

# Municipality of North Cowichan

## Special Council

### AGENDA

Tuesday, March 23, 2021, 5:30 p.m.

Electronically

Pages

#### 1. CALL TO ORDER

This meeting, though electronic, is open to the public. All representations to Council will form part of the public record. Proceedings will be streamed live and archived at [www.northcowichan.ca](http://www.northcowichan.ca). Members of the public may join this online meeting and participate virtually during the Public Input and Question Period portions of the agenda.

- To join by computer, smartphone, or tablet, visit [northcowichan.ca/virtualmeeting](http://northcowichan.ca/virtualmeeting) for instructions.
- To join by telephone, dial 1.844.426.4405, enter the meeting ID 133 145 2026, and then press # to join the meeting.

#### 2. APPROVAL OF AGENDA

Recommendation:

That Council approve the agenda as circulated [or as amended].

#### 3. PUBLIC INPUT

Public Input is an opportunity for the public to provide their feedback on matters included on the agenda. The maximum number of speakers to be heard during the public input period is limited to five, with a maximum of three minutes allotted to each speaker. To be added to the speakers list, please:

- click on the 'raise your hand' button, if participating by computer, smartphone, or tablet, or
- dial \*3 on your phone

#### 4. BUSINESS

##### 4.1. Chemainus Business Improvement Area Renewal

3 - 20

Purpose: To reestablish the Chemainus Business Improvement Area (CBIA) for a three-year term.

Recommendation:

That Council give first, second and third reading to Chemainus Business Improvement Area Bylaw No. 3823, 2021;

And That Council give notice that it intends to reestablish a Business Improvement Area for Chemainus, unless a valid petition against this service is presented within 30-days after notice had been given.

**5. NEW BUSINESS**

**6. QUESTION PERIOD**

Question Period is an opportunity for the public to ask brief questions regarding the business discussed during the meeting. To be added to the speakers list, please:

- click on the 'raise your hand' button, if participating by computer, smartphone, or tablet, or
- dial \*3 on your phone

**7. CLOSED SESSION**

**8. ADJOURNMENT**

Recommendation:

That Council adjourn the Special Council meeting at \_\_\_\_ p.m.

# Report

Date March 23, 2021

File: 0360-20 BIA CH

To Council

From Tricia Mayea, Deputy Corporate Officer

Endorsed:



Subject Chemainus Business Improvement Area Renewal

---

## Purpose

To reestablish the Chemainus Business Improvement Area (CBIA) for a three-year term.

## Background

The CBIA is a local service that has been organized to carry out a business promotion scheme for the community of Chemainus. The money to pay for the scheme is collected by the Municipality as a local service tax from particular Class 6 (Business and Other) property owners in Chemainus and provided to the CBIA to promote Chemainus.

## Discussion

The Chemainus Business Improvement Area Bylaw expires on May 1, 2021. According to the same rules as the expiring BIA, the CBIA would like to reestablish the BIA for three years (Attachment 4 - Renewal request from Chemainus BIA).

Section 213 of the *Community Charter* provides a municipal council with authority to initiate the establishment of a business improvement area by providing an opportunity for a petition against the proposed service. Council must give notice of a petition against, in accordance with, section 94 of the *Community Charter*, and by mailing notice to all the owners of parcels that would be subject to the local service tax. The notice must include information about the proposed business improvement area, including boundaries and estimated cost. Unless Council receives a sufficient 'against' petition within 30 days, it can proceed. The threshold for sufficient petition against (50% of parcels and 50% of assessed value as described above) is the same as for a petition for service. A critical timeline schedule (Attachment 3 – Critical timeline schedule) has been appended to this report for Council's information.

## Implications

Once the bylaw is given three readings, notice will be given, and affected property owners will be provided with the opportunity to submit a valid petition against this service.

## Recommendations

That Council give first, second and third reading to Chemainus Business Improvement Area Bylaw No. 3823, 2021;

And That Council give notice that it intends to reestablish a Business Improvement Area for Chemainus, unless a valid petition against this service is presented within 30-days after notice had been given.

Attachment(s):   (1) Chemainus Business Improvement Area Bylaw No. 3823, 2021  
                          (2) Petition against BIA re-establishment  
                          (3) Critical timeline schedule  
                          (4) Renewal request from Chemainus BIA  
                          (5) CBIA Board meeting minutes from March 10, 2021  
                          (6) CBIA Progress report 2021





The Corporation of the District of North Cowichan  
**Chemainus Business Improvement Area Bylaw, 2021**

Bylaw 3823

*Contents*

- 1 Citation
- 2 Definitions and interpretation
- 3 Annual grant
- 4 Grant restrictions
- 5 Grant recovery
- 6 Financial statements
- 7 Insurance
- 8 Schedules
- 9 Expiry
- 10 Repeal
- Schedules

The Council of The Corporation of the District of North Cowichan, in open meeting assembled, enacts as follows:

**Citation**

- 1** This bylaw may be cited as Chemainus Business Improvement Area Bylaw No. 3823, 2021.

