

BIA MEETING AGENDA



Date: Wednesday, July 10, 2024
Time: 7:30 am
Location: North Perth Municipal Building - Committee Room
330 Wallace Avenue North, Listowel

Pages

1. **Call to order**
2. **Land Acknowledgement Statement**

“We acknowledge that we are on the traditional land of the Anishnaabe people. We wish to recognize the long history of Indigenous People of Canada and show our respect to them today. We recognize their stewardship of the land, may we all live with respect on this land and live in peace and friendship.”
3. **Declarations of pecuniary interest**
4. **Annual General Meeting**
 - 4.1 **Review of 2023 Annual General Meeting Minutes** 3 - 5

Motion to approve the 2023 Listowel BIA Annual General Meeting Minutes
 - 4.2 **Business Arising from the 2023 AGM Minutes**
 - 4.3 **Chair's Report, Scott Patterson, Chair** 6 - 8

Motion to receive the Chair's Report.
 - 4.4 **Coordinator's Report and 2024 Budget - Alyssa Kuepfer, BIA Coordinator** 9 - 21

Motion to receive the BIA Coordinator's Report and accept the 2024 Budget as presented
 - 4.5 **Unaudited Financial Report - Ashton Romany, Treasurer** 22 - 22

Motion to receive the 2023 Unaudited Financial Statements
5. **Approval of minutes of previous meeting**

Motion to approve the May 8th, 2024 BIA Meeting Minutes

5.1	May 8, 2024 Listowel BIA Meeting Minutes	23 - 28
6.	Business Arising from minutes	
7.	Economic Development Update - Kim Kowch, North Perth Economic Development Officer	
8.	Perth County Economic Development Update - Justin Dias, Perth County Economic Development Officer	
9.	Coordinator's Report - Alyssa Kuepfer, BIA Coordinator	29 - 31
9.1	General Updates	
9.2	Projects for Discussion/Approval	
9.2.1	Branding Project	32 - 43
9.2.2	MOU	44 - 48
10.	Financial Report	49 - 49
	<i>Motion to accept the financial report for information.</i>	
11.	Council Update - Doug Kellum, Deputy Mayor	
12.	Correspondence	
13.	Other Business	
14.	Adjourn	

Motion to adjourn the meeting.

Next meeting is scheduled for September 4th, 2024.

**LISTOWEL BUSINESS IMPROVEMENT AREA
2023 ANNUAL GENERAL MEETING (AGM) BIA MINUTES**

Date: May 3, 2023
Time: 7:30 am
Location: North Perth Municipal Building
Committee Room

Members Present Scott Patterson, Chair
Doug Kellum, Deputy Mayor
Deborah Bigam-McNaughton
Tami Cressey
Frances Hale
Sean Eaton
Matt Ash

Members Absent Harminder Nijjar

Staff Present Alyssa Kuepfer, BIA Coordinator
Kyle Coffey, Economic Development Coordinator
Justin Dias, Perth County Economic Development Officer
Lindsay Cline, Clerk/Legislative Services Supervisor

1. Welcome and Introductions

Chair Patterson called the meeting to order at 7:31 a.m. and welcomed all attendees to the 2023 Listowel Business Improvement Area Annual General Meeting. He introduced the board members and staff.

2. Land Acknowledgement Statement

Chair Patterson stated “We acknowledge that we are on the traditional land of the Anishnaabe people. We wish to recognize the long history of Indigenous People of Canada and show our respect to them today. We recognize their stewardship of the land, may we all live with respect on this land and live in peace and friendship.”

3. Declarations of Pecuniary Interest

None.

4. Review of 2022 Annual General Meeting Minutes

Moved by Sean Eaton **Seconded by** Tami Cressey

THAT: The minutes of the April 6, 2022 Listowel Business Improvement Annual General Meeting be approved.

CARRIED

5. Business Arising from Minutes

None.

6. Chair's Report

Chair Patterson presented the Chair's Report on behalf of the Listowel Business Improvement Area. A copy of the Chair's Report is attached.

Moved by Sean Eaton **Seconded by** Tami Cressey

THAT: The Chair's Report, prepared by Scott Patterson, be received for information.

CARRIED

7. Coordinator's Report and 2023 Budget

BIA Coordinator Alyssa Kuepfer presented the Coordinator's Report, highlighting accomplishments from 2022 and plans for 2023, including the 2023 budget. A copy of the Coordinator's Report is attached.

Moved by Matt Ash **Seconded by** Deborah Bigam-McNaughton

THAT: The BIA Coordinator's Report be received for information and the 2023 Budget be accepted as presented.

CARRIED

8. Unaudited Financial Statement

Treasurer Frances Hale reviewed the 2022 Unaudited Financial Statement

Moved by Sean Eaton **Seconded by** Doug Kellum

THAT: The 2022 Unaudited Financial Statement be received for information.

CARRIED

9. Other Business

A question was asked about the status of the installation of bike racks downtown. BIA Coordinator Alyssa Kuepfer advised that she is working with Public Works to determine locations for the bike racks and will bring a plan to the July BIA meeting.

Perth County Economic Development Officer Justin Dias provided an update on various tourism and economic development initiatives, including new tourism brochures, cycling map, and a business expansion and retention survey being sent.

A question was asked about the status of the BIA Strategic Plan. BIA Coordinator Alyssa Kuepfer advised that she received quotes from three consultants and will be presenting options at the next meeting for the board's consideration and decision.

10. Adjournment

Moved by Tami Cressey **Seconded by** Deborah Bigam-McNaughton

THAT: The BIA adjourns this meeting at 8:12 a.m.

CARRIED

CHAIR

SECRETARY

2024 AGM Chair's Report

I am pleased to deliver the 2023 annual report on behalf of the Listowel Business Improvement Area.

The BIA had an active and busy year in 2023. Our Board meetings are held bi-monthly and we also had our 2023 AGM meeting. Similar to today an overview of the past year was provided and the financial reports were presented for consideration and approval by the Board.

The communities of Listowel and Atwood and the overall North Perth area continue to grow from a population perspective. This has and will continue to result in pressures to provide a variety of commercial services including retail, financial and service based businesses that are needed to support the residents. Fortunately the downtown core area of Listowel remains a thriving hub for the community with little to no vacancies. This has remained consistent and is a testament to the overall community supporting the downtown businesses.

We are seeing increased growth opportunities on the periphery of town as well with significant new development occurring in the south west area of Town. National tenants (such as the Taco Bell, Starbucks, Wendy's etc.) are developing in Listowel which reflects the crossing of a threshold that Listowel and North Perth are now of sufficient size to support these businesses. I do not see this trend stopping in the near future especially as new lands are added to the Town limits to allow for further residential growth and hundreds of new houses already being planned for the near future.

Throughout 2023 the BIA continued to focus our efforts on our normal promotional activities to promote Listowel as an area to Shop, Dine and Discover while also actively working to assist our businesses and participate wherever possible to ensure our businesses thrive. We also actively support local events wherever possible in circumstances where those events are considered to be within the scope of the BIA mandate and beneficial to our business community.

2023 once again saw great success with the Chamber's Shop Local Dollars program that the BIA supports. This program works to keep monies in the community and going back into the hands of local businesses. The BIA is pleased to assist in this

program in any way that we can. Many of the events we sponsor or participate in make use of Chamber Dollars as prizes and incentives for people to keep shopping local.

Each year we develop and approve a marketing plan for the promotion of Listowel as a place to Shop, Dine, and Discover. This includes radio and print advertising as well as the use of our social media platforms. We also sponsor many events that help contribute to the overall marketing of the BIA.

Each year our wonderful seasonal decorations are kept in tip top shape by our incredible group of volunteers that help each and every year to add to the magic of the holidays. We are so fortunate to have such a dedicated and creative volunteer group who work alongside our coordinator on this annual project. Maintaining our holiday decorations is a project all on its own. Each year our coordinator reviews the quantity and quality of our decorations and a certain portion of our budget goes towards maintenance of what we have and the purchase of new decorations to further grow and enhance the holiday season.

The BIA is responsible for the banners that stretch high above our roadways coming into town as well as the decorative banners that hang in various locations throughout the Town. These continue to be a priority as we strive to maintain a beautiful appearance and consistent theme throughout the Town.

An item of significance that the BIA undertook in 2023 was the creation of a Strategic Plan to help guide our decision making going forward. This process involved multiple meetings with the plan creator, review by the Board and ultimately acceptance by the Board for implementation. This document forms the basis for how the BIA will progress with future decision making.

At the end of 2023 the BIA was in a fiscally sound position. We approve and operate on a budget that is reviewed and approved by the Board and supported by North Perth Council. Our goal as a Board is to use these monies in a responsible way to promote Listowel, beautify Listowel and support our membership wherever and whenever possible. We are also strategically maintaining a healthy reserve to facilitate larger purchases and ensure that the BIA is never operating in a financially irresponsible manner.

