



Strategic Plan

West Bank 2020

Summary of goals and resources for WBBA for 2015-2020

West Bank Business Association
1420 Washington Ave South #2
Minneapolis MN 55454
thewestbank.org
612.326.9652

Jamie Schumacher
Executive Director
jamie@thewestbank.org

Table of Contents

About our Strategic Plan	3
Our first planning session	3
Why create a strategic plan?	3
Strategic Plan Outcomes - Summary of Vision	4
Strategic Plan Outcomes - Summary of Long-Term Goals and Deliverables	5
Seminar and networking topics for 2015	7
Resources / To Reference	8
Agenda from 2014 Strategic Planning Session	8
Notes from 2014 Strategic Planning Session	9
Data summary from priorities survey	15
Priorities progress from 2013 session	24

About our Strategic Plan

Our first planning session

In 2012, we held our first strategic planning session, receiving input from over 50 West Bank businesses for our immediate business goals. The goals for the organization for the past two years have built on the foundation we've set in prior years and aligns with our long term organizational goals:

- Bring more traffic to the West Bank
- Help nurture positive perceptions of the West Bank community
- Improve our services and relations with small, immigrant owned, and/or independent businesses on the West Bank (everybody has unique needs!)
- Continue to help mitigate the effects of continued construction and roadway / sidewalk improvements
- Plan ahead for improvements and developments, having a voice in the process

All thoughts were contributed by members via email, survey, and in-person brainstorming.

In 2014, towards the end of this first plan, we held a more robust and detailed planning session with area stakeholders. This information is included and summarized in the document below.

What is your vision for the West Bank in 5 years?

Why create a strategic plan?

A strategic plan does not just sit on a shelf and collect dust.

- A strategic plan gives Members /Stakeholders a *voice* in how the organization grows, serves, and operates.
- A strategic plan protects against arbitrary changes that can come with leadership transition by creating a *map* to help guide the organization.
- A strategic plan promotes & nurtures *transparency*.
- A strategic plan allows /Enables us to move beyond the day-to-day operations and *achieve* big goals.

Member added:

- A strategic plan provides focus.
- A strategic plan allocates resources.
- A strategic plan applies member time efficiently.
- A strategic plan puts everyone on the same plan.

Where do you want the West Bank Business Association to be in 5 years?

Strategic Plan Outcomes - Summary of Vision

The Strategic Plan for the WBBA came out of planning with over 100 stakeholders. This planning included an outreach survey; in person interviews and meetings with area businesses and stakeholders; staff, board and committee recommendations; nonprofit best practice policies, and a two hour strategic planning session with board and business members. Comments, suggestions, and recommendations were consolidated into the strategic plan outlined in this document, and were approved unanimously at our October 2014 board and member meetings.

The West Bank Businesses Association aims to nurture a thriving West Bank district; we do so by supporting our vibrant businesses, working as a community connector, and catalyzing opportunities and creating positive events and activities on the West Bank.

Our vision for the future of the West Bank:

- We aim to support local, independent businesses and retailers,
- We will nurture green space in our community,
- We show our value of the creative entertainment district by promoting and supporting the arts,
- We preserve the area's unique charms,
- We prioritize financial health, both of our organization and the businesses we serve
- We cultivate the West Bank district as fun, vibrant, - and easily navigable,
- We support holistic, community-led development reflective and aligned with our neighborhood's wants and needs.

Strategic Plan Outcomes - Summary of Long-Term Goals and Deliverables

Area	Deliverable	Timeline
Membership & Engagement <i>(Includes business support)</i> Funded by: Member dues, Great Streets Grant. Goal: additional funding through service revenue and grant assistance	Work with independent businesses on preservation and retention (technical support, branding education) Goal: provide <i>individual</i> assistance to 10 businesses in first year, increasing annually by 10%.	1-5 years
	Continue educational seminars to support business needs, review annually. Goal: 12 seminars and 12 networking groups annually	ongoing
	Continue introducing services and work to include pro-bono or grant supported hours for businesses Goal: Services introduced 2014, revenue generating by 2015.	2-3 years
	Continue with Facade grant program, work to find other ways to support this program (arts facades, etc) Goal: Re-apply for facade funding in 2014. Find other matching funds in 2015.	ongoing
	Prioritize in person outreach, meet with individual businesses a minimum of annually. Conduct outreach quarterly. Goal: 200 hours of outreach annually/ 10 monthly, increasing by 10% annually as staff increases.	2-3
	Continue quarterly member reports, refine as per member requests.	ongoing
	Partner with other organizations (ADC, People's Center) for offering workshops / services. Goal: 2 partnered workshops annually.	ongoing
Marketing / Outreach Funded by: Great Streets grant, Twin Cities Local Initiatives Support Corporation Goal: additional funding through service revenue new grant applications. Consider member cooperatives or incentives for sharing the costs of district ads.	Increase traffic to websites, social networks. Goal: improve by a minimum of 10% annually	ongoing
	Build an audience interested in West Bank activity (comprised of students, residents) - encouraged to return. Goal: Marketing plan for residents by 2015 marketing plan for students by 2015, execute in 2015-2016.)	ongoing
	Refine the West Bank area brand (from LRT to banners) to more accurately reflect community input. Goal: Brand re-visioning 2015-2016. Maintain banners: As soon as funding is available.	2-3
	Update /maintain signage and improve wayfinding Goal: Wayfinding signage (parking signage and maps by the lightrail) by 2018.	3-5 years
	Increase marketing / amenities for pedestrian traffic, particularly through commercial corridor. Goal: Additional bike racks by 2018.	2-3 years
	Create an events support committee to support internal and external events on the West Bank (ie, Palmfest, MM Expos) Goal: refined fest committee in 2015 will be events all-encompassing. (helpful to more bizs)	new for 2015
	Continue to work with C4 Collaborative to encourage traffic along LRT. Goal: Work with C4 group to outline our responsibilities / expectations.	ongoing
	Work on initiative to create wayfinding from LRT to LRT. Goal: secure funding source(s) for wayfinding project, installation by 2016.	3-5 years
	Partner with Meet Mpls / Explore MN to establish West Bank as destination district Goal: membership in 2015 (Explore membership trade options / free membership.)	2015
	Continue to build thewestbank.org site as a comprehensive resource. Goal: translation by 2015	2015

