



## Uptown Waterloo BIA Strategic Plan 2022 – 2025

	<b>Uptown Identity</b>	<b>Uptown Leadership</b>	<b>Uptown Growth</b>	<b>A Strong Voice for Uptown</b>
<b>Strategic Pillar</b>	<p>The Uptown Waterloo BIA has a bold brand. Uptown is the cultural epicenter of our community bringing together arts and culture, specialty shopping experiences, unique dining and diverse community events. It is a place that celebrates people from all walks of life.</p>	<p>Uptown Waterloo BIA’s leadership team is inventive and bold. We are well-informed, approachable and intensely focused on the strategic goals of the organization. The diversity of the BIA leadership team reflects the Uptown business community.</p>	<p>As the voice for the City Centre of Waterloo, the Uptown Waterloo BIA embraces sustainable growth through intensification and a diverse mix of uses. As Uptown intensifies, the public realm will become increasingly lively and walkable and green.</p>	<p>The Uptown Waterloo BIA has a strong, clear voice, advocating for our diverse membership and articulating our vision for Uptown Waterloo.</p>
<b>Outcomes</b>	<p>Through active planning, partner with other stakeholders—City, Region, developers, residents and others—to develop a bold and distinct Uptown brand that showcases diversity of community and businesses.</p> <p>Actively reach out to retail businesses that align with the brand and encourage them open in Uptown.</p>	<p>Strengthen the BIA infrastructure by including greater diversity of voices.</p> <p>Provide targeted tools and support for businesses to meet specific needs and/or in response to unexpected circumstances.</p> <p>Regular information briefs to Board Members so they are well-informed on key issues affecting the BIA.</p> <p>Regularly bring in experts on technical matters to brief the Board and enhance our decision-making capabilities.</p>	<p>Animate current public spaces in the BIA, drawing on the “Public Realm” report, Laurel Greenway Study and other applicable resources.</p> <p>Leverage the strong connection between the BIA, Council and City staff regarding affordability, mix of uses and equity as they directly affect Uptown Waterloo.</p> <p>Work with City staff in developing a planning strategy for City-owned lands that positively contributes to the Uptown BIA’s goals.</p>	<p>Build an annual Communications &amp; Marketing Plan that aligns with our goals and pushes boundaries.</p> <p>Update and implement a 15 year Advocacy Plan that includes regular surveys and an annual visioning exercise.</p>
<b>Key Metrics</b>	<p>Ongoing implementation of the brand.</p> <p>Percentage growth of new as well as unique and diverse businesses year over year.</p>	<p>Increased number of committee members and greater diversity of voices among those members.</p> <p>Regular “Expert Sessions” to brief the Board.</p>	<p>Based on the public space audit that has been completed by the City, identify a prioritized list of public spaces to animate – create and implement a placemaking plan.</p>	<p>Completion and implementation of the Communications &amp; Marketing Plan and share successes.</p>



	<p>Retention rate of the businesses that open in Uptown.</p> <p>Engagement rates of members related to BIA initiatives.</p>	<p>Skills matrix for Board.</p> <p>Key metrics for new businesses around diversity in ownership e.g. BIPOC, indigenous, women etc.</p> <p>Diversity, equity and inclusion (DEI) policy and training for Board, staff and membership.</p>	<p>Increased activation of public spaces on a growing percentage annually.</p> <p>A regularly scheduled series of meetings with City staff and Councillors – with quarterly updates to Board.</p>	<p>Percentage of success on Advocacy initiatives that were suggested by the BIA to the City or Region.</p> <p>Metrics from annual visioning exercise, general membership meetings and surveys.</p> <p>Media releases and media hits.</p> <p>Touchpoints with businesses.</p>
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