



201%-201) Strategic Long Range Plan

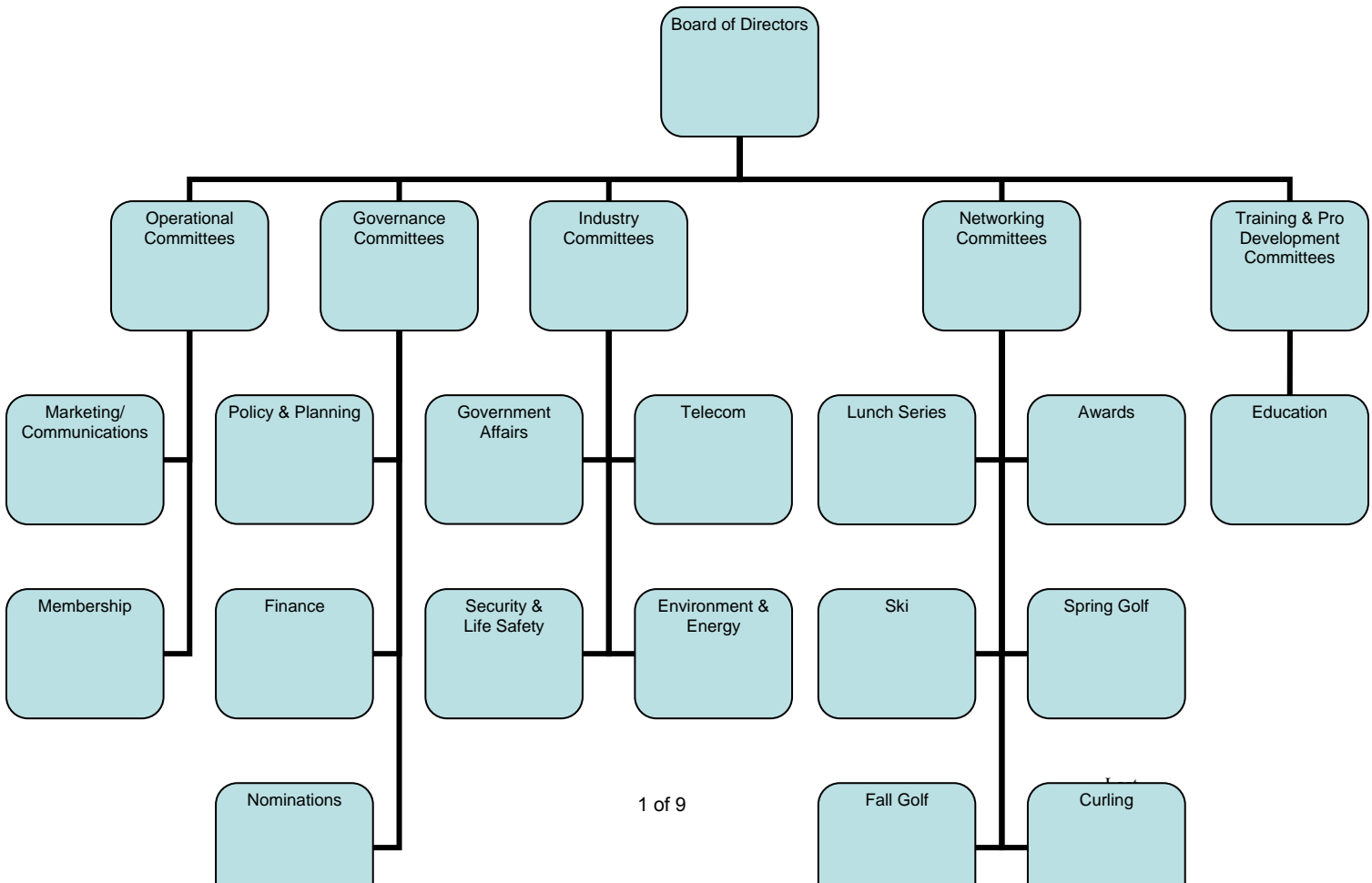
BOMA Ottawa Vision -- *BOMA Ottawa, as the voice of the commercial real estate industry in the National Capital area, is the recognized advocate of building owners and managers in supporting their goals as professional and socially responsible businesses, so as to increase the economic benefit to its' members, their employees and clients, and the broader community.*