**Definitions and interpretation**

- 2** (1) In this Bylaw:
  - "applicant"** means the Chemainus B.C. Business Improvement Association, or a successor organization;
  - "business improvement area"** means the local service area designated in section 2.
  - "business promotion scheme"** means
    - (a) advertising and promotion,
    - (b) beautification of streets, sidewalks or municipally-owned land, buildings or structures in the business improvement area,
    - (c) special events, and
    - (d) related administration.
- (2) For the purposes of this Bylaw, the business improvement area to which this Bylaw applies is comprised of those tracts of land within the areas designated as Sub-Areas 1, 2, and 3 on Schedule 1.

### **Annual grant**

- 3** Council is empowered to grant to the applicant the sum of approximately \$110,000, on or before August 1, 2021, 2022 and 2023.

### **Grant restrictions**

- 4** The money granted under this Bylaw must be expended only
- (a) by the applicant,
  - (b) in accordance with the conditions and limitations set out in this Bylaw,
  - (c) for the business promotion scheme, and
  - (d) for projects and expenditures provided for in the applicant's annual budget.

### **Grant recovery**

- 5** (1) The money granted to the applicant under this Bylaw must be recovered within the business improvement area from the owners of land within that area.
- (2) For the purpose of recovering the monies granted to the applicant under this Bylaw, the Council must impose a property value local service tax on all properties within the business improvement area, as set out in Schedule 2.

### **Financial statements**

- 6** The applicant must account for the money granted to it by submitting to the Municipality annual financial statements, prepared in accordance with generally accepted accounting principles.

### **Insurance**

- 7** The applicant must take out, maintain and provide the Municipality with proof of its comprehensive general liability insurance in the amount of at least \$2 million dollars, naming North Cowichan as an additional insured.

### **Schedules**

- 8** Schedules 1 and 2 form part of this Bylaw.

### **Expiry**

- 9** This Bylaw must cease to have effect on the 1<sup>st</sup> day of May, 2024.

### **Repeal**

- 10** Chemainus Business Improvement Area Bylaw, 2018, No. 3698, is repealed.

