



# Operating Plan: 2023

## Year 2 (2022-2024)

**BOARD APPROVED January 10, 2023**

*Inspired by the Bronte Forward! community visioning project (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 2023 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.

<b>ENHANCED EXPERIENCE</b>	
<b>Goal: Bronte evokes a distinctive sense of place and arrival.</b>	
<b>Actions</b>	<b>Milestones &amp; Metrics</b>
a) Update beautification and public realm plans to accommodate construction.	<p>a) <i>Bronte is clean and safe.</i></p> <ol style="list-style-type: none"> <li>1. The Town partners with the BIA to ensure a high level of cleanliness and accessibility on/near construction sites (3).</li> <li>2. The Town engages the BIA in development of the new Patio Standards Program.</li> <li>3. At least 12 property owners/businesses located closest to construction sites implement enhanced cleaning, lighting and beautification efforts.</li> </ol>
b) Evolve the community investment program to make it more inclusive & equitable.	<p>b) <i>Bronte celebrates local vibrancy and history.</i></p> <ol style="list-style-type: none"> <li>1. With BIA input, the Town implements an event management &amp; beautification plan for Bronte Market Square by March 2023.</li> <li>2. A minimum of 3/10 community groups that host events/activate using the BIA’s community investment funding are from local equity deserving groups.</li> <li>3. Two property owners partner with the BIA to create permanent outdoor murals by September 2023.</li> </ol>
c) Enhance and supplement the At Home in Bronte Muskoka chair public art project.	<p>c) <i>Bronte embraces its unique waterfront assets.</i></p> <ol style="list-style-type: none"> <li>1. Ten (10) targeted equity deserving local groups engage in the At Home in Bronte Muskoka chair project – community edition for Summer 2023.</li> <li>2. The Town engages the BIA in discussions about the future of the waterfront conference centre.</li> <li>3. The Town extends park snow clearing and open washrooms for Winter 2023/24.</li> </ol>

<b>MORE LIVEABLE</b>	
<b>Goal: Bronte is walkable, bikeable and connected.</b>	
<b>Actions</b>	<b>Milestones &amp; Metrics</b>
a) Update parking marketing/management strategy to include construction impacts.	<p>a) <i>Perception that parking options are accessible.</i></p> <ol style="list-style-type: none"> <li>1. The Town engages the BIA in the proposed creation of new parking capacity.</li> <li>2. The Town and developers implement a construction worker parking plan prior to construction starting (x3 sites).</li> <li>3. At least 50% of businesses use/promote an updated construction-specific parking map by Summer 2023.</li> </ol>
b) Advocate for equitable multi-modal transportation access with pedestrians prioritized.	<p>b) <i>Streets are walkable for everyone.</i></p> <ol style="list-style-type: none"> <li>1. At least one private property owner partners with the BIA/Town to improve walkability within its retail parking lot.</li> <li>2. The Town engages the BIA in development of its Transportation Management Plan this year that prioritizes pedestrians and active mobility.</li> <li>3. The Town engages the BIA in the design and consultation for the Lakeshore West improvements.</li> </ol>
c) Develop short- and medium-term wayfinding options to mitigate construction.	<p>c) <i>Wayfinding invites pedestrians to key destinations.</i></p> <ol style="list-style-type: none"> <li>1. Developers and/or Town partner with the BIA to ensure regular and consistent wayfinding messaging before and during construction.</li> </ol>

<b>VIBRANT ECONOMY</b>	
<b>Goal: Bronte is dependable for everyday needs.</b>	
<b>Actions</b>	<b>Milestones &amp; Metrics</b>
a) Implement an economic development strategy with a focus on retention.	<p>a) <i>A thriving commercial district.</i></p> <ol style="list-style-type: none"> <li>1. Street-level vacancies maintained at 15 (December 2022) through December 2023.</li> <li>2. Every commercial retail broker with active listings engages with the BIA at least once during the year.</li> </ol>
b) Implement an economic development strategy with a focus on recruitment.	<p>b) <i>An attractive place for new businesses.</i></p> <ol style="list-style-type: none"> <li>1. At least half of new businesses filling vacancies are on our 15-minute district retail gap wish list.</li> <li>2. All active developers (3) are aware of the BIA's retail gap wish list.</li> </ol>
c) Create a business continuity plan focused on construction mitigation.	<p>c) <i>Prioritize local benefits through development projects.</i></p> <ol style="list-style-type: none"> <li>1. All 3 developers include BIA priorities in their Town-approved construction management plans (access, parking, noise, cleanliness etc.)</li> <li>2. The Town partners with the BIA on creation and implementation of a district-wide construction mitigation plan for Bronte.</li> <li>3. At least one developer collaborates with the BIA &amp; artists to incorporate public art in its construction hoarding.</li> </ol>

<b>EFFECTIVE ORGANIZATION</b>	
<b>Goal: BIA members, stakeholders and staff are engaged in the well-being and success of the association.</b>	
<b>Actions</b>	<b>Milestones &amp; Metrics</b>
a) Create and implement a change communication strategy.	<p>a) <i>BIA embraces inclusivity and anticipates change.</i></p> <ol style="list-style-type: none"> <li>1. Readership of the weekly members' newsletter increases by 10% (60%) with newly branded construction information added by Spring 2023.</li> <li>2. At least 25 businesses incorporate construction branding or information in communication with their customers.</li> </ol>
b) Evolve the member engagement strategy to grow and diversify district leadership.	<p>b) <i>Strong governance model guides decision-making.</i></p> <ol style="list-style-type: none"> <li>1. Increase from 10 (2021) to 20 voting members at the 2022 AGM in Spring 2023.</li> <li>2. Net 50 'Loyal' members by September 2023 from 41 (2022).</li> <li>3. At least one (1) additional board member is recruited by June 2023.</li> </ol>
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"> <li>1. Members of the Economic Recovery &amp; Resiliency Group continue to be advocates for Oakville recovery under the Bronte BIA's chairpersonship.</li> <li>2. The Town includes the BIA early in discussions/plans around redevelopments, infrastructure upgrades and policy changes.</li> </ol>