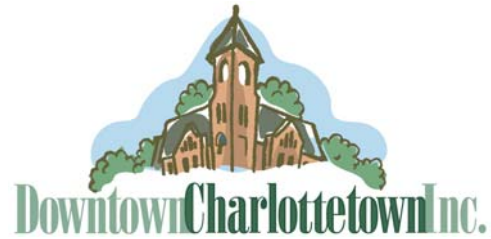


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## **AGENDA – 2007 AGM**

1. Call to Order
2. Approval of 2006 Minutes
3. President's Report
4. Financial Report
5. Committee Reports
  - a. Business Development
  - b. Business Recruitment
  - c. Marketing
  - d. City Enhancement
  - e. Advocacy
  - f. Green – Sustainable Committee
  - g. City of Charlottetown Representative
8. Election of Directors
9. Awards Presentation
10. New Business

By-Law Amendment (Past-President position)



## **DCI 2006 ANNUAL GENERAL MEETING**

### **Meeting Minutes**

**January 31, 2007**

1. **WELCOME** – Meeting was called to order by President David McInnis at 7:05PM at the Studio Theatre Confederation Centre

#### **2. APPROVAL OF MINUTES –**

**Motion:** to approve the minutes of DCI's AGM, January 31, 2005

**Motioned by:** Mike Murphy

**Seconded by:** Tanya O'Brien

#### **3. PRESIDENTS REPORT**

President David McInnis thanked those in attendance for their time and interest in the organization. DCI has had a very busy year. A review of the various committee reports is testament that DCI has been an effective instrument on behalf of its members.

The year had several highlights although two stand out, the AIM Trimark announcement and the completion of the Streetscape project on Queen and on Sydney Streets.

Dave congratulated DCI Past President Harry O'Connell for bringing AIM Trimark to Charlottetown. He went on to say that DCI enjoys the partnership of many organizations within the city and it through those relationships that much can be accomplished to the benefit of all.

Early in the New Year DCI will begin the process to complete a 3 year strategic plan which will further aid the organization in reaching its goals.

Dave went on to thank the board for their tireless effort to help to revitalize our city. He also thanked the Mayor, city executive and council for their stellar support for all we do

#### **4. GENERAL MANAGERS REPORT**

General Manager Dawn Alan presented in her report highlights of the past years activities including; Frostbites – DCI's food festival, the success of the Graffiti Removal Program, the benefits of Streetscape, the many beautification project undertaken, the City Workers Appreciation BBQ, the Live it up Card campaigns benefits and success to name a few. She then went on to say that DCI is acting as a catalyst for a better Downtown Charlottetown that is safer, more vibrant and more prosperous

#### **5. FINANCIAL REPORT**

Secretary/Treasurer Shaun Maclsaac presented the Statement of Revenue and Expenses for the 12 month period ending November 30, 2006 showing a surplus of \$28,174 which will be needed to provide cash flow until the New Year's revenue is received. Shaun also presented the Balance Sheet and a Budget for 2007 in the amount of \$200,000 and requiring a levy of 15 cents per \$100 of commercial assessment.

To approve the financial report

**Motioned by: Shaun Maclsaac**

**Seconded by: Tanya O'Brien**

**Motion Carried**

To approve the Budget of \$200,000 and Levy of 15 cents per \$100

**Motioned by: Shaun Maclsaac**

**Seconded by: Peter Hyndman**

**Motion Carried**

#### **6. COMMITTEE REPORTS**

The Following committees present reports on the years activities. The full report is printed in the DCI 2006 document;

- Business Development, Presented by Chair Peter Hyndman

Motion to accept report

Moved – Peter Hyndman, seconded – Liam Dolan

**Motion Carried**

- Marketing, Presented by Chair Debra Wellner

Motion to accept report

Moved – Debra Wellner, seconded – Shaun Maclsaac

**Motion Carried**

- Parking, Presented by Chair Tanya O'Brien  
Motion to accept report  
Moved – Tanya O'Brien, seconded – Judy Camp  
Motion Carried
- Advocacy, Presented by Dave McInnis for Chair Terry Allen  
Motion to accept report  
Moved – David McInnis, seconded – Kevin Murphy  
Motion Carried
- City, President David McInnis thanked City Representative Bruce Garrity for his contribution to the DCI board and welcomed Councilor Mitchell Tweel as the new City Representative.

## 7. REPORT OF NOMINATING COMMITTEE 2007

The Board of Directors of Downtown Charlottetown Inc. is composed of a minimum 5 and a maximum 8 property owners in the BIA designated area and 3 directors chosen from among other business owners who are members of the organization. As well we have one appointment from City Council. Currently we have the maximum 12 Directors.

Mr. Tim Banks and Mr. Bruce MacNaughton resigned from the Board over the past year and were respectively replaced by Peter Hyndman and Larry Jones. Mr. Hal Bevan will be stepping down from the property owner's category. We have a new nomination proposed for Scott MacKenzie. We are very pleased to note that all others will allow their name to stand for reelection in 2007. I would therefore, like to nominate the following slate of directors for your consideration:

### Property Owners

- Debra Wellner – Merle Norman and The Hanger
- Shaun MacIsaac - MRSB
- David McInnis – Peake and McInnis
- Tanya O'Brien – Dyne Holdings
- Mike Murphy – Inns of Great George
- Larry Jones – BGHJ Architects
- Peter Norton – Nortons Jewelers Ltd.

### Business Owners

- Joe Dow – Dows Mens Wear
- Peter Hyndman – Merchantman Pub
- Terry Allan – Future Learning
- Scott MacKenzie- Partner, Stewart McKelvey Stirling Scale

## City Appointment

- Councillor - Mitchell Tweel

**Submitted by:** David McInnis

Call for additional nominations from the floor for a customary three times.  
Hearing none motioned to approve the slate as presented.

**Motioned by:** David McInnis  
**Seconded by:** Debra Wellner

## **8. DCI AWARD PRESENTATION**

Awards were presented in the following categories to these recipients;

### **Retailer of the Year –**

Presented by Debra Wellner to;  
Peter Norton, Nortons Jewelers

### **Business Improvement of the Year –**

Presented by Peter Hyndman to;  
Liam Dolan, The Claddagh Oyster House

### **The DCI Presidents Award –**

Presented by David McInnis to;  
Harry O'Connell, for his role in recruiting new business to the City

## **9. NEW BUSINESS**

There being no new business the meeting was adjourned at 7:40pm

## **PRESIDENT'S REPORT 2007**

Good evening ladies and gentleman and welcome to the Annual General Meeting of Downtown Charlottetown Inc. for 2007. DCI had a very active year and a glance at the agenda and its' attendant reports indicates your Directors were indeed busy. Those reports will be presented in detail as the agenda progresses.

