



**UpTown Waterloo Business Improvement Area  
Annual General Meeting  
Wednesday, February 22, 2017, 5:00-7:30 pm  
Delta Hotel, Waterloo, 110 Erb St W**

**Patti Brooks: Welcome**

Introductions to BIA Staff, Board of Directors, City of Waterloo officials, Josh Bean, Guests: Constable Sharon Lloyd (WRPS). Thank you to the Delta Hotel for hosting us.

***Motion to approve the agenda for today, Feb 22, 2017***

***First: Steve Lill (Lillypad)***

***Second: Elaine Stover (Delta Waterloo)***

***Passed without opposition***

***Motion to approve the minutes of the Annual General Meeting held Nov. 4th, 2015.***

***First: Debra Joseph (Twice As Nice/ Twice the Man)***

***Second: Melissa Durrell (Durrell Communications)***

***Passed without opposition***

On behalf of our board of directors and our staff, we would like to take a moment to applaud you, the businesses in UpTown Waterloo for the strength and determination shown over the past couple years. You have risen to the challenge, not without struggle, and you deserve our recognition and congratulations.

**Mayor Dave Jaworsky – City of Waterloo:**

- Thank you business owners, property owners and tenants for what you do. You make UpTown Waterloo vibrant
- The City of Waterloo was proud to help by making parking free during Christmas, to add new parking to replace the spots exchanged for train tracks, to help financially support the UpTown Open campaign, its work on the Community Improvement Program (CIP) and its partnership with the Region of Waterloo
- Suggestions and ideas are always welcome
- Light Rail Vehicle is now in Galt. It is exciting as a new grid-like system transit system is being set up. Once the LRT is running, the 200 iXpress and #7 buses will be rerouted and attach to the spine of the LRT tracks.
- Thank you for patience, marketing efforts, and your successes

## **Jeffrey Zavitz – Chair of the BIA Board of Directors**

Thanks to the City of Waterloo for all the support and working in concert together and making UpTown Waterloo the best. We enjoy one of the best City- BIA relationships and are often complimented and asked for “Best Practices”.

### ➤ **Housekeeping**

#### ***Motion to Approve - 2015 Audit Report***

***1st Lawrence Greaves (Oldfield Greaves & D’Augustino)***

***2nd - Steve Lill (Lillypad)***

***Passed without opposition***

- 2015 budget - redundant to approve as we have already approved the 2015 Audit
- 2016 Year End – there are two numbers noted in draft budget (Green). These numbers are estimates as we do not have final numbers yet.

#### ***Motion to Approve – 2016 Year End Budget***

***1st: Lawrence Greaves***

***2nd: Debra Joseph (FAB and Twice is Nice Twice the Man)***

***Passed without opposition***

### ➤ **Levy overhaul : See attachments: BIA Levy Map & By-Law**

- Redoing the by-law that determines how levies are paid. This will allow more flexibility moving forward as the core changes and we will be able to adapt based on major projected events on a year by year basis
- Property owners will see a decrease in levy rate across the board. The BIA and Board are limited on the kind of relief we are able to provide, as determined by the Municipal Act by which we are governed. We can’t give individual businesses money, so the best way the BIA can provide financial relief to members is to limit levy revenue
- The goal was to make the levy distribution fair to everyone
- The BIA Board will use reserve funding in order to provide relief at double the rate from previous years
  - We have reserves from a previous settlement from Wal-Mart. These funds were originally set aside to offset any negative impacts as a result of Wal-Mart opening in St. Jacobs. We were fortunate that we were not impacted to the extent we expected based on the experiences of other areas. We are using some of these reserves now in order to provide relief during construction and support for beautification.

### ➤ **Change to By-Law - Highlights**

- The revised by-law allows for the opportunity for 3 levy classes with the ability to review on annual basis, as opposed to our current 2 class system.
  - Currently **Class 1 pays 100% of the levy fee and Class 2 pays 50%** based off property tax assessment with little flexibility for alterations
  - New by-law would change this to **Area 1 paying 100%, Area 2 paying 80% and Area 3 paying 60%**, also based off property tax assessment, with the flexibility to alter areas on a yearly basis
  - These percentages were chosen in order to bring the different classes closer together, which makes the levy system fair for the whole BIA.

Adding a third area also adds additional nuance, opposed to our fairly basic 2 class system.

