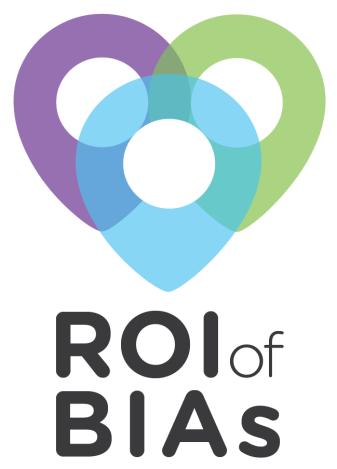
**VISION STATEMENT: OBIAA is renowned and respected across Ontario and beyond, as a dynamic and sustainable, highly-functioning organization, providing leadership, advocacy and world-class resources. OBIAA is a catalyst for positive community and economic change, enabling growth in Ontario BIAs.**

**OBIAA Board of Directors**



STRATEGIC ACTION PLAN 2017 Refresh

2016 to 2019

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| ***“OBIAA is the network that represents unique and vibrant BIAs across Ontario. The Association supports and advocates on behalf of its members through the building and nurturing of strong relationships and partnerships. OBIAA is a leader in the development and sharing of information, tools, resources and best practices, and is the ONE voice on common issues.”***  OBIAA MISSION STATEMENT 2016 |

**OBIAA** incorporated in 2001 andcollectively represents more than **130 part-time staff**, approximately **200 full-time staff** with a combined budget of more than **$50 Million Dollars** that is spent keeping Ontario's communities vital. There are more than **70,000** businesses that are represented within Ontario's more than **300 BIAs**.

The first BIA Legislation, in the world, was created in 1970 in a partnership with the Ministry of Municipal Affairs (the Government of Ontario), Bloor West Village and the City of Toronto.

**EXECUTIVE SUMMARY**

OBIAA’s Board of Directors believes in planning for the future and in the strength of Strategic Planning. The Board came together in November of 2015, in Niagara Falls, ON, to develop the 2016-2019 Strategic Action Plan. OBIAA continues to reflect on the growth of the association through Strategic Planning, therefore this document builds on previous Strategic Planning conducted in 2005, 2009 and 2012. The importance of maintaining the core values of OBIAA and Ontario’s BIAs must be balanced with the opportunities that are being identified as new relationships across provincial ministries and partner organizations are being developed.

“In 2016, OBIAA undertook the Return on Investment project in partnership with TABIA. A project funded by the Ministry of Municipal Affairs and Housing to establish collective indicators for BIAs across the province, and gather raw data to provide metrics around the role BIAs play in local communities. The findings coming out of this project, called for the need to review what we’ve accomplished to date in this strategic plan cycle, and take stock on where we’re going.”

On reflection, while the basic mandates and key issues remain the same, the awareness of OBIAA and Ontario’s BIAs has grown.

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| **OBIAA BELIEVES\*:**   * In developing strategies for key-growth in sectors that are reflected in our BIAs, such as agri-food, financial services, information and communications technology, natural resources, tourism, media and culture * BIAs are a key employment centre; areas of investment, job creation and entrepreneurship * BIAs invest in Ontario’s infrastructure and require access to small infrastructure funding * We need to foster vibrant rural economies and applauds the relaunching of OMAFRA’s Rural Economic Development Program * Our Downtown BIA Communities support a variety of housing opportunities for all * BIAs are a proven sustainable model that provides options for ‘live, work, play’ opportunities for all * BIAs provide a healthier lifestyle * BIAs hire youth * BIAs hire and foster artists, through our many restaurants, creative and cultural industries and event attractions * BIAs are tourism clusters * We need to explore initiatives to reduce regulatory and administrative burdens on our BIA businesses and property owners, such as the cost of hydro, minimum wage and the mandatory Ontario Pension Plan * Toronto plays key role in the financial services sector * In championing small businesses * In championing Ontario’s BIAs * In a financial system that is modern, affordable, protects investors and consumers, and supports economic growth * In respecting the (often) heritage nature of our BIAs built form   *\*Planning Environment Resources Land (PERL) Deputy Ministers’ in the presented Report – October 2015* |  |