If I, or the BIA can be of any assistance to any of our business community members please do not hesitate to contact us. We are here to assist.

In closing, I will end my remarks on the same note as I did last year. I am pleased to be part of a Board of committed individuals who truly wish to see the betterment of the business community and the Town of Listowel as a whole. I once again thank each and every Board member who takes their personal time to review materials and participate in our meetings. Whether you have been on the BIA for a number of years, or are newer to the Board, your efforts and interest is appreciated. I look forward to what we can accomplish in 2024.

On that note, I thank you for being a part of this AGM and all the best to each of you for 2024 and will now turn matters over to Alyssa for her presentation of the Coordinator's report.



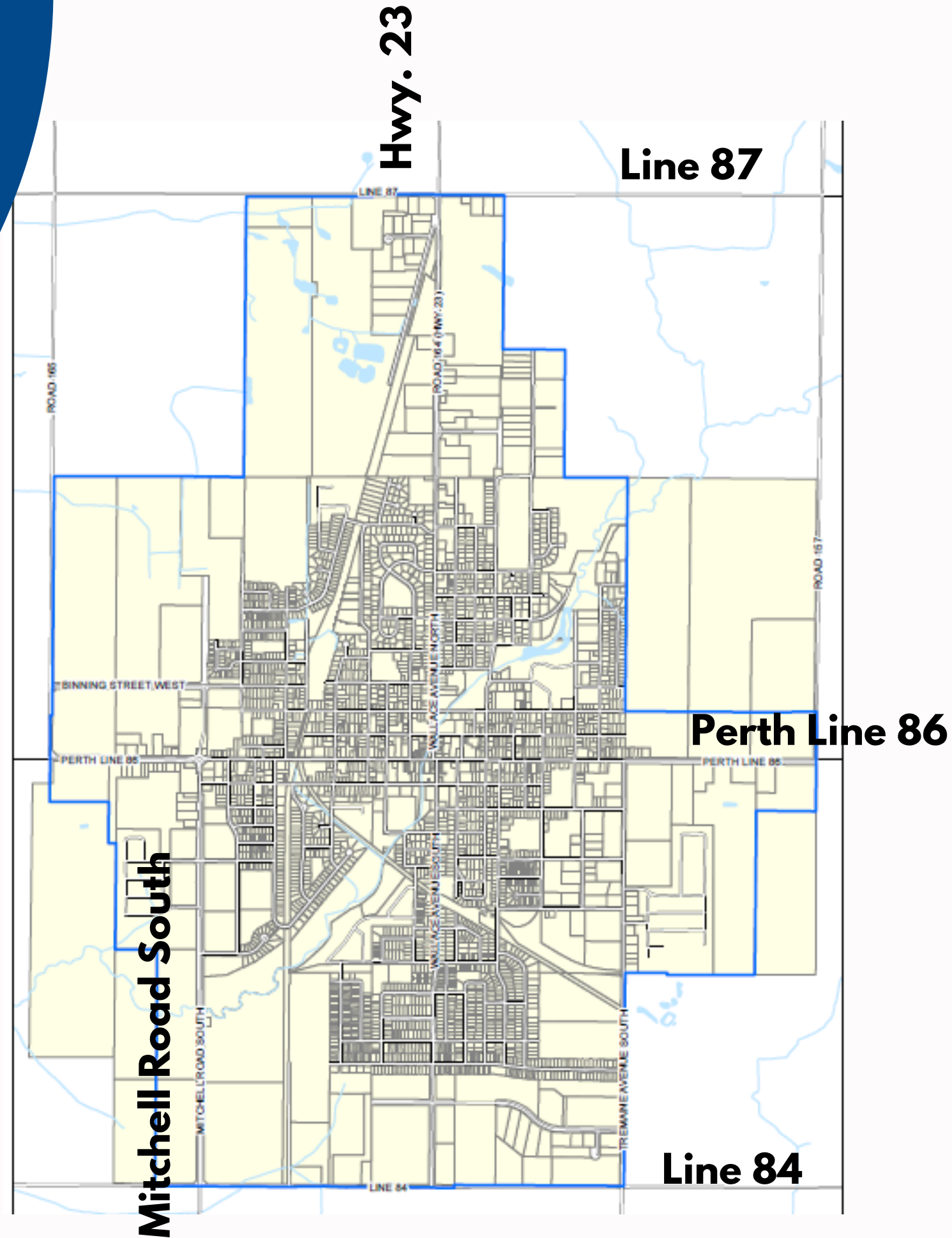
LISTOWEL BIA AGM

Coordinator's Report and 2024
Budget



Listowel BIA

an organization whose mission is to promote and beautify Listowel to foster a vibrant business area that attracts people to shop, dine, and discover



287

businesses
in Listowel BIA

2023 in Review

DIGITAL
MAIN ST.™

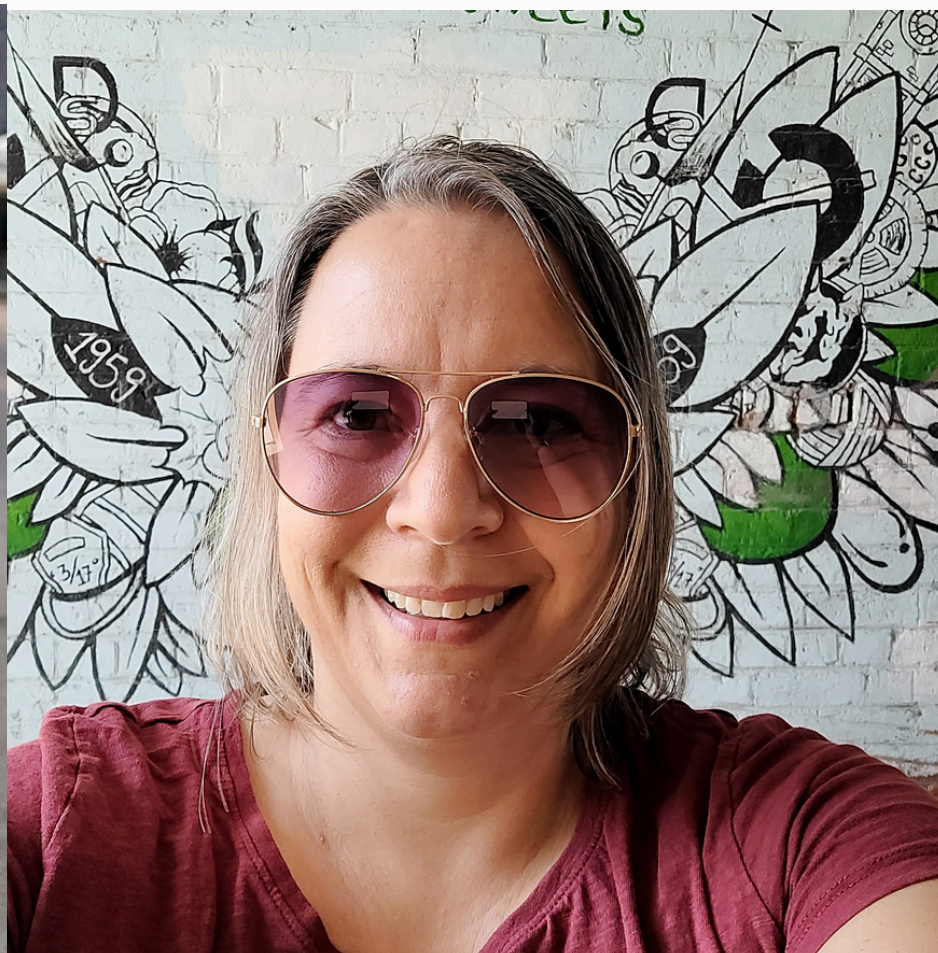
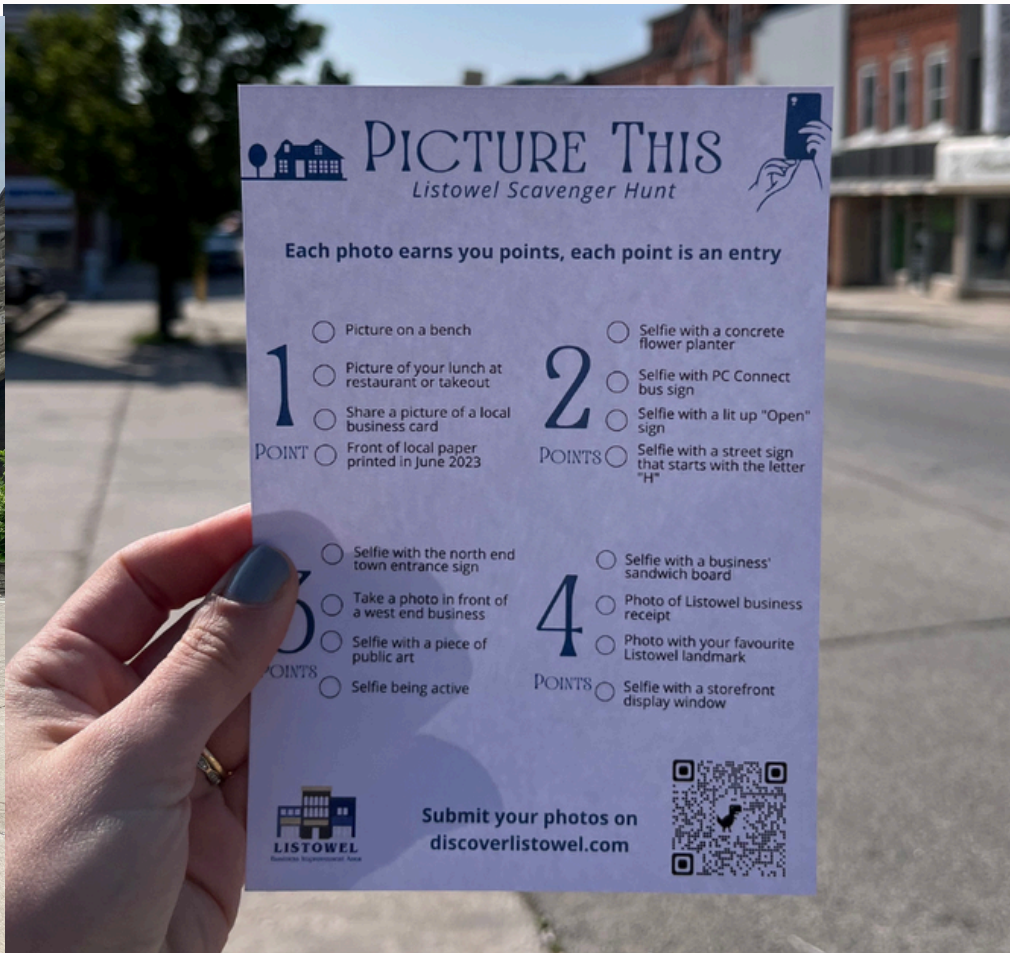
Coordinating free drop-in for businesses to receive consultation and coaching on their digital presence.