The landscape in the Core is changing and it is healthy change. The Paoli's Wharf Condos are complete and full, the Harbor Authority and C.A.D.C. are charging ahead with developments, possibly a new tower at Confederation Court Mall and certainly not least Aim-Trimark and Ceridian are here and on schedule. The City successfully obtained funding for the Wayfinding Program which when complete will be a tremendous enhancement to our Tourism Product. All in all a good year.

Among the issues on our radar for 2008 two in particular will have our close attention. The City has commissioned a Parking Study scheduled to be completed this winter. Our position on and input into the Study has been that it must include a plan to manage parking. We are all keenly aware of the problems but without some management structure whether it is a Department of Parking at City Hall or a Parking Authority or assigning it to the Police Department with the appropriate resources nothing will really change. The Jean Canfield building is filling as we speak which means the Dominion building is emptying out. Canada Lands Company, owners of the Dominion building, has been very active with this property and the Chamber and DCI have been vigilantly following the progress of development plans and implementation schedules. We must not let this building get boarded up.

Attached to your agenda you will find the result of our strategy session last February. In the scheme of things we are a very young entity and this is a blueprint for how we see DCI moving forward. It can and will change but we see it as a good place to start. On behalf of the Board of Directors I would like to thank His Worship Mayor Lee and City Council, CAO Roy Main and Ron Atkinson for all their help and support. To the Board a big thank-you and to our General Manager Dawn Alan thank-you doesn't begin to do justice to all you do for us.

Respectfully submitted by;  
Dave McInnis  
President

## **GENERAL MANGER'S REPORT**

As you are aware DCI is a not for profit organization dedicated to improving the economic health and quality of life for residents and visitors in downtown Charlottetown. The BIA owners levy makes their community cleaner, safer and more vibrant. The levy is used to purchase services and capital improvements that supplement those provided by the city. 2007 was a banner year for DCI. Many new development projects were announced, broke ground or were brought to completion and these projects are adding to the vibrancy of our Downtown.

In 2007 the BIA focused on operations, service and programs to revisit our value proposition; how could we maintain Downtown's competitive position and at the same time plan for long-term economic growth? It's no secret that with little land left for development in Downtown, businesses would begin looking to new and emerging neighbourhoods in the city and throughout the region for growth potential. Thus we began the process in the spring of developing a Strategic Plan for DCI which would take us through the next few years and help us to forecast issues like Urban Sprawl, parking, recruitment and economic development and put in place committees to react to each.

From the completion of the Strategic Plan the directors began a series of discussions about the future of the Downtown and several themes and perspectives emerged. In this regard 5 committees were struck; Business Development, Marketing, Advocacy, City Enhancement and Green Sustainable City. Each committee then took on the task of developing an Action Plan to further identify goals and objectives. DCI now has the framework and action agenda in place for guiding growth and revitalization in the city's core.

DCI is blessed to be in a place where partnerships and collaborations among key Downtown Stakeholders thrive. Mayor Clifford Lee, his Councilors and staff have been exceptional supporters of DCI. Because of the Mayors generosity and support DCI was able to provide many supplementary projects to our membership in 2007. Ron Atkinson is a valuable resource to DCI on many projects. Being part of the Chamber of Commerce Task Force for the Dominion Building, along with other stakeholders, has meant that there is now a small army in place to champion the cause and see new life in that property. DCI is happy to partner with Tourism Charlottetown in recognition of the importance of the tourist trade to our centre and to help manage the experience that is Heritage Charlottetown. To this end we are proud to be funding partners in the very important Heritage District Wayfinding, Signage project. Phase one to be completed in 2008. We are also pleased to sponsor many of their worthwhile and successful festival which continually brings a new audience into our city. With similar goals for our City CADC and DCI continue to take advantage of any partnership opportunities. DCI was pleased to welcome Ron Waite to his new position with CADC this year and at the same time congratulate Les parson on his new position with the Harbour Authority.

DCI remains excited and optimistic about the future of our Downtown and are committed to providing the services needed to revitalize our BIA. I would like to thank our Board of Directors, our property owners, the City of Charlottetown and committee volunteers for their effort and exceptional dedication in seeing DCI projects succeed. As we enter into a new year we do so with a common vision and purpose; to sustain the economic momentum that has made Downtown the healthy, robust and pulsating heart of a dynamic and thriving city.

Respectfully submitted by;

Dawn Alan  
General Manager

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**Downtown Charlottetown Inc.**  
**Balance Sheet**  
**November 30, 2007**

	2007	2006
<b>ASSETS</b>		
Current		
Bank	\$48,706	\$22,040
Receivables - Levy	<u>50,658</u>	<u>47,644</u>
	<u>\$99,364</u>	<u>\$69,684</u>

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<b>LIABILITIES</b>		
Current		
Payables	\$13,129	\$30,500
Deferred Expense-Streetscape	<u>34,306</u>	<u>11,010</u>
	47,435	41,510
Surplus	<u>51,929</u>	<u>28,174</u>
	<u>\$99,364</u>	<u>\$69,684</u>

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Presented by;

On behalf of the Board

Shaun A. MacIsaac  
Treasurer

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**Downtown Charlottetown  
Inc.  
Comparative Income  
Statement**

	<b>Actual 2007</b>	<b>Budget 2007</b>	<b>Actual 2006</b>
<b>REVENUE</b>			
Business Improvement Area - Levy	\$195,612	\$200,000	\$194,636
Downtown Card	4,281	6,000	6,019
	<hr/>	<hr/>	<hr/>
	199,893	206,000	200,655
<b>EXPENSE</b>			
Meetings-AGM & Monthly	2,667	3,400	3,352
Business Development	2,126	3,000	3,247
Special Events	4,075	3,000	3,415
Beautification - General	1,577	5,000	4,157
Beautification - Graffiti program	2,505	5,000	5,841
Insurance	2,288	2,500	2,230
M'ships, Conventions & Subscription	5,177	5,000	2,300
Office	5,817	6,300	6,976
Parking - Advertising	4,367	7,500	9,850
Parking - Validation	0	300	54
Rent	3,816	4,000	3,852
Total Payroll Expense	52,733	60,000	61,197
Telephone	2,001	2,500	2,492
Marketing campaign - Co-op	1,567	3,000	3,196
Marketing campaign - Sponsorship	4,199	6,000	6,326
Marketing campaign - Spring	13,731	14,500	12,067
Marketing campaign - Fall	11,261	14,500	12,390
Marketing campaign - Downtown Card	7,392	10,000	26,563
Marketing campaign-Winterdine/Frost Bites	8,477	8,000	7,667
Streetscape	25,000	25,000	20,000
Marketing Campaign - Welcome Ad	648	2,000	958
Special Projects	14,715	10,000	15,830
	<hr/>	<hr/>	<hr/>
	176,138	200,500	213,960
<b>EXCESS REVENUE (EXPENSE)</b>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	\$23,755	\$5,500	\$(13,305)
<hr/>			
Surplus, beginning of year	\$28,174		
2007 excess revenue	<hr/>		
	23,755		
Surplus, end of year	<hr/> <hr/>		
	\$51,929		

