

# 2016/2017 ACTIVITY PLAN

The 2016/2017 Activity Plan documents last years progress in the 4 Key Strategic Objective Areas — Promotion, Support, Advocacy and Operations —and outlines activities planned for the 2016/2017 budget year. The Strategic Objectives come from NEBA’s 2014-2019 Strategic Plan, which provides the association with direction and a blue print for action. The objectives, goals, and activities in this plan are also informed by the associations vision, mission and values, and are supported by direction from NEBA’s Board of Directors.

- VISION:** The North End is the most progressive place to do business in Canada.
- MISSION:** To create policies, and events, awareness and momentum to build upon a successful, resilient business community;  
 To be an influential advocate for the best conditions for sustainable business growth; and  
 To support the development and retention of a diverse, inclusive and vibrant North End.
- VALUES:** Integrity. Accountability. Responsibility. Effective Leadership. Creativity. Informative. Visionary. Inclusivity. Strategic. Accessibility.

## STRATEGIC OBJECTIVE #1: Promote the North End Business Community

	STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
PROMOTE	1.1 District Signage	<ul style="list-style-type: none"> <li>Worked with HRM to advance pole signs, but activity came to a halt in July when Aliant refused to give permission.</li> <li>Shifted signage efforts to gateway signs.</li> <li>Secured permission from Southwest Properties to place a gateway sign on corner of Gottingen and Cogswell.</li> <li>Signage committee established to advance RFP process for Gottingen sign.</li> </ul>	<ul style="list-style-type: none"> <li>Install Gottingen Street gateway sign.</li> <li>Develop district way-finding signage.</li> </ul>	<ul style="list-style-type: none"> <li>Gateway signage at corner of Gottingen and Cogswell</li> </ul>

PROMOTE

STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
1.2 Website	<ul style="list-style-type: none"> <li>• Committee Scope of Work drafted.</li> <li>• RFP process and release drafted.</li> <li>• Directory of businesses for website completed and categorized (ready for upload).</li> </ul>	<ul style="list-style-type: none"> <li>• Hire firm to design and build website</li> <li>• Launch website</li> </ul>	<ul style="list-style-type: none"> <li>• Launch new website</li> </ul>
1.3 Promote North End Business Community	<ul style="list-style-type: none"> <li>• Introduced Need Space/Got Space in the newsletter to support matching new businesses with commercial properties.</li> <li>• Fielded inquiries and met with businesses interested being located in the North End.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete “one-page” sell sheet (profile sheet) for businesses looking to locate in North End</li> <li>• Connect and work with landlords on filling vacancies</li> <li>• Provide support to new businesses in the district through marketing and advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement strategy for addressing vacancies on Gottingen Street</li> </ul>
1.4 Marketing	<p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• Doubled following on Twitter and Facebook</li> <li>• Developed a social media strategy to grow North End presence.</li> <li>• Have more businesses sharing more info with us for social media promotion.</li> <li>• Implemented NIMBLE which has a social media stream, making social media activities more efficient and effective.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and fine-tune use of social media through NIMBLE and website.</li> <li>• Continue to increase social media following/ presence</li> </ul>	
	<p><b>News Media</b></p> <ul style="list-style-type: none"> <li>• Herald op-ed piece on tax reform</li> <li>• Conducted several newspaper interviews (Metro, Herald, Coast)</li> <li>• 2 television interviews (Holiday Market, Affordable Housing)</li> <li>• 1 article in Business Voice (Tax Reform)</li> <li>• 1 CBC interview on Info Morning on Tax Reform</li> </ul>	<ul style="list-style-type: none"> <li>• Continue media campaign on tax reform.</li> <li>• Find opportunities to connect with media on local issues, events, promotions, etc. through more press releases.</li> </ul>	

STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
Marketing con't	<b>Marketing material</b> <ul style="list-style-type: none"> <li>• Associate member posters</li> <li>• Event posters</li> <li>• Distributed I Heart North End stickers</li> <li>• Membership packages</li> <li>• Logo on sponsored activities/events</li> <li>• Marketed the North End as a destination through events like the Night Markets, Squiggle Park, Live on Agricola.</li> <li>• Signed onto Hop On Hop Off Bus and developed NE Walking Map advert</li> <li>• Attended workshops with Destination Halifax re: Share Your Badge program</li> <li>• Successfully applied to hire tourism student to develop tourism marketing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve and grow existing events and event marketing (see events)</li> <li>• Identify new events that highlight and support local businesses (i.e. home design event)</li> <li>• Con't I Heart North End stickers distribution</li> <li>• Develop Associate Membership marketing strategy for home-based businesses</li> <li>• Develop tourism marketing strategy for NEBA</li> <li>• Continue to work with Destination Halifax on Share Your Badge program.</li> <li>• Mobimap</li> <li>• Work with stakeholders to develop NEBA Brand</li> </ul>	<ul style="list-style-type: none"> <li>• Improve and grow existing events</li> <li>• Identify new events</li> <li>• Develop a tourism marketing strategy</li> </ul>
1.5 Attend Events	<ul style="list-style-type: none"> <li>• Attended stakeholder events (Hope Blooms fundraiser, United Way, relevant lectures (i.e. Carmichael), candidate debates, Chamber Events</li> </ul>	<ul style="list-style-type: none"> <li>• Attend member, stakeholder and political events</li> <li>• Attend events of organizations with similar mandates (CFIB, Chamber, etc.)</li> <li>• Attend lectures and learning events related to NEBA mandate</li> </ul>	
1.6 Host Festivals and Events	<ul style="list-style-type: none"> <li>• 3 Night Markets</li> <li>• Live on Agricola / Squiggle Park</li> <li>• Holiday Market</li> <li>• Switch</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Night Markets</li> <li>• Live on Agricola / Squiggle Park</li> <li>• Holiday Market</li> <li>• Switch</li> </ul>	<ul style="list-style-type: none"> <li>• Grow events and event marketing</li> </ul>
1.7 Supported Festivals and Events	<ul style="list-style-type: none"> <li>• Spark</li> <li>• Open City</li> <li>• Jane's Walk</li> <li>• Spring Clean (X2)</li> </ul>	<ul style="list-style-type: none"> <li>• Open City</li> <li>• City Harvest</li> <li>• Jane's Walk</li> <li>• 100 in 1 Day</li> </ul>	
1.8 Sponsored Festivals and Events	<ul style="list-style-type: none"> <li>• Creighton Street Painted</li> <li>• City Harvest</li> <li>• Ward 5 Golf Tournament</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor 3 community events that align with NEBA mandate</li> </ul>	

## STRATEGIC OBJECTIVE #2: Support Growth in the North End Business Community

STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
2.1 Business to Business Network and Learning Events	<ul style="list-style-type: none"> <li>AGM (June), Tax Reform (October), Christmas Party (December)</li> </ul>	<ul style="list-style-type: none"> <li>3 Meet &amp; Greets</li> <li>Pop-up Business Shop</li> <li>Host AGM 2016 (5 year anniversary)</li> <li>Centre Plan Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Increase member events</li> </ul>
2.2 Infrastructure	<ul style="list-style-type: none"> <li>Worked with HRM Horticulture on planters for Gottingen</li> <li>Advocated for speedy replacement of benches and racks damaged in winter 2015</li> <li>Installed two new bike racks</li> <li>Installed second bike repair station</li> <li>10 businesses with Stop Gap ramps (Working with Parker Street and Mayor's Office)</li> <li>Started an accessibility map for the North End</li> <li>Formed Agricola Street Enhancement committee and working with HCC and HRM on Agricola street-scape improvements.</li> <li>Working on sponsorship for community groups on Gottingen Street planters</li> </ul>	<ul style="list-style-type: none"> <li>Oversee develop of Gottingen Street planters with community partners.</li> <li>Install more bike racks (focus on Agricola and Almon area)</li> <li>Advocate and support installation of bike corral on Agricola</li> <li>Continue to support and develop accessibility programming</li> <li>Advance Agricola Street Enhancement program</li> <li>Complete, post and share accessibility and parking maps</li> </ul>	<ul style="list-style-type: none"> <li>Advance Agricola Street Enhancement project</li> </ul>
2.3 Services	<ul style="list-style-type: none"> <li>Navigator Program discontinued</li> <li>Managed and supported street cleaning efforts</li> <li>Attended operations and enhanced maintenance meetings, on-going communication, developed ties/relationships/ plans</li> </ul>	<ul style="list-style-type: none"> <li>Continued management and support street cleaning efforts</li> <li>Attend operations and enhanced maintenance meetings, on-going communication, develop ties/relationships/ plans</li> <li>Work with Horticulture</li> </ul>	
2.4 Establish Associate Membership	<ul style="list-style-type: none"> <li>Position paper for BOD, developed program, launched and promoted program</li> <li>Recruit 6 Associate Members (\$900)</li> </ul>	<ul style="list-style-type: none"> <li>Recruit 10 - 13 new associate members (additional \$2,000)</li> </ul>	

