



# Strategic Plan 2026 - 2028

Making Manotick Known

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# Our values

## **COMMUNITY SUPPORT**

We believe in showing up for Manotick, bringing people together and supporting local businesses and community life.

## **EVERYONE BELONGS**

We believe everyone should feel welcome, included, and connected; locals, visitors, and all who call this village home.

## **PRIDE IN PLACE**

We believe in honouring Manotick's heritage and raising the bar on quality and experiences that make the village shine.

## **TRUSTED RESOURCE**

We believe in being a trusted resource, acting with integrity and honesty, and serving as a reliable source of support for our businesses and community.

# About us

The Manotick Business Improvement Area (MBIA) represents and supports the businesses that form the heart of Manotick Village. The MBIA works to strengthen the local economy, promote the district as a destination for shopping and dining, and enhance the overall visitor experience.

Through marketing initiatives, signature events, beautification efforts, and community partnerships, the Manotick BIA fosters a vibrant, welcoming, and economically resilient village core.

**manotick village**

EST 1859



## VISION

One of Canada's most loved and visited historic villages.

## MISSION

To strengthen a welcoming Manotick where business thrives, community belongs, and heritage lives.

## MANDATE

The principal mandate of a BIA is to improve business in an area defined by a by-law. A BIA does this by several means. But the most universal methods are: improving the physical environment: economic redevelopment of the local business community through advertising and promotion.

# Priorities

## EVENTS & EXPERIENCES

Deliver and enhance signature events and seasonal programming that grow visitation and community engagement.

## GROWTH & SUSTAINABILITY

Strengthen long-term sustainability by growing revenue, supporting a diverse business mix, and advancing boundary expansion.

## PLACEMAKING & BEAUTIFICATION

Strengthen waterfront and village identity through placemaking, signage, public art, seasonal décor, and visitor information.

## MEMBER SERVICES & ENGAGEMENT

Increase member connection and participation through clear onboarding, feedback, communications, and learning opportunities.

## RESOURCES

Build the capacity to deliver the plan through strong systems, staffing support, and financial reserves.

## ADVOCACY

Represent members and strengthen stakeholder relationships to influence issues affecting our village.

# Events & Experiences



## OBJECTIVES - WAYS WE ACHIEVE OUR GOAL

Deliver and enhance Manotick's six signature events.

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Strengthen event tracking and evaluation practices.

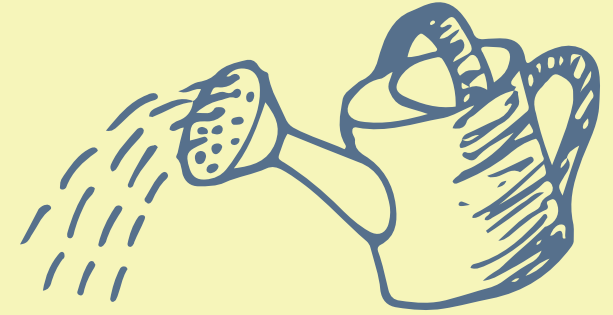
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Increase shoulder-season visitation through targeted seasonal programming.

## MEASURES OF SUCCESS BY 2028

- Deliver all six signature events annually.
  - Establish a Year 1 participant experience baseline (survey) and improve satisfaction year-over-year (Years 2-3).
  - 100% of Board members participate in at least one signature event annually.
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- Establish a Year 1 baseline for: event attendance, business participation, board participation, and digital engagement.
  - Produce an Annual Event & Engagement Summary yearly
  - Complete a post-event debrief for 100% of signature events annually.
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- Deliver at least one co-hosted non-peak season activation annually with a confirmed partner (business, community group, sponsor, or public agency).
  - Demonstrate a measurable increase in shoulder-season engagement by Year 3 compared to the Year 1 baseline (e.g., assessed through the annual member survey and/or event engagement metrics).

# Growth & Sustainability



## OBJECTIVES - WAYS WE ACHIEVE OUR GOAL

Increase grant and sponsorship revenue.

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Strengthen financial stewardship and long-term sustainability.

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Facilitate attraction and retention of a diverse business mix.

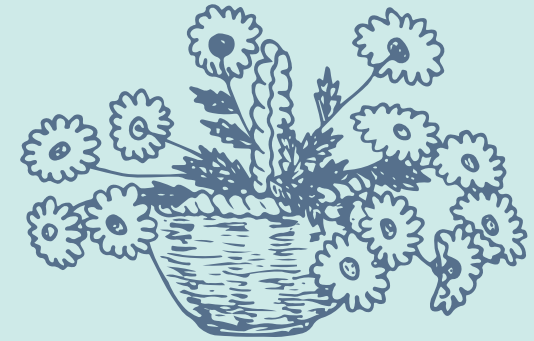
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Advance boundary expansion of the Greater Manotick Area BIA.

