

MAR 16 2018

Referred To MOC

**AGM Special Business — April 5, 2018 – 6:30pm**  
**@ Central Cariboo Arts and Culture Centre**

Accept 2019-2024 Business Promotion Scheme (to be sent to City of Williams Lake for bylaw renewal).\*

**\*Information to Members: Williams Lake Central Business Improvement Area Association (doing business as Downtown Williams Lake BIA) is a non-profit organization that represents our members and works towards creating a highly prosperous business destination in downtown Williams Lake. Every class 5 and 6 property owner within our boundaries and every one of their tenants (business owners) is a member of our organization.**

We are funded by a levy on property owners that is requested by us, collected by the City of Williams Lake via a bylaw that adheres to the *Community Charter*, and distributed to us. We are an entirely separate entity from the City of Williams Lake and value their support, our partnerships, and shared goals. We also aim to supplement our levy by seeking out grants and sponsorship opportunities.

Our bylaw with the City of Williams Lake is based on 5-year terms and we are up for renewal of the bylaw this year. A successful renewal will allow us to continue with our new Strategic Plan from 2019-2024.

For this renewal period, we are requesting no changes to our boundaries and no yearly increase in our levy amount from the 2018 total of \$122,335.00. Due to inflation, this actually represents a net decrease in funding every year; which we can absorb due to our ever-increasing efficiency.

## **2019-2024 Business Promotion Scheme**

### **Revitalization**

Marketing and Promotions, we will:

- Develop an ongoing marketing strategy that promotes Downtown Williams Lake (DWL), tapping into the “Shop Local” movement.
  - Promote DWL goods and services to local, regional, and tourist markets via collective advertising.

- Research and implement effective digital and non-digital marketing strategies.
- Support events that promote and benefit downtown businesses and stakeholders.
  - Provide financial and/or operational support to no less than two events annually that draw people into the downtown core of Williams Lake. These events will promote a sense of place in our downtown and/or directly benefit downtown business foot traffic.
  - Provide no less than two DWL signature events annually that directly benefit downtown businesses while creating a sense of community downtown.
    - Regularly evaluate and adjust events in order to design the most effective events for our members and the community.

Economic Development, we will:

- Support the City of Williams Lake in attracting and retaining new business in DWL.
  - Maintain strong working relationship with the City of Williams Lake Economic Development Officer and assist with studies and reports on business in the downtown core.
  - Partner with the City of Williams Lake EDO to identify business opportunities in the downtown and support recruitment efforts.

Downtown Enhancement, we will:

- Identify partners and establish relationships with them to improve: Walkability and accessibility, beautification, wayfinding, connections to the environment, and safer and cleaner streets
  - Implement a street banner program.
  - Support or lead the expansion of a vacant store-front program with community partners.
  - Establish effective relationships with Community Policing and the RCMP to address issues of safer streets downtown.
  - Maintain effective relationships with the City of Williams Lake to collaborate on improvements to: Beautification, wayfinding, accessibility, parking, lighting, and green spaces.
  - Encourage preservation of heritage sites in downtown Williams Lake.
  - Partner with the City of Williams Lake, arts groups, and other stakeholders to support or lead a Public Art Plan. (Public Art, including, but not limited to, murals, has been shown to deter graffiti.)

## Communication

Member and Stakeholder Communication, we will:

- Revisit and update digital and non-digital communication strategy and plan.
  - Update website, social media, and other web-based applications using “best practices” for the industry.
  - Create and distribute “welcome package” for new DWL members to inform them of the organization.
- Build collaborative relationships with community partners.
  - Build and maintain strong working relationships with the City of Williams Lake, Community Futures Cariboo-Chilcotin, Williams Lake & District Chamber of Commerce, Community Policing, RCMP, Central Cariboo Arts and Culture Society, Cariboo Regional District, and other relevant stakeholders.
- Communicate and network regularly to encourage member and stakeholder awareness and interaction, ensuring membership is fully informed of all DWL initiatives.
  - Continually evaluate and update monthly newsletter to members and endeavour to increase readership.
  - Create and distribute annual report for members.
  - Present, in person, no less than once annually to the Mayor and Council of the City of Williams Lake regarding Downtown Williams Lake activities.

## Organizational Excellence

Organizational Effectiveness, we will:

- Draft, approve, and regularly review all necessary policies and procedures.
- Implement effective director recruitment, mentorship, and training program.
  - Provide board training and education to improve impact and effectiveness of the organization.
- Supplement member fees with other revenue and resources.
  - Continually look for grant and funding opportunities to leverage funds beyond levy amount in order to provide members with the best possible services and practices.

**Downtown Williams Lake BIA**  
**BUDGET ESTIMATE for BUSINESS PROMOTION SCHEME 2019-2024\***

**INCOME**

	<b>2019-2023</b>
BIA Levy	\$ 122,335.00
City of WL grants and support	\$ 5,000.00
Other Grants (Canada Summer Jobs)	\$ 7,000.00
Event Income	\$ 15,000.00
Rent - Joint Occupancy	\$ 10,000.00
<b>Total Income</b>	<b>\$ 159,335.00</b>

**EXPENSES**

Promotions

Marketing	\$ 10,000.00
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Placemaking

Event Expenses	\$ 25,000.00
Beautification, wayfinding, green spaces, safer/cleaner streets, walkability/accessibility	\$ 20,000.00

Governance and Administration

Wages and Staff/Board Development	\$ 60,335.00
Administrative costs (fees, bookkeeping, licenses, insurance)	\$ 26,000.00
Building (rent, equipment lease, repairs)	\$ 13,000.00

Contingency Fund

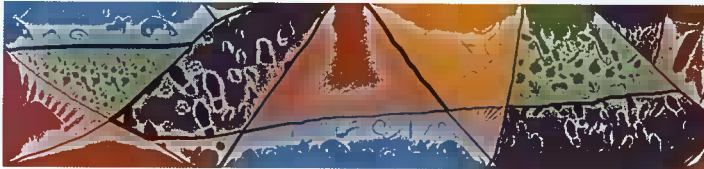
Contingency	\$ 5,000.00
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<b>Total Expenses</b>	<b>\$ 159,335.00</b>
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\* A more detailed Board of Directors approved budget will be provided to the City of Williams Lake annually, prior to Dec. 31 for the following year



327 OLIVER STREET, WILLIAMS LAKE, BC V2G 1M4 TEL 250 398 5717  
DOWNTOWNWILLIAMSLAKE.COM



We want  
your vote.

Dear Downtown Williams Lake Property Owner,

## About Us

Downtown Williams Lake (DWL) is a not-for-profit society governed by the Societies Act and funded through a special levy on Class 5 and 6 property owners within our boundaries. DWL is overseen by a Board of Directors comprised of business and property owners who volunteer their time to ensure the mandate of the organization is being fulfilled effectively. The operations are managed and directed by an Executive Director. DWL is a business improvement area under provincial law, the *Community Charter*, by establishing a "business promotion scheme" and bylaw with the City of Williams Lake. DWL has been in operation for 14 years.

DWL has a new 5-year Strategic Plan which we are pleased to share with our members in our *2017 Annual Report and 2018 Year at a Glance*. While we have been in operation since 2004, we are excited about our refreshed Mission, Vision, Values, and Goals and look forward to working towards these with our new operational staff.

All commercial property owners and their tenants (business owners) within the BIA boundaries are members of the DWL.

However, only property owners get a vote regarding the renewal of our 5-year bylaw (operational agreement) with the City of Williams Lake.

## The Business Improvement Area Movement

DWL is part of a vibrant movement toward downtown revitalization currently taking place among cities around the world. Business Improvement Associations (BIAs) address issues such as cleanliness, safety, business development, collective marketing, and more; all in an effort to enhance the district that they represent. Due to the increasingly popular "shop local" movement, BIAs are becoming more and more relevant.





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## Benefits of a BIA

- BIAs are the ideal vehicle for individual businesses to work collectively on issues of common concern.
- Effective BIAs have strong relationships with city government, police forces, and other important agencies, thus enhancing collaborative projects.
- By planning, marketing, making improvements, and seeking funding as a group, the efforts of businesses in BIAs have more impact than when businesses work alone.
- By providing ongoing funding of management and marketing initiatives, the BIA structure allows a downtown to plan programs in advance. Your BIA is successful in leveraging additional funds through grant opportunities in order to build the annual budget base.
- The activities and commitments of a BIA to improving the area raises the profile of downtown and creates an image of a "cared for" area of the community.
- Economic development professionals have consistently shown that the long term progress of an entire community can be measured by the success of its downtown core. A strong, vibrant downtown at the heart of any city, enhances the image and economy of the entire community.

## Bylaw Renewal

DWL's "business promotion scheme" and bylaw are up for renewal for 2019-2024 with the City of Williams Lake. In order to be successful in renewal we must receive petitions of support from at least 50% of property owners representing at least 50% of assessed value of property within our boundaries. The 2018 levy rate is \$1.33/thousand of assessed property value (for example, if your property is assessed at \$300,000, your levy would be \$399 for one year). As we are not requesting an increase in our levy, we do not expect this to change much, if at all.

Good things are happening at DWL and we are excited to share these things with our members. As a property owner, you will be asked to petition support for our organization.

## Petition Process

We look forward to being in touch with you over the next few months and are pleased to present you with this information package. ***Please forward name, email address, and phone number for the best contact from your organization to [info@downtownwilliamslake.com](mailto:info@downtownwilliamslake.com).***

Our thanks for your continued support,

**Stefanie Hendrickson**, Executive Director  
Downtown Williams Lake Business Improvement Association (DWLBIA)  
327 Oliver St. Williams Lake, BC V2G 1M4

TEL 250.398.5717



## **Downtown Williams Lake Business Improvement Association**

**Annual Report 2017 &  
2018 at a Glance**

### **Mission**

To enhance our dynamic and flourishing community, with downtown at its heart.

### **Values**

We support our mission with the spirit of collaboration, integrity, and respect, and with a deep-seated sense of community.

### **Vision**

As the heart of the Colourful Cariboo Culture, we will become a highly prosperous and socially desirable business, multicultural, and recreational destination.

## 2017 Highlights



Financially supported and collaborated on Seeding Start-Ups program with community partners. This entrepreneur support program funded 15 new businesses in 2017 in Williams Lake including 6 in Downtown Williams Lake



Created "Downtown Williams Lake" brand with community consultation

Organized and implemented the "Four Directions Festival" (formerly Stampede Street Party) and a small Winter Lights event



Produced a Mural Walking Tour Booklet

Hired part-time Marketing Director for 1-year beginning January 2, 2018



Hosted a successful ArtWalk 2018 "Fire Edition" which included a busking component thanks to a Central Cariboo Arts and Culture Society grant.

Received \$70,500 from Province of BC's Rural Dividend Program to launch Downtown Williams Lake's new brand (2018 execution)



Sponsored downtown events including Trick or Treat Downtown, Race for Kids, and more!

Received grant from Northern Development Initiative Trust to produce short "Entrepreneur Attraction Video" – project to roll out in 2018



## Report from the Executive Director

With a lively mix of inspiration and direction, as well as an unexpected summer, 2017 was an eventful year for the Downtown Williams Lake BIA. In September, Downtown Williams Lake saw Executive Director Kate Lines move-on from the office and we wish her all the best. Kate was instrumental in laying the groundwork for some fantastic projects that will allow the Downtown Williams Lake BIA to move forward in a meaningful way. I was pleased to come on as Executive Director in September and have been busy catching up from the unpredictable summer and learning my new role. It has been exciting for me to meet some of our business members and community partners and to begin to discover the potential that Downtown Williams Lake has.

Downtown Williams Lake has been so pleased to be involved with a number of community collaborations including Hometown Hockey and Seeding Start-Ups (March 2017-March 2018). As of December 2017 this program had 16 applicants, 15 of whom made successful pitches to the Seeding Start-Ups Panel (City of Williams Lake, TRU, Chamber of Commerce, Community Futures, and Downtown Williams Lake). We feel so pleased to have been able to support this program financially and feel honoured to work with such a great team of collaborators. This project would not have been possible without fantastic

community partners, including leadership from the City of Williams Lake's Economic Development Officer, and funding from the BC Rural Dividend Program.

You may have noticed that Downtown Williams Lake has a new, professional brand. Our community will be seeing more of this brand in the coming year as we work to market and promote Downtown Williams Lake and our "Colourful Cariboo Culture." With a \$70,500 grant from BC's Rural Dividend Program we have been able to hire Vanessa Moberg as a Marketing Director who will now diligently work to "launch" the Downtown Williams Lake brand. We are so pleased to invite Vanessa to the team.

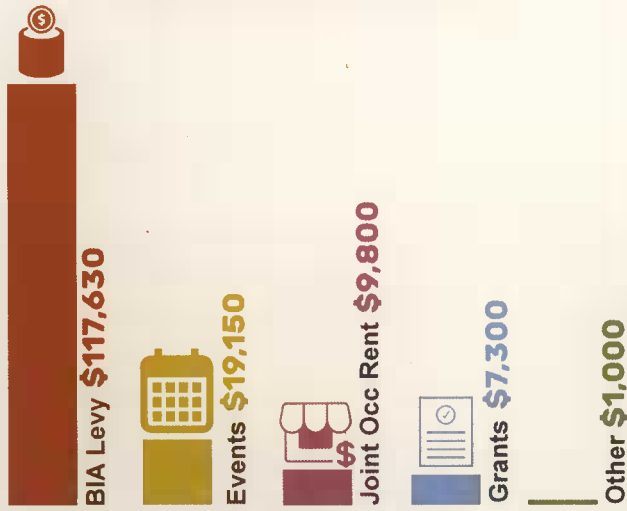
Your new Downtown Williams Lake staff team is excited to move forward into 2018. We are committed to building relationships with our members, community partners, and other stakeholders and look forward to an inspired and fulfilling year.

Stefanie Hendrickson,  
Executive Director



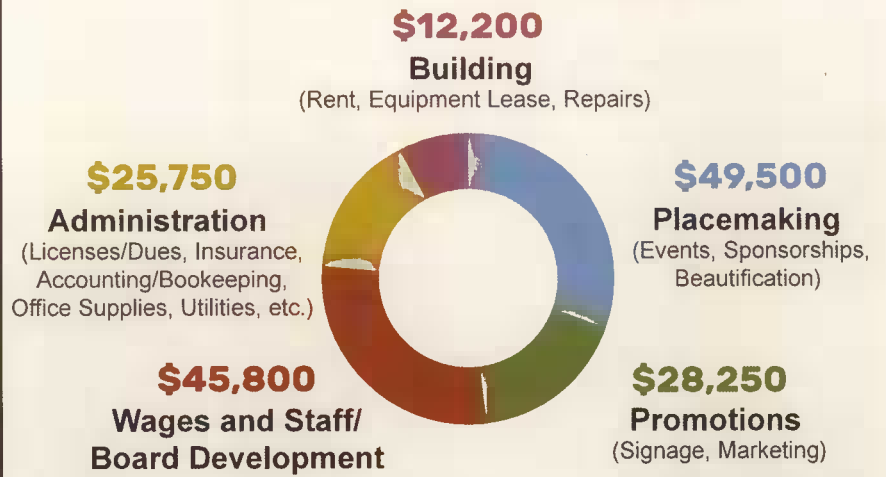


## 2017 Income



Total Income = **\$154,880**

## 2017 Expenses



Total Expenses = **\$161,500**

## 2018 at a Glance

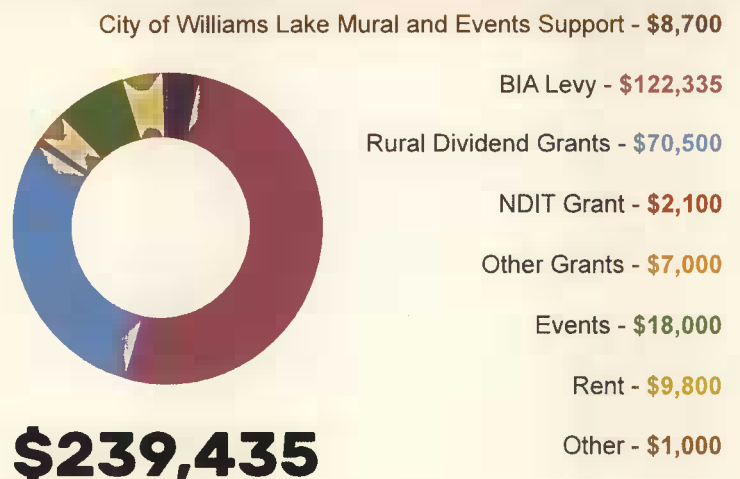
- Begin implementation of action items under new 2018-2023 Strategic Plan
- Purchase and install 50-60 city pole banners with new Downtown Williams Lake branding
- Conduct AGM in conjunction with a brand launch event for membership
- Oversee Four Directions and Winter Lights Festivals, ensuring further integration with new brand
- Purchase Downtown Williams Lake promotional products, tapping into the "shop local" movement
- Facilitate organizational excellence by drafting all necessary policies and procedures
- Foster collaborations with community partners to ensure best outcomes for all projects/programs
- Participate in strategic print advertising and/or production of key printed materials
- Initiate comprehensive digital promotions strategy including website, social media, newsletter, video content, and more

## 2018 Budget (Projected Expenses)

- \$50,000 - Placemaking
- \$54,000 - Promotions
- \$5,000 - Community Safety/Member Health and Safety
- \$91,500 - Wage and Staff/Board Development including Marketing Director for one year from Rural Dividend Grant
- \$27,150 - Administration
- \$12,900 - Building
- \$10,500 - Contingency Fund

**\$251,050**

## 2018 Budget (Projected Income)



**\$239,435**

# Downtown Williams Lake Business Improvement Association 2018-2023 Strategic Plan



## Revitalization

### Long-term Goals (10 year)

Downtown sees increased foot traffic through improved walkability and accessibility, beautification, way finding, connections to the environment, and safer, cleaner streets.

There are marked decreases in commercial vacancies and unused storefronts within DWL boundaries.

DWL is becoming a destination of choice for consumers and businesses due to DWL branding and marketing.

### Mid-range Goals (3-5 year)

Develop an ongoing marketing strategy that promotes Colourful Cariboo Culture.

Provide support to the City of Williams Lake in attracting and retaining new business in DWL.

Support events that promote and benefit downtown businesses and stakeholders.

Identify partners and establish relationships with them to improve:

*Walkability and Accessibility*

*Safer and Cleaner Streets*

*Connections to the Environment*

*Beautification*      *Wayfinding*



## Communication

### Long-term Goals (10 year)

We have multiple communication channels to accomplish strong, mutually respectful relationships with all stakeholders including members, all levels of government, and the public.

We are routinely invited by community partners to collaborate on projects and matters pertaining to the downtown core.

Members see DWL as an organized voice for their collective needs and concerns.

### Mid-range Goals (3-5 year)

Communicate and network regularly to encourage member and stakeholder awareness and interaction, ensuring membership is fully informed of all DWL initiatives.

Build collaborative relationships with community partners.

Revisit and update digital and non-digital communication strategy and plan.



## Organizational Excellence

### Long-term Goals (10 year)

Other small towns and BC BIAs look to DWL for best practices in Board governance.

We don't need to recruit effective Directors; they seek us out.

### Mid-range Goals (3-5 year)

Supplement member fees with other revenue and resources.

Implement effective director recruitment, mentorship, and training program.

Draft and approve all necessary policies and procedures.

## Our Partners



## Our Staff

**Stefanie Hendrickson - Executive Director**  
**Vanessa Moberg - Marketing Director \*(from Jan 2018)**  
**Jasmine Alexander - Casual Events Assistant**  
**Doreen Hance - 2017 Summer Student**  
**Willie Dye - ArtWalk Contractor**

## Our Directors

**Angie Delainey - Chair**  
**Jazmyn Douillard - Vice Chair**  
**Bob Sunner - Secretary**  
**Bernd Eisele - Treasurer**  
**Bill Lloyd - Director**  
**Megan Chustkoff - Director**

Call: 250.398.5717  
 Visit: 327 Oliver St. Williams Lake, BC V2G 1M4  
 Email: [info@DowntownWilliamsLake.com](mailto:info@DowntownWilliamsLake.com)  
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## WE WANT TO HEAR FROM YOU.

Whether it's a suggestion, concern, constructive criticism or praise, your feedback helps us do a better job. Our office hours are 9:30 to 2:30 Monday to Friday.