



## Downtown Business Improvement Area Board of Management

Tuesday, November 10, 2020

6:00 P.M.

Electronic Participation

Pages

1. **CALL TO ORDER**

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

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

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  
Strategic Plan

3

7.2. Vice Chair Report -

7.3. Treasurer Report - L. Trozzolo  
2021 Draft Budget

29

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

31

7.5. Activations and Special Events Report - E. Cotton  
Activations and Special Events Work Plan

32

7.6. Membership and Partnership Report - J. Fitzgerald  
Membership and Partnership Workplan

34

- 7.7. Beautification & Maintenance Report - J. Powell  
Beautification and Maintenance Work Plan

2020 AGM Beautification Report

- 7.8. Coordinator Report - T. Gainforth  
7.9. Cobourg Police Services Report - Chief P. VandeGraaf  
7.10. Northumberland Central Chamber of Commerce Report - K. Ward

8. **COUNCIL/COORDINATOR ANNOUNCEMENTS**

1. Deputy Mayor S. Seguin

2. Councillor A. Bureau

9. **ANNUAL GENERAL MEETING OPEN FORUM**

10. **ADJOURNMENT**

2020-2024

# DRAFT Cobourg Downtown BIA Strategic Plan



Downtown  
Cobourg

By: Kay Matthews, Executive Director | OBIAA



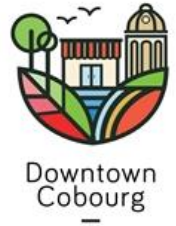
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# INTRODUCTION



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

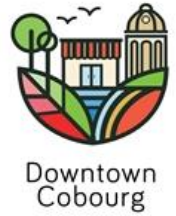
### Facilitator:

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.

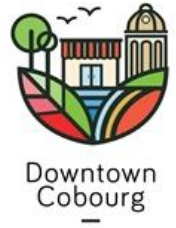
Previously relying on voluntary contributions for its projects, the BIA(s) can now plan on a steady stream of revenue as collected from only the commercially assessed properties within the area as determined by Municipal Bylaw. This legislation allows for long-term planning to improve the area, self-funded 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:

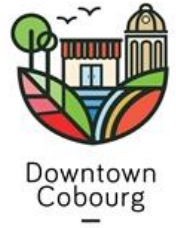
### Municipal Act, 204:

- 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

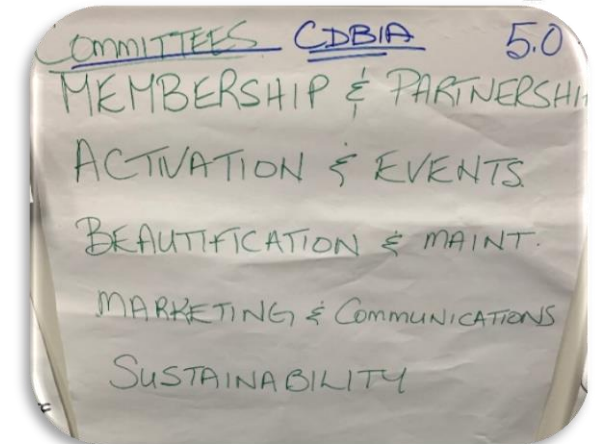


Downtown  
Cobourg

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**

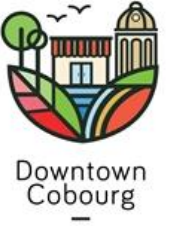
A Working Document (Appendix A) is attached to this document and is intended to be a worksheet for each Committee. These worksheets will include actions, timelines, areas of responsibilities, advocacy requirements, assets and their condition as well as other items the committees/board may wish to record.



**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.**

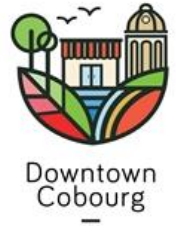
*Some of the key Partners identified during the Strategic Planning Session included:*

- 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

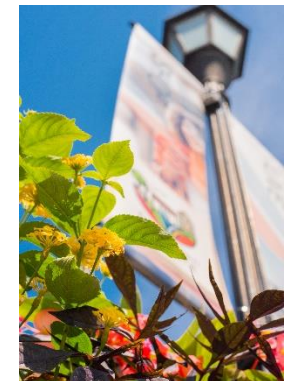
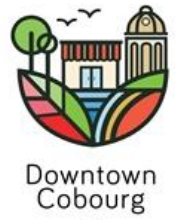
Lighting is an area of particular focus and is two-fold: (1) Lighting has the ability to create a safe area for all. With focus on areas that are underserved and could be perceived as unsafe. (2) Lighting can also make the area feel prosperous and vital.

**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."

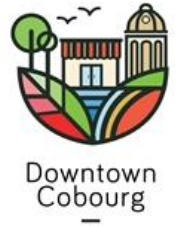




### Goal 3: Conduct a Bi-Annual Walk About

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.

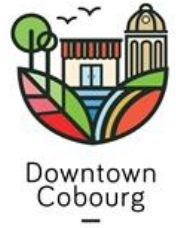


*Streetscape is a term “that refers to is used to describe the natural and built fabric of the street and defined as the design quality of the street and its visual effect.” The concept recognizes that a street is a public place where people are able to engage in various activities.*

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.

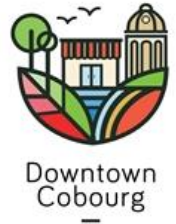
Many BIAs fall into a rut of discussing things they can’t fix or because it is on the agenda. A new Strategic Plan becomes the Board Agenda, gone are the “same old, same old” agenda items. With a refreshed Board Agenda, they can focus on the Strategic Plan and accomplish the goals within.

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**

<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.