



# **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](http://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
- 305 BIAs in Ontario
- 81 active in Toronto
- Representing over \$50,000,000 directly into the community
- Over 300 staff province wide



# What BIAs Do

# 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))



# Determining Tenancy

## Membership

(4) Members of an improvement area consist of persons who are assessed, on the last returned assessment roll, with respect to rateable property in the area that is in a prescribed business property class and tenants of such property. 2001, c. 25, s. 204 (4).

## Determining tenancy

(5) In determining whether a person is a tenant or not, the clerk of the municipality may accept a list provided under clause 210 (2) (b) or the declaration of a person that the person is a tenant and the determination of the clerk is final. 2001, c. 25, s. 204 (5).

# How do BIAs work?

## Envision the Vision:

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

## Beautification & Maintenance

- Streetscape Improvements
- Safety & Clean Streets

## Marketing & Promotion

- Festivals and Events

## Economic Development:

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



INNOVATION  
SUCCESS  
EVALUATION  
DEVELOPMENT  
GROWTH  
SOLUTION  
PROGRESS  
MARKETING

# 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



# Landscaping



# Hanging Baskets & Planters



# Marketing & Promotion

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



# Public Art & Murals



Some BIAs either spearhead or provide Mural Program Grants

# Public Squares



# Safe & Clean Streets

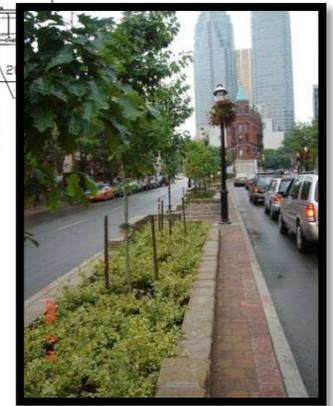


# Street Furniture



# 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



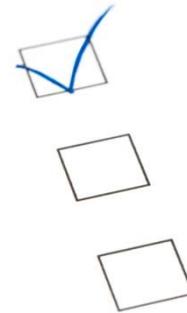
# How Does A BIA Operate?

## 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



Governance

# 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
- 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

# Governance Best Practice



- Creation of Procedures By-Law
- Review of Procedures By-Law

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
- 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 14-01
- Summary of motions (ongoing)
- Hire a record taker (possibly through Municipality)

# Sample Motion

## MOTION 13-01

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

<b>Planning for the Process</b> (2 hours)	<b>Creating the Future – the Mission</b> (2 hours)	<b>The Current Situation – the Strategic Analysis</b> (3-4 hours)	<b>The Strategy – the Strategic Direction</b>	<b>Strategies/Operational/Action Plans</b> (suggest 3 hours with the Strategy/ Strategic Direction)	<b>A Document – Implementation and Marketing</b>
Assess the need for strategic planning Clarify the strategic planning model Set up a strategic planning committee Develop a contract between consultant and organization Develop a time schedule Develop the process for the organization	Develop a vision for the future Revisit the Mission Statement – answers the what, for whom, benefits and uniqueness – focus on desired future May include values (organization and clients), goals, operating principles	Collect facts (PESTD) SWOT analysis based on facts -internal strengths and weaknesses -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 efforts of the organization Revisit 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 Consider – structure, policies, systems, staff and volunteers, decision making and accountability	Produce an internal and external document Identify the “keeper of the plan” to monitor and evaluate results Market the plan 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.			

GOVERNANCE

FINANCES

# How does a BIA Raise Funds?



1. Membership approve Budget at General Meeting (AGM)
2. Municipal Council endorses Budget
3. Special Levy applied to Municipal Tax Bill
4. City 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)

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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

# 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 Municipal 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 – Downtown London – April 10 to 13, 2016
- Operating Reference Binder
- Member Needs Assistance
- Networking

# For More Information...

**ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION**

c/o 280 Queen Street South

Mississauga, ON L5M 1M1

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

**Email:** [info@obiaa.com](mailto:info@obiaa.com)

**[www.OBIAA.com](http://www.OBIAA.com)**



Busy pulling something **GREAT** together!  
Stay tuned for details on the next conference.



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in the heart of  
**DOWNTOWN**



**THANK YOU!**