



**Belleville Downtown Improvement Area
L. McDougall, Information & Knowledge Management Committee; and
Kelsey Moniz, Marketing & Media Officer
September 17, 2019**

To: Board of Directors of the Belleville Downtown Improvement Area

Subject: Downtown Public WiFi & Location Analytics Project

Recommendation:

That the Board approve the allocation of the Build Belleville funds of \$30,000 to the Downtown Public WiFi & Location Analytics Project.

Strategic Plan Alignment:

The Downtown Public WiFi & Location Analytics Project aligns with our Strategic Plan, specifically the Strategic Objective of improving the Downtown customer experience and making Downtown Belleville a place where people want to meet. Collecting data through Wifi will allow us to create baselines and measure changes in our traffic patterns and visitor demographics. It also provides WiFi users with a convenient service while in the downtown core.

Our goal by 2021 is to triple the number of downtown shoppers, diners and art patrons with recurring visits from residents and tourists from Toronto/Ottawa/Montreal. The Downtown Public Wi-Fi & Location Analytics Project provides the platform to collect and analyze the data to better position our marketing and messaging of the downtown to achieve this goal.

Background

In partnership with The City of Belleville we would like to invest in an outdoor public Wi-Fi system along Front Street. The purpose of this project is to collect information on visitor traffic and increase engagement through strategic marketing that is designed around the data collected through an analytics program.

Location-based analytics derived from mobile devices that are accessing downtown Wi-fi will allow the City to glean actionable insights about how the people carrying the devices interact in a physical space, giving downtown a competitive advantage. The City and downtown stakeholders will have the ability to leverage this wireless infrastructure to deliver a more personalized experience by analyzing data, including patterns in foot traffic and customer visits, onsite dwell time and repeat visit rates, similar to data collected by online competitors. This kind of data allows for proximity-based marketing, enabling businesses to make better offers or experiences available to customers at the best times.

Belleville will have a better understanding around engagement (how long visitors are staying downtown) and customer loyalty (return visits), in addition to demographics.

This project directly aligns with five of the City's strategic themes (Commercial Development, Residential Development, City Centre, Revitalization, Culture and Recreation, and Tourism and Waterfront Revitalization).

The project may also qualify for **Rural Economic Development** (RED) funding and an application has been submitted by The City. The RED Strategic Economic Infrastructure Stream could provide up to 30% of eligible project costs to a maximum of \$250,000.

The Build Belleville fund of \$30,000 is not currently allocated for a project.

Analysis

The BDIA met with the City of Belleville and Bell to review the proposal and as a result, the following recommendation is presented to the Board for **approval**:

That the Board approve the allocation of the Build Belleville funds of \$30,000 to the Downtown Public WiFi & Location Analytics Project.

Financial Analysis (BDIA Investment):

Year 1

\$17,500 Capital

\$6,250 Expense (Management Applications)

\$23,750

Year 2

\$6,250 Expense

Two Year Total Investment from Build Belleville Reserve Fund - \$30,000

Year 3

\$6,250 Expense - funded through Ongoing Operations

Conclusion

In accordance with the Board of Directors Terms of Reference, approval of the BDIA recommendation, as outlined in this report, is requested.

Supporting Documents:

RED Funding Application
Project Cost Breakdown

RED FUNDING APPLICATION – DRAFT

Downtown Wi-Fi/ Location Analytics Project

Please describe your organization. Include a brief history, strategic overview, services offered, clients served, and the part of your organization to which the application relates. (Maximum 200 words)

The City of Belleville has a population of approximately 60,000 and serves as the largest urban centre for the Bay of Quinte region of over 200,000 residents. Conveniently and centrally located off Highway 401 between Toronto and Ottawa, Belleville delivers beautiful parks and open spaces, education and post-secondary education, health care facilities, affordable housing and a wide range of cultural and tourist attractions, in addition to excellent investment and job opportunities.

Belleville became an official City in 1877. With a budget (including outside agencies) of over \$100 million, the City is responsible for providing a variety of services to its residents including economic development, transportation, engineering, planning, fire prevention, police, environmental and recreation services.

The City of Belleville Strategic Plan defines a vision for the community and solidifies the Corporation's mission of helping to make Belleville a better place in which to live, work, play and invest. This plan identifies nine strategic themes and objectives and includes major products and/or services that have occurred over the past three years. The proposed funded project directly impacts five of these strategic themes;

1. Commercial Development
2. Residential Development
3. City Centre Revitalization
4. Culture and Recreation
5. Tourism and Waterfront Revitalization

Are there co-applicants for the project? If yes, describe the relationship between Applicant(s). (Maximum 50 words)

The Belleville Downtown Improvement Area (BDIA) is a defined downtown area established by the municipality and governed by a Board of Directors. With the support of the municipality, the BDIA is in place to organize, finance, and carry out physical improvements and promote economic development in their district.

