



BRONTE

VILLAGE

2024
Operating
Budget
(Approved)

2023: Year in Review



- Bronte welcomed 20 new businesses; including the first *two* businesses to open at The Village.
- Vacancies remained at a three-year low.
- Readership rate of members' bi-weekly newsletter increased from 50 percent to 57 percent.
- Organic social media reach on [Facebook](#) & [Instagram](#) averaged 33,500 users each month.
- Continued investments were made in maintaining and beautifying our streetscape, including funding an additional day (Saturday) of garbage bin pick-up and daily micro-litter clean-up throughout the spring and summer.
- Town of Oakville gained legal ownership over Bronte Market Square and beautification of the space is being done in partnership with BIA.
- Launched year two of the [Community Investment Program](#) in May; the BIA sponsored 65 days of events and activations with 10 participating groups; including the Oakville Public Library, CRAFT by BLing Events International, Bandology, Oakvillegreen, Bronte Legion, Oakville Festivals of Film & Art, Canadian Caribbean Association of Halton, Bronte Historical Society and Oakville Wind Orchestra.
- Community Investment Program [welcomed](#) 28,000+ visitors who engaged in unique shared experiences – and spent over \$340,000 at local Bronte businesses.
- Supported the promotion of Visit Oakville's [Taste of Oakville](#) program to increase visitor traffic during the winter season.
- Organized and funded two [public art](#) projects.



- Created the [At Gnome in Bronte](#) (spring) campaign with contesting for kids and adults and a district-wide scavenger hunt.
- Strengthened our partnership with the Oakville Public Library through our [ON THE GO Book Bike](#) program, which is managed by the BIA.
- Designed, printed and installed new street banners and gateway flags.
- Beautified the district with new summer barrel planters, hanging baskets and both Canada and Progressive Pride flags.
- Installed (daily) 12 *Bronte Connects Here* bistro table sets in the public realm June through to September.
- Promoted an additional 200+ visitor spaces in district's inventory on our BIA parking map and through social media.
- Funded and distributed 25,000 copies of the [Look Local Bronte Summer Guide](#) across Halton.
- Coordinated the seventh annual *At Home in Bronte* Muskoka Chair project and invited three equity deserving groups to paint 10 chairs.



- In partnership with RBC and Visit Oakville, ran the [*Show Us Your Receipts!*](#) support local gift card giveaway contest for 11-weeks between June and September.
- Organized [*The Bronte Block Party*](#) as a platform for members to showcase their businesses to a captive audience; 25 Bronte business and community partners participated and the event attracted 4,500 visitors.
- Increased member engagement through quarterly contesting/giveaways, social media promotion, *Best of Bronte* feature, Block Party engagement, events as promotional platforms and summer guide features.
- Organized the first-ever [*At Home in Bronte for the Holidays*](#) celebration in Bronte Market Square – a community tree lighting event with 1000+ visitors, followed by 3-weeks of a curling rink + food truck installation managed daily by the BIA.
- Created a 12-page digital and print [*Bronte Holiday Gift Guide*](#) to promote supporting local during the Christmas season with 41 participating businesses.



2024 Operating Plan and Proposed Budget

We are excited to share with you our **Operating Plan and Budget** for 2024 to ensure levy dollars continue to focus on the most relevant issues and demonstrate value to members.

We are dedicated to continuing 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's success.

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

A major focus in 2024 is 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.





Operating Plan: 2024

Year 3 (2022-2024)

BOARD APPROVED ON NOVEMBER 28, 2023

By the end of 2024 we will achieve the following key goals:

1. Bronte evokes a distinctive sense of place and arrival.
2. Bronte is walkable, bikeable and connected.
3. Bronte is dependable for everyday needs.
4. BIA members, stakeholders and staff are engaged in the well-being and success of the association.

*The **goals** are our long-term aspirations, the **milestones** tell us we're advancing in the right direction, **metrics** are the measurable outcomes that prove it, and **actions** are the work we do to make it all happen.*

ENHANCED EXPERIENCE

Goal: Bronte evokes a distinctive sense of place and arrival.

