



Downtown Orillia Business Improvement Area

Annual General Meeting

Thursday, October 22, 2026 – 6:00 PM
Creative Nomad Studios
23 Mississauga Street West, Orillia (2nd Floor)

Agenda

Notice: This meeting will be held in-person. The meeting will not be live-streamed or recorded and the minutes shall remain the official record of the proceedings.

Open Session

Chair- Doug Cooper

Call to Order

Approval of Agenda

Disclosure of Interest

Minutes

1. Annual General Meeting, October 23, 2025.

Reports

1. Words of Welcome – MP Adam Chambers (video), MPP Jill Dunlop (video)
2. Doug Cooper, Chair re – DOBIA 2026 Annual Report
3. Michael Fredson, Treasurer, re – 2027 Budget and Financial Report
4. Jennie-May Banks, Vice Chair re – Programming, Marketing & Sponsorship Committee Report
5. Megan Murray, Secretary re – Beautification, Maintenance & Streetscaping Committee Report
6. Megan Murray, Secretary re – DOBIA Policy Report
7. Tarah Harper, DOBIA Membership Coordinator re – DOBIA Awards (DOBIE's)
8. Deron Johnston, Executive Director re – Unofficial Results of DOBIA Board Election
9. Deron Johnston, Executive Director re – Acknowledgments

Date of Next Meeting

October (TBD), 2027, at Creative Nomad Studios (2nd Floor).

Adjournment



Downtown Orillia Business Improvement Area Minutes

Annual General Meeting of the DOBIA Improvement Area for Tuesday, October 23, 2025

Present: Doug Cooper, In the Chair
Megan Murray, Secretary
Michael Fredson, Treasurer
Ruth Howorth, Director
Jeff Gilbert, Director
Jenna French, Director
Jennie May Banks, Vice Chair
Councillor David Campbell

Absent: Darcy MacDonell, Director

Open Session

Chair- Doug Cooper

Call To order

The meeting was called to order at 6:05 PM.

Approval of Agenda

Moved by Patricia Cousineau, seconded by Shelby Stock

“THAT, the agenda for the 2025 AGM, be approved as distributed.”

Carried.

Disclosure of Interest

None declared.

Minutes

1. Annual General Meeting, October 15, 2024

Moved and seconded: Patricia and Shelby

“THAT, the minutes for the Annual General Meeting held on October 15, 2024, be approved as distributed.”

Carried

Keynote Speaker

1. Kay Matthews, City of Toronto Community Developer for BIA's

Reports

1. Doug Cooper, Chair re – DOBIA 2025 Annual Report
Moved by Mark Watson and seconded by Cam Fraser.



“THAT, the 2025 Annual Report be received.”

Carried.

2. Michael Fredson, Treasurer, re – 2026 Budget and Financial Report
Moved by Patricia Cousineau, seconded by Mark Watson.

“THAT, the Financial report be received.”

Carried.

3. Jennie-May Banks, Vice Chair re – Programming, Marketing & Sponsorship Committee Report
Moved by Patricia Cousineau, seconded by Shelby Stock.

“THAT, the Marketing, Programming and Sponsorship Committee be received.”

Carried.

4. Megan Murray, Secretary re – Beautification, Maintenance & Streetscape Committee Report
Moved by Mark Watson, seconded by Shelby Stock

“THAT, the Beautification, Maintenance and Streetscaping report be received.”

Carried.

5. Megan Murray, Secretary re – DOBIA Policy Update
Moved by Patricia Cousineau, seconded by Elena Villalba

“THAT, the DOBIA Policy update be received.”

Carried.

6. Tarah Harper, DOBIA Membership Coordinator, re – Special Announcement
Moved by Patricia Cousineau seconded by Yvonne Spaan.

“THAT, the special announcement report be received.”

Carried

7. Deron Johnston, Executive Director re – DOBIA Special Recognition Awards
Moved by Yvonne Spaan, seconded by Shelby Stock.



“THAT, the DOBIES be awarded with gratitude to all members of the DOBIA for their participation in creating a flourishing Downtown.”

Carried.

8. Deron Johnston, Executive Director re – Acknowledgements
Moved by Mark Watson, seconded by Patricia Cousineau.

“THAT, Board gives Acknowledgment and thanks to all who have supported the Downtown and the success of the 2025 DOBIA AGM.

Carried.

