



## Downtown Business Improvement Area Board of Management

Tuesday, November 10, 2020

6:00 P.M.

Electronic Participation

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Pages

1. **CALL TO ORDER**

2. **APPROVAL/ADDITIONS TO THE AGENDA**

ADDITIONS TO THE AGENDA:

2021 Regular Board Meeting

Action Recommended:

THAT the DBIA Board of Management approve the Agenda dated Nov, 10, 2020 be approved as presented/amended.

3. **DECLARATIONS OF INTEREST BY MEMBERS**

4. **ADOPTION OF MINUTES**

4.1. Annual General Meeting Minutes Dated November 19, 2019

3

Action Recommended:

THAT the DBIA Board of Management approve the meeting minutes dated November 19, 2019 as presented.

5. **DELEGATIONS/PRESENTATIONS**

6. **COMMUNICATIONS/CORRESPONDENCE**

7. **REPORTS**

7.1. Chair Report - E. Cotton

8

1. Strategic Plan

2. Sustainability Workplan

3. Chairperson AGM Report

4. 2021 Regular Board Meetings - (1st Thursday of every month at 8:30am)

7.2. Vice Chair Report -

7.3. Treasurer Report - L. Trozzolo  
2021 Draft Budget

39

Action Recommended:

THAT the DBIA Board of Management approve the 2021 Draft Budget;

FURTHER THAT the Recording Secretary provide the 2021 Draft Budget for Council's approval.

7.4.	Marketing and Communications Report - A. Da Silva Marketing and Communication Workplan	41
7.5.	Activations and Special Events Report - E. Cotton Activations and Special Events Work Plan	42
7.6.	Membership and Partnership Report - J. Fitzgerald Membership and Partnership Workplan	44
7.7.	Beautification & Maintenance Report - J. Powell Beautification and Maintenance Work Plan	46
	2020 AGM Beautification Report	
7.8.	Coordinator Report - T. Gainforth	51
7.9.	Cobourg Police Services Report - Chief P. VandeGraaf	
7.10.	Northumberland Central Chamber of Commerce Report - K. Ward	53

8. COUNCIL/COORDINATOR ANNOUNCEMENTS

1. Deputy Mayor S. Seguin
2. Councillor A. Bureau

9. ANNUAL GENERAL MEETING OPEN FORUM

10. ADJOURNMENT

## DOWNTOWN BUSINESS IMPROVEMENT AREA BOARD OF MANAGEMENT



### DBIA Board of Management ANNUAL GENERAL MEETING MINUTES

Tuesday November 19, 2019 at 6:00 PM

Conference Room

A regular meeting of the DBIA Board of Management was held with the following members in attendance:

Councillor Adam Bureau  
Deputy Mayor Suzanne Seguin  
Amanda Da Silva  
Jenna Fitzgerald  
Joan Greaves  
Julie McCuaig  
Lou Trozzolo  
Tracey Gainforth - Staff

#### **REGRETS**

Julie Dreyer  
Chief Paul VandeGraaf  
Kevin Ward

**MINUTES PREPARED BY** Melissa Graham

#### **1. CALL TO ORDER**

The meeting was called to order by Chairperson J. Greaves at 6:01 pm.

#### **2. APPROVAL / ADDITIONS TO THE AGENDA**

2.1. Approval of the Agenda

**Moved by** Deputy Mayor S. Seguin: THAT the DBIA Board of Management approve the agenda as presented.

**Carried**

#### **3. DECLARATIONS OF INTEREST BY MEMBERS**

There were no declarations of interest from the members.

#### **4. ADOPTION OF MINUTES**

- 4.1. Annual General Meeting minutes dated December 20th, 2018

**Moved by** Councillor A. Bureau: THAT the DBIA Board of Management approve the Annual General Meeting minutes dated December 20th, 2018 as presented.

**Carried**

**5. PRESENTATIONS / DELEGATIONS**

There were no presentations or delegations.

**6. COMMUNICATIONS / CORRESPONDENCE**

There were no communications or correspondence.

**7. REPORTS**

- 7.1. Chairperson Report - J. Greaves

A verbal update was provided by J. Greaves, highlighting the following topics.

- Board recruitment status; there have been a few interested business owners to be a part of the Board of Management. Coordinator and Chairperson have gone to visit these businesses to discuss the process to apply.
- Strategic Plan is currently in draft form. Recording Secretary and OBIAA Executive Director Kay Matthews have been working together to finalize the document. The overall strategic plan was a great team-building experience and discussion on how to get a more vibrant Downtown.
- Strengthening the membership engagement will be continued through initiatives that the Coordinator T. Gainforth and Membership Director J. Fitzgerald will lead.
- Digital Main Street Staffing - The DBIA Board of Management hired M. Ford to help businesses with digital initiatives. The DBIA received the digital main street grant which totalled \$10,000, with \$9,000 being allocated to M. Ford for the positions wage. There are currently individual grants available of \$2500 to upgrade services/hardware for your business. The deadline for the \$2500 grants is December 31st, 2019. Visit <https://digitalmainstreet.ca/> for more information.

- 7.2. Vice-Chair Report - J. Dreyer - Regrets

- 7.3. Treasurer Report - L. Trozzolo

L. Trozzolo provided an update on the 2020 budget.

- 7.3.1. 2020 Draft Budget

**Moved by** Deputy Mayor S. Seguin: THAT the Downtown Business Improvement Area membership approve the budget as presented. **DBIA\_092\_2019**

**Carried**

- 7.4. Marketing Report - A. Da Silva

A verbal update was provided by Marketing Director, A. Da Silva. Key highlights included;

- Re-Imagining the focus on the downtown to fit changing demographics

Example: More focus on year-round tourism, getting the locals to spend more time at the downtown merchants and services.

- Radio: Last year, there was a focus on events-based radio promotions, will continue with that again this year but scale back on the budget. Focus more on social media as opposed to other forms of advertising
- Member Cards: Discussed idea of putting together member cards with discount or offer from each participating downtown business to distribute at outside stores and establishments. - Another idea suggested was a member to member savings
- SWAG - we have been using more swag - reusable bags, hats, etc to promote downtown
- HERO VIDEO - to be shown on various platforms showcasing all the great things downtown has to offer.

7.5. Special Events Report - Vacant Board Position  
Discussed through Coordinator Report due to board vacancy.

#### [2020 EVENTS OUTLINE\\_rotated](#)

#### 7.6. Membership Report - J. Fitzgerald

Membership Report was provided for information purposes for the membership. Membership Director J. Fitzgerald provided 2019 accomplishments and 2020 goals which include strengthening membership engagement through quarterly meet and greets with hopes of building the DBIA community.

#### 7.7. Beautification/Maintenance Report - J. McCuaig

The beautification and maintenance report was provided for information purposes. Key highlights include the 2019 accomplishments and 2020 goals.

2019 Accomplishments:

- Flag program
- MOU commitments of purchasing new garbage receptacles
- Contribution of \$9500 to the holiday lighting through the downtown.

2020 Goals:

- Providing businesses with the opportunity to opt into a garden basket or planter for their business
- Increasing winter lighting
- Sidewalk sweeping and trash clean-up

#### 7.8. DBIA Coordinator Report - T. Gainsforth

Coordinator Report was provided for information purposes with key highlights including;

- Winter Pub Crawl is the next DBIA event on February 23rd, 2020
- getting website organized and polish for 2020
- Hometown Hockey partnership with Rogers and the Town of Cobourg. Businesses are encouraged to register via email for the Storefront Window Contest.
- Securing the Digital Main Street Grant of \$10,000

7.9. Cobourg Police Service Report - Chief P. VandeGraaf - Regrets

7.10. Northumberland Central Chamber of Commerce Report - K. Ward - Regrets

**8. COUNCIL/COORDINATOR ANNOUNCEMENTS**

8.1. Deputy Mayor S. Seguin

Deputy Mayor S. Seguin provided a verbal update regarding the following highlights;  
- The Board of Management has had a tough year but has been able to work together for the DBIA area.

