



2017 Kemptville Pop-Up Shop Program  
**Evaluation Report**

March 29, 2018  
(amended April 27, 2018)

by  
John Barclay  
Project Coordinator

## **Purpose of the Evaluation Report**

This evaluation report was proposed as part of the Old Town Kemptville Business Improvement Area's (BIA) work-plan for the project and is intended to:

- provide an account of the whether the project achieved its expected results;
- offer some lessons learned;
- aid other organizations wishing to conduct similar programs in their downtown areas.

This report will be submitted to the Board of Management of the BIA and will be shared with its partners in the Program, namely the Economic Development Department of the Municipality of North Grenville and the Grenville Community Futures Development Corporation (GCFDC) through the Federal Economic Development Agency for Southern Ontario (Fed-Dev) and the Eastern Ontario Development Program (EODP). The Program's corporate sponsors will also receive a copy of the report.

Finally, the report will also be made available online at:

[www.oldtownkemptville.com](http://www.oldtownkemptville.com)

### **Contents:**

Program Description and Details

Financial Review

Legal and Insurance Review

Marketing Review

Current Pop-Up Shop Locations

Summary & Conclusions

### ***Appendix #1***

2015 - 2018 Project Milestones

## Program Description and Details:

The Kemptville Pop-Up Program was designed to fill available commercial space using an alternative tenancy model to launch new and growing businesses in Downtown Kemptville.

The expected results of the project, as defined in our contribution agreement with the GCFDC were:

*The Pop-Up Shop Program will expand and diversify the retail cluster in Downtown Kemptville and provide business start-up and expansion support to entrepreneurs while reducing the vacancy rate and attracting tourism traffic to the BIA shopping district improving profitability, sales and competitiveness of new and existing businesses.*

Initial funding came from the private sector (the BIA and corporate sponsors) with matching funds from the Municipality of North Grenville and the GCFDC through the Federal Economic Development Agency for Southern Ontario (Fed-Dev) and the Eastern Ontario Development Program (EODP). The proposed project budget was set at \$13,000, with \$2,500 each coming from the BIA and the Municipality, \$1,500 coming from corporate sponsors and matching funds of \$6,500 to come from GCFDC.



With the support of the Government of Canada through the Federal Economic Development Agency for Southern Ontario.



The project's conception and work-plan were based on a successful Pop-Up Shop Program run by the Danforth East Community Association (DECA) in Toronto in 2012. With the help of the Woodgreen Foundation, a Pop-Up Shop Toolkit was developed by DECA and is available for download here: <http://deca.to/pop-up/>

To new and expanding businesses the Kemptville Pop-Up Shop Program offered:

- up to 5 months in a commercial space at half its market value (up to \$750 a month including utilities)
- marketing support (up to \$500 in cash)
- mentorship from local entrepreneurs to establish and grow their business in a growing market

Participation in the Kemptville Pop-Up Shop Program was through application with simple application forms available through the BIA's website. Applications were vetted by a steering committee composed of experienced downtown business owners.

The Kemptville Pop-Up Steering Committee (Mentors):

*Chris Melnick-MacDonald* (Vice Chair of the BIA and Committee Chair)  
- Co-Owner of Nowtaskr and Willow & Rose  
*Shelley Mitchell* - Owner of To Be Continued - Quality Consignment  
*Lee McIlvenna* (BIA Director) - Co-Owner, Geronimo Coffee House  
*Geraldine Taylor* - Real Estate Agent - Keller Williams

## Financial Review

With funds coming from multiple sources, each with different reporting and claims protocols, cash-flow became an issue for the BIA. The result was the project suffered from a lack of funds at certain points which delayed marketing and promotional efforts. With a project work schedule of only five months (September 1, 2017 to January 31st, 2018), not all items in the budget were expensed to their maximum. (see below)