9. Open Forum
Moved by Yvonne Spaan, seconded by Elena Villalba:

Name & Business: Patricia Bailey, Allure

Comment: Question regarding event planning procedures. Events within the downtown will have open calls and assessed by the Marketing, Promotions and Sponsorship Committee.

Name & Business: Ellen Wolper, Paper Kapers

Comment: Has concerns around parking in the downtown.

“THAT, the comments be received.”

Carried.

Date of Next Meeting

Tuesday, October 25, 2026, at Creative Nomad.

Adjournment

Moved by Ruth Howorth, seconded by Michael Fredson.

“THAT the 2025 Downtown Orillia Business Improvement Area Annual General Meeting be adjourned.”

Carried.

Meeting adjourned at: 7:46 PM

Doug Cooper,
Chair



Annual Report for the 2022–2026 Term

Over the past four years, the Downtown Orillia Business Improvement Area Board (DOBIA Board) has worked to strengthen downtown governance, support local businesses, enhance public spaces, and foster a vibrant and connected downtown community. Through collaboration, advocacy, investment, and community engagement, the Board has advanced initiatives that support the long-term vitality of Downtown Orillia.

Governance and Organizational Development

- Completed a complete review and update of DOBIA policies and the Procedural By-law
- Established three new standing committees to encourage greater input and participation from members and community partners on key downtown challenges and initiatives.
- Introduced a weekly newsletter to provide members and partners with timely information, updates, and opportunities for engagement.

Beautification and Public-Realm Improvements

- Enhanced downtown lighting through the addition of strands of LED lights to existing light poles, improving the atmosphere and visual appeal of downtown streets.
- Delivered significant beautification improvements throughout the downtown public realm, contributing to a more attractive and welcoming environment.
- Continued working with Streets Alive to support award winning public art initiatives, including the SOAR bird project and other community art projects.

Business Support and Downtown Services

- Provided comprehensive support to businesses impacted by the Peter Street fire, helping affected members navigate the immediate challenges and access information and assistance during a difficult period.
- Completely overhauled the DOBIA website, improving the organization's online presence and accessibility.
- Introduced a new downtown gift card program to encourage local shopping and support participating businesses with less hassle and waiting for merchants.

Events and Community Engagement

- Facilitated or directly organized more than 50 downtown community events over the four-year term, creating opportunities for residents and visitors to experience downtown, supporting local businesses, and strengthening community connections.

Advocacy and Municipal Collaboration

- Worked with City of Orillia staff to review and simplify the municipal sign by-law, helping improve clarity and usability for businesses.
- Advocated to City Council for an underground infrastructure assessment of Mississauga Street to support informed planning for future downtown improvements.

- Advocated for the inclusion of downtown side streets in the Downtown Revitalization project, emphasizing the importance of a coordinated approach that benefits the broader downtown area.

Looking Ahead

The accomplishments of the past four years reflect a commitment to effective governance, meaningful member engagement, business support, and continued investment in Downtown Orillia. This work provides a foundation for future initiatives and reinforces the importance of collaboration between the DOBIA Board, downtown businesses, the City of Orillia, and community partners.

As the organization moves into its next term, the Board's continued focus will be on building upon these achievements, addressing emerging downtown priorities, and supporting a vibrant, welcoming, and economically resilient downtown for businesses, residents, and visitors.

Actual vs Budget Year To Date

January 2025 To December 2025 (12 Months)

Fund - 9 - DOBIA
 Division 98-98 - DOBIA
 Object All
 Consolidated All
 Activity/Program