- Continuing to hold constructive MOU meetings with the Town of Cobourg staff
- Deputy Mayor has provided consistent DBIA updates at the regular council meetings

8.2. Councillor A. Bureau

Councillor A. Bureau provided thank you's to the membership, everyone who was able to step up for the events while we were without a coordinator, to the entire Board of Management, Coordinator T. Gainforth, and Recording Secretary M. Graham. Councillor A. Bureau also provided a reminder that starting December 1st, the 1 hour grace period will come into effect.

**9. NEW BUSINESS**

**10. ADJOURNMENT**

The meeting was adjourned at 7:46 p.m.

The next scheduled board meeting December 5th, 2019 at 8:30 am.

## 2020 Event Schedule

Event	Date	Budget Proposed	Sponsor	Details	Hours	Actual
Downtown Cobourg Pub Crawl	22-Feb	\$ 2,000.00	Town		4-12 pm	
Girls Night Out	6-Jun	\$ 8,000.00	\$ 1,000.00	BMO	5-9 pm	
*** Tasty Tuesdays	June 16 and 23	\$ 1,000.00	\$ 1,000.00	BMO	10-3 pm	
Music and Food Festival	11-Jul	\$ 12,000.00		Licensed Bar/Celebrity Chef Event/Cover Band/small local bands	11-9 pm	
52nd Sidewalk Sale	July 30th-Aug 2nd	\$ 18,000.00	\$ 5,000.00	Scotia	9-8, 9-8, 9-6, 10-4	
King East Lit	22-Aug	\$ 1,000.00		Author readings/poetry, music, wandering musicians	10-5 pm	
Harvest Festival	26-Sep	\$ 6,000.00	\$ 1,000.00	Kawartha	10-5 pm	
Christmas Event	November 20-21	\$ 12,000.00			5-9, 9-5	
Total		\$ 60,000.00	\$ 8,000.00			

2020-2024

# DRAFT Cobourg Downtown BIA Strategic Plan



Downtown  
Cobourg

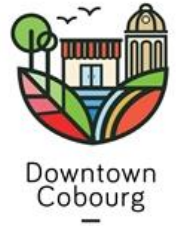
By: Kay Matthews, Executive Director | OBIAA



# Table of Contents

Table of Contents .....	1
<b>Introduction.....</b>	<b>2</b>
<b>What is a BIA .....</b>	<b>4</b>
Purpose of Strategic Planning .....	6
The Vision and Mission .....	8
<b>The Approach.....</b>	<b>9</b>
<b>Strengths, Weaknesses, Opportunities and Barriers (SWOB) .....</b>	<b>8</b>
<b>The Priorities.....</b>	<b>11</b>
The Current Situation and Internal Challenges.....	12
Priority One - MEMBERSHIP AND PARTNERSHIP.....	14
Priority Two - ACTIVATION AND EVENTS.....	15
Priority Three – BEAUTIFICATION AND MAINTENANCE .....	16
Priority Four – MARKETING AND COMMUNICATIONS .....	18
Priority Five – SUSTAINABILITY .....	19
Conclusion .....	21
<b>APPENDICES</b>	
▲ APPENDIX A - Strategic Plan Workbook for Downtown Cobourg BIA	
▲ APPENDIX B - Walk About Report	
▲ APPENDIX C - Activation-Event Proposal Template	

# INTRODUCTION



In October of 2019, Kay Matthews, Executive Director of the **Ontario BIA Association** was retained by the **Cobourg DBIA Board of Management** to facilitate a Strategic Planning Session for their organization.

The Strategic Planning process included:

- Review of Reports and Studies commissioned either by the BIA or by the Municipality
- In person strategic planning session with Board members and designates

The 2019 BIA Board of Management is comprised of the following members:

## **BIA Board of Management - 2018 – 2022**

Chairperson - Joan Greaves  
Vice Chair - Julie Dreyer  
Treasurer - Lou Trozzolo  
Marketing Director - Amanda da Silva

Beautification/Maintenance Director – Julie McCuaig  
Membership Director – Jenna Fitzgerald  
Deputy Mayor - Suzanne Seguin  
Councillor - Adam Bureau

The participants in the Strategic Planning Session held October 8, 2019:

### **Board Members**

Deputy Mayor - Suzanne Seguin  
Councillor - Adam Bureau  
Chairperson - Joan Greaves  
Vice Chair - Julie Dreyer  
Treasurer - Lou Trozzolo  
Marketing Director - Amanda da Silva  
Beautification/Maintenance Director – Julie McCuaig  
Membership Director – Jenna Fitzgerald

### **Staff:**

Tracey Gainforth – DBIA Communications Coordinator

### **Town of Cobourg Appointed Secretary**

Melissa Graham – Recording Secretary

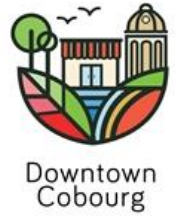
### **Facilitator:**

Kay Matthews – Executive Director, OBIAA

*The results from these efforts are compiled in this report.*



# BUSINESS IMPROVEMENT AREAS



The Cobourg DBIA is a Business Improvement Area (BIA), created in 1974 by Municipal Bylaw.

The first BIA was formed in 1970, by a group of Toronto businesspeople. Ontario passed enabling legislation to create the world's first Business Improvement Area (BIA) in Bloor West Village.

Previously relying on voluntary contributions for its projects, the BIA(s) can now plan on a steady stream of revenue as collected from only the commercially assessed properties within the area as determined by Municipal Bylaw. This legislation allows for long-term planning to improve the area, self-funded by the property owners and their tenants. The BIA funding is intended to create equity.... all who benefit are required to contribute. The

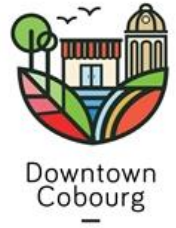
Municipality simply collects the additional revenue, through the tax bill, for the BIA to use for the revitalization of their area.

Since the creation of this first BIA, many more have been established. Now there are more than 300 BIAs in Ontario, varying in size from fewer than 60 business and property owners to more than 2000. The BIA concept is now global, adopted by more than 500 communities across Canada, 2000 throughout the United States, and thousands more around the world including the UK, Europe, South Africa, Australia, New Zealand and Japan.

A Business Improvement Area (BIA) is a “made-in-Ontario” innovation that allows local business people and commercial property owners and tenants to join together and, with the support of the municipality, to organize, finance, and carry out physical improvements and promote economic development in their district.

The success in this legislation is in the number of Municipalities that have enabled and partnered with their business community, with the amount of BIAs in Ontario growing every year.

# BUSINESS IMPROVEMENT AREAS (cont'd)



In the past 10 years further changes have been made to the legislation that have made the local BIAs a “local board” of the municipality, solidifying this unique partnership between the municipality and their BIA (business community). Municipalities understand the benefits of supporting a business area that is, through the self-funding mechanism, helping the whole community towards economic vitality.

BIAs are involved in many aspects of economic development and community revitalization, through good governance, they include (but are not restricted to):

- Strategic Planning and Visioning
- Beautification and Maintenance
- Marketing
- Events and Promotions
- Commercial Research
- Streetscape Improvements
- Public Art and Murals
- Creating Safe Environments
- Façade Improvement Programs
- Business Retention & Expansion, and...
- Championing the Area

**The basic function of a BIA, under the Municipal Act, is to:**

- *Oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally, and:*
- *Promote the area as a business or shopping area*

Through good governance, the Board of Management, volunteers to guide the BIA (over and above the work of their own business(es)) to make the business area a better place in which to do business and steward the community’s growth and future.

The Municipality and the BIA need to foster this partnership by guaranteeing that Municipal Act requirements, strong and solid governance documents and good communications are in place.

# PURPOSE OF THE STRATEGIC PLAN



The purpose of Cobourg DBIA Strategic Plan is to clarify the role and function of the BIA. With clarity comes action, action which is intended to refresh and invigorate the Downtown.

Communications is a key ingredient of the efforts of the BIA. The Cobourg DBIA must continue to engage all key partners, such as the Town, community groups and the Cobourg DBIA members. Although the direction of the Cobourg DBIA is ultimately determined by the Board, consideration must be given to all members, *given the BIA's duty to represent the collective*. Having said this, it must be emphasized that the mandate of each and every BIA in the Province of Ontario is *not* to make each business better, but to make the area a better place in which to do business.

