



Developing a Strategic Plan

Board of Directors
February 26, 2020

Developing a Strategic Plan Agenda

- ▶ strategic plan
 - ▶ background
 - ▶ mission
 - ▶ areas of strategic focus
- ▶ policy / position development

Developing a Strategic Plan Background

- ▶ why? why now?
- ▶ two drivers
 - ▶ the discussion around “policy”
 - ▶ a desire to set goals for accomplishment
- ▶ policy
 - ▶ what framework do we use to evaluate?
- ▶ accomplishment
 - ▶ what drives our priorities?

Developing a Strategic Plan History

- ▶ St. Lawrence Neighbourhood Association
 - ▶ an Ontario corporation; 14 February 1983
- ▶ *Objects for which the corporation is incorporated:*
 - ▶ neighbourhood environment
 - ▶ quality of life; beneficial change and development
 - ▶ external affairs
 - ▶ neighbourhood representation; relations with government(s)
 - ▶ community cooperation
 - ▶ sense of community; communication



letters patent, under which the charter is issued are skimpy – 4 pages
the most substantive content being ...
in terms of strat planning, if possible, should consider remaining true to the founding Objects

Developing a Strategic Plan

Mission Statement

- ▶ The St. Lawrence Neighbourhood Association advocates on behalf of the more than 35,000 residents it represents to preserve, protect and enhance the quality of life in the St. Lawrence neighbourhood.
- ▶ Its efforts to accomplish this Mission are focused in five strategic areas:
 - ▶ responsible development
 - ▶ conservation of heritage
 - ▶ community
 - ▶ participation
 - ▶ relationships

Strategic Focus

1. Responsible Development

- ▶ advocate for responsible development in the neighbourhood and its near surroundings;
- ▶ development which preserves its unique nature and heritage character, conforms to City policies and is supported by adequate infrastructure
- ▶ principal current involvement(s):
 - ▶ Development Committee [B]

Strategic Focus

2. Conservation of Heritage

- ▶ advocate to conserve the neighbourhood's heritage, including the original ten blocks of the City of York, the St. Lawrence Market, and the many and varied heritage buildings, green spaces and other historical sites in and around the neighbourhood;
- ▶ principal current involvement(s):
 - ▶ Heritage Committee [B];
 - ▶ BIA Streetscape Committee [E]

Strategic Focus

3. Community

- ▶ promote a strong sense of community through communication, engagement and events;
- ▶ principal current involvement(s):
 - ▶ VP Marketing [D];
 - ▶ Events Committee [B]; Gardening Committee [B]; Seniors Committee [B];
 - ▶ Community Police Liaison Committee (CPLC-51 Division) [E];
 - ▶ Quayside Stakeholder Advisory Committee [E];
 - ▶ Lake Shore Boulevard Public Realm [E]

Strategic Focus

4. Participation

- ▶ participate in all relevant processes – community, governmental, regulatory – which have the potential to affect the quality of life in the neighbourhood;
- ▶ principal current involvement(s):
 - ▶ Waste Reduction Group [B];
 - ▶ Community Environment Day [B];
 - ▶ BIA Parks Committee [E];
 - ▶ St. Lawrence Market Precinct Advisory Committee [E];
 - ▶ St. Lawrence Community Recreation Centre (CRC) Advisory Council [E];
 - ▶ West Don Lands Committee [E]

Strategic Focus

5. Relationships

- ▶ develop and leverage relationships with major neighbourhood institutions, corporations, utilities for mutual benefit
 - ▶ including St. Michaels Hospital, St. Michael's Hospital Family Health Unit, George Brown College, police, fire department,
 - ▶ cultural institutions (i.e., St. Lawrence Hall, theatre companies, Canadian Opera Company), St. Lawrence Market,
 - ▶ major neighbourhood employers, key utilities.
- ▶ principal current involvement(s):
 - ▶ St. Lawrence Market Neighbourhood BIA [E]
 - ▶ Councillor's offices

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Developing a Strategic Plan Adoption Process

- ▶ introduction to Delegates
 - ▶ February 26
- ▶ reflect, discuss, suggest
 - ▶ one month
 - ▶ comments to Board@SLNA.ca
- ▶ endorsement by Delegates
 - ▶ AGM: March 28

Policy / Position Development Recommended Framework

- ▶ objectives
 - ▶ due diligence
 - ▶ engage Delegates
- ▶ board:
 - ▶ determine need / desirability
 - ▶ perform sufficient due diligence (internal, external)
 - ▶ recommendation
- ▶ delegates:
 - ▶ endorse recommendation
- ▶ challenges: response time; delegate obligation; split votes; ???



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