	Budget	YTD Actual Cost	Variance Over/Under	Percentage Variance
Revenues				
Grants and Donations	-	-	-	0.00 %
Reserve Funding	-	14,283	14,283	100.00 %
Taxation	309,138	306,524	(2,614)	-0.85 %
User Fees and Serv Chgs	51,256	45,147	(6,109)	-11.92 %
Total Revenues	360,394	365,954	5,560	1.54 %
Expenses				
Administration				
76100 - Adv Promotion	16,000	27,519	11,519	71.99 %
76150 - Licence And Reg	1,500	213	(1,287)	-85.78 %
76190 - Staff Recognition	1,000	-	(1,000)	-100.00 %
76200 - Training Develop	1,500	1,567	67	4.47 %
76220 - Conf Seminar	5,000	4,176	(824)	-16.49 %
76280 - Meals	12,000	-	(12,000)	-100.00 %
76300 - Travel / Accom	600	-	(600)	-100.00 %
76320 - Mileage	1,000	253	(747)	-74.67 %
76500 - Postage	100	-	(100)	-100.00 %
76890 - Misc Exp	33,000	36,215	3,215	9.74 %
Total Administration	71,700	69,943	(1,758)	-2.45 %
Contracted Services				
71000 - Contracts	20,000	13,726	(6,274)	-31.37 %
71200 - Audit Fees	-	1,306	1,306	100.00 %
71220 - Legal Fees	2,000	-	(2,000)	-100.00 %
71300 - Mtce Serv	12,000	8,362	(3,638)	-30.32 %
71360 - Mtce Serv Equip	2,000	-	(2,000)	-100.00 %
71380 - Mtce Serv Vehcl	4,950	5,744	794	16.03 %
Total Contracted Services	40,950	29,138	(11,812)	-28.85 %
Labour Costs	206,044	207,176	1,132	0.55 %

Actual vs Budget Year To Date

Material and Supplies				
77000 - Office Supplies	3,000	11,440	8,440	281.33 %
77010 - Signage	10,000	2,405	(7,595)	-75.95 %
77420 - Materials	-	-	-	0.00 %
Total Material and Supplies	13,000	13,845	845	6.50 %
Redistribution	-	-	-	0.00 %
Rentals and Leases				
74000 - Leases Equip	-	1,815	1,815	100.00 %
74040 - Leases Prop	14,000	13,368	(632)	-4.52 %
Total Rentals and Leases	14,000	15,183	1,183	8.45 %
Reserve Contributions	-	12,590	12,590	100.00 %
Transaction Charges	1,000	1,704	704	70.37 %
Utilities, Tax and Insurance				
72520 - Natural Gas	-	-	-	0.00 %
72540 - Water / Sewer	-	-	-	0.00 %
72560 - Hydro	7,500	5,960	(1,540)	-20.53 %
72580 - Telephone	1,200	1,220	20	1.69 %
72630 - Insurance	5,000	5,546	546	10.92 %
Total Utilities, Tax and Insurance	13,700	12,727	(973)	-7.11 %
Write Offs	-	3,650	3,650	100.00 %
Total Expenses	360,394	365,954	5,560	1.54 %
Net Total	-	-	-	0.00 %

Actual vs Budget Year To Date

January 2026 To December 2026 (12 Months)

Fund - 9 - DOBIA
 Division 98-98 - DOBIA
 Object All
 Consolidated All
 Activity/Program

	Budget	YTD Actual Cost	Variance Over/Under	Percentage Variance
Revenues				
Grants and Donations	-	-	-	0.00 %
Reserve Funding	-	-	-	0.00 %
Taxation	318,173	315,541	(2,632)	-0.83 %
User Fees and Serv Chgs	52,794	-	(52,794)	-100.00 %
Total Revenues	370,967	315,541	(55,426)	-14.94 %
Expenses				
Administration				
76100 - Adv Promotion	8,000	13,553	5,553	69.41 %
76150 - Licence And Reg	10,000	1,821	(8,179)	-81.79 %
76190 - Staff Recognition	500	-	(500)	-100.00 %
76200 - Training Develop	-	-	-	0.00 %
76220 - Conf Seminar	6,000	5,098	(902)	-15.03 %
76280 - Meals	-	-	-	0.00 %
76300 - Travel / Accom	1,000	40	(960)	-96.02 %
76320 - Mileage	304	541	237	78.12 %
76500 - Postage	-	-	-	0.00 %
76890 - Misc Exp	35,500	6,773	(28,727)	-80.92 %
Total Administration	61,304	27,827	(33,477)	-54.61 %
Contracted Services				
71000 - Contracts	10,000	9,804	(196)	-1.96 %
71200 - Audit Fees	1,500	-	(1,500)	-100.00 %
71220 - Legal Fees	2,000	-	(2,000)	-100.00 %
71300 - Mtce Serv	18,000	12,455	(5,545)	-30.81 %
71360 - Mtce Serv Equip	2,000	-	(2,000)	-100.00 %
71380 - Mtce Serv Vehcl	5,500	4,195	(1,305)	-23.73 %
Total Contracted Services	39,000	26,454	(12,546)	-32.17 %
Labour Costs	211,663	172,072	(39,592)	-18.71 %