All businesses in Downtown can benefit from this Strategic Plan and it is paramount that this document is communicated and shared with members, the Town, property owners, residents and other stakeholders. The Cobourg DBIA must nurture, through communication and participation, a positive local atmosphere and renewed vitality, keeping in mind that each and every interaction can create opportunities to achieve a safe, prosperous and sustainable business community.

The Municipal Act determines that a BIA must have (\*the Toronto Act for BIAs may have different requirements):

1. Constitution/Operating Bylaw
2. Purchasing Policy (Procurement)
3. Personnel Policy (HR)
4. An Annual Audit by the Municipalities Auditor
5. Present an Annual Report to Council
6. Code of Conduct

*Whether a small, large, urban or rural community, using the BIA legislation effectively can foster economic growth and stability.*



# THE STRATEGIC PLAN



Downtown  
Cobourg



## VISION

**Historic Downtown Cobourg**  
engages people & businesses by  
creating opportunities, through  
partnerships, to achieve a safe,  
prosperous & sustainable lakeside  
community.

## MISSION

Each BIA, Cobourg DBIA notwithstanding, holds the same mission / mandate in the Municipal Act of the Province, which is to:

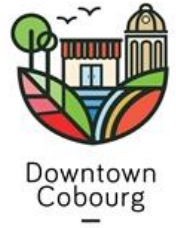
### Municipal Act, 204:

- Oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally, and
- Promote the area as a business or shopping area

The goal of the Cobourg DBIA is to determine the priorities and actions required by the board, and its partners, to succeed in fully implementing the Strategic Plan. To bring the Vision to reality and increase the community and economic impact to the downtown.



# THE APPROACH



In preparing for the Strategic Planning session a full review of background document was conducted. There were:

- DBIA Policies and Procedures
- Downtown Coalition Report
- DBIA By-Law

The attending participants worked through a dotmocracy process, which is commonly agreed to be Dot-voting (also known as dotmocracy or voting with dots) an established facilitation method used to describe voting with dot stickers or marks with a marker. It is a group activity designed to develop consensus.

The following report is a compilation of the ideas, creativity and discussions which came together to provide consensus.

In these discussions, it was agreed that short term is one (1) year, medium term is three (3) to five (5) year and long term is greater than five (5) years.

On the day of the Strategic Planning Session, two (2) major questions were asked of the team present, they were:

1. What does success look like?
2. How long do you want this plan to be?

Some of the discussions around these questions included:

## What does success look like?

A vibrant downtown, through partnerships and community building.

## How long do you want this plan to be? (Identify timeline)

The consensus was four (4) years. Therefore, this plan is from 2020 to 2024. The next Municipal Election will be held in 2022. This gives the opportunity for the incoming board to complete this plan, while developing a new one for the next four years (2024-2028).



# SWOB Analysis conducted by the Participants



## STRENGTHS

Partnerships are established  
Groundwork has been done  
There is momentum  
Council has been supportive  
Provincial Support  
Town Staff Support  
Interest by Community  
Downtown has certain resources already  
Regulatory incentives are in place (heritage)  
Community Improvement Plan  
Heritage Master Plan  
Downtown Master Plan  
New Property Investors  
Concert Hall (Victoria Hall)  
Theatre Space (Firehall)

## WEAKNESSES

Absent Property Owners  
Lack of By-Law Enforcement  
Lack of Affordable Housing  
Poor tech infrastructure Downtown  
Parking – winter snow build up  
Communications challenges  
Lack of showcasing success

## OPPORTUNITIES

Movement of population from GTA and other communities  
Tech Trends & Innovation (Venture 13)  
Political and organization climate favours vitalization  
Good Quality of Life  
Easy to do business  
Cultural focus (emerging Culture Master Plan)  
New investment  
Improving transportation infrastructure  
Alderville partnership?  
Experiential Tourism  
Experiential Shopping

## BARRIERS

Online Shopping  
Stakeholder Apathy  
Council priority competition  
Provincial Funding Cuts  
Rising Interest Rates  
Possible Recession  
Landlord Complacency  
Weather  
Other Towns  
Too Rapid Expansion  
Rezoning of nearby Employment Lands (Commercial)  
2019 Status of DCAC

# PRIORITIES

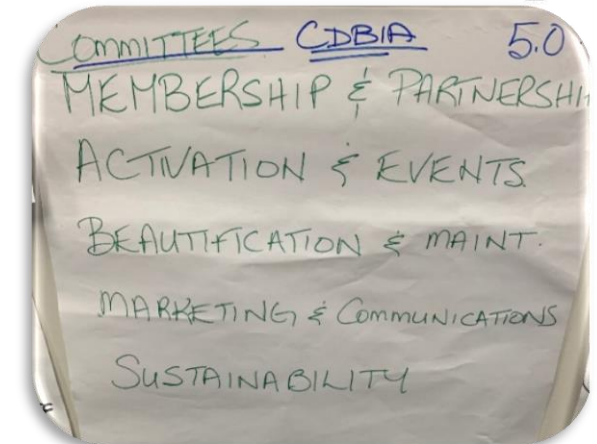


Downtown  
Cobourg

The Strategic Planning Committee, after a thorough review of the Consultation Process, determined the following potential priorities. They are:

1. **MEMBERSHIP AND PARTNERSHIP**
2. **ACTIVATION AND EVENTS**
3. **BEAUTIFICATION AND MAINTENANCE**
4. **MARKETING AND COMMUNICATIONS**
5. **SUSTAINABILITY**

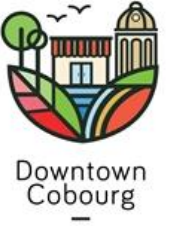
A Working Document (Appendix A) is attached to this document and is intended to be a worksheet for each Committee. These worksheets will include actions, timelines, areas of responsibilities, advocacy requirements, assets and their condition as well as other items the committees/board may wish to record.



**Historic Downtown Cobourg engages people & businesses by creating opportunities, through partnerships, to achieve a safe, prosperous & sustainable lakeside community. *We will do this by investing in our:***

1. **MEMBERSHIPS AND PARTNERSHIPS**
2. **ACTIVATIONS AND EVENTS**
3. **BEAUTIFICATION AND MAINTENANCE**
4. **MARKETING AND COMMUNICATIONS**
5. **SUSTAINABILITY**





# THE CURRENT SITUATION

Cobourg is a historic location on the shores of Lake Ontario. It is in a prime location for tourists and new residents. At the time of conducting this Strategic Planning, Downtown Cobourg and the Victoria Hall were the backdrop for a movie shoot.

**RECOMMENDATION:** Consideration should be given to applying a strategic lens to each activation to determine:

- a) Why do we do this activation?
- b) Who is this activation targeted to?
- c) Is this activation still relevant?
- d) Do we have the required resources?

A template of a strategic analysis for each report is included in this report – APPENDIX B. This report can be customized for each event.

## INTERNAL CHALLENGES

Despite many in-depth discussions, the team did not identify any internal challenges. The team feels positive about the relationships with the community, the municipality and their members. Developing membership and overcoming apathy is an ongoing struggle felt by all BIAs across the province.

Continuing to foster the relationship with the municipality is a must for every BIA, as a municipality can further good governance by providing training on governance and other legislation and confirm (and review) all governance documents held by their local board.

- Business Operators see the benefit from improved atmosphere and ambience, whether they are retail, service, professional or property owner.
- The Property Owner can realize the potential to increase property values and occupancy as well as attracting a tenant that adds to the business mosaic of the area.
- The Community benefits by having a more vibrant community, a more prosperous local economy, and a potential to increase property values. So many realtors prove this over and over as they advertise properties for sale that are within walking distance of the downtown!
- The Municipality and Province benefit from the partnership as BIAs continue to prove they are strong local economic engines.