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**DOWNTOWN CHARLOTTETOWN INC.  
BUDGET  
November 30, 2008**

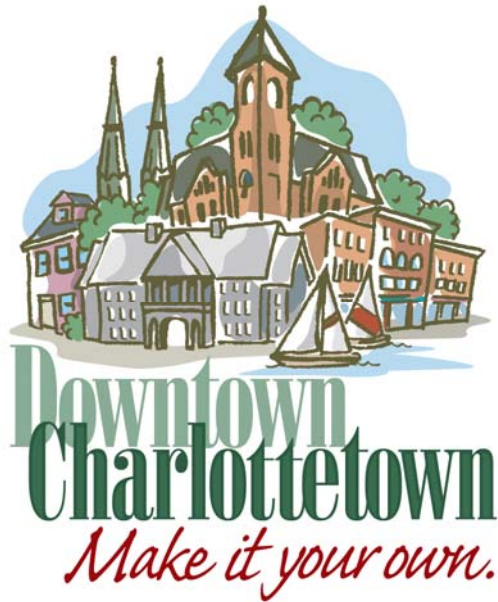
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**REVENUE**

Levy	\$200,000
Loyalty Card	6,000
	<u>206,000</u>

**EXPENSES**

Business Development	3,000
Beautification - General	5,000
Beautification - Graffiti program	5,000
Special Events	3,000
Insurance	2,500
Office	6,300
Parking - Advertising/Validation	7,800
Rent	4,000
M'ships, Conventions & Subscription	5,000
Wages & Salaries	60,000
Telephone	2,500
Marketing campaign	
- Co-op	3,000
- Sponsorship	6,000
- Spring	14,500
- Fall	14,500
- Downtown Card	10,000
-Winterdine	8,000
Marketing Campaign - Welcome Ad	2,000
Streetscape	25,000
Meetings-AGM & Monthly	3,400
Special Projects	10,000
	<u>200,500</u>
	<u><u>\$5,500</u></u>



## **APPENDIX A**

### **DCI COMMITTEE REVIEW**

Downtown Charlottetown Inc. marked its year end on Friday, November 30, 2007. The date concluded a busy and productive of which our 12 months that the Board of Directors and committee chair are very proud. 2007 saw many successful programs and initiatives launched and completed. The following section of the report reviews the activities of the main working committees.

## **BUSINESS DEVELOPMENT / STRATEGIC PLANNING**

The committee continued with its 2006 commitment to proceed with the development of a strategic plan for DCI.

MRSB Consulting Services was hired by DCI to facilitate a Strategic Planning Session in March of 2007. A result was the identification of four priority areas of which Business Development was one. With the aid of the strategic planning process the committee developed a mandate statement.

“To work together with interested partners to further business development in downtown Charlottetown by encouraging and supporting long term viable private sector projects.”

With the identification of goals and action-oriented items the committee developed a long-term plan.

The focus of the committee’s plan is on three goals.

1. To support existing businesses
2. To retain and attract professional offices
3. To attract new businesses

For each of these goals a number of objectives and planned actions have been developed, with a monitoring component for each.

As results are accomplished for each of the goals, our downtown will evolve and the objectives will be updated and changed accordingly. It will be necessary for the Board to integrate the plans of each committee, as there are a number of areas of overlap and priority development.

This is a multi year plan. The committee will continue to work in the priority areas as identified by the process.

Respectfully submitted

Peter Hyndman  
Scott MacKenzie  
Co Chairs

## **BUSINESS RECRUITMENT**

**The goal for this committee is to encourage business development from outside the province in pursuit of new year round jobs for downtown Charlottetown.**

### **Activities**

The committee decided to continue exploring the Toronto area for opportunities in the financial services sector. With the Premier of PEI agreeing to act as ambassador to the group and accompanied by a member of the Development Agency, the Chairman made eight appointments with key institutions over a 3 day period in February. Each company was given an introduction noting that Charlottetown offers a number of advantages to firms in this sector who outsource some of their back office functions and the belief this would be most relevant for their company.

The team arrived home and presented the results of the visit to DCI, PEI Development Agency, City of Charlottetown and ACOA. The PEI Development Agency was tasked with the responsibility of following up several leads and UPEI was contacted regarding the development of studies in actuarial science.

In addition to continued tracking of these Toronto contacts and visits to their regional offices, the committee also hosted a visit by the President of a global IT manufacturer. That was followed up with a visit by the Director of its world wide technical centres in the fall where draft proposals were presented by the Development Agency and DCI facilitated a tour of potential locations in the downtown core. We are looking forward to a decision by the firm in early 2008.

A significant economic announcement for Charlottetown took place in 2007. Congratulations must go out to the management team at Ceridian who will be bringing 100 new jobs to the downtown in the human resource area of financial services.

Construction of two new buildings was commenced for Ceridian and Aim Trimark to accommodate the expected 400 year round jobs. Temporary space was selected in the Atlantic Technology Center and recruitment has started to fill these jobs. Reports from this recruitment are positive and no difficulty was noted in finding the necessary talent.

Richardson Partners, a significant wealth management firm in the financial services sector, has agreed to establish an office in the downtown core and will be locating seven jobs to the area.

A number of individual businesses were also contacted here on PEI to consider relocating to the downtown core. This ongoing effort and the response of the business community in displaying a new confidence in downtown revitalization over the past several years have added an additional 200 jobs to the above 400 recruited jobs.

## Future Considerations

The committee is particularly excited about the interest of financial services firms coming to downtown Charlottetown. Our Committee spent significant volunteer hours analyzing the possibility of this new export activity as an expanded economic opportunity to revitalize the downtown core. Charlottetown presents a most cost competitive operating situation for such outsource projects while generating a quality support role for firms in this sector. We offer a number of advantages to firms who outsource their back-office functions. We have a significant underemployed skilled labor force with core financial training willing to refresh that training to undertake these opportunities. We benefit from a very low turnover of employees and excellent core enterprises in existing financial services. This is in addition to our top quality of life community indicators.