Actual vs Budget Year To Date

Material and Supplies				
77000 - Office Supplies	5,000	11,204	6,204	124.08 %
77010 - Signage	7,500	-	(7,500)	-100.00 %
77420 - Materials	-	-	-	0.00 %
Total Material and Supplies	12,500	11,204	(1,296)	-10.37 %
Redistribution	-	-	-	0.00 %
Rentals and Leases				
74000 - Leases Equip	-	-	-	0.00 %
74040 - Leases Prop	18,000	13,936	(4,064)	-22.58 %
Total Rentals and Leases	18,000	13,936	(4,064)	-22.58 %
Reserve Contributions	-	-	-	0.00 %
Transaction Charges	13,800	6,894	(6,906)	-50.05 %
Utilities, Tax and Insurance				
72520 - Natural Gas	-	-	-	0.00 %
72540 - Water / Sewer	-	-	-	0.00 %
72560 - Hydro	8,500	4,147	(4,353)	-51.22 %
72580 - Telephone	1,200	951	(249)	-20.74 %
72630 - Insurance	5,000	5,212	212	4.24 %
Total Utilities, Tax and Insurance	14,700	10,310	(4,390)	-29.87 %
Write Offs	-	215	215	100.00 %
Total Expenses	370,967	268,911	(102,056)	-27.51 %
Net Total	-	46,630	46,630	100.00 %



DOBIA 2027 PROPOSED BUDGET

Revenue

Municipal Levy	\$ 319,478.00
Municipal Grant In Lieu of Taxes	\$ 8,000.00
Fees For Service - Maintenance	\$ 54,377.00
Investment Interest Revenue	\$ -
Revenue	\$ -
Federal Grants	\$ -
Provincial Grants	\$ -
Municipal Grants	\$ -
Non-governmental Grants	\$ -
Other Income	\$ -
Revenue Total	\$ 381,855.00

Administration

Salaries	\$ 198,720.00
Benefits	\$ 13,000.00
Conferences	\$ 6,000.00
Training & Education	\$ 1,000.00
Travel & Mileage	\$ 1,000.00
Professional Fees	\$ 8,000.00
Legal Fees	\$ 2,000.00
Audit Fees	\$ 10,000.00
Bank Charges Fees	\$ 500.00
Payment Processing Fees	\$ 1,000.00
Electronics (Phones, Laptops, etc.)	\$ 2,500.00
Insurance (Vehicle, Board & Ops)	\$ 6,000.00
Office Lease	\$ 19,200.00
Recognition Gifts	\$ 500.00
Meeting Expenses	\$ 1,645.00
Office Supplies & Materials	\$ 6,000.00
Postage & Delivery	\$ -
CRM	\$ 850.00
Memberships & Subscriptions (OBIAA)	\$ 1,000.00
AGM Expenses	\$ 500.00
Financial Adjustments (Levy)	\$ -
Reserve Contributions	\$ -
Administration Total	\$ 279,415.00

Marketing & Promotion

Mariposa Downtown Stage (\$700 for sound)	\$ 5,500.00
Holiday Festive Weekend	\$ 500.00
GC Promos & Giveaways (12 Days, Black Fri etc.)	\$ 4,000.00
TODS Signage	\$ 1,700.00
OLCT Tourism Guide	\$ 1,200.00
BIA Events (Monster March, Easter etc.)	\$ 1,500.00
Events Fund (DDS, Car Show, Pride etc.)	\$ 10,000.00
Downtown Dollars Redemption	\$ 2,000.00
Roots North Festival	\$ 1,000.00
Miconex GC Program Fees	\$ 11,340.00
GC Loading Fees/Card Purchases	\$ -
Marketing & Advertising Campaigns	\$ 3,000.00
Website, Hosting, IT Services	\$ 2,000.00
Marketing Coordinator PT	\$ 7,200.00
Marketing & Promotion Total	\$ 50,940.00

Beautification & Streetscaping

Winter Décor - Winter Baskets	\$ 9,000.00
Fall Décor - (Corn Stalks, Hay Bails)	\$ 1,000.00
Streets Alive	\$ 7,000.00
Spring Décor	\$ 1,000.00
Street Furniture (Seating, Cans etc.)	\$ -
Outdoor Flowers & Plants	\$ 1,000.00
Light Pole Banners	\$ 3,000.00
Streetlight Hydro	\$ 7,500.00
Outdoor Maintenance Supplies	\$ 2,000.00
Vehicle Maintenance (Gas, Repairs)	\$ 7,000.00
Snow Removal Equipment	\$ -
Wildlife Management	\$ 10,000.00
Streetscape Upgrades (Alleys, Lights)	\$ 3,000.00
Beautification & Streetscaping Total	\$ 51,500.00

Total **\$ 381,855.00**

Marketing and Sponsorship Committee Year End Report 2026



October 23rd, 2026

Jennie-May Banks
Chair

Year End Report for 2026

The Marketing and Sponsorship Committee achieved many goals this past year.