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| 2016 TO 2019 STRATEGIC PRIORITIES | |
| **Strategic Objective** | **Strategic Objective Statements** |
| Advocacy | **Identify and represent common issues affecting BIAs to all levels of government and be recognized by all as the ‘go to’ organization.** |
| Communications | **Develop strong communications vehicles to aid in creating awareness of the importance of BIAs and increase the awareness of the organization by internal and external communications through a clear, well-defined strategy(ies).** |
| Education | **Increase the capacity of individuals and key stakeholders by providing continuous professional resources through best practices and training.** |
| Governance | **Be exemplary in setting the standard and best practices as an organization.** |

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Legend:

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| ACTIONS: | Anticipated Steps and Actions |
| TIMEFRAMES: | Timing required to accomplish Actions |
| RESOURCES: | What resources – ‘4 Ms’ – Money, Manpower, Machinery, Material required? |
| CHAMPION(S): | Who is taking the lead? Who are the partners or stakeholders? |
| REPORTING: | Complete, In Progress or Incomplete |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: ADVOCACY** | | | | | | |
| Advocacy | | Identify and represent common issues affecting BIAs to all levels of government and be recognized by all as the ‘go to’ organization. | | | | |
| **Priority Task:** Relationship with other organizations | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| Number of new alliances and new opportunities | | | Shared resources and attending each other’s conferences - sharing data and best practices | |  | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | IDA   * IDA Partnership Review   + Bi-Annual Review * Clarification of Canadian branch * Will there be a national organization? * Cross-Promotion | | Next Review End of 2016.  This discussion is still in place |  | Marty Williams  Kay Matthews | 🞎 Incomplete   In progress  🞎 Complete  ⌧ Ongoing |
|  | Strengthen and Develop Association of Municipalities of Ontario (AMO) Relationship | | Have continued to reach out, but have not had any success to date. |  |  | 🞎 Incomplete   In progress  🞎 Complete  ⌧ Ongoing |
|  | Collaborate with Festivals and Events Ontario (FEO) to share resources | | Partnership has been continuing. No MOU in place. |  |  | 🞎 Incomplete  🞎 In progress  🞎 Complete |
|  | Toronto Association of BIAs (TABIA)   * nurture relationship * review MOU | | Next Review End of 2019 |  |  | 🞎 Incomplete   In progress  🞎 Complete  ⌧ Ongoing |
|  | Ministry Liaison and Government Ministries through Planning, Environment, Resources & Land Deputy Ministers (PERL)   * Review Annually | |  |  |  | 🞎 Incomplete   In progress  🞎 Complete  ⌧ Ongoing |
|  | BIA Organizations   * Canada * Worldwide * Raise engagement | | June 2017 – Kay attended Canada Atlantic Conference  And IDA in September 2017 in Winnipeg |  |  | 🞎 Incomplete   In progress  🞎 Complete  ⌧ Ongoing |
|  | Partnerships to foster:   * Economic Development Corporation of Ontario (EDCO) * AMCTO * Ontario Professional Planners Institute (OPPI) * National Heritage Trust | |  | * ROI Advisory Committee (OPPI) * Jim Mountain (Heritage Trust) |  | 🞎 Incomplete   In progress  🞎 Complete  ⌧ Ongoing |
|  | Provincial Government Partnership   * Funding | |  |  |  | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: ADVOCACY** | | | | | | |
| Advocacy | | Identify and represent common issues affecting BIAs to all levels of government and be recognized by all as the ‘go to’ organization. | | | | |
| **Priority Task:** Data Collection | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| Data Collection | | |  | | Evidence based info supporting do-able, real results for impact funding | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Economic impact of BIA’s (ROI’s)   * Part 1 | |  | Committee  $150,000 | Committee | 🞎 Incomplete  🞎 In progress  ⌧ Complete |
| * Part 2 Submitted to Province (Nov 2017 to PERL through TPA.) | |  | Request submitted for $60,000 | Committee | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
|  | Surveys   * Membership – Bi-Annual | | * Next one 2018, for release in 2019 | Committee  $100 x 2 = $2,000 | Committee  (MDB Insight)  (Rev Canada) | ⌧ Incomplete  🞎 In progress  🞎 Complete |
| Surveys   * Salary – Bi-Annual | | * Completed for 2016 * Will be included in 2018 Budget |  | Committee | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
