

DOWNTOWN TRURO PARTNERSHIP

2017-2019 Strategic Plan

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GRATITUDE

This strategic plan was developed with the help of the staff and members of the Board of the Downtown Truro Partnership. Their investment of time, energy, creativity and commitment to the Downtown Truro Partnership's mandate as it relates to making the Downtown a destination location for business, local residents, and visitors was integral to the successful development of this strategic plan. In particular, those who participated include the following:

- Carla Connolly
- Nancy Frame
- Miriah Kearney
- Samantha Madore
- Erin Eisner Melanson
- Andrea Munroe
- Jaime Rhae Oudemans
- Melissa Page-Webster



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1.0 ABOUT THE PROCESS

The Executive Director for the Downtown Truro Partnership and the Board of Directors recognized the need for a new strategic plan to guide the efforts and mandate of the organization. To support this endeavour, the staff and Board came together periodically from September to November 2017 to form a Strategic Planning Working Group to engage in the development of a two-year plan for the Downtown Truro Partnership.

Working with consultant Debbie Lawrence of Abundant Living Inc. the working group dedicated this time to an intensive strategic planning process. This began with reviewing and

evaluating past initiatives and activities to determine best practices. Building on their strengths, the organization's values and the Downtown Truro Partnership's vision statement, this strategic plan was created so that it would clearly reflect the priorities and goals of the organization.

Specifically, the plan looks at nine key areas:

1. Board Governance,
2. Capital Projects,
3. Committees,
4. Education,
5. Events Planning,
6. Marketing & Communications,
7. Member Engagement,

8. Partnerships, and
9. Staffing.

It should be noted that emphasis has been placed on targets for 2018 (including the fall of 2017) and 2019. This is coupled with an update on strategic initiatives during monthly board meetings and a year-end review and evaluation process to allow for the refinement and addition of targets for 2019.

In addition, the Urban Regional Core (URC) is referred to as "downtown" throughout this plan.

2.0 IDENTIFYING OUR CORE SERVICES

As an organization, the Downtown Truro Partnership is focused on developing, supporting, promoting, and growing the downtown. In doing so, its core services were categorized as either primary or secondary as outlined below:

Primary Services:

- Promote the downtown core and related Truro activities
- Events management by building key events
- Beautification of the downtown

Secondary Services:

- Create networking opportunities for members
- Endorse events hosted by members
- Encourage education and professional development for members



3.0 OUR MISSION STATEMENT

“The Downtown Truro Partnership’s mission is to initiate, develop and promote strategies & events that position the downtown as a destination location for business, local residents, and visitors.”

OUR CORE VALUES

- Community
- Collaboration
- Integrity
- Accountability
- Growth

4.0 THE STRATEGIC PLAN

The strategic plan looks at nine key areas with action plans developed for each. In addition, these initiatives are categorized by those to be led by the Board, the Executive Director, and/or one of the committees.

The nine key areas are:

1. Board Governance,
2. Capital Projects,
3. Committees,
4. Education,
5. Events Planning,
6. Marketing & Communications,
7. Member Engagement,
8. Partnerships, and
9. Staffing.



4.1 THE STRATEGIC PLAN – INITIATIVE: Board Governance

Goal: Review of Board Structure

Target Date:

February 2018

Lead Contact:

Board of Directors

The Board will complete a full review of its current structure and make decisions on any identified changes needed moving forward so that related work by the Nominating Committee and preparations for the June 2018 Annual General Meeting can be finalized in a timely manner.

Goal: Profiling Board Members

Target Date:

2018-2019

Lead Contact:

Executive Director

In an effort to build the profile of the Downtown Truro Partnership in general and particularly amongst its members as well as to attract quality candidates for Board positions in the future, one initiative will be made to profile board members. This will include the Meet 'n Greet events, website, and e-news; and is targeted to begin in January 2018.

Goal: Review of Board Policies and By-Laws

Target Date:

2018-2019

Lead Contact:

Board of Directors

Throughout 2018 and 2019, the Board will allocate time during every Board meeting to complete a full review of its policies and by-laws with the goal of completing this process by the end of 2019.

