

ONE YEAR ACTION PLAN - FALL 2019 to FALL 2020

WORK PLAN TEAM PROCESS FOR THIS PLAN

1. Project Established, Team Lead and members identified & meet as needed, Workplan Updater identified (Team members can be drawn from ABoT membership)
2. Workplan updater acts as team recording secretary at meetings, updating workplan using ABoT Workplan format and sends Word and .pdf updates on to Admin and ABoT Secretary behalf of Team
3. Team Prepares Workplan: with Outcomes, Action steps, Timelines, Roles and Responsibilities and sets meetings dates as needed to forward action on workplan.
4. Each team member takes action on their own commitments in between ABoT monthly and team meetings and reports at team meetings.
5. Team Lead ensures Workplan updates are e-mailed to the Administration staff and ABoT Secretary for inclusion in the meeting package by the Thursday prior to each ABoT monthly meeting, and verbally reports progress/issues at monthly meeting. Circulates questions and issues for input from rest of Council in between monthly meetings, as necessary.

ABoT PROJECT LIST	
<p>High Priority BIG ECONOMIC DEVELOPMENT-TOURISM PARTNERING PROJECT</p>	<p>Lead:</p> <p>Team: Establish Work Team</p> <p>Prepare Work Plan next steps for fast action</p> <p>Research funding sources – Invest NS and others –I.e... Valley REN & CBDC, Invest NS, Tourism funding</p> <p>Grant application process must start ASAP - Amery will start on checklist for Board.</p> <p>List of potential activities for basis of work Plan (from ABoT 2019 Strategic Plan):</p> <ul style="list-style-type: none"> • Get Larry Peach in –Economic Dev officer for Clare – to learn how they did it. • Trigger / initiate & partner in economic development / historic & other tourism initiatives • grab money that is out there—not be the doer. • Invest Nova Scotia Funding -partnership needed • Annapolis River needs to be used- & marina developed

	<ul style="list-style-type: none"> • Could we come up with funding to hire Economic development person – possible under Invest Nova Scotia ?? and address • silos around economic development. • Develop and better understanding of Explorer Guide – • Use NS Guide to Community Tourism Planning to develop partner initiatives • Support Revitalization of not-for-profit amusement park • Could we attract business to come here that serve residents on full-time basis? • Capitalize on getting on the map like Mahone Bay and Lunenburg – importance of our history to the Nation and Province – both Annapolis Royal history and Acadian and Mi'kmaq • Improve local signage –too many signs that mean nothing & we need to make them more effective to drive traffic into historic business district. • Lack of recognition of significance of Town from Provincial and federal viewpoint – marketing compared to Lunenburg -we should be on that list • Improve customer service skills & standards in A-R – stop rude employees/owners, visitors brushed off, turned away • Program to prevent some historic building deteriorating due to absentee owners – affecting tourism image of Town. Help Town to find ways to address and enforce • Capture New businesses -prevent it from going toward Digby-Clare-Yarmouth • Create development opportunities in Town • Add more public garbage cans in Town – & develop culture of using them, and programs to empty them. Solve that very few government initiatives support behaviour change in youth- I.e. Not littering • Encourage & support economic development in areas around the Town. • Success leaves clues: Look to Clare development as an example of what can be done when you rally people – need to broaden our thinking to serve a bigger area and develop Valley as a tourism destination • Valley needs a Vision for creating a destination • Improved WIFI downtown
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FINANCIAL PLAN-BUDGET	Treasurer and Executive develop draft Budget and Council ratifies by November each year in advance of December grant
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<p>Determine specific budget needs based on identified priorities</p>	<p>applications. Ready for December Board meeting December 12, 2019</p>
<p>INCREASE ABoT REVENUE STREAMS AND SOURCES OF FUNDING</p> <p>We need to become more financially self-sufficient - We're mostly dependant on government funding for our programs like VIC. We need to get better at accessing a broader range of programs for a broader range of initiatives.</p>	<p>Lead: Team:</p> <p>Establish Work Team</p> <p>Prepare Work Plan next steps</p> <p>We have found funding sources, We have applied for and accessed outside funding to initiate modest strategically planned investments in ABoT critical / priority projects. We have developed our own additional ABoT-sponsored revenue-producing initiatives</p> <p>Ideas to consider to help increase ABoT revenue</p> <ul style="list-style-type: none"> • Retail I.e. Souvenir shop • Centralized accommodations booking as part of our own website (I.e. PEC Webervations) • Events that raise funds for ABoT • Accommodations Association as arm of ABoT • Networking events for members and potential new members? • Member to Member offers and deals/discount • Website advertising as revenue stream

