and other pertinent information to members on a timely and regular basis</p> <p>Serve as a voice for downtown businesses and advocate for their collective needs</p> <p>Provide opportunities to network and collaborate</p> <p>Work with members and other stakeholders to maintain downtown PoCo as the thriving, lively heart of our community</p> <p>Develop a crisis communication plan</p> <p>Increase member collaboration through operational committees where appropriate</p> <p>Promotions, Community Events</p>	<p>Lead or sponsor promotions designed to attract people to downtown PoCo</p> <p>Promote downtown PoCo</p> <p>Events creation and participation</p>	<p>City of PoCo supports and promotes the BIA to businesses and the community</p> <p>To be acknowledged as a valued partner to stakeholders</p> <p>Use current technology to promote BIA programs and services.</p> <p>Explore BIA specific app</p> <p>Develop a marketing and branding strategy</p> <p>Newsletter</p> <p>Board ambassador outreach</p>

STRATEGIC PLAN DETAILS

The 2021-2025 BIA Strategic Plan was created during the time of the Global COVID-19 pandemic. This unique time in history had a dynamic impact on the lives of the downtown Port Coquitlam business owners, members, and community at large by shuttering businesses to close and limiting face to face contact. New realities are being faced daily. This ever-changing landscape impacting businesses may require flexibility, adaptability and modification to the current strategic plan.

Sandra Horton Inc. was hired as Strategic Planning Consultant to facilitate the workshops required to develop this strategic plan. A Board of Directors' survey informed the planning process along with a roadmap to guide discussions. The roadmap itself entailed a comprehensive review of relevant sources of information which included: the BIA past strategic plan, and a review of City of Port Coquitlam's publications, projects, plans, and initiatives. A SWOT analysis and confrontation matrix were completed. These combined actions led to the identification and selection of four strategic priorities for the 2021- 2025 plan.

Two facilitated Board of Director's planning sessions and one Values workshop sessions were held. The situation required that the 2021- 2025 planning sessions be conducted online.



PLAN ORGANIZATION AND COMMUNICATION

Four Strategic Priorities were identified:

- 1) Encourage & Support Downtown Revitalization and Beautification
- 2) Member Support, Advocacy and Engagement
- 3) Community Engagement
- 4) Marketing and Branding

COMMUNICATION STRATEGY

The 2021- 2025 will be shared with the members, community and the City of Port Coquitlam. Each year the strategic plan will be shared with Members prior to the upcoming AGM via email. A hard copy can be requested. The plan will be visible on the Port Coquitlam Business Improvement website at downtownpocobia.com

STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1

Encourage and Support Downtown Revitalization and Beautification

The BIA will ensure continued collaboration with the City of Port Coquitlam to deliver on the proposed beautification plans for the downtown core.

The BIA will take a leadership role in communicating changes and impacts to its members as a result of the beautification plans.

We will continue to encourage its stakeholders to be engaged contributors in the downtown core beautification plans.

We will continue to collaborate with stakeholders to ensure that the downtown core has a pleasant and welcoming atmosphere.

We will continue to explore existing cost-effective beautification and streetscape improvements as well as invite its members to share new innovative ideas.

STRATEGIC PRIORITY 2

Member Support, Advocacy and Engagement

Advocacy for our members is a core focus. BIA members will attend City of PoCo meetings and participate on committees to support the members.

We will continue to be a resource for businesses providing relevant information on a timely and regular basis.

We will develop a crisis communication plan that will guide the BIA actions during a crisis.

Our initial focus will be on the recovery of the businesses in the downtown core post the pandemic. We'll meet our members face to face to determine how we can support them in their recovery and in building their footprint in the community.

We'll provide opportunities to network and collaborate with one another and within the community. We'll also create committees to help with promotions and community events.

STRATEGIC PRIORITIES

STRATEGIC PRIORITY 3 Community Engagement

The BIA will continue to collaborate with stakeholders to promote and host events that bring people to downtown POCO. We will continue to look for new ways to attract the community to participate in all that the downtown core has to offer.

We will explore new ways to engage, attract and retain volunteers at member and community led events.

We will continue to focus on our relationships with our valued community partners to promote a vibrant, safe, thriving and connected downtown core.

STRATEGIC PRIORITY 4 Marketing and Branding

We will develop a Marketing and Branding strategy that supports the strategies of the BIA over the next 5 years.

The BIA will continue to build on their relationship with the City of PoCo encouraging the promotion of the BIA to businesses and the community as a “valued partner”.

We’ll continue with our newsletter and research the best methodologies for communicating with our members and to support the programs and services provided.

The BIA will initiate a board ambassador outreach.