### Kemptonville Pop-Up Shop Program Expense Report

September 1, 2017 to January 31, 2018

| Expenses                         | Approved Budget    | Actual Budget     | %          |
|----------------------------------|--------------------|-------------------|------------|
| Program Coordinator – 5 months   | \$5,000.00         | \$5,000.00        | 100%       |
| Insurance/Legal                  | \$1,500.00         | \$955.00          | 64%        |
| <i>Program Marketing</i>         |                    |                   |            |
| Marketing Consultation & Design  | \$1,000.00         | \$1,000.00        | 100%       |
| Paid Advertising                 | \$1,000.00         | \$239.13          | 24%        |
| Marketing Pop-Up Shops (4 X 500) | \$2,000.00         | \$1,123.00        | 56%        |
| License Fees (4 X 500)           | \$2,000.00         | \$500.00          | 25%        |
| Evaluation & Phase 2 Development | \$500.00           | \$500.00          | 100%       |
|                                  |                    |                   |            |
| <b>Total:</b>                    | <b>\$13,000.00</b> | <b>\$9,317.13</b> | <b>72%</b> |

### Lessons Learned:

- 1) A project of this nature needs more time to develop and implement - ideally ten to twelve months.
- 2) Project coordination should include acquiring sufficient detail from all funders on how claims will be processed and how funds will be distributed before setting a detailed work-plan.
- 3) The lead applicant organization should have sufficient reserves or access to adequate lines of credit to enable them to keep the program running when committed funds are delayed.

## Legals and Insurance Review

One of the biggest challenges the Program had was understanding and resolving the legal and insurance issues that presented themselves once the Program was underway. The license and tenant agreements provided by the Danforth East Community Associations's Pop-Up Toolkit, while workable for community associations, proved inappropriate to our unique situation as a BIA as we eventually found out. (details can be found in Appendix #1)

The DECA agreements were structured in such a way as to "comply with real estate law" with separate agreements drafted between an Administrative Body and the landlord and an Administrative body and the tenant. As a Business Improvement Area (created through the Municipal Act) we were subject to the same rules and procedures as other Committees of Council and we were also subject to the conditions of the Municipality's insurance policy. This required a new agreement between just the building owner and the participant that kept the BIA and therefore the Municipality removed from the contractual agreement, maintaining an arm's length involvement in the process

Quote from the Municipality's Insurer:

*"It is in everyone's best interest to keep the agreement between the landlord and pop-up shop proprietors at arm's length of the BIA and therefore the Municipality. If the BIA were to act simply as a facilitator and liaison between landlords and pop-up shop proprietors and NOT enter into agreements between the two, then perhaps they could achieve similar benefits without creating a liability exposure."*

Finding an alternate way forward regarding legal agreements and insurance while ultimately easy, proved time-consuming.

### Lessons Learned:

- 1) Do not assume that what works in one locality or with one type of organization will work for you when developing a Pop-Up Shop Program. The DECA Toolkit is a wonderful resource that provided the BIA with many tools, not all were applicable to our situation.
- 2) As also suggested in the Financial Review above, a project of this nature needs more time to develop and implement - ideally ten to twelve months.

## Marketing Review



The key to promoting and marketing an economic development initiative is to develop a plan that leverages existing similar efforts. The Pop-Up Shop Program was fortunate in that the Municipality of North Grenville had just developed marketing materials for their Downtown Business Attraction Strategy (DBAS) that we were able to re-purpose for our own needs.

Social media and regional press played a large role as well with both posts and press releases concerning the launch of the program itself, the securing of locations and successful launches all enjoying excellent reception. (more detail in Appendix 1)

The first step however was to develop an effective marketing plan and for that we created a Program Marketing Support Spec Sheet and sought quotes from professional marketing companies. The successful proposal from TD Graham + Associates included:

- ≡ Creation of an updated name and brand look for the program;
- ≡ Design of content and artwork for a ¼ page ad for local print media;
- ≡ Creation of up to 4 jpgs for social media posts;
- ≡ Assistance with drafting 3 articles for local press;
- ≡ Creation of a window label/poster artwork with 'Coming Soon! Pop Up SHOP!'

Downtown Kemptville saw a surge in new investment in 2017, with 14 new businesses opening up, not including the two Pop-Up Shops. Certainly interest in starting or expanding a business Downtown Kemptville was generated by the Pop-Up Shop Program as evidenced by the extensive media coverage it received. How much of the investment in 2017 can be attributed to the media coverage of the Program in 2016 and 2017 or the Municipality's Downtown Business Attraction Strategy is hard to tell.