---

READ a first time on  
READ a second time on  
READ a third time on  
ADOPTED on

---

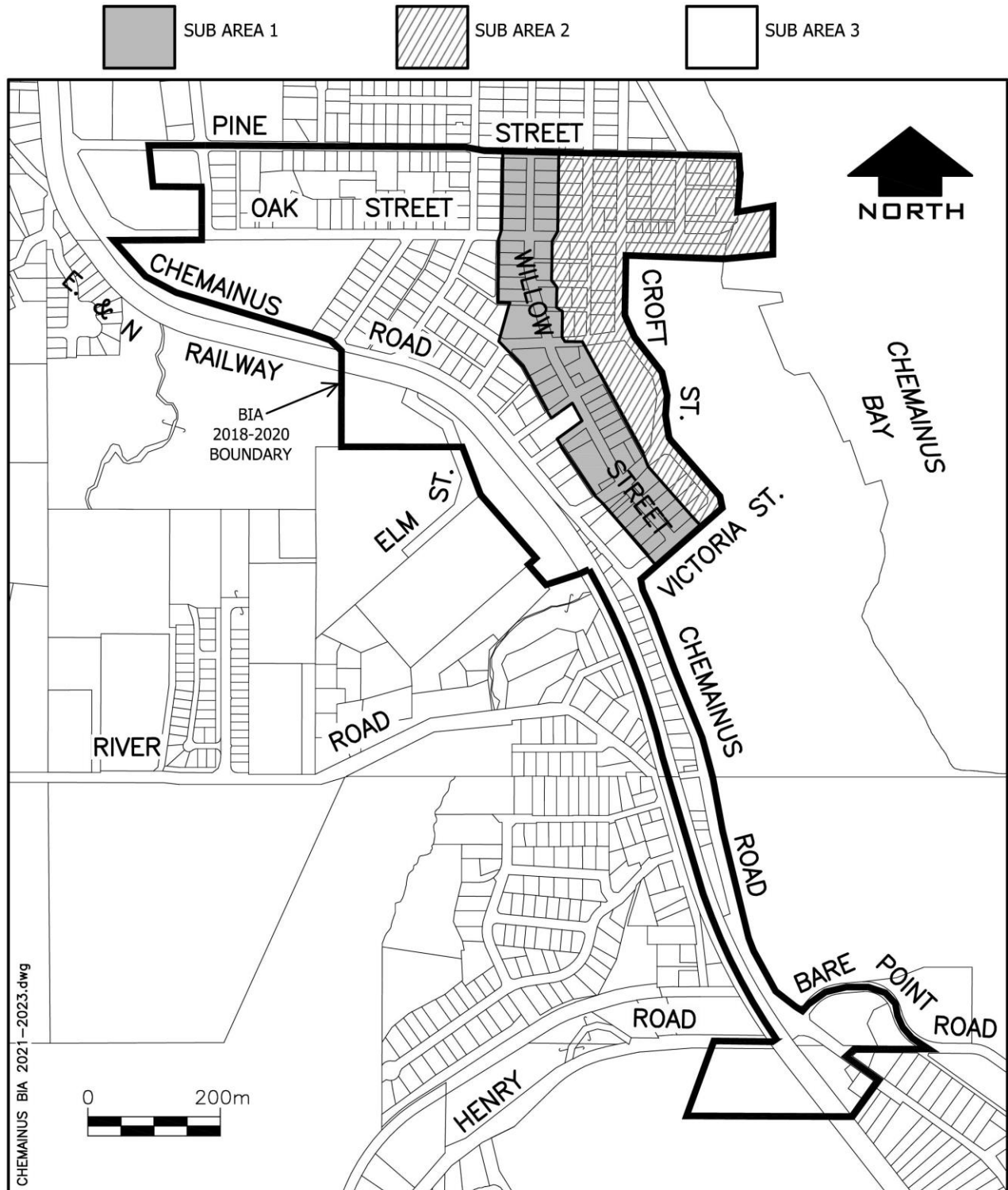
CORPORATE OFFICER

---

PRESIDING MEMBER

# Schedule 1

## CHEMAINUS BIA 2021-2023



## **Schedule 2**

### **Chemainus Business Improvement Area**

#### **Annual Charges**

For the years 2021 - 2023, the owners of properties liable to be specially charged will be charged rates per thousand dollars of assessed value as follows:

| <b>Sub-Area</b> | <b>Ratio Charged on Assessed Value</b> |
|-----------------|--|
| 1               | \$ 4.25                                |
| 2               | 3.50                                   |
| 3               | 2.50                                   |

Note:

The tax will be applied only to properties within the BIA area outlined on Schedule "1" that have both land and improvements classified by the B.C. Assessment Authority as "business and other" (Class 6). For certainty, residential (Class 1) land and improvements will not be subject to the tax.

