



2022
YEAR IN
REVIEW

Downtown Courtenay

B.I.A.

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DCBIA MISSION

DCBIA was formed in 1995 to ensure Downtown Courtenay is a vibrant place to do business.

We exist, like all Business Improvement Areas, through a municipal bylaw (Bylaw 2264). Our non-profit organization is governed by the Societies Act of B.C. and the Community Charter.

www.downtowncourtenay.com

OUR WORK



MARKETING



SAFETY AND SECURITY



BEAUTIFICATION AND PLACEMAKING



ADVOCACY AND COMMUNITY ENGAGEMENT



COMMITTEE WORK



- **MARKETING**

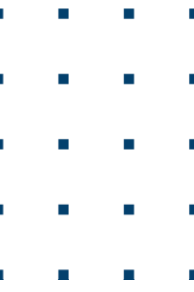
The focus is on branding Downtown Courtenay as a shopping, cultural, recreational and tourist hub which is seen as the "heart of Courtenay".

- **INFRASTRUCTURE**

We focus on ensuring Downtown Courtenay is looking its best.

- **SAFETY AND SECURITY**

We work with members, community groups, R.C.M.P. and other stakeholders to establish and maintain a safe and thriving Downtown for our members and community.



MARKETING

Role: Through varied forms of print media, radio, social media, website content and events, the committee ideates and carries out marketing campaigns that benefit our members.

Responsibilities: The committee directs staff with creative marketing campaigns, holiday celebrations, and annual events. We seek partnerships with local creatives to activate the Downtown core with third party events. The committee stays on top of current trends and emerging technology to attain their goal.

Members: Sandra Viney, Mackenzie Gartside, Megan Griffiths, Kirsten Wood, Theresa Lambert, Tracey Clarke



Downtown Courtenay
50th Annual
Market Day

Saturday July 16, 9a.m.-5p.m.

Delightful Merchants, Delicious Eats,
Artist and Craft Vendors, Free Bike Lockup
TWO Music Stages & Family Activities

DOWNTOWN COURTENAY
EXPERIENCE MORE

artifact
Canadian Handmade
214 5th Street
Downtown Courtenay
artifactshop.ca

hot CHOCOLATES
Take home your own
Vancouver Islands.
Available in Dark, Milk and White Chocolates
(as well as our Hot Dipped Peppermint and Luscious Hot!)
368 5th St, Courtenay • hotchocolates.ca

We're Here for You!
EDIBLE ISLAND
WHOLE FOODS MARKET
• Organic • Vegan • Fresh Produce
• Gluten-free • Keto • Plant-based
• Local Meats • Dairy-free • Paleo
477 6th St. in Downtown Courtenay
www.edibleisland.ca 250-334-3116
Mon to Sat 9am-6:30pm Sun 10am-5pm

blue spruce
EXPERIENCE
COMOX VALLEY
CRAFT ICE CREAM

Celebrating 9 years!
Gemstone Hair Studio
Using and retailing INTELLIGENT NUTRIENTS and Aveda hair care. Carrying AVEDA colours for services.
101-307 5th St. 250 218 1126
@gemstonehairstudio

Shar-On's
LADIES WEAR & ACCESSORIES
438 5th St., Courtenay, BC 250-334-0840

2022
Comox Valley
Christmas Parade
Sunday December 4
2 p.m.

The Old Farm Market
THRIFTY FOODS Eat happy

Record
SELECT MACKENZIE GARTSIDE & Associates
Eagle
SKI TAK HUT

www.downtowncourtenay.com

Thank You
For a great season Downtown!



CTV News live on
location November 18,
Moonlight and Magic

<https://youtu.be/TAvfOKD6EPc?t=411>

DOWNTOWN COURTENAY

Dine & Drink, Shop & Play. EXPERIENCE MORE History, Art and Culture.

cityofcourtenay 16m · Edited

Saturday snow update: Public Works Services crews and contractors were working all night, and have completed all priority 1 and 2 roads. Downtown and hills are also in good shape.

We are reliably informed by Santa that his elves will be clearing more snow off 5th Street tonight so it's ready for the @downtowncourtenay Christmas Parade on Sunday at 2pm.

Our Public Works snow fighters are mighty, but are also feeling the strain of working through this multi-day snow event.

We have some crews getting some rest today while a smaller team carries on clearing priority 3 and 4 roads.

