

UpTown Waterloo BIA Strategic Plan

	UpTown Identity	UpTown Leadership	UpTown Growth	A Strong Voice for UpTown
Strategic Pillar	UpTown Waterloo BIA has a bold brand that is distinct, demonstrates our leadership and innovation and clearly tells people who we are, what we value and why we are unique.	UpTown Waterloo BIA's leadership team is seen as inventive and bold. We are well-informed, approachable and intensely focused on the strategic goals of the organization.	UpTown Waterloo BIA embraces growth through intensification and an integrated commercial core. While buildings are going up, the public realm will become increasingly green, walkable, vibrant and bustling.	The UpTown Waterloo BIA has a strong, clear voice, advocating for our membership and articulating our vision for UpTown Waterloo.
Outcomes	Partner with other stakeholders—City, Region, developers and others—to develop a bold and distinct UpTown Brand. We will actively reach out to businesses that align with the brand and encourage them open in UpTown.	Strengthen the BIA Committee structure by including greater diversity of voices. Provide regular information briefs to Board Members so they are well-informed on key issues affecting the BIA. Regularly bring in experts on technical matters to brief the Board and enhance our decision-making capabilities.	Animate and utilize the current public spaces in the BIA, drawing on the "Public Realm" report and other resources. Create a more formalized communication channel between the BIA and the City Staff and Councilors.	Build an annual Communications & Marketing Plan. Create and implement an Advocacy Plan that focuses on the evolution of the BIA for the next 15 years.
Key Metrics	Development of a new identity, brand and corresponding brand guide. Implementation of the brand. Percentage growth of new businesses year over year. Retention rate of the businesses that open in UpTown.	Increased number of committee members and greater diversity of voices among those members. Development of a new Board member onboarding process. Increasing % of Board members attending the OBIAA Conference. Hold regular, short information sessions on what other BIAs are doing to learn from their experiences. Monthly "Expert Sessions" to brief the Board.	Based on the public space audit that has been completed by the City, identify a prioritized list of public spaces to animate. Increased activation of public spaces on a growing percentage annually. A regularly scheduled series of meetings with City staff and Councillors. Quarterly reports to the Board on the outcomes of the meetings with the City staff and Councillors.	Completion and implementation of the Communications & Marketing Plan. Quarterly OpEd published. Conduct quarterly stakeholder surveys / learning sessions to gain feedback and perspectives to advise our Advocacy work. Percentage of success on Advocacy initiatives that were suggested by the BIA to the City or Region.