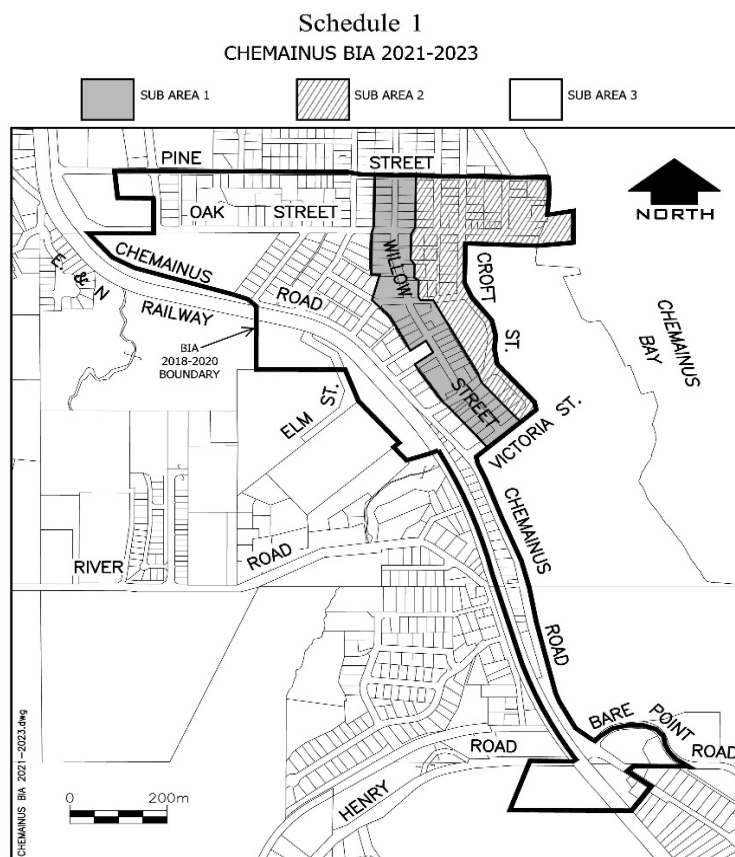
# Petition Against BIA Re-establishment

## Chemainus Business Improvement Area Bylaw No. 3823, 2021

At the request of the Chemainus Business Improvement Association, the North Cowichan Municipal Council gives notice that it intends to re-establish a Business Improvement Area (BIA) for Chemainus to replace the current, expired BIA for another 3 years. The purpose of the BIA is to conduct a business promotion scheme for downtown Chemainus through advertisement, promotion, beautification, special events, and administration. The boundaries and 3 sub-areas of the BIA are shown on the map.

The estimated cost of the service is approximately \$110,000. A property value tax will be used to recover all of the costs of the BIA from affected property owners. The tax will be applied only to properties within the area outlined on the map that have both land and improvements classified by BC Assessment as "business and other" (class 6). For certainty, residential (Class 1) land and improvements will not be subject to the tax. Within the BIA boundary there will be 3 different property value taxes, per thousand dollars of assessed value: \$4.25 for Sub Area 1, \$3.50 for Sub Area 2, and \$2.50 for Sub Area 3.

The Municipal Council may proceed to establish the BIA, unless a valid petition against the BIA is presented by 4:30 p.m. on Monday, May 3, 2021. A valid and sufficient petition against this initiative requires that the owners of at least 50% of the properties, who among them represent at least 50% of the assessed value of the land and improvements that would be subject to the BIA tax, sign and submit counter petitions by the deadline. Blank petition forms are available at the North Cowichan Municipal Hall (7030 Trans-Canada Highway), during regular office hours, or by email from: [tricia.mayea@northcowichan.ca](mailto:tricia.mayea@northcowichan.ca).



## Petition Against BIA Re-establishment

We, the undersigned owners of parcels liable to be specially charged under a proposed re-established Business Improvement Area (BIA) of Chemainus, do hereby petition Council NOT to proceed with the re-establishment of the BIA.

| Name of Owner | Street Address of Property in Proposed BIA | Signature of Petitioner | Date |
|---------------|--|-------------------------|------|
|               |  |                         |      |
|               |  |                         |      |
|               |  |                         |      |

Where more than one person owns a property, a majority of the owners must sign to show they oppose the re-establishment of the BIA.

## Critical Timeline

---

**Date:** March 23, 2021

**Event:** 2021 Renewal of the Chemainus BIA

**Subject:** Chemainus Business Improvement Area Bylaw 2021, No. 3823

---

|          |   |
|----------|---|
| March 23 | Council reviews report on BIA, authorizes Council initiate process and gives three readings to the Bylaw. |
| March 24 | Mail notice to Chemainus property owners.   |
| March 24 | Send Notice to local newspaper.   |
| March 25 | First Notice appears in newspaper.  |
| March 25 | Post Notice on website and bulletin board.  |
| April 1  | Second Notice appears in newspaper.   |
| May 3    | Deadline for receipt of counter petitions.  |
| May 4    | Corporate Officer determines and certifies counter petition results.                                      |
| May 5    | Report submitted for inclusion on May 11 Special Council agenda.  |
| May 11   | Special Council meeting to accept report and certificate, and adopt Bylaw.                                |

March 10, 2021

Municipality of North Cowichan  
7030 Trans-Canada Highway, Box 278  
Duncan, BC, V9L 3X4

Dear Council,

This letter is to formally request a renewal of the BIA taxation areas for a three-year (3) period. As per our meeting minutes attached, you will see the Chemainus BIA Board of Directors voted to keep all existing terms and boundary areas unchanged. We had been discussing this since November and held a formal discussion in February, with a special meeting to proceed with a motion passed today March 10, 2021.

Please also find our term progress report attached so that you can see the achievements we have completed (and the outlook), during the existing three-year term. We will be emailing, printing and circulating these reports to our stakeholders to coincide with your renewal letter over the next week or two.

Please let Krystal know if you require anything else to proceed with the next steps. On behalf of the Board of Directors, we thank you for your support and continued investment into our community. We are grateful for all that you have done for this community.



