



ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION



BIA Board Governance Session

Presentation Agenda

1. Introductions
2. What is a BIA?
3. Quick Facts
4. What BIAs do
5. How do BIAs work?
6. Governance Health Check
7. Governance Best Practices
8. Effective Organizations
9. Effective Meetings
10. Strategic Planning
11. Finances
12. General Discussion



Disclaimer

- These slides are provided by the Ontario BIA Association for information and convenience only.
- The slides are not complete and should not be relied on for legal or official purposes. For authoritative text, recourse may be had to the legislation at www.e-laws.gov.on.ca
- As local facts and circumstances are variable, users may wish to consider obtaining their own legal advice when particular legal issues or decisions arise.

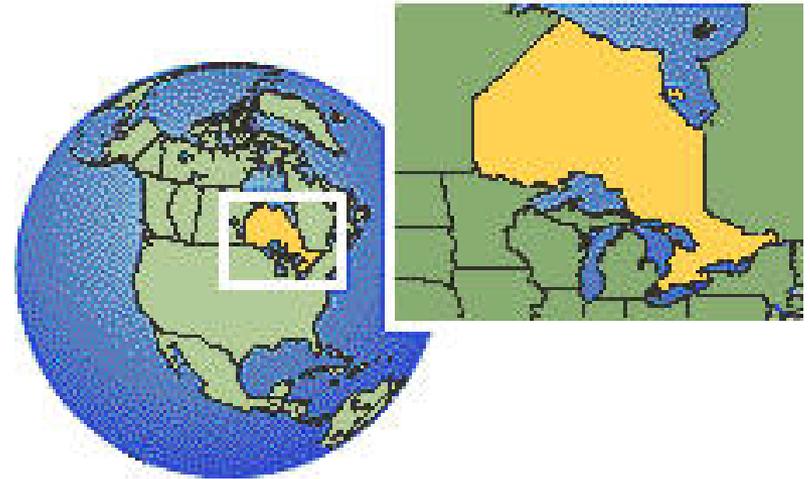
A BIA Is?



- A Municipally designated improvement area
- A **Local Board** of the Municipality
- A Municipally established Board of Management
- Governed by the [Municipal Act](#)
- Managed by volunteer board - “self help”
- Self-funded through property tax levy
- Made up of commercially assessed Property Owners and their Tenants within a defined geographical boundary

Quick Facts

- Legislation first created in 1970
- First BIA in the world – Bloor West Village
- 310+ BIAs in Ontario
- 82 active in Toronto
- Representing \$60M+ directly to the community
- 300+ BIA staff province-wide



*What BIAs Do



**A BIA IS INTEGRAL TO ADVANCING A DISTINCT,
LIVABLE, VIBRANT AND RESILIENT BUSINESS
DISTRICT WITHIN THEIR LOCAL COMMUNITY.**

ROI of
BIAs

What BIAs do

- Oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally; and
- Promote the area as a business or shopping area. (Municipal Act 2001, c. 25, s. 204 (1))



How do BIAs work?

Envision the Vision:

- Strategic Planning
- Stewardship
- Represent & Advocate for Local Businesses
- Keep Municipal Council informed

BUSINESS MIX



Economic Development:

- Strategic Planning
- Business Retention & Expansion
 - Appropriate Business Mix
 - Retail Recruitment
 - Minimizing Vacancy Rate
- Market Studies

VACANCY



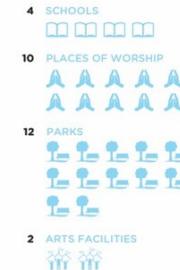
POPULATION	% OF VACANCIES
OVER 1,000,000	6.3
500,000 - 1,000,000	9.4
100,000 - 500,000	21.6
25,000 - 100,000	9.5

Beautification & Maintenance

- Streetscape Improvements
- Safety & Clean Streets



PLACEMAKING ASSETS



Marketing & Promotion

- Festivals and Events

EVENTS



Banners





Branded Street Signs



Commercial Research

- Strategic Plans
- Branding Studies
- Market Research
- Streetscape Studies
- Tourism Strategies
- Revitalization Strategies
- Business Retention and Expansion Strategies

ANALYSIS
SOLUTION
PROCESS
OBJECTIVES
TEAMWORK
VISION
SALES



Decorative Lighting



Festivals & Events

- Summer Festivals
- Themed Festivals - Elvis
- Culinary Festivals
- Farmers' Markets
- Sidewalk Sales
- Fall and/or Halloween Festivals
- Santa Claus Parades



Gateways and Kiosks



Hanging Baskets & Planters



Landscaping



Marketing & Promotion

- Branding
- Advertising
- Newsletters
- Web Sites
- Business Directories
- Public Relations
- Social Media