4.1 THE STRATEGIC PLAN – INITIATIVE: Board Governance

Goal: Recruitment Strategy

Target Date:

March 2018

Lead Contact:

Nominating Committee

With the formation of a Nominating Committee, its first priority will be to develop and implement a Board Recruitment Strategy.

Goal: Rebuild Board Manual

Target Date:

2019

Lead Contact:

Board of Directors

Once the structuring of the Board has been completed along with the review of its policies and by-laws, the Board manual will be rebuilt throughout 2019 in an effort to bring it current.

Goal: Board Governance Training

Target Date:

September 2019

Lead Contact:

Board of Directors

By September 2019, members of the Board will participate in customized board governance training. This is especially important given that many current Board members are new to the Board and it is anticipated that there will be additional new members by the fall of 2019.

4.2 THE STRATEGIC PLAN – INITIATIVE: Capital Projects

Goal: Truro Road Train Project

Target Date:

December 2017

Lead Contact:

Executive Director

While the Truro Road Train Project is a lead project of the Town of Truro, the Downtown Truro Partnership's members have a strategic opportunity to participate in terms of advertising, sponsorship and subsequently benefiting from the foot traffic it would create for the downtown. Therefore, in partnership with the Town, the DTP views the support and promotion of this initiative as an important undertaking.

Goal: Facade Program

Target Date:

December 2018

Lead Contact:

Executive Director

Based on the success of the past façade program, planning for the launch of a new façade initiative will begin in December 2018. This will allow for the delivery of this program by spring 2019.

4.3 THE STRATEGIC PLAN –INITIATIVE: Committees

Goal: Events Planning Committee

Target Date:

December 2017

Lead Contact:

Executive Director

Given the integral role events play in fulfilling the mandate established by the Downtown Truro Partnership, a dedicated committee will be established to oversee these efforts. It should be noted that an invitation will be extended to the Town of Truro for one of their staff to sit on this committee.

Goal: Terms of Reference for Committees

Target Date:

2017-2018

Lead Contact:

Executive Director & Board

With the establishment of several new committees, it was identified that terms of reference are required for each. Therefore, the Executive Director will work in partnership with the Board to create these and have them in place at least one month prior to the establishment of each committee based on the following targets:

- Events Planning (December 2017)
- Marketing & Communications (January 2018)
- Nominating (March 2018)
- Parking (July 2018)

Goal: Marketing & Communications Committee

Target Date:

January 2018

Lead Contact:

Executive Director

Expanding on the role of the current Marketing Committee, the new Marketing & Communications Committee will focus its efforts on supporting the promotional needs that arise from all the activities of the Downtown Truro Partnership as well as the online activities (e-News, website and social media platforms).

4.3 THE STRATEGIC PLAN –INITIATIVE: Committees

Goal: Nominating Committee

Target Date:

March 2018

Lead Contact:

Board of Directors

A Nominating Committee will be established to oversee the development and implementation of a Board recruitment strategy for 2018-2019 and beyond.

Goal: Parking Committee

Target Date:

July 2018

Lead Contact:

Executive Director

A Parking Committee will be established. An invitation will be sent to various organizations including the Town of Truro, Truro Police and the Truro Fire Department asking they each appoint a representative to sit on this committee.

4.4 THE STRATEGIC PLAN –INITIATIVE: Education

Goal: Workplace Education Programs

Target Date:

2018-2019

Lead Contact:

Executive Director

Given that the Executive Director sits on the local project team for the delivery of Workplace Education Programs for clusters of business owners throughout Colchester County, the Downtown Truro Partnership will continue to promote these programs to its members. They will also seek input from members to help identify future program offerings.

Goal: Member Orientation & Education

Target Date:

2018-2019

Lead Contact:

Executive Director

The Executive Director will meet with businesses new to the downtown to orient them to the Downtown Truro Partnership and ensure they are aware of the various initiatives & services available to them. The education of members will also be highlighted at the monthly networking events and in ongoing methods of member communication.

Goal: Workshops

Target Date:

2018-2019

Lead Contact:

Executive Director

The Downtown Truro Partnership will seek member input to help determine workshop offerings that could be delivered with an eye to adding value to the success of members' businesses.