---

Chris Istace – CBIA President  
250-533-9352  
chris.istace@gmail.com



---

Krystal Adams – CBIA Manager  
250-216-4239  
kadams@visitchemainus.ca

## SPECIAL MEETING MINUTES

### TERM, POSITIONS & RENEWAL | MARCH 10, 2020

LOCATION: Zoom Video + Phone DATE + TIME: March 10, 8:00am

#### BOARD OF DIRECTORS:

☒ Chris ☒ Ward ☐ Barb ☒ Nuria ☐ Chrissy ☒ Erin  
☒ Lulu ☒ Warren ☐ Kelly ☒ Christina ☒ Julie

EX-OFFICIO SEATS: ☒ Krystal (ED) ☐ CCOC ☐ CVCAS ☐ Chemainus Theatre

Meeting called to order 08:07 am

1) Term appointments – We will need to renew our term appointments as we had no additional members volunteer appointments at the February 26<sup>th</sup> AGM. We did add 4 new board members that should also be allowed the opportunity to put their name forth for these appointments.

#### Term Positions – As terms are

- President – Chris Istace volunteers as president  
Motion to approve Chris as President: Ward, Nuria; In favour all, motion passed
- Vic-President – Warren volunteers as vice-president  
Motion to approve consent agenda: Chris, Ward; In favour all, motion passed
- Secretary – Lulu volunteers on the basis that there are no additional volunteers  
Motion to approve consent agenda: Ward, Nuria; In favour all, motion passed
- Treasurer – Nuria volunteers to become treasurer  
Motion to approve consent agenda: Chris, Erin; In favour all, motion passed

#### 2) Boundaries and renewal

- General discussion regarding the existing boundary, there is some discussion that if there is time and Village green development shows interest that we can extend boundaries upon their request in this or the next term renewal, however as the time may be too tight we will keep the current boundaries as is.
- Taxation rates: There should not change and stay as is.
- Term length, there is some discussion in regards to the length of the term but it is agreed upon that right now continuity should stand, and an addition 3 years should be sought
- Motion to have boundaries, taxation amounts and the 3 year term length be renews with no changes from the last renewal: Chris, Nuria; In favour all, motion passed
  - Please note based on this we will be formally asking the municipality based on this meeting and these notes to make no changes in the renewal from the last request in 2018.

Meeting called to close 08:39 am

Motion to close meeting: Warren, Chris; In favour all

*The following notes are accurate and have been confirmed as accurately recorded and represented from our meeting:*



Chris Istace – CBIA President  
250-533-9352  
chris.istace@gmail.com



Krystal Adams – CBIA Manager  
250-216-4239  
kadams@visitchemainus.ca



# PROGRESS REPORT

WE ARE HERE. WE ARE LISTENING.

Prepared by the CBIA Board of Directors & Executive Director | March 2021





# WELCOME

## FROM THE PRESIDENT & BOARD OF DIRECTORS

The Chemainus Business Improvement Association is a vital organization in our community, and I am honoured to once again sit as president. In such a difficult year, the BIA was able to quickly pivot and forge ahead with initiatives to showcase our members, reposition and target on-island visitors, and to support the local community programs to help draw business into our cores. Our outlook for 2021 and beyond is a positive one where we continue to make the work all about our local business and community.

We have a strong board with passionate members dedicated to doing all that we can. The business community continues to astound me with their drive and positivity. There is much hope in the years ahead and much that can be achieved by us working together with and for you.

 **CHRIS ISTACE**  
SITTING PRESIDENT 2021

## BOARD 2021 OF DIRECTORS AND EX-OFFICIO

Beyond The Usual: Chris Istace - President

Askew Creek Publishing: Warren Gouling - Vice President

Vintiquity: Nuria Sanchez - Treasurer

Chemainus Health Food Store: Lulu Vegh - Secretary

Silvermine on Chemainus: Barbara Bond - Director

Best Western Plus: Erin McKay - Director

Wildwood Collective: Kelly Bellamy - Director

Shining Tree Yoga Studio: Chrissy Kemppi - Director

Canteen on the Green: Julie Stevens - Director

The Cottage and Castle: Christina Kemp - Director

Christmas Store + Others: Yeager - Director

Ex-Officio: CCOC, Theatre Festival, and CVCAS

## EXECUTIVE DIRECTOR

We are happy to contract Krystal Adams for an additional three year term as our Executive Director. She has played a vital role in the Chemainus BIA for the past six years and is constantly looking to elevate and promote the Chemainus brand. Krystal brings with her a wealth of knowledge stemming from a background in advertising, marketing, and business management. She not only excels in these areas, but is able to consult and speak to the areas of finance management, growth management, PR, business plan development, promotions, pricing, web, and social media aspects as well. She is an asset to the CBIA because many of the traditional activities such as graphic design and web coding are able to be done in house. This allows for us to act quickly on projects but also allows us to have access to a high level of graphic design and keep our costs low. We couldn't be happier to have her continue with us for the foreseeable future, and we can't wait to see what wonderful campaign ideas she dreams up next.