PROJECT SUMMARY

State the purpose of the project and provide a brief overview of what the project will achieve. (Maximum 300 words)

The City of Belleville, in partnership with the BDIA, would like to invest in an outdoor public Wi-Fi system along Front Street. The purpose of this project is to collect information on visitor traffic and increase engagement through strategic marketing that is designed around the data collected through an analytics program.

Location-based analytics derived from mobile devices that are accessing downtown Wi-fi will allow the City to glean actionable insights about how the people carrying the devices interact in a physical space, giving downtown a competitive advantage. The City and downtown stakeholders will have the ability to leverage this wireless infrastructure to deliver a more personalized experience by analyzing data, including patterns in foot traffic and customer visits, onsite dwell time and repeat visit rates, similar to data collected by online competitors. This kind of data allows for proximity-based marketing, enabling businesses to make better offers or experiences available to customers at the best times. Belleville will have a better understanding around engagement (how long visitors are staying downtown) and customer loyalty (return visits), in addition to demographics.

The BDIA has recently completed a strategic plan that focuses on four key objectives. One of these objectives is to improve the customer experience and make Downtown Belleville the place where people want to meet. A goal has been defined to meet this objective which would triple the number of downtown shoppers, diners and arts patrons with recurring visits from locals and visitors from the Toronto/ Ottawa/ Montreal triangle by 2021. The BDIA will develop a marketing plan to enhance the recognition of downtown as a special destination for Belleville visits. This marketing plan would be designed around the data collected through an analytics program if an investment is made in wireless infrastructure in Downtown Belleville.

ii) Project Benefits

Describe how this project will directly benefit rural Ontario. Describe any anticipated impacts the project will have across multiple communities, sectors, or across parts of a value chain. (Maximum 100 words)

This project enhances internet access in Belleville's downtown business district which provides a direct benefit for rural Ontario. As the largest urban centre and downtown in the Bay of Quinte region, the data accessed from the location analysis program will be shared regionally and used to guide both local and regional marketing initiatives, with outcomes that will benefit multiple communities and sectors. This will impact the region's ability to strategically attract and retain residential and commercial investment, support business expansion, contribute towards regional partnership growth and enhance the City's economic infrastructure, all of which greatly benefits rural Ontario.

iii) Economic Barriers Reduced by Project

Describe how this project will reduce existing barriers to economic development and reference any plans or studies where these have been identified. (Maximum 200 words)

There are three key economic barriers identified in the Downtown District Strategic Plan that will be reduced if the City invests in wireless infrastructure. These barriers include:

1. Business attraction and investment
2. Target marketing
3. Visitor experience

Analytics derived from mobile devices that are accessing downtown Wi-Fi will provide consumer data to create baseline statistics, better understand the target market (residents/ businesses/ investors) and measure changes in patterns. There is currently no relevant data to effectively target market the downtown as a place for investment. Obtaining tangible metrics from dynamic, location-based data will allow the Belleville Downtown District to develop a marketing plan that strategically promotes downtown investment opportunities to facilitate business attraction, investment and increased consumer spending. This will assist in meeting the specific goals outlined in the strategic plan, including year-over-year increase in occupancy rates, increase in residential units and increase in visitors and consumer spending in the downtown.

In recent years the City of Belleville has completed a Business Retention & Expansion (BR+E) for Downtown Belleville (2014) and the Tourism and Events Sector (2018). Both reports identify the need for wireless infrastructure investment in underserved areas of the City including the downtown.

iv) Sustainability

Describe how the project outcomes will continue to contribute to longer-term economic development outcomes after the RED program funding ends. (Maximum 200 words)

The City of Belleville's investment in wireless infrastructure is a long term investment in partnership with the Belleville Downtown Business Improvement Area (BDIA). The capital investment in wireless equipment and software will be maintained long term and become an annual operating budget item moving forward as maintenance is required.