<p>COMMUNICATIONS</p> <p>ABoT must communicate within and outside ABoT and market the benefits of membership to build a broader base of support and buy-in for our endeavours</p>	<p>Work Team: Lead: Amery Boyer, Members: Ruth Wright, Sharon Hall</p> <p>Actions:</p> <ul style="list-style-type: none"> • Amery to e-mail to develop workplan with priorities and deadlines • Access Pam Law – use her mailing list to help distribute ABoT info • Develop website parameters for IT Team • Be more inclusive with a better 2-way communication channel initiate more feedback from members • Communicate that our meetings are open and inclusive • Expanded use of Reader and Town Crier <p>Improve Mailchimp & News You Can Use Branding and logo development</p> <ul style="list-style-type: none"> • Improve Mail chimp function for more e-mails to employees of larger businesses
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	<ul style="list-style-type: none"> • Improve News You Can Use with interactive functionality to get feedback • Communicate local member to member discounts and promote Atlantic Chamber members discounts. Esso, courier etc.
<p>COMMUNICATIONS: RAISE ABoT PROFILE in the business community and broader local community</p> <p>Community events sponsorship</p> <p>Update ABoT Logo and brand image</p> <p>Conduct Stakeholder Survey to seek member /community feedback (Note: Consider doing this as part of Board Development Activities)</p>	<p>ABoT funds/sponsors/supports or partners in ABoT Council-approved list of local community events</p> <p>Events ABoT supports are targeted and used to promote a positive image of ABoT as an effective, collaborative and effective business organization.</p> <p>Events funded/supported are evaluated each year before inclusion in the next year’s plan</p> <p>Annual Events Calendar with clear timelines updated annually by November 30 --at start of annual planning cycle to guide activities of Events and other Work Teams,</p> <p>Annual Events Calendar supports meeting deadlines for advertising preparation and submission deadlines</p> <p>Logo is updated and clear, simple messaging are completed by March 31, 2019. Our updated logo, brand and messaging are used for all our communications channels</p> <p>ABoT has clear, simple consistent messaging to support positive image among existing & prospective new members, project partners, funders and the community.</p> <p>Survey development started April 2020 survey conducted Fall 2020 Results evaluated by end of 2020</p>
<p>High Priority TECHNOLOGY IMPROVEMENT</p>	<p>IT Team, Lead: Martin-Henri Villeneuve Members: Oliver Bass & Maureen Horne Paul</p>

<p>Invest so Website is functioning effectively to provide, and improved functionality</p>	<ul style="list-style-type: none"> • Cost estimate \$5000 max- aim for less • Funding established in budget • Work with Communications Team to determine outcomes for site • Website Modernize & update the website to make it user friendly <ul style="list-style-type: none"> ○ Define parameters for site map structure • make it a source of revenue
<p>High Priority BOARD DEVELOPMENT SUCCESSION PLAN for ABoT 2020 (Executive and Council Members)</p>	<p>Nominating Team – Workplan Lead: Charles Stewart, Team: Amery Boyer and Sharon Hall Next meeting: October 23, 2019 Amery’s house 4:00</p> <p>Outcome: Treasurer, Secretary & Vice-President, and regular Council members nominations in place well ahead of April 2020 AGM, Election takes place at AGM On-boarding process for new Executive and new Council members is planned and scheduled</p> <p>Succession Planning Overview: Attract new Council members with broad experience, skills and energy - We are always searching for new Executive members and Council members Secure better funding to delegate the time-consuming administrative and bookkeeping functions that hold back attracting quality board members to succession plan</p>
<p>BOARD DEVELOPMENT (ON-GOING)</p>	<p>Continually Improve ABoT Project Management Process: Team: Executive & Council Members</p> <ul style="list-style-type: none"> • Annual Planning Calendar developed – November for coming year • Continue and improve current Project Teams with Work Plans, reporting and accountability system, I.e... <ul style="list-style-type: none"> ○ Designate Team Leads and Supports for Project Teams ○ Work Plan and Agenda item deadline for Board package is 5:00 p.m. on the Thursday before each Board meeting for effective reporting purposes ○ Board package goes out on Tuesday before Board meeting ○ Board Members commit to review Agenda and meeting package prior to arriving at each meeting.

- Meeting Agendas go on Website and News You Can use on Tuesday before each Board meeting
- Approved Minutes go on Website the day after each Board Meeting
- In camera topics – Human Resource matters etc. are kept within Council.

Team Development

Note: Enlist Members to serve on Specific Project Teams

Lead:

Members:

A lot of work is getting done between Board meetings- due to workplan Teams-are flexible, task-oriented and nimble, can work well without process

- Mix of new people and longer term provides broad knowledge and insight
- Solid business experience and diversity on team
- Lots of networks among team that we can build on
- Good technical skills- computers, finance, grant-writing,

Need to attract larger businesses not currently represented on Council

Volunteer recruitment – for Council seats and Project Teams

Attract more seniors to volunteer

Update By-laws

Lead: Amery Boyer

Members: Charles Stewart and Julia Redgrave

- Update By-laws or move to an Association structure- consistent with 2017 recommendations
- culturally bureaucratic, Rigid by-laws. Need to modernize
 - Some Council members not showing up at all - Secretary not reporting on absences & by-laws don't address this
- Meetings go on too long – Council needs to develop process to make advance preparation easier
- Address Complacency among members & Council
- Documentation of all Board processes, payroll, accounts receivable, minutes, meetings, VIC Operations,