# WHAT WE DO

The focus of the CBIA is to showcase the appeal of the town in order to attract and draw people into Chemainus centres while being responsible for the brand consistency of the town. Through strategic partnerships we foster positive change through advocacy on behalf of the business community for the betterment of Chemainus. We aim to provide key exposure of the town itself and contribute to the financial well being of the community. Businesses are supported through the use of strong strategic targeted marketing initiatives, key promotions, well-rounded events, in-depth education, one-to-one consultations, while also benefiting from the overall beautification initiatives throughout the business improvement district.

Talk to us today to find out all of the other things we can do for your business and how we represent your community.

## MARKETING & EVENTS

We showcase the community through the use of pointed community interactions, initiatives, events, guides, maps and displays. We also host community events and promotions to create a draw into Chemainus



## CONSULTATION & ADVOCACY

Growing the knowledge base is at the forefront of our directive. The better businesses are at engagement, the stronger the town is. We also pride ourselves on advocating for issues impacting our members in every capacity



## BEAUTIFICATION

Undertaking town beautification projects is a priority. Summer baskets are procured and maintained, and we design and install community branded items (such as pole banners) to ensure Chemainus is looking its best

*“We tend to be dreamers, problem solvers, change makers, and consultants by nature who listen to your needs and we are constantly pivoting our approach for the betterment of the business community.”*

*- CBIA Board of Directors*

# ACKNOWLEDGMENT OF A DIFFICULT YEAR

## COVID 19 AND SUPPORTING BUSINESSES IN A VERY DIFFERENT WAY

We cannot provide an accurate overview of the term without highlighting the challenge that we have all faced and continue to struggle with. In 2020 the Pandemic challenged many of our business owners to become innovative in how they conduct their business. Many closed completely, some were able to remain open for curbside pickup or delivery, and others were allowed to continue operating with strict guidelines, and with great risk to their own health. The CBIA was forced to cancel all events and drastically revise its tourism programs which all ground to a halt on March 11, 2020. Turning inward the question was, how can we continue to support our business members. The very first thing that came to mind was helping them to get online and active. The next was to identify education opportunities, and the third was to provide clarification and reliable news on grants and the requirements to operate in a pandemic state. As the restrictions let up, the focus changed. We started highlighting businesses as they began to open, providing a highly successful “meet the” campaign which helped to connect the business with the individuals behind it. As the year progressed, we operated within the constantly changing restrictions, which kept us on our toes. We ended the year with a revised Moonlight Madness event that was able to highlight and promote businesses in an advent calendar format. The event operated much like prior years, but was spread over an entire month. All in all as we look to the future, to restrictions easing and to a return to a mild sense of normalcy, we are hopeful that as we combine the programs developed during the shutdown with the events and campaigns of yesteryear, we can formulate a strong and targeted push for all businesses.

### IMPLEMENTED: 2018 -2019

- Expand events and broaden opportunities
- Foster Member communication
- Tourism guide saturation
- Re-scope projects and promotions

Using a proven marketing base, we continued with the general promotion of the community, the businesses, and most of all focused efforts on bringing people into the Chemainus cores. The Pumpkin Spice Run was added and was a big success, drawing in many from Nanaimo and Victoria. The Old Car Show doubled from the previous year, and Canada Day saw its highest numbers yet. The summer and fall programs proceeded without a hitch, and Moonlight Madness performed well. This year was one for continuity. We spent the three years prior getting to this point. This was the culmination of three years of identifying, assessing, and crafting the perfect plan for this term. Tourism numbers were being reported as up, we had opened all communication with other local organizations, and things progressed smoothly as expected throughout the year. We were happy with the outcome and assessed the adjustments needed for the next year.

### SHUTDOWN: 2019 -2020

- New campaigns in reaction to the pandemic
- A revision in marketing target market
- Assess and adjust as per current conditions
- One-to-one consultations, education, and advice

This fiscal year started out remarkably normal. The summer was reporting high tourism numbers, businesses were busy and the campaigns we were running were a success. In February, a new campaign to promote Valentine’s Day was launched. Shortly after the pandemic shutdown occurred, we quickly adjusted our offerings. We became a collection point for information, pandemic supplies, and education on what businesses could be focusing on during this down time. As the year progressed we took a number of steps to foster patronage with stores that were open, and began working with businesses on a one to one level to provide consultation, direction, online tools, and grant assistance. As things began to open, we idealized new campaigns, and revised the target market significantly so that we were pushing individual business exposure as opposed to industry based marketing. All was a success, and the program will be used in the next term.