From supporting events and developing partnerships this committee worked tirelessly to strengthen our brand, develop our procedures and systems and increase foot traffic in our beautiful downtown. I would like to take this time to thank each Board member for their commitment sometimes, sometimes at the cost of sacrificing time away from family and personal business to attend meetings, read reports and help out with specific tasks. It's been a pleasure to work with such dedicated people who share in a common goal of improving our downtown so people feel welcomed. These Board members have proven to be active participants in making our downtown vibrant and appealing with a variety of specialty retail, dining experiences, entertainment and personal services, while taking the lead in its beautification.

This committee has accomplished quite a bit this past year.

1. In partnerships with community members and organizations, we increased the number of events, while making some positive changes to historical annual events, to improve participants' experience downtown and encourage them to stay longer and to return. We financially supported or sponsored every downtown event with the primary goal of being able to attract people and encourage them to discover what we have to offer.
2. We completed the Website project, as to reflect who we are and what we have to offer in downtown Orillia. Our aim is for it to be: user friendly experience with clear navigation, enable and efficiently managed back-end for staff to make changes as needed, enable automatic updates and back-up of website content, optimize the website for desktop, tablets and mobile use, add up to date membership business directory, add membership link/space for communication, have a section for blog, event calendar, drop down menus and news. Handbooks and resource materials will now be accessible for both members and community partners.
3. Through the promotion and usage of the digital Downtown Gift Card, we continued to promote our downtown as a vibrant space to shop, dine, socialize and seek out services.
4. We the support of Orillia CDC, we qualified for a fixed-term, part-time Social Media Coordinator who is tasked with developing marketing campaigns, increase customer engagement and promote foot traffic in our downtown.

5. We completed our re-branding exercise to align our policies and procedures with our mission and values while creating a roadmap for future growth and development. Our re-branding was necessary to clarify our identity, values and purpose. The guidelines developed will help us develop better relationships with stakeholders, focus our strategies, encourage fiscal responsibility and improve communication with both our members and the community at large. As a result, we have also updated and developed a much clearer Downtown Orillia Logo. It will be easier and less expensive to print, copy and can be scaled without compromising any information. The roll out of our new logo will be organic: Along with a social media announcement, all of our social media platforms and our website will be the first to display the new logo, then our community partners will also receive notification of our new logo. Finally, as we progress with activities, contracts and communication, the logo will roll out in time and deliberately and purposefully.



DOBIA Beautification, Streetscaping and Maintenance 2026 Annual Report

Year in Review

Throughout 2026, the Downtown Orillia Business Improvement Area Board (DOBIA Board) continued to invest in the appearance, cleanliness, safety, and accessibility of Downtown Orillia. Through expanded beautification initiatives, improvements to public spaces, investments in winter maintenance equipment, and ongoing collaboration with the City of Orillia, the Board worked to create a more attractive and welcoming downtown for businesses, residents, and visitors.

Key Accomplishments

Expanded Beautification

A significant accomplishment this year was the addition of 32 planters to existing downtown benches, enhancing seating areas and creating more inviting public spaces. This initiative builds on existing streetscape features while adding colour and visual interest to areas where residents and visitors gather.

The hanging-basket program was also expanded from 48 to 75 baskets, an increase of 27 hanging baskets. This expansion supports a more consistent approach to beautification by extending seasonal displays beyond the main streets and ensuring that side streets can also benefit from winter hanging baskets.

Seasonal initiatives also included the continued delivery of fall décor packages for member businesses, providing opportunities to extend decorative improvements throughout the downtown and encourage broader business participation.

Streetscape Maintenance and Public Safety

The Board continued to address the maintenance of downtown infrastructure and public spaces. Concerns regarding lamp posts, including lens cleaning, missing covers, and deteriorating mounting hardware, were raised to highlight the importance of ongoing maintenance and public safety. The Board also continued its investment in downtown lighting improvements and explored opportunities to enhance public spaces through additional lighting and alleyway improvements.

