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Strategic Plan 2023 - 2025



Aldershot Village BIA (ABIA) - Strategic Plan 2023 - 2025

October 2022

“The Aldershot Village BIA believes in strategic planning and goals for the future. As Aldershot continues to grow and develop, it is important for the ABIA to play a role in advocacy and beautification while continuing to work on member experience and organizational development. We look forward to the Aldershot that is building while keeping the community feel that has made it a great place to live, work and raise a family.”

Chair – Sonia Pagliuso

Our Vision

The Aldershot BIA, which operates within the City of Burlington, 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 business community. Aldershot is and continues to be a vibrant place for new businesses and unique franchises to open and operate.

Our Purpose

The purpose of the Aldershot Business Improvement Area (ABIA) is to act as a voice for Aldershot businesses 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 while building a strong local economic engine for Aldershot.

Signs of Success

- New buildings and modern development with commercial space
- Vibrant social patios and coffee shops
- Flowers
- Green space
- Trendy coffee shops
- Clean boulevards
- Well attended events
- Networking engaging businesses and business owners together with the community
- Membership driven information
- Small businesses interacting together and supporting each other
- People in the streets
- Mix of types of people
- Specialty food shops
- Outdoor experiences
- Interactive experiences
- A community gathering space
- Low vacancy rates and highly desirable business that increase the brand awareness of the community.
- Unique and niche boutiques and local businesses.

Focus Area 1: Member Experience

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

Strategies:

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

Tactics & Timelines – Focus Area 1: Member Experience

	Tactic	Timeline	Lead	Budget	Action
1	To conduct member surveys for better understanding of their needs.	Ongoing	Staff		2 times per year plus when needed.
2	To update welcome strategy and membership booklet along with marketing materials. Continue to work with MMS and DMS.	Spring 2023	Staff	In 2023 budget	Update hard copies and have digital version available.
3	To host 3 networking events per year and engage more members participation.	Ongoing	Staff	In 2023 budget	Host at different times of the day to attract a mix of members.
4	Pursue Grant possibilities for summer students, beautification and general needs.	Ongoing	Staff		
5	Host Community Facing Events and encourage member participation.	Ongoing	Staff	In 2023 Budget	Sponsorship and hosting possibilities out to membership.

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 value driven organization.
3. To increase the board's governance skills and build strategic capacity to oversee organization and achieve vision.
4. To provide a 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 the ABIA.

Tactics & Timelines – Focus Area 2: Organizational Development

	Tactic	Timeline	Lead	Budget	Action
1	To conduct a review of governance documents and Board policies. Establish a new HR policy	Summer 2023	HR Committee		Store documents in shared drive for safekeeping and reference.
2	To establish a set of guiding principles on behalf of the Board.	January 2023	Staff to create and Board to review.		
3	Board & Staff Development Training – Co Leaders to attend conferences and opportunities and share learnings with the Board. Board to attend webinars and courses as appropriate or deemed valuable.	Ongoing		In 2023 Budget	Attend 2023 OBIAA conference.
4	Communication – Continue to use Slack as the communication tool for the organization with the added value of a shared drive to store documents once completed.		Staff & HR Committee		Provide access to the Drive for Board and Staff. Staff to maintain access as board changes.
5	Technology – Explore needs to improve the technology of the organization including equipment, subscriptions and online resources.	January 2023	Staff	In 2023 Budget	Report needs to the board as they arise.
6	ABIA Online Presence – Upgrade look and user experience along with mobile version.	February 2023	Staff	In 2023 Budget	Launch new website for the ABIA.

Focus Area 3: Advocacy

Goal: To increase the advocacy role of the ABIA to improve the ABIA's profile with all levels of government and gain influence in shaping the future of Aldershot for current and future members. A *call to action* on marketing Aldershot as a place to open a new business or new locations vs the more focused language on community advocacy.

Strategies:

1. To understand the current picture of the ABIA's boundaries and to articulate a business case to enlarge those boundaries. Set up expectations of the ideal ABIA in order to gain support for expansion.
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 to shape the ABIA's future.
4. To provide and engage in networking opportunities and increase the ABIA's profile and ability to collaborate on joint projects.
5. To develop and communicate the value of the ABIA to its key stakeholders.
6. To understand the current business mix within the ABIA and advocate for the future desired mix of businesses.
7. To build relationships and increase the influence of the ABIA.

Tactics & Timelines – Focus Area 3: Advocacy

	Tactic	Timeline	Lead	Budget	Action
1	To reexamine expansion plans and establish new timelines.	Summer 2023	Staff		Must look at current boundary first.
2	To conduct a marketing and comms strategy to market the ABIA.	Ongoing	Staff - Comms		Create social media Policy first.
3	Develop new business strategy and understand the ideal business mix the ABIA needs and strives for.	Ongoing	Staff - Membership		Continue to work with EcDev and MMS.
4	To provide relevant city information to membership including studies, upcoming meetings and public processes.	Ongoing	Staff - Comms		Continue with Team Burlington partnership.
5	To advocate as a voice for membership on key issues including expansion, parking, development traffic, transit, MTSA.	Ongoing	Staff - Membership		Continue to work with City Hall.
6	Maintain a strong presence through community partnerships and local groups. Partnering Aldershot, Tourism, ACHR, Aldershot Lions Club, Schools & Churches, BEDC and the Mayor's office.	Ongoing	Staff		Continue to lean on Team Burlington and be at the table.

Focus Area 4: Beautification

Goal: To understand and play a role in beautification guidelines as Plains Road continues to be redeveloped.

Strategies:

1. Conduct a review of the ABIA’s beautification program including exploring revisions and updates to the Plains Rd Village Vision or the Plains Road Urban Design Guidelines, festive lights, banners and landscaping.
2. Provide input to the City of Burlington on streetscaping projects.
3. Provide input to developers regarding streetscape projects.
4. The ABIA must play an integral role in the ultimate vision of Plains Rd. in regards to all aspects of beautification.

Tactics & Timelines – Focus Area 4: Beautification

	Tactic	Timeline	Lead	Budget	Action
1	Continue to attend developer meetings.	Ongoing	Staff - Membership		
2	BIA Special Liaison meet – regarding the COB’s beautification plan	January 2023	Staff		
3	Develop our own ABIA plan for beautification. What are our wishes and what would benefit our membership and the community as a whole?	Ongoing	Staff - Board		Start with Special Liaison to see what is on file already at the COB.
4	Review the PRVV plan and update to current needs and standards. Do we have reserves for beautification and what planning needs to be put in place to have reserves for the future?	Ongoing	Staff & Finance Committee		Be sure we are invited to the process and not after the fact.

The Aldershot Village BIA brand: What is the desired ABIA a brand experience?

- Engaging
- Helping with member success
- A feeling of community
- To be welcoming and inspiring
- To be organized
- Supportive for new businesses and current membership
- Connecting our business community to each other
- Wayfinding
- Quick answers to questions and inquiries

The Aldershot Village BIA brand promise:

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

Conclusion & Next Steps: Upon adoption of this plan by the ABIA board, this 2023 - 2025 strategic plan will be available at the Annual General Meeting and online at www.aldershotbia.com. The strategic plan will be the way forward for the ABIA and will serve as a guiding principle for the ABIA over the next three years. It is a way to evaluate new projects and determination of the current goals and strategy of the ABIA.

Each board meeting will offer time to reflect and update this plan as we accomplish the milestones set out. Budgets and committee structure will change/evolve in order to work within these guidelines.

The ABIA Board and staff have made significant steps forward and it will continue to review our actions against this plan, reflect on the past, and make continued progress for the future as Aldershot, Plains Road and our membership evolves.