Overall, our emphasis on attracting meaningful employment opportunities (i.e. skilled full-time, year-round positions with advancement potential) for Island youth graduating from university and college will be enhanced by these announcements.

The external economic and business environment (i.e. outside the province) plays an important role in determining the city's future business development potential particularly in downtown. In general terms, the larger the external marketplace is for Charlottetown-based businesses, the greater the business development potential for the city. A prerequisite to achieving external growth is having businesses with an "export" focus and capabilities. The AIM Trimark, Ceridian and Richardson Partners projects are hopefully the core of a cluster of financial services firms which we believe will lead to an exciting future for downtown Charlottetown.

We know these firms will find a very welcoming environment here in Charlottetown and significant business partners willing to assist the relocation and support these firms on a permanent basis. We live in hope that they will be the start of a trend for other financial firms to relocate to Charlottetown.

In the course of our discussions with a range of financial institutions some interesting projects were anticipated in the future including:

- Options presented as possibilities for on-going consideration
  1. Firm opens a division in Charlottetown
  2. A supplier of that firm locates in Charlottetown and the firm provides a contract to that supplier for services e.g. Ceridian, CGI, Legal firms, Actuarial firms, IT firms, Underwriter firms
  3. Firm makes an investment in a PEI long term (40-50 years) project such as biotechnology, alternate energy, real estate
- Claim processing and overflow during RRSP season could be done from a centre in Charlottetown – with some seasonality involved
- A group of firms would be pleased if UPEI developed a departmental course of studies in Actuarial Science where they might even be willing to fund a chair of these studies or let a long term contract to a small actuarial firm located in Charlottetown

- These same firms are also very interested in a supply of underwriters from a outsource firm in Charlottetown whom they could contract with to undertake underwriting services.
- Most contacts noted that what we are attempting to do is great to plant the seed for Downtown Charlottetown. They would never consider PEI otherwise. Many thought we are on the right course, they love PEI and will consider expanding staff in Charlottetown
- Certain financial institutions have regional centres in Canada or abroad and are considering consolidating to off-shore or near shore locations and Charlottetown was noted as a key consideration for either company owned divisions or outsource projects to specialized firms in the financial services or IT sectors.
- The banks are doing considerable outsourcing now to companies who have developed a centre of excellence in that particular function e.g. payroll, check clearing, IT. They own shares in some of these companies and we have begun the process of visiting these outsource companies for possible further outsourcing from them or setting up a division of the company here in Charlottetown.

## **In Summary**

Many of those contacted seemed prepared for the visit and were actually outlining possible areas in which they would be interested in Charlottetown for an investment. Several areas seemed promising and would require specific follow-up. Back office processing will make a major structural change over the next two years involving electronic scanning and processing. Included in that consideration is whether to centralize many of these functions in one area either near-shore or off-shore or indeed proceed by way of creating centre's of excellence in communities that then integrate online across the world. Charlottetown is now well considered for either eventuality because of its initial clustering of firms in the financial services sector and the recent contacts made. As well, there are opportunities especially in the insurance sector for Charlottetown's own firms to obtain contracts for some of this work here.

The insurance industry seem very interested in pursuing something on several possible fronts and we need to work with UPEI, Holland College in producing the necessary skill set for contract work to these firms. DCI will need to work closely with PEIBDI to follow up these opportunities where a Charlottetown location might have a better then even chance to beat out the off-shore competition. The City of Charlottetown's confirmation of a significant tax incentive to these firms will contribute immensely to property development in downtown Charlottetown.

Submitted by:  
 Harry O'Connell – Chair  
 Peter MacDougald  
 Phillip Jefferson

## **MARKETING COMMITTEE**

Highlights of 2007 DCI Marketing Campaign;

### **Sponsorships included;**

Festival of Lights  
Jack Frost  
Jazz & Blues Festival  
Celebrate the Season  
Shell Fish Festival  
Tour de PEI

### **Television Advertising;**

Spring and Fall Campaign  
Creation of 5 new "man on the street" interview commercial's. "What brings you downtown"?  
December 2006 launched a new Christmas 30sec spot

### **Co op Advertising;**

Providing an opportunity for DCI members to have their TV ads subsidized by adding "Downtown Charlottetown, make it your own. . . "to tag their TV ads. Program offers 25% of purchase up to \$1000 max.

### **Radio;**

Partnered with Magic 93 and CFCY. Placing the stations logos on the Downtown Card packaging we received hundreds on 15 second on air mentions; "Don't forget to get your downtown card for savings at over 40 downtown locations" followed each time of a list of three participants.

### **Winterdine;**

Downtown Charlottetown's Winter Food Festival. Feb 1, 2, 3. Nineteen participating downtown restaurants offer evening specials \$25 & \$35. DCI co ordinates and advertises this project.

### **Website;**

In Process. . . we'll launch a new design early in 2008.

### **Print;**

Used the Buzz and the Guardian to promote; Downtown Card, Downtown parking, New Business announcements, Winterdine and City Beautification projects.

Added new directional signage - "you are here" around the city.

Participated in; the Charlottetown Santa Clause Parade.

Utilized vacant downtown windows; marketing opportunities for events with the use of full size posters.

Window Decorating Contest; for specific festival and for the annual Christmas Window Decorating Contest.

Downtown Card; New look for 2007 for the Downtown Card. 20,000 printed, 10,000 to TCI for convention delegate package and cruise ship visitors. 1200 sold to date. Program includes posters, sales tool, ads and website.

## STRATEGY FOR DCI MARKTING 2007/08

### GOALS

To develop a three year plan, it was felt by Marketing Advisory Group, marketing needs to be flexible. Group felt probably more realistically on an annual basis.

Group agreed review annually.

We have been nurturing the past few years' good communication and working relationship with the City, Chamber, Tourism Charlottetown, CADC, and our members.

Target Markets such as potential business to locate downtown came under discussion and as seen very important to revitalize the retail sector of the core which is felt under serious stress.

Demonstrate value of DCI membership by continuation of the DCI Pulse newsletter.

### ACTION –ORIENTED ITEMS

Advertising - After group discussion, it was felt sending a positive media message forward was of high importance in the continued sustainability and growth of downtown. The group felt advertising must be kept fresh and changeable but that the message consistent. More emphasis on the value added side of downtown. I.e.; Downtown Value Card, Free Parking, Quality and uniqueness of products available.

Market Downtown for Retail Recruitment Purposes. Much discussion on retail and the need for recruitment. Look for a company or person who can market the downtown to the larger chain stores. Downtown Charlottetown seems to have fallen off radar of this sector of retail. Supply such a company/individual with all pertinent information on demographics and inventory of space, contacts etc. Also, recruit stores on the Island to relocate downtown. Ie, Proud Shoes, Island Active Wear, etc.

It was also discussed that downtown Charlottetown and DCI members could mentor and assist young new entrepreneurs to start a retail business. Some suggested rent enticements –low/free for term, and perhaps have downtown business people to speak and inspire by talking to students at UPEI and Holland College.

Continue with the “Downtown Charlottetown, Make It Your Own.”

Support and create with other group's events and festivals for the downtown.

Examples, Winterdine, working with the various restaurants.

Fashion Fundraising Event, Oct. working with retailers, Confederation Center, PEI Cancer Society.

Downtown BBQ, DCI, Dyne, City, CADC.

Members recruited: Peter Hyndman - Merchant Man. Judy Harvey - Pilot House, Winter Dine.

Fashion Fundraiser; Jody Nutbrown & Susan Roggeveen - Just Us Girls, Penny Walsh - Confederation Center. Debra Wellner & Dawn Alan.

Continue efforts with the Downtown Card and Parking Validation and hopefully launch an exciting fall campaign using "Parking Tokens". It was felt by the group that it would be worthwhile to invite merchants who use these programs (and those not yet using) to meet to discuss their many benefits and try to get them and their staff to buy into and promote better in their own businesses. It was strongly felt by the group that these are strengths to downtown and effort must be put into getting these programs better used and promoted.

Members Recruited: Tanya O'Brien, Debra Wellner,

Regarding service training seminars, these are felt to be regularly offered by TIAPEI and the Chamber of Commerce.

### MEASURES OF SUCCESS

To sustain and increase downtown traffic.

To see the opening of new retail establishments.

To continue a sense of pride in the downtown and have the public think of it in a positive light and top of mind.

Advisory Committee: Debra Wellner, Committee Chair

Beryl Weeks, Moses Media

Joe Dow, Dows Men's Wear

Heather Tedford, The Guardian

Chris Cudmore, The Cudmore Group

Myrtle Jenkins Smith, Conference & Events PEI

Dawn Alan, DCI

Regrets: Penny Walsh, Confed. Center

Peter Norton

Submitted;  
Debra Wellner - Chair

## **CITY ENHANCEMENT**

This is a new committee for DCI; it includes both beautification and parking.

Our goal is to improve the physical aspect of downtown so as to encourage users, residents and business people to want to make Downtown their destination of choice.

In relation to beautification, we were unable to secure funding partners for a streetscape program in 2007. However, we are optimistic we will be able to secure one in 2008. We did add a new successful program of "Adopt a Corner" in which local businesses did planting and cared for them at key downtown corners. Also under beautification we continued our ongoing cleaning, graffiti removal, maintenance, etc. We would thank Dawn for organizing the ongoing beautification and organizing the "Adopt a Corner" program.

Safety continues to be a priority for the downtown. We reported issues to the City Police which we felt needed attention and pressured the City for ongoing foot patrols in the downtown.

The City continued it's parking advisory committee for the year and Dawn continued as our liaison with that group. They/we are currently awaiting the results of the parking study the advisory committee engaged. Parking continues to be a challenge; with the Queen Parkade now full on a regular basis there is little room available for transient shoppers/parkers. We are all waiting with anticipation the results of the study and look forward to working with the City to resolve the issues related to parking.

Submitted by:  
Tanya O'Brien - Chair

## **ADVOCACY COMMITTEE**

The goal of the Advocacy Committee is to keep the best interests of Downtown Charlottetown in the forefront of decision-making agencies and government. The primary purpose is to lobby the appropriate decision-makers regarding solutions to problems and issues that have been identified from within the membership of DCI.

### **DOMINION BUILDING TASKFORCE**

The advocacy continued to hold a seat on the Greater Charlottetown Chamber of commerce Committee dedicated to the renewal of the Dominion Building site in Downtown Charlottetown. At the end of 2007 federal employees were starting to move into the new Jean Canfield Building. Through 2008 and possible some time in 2009 the dominion building will be used as the staging site for a number of federal employees who will eventually move to the Canfield Building or other locations. Canada Lands have taken over the ownership of the premises from Public Works and have started two

processes. They have indicated that the building will be totally renovated as soon as all present tenements have moved and have been working with the chamber committee to establish the future use of the building.

To that end DCI has financially supported public consultations and a report completed by an outside consultant into the possible future uses of the building. That report has been presented and accepted.

The major concern for DCI remains the schedule for the renovation and occupancy of the resulting property. DCI wants no time in which the project sits vacant and dormant. At the same time we hope to support efforts to have the building operated without need for constant government support. To this end DCI has been present and active at regular meeting to move the project along. We have also advocated for public information sessions to keep the public informed about the project and kept in touch with our federal member of parliament regarding our wishes in this area.

### GOVERNMENT OFFICE SPACE

DCI recognizes that the location of government offices in the downtown core is an important part of the business mix both as tenants of buildings and the business office staff bring to downtown. An uncomfortable trend was detected during the year a number of federal government offices moved from downtown locations to buildings outside the city core.

DCI established that Public Works and Services Canada had established new standards for leasing office space to the federal government that most commercial office space in the downtown core could no longer meet. This meant that much of the new space, leased by the federal government, went to vendors with new facilities built outside the city core.

The advocacy committee investigated the trend and protested the new standards to the Minister of Public Works and Services Canada, citing the detrimental effect the new standards were having on downtown Charlottetown.

### SUNDAY SHOPPING

In light of the review of Sunday Shopping Legislation by the Provincial Government, DCI polled the membership with regard to their feeling regarding Sunday shopping. The results were inconclusive with many having strong opinions both for and against regulations that allowed Sunday shopping year round. Present legislation allows for Sunday shopping for all businesses from May until Christmas.

DCI made representation to the legislative committee reviewing the legislation. We did not come out in support of either option but did note that many businesses felt government should not be involved in the setting of business hours.

### MUNICIPAL SERVICES

Downtown Charlottetown continues to give their prospective on a number of municipal issues including the city budget and strategic planning. Initial reaction to a number of city reports has been voiced including the City 500 Lot Strategy now before city council.

The Advocacy Committee DCI will continue to be the voice for members on any and all issues that directly affect Downtown Charlottetown and will work with all committees to develop a long term strategy to build a vibrant downtown core.

Submitted by:  
Terry Allen – Chair

## **GREEN (SUSTAINABLE) COMMITTEE**

This committee was established by DCI in October 2007 to increase the awareness of residents, users and governmental agencies of the environmental effects of development within the City and of the impact of global warming on the City of Charlottetown.