New Business List 2018

### New Investment Downtown

| Business Name                  | Date Contacted | Contact Name                  | Location                    |
|--------------------------------|----------------|-------------------------------|-----------------------------|
| Get Cronked                    | 9/11/2016      | Rebecca Cronk                 | 9 Clothier Street           |
| Starbucks                      | 1/1/2017       | Kevin Mulligan                | 3000 Wellington Rd          |
| ISI Engineering                | 1/1/2017       | Mike Comstock                 | 113 Prescott St, Kemptville |
| Thain Capital Corporation      | 1/12/2017      | Colin Thain                   | 9 Clothier Street           |
| Vape Express                   | 2/7/2017       | Mitch                         | 10 Prescott Street          |
| Anne's Headquarters            | 2/13/2017      | Anne Evans                    | 216 Van Buren St            |
| Kemptville Crossfit            | 4/2/2017       | Devin Eaton                   | 2600 County Rd 43           |
| Saltastic                      | 4/4/2017       | Karen Quigley                 | 2727 County Road 43         |
| Richardson Hair Design         | 6/6/2017       | Stephanie Richardson          | 201 Prescott Street         |
| Water Depot                    | 7/1/2017       | John                          | 2878 County Rd 43 Unit 2    |
| Dill Flower Shop               | 8/1/2017       | Vanessa Bee                   | 33 Clothier Street          |
| Farmacopia                     | 8/8/2017       | Renée Ellison                 | 2725 County Road 20         |
| New Energy Kreations           | 8/31/2017      | Ken Schliemann                | 132 Prescott Street         |
| John Spindler                  | 9/1/2017       | John Spindler Custom Cabinets | 411 Prescott Street         |
| J Glow Kemptville              | 9/4/2017       | Jayven Ashleigh Lacobucci     | 29 Clothier St. E           |
| Above All Drone Services       | 10/8/2017      | Jamie Couvieuau               | Oxford Mills, On (Home)     |
| Hustle & Heart                 | 10/14/2017     | Chris Melnick-MacDonald       | 10 Prescott Street          |
| NOVAerial Robotics Inc.        | 10/31/2017     | Robert Lefebvre               | 1-139 Prescott Street       |
| The Prim Shed                  | 11/7/2017      | Kimberly Davidson Armstrong   | 419 Rideau Street           |
| Posh Plum Home Decor           | 12/7/2017      | Ann Shafer                    | 207 Prescott Street         |
| Exit Realty By Design          | 12/7/2017      | Wendy Embleton                | 310 Prescott Street         |
| Sunlife Financial              | 12/11/2017     | Byronie Baxter                | 222 Prescott St             |
| Kemptville Health and Wellness | 2/12/2018      | Dr. J.C Xie                   | 11 Somerville Road          |

### Lesson Learned (or Confirmed in this case):

Money is well spent on contracting professional marketing advice and professional graphic design.

## Current Pop-Up Shop Locations

**Note:** The Pop-Up Shop location secured at **9 Clothier Street East** was sold to a new owner before the application review process was completed. The new owner intends to open a business in the space in the summer of 2018.

### **200 Prescott Street - Kemptville Kids Pediatric Therapy Services** Opened Dec. 1, 2017



(Co-owners L-R, Kim Smalridge and Kim Bennett)

This space was formerly occupied by Voice2Net, who expanded and re-located just two doors to the north. Kemptville Kids houses two practices, Wellington Kids Speech Therapy Services and Stepping Stone Pediatric Physical Therapy.

The two owners have signed a lease with the landlord and are currently renovating the space to better serve their growing clientele.



**28 Prescott Street (rear) - Compassionate Support for Stressful Times  
Opened Dec.1, 2017**



The space was formerly occupied by the Kemptville Naturopathic Clinic. The owner has signed a lease with the landlord. The Pop-Up Shop Program enabled the business to expand and take on four part-time therapists.



**209 Sanders Street** - Continues to be marketed as available through the Pop-Up Program but at this writing, is still unoccupied.