BOMA Ottawa Mission -- *The mission of BOMA Ottawa is to represent the interests of commercial real estate owners and managers, by being the voice of the real estate industry in the National Capital area, through advocacy, promoting the highest industry standards, and educational development, and by fostering business relationships amongst its members and within the community it operates.*



BOMA Ottawa Committees

BOMA Ottawa Committees – we realize our Vision and Mission by organizing our activities using professional staff and Committees to take appropriate action to meets its overall Strategic Imperatives and its defined Goals. BOMA Ottawa Committees are divided into Operational Committees, Governance Committees and Mission Related Committees.



Operational Committees

Marketing & Communications Committee - promotes BOMA to attract new members, ensuring the association's continued growth and vibrancy, works hand-in-hand with all other committees to collect comments and ideas for upcoming projects and as necessary lends support to other committees.

Membership Committee - encourages and promotes membership growth by identifying key membership development components: prospecting, recruitment, orientation, involvement and retention.

Governance Committees

Planning and Policy Committee - oversee the implementation of BOMA Ottawa's Strategic Long Range Plan and monitors the Plan for results and modifications, update the Policy and Procedures Manual on an ongoing basis and review suggestions for bylaw amendments.

Finance Committee - oversees BOMA Ottawa's financial and personnel management practices, ensures sound financial management processes are in place for its members, and strives to ensure adherence to BOMA's financial policies and reporting requirements.

Industry Committees

Government Affairs Committee - represents BOMA Ottawa as a powerful and influential voice in government affairs on legislative issues impacting the commercial building industry and monitors and maintains open dialogue with municipal, provincial and federal governments.

Telecommunications Committee - actively promotes awareness among BOMA members of the changing telecommunications environment and technologies and assists BOMA Canada in representing the interests of property owners and managers before federal telecommunications regulatory bodies.

Security and Life Safety Committee - provides BOMA members with information relative to Security and Life Safety issues and represents BOMA through involvement with crime prevention, fire and law enforcement authorities. It assists other BOMA Committees in areas dealing with Security and Life Safety issues and maintains information/resource material that can be accessed by BOMA members.

Environment and Energy Committee - supports BOMA's members and the new BOMA Go Green initiative by promoting awareness of environmental issues, providing information on good energy management practices and encouraging the adoption of energy efficient design and construction.

Networking Committees

Lunch Committee - organizes regular networking events. Our monthly luncheon meetings and special events are designed to include keynote speakers and topics of the day that affect our everyday business, emphasizing subjects of general interest to the BOMA membership.

Awards Committee - works diligently to deliver an annual awards program which recognizes excellence in the commercial building industry. Its main purpose is to use this recognition and publicity to present BOMA as being organized, sophisticated, progressive and responsive to the needs of the community at large.

Ski Committee – organizes the annual BOMA Ski Day as an opportunity for networking,

Spring and Fall Golf Committees - organize two Golf Tournaments each year to enhance networking opportunities and address BOMA's commitment to the community at large and encourage social interaction between members, their associates, their peers and other interested parties.

Curling Committee - serves to strengthen ties between BOMA Ottawa members by organizing an annual Curling Funspiel, a popular networking event.

Training and Professional Development Committees

Education Committee - supports the membership through the provision of educational programs to address professional needs. The Education Committee liaises with BOMI Canada (Building Owners and Managers Institute) to promote BOMI's Real Property Administrator (RPA), Facilities Management Administrator (FMA), Systems Maintenance Administrator (SMA), and Systems Maintenance Technician (SMT) professional designation programs. In addition to this, through private sector partnerships, the Education Committee also supports and promotes alternative courses and programs of interest to the industry in general.



Networking



STRATEGIC IMPERATIVE:

BOMA Ottawa is the *voice of the Commercial Real Estate Industry* and will provide opportunities for members of the Commercial Real Estate industry to meet and interact. In everything we do we must recognize the opportunity for networking and ensure our members enjoy themselves and have fun.