The objectives of the committee are to:

Encourage the reduction of energy use through promotion of the transit system, car pooling, walking and biking. Also, to promote the District Heating System and other energy saving strategies.

Encourage the implementation of strategies to reduce use of domestic water through the use of water efficient fixtures in homes and business and to reduce the amount of storm water runoff.

Participate in a public awareness campaign regarding the effects of global warming on our community.

Participate with City planners to encourage planned growth.

Encourage healthy living strategies by participating in discussions with the residents and the City on issues such as the use of chemicals in the environment.

This committee is still very new and will be seeking participation by the City, the Province, Residents and Business in the new year.

Submitted by;  
Larry Jones – Chair

## **CITY OF CHAROTTETOWN REPRESENTATIVE**

In 2007, Mayor Clifford Lee amalgamated the City of Charlottetown's two departments – The Downtown Revitalization Committee and the Economic Development and Tourism Committee. As a result of this change, the new Economic Development and Tourism Committee is a standing member on the Downtown Charlottetown Inc. Board of Directors.

As Chair of this newly formed Committee, I have had the opportunity over the past year to represent the City of Charlottetown on the DCI Board.

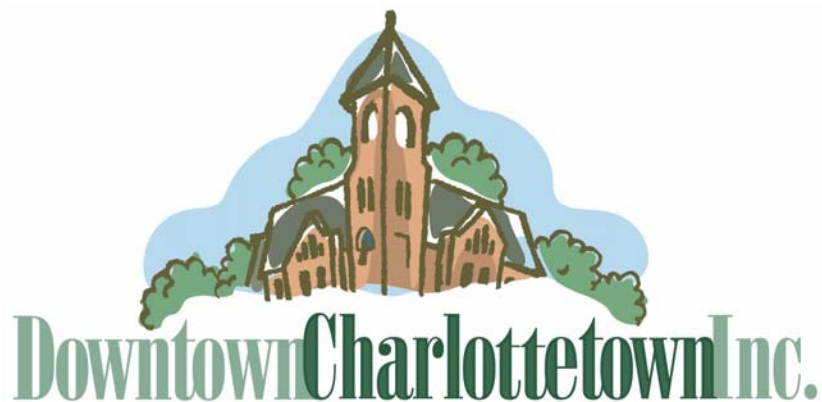
The City of Charlottetown and Downtown Charlottetown Inc. work closely on issues that concern the downtown core such as parking, snow removal and plowing, cleanliness of the City, and of course, the downtown office retail space, which is always forefront in all our discussions.

Over the past year, I was able to witness firsthand great opportunities happening in the downtown core and DCI has been a major player.

One initiative of DCI was the “Adopt a Corner” program that was well received by both visitors and residents alike and added to the ambiance of the downtown core.

The partnership between the City of Charlottetown and Downtown Charlottetown Inc. is crucial to the downtown vibrancy. It is only by working together that we will meet our objective of creating a downtown core that is a great place to live, work and visit.

Submitted by;  
Chair of Economic Development and Tourism  
City of Charlottetown  
Councillor Peter McCloskey



**STRATEGIC PLAN  
APRIL, 2007**

**APPENDIX B**





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## 1.0 BACKGROUND

The Board members and the General Manager of Downtown Charlottetown Inc. (DCI) participated in a Strategic Planning Session on March 31, 2007, facilitated by MRSB Consulting Services. A list of the Board members and the General Manager is provided in Appendix I. In preparation for this session, the participants were asked to complete a brief survey. The purpose of this survey was to receive their feedback on DCI's strengths and weaknesses, which are internal to the organization, as well as opportunities and threats. The survey asked what success looks like for DCI in 5 years, what the overall purpose of DCI is, and what the areas of priority should be. Survey respondents also identified whether or not they felt the current committee structure is effective, and what they wanted to achieve at the strategic planning session. The results of the surveys are provided in Appendices II and III.



## 2.0 OUR PURPOSE

### 2.1 Our Mission

The Mission Statement for the Downtown Charlottetown Inc. is simply:

***To champion a vibrant downtown in which to live, work and play.***

Downtown Charlottetown Inc. plays an important leadership role in education, planning and development on behalf of commercial property owners and businesses within the business improvement area (BIA), at the heart of the community. This role involves educating businesses, residents and visitors from PEI and off Island on what the downtown core has to offer.

### 2.2 Our Vision

Downtown Charlottetown Inc. will lead in the areas of advocacy, business development, beautification and marketing on behalf of its membership. DCI will assist in the planning and development of the BIA to create a beautiful and safe downtown that is **the** destination for diverse businesses, and is vibrant year round.

Downtown  
Charlottetown is  
THE destination

### 2.3 Our Guiding Principles

DCI's guiding principles are as follows:

- **LEADERSHIP:** Demonstrate leadership on issues of importance that fall within the strategic priorities of business development, beautification and marketing.
- **ADVOCACY:** Advocate on behalf of the membership.
- **ACCOUNTABILITY:** Establish goals and utilize resources effectively to achieve measurable results within the business improvement area and on behalf of the membership.



DCI has proposed to amend its bylaws to ensure that the Past President continues to sit on the Board of Directors. The Past President will be the Chairman of the nominating committee for the incoming executive. This will help to retain knowledge within the organization at the board level. Any incoming board members will be provided with an information package that will include, at a minimum, this strategic plan, the committee action plans, and minutes from the board meetings.

### 3.0 OUR PRIORITY AREAS

The Downtown Charlottetown Inc. has identified four priority areas: Business Development, Marketing, Beautification and Organization. Organization includes advocacy, membership, and partnerships.

The Four Priority Areas for Downtown Charlottetown Inc.





## 3.1 Business Development

### 3.1.1 Rationale

In order to create a vibrant downtown, DCI seeks to retain existing businesses and attract new ones within the business improvement area. Businesses include private sector, institutional and government infrastructure. DCI will assist in the future planning for business development within the BIA.

A vibrant downtown attracts more businesses and

### 3.1.2 Goals

The three-year goals for the Business Development priority have been identified as follows:

- (1) To prepare a conceptual plan working with City planning.**
- (2) To support the maintenance and growth of existing businesses.**
- (3) To attract new businesses and institutions.**
- (4) To retain and attract government offices downtown.**

### 3.1.3 Action-Oriented Items

- Remove deterrents to development (e.g., parking).
- Find out what DCI can do to better assist existing businesses.
- Be aware of government leases coming up for renewal.
- Prepare an inventory of vacant buildings.
- Establish a Parking Authority.
- Recruit and retain businesses.
- Establish an appropriate mix of businesses in the downtown core (e.g., entertainment, retail).
- Recruit and retain people to work.
- Establish a quality of life.
- Work with the City to ensure that regulations and development fit within the overall plan for the area.
- Lobby federal, provincial and municipal governments to ensure buildings are located downtown.
- Make sure bids continue to be submitted in the downtown area.
- Be aware of City policy and planning bylaws (e.g., costs and taxation).
-



## 3.2 Beautification

### 3.2.1 Rationale

Beautification is a priority for the business improvement area in order to create a vibrant downtown where people want to live, work, and play. DCI will support efforts to ensure a safe and secure downtown that continues to attract businesses and offers residents the highest quality of life.