# THE PRIORITIES



Downtown  
Cobourg



## PRIORITY ONE: MEMBERSHIP AND PARTNERSHIP

**Scope:** To increase engagement of membership and our partnerships, resulting in the Downtown as a safe, prosperous and sustainable lakeside community, through:



### 1. Advocacy

**Goal 1:** To develop an Advocacy Plan, which encourages the growth of the Downtown towards, which:

- 1) Defines which partnerships will assist in the development of the downtown
- 2) Builds on the integral relationship between the BIA and the Municipality, by:
  - a) Participating in committees affecting the downtown and surrounding catchment area
  - b) Requesting notifications on development(s) affecting the downtown and surrounding catchment areas
- 3) Creates Governance policies which support the scope of work around Advocacy

**As in all Strategic Planning, each priority needs to focus on the Future, and what planning needs to be in place for continued success.**

*Some of the key Partners identified during the Strategic Planning Session included:*

- 1) Northumberland Central Chamber of Commerce
- 2) Brown Bag Tours
- 3) Art Gallery of Northumberland





## PRIORITY TWO: ACTIVATION AND EVENTS

**Scope:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's resources towards becoming a four (4) season presence, through Activation and Events.



1. Activation
2. Events

### Goal 1: To develop more Activations that keep CDBIA “top of mind” all year round



Consensus was reached on using the word activation as the components in this area included the defined use as: to make active; cause to function or act. Activation can be used to provide activity, or areas of discovery that are all year round. Some examples have been the use of street furniture, pop up parkettes, temporary art installations, promotions and contests.

### Goal 2: Focus on developing fewer, strategically focused events

Each current event will be reviewed by the committee, through a strategic lens. Appendix B of this report can be used to analyse the event and provide the committee with a template for developing recommendations to the Board on the event future direction.

*These events currently include:*

- 1) Sidewalk Sale
- 2) Harvest Festival
- 3) Girl's Night Out
- 4) Food and Music Festival (Combine with Sidewalk Sale?)
- 5) Christmas Market
- 6) Local Artisans – Musicians/Activations
- 7) Pop-Up Markets
- 8) Pub Crawl (2 per year)



**As in all Strategic Planning, each priority needs to focus on the Future, and what planning needs to be in place for continued success.**

## PRIORITY THREE: BEAUTIFICATION AND MAINTENANCE

**Scope:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's resources specific to beautification and maintenance.

1. Ongoing review and investment in the Memorandum of Investment with the Town of Cobourg targeted at a concerted approach to the Beautification and Maintenance of the downtown
2. Strategic Approach to Streetscape Design
3. Annual Walk About

**Goal 1:** Leveraging and building on the relationship between the Municipality and the BIA, develop an ongoing and annual approach to review the MOU with a focus on sustainability and future planning

Areas of review to include, but not limited to:

- 1) Flowers (plants) – Hanging Baskets/Planter Boxes
- 2) Waste – Capital
- 3) Lighting – Cool to warm - Holiday

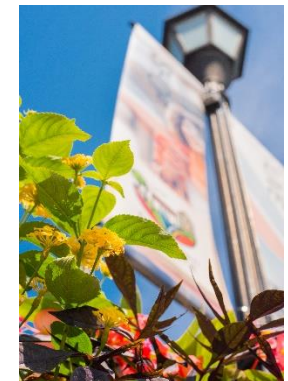
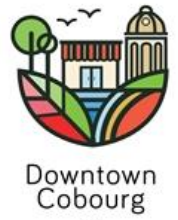
Lighting is an area of particular focus and is two-fold: (1) Lighting has the ability to create a safe area for all. With focus on areas that are underserved and could be perceived as unsafe. (2) Lighting can also make the area feel prosperous and vital.

**Recommendation:** A concerted focus within the Streetscape Design, needs to be on lighting.



**Goal 2:** Develop a Streetscape Design for ongoing and sustainable investment.

This Streetscape Design needs to assess the capital inventory, and noted condition of each, and the strategy for replacement. Additionally, it needs to focus on storefronts, trees, benches, events décor, Christmas Lighting (Curly Que's), recycle bins, banners and flags as well as public art. Much as a Branding Guide identifies communications outreach, the Streetscape Design can be in keeping with the Branding Guide, which states "to be a more contemporary and distinctive brand in the marketplace. After all, this is a community within a community, and we wanted to offer a fresh approach what allows us to move forward on all media, print, banners and events branding. The proportions of the pictogram style logo are inherently almost "round" and it is an effective solution for both vertical and horizontal applications. The logo incorporates design elements from the downtown core and uses dynamic line weights combined with a rich colour palette to make the logo "pop". The logo appears as a seed opening to indicate "business growth" and encapsulate the elements of the business community."

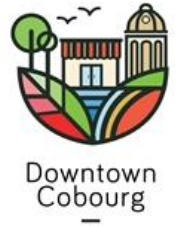




### Goal 3: Conduct a Bi-Annual Walk About

Bi-Annually walk about with identified partners (see Appendix C). Recommendations of those who could participate are: Municipal Councillor, Public Works, Planning Department and Economic Development Office, as well as BIA Staff and Board Representatives. Additional consideration could be to include key partners, such as the Theatre, the Chamber, the Accessibility Committee and the Arts Community.

As in all Strategic Planning, each priority needs to focus on the Future, and what planning needs to be in place for continued success.

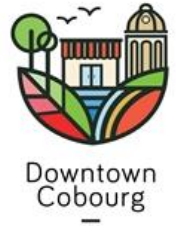


*Streetscape is a term “that refers to is used to describe the natural and built fabric of the street and defined as the design quality of the street and its visual effect.” The concept recognizes that a street is a public place where people are able to engage in various activities.*

Complete Communities Toolbox – University of Delaware

## PRIORITY FOUR: MARKETING AND COMMUNICATIONS

**Scope: Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's resources specific to marketing and communications.**



### **Goal 1: To create a Communications Plan, which will:**

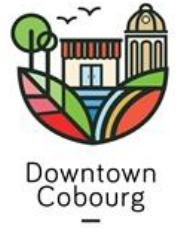
- 1) Define our audiences, both internal and external (target market/audience)
- 2) Develop a sustainable Communications Platform, which may include:
  - a) Social Media (external & internal) – determine which of the platform(s) best suit the audience we want to reach and create an annual strategy, while determining key performance indicators (#s of followers, posts, engagement)
  - b) E-Newsletter – determine the frequency of communications to members and the type of information to share with them. Noting successes in the Strategic Plan and aimed at increasing engagement with members
  - c) Public Relations and development of key performance indicators
    - i) Marketing of Events, Promotions and Activations
    - ii) Face to Face engagement with members and targeted partners
    - iii) Social Media engagement
  - d) Member to Member opportunities for engagement which builds the strength of the whole downtown
    - i) Membership Meetings – quarterly meetings discussed for information and networking.
    - ii) Pedestrian Counters could be considered to determine key performance indicators, peak pedestrian “feet on the street” times and event participation.

### **Goal 2: To create a Branding Guide, which will:**

A key goal of brand guidelines is to ensure that all parties use the brand elements consistently. Brand guidelines provide information and tools and set the standards for using brand names, logos, typefaces and other design elements in advertisements, brochures, newsletters, packaging and online communications.