Area	Deliverable	Timeline
Programs Funded by: Sponsors, Grants (These things should be funded and/or revenue generating!!!)	Festival: Explore venue-highlights model. Goal: revamped fest in 2015	2015
	West Bank Ride: Improve and expand event to encourage cycling and pedestrian traffic on the West Bank. Goal: expanded ridership and pedestrian activity in 2015, Contact Open Streets about West Bank event.	ongoing
	Member Services: Continue to expand and improve member services and educational opportunities. Goal: increased participation (10%) in 2015.	ongoing
	Monitor possible West Bank improvements. Goal: create a committee to support our (currently quarterly) cleanup and graffiti prevention campaign and identify new opportunities to improve the West Bank landscape	New for 2015
Organization / Admin Funded by: Member dues. *Not fully funded for the amount of hours we consistently spend. Could be additionally funded by General Operating grants	Increase capacity over 3-5 years; support programs. Goal: 3 FTE by 2016	2-3 years
	Continue training and education of board (Board Boot Camp, etc) Goal: 75% participation in Boot Camp. Monitor board mtg attendance 75% goal.	ongoing
	Reduce staff time spent on admin and reporting. Goal: consolidate and refine current reports to be more easily readable	2015
	Create a board manual as a resource for new board members Goal: Manual which includes board norms.	2015
	Update employee manual Goal: updated manual	2015
Revenue / Finances (includes grantwriting, donor development, introducing services) Funded by: Member dues. *Not fully funded for the amount of hours we consistently spend. Could be additionally funded by General Operating grants	Increase revenue streams (grants, donations, member dues service revenue, sponsorship) to ensure financial health of the organization Goal: add service revenue, donor revenue.	2-3 years
	Ensure funds are flowing not just to the organization but also the area; serve as a fiscal agent as needed for pass-through grants. Goal: Implement publicly available fiscal agency program.	2 years
	Support financial health in the community by nurturing employment opportunities, training businesses on capacity issues, etc. Goal: Explore services as a hands-on training opportunity for interns / staff.	2-3 years
	With 501c3 status, continue to use grantwriting as a capacity building and resource generating tool for the West Bank. Set goals with annual budget.	2-3 years
	Find general operating revenue sources to support admin / organization work as well as neighborhood collaboration Goal: Secure genop grant(s)	1-2 years
Collaboration and Partnership Working with partners to nurture and shape the long-term vision of the West bank Funded by: Grant supported, member dues	Continue collaborative programs (Clean Sweep / Graffiti Prevention, etc)	ongoing
	Create a committee (West Bank Improvement Committee?) to help recruit volunteers, oversee efforts like the Clean Sweep program, gardening, etc.	2015
	Work with improvement committee to create a list of problem areas or “hot spots,” identify ownership and connect with them to assist with cleanup, graffiti removal or find funding for trouble spots (ie, facade/fix-up grants)	2015
	Work with support of parking committee to help increase access / wayfinding to current parking structures	2-3 years
	Support efforts to increase green space /access to Green Space. Goal: 3 new well-designed patios and/or green spaces on the West Bank by 2017.	

Seminar and networking topics for 2015

Below is a starting draft / summary of seminar and networking topics for 2015. (Titles may be edited slightly as we begin promotions and book speakers.)

Topics came directly from member outreach and our fall Strategic Planning sessions.

- A customer of yours is a customer of mine - the delicate art of cross-promotion and audience sharing.
- Business resources seminar - Helpful info for startups and making investments to grow your business (Also will include the MN Guide to starting a business)
- Cooperation and Collaboration - New business models and ways to partner
- Coupons and flyers and media, oh my! Traditional marketing tools and how best to utilize them.
- I wouldn't put that in my mouth - Creating an appetizing array of menu options - food service tips and certification programs
- Informational seminar on Conservation Districts
- Leveraging the Light Rail
- Needy Nonprofits: The pros and pitfalls of diversifying revenue streams
- The changing face of social media and marketing
- The Facade grant program - Resources and how to best utilize funds and small business repairs to grow your business
- The West Bank Vision - a panel and presentation from city and county staff on the future for the West Bank.
- University Business Resources - Leadership education opportunities, Interns, and more
- Using music, arts, and performance to increase the audience of your business.
- "The Perfect Patio" - how to create a patio and/or sidewalk cafe on a budget.
- Nonprofit Networking topic: avoiding burnout on staff and board
- Nonprofit Networking topic: Capacity woes and capacity building
- Nonprofit Networking topic: Community organizing
- Nonprofit Networking topic: Founders syndrome
- Nonprofit Networking topic: interns - regulations and requirements
- Nonprofit Networking topic: MOUs and collaboration and grant-writing
- Nonprofit Networking topic: multicultural audiences and constituencies
- Nonprofit Networking topic: toxic leadership (and how to deal with it)
- Nonprofit Networking topic: volunteering
- Bar/Restaurant Networking topic - liquor licensing training
- Bar/Restaurant Networking topic - collaborating on festivals and events
- Bar/Restaurant Networking topic - maximizing your web potential
- Bar/Restaurant Networking topic - booking talent

Resources / To Reference

Agenda from 2014 Strategic Planning Session

WBBA - ANNUAL STRATEGIC PLANNING SESSION

Thursday September 18, 3pm-5pm -

We will begin promptly at 3pm.

Agenda

- Review Agenda (5 minutes)
- Introductions / motivations (15 minutes) ***What brings you to the West Bank?***
- Exploration:
 - What are things we see in the other neighborhoods we value? (5 mins)
 - What's missing on the West Bank? (5 mins)
 - What orgs are responsible for the above? (Any gaps? 5 mins)
- Business priorities:
 - Briefly review summary of feedback from priorities survey (3-5 mins)
 - Anything missing? (5 mins)
- Presentation / recap
 - Summary of 2014 priorities progress (5 mins)
 - Summary of our resources (5 mins)
- Led discussion
 - How does the WBBA fit into the big picture for the neighborhood? (5 mins)
 - What among our service offerings to do not align with business needs? (5 mins)
 - Are there gaps in the above that are not being served? (5 mins)
 - How does this align with our mission? (5 mins)
- Last exercise of the day: (10 minutes total, 2-3 mins each)
 - When I see the WBBA in five years, I see _____ staff members, _____ programs, and a _____ board.
 - When I think "West Bank Businesses" in five years, I hope to see _____ restaurants, _____ ownership, and _____ guests.
 - When I see the West Bank in five years I see _____ streets, _____ businesses, _____ traffic, and a _____ neighborhood.
- Board nominations
 - Review current list. (Who is on a 1 year term?) (3-5 mins)
 - Accept nominations. (3-5 mins)
 - If we have quorum, proceed to vote (5 mins)

Notes from 2014 Strategic Planning Session

What does the West Bank need more of?

- regular events
- opportunities for youth
- library
- grocery store
- neighborhood circulator shuttle
- pedicabs close cedar on a weekends to cars
- hostel
- hotel
- b&b
- short term lodging
- horse n buggy
- mounted police
- connect Hiawatha bike trail to neighborhood, specifically Riverside mall
- activate institutional facades along riverside so they are apart of identity fabric
- connections (bt u and Augsburg, biz
- small retail space (carts, food trucks, stalls)
- museum
- maintain consistency y (snow shoveling)
- sidewalk cafes /
- outdoor green space
- positive p.r.
- racks
- public art
- flea, farmers, and night markets
- connections to other neighborhoods (physical other events)
- things to fill holes / vacancies / dormancies
- parkletts!
- and big parks
- sidewalks are a catalyst for education (about streetscape maintenance)
- gathering spaces for community groups
- bars
- loading / unloading space
- interfaith conversations
- employment opportunities
- (bad) graffiti cleanup
- northern spark
- urban agriculture
- aquaphonics
- trashbins
- racks (bike racks)
- library
- grocery store

Who helps make this happen

- Foundations
- Us!
- WBBA
- WBCC
- open streets
- Augsburg
- St. Kate's
- UMN (UDA, CHANCE)
- private developers
- city (PW, CPED, Council / Aides)
- Brian Coyle
- Students
- Hospital
- Residents
- Henn County (Commissioner)
- CRPartnership
- Trinity
- Kids
- ADC
- CDC

What do we enjoy in a neighborhood?

- Lighting (with character!)
- Directional tools
- parking / wayfinding - signage
- Accessibility
- Smiling people
- Music
- Big signs for storefronts (handpainted, with character)
- connectivity
- Porchfest
- Farmers Markets
- "Lived In" / Used feeling
- People on the street
- Cafes
- Biking
- Walking
- Cleanliness
- Appearance of concern (CARE.)
- Garbage cans (not overflowing)
- Diversity of smiles, age, culture
- Landmarks
- Outdoor gathering space
- Garbage / recycling system
- Partnerships with businesses
- Art!
- Events

What do we enjoy in a neighborhood? (cot'd)

- Pride in ownership
- patronage by both residents and guests to neighborhood
- Safety
- Stuff to do at all hours
- Parking
- Security
- Green-ness

Open Discussion Segment

Notes from open discussion / comments captured.

