

# DOWNTOWN BARRIE GOVERNANCE REVIEW & SUPPORT SERVICE CONTRACT & REQUEST FOR PROPOSAL

## Downtown Barrie Business Association (BIA)

93 Dunlop Street East, Suite 102, Barrie, ON L4M 1A8  
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November, 2019

Presented on behalf of the Downtown Barrie Business Association (BIA) Board of Directors.

### **INTRODUCTION:**

The Downtown Barrie Business Association (BIA) is currently conducting a governance review. This governance review requires third party support in order to provide expertise, guidance and direction through the process. For reference below is the current overview of the Downtown Barrie Business Association (BIA).

### **Mission Statement:**

***Establish Downtown Barrie as the economically leading mid-size commercial, retail and entertainment community within the city, region, province and country while working within a framework of high quality, guiding values.***

The Downtown Barrie Business Improvement Area (BIA), also known as the Downtown Barrie Business Association (BIA), as a commercial district is facing exciting and changing times. Building on a strong foundation of a solid Strategic Plan and Brand Action Plan, the BIA has a number of industry leading projects and action items that will continue to move our downtown community forward. The Downtown Barrie (BIA) Board of Management requires eager, results-oriented people who can offer a variety of skills to help meet these challenges.

Established in 1974, Downtown Barrie (BIA) is a local committee of Council of business and property owners who join together to promote mutual interests. While similar to other types of business associations, a number of features make a BIA unique.

- A BIA covers a specific geographic area and is established at the request of the local business community, under Section 220 of the Municipal Act of Ontario.
- All commercial properties assessed for business within the boundaries are taxed and become mandatory members and are required by Municipal by-law to pay a special assessment or 'levy' to the BIA. Government offices and non-profit agencies are exempt from this levy. These funds are collected by the municipality, but administered by the BIA Board of Management to implement its program of activities and investments each year.
- The volunteer Board of Management is elected by their business peers and officially appointed by City Council. Board members serve a four-year term, running concurrent with the term of City Council.

The Board of Management represents the interests of more than 400 retail, service and business professionals. The Downtown Barrie BIA is committed to the enhancement of Downtown Barrie – the traditional waterfront core of our community. This is achieved through a formal framework of a Board of Management and Brand Leadership Teams. A Strategic Action Map, which outlines our Strategic Plan, four pillar objectives and the way we conduct business all ensure we stay on track and meet our goals. The team structure and expectations are outlined in this package.



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### THE FOUR PILLARS - guiding principles

The Downtown Barrie Business Association (BIA) is a(n)...



Event Facilitator

Why are events important?

New visits to the Downtown have the opportunity to bring new business to the Downtown. Promoting the Downtown area through visitor experience is a key priority for BIAs and hosting events is a way for Downtowns to really show off all they have to offer. Events have the power to make visitors realise that the Downtown area is a place they want to be.

As an event facilitator, it is the BIA's responsibility to bring these Downtown events to life. With creative flair, BIAs identify target audiences, implement events for these audiences, support event brands, help devise event concepts and can organize technical aspects. Additionally, BIAs help spread the word through social media, strategic marketing and by reaching out to local media outlets.

Event attendance is a good way to measure the ability of the BIA to draw visitors to the Downtown area. Core to visitor experience is the ability to generate a sense of strong cultural community building; facilitating events to draw people to the area creates a sense that Downtown is worth visiting.

The Return on Investment (ROI) of the events portfolio is total number of visitors to the Downtown.



Area Marketer

Why is marketing the Downtown area important?

A BIA that promotes the Downtown area also promotes its businesses. This includes generating well thought out marketing campaigns utilizing all forms of media while remaining 'on brand'. The aim is to draw attention not only to the Downtown area, but all the businesses within it. The BIA uses a model that focuses on 3 key brand building categories:

- 'Brand Product Development' - focusing on small but significant physical attributes.
- 'Brand Marketing' - developing creative campaigns to reach the public.
- 'Brand Presentation' - a direct communication program that connects to local influential networks, partners and organizations.

Using this model results in the BIA marketing the Downtown area as a vibrant space that people will want to visit, strengthening the sense of community and establishing the Downtown and its businesses as places people want to be.

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The Return on Investment (ROI) takes into consideration social engagement and population reach in combination with event facilitation and business interaction.



#### Public Realm Investor

Why is investing in the public realm important?

At its inception in 1970, the BIA concept was based on the importance of investing in 'the space between and surrounding the buildings and businesses' - the public realm. Investing in the public realm creates a vibrant and enjoyable sense of place that attracts visitors to the Downtown. A BIA aims to generate a personal connection for visitors (by way of beautification investments as simple as flower planters and banners or as complex as large public buildings, venues and parks) to public spaces strengthening a visitor's connection to your business.

BIAs that are invested in the public realm recognize that the backbone to a successful Downtown begins with drawing visitors to it by making it a sociable, exciting, and vibrant environment.

The Return on Investment (ROI) is the creation, enhancement and beautification of the public realm within the Downtown area.



#### Policy & Partner Influencer

Why is a Policy & Partner Influencer important?

With strong Strategic Plans (Brand Action Plans), BIAs become integral vehicles for communicating localized business opportunities and challenges to policy makers, government partners, local community agencies and commercial organizations. By embracing a cooperative relationship with these partners, BIAs are able to advocate and influence positive change on behalf of the Downtown area, its businesses, and local community.