<i>Actions</i>	<i>Milestones & Metrics</i>
<p>a) Update beautification and public realm plans to accommodate a year-round focus.</p>	<p><i>a) Bronte is clean and safe.</i></p> <ol style="list-style-type: none"> 1. The BIA holds the Town accountable for overseeing Construction Management Plans and ensuring a high level of cleanliness, safety and accessibility on/near construction sites (x3). 2. The BIA launches a sponsorship program to beautify and brighten the waterfront between November – March. 3. The BIA works in collaboration with the Town to launch three (3) placemaking activities in Bronte Market Square to increase moments of discovery.
<p>b) Evolve the community investment program to include funding for Bronte businesses to activate.</p>	<p><i>b) Bronte celebrates local vibrancy and amplifies local talent to host events all year round.</i></p> <ol style="list-style-type: none"> 1. At least eight (8) member businesses activate using the evolved community investment program sponsorship model. 2. One (1) property owner partners with the BIA to create a permanent outdoor mural by September 2024. 3. Two (2) events or activations using the BIA's community investment funding take place in Bronte Market Square.
<p>c) Re-launch community-focused version of the <i>At Home in Bronte</i> Muskoka chair project.</p>	<p><i>c) Bronte embraces its unique waterfront assets.</i></p> <ol style="list-style-type: none"> 1. At least 35 community groups/families/businesses participate in the <i>At Home in Bronte</i> Muskoka chair project. 2. The Town engages the BIA in discussions about the future of the waterfront conference centre. 3. The BIA develops at least two (2) new partnership opportunities with community groups to create accessible, free and diverse activities at the waterfront and beyond.

MORE LIVABLE

Goal: Bronte is walkable, bikeable and connected.

<i>Actions</i>	<i>Milestones & Metrics</i>
a) Update parking marketing/management strategy to include construction impacts.	<p><i>a) Perception that parking options are accessible.</i></p> <ol style="list-style-type: none">1. The Town engages the BIA in rollout of the of the Smart City (parking) pilot project and the Parking Management Strategy.2. The Town and developers implement a construction worker parking plan at (x3) sites.3. At least 50% of businesses use/promote an updated construction-specific parking map by March 2024.
b) Advocate for equitable multi-modal transportation access with pedestrians prioritized.	<p><i>b) Streets are walkable for everyone.</i></p> <ol style="list-style-type: none">1. The Town continues to engage the BIA in roll-out of its Transportation Master Plan to prioritize vulnerable road users and accommodate future growth.2. The BIA works with the Town on the design and consultation for the Lakeshore Rd W improvement to ameliorate disruption and ensure the final product supports a strong pedestrian and retail-friendly environment.3. The BIA works in collaboration with the Town to advocate for a once-monthly "open street" approach on Bronte Road south of Marine Drive from May to October.
c) Develop short- and medium-term wayfinding options to improve the visitor experience and mitigate construction impacts.	<p><i>c) Wayfinding invites pedestrians to key destinations.</i></p> <ol style="list-style-type: none">1. The BIA works with the Town and Visit Oakville to add wayfinding signage in waterfront parking lot to promote and direct visitors to the business district.

VIBRANT ECONOMY

Goal: Bronte is dependable for everyday needs.

<i>Actions</i>	<i>Milestones & Metrics</i>
a) Implement an economic development strategy with a focus on retention.	a) <i>A thriving commercial district.</i> <ol style="list-style-type: none">1. Street-level vacancies are maintained at 10 or less between January and December 2024.2. The BIA hosts two (2) digital technology, social media and/or e-commerce workshops for members.3. BIA marketing activities focus on local audience (15-minute walk; 5-minute drive) as priority target audience to sustain commercial businesses.
b) Implement an economic development strategy with a focus on recruitment.	b) <i>An attractive place for new businesses.</i> <ol style="list-style-type: none">1. Ten percent (10%) of BIA marketing activities promote Bronte's transformation and lay the foundation for a re-invigorated commercial district.2. The BIA monitors property sales to identify potential future development sites and establish relationships with developer(s) to share priorities for Bronte's commercial district.3. BIA maintains updated list of recruitment targets/business inventory; at least half of new businesses filling vacancies are on Bronte's 15-minute district retail gap wish list.
c) Create a business continuity plan focused on construction mitigation.	c) <i>Prioritize local benefits through development projects.</i> <ol style="list-style-type: none">1. All 3 developers include BIA priorities in their Town-approved construction management plans (access, parking, noise, safety, cleanliness etc.)2. One (1) developer collaborates with the BIA & artists to incorporate public art in its construction hoarding.

EFFECTIVE ORGANIZATION

Goal: BIA members, stakeholders and staff are engaged in the well-being and success of the association.