Other crews are working on priority sidewalk clearing. They have completed priority 1 and 2 routes and a crew is now working on trails/walkways, including the Riverway.

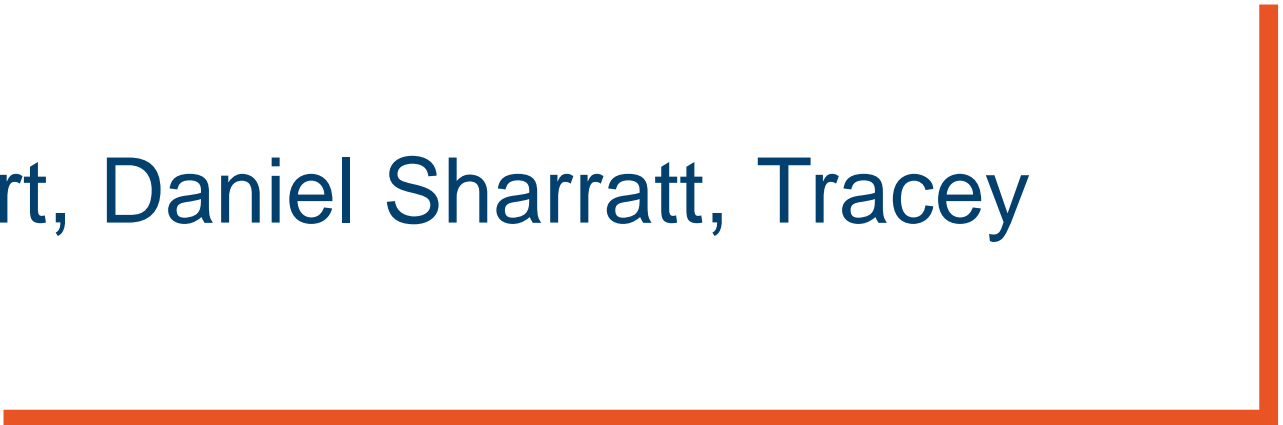
Thanks for your understanding and support!

INFRASTRUCTURE

Role: To have a visually defined boundary that sets the Downtown core apart from the rest of the City as a boutique shopping, cultural, recreation and tourist destination.

Responsibilities: The committee oversees an annual Facade Improvement Grant to assist members and property owners in upgrades. They maintain a relationship with City staff which focuses on project based improvements and beautification to the business area.

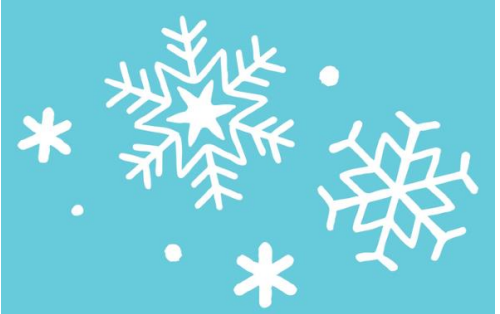
Members: Jordan Marshall, Steve Stewart, Daniel Sharratt, Tracey Clarke.





DOWNTOWN
COURTENAY PLAYBOOK:
A PARTNERSHIP ACTION
PLAN

AUGUST 2016



YOUR
LOGO
HERE





SAFETY AND SECURITY COMMITTEE

Responsibilities: The committee stays current with safety and security issues by communicating with members, City staff and R.C.M.P.

Committee work focuses on local solutions within our district, as well as advocacy to all levels of Government.

Members: Jordan Marshall, Steve Stewart, Daniel Sharratt, Heather Ney, Sheila Toni, Tracey Clarke, Mayor Bob Wells



“

gordjohnsmdp Thanks to Downtown Courtenay Business Improvement Association board member Sandra Viney and Executive Director Tracey Clarke for taking time to talk to me about community issues impacting the business community. Great also to join them for a walkabout to visit local businesses and see some of their local initiatives in action including the way finder project to promote small businesses and local history. Importantly, we talked about the toxic drug overdose crisis which is affecting the downtown core of Courtenay and all other communities in our riding. They believe federally funded compassionate supports for the homeless and those struggling with substance use disorder is urgently required. Congratulations to the Association for its excellent advocacy!

”



**DOWNTOWN
COURTENAY**
EXPERIENCE MORE



Date _____

RCMP File Number _____

I / We are the owners / managers of the business _____ located at the civic address of _____, Courtenay BC.