4.5 THE STRATEGIC PLAN –INITIATIVE: Events Planning

Goal: Review of Current Commitments

Target Date:
January 2018

Lead Contact:
Events Planning Committee

Prior to the Events Planning Committee solidifying the Downtown Truro Partnership's commitment to any future events, a full review of current commitments will be undertaken. The purpose of this review will be to determine which events the DTP will continue to either support and/or lead, where there are opportunities to make current events even better, and which events will either be shelved for an indefinite period or dropped altogether.

Goal: Signature Events

Target Date:
January 2018

Lead Contact:
Events Planning Committee

In an effort to focus the efforts of the Downtown Truro Partnership, it was decided that four signature events will be hosted each year that are owned and managed by the DTP. This will not preclude the DTP from supporting events being led by others including DTP members.

Goal: Small Events Planner

Target Date:
February 2018 (for 2018) &
December 2018 (for 2019)

Lead Contact:
Executive Director

A planner for small events will be created each year to ensure the proper allocation of resources is available and all the activities of the staff and Board of the Downtown Truro Partnership are captured for consideration in future planning initiatives.

4.6 THE STRATEGIC PLAN –INITIATIVE: Marketing & Communications

Goal: Member Group on Facebook

Target Date:

November 2017

Lead Contact:

Executive Director

An official Downtown Truro Partnership Facebook group will be established to allow members to communicate events, share best practices, ask questions and share information with one another.

Goal: Regional Branding of the Downtown

Target Date:

January-March 2018

Lead Contact:

Marketing & Communications Committee

Working in partnership with the Town of Truro and, based on the plan to create specific regions or districts throughout the downtown (i.e. The Arts District, The Shopping District, etc.), the physical branding of these regions will be completed throughout the first quarter of 2018. This will include banners, designated colours, and other identifiable markers to be determined by the committee.

Goal: Canopy Initiative

Target Date:

April 2018

Lead Contact:

Marketing & Communications Committee

A new marketing initiative will involve the purchase of a set of canopies that will be branded as DTP and used during signature and related events. The Marketing & Communications Committee will also explore the design of a process where members may be able to rent the canopies for their own events, which will also serve to be a source of revenue generation.

4.6 THE STRATEGIC PLAN –INITIATIVE: Marketing & Communications

Goal: Merchant Buy-In Initiative

Target Date:

April-June 2018

Lead Contact:

Marketing & Communications
Committee

In an effort to promote continuity and consistency, the Merchant Buy-in Initiative will be an opportunity for participating merchant members to work collaboratively in terms of agreeing on hours of operation, accepting Downtown Truro Dollars, etc. This will also make it less frustrating for the buying public who will be able to easily identify participating businesses based on the display of window decals, online promotion, and the like.

Goal: “Members Only” Portal on Website

Target Date:

May 2018

Lead Contact:

Executive Director

A “Members Only” portal will be added to the website. This will allow members to update their profile online, access member only information, etc.

Goal: Welcome Package

Target Date:

June 2018

Lead Contact:

Marketing & Communications
Committee

A welcome package will be developed and presented to businesses new to the downtown. This will serve as a tool for ensuring the business is aware of their automatic membership with the Downtown Truro Partnership and to provide them with information about the services offered and how they can become involved in the various initiatives.

4.6 THE STRATEGIC PLAN –INITIATIVE: Marketing & Communications

Goal: “WHY DTP?” Video

Target Date:

July-August 2018

Lead Contact:

Marketing & Communications
Committee

A promotional video will be created to profile members of the Downtown Truro Partnership talking about why they have chosen to do business in downtown Truro and how the DTP has supported their business.

Goal: Facebook Live and Online Videos

Target Date:

2018-2019

Lead Contact:

Marketing & Communications
Committee

As a complement to the monthly e-News and other marketing & communications efforts of the Downtown Truro Partnership, Facebook Live and targeted videos will be used on a regular basis to engage members.

Goal: Expanded Reach for e-News

Target Date:

January 2019

Lead Contact:

Marketing & Communications
Committee

Starting in January 2019, a strategy will be implemented to increase the reach for the e-News beyond members. This will support the goal of enhancing the promotion of Downtown Truro Partnership initiatives and improving communication throughout Colchester County in general.