<p>ABOT OPERATES VIC EFFECTIVELY EACH YEAR</p>	<p>VIC Work Team: Lead: Members:</p> <p>Manage Risk: Keep an eye on Town of A-R loss of Revenue from NSPI, and on current & future planning activity –</p> <p>a. (Byron to draft Letter to Director of Planning for Province? -re statement of Provincial interest re: affordable housing)</p> <ul style="list-style-type: none"> • Keep an eye on NSPI -future of VIC space Find out from senior NSPI staff Sandra McDonald? and/or Wes Trimper what will happen to our space at VIC Be prepared to create contingency plan for new VIC location if we lose current NSPI location • VIC Grant applications – Amery to handle Town and Municipal and Royan application from Town • Byron doing Provincial and Federal applications for Student employees • Hiring & training process for VIC needs new team Leads • Explore Satellite VIC with Town and how to staff it
<p>ABOT EVENTS (in cooperation with Communications Work Team)</p> <p>Business Expo - Business Awards</p> <p>Hold/Sponsor Member Educations Programs</p>	<p>EVENTS CALENDAR established every November of year ahead</p> <p>Booking Venues and catering for events: Julia Redgrave:</p> <p>BUSINESS EXPO – BUSINESS AWARDS TEAM Lead: Sharon Hall Members: Charles Stewart, Julia Redgrave Timing: During Small Business Week, third week of October annually</p> <ul style="list-style-type: none"> • Rebrand or develop Business Expo, it is working well as a networking event to create alliances and new business – I.e. Business-to Business Expo, have more tables to increase connections • Continue and improve Business Awards Program together with Business Expo <p>MEMBER EDUCATION /PROFESSIONAL DEVELOPMENT TEAM Lead:</p>

<p>ABoT Meetings & Business Networking Events</p>	<p>Members: Timing: Events TBD</p> <ul style="list-style-type: none"> • Bring in training through existing economic development programs and services -I.e... Marketing education for our members more- and/or teach them marketing – bring in training for them <p>BUSINESS NETWORKING Team Lead: Members:</p> <p>Hold Member Networking Events – Switch from current QGMs (re By-law update for March AGM –notice at December QGM for April AGM) (TBD from new members interest in being on team.)</p> <ul style="list-style-type: none"> • Hold meet and greets – with a few business showcases, aimed at networking and building connections • Re-address holding Business Luncheons / Evening Networking events <p>Drop First Friday’s for now. Help- to create a more inclusive “Evening Shopping” with community entertainment program to get more businesses involved and attract locals and tourists alike to get out and shop in the evenings.</p>
<p>Support to Community Events</p>	<p>Continue Support to the following community events:</p> <ul style="list-style-type: none"> • Natal Days (Get Board & members more involved in float) • Parade of Lights – add more family & kid’s activities, look to other Christmas lights programs I.e. Bridgetown Festival of Lights to make it a bigger draw locally and to increase tourism visitors • Keg, Crate, Cask & Food Festival-continue support with acknowledgement of ABoT support required

<p>Low priority for now YOUTH ENTREPRENEURSHIP / BUSINESS START-UP PROGRAMS</p>	<p>Revisit once we have new members interested Foster Youth involvement in economic development-& entrepreneurship, business mentoring, student volunteers through a funded ABoT program</p> <p>Seek funding to sponsor student training in customer service</p> <p>Support student entrepreneurship funding applications / training</p>
<p>ADVOCACY</p>	<p>Lead: Members: Timing:</p> <p>Cigarette Butt Campaign Immigration: Amery (see below) Public Washrooms for upper St George business district & better hours for existing locations: Maureen and Amery Wheelchair access: Shela Breau Sound system for amphitheatre Improved WIFI downtown (under Big Partnership Project)</p>
<p>XX Priority SUPPORT ENTREPRENEUER IMMIGRATION</p> <p>Support migration of Canadians, RETURNING Nova Scotians & foreign immigrants to become entrepreneurial permanent residents of NS and ABoT area</p>	<p>Lead: Members: Timing:</p> <p>Support marketing to attract migration and immigration of viable small business operations opportunities (See Big Partnership project) Provide Letters of support for proponents of viable year-round businesses</p> <p>Note: Conduct 2-way communication with Provincial NSBI (Nova Scotia Business Inc.) program which supports a variety of small business immigration programs</p>
<p>CREATE MORE PARTNERSHIPS</p>	<p>Lead: Members: Timing:</p> <p>Create new partnership opportunities (See Big Partnership project) Evaluate all existing partnership projects and explore creating new ones – Charles Stewart</p>

	<p>Royan Tourism Students Support Partnership Project – Amery Boyer Bank of NS Scholarship – Byron Mersereau</p>
<p>ANNUAL AND STRATEGIC PLAN PROGRESS MONITORING & UPDATING</p>	<p>Lead: President Members: Vice-President, Secretary & member volunteers Annual business Plan Update: October annually Workplans updated and post-project review after completion to go to AGM/Board meeting Strategic Plan is a living document and referred to by Executive & Council members regularly.</p>

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