

EAST TOWN BUSINESS PARTNERSHIP

Serving the Downtown East and Elliot Park Business Community since 1979.

Five-Year Strategic Framework

2018 - 2022

Mission

The East Town Business Partnership serves as an advocate for the Downtown East and Elliot Park business community, promoting a safe, productive business environment and communication between business and civic leaders.

About the East Town Business Partnership

The East Town Business Partnership is a geographically-based business and professional association which supports the activities of businesses, non-profit corporations and property owners in the Downtown East and Elliot Park neighborhoods of Minneapolis. The organization was incorporated in 1979 as the Elliot Park Business and Professional Association (EPBPA). The name was changed in 1999 and again in July 2016 to more accurately reflect the organization's growing constituency.

East Town Business Partnership Business District

The Downtown East and Elliot Park (DEEP) District Boundaries

- North boundary Mississippi Riverfront
- **South boundary** Interstate-94E
- East boundary Interstate-35N
- West boundary 5th Avenue



The Strategic Planning Process

The East Town Business Partnership Board of Directors met for a half-day of thoughtful conversation about the future for the ETBP district and how the organization can contribute to and shape that future to benefit all who live, work, and recreate in East Town. This was done by engaging in an analysis of strengths, weaknesses, opportunities, and threats (SWOT), performing stakeholder mapping, and identifying focused planning elements, leading to a prioritized update of the organization's strategic areas of focus.

The session was facilitated by private consultant Trudy Ohnsorg of Cincinnatus, Inc.

Major Themes

The following themes permeated the Board's discussion, and are woven into the full text of the Strategic Framework:

- East Town Business Partnership's primary role is as convener and connector. Its strength lies in its ability to build consensus, its connections to a broad cross-section of the city, and its leadership and influence across many sectors.
- The central challenge for ETBP will be to clearly differentiate itself from similar organizations, such as the Minneapolis Downtown Council and the Chamber of Commerce. As its role becomes more focused, ETBP may decide to disengage from some current activities and redirect its energy toward a more defined set of goals and initiatives.
- There was strong support in the Board's discussion for ETBP to become recognized as the thought leader for innovative convening related to livable and sustainable growth in the area. Areas of focus could include: small/underrepresented business mentorship and promotion, social entrepreneurship catalyst, public space development, and affordable housing/lodging.
- As ETBP coalesces around a more focused brand, other aspects of the organization will fall into place synergistically. Opportunities for membership growth and revenue generation will emerge, clarifying needs for organizational infrastructure and leadership to support the more defined mission.

Connection and Collaboration: Bring business and civic leaders together to catalyze							
economic opportunities that benefit everyone.							
What Impact	How to Influence	Resource Need	Timing	Next Steps			
Goal: Be a convener							
-Convene diverse stakeholders to create changeLeverage opportunities for strategic alignmentConvene groups with multiple perspectivesAnticipate, stay ahead of trends.	-Systematically identify and engage key stakeholdersConnect with: Riverside, University area, Finnovation Center, Neighborhood groups, Chamber, MDCLeverage large district events.	-Engage in more comprehensive stakeholder mappingLeverage Board and membership to meet with stakeholders and understand their needs and goals.	-Mapping in 2017. -Outreach in 2 years with annual reports.	-Assign stakeholder mapping to Board committee.			
Goal: Be a champio	n/cheerleader for our u	inique assets					
-Promote new corridor development that emphasizes mixed use and diverse housing growthAdvocate for the Commons, stadium, river, and history.	-Convene related to river activities and developmentLeverage the Park and Portland Ave visionFocus on improvements in walkability and congestionPromote public spaces for everyone.	-Time, Board and Staff capacity. -Member time and in-kind resources. -Volunteer resources and management of them.	-Over the next 3-5 years with annual reports.	-Continued Staff participation in related discussionsEngage Board members into meetings as possible.			
Goal: Understand unmet community needs							
-Identify who we can help achieve their goals and objectivesInnovate new ways to connect members in sector affinity groupsConnect with a broad cross-section of the cityBe indispensable.	-Survey members and staff within area businesses to understand their needs. -Use more collaborative tools and tech options to connect.	-Invest in collaborative technologyBuild staff technical expertise and/or develop technical resources.	-Over the next 3-5 years with annual reports.	-Understand survey tools and tech optionsCreate position description for potential technical support.			

Advocacy and Resourcing: Advocate with the City of Minneapolis, Downtown East and Elliot Park neighborhoods (the DEEP District) to promote the establishment and growth of new, small, under-represented, and/or social enterprise businesses while supporting needs of existing businesses. Next Steps What Impact How to Resource Need Timing Influence Goal: Support new, small, and under-represented business development -Develop a business -Outreach to assess -Time. Board and 3-5 years depending -Seek input from strategy to promote how best to partner Staff capacity. on resources member businesses. -Consider obtaining new, small, and with these available. under-represented organizations. grant writing businesses in East -Partner with larger services. Town. businesses and -Member time and -Encourage diversity. leverage expertise in in-kind resources. the group to develop -Local, state, and resources. national grants. -Innovate ways to convene and connect. Goal: Promote social enterprise -Partner with other -Time, Board and -Be the recognized 3-5 years depending -Seek input from advocate for the communities to Staff capacity. on resources member businesses promotion of social -Consider obtaining understand social available. and existing socialenterprise in East grant writing enterprise needs and enterprise incubator services. Town. trends. organizations. -Member time and -Stay ahead of -Engage with trends. existing social in-kind resources. enterprise -Local, state, and organizations to national grants. bring chapter to East Town. Goal: Maintain and expand organizational programs -Maintain and -Be efficient and -Create and update -Time, Board and -Create and update a effective in metrics for Staff capacity. evaluate on an systematic approach implementation of usefulness of -Cultivation and ongoing basis. to program delivery. programs. programs. management of -Consider expansion -Revise annual, 3 and -Review system for volunteers. in 2-4 years. 5 year metrics. program implementation. -Ensure appropriate resources and Staff capacity.