4.7 THE STRATEGIC PLAN – INITIATIVE: Member Engagement

Goal: Membership Database

Target Date:

December 2017

Lead Contact:

Executive Director

Given the importance of having a current, accurate and complete database, priority must be placed on completing the membership database, especially as this data will be used to support many of the initiatives targeted in this strategic plan.

Goal: Member Meet ‘n Greet

Target Date:

2018-2019

Lead Contact:

Executive Director

Given the desire to enhance member engagement, an initiative to establish monthly Meet ‘n Greets for members is targeted to be launched in January 2018. The first year will see these networking events hosted by each of the board members as well as other strategic partners with an eye to inviting general members to host one of the Meet ‘n Greets at their respective businesses starting in 2019. This will also create an opportunity for the hosts to promote their own products and services and to reinforce business-to-business efforts amongst members.

Goal: Member Survey

Target Date:

February 2018

Lead Contact:

Executive Director

A survey designed to garner member feedback on an array of topics will be conducted throughout February 2018.

4.7 THE STRATEGIC PLAN – INITIATIVE: Member Engagement

Goal: Monthly e-News

Target Date:

February 2018

Lead Contact:

Marketing & Communications
Committee

A commitment to issue an electronic newsletter at least once a month will ensue in February 2018. This will allow for consistency when communicating to members.

Goal: Member Profiles

Target Date:

April 2018-December 2019

Lead Contact:

Marketing & Communications
Committee

By reinstating the “*Faces of Downtown*”, members will be profiled in the e-News, on the Downtown Truro Partnership’s website, and in any other way that would help to promote its members.

Goal: Census Research Grant

Target Date:

April-May 2018

Lead Contact:

Executive Director

An application for a research grant will be completed during April and May 2018. The purpose of this grant will be for the Downtown Truro Partnership to hire a 2018 summer student who will be able to conduct a census of the members to ensure the membership database is complete and accurate.

4.7 THE STRATEGIC PLAN – INITIATIVE: Member Engagement

Goal: Internal Loyalty Program

Target Date:

January-March 2019

Lead Contact:

Executive Director

discounts for staff of member businesses will also be explored.

The development and promotion of an Internal Loyalty Program for members will serve as a way of offering value-add to members and help them promote their products and services. The intention is to design a program where members can offer special pricing, packages, and services to fellow members of the Downtown Truro Partnership. The possibility of offering Downtown Truro Dollars for

4.8 THE STRATEGIC PLAN – INITIATIVE: Partnerships

Goal: Enhanced Partnership with the Town of Truro

Target Date:
2018-2019

Lead Contact:
Executive Director

Given the close working relationship between the Town of Truro and the Downtown Truro Partnership, every opportunity to broaden and strengthen this partnership will be explored. This will include efforts like sharing the DTP's strategic plan, inviting Town of Truro staff to sit on specific committees, cross-promoting initiatives, and other valuable activities.

Goal: Targeted Local Partnerships

Target Date:
May 2018-December 2019

Lead Contact:
Executive Director

As a pillar of the Downtown Truro Partnership, partnerships in all forms have been key to its growth and success. Building on this, specific organizations will be targeted including the RECC, NSCC, the Truro Mall, Dal-AC, and the Masstown Market with an eye to identifying ways to collaborate that will result in a win/win for all parties.

Goal: Non-Profit Sector

Target Date:
August 2018

Lead Contact:
Executive Director

Given the desire to engage members from the non-profit sector, an initiative will be undertaken to meet with these organizations to explore how they could work collaboratively with the Downtown Truro Partnership. This could include having a non-profit member host a Meet 'n Greet, providing them with canopies at no charge to support their fund raising and programming efforts, etc.

4.9 THE STRATEGIC PLAN –INITIATIVE: Staffing

Goal: Review of Job Descriptions

Target Date:

February 2018

Lead Contact:

Executive Director

By February 2018, job descriptions for all staff positions, full-time and part-time, will be reviewed and updated accordingly.

Goal: Employee Handbook

Target Date:

January-June 2019

Lead Contact:

Executive Director

An employee handbook including employee policies and procedures will be developed.

