

# West Roxbury Main Streets Strategic Goals and Tactics 2021-2022



## BOARD DEVELOPMENT

### Goal

#### **Develop and implement a new fundraising strategy and targets, and strengthen board accountability.**

- Revise WRMS Membership Program to get businesses and residents to support WRMS (in accordance with WRMS bylaws)
- Determine future of annual fundraiser and plans for FY21 and FY22 (consider virtual, in person, co-benefiting another cause, etc.)
- Evaluate tiered level for business membership and roll out a community “donate now” program
- Identify and develop fundraising events
- Align donations dollars to initiatives
- Conduct donor appreciation/engagement

#### **Strengthen Board engagement with the community and businesses as representatives of the organization to build relationships and deepen our impact.**

- Identify reasons to visit and develop coordination

#### **Create a “Board Affairs Committee” to oversee nomination and internal processes.**

- Recruit between 5-10 board members to:
  - ✓ Improve member development
  - ✓ Improve diversity
  - ✓ Provide desired skillsets and diverse perspectives
  - ✓ Improve fundraising goals (FY19/20 Strategic Plan)
  - ✓ Divide initiatives among more people
- Define and Implement Board Onboarding and Evaluation Processes

#### **Develop a clear understanding of how community members want to see district and community evolve (FY19/20 Strategic Plan).**

- Review past assessment/surveys and analyze what we have accomplished

- Review data collection when the new Census results are published

## ORGANIZATION

### Initiative

#### **WRMS FY21 Budget (+ Spending Priorities).**

- Identify major expenditures for FY22
- Treasurer Quarterly Updates on Spending (bottom line)
- Reconcile money received through funding or grants

#### **Grow volunteer base (FY19/20 Strategic Plan).**

- Evaluate new volunteer orientation and recruitment strategies. Enhance volunteer communication and management systems. Evaluate committee structure and effectiveness

#### **Host board a Board officer election annually in January.**

*2021 Electected Officers (Recorded by Clerk Brian Trabish). Voted in unison by present board members, Kanessa Alexander, Elizabeth Hoenscheid, Dean Koutris, Lauren Stakutis, Brian Trabish, Howard Traub, Sara Ward. Nominated candidates abstained in their own votes.*

- Elizabeth Hoenscheid, President
- Howard Traub, Treasurer
- Brian Trabish, Clerk

#### **Host public annual meeting in February.**

*[Recording - February 23, 2021 Zoom Webinar]*

#### **Hire part-time or full-time support staff to coordinate communications and develop additional event programming.**

- Identify volunteers that can help execute communications until we have a budget to support hiring someone. Requires additional funding and/or allocation of % COB operating budget

#### **Support other community programming through partnerships (Healthy Kids Day, PIM Trick or Treat, Music in the parks, events hosted by City of Boston)**

## DESIGN

### Initiative

#### **Lead and implement Tim White Way transformation project.**

- Gain support from Roche Brothers & abutters, City partners, community
- Document and renderings already created
- Steps for fundraising and securing grants
- Reach out to the abutters and see if there are partners and any concern with changes
- Partnership with Thriving Places Collaborative
- Phase – engage stakeholders and City of Boston
- Winter Lights Installation (Winter Placemaking Initiative funded by BMSF)
- Successfully funded through WRMS, grants, and community donations

#### **Develop and implement a streetscape beautification and maintenance plan.**

- Develop plan and partnerships
- Conduct annual cleanup and plantings organized in partnership w/ City and local businesses including:
  - Clean-up Days
  - Public Works Partnerships (Work with the City to improve district by replacing missing trees and increase trash barrels.)
  - Local Landscaper Partners (free signage)
  - New planters installed along Centre Street
- Secure volunteers
- Secure tools for use

#### **Support initiatives to make the district more welcoming for all users, incorporating “Complete Streets” frameworks and best practices adopted by the City of Boston and Commonwealth of Massachusetts.**

#### **Increase public art in the district, such as murals and kinetic art.**

- Bring people in from the outside
- Advocate for art inclusion in the new YMCA Pavilion
- Coordinate with marketing committee to host first ever “West Roxbury Art Walk on Centre”
- Explore mural for side of BWH Office on Tim White Way