Ran a Mother's Day and Father's Day Shop Local promotion to encourage the purchase of Shop Local Dollars for a chance to win a bonus Shop Local Dollars



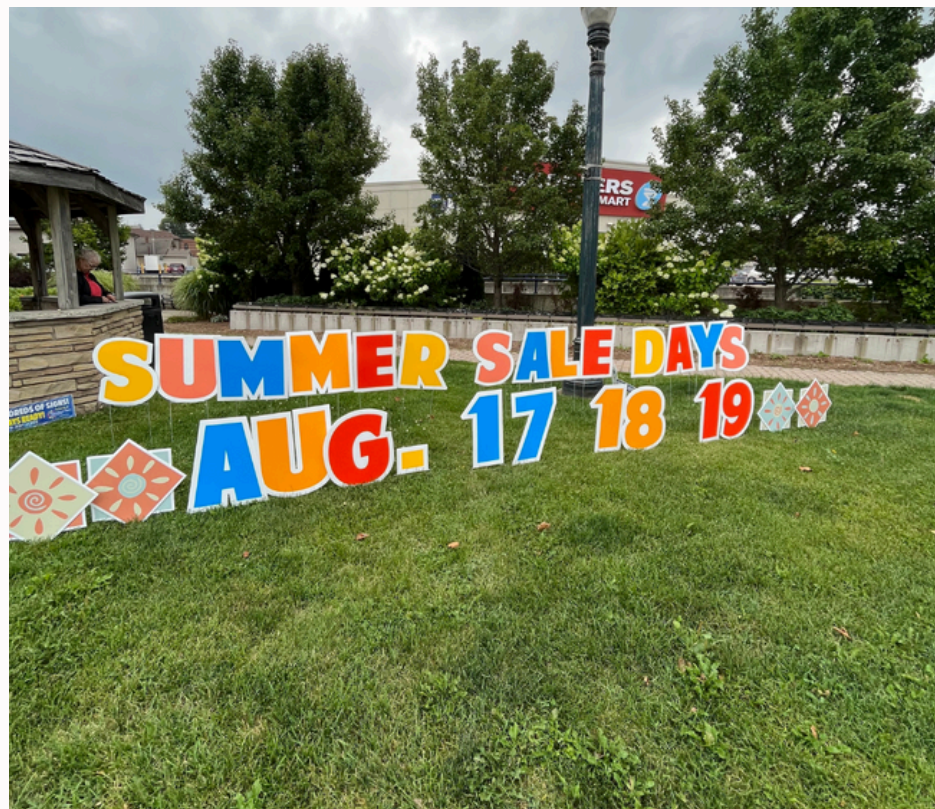
2023 in Review



Organized a Photo Scavenger Hunt around Listowel prompting participants to explore and discover locations that they might not have noticed before

Completed Downtown Storywalks in partnership with the North Perth Public Library. The public could read a story while walking within the downtown

2023 in Review



Coordinated Summer Sale Days with 25 businesses in Listowel and had the Lucky Shopper Gift Basket with 4 prizes totaling \$1,000

2023 in Review



Featured 6 Listowel Small Business Owners as part of Small Business Week as a social media campaign that focused on sharing a little insight about the business while also showing the personality behind the business

2023 in Review



Organized our first ever Trick or Treating on Halloween day that included Listowel businesses handing out candy and a costume contest with Shop Local Dollars as prizes



Deck the Halls grew this year with the addition of a Community Carol Sing led by the Kinette Club of Listowel and drop-in ornament making at the Library.



As part of Deck the Halls, for the first time we offered Horse Drawn Carriage Rides to promote the area and bring people directly downtown

2023 in Review



Coordinated with the Salvation Army Band to play live music before and during the Chamber's Santa Claus Parade in Listowel



Initiated and coordinated a month long Loyalty Card in Listowel to entice people to shop locally for the holidays with a total of \$1,000 of gift prizes



Ran a Business and Residents Decorating Contest within Listowel

2023 in Review



Beautification



3 Year Strategic Plan

BUDGET FOR 2024



Municipality of North Perth
BUSINESS IMPROVEMENT AREA
Combined Operating Budget
 Run Date: 19-Dec-2023

	2024 Base Budget	2024 Inflationary Impact / Adjustment	2024 One Time Items	2024 Growth	2024 Service Level	2024 Capital Impact	2024 BUDGET
09 Business Improvement Area							
9300 BIA							
0000 General - Administration							
Revenue							
Other Revenue		(1,000)					(1,000)
Taxation	(124,000)	(6,200)					(130,200)
Total Revenue	(124,000)	(7,200)					(131,200)
Expense							
Goods and Services	25,900	(17,000)					8,900
Other Expenses	19,350	7,569					26,919
Personnel	62,360	8,812					71,172
Total Expense	107,610	(619)					106,991
Internal Transfer							
Internal Transfers	16,390	7,819					24,209
Total Internal Transfer	16,390	7,819					24,209
Total for Location							
Total 9300 BIA							
Total 09 Business Improvement Area							