How does WBBA fit into the big picture for the neighborhood?

What among our service offerings do not align with business' needs? (this question and the next were answered sort of at the same time)

- Todd mentioned that all of our programs match the mission and no program is superfluous to our work.
- What about traditional marketing? I.E. Clear Channel's bus stop postings of West Bank?
- Other types of creating PR to consider such as blog posting and content creation that transmit stories. Solicit Star Tribune for PR for particular programs or projects.
- Reposting PR from individual organizations – share media and brand the district.
- The mention of trying the block ambassador program again.
- What about the future of the buildings and spaces? Can we get neighborhood preservation grants or status for our businesses or spaces? Could this be a way to keep franchises out?

Are there gaps in the above that are not being served?

- How do we empower the businesses to grow with the burden of rent, taxes, and changes?
- What do we do/ do we have a plan if developers become attracted to the area?
- Can we be involved/knowledgeable in regards to the purchase of local real estate (such as Viking Bar) ahead of time so we can be a part of the process of preservation?

Visioning Exercise

When I see the WBBA in 5 years...

I see

_____ staff

- energized
- advocates for businesses
- well paid
- continuity / consistent

_____ programs

- sustainable
- profitable
- inclusive
- collaborative
- effective
- innovative
- resourceful
- offering opportunities for good pr
- financing / grants to biz
- relevant

and a _____ board.

- forward-looking
- diverse
- participatory
- organized
- engaged
- proactive
- dynamic
- mission-driven
- focused
- well-trained (bylaws, etc)
- collegial
- informed
- transparent
- representative
- proactive
- visible
- healthy
- avoiding groupthink

When I think about West Bank businesses in 5 years, I hope to see...

_____ restaurants

- well-branded
- clean, bright, welcoming
- more daytime / pedestrian traffic to
- diverse
- accessible
- healthier
- complimenting each other
- idiosyncratic
- #WestBanky!
- outdoor seating
- urban agriculture
- sustainably minded

_____ ownership

- (see previous sheet)
- local
- pride in ownership / neighborhood
- consistent ownership

and _____ guests.

- happy
- pedestrian / cycling mobilized
- clean (no littering)
- crossover from cornerstone businesses
- tourists
- returning
- guests from major institutions

When I see the West Bank in 5 years, I see...

_____ streets

- safe
- navigable
- pedestrian-oriented
- clean
- well lit
- pedi-cab friendly
- strong district identity
- consistency of identity throughout district
- pedestrian focused (potentially closed through certain periods)
- free of potholes!
- green

_____ businesses

- (see other sheet - local, independent, strong!)

_____ traffic, and a

- more cycling
- no jams
- pedestrian
- friendly
- smiling

_____ neighborhood

- unique
- musical, theatrical, artistic and creative
- diverse
- welcoming
- vibrant
- eclectic
- weird
- quirky
- integrative
- AUTHENTIC!

Thoughts:

- small town in the city
- Preservation neighborhood status
- is the site worthy of doing? Marketing? creating news positive stories
- per - pitch stories ie goals / srib
- reposting
- high profile
- re: events - quality lots of audiences, well run vs qty)
- steering development (providing a positive buffer to development)

Data summary from priorities survey

This data, combined with the information from today, will be synthesized into the long term strategic plan for the organization and brought to the board and members for review, feedback, and approval.

(Anonymized data being circulated; will also be included in full strategic plan)

Survey Questions:

Key takeaways:

- As to be expected, priorities vary from business to business depending on location, size, and specific business type.
- Key issues for members: Capacity, cleanliness, resources, sales, parking, marketing, and working with the city of Minneapolis.
- Key issues for the neighborhood: business preservation, improving neighborhood appearance, safety / crime (perceptions and otherwise).
- Participants hope for continued input and participation from a more diverse representation of businesses - goal is shared throughout staff, board, and membership.
- A continued theme for proactive on the part of the business community to support and stabilize existing businesses in advance of upcoming economic changes.
- An excellent variety of seminar suggestions, many can be easily executed in 2015

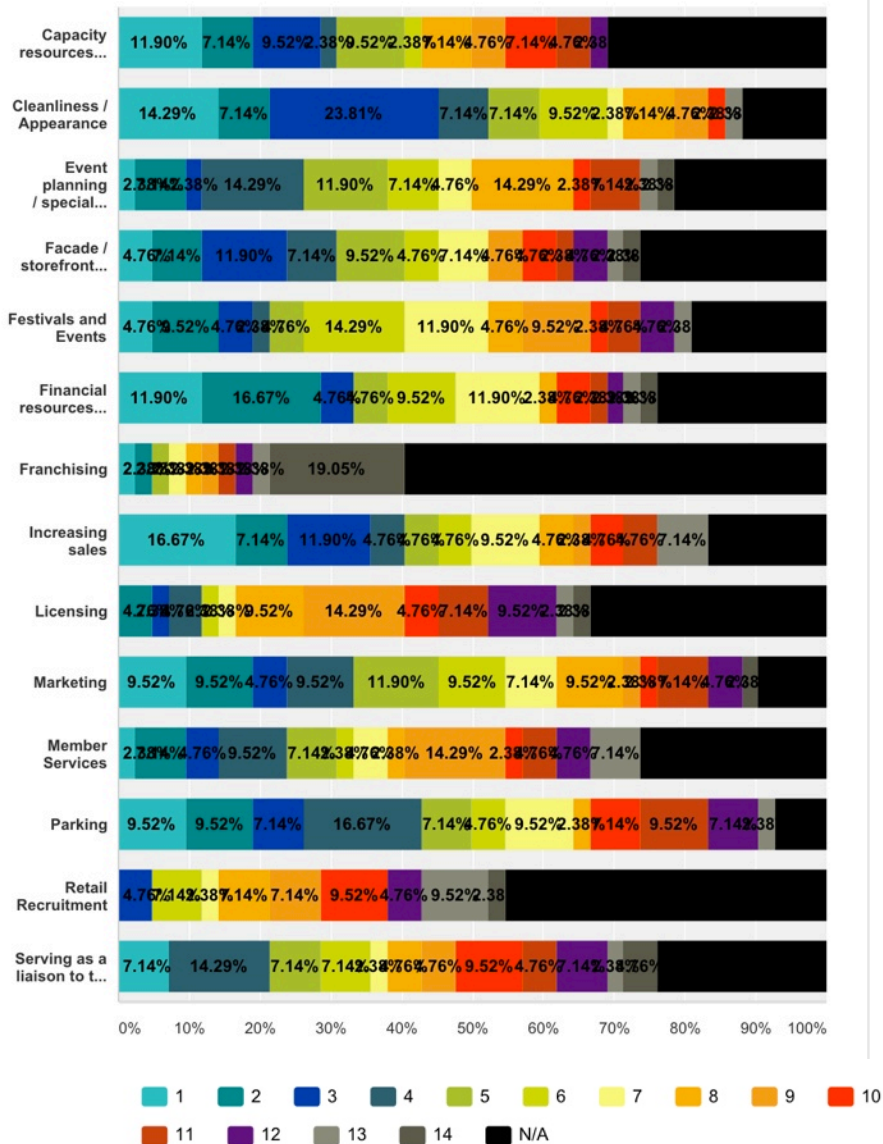
Q2

Customize

Export

What are the current / immediate needs of your business? Please rank from most important to least important with 1 begin the most important / top priority and 15 being the least important / lowest priority. If an option is not applicable please select "N/A." If there is a priority not listed below, please include that in the final comments section.