## MEASURES OF SUCCESS BY 2028

- Maximize grant funding year-over-year, as opportunities allow.
  - Maximize sponsorship revenue in proportion to event size and annual funding needs.
  - Secure at least one multi-year or returning sponsor by Year 3.
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- Develop a three-year financial framework and review it annually.
  - Maintain an operational reserve annually, with reserve allocations approved for agreed-upon initiatives.
  - Explore and implement at least one additional revenue opportunity by Year 3, where permitted.
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- Attract or retain three to five priority businesses by Year 3.
  - Develop an economic pitch deck in Year 1 and use it for business outreach annually thereafter.
  - Complete a review of the business mix by Year 3
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- Complete a boundary expansion feasibility review by Year 2.
  - Initiate the formal expansion process or document the decision not to proceed by Year 3.
  - Develop a boundary expansion plan by Year 3 if expansion is approved.

# Placemaking & Beautification



## OBJECTIVES - WAYS WE ACHIEVE OUR GOAL

Strengthen waterfront and village identity through signage and placemaking.

Deliver seasonal decor and formalize village maintenance practices.

Advance the establishment of a visitor information kiosk.

Advance the enhancement of the BIA hub.

## MEASURES OF SUCCESS BY 2028

- Review waterfront and village signage and implement improvements, if needed, by Year 3 (informed by member feedback, e.g., the annual member survey).
- Complete at least two permanent public art or placemaking installations by Year 3.
- Deliver the seasonal décor program annually (Years 1-3).
- Continue a graffiti and unauthorized signage removal program annually (Years 1-3).
- Complete a feasibility assessment for the Visitor Information solution and the BIA Hub in tandem by Year 1.
- Identify the preferred location and operating model by Year 2.
- Implement or formally approve a Visitor Information solution by Year 3.
- Confirm completion of the combined feasibility assessment for the BIA Hub and Visitor Information solution by Year 1.
- Review opportunities for a new BIA Hub location by Year 1.
- Relocate the BIA Hub by Year 1 (where feasible) and expand opportunities to support members in-house by Year 3.

# Member Services & Engagement



## OBJECTIVES - WAYS WE ACHIEVE OUR GOAL

Implement consistent member feedback and communication practices.

## MEASURES OF SUCCESS BY 2028

- Deliver an annual member survey beginning in Year 1 and continuing each year thereafter.
- Achieve at least 15% member participation in the annual survey each year.
- Publish an annual summary of survey results and BIA actions (e.g., via the member newsletter).

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Improve member onboarding and engagement clarity.

- Develop and launch a standardized member welcome package by the end of Year 1.
- Share clear engagement guidelines with all members by the end of Year 1.
- Apply a standardized onboarding process to 100% of new members beginning in Year 2.

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Increase opportunities for networking, education, and collaboration

- Deliver two to three (2-3) member networking or education sessions annually.
- Implement a recurring process to feature member businesses across BIA communications by Year 2.
- Develop and distribute key member information documents by Year 2.
- Increase member participation in BIA initiatives by Year 3 compared to the Year 1 baseline.

# Resources



## OBJECTIVES - WAYS WE ACHIEVE OUR GOAL

Strengthen internal systems and reporting processes.

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Increase staffing capacity aligned with growth.

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Maintain organizational reserves.

## MEASURES OF SUCCESS BY 2028

- Develop a work plan and corresponding key performance indicators (KPIs) by the end of Year 1.
  - Establish a KPI dashboard by the end of Year 1, update it quarterly, and present in Annual Report.
  - Maintain an annual reporting cycle (Years 1-3), including public progress updates.
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- Secure seasonal staffing or contractor support as needed.
  - Complete an annual staff capacity review each year (Years 1-3).
  - Hire an additional staffing resource in Year 2 or Year 3 if boundary expansion is approved or as approved.
  - Ensure 100% of Board members participate in at least one Board committee annually.
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- Maintain reserve funds annually.
  - Establish a Board-approved process and policy to review and approve reserve spending by the end of Year 2.

# Advocacy



## OBJECTIVES - WAYS WE ACHIEVE OUR GOAL

Strengthen relationships with municipal and regional stakeholders.

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Represent member interests in development and infrastructure matters.

## MEASURES OF SUCCESS BY 2028

- Attend a minimum of two formal coordination meetings annually with local, municipal and regional stakeholders.
  - Participate actively in relevant BIA networks each year (e.g., OCOBIA, OBIAA).
  - Review stakeholder engagement priorities annually and confirm focus areas for the year ahead.
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- Document and share annual advocacy priorities each year (e.g., through the Executive Director and Annual Reports).
  - Participate in relevant consultation tables annually, as applicable (e.g., development, infrastructure, safety, transportation).
  - Improve member satisfaction with BIA advocacy efforts by Year 3 compared to the Year 1 baseline (measured through the annual member survey).

# Questions?

For more information contact  
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