Goal: Annual Performance Appraisal Tool

Target Date:

August 2019

Lead Contact:

Executive Director

Given the importance of providing staff with meaningful feedback regarding their job performance, an annual performance appraisal tool will be developed and implemented by August 2019.

5.0 SUMMARY: By Initiative

| Key Area | Initiative | Lead | 2017 | 2018 | 2019 |
|------------------|--------------------------------------|----------------------|------|------|------|
| Board Governance | Review of Board Structure | Executive Director | | X | |
| Board Governance | Profiling Board Members | Board of Directors | | X | X |
| Board Governance | Review of Board Policies and By-Laws | Board of Directors | | X | X |
| Board Governance | Recruitment Strategy | Nominating Committee | | X | |
| Board Governance | Rebuild Board Manual | Board of Directors | | | X |
| Board Governance | Board Governance Training | Board of Directors | | | X |
| Capital Projects | Truro Road Train Project | Executive Director | X | | |
| Capital Projects | Façade Program | Executive Director | | X | |

5.0 SUMMARY: By Initiative

| Key Area | Initiative | Lead | 2017 | 2018 | 2019 |
|-----------------|--------------------------------------|---|------|------|------|
| Committees | Events Planning Committee | Executive Director | X | | |
| Committees | Terms of Reference for Committees | Executive Director & Board of Directors | X | X | |
| Committees | Marketing & Communications Committee | Executive Director | | X | |
| Committees | Nominating Committee | Board of Directors | | X | |
| Committees | Parking Committee | Executive Director | | X | |
| Education | Workplace Education Programs | Executive Director | | X | X |
| Education | Member Orientation & Education | Executive Director | | X | X |
| Education | Workshops | Executive Director | | X | X |
| Events Planning | Review of Current Commitments | Events Planning Committee | | X | |

5.0 SUMMARY: By Initiative

| Key Area | Initiative | Lead | 2017 | 2018 | 2019 |
|----------------------------|----------------------------------|--------------------------------------|------|------|------|
| Events Planning | Signature Events | Events Planning Committee | | X | |
| Events Planning | Small Events Planner | Executive Director | | X | X |
| Marketing & Communications | Member Group on Facebook | Executive Director | X | | |
| Marketing & Communications | Regional Branding of URC | Marketing & Communications Committee | | X | |
| Marketing & Communications | Canopy Initiative | Marketing & Communications Committee | | X | |
| Marketing & Communications | Merchant Buy-In Initiative | Marketing & Communications Committee | | X | |
| Marketing & Communications | "Members Only" Portal on Website | Executive Director | | X | |
| Marketing & Communications | Welcome Package | Marketing & Communications Committee | | X | |

5.0 SUMMARY: By Initiative

| Key Area | Initiative | Lead | 2017 | 2018 | 2019 |
|----------------------------|---------------------------------|--------------------------------------|------|------|------|
| Marketing & Communications | "Why DTP?" Video | Marketing & Communications Committee | | X | |
| Marketing & Communications | Facebook Live and Online Videos | Marketing & Communications Committee | | X | X |
| Marketing & Communications | Expanded Reach for e-News | Marketing & Communications Committee | | | X |
| Member Engagement | Membership Database | Executive Director | X | | |
| Member Engagement | Member Meet 'n Greet | Executive Director | | X | X |
| Member Engagement | Member Survey | Executive Director | | X | |
| Member Engagement | Monthly e-News | Marketing & Communications Committee | | X | |
| Member Engagement | Member Profiles | Marketing & Communications Committee | | X | X |

5.0 SUMMARY: By Initiative

| Key Area | Initiative | Lead | 2017 | 2018 | 2019 |
|-------------------|---|--------------------|------|------|------|
| Member Engagement | Census Research Grant | Executive Director | | X | |
| Member Engagement | Internal Loyalty Program | Executive Director | | | X |
| Partnerships | Enhanced Partnership with the Town of Truro | Executive Director | | X | X |
| Partnerships | Targeted Local Partnerships | Executive Director | | X | X |
| Partnerships | Non-Profit Sector | Executive Director | | X | |
| Staffing | Review of Job Descriptions | Executive Director | | X | |
| Staffing | Employee Handbook | Executive Director | | | X |
| Staffing | Annual Performance Appraisal | Executive Director | | | X |