WE DO THIS BY:

- a. Organize BOMA Ottawa Activity Days and Events throughout the year that **bring together** our members
- b. Encourage Committee **participation**
- c. **Entertain and Inform** our members at BOMA Events
- d. Create a **bond** between BOMA Members
- e. **Retain** our members by providing them a role

NETWORKING GOALS:

Goal	Description	Measure
1. Networking should be an important part of committee work	<ul style="list-style-type: none"> • Encourage all members to participate in Committees • Encourage joint committee projects • Ensure the efficiency of meetings & tasks • Bring together "like" BOMA Committees to discuss the broader BOMA Agenda • Ensure there is broad and diverse representation within committees 	<ol style="list-style-type: none"> 1. What percentage of members are on committees 2. What is the distinct number of members involved in committees 3. What subsets (Allied vs Corp or New vs Old) are represented on committees 4. How many joint committee projects are there
2. Integrate new members of BOMA into the Association	<ul style="list-style-type: none"> • Have New Members matched and invited to join Committees • Encourage members (outside committees and especially new members) to Volunteer at events • Promote Career Development and Education opportunities provided by BOMA 	<ol style="list-style-type: none"> 5. How many new members to the Association (up to 2 years) join committees 6. How many members volunteer at events (measure committee members vs non committee members) 7. How many members use BOMA Education

<p>3. Keep long term members engaged in the Association Activities</p>	<ul style="list-style-type: none"> • Recruit experienced members for Special projects • Recognize experienced members specifically at functions, newsletters, etc. • Offer them specific, special roles in Committees (Senior Advisor) • Promote visibility of the Senior revered members • Utilize long term members as representatives • Recognize membership Milestones (5 years, 10 years, etc.) 	<p>8. Years of Service Volunteers, Chair 9. Attendance at Committees 10. Invited and Accepted members outside of Committees who assist on projects (events, city meetings representation) 11. Number of Membership Milestones recognized</p>
<p>4. Provide opportunities for contact between Corporate members AND for contact between Corporate and Allied members</p>	<ul style="list-style-type: none"> • Venues and events where members meet and share • Opportunities to demonstrate Allied members products 	<p>12. Number of Allied Participants at Events promoting their services 13. Event Sponsorship</p>
<p>5. Identify strategic external networking opportunities for the Association members</p>	<ul style="list-style-type: none"> • Like minded Associations • Keep BOMA involved through Senior People in other associations (Community organizations, Charities) 	<p>14. Number of Strategic Alliances Formed for cross promotion</p>
<p>6. Create an environment that facilitates familiarity and comfort amongst the members</p>	<ul style="list-style-type: none"> • Newsletters – electronic (focusing on professional content and information) and printed (focusing on personal participation) • Celebrate and communicate to association members subjects of common interest to form a bonding experience 	



STRATEGIC IMPERATIVE:

To influence and inform the industry, Regulatory Bodies (Government) and the Public on matters relevant to the membership.

WE DO THIS BY:

- a. **Gathering** information to be the Commercial Real Estate Industry's primary point of contact
- b. Being **visible** to our membership as their representative in media, stakeholder groups, government and non government agencies.
- c. Seen as the Commercial Real Estate voice to be **involved** in providing expert input to government or non government agencies
- d. **Engaging** our Industry Committees and membership in defining the relevant Industry issues that we face

ADVOCACY GOALS:

Goal	Description	Measure
1. Provide Points of Contact for members to put forward their Advocacy Issues	<ul style="list-style-type: none"> • Use the various points of contact (Board, Committee's, Office) to record Industry Issues • Web Site as a forum to collect opinions 	<ol style="list-style-type: none"> 1. How many members contact us with Issues 2. Number of different Issues identified
2. Identify, Define and prioritize Industry Issues	<ul style="list-style-type: none"> • Seek out our members input in defining the Industry issues they face • Use Industry Committees to define the Industry Agenda • Evaluate the suggested Industry Issues • Assign issues within the BOMA Committee Infrastructure • The Board is the final arbitrator of the Issues to be addressed 	<ol style="list-style-type: none"> 3. Publish/present the BOMA Ottawa Industry Issues Report each year
3. Create a stage for Debate of Industry Issues	<ul style="list-style-type: none"> • Stimulate debate amongst Stakeholders on Issues • Identify Subject Matter Experts to provide input on issues and create a framework for discussion • Use Committees to evaluate stages for debate • Use Polls to collect members opinions 	<ol style="list-style-type: none"> 4. Number of Polls published in a year 5. Number of Participants in a BOMA Poll 6. Number of (variety) of Forums for members to debate the Industry Issues
4. Keep the members well informed	<ul style="list-style-type: none"> • Use the Web as a distributor of Information • Use E-mail as a distributor of information • Use Print as a distributor of information 	<ol style="list-style-type: none"> 7. Number of Publications issued in a year to members 8. Number of readers of Publications 9. Feedback on Publications (based on a Feedback Request)

5. Be the primary source for the Industry's opinion on Industry Issues	<ul style="list-style-type: none"> • Participating in stakeholder consultative forums • Respond to the media • Generate written summaries of issues for use by Members, Media, other stakeholders • As appropriate, advocate to the federal government on issues specific to the Ottawa Commercial Real Estate industry • represent the industry with Public Works and Government Services Canada 	<p>10. Media Hits</p> <p>11. Number of Publications (content might be recap of a Lunch or Seminar Agenda) issued to the media in a year</p>



Training & Professional Development

Good Candidates	Accreditation Designation	Competency	Continual Development	Industry Knowledge	Awareness
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STRATEGIC IMPERATIVE:

BOMA Ottawa is the *Voice of the Commercial Real Estate Industry* and must be the primary resource for individuals looking to secure Training and Professional Development.

WE DO THIS BY:

- a. Assisting individuals to be **Good Candidates** for industry employment and advancement
- b. Help industry professionals achieve **Accreditation/Designation**
- c. Document **Competency** of members of the industry
- d. Encourage everyone to seek **Continual Professional Development**
- e. Providing opportunities for individuals to increase their **Industry Knowledge**
- f. Providing opportunities for individuals to be **Aware** of industry changes

TRAINING AND PROFESSIONAL DEVELOPMENT GOALS:

Goal	Description	Measure
1. BOMA will be the portal for product in the marketplace	<ul style="list-style-type: none"> • Introduce more product into the marketplace • Identify and sell new products that are relevant to the industry • Identify gaps in current products and adjust them to be relevant to the industry 	<ol style="list-style-type: none"> 1. # of Products offered (2 in 2010) 2. # of People taking Courses 3. # of non members who take a course
2. BOMA will broaden its market for its products	<ul style="list-style-type: none"> • The BOMA Market for product is broken into 4 segments <ul style="list-style-type: none"> ○ 450 Members of BOMA ○ 200 Companies of BOMA ○ Industry Professionals not in BOMA ○ Population at Large • Introduce products into the marketplace that have appeal outside our membership 	<ol style="list-style-type: none"> 4. # of non members who take a course
3. BOMA will provide vehicles to introduce people into the industry	<ul style="list-style-type: none"> • Define paths for career development • Identify candidates for industry jobs • Job Site for Summer and F/T Positions 	<ol style="list-style-type: none"> 5. Create the Property Manager Career Path 6. Participate in Job Fairs 7. Co-op Program - # of members in the program
4. BOMA will set the bar for professional development excellence in commercial real estate	<ul style="list-style-type: none"> • Offer relevant quality products • Elevate the level of education in the industry • Recognition of high standards • Establish Benchmarks for each category • Recognize longevity and achievement of members outside of BOMA achievements 	<ol style="list-style-type: none"> 8. Identify Intermediate Training Certificates 9. Increase # of holders in each category

5. BOMA Training and Professional Development program will be profitable	<ul style="list-style-type: none">• Over time products must be self sustaining• The overall program must contribute to the overall BOMA infrastructure costs	10. Profitability
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