The ability to share captured data and effectively address policies and investment helps establish the right environment to contribute to building our local businesses and community. Creative problem solving and strong working relationship with all key partners keeps the BIA on your side for creating a vibrant and exciting Downtown area.

The Return on Investment (ROI) is strong relationships and a collaborative working approach to local challenges and opportunities.

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**CURRENT GOVERNANCE STRUCTURE**

**Presently, the (BIA) Board of Management is comprised of the following:**

- Two (2) Appointed Council Representative (voting)
- Ten (10) Directors (from BIA membership or representation)
  - **Total positions twelve (12)**

**Partners (Non-Voting):**

- Barrie Police Service
- Greater Barrie Chamber of Commerce
- Tourism Barrie
- City of Barrie - Invest Barrie (Creative Economy)

**Expected Hours of Involvement:**

- Board of Management meetings: 10/year ~ 2.5 hrs/meeting
- Potential for Board of Management Executive meetings: 10/year ~2.5hrs/meeting
- Board Tasks: ~4hrs/month
- Project/Team Work: ~5hrs/month
- **Total: ~12+hrs/month or ~120+hrs/year**

**Working Committees of the Downtown Barrie BIA (to be determined as needed):**

Brand Leadership Teams (BLT):

- BLT – Meridian Place Programming
- BLT – Governance
- BLT – Downtown Development
- BLT – Dunlop Streetscape Project

**Organizational Framework of the Downtown Barrie BIA:**

- Culture and Heritage Events
- Beautification and Cleanliness
- Marketing and Communication
- Traffic and Safety
- Hospitality
- Retail
- Property Owners



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### **GOVERNANCE REVIEW & SUPPORT PHASES AND DELIVERABLES/GOALS:**

The overall goal of this engagement is to create a comprehensive governance plan for the organization that will update, implement & manage the current governance documents that provide direction for the BIA Board & Staff. These items include but are not limited to the BIA Constitution, By Laws, Policies & Procedures.

The Governance service provider will be responsible for the following deliverables/goals for each Phase as outlined.

#### **2019 PHASE I DELIVERABLES/GOALS (January 2020 – March 2020):**

- GOAL: Establish Current Governance Status.
  - o Utilizing the current governance documents as reference, conduct research & review through engagement with the BIA Board of Directors, Staff, Ontario BIA Association and other BIA references as to the status of the current governance process.
- GOAL: Onboarding support for new directors
  - o Provide a governance overview once new directors have been voted and appointed formally onto the BIA Board of Directors (anticipated timeframe – February 2020)

#### **2020 PHASE II DELIVERABLES/GOALS (April 2020 – June 2020):**

- GOAL: Create and present updated Governance Update Plan.
  - o Present a recommended plan to update the proposed Governance process including but not limited to committees (teams), additional support components (as deemed necessary/applicable)
- GOAL: Alignment of formal membership motions and Annual General Meeting
  - o Establish a list of formal items (Constitution, By Laws, Policies & Procedures, other) that require formal approval and align with Annual General Meeting and address any adjustments or changes accordingly.
  - o Present planned schedule

#### **2020 PHASE III DELIVERABLES/GOALS (July 2020 – December 2020):**

- GOAL: Provide ongoing governance support to BIA Board and Staff as needed.
    - o This could include but not limited to attending regular Board Meetings & Executive Meetings, meeting with Staff as needed or on a regular basis as determined necessary.
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### **2020 PHASE I PHASE II PHASE III SERVICE CONTRACT DETAILS FOR REQUEST FOR PROPOSAL (RFP)**

To execute the deliverables/goals of Phase I, Phase II and Phase III the Downtown Barrie Business Association (BIA) requests a proposal for the following service contract details.



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**TERM OF CONTRACT:**

The term of the contract commences January 1st 2020 and terminates December 31st 2020; which would be available for re-negotiations if mutually determined to be required.

**FEE FOR SERVICES:**

Please provide an estimate FEE for the proposed services including HST.

**WORK SCHEDULE:**

Please provide context to the work commitment including a suggested allocation of time and resources on a weekly/monthly basis.

**UPDATES AND PROGRESS REPORTS:**

As part of the ongoing contract update, pre-scheduled update meetings to be held at the conclusion of each Phase; a written update report will be provided to determine mutually agreed upon progress and establish next steps and objectives. Ongoing communication will be maintained.

**MATERIALS & ADMINISTRATIVE SUPPORT:**

The Downtown Barrie Business Association (BIA) will provide all materials and administrative support required to implement each plan but does not include the following: laptop or personal computer, reimbursement for internet or website access, phone/cell phone charges or any other charges that the service provider incurs as part of their regular course of daily business unless presented, mutually agreed upon and approved before being incurred.

**RIGHT TO TERMINATE:**

The Organization and Consultant/Service Provider shall have the equal ability to terminate this Agreement without cause and without penalty provided that two weeks written notice is served to the other party.

**SIGNED AGREEMENT FOR SERVICES PROVIDED:**

\_\_\_\_\_  
Signed: Downtown Barrie Business Association (BIA)

Date: \_\_\_\_\_

\_\_\_\_\_  
Signed: Downtown Barrie Business Association (BIA)

Date: \_\_\_\_\_

\_\_\_\_\_  
Sign: Contract Service Provider

Date: \_\_\_\_\_

