



Operating Plan: 2022

Approved November 23, 2021

*The **goals** are our long-term aspirations, the **milestones** tell us we're advancing in the right direction, **metrics** are the measurable outcomes that prove it, and **actions** are the work we do to make it all happen.*

Key Goals

By the end of 2022 we will achieve the following key goals:

1. Bronte evokes a distinctive sense of place and arrival.
2. Bronte is walkable, bikeable and connected.
3. Bronte is dependable for everyday needs.
4. BIA members, stakeholders and staff are engaged in the well-being and success of the association.

ENHANCED EXPERIENCE	
Goal: Bronte evokes a distinctive sense of place and arrival.	
Actions	Milestones & Metrics
a) Update beautification and public realm plans with a year-round focus.	<p><i>a) Bronte is clean and safe.</i></p> <ol style="list-style-type: none"> 1. Town partners with the BIA to enhance cleaning, in particular, in the Summer. 2. Three property owners with re-development plans maintain their properties. 3. The Town engages the BIA in its revived Patio Standards Study.
b) Implement and evaluate a community investment & sponsorship program for event activations.	<p><i>b) Bronte amplifies local talent to host events all year round.</i></p> <ol style="list-style-type: none"> 1. At least eight (8) local community groups activate using the new sponsorship model as health & safety protocols allow. 2. The Town engages the BIA to create and implement a management plan specific to the Bronte Market Square.
c) Wrap up 2021/22 Winter <i>At Home</i> project; re-launch Summer community version.	<p><i>c) Bronte embraces its unique waterfront assets.</i></p> <ol style="list-style-type: none"> 1. The Town extends snow clearing and open washrooms for Winter 2022/23. 2. At least 35 community groups/families/businesses participate in <i>At Home in Bronte: Summer Edition</i>, May – October 2022. 3. Half of the minimum eight (8) community groups who activate using the new sponsorship model do so in Bronte Heritage Waterfront Park.

MORE LIVEABLE	
Goal: Bronte is walkable, bikeable and connected.	
Actions	Milestones & Metrics
a) Maintain a parking marketing strategy.	<p><i>a) Perceptions that parking options are robust.</i></p> <ol style="list-style-type: none"> 1. The Town includes the BIA in the planning and execution of a revised review of the commercial parking pilot before the end of 2022. 2. At least 25 businesses continue to promote and use the updated parking map. 3. The Town partners to promote multiple parking options.
b) Explore a multi-modal access plan as part of broader Town-wide initiatives.	<p><i>b) Streets are walkable for everyone.</i></p> <ol style="list-style-type: none"> 1. The Town engages the BIA and local stakeholders in multi-modal public transportation, like on-demand buses, in the neighbourhood. 2. Bike by Ontario designates Bronte an official 'Bike Friendly' district by Summer 2022. 3. School of Cities delivers its capstone recommendations by March 2022 with at least 3 quick and easy interventions for improved walkability by Fall 2022.
c) Explore short- and medium-term wayfinding options.	<p><i>c) Wayfinding invites pedestrians to key destinations.</i></p> <ol style="list-style-type: none"> 1. The Town, BIA and School of Cities explore quick and easy and/or 'pilot' wayfinding enhancements for Summer/Fall 2022.

VIBRANT ECONOMY	
Goal: Bronte is dependable for everyday needs.	
Actions	Milestones & Metrics
a) An economic development strategy is developed with a focus on retention.	<p><i>a) A thriving commercial district.</i></p> <ol style="list-style-type: none"> 1. Street-level retail vacancies reduced 50% from 24 (October 2021) to 12 by October 2022. 2. At least 9 (50%) of the 18 displaced businesses in the Bronte/Lakeshore re-development are re-located within Bronte by December 2022. 3. At least 50% of property owners are aware of the Bronte Forward! vision.
b) Create and implement an economic development strategy focused on recruitment.	<p><i>b) An attractive place for new businesses.</i></p> <ol style="list-style-type: none"> 1. At least half of new businesses filling vacant retail spaces are on the 15-minute district retail gap wish list. 2. All commercial retailer brokers operating in Bronte are aware of the BIA's 'retail gap' wish list.
c) Create a business continuity plan focused on construction mitigation.	<p><i>c) Mitigation plans address construction impacts.</i></p> <ol style="list-style-type: none"> 1. At least one property owner engages the BIA before construction starts to work together on construction impact mitigation.

EFFECTIVE ORGANIZATION	
<i>Goal: BIA members, stakeholders and staff are engaged in the well-being and success of the association.</i>	
Actions	Milestones & Metrics
a) Implement a Member Engagement Strategy that grows connections with the association.	<p>a) <i>New vision and goals resonate with members.</i></p> <ol style="list-style-type: none"> 1. Increase from 11 (2020) to 20 members voting at the 2022 AGM. 2. Net 50 'Loyal' members by October 2022 from 37 benchmark in 2021. 3. Increase from 4 (2021) 'Loyal' to all top 12 property owners (by assessment) by December 31.
b) Implement a Member Engagement Strategy with a focus on diversifying leadership.	<p>b) <i>Strong governance model guides decision-making.</i></p> <ol style="list-style-type: none"> 1. At least six members/stakeholders are engaged in a new Issues & Policy Advisory Council by February 2022. 2. Twelve 'Nearest & Dearest' members with the required skills & diversity mix are elected to the BIA Board in October 2022.
c) Deepen relationships with Town staff and other relevant stakeholders.	<p>c) <i>A champion for Bronte issues.</i></p> <ol style="list-style-type: none"> 1. The Town includes the BIA early in discussions/plans around redevelopments.... 2. Members of the Economic Recovery & Resiliency Group continue to be advocates for Oakville recovery under the Bronte BIA's chairpersonship.