2024

Governance

Ensuring efficient, effective, responsible management of the BIA

Beautification

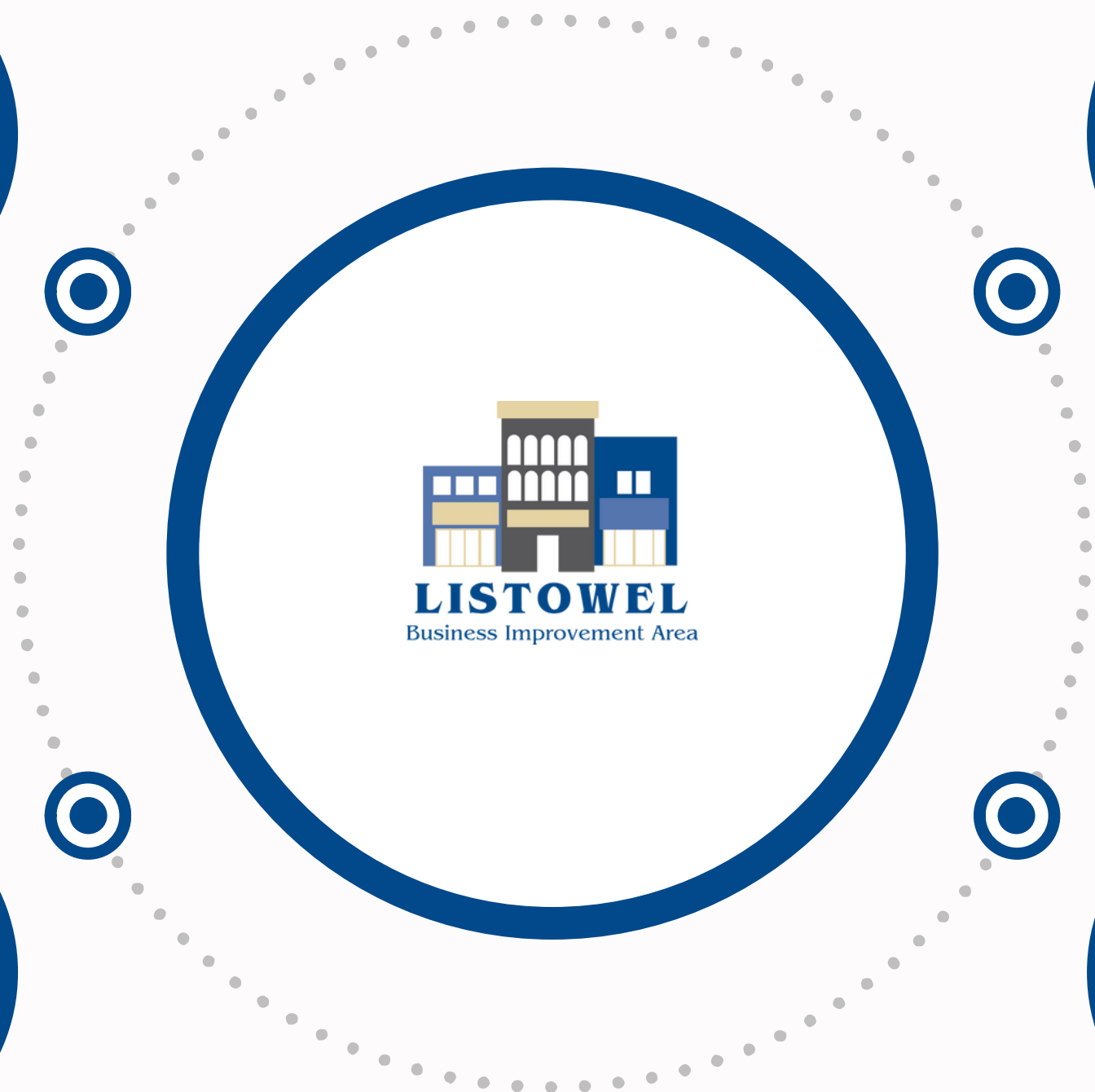
Continuing to beautify the town, creating a welcoming gathering places and improve the experience in Listowel

Marketing

Continue to present a consistent and well-communicated brand identity

Events & Activations

Refining our current events and identifying areas of opportunity for possible activations





**THANK
YOU**





Municipality of North Perth

BIA

Budget VS Actuals

Run Date: May 7, 2024

	2023 BUDGET	2023 ACTUALS (un-audited)
9300 BIA		
0000 General - Administration		
R Revenue		
Other Revenue		
59100 Fundraising		(1,500)
59900 Recoveries		(5,040)
Total Other Revenue		(6,540)
Taxation		
51000 Property Tax	(124,000)	(124,166)
Total Taxation	(124,000)	(124,166)
Total R Revenue	(124,000)	(130,706)
E Expense		
Goods and Services		
63200 Materials & Supplies	6,500	10,442
63000 Professional Services	19,000	8,836
63800 Telecom	400	234
Total Goods and Services	25,900	19,512
Other Expenses		
65050 Miscellaneous	1,500	1,850
65300 Public Communication	14,850	13,949
65200 Sponsorships	3,000	2,775
Total Other Expenses	19,350	18,574
Personnel		
61600 Salaries Wages Benefits	57,860	46,992
61800 Reimbursements	4,500	2,402
Total Personnel	62,360	49,394
Total E Expense	107,610	87,480
TRF Internal Transfer		
Internal Transfers		
92000 Transfer from Reserve	(5,660)	
94000 Internal Allocations	22,050	22,050
91000 Transfer to Reserve		21,176
Total Internal Transfers	16,390	43,226
Total TRF Internal Transfer	16,390	43,226
Total for Location		0
Total 9300 BIA		0
Total 09 Business Improvement Area		0
2023 Reserve Opening Balance		\$ 101,250
2023 Operating Transfer		\$ 21,176
2023 Reserve Closing Balance		\$ 122,426

BIA MEETING MINUTES

Date: May 8, 2024
Time: 7:30 am
Location: North Perth Municipal Building - Committee Room
330 Wallace Avenue North, Listowel

Members Present Scott Patterson, Chair
Doug Kellum, Deputy Mayor
Alana McEachern
Matt Ash
David Dickey
Ashton Romany, Treasurer

Members Absent Harminder Nijjar
Sean Eaton
Deborah Bigam-McNaughton

Staff Present Alyssa Kuepfer, BIA Coordinator
Sarah Carter, Recording Secretary
Kim Kowch, North Perth Economic Development Officer

1. Call to order

Chair Patterson called the meeting to order at 7:31 a.m. and welcomed new member, David Dickey, to the meeting. Chair Patterson announced that due to the sale of her business, Tami Cressey has resigned from the board.

2. Land Acknowledgement Statement

Chair Patterson stated “We acknowledge that we are on the traditional land of the Anishnaabe people. We wish to recognize the long history of Indigenous People of Canada and show our respect to them today. We recognize their stewardship of the land, may we all live with respect on this land and live in peace and friendship.”

3. Declarations of pecuniary interest

There were none.

4. Delegations

There were none.

5. Approval of minutes of previous meeting

5.1 March 6, 2024 Listowel BIA Meeting Minutes

Moved by: Alana McEachern **Seconded by:** Matt Ash

THAT: The March 6, 2024 Minutes be approved as presented.

CARRIED

6. Business Arising from minutes

There was none.

7. Economic Development Update - Kim Kowch, North Perth Economic Development Officer

Kim Kowch, North Perth Economic Development Officer provided an update on the following;

- Downtown Parkette is now complete and staff are in the process of planning a grand opening, details will be shared when available. Aiming for late May or early June.
- Municipal building located at 104 Wallace Ave. is now staffed by Strategic Initiatives and Programs department staff. The facility is not open to the public. Façade designs are being created and will be presented to Council for consideration in the next month or so.
- Workforce Attraction Branding Project is close to public launch. Feedback from businesses has been positive. Materials will be available for use by local businesses soon to assist with employment branding. There is still availability to register for the mentorship component.
- Set7 was not successful in the next round of provincial funding. Staff continue to investigate other funding opportunities. Starting May 27th an ESL Level 2 and 3 program will be offered with a focus on workplace and safety training.
- Affordable Housing CIP final draft is in the review stage. It has been provided the MMAH which has a 30-day review window. The plan and a press release will be available publicly in the coming weeks with a mandatory public stakeholder meeting scheduled for June 3rd.
- Summer Company program is still open for application until the end of May, this program is geared to youth aged 15 – 29.

8. Perth County Economic Development Update - Justin Dias, Perth County Economic Development Officer

Justin Dias, Perth County Economic Development Officer, was unable to attend the meeting. Chair Patterson provided updates on his behalf.

- 2204 Discover More Brochures have arrived and will be out for delivery to local businesses soon, if a business does not currently receive them but would like to, reach out to Perth County Ec. Dev.
- West Perth Economic Development Advisory Committee is hosting a roundtable session with local employers and educators to discuss employment needs and fostering future cooperation with out local educators and business community. Event is open to all stakeholders in Perth County with more information available on the Perth County website.
- May 17th is the deadline for the Summer Company program; helps students run their own business over the summer with training, coaching and a \$3000 grant.

9. Coordinator's Report - Alyssa Kuepfer, BIA Coordinator

9.1 Election of a Vice Chair

Chair Patterson advised that due to Tami Cressey's resignation, an election for a new Vice Chair has to occur.

Chair Patterson opened the floor to nominations.

Matt Ash nominated David Dickey. David Dickey accepted the nomination.

David Dickey nominated Alana McEachern. Alana McEachern accepted the nomination.

Chair Patterson called for a show of hands vote in favour of David Dickey becoming the BIA Board Vice Chair. Two (2) votes were cast.

Chair Patterson called for a show of hands vote in favour of Alana McEachern becoming the BIA Board Vice Chair. Four (4) votes were cast.

Chair Patterson declared Alana McEachern as the Vice Chair for the BIA for the remainder of the term.

9.2 General Updates

Alyssa Kuepfer, BIA Coordinator provided a summary of the Coordinator's Report.

- Chamber of Commerce golf tournament is scheduled for June 19th, registration is required for teams. BIA is planning to

sponsor a hole with BIA Coordinator Kuepfer being at that hole to interact with the participants

- Alyssa attended the OBIAA conference last week
- Contacted the Listowel 150th Celebration Group regarding potential collaborations during the event. Alyssa attended their meeting on May 7th and proposed that the BIA could assist with the decoration portion of the celebration, and discussion occurred about possibility of a car show downtown
- Ladies Shopping Night is happening on May 9th. BIA is running a passport program where shoppers can visit 6 participating businesses, receive a stamp and be entered to win \$50 Shop Local Dollars. Discussion occurred regarding offering one large prize instead of multiple smaller prize, BIA Coordinator advised that the prize seemed relative to the duration of the event.
- AGM is scheduled for next week, May 15th at 7:00 p.m. at Veky's.
- Hoped to have a draft of the brand identity for this meeting but it is not yet available, will be ready for the board to consider at the July meeting.

Moved by: Matt Ash **Seconded by:** Alana McEachern
THAT: The July BIA Meeting be rescheduled for July 10th.

CARRIED

9.3 Projects for Approval/Discussion

9.3.1 Larger Bike Rack Style

The BIA Coordinator provided an overview of the two bike rack options that were included in the Coordinator's Report. After further investigation, it was determined that there is already a bike rack in the Food Basics Plaza so BIA would only be providing one bike rack to the Libro Plaza. Perth County was unsuccessful in obtaining funding that they had applied for that may have assisted with this purchase. Treasurer Romany advised that he had contacted the Municipal Insurance provider who advised that the Municipality and the Plaza owner will need to enter into an agreement to transfer ownership of the bike rack to limit the Municipality and the BIA's liability. Discussion

occurred regarding proposed bike rack designs and the possibility of moving a bike rack from the library to the Libro plaza and having the BIA purchase a replacement bike rack for the library that aligns with the streetscape

Moved by: Alana McEachern **Seconded by:** David Dickey

THAT: Staff be directed to proceed with purchase of the ABC Recreation bike rack including branding once finalized by the board.

CARRIED

9.3.2 Summer Sale Days

After an initial meeting with Alana and Debbie, Alyssa indicated that the plan is to align Summer Sale Days with the Sprinrite Summer Tent Sale; July 29 to August 10. This is a longer time frame than the normal Thursday - Saturday to allow businesses more flexible. Budget allotted for Summer Sale Days is \$5000.00. Alyssa would like the BIA to host a street event on August 9th from later afternoon into early evening on Argyle Avenue between Main Street and the Parking Lot Entrance (Dominos Pizza).

Moved by: David Dickey **Seconded by:** Doug Kellum

THAT: Staff be directed to advance planning for Summer Sale Days the street event as discussed.

CARRIED

10. Financial Report

Treasurer Romany provide the Board with a reserve fund status update, BIA reserves are currently sitting at \$122,000.

Moved by: David Dickey **Seconded by:** Alana McEachern

THAT: The financial report dated May 2, 2024 be received for information.

CARRIED

11. Council Update - Doug Kellum, Deputy Mayor

Deputy Mayor Kellum provided on update on recent Council meetings;

- Council recently heard a delegation from North Perth and District ATV Club requesting use of the trail in North Perth, Monday night Council heard a delegation opposed to ATV use of North Perth trails. Staff have recommended a public consultation process through Your Say North Perth prior to a decision from Council.

- Recruitment for members to serve on the Agricultural & Agri-Business Advisory Committee has started,
- The North Perth Police Services Board was dissolved and the new Perth County Police Services Board was established, Mayor Kasenberg and Juanita Kerr have been appointed as North Perth representatives,
- Council adopted a new Code of Conduct Policy which will apply to Board and Committee members as well as Council members, training to be provided on this at a later date
- Council adopted an updated Council Recognition Policy which includes issuing a Letter of Congratulations acknowledging significant milestones of organizations/businesses upon request
- Council heard a delegation from the Listowel 150th Committee, they will not be a committee of Council, but the municipality will provide support when appropriate.

12. Correspondence

There was none.

13. Other Business

There was none.

14. Adjourn

Moved by: Alana McEachern **Seconded by:** Matt Ash

THAT: The meeting is adjourned at 8:12 a.m.

CARRIED

CHAIR Scott Patterson

SECRETARY Sarah Carter

General Updates

BIA's in the News

- Barrie – Live music, cupcakes and fireworks lined up for Open Air Dunlop Canada Day
- Bracebridge – Celebrating Canada Day in Bracebridge
- Port Hope – Port Hope to redirect bulk of downtown parking ticket revenue towards beautification efforts and events
- Kingston – Downtown concert series returns with a few changes

Local Business News

- New Businesses
 - One Plant Cannabis Superstore
 - Dental Office, 300 Mitchell Rd S. – coming soon
 - The Cannabis Guys, 300 Mitchell Rd. S – coming soon
- Unoccupied Space
 - 300 Mitchell Rd. S – 1 unit
 - 145 Main Street W
 - 163 Main Street W
 - 171 Main Street W
 - 190 Main Street W
 - 957 Wallace Ave N

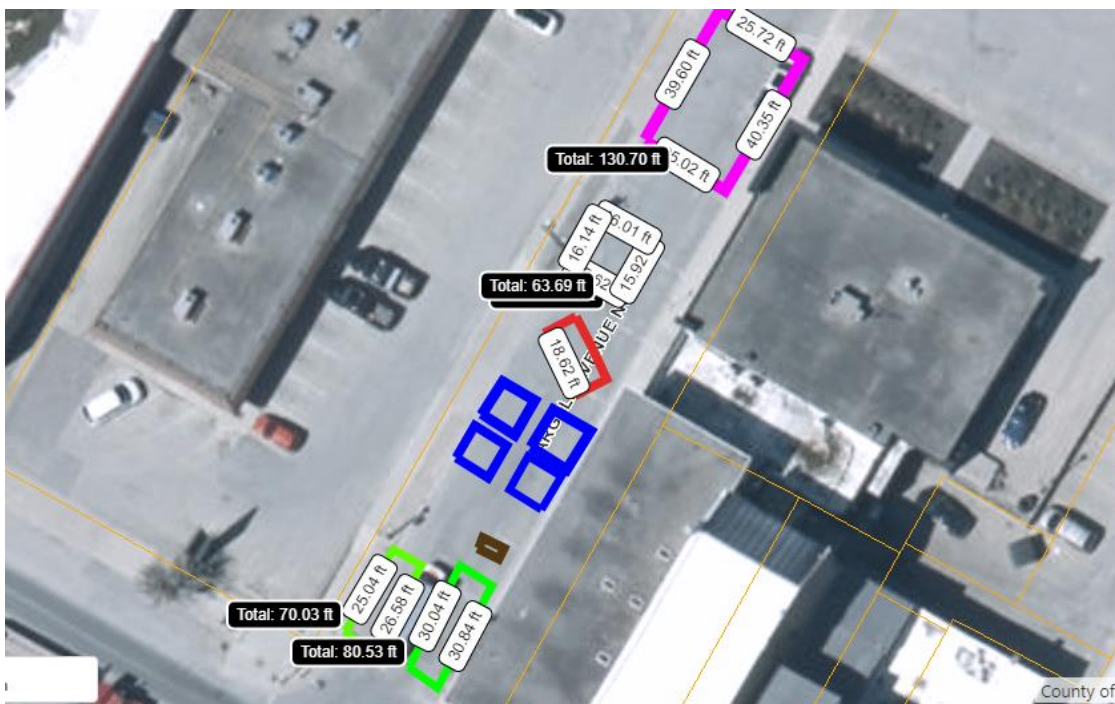
Completed Projects

- Canada Day Banners are up
- Hole Sponsorship at the North Perth Chamber Golf Tournament
- Ladies Shopping Night
 - This event ran the Thursday evening before Mother's Day. Running this in May was good timing for both the businesses and participants.
 - Feedback from Businesses – a few businesses didn't feel that they had great numbers, some found the hours tricky
 - Feedback from Participants – Majority of feedback was that they enjoyed having something like this going on. They wished that there would have been more businesses participating
 - Location of Participants; Listowel, Palmerston, Gorrie, Lebanon, Milverton
 - Based on feedback and other communities who run similar events, there are some changes that could be implemented next year to improve it.

Projects in Process

- Met with Mike Doan from Perth County's Joint Accessibility Advisory Committee about a project to improve physical accessibility in Listowel by building ramps. We discussed the BIA and Chamber's involvement, and I expressed the BIA's interest and requested a project proposal to share with the board in September.

- Drafting a mural proposal for the retaining wall in the Municipal Parking lot by TD to share with Economic Development. Aiming for September 4th to share the proposal and comments from Economic Development with the board.
- Summer Sale Days/Summer Block Party
 - Status Update
 - We currently have 25 businesses who have signed up and will be offering sales from July 29-August 10th (last year we had 21)
 - A draft of the site is included below;
 - Purple represents the ‘activities’ (Inflatable Maze, and Bouncy Castle)
 - Red Represents a Perth County Ambulance to tour (*not confirmed*)
 - Blue represents the Face Painter and Balloon Artist
 - Green represents Food Trucks (*only one confirmed*)



- Current Event Budget

Item	Cost
Print/Physical Materials for Summer Sale Days	\$800
Prize Money for Promo	\$300
Entertainment for Block Party (face painter, balloon artist, live music)	\$1,230
Activities (inflatable maze, and bouncy castle)	\$2,079.20
Advertising	\$2,000
Total	\$6,409.20

- *Originally budgeted \$5,000 for the event*
- Current Considerations

- The inflatable activities require volunteers to monitor/run. I've estimated I will require 4 total volunteers to do 2-hour shifts.
 - I currently only have 1 food truck. I'd ideally like to have two.
 - With the generators running, I'm unsure how nice it will be to have live music located on the street, so I'm currently looking into other locations for the live music.
 - Our balloon artist requires a tent, if anyone has a standard 10x10 tent and would let the BIA borrow it for the evening, that would be helpful.
- Listowel 150th
 - For the Homecoming Weekend August 1-4, 2025, I've spoken to the organizing group that the BIA would be interested in helping host an event. I've said that I would be interested in the Show and Shine, working with the Listowel Comancheros Club and the North Perth Cruisers Club.
 - Reached out to Jessica Carter, a community member passionate about history, to volunteer on a public display project. Hopeful for a positive collaboration.
 - Some other ideas the BIA could contribute to the 150th;
 - All flowers be yellow and blue – the 150th's brand colours.
 - A special 150th street banner design contest to engage the community. This will be 2025 Budget impactful.
- Trick-or-Treating Event
 - Aiming on running this event on October 26th (the Saturday before Halloween). Looking into hiring Characters for kids to take pictures with. To hire two characters for two hours, we'd be looking at around \$1,000.

Projects for Approval/ Discussion

- Branding Project - *Attached separately*
 - Need Approval on Brand Messaging
 - Brand Promise
 - Tagline
 - Need Approval on Brand Visuals
 - Primary and Secondary Logos
 - Colours
- MOU for approval
 - *Attached separately*

Priorities until September 4, 2024

- September 4th is the Wednesday after the Labour Day Long Weekend. Would we like to move the meeting instead to September 10th?
- 2025 Draft Budget
- Completing Summer Sale Days/Summer Block Party
- Trick-or-Treating Event Planning
- Draft Mural Proposal

Primary Logo



Submark



Secondary Logo



Colours



Font

MARKET DECO REGULAR
 ABCDEFGHIJKLMNOPQRSTUVWXYZ

Mockups



BRAND MESSAGING

A GUIDE TO YOUR HOUSE WRITING STYLE

PREPARED FOR:



A PROJECT BY:

ROUTE TWO
COMMUNICATION

BOULEVARD
north

When you communicate for Listowel BIA, you want to sound true to yourself, your purpose and your brand. This means thinking about the messaging behind everything you write.

These guidelines will help you write consistently in Listowel BIA's house style.

WHAT'S INCLUDED:

BRAND VOICE AND TONE

Voice is the defining sound of your brand. Tone is a subset of your brand voice, adjusted for each audience and every situation.

BRAND PROMISE

A simplified value proposition.

TAGLINE

A memorable phrase that captures the essence of your brand.

BRAND NARRATIVE

Your primary messaging. Also known as an elevator pitch.

MESSAGE PILLARS

Supporting your brand narrative, message pillars are 2 to 4 key messages with proof points (examples).

PURPOSE OF BRAND MESSAGING

Ultimately, brand messaging provides you with language and statements you can use in all marketing and communications to ensure a consistent experience for current customers and prospective ones.

A strong approach makes sure you stand out and differentiate the Listowel BIA. And at the same time, your brand voice will be consistent, ensuring uniformity in all content across different channels and platforms.

This guide gives you the confidence needed to talk about your organization.

After putting this guide into action, you will quickly become comfortable using the right language for your audience — leading to engagement, connection and action.

This renewed brand messaging will shift the way you speak about your organization. Trust the process. It may be uncomfortable at first, but after using the language outlined here time and time again, your organization will stand out.



ABOUT BRAND VOICE AND TONE

What is brand voice? Brand voice is the personality of the Listowel BIA in writing. It should be consistent across all communications and reflect the unique character of the BIA and the community it serves.

What's the difference between voice and tone? Think of it this way: You have the same voice all the time, but your tone changes. You might use one tone when speaking about a clearance sale to existing customers, and another tone when explaining the detailed purchase process to a new customer. Your tone also changes depending on the emotional state of the person you're addressing.

Why tone and voice matter: The words we use create an impression in people's minds. And they do this whether we consider them or not.

LISTOWEL BIA BRAND VOICE

When you think of Listowel, you think of a friendly town with all the amenities you'd ever need, where conversation comes naturally with your barista and you run into familiar faces while getting paint at the local hardware store. This idea, paired with a welcoming voice, invites customers to come and truly enjoy the experience of Listowel.

When writing for our organization, it's important to convey a sense of neighbourly hospitality and genuine connection. We speak with sincerity and authenticity, fostering a sense of belonging among residents and visitors alike.

Through words, we aim to evoke feelings of comfort, trust and positivity, inviting individuals to explore all that Listowel has to offer.

Whether sharing stories about local businesses, community events or everyday moments, our voice conveys warmth and hospitality, reflecting the heart of Listowel.

All of this means:

- **We're vibrant, yet approachable.**
- **We're friendly, yet professional.**
- **We're inclusive and welcoming.**

Our voice reflects the close-knit bonds that define our town.

LISTOWEL BIA BRAND TONE OF VOICE

While we always have a single voice, we use it in different ways at different times. The tone we use can change based on the situation or mindset of the audience. We tailor our tone to suit the audience's needs.

VIBRANT, YET APPROACHABLE	FRIENDLY, YET PROFESSIONAL	INCLUSIVE AND WELCOMING
<p>When there's room, use colourful adjectives. Words like amazing and brilliant. But remember that they lose power when overused.</p>	<p>Write as if you're having a conversation with a friend. Use words and phrases you would naturally use when speaking.</p>	<p>Write so everyone feels a part of what we're saying. Avoid language that may exclude, marginalize or stereotype certain groups of people. Ensure accessibility in everything you write.</p>
<p>Avoid jargon or overly complex terms that may alienate or confuse the audience.</p>	<p>Infuse your writing with personality, humour, and warmth to make it more engaging and relatable. This helps build a connection and makes your content more memorable.</p>	<p>Choose words and phrases that are inclusive and respectful of all individuals, regardless of their background, identity or beliefs.</p>
<p>Use descriptive and evocative language to paint a vivid picture in the minds of your audience. Use sensory details to appeal to senses and create a more immersive experience.</p>	<p>Demonstrate empathy and understanding for your audience's needs, challenges and experiences. This helps create a supportive and caring environment where the audience feel valued and understood.</p>	<p>Avoid using language that could be perceived as discriminatory or exclusionary. Instead opt for inclusive terms that embrace diversity and promote equality.</p>
<p>Use contractions like "we're," "you're," and "they're" to create a conversational tone that feels natural and approachable, fostering a sense of connection.</p>	<p>Use active language. This means focusing on active verbs. In most cases, avoid the passive voice.</p>	<p>Use gender-neutral language. Use terms that include everyone, such as genderless terms. Feel free to use "they" in the singular for people of unknown gender.</p>
<p>Incorporate storytelling to bring your message to life and connect with your audience on an emotional level. Use anecdotes, examples and testimonials to illustrate your points and make them more compelling.</p>	<p>Write in plain language so people with any literacy level understand.</p> <p>TIP! Check your writing at www.hemingwayapp.com and edit to reading level grade 5, 6 or 7.</p>	<p>Write to be understood no matter what the audience's cultural background is. Your content might be read by people who might be reading English as a second (or third or fourth ...) language and it might be translated.</p>
<p>Above all, be genuine, transparent and true to the values and culture of Listowel, reflecting the authentic warmth, friendliness and hospitality that define the town and residents.</p>	<p>Address your audience directly (i.e., use words like "you", "your family").</p>	<p>Use cross-cultural expressions. Avoid idioms, phrases or expressions that are not universally understood (e.g., "it's raining cats and dogs").</p>

USING TONE

When serious issues affect businesses or customers, it's an important time to emphasize how empathetic we are. We adjust our tone to highlight our compassion. In such cases, we move to the formal side of our voice, demonstrating our professionalism and how we will look after their interests. This doesn't mean we aren't vibrant and approachable; it just means we know when and how to show that passion.

Similarly, when our resources are stressed such as during major economic disruption, we know our customers want to know what's happening. At such times, our professional transparency becomes the most important. We still want to show empathy (and we're not afraid to say "sorry"), but we have to prioritize letting people know what's really going on.

These are examples of how we write on a spectrum, rather than a fixed tone all of the time. We have a more professional side and also a friendlier side. Our tone ranges within this spectrum to allow us to express the correct tone for each situation.

YOUR WORDS MATTER

Focus on Benefits: Highlight the advantages of shopping local, visiting Listowel and being part of our community. By highlighting the benefits, you are shifting the focus of your writing from your organization to the audience. Address the customer's problems or challenges and demonstrate how your offering can provide solutions or relief. Show how Listowel makes your audience's life easier, more fulfilling and enjoyable — encouraging them to come into town and make a purchase.

Storytelling: Share anecdotes and real-life stories that showcase the heart of Listowel and its people. Stories have a natural ability to capture attention and draw your audience in. Open your writing with a captivating story that's relatable. What's more? Stories have the power to evoke emotions, create connection and build trust. Use stories to lead the audience on a journey, leading to desired action – such as making a purchase or signing up for a service.

TIP! Know your audience! Understand the hopes, fears and desires of your target audience so you can tailor stories to resonate with them.

REMEMBER

We want people to feel welcomed and excited about Listowel. Use your writing to capture the warmth, friendliness and inclusivity that make our town one of a kind.

ABOUT BRAND PROMISE

Your brand promise is your reason for being. It's a simplified value proposition – the unique value you offer. It's why you're here and the reason your brand exists. It's what's different about you, distilled down into one short sentence that's easy to understand and remember. It's your one-line sales pitch – it's one sentence that sums up your offering to customers.

LISTOWEL BIA BRAND PROMISE

OPTION 1 - short and unique:

In Listowel, you make time to experience more.

OPTION 2 - a bit longer and details your value proposition:

In Listowel, you make time to experience more. More than just shopping, it's choice, small-town service and friendly faces.

LISTOWEL BIA TAGLINE

OPTION 1: Make Time

OPTION 2: Time Well Spent



ABOUT BRAND NARRATIVE

Think of your brand narrative as your primary or key messaging – tailored to your target audience. This is what you want people to say about your brand.

LISTOWEL BIA BRAND NARRATIVE

Make time for Listowel.

Explore plenty of stores, places to go and things to do. You'll feel right at home.

With creative and passionate entrepreneurs driving an exceptional blend of business, quality living and play, Listowel is a forward-growing town powered by community.

In Listowel, you get friendly service from a familiar face, making everyday moments a little brighter.

Here, shopping isn't just a simple transaction. It's about connecting with your community, supporting local and experiencing all your neighbourhood has to offer.

Listowel isn't just a stop along the way; it's a place where families and businesses thrive and connections stand the test of time.



ABOUT BRAND MESSAGE PILLARS

Message pillars are key messages that support your brand narrative. Message pillars focus on one topic area and provide proof points or examples. Think of message pillars as content buckets as well — all of your business content should ideally relate back to one of these pillars.

LISTOWEL BIA BRAND MESSAGE PILLARS

Message Pillar 1: Where Service is Second Nature

Remember that warm feeling you get when someone remembers your name or goes the extra mile to help? That's the kind of service you can expect in Listowel.

Shopping here is an experience you make time for.

Our businesses take pride in getting to know their customers, building relationships and making you feel right at home. Our stores aren't just staffed by employees, they're staffed by neighbours, friends and community members. People who genuinely care about your experience and are happy to answer your questions, offer suggestions and help you find exactly what you need. It's the kind of personalized service you won't find in a big box store.

Message Pillar 2: Hometown Heartbeat

By shopping local, you're helping create a vibrant place where everyone thrives, now and for generations to come.

A vibrant community starts with you. Your purchases shape the future of our community. Shopping local keeps our town's heartbeat strong.

When you choose Listowel, you're not just making a purchase; you're investing in our local businesses and fueling a thriving economy.

Here, shopping goes beyond transactions. It's not just about what you buy.

It's about making time for what matters. The friendly chats at the dental office or the gym, that turn into invitations to backyard BBQs. It's about supporting local businesses owned by people who shape the character of our town.

It's about being part of something bigger than ourselves. Invest in the people and places that make our community what it is today.

Sure, you might save a few dollars here and there elsewhere, but it's connections - over friendly chats and everyday moments - that make Listowel feel like home.

LISTOWEL BIA BRAND MESSAGE PILLARS

Message Pillar 3: Strong Towns Start Local

Small businesses are the cornerstones of our community.

Think of it this way — every purchase at a local store:

- Helps keep professional services - like dentists and doctors - right here in town;
- Supports the independent clothing store offering big-name brands; and
- Makes sure your favorite bakery keeps churning out delicious treats.

It's all connected! Local businesses are owned by our neighbours, they employ our friends and they stock the things we need and love. They put their profits back into the community, sponsoring local events, supporting schools and keeping Listowel a vibrant hometown for you and your family.

Shopping local means our money stays close by, helping our town thrive and keeping that special small-town feel we all cherish.

Main street matters.

Instead of questioning whether it's worth the drive or opting for online shopping, consider the impact your choice has on our community. You can help create a thriving place, where we're proud to call home.

Instead of questioning whether it's worth the drive or opting for online shopping, consider the impact your choice has on our community.



LISTOWEL BIA BRAND MESSAGE PILLARS

Message Pillar 4: Small Town on the Rise

In Listowel, you don't have to choose between big-city options and small-town service. Here, you can find everything you need without ever leaving town.

Need groceries, a haircut, a new outfit or a delicious meal? We've got you covered. Forget the long commutes and big-city hassle.

Think: getting your car detailed at the local dealership, picking up top-quality cuts from a local butcher shop and finding a new outfit from the independent clothing store - all in a single, walkable town core.

Looking for something fun to do? Explore entertainment and recreation with our wide range of activities, sports and fitness facilities, events and more!

With a diverse range of shops, services and recreation, Listowel offers all the options you want without the overwhelming nature of the city.



MEMORANDUM OF UNDERSTANDING

Municipality of North Perth and Listowel Business Improvement Area

1. TERMS OF AGREEMENT

The Term of this Memorandum of Understanding will be for three years, commencing on the date of passing of the Municipal by-law authorizing the execution of the agreement.

2. DEFINITIONS

- A. "BIA" means Listowel Business Improvement Area
- B. "Municipality" means the Municipality of North Perth
- C. "BIA Area" means the Business Improvement Area as designated in By-law 74-2019 of the Municipality of North Perth.

3. PURPOSE OF THE AGREEMENT

The purpose of this Memorandum of Understanding is to ensure a full and complete understanding of the responsibilities for the parties noted in the joint management and maintenance of the Listowel Business Improvement Area (BIA). The following are conditions and responsibilities which will form the Memorandum of Understanding between the Listowel BIA and the Municipality of North Perth.

4. AGREEMENT

BASKETS/CLAM SHELLS:

- 1. All baskets and clam shells are the property of the BIA.
- 2. Maintenance of downtown hanging baskets and clam shells, including watering, fertilization and deadheading, shall be coordinated by the Municipality.
- 3. The Municipality shall place orders for all baskets and clam shells. Invoices for materials and supplies will be directed to the BIA Coordinator for payment.
- 4. The Municipality is responsible for installation and removal of the baskets and clam shells and will notify the BIA Coordinator of the timeline for both.
- 5. Weather dependent, installation will take place the first week of June and removal will take place no later than the first week in October.

LIGHT POST BANNERS:

- 1. All light post banners are the property of the BIA, except for the Listowel Legion Veteran Memorial Banners and other special event banners that are installed with permission by the BIA.

2. All light post banner pole arms and brackets are the property of the BIA. Light posts using the BIA banner pole arms and brackets are the property of the Municipality.
3. The BIA Coordinator will be responsible for hiring a third-party to install and maintain the banner brackets and pole arms.
4. All banners and pole arms to be installed on light posts are subject to approval of the Municipality.
5. Banners shall only relate to promotion of the BIA area of events and shall not display commercial advertising.
6. The BIA is responsible for the purchase of replacement banners, pole arms and brackets, as needed, to ensure that the banners remain attractive and well maintained.
7. Community partners that are interested in purchasing and installing banners for a special event or a specified period may request permission in writing to the BIA Board.