SUPPORT

STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
2.5 Build Partnerships	<ul style="list-style-type: none"> <li>• Worked with BIDs on:               <ul style="list-style-type: none"> <li>• Tax Reform</li> <li>• Revitalizing Downtown</li> <li>• Navigator (no longer)</li> <li>• Candidates Debate</li> </ul> </li> <li>• Attended BID Quarterlies</li> <li>• International Downtown Conference (met BID leaders from throughout Atlantic Canada)</li> <li>• Joined Downtowns Atlantic</li> <li>• Support ONE, Inclusivity &amp; diversity</li> <li>• Organized Göttingen Talks - to build community relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Find continued opportunities to work and collaborate with Quinpool Road and other BIDS around shared agendas.</li> <li>• Attend Downtowns Atlantic conference</li> <li>• Building partnerships with:               <ul style="list-style-type: none"> <li>• Greater Halifax Partnership</li> <li>• CFIB</li> <li>• Chamber of Commerce</li> <li>• Dalhousie Planning School</li> <li>• HRM (Centre Plan, Cogswell, Horticulture)</li> <li>• Local tourism and event organizations</li> </ul> </li> <li>• Continue to foster and build relationships within membership and community</li> </ul>	<ul style="list-style-type: none"> <li>• Build relationships within membership and community that advance NEBA priorities</li> </ul>
2.6 Communication	<ul style="list-style-type: none"> <li>• Newsletter reformatted and published monthly.</li> <li>• Welcome package developed and distributed to new business, associate members, and NEBA members on regular calls.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue newsletter and publish 10 issues</li> <li>• Update and continue to distribute welcome packages</li> <li>• Use more press releases to communicate events, positions on issues, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases.</li> </ul>
2.7 Building Capacity in the Community	<ul style="list-style-type: none"> <li>• Informally promoting Lindell's job page at the library</li> <li>• Connected with Y Employment around local hiring and promoting services to businesses</li> <li>• Working with Future Roots to develop a youth hiring strategy</li> <li>• Submitted funding apps to hire youth</li> <li>• Employ recent graphic designer grad and festival support staff</li> <li>• Support and work with Hope Blooms, iMOVE, Youth Art Connection, Empowered Women Blossom</li> <li>• Participating in Prince's Charity activities around Youth Employment</li> <li>• Initiated B-Corp Certification plan</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build resources and partnerships that support a hire local initiative.</li> <li>• Work with local agencies on youth hiring opportunities</li> <li>• Work with Common Good Solutions to achieving business community B-Corp Certification</li> <li>• Support and advance discussions around issues of gentrification</li> <li>• Support inclusion and diversity in all activities</li> </ul>	<ul style="list-style-type: none"> <li>• Advance B-Corp Certification</li> <li>• Advance local hiring opportunities</li> <li>•</li> </ul>