By signing this agreement I/ We are taking part in "Project Trespass". By doing so we are allowing the Comox Valley RCMP to enforce the British Columbia **Trespass Act** 24 hours a day on our property on our behalf. Police do not need to contact us to make enquiries about the viability of someone staying/loitering on our property, taking into account the time of day and business activities taking place at the time.

The Sticker provided by the Comox Valley RCMP will allow police to know that the business is part of "Project Trespass". This will allow police to enforce the Trespass Act as needed for partner businesses.

Business owner _____, Date _____

Business Name / Address _____



CONGRATULATIONS!

Welcoming new businesses or owners:

Mignon and Kie Deli and Grazery
Wildflower Mercantile
West Coast Tees
Shelter Clothing
Co-Valley Co-Working
The Mustard Lady
Graham's Jewelers
Happy's Source for Sports
Olive and Onyx Studios
Red Fox Botanicals

Celebrating Longevity:

10 years A Gemstone Hair Studio
10 years Guerilla Food Company/Pizzeria
23 Years Uptown Yarns
30 Years Home and Garden Gate
Atlas Cafe featured on Big Food Bucket List
...and more!

BOARD ELECTION



Brody Abbatt-Slater

The Mustard Lady



Greg Chadwick

Graham's Jewelers



Alex Clarke

Co-Valley Co-Working



1.0 Introduction

In 2022, the Downtown Courtenay Business Improvement Area (DCBIA) with support from the City of Courtenay, began the process of reviewing service levels, fees and operating budget. The goal of this project is ultimately to update the Downtown Courtenay Business Improvement Area Bylaw No. 2264, 2002 to better serve the Downtown Courtenay business community.

The DCBIA contracted Urban Systems to support with outreach efforts, best practice review and to conduct a strategic analysis to provide recommendations for improvement. This report is a result of this work and details the project background, methodology, best practice research, and the results of outreach efforts. Section 6.0 provides specific recommendations based on this information to build on the success of the DCBIA to continue to serve the Courtenay community in the years to come.



BYLAW REVIEW



5.1.1 Outreach by the Numbers

Through the methods listed above, we were able to reach a significant amount of current and prospective members about the process, the importance of the DCBIA, and better understand what they would like to see moving forward. The graphic below outlines the extent of the outreach undertaken through this project.¹¹



¹¹ Note that there were several rounds of mailouts and handouts completed, so some recipients may have been contacted multiple times.

5.0 Community Feedback

5.1 Outreach Efforts

As it has been 20 years since the DCBIA bylaw was last renewed, it was important to facilitate an extensive outreach and engagement process that aimed to reach as many members and prospective members as possible. The goals for this process are outlined in the Communication and Engagement Strategy which can be found in Appendix A.

BIAs are permitted to determine how they fulfill their requirement to conduct member outreach based on their understanding of how their membership operates. This project employed the following methods to engage with current and prospective members:

- Booth at Market Days
- Email Newsletters
- Mailouts to Property Owners
- Informational Handouts
- Public Information Session
- Newspaper Promotion
- Hot Chocolate's Window Display
- Digital Survey
- Door to Door Canvassing
- Social Media Campaign
- Board of Directors Workshop



4.4 Finances

Under the *Community Charter*, municipal Councils are permitted to grant money for the planning and implementation of a BIA, all or part of which must be recovered through a local service tax. Most municipalities use a fixed annual operating budget and collected taxes based on assessed property value. This provides more certainty in their annual operating budget, allowing BIA's to plan for the long-term. For the DCBIA, their entire operating budget from taxes applied to the members which is based on property assessed value. Table 4 below outlines each BIA's annual operating budget for 2022, the dollar amount allocated per member, annual levy increase per community.⁹

In addition to the funds collected the local service tax, some municipalities listed below have additional funding sources including grants, municipal funding, or joint partnerships with private organizations. While it is allowed through the *Community Charter*, it is not common for BIA's to include a specific amount of funding from the municipality in the bylaw.

