STRATEGIC PLAN 2023 - 2025

CORE BELIEFS

WE BELIEVE...

- in doing whatever it takes to make Vanier a better place for all.
- the magic and strength of our community lies in our diversity. Together we rise.
- in owning and embracing our edginess. Vanier is Vanier.
- in our community partners. We can't do this alone.
- in the safety for all our businesses and community members.
- in Vanier now, not just its tomorrow.

PURPOSE

The fundamental reason for our existence.

Champion Vanier.

Organize, finance, improve and promote the area as a business and cultural district.

VISION

The future state we are looking to create.

Rooted in culture.

The most vibrant, diverse & welcoming neighbourhood in Ottawa.

BHAG

Long-term "Big Hairy Audacious Goal" that stretches our organization to greatness.

Put the yeah back into Vanier.

Make Vanier a sought after destination by 2030.

STRATEGIC PILLARS & ENABLERS

Essential elements that constitute vital components in realizing our vision to the most vibrant, diverse and welcoming neighbourhood in Ottawa.

PROMOTION & EVENTS

Attract consumers and businesses to Vanier.

BEAUTIFICATION & STREETSCAPE

Ensure our mainstreets are a greener, cleaner, arts & culture infused neighbourhood.

SAFETY & SOCIAL SERVICES

Create a safe and clean business district where everyone feels welcome.

MEMBER SUPPORT

Inform, educate and empower our members.

PILLARS

ENABLERS

Essential supports that will help us achieve our strategic pillars, and realize our vision.

RESOURCES

Ensure we have the means to enable our vision and long-term sustainability.

ADVOCACY & PARTNERSHIPS

Be the voice of our members at all levels of government.

Pursue and strengthen new and existing partnerships.

Building out the

3 YEAR STRATEGIC PLAN

PROMOTION & EVENTS

GOAL

Attract consumers and businesses to Vanier.

HOW WE SUCCEED

MEASURES OF SUCCESS

Grow brand awareness, drive traffic, and improve the perception of the neighbourhood

- Event attendance grows by 15%
- Reach of digital content/ads/channels grows by 15%
- Website traffic increases by 15%
- 3 internal process or system projects completed (e.g., marketing plan, website refresh)
- 3 external process or informational data projects completed (e.g., member/ partner perceptual survey, participant data collected at all events)

Promote and attract prospective businesses to the neighbourhood (B2B)

- Vacancy rates have dropped and end-of-life buildings are replaced with new ones
- 6 new business openings
- Business mix better reflects ideal mix for the area
- Meetings with all major developers/ landowners
- Strategy in place and executed for commercial real estate brokers and major developers/landowners

Organize and promote events that allow people to engage with the neighbourhood

- 2 signature events held per year (e.g., Partage, Beechfest)
- Support 6 community events per year
- Define our involvement at the Hub
- Evaluation of the equity of event efforts on each main street completed with clear recommendations

BEAUTIFICATION & STREETSCAPE

GOAL

Ensure our mainstreets are a greener, cleaner, arts & culture infused neighbourhood.

HOW WE SUCCEED

MEASURES OF SUCCESS

Improve physical attractiveness of the neighbourhood

- Increase number of green space initiatives on all streets (e.g., number of plants on all streets, partnerships to decorate privately owned land)
- Ensure street lighting is in place to reflect seasons-holidays
- Complete an audit of eye-sores/unused spaces
- Complete Public Realm plan for our main streets
- Number of complaints BIA receives about streetscape reduced

Brand the neighbourhood

- Finalized branding of our main streets
- Ensure New gateway signage and banners are in place
- Ensure new branding appears with all events and on online collateral (e.g., social, website)

Make Vanier a cultural destination

- Create 5 new go-to places (placemaking)
- Support 3 new murals in the neighbourhood
- Promote events, businesses, and beautification & streetscape projects
- Be amongst the key destinations included in Ottawa Live! event

SAFETY & SOCIAL SERVICES

GOAL

Create a safe and clean business district where everyone feels welcome.

HOW WE SUCCEED

Direct intervention to reduce crime and increase safety

Outreach and Education to members on how to manage these issues

Increased collaboration and exchange of best practices with community partners to address safety and social issues

MEASURES OF SUCCESS

- Crime rates are down
- Structural remedies to crime reduction in place
- Improve walkability score by 5 points
- Increased level of security on our streets as perceived by store owners and residents compared to 2022
- Internal policy in place for our role in crime reduction through safe practices for all - understanding crime is a symptom and not the disease
- All members have CPTED audits completed
- All members are equipped with safety toolkit
- Members are aware of who to reach out to for what as established through a member survey
- Monthly meetings with Together for Vanier, OCOBIA Safety Committee, NRT, VCSC, VCA, and key partners
- Are invited to and attend key conversations/events/forums with community partners

MEMBER SUPPORT

GOAL

Inform, educate and empower our members.

HOW WE SUCCEED

Be the go-to resource for all relevant information to members

Increase opportunities for members to connect

High-level engagement with and from our members

MEASURES OF SUCCESS

- A monthly newsletter is consistently distributed to all members
- Member database is kept up to date and complete
- All members receive a welcome package
- Ensure website acts as a centralized repository of current and up-to-date information and resources

- 2-4 subject-based town halls are held each year
- 4 "5 à 7" gatherings are held
- Participation rate at member events increases by 30%

- Brand ambassador strategy defined and 55% of members are considered brand ambassadors
- Increase click rate by 15% on newsletter
- 25 members attend at AGM each year
- More diverse representation on the board and in attendance at meetings compared to 2022

ADVOCACY & PARTNERSHIP

GOAL

Be the voice of our members at all levels of government. Pursue and strengthen new and existing partnerships.

HOW WE SUCCEED

MEASURES OF SUCCESS

Government Relations

- Vanier is actively contributing to task forces, consultations, and policy development at all levels of government
- Plan to secure 100M$ for Vanier version of Daniels Spectrum Project is established
- Work with our local, provincial and federal groups and organizations (OBIAA, IDA, OCOBIA)

Industry Relations

- 2 award-winning community projects
- 2 speaking engagements to share our successes/stories (IDA, OBIAA, OCOBIA)
- Vanier BIA is a board member of OCOBIA

Community Relations

- Collaboration and partnerships with CSCV and VCA well established
- Clear role definition of the role of each member within the community as the Custodians of the Public Realm
- 2 new policies developed as a result of the partnerships

RESOURCES

GOAL

Ensure we have the means to enable our vision and long-term sustainability.

HOW WE SUCCEED

MEASURES OF SUCCESS

People

- Board members attend 6-7 meetings, arrive prepared, and are brand ambassadors in the community
- A minimum of one board member attending each event
- Board is a governance board not an operational board
- 3 - 4 FTE + 3 - 5 FTE in the summer months
- Defined org chart and role definition for each team member
- Professional development plan for each team member in place

Money

- 525k levy revenues by 2025
- 60k/year in grants
- 30k/y in sponsorship revenue
- 10k/year in Vanier Merch Sales

Tools

- CRM in place
- Email system in place with welcome and/or nurture streams
- Functional website
- Project Management Software in place
- Dashboard in place with with key metrics being tracked and monitored