



5 Year Strategic Plan
Annual General Meeting, May 2010
Nancy Sweeney, Chair

Where we were in January 2010

STRENGTHS

- ▶ GBBA was 6 years old
- ▶ Demand for expertise & time from HRM/media growing
- ▶ Getting known around town as the events to go to – attendance more than tripled
- ▶ Burnside became the largest business tax base in NS

CHALLENGES

- ▶ Turnover of over 2/3 of Board of Directors within last year
- ▶ New Chair; new Admin Assistant
- ▶ Keeping volunteer Board & Committees productive amidst own personal & work commitments

Ongoing Board Evolution

- ▶ Commitment from Board Members – December 3
- ▶ Strategic Plan – January 16
- ▶ Committees Redefined – February 4
- ▶ Committee member recruitment – February
 - Now strong and very active
- ▶ Board “paperwork” reviewed and updated
 - Bylaws & Governance
- ▶ Defined work for Year 1 of Strategic Plan – March
- ▶ Succession Planning - April



Defining the GBBA

Defining the GBBA

- ▶ The Association exists as a business association to promote economic development, support common business interest, improve business conditions and create a positive image in the Greater Burnside Business District of Dartmouth, Nova Scotia.

Promote Economic Development

- ▶ Attract new business
- ▶ Retain and growing employee base
- ▶ Grow existing businesses
- ▶ Promote Logical and organized park layout
- ▶ Promote Sufficient infrastructure to support our needs now and in the future
- ▶ Create conditions for positive business experience for customers
- ▶ Redevelop “old” Burnside
- ▶ Understand and clarify geographical boundaries - can't grow if there is no room for expansion
- ▶ Sustain development through good environmental practices

Support Common Business Interests

- ▶ Sustain/increase profitability
- ▶ Attract and retain employees - transit, amenities, easier commute
- ▶ Policing/Ambulance/Emergency Services
- ▶ Promote easy access to and throughout Burnside
- ▶ Fair taxation
- ▶ Encourage green spaces & recreational facilities
- ▶ Market Burnside as a "One Stop Shopping District" - dispel the myth that Burnside is just "industrial"
- ▶ Maintain positive & proactive municipal working relationship

Improve Business Conditions

- ▶ Business conditions subject to larger economy
- ▶ We have to compete with others (BIDS, industrial parks, businesses, provinces – e.g. Moncton)
- ▶ Restrictive covenants exist on land in Burnside (paving, landscaping)
- ▶ Slow & cumbersome process to buy land in Burnside - takes a year to buy a piece of property (too much red tape)

Improve Business Conditions ...cont.

- ▶ Traffic flow
- ▶ Infrastructure
- ▶ Transit
- ▶ Zoning
- ▶ Taxation and sale of property

Create Positive Image

- ▶ Better communication within and outside Burnside ... "Burnside Pride"
- ▶ Matching old with new (new is more aesthetic)
- ▶ Greening up - making visually pleasing
- ▶ Positive image already created at City Hall - need to maintain through events, meetings with staff, etc.
- ▶ New website
- ▶ GBBA profiling on LinkedIn and Facebook



5 Year Strategic Plan

One Year from now ...

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- ▶ Have a unified approach to future development.
- ▶ Boundaries of “Greater Burnside” are defined.
- ▶ Have consistent & correct numbers for employers, employees, taxation, etc.
- ▶ Strengthened relationships with MLAs , MPs.
- ▶ Better understanding of the tax/property regime for Burnside.
- ▶ Bylaws and governance are updated.
- ▶ New Director's kit is created.
- ▶ More productive Board and Committees.
- ▶ More work being done at committee level.

Three Years from now ...

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- ▶ Board has full representation from all facets of Greater Burnside (light industrial, retail, transportation, etc.).
- ▶ We have a voice at the provincial level.
- ▶ We understand how the Burnside Expressway will affect current Burnside businesses - beyond traffic flow.
- ▶ We have advocated for and expedited elements of improved Metro Transit (terminal, routes, shelters).
- ▶ Have hosted one high-end corporate event.
- ▶ Strategic Plan is in place for Beautification Program for Businesses.
- ▶ We have fostered a formal relationship with the Developers in Burnside.

Five Years from now ...

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- ▶ The GBBA is well funded.
- ▶ We have a full time Executive Director and additional staff.
- ▶ Permanent office in Burnside.
- ▶ Strong membership with all parts of the Park represented.
- ▶ More growth.
- ▶ GBBA is part of a larger group supporting all Business Parks.
- ▶ We have advocated for major progress on the Expressway.
- ▶ We have a professional seminar service for conferences & trade shows.
- ▶ We host one high level corporate event per year.
- ▶ Increased our service levels for snow removal, fixing pot holes, etc.



Committee Restructuring

Infrastructure – Chair, Andrew Inch

- ▶ Their role is to identify issues and respond to and liaise with HRM. Responsibilities include:
 - New roads and maintenance to current roads
 - Widening of ramp off highway
 - Burnside Expressway
 - Sidewalks
 - Beautification
 - Signage
- ▶ Separate AdHoc Committee to deal with zoning & bylaws

Events – Chair, Karen Caldwell

- ▶ Responsibilities include:
 - Finding solid presenters
 - Developing a strong committee
 - Work closely with Marketing
 - Design a Corporate Event
 - Design Special Events
 - Regular surveys of members for what they want to see at events

Membership – Chair, Darlene Bennett

- ▶ Responsibilities include:
 - Clean up database
 - Increase benefits to members
 - Increase membership numbers
 - Increase involvement from members

Environment & Alternative Transportation – Co Chairs, Sean O’Boyle, Penny Slight

- ▶ Responsibilities include:
 - Promote and lobby for clean, green transportation
 - Overlap on sidewalks with infrastructure
 - Beautification, also an overlap with infrastructure
 - Walking trails, cycling, idling, clean-up, idle free
 - Recycling

Marketing and Communication

– Chair, Nancy Sweeney (interim)

- ▶ Responsibilities include:
 - Event notices & advertising
 - Website updating
 - Responding to emails and telephone inquiries
 - General media relations
 - Develop consistent branding
 - Developing, enhancing, and sustaining social medial presence (LinkedIn, Facebook)
 - Enhancing website

Board/Executive

- ▶ Succession planning, putting a process in place
- ▶ Staggering progression/appointments
- ▶ Review by-laws
- ▶ Review governance model
- ▶ Board members package
- ▶ Recruitment

Where we are now

- ▶ Stronger
- ▶ Revitalized
- ▶ Enthusiastic
- ▶ Focused
- ▶ Excited about the future
- ▶ Moving forward
- ▶ Building Burnside Better!