Table 4: Comparable Communities - Annual Operating Budget

Comparable Communities (2021 Pop)	Members ¹⁰	Annual Operating Budget (2022)	\$ Amount Allocated Per Member	Levy Increase Per Year
Courtenay (28,420)	200	\$60,000	\$300.00	0%
Chilliwack (100,580)	350	\$349,349	\$998.14	2.8%
Prince George (76,708)	500	\$337,653	\$675.31	3%
Vernon (44,519)	400	\$297,457	\$743.64	3.6%
Campbell River (35,519)	80	\$53,870	\$673.38	2.9%
Squamish (23,819)	200	\$93,824	\$494.12	0% but will increase after 2025
Duncan (5,047)	250	\$112,500	\$450	2.5%

⁹ This is calculated as if the annual operating budget were allocated evenly among all BIA members. This is used only as a comparison among BIA's, this is not realistic to how BIA's allocate their funding.

¹⁰ This number is approximate.

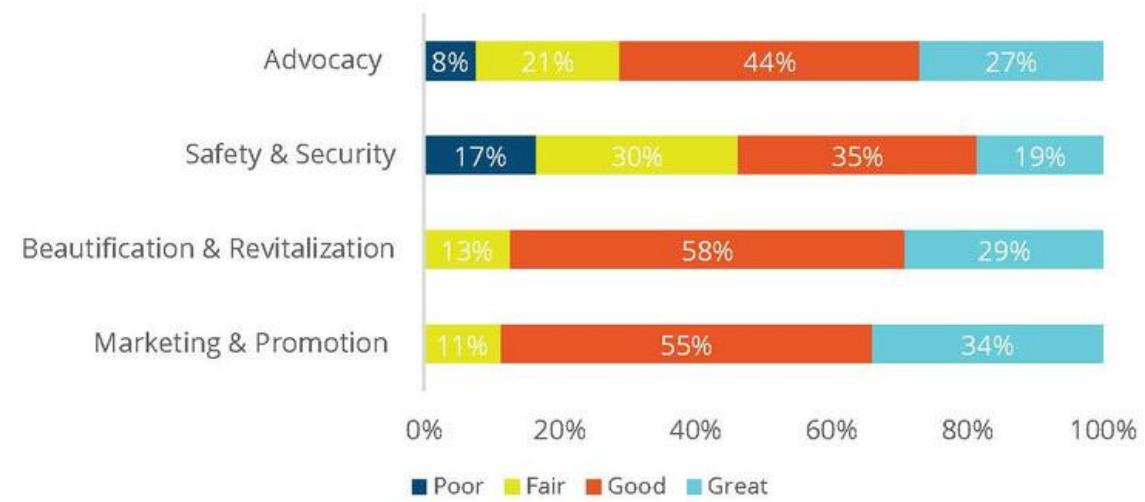
Comparable Communities (2021 Pop)	Members ¹⁰	Annual Operating Budget (2022)	\$ Amount Allocated Per Member	Levy Increase Per Year
Downtown Kamloops (97,902)	850	\$296,096	\$348.35	5-6.5%
Northshore Kamloops (97,902)	460	\$222,870	\$484.50	4%
Parksville (13,642)	230	\$190,000	\$826.10	2.7%
Comox (14,806)	130	\$72,900	\$560.77	0%

Using the information provided in the table above, the average annual levy increase among comparative communities is 3%. The following table shows the potential DCBIA annual operating budget if they had observed a 3% levy increase per year since creation in 1995.

Table 5: DCBIA annual operating budget when observing a 3% annual increase

Year	DCBIA Unrealized Annual Operating Budget
1995	\$60,000
2000	\$69,556
2005	\$80,635
2010	\$93,478
2015	\$108,367
2020	\$125,627
2025	\$145,636

Figure 6. Rating the Effectiveness of the DCBIA in Providing Services (Members Only)



Most member respondents (63%) were in support of an annual levy increase. Most member respondents were supportive of a 2-4% increase (55%).

Figure 7. With the understanding that the operating budget needs to be increased, which of the following best describes your opinion regarding an annual levy increase? (Members Only)