In addition to working with Bell Canada on the capital purchase and installation, the City and BDIA in partnership with the Bay of Quinte Regional Marketing Board (BOQRMB) are securing a three year contract with Bell Canada and a third party cloud-managed IT solutions company (Cisco Meraki). This investment will allow for continuous data collection that is measurable and will provide opportunity for the City to react as the economic climate evolves. This is the first phase of a longer term plan that will support a growing wireless infrastructure network in Belleville's business district and lay a foundation to access more sophisticated data in the future. The City will own the software and have the option of renewing the location analytics management contract for data collection as new and updated data is required after the initial three year term.

v) Project Oversight

Describe the resources and skills the applicant(s) will use to manage and complete the project. Indicate project management experience in implementing similar projects. (Maximum 200 words)

The City will oversee this project being delivered by agencies responsible for the installation of an outdoor mesh solution with Access Points (Aps) located on streetlights that will allow Wi-Fi service to be deployed along Front Street, a stretch of approximately 550 m, in the downtown district. Project leads include:

1. Marc Coyle, Manager of Information Systems (IS) – City of Belleville

This project lead has managed the City’s IS department for 30 years and oversees the development, design, and implementation of new applications and software packages. This lead will serve as primary contact with outside agencies and will maintain the continual operation of the wireless network to ensure continual functioning of equipment.

2. Wyatt Turner, Manager of Business Development – Bell Business Markets

As a member of the management team for 10 years, this project lead identifies business opportunities to promote customized solutions to meet client needs. Includes oversight of products, services, and contracts that drive innovation.

3. Yehuda Ordower, Director of Business Development & Sales – Datavalet Technologies

With 20 years of diverse experience in the information technology and services industry, this strong sales professional is skilled in negotiation, enterprise software, strategic partnerships and project management.

i) Jobs created or retained

Indicate the number of total Jobs that will be created or retained in rural Ontario, as a result of the project:

Temporary: 2

Provide details to substantiate these job numbers (Maximum 100 words)

Two people contracted over a one month period to complete the equipment installation for the downtown wireless infrastructure project. Over the contract period part time hours will be contributed to the project from all project partners to manage system updates, maintenance, repairs and data.

Although this project has little direct impact on job creation, there is significant in-direct impact given that the data collected will support strategic target marketing to attract and retain investment in property and business. Any form of investment that takes place as a direct result of this project will support job creation and retention.

ii) Investment attracted or retained

Describe in detail how the project will lead to the attraction and retention of investments in rural Ontario, and how this will be measured. (Maximum 300 words)

The vision for the downtown is to be the thriving centre of the City by 2023. One of the four objectives highlighted in the strategic plan is to market investment opportunities to facilitate commercial and residential real estate investment.

The capital investment being made in wireless infrastructure is a key asset that can be promoted when attracting commercial and residential investment. Having this infrastructure in place is demanded by today's consumer and will support the attraction of new and retention of existing investors as it relates to commercial and residential property. This investment is an added feature in the toolkit used by staff and realtors selling Belleville's downtown district as a place to invest.

The location analytics collected once wireless infrastructure is secured will provide actionable insight to help attract the right investor. Having access to location-based data to build powerful analytics tools allows the staff to strategically development an investment package to profile commercial and residential opportunities and target market investors to capitalize on those opportunities available. Whether living or working in the downtown, property owners and residents depend on reliable connectivity and therefore having Wi-Fi infrastructure in place will support investment attraction.

Attraction and retention of investment in rural Ontario will be measured against recent baseline 2019 statistics. The following specific goals have been identified under this objective with specific strategies and measures identified.

Goal: By 2023, the BDIA commercial occupancy rate will be 85%.

Strategy: Market investment opportunities to facilitate commercial real estate investment.

Measures: Year-over-year increases in occupancy rate from current 75% and increase number of residential units by 50.

The location analytics collected as a result of the wireless infrastructure investment will contribute to an increased occupancy rate of 10% over the next three years and significantly support residential development.

iii) Businesses attracted, retained and/or expanded

Describe in detail how the project will lead to the attraction, retention and/or expansion of businesses to the area in rural Ontario, and what results will be achieved. (Maximum 300 words)

This project is a major step towards becoming a Smart City. With wireless infrastructure in place, the City will use electronic Internet of Things (IOT), in this case location-based analytics, to collect data used to manage assets and resources efficiently.

Being identified as a Smart City and accessing data to target market will contribute to the downtown's ability to attract businesses in the technology sector which has been identified as underdeveloped. With recent investments made by entrepreneurs moving their tech companies' downtown, the City sees an opportunity to capitalize and grow this emerging sector. This project will significantly impact the ability to successfully attract a cluster of tech businesses in the downtown.

In addition to creating a tech cluster, the location-based data collected will support all existing business sectors operating downtown (retail, food and beverage, professional services, experiences, wellness). Business retention and attraction efforts will be supported by providing existing operators with powerful analytics tools that help them better understand their customer and enhance the visitor experience.