**A beautiful, safe  
and secure downtown  
is a more vibrant**

### 3.2.2 Goals

The three-year goals for the Beautification priority have been identified as follows:

- (1) To continue to support streetscape projects.**
- (2) To partner with the City on plans for beautification of the business improvement area.**
- (3) To continue to create a safe and secure downtown.**

### 3.2.3 Action-Oriented Items

- Continue to support streetscape.
- Promote a safe and secure downtown core.
- Partner with the City on projects.
- Clean up areas.
- Decorate the core during the holiday season.
- Focus on beautification deterrents such as graffiti and windows on vacant premises.
- Advocate for projects that will contribute to a beautiful downtown core.



## 3.3 Marketing

### 3.3.1 Rationale

Downtown Charlottetown has a lot to offer existing and new businesses, as well as consumers and residents. DCI can assist in promoting these benefits to support the sustainability and growth of existing businesses and the attraction of new businesses to the business improvement area. Promotions will be targeted at businesses, residents and consumers from both PEI and off Island. DCI will also communicate with its membership and demonstrate the value of being a part of not only the downtown area but also DCI.

Promoting what the downtown has to offer will make it even

### 3.3.2 Goals

The three-year goals for the Marketing priority have been identified as follows:

- (1) To develop a three-year marketing plan for DCI.
- (2) To review relevancy of action items for marketing plan on a yearly basis.
- (3) To develop a list of potential partners and a communication plan to further develop relationships with these partners.
- (4) To compile lists of target markets (e.g., Islanders living away and potential businesses to relocate to the area) based on existing lists available through partners.
- (5) To promote member businesses.
- (6) To demonstrate value of membership by communicating benefits.

### 3.3.3 Action-Oriented Items

- Brand city/concept.
- Advertise to Islanders.
- Prepare a document for potential businesses.



- Communicate to members.
- Communicate with potential partners.
- Promote events such as the festivals (e.g., Winter Dine) and work with potential partners on these promotions.
- Create a database of Islanders who may want to return to PEI by accessing existing lists through partners.
- Support service training seminars.
- Create a business directory.

## 3.4 Organization

At the organizational level, DCI is concerned with Advocacy, Membership and Partnerships with other organizations that have similar goals for the business community.

### 3.4.1 Advocacy

DCI's primary purpose is to advocate on behalf of its membership. Advocacy plays an important role in business development, beautification and marketing.

DCI has identified the following goals for advocacy:

- (1) To create an annual (or semi-annual) Policy Forum with City Hall.**
- (2) To identify and nurture a relationship with a champion at City Hall.**
- (3) To better connect with partners for identifying projects and initiatives that will result in their mutually achieving goals for the downtown core.**
- (4) To actively engage in media and public relations activities for the downtown core.**



### 3.4.2 Membership

DCI's membership includes commercial property owners and businesses located within the business improvement area. DCI demonstrates value to its membership through tangible results that contribute to a vibrant downtown.

### 3.4.3 Partnerships

DCI plays a leadership role in creating a vibrant downtown for living, working and playing. DCI will cooperate with other organizations to educate each other of their respective roles, and to leverage each other's resources when working towards similar goals. Existing and potential partners include, but are not limited to, the list provided on the following page.

- The Greater Charlottetown Area Chamber of Commerce
- Tourism Charlottetown Inc.
- City Hall
- The City Revitalization Committee
- Charlottetown Area Development Corporation (CADC)
- Charlottetown Harbour Authority Inc. (CHAI)
- The Provincial and Federal governments
- PEI Business Development (e.g., business attraction)

## 4.5 Committees

DCI has identified the following four committees to support the achievement of its mission and goals:

- Advocacy
- Business Development
- Beautification
- Marketing
-



## 4.0 RECOMMENDED NEXT STEPS

The Downtown Charlottetown Inc. has already identified the overall strategic direction for the organization. The organization must identify the specific action items in order to achieve DCI's overall goals and mission.

The next steps are recommended as follows:

- Assign responsibility to each committee by identifying a lead and members.
- Have each committee prepare an action plan, which would include identifying the following for each goal:
  - Action items: what needs to be achieved in the short-term and long-term;
  - Members responsible;
  - Required resources;
  - Potential partners;
  - Other support required (skills and financial);
  - Measures of success; and
  - Time frame.
- Present action plan to Board for their approval.
- Hold regular meetings at the committee level.
- Identify monthly reporting procedures to the board.
- Implement plan.
- Identify list of top 10 opportunities for DCI based on the action plans.
- Assign a lead to each opportunity.
- Revisit the top 10 opportunities at board meetings.
- Continue to add to the top 10 list as projects are completed or no longer a priority.
- Hold a strategic planning session at the Board level to reevaluate goals for DCI every year.



## **APPENDIX I      DCI BOARD MEMBERS**

The Board members as of March, 2007, were as follows:

David McInnis, President  
Mike Murphy, Vice President  
Shaun MacIsaac, Treasurer  
Harry O'Connell, Past President  
Mitchell Tweel, City Representative  
Debra Wellner  
Joe Dow  
Larry Jones  
Peter Hyndman  
Peter Norton  
Scott MacKenzie  
Tanya O'Brien  
Terry Allen  
Dawn Alan, General Manager



## **APPENDIX II SWOT ANALYSIS**

The strengths, weaknesses, opportunities and threats identified by the Board members and the General Manager of DCI who responded the survey prior to the strategic planning session are summarized below. Note that an "\*" means that the comment was made more than once.