6.0 SUMMARY: 2017

| Initiative | November | December |
|--|----------|----------|
| Truro Road Train Project | | |
| Events Planning Committee | | |
| Terms of Reference for Events Planning Committee | | |
| Member Group on Facebook | | |
| Membership Database | | |

6.0 SUMMARY: 2018

| Initiative | January | February | March | April | May | June | July | August | September | October | November | December |
|---|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| Review of Board Structure | | | | | | | | | | | | |
| Profiling Board Members | | | | | | | | | | | | |
| Review of Board Policies and By-Laws | | | | | | | | | | | | |
| Recruitment Strategy | | | | | | | | | | | | |
| Façade Program | | | | | | | | | | | | |
| Terms of Reference for Marketing & Communications Committee | | | | | | | | | | | | |
| Terms of Reference for Nominating Committee | | | | | | | | | | | | |
| Terms of Reference for Parking Committee | | | | | | | | | | | | |
| Marketing & Communications Committee | | | | | | | | | | | | |
| Nominating Committee | | | | | | | | | | | | |

6.0 SUMMARY: 2018

| Initiative | January | February | March | April | May | June | July | August | September | October | November | December |
|--------------------------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| Parking Committee | | | | | | | | | | | | |
| Workplace Education Programs | | | | | | | | | | | | |
| Member Orientation & Education | | | | | | | | | | | | |
| Workshops | | | | | | | | | | | | |
| Review of Current Commitments | | | | | | | | | | | | |
| Signature Events | | | | | | | | | | | | |
| Small Events Planner | | | | | | | | | | | | |
| Regional Branding of URC | | | | | | | | | | | | |
| Canopy Initiative | | | | | | | | | | | | |
| Merchant Buy-In Initiative | | | | | | | | | | | | |

6.0 SUMMARY: 2018

| Initiative | January | February | March | April | May | June | July | August | September | October | November | December |
|---|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| "Members Only" Portal on Website | | | | | | | | | | | | |
| Welcome Package | | | | | | | | | | | | |
| "Why DTP?" Video | | | | | | | | | | | | |
| Facebook Live and Online Videos | | | | | | | | | | | | |
| Member Meet 'n Greet | | | | | | | | | | | | |
| Member Survey | | | | | | | | | | | | |
| Monthly e-News | | | | | | | | | | | | |
| Member Profiles | | | | | | | | | | | | |
| Census Research Grant | | | | | | | | | | | | |
| Enhanced Partnership with the Town of Truro | | | | | | | | | | | | |

6.0 SUMMARY: 2018

| Initiative | January | February | March | April | May | June | July | August | September | October | November | December |
|-----------------------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| Targeted Local Partnerships | | | | | | | | | | | | |
| Non-Profit Sector | | | | | | | | | | | | |
| Review of Job Descriptions | | | | | | | | | | | | |

6.0 SUMMARY: 2019

| Initiative | January | February | March | April | May | June | July | August | September | October | November | December |
|--------------------------------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| Profiling Board Members | | | | | | | | | | | | |
| Review of Board Policies and By-Laws | | | | | | | | | | | | |
| Rebuild Board Manual | | | | | | | | | | | | |
| Board Governance Training | | | | | | | | | | | | |
| Workplace Education Programs | | | | | | | | | | | | |
| Member Orientation & Education | | | | | | | | | | | | |
| Workshops | | | | | | | | | | | | |
| Facebook Live and Online Videos | | | | | | | | | | | | |
| Expanded Reach for e-News | | | | | | | | | | | | |
| Member Meet 'n Greet | | | | | | | | | | | | |

6.0 SUMMARY: 2019

| Initiative | January | February | March | April | May | June | July | August | September | October | November | December |
|---|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| Member Profiles | | | | | | | | | | | | |
| Internal Loyalty Program | | | | | | | | | | | | |
| Enhanced Partnership with the Town of Truro | | | | | | | | | | | | |
| Targeted Local Partnerships | | | | | | | | | | | | |
| Employee Handbook | | | | | | | | | | | | |
| Annual Performance Appraisal | | | | | | | | | | | | |