- Levies are based on MPAC assessments, which are delivered to the City at the end of the year - the proposed map is working from base numbers from last year. (2016)
- This is part of the reason the AGM is being rescheduled to the beginning of the new year instead of being held at the end. In the past, levy revenues were based on estimates, but if we wait for the actual MPAC assessment to be finalised, we are able to base levy revenue on more accurate numbers.
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| <p><b>Q:</b> Looking at the map presented, is Area 2 all Primus Land?</p> | <p><b>A:</b> No. Area 2 denotes the areas that have or will be closed twice over this past year and 2017. It gives most relief to this block in recognition of that.</p> |
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***Motion to Approve By-Law***

***1st - Alnoor Keshvani (LOOP Clothing)***

***2nd - Catherine McCall Rokeby***

***All in favour, none opposed***

- With the new bylaw, when changes need to be made, the Board can assess and offset levies accordingly. The Board and Membership will need to approve the map and classes each year going forward.
- The logic behind the changes in classes for this year is as follows: King remains the same, with additional relief for the Erb/Willis Way block as it was closed by ION construction in 2016, and will be closed again for Streetscape construction in 2017.
- Overall, the change in this bylaw allows us to bring levies down and ensure relief right across the board

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| <p><b>Q:</b> What is the red area and how is it affected?</p> | <p><b>A:</b> The red area is Area 2 and this new map will give that area real equitable relief.</p> |
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***Motion to Approve the New Levy Map***

***1st: Lawrence Greaves (Oldfield, Greaves & D’Augustino)***

***2<sup>nd</sup>: Lindsay Gulanis (Fearless Heart Yoga)***

***All in favour, carried unanimously***

➤ **Budget See attachment: Proposed BIA Budget 2017**

- The budget for 2017 was drafted by working backward from what level of relief we could provide.
- We have double the expenses and we are running a significant deficit. Last year’s deficit was due to increased marketing initiatives based on feedback from the membership. Although ION construction is mostly complete, we still need to keep up elevated level of promotion to bring people back into the core, and to promote during Streetscape construction.
  - The deficit doubles because we are reducing what we are asking from members.
- We want to get through the Streetscape project and we need to re-engage consumers
  - To this end, we have added additional money to the marketing budget

- The budget for beautification is slightly down because of the street lighting infrastructure being put in place through the Streetscape project. This street lighting is funded in part by the capital expenditures line item.
- The Parking line item includes the Bauer Lot.
- We help fund an Outreach Worker. Noted in the Budget line item of “Community Outreach/Engagement”.
- The BIA is spending more money to help improve and promote ourselves while asking considerably less of our members to help mitigate any issues that arise.
- The BIA is also contributing to a number of capital projects including Streetscape, Parking North of Erb, and the CIP program.

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| <p><b>Q:</b> When the ION project was going on, we received a subsidy from the Region and Grandlinq, can we expect the same this year?</p> | <p><b>A:</b> We received two subsidies in 2016 – one from the Region of Waterloo and one from Grandlinq - and they have been accounted for under Other Income in the amount of \$40,000. This year we have half of that committed from Region of Waterloo.</p> |
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**Motion to Approve Budget for 2017**

**1st – Lawrence Greaves**

**2nd: Catherine McCall Rokeby**

**all in favour, none opposed**

**Phil Hewitson, City of Waterloo**

- Streetscape North Project -
  - The project has now gone to tender and the City will be accepting bids.
  - Further questions can be directed to Barb McGee Turner and Eric Saunderson.
  - **Barb Magee Turner**, Landscape Architect, P: 519-747-8757 |F: 519-747-8523 |TTY: 1-866-786-3941 E: [barb.mageeturner@waterloo.ca](mailto:barb.mageeturner@waterloo.ca)
  - **Eric Saunderson**, Senior Project Manager | Design and Construction Office: 519-575-4746 [ESaunderson@regionofwaterloo.ca](mailto:ESaunderson@regionofwaterloo.ca)

**Karol Murillo/Brad Witzel, City of Waterloo**

- CIP Program Update - **see attachment: CIP Presentation**
  - Highlights:
  - As a member of the UpTown Waterloo BIA, you are eligible for additional funding from this program
  - The Community Improvement Program is currently in its 2<sup>nd</sup> year of 5 and they are continuing to build and streamline the process. Your patience and understanding is appreciated.
  - Get applications in soon as the program restarts on April 4<sup>th</sup>. The application process generally runs for 5 to 7 weeks.
  - Grading criteria will be available soon
  - **Karol Murillo** is the contact person for this program and can assist you with the application process - [karol.murillo@waterloo.ca](mailto:karol.murillo@waterloo.ca) 519-747-6064