## STRATEGIC OBJECTIVE #3: Advocate for the Business Community

STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
3.1 Tax Reform	<ul style="list-style-type: none"> <li>• Oversaw research student Treasure Daniels</li> <li>• Authored position paper and submitted as stakeholder input to HRM</li> <li>• Lobby activities - media, meetings, communications</li> <li>• Supported Council vote through letter campaign and brief</li> <li>• Continuing advocacy within provincial government (meetings, letter campaigns)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to advocate at all levels of government to see next steps achieved in realizing differentiated tax rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue advocacy work on tax reform</li> </ul>
3.2 Centre Plan	<ul style="list-style-type: none"> <li>• Actively engaged in conversation around Centre Plan</li> <li>• Attended several meetings &amp; launch event</li> <li>• Organizing Member Event for May (CP just launched in March) with focus on commercial development</li> </ul>	<ul style="list-style-type: none"> <li>• Host Centre Plan Member Engagement Session with other BID participation in May</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for good development that supports the commercial district and an inclusive community</li> </ul>
3.3 Services	<ul style="list-style-type: none"> <li>• Met and liaised with HRM staff in charge of street cleaning, servicing, horticulture, operations</li> <li>• Advocated for parking changes on Agricola and Gottingen</li> <li>• Parking on Agricola (West to Willow) changed</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for parking changes in Gottingen area to support changing retail needs</li> <li>• Advocate for public parking lot</li> <li>• Advocate for better planning and development around Gottingen as a Transit Priority Area to minimize impact on commercial</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for improvement to Moving Forward Plan for Gottingen St.</li> </ul>
3.4 Development	<ul style="list-style-type: none"> <li>• Advanced a collaborative development initiative with developers on the Cogswell/Gottingen/ Brunswick/Portland block</li> <li>• Provided input on Centre Plan through meetings, events, communication with Jacob Ritchie and Bob Bjerke</li> <li>• Submit letters regarding development of Maitland Property and public parking.</li> <li>• Submitted letters and attended meeting regarding a parking strategy for the North End.</li> <li>• Street parking on Agricola changed</li> <li>• Through social media socializing new ideas around good development</li> </ul>	<ul style="list-style-type: none"> <li>• Continue work on Cogswell Block development plan with developers</li> <li>• Engage and work with Cogswell Interchange redevelopment team</li> <li>• Advocacy and communication on Cogswell Interchange</li> <li>• Advocacy and communication on a better affordable housing strategy for HRM</li> <li>• Advocacy and communication on addressing issues of gentrification and promoting inclusive city building.</li> <li>• Work on Construction Mitigation initiative</li> <li>• Research and communicate development plans for North End</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigating impact on Cogswell Interchange</li> <li>• Work on building an inclusive North End community</li> </ul>

ADVOCATE

## STRATEGIC OBJECTIVE #4: Maintain Operations of the Association

STRATEGIC OBJECTIVES	2015/2016 PROGRESS	2016/2017 ACTIVITIES	2016/2017 PRIORITIES
4.1 Office Administration	<ul style="list-style-type: none"> <li>• Implemented new universal filing system for office</li> <li>• Implemented new updated member directory system for NEBA</li> <li>• Implemented new office protocols and organizational systems</li> </ul>	<ul style="list-style-type: none"> <li>• Find new office space</li> <li>• Continue to streamline office systems and operating systems</li> </ul>	<ul style="list-style-type: none"> <li>• New office space</li> </ul>
4.2 Reporting	<ul style="list-style-type: none"> <li>• Gottingen 250</li> <li>• Annual Audit</li> <li>• Funding reports</li> <li>• Budget &amp; Activity Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Audit</li> <li>• Funding reports</li> <li>• Budget &amp; Activity Plan</li> </ul>	
4.3 Board Support	<ul style="list-style-type: none"> <li>• Board introduction package developed</li> <li>• Introduced Board Calendar</li> <li>• Introduced new Agenda format</li> <li>• Provided information and support relevant to board committees and development</li> <li>• Attended Board Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• AGM (5 years!)</li> <li>• Board Orientation</li> <li>• Support board committees</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new board calendar</li> </ul>
4.4 Staffing	<ul style="list-style-type: none"> <li>• 3 Interns (Marcel, Christina, Akhram)</li> <li>• Festival Music Support (Dave Fultz)</li> <li>• Newsletter Support (Rachel Solkva)</li> <li>• Street Cleaning (Scott Alexander Fraser)</li> <li>• Graphic Design (Cavell Holland)</li> <li>• Event Support (Sophia Horowitz)</li> <li>• Office Admin &amp; Festivals (Tracy)</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Research Student</li> <li>• Summer Students</li> <li>• Festival Music Support</li> <li>• Directed Study Planning Interns</li> <li>• Street Cleaning</li> <li>• Future Roots Youth Worker</li> <li>• Office Admin &amp; Festivals (Tracy) become FT</li> </ul>	
4.5 Financials	<ul style="list-style-type: none"> <li>• Levy increase for 2016/2017 approved</li> </ul>	<ul style="list-style-type: none"> <li>• Balance budget</li> </ul>	
4.6 Professional Development	<ul style="list-style-type: none"> <li>• ED attended International Downtown Association conference</li> </ul>	<ul style="list-style-type: none"> <li>• Patricia &amp; Tracy to attend Downtowns Atlantic Canada conference in St. John</li> <li>• Tracy to signup for WHIPSY (Dept. Labour) training programs</li> <li>• Patricia to attend professional development conference (CMHC, etc.)</li> </ul>	

OPERATIONS