COVID 2020- 2021

# CURRENT STRATEGY 2021:

## MARKETING & ALIGNMENT

As planned, our focus has shifted drastically for year three. Now that the foundations for communication, community visibility, market appeal and offerings have been set, we intend to use this year to highlight and expand the reach of our members. Using business profiles and pictures, and engaging and boosting social media for every profile, we are turning visibility directly to them. Launching programs like a refreshed version of “meet the” business owner, we are ensuring individualism and opportunity to publicize the message. We are also looking at the areas in which businesses require help with their business from web work to grants, and we help with one-to-one consulting as needed. With a dedicated CBIA brand we are ensuring consistent saturation such as with the logo flags that were just installed along the lights down Chemainus Road. Education workshops, one-to-one business consulting/planning and member communication tools are available for your use. We are hopeful that events will be added later this year, and that we can work on getting a new more tech savvy tourism website out that allows all of the town organizations to act as an aggregate to develop information. All in all we are pushing out as much content about you as we are able while also looking at our marketing and reaching out.

**Highlight Members/  
individual visibility**

**Create initiatives  
to drive business**

**Extend community ties**

**Ensure BIA brand visibility &  
continue town advocacy**

**Education &  
marketing opportunities**

**Beautification**

## BUSINESS VISIBILITY

Focusing directly on businesses, the campaigns scoped are to provide the most insight on the business or owners that is possible. Aside from standard campaigns, our directive this year is to help businesses build up their own assets to be able to share to the local community. This includes a personalized video interview of their business, photographic imagery of products, plus enhanced visibility by exposing the general public to these images via targeted industry specific marketing done to rediscover the surrounding community in.

## CAMPAIGNS

As the challenge has not only been the closing of businesses and the inability to host events, it has been in the drastic shift in our target market. As the market geographically has changed, the need for more substantial campaign in-market is required. Moving through the year, based on restrictions and target market we are constantly assessing the best solution for campaigns. One great example was re-scoping Moonlight Madness, one night of sales and celebration, into a full campaign to promote individual businesses in our advent calendar. We are also re-circling the “meet” program and bolstering business assets. We will continue to assess and re-scope as needed to make the campaigns as strong as possible.

## TARGET MARKET

The town relies heavily on the summer sales to sustain them during the remainder of the year. Unfortunately the shutdown was upon us and inter-provincial travel was restricted and the advice was to stay in your own community. This created such a challenge that we needed to reexamine the people actually coming to town to purchase. Once we knew this we were able to focus more strongly on this group. We have decided to focus strongly in the following areas: 1. The local market. Many people have been looking to support local businesses, and we build in the opportunity to do this into all of our campaigns. 2. On island locals, focusing on those from the Victoria and Nanaimo locations including the townships in-between. 3. Mainland visitors. This is something we will focus on more strongly as the restrictions ease and we progress into the summer.

[SEE NEXT PAGE FOR ADDITIONAL INITIATIVES ►](#)

CONTINUED FROM PREVIOUS PAGE | STRATEGY - MARKETING AND ALIGNMENT...

## MEMBER VITALITY

ECONOMIC VITALITY is essential. We are dedicating time to supply resources and work with vital groups to solidify us as a business community, while also crafting planning documents from a board level.

- Work with EDC on promotion plan
- Create ED package to entice businesses
- Identify grants and help them to answer

### ADVOCACY AND COMMUNITY COMMUNICATION

Ensuring businesses know we are there to support their needs while also improving communication and sourcing information members care about and advocating for changes they would like to see.

- Continue to chair the Community Communications Group
- Municipal meetings & discussions
- Support business community concerns

SOCIAL ENGAGEMENT will encourage extended outreach within business networks and extended growth of CBIA's existing ones.

- Member "how to" social media package
- Monthly events calendar push

MEMBER TO MEMBER ENGAGEMENT to support a diverse business to business network and encourage social support through interaction.

- Business to business tour event - twice a year
- Business welcome article & package

WEEKLY CHECK-IN ensures that each week on a specified day(s) the CBIA and representatives are going into businesses to check in.

- Weekly check-ins to support businesses in any way possible

MEMBER DEDICATED RESOURCES are and will continue to grow from the dedicated website with how to tutorials to community issues, including a member forum to provide members a place to talk to one another and to us.