DOWNTOWN TRASH RECEPTACLES:

1. Trash receptacles (20) were purchased by the BIA in 2017 for the downtown area, in conjunction with the North Perth Streetscape Master Plan.
2. Maintenance, replacement and emptying of the trash receptacles is the sole responsibility of the Municipality, for an understood period of a minimum of ten years, at which time any malfunctioning trash receptacles may be removed by the Municipality without consultation with the BIA. The BIA may choose to replace the trash receptacle, but is not obligated to do so.

ENTRANCE SIGNS:

1. The four main Listowel entrance signs are the property of the BIA.
2. The BIA is responsible for the annual inspection and maintenance of the entrance signs and will coordinate directly with the contractor, as required.
3. The Municipality is responsible for the grass cutting and landscaping of the entrance signs.
4. Hydro costs for the entrance signs shall be the responsibility of the Municipality.

SEASONAL DECORATING:

1. All seasonal decorations are the property of the BIA, including but not limited to:
 - light post wreaths
 - wreaths for clock tower and Municipal Office
 - free-standing pop-up lit trees
 - wooden decorations and nativity scene
 - strands of lights, wreaths, and pop-up lit trees for entrance signs
 - seasonal greeting highway banners.
2. Seasonal decorations will be stored in the mezzanine in the shed behind the North Perth Public Works building at 580 Main Street West, Listowel. The BIA

Coordinator will be provided a key for access. The storage and key will be provided at no cost to the BIA.

3. Preparation of the seasonal decorations for annual installation is the responsibility of the BIA. Preparation must be completed by the first week of November each year.
4. The seasonal decorations shall be installed by the Municipality each year, mid-November, in conjunction with Hydro One.
5. Maintenance of the seasonal decorations, while installed, is the responsibility of the Municipality, and paid for by the BIA.
6. The Municipality is responsible to take down the seasonal decorations the first week of January, or as determined appropriate in coordination with Hydro One and weather dependant.
7. The Municipality shall identify the staff person responsible for seasonal decorating each year and notify the BIA Coordinator.
8. The BIA Coordinator will be notified of any supplies needed for the installation, maintenance, and takedown, in advance if possible.
9. The BIA Coordinator must authorize all purchases pertaining to the installation, maintenance, and takedown of the seasonal decorating in accordance with the annual budget allocation for seasonal decorations.

ANNUAL AUDIT:

1. Per the Municipal Act, 2001 the BIA will receive an annual audit by the assigned auditor for the Municipality of North Perth.
2. The annual audit will proceed under the direction of the Municipality of North Perth's Treasurer.
3. Pricing for the audit will be based upon an agreed proportion of the Municipality's annual audit fees. These fees are to be incorporated into the BIA's internal allocation costs/recoveries.

FINANCIAL ADMINISTRATION:

1. The Municipality will perform all aspects of the financial administration of the BIA, including but not limited to payroll, accounts payable, accounts receivable, and preparation and completion of the annual audit.
2. The BIA shall adhere to all applicable policies and procedures established by the Municipality with respect to financial administration.
3. The BIA Coordinator will prepare the annual proposed BIA budget for consideration and approval by the BIA Board of Directors and North Perth Council.
4. The Municipality will provide the BIA support and access to relevant software and documentation to fulfil budgeting, expenditure approvals, and financial reporting needs.

5. All expenditures of the BIA must be authorized by the BIA Coordinator and the Municipal Department Head, or their designate. In the absence of the BIA Coordinator, the BIA Board Chair shall serve as one of the authorizing agents.
6. The BIA Coordinator will be notified of any deposits to the account as they are accepted, to ensure they are assigned to the appropriate account.
7. A Board Director will be assigned, each year, to review the financial statements, and any other pertinent financial reports with the BIA Coordinator bi-monthly, in advance of the Board Meetings and provide a complete summary to the Board at each meeting. The Municipality will provide additional documentation as requested.

MUNICIPAL COST RECOVERY FOR SERVICES:

1. During the annual budget process, the BIA and Municipality will review and agree upon the internal allocation costs/recoveries.
2. The internal allocation costs/recoveries shall serve as a pre-determined formula to recover costs between the BIA and Municipality. Examples include the proportion of annual audit fees, share in office space expenditures, costs for financial administration, and municipal staff time not billed directly to the BIA.
3. Any services that significantly deviate above or below the pre-determined formula after budget approval (e.g. BIA event requiring additional municipal staff resources) will be addressed on a case-by-case basis. This process will involve consultation between the BIA, the Municipality's Treasurer and subject department head.

ADMINISTRATIVE SUPPORT FOR BOARD MEETINGS:

1. The Municipality shall provide a staff person to act as Recording Secretary for BIA Board of Director Meetings.
2. The Recording Secretary will attend and record minutes at the Board of Directors meetings and Annual General Meeting. The Recording Secretary will send a draft digital copy of the minutes to the BIA Coordinator as soon as possible following the meeting, no later than 5 days.
3. The Recording Secretary will be responsible for preparing the agenda package for Board meetings, including preparing the agenda with consent of the BIA Coordinator, draft minutes from previous meeting, financial statements and expense listing, and monthly report of activities.
4. The Municipal Clerk or Deputy Clerk will provide procedural/accountability advice and training to Board members on an as needed basis and/or at the request of the Board.
5. The Municipality shall provide support related to the Integrity Commissioner and Closed Meeting Investigator services as needed.
6. Meeting space at the North Perth Municipal Administration Office will be provided for BIA Board Meetings, at no cost to the BIA.

MEMBERSHIP MAINTENANCE:

1. The Municipality will maintain an up-to-date list of the property owners in the BIA area and notify the BIA Coordinator when changes of ownership occur.

OFFICE SPACE AND CORRESPONDENCE:

1. The Municipality will provide the BIA Coordinator with suitable office working space and access to office supplies as needed and budgeted.
2. The mailing address for the BIA will be 330 Wallace Avenue North, Listowel, Ontario N4W 1L3.
3. All correspondence received at the Municipality of North Perth for the BIA will be filed in a mailbox assigned to the BIA in the North Perth Municipal Office. The BIA Coordinator is responsible for checking the mailbox on a regular basis.
4. All phone calls and emails of any nature regarding BIA activities or business received by Municipality of North Perth staff will be directed to the BIA Coordinator.
5. The general phone line of the Municipality of North Perth will have an extension assigned to the BIA that forwards calls directly to the BIA cell phone.

WEBSITE, SOCIAL MEDIA, AND IT SUPPORT:

1. The Municipality shall include a hyperlink to the Listowel BIA website on the Municipality of North Perth website.
2. The BIA Coordinator is responsible for maintaining the BIA website and social media pages.
3. The BIA Coordinator will be included in communications-related training opportunities hosted by the Municipality of North Perth, and the BIA will cover any costs associated with training.
4. Technical support for municipally owned devices and software (e.g., laptop, cellphone, email) will be provided by the Municipality.

REPORTING

The BIA and the Municipality of North Perth acknowledges this Memorandum of Understanding shall be considered an Appendix to the Annual BIA Report to the Municipality of North Perth Council.

MODIFICATIONS TO THE AGREEMENT

The BIA and the Municipality of North Perth acknowledges that requests from the BIA regarding partnership opportunities for subsequent years shall be forwarded in writing to the CAO by September 1 of each year.



Municipality of North Perth

BIA

Budget VS Actuals

Run Date: 26-Jun-2024

	2024 BUDGET	2024 ACTUALS
09 Business Improvement Area		
9300 BIA		
0000 General - Administration		
R Revenue		
Other Revenue		
59100 Fundraising	-1,000	-761
59900 Recoveries		
Total Other Revenue	-1,000	-761
Taxation		
51000 Property Tax	-130,200	80
Total Taxation	-130,200	80
Total R Revenue	-131,200	-681
E Expense		
Goods and Services		
63200 Materials & Supplies	4,500	757
63000 Professional Services	4,000	919
63800 Telecom	400	97
Total Goods and Services	8,900	1,773
Other Expenses		
65100 Fundraiser/Donations Expenses	10,000	
65050 Miscellaneous	1,169	50
65300 Public Communication		
09-9300-0000-65310 Advertising	12,000	7,724
09-9300-0000-65330 Postage	250	
09-9300-0000-65340 Copy/Printer	200	20
09-9300-0000-65350 Website	300	342
65200 Sponsorships	3,000	400
Total Other Expenses	26,919	8,536
Personnel		
61600 Salaries Wages Benefits	67,672	24,795
61800 Reimbursements	3,500	1,702
Total Personnel	71,172	26,497
Total E Expense	106,991	36,806
TRF Internal Transfer		
Internal Transfers		
92000 Transfer from Reserve		
94000 Internal Allocations	24,209	6,052
Total Internal Transfers	24,209	6,052
Total TRF Internal Transfer	24,209	6,052
Total for Location		42,177
Total 9300 BIA		42,177
Total 09 Business Improvement Area		42,177