

PBIA RETREAT SUMMARY



March 20, 2016
9:30a.m. – 2:00p.m.

RETREAT OBJECTIVES

- Foundation for New 5yr Strategic Plan
- PBIA Goals and Objectives
- Committees - Role and Scope of Work
- Key Actions for 2016/17
- Promote Organizational Sustainability

RETREAT OUTCOMES

1. PBIA Orientation and Overview of Accomplishments

Keith Stahley, Director of Community Planning and Development and Mark Rentfrow, Downtown Liaison, provided an orientation to the PBIA and explanations of role, purpose and protocols for the function and work of the PBIA.

Mary Corso, PBIA Chair, presented a detailed review of the PBIA's Mission and the extensive work and accomplishments of PBIA Committees to accomplish the Mission:

PBIA MISSION

To assist in creating a vibrant business environment in the downtown and to enhance the reality and perception of downtown by visitors, residents and business owners through its 5 program areas:

- Parking
- Clean and Safe Initiatives
- Beautification
- Business Retention and Recruitment
- Marketing

Added at a later date were:

- Declaration of Public Spaces
- Public Events

2. Building the Foundation for New 5year Strategic Plan

The PBIA 2011 – 2015 Strategic Plan has expired. The underlying goal of this retreat is to launch development of a new 2016-2021 Strategic Plan. The new Plan will be a management and communication tool to inform PBIA members of programs, goals, and annual priorities. The Plan will guide the work of the PBIA during a very dynamic phase for downtown Olympia.

American Association of Planning (APA) Strategic Plan definition:

A Strategic Plan is ...a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.

The format for the new Strategic Plan may change, but the content, in some cases, may remain the same. To begin the process of developing a new Plan Mary Corso, PBIA Chair, provided a presentation of the significant PBIA accomplishments over the course of the prior Strategic Plan. The Leadership Team then reviewed the 2011 – 2015 Strategic Plan to determine what is still valid and important to continue, what needs updating, and what are new initiatives to address in a future Plan.

The review and discussion resulted in consensus that the existing programs are still relevant and important to retain:

- Downtown Parking Improvement
- Clean and Safe
- Civic Beautification
- Business Recruitment and Retention
- Commercial Marketing

However, the content of each program is in need of updating. Downtown Olympia is on the brink of commercial and residential growth, a new Downtown Strategy is underway, a Parking Strategy project will soon begin, and there are new issues and ongoing improvements to champion for the downtown core. The PBIA is in a pivotal position to support and influence new activities and opportunities to enhance the downtown community. The timing is excellent for a new PBIA Strategic Plan.

3. PBIA Committees, Role and Potential Scope Of Work

The Leadership Team shared ideas for future projects, discussed current committees and suggested two new committees, and identified a range of new initiatives to strengthen the role of PBIA and improve downtown for businesses and visitors.

<p>Committees * New Committees</p>	<p>Role and Activities – <i>Note ~ the activities listed here will be further refined and defined with goal statements by the committees. The scope of work to accomplish activities may be phased within the 5yr timeframe.</i></p>
<p>Leadership Committee Comprised of PBIA Chair, Committee Chairs and Members</p>	<p>PBIA Oversight, Develop meeting agendas, Coordinate work of committees, Lead liaison with City Council and Staff, Monitor major projects like the Downtown Strategy and Parking Strategy. Plan annual PBIA meeting.</p>
<p>Marketing Committee</p>	<p><u>Lead ‘Commercial Marketing Program’:</u> Determine best methods for marketing, e.g. social media, website options, flyers distributed by Downtown Ambassadors, market to general public and businesses to educate and promote events and activities supported by PBIA. Consider more special events (big and small), coordinate with VCB regarding branding project to ensure downtown is represented. Coordinate PBIA materials with VCB branding – if feasible.</p> <p><u>Lead ‘Downtown Beautification Program’:</u> Continue hanging flower baskets, perhaps with goal for additional baskets and year round baskets. Educate and promote role of downtown beautification, i.e. beautification is for all of the people who come to downtown, as well as (or not just) for businesses. Add more benches, spiffy up current benches and add more interesting things to downtown. Consider opportunities for</p>

