





Governance Health Check

As a Local Board, all BIAs must:

- Procedures by-law and notice
- Procurement Policy
- Personnel Policy
- Land acquisition/ownership Policy
- Public meetings open/closed meeting requirements
- Minutes and access to records
- Annual Audit, by Municipal Auditor
- Present an Annual Report to Council
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Meeting Investigator



Policies & Procedures

- 1. Municipal By-Law
- 2. Procedures By-Law http://www.toronto-bia.com/resources/handbook/SectionG.pd
- 3. Procurement Policy
- 4. Personnel Policy
- 5. Land acquisition/ownership Policy



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Board member's role as GOVERNOR

- Strategic Planning, work planning, budgeting
- Ensuring compliance with legal and contract requirements
- Ensuring adequate insurance
- Evaluating the organization's work
- Selecting and assessing the Executive Director
- Reviewing and authorizing plans and commitments



Board member's role as SUPPORTER

- Bring clout to the organization
- Support staff
- Fundraising
- Provide special skills, such as accounting, legal, communication, marketing, physical improvement
- Ambassadors to the community
- Chair and/or sit on committees



Board Member Tips

- ✓ Attend all meetings
- ✓ Know the bylaws and constitution
- ✓ Be informed about activities and operations
- ✓ Review minutes and correspondence
- \checkmark Be prepared to make decisions insist on receiving information in advance
- ✓ Respect confidentiality
- ✓ Avoid conflict of interest
- ✓ Insist on protection indemnification and insurance
- ✓ Monitor financial health
- ✓ Keep personal notes at meetings
- $\checkmark \ \ \text{Resign if you feel that the organization is acting inappropriately or irresponsibly}$



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Executive Director/Manager Role

- Responsible for general management and execution of policies
- Chief administrative officer
- Responsible for hiring and firing
- Attends all meetings of the Board
- Sits ex-officio on all committees



BIA Staff

Choosing and Supporting Staff

- An Executive Director should be chosen based or the skills he/she brings to the table
- A person who is best suited to implementing Strategic Plan priorities
- Should be an Ambassador for the organization
- Should have a healthy working environment free of harassment
- Should be presented with clear goals and frequent performance reviews based on the clearly defined goals
- Should feel supported

Engaging & Educating Staff and Board Members

- Continuous process
- New Board members/Staff orientation
- Provide continuing education opportunities
- Encourage attendance at conferences and workshops
- Very important to understand what is
 happening beyond your own boundaries



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Performance Review

- Critical to look back and evaluate how well you are doing
- Should be performed frequently for Board & Staff
- Assessing how things went will assist the Board in moving forward
- Review effectiveness organizational purpose, planning, implementing, managing relationships, motivation, providing resources, and developing competency



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Performance Measures

- Use Strategic Plans and annual work plans as baseline
- Action Oriented Minutes
- Record why or why not targets have been met, identify barriers and opportunities, and set strategies as to how to move forward $% \left(1\right) =\left(1\right) \left(1\right) \left($
- Review the Strategic Plan to ensure it is still appropriate
- Survey BIA members to validate the identified actions and obtain feedback as to the effectiveness and relevance of the Board and
- Survey Board members and committee members



Running Effective Meetings

Effective Meetings

- Clearly Define Roles Prepare for the Meeting
 - Purpose of the Meeting
 - Plan & Distribute Agenda
 - Ensure all reports & information are available
 - Notify everyone who needs to know about the meeting



At the meeting

- Set the ground rules, such as:
- Equal rights for all to be heard The majority rules

- The majority rules
 Stick to the agenda
 Decision-making will be done fairly and impartially
 Start and end the meeting on time
 Summarize the purpose of the meeting and the timelines for discussions
- Encourage input from all participants Keep the discussion focused on the topic

Running A Meeting Effectively Chair should: Be Strong **Decisions** Explain acronyms Does if fit in with the Strategic Be aware of non-verbal Plan Priorities behaviour Brainstorming Assess when the debate has **SWOT** Analysis run its course **SCORE Analysis** Assign "Actions" through the minutes clearly **Prioritizing Techniques**

Concluding The Meeting

- Review the Actions from the meeting
- Set the next meeting date, time and location
- Ensure the minutes of the meeting go out shortly after the meeting

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Sharing Best Practices

- How do we keep everyone informed of dates & deadlines?
- When should we send a topic to committee?
- How do we deal with conflict in our meetings?
- What happens when we don't have a quorum?
- What if not having a quorum is an on-going problem?

Record Keeping Minutes... Preparation (before meeting) **Sharing Best Practices** Agenda Clear and Concise Previous meeting minutes Record of what was done, not what was said Timely Meeting (during) History of BIA Attendance No opinions, except through motions, should be stated Motions Recording Secretary Record Retention Policy Actions Follow up (after) Orientation by viewing Council Meetings and reviewing their minutes Circulating to board, council and membership **OBIAA**

Sample Motion

MOTION 16-01

A motion was made by Board Member 1, seconded by Board Member 2 $\,$

THAT THE ABC BIA PURCHASE BANNERS FROM ABC COMPANY AS PER THE REPORT FROM THE BEAUTIFICATION COMMITTEE, PURCHASE NOT TO EXCEED $\$1,\!500.00$

CARRIED OR APPROVED

1 ABSTENTION
OR UNANIMOUSLY APPROVED



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Why a Strategic Plan

- Future State Stewardship
- Common Goal(s)
- Offers a possibility for fundamental change
- Gives people a sense of control
- Gives a group something to move toward & celebrate
- Generates creative thinking & passion
- Plans are built around this common vision
- Determines your budget
- Aids Granting Opportunities

Sharing Best Practices

- Who Should be Involved?
- Internal or External?
- How many priorities?
- Cost or Investment?
- Facilitated?



