



**2023 Proposed Operating Budget
Special Members Meeting**

Tuesday, January 17

8am

Via Zoom

Please email to register:

info@brontevillage.net

2022 Year in Review

- After two years of COVID-19 restrictions, 2022 brought the re-opening of a more normalized life in Bronte, a return of public gatherings and the start of redevelopment changes
- The district saw significant (20+) business closures and a high vacancy rate (24%) in advance of redevelopment starting and an increase in foot traffic with modest increases in sales at some businesses but many lower than 2021
- The BIA re-directed a portion of its marketing funds to launch a new Community Investment program to support local non-profits to create experiences that market the district, the impacts of which can be measured with 10+ participating groups with 25,000 visitors and \$300,000+ in spending
- Hired a Communications & Marketing Coordinator after a five-month furlough
- Expanded an ongoing partnership with Sheridan College to enhance the At Home in Bronte Muskoka chair outdoor art project to 100 chairs on display year-round with the support of a major grant from My Main Street
- Continued to invest in beautification efforts year-round including banners, summer planters and hanging flower baskets and a Christmas tree in the soon-to-be-completed Bronte Market Square
- New investments were made in the streetscape through increased waste management systems and additional time and duties of the seasonal Beautification Coordinator
- Sustained member engagement with a 47% readership rate of a weekly members' newsletter, added 10 additional loyal or highly engaged members and elected a new Board of Directors
- Conducted a comprehensive economic development analysis and marketing program to create a 'retail gaps' wish list for retail recruitment to meet our vision of a 15-minute district
- Hosted 6 Saturdays of member activations for the At Home in Bronte for the Holidays campaign and an online contest.
- Supported the return of an in-person Town-led Canada Day evening celebration July 1
- An active participant in the Visitor Oakville-led Taste of Oakville dining campaign during slower months.



2023 Operating Plan and Proposed Budget

We are excited to share with you our recommended and Board-approved (*January 10, 2023*) Operating Plan and Budget for 2023 to ensure levy dollars continue to focus on the most relevant issues and demonstrate value to members.

We are dedicated to implement the community developed vision (*Bronte Forward! 2021*) of a destination where everyone is welcomed and everything you need is here.

Based on a three-year strategic plan (2022-2024), our goals are to evoke a distinct sense of place and arrival, make Bronte walkable, bikeable and connected, ensure dependability for everyday needs and ensure the organization success.

Pillars of the operating plan continue to deliver on the BIA's mandate including marketing, beautification, safety and advocacy.

A major focus in 2023 will be working with stakeholders, such as the Town and private property owners & developers, to ensure planned redevelopments and construction cause the least amount of disruption while ultimately bringing the most benefit to the community.



2023 Operating Plan Highlights

Key Pillar	Milestones & Measures
Enhanced Experience: <i>Bronte evokes a distinctive sense of place and arrival</i>	Advocate with the Town and developers to ensure clean and safe construction sites with pedestrian access
	Work with the Town to ensure the new Bronte Market Square is a well-managed public square that supports festivals and events
	Evolve the BIA's Community Investment program to ensure more equity deserving groups receive funding to host activations that market the district
	Work with at least 2 property owners to create new permanent murals
More Livable: <i>Bronte is walkable, bikeable and connected</i>	Advocate for the Town and developers to work together to create construction worker parking plans that preserve parking access for customers
	Work with the Town and developers to ensure consistent and effective wayfinding during construction
	Engage in the Town's consultation process for the design of Lakeshore West improvements
Vibrant Economy: <i>Bronte is dependable for everyday needs</i>	Maintain or reduce street-level vacancies at the current 15
	Market the district 'retail gap' wish list of retailers to all commercial retail brokers and property owners to welcome missing new retailers
	Engage with the Town to create a district-wide construction mitigation plan that limits disruptions and impacts in the long-term
Effective Organization: <i>BIA members, stakeholders and staff are engaged in the well-being and success of the organization</i>	Onboard and grow an effective new Board of Directors
	Increase member engagement through regular communications, new in-person social events and one-on-one interactions with staff and Board members

2023 Proposed Budget

Assumptions & Guiding Principles:

- The Bronte Forward! vision, three-year (2022-2024) Strategic Plan and proposed 2023 Operating Plan will drive the budget and resource allocation
- Recommend a 3% increase in the tax levy in 2023, which is below recommended cost of living and rising expenses and below expected Town increases. With a 0% levy increase in 2020 and a 2% increase in 2021 and 2022, the BIA is losing ground
- As COVID-19 recovery ebbs and flows, the BIA will remain flexible to adapting and responding
- At least three (3) major re-development projects are anticipated to begin this spring in addition to private property upgrades and municipal infrastructure projects that will have significant reputational, access and safety impacts on the district
- The BIA will operate a deficit budget and draw down on its reserves while maintaining a healthy reserve in keeping with Town best practice recommendations
- Based on the 2022 BIA economic development analysis, focus on a local audience (15-minute walk; 5 minute drive) is a priority target audience to sustain commercial businesses followed by Oakville-wide locals and visitors from the GTA
- Where beneficial, the BIA will invest in and leverage its partnership with the Economic Recovery & Resiliency Committee (3 BIAs, Visit Oakville, Chamber, Town (EcDev) and Halton Small Business) to advance its Operating Plan
- The BIA will stay true to its mandate and focus on enhancing the welcoming, beautification and safety aspects of the district for the benefit of all its members