#### **Work with businesses to improve storefront signage and storefront displays.**

<ul style="list-style-type: none"> <li>• Continue to identify opportunities</li> <li>• Evaluate current neighborhood zoning policies</li> </ul>
<p><b>Work with the City and businesses to identify locations for parklets and public realm projects.</b></p> <ul style="list-style-type: none"> <li>• Review Winterizing grants and opportunities</li> </ul>
<p><b>Continue to advocate for the completion of YMCA Parkway Pavilion. (FY19/20 Strategic Plan)</b></p>
<p><b>Improve connections between train stations and the district to encourage more foot traffic during morning and evening commutes.</b></p>

## PROMOTION (Marketing, Events, and Culture)

Initiative
<p><b>Determine future of WRMS signature events 2021 and beyond.</b></p> <ul style="list-style-type: none"> <li>• Host new and frequent social events for the neighborhood, partnering with district businesses</li> <li>• Evaluate future of past signature events <ul style="list-style-type: none"> <li>✓ Celebrate Centre</li> <li>✓ Bramble Day</li> <li>✓ Holiday Market &amp; Tree Lighting</li> <li>✓ Taste</li> </ul> </li> <li>• Consider budgeting for consultation on event planning</li> <li>• Westie Wishes – ornaments for sale (\$20-\$25)</li> <li>• ArtWalk on Centre (September 2021)</li> </ul>
<p><b>Host <u>campaigns</u> that bring attention and drive traffic to district businesses (and aid in economic recovery efforts due to COVID-19). For example:</b></p> <ul style="list-style-type: none"> <li>• Storefront display contest and lights grant for small businesses</li> <li>• Explore sidewalk sales and other “safe” means of boosting local economic activity</li> <li>• Love Local holiday season campaigns (including promotions of specials that business are offering)</li> <li>• Engage with business owners to encourage “specials” and “promotions” around various holidays that can be promoted in WRMS outreach (e.g. Mothers Day Specials in the West Roxbury Main Street district)</li> <li>• Restaurant Best of Contest</li> </ul>

- Sector and topic-specific campaigns (e.g. gift-buying guide featuring local retailers, great gluten free options in West Roxbury’s Main Street district, outdoor seating guide, pizza crawl, etc)

**Assess design, layout, and content of the new website launched in 2019.**

- Do a review of the website from a non-profit point of view and user experience (upload your own events – Google calendar, clearer fundraising buttons)

**Update WRMS Brand Style Guide and Logo to reflect the strengths and identity of the district and to strengthen WRMS engagement with the community.** (Note: this should be done in conjunction with the website assessment)

- Source ideas and design from within the community, and consider public contests
- Develop creative brief

**Develop and implement communications and digital media strategy.**

- Create a social media plan/calendar that is tactical – currently in development
- Identify WR influencer list
- Complete survey of residents and businesses to improve content and messaging
- Messaging document (Share publicly at Annual Meeting)
- Identify how we will manage social media moving forward – schedule social media campaigns (i.e., logo contest, messaging for events, interviews and storytelling, local small business providing us with content, fundraising, historic and preservation celebrations)

**Explore opportunity to host a session (e.g. workshop, tour, etc.) at the Spring 2021 National Main Street Conference in Boston.** ~~EVENT POSTPONED TO 2023.~~

## ECONOMIC DEVELOPMENT & VITALITY

### Initiative

**Establish Economic Recovery & Growth Task Force to help WRMS businesses during and after pandemic recovery.**

- Complete assessment of business conditions through a business survey and inventory update (targeting a 85% response rate)
- Complete assessment of community survey (targeting 500 responses) for insights on desired business mix, shopping preferences, and the types of activity residents and visitors want to see in the district
- Make efforts to capture and represent a diverse set of community perspectives in consideration of WRMS stated goals and the development of a Recovery & Growth Plan
- Present key findings in a public meeting and Develop tools, resources, and a business roundtable workshop series

**Develop an advocacy and engagement strategy for commercial and mixed-use residential development projects. Establish guiding principles for development projects.**

- Play a role in advocating for new development that adds vibrancy and improved street presence in the district
- Determine WRMS Role as a stakeholder and advocate for best practices and innovation of urban main street districts and smart growth principles
- Ensure consideration and representation of diverse community perspectives
- Standardize questions and information for engagement on new developments

**Develop business recruitment strategy.**

- Analyze community survey response and conduct additional market and economic analysis to inform strategy
- Update website with resources useful for entrepreneurs interested in the area
- Ensure that the WRMS and community-driven vision is also incorporated into those materials for developers and entrepreneurs urged consideration

**Relaunch Women's Network Group.**

- Establish a volunteer committee to plan events, discussions, and invite guest speakers