### **Strengths**

- The board members are skilled and have a good mix of experience
- A cooperative atmosphere; good sharing of information, and good momentum
- A fairly good board, an excellent group to work with
- Very committed/Good Executive Director\*
- Genuine interest in success for City
- Common goal to revitalize and create a strong downtown
- Single focus on the development/betterment of main downtown core of Charlottetown\*
- Focused exclusively on business development
- Members
- Not a government body
- Private company operating on a member levy for core funding
- Some successes
- Advocacy has been good

### **Weaknesses**

- Lack of direction/goals/focus\*
- Membership is not involved, low AGM attendance, members may not see the relevance\*
- Lack of support from City Hall\*
- Board members act on own interests and not the overall good of DCI\*



- Overlapping efforts/jurisdictions with other organizations (e.g., City development department, Greater Area of Charlottetown Chamber of Commerce)\*
- Opportunities and not housekeeping items should be addressed during Board meetings
- Spend too much time on small issues (e.g., graffiti and parking spots) and not enough on strategic items (e.g., A Parking Authority)
- Lack of working committees
- Mostly volunteer efforts (therefore, efforts are not consistent)
- Its newness does not give it the regard held by other more institutionalized organizations
- Board members need to be more active and proactive rather than just advisory because of chosen niche and newness of organization
- Available funds

## Opportunities

- Timing – lots happening in the City/new developments
- Willingness for people to work together – City, Tourism Charlottetown Inc., Chamber
- Increase the business improvement area
- Downtown Charlottetown has a lot of assets to work with
- Greening
- Business development
- More people living downtown
- A City Hall sensitive to the opportunities for more business and residential development downtown
- To become marketing arm of downtown business
- The city has so much potential because of its historical past from facilities to location on a Harbour
- Our size makes getting things done easier than it would in most centres - small gains/projects/improvements make a difference
- Early efforts of placing financial services sector as a priority for development in the government's incentive programs bodes well for many projects
- Partner to bring outsource projects to Charlottetown



- Can attract public sector incentives and create a substantial context for private sector business development

## Threats

- Many of the decisions affecting us are out of our hands
- Potential difficulty in finding future volunteer committee members
- Lack of membership involvement
- Too much micro-managing (e.g., parking)
- Not seeing long-term benefits of projects (e.g., streetscape)
- Small minded attitudes
- Lack of vision/not focused on goals for improvement
- Resistance to change
- No clear mandate for spending budget
- Regulations and controls imposed by City and DCI limit creativity and growth
- Focus is on what is going on outside the city; not what we can do in city
- Too many groups, including City Hall, saying they are doing same things
- Tourism Charlottetown
- City Hall\*
- Competition outside the core
- Potential to lose its way if involved in more politicized issues
- Potential to lose its focus with involvement in extraneous issues
- If enough members complain about the levy burden versus the effectiveness of DCI, the organization could lose its operation mandate as a BIA



## **APPENDIX III SURVEY RESULTS**

DCI's Board members and the General Manager were asked to complete a survey prior to the strategic planning session held on March 30, 2007. The survey responses are summarized in this section. Note that an "\*" means that the comment was made more than once.

### **(1) The Overall Purpose of DCI**

In terms of the overall purpose of Downtown Charlottetown Inc., the survey respondents said the following:

- To move Downtown forward (**revitalization**)
- To help with the **revitalization** of downtown core
- To **revitalize** the City by creating jobs, residents and taking on beautification projects (e.g., streetscape)
- To **market** the downtown, **advocacy**, **beautification**
- To strengthen the downtown core of Charlottetown with diversified base of **businesses** and **market** accordingly
- To create long-term year round **private sector jobs** and attract **new residents** to **revitalize** the downtown core for future generations
- To **develop business** in the downtown core

### **(2) Effectiveness of DCI in Achieving This Purpose**

The survey respondents were asked how effective DCI was in achieving its overall purpose. While some of the comments are favourable, DCI could be more focused on strategic issues, become more involved in advocacy, and better utilize resources of other organizations.

The comments were as follows:

- Yes, positive things are happening in the Downtown and there is real forward movement.



- No, too much time discussing parking and too much money on marketing. If we have the product that people want, we will not have to market as much and people will find parking.
- Yes, we have made effort toward that goal.
- Not yet. Missing the big picture. Too many small issues and not enough vision.
- We could be more vocal in advocacy.
- In a small way, but must use other resources (City, Chamber etc.) to do it.
- The objective was to create 100 new jobs and 100 new residents per year. So far it has been very successful at doing both.
- Yes, we have seen many positive things happen in the Downtown and there has been real movement forward instead of backward.
- Some success, AEM Trimark announcements were a direct result of DCI initiatives; density changes in City the same. There have been very good steps.

### **(3) What DCI Can Do Differently In Order to Achieve Overall Purpose**

- Continue to focus on mandate and become more institutionalized in the community. Determine needs first; then develop committees.
- Move to project oriented committees and not the present structure.
- Would like to see the collective talents of Board members more focused on making a difference. Also think we should be thinking bigger.
- This planning session is a perfect start. Plus should find ways to get membership as a whole more involved.

### **(4) Areas of Priorities**

The survey respondents were asked to identify and rank the areas of priority for DCI. The areas of priority identified by the survey respondents are as follows:

- Lobby/advocacy
- Attract new business
- Beautification/product development



- Marketing
- Membership relations
- Residential development
- Parking
- “City Watch” (e.g., parking, cleanliness, safety)
- Economic development
- Stronger in allies
- Physical improvements (work with others – CADC, City, Business)
- Unique position for Charlottetown - for more than tourism interests and market that position

## **(5) Committee Structure**

Fifty-six percent of the survey respondents felt that the current committee structure was somewhat effective, whereas the remainder of the respondents said effective. The comments with regard to the committee structure are summarized as follows:

- Too much micro managing e.g., Parking Committee\*
- Needs to be better defined
- Are they the right committees?
- Determine needs first and then develop committees
- Need project oriented committees and not present structure
- Each committee should have members outside of board
- More involvement from committee members and less reliance on the General Manager
- Get membership more involved\*
- Term limitations of Chairmanship of committees\*
- Should be at least two active Board members on each committee
- Communication to/from committees could be more effective
- Committees need plan for what they want to accomplish relative to overall DCI Board agenda (e.g., one year) with ongoing updates
- Hold public sessions for input
- Coordinate with other organizations



## **(6) Recommendations Provided**

The main overall recommendations provided by the Board members and the General Manager who responded to the survey are as follow:

- Develop a long-term plan and follow it.
- Do not micro manage issues.
- Get all groups together – City, CADC, Tourism Charlottetown, PEI Business Development Inc. – to: (a) find out who is doing what; (b) to stop overlapping priorities; and (c) to find out if DCI has a unique purpose.
- Establish a unique position for the city.
- Need to be “thinking bigger”.
- Would like to see collective talents of board members more focused on making a difference.
- Find ways to get membership as a whole involved.
- Do more public events that directly involve membership.
- Changes to the Board structure to include a position for Past President and to create a format for the President Elect.



*Downtown Charlottetown... Make it Your Own*



**Downtown Charlottetown Inc.**

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