Answered: 42 Skipped: 2



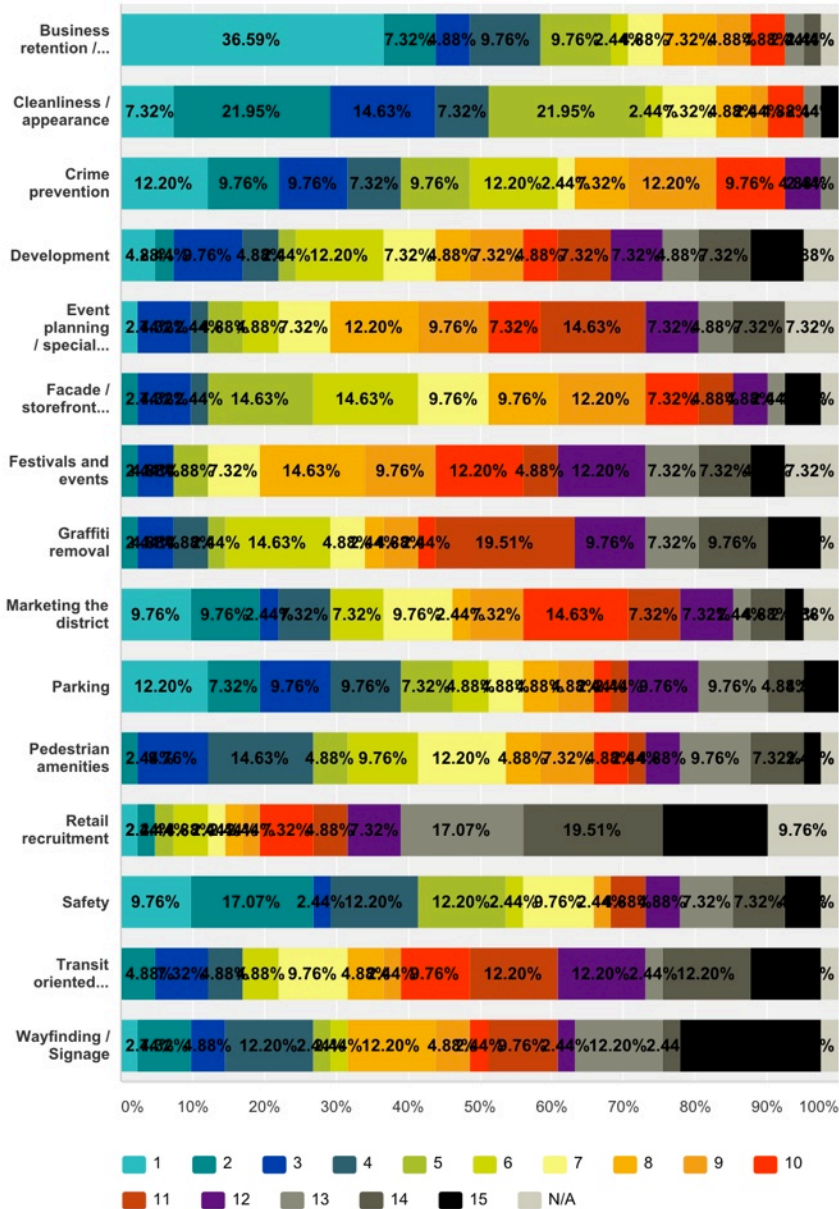
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	N/A	Total	Average Ranking
Capacity resources (staff, interns volunteers)	11.90% 5	7.14% 3	9.52% 4	2.38% 1	9.52% 4	2.38% 1	0.00%	7.14% 3	4.76% 2	7.14% 3	4.76% 2	2.38% 1	0.00%	0.00%	30.95% 13	42	9.52
Cleanliness / Appearance	14.29% 6	7.14% 3	23.81% 10	7.14% 3	7.14% 3	9.52% 4	2.38% 1	7.14% 3	4.76% 2	2.38% 1	0.00%	0.00%	2.38% 1	0.00%	11.90% 5	42	10.54
Event planning / special events	2.38% 1	7.14% 3	2.38% 1	14.29% 6	11.90% 5	7.14% 3	4.76% 2	14.29% 6	0.00%	2.38% 1	7.14% 3	0.00%	2.38% 1	2.38% 1	21.43% 9	42	8.67
Facade / storefront improvements	4.76% 2	7.14% 3	11.90% 5	7.14% 3	9.52% 4	4.76% 2	7.14% 3	0.00%	4.76% 2	4.76% 2	2.38% 1	4.76% 2	2.38% 1	2.38% 1	26.19% 11	42	8.94
Festivals and Events	4.76% 2	9.52% 4	4.76% 2	2.38% 1	4.76% 2	14.29% 6	11.90% 5	4.76% 2	9.52% 4	2.38% 1	4.76% 2	4.76% 2	2.38% 1	0.00%	19.05% 8	42	8.47
Financial resources (small business loans, grants, etc)	11.90% 5	16.67% 7	4.76% 2	0.00% 0	4.76% 2	9.52% 4	11.90% 5	2.38% 1	0.00%	4.76% 2	2.38% 1	2.38% 1	2.38% 1	2.38% 1	23.81% 10	42	9.63
Franchising	2.38% 1	2.38% 1	0.00% 0	0.00% 0	2.38% 1	0.00% 0	2.38% 1	2.38% 1	2.38% 1	0.00%	2.38% 1	2.38% 1	2.38% 1	19.05% 8	59.52% 25	42	4.41
Increasing sales	16.67% 7	7.14% 3	11.90% 5	4.76% 2	4.76% 2	4.76% 2	9.52% 4	4.76% 2	2.38% 1	4.76% 2	4.76% 2	0.00%	7.14% 3	0.00%	16.67% 7	42	9.51
Licensing	0.00% 0	4.76% 2	2.38% 1	4.76% 2	0.00% 0	2.38% 1	2.38% 1	9.52% 4	14.29% 6	4.76% 2	7.14% 3	9.52% 4	2.38% 1	2.38% 1	33.33% 14	42	6.36
Marketing	9.52% 4	9.52% 4	4.76% 2	9.52% 4	11.90% 5	9.52% 4	7.14% 3	9.52% 4	2.38% 1	2.38% 1	7.14% 3	4.76% 2	0.00%	2.38% 1	9.52% 4	42	9.05
Member Services	2.38% 1	7.14% 3	4.76% 2	9.52% 4	7.14% 3	2.38% 1	4.76% 2	2.38% 1	14.29% 6	2.38% 1	4.76% 2	4.76% 2	7.14% 3	0.00%	26.19% 11	42	7.87
Parking	9.52% 4	9.52% 4	7.14% 3	16.67% 7	7.14% 3	4.76% 2	9.52% 4	2.38% 1	0.00%	7.14% 3	9.52% 4	7.14% 3	2.38% 1	0.00%	7.14% 3	42	8.97
Retail Recruitment	0.00% 0	0.00% 0	4.76% 2	0.00% 0	0.00% 0	7.14% 3	2.38% 1	7.14% 3	7.14% 3	9.52% 4	0.00% 0	4.76% 2	9.52% 4	2.38% 1	45.24% 19	42	5.78
Serving as a liaison to the City of Minneapolis	7.14% 3	0.00% 0	0.00% 0	14.29% 6	7.14% 3	7.14% 3	2.38% 1	4.76% 2	4.76% 2	9.52% 4	4.76% 2	7.14% 3	2.38% 1	4.76% 2	23.81% 10	42	7.50

In 2015 we will continue to bring in speakers to address various business needs and priorities. What kinds of seminars/consulting expertise would benefit your business the most and would you like to see?