**As in all Strategic Planning, each priority needs to focus on the Future, and what planning needs to be in place for continued success.**

## PRIORITY FIVE: SUSTAINABILITY



**Scope: Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's sustainability.**

### **Goal 1: To create a strong BIA Board, through:**

- 1) Creation of a Board Package, that includes Governance Documents and Operational Information including:
  - a) HR Policy and Job Descriptions for all Staff (Coordinator, Maintenance Staff, etc.)
  - b) Budgeting – Timelines for Budget submissions to the Municipality, in the format required by the Municipality which also identifies revenue sources, which could include grants, potential sponsorship (packages), and policy and estimates on film revenues
  - c) Inclusive – Policies around creating cohesion, a respectful environment and consensus
  - d) Organization (Internal) – a good place to start is to build and adopt a hierarchy policy
  - e) Good Governance – engaging in continual opportunities for board training and investment in keeping all Governance Policies up to date, compliant and top of mind.
  - f) Memorandum of Understanding (MOU) – the Municipal Act, Section 204, has a very specific definition of each and every BIA in Ontario (although the Toronto Act details this role for all Toronto only BIAs). Inherent in this Act is a level of responsibility shared between each BIA and their Municipality. The MOU is an excellent document that helps build sustainability and succession planning. This document needs to be considered a living breathing document that needs annual review as well as review when any significant change happens between the two partners. F
  - g) Continue to work with the provincial partner, the Ontario BIA Association (OBIAA) to stay current in best practices and advocacy for the BIA legislation

### **Goal 2: To create a strong membership, through:**

- 1) Creation of a Membership Package, that outlines BIA Governance Documents and Operational information which could include:
  - a) BIA Constitution and list of other Policies (this could be a link to these documents on the BIA website)
  - b) Adopted Strategic Plan
  - c) Contact Information for BIA Office and Board
  - d) Important Membership Information (including what a BIA is and does)
  - e) Important Links to partners, including the Municipality (Sign Bylaws/Guidelines, Heritage Bylaws/Guidelines, Garbage Pick Up, licensing, etc.)
  - f) Upcoming Events List
  - g) Committee List and call for volunteers
  - h) Other as determined



## 2) Strong Communication

- a) Development of member to member opportunities
- b) General Membership Meetings and Annual General Meeting
- c) Input and participation on committees

**Goal 3: To create a strong partnership with the Municipality who oversee the enabling bylaw that created the Cobourg DBIA and provide overall responsibility for the BIA in budgeting (through levying on behalf of the BIA and approval of the budget and annual audit), governance (review and approval of) in order to assist the Municipality in creating a **safe, prosperous and sustainable lakeside (Downtown) community**, through:**

- a) **Good Governance** – engaging in continual opportunities for board training and investment in keeping all Governance Policies up to date, compliant and top of mind.
- b) **Memorandum of Understanding (MOU)** – the Municipal Act, Section 204, has a very specific definition of each and every BIA in Ontario (although the Toronto Act details this role for all Toronto only BIAs). Inherent in this Act is a level of responsibility shared between each BIA and their Municipality. The MOU is an excellent document that helps build sustainability and succession planning. This document needs to be considered a living breathing document that needs annual review as well as review when any significant change happens between the two partners.
- c) **Business Retention, Expansion and Attraction** – by continuing to partner with the Economic Development Office to create a sustainable business community in the downtown, to promote healthy churn and to celebrate business retention. A discussion was held around revising the [“First Impressions”](#) Program with the Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
- d) **Engage, with the municipality, in looking to the future by identifying opportunities and potential barriers to the success of the Downtown**
- e) **Engage, with the municipality, in at least one walk-about (Appendix C) annually**

**Goal 4: To create a strong partnership with organizations who share a goal of creating a **safe, prosperous and sustainable lakeside Downtown community**, including (but not restricted to):**

- 1) Police Services
- 2) Chamber of Commerce
- 3) Art Gallery
- 4) Brown Bag Tours

In working with each of these partners, and others as identified, we must remember looking to the future and engage in creative, visionary and long-range thinking. By fostering partnerships and keeping a focus on the vision for the Downtown, the BIA will accomplish much!

# CONCLUSION

To “Rethink and Reinvent” allows the Cobourg DBIA to look with fresh eyes and create a Vision for the downtown, a vision that engages, partners and achieves.

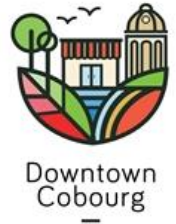
Many BIAs fall into a rut of discussing things they can’t fix or because it is on the agenda. A new Strategic Plan becomes the Board Agenda, gone are the “same old, same old” agenda items. With a refreshed Board Agenda, they can focus on the Strategic Plan and accomplish the goals within.

Your BIA Committees will focus on the five priorities and their recommendations and researched investment, which must also include staff time and needs.

If the fundamental approach to the BIA does not encapsulate the priorities of the Strategic Plan, through agenda forwarding, budget and capacity review (such as updating job descriptions for board and staff) and advocacy, then the Strategic Plan may not succeed.

Therefore, a Strategic Plan is an opportunity to refresh the Strategic Committees and revision the investment required. Staff and Board Members can focus on finding or learning the skills required to complete the defined priorities and actions of a well thought out Strategic Plan. For instance, if the goal is Social Media and the person in charge of accomplishing this goal does not have the necessary training it can crystalize and budget accordingly to make sure that the necessary training is completed.

On the other hand, the BIA has many stakeholders with many varying opinions, the work of a well thought out Strategic Plan can bring all of the stakeholders together in a concerted effort and allow the BIA to focus their attention rather than be distracted by various opinions – opinions that may or may not have positive outcomes. This allows them to view and approach the BIA in a whole new light. Each new opportunity must be reviewed and evaluated based on the Strategic Plan, with the question, *“does this new opportunity fit into our Strategic Plan and does it forward the ability to accomplish a priority?”*



## The Board Agenda now includes:

1. **Call To Order**
2. **Declaration of Pecuniary Interest**
3. **Approval of the Agenda**
4. **Approval of the Previous Meeting Minutes**
5. **Strategic Planning Committee Reports**
  - a. **MEMBERSHIP AND PARTNERSHIP**
  - b. **ACTIVATION AND EVENTS**
  - c. **BEAUTIFICATION AND MAINTENANCE**
  - d. **MARKETING AND COMMUNICATIONS**
  - e. **SUSTAINABILITY**
6. **New Business**
7. **Adjournment**



*A Strategic Plan is referred to for operational decision and is updated regularly. Developing Strategies and Objectives with specific implementation details is the key to understanding how work will be distributed and by whom.*

*It “rethinks and reinvents” the way the BIA currently operates and with careful implementation it will engage people & businesses by creating opportunities, through partnerships, to achieve a safe, prosperous & sustainable lakeside community.*





## APPENDIX A:

### Cobourg DBIA

#### PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

**ACTIVATION**

**SCOPE:**

#### Priority Task 1:

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	CAPITAL ASSETS (note the condition and age)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1										

## APPENDIX B

Name: \_\_\_\_\_

Type: \_\_\_\_\_ Event ☐ Promotions ☐ Activation ☐

Description: \_\_\_\_\_

Proposed Date/ Time: \_\_\_\_\_

Location: \_\_\_\_\_

Anticipated Attendance: \_\_\_\_\_

Impact Describe the expected impact/ results

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

<b>Positive</b>	<b>Negative</b>
# BIA members <b>directly</b> impacted by event? _____	# BIA members <b>directly</b> impacted by event? _____
# BIA members <b>indirectly</b> impacted by event? _____	# BIA members <b>indirectly</b> impacted by event? _____
	Will any non-BIA member be negatively impacted by event? How many? _____

Check which type of businesses are most likely to receive a benefit from the event:

- ☐ Retail
- ☐ Dining
- ☐ Health and Wellness
- ☐ Professional Services

### Alignment

Which of the strategic priorities of the BIA does the event align with?

- ☐ MEMBERSHIP AND PARTNERSHIP
- ☐ ACTIVATION AND EVENTS
- ☐ BEAUTIFICATION AND MAINTENANCE
- ☐ MARKETING AND COMMUNICATIONS
- ☐ SUSTAINABILITY

### Resources Required

- ☐ Financial resources How much? \_\_\_\_\_
- ☐ BIA staff support How much? \_\_\_\_\_ (estimated time and money)
- ☐ BIA member support How much? \_\_\_\_\_

### Potential Conflicts

Do proposed date(s) conflict with or complement (cross promote) any other planned community events?