Revenue

- Levy increase of 3% for 2023 from \$358,530 (+\$10,755) to \$369,285
- The levy increase would be combined with a \$30,000 investment from the reserves for short- to medium-term investments re: construction impact mitigations and other initiatives
- A \$10,000 write-down or loss of levy revenue is included as a placeholder

Expenses

1. Effective Organization (Administration) includes cost of living and merit increases for staff to maintain quality and consistent service to members
2. Enhanced Experience (Beautification) increase for replacement of banners, seasonal lighting, planters, flowers; *At Home in Bronte* Muskoka chairs installation in its traditional community engagement format and at least 2 new outdoor public mural projects
3. Vibrant Economy (Marketing) maintained for all marketing, social media, advertising, enhanced member and construction-related communications, community investment/sponsorship

Reserves

Reserves maintained at recommended level after a draw down.



PROPOSED 2023 BUDGET

BRONTE BIA PROPOSED BUDGET 2023

Approved by Board of Directors: January 10, 2023

	PROPOSED 2023 BUDGET	APPROVED 2022 BUDGET	CURRENT 2022 FORECAST	2022 to 2023 Budget to Budget		2022 to 2023 Forecast to Budget	
				% Change	\$ Change	% Change	\$ Change
REVENUES:							
Tax Levy on Bronte BIA	\$369,285	\$358,530	\$358,530	3.0%	\$10,755	3.0%	\$10,755
Property Tax Write-Offs	(\$10,000)	(\$10,000)	\$0	0.0%	\$0	0.0%	\$10,000
Supplementary Tax Revenue	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total Tax Revenue	\$359,285	\$348,530	\$358,530	3.1%	\$10,755	0.2%	\$755
Grants	\$0	\$5,000	\$2,100	0.0%	(\$5,000)	-100.0%	(\$2,100)
Other Revenues	\$4,000	\$4,000	\$18,403	0.0%	\$0	-78.3%	(\$14,403)
Transfer from Reserves	\$30,000	\$20,000	\$34,558	50.0%	\$10,000	-13.2%	(\$4,558)
Prior Year Surplus (if applicable)	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total Non-tax Revenues	\$34,000	\$29,000	\$55,061	17.2%	\$5,000	-38.3%	(\$21,061)
TOTAL REVENUES:	\$393,285	\$377,530	\$413,591	4.2%	\$15,755	-4.9%	(\$20,306)
EXPENSES:							
Effective Organization (Admin)	\$212,790	\$205,000	\$208,900	3.8%	\$7,790	1.9%	\$3,890
Vibrant Economy (Marketing)	\$86,732	\$87,530	\$113,252	-0.9%	(\$798)	-23.4%	(\$26,520)
Enhanced Experience (Beautification)	\$92,763	\$80,000	\$91,439	16.0%	\$12,763	1.4%	\$1,324
More Livable (Other)	\$1,000	\$5,000	\$0	0.0%	(\$4,000)	0.0%	\$1,000
Transfer to Reserves/Surplus	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Prior Year Deficit (if applicable)	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENSES:	\$393,285	\$377,530	\$413,591	4.2%	\$15,755	-4.9%	(\$20,306)

TAX LEVY COMPARISON	2017	2018	2019	2020	2021	2022	2023
Taxation Levy	\$351,367	\$365,452	\$344,506	\$344,506	\$351,500	\$358,530	\$369,285
% Increase of Tax Levy	2.0%	4.0%	-5.7%	0.0%	2.0%	2.0%	3.0%

RESERVE CONTINUITY	2017	2018	2019	2020	2021	2022	2023
Balance Beginning of Year	\$36,192	\$70,345	\$127,690	\$118,757	\$145,245	\$168,878	\$134,320
Transfer to Operations	\$0	\$0	(\$25,000)	\$0		(\$34,558)	(\$30,000)
Transfer to Reserves	\$34,153	\$57,345	\$16,067	\$26,488	\$23,633	\$0	\$0
Balance End of Year	\$70,345	\$127,690	\$118,757	\$145,245	\$168,878	\$134,320	\$104,320

NOTES FOR 2023

Revenue

3% levy increase on 2022 budget re: increased costs
 Property Tax Write-Offs: estimate only; haven't needed last few years
 Grants: Forgo Canada Summer Job due to reduced funding
 Other Revenues: interest & sub-let rent
 Transfer from Reserves: \$30K investment

Expenses

Effective Org (Admin): Includes 2 FT staff; 4.5% increase (salary and merit) + p-t summer student
 Vibrant Economy: marketing, community investment, economic dev., construction mitigation comms
 Enhanced Experience (Beautification): planters, flower baskets, banners, At Home Muskoka chairs, new murals
 More Livable (Other): research, new projects
 Transfer to Reserve: none anticipated