## Summary and Conclusions

*"I'm very grateful to the Pop-Up Shop program that helped me move into my first full-time and independent office space. This enabled me to expand from a one-person show to a clinic that can better serve my community. Also, the exposure my clinic has received as the result of my participation in the program was priceless."*

- Shulamit Ber Levtoy, Owner, Compassionate Support in Stressful Times

*"The Pop-Up Shop program allowed me to beautify my window on Prescott Street, but what I found most valuable was the wealth of knowledge of the committee members and the sense of belonging as a new business owner, along with the continued support they provide me as I grow my business."*

- Kim Smalridge, Co-owner, Kemptville Kids

The 2017 Kemptville Pop-Up Shop Program was a success; it achieved its expected results and helped create an effective and sustainable investment attraction program for the future.

The Kemptville Pop-Up Shop Program expanded and diversified the retail cluster in Downtown Kemptville. The Program provided business start-up and expansion support to three entrepreneurs. It reduced the vacancy rate and attracted traffic to the BIA shopping district. Finally, it improved the profitability, sales and competitiveness of one new and one existing business and stands ready to assist more in the years to come.

Based on the positive results, the Board of Management of the Old Town Kemptville BIA approved the Kemptville Pop-Up Shop Program as a permanent program of the BIA and funds were provided for it in the 2018 Operating Budget. Going forward the Program will not rely on government funding but instead will fund itself through the BIA's operating budget and corporate sponsorship.

It is hoped that this Report will encourage and aid other organizations wishing to conduct similar programs in their downtown areas.

Please feel free to contact the BIA's Executive Director for more information about the Kemptville Pop-Up Shop Program:

**John Barclay**

e: [exec.director.bia@gmail.com](mailto:exec.director.bia@gmail.com)

m: 613-322-8132

PO Box 864

Kemptville, Ontario

K0G 1J0



## Appendix #1

### 2015 - 2018 Project Milestones (Chronological)

Fall 2015 - John Barclay discovers information about a successful Pop-Up Shop Program run by the Danforth East Community Association (DECA). Downloads their Pop-Up Shop Toolkit

November 16, 2015 - Economic Development Advisory Committee Resolution: "That the Economic Development Committee provide recommendation to Council and staff that they look for synergies within the 2016 Economic Development Work Plan as adopted on September 25, 2015 and the BIA 2016 Business Plan"



A six-week pilot project was launched mid-January, 2016 on Prescott Street.

Result: Two paid portrait commissions  
Total cost: \$500 to Styves Photos, including signage and hydro.

Benefit to Chris Drozda, building owner: Increased visibility of his property; over 50 sell sheets handed out and hydro costs covered for six weeks. Chris has a tentative buyer for his building.

--- 2016 ---

January, 2016 - John Barclay runs a pilot Pop-Up Studio "Faces of North Grenville" for two weeks (extended to four) at 138 Prescott for Styves Photography See Article published in the Kemptville Advance: <https://www.mykemptvillenow.com/10896/10896/>

January, 2016 - John Barclay hired as part-time Executive Director of the BIA. His company Triune Productions Inc. to provide Management Services.

March 18<sup>th</sup>, 2016 - The Economic Development Advisory Committee allocates \$1,000 towards the project



April 22, 2016 - Presentation of the Pop-Up Shop Program to North Grenville's Economic Development Advisory Committee with a request totalling \$2,500 - Rob Noseworthy of Westerra Homes commits \$500 as a corporate sponsor of the Program through Westerra Homes. Staff is directed to find money within the existing Eco Dev budget.

Summer of 2016 - Project is suspended due to lack of "runway" ie. time required to develop the project and launch it before the Christmas season. Revived in the spring of 2017 as the Kemptville Pop-Up Shop Program; funding application support materials collected.

--- 2017 ---

March 8, 2017 - Neil Pringle pledges \$500 to the Program in an editorial in the North Grenville Times. See: <http://www.ngtimes.ca/undermining-the-foundations/>

April, 2017 - Corporate sponsorship documents signed with Pringle Brothers Construction, Westerra Homes and James Street Writing Company.

June 5, 2017 - Pop-Up Shop project support letter from Phil Gerrard, Director of Planning and Development for the Municipality of North Grenville. Extract: *"The Municipality recognizes the professional standards and dedication the BIA possesses and remains confident that financial support will be a valued investment in the downtown area and overall business community"*

August 1<sup>st</sup>, 2017 - Application to EODP for matching funds submitted along with a Work-plan and Budget showing funding sources. Marketing proposals received from local companies: Business Content and TD Graham + Associates.