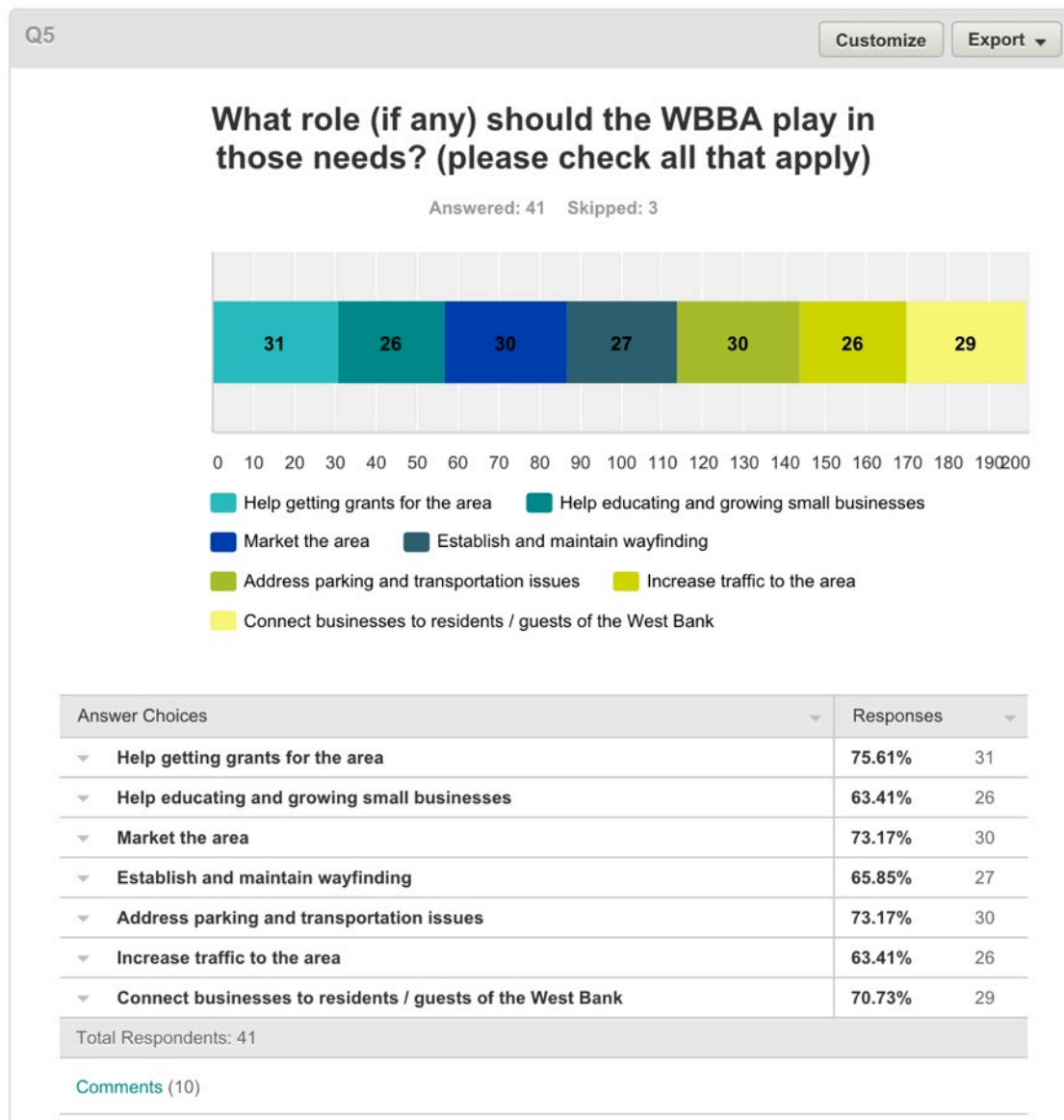
Commercial	+/-Economic Development impact of LRT
Commercial	Our company isn't typical of a Cedar Riverside business, so the seminars should continue to address the needs of the retail and arts WBBA members.
Education	Ways to leverage light rail as opportunity to promote West Bank business district.
Nonprofit	1931 South 5th Street Small Lenders Founders
Nonprofit	How to start and successfully run a business. Effective Marketing and Communications strategies to promote businesses.
Nonprofit	2001 Riverside Avenue
Nonprofit	Effective collaboration Community organizing Building healthy cultural districts
Nonprofit	Recommendations for reaching new audiences. Fundraising.
Nonprofit	Marketing -Social Media
Nonprofit	Partnerships across WBBA members and across cultures to address community needs; creating fun(draising) events :-)
Nonprofit	What plans the city has, and/or developers. This is related to the WBBA being able to be proactive in being a liaison to the City of Minneapolis. If they have plans for us, we need to know them, and I think we need to lead the way!
Resident	supporting residential neighborhood activities
Restaurant/Bar	Dealing with staff expectations Music Booking
Restaurant/Bar	Marketing, business planning
Restaurant/Bar	I would like to see speakers that focus on issues related to our shared local business climate. A seminar on the East African immigrant community would be useful.
Restaurant/Bar	Marketing based on complimentary vs. competitive goals among neighborhood businesses.
Restaurant/Bar	Maybe something about how businesses could work together rather than compete on the West Bank?
Restaurant/Bar	I think we could really benefit from more resources/ assistance on ways to do more/better outreach into the East African community in the neighborhood.
Restaurant/Bar	Community involvement. Crime Prevention.
Restaurant/Bar	Business Management, employment resources, networking
Restaurant/Bar	Social Media
Restaurant/Bar	Attracting business
Retail	Bring speakers who can help guide us, how to get business grants, loans. Also we need help on preparing business plans, workers, volunteers or business management organizing. Also, we need help on interior design for our businesses.
Retail	Real/tangible, directly relevant funding opportunity walk-throughs (increasing manufacturing capacity and compliance, business-related community programming around engineering/design/art, or planning and funding a storefront transformation)
Retail	I personally need to bring city councils and police officers. Secondly it's important to have business parking because customers need parking in order to buy stuff.
Retail	HOW TO END CAPITALISM!
Service	I'd like to invite city and county officials (Peter McLaughlin) to talk to WBBA about the long range plans for the area. Specifically, I'd like an explanation as to why 7-Corners is left out of the Washington Boulevard planning project. Hennepin County in coordination with the City of Minneapolis has developed an elaborate long range plan for a Grand Washington Boulevard. This plan designates Bobby and Steve's gas station as the eastern gateway. Yet one block further the historic and vibrant Seven Corners with its theaters, restaurants, hotel and bars is the natural end-cap to Washington Avenue. Seven Corners links Washington Ave to the University of Minnesota, the Mississippi river, Augsburg, and the new West Bank Station of the Central Corridor LRT. Seven Corners is an asset and an integral part of Washington Avenue and to not include it in these Grand Boulevard plans is a failure to maximize city and county investments and efforts.
Service	-Music and entertainment related -Placemaking
Venue	- Local grants, developing connections without community
Venue	creating liaisons with Somali businesses and residents

What are the current / immediate needs of the West Bank community? Please rank from most important to least important with 1 being the most important / top priority and 15 being the least important / lowest priority. If an option is not applicable please select "N/A." If there is a priority not listed below, please include that in the final comments section.