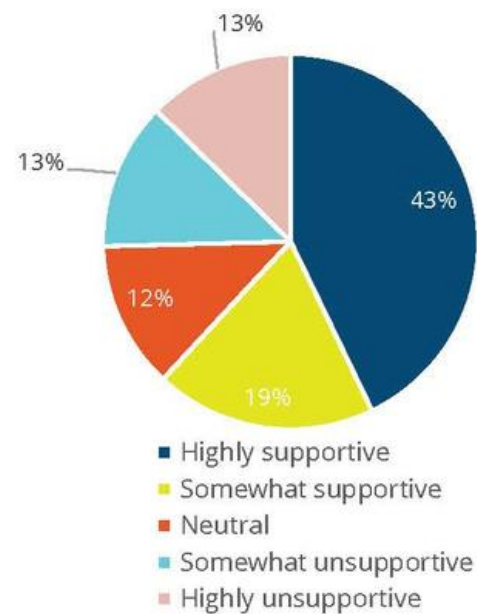
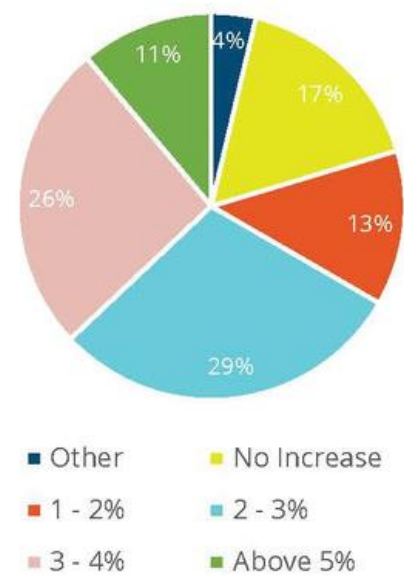


Figure 8. With the understanding that a 3% annual levy increase is the average for similar sized communities, what percentage increase would you be supportive of? (Members Only)



A majority of member respondents (72%) believed that a levy increase would not impact their decision to remain within the DCBIA. Most member respondents (78%) were also supportive of a boundary expansion to include more businesses.

Figure 9. Would a levy increase impact your decision to remain within the DCBIA boundaries? (Members Only)

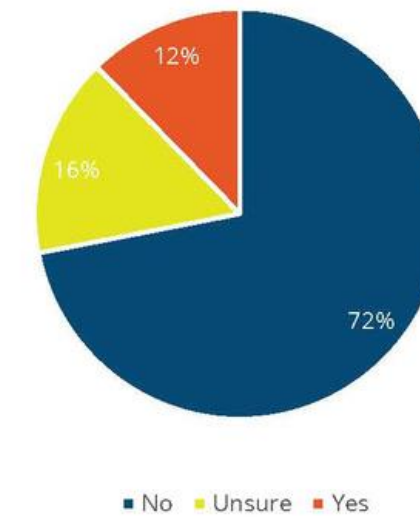
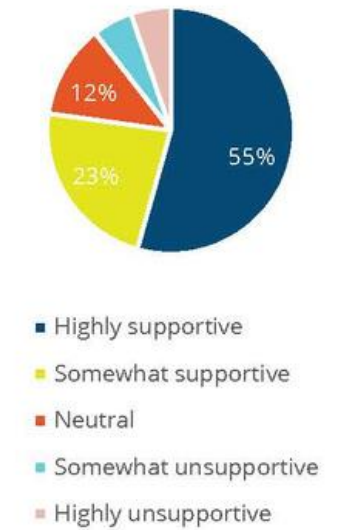


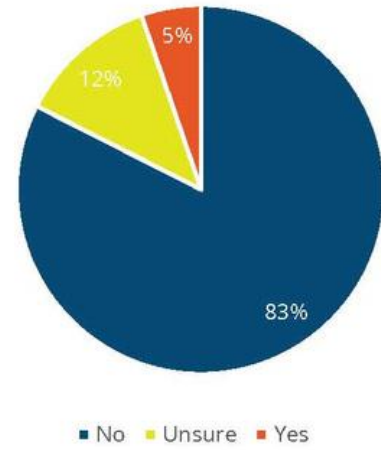
Figure 10. Would you be supportive of a DCBIA boundary expansion to include more businesses? (Members Only)





Most of the member respondents (83%) believed that a DCBIA expansion would not impact their decision to remain within the DCBIA.

Figure 11. Would a boundary expansion impact your decision to remain within the DCBIA boundaries? (Members Only)



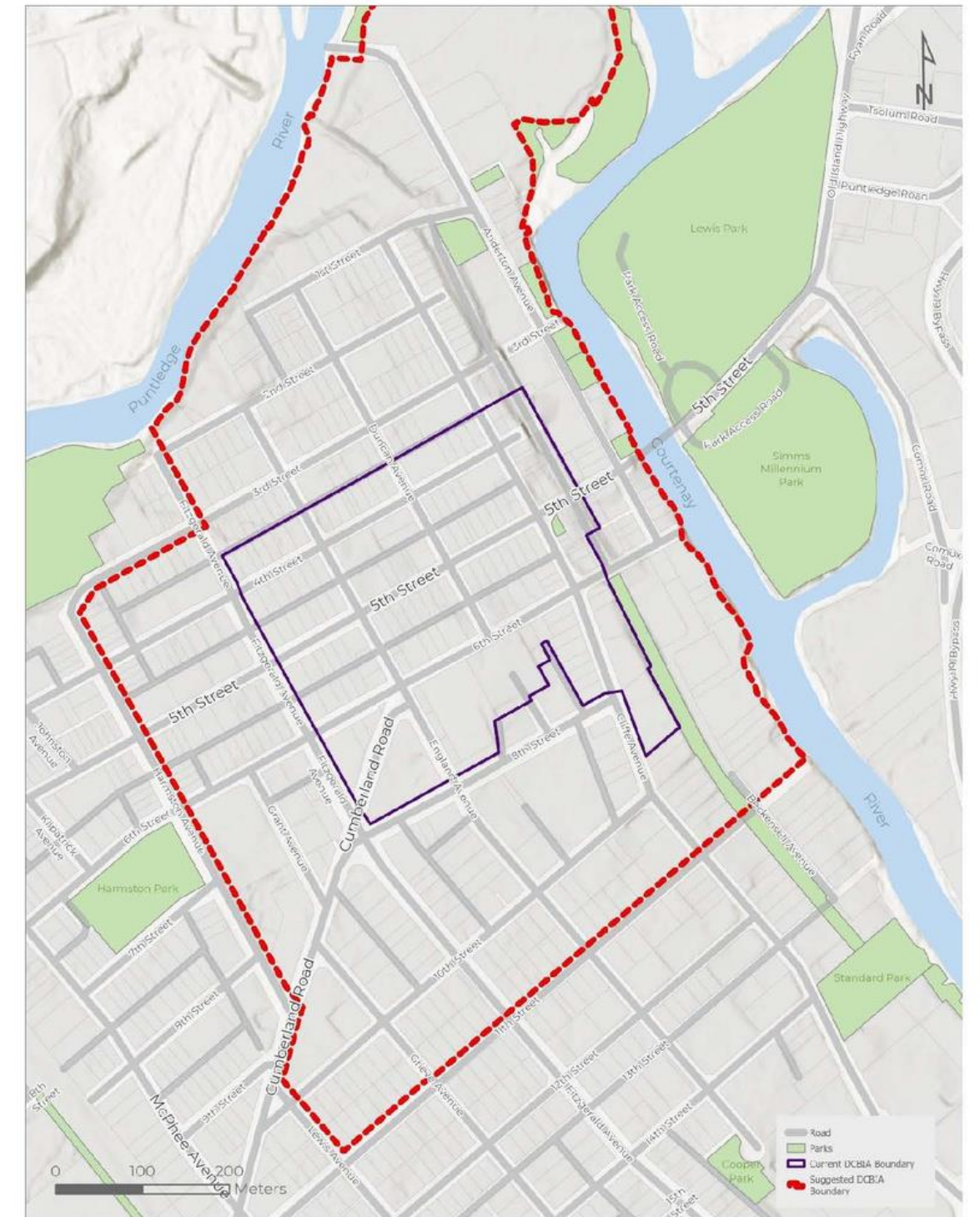
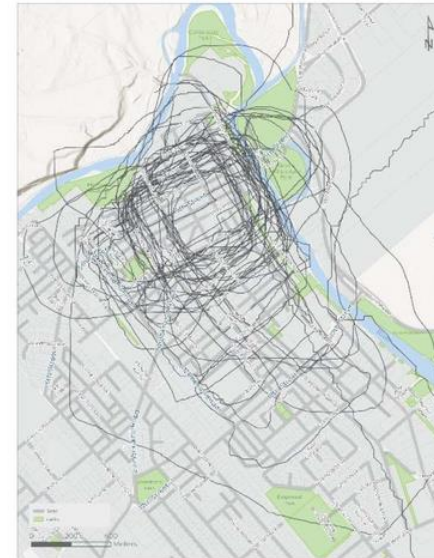
The priority service for member respondents was marketing and promotion, with over (64%) ranking it as their first or second priority. The lowest priority for member respondents was advocacy services, with (47%) of members ranking it as their last priority.

Figure 12. Please prioritize the services offered by the DCBIA from 1-4 in order of importance to you and your business (1 being the highest priority, 4 being the lowest) [Members Only]



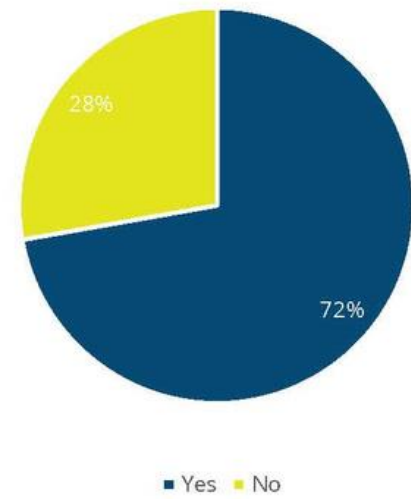
We asked the general public, current members and prospective members to draw on a map where they consider to be Downtown Courtenay. The resulting map in Figure 16 shows each of the respondents' boundaries.

Figure 18. What do you consider "Downtown Courtenay"



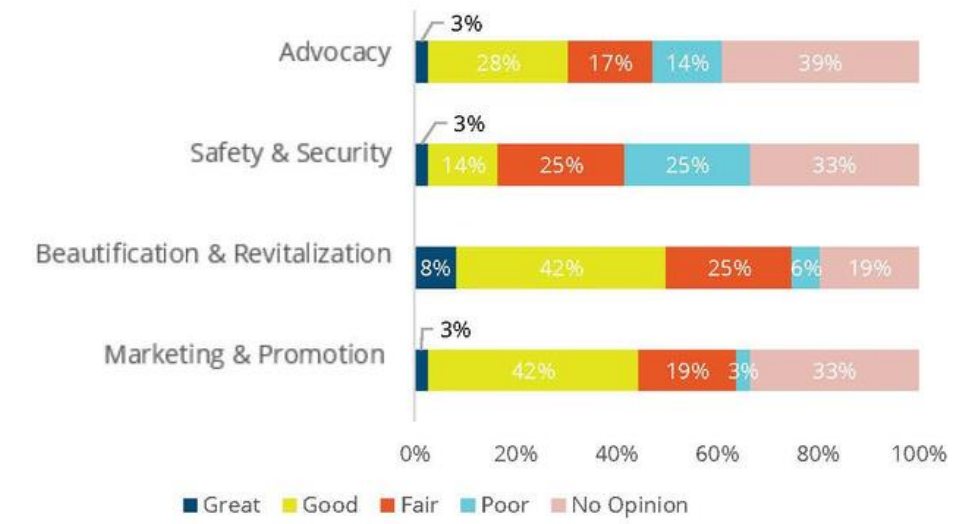
Approximately 72% of non-member survey respondents supported a DCBIA boundary expansion.

Figure 17. With an understanding of the services offered by the DCBIA (supplied in the attached info sheet), would you support a DCBIA boundary expansion that includes your business? (Non-members)