Week of Aug 20, 2017 - Meetings with Tom Byrne (lawyer), Tom Graham (marketing) Retainers for both signed.

Week of Aug 27, 2017 - 1/4 page ad in the Leeds and Grenville Business News

September 1, 2017 - The Program is officially launched (Jan 31<sup>st</sup>, 2018 is the EODP project end date)

Week of Sept. 3, 2017 - 1/2 page ad in the NG Times, Vista Radio Interview, MyKemptvilleNow.com posting - Program launch press release issued

The North Greenville Times

## KEMPTVILLE POP-UP SHOP

### Grow Your Business in Kemptville

New program helps businesses start up or expand.

The Kemptville Pop-Up Shop Program offers businesses up to 5 months in a commercial space at half its market value (up to \$750 a month including utilities), marketing support (up to \$500 in cash), along with mentorship from local entrepreneurs to establish and grow your business in this growing market.

Applications and more information at:  
**OldTownKemptville.com**

Our Funders

Old Town KEMPTVILLE BUSINESS IMPROVEMENT AREA

North Greenville

GRENVILLE

Week of Sept 10, 2017 - First location secured - press release issued - NG Times published it and the Kemptville Advance runs it on their Editorial page. BIA Facebook boosted post reaches over 7,000



Our first location is Rob Thompson's building at 9 Clothier; a press release with photo was released Sept. 15th. Caption: *“Robert Noseworthy of Westerra Homes presents BIA Executive Director, John Barclay and BIA Chair, Deb Wilson with a cheque to sponsor the first Pop-Up Shop location in Downtown Kemptville (9 Clothier)”*

September 14, 2017 - John forwards to the Municipality the License and Participation Agreements *“recently finalized by Tom Byrne regarding the relationship between the BIA and property owners; and the BIA and program participants to your insurance provider for review. ... The relationships are structured this way in order to comply with real estate law.”* This structure was used by the Danforth East Community Association

September 14, 2017 - Phil Gerrard's response to the drafted agreements:  
*“ In regards to liability insurance coverage for members of the BIA and their activities, our insurance provider has advised us as follows: The municipal insurance program extends coverage to the operations of committees of council (such as the BIA), however it will not extend to third party entities, such as vendors operating pop-up shops in the downtown. It is very much in the Municipality’s interest to protect its insurance program from the liabilities of unrelated third parties...”*

Week of Sept 17, 2017 - Insurance quotes received. Pop-Up Shop Coordinator Agreement signed.

September 22, 2017 - Phil Gerard writes: *“Late this afternoon we were in contact with our insurer, who have provided us with some important information regarding the implementation of the Pop-Up Shop program. They have reviewed the Licence Agreement” and Participation Agreement and have provided the following recommendations:*

*“We would not recommend that the Municipality allow the BIA to enter into this license agreement. We would recommend that the property owners enter into the lease agreements directly with the business owners. If a claim is brought against one of the business owners, the BIA will be brought in by either the Claimant or the property owner and that means, that the Municipality is brought in.*

*It is in everyone’s best interest to keep the agreement between the landlord and pop-up shop proprietors at arm’s length of the BIA and therefore the Municipality. If the BIA were to act simply as a facilitator and liaise between landlords and pop-up shop proprietors and NOT enter into agreements between the two, then perhaps they could achieve similar benefits without creating a liability exposure.”*

Based on the foregoing, it is our recommendation that you do not execute any Licence or Participation Agreements.



Week of Sept 24, 2017 - Second location (209 Sanders) secured; a press release with photo

was released Oct 6, 2017. Caption: “A second location joins the Kemptville Pop-Up Shop Program. 209 Sanders Street. Putting up the sign are L-R, [Shelley Mitchell](#), member of the Pop-Up Steering Committee and owner of To Be Continued and [Erika Cuccaro](#), Pop-Up sponsor and owner of James St. Writing Company.”