| Surveys (Stakeholders)   * Municipalities/Ministries * ROI Stakeholders | | Annually  When??? | Committee | Committee | ⌧ Incomplete  🞎 In progress  🞎 Complete |
|  | OBIA National Conference | | Annually  Complete for 2016  Complete for 2017 |  | Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Professional Development Day | |  |  | Committee | 🞎 Incomplete  🞎 In progress  ⌧ Complete |
|  | Minimum Wage Increase | |  |  | Committee | 🞎 Incomplete  🞎 In progress  ⌧ Complete |
|  | PERL   * 6 weekly surveys * Consultation * EDCO | |  |  | Committee | 🞎 Incomplete  🞎 In progress  ⌧ Complete |
|  | Cobalt Connects   * Data Collection Partnership * Implement Expressing Vibrancy Project across Ontario – ROI Study | | MOU signed, subject to ratification [www.expressingvibrancy.com](http://www.expressingvibrancy.com)  Complete for 2017 | ROI PROJECT CONSULTANT | Executive Director | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
|  | Provincial Data Collection Partnership   * Provincial FIR (When is this sent out to municipalities?) * Provincial Open Data – | | Complete for 2017 | No Financial Commitment | Committee  Executive Director | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
|  | Policy Scan   * PPS - Connect growth of downtown with growth of municipality * Places to Grow update – BIA success connected to Growth Plan * Gather data from other organizations | | Ongoing  Complete for 2017 | See #1 | Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
| Parking Lot – Federal Capital Gains Tax | | | | | | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: ADVOCACY** | | | | | | |
| Advocacy | | Identify and represent common issues affecting BIAs to all levels of government and be recognized by all as the ‘go to’ organization. | | | | |
| **Priority Task:** Planning, Resources, Environment & Land Deputy Ministers’ Committee (PERL) | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| Results from DeputationNew PERL structure | | | MMAH LetterOBIAA Letters | |  | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | PERL Meeting   * Structure & Planning | | March 8 or 15, 2017  Complete for 2017 | MMAH Liaison  Board  Committee | Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Follow Up with past PERL Deputations | | 6 months to 1 year  Complete for 2017 | Committee | Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Data Partnership as presented in the PERL Report 2015 and 2016 | | Next 6 months to 1 year  Complete for 2017 | Committee | Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Vacancy Rate | | Province is changing so Municipalities have choice | Committee | Committee | 🞎 Incomplete  🞎 In progress  ⌧ Complete |
| Strengthening Property Standards | |  | Committee | Committee | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
|  | Municipal Act Review   * OBIAA must be ready to submit when next announced * Areas of focus include:  1. Status of Volunteer (Self-funded) 2. Community Area Improvement Plan (CAIP) 3. Main St Business Class 4. Downtown Revitalization Applicants – BIA question 5. Municipal/BIA relationships | | Completed 2016 – No change undertaken by province.  Continue to lobby | Committee | Committee | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
| Main Street Strategy | |  |  |  | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
|  | Future PERL Items   * Build Repository of Issues * Stakeholder Survey(s) * ROI Part 2 * Minimum Wage * Marijuana * Mainstreet Class Tax Policy | | ROI Consultation Report identifies issues  Completed for 2017 |  |  | 🞎 Incomplete  ⌧ In progress  🞎 Complete |
|  | Update Reporting Mechanism/Performance Measurement Tool   * Track off shoots, such as ministry consultations & submissions   (as per PERL 2015 Strategic Planning worksheet) | |  |  | Andrew Marks | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: ADVOCACY** | | | | | | |
| Advocacy | | Identify and represent common issues affecting BIAs to all levels of government and be recognized by all as the ‘go to’ organization. | | | | |
| **Priority Task:** Open For Business through the Ministry of Economic Development, Employment and Infrastructure | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
|  | | | OBIAA to Request Opportunity as Required | |  | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Follow Up on any outstanding OFB Action Items   * Annual Review * Could we/do we go back? | | Completed for 2017 | Committee | Committee | 🞎 Incomplete  ⌧ In progress  🞎 Complete |