BURLINGTON DOWNTOWN



Patios



Public Art & Murals



Some BIAs either spearhead or provide Mural Program Grants

Public Squares



Safe & Clean Streets



Street Furniture



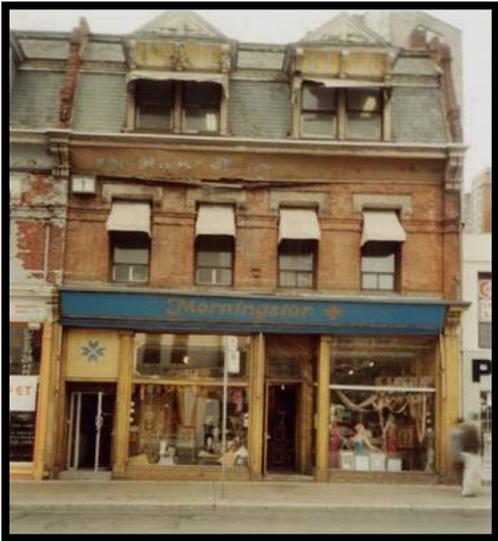
Streetscape Improvements

■ Capital Projects

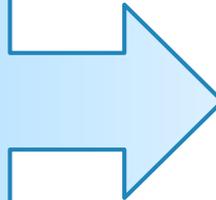
- In Partnership with local Municipality and/or the community
- Co-ordinated with repair & maintenance of City roads & sidewalks



Commercial Façade Improvement Program



Many BIAs offer
**Façade
Improvement
Programs**
in partnership with
their
Municipalities



FACADE GRANTS

AVERAGE BIA:

MUNICIPAL CONTRIBUTION **\$1** : **2.5** PRIVATE SECTOR SPENDS
PER CAPITA SPENDING = **\$0.17**

UNDER 100,000 POPULATION:

MUNICIPAL CONTRIBUTION **\$1** : **6.6** PRIVATE SECTOR SPENDS
PER CAPITA SPENDING = **\$2.53**

How Does A BIA Operate?

Board of Management

- Governance, including
 - Strategic Planning
 - Sets Agenda(s)
 - Manages & Keeps Records
 - Manages Activities



- Establishes Subcommittees
- Prepares the Budget
- Establishes Policies
- Manages Staff (where applicable)
- Communications
- Keep Municipal Council informed

General Membership

- Nominates Board
- Reviews the Budget
- Participate in Subcommittees
- Participates in Activities

Health Check



Governance Health Check

As a Local Board, all BIAs must:

- Procedures by-law and notice
- Procurement Policy
- Personnel Policy
- Land acquisition/ownership Policy
- Code of Conduct
- 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.pdf>
3. Procurement Policy
4. Personnel Policy
5. Land acquisition/ownership Policy
6. Code of Conduct Policy



Governance Best Practice



Municipal Act

Ministry of
Municipal Affairs

**Municipal
Bylaws**

Municipal Council

**BIA Operating
Guidelines/
Constitution**

Municipal Council
and Membership

BIA Policies, such as
Procurement, Human
Resources, Social Media etc.

Municipal Council
and Board

GOVERNANCE

Running an Effective Organization



Becoming A Board Member

- Roles
- From Business Owner to Board Member
- Stewardship
- Conflict of Interest



Code of Ethics

ABC BIA Board Member Code of Ethics

Name of Board Member:

As a member of this board I will:

Represent the interests of all people served by this organization, and not favor special interests inside or outside of this non-profit.

Not use my service on this board for my own personal advantage or for the advantage of my friends or supporters.

Keep confidential information confidential.

Approach all board issues with open mind, prepared to make the best decisions for everyone involved.

Do nothing to violate the trust of those who elected or appointed me to the board or of those we serve.

Focus my efforts on the mission of the non-profit and not on my personal goals.

Never exercise authority as a board member except when acting in a meeting with the full board or as I'm delegated to do by the board.

Name of Member Date

Signature of Member

Witness

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
- ✓ 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
- ✓ Resign if you feel that the organization is acting inappropriately or irresponsibly

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 on 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

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



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
- 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 its activities.
- Survey Board members and committee members

GOVERNANCE

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
 - 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
- Explain acronyms
- Be aware of non-verbal behaviour
- Assess when the debate has run its course
- Assign “Actions” through the minutes clearly

Decisions



- Does it fit in with the Strategic Plan Priorities
- Brainstorming
- SWOT Analysis
- SCORE Analysis
- 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

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)
 - Agenda
 - Previous meeting minutes
 - Timely
- Meeting (during)
 - Attendance
 - Motions
 - Actions
- Follow up (after)
 - Circulating to board, council and membership

Sharing Best Practices

- Clear and Concise
- Record of what was done, not what was said
- History of BIA
- No opinions, except through motions, should be stated
- Recording Secretary
- Record Retention Policy
- Orientation by viewing Council Meetings and reviewing their minutes



Minutes

Contents of the Minutes

- Meeting Type
- Name of BIA
- Date, Time & Location
- Name of Recording Secretary
- Attendance (confirming quorum)
- Call to Order
- Declaration of Conflict of Interest
- Approval of Previous Meeting Minutes (corrections?)
- Committee Reports
- Motions
- Next Meeting Date
- Adjournment Time

Sharing Best Practices



- Copy of Parliamentary Procedures Book, such as Roberts
- Number your motions, such as 16-01
- Summary of motions (ongoing)
- Hire a record taker (possibly through Municipality)