Answered: 41 Skipped: 3



	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	N/A	Total	Average Ranking
Business retention / preservation	36.59% 15	7.32% 3	4.88% 2	9.76% 4	9.76% 4	2.44% 1	4.88% 2	7.32% 3	4.88% 2	4.88% 2	0.00% 0	0.00% 0	2.44% 1	2.44% 1	0.00% 0	2.44% 1	41	11.70
Cleanliness / appearance	7.32% 3	21.95% 9	14.63% 6	7.32% 3	21.95% 9	2.44% 1	7.32% 3	4.88% 2	2.44% 1	4.88% 2	0.00% 0	0.00% 0	2.44% 1	0.00% 0	2.44% 1	0.00% 0	41	11.22
Crime prevention	12.20% 5	9.76% 4	9.76% 4	7.32% 3	9.76% 4	12.20% 5	2.44% 1	7.32% 3	12.20% 5	9.76% 4	0.00% 0	4.88% 2	2.44% 1	0.00% 0	0.00% 0	0.00% 0	41	10.15
Development	4.88% 2	2.44% 1	9.76% 4	4.88% 2	2.44% 1	12.20% 5	7.32% 3	4.88% 2	7.32% 3	4.88% 2	7.32% 3	7.32% 3	4.88% 2	7.32% 3	7.32% 3	4.88% 2	41	7.67
Event planning / special events	2.44% 1	0.00% 0	7.32% 3	2.44% 1	4.88% 2	4.88% 2	7.32% 3	12.20% 5	9.76% 4	7.32% 3	14.63% 6	7.32% 3	4.88% 2	7.32% 3	0.00% 0	7.32% 3	41	7.24
Facade / storefront improvements	0.00% 0	2.44% 1	7.32% 3	2.44% 1	14.63% 6	14.63% 6	9.76% 4	9.76% 4	12.20% 5	7.32% 3	4.88% 2	4.88% 2	2.44% 1	0.00% 0	4.88% 2	2.44% 1	41	8.38
Festivals and events	0.00% 0	2.44% 1	4.88% 2	0.00% 0	4.88% 2	0.00% 0	7.32% 3	14.63% 6	9.76% 4	12.20% 5	4.88% 2	12.20% 5	7.32% 3	7.32% 3	4.88% 2	7.32% 3	41	6.37
Graffiti removal	0.00% 0	2.44% 1	4.88% 2	4.88% 2	2.44% 1	14.63% 6	4.88% 2	2.44% 1	4.88% 2	2.44% 1	19.51% 8	9.76% 4	7.32% 3	9.76% 4	7.32% 3	2.44% 1	41	6.42
Marketing the district	9.76% 4	9.76% 4	2.44% 1	7.32% 3	0.00% 0	7.32% 3	9.76% 4	2.44% 1	7.32% 3	14.63% 6	7.32% 3	7.32% 3	2.44% 1	4.88% 2	2.44% 1	4.88% 2	41	8.49
Parking	12.20% 5	7.32% 3	9.76% 4	9.76% 4	7.32% 3	4.88% 2	4.88% 2	4.88% 2	4.88% 2	2.44% 1	2.44% 1	9.76% 4	9.76% 4	4.88% 2	4.88% 2	0.00% 0	41	8.85
Pedestrian amenities	0.00% 0	2.44% 1	9.76% 4	14.63% 6	4.88% 2	9.76% 4	12.20% 5	4.88% 2	7.32% 3	4.88% 2	2.44% 1	4.88% 2	9.76% 4	7.32% 3	2.44% 1	2.44% 1	41	8.15
Retail recruitment	2.44% 1	2.44% 1	0.00% 0	0.00% 0	2.44% 1	4.88% 2	2.44% 1	2.44% 1	2.44% 1	7.32% 3	4.88% 2	7.32% 3	17.07% 7	19.51% 8	14.63% 6	9.76% 4	41	4.51
Safety	9.76% 4	17.07% 7	2.44% 1	12.20% 5	12.20% 5	2.44% 1	9.76% 4	0.00% 0	2.44% 1	0.00% 0	4.88% 2	4.88% 2	7.32% 3	7.32% 3	4.88% 2	2.44% 1	41	9.35
Transit oriented marketing	0.00% 0	4.88% 2	7.32% 3	4.88% 2	0.00% 0	4.88% 2	9.76% 4	4.88% 2	2.44% 1	9.76% 4	12.20% 5	12.20% 5	2.44% 1	12.20% 5	9.76% 4	2.44% 1	41	6.40
Wayfinding / Signage	2.44% 1	7.32% 3	4.88% 2	12.20% 5	2.44% 1	2.44% 1	0.00% 0	12.20% 5	4.88% 2	2.44% 1	9.76% 4	2.44% 1	12.20% 5	2.44% 1	19.51% 8	2.44% 1	41	6.83



Commercial	Help create comprehensive plan for a safe, attractive business district with goods and services needed by the community, and then develop resources to implement elements of the plan.
Nonprofit	Collaborate with other partners to help meet area goals
Nonprofit	get contacts from underrepresented(Somalia,7 corners
Resident	Keep out generic chains
Restaurant/Bar	Advocating for small businesses and the needs of the community (as it relates to major neighborhood changes like construction or development).
Restaurant/Bar	Green space on the West Bank
Restaurant/Bar	Ride it out baby
Retail	More Bicycling Incentives/Amenities. We dont need any more car/truck traffic!!!
Service	form a land use committee Protect the unique area

Do you have any other comments, questions, or concerns?	
Commercial	I think we need to develop an economic development and lobbying strategy aimed at preserving the best of the existing business community.
Nonprofit	1. What is the WBBA's plan to increase membership and to specifically attract immigrant business owners and larger institutions in the West Bank to join the membership/leadership? 2. What does it take to host annual West Bank Festival as part of marketing the district and to draw wider groups of audiences/customers to the neighborhood businesses.
Nonprofit	The West Bank is one of the most interesting places in Minneapolis. So glad you're tackling the challenge!
Nonprofit	Connecting businesses and organization at the neighborhood is a great marketing tool that we could be utilizing more.
Nonprofit	I would like to be part of an events committee (not just the festival--I'm thinking neighborhood-building events...)
Nonprofit	Interested in being on board, but not executive committee. Pastor Jane and I worked on hers together, as Trinity, but she sent it in. So if mine does not match hers, and it is possible, rearrange! Otherwise, fine this way! Thank you!
Resident	The residential quality of life has declined because of increased crime. Help rid the district of organized crime elements.
Restaurant/Bar	WB image as fun/safe/authentic place needs to get out there more. U of M students would be good pool - especially now the Green Line comes right thru.
Restaurant/Bar	Everyone at the WBBA has done a great job! Thank you for all your support and I look forward to another great year with you guys. Thanks!
Restaurant/Bar	As for the role the WBBA should play it should definitely not assist in any efforts to gentrify the area. I wish the WBBA would prioritize the needs of the residents and East African business owners more. It often feels like the WBBA caters to business owners like Todd from the Nomad and making his customers feel "safe." I also think there needs to be more transparency between the executive board, the rest of the board & the neighborhood - like what happened with the Dania Hall lot is messed up.
Restaurant/Bar	The website (thewestbank.org) is out of date and lots of the links no longer work.
Restaurant/Bar	Of the issues I have with the WBBA, the most important is the lack of Somali American businesses represented. I hope with our new intern this problem will be addressed in the coming year.
Restaurant/Bar	This is Lucas on behalf of Pat - I will try to relate his thoughts - He feels that the large influx of East African residents and business owners has displaced the neighborhood and the community. In general, their businesses do not make the effort to appeal to anyone outside of their community and they do not do anything to invite patrons that were already here - this creates a general alienation between the existing residents and the new American community. He also feels this will hurt their business in the long run and the existing businesses as the neighborhood becomes more and more East African. There is also the irony of long time residents who are resentful of businesses like the Nomad and any business that seems to modern and ambitious but he feels all the businesses should own the area and the neighborhood and work to bring in business for everyone and create a single cohesive identity for the neighborhood. He also thinks that many of the East African businesses do not make enough money to maintain themselves and their buildings so their spaces decline into "5 buck buildings" which are highly attractive to developers who have taken over East Bank and the River Front by moving in quickly bulldozing everything and starting with all new businesses. He thinks West Bank is at risk for this within 5 to 10 years and that the East African aren't ready for it. Without planning West Bank will turn into a completely different neighborhood run by developers. He thinks a key to fighting against this threat of development is to preserve the spaces as they are - instead of letting the spaces go into disrepair inviting cheap real estate development of huge buildings condos and chain stores there should be a push to fix the existing spaces and make them more sustainable and work to increase business to the local owners and save the neighborhood from gentrification and redevelopment - he also said hello and thanks
Restaurant/Bar	This is Lucas speaking on Dilla's behalf. She communicated to me that her greatest concerns were the lack of parking in the neighborhood and the fact that the owner of the Lucky Dragon takes liberties with the shared lot next door such as blocking it from public use and turning her customers away when he throws large parties in his rental space even though he hasn't applied for the permits to do so. She is also concerned about the cleanliness of the neighborhood and appreciates the graffiti cleanup efforts. She is also concerned about the amount of loiterers along that part of Riverside and has received customer complaints about loiterers engaging people at the entrance of her business and making them uncomfortable. She likes to be included in area events and hopes to be invited to participate in the future. She did mark yes on her survey about joining the board of directors but I don't think I was able to communicate the level of responsibility and commitment required of a board member due to the language gap between us.