- CBIA website - member resource and education
- Newsletter (refocused to fit members' needs)
- Monthly education sessions to encourage growth

MEMBER SPECIFIC EVENTS/RESOURCES if allowed to help attain/attract the best possible employees

- March/May job fair
- Job posting page which is promoted by CBIA

QUARTERLY INPUT MEETINGS so businesses can discuss as a round table.

- Quarterly round table meetings

ADVERTISING & PROMOTION by working with local papers.

- Work with local papers on heightened visibility

## CO-OP PROGRAM

We offer a very diverse co-op program for our members which includes everything from billboards and town brochures/maps to offering highly discounted rates in national tourism guides and/or local program affiliations. We also offer co-op opportunities in all campaign outreach materials and most other tactics.

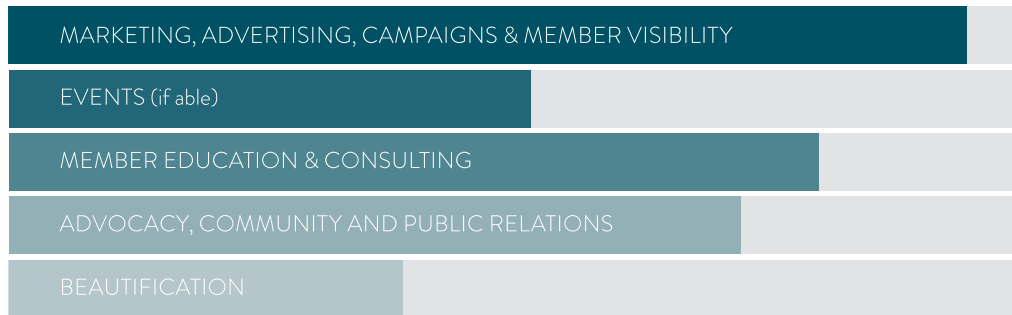
- Advertising in local & regional visitor guides
- Campaigns, Town Brochure, Tear Away Maps
- Online - Social Media & Website
- Billboard & Other misc. opportunities

SEE ONLINE FOR THE MANY ADDITIONAL ITEMS WE PLAN TO BUILD/ACHIEVE FOR 2021. ►

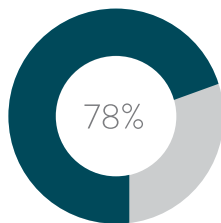
# CONCENTRATION & OUTCOME

The following is a compilation of the effort for each category, financial allotment, and concentration outcomes both projected and from previous years. We have worked very hard to make these strides, and have found a winning combination. As we move through the year we continually assess and review post initiative metrics.

## CONCENTRATION

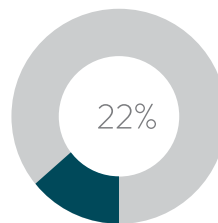


## FINANCIAL FOCUS - EXPENDITURES



### MARKETING AND ALL OTHER VISIBILITY INITIATIVES

The bulk of our budget after operating costs is spent directly promoting the BIA area businesses



### BEAUTIFICATION & MATERIALS

We utilize 22% of the budget after operating costs to manage the town beautification and other brand materials such as banners & signage.

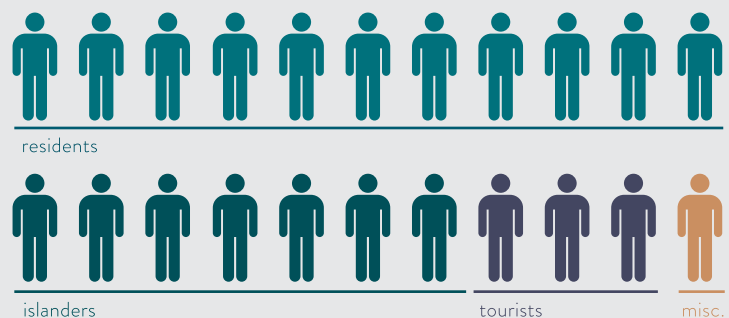
WE ASSESS  
EVERY INITIATIVE  
AGAINST THIS  
ONE QUESTION

HOW  
DOES THIS  
BENEFIT OUR  
MEMBERS?

ASK HOW WE CAN HELP  
YOUR BUSINESS

## TARGET MARKET

We can ascertain that the locals and islanders are now going into town in a much more substantial way. Many are trying different shops and food. This is based on the findings from the business and their reports back to us. Overall they are seeing more people wanting to support small business and we have rescoped our target market to reflect this, marketing directly to them.







**Want to become a director?**

Forms available on our website [chemainusbia.com](http://chemainusbia.com) or please contact us

E. [info@chemainusbia.com](mailto:info@chemainusbia.com) 250.333.1164