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| <p><b>Q:</b> Can the grant be applied retroactively? I did a renovation in my store recently and this</p> | <p><b>A:</b> No it cannot be but some additional pieces might be available to you. There are so many</p> |
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| <p>grant would have been helpful.</p> | <p>pieces that are moving and being refined as the program moves into its 2<sup>nd</sup> year. As a BIA member, you are eligible for more funding. The CIP team has made changes to ensure there is consistency in experience and application of the program.</p> |
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**General Questions to the City of Waterloo:**

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| <p>Q: We feel there is an excess of bars/restaurants, and we would like to see a more diverse retail environment. Is there anything Economic Development can do to actively recruit retail?</p> | <p><b>Justin McFadden – Director of Economic Development</b> – Our focus is on driving core employment, creating jobs that are generally exporting jobs. As a municipality, we can't mandate that retail be the focus. What businesses grow in the core is market driven.</p> <p><b>Jeff Zavitz</b> – From a Board perspective, we have two primary focuses based on the type of planning concerns we've heard over the last couple months. The questions we need to be asking are what makes a healthy core and what we can do, as a collective, to help the City drive us there.</p>                    |
| <p>Q: It is my opinion that retail brings retail. Is it true that the BIA Board is intentionally bringing bars and restaurants into the UpTown area?</p>                                        | <p><b>Jeff Zavitz</b> - This has never been a conversation ever of the BIA Board. The BIA does not actively recruit businesses into the area. Perhaps this misconception stems from a discussion between the Region of Waterloo and City Of Waterloo working together with changing LLBO rules surrounding outdoor seating. We believe outdoor seating will liven up the streets, making the UpTown area more attractive to potential customers in general. The more people coming into the UpTown area, the more opportunities available to business owners to capitalize on increased foot traffic.</p> |
| <p>Q: When the Streetscape project widens the sidewalks, will the City of Waterloo charge for sidewalk space for patios, etc.? If so, what will the lease rate be?</p>                          | <p><b>Ryan Mounsey</b> – The details are currently being worked out between the City of Waterloo's project team and the Region of Waterloo. We do have increased side walk space which would allow for other uses like patios, sidewalk sales, and so on. Currently, the team is building a system to determine how these uses will work, i.e., what fees might look like. Businesses which want to</p>                                                                                                                                                                                                   |

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|                                                                                                                                                  | <p>use the sidewalk for a patio (for example) will probably have to have an encroachment agreement set up in order to use the space.</p> <p><b>Steve Ross</b> - As Ryan mentioned, some encroachment agreements will have to be in place, and there would potentially be a charge for this encroachment. This is standard throughout Region. An option currently being considered does include an annual fee for the use of the space, plus a one-time fee to set up the agreement. The City Of Waterloo will update when the plan is finalized.</p> |
| <p>Q: Will this application be open to all businesses or just restaurants?</p>                                                                   | <p><b>Ryan Mounsey</b> – As things stand right now, this opportunity will be available to all but details are being still being sussed out. The idea is to get people out on the street and visible.</p>                                                                                                                                                                                                                                                                                                                                             |
| <p>Q: Is there any chance of construction being delayed for the King Street North project?</p>                                                   | <p><b>Phil Hewitson</b> – we have provided a schedule in the tender. As with all construction, the project is subject to weather, or contamination that could cause delays.</p>                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Q: At last meeting the City of Waterloo had some plans to do construction on Regina St. Is this going to happen at the same time as King?</p> | <p><b>Phil Hewitson</b> - The goal is to keep traffic moving. There will be resurfacing work on Regina St but the City is looking to keep it moving and ensure access is maintained.</p>                                                                                                                                                                                                                                                                                                                                                             |

**Mandy Brouse, BIA Marketing Committee Chair**

- We are always looking for more volunteers to sit on the Marketing Committee. If you would like to join, please contact the BIA office.
- Achieved during 2016
  - Open Campaign – lots of great feedback, especially those advertisements used pics of actual biz owners in UpTown Waterloo CTV Commercial –The BIA has an ongoing partnership with CTV. These commercials featured owners, managers and staff at more than 35 businesses
- Events in 2016
  - The BIA is directly involved in 10 major events every year that bring people into the UpTown area – e.g. the Jazz Festival brought approximately 30,000 people over 3 days to UpTown Waterloo and so did the Buskers Carnival.
  - Ran two additional events this year regarding construction – The Big Dig (June 3) and the Festival of Living Streets (December 3). Both were well received by businesses.
- Opportunities
  - Social Media reach – the BIA has almost 4,500 followers on Instagram, over 20,000 on Twitter, and over 3,000 followers on Facebook. We can help amplify

your messages on social media. The marketing opportunities booklet included in your package indicates how you can get in touch with us to have your posts shared on social media or have a profile of your business posted on the BIA channels.

