



2019-2022 Strategic Plan

Adopted: AGM Nov 5, 2018

OUR MANDATE

As The Junction BIA, our purpose is to improve, beautify and maintain municipally owned lands, buildings and structures in the City of Toronto-defined area along Dundas St West from Indian Grove to Quebec Ave. The work of the JBIA is in addition to the improvements, beautifications and maintenance provided at the expense of the City.

The Junction BIA will promote the area as a business, shopping and entertainment location; and do all things necessary and appropriate to achieve this in accordance with applicable legislation or authorities.

**Mandate provided by TABIA (Toronto Association of Business Improvement Area), consistent with all Toronto BIAs, detailed in Chapter 19 of the Toronto Municipal Code*

OUR MISSION

The Junction BIA provides a beautiful, safe space where the local business community can flourish as part of the robust neighbourhood anchored at Dundas St West and Keele St, east to Indian Grove, west to Quebec Ave.

Building on the area's history as the original commercial strip for the West Toronto railway connection community, The Junction is a meeting place for friends and neighbours. The JBIA provides a resource and hub for the diverse mix of businesses, who welcome patrons to enjoy this vibrant neighbourhood.

OUR VISION - ONGOING

The cohesive team of JBIA member volunteers will continue to:

- support established member businesses,
- enthusiastically encourage economic growth,
- attract diverse high-quality businesses,

All of which will contribute to the vibrancy of The Junction commercial strip.

GOALS - 2018 to 2021

The volunteer JBIA Board of Management and Committees will strive to:

- create a more walkable, beautiful and clean neighbourhood;
- foster member connectivity, organizational transparency and membership support;
- develop a brand that accurately mirrors and promotes The Junction.

SMART Objectives for 2018-2021 Goals

SMART: Specific, Measurable, Achievable, Realistic, Timely

1. A more walkable, beautiful and clean neighbourhood;

- 1.1 Improvements outlined in the JBIA 2014 Streetscape Master Plan Vision
- 1.2 Ensure regular cleaning of public spaces within the JBIA boundaries

2. Member connectivity, organizational transparency and support;

- 2.1 In-person and digital spaces for membership networking and social connections
- 2.2 Create clear resource and policy documents
- 2.3 Increase member access to JBIA resources

3. A neighbourhood brand that accurately mirrors and promotes The Junction

- 3.1 Maintain branding consistency
- 3.2 Ensure streetscape improvements link appropriately to branding
- 3.3 Increase online presence
- 3.4 Build a memorable identity that reflects the business neighbourhood

PROCESS

Initiation + Training

JBIA Board of Management mandates Strategic Plan creation - Oct 2017

Strategic Planning Trainer Group created - Nov 2017

OMAFRA SP "Train the Trainer" Program - Nov 2017 - Mar 2018

**OMAFRA (Ontario Ministry of Agriculture, Food and Rural Affairs) hosted program*

Member Consultation

Annual JBIA Membership Survey - Aug 2017, Aug 2018

Board Engagement and Brainstorming - Feb 2018

Membership Open House Evenings - Mar 2018, Aug 2018

Half-day SP Membership Retreat - May 2018

Stakeholder Interviews - Sept 2018, Oct 2018

Writing and Editing

Draft 1 - Aug 2018, Board Review - Sept 2018

Draft 2 - Oct 2018, Board Approval - Oct 2018

Draft 3 - AGM Approval - Nov 2018

BACKGROUND INFORMATION

[All referenced data is available in The JBIA Office Strat Plan Binder or here](#)

NEXT STEPS

Goals and objectives should be reviewed during last year of each board term.

Goals and objectives established through board and membership dialogue.

Updated goals and objectives voted on at election-year AGM.

i.e. Jan 2022 begin Strategic Plan Process to determine goals for 2022-2025, voted at 2022 AGM, New Board begins in 2023

These next steps allows the outgoing volunteer JBIA Board of Management to leave a legacy from their term of service. Updated goals allow the incoming volunteer Board to have a strategic direction moving forward based on current membership priorities.

Corresponding action plan, laying out the tasks and steps needed to reach specific objectives, is developed by office staff and approved by board.