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| **Additional Asks Identified – Advocacy** | | |
| **Ask** | **Priority Tax #**  **(committee to assign)** | **Where did we ask?** |
| FIR |  |  |
| Track Vacant Properties |  |  |
| Track Property Standards |  |  |
| TOD Signage – Rural Definition |  |  |
| CAIP |  |  |
| Clarify Volunteer Status (Local Board) |  |  |
| Main Street Business Tax Class |  |  |
| Downtown Revitalization BIA Question (RED) – Is there BIA in your Downtown Revitalization Area? |  |  |
| BIA-Municipal Partnerships/Relationships |  |  |
| OPPI/CIP |  |  |
| National Trust |  |  |
| Small Business Programmes (Sect 108) |  |  |

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| **Additional ROI Asks Identified – Advocacy** | | |
| **Ask** | **Priority Tax #**  **(committee to assign)** | **Where did we ask?** |
| Transfer Payment Agreement (ROI Part 2) |  |  |
| BIA Central Resource/Portal |  |  |
| Collecting Data (MPAC, Stats Can) (Sales data, HST, etc.) (Quality, outliers) |  |  |
| Building capacity for BIAs |  |  |
| Building inter-municipal relationships |  |  |
| Sharking Knowledge (BIA maps, network mapping, sales indexing) |  |  |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: COMMUNICATIONS** | | | | | | |
| Communications | | Create awareness of the importance of BIAs and increase the awareness of the organization. | | | | |
| **Priority Task: Development of “Value of BIAs” Presentation Deck** | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| % of downloads/users on website | | | Email to OBIAA Members – BIAs & Municipalities | | 10% download the presentation5% response rate to survey | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Organize outline of information for the Presentation | | Completed in 2017 | Executive Director  Communications Committee | Communications Committee  Ministry Liaisons | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Create Presentation Deck   * Committee to update annually and now with findings of the ROI | | Completed in 2017 |  | Communications Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Upload to Website   * Communications to Member * Launch/Explain at Conference | | 2017 | Kay | Communications | 🞎 Incomplete  ⌧ In progress  🞎 Complete  🞎 Ongoing |
|  | Communication Plan - members via newsletter, website and/or conference | | October 2017 to resend updated version | ED and committee | Communications | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing |
|  | Conference   * Put on overhead projectors at the conference for members to see | | April 15-18, 2017 |  | Communications | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: COMMUNICATIONS** | | | | | | |
| Communications | | Create awareness of the importance of BIAs and increase the awareness of the organization. | | | | |
| **Priority Task: Review of Branding Strategy** | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| % of Board Members approval | | | Board | | 100% | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Review/ Audit current branding strategy  OBIAA, ROI, GO ON, I <3 BIAs | | Board to discuss at September Board Meeting | Board and OBIAA Staff | Communications Committee | ⌧ Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
| Create Worldwide BIA/BIZ Logo | | By 2020 |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete  🞎 Ongoing |
|  | Additional marketing materials that have been created | | Membership Brochure in progress | Board and OBIAA Staff | Communications Committee | ⌧ Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Decide on any forward or further action (I Love BIAs) | |  | Board and OBIAA Staff  RED Funding? | Communications Committee | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing |
|  | Budget money for any review of Branding Material, if required | | RED Funding now open (2017)  Follow Up in October 2017 | Board and OBIAA Staff | Communications Committee | ⌧ Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Create Public Relations Plan   * Highlight successes on a broader scale. * Focus on social media (Frequency, geography, reach) | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Membership Sales:   * Expand OBIAA Membership * Add Individual and Associate Members | |  |  | 100% BIAs in Ontario. | ⌧ Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
| Parking Lot: Individual Memberships, maximizing revenues – new memberships – adding categories – sales plan to accomplish, membership portal (includes status, revenue, & regulated stats per BIA), shared knowledge on incentives for building revitalization and small business. | | | | | | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: COMMUNICATIONS** | | | | | | |
| Communications | | Create awareness of the importance of BIAs and increase the awareness of the organization. | | | | |
| **Priority Task: Internal Management Tool** | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| Efficiencies in conference time management and board activities | | | Executive Director & Board | | 20% | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Online Project Management System - Basecamp | | Operational | ED and Communications Committee | Board Approval given | 🞎 Incomplete  🞎 In progress  ⌧ Complete 2016  ⌧ Ongoing |
|  | Create Benchmarks for Project Management System | | Benchmarks for success   * Increased communications * Keeps tracks of our comments * Good to see discussion * Real time updates * Efficient process * Succession Plans (files in safe and accessible place) * Ability to help build capacity of other BIAs | $1,200 and Committees to populate and participate | ED and Board | 🞎 Incomplete  🞎 In progress  ⌧ Complete 2016 |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: COMMUNICATIONS** | | | | | | |
| Communications | | Create awareness of the importance of BIAs and increase the awareness of the organization. | | | | |
| **Priority Task: Website** | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| InputsInput # of BIAs who sign in | | | # of requests and replies# of persons signing up – track through mailchimp | | 10% increase in usage10% increase/year | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Member Needs Assistance   * Educate members on how to use and advantage of new system * Review – not being used | | Ongoing  Complete in 2017 | * Executive Director * Communications Committee * Web Designer * Email/Newsletter Communications * Sessions@ conference on how to use new website |  | 🞎 Incomplete  🞎 In progress  ⌧ Complete  ⌧ Ongoing |
|  | Browse Aloud Accessibility   * Webinars held by Browsealoud | | MOU expires fall 2017  Complete in 2017 | * Browse Aloud Company * Executive Director * Communications Committee |  | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |

**\*NOTE: PRIORITY REMOVED AS PER COMMITTEE – INTERNAL MGMT TOOL**

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: EDUCATION** | | | | | | |
| Education | | Increase the capacity of individuals and organizations by providing continuous professional resources through best practices and training. | | | | |
| **Priority Task: Regional Meetings** | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| # of Workshops & Seminars (Community of Practices)Revenues from registration and sponsorship. | | | # Attending | | Hire Administrator/Event Coordinator | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Community of Practice Sessions (COP) - Rural  OBIAA received $10,000 and hire an administrator with Board Approval | | 2016  September – Port Hope  October - Simcoe  November - Renfrew | OMAFRA  OBIAA  NOT FUNDED FOR 2017 | * OMAFRA * OBIAA | 🞎 Incomplete  🞎 In progress  ⌧ Complete |
|  | Explore possibility of Rural Revitalization Forum/Summit   * Survey on conference evaluation ✓ * In discussions with Tom Coke of Prince Edward County | | Consider this for Toronto conference years only | Executive Director  Board Approval  Hire Administrator/Event Coordinator | * OMAFRA * OBIAA | 🞎Incomplete  ⌧ In progress  🞎 Complete |
|  | Explore possibility of Professional Development Meeting/Summit (as per previous Managers’ Meetings)   * Survey on conference evaluation ✓ | | In progress for fall 2017 | Hire Administrator – done  Event Coordinator |  | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing |

**\*NOTE: ITEM REMOVED AS PER COMMITTEE:**

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| --- | --- | --- | --- | --- |
| Regional Meetings - Urban   * 1-2/year | Review capacity, bring forward | OBIAA | * OBIAA * OMAFRA * MMAH * MTCS | ⌧Incomplete  🞎 In progress  🞎 Complete |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: EDUCATION** | | | | | | |
| Education | | Increase the capacity of individuals and organizations by providing continuous professional resources through best practices and training. | | | | |
| **Priority Task: Conference** | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| Increases: $ Rev award, # of entries, # of regional representation, sharing of award winning practices, Percentage of members advanced awareness, Increase percentage of OBIAA attendance | | | # of attendees | | Increase of 8-10%Sold out conference% increase attendance% increase in revenue | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Awards | | January  Complete for 2016 & 2017 | Executive Director | * Conference Committee * Awards Committee | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Communicating and Marketing to increase attendees  *Evaluation Question to be added to Event Evaluation*   * Did you receive any new opportunities or develop any new relationships or new learnings at the event? * What are they? * What is your name? * Can we contact you for follow up? | | May 2016  Completed in 2016 | Conference Committee | Full Board | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Reference Binder   * Determine Scope (including to sell or a benefit of membership), how to keep it updated, how to work with website * RFP * Update Reference Binder | | 1 Year | Executive Director  Board Members  Project Manager  Potential RED Grant | Full Board | ⌧Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |

**\*NOTE: ITEM REMOVED AS PER COMMITTEE:**

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| Webinars   * Host series of webinars that share award winning submissions (for those who didn’t attend conference or board members from communities) Opportunity to share winning projects as a best practice | 4 x 6 over the summer | * OMAFRA * OBIAA * charge for these? series or one-off? * Board Approval required * Webinar platform $1600/year or $134/month for up to 100 people, includes for Go To Meeting (share documents, no long distance) * Or Partner with OMAFRA as they have complete Web Conference capability | OMAFRA  OBIAA | ⌧Incomplete  🞎 In progress  🞎 Complete |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | |
| **Strategic Objective: EDUCATION** | | | | | | |
| Education | | Increase the capacity of individuals and organizations by providing continuous professional resources through best practices and training. | | | | |
| **Priority Task: OBIAA Outreach Training –** Representing OBIAA – speaking engagements, attending BIA meetings, Governance or other training or facilitation. | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | |
| Revenues from | | |  | | Internal and external | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS |
|  | Governance Session - Train the Trainer for Board Members | | March Board Meeting – 2 hrs  Complete for 2017 | Executive Director | Full Board | 🞎 Incomplete  🞎 In progress  ⌧ Complete  ⌧ Ongoing |
|  | Governance Training to requesting Members and Municipalities   * $500/session + mileage | | Ongoing | Executive Director  Board Members | Full Board | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Miscellaneous Outreach – Conference Speakers | | Ongoing | Executive Director  Board Members | Full Board | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing |
|  | Accessibility Projects   * New grant now available | | 2016 proposal for 16 workshops not accepted by the MEDEI | OBIAA to continue to champion Accessibility | Full Board  MEDEI (Accessibility Directorate of Ontario) | 🞎 Incomplete  🞎 In progress  ⌧ Complete  ⌧ Ongoing |
|  | New Collaborative Partnership for board training & skills/professional development | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |
|  | Best Practices Podcasts | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |
| Best Practices Database on Blog or Website | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |
|  | CONF as national event: opportunity for case examples from other provinces | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |
|  | Create Template for MOU | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |
| Create Template for Vacancy Report | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |
| Create Template for BIA Inventory | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete |

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| **Additional Asks Identified – Education** | | |
| **Ask** | **Priority Tax #**  **(committee to assign)** | **Where did we ask?** |
| Downtown Revitalization Tools |  |  |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | | |
| **Strategic Objective: Governance** | | | | | | | |
| Governance | | Be exemplary in setting the standard and best practices as an organization. | | | | |
| **Priority Task: Constitution and Policy Development** | | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | | |
| Completed Policy Manual | | | Board Meeting | | To provide Clarity on Issues | | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS | |
|  | Finish writing, reviewing and approving | | 1 year | Governance Committee | Board  Executive Director | 🞎Incomplete  ⌧ In progress  🞎 Complete | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | | |
| **Strategic Objective: Governance** | | | | | | | |
| Governance | | Be exemplary in setting the standard and best practices as an organization. | | | | |
| **Priority Task: Constitution and Policy Performance Review** | | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | | |
| Review Instruments Used/Required | | | At Board MeetingComplete Reviews | | Full Board Active on Committees | | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS | |
|  | Self-Review  Peer Review | | Annually  The Committee reviewed the Code of Conduct and suggest that Code of Conduct be reaffirmed annually by the first meeting of the new Board.  Completed for 2017 | Governance Committee time | Governance Committee  Executive Director | 🞎 Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | | |
| **Strategic Objective: Governance** | | | | | | | |
| Governance | | Be exemplary in setting the standard and best practices as an organization. | | | | |
| **Priority Task: Organization Sustainability - Funding** | | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | | |
| Money from other sources | | | Financial Statements | | 10% increase in steady revenues | | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS | |
|  | Explore Funding Models other Associations use | | 1 year | Governance Committee | Board  Executive Director | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing | |
|  | Explore Advertising Opportunities | | 1 year | Committees articulate opportunities | ED  Communications Committee | ⌧ Incomplete  ⌧ In progress  🞎 Complete  🞎 Ongoing | |
|  | Explore Affinity Programs (Directors, Officers, Insurance) | | 1 year | Governance Committee | Board  Executive  Director |  Incomplete  🞎 In progress  🞎 Complete  🞎 Ongoing | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | | |
| **Strategic Objective: Governance** | | | | | | | |
| Governance | | Be exemplary in setting the standard and best practices as an organization. | | | | |
| **Priority Task: Organization Sustainability** | | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | | |
| Job Descriptions for staff & board – realistic and reasonable | | | Board Meetings | | Full and appropriate Job Description and Expectations are developed, which aid in retention of exemplary staffing for the organization | | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS | |
|  | Board Recruitment Strategy | | 6 months | Executive  Committee | Board  Governance Committee  Executive Director | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing | |
|  | Explore Advertising Opportunities | | 6 months | Executive  Committee | Governance Committee  Executive Director | 🞎 Incomplete  ⌧ In progress  🞎 Complete  ⌧ Ongoing | |
|  | Succession Planning | |  |  |  | ⌧ Incomplete  ⌧ In progress  🞎 Complete | |
|  | Membership Policy | | In next two years |  |  | 🞎 Incomplete  🞎 In progress  🞎 Complete | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | | |
| **Strategic Objective: Governance** | | | | | | | |
| Governance | | Be exemplary in setting the standard and best practices as an organization. | | | | |
| **Priority Task: Capacity Development and Human Resources** | | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | | |
| Executive Director to Strategic from an Operational Direction | | | New Job DescriptionPossible Support Staff Job Description | | Full and appropriate Job Description and Expectations are developed, which aid in retention of exemplary staffing for the organization | | |
| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS | |
|  | Job Description for potential Support Staff | | 6 months  Completed for 2017 | $ to fund  Governance Committee | Governance Committee  Executive Director | 🞎 Incomplete  🞎 In progress  ⌧ Complete 2017  ⌧ Ongoing | |
|  | ED Job Description & Remuneration | | Immediate |  | Board | ⌧ Incomplete  🞎 In progress  🞎 Complete  ⌧ Ongoing | |
|  | Directors & Officers Insurance  Affinity Programs | |  |  |  | 🞎 Incomplete  🞎 In progress  🞎 Complete | |

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| **OBIAA PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET** | | | | | | | |
| **Strategic Objective: Executive** | | | | | | | |
| Executive | | Be exemplary in setting the standard and best practices as an organization. | | | | |
| **Priority Task: Capacity Development and Human Resources** | | | | | | | |
| **PERFORMANCE MEASURES** | | | **METHOD** | | **TARGET** | | |
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| # | ACTIONS | | TIMEFRAMES | RESOURCES | CHAMPIONS | STATUS | |
|  | Vision BIA 2.0.1 | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete | |
|  | Liase with Municipalities and Province to encourage Requirement for BIA input into downtown decisions | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete | |
|  | Municipal Act – mandate strategic planning for BIAs | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete | |
|  | Accreditation | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete | |
|  | Talk to Province – Minimum levy rate for a BIA | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete | |
|  | Maintain and grow new membership | |  |  |  | ⌧ Incomplete  🞎 In progress  🞎 Complete | |

**CONCLUSION**

Upon adoption of this Plan by the OBIAA Board, this 2016-2109 was presented at the Annual General Meeting and will be revisited at each Annual General Meeting.The Strategic Plan will be the guiding light of OBIAA over the next few years. A way to evaluate new projects and determination of the current goals and strategy of OBIAA.

Each Board Meeting will offer time to reflect and update this plan as we accomplish the milestones set out. Budgets and Committee structure will change to work within these guidelines.

OBIAA has made some significant steps forward in the past few years and will continue to review our actions against this plan…reflect on the past and make progress for the future. At the time of writing this document, the theme for the Conference is “Constructing Our Futures”, and so with the 2016-2019 Strategic Action Plan – OBIAA is Constructing Our Future.

