

2020-2024

DRAFT Cobourg Downtown BIA Strategic Plan



Downtown
Cobourg

By: Kay Matthews, Executive Director | OBIAA



Table of Contents

Table of Contents	1
Introduction.....	2
What is a BIA	4
Purpose of Strategic Planning	6
The Vision and Mission	8
The Approach.....	9
Strengths, Weaknesses, Opportunities and Barriers (SWOB)	8
The Priorities.....	11
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
APPENDICES	
▲ 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

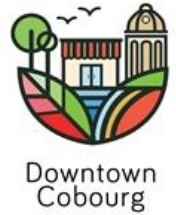
Facilitator:

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

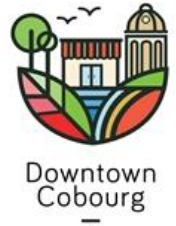
Municipality simply collects the additional revenue, through the tax bill, for the BIA to use for the revitalization of their area.

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

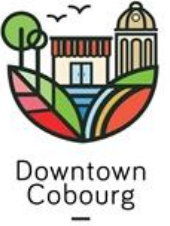
The basic function of a BIA, under the Municipal Act, is to:

- *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

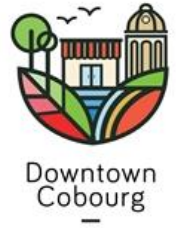
Each BIA, Cobourg DBIA notwithstanding, holds the same mission / mandate in the Municipal Act of the Province, which is to:

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

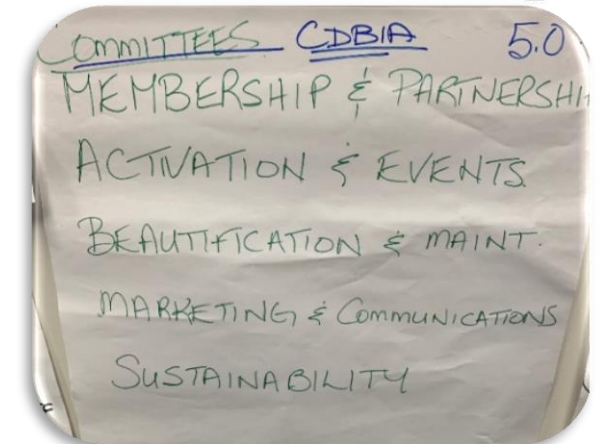


Downtown
Cobourg

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

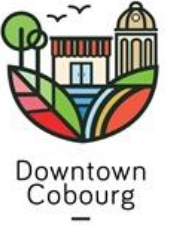
1. **MEMBERSHIP AND PARTNERSHIP**
2. **ACTIVATION AND EVENTS**
3. **BEAUTIFICATION AND MAINTENANCE**
4. **MARKETING AND COMMUNICATIONS**
5. **SUSTAINABILITY**

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

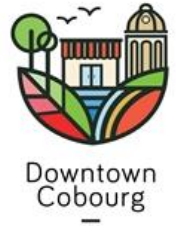


Downtown
Cobourg



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

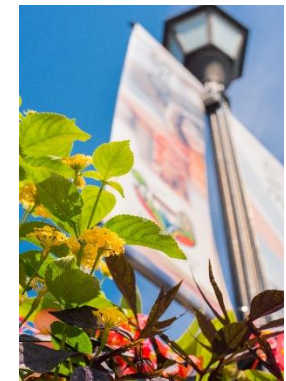
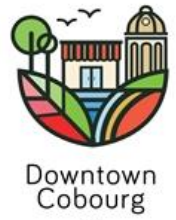
Lighting is an area of particular focus and is two-fold: (1) Lighting has the ability to create a safe area for all. With focus on areas that are underserved and could be perceived as unsafe. (2) Lighting can also make the area feel prosperous and vital.

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



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

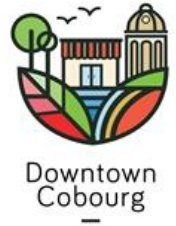
This Streetscape Design needs to assess the capital inventory, and noted condition of each, and the strategy for replacement. Additionally, it needs to focus on storefronts, trees, benches, events décor, Christmas Lighting (Curly Que's), recycle bins, banners and flags as well as public art. Much as 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:

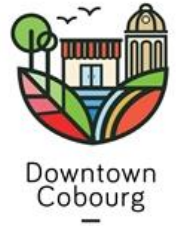
- 1) Define our audiences, both internal and external (target market/audience)**
- 2) Develop a sustainable Communications Platform, which may include:**
 - a) Social Media (external & internal) – determine which of the platform(s) best suit the audience we want to reach and create an annual strategy, 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.

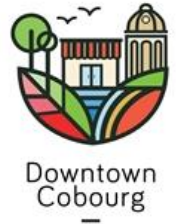
Many BIAs fall into a rut of discussing things they can’t fix or because it is on the agenda. A new Strategic Plan becomes the Board Agenda, gone are the “same old, same old” agenda items. With a refreshed Board Agenda, they can focus on the Strategic Plan and accomplish the goals within.

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

Positive	Negative
# BIA members directly impacted by event? _____	# BIA members directly impacted by event? _____
# BIA members indirectly impacted by event? _____	# BIA members indirectly 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