Customer Insight:

- Quantifying site visits, how often consumers are returning and location dwell time, making more informed staffing decisions and delivering special promotions.
- Discovering anonymous customer demographics (age, gender, language) via mobile device Wi-Fi connection.

Engagement:

- Customize guest experience
- Increase social media impressions and brand awareness
- Integrate with applications providing location-aware services.

In addition to individual downtown businesses benefiting from these tools to support their retention and growth, the City and BDIA will be supported in making data-driven decisions to attract and retain investment, business and visitors to the downtown. Direct results achieved that align with the strategic plan include encouraging new business investment, create more downtown activity, improve the downtown customer experience and make downtown a place where people want to meet.

iv) Enhanced strategic economic Infrastructure

Describe in detail how the project will advance economic development and investment opportunities in rural Ontario, and what results will be achieved. Provide information on previously completed work (e.g. plans, strategies, research, data) that identifies this project as an economic development priority. (Maximum 300 words)

Work was completed in 2012 to establish an Intensification Plan as a follow-up to the 2006 Downtown Master Plan. In order to implement this plan it was necessary to upgrade the existing municipal services

within the downtown core to provide the needed servicing capacity to accommodate new development and replace aged infrastructure.

The City Centre Revitalization and Redevelopment (CCRR) Project was a multi-year project to reconstruct Front Street and a number of adjacent streets in downtown Belleville. Underground infrastructure work included removal and replacement of watermains, sanitary/ storm sewers and installation of new utilities. Surface work included reconstruction of roads and sidewalks and installation of new urban design elements including street lights, furnishings and landscaping. This was a \$34.5 million investment made by the City over a four year period.

Although identified in the Downtown Master Plan as a key priority, wireless infrastructure was unable to be accommodated through the CCRR project. This asset has been re-identified through both recently completed BR&E studies and the Downtown Strategic Plan as it remains a requirement to support business and residential attraction and retention efforts downtown that will capitalize on the significant infrastructure investment made by the City. The project has also been recognized as a priority by the City of Belleville Economic and Destination Development Committee, Information Systems department and Downtown District Economic Development Committee and Board of Directors.

Wireless infrastructure and analytics will have an immediate impact on job creation/ retention and business attraction/ retention, advancing economic development and investment opportunities for rural Ontario. The data collected will provide tangible metrics to create strategic plans that support target marketing and economic development efforts as it relates to commercial and residential investment, business attraction/ retention and an enhanced visitor experience that leads to increased consumer spending.

v) Regional partnerships that drive growth

Describe in detail how the project will work with other entities in your region in rural Ontario (e.g., groups, organizations, communities, municipalities) to drive growth. (Maximum 300 words)

This project will facilitate Internet usage in the downtown core and collect information on visitor traffic in order to increase engagement through strategic marketing that is designed around the data collected through an analytics program. The data collected through this project is invaluable to groups operating locally within the City of Belleville and the region as whole as it provides insight that can be turned into actionable plans.

This project will enhance the customer experience and support investment attraction and retention efforts, both priority objectives in the Downtown Belleville 2019 Strategic Plan. Local and regional organizations will benefit from gaining valuable dataset insights related to Wi-Fi users, providing these organizations (i.e. BDIA, Bay of Quinte Regional Marketing Board) the ability to provide more customized and effective marketing to attract future visitors and drive economic growth in the region.

Belleville serves as the largest centre for a region of 200,000 people. Economic growth for Belleville will naturally spread to outlying communities who can capitalize on Belleville's commercial growth and services by attracting and retaining residents and businesses in their own communities.

Organizations that will benefit from this data have set goals related to visitation and investment. This project provides the platform required to collect and analyze the data and better position marketing and messaging for Belleville, furthering economic development across the Bay of Quinte region.

Project Cost Breakdown - RED Application						
Expense			Revenue			
Project		Total	BDIA	RED	City	BOQ
Yr 1	Capital	\$86,720.35	\$17,500.00	\$26,016.11	\$38,204.24	\$5,000.00
	Management Applications	\$14,520.00	\$6,250.00	\$7,527.60	\$742.40	
		\$101,240.35	\$23,750.00	\$33,543.71	\$38,946.64	
Yr 2	Management Applications	\$14,520.00	\$6,250.00		\$8,270.00	
Yr 3		\$14,520.00	\$6,250.00		\$8,270.00	



Downtown Belleville Improvement Area

Marijo Cuerrier

On behalf of the BDIA

September 17, 2019

To: Board of Directors of the Belleville Downtown Improvement Area

Subject: Holiday Season Financials

Recommendation:

THAