



BURLINGTON DOWNTOWN

Board of Management Meeting
DRAFT Meeting Minutes
Wednesday September 10th, 2025
8:00 – 10:00 a.m.
414 Locust Street, 2nd Floor BOARDROOM

Meeting Chaired by Liza Bouchard-Bain

Present: L. Kearns, L. Bouchard-Bain, K. Nadhearny, B. Glazier, S. Peachey, S. Bell, D. Kuchma, J. Folch

Staff: B. Dean, J. Jones, D. Lyle, A. Policicchio

Regrets: B. Wodhams, E. Vine, D. Gray

Visitors: Shelley McQuade

1. Call to Order 8:00 a.m.
 - Confirmation of quorum requested from Brian
 - Recognition of Shelley McQuade, and BDBA staff - Jaclyn Jones (Whiting & Holmes), Alison Policicchio, and Dayna Lyle (staff) as guests
 - Welcome extended to new Board Director, Kim Nadhearny; appointment confirmed by City Council in July 2025
 - Roundtable introductions conducted to support onboarding of the new Board Director

2. Declarations of Conflict of Interest
 - No declarations of conflict of interest

3. Approval of Board minutes: Wednesday June 4th, 2025

Motion to “**approve the Board minutes of Wednesday June 4th as presented**”

Motion: Stephanie Peachey Secunder: Julie Folch Motion Carried
--



BURLINGTON DOWNTOWN

4. DRAFT Strategic Plan: Focus 2028

B. Dean

- Brian Dean to share strategic plan
- Overview of Strat process - Board participated in 3 workshops, staff input, data collection.
- Brian introduces mandate, draft mission statement and draft vision statement
- Strategic Area 1: Visitor attraction

 - Goal 1: Enhance the downtown experience through first-party animations (breakdown of actions and purpose)
 - Goal 2: Increase visibility through customized branding, and promotion (purpose and actions)
 - Goal 3: Further develop gift card program (breakdown of actions and purpose)
 - Goal 4: Identify and strengthen relationships with community partnerships (actions and purpose)

- Strategic Area 2: Member Engagement

 - Two audiences – BOD and broader membership
 - Goal 1 – Co-develop (with ED) and execute a Board engagement strategy or relationship enrichment plan (breakdown of actions)
 - Goal 2 – Maintain integrated member communications and tools provided through multiple touch points and channels (breakdown of actions)

- Strategic Area 3: Beautification & Placemaking

 - Developing and maintaining safe, inclusive and interactive placemaking initiatives that engage all members of the community on a yearly basis
 - Goal 1 – Execute the Board-approved 10-year placemaking and beautification strategy. (approved spring, 2025) (breakdown of actions and purpose)

- Strategic Area 4: Organizational Stakeholders

 - Goal 1 – promote sustainable growth through strategic partnerships (breakdown of action and purpose)

- Strategic Area 5: Organizational Effectiveness

 - Goal 1 – Improve internal processes and track strategic progress (breakdown of actions and purpose)
 - Goal 2 – support long-term financial sustainability (breakdown of actions and purpose)
 - Goal 3 – Cultivate a future-ready organization. To build an organization that is prepared to adapt, thrive and lead in the face of future challenges and opportunities (breakdown of actions and purpose)

- Shelley provides some insight into the 5 strategic areas
- Question about membership: No opt out for downtown businesses, their addresses dictate membership, if a business is within downtown BIA boundaries, they are automatically members of the BDBA
- Question about the City buying in as a social partner: Need to better illustrate the value of the downtown to partners on a whole
- Conversation around the challenges of partnership
- Discussion about the buy- in of the board regarding the gift card program.



BURLINGTON DOWNTOWN

- Incentivized campaign as a whole should be capped at \$4500 is the board approved Trello notes for gift card program
- Discussion around the cost of program and redemption rate
- Discussion around the purpose of gift card program overview meeting
- Discussion around vision statement and inclusivity. Suggestion to use welcoming instead of inclusive.
- Question: Can it be both “welcoming and inclusive”?

Motion to **“Adopt the 3 Year Strategic Plan: Focus 2028 as amended”**

Motion: Stephen Bell
Secunder: Dareen Kuchma
Discussion around amendment – replace inclusive with welcoming
Motion Carried

Break -9.00 a.m.

5. DRAFT BDBA Board Annual Performance - Guest: *Shelly McQuade, Cypress Strategies*

Presentation by Shelley

- Annual Board Performance Review purpose and process overview
- Overview of what came out of the “10 traits of a groundbreaking board” discussions
- Overview of assessment tools
- Presentation of draft Board Performance Review Form
- Breakdown of sections
- Question about conducting exit interviews. Suggestion that it is a beneficial practice
- Question about the role of Chair and succession planning

Motion to **“Approve Board of Directors’ Annual Performance Review document as presented”**

Motion: Stephanie Peachey
Secunder: Dareen Kuchma
Motion Carried

6. Quarterly Report: Events Portfolio

Staff

Dayna and Alison presented:

- Movies by the Lake wrap up
 - 6 out of 7 movies with one rain out
 - More consistent attendance – between 300 – 500 per movie
 - The audience shows up for a good time, even if they don’t know what movie it will be



BURLINGTON DOWNTOWN

- Site traffic overview
- Print media overview
- Social media was fantastic
- Mail drop in north Burlington to drive more people downtown
- Sponsor feedback: good platform to engage the community. Great opportunity to engage the audience.
- Captioning was included for films which were well received
- Greetings at the gates were appreciated
- Good feedback on infrastructure improvements

- Candlelit stroll update (Executive Director) – final season as a BDBA event
 - History overview
 - Event is not delivering sustained foot traffic, and most member businesses are closed
 - Lion's Club has purchased festival of lights from hydro
 - Opportunity for BDBA to establish new event programming
 - Lion Lisa: Construction projects will impact the future of festival of lights (civic square and 409 brant). Update on Lion plans for festival

- Board Director Update **Chair**

Motion to go into closed session.

Motion: Daren Kuchma
Seconder: Lisa Kearns
Motion Approved

7. Action Items from closed session

- The BDBA staff is to submit a copy of the sponsorship contract that was provided to Dale & Grant Gray (Creature Comforts) as reference document for future discussion re: the BDBA sponsorship procedures.
- There will be a board meeting dedicated to discussing the current/existing BDBA sponsorship policies, procedures, contracts, etc. to (provide the board with more information about past relationships and to perhaps make changes to sponsorship agreements going forward)

8. New Business: reminder Business Mix September 22

The next meeting of the Board will be October 1st

- Review/vote on the Downtown Gift Card program
- Discussion sponsorship contract and sponsorship policy (TBA)

9. * Adjournment - next meeting: Wednesday October 1st, 2025

Meeting adjourned at 10:12 am