Restaurant/Bar	They are concerned about the future of the Viking Bar and the closed Auto Repair business on the corner as well as the loitering on Riverside and wanting to attract more business to the area
Retail	Keep guiding our businesses. Thanks
Retail	<p>Safety/Crime Prevention is not important to draw customers, focusing on the crime in the neighborhood and how to prevent it (in a public manner) just says we have crime that we are trying to prevent. 1) There's little crime in our area compared to the rest of the city (quote from Inspector Rondo) ... 2) The perception of crime, likely stemming from racist notions, deter people from visiting the area (i.e. the "crackstacks" as a blanket term for Riverside Plaza that triggers the image of black criminals) ... 3) Convincing and subsequently getting the immigrant/minority-business owners to tell their stories in a public way would be saweet. The people want a story, and there are plenty of stories to be had!!! And awesome stories will market themselves in terms of becoming 'viral' (or at least well-known) whether online or even just on the classic grapevine. --- I don't know what Member Services means unless it means what I'm listing as priorities for the WBBA to work on for us members, in which case I'd say yes the priorities I listed are priorities generally speaking as well (but only insofar as small/minority/immigrant-owned businesses are considered ex officio members that are simply not as likely to join our meetings but are MORE important to be served). --- Development is a priority for the community in so far as, how do you prepare immigrant/minority-owned businesses and properties to build their wealth so that if development comes here or near, their personal and family wealth builds instead of people being displaced and losing their livelihood altogether (i.e. what AsianEDA is doing with their services, and what Majora Carter is doing in the Bronx with a development company that works with minority property owners to develop their properties and help them retain ownership instead of them just selling as a new light rail is built through their neighborhood!). Jamie I think your talk today about services is really important, but it shouldn't be on the businesses right now because the ones that REALLY need help to thrive through city changes are the ones who REALLY can't afford it - I REALLY want this organization to be an economic development association funded at first by the city/county and eventually by successfully-helped business memberships (I bet we could get money from city/county partnership for this - again just LOOK at the immigrant/women-owned business concentration in this neighborhood - it's even a DIRECT priority for the Mayor and I know our county commissioner really cares about this neighborhood and I know you're the right fit as ED to make it happen!). My number one priority for the community list is definitely recruiting and engaging small/minority-owned businesses and that might even have to happen in a forum outside of our typical board/member meetings which have a lot of non-directly relevant info/procedure (which don't get me wrong is all important, but for a group which has shown less likeliness to participate in such processes, needs to be cut out - well you should still encourage them to go to those meetings, but, ya know what I mean?). Anyway, business retention/preservation is about GROWTH because that's what's coming to this neighborhood in terms of inside or nearby development and thus higher property taxes and rent, whether it's now, in a few years, or in a decade, it's a coming and so the businesses need to GROW \$\$-wise through the extra traffic and thus potential bigger customer-base. --- When I think of beautiful pedestrian-friendly, business-centered corridors/area/plazas I think of beautiful iconic signage and wayfinding that as much defines the area as it does guide you through it. Also every business should have a beautiful awning that attracts customers to their business as much as to the area and in order to do this businesses should be constantly pressured to take advantage of the facade improvement grant while also be offered a payment plan that eventually is so appetizing (and correlates with their lease in terms of spreading out payments so you know they will be responsible for paying for it as long as they're in that space or something?) that eventually hands down everyone has a new beautiful awning! --- Cam Gordon mentioned that a study showed there's enough parking in the area (let's verify that, because this post is based off of if that's right or not), Erik from the city mentioned there's a validation process. Let's stop complaining about parking by recognizing how much we have, taking advantage of the validation process where a business plays 78 cents for two hour validation rather than a customer paying 6 bucks for two hours (and helping businesses advertise this to their (potential) customers). Let's put bike lanes on Cedar and focus on bringing light rail, bus, bike, and ped traffic to our businesses because this neighborhood is perfectly situated for all of that.</p>
Retail	May Day Books is more of a service than a business. We do our part for the community by keeping the May Day Plaza & 2 bus stops clean and the snow shoveled for the last 24 years. We wish you capitalists would follow the socialist example! Anytime you want to talk politics, stop in, we're friendly!
Retail	More Bicycling to the West Bank Incentives/Amenities. We don't need any more car/truck traffic!!!
Service	I appreciate being involved. My current schedule with our children in school is conflicting with WBBA meetings.
Service	Market area to festivals, seminars, conventions and -other events. -form / send delegate to a land use committee. -Increase involvement locally.

Priorities progress from 2013 session

(Full report being circulated; will also be included in full strategic plan)

Key takeaways:

- On track to meet major goals and deliverables.

Summary of Five Priorities:

- Membership & Engagement - Exceeding goals for business outreach for the year. Continuing to make in-person outreach a priority, particularly for small businesses.
- Marketing / Outreach - Continue to build website as a resource and improve online communications. Additional local marketing efforts underway in light of Cedar Ave.
- Programs - Program building will continue as revenue increases. Programs and committee structure working well with budget milestones / measures set by board.
- Organization / Admin - Continuing to build staff capacity. Much of 2014: Capacity building and infrastructure. (staff, website) Finance committee evaluating budget to actual reports. On track to meet minimum goals for debt payback.
- Revenue - Where sponsorship revenue goals will decrease (no festival) grant revenue goals will increase. Due to grant schedules: some applied for in 2014 would be seen in fiscal year 2015.