### Metrics

List the measurable goals and who the target audience for this activation are:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Does the Committee recommend this activation/event to the Board for their consideration? Yes ☐ No ☐

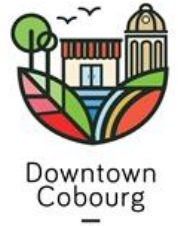




## APPENDIX C

### WALK-ABOUT REPORT

Year: \_\_\_\_\_



Area/Location	Description of Work Required	Picture of Work Required	Department/Person Responsible (with Contact Information)	Priority ST – Short Term MT – Medium Term LT – Long Term C - Completed

**DOWNTOWN COBOURG BIA STRATEGIC PLAN – APPENDIX C – MAINTENANCE WALK ABOUT**

# Cobourg DBIA

## PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

### SUSTAINABILITY

**SCOPE:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's sustainability.

### Priority Task Goal 1: To create a strong BIA Board, through

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	CAPITAL ASSETS (note the condition and age)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Creation of a Board Package	Short Term - 1 year	approximately 30 hours	Tracey and Melissa	Valid till end of term – updated at next election	Chair – Erika Cotton	X			
2	HR Policy	Short Term – 1 Year	Approximately 6 months	Chair, Vice – Chair, Deputy Mayor	Valid until updated	Chair – Erika Cotton	X			
3	Budgeting	Short Term – 1 Year	1 week	Treasurer	Valid for one year	Treasurer/Chair		X		
4	Inclusion Policy Cohesion, respectful environment and consensus	Short Term – 1 Year	Approximately 6 months	Chair	Valid until updated	Chair – Erika Cotton		X		
5	Hierarchy Policy	Short Term – 1 Year	Approximately 6 month	Chair	Valid until updated	Chair – Erika Cotton	X			
6	Board Training	Medium Term – 3 to 5 year	Ongoing training	Chair		Chair - Erika Cotton	X			
7	MOU	Short Term – 1 Year	Approximately 6 months	Chair/CAO/	Living Document Ongoing	Chair – Erika Cotton	X			
8	Best Practices and Advocacy for BIA Legislation	Long Term – Ongoing	Ongoing	Chair/Coordinat or/Municipal Clerk (if applicable)		Chair/Coordinat or/Municipal Clerk (if applicable)	X			

# Cobourg DBIA

## PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

### SUSTAINABILITY

**SCOPE:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's sustainability.

### Priority Task Goal 2: To create a strong membership, through

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	CAPITAL ASSETS (note the condition and age)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Creation of a Membership Package	<b>Short Term - 1 year</b>	<b>approximately 30 hours</b>	<b>Tracey and Melissa</b>	<b>Valid till end of term – updated at next election</b>	<b>Chair – Erika Cotton</b>	<b>X</b>			
2	With BIA Constitution and List of other Policies	<b>Short Term – 1 Year</b>	<b>7 hours</b>	<b>Tracey/Melissa</b>	<b>Valid until updated</b>	<b>Chair – Erika Cotton</b>	<b>X</b>			
3	Adopted Strategic Plan	<b>Short Term</b>	<b>Completed</b>	<b>Tracey</b>	<b>Valid until 2024</b>	<b>Chair/Coordinator</b>			<b>X</b>	
4	Contact Information	<b>Short Term – 1 Year</b>	<b>Completed</b>	<b>Melissa</b>	<b>Valid until term completed</b>	<b>Chair – Erika Cotton</b>			<b>X</b>	
5	Important Membership Information (including what a BIA is/does	<b>Short Term – 1 Year</b>	<b>7 hours</b>	<b>Tracey - Coordinator</b>		<b>Chair – Erika Cotton</b>	<b>X</b>			
6	Important Links to Partners	<b>Short Term</b>	<b>7 hours</b>	<b>Melissa/Tracey</b>	<b>Annual updates</b>	<b>Chair - Erika Cotton</b>	<b>X</b>			
7	Upcoming Events List	<b>Short Term – 1 Year</b>	<b>7 hours</b>	<b>Tracey/Marketing/Special Events</b>		<b>Chair – Erika Cotton</b>	<b>X</b>			
8	Committee List and call for volunteers	<b>Ongoing</b>	<b>Ongoing</b>	<b>Chair/Coordinator/Municipal Clerk (if applicable)</b>	<b>Ongoing</b>	<b>Chair/Coordinator/Municipal Clerk (if applicable)</b>	<b>X</b>			

Cobourg DBIA										
PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET										
SUSTAINABILITY		SCOPE: Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA’s sustainability.								
Priority Task Goal 3: To create a strong partnership with the municipality who oversee the enabling by-law that create the Cobourg DBIA and provide overall responsibility for the BIA in budgeting (through levying on behalf of the BIA and approval of the budget and annual audit), governance (review and approval of) in order to assist the Municipality in creating a safe, prosperous and sustainable lakeside (Downtown) community, through										
#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	CAPITAL ASSETS (note the condition and age)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Good governance: Board Training (as noted in Priority 1)	Medium Term – 3 to 5 year	Ongoing training	Chair		Chair - Erika Cotton	X			
2	MOU (as noted in Priority 1)	Short Term – 1 Year	Approximately 6 months	Chair/CAO/	Living Document	Chair – Erika Cotton	X			
3	Business Retention, Expansion and Attraction (First Impressions Program – OMAFRA)	Long term	2 year plan	Coordinator/Economic Development		Chair	X			
4	Engage, with the municipality, in looking to the future by identifying opportunities and potential barriers to the success of the Downtown	Long term	Ongoing	Chair/CAO		Chair – Erika Cotton	X			
5	Engage, with the municipality, in at least one walk-about annually	Short Term	Ongoing	Chair/Beautification		Chair – Erika Cotton/ Beautification – Julie Powell	X			

## Chairman's AGM Report | 2020

2020 brought a lot of challenges to everyone including the DBIA. Everything that were carefully planned were cancelled and we had to pivot and be creative in order to support the membership. We definitely had a lot of hard decisions that we had to make and every time we had to make them; we were hoping that we are doing the right thing for the majority or to those who needs help the most. We tried our best and are still trying to help as much as we can until we all get through this pandemic together.

When I took the Chairman position in August, my vision and mission for the DBIA is to be sustainable, improve communication and support for our members, and to promote Downtown Cobourg as a shopping, dining and business area.

This year, we made changes with how we operate in the office by implementing a CRM system where each member has a contact card and communications are stored and noted in each contact card. The same CRM system tracks and helps with managing everyday tasks for the DBIA coordinator.

We also implemented a new scheduling calendar for membership check-ins as well as a new system for tracking membership surveys, e.g. road closure preference or communication method. These surveys will guide us when we make decisions for upcoming events and activities in Downtown Cobourg.

We are also utilizing the Strategic Plan that was finalized in 2019. This document is for 2020-2024. It guides the DBIA in its actions and planning. The Strategic Plan is attached to the Agenda that were sent out to you either via mail or electronically. You can also go to [www.downtowncobourg.ca](http://www.downtowncobourg.ca) to download your copy. I highly encourage everyone to read it.

Moreover, we have maintained our strong partnership with the Town, Cobourg Police and other organization. We are working together to improve the Downtown Core.

Although we were not able to do our usual events because of the current pandemic situation, we were still able to do other things and those accomplishments are listed in the coordinator report.

We cannot predict what 2021 holds. But one thing is for sure, as an organization, we will pivot and overcome. We will be stronger if all of us are working together. So, I encourage everyone to participate, join a committee, support and share your ideas and feedback to the DBIA. Make your voice heard. We are listening.



## DBIA Board of Management 2021 Regular Board Meeting Schedule

- January 7<sup>th</sup>, 2021
- February 4<sup>th</sup>, 2021
- March 4<sup>th</sup>, 2021
- April 1<sup>st</sup>, 2021
- May 6<sup>th</sup>, 2021
- June 3<sup>rd</sup>, 2021
- July 8<sup>th</sup>, 2021 (moved from July 1<sup>st</sup>, 2021)
- August 5<sup>th</sup>, 2021
- September 2<sup>nd</sup>, 2021
- October 7<sup>th</sup>, 2021
- November 4<sup>th</sup>, 2021
- December 2<sup>nd</sup>, 2021