<i>Actions</i>	<i>Milestones & Metrics</i>
a) Create opportunities for capacity building and collaboration.	<p>a) <i>BIA vision and goals resonate with members.</i></p> <ol style="list-style-type: none">1. Readership of twice-monthly members' newsletter increases from 57% in October 2023 to 62% in October 2024.2. The BIA organizes two community events that encourage member collaboration and participation.3. The BIA introduces a quarterly (in-person) <i>Welcome Session</i> for new businesses and/or <i>Coffee & Community Network Meetings</i> for all interested members.
b) Evolve the member engagement strategy to grow and diversify district leadership.	<p>b) <i>Strong governance model guides decision-making.</i></p> <ol style="list-style-type: none">1. Increase from 10 (2022) to 20 voting members at the 2023 AGM in Spring 2024.2. Net 75 'Loyal' members by September 2024 from 58 (2023).3. The BIA introduces a new Member Celebration program to highlight member successes.
c) Deepen relationships with Town staff and other relevant stakeholders.	<p>c) <i>A champion for Bronte issues.</i></p> <ol style="list-style-type: none">1. The BIA collaborates monthly with the Oakville Partnership Committee (OPC) to evolve and develop channels to drive partnership opportunities that create value for members.2. The BIA continues to build relationships across community stakeholder groups and resident associations.

2024 Budget

Assumptions & Guiding Principles:

- The *Bronte Forward!* vision, three-year (2022-2024) Strategic Plan and proposed 2024 Operating Plan continue to drive the budget and resource allocation.
- Recommend a 3% increase in the tax levy in 2024, which is in line with recommended cost of living and rising expenses to ensure the BIA does not lose ground with the demands that come with upcoming redevelopment projects and district transformation. This levy increase aligns with the Kerr Village and Downtown Oakville BIAs.
- At least two (2) major re-development projects are anticipated to begin in 2024, which will have significant reputational, access and safety impacts on the district.
- 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.
- 2022 and 2023's implementation of the BIA's Community Investment Program/Sponsorship experiential marketing model that refocused district marketing efforts to 3rd party events was met with measured success and lessons learned and will be refined and implemented again in 2024 – inviting member businesses to participate in the program.
- Investments in both short and long-term initiatives in member engagement and public realm infrastructure and activations are priorities in 2024, as highlighted in the proposed Operating Plan.
- Where beneficial, the BIA will invest in and leverage its partnership with the Oakville Partnership 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 2024 from \$369,285 to \$380,364 (+\$11,079).
- A \$10,000 write-down or loss of levy revenue is included as a placeholder.
- The BIA will launch a seasonal décor sponsorship program to beautify and brighten the district between November and March – goal is to raise \$20,000.
- The BIA will seek event sponsorship in the amount of \$5,000.
- The BIA will apply for the Town of Oakville Event(s) Grant; expected revenue is \$10,000.
- Other revenues include: bank interest (\$400) and sublet rent (\$3,600).
- Total revenues for 2024: \$409,364.

Expenses

1. **Effective Organization** (Administration & Operating) costs of \$188,391 include one full-time staff and two part-time staff (including a communications/events/membership coordinator and one summer student) and related costs, BIA meetings (Board, AGM, other), insurance, office equipment, as well as office rent and related costs.
2. **Enhanced Experience** (Beautification & Events) costs of \$151,503 include seasonal lighting/décor and a holiday tree, planters, flowers, flags, *At Home in Bronte* Muskoka chairs installation in its traditional community engagement format, 1 new outdoor public mural and BIA-led event funding (Block Party and At Home in Bronte for the Holidays).
3. **Vibrant Economy** (Marketing) costs of \$69,470 include all marketing, social media, contesting, advertising, member communications and networking engagements, Community Investment/sponsorship program and economic development efforts.
4. **More Livable** (Research) includes costs of \$0.

Reserves

Reserves are budgeted at \$119,203 (recommended level).



PROPOSED BRONTE BIA 2024 BUDGET

Approved by Board of Directors: November 28, 2023
 Special meeting of members: December 12, 2023