Leadership and Voice: Integrate the thinking and leadership expertise of our small, medium and large organizations into a cohesive representation of our collective economic growth goals.							
What Impact	How to Influence	Resource Need	Timing	Next Steps			
Goal: Make ETBP obvious – be relentless!							
-Clear recognition of the unique East Town brand by businesses, residents, and visitors.	-Incorporate the district brand into downtown signage and digital platformsExpand use of digital media to increase outreach.	-Research process and requirements for signageExpertise in digital media – volunteer, training, or hiring.	-Plan signage in 2017, execute in 2018Identify tech needs in 2017. Engage or develop capability in 2018. Revisit needs annually – will change.	-Create a timetable for creating physical and digital signage.			
Goal: Collaborate fo							
-Be the catalyst for retail development that meets the needs of residents and employees, and draws others to the area.	-Identify unmet retail needs and opportunitiesIdentify barriers to the establishment of retail operations to meet those needsConvene and partner.	-Time and capacity for research and collaboration.	3-5 years with annual progress reports.	-Convene area retailers for discussion.			
Goal: Advocate for	public improvements						
-Be known as a leading advocate for public realm improvementsWork with Green Minneapolis to promote and develop Commons Park.	-Partner to identify and promote initiatives that will benefit the publicBe the convener to bring local businesses into the planning processHold innovative events to generate public support and awareness.	-Board and Staff time and resources for collaboration.	3-5 years with annual progress reports.	-Meetings with Green MinneapolisConvene with local businesses regarding the topic.			
Goal: Increase the "Feet on the ground"							
-Increase the number of people living in, visiting, and shopping in this areaSupport the availability of affordable housing.	-Partner to promote affordable housing options that add value to the community.	-Board and Staff time and resources for collaboration.	3 – 5 years with annual progress reports for other affordable housing partnerships.	-Convene with local businesses regarding the topic.			

Sound and Sustainable Organizational Structure: Ensure the long-term							
organizational capacity and financial stability to support the mission and vision of ETBP.							
What Impact	How to Influence	Resource Need	Timing	Next Steps			
Goal: Define our							
-Have clear purpose	-Identify roles of like	-Engage in role	-Plan in 2017,	-Assign task to a			
and deliverables.	organizations and	mapping exercise –	execute in 2018.	committee of the			
-Be clearly	carve out unique	consider bringing	-Maintain and	Board.			
differentiated.	"niche" areas for	MDC and Chamber	evaluate in 2-4 years.	-Seek input from			
	ETBP.	into the discussion.		member businesses,			
	-Focus on "niche"			neighborhood			
	roles; decrease focus			organizations, and			
	and resources from roles that are			political leadership.			
	duplicative.						
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	volve membership a			D 1			
-28% of area	-Survey area	-Engage	-Ongoing goal –	-Develop target			
organizations are members.	businesses. Follow up with non-	volunteers/interns for survey and	revisit targets annually.	goals and standardsCreate position			
-87% of members	responders and	follow-up.	aimuany.	description for			
indicate high	dissatisfied	-Investigate market		potential			
satisfaction with	businesses.	for consulting work.		membership			
ETBP.	-Consider earned	-Identify potential		coordinator.			
-Cash reserves are	income	funders and engage					
maintained at 6	opportunities	Board and leadership					
months of operating	(consulting, etc.).	to follow up with					
costsRevenue increases	-Engage new funders around social	themConsider hiring a					
at 8% annually.	enterprise and	membership					
ac o , o aminamy.	underserved business	coordinator –					
	support/mentoring.	volunteer, part-time,					
		or commission.					
	ard and staff leaders						
-Plan is in place for	-Engage the Board	-Board discussions	-Planning in 2017.	-Develop an			
future leadership and	and membership on the future leadership	on leadership needs.	-Implementation over 3-5 years with	implementation schedule.			
staffing needs. -Board and	needs of the	-Identify opportunities for	annual reports.	scriedule.			
membership are	organization.	additional Board and	инташ теропо.				
informed and	-Expand Board and	member					
empowered.	membership	participation.					
-Board composition	leadership	-Mentoring and					
reflects the diversity	opportunities.	partnerships to					
of area businesses	-Identify unmet staff	increase internal					
and residents.	needs and develop	capacity.					
	plans to hire and/or train. Consider use	-Identify emerging businesses and target					
	of interns and	Board recruitment.					
	volunteers.						
	-Recruit new Board						
	members to reflect						
	emerging business						
	trends and area						
	populations.						