<b>DBIA 2021 Draft Budget</b>			
		<b>2021</b>	
	<b>BUDGET</b>	<b>Draft</b>	
	<b>2020</b>	<b>Budget</b>	
<b>REVENUE</b>			
Town of Cobourg Tax Levy	<b>180,000.00</b>	<b>180,000.00</b>	Town Levy
Town Wage Subsidy	<b>12,500.00</b>	<b>12,500.00</b>	Wage Subsidy
Vendor revenue		<b>1,000.00</b>	events charges for food trucks
Expense Reimbursement	<b>4,050.00</b>	<b>4,050.00</b>	Summer Student Program?
Fundraising and Sponsorship	<b>11,000.00</b>	<b>10,000.00</b>	Sponsorships**
<b>Net Income</b>	<b>208,350.00</b>	<b>207,550.00</b>	
<b>EXPENSE</b>			
Payroll Expenses			
<b>Total Payroll Expense</b>	<b>58,024.00</b>	<b>62,650.00</b>	
<b>Administrative Expenses</b>			
Amortization Expense			
Accounting & Legal	<b>7,200.00</b>	<b>8,500.00</b>	KPMG, Bookkeeper
Miscellaneous		<b>500.00</b>	incidentals
Courier & Postage	<b>500.00</b>	<b>500.00</b>	stamps, couriers
Fees & Memberships	<b>2,400.00</b>	<b>3,500.00</b>	OOBIAA & Chamber
Interest & Bank Charges	<b>2,400.00</b>	<b>2,400.00</b>	Bank Charges
Office Expenses	<b>1,500.00</b>	<b>500.00</b>	Equipment upgrade
Strategic Planning	<b>3,000.00</b>	<b>500.00</b>	In progress
Board Development	<b>2,000.00</b>	<b>2,000.00</b>	annual board Training with OOBIA
<b>Total Admin. Expenses</b>	<b>19,000.00</b>	<b>18,400.00</b>	
Telephone/Cell/Internet	<b>1,500.00</b>	<b>1,500.00</b>	Cell Phone
Staff Development	<b>800.00</b>	<b>1,000.00</b>	Staff Training and development
<b>MARKETING</b>	<b>25,000.00</b>	<b>15,000.00</b>	Marketing/ Print/Social media /Radio
<b>Special Events</b>	<b>20,000.00</b>	<b>20,000.00</b>	Seven proposed Events,
Entertainment	<b>8,000.00</b>	<b>5,000.00</b>	Music festival and sidewalk sale Events only,
Event Rentals / Supplies	<b>19,000.00</b>	<b>15,000.00</b>	events needs?
Downtown Event Sponsorship	<b>3,500.00</b>	<b>3,500.00</b>	Santa parade possibly?
<b>Total Special Events and Marketing</b>	<b>76,300.00</b>	<b>58,500.00</b>	

<b>Beautification and Maintenance</b>			
Supplies	1,200.00	1,200.00	Cords, Bags,others
Seasonal Decor/Flowers	9,000.00	9,000.00	Contract with Town
Seasonal Decor/ Xmas Lights	5,000.00	16,000.00	Installations by Town for new upgrades
Seasonal Décor	9,900.00	9,900.00	Banners and maintenance
Recycle Bins ( MOU)	500.00	5,000.00	MOU Agreement With Town
Maintenance & Repair	5,100.00	4,000.00	Weed control, special events equipment
Utilities - Outside Decor (Hydro)	1,900.00	2,000.00	Hydro For Lights
Special Project (Falconhurst)	12,500.00	6,000.00	Up to Contract through Town
	45,100.00	53,100.00	
<b>Membership</b>			
Annual General Meeting Costs	500.00	500.00	AGM
Member Relations	500.00	2,500.00	Membership
Total		3,000.00	
<b>Website</b>			
I.T. Expenses		2,500.00	Adobe, Spotify
Website Development	1,200.00	1,200.00	updating
Website Hosting	303.10	350.00	Fixed annual
Special Projects	1,200.00		
<b>Web Business Services TOTAL</b>	3,703.10	4,050.00	
<b>TOTAL EXPENSE</b>	203,627.10	202,200.00	
<b>NET INCOME</b>	4,722.90	5,350.00	Reserve
Generated On: Sept. 16, 2020			

## Cobourg DBIA

### PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

#### Marketing and Communications

**SCOPE:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's resources specific to marketing and communications.

#### Priority Task 1: To Create a Communications Plan

#### Priority Task 2: To Create a Branding guide

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Create a marketing committee	Short Term	1month (Oct Board mtg.)	Marketing Chair Coordinator	Marketing Chair &Coordinator to Mem	*			
2	Creation of a communications Plan which includes: defining audience; choosing social media platforms which best suit needs and creating an annual strategy on social media; newsletter (membership); Public Relations including-Marketing/Face to Face/Social Media engagement	Short Term	March 2021	Marketing Committee	Marketing				
3	Create a branding guide	Short Term	6-8 Months	Marketing Committee					

# Cobourg DBIA

## PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

### Activation and Events

**SCOPE:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's resources towards becoming a four (4) season presence, through Activation and Events

**Priority Task 1: Focus on developing fewer, strategically focused events**

**Priority Task 2: To develop more activations that keep CDBIA “top of mind” all year round**

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Develop plan and budget for events 2021	Short Term	2 hours	Events Chair/Coordinator	Events Chair to Board			*	
2	Create committee for 2021 events	Short Term	4-6 weeks	Events Chair/Coordinator	Events Chair/Coordinator or to Membership and Community				
3	Each event reviewed by committee (post event)-using appendix B of the strategic plan which provides the committee a template for developing recommendations to the Board for 2022	Short Term 1 Year	Evaluate after each event 2-4 hours Summarize in a report after each event for Board meeting following event 2 hours Cimpilation report at end of year	Event Committee/Coordinator	Event Chair to Board	*			
3	Develop an “Activation Plan’ with committee. Musicians/promotions and contests/street furniture/pop-ups	Short Term 1 Year	1-2 hours in a meeting focused solely on Activation	Event Committee	Event Chair to Board	*			





# Cobourg DBIA

## PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

### Memberships and Partnerships

**SCOPE:** To increase engagement of membership and our partnerships, resulting in the Downtown as a safe, prosperous and sustainable lakeside community

### Priority Task 1: Advocacy/Support/Engagement

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Monthly Newsletter Newsletter produced monthly for members with info pertaining to membership and business profiles	Medium Term/Monthly	5 Hours per month	Membership Chair Coordinator	Members and Partners Lead-Coordinator		*		
2	Face to Face Visits Daily check-ins with coordinator with businesses. 6-10 per day-tracked in an Excel file. Membership Chair will join intermittently	Long Term	1 hour per day Mon-Fri	Coordinator/Membership Chair	Members Lead-Membership Chair/Coordinator	*			
3	Membership Meetings Monthly meetings that membership are invited to update them on upcoming opportunities/get their input and feedback on	Long Term/every second month	1 hour every second month 1 hour prep time 1 hour post for minutes	Coordinator/Membership Chair/Board Chair	Members Lead-Membership Chair	*			

	issues that relate to them								
4	<b>Partnership Building</b> Ongoing sponsorship and partnership opportunities with Downtown businesses and their potential contacts to support the work of the DBIA	<b>Long Term/On-going</b>	<b>TBD</b>	<b>Staff and Board</b>	<b>Potential partners on top of strengthening current partnerships (Town/sponsors)</b>	*			

## Cobourg DBIA

### PERFORMANCE MEASURES AND ACTION PLANS WORKSHEET

#### Beautification

**SCOPE:** Downtown Cobourg DBIA is a safe, prosperous and sustainable lakeside community, through strategic investment of the BIA's resources specific to beautification and maintenance

**Priority Task 1: Leveraging and building on the relationship between the Municipality and the BIA, develop an ongoing and annual approach to review the MOU with a focus on sustainability and future planning**

**Priority Task 2: Develop and Strategic Design for ongoing and sustainable investment**

**Priority Task 3: Conduct a Bi-Annual Walk About**

#	ACTIONS	TIMEFRAMES Short Term – 1 yr Medium Term – 3 to 5 yr Long Term – <5 yr	RESOURCES (list estimates of time and investment required)	CHAMPIONS (list those responsible for completing)	ADVOCACY (list who to advocate to and who should lead)	ONGOING	IN PROGRESS	COMPLETED	COMMUNICATED
1	Planter Baskets/Flowers-responsible for contributing toward the planter baskets	Long term	10 hours \$5,000	Beautification Chair Board	Beautification Chair to the MOU	*			
2	Street Cleaning  Observe and make sure the garbage is being picked-up and area is clean. Any observations otherwise should be noted and an email sent to County	Long Term	Every Friday?	County	Board Chair to County (information to come from Beautification)	*			

3	Christmas Lighting Responsible for contributing to (Town) and selecting lights for Downtown	Long Term	10 hours \$16,000	Beautification Chair Board	Beautification Chair to MOU	*			
4	Summer Banners	Long Term/On-going	On-Going \$17,000	Beautification Chair Marketing Chair Coordinator Board	Beautification Chair advocating to the MOU	*			
5.	Flag Program Canadian flag installations over each business. Currently in a two year contract with Canadian Patriot	Medium Term (currently 2 year contract in 2 <sup>nd</sup> year)	On-Going \$4755.30	Beautification Chair Coordinator		*			
6	Bi-Annual Walk About (sidewalk repairs and general maintenance)	Long Term/On-going	4-6 hours 2x per year (including post follow-up report to Town and Board)	Beautification Chair Board Chair Coordinator		*			
7	Storefronts/Streetscapes	Long Term/On-going	TBD	Beautification Chair Vice Chair		*			



## **2020 Beautification Report**

### **Flag Program**

- Current program is with Canada Patriot – Mike Buckle
- Program was first signed April 4<sup>th</sup> 2019. Resigned yearly.
- Current rate is \$25.50 for new flags and \$12.50 for flags to be removed and stored. It is hopeful that flags should last 2 years with this program, however not all flags will be able to be re-used.
- The budget for this project is \$4755.30 includes removal of old flags, and installation of new flags for all existing businesses in the program.
- This year \$3889.78 was spent (as of August budget report)

### **Planter Baskets**

- This program was not run by the Town for 2020.
- The annual contribution that has been agreed upon with the Town of Cobourg is \$5000.00 (as per latest MOU document).

### **Christmas Lights**

- The Town of Cobourg council has approve Blachere for the Christmas lights on a 3 year term 2020/2021, 2021/2022, and 2022/2023 with a 4<sup>th</sup> year extension option. The design is a mix of warm and cool lights in a star pattern. As of time of writing it is hopefully lights will be constructed and ready for installation mid-November.
- Our input was used in the RFP and final selection process.
- We have agreed to contribute \$16,000.00 to this project yearly.

### **Summer Banners**

- Last replaced in 2017
- Jay from Project Lola helped design and helped order them. They were ordered out of town as the pricing was 70% cheaper than Ready Print at the time.
- Alternatives are being discussed, but with the Christmas lights, planter baskets and other uses for the poles a more permanent installation does not seem likely.
- Better storage and tracking of banners would be helpful in having them last longer.
- Previous banners cost \$1872.98 for design and \$15,000.00 for printing.
- This year Ready Print has provided a quote for the banners at \$6,592.88 for 200 banners. A design fee will need to be added to this value.
- Budget was submitted and approved prior to quote becoming available \$16,872.00 was budgeted for this line item. We should come in much under the estimated cost.
- A sample is being given to the town to ensure the banners will fit on the poles or if adjustment is needed.

### **Street Sweeping**

- Still being done by Falconhurst.
- Yearly contribution from the beautification budget of \$12,500.00
- It is recommended that this continue at the same rate for 2021.

### **Weed Spraying:**

- This is a cost splitting line item between the town and the DBIA.
- Currently we contribute \$1500.00 per year.
- Spraying was done 2 times per year in the spring / summer, the Parks Dept is requesting adding an extra date for 2021
- As per the 2018 MOU document the DBIA contributes \$1500.00, as of October 23, 2020 the Town has requested an additional \$625.00 per year for a third spraying, this is to be debated at the Nov 2020 DBIA meeting.

### **Sidewalk repairs:**

- Did a summer walk about with councillor Bureau and Tracey.
- Sent photos and notes to Ted Sokay and public works. Some weeds and trees were cleaned up and trimmed, it appears the contractor is working on King St from west to east and will continue until the money runs out in the budget.
- The DBIA will request through the MOU that funds be added to list budget item in the 2021 Town budget.
- A detailed list of areas that are slated to be repaired has not been made available at this time.

### **Other budget items**

- Supplies
- Recycle bins yearly contribution to MOU of \$5,000.00 as part of section S.10 Street Furniture
- Maintenance and repair. Jointly we have replaced 15 to date, with 22 remaining, they cost \$2,000 each (split between DBIA and town).
- Utilities: 2020 \$383.07 (as of August budget report)

**Total budgeted monies \$43,655.30 as of September 2020 meeting, with additional \$16,872.00 (or more) for summer banners for a total potential of \$60527.30.**

**Upon review for this document further costs have come to light or been requested.**

### **Breakdown**

Flag Program \$4755.30

Planter Baskets \$5,000.00

Christmas lights \$15,000.00

Summer Banners \$16,872.00 (budgeted, may come under budget on this item)

Street Sweeping \$12,500.00 (Falconhurst)

Weed spraying \$1,500 (possible \$625 more)

Recycle Bins \$5,000.00

Misc. Utilities \$383.07

**Total: \$61,010.37** (difference of +\$483.07) from approved 2020 budget.

## **Coordinator's AGM Report | 2020**

### **Respectfully Submitted by Tracey Gainforth**

This has been a challenging year, these past 8 months in particular. Just as we were starting to get into the deep work of planning for several events, Covid19 arrived and changed everything. A large part of the Coordinator's role normally would be to plan these major events, but because of Covid19 the DBIA like everyone else had to pivot and change the way we were doing things, in particular a lot of things moving to online formats. In the beginning there was a lot of keeping up to date as things were changing daily, getting that information out to the membership as soon as it was coming in, speaking to members regularly about how they were doing, what their plans were, what they needed. The whole time planning with the board how to serve the membership during such a challenging time. It was difficult not seeing you some of you the first months in, not being able to visit or for you to come into the office. A somewhat collective sigh of relief when you could open your doors again and dealing with next steps. Below a summarized list of the work we did to help support the membership during this time.

### **Some of accomplishments this year:**

Gift Card Program (on-going)

Digital Mainstreet Program (ended in June)

Support of members with PPE kits (on-going)

Video Contest via Social Media Platforms

Pedestrian Friendly Walkway Weekends

Cross Promotional Marketing campaign June 1-October 1

Partnered with Town on new Digital Mainstreet funding and part of the Digital Northumberland committee (on-going)

Website facelift

Launched Membership Newsletter (on-going)

Swag and Tag (Month of November)

Membership Monday's (on-going)

Christmas Marketing Promotion (Dec-Jan MyFm)

Christmas Window Contest (on-going)

## **Coordinator's AGM Report | 2020**

### **Goals for 2021 include:**

- Working consistently on member communications, including follow-up to those communications, incorporating more surveys re: event and initiatives by the DBIA and receiving member feedback
- Submitting all event applications 90-120 days prior to event to ensure any necessary revisions are completed in a timely manner
- Continue to build on the strong partnerships with the Town to ensure we continue working together in the best interest of Downtown Cobourg
- Continue to build on partnerships with local organizations and community members. Securing more sponsorship.



We've been advocating for rural connectivity, Province announced just over \$1-billion (\$680-million as part of the 2020 budget in addition to a previous \$350-million commitment over 5-years), we're working to ensure Northumberland County gets its share as an underserviced community.

Watching today's Provincial Budget - according to Research by Ontario's Financial Accountability Office, provincial government spending only accounts for three per cent of the \$110 billion in direct pandemic-related support to people, businesses and the public sector in Ontario. The federal government is the source of the other 97 per cent. We've been working with the Ontario Chamber of Commerce and we're hoping to see some provincial support for small businesses - particularly restaurants, entertainment and fitness financial support. Also anticipating some relief on employers' provincial health tax contributions, funding to buy personal protective equipment, a top-up to the federal commercial rent subsidy, and making good on Ford's campaign promise to cut hydro rates by 12 per cent

Speaking of hydro rates, we will be sharing a link to a program that allows direct comparison of Time-Of-Use vs. Tiered pricing

Working on a Member's Survey to gauge the level of confidence in regard to pandemic protocol. What are your rights when a customer refuses to wear a mask? What are your responsibilities to your employees? What are your employees obligations to you? Who needs to be screened when entering your place of business?