Area	Deliverable
<p>Membership & Engagement</p> <p>Funded by: Member dues, Great Streets Grant</p>	<p>Facilitate 12 member meetings as seminars (topics as per requests of members)</p> <p>Seminars include:</p> <ul style="list-style-type: none"> • Telling Your Organization's Story to Make a Difference • All About Cedar • MN Sure for your small business • Light Rail Safety + University Resources for Businesses • Let's Plan for the Light Rail • Engaging Social Media - Business Seminar • West Bank Safety • Get Niche or Die Trying • Oct - Lucas / Volunteer • Oct - At Somali Mall, Jamie to present "marketing basics" • Nov - Social Media (reprise) • Nov - Events (3rd Thurs) "Improving and expanding events on the West bank" • Nov - also - Parking Forum <p>Arts Foundry workshops:</p> <ul style="list-style-type: none"> • Popping Up on the West Bank – Joan Vorderbruggen, Artists In Storefronts & the Hennepin Theatre Trust • Representing East African Culture in the Arts on the West Bank – Adrienne Dorn & Fadumo Ibrahim, Cedar Cultural Center • The Art in Music / Working with Artists in Event Planning – Sage Dahlen, Cedar Cultural Center • Underground Art and the vibrant history of the West Bank (Rekindling the Guerrilla Art Spirit) – Scott Artley, Collective Creation • Capturing Events: The importance of photographing your event and the basics of image capturing – Amal Kay Flower Photography • It's a District Occasion: District-Wide Events and Activities – Alejandra Pelinka, Northeast Minneapolis Arts Association / Art-A-Whirl • Marketing for Artists and Events – Claudia Holt, Zombie Pub Crawl • The importance of branding for artists and creative projects – Charles K. Youel – ARTCRANK • Framing and Hanging tips for non-traditional spaces – Jay Oh and Angela Hedlund, Altered Esthetics • Budgets & Accounting for Artists – Noelle Bakken, Bakken Photography • Grants for Artists – Jamie Schumacher, West Bank Business Association, Altered Esthetics • Resources and Opportunities for Artists – Noah Keesecker, Springboard for the Arts • Getting the Word Out about Your Event: Creating Stellar Press Releases – Lupi McGinty, International Cartoonist Conspiracy

Area	Deliverable
	<p>Increase membership by 20%</p> <p>Acadia Cafe Augsburg College Brian Coyle Center Cedar Cultural Center Cedar Riverside People's Center Courtyard Minneapolis David Markle Depth of Field Dilla's Ethiopian Restaurant Durable Images Fine Associates Freewheel Bike Hard Times Cafe Keefer Court Bakery & Cafe KFAI Fresh Air Radio Lottsa Tax & Acctng Services, Inc Mutual Management Nomad World Pub Palmer's Bar Red Sea Southern Theater St Catherine University Susannah Dodge The Hub Bicycle Co-op Theatre In The Round Trinity Lutheran Congregation Turtle King Longboards / Philip Kelly University of Minnesota West Bank Commercial Property Owners Association West Bank Community Development Corporation Whiskey Junction</p> <p>Increase outreach to businesses with emphasis on small / East African businesses.</p> <ul style="list-style-type: none"> • Have conducted over 200 hours of outreach to West Bank businesses, with an emphasis on East African / minority owned businesses • Participated in several outreach opportunities geared to minority owned businesses • Hired Zahra as our part time outreach coordinator <p>Introduce services for businesses</p> <ul style="list-style-type: none"> • Have services outlined and brochure drafted • Will launch by end of September (soft launch) <p>Continue partnering with ADC as applicable for hosting / co-hosting seminars</p> <ul style="list-style-type: none"> • Have continued to reach out to ADC • Also partnering with Brian Coyle with more frequency, West Bank CC <p>Increase small business participation in meetings</p> <ul style="list-style-type: none"> • Ongoing/ continued. Varies with topic. <p>Invite outside event planners to participate in meetings</p> <ul style="list-style-type: none"> • November meeting geared towards Event Planning
<p>Marketing / Outreach</p> <p>Funded by: Great Streets grant, Twin Cities Local Initiatives Support Corporation* (*td in Dec 2013.)</p>	<p>Continue to refine website, making it more mobile-friendly and image friendly</p> <ul style="list-style-type: none"> • Continued, working now on translation • Moving away from calendar updates towards content management <p>Explore opportunities to improve and install new wayfinding and signage</p> <ul style="list-style-type: none"> • Advocated successfully for West Bank Green Line LRT station kiosk • Have applied for several funding opportunities <p>Continue to grow mailing list / audience for online promos to support West Bank</p> <ul style="list-style-type: none"> • Continued growth • Marketing plan drafted, to be executed this fall

Area	Deliverable
	<p>Increase positive perceptions of the West Bank - through articles, marketing</p> <ul style="list-style-type: none"> Continued <p>Finish Loyalty Card Program / Explore continuation of it</p> <ul style="list-style-type: none"> Continued this into 2014 Will use it also for specific events <p>Plan with partners for Lightrail Opening in 2014</p> <ul style="list-style-type: none"> Executed <p>Partner with Meet Mpls / Explore MN to establish West Bank as destination district</p> <ul style="list-style-type: none"> Secured funding for this via Great Streets grant Will pursue membership to take effect for 2015 fiscal / calendar year
<p>Programs</p> <p>Funded by: Sponsors, Grants (These things should be funded and/or revenue generating!!!)</p>	<p>Establish firm budgeting parameters for programs with goals around funding</p> <ul style="list-style-type: none"> Continued to refine reporting activities Increased participation in finance committee Established milestones for event planning / kill switch <p>Increase member participation and support of program committees so they are supported by those that benefit directly from them. (Ex - bike shop sponsorship of West Bank Ride, venue sponsorship of Fest.)</p> <ul style="list-style-type: none"> Have confirmed both bike retail establishments participation in ride (members)
<p>Organization / Admin</p> <p>Funded by: Member dues. *Not fully funded for the amount of hours we consistently spend.</p> <p>Could be additionally funded by General Operating grants</p>	<p>Increase use of committees to help achieve goals, increase committee participation</p> <ul style="list-style-type: none"> Have confirmed both bike retail establishments participation in ride event (both paid members) <p>Manage staff capacity and burnout by adhering to priorities and growing offerings only with supporting revenue streams</p> <ul style="list-style-type: none"> We continue to work on increasing capacity <p>Create additional / more streamlined reporting - example: quarterly member report</p> <ul style="list-style-type: none"> Have sent: spring and late summer reports. To send: fall (priorities) winter (annual report) <p>Create calendar on site for meeting posting</p> <ul style="list-style-type: none"> Completed - this is live at wbba.thewestbank.org <p>Increase strategic use of interns and volunteers to help achieve goals</p> <ul style="list-style-type: none"> Completed - this is live at wbba.thewestbank.org
<p>Revenue (includes grantwriting, donor development, introducing services)</p> <p>Funded by: Member dues. *Not fully funded for the amount of hours we consistently spend.</p> <p>Could be additionally funded by General Operating grants</p>	<p>Increase applications submitted to foundations of appropriate scope (2013 goal 175K, 2014 goal 200K)</p> <ul style="list-style-type: none"> In process. Current submitted total for 2014: \$397,000. Estimated year-end total: \$737,000 <p>Introduce service revenue / fees for service</p> <ul style="list-style-type: none"> See above, to launch by end of Sept 2014 <p>By increased fundraising, new revenue, and maximizing revenue-generating time of staff and volunteers, goal to reduce debt by a minimum of 25%</p> <ul style="list-style-type: none"> In process. On track in spite of no summer festival fundraiser but will likely be towards min. <p>Nurture and establish relationships with new potential donors. (Mpls Found, McKnight, Carolyn)</p> <ul style="list-style-type: none"> In process. <p>Increase sponsorship dollars for events</p> <ul style="list-style-type: none"> TBD in light of no festival event <p>Increase membership by 20%</p> <ul style="list-style-type: none"> (see above)