Strategic Plan – A Continuous **Process**

- Conduct Strategic Planning
- Review the Draft Strategic Plan Report
- Circulate the Draft Strategic Plan Report
- Adopt and implement the Strategic Plan, by Motion
- Committees review the various Goals and Key Actions
 - Determine the Actions
 - Determine Timelines

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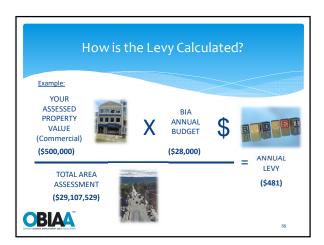
- Identify Investment required
 Determine other partners, organizations
- or BIA members Report progress at monthly meetings
- report progress at monthly meetings Communicate the Strategic Plan highlights and progress at Membership Meetings (AGM) and at Council Refer to Strategic Plan when considering new activities and initiatives
- Celebrate Successes!

A Strategic Planning Model Strategic Planning Model To consider changes or antiquoted changes in the currence that the good to move admit all models in the constraint of th					
Planning for the Process (2 hours)	Creating the Future – the Mission (2 hours)	The Current Situation – the Strategic Analysis (3-4 hours)	The Strategy – the Strategic Direction	Strategies/Operational/Acti on Plans (suggest 3 hours with the Strategy/ Strategic Direction)	A Document – Implementation and Marketing
Assess the need for strategic planning. Clarify the strategic planning mode! Set up a strategic planning committee Develop a contract between consultant and organization. Develop the process for the organization that or	Develop a vision for the future. Revisit the Mission Statement. —answers the what, for whom, benefits and uniqueness – focus on dealed future. May include valous (organization and clients), goals, operating principles	Gollect facts (PESTD) SWCT analysis based on facts Vermal size neglis and versionesses -external Opportunities and Threats Identify critical issues that are facing the organization from SWOT analysis	Create strategic directions to meet the issues identified - overall corporate statements that will direct the effocts of the organization Result the organization's constitution to update the mission if needed	Develop strategies to answer the "what will we do?" Develop action plans for each strategy that includes the who, when and resources Comider – structure, policies, systems, staff and volunteers, decision making and accountability	Produce an internal and external document descripted of the "keeper of the plan" to more into an elevaluate results. Market the plant to the organization and to external stakeholders. Celebrate your success.
		This process flows from the left hand box to the right hand box. Steps will be reviewed as the process unfolds.			
		Time frames are approximate and do not include time for research, writing, receiving feedback and preparation time for meetings for either the organization or the consultant.			
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How does a BIA Raise Funds?				
1. 2. 3. 4. 5.	Membership reviews Budget at General Meeting (AGM) Municipal Council approves Budget Special Levy applied to Municipal Tax Bill Municipality collects then remits funds to BIA Audited Financial Statements prepared each year (by Municipal appointed Auditor)			
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Potential Sources of F	unds
 Corporate - Sponsorship Community Fundraising Community Foundations (CFDCs) All levels of government Grants Ontario Community Futures Development Corporations Trillium Local funds, such as TD's 	
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How can your Municipality support BIAs:

- Governance Training
- Facilitate new BIA development & BIA expansion
- Assist with strategic plans, streetscape improvement plans, budget preparation
- Plan and coordinate Capital Projects
- Organize training and information sessions
- Help organize and conduct Annual General Meetings
- Provide daily support to BIAs through issue management, conflict resolution, and mobilizing other Departments
- Work with OBIAA to address Provincial BIA issues
- Collaboration/relationship with key municipal staff



Who Benefits? **Business Operators** From improved atmosphere and ambience Retail ServiceProfessional 100,000 - 500,000 25% \$ 216,428,280 **Property Owners** Potential to increase property values and occupancy The Community More vibrant community Prosperous local economy Potential to increase property values **Municipality and Province** BIAs are strong local economic engines ******* **OBLAA**

Additional Benefits of BIA Membership Access to: Municipal Programs Provincial Revitalization Programs Funding opportunities through: Grants Sponsorship Event Revenues Provincial Revitalization goals and vision Unified voice for local business issues Forum for discussion

Acknowledgements

- Province of Ontario
- Ontario
- Ministry of Municipal Affairs
- Ontario Ministry of Agriculture, Food and Rural Affairs
- TABIA



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Resources

Provincial

- Ministry of Municipal Affairs and Housing (MMAH)
- Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- Business Improvement Area Handbook Government of Ontario - http://www.mah.govon.ca/Asset7396.aspx

Your Municipal Clerk

Your Council

Ontario BIA Association

- Annual Conference Blue Mountain April 15-17, 2018
- Operating Reference Binder (in redevelopment)
- Member Needs Assistance
- Networking

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For More Information...

ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION

"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."

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