	PROPOSED 2024 BUDGET	APPROVED 2023 BUDGET	CURRENT 2023 FORECAST	2023 to 2024 Budget to Budget		2023 to 2024 Forecast to Budget	
				% Change	\$ Change	% Change	\$ Change
REVENUES:							
Tax Levy on Bronte BIA	\$380,364	\$369,285	\$369,285	3.0%	\$11,079	3.0%	\$11,079
Property Tax Write-Offs	(\$10,000)	(\$10,000)	(\$21,820)	0.0%	\$0	0.0%	(\$11,820)
Supplementary Tax Revenue	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total Tax Revenue	\$370,364	\$359,285	\$347,465	3.1%	\$11,079	6.6%	\$22,899
Grants	\$10,000	\$0	\$10,000	0.0%	\$10,000	0.0%	\$0
Other Revenues	\$29,000	\$4,000	\$17,863	625.0%	\$25,000	62.3%	\$11,137
Transfer from Reserves	\$0	\$30,000	\$15,570	-100.0%	(\$30,000)	-100.0%	(\$15,570)
Prior Year Surplus (if applicable)	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total Non-tax Revenues	\$39,000	\$34,000	\$43,433	14.7%	\$5,000	-10.2%	(\$4,433)
TOTAL REVENUES:	\$409,364	\$393,285	\$390,898	4.1%	\$16,079	4.7%	\$18,466
EXPENSES:							
Effective Organization (Admin)	\$188,391	\$212,790	\$175,246	-11.5%	(\$24,399)	7.5%	\$13,145
Vibrant Economy (Marketing)	\$69,470	\$86,732	\$62,236	-19.9%	(\$17,262)	11.6%	\$7,234
Enhanced Experience (Beautification)	\$151,503	\$92,763	\$153,416	63.3%	\$58,740	-1.2%	(\$1,913)
More Livable (Other)	\$0	\$1,000	\$0	0.0%	(\$1,000)	0.0%	\$0
Transfer to Reserves/Surplus	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Prior Year Deficit (if applicable)	\$0	\$0	\$0	N/A	N/A	N/A	N/A
TOTAL EXPENSES:	\$409,364	\$393,285	\$390,898	4.1%	\$16,079	4.7%	\$18,466
DIFFERENCE:		\$0	\$0	0.0%	-	-	\$0

TAX LEVY COMPARISON	2017	2018	2019	2020	2021	2022	2023	2024
Taxation Levy	\$351,367	\$365,452	\$344,506	\$344,506	\$351,500	\$358,530	\$369,285	\$380,364
% Increase of Tax Levy	2.0%	4.0%	-5.7%	0.0%	2.0%	2.0%	3.0%	3.0%

RESERVE CONTINUITY	2017	2018	2019	2020	2021	2022	2023	2024
Balance Beginning of Year	\$36,192	\$70,345	\$127,690	\$118,760	\$145,187	\$168,820	\$134,773	\$119,203
Transfer to Operations	\$0	\$0	(\$8,930)	\$0		(\$34,047)	(\$15,570)	\$0
Transfer to Reserves	\$34,153	\$57,345		\$26,427	\$23,633	\$0	\$0	\$0
Balance End of Year	\$70,345	\$127,690	\$118,760	\$145,187	\$168,820	\$134,773	\$119,203	\$119,203

NOTES FOR 2024

Revenue

3% levy increase on 2023 budget re: increased costs
 Property Tax Write-Offs: estimate only; a \$10,000 write-down or loss of levy revenue is included as a placeholder
 Grants: Will apply for Events Grant from the Town of Oakville; \$10,000 expected
 Other revenues: interest & sub-let rent, launching sponsorship program

Expenses

Effective Org (Admin): Includes 1 FT staff + 2 PT staff (1- Communications/Events/Membership + 2- Public Realm)
 Vibrant Economy: marketing, community investment program, construction mitigation, member communications/networking
 Enhanced Experience (Beautification/Events): planters, flower baskets, seasonal décor, At Home Muskoka chair project, murals, BIA-led events, placemaking
 More Livable (Other): research - nothing anticipated
 Transfer to Reserve: None anticipated

Budget Details

EFFECTIVE ORGANIZATION

Salaries
Benefits/EI/ CPP/WSIB
BIA Meetings – Board, AGM, members, other
Accounting Services
Rent
Utilities
Insurance
Memberships
Professional Development
Computer Software and Hardware Expenses
Website
Office Supplies/Photocopier
Phone/Internet
Audit Expense
Other Office Expenses

VIBRANT ECONOMY

Quarterly Contesting/Giveaways
At Home in Bronte for the Holidays Campaign
Holiday Shopping Guide
At Gnome in Bronte (spring) campaign
Advertising (Look Local Summer Guide) + other
Member & Community Communications
Member Networking Events
Community Investment Program (Experiential Marketing)
Economic Development

ENHANCED EXPERIENCE

Spring & Summer Flowers (May to October)
Flag Installation
Holiday Décor (Installation, removal, storage, maintenance fees)
Seasonal décor at the waterfront
Public Realm Infrastructure
Public Mural x 1
Community Art Installation – At Home in Bronte Muskoka Chairs
Two BIA-led events – Block Party, At Home in Bronte for the Holidays (permits, fees, hard goods, rentals, bookings, etc.)

MORE LIVABLE

Research – wayfinding or placemaking