Week of Oct 6, 2017: two more locations prospected. More applications received. Old Town Kemptville LinkedIn stats on the Pop-Up post on Sept 19th, 2017 - 410 Views, 13 Likes and 6 Shares. Post appears in the Invest Ottawa newsletter

October 10, 2017 - Phil Gerrard writes “Our insurer has provided the following information: The BIA and its board members will remain insured under North Grenville’s municipal insurance program. Keeping the BIA and therefore the Municipality removed from the contractual agreement, is the key to maintaining an arm’s length involvement in the process.

Week of Oct. 16, 2017 - John meets with lawyer, Tom Byrne, to create an appropriate Alternate Short Term Tenancy Agreement directly between Landlord and Tenant.

November 3, 2017 - Interim Claim with the Municipal insurance documentation filed with GCFDC (EODP Administrator)

November 20, 2017 - The scheduled Grand Opening of the 1<sup>st</sup> Pop-Up Shop (Compassionate Support for Stressful Times) is indefinitely postponed due to neighbouring property owner dispute over easement. The Municipality’s legal counsel warns against the Mayor “trespassing” at a scheduled ribbon-cutting ceremony.



Dec 1<sup>st</sup>, 2017 - Grand Opening for Kemptville Kids Pediatric Therapy Services, the 2nd Pop-Up Shop part of the BIA's Downtown Revival event is a big success. Ribbon-cutting and cheque presentations were well attended and lots of media coverage was garnered.

--- 2018 ---



**Finally! April 6th, 2018** - The 2nd Pop-Up Shop Grand Opening for Compassionate Support in Stressful Times is another big success. Ribbon-cutting and cheque presentations and an Open House were well attended and received lots of media coverage.

## Second pop-up shop, holistic stress and trauma clinic, opens downtown

BY PAULINA HREBACKA  
phrebacka@metroland.com

The second Pop-Up Shop for Kemptville, Compassionate Support for Stressful Times, opened its doors on Friday, April 6 at 28 Prescott St., in a building shared with the Bodhi Tree Yoga Centre.

Through the Pop-Up Shop program offered by the Old Town Kemptville Business Improvement Area (BIA), businesses are offered up to five months of residency in a commercial space for half of its market value, as well as marketing support and mentorship from local entrepreneurs to establish and build their business.

Compassionate Support for Stressful Times, from Kemptville's Holistic Stress and Trauma Clinic, provides whole-person services to men, women, and teens in the Grenville and Dundas area in support of recovery from trauma and stress. Services include psychotherapy, holistic psychiatry, therapeutic yoga and massage, and counselling.

The new business also offers addictions counselling for local youth, provided by Canadian certified addictions counsellor, Kimberlee Dharsan Kaur.

The Kemptville Pop-Up Shop program is now permanently available through the Old Town Kemptville BIA. Partial funding is provided by the Old Town Kemptville BIA, the economic development department of the municipality of North Grenville, and the Grenville Community Futures Development Corporation through the Eastern Ontario Development Program.



Compassionate Support for Stressful Times at 28 Prescott Street (shared with the Bodhi Tree Yoga Centre) is the second business to receive support from the Kemptville Pop-Up Shop Program. Pictured, from left: Allen McEvoy, Cameron Beasley, Kim Smalridge, Jim McManaman, Sarah Wilson-Spear, Geraldine Taylor, Cathy Sheppard, Shulamit Ber Levto (owner, Compassionate Support for Stressful Times), Meaghan Cumming, Kimberlee Dharsan Kaur, Maitri Devi Tricya Morrice, North Grenville Coun. Donovan Arnaud, and Neil Pringle.

Submitted by John Barclay, Old Town Kemptville BIA

Pop-up shops have been proven to increase foot traffic in commercial areas and are more likely to become successful long-term tenants. Shulamit Ber Levto, owner of Compassionate Support for Stressful Times, plans to stay in the new location at least until November of this year, when her original lease will be up for renewal.

Applications for the Pop-Up Shop program can be downloaded at [www.OldTownKemptville.com](http://www.OldTownKemptville.com).



Paulina Hrebacka | Metroland

Owner of the second pop-up shop, Compassionate Support for Stressful Times, Shulamit Ber Levto, at the open house on Friday, April 6.

APRIL 12 2018

**April 6th, 2018  
Kemptville Advance**