	<p>additional banners, more art, and use of empty spaces for interesting events.</p> <p>Establish an 'Equipment Library' for businesses to check out major supplies, e.g. power washers, paint supplies, ladders, etc.</p> <p>Revamp Website – Coordination with Leadership Team, staff and Communications Committee. Options for website will need further discussion.</p>
Clean and Safe Committee	<p><u>Lead 'Clean and Safe Program'</u></p> <p>Coordinate with City staff to stay informed of new programs and services for street dependent people. Support expansion of night and weekend walking patrol; expansion includes extending number of hours <i>and</i> number of months for walking patrol services. Advocate for expansion of alley lighting. Continue support and advocacy for downtown bathroom facilities. Coordinate with City to reinstate reporting of nuisance crime data. Encourage meetings with bar owners to address downtown nightlife issues. Explore potential of downtown ambassadors (or other volunteers) to be safe escorts to cars in support of evening programs. Continue to monitor and support improvements to the Artesian Commons. Advocate for expanded clean team activities, i.e. start earlier in the morning. Consider methods to further encourage business owners to clean their store fronts. Determine if expanded walking patrol and downtown ambassador program can be funded through a special assessment. Support/promote more frequent downtown street and sidewalk cleaning throughout the year. Expand to provide services to entire PBIA area.</p>
*Parking	<p><u>Lead 'Parking Program'</u> (<i>May need to better define program</i>)</p> <p>Goals: "To be a victim of our own success" 😊</p> <p>"Establish pro-active presence on parking issues"</p> <p>"Put the capital 'P' back into Parking"</p> <p>Meet with city staff (Karen Kenneson) on a quarterly basis to stay apprised of programs and issues. Actively engage in upcoming Parking Strategy project. Develop stronger collaboration/coordination with business community on parking issues. Establish 'Good Neighbor Program' to educate business owners about parking issues. Purpose is to reduce parking abusers, inform about available parking lots and parking zones, address issues such as designated employee parking vs. customer parking (impacts to adjacent businesses) and</p>

	<p>inform/encourage safety and protection of private property from damage caused by large delivery vehicles.</p> <p>Coordinate with performing arts venues to help inform/identify locations for event parking. Communicate with private parking lot owners to encourage use of lots on evenings and weekends (Oly Fed example). Explore an 'Oly Parking App' to show where to park downtown. Support City's efforts to make paying for parking easier and more efficient. Gear up to be prepared and pro-active about future parking challenges as businesses grow and more residents move into downtown.</p>
<p>* Communication (Ad Hoc) <i>This committee will serve for one year then be re-evaluated to determine whether to continue as a standing committee and further refine role.</i></p>	<p><u>Lead 'Business Recruitment and Retention Program'</u> Purpose: Improve communication with ratepayers. Support independent businesses Educate ratepayers about who PBIA is and what PBIA does. Keep businesses informed of activities that are created, funded and implemented by PBIA. Goals: Establish contact list of PBIA ratepayers, Conduct two PBIA surveys per year; Quarterly newsletter, develop Welcome Packet for new businesses, establish social media outreach, provide timely and consistent information to ratepayers. Call to action when ratepayers should be involved in, or aware of downtown projects or activities. Revamp Website - Coordination with Leadership Team, Marketing Committee and city staff.</p>

4. Framework for New Strategic Plan

The Leadership Team, with assistance from staff, will decide upon the format for the Strategic Plan. A basic outline for the Plan was briefly discussed:

An new PBIA Strategic Plan Framework may take a form similar to:

- **PBIA Vision:** Purpose of the PBIA - From Ordinance No. 6375 establishing the Parking and Business Improvement Area (PBIA) for downtown Olympia.
- **Mission:** The Mission Statement in 2011-2015 Plan may be maintained
- **Programs:** Program categories remain the same but content will be updated
 - Purpose
 - Partners and Stakeholders
 - Goals and Measures for yrs. 1 – 5
- **Committees**

- Activities to achieve program goals/ Annual Work Plan

5. Promote Organizational Sustainability

- Attract and retain members to serve on committees
- Cultivate leadership

Establishing the new Communications Committee is a concrete step toward improving outreach, education and relationships with PBIA ratepayers. Informing ratepayers of PBIA events and activities, and providing ongoing timely communication has the potential to attract new members to participate on PBIA committees. The Leadership Team also discussed the value of one on one conversation, recruitment and encouragement to actively participate in the PBIA.

Next Steps

Decide Committee Membership

- Marketing
- Clean and Safe
- Parking
- Communications

Strategic Plan Development

The process of developing and drafting the Strategic Plan will be a team effort led by Staff Liaison, Mark Rentfrow and the Leadership Team. The process will include:

- Decide Strategic Plan Format
- Edit Programs from 2011 – 2015 Strategic Plan for inclusion in new Plan
- Define your Partnerships
 - Add Public Works as Partner for Clean and Safe Program and Parking
- PBIA Committees confirm scope of work and activities, with end results in mind (what do we want to accomplish?) This drives the measures.
- Draft goals and measures for success
- Determine what actions/activities happen when, some may be phased, some may not start until later – Years 1 – 5. Prioritize activities and desired outcomes for:
 - 2016/2017
 - 2017/2018
 - 2018/2019
 - 2019/2020
 - 2020/2021

Issues for further research and discussion

- Fund Intern to assist Mark Rentfrow with developing a PBIA contact list
- Viability of Special Assessment for expanded walking patrol and downtown ambassadors
- Expansion of PBIA boundaries- what and when
- Include Public Works as a 'partner agency' in Clean and Safe Program (and Parking)

ATTACHMENTS

- Presentations:
 - ✦ Welcome to the 2016 PBIA Retreat
 - ✦ PBIA Board Orientation
 - ✦ 2016 PBIA Retreat: 5-Year Strategy Accomplishments
- Guiding template for break-out discussion groups
- Leadership Team Super Powers!