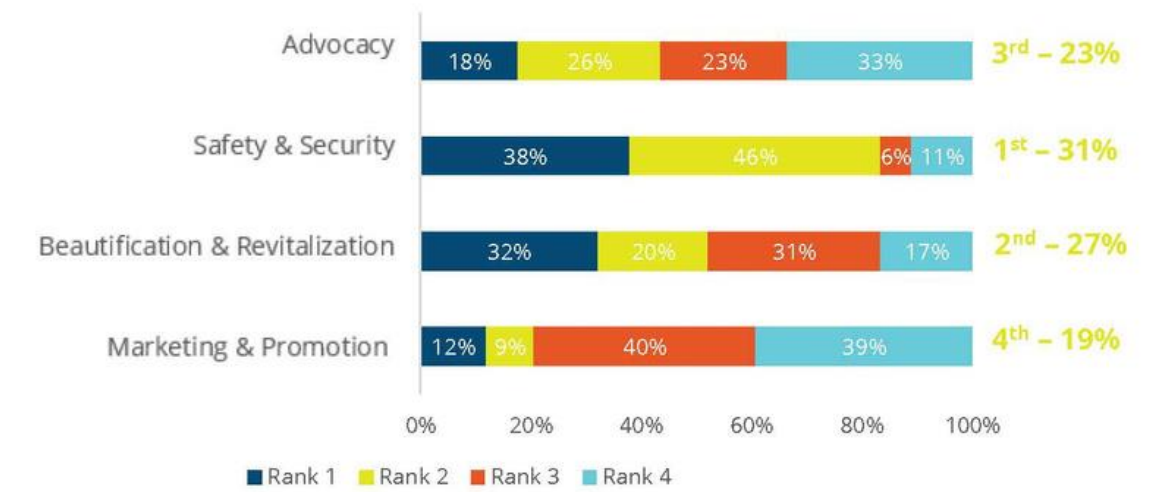
■ Yes ■ No

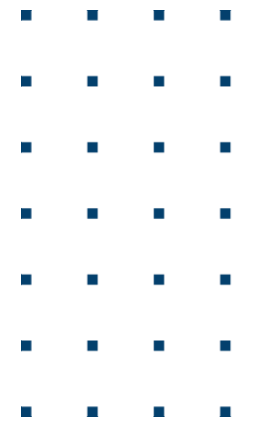
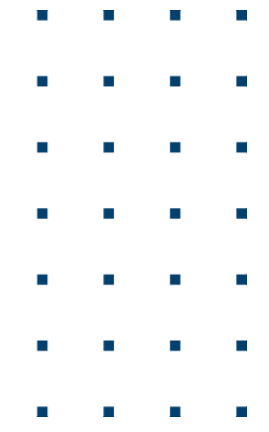
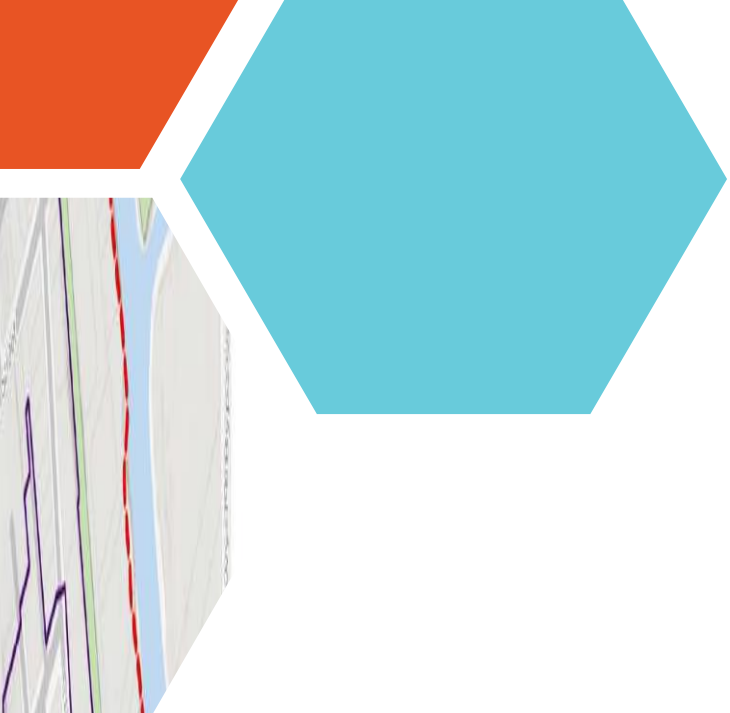
Figure 15. Rating the Effectiveness of the DCBIA in Providing Services (Non-members)



Non-member respondents top priorities were security, safety, beautification, and revitalization if the DCBIA's boundary was expanded. Over 84% of non-member respondents had security and safety as their first or second priority. Approximately 52% of non-member respondents had beautification and revitalization as their first or second priority.

Figure 16. If the boundary was expanded, what level of service would you prioritize in your area? (Non-members)





**VOTE TO AMEND
BYLAW 2264, 2002**

**MEMBERS VOTE TO
SUPPORT A BOUNDARY
EXPANSION**

**REQUEST COUNCIL
APPROVE AMENDED BYLAW
2264, 2023**



A collage of hexagonal shapes in orange and teal. Some hexagons contain images: a red and white spiral pattern, a wooden structure, a burger, a street scene, and a wooden beam.

THANK YOU

A collage of hexagonal shapes in orange and teal. Some hexagons contain images: a burger, a street scene, and a wooden beam.

Decorative elements: A 5x5 grid of small blue dots is located in the bottom left and bottom right corners. A solid orange horizontal line is at the bottom of the page.



DOWNTOWN COURTENAY

EXPERIENCE MORE