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

GOVERNANCE

Strategic Planning



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 to members
- Adopt and implement the Strategic Plan, by Motion
- Committees review the various Goals and Key Actions
 - Determine the Actions
 - Determine Timelines
 - Create the work plan
 - Identify Investment required
 - Determine other partners, organizations or BIA members
 - 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 anticipated changes in the environment that suggests more radical moves away from current practices

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/Action Plans (suggest 3 hours with the Strategy/ Strategic Direction)	A Document – Implementation and Marketing
<p>Assess the need for strategic planning</p> <p>Clarify the strategic planning model</p> <p>Set up a strategic planning committee</p> <p>Develop a contract between consultant and organization</p> <p>Develop a time schedule</p> <p>Develop the process for the organization</p>	<p>Develop a vision for the future</p> <p>Revisit the Mission Statement – answers the what, for whom, benefits and uniqueness – focus on desired future</p> <p>May include values (organization and clients), goals, operating principles</p>	<p>Collect facts (PESTD)</p> <p>SWOT analysis based on facts</p> <p>-internal strengths and weaknesses</p> <p>-external Opportunities and Threats</p> <p>Identify critical issues that are facing the organization from SWOT analysis</p>	<p>Create strategic directions to meet the issues identified – overall corporate statements that will direct the efforts of the organization</p> <p>Revisit the organization’s constitution to update the mission if needed</p>	<p>Develop strategies to answer the “what will we do?”</p> <p>Develop action plans for each strategy that includes the who, when and resources</p> <p>Consider – structure, policies, systems, staff and volunteers, decision making and accountability</p>	<p>Produce an internal and external document</p> <p>Identify the “keeper of the plan” to monitor and evaluate results</p> <p>Market the plan to the organization and to external stakeholders</p> <p>Celebrate your success</p>
		<p>This process flows from the left hand box to the right hand box</p> <p>Steps will be reviewed as the process unfolds</p> <p>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.</p>			

GOVERNANCE

FINANCES

How does a BIA Raise Funds?



1. Membership reviews Budget at General Meeting (AGM)
2. Municipal Council approves Budget
3. Special Levy applied to Municipal Tax Bill
4. Municipality collects then remits funds to BIA
5. Audited Financial Statements prepared each year (by Municipal appointed Auditor)

Who Pays the Levy?

Property owners pay levy

or

Levy can “flow through” to
business tenants



How is the Levy Calculated?

Example:

YOUR
ASSESSED
PROPERTY
VALUE
(Commercial)
(\$500,000)



X

BIA
ANNUAL
BUDGET
(\$28,000)

\$



=

ANNUAL
LEVY
(\$481)

TOTAL AREA
ASSESSMENT
(\$29,107,529)



Potential Sources of Funds

- Corporate - Sponsorship
- Community Fundraising
- Community Foundations (CFDCs)
- All levels of government
- [Grants Ontario](#)
- Community Futures Development Corporations
- Trillium
- Local funds, such as TD's



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
 - Service
 - Professional

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

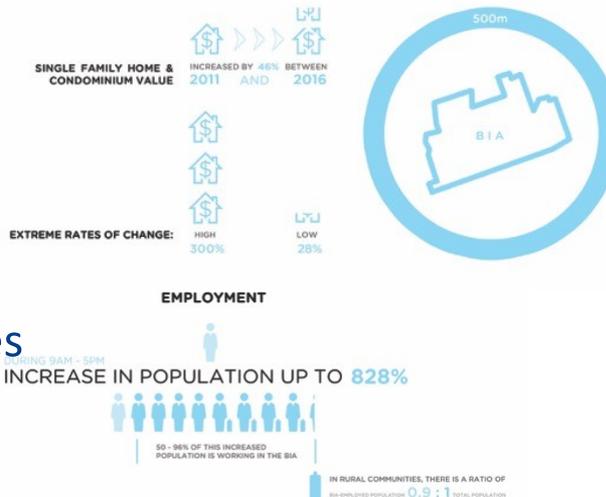
ASSESSED PROPERTY VALUE

100,000 - 500,000 POPULATION CITIES Δ **25%**
 Δ HIGHER

AVERAGE:

\$ 216,428,280

500,000 - 1,000,000 POPULATION CITIES ∇ **125%**
 ∇ LOWER



Additional Benefits of BIA Membership

Access to:

- Municipal Programs
- Provincial Revitalization Programs

Funding opportunities through:

- Grants
- Sponsorship
- Event Revenues

- Development of common goals and vision
- Unified voice for local business issues
- Forum for discussion



Acknowledgements

- Province of Ontario



- Ministry of Municipal Affairs

- Ontario Ministry of Agriculture, Food and Rural Affairs

- TABIA



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.gov.on.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

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.”

c/o 280 Queen Street South
Mississauga, ON L5M 1M1

Phone: 647-521-5341 or 1-866-807-2227

Email: info@obiaa.com

www.OBIAA.com



ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION

THANK YOU!