Alleyway Revitalization

The Board continued working with the City of Orillia and community partners to advance plans for downtown alleyway improvements. While progress has required ongoing coordination and permissions from multiple property owners and stakeholders, important groundwork has been completed. A priority alleyway has been identified, artists have been lined up, and budget has been allocated to support the project. With planning well underway, the initiative represents an opportunity to enhance underutilized spaces through public art and lighting, contributing to a more inviting, vibrant, and visually appealing downtown.

Winter Maintenance Improvements

Recognizing the challenges of maintaining downtown streets and confined areas during winter, the Board invested in new equipment, including a blower attachment for the existing plow. This addition is intended to improve snow clearing in tighter areas that are difficult to access with the plow alone, supporting more effective winter maintenance and improved accessibility.

Municipal Collaboration and Downtown Operations

The Board continued working closely with the City of Orillia regarding new winter maintenance and recycling bin requirements affecting downtown operations. This collaboration supports communication between the municipality and the downtown business community and helps identify operational considerations associated with changing municipal requirements.

Community Cleanliness

Community participation remained an important part of maintaining a clean and welcoming downtown. Spring Earth Day cleanup, summer and fall tidy-up initiatives encouraged downtown businesses and members to help care for downtown streets and public spaces, promoting community pride and shared responsibility for the downtown environment. We were able to give out the Golden Broom to Elena Villeba from Uptown Living, Tiffany and Nicholas from Starlight Café and Ruby from Jack and Maddy's, thanks to everyone who was able to participate.

Priorities for the Coming Year

Moving forward, priorities include maintaining and building on beautification initiatives, ensuring appropriate care of planters and hanging baskets, addressing streetscape maintenance and lighting concerns, improving winter maintenance practices, and continuing to work with the City on operational requirements affecting downtown businesses.

Closing Remarks

The past year reflects the Board's continued commitment to practical improvements that enhance the experience of Downtown Orillia. The addition of 32 bench planters, expansion of the hanging-basket program, investment in winter maintenance equipment, and ongoing municipal collaboration demonstrate a focused approach to beautification, public-space maintenance, and operational challenges.

The Board will continue to build on these efforts to support a vibrant, attractive, safe, and accessible downtown for the entire community.



Downtown Orillia Business Improvement Area Board Policy Report

2026 Overview

Over the past year, the Board has undertaken substantial work to develop, review, and organize a comprehensive framework of policies, procedures, and governance resources. This initiative is an important investment in strengthening accountability, improving operational consistency, clarifying responsibilities, and supporting effective governance.

Policy Accomplishments Summary

Key accomplishments during the reporting year include:

Governance and Administration: Developed and organized policy manuals covering governance, financial administration, human resources, marketing and communications, and beautification and streetscaping.

Standalone Policies: Developed or consolidated policies addressing conflict of interest, code of conduct, workplace health and safety, anti-violence and anti-harassment, privacy and confidentiality, records management, social media, flex and remote work, accessibility, and trespass.

Event Governance: Developed a standalone Event Policy and a comprehensive Event Planning Manual to distinguish Board oversight from practical planning guidance.

Human Resources: Advanced staff performance evaluation resources to support structured feedback and professional development.

Member Resources: Developed a DOBIA Member Guide to improve access to information about the organization, its governance, programs, services, and opportunities for participation.

Organizational Continuity: Established a coordinated policy framework to preserve organizational knowledge, clarify expectations, and support consistent decision-making.

Governance Readiness and Next Steps

An important priority has been preparing for the incoming DOBIA Board in January 2027. The policy framework is intended to provide incoming Directors with documented

procedures, clear guidance on their responsibilities, and practical resources to support their roles from the outset.

The policy manuals, standalone policies, and supporting governance resources are scheduled to be brought forward for formal consideration and adoption at the November 2026 DOBIA Board meeting. Following adoption, priorities will include organizing the approved documents for easy reference, communicating applicable policies to staff and Directors, and establishing a policy register and regular review schedule.

Conclusion

The past year's work represents a significant investment in strengthening DOBIA's organizational foundation. Formal adoption in November will be an important milestone in supporting an orderly transition to the incoming Board and ensuring that it begins its term with a well-organized governance framework. This initiative reflects a commitment to accountability, organizational continuity, and the long-term effectiveness of DOBIA in serving Downtown Orillia.