- Co-op Advertising
  - Currently have cultivated over 14 partnerships with local media outlets, The BIA offered a full subsidy of the program in November, December and January
  - 41 businesses utilized this program in 2016
- Final Fridays
  - Final Fridays is an initiative of the City of Waterloo. This is a free marketing opportunity meant to partner with businesses and help promote whatever programming you are currently planning, as long as it is related to arts, culture, or cuisine.
  - It is promoted through print and social media. The intention of the program is to draw people into businesses and encourage them to stay.
  - Contact Katie Wilde ([katie.wilde@waterloo.ca](mailto:katie.wilde@waterloo.ca)) if you are interested in participating.
- Business Directory
  - Printed every two years to balance providing relevant information as well as cost-effectiveness.
  - This brochure is distributed throughout Waterloo Region from Sportsworld up to St. Jacob's, at tourism locations, hotels, conferences, and events
  - It provides an additional opportunity to promote your business and draw people into the UpTown area.
  - Businesses also have the opportunity to advertise in the directory; if you are interested in purchasing ad space in this year's edition, contact Patti Brooks ([patti.brooks@waterloo.ca](mailto:patti.brooks@waterloo.ca))
- Goals for 2017
  - Member Engagement Session
    - Working in partnership with the Advocacy and Relationships Committee to hold a Member Engagement Session this year
    - This session will provide members with the opportunity to share their ideas for great marketing programs and events the BIA could be doing.
    - We plan to execute some of the ideas that come from these sessions
    - The date for this session is to be announced, but the goal is for late Spring – more information to follow.
  - Members Only Section of BIA Website
    - A password protected portal where information regarding the BIA will be easily accessible to all members, including Board minutes, newsletters, governance policies, information about programs and services
    - This will be ready by mid- to late- March
  - Business-led Events
    - Funding has been set aside to assist businesses putting on their own events
    - An application process is being determined and funding will be given on a first-come first-serve basis

- More information to come by mid-March
- Increased Social Media Advertising
  - We have allotted a separate line item in the budget specifically for more social media advertising, such as boosted posts on Facebook and Instagram, as well as ads on Facebook and Twitter.

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| <b>Q:</b> How are events measured and how do we decide that an event is successful? | <b>A:</b> We keep track of social media metrics around the event; we also estimate attendance at each event. We often rely on feedback from businesses to determine success of the event. We do an Event Summary after every event. |
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**Comments:**

- Shaun Sutter (Ponyboy Vapes) volunteers for marketing committee
- Businesses are sometimes unaware of BIA events and marketing initiatives
- Desiree Lichte (Button Factory) - Responsibility of business owners to keep themselves informed, read the updates that come out, make sure your email is on the list, etc
- Q: Board meetings – rumour that they are not well attended.  
A: Patti explained that was not accurate. Board meetings are very well attended and there are policies in place regarding missing meetings.
- Shaun Sutter expressed disappointment in marketing initiatives coordinated by the BIA. Asked if anyone on the marketing committee has a marketing degree.
- Janice Powell (Eyelight Inc) – Yes, I do; I am a marketing professional on the marketing committee. As a Senior Partner at Eyelight in UpTown, I have over 15 years’ experience in marketing. Also mentioned that the marketing committee is very focused on metrics
- Shaun Sutter also alluded to successful marketing and engagement practices in the Downtown Guelph BIA; the marketing Chair and committee will investigate this and look into how we might be able to employ some of their practices

**Lawrence Greaves: Advocacy and Relationships**

- Hard to know what everyone wants when we don’t have huge participation. For example, we only have approximately 35 businesses (out of 456) here at the AGM
- Membership Engagement Session
  - Mandy mentioned these in the marketing presentation
  - This session will be a great opportunity to come tell us what you want to do!
- Commercial garbage collection – there are specific things you should know that affect you, like whether or not your location will still receive garbage removal service from the Region of Waterloo or if you/your landlord will need to arrange for private collection. This information can be found on the [Region of Waterloo’s website.](#)
- Reminded everyone that the BIA Board and committees are made up of volunteers, apart from the 4 BIA Staff. We would love to have input from more volunteers.
  - Come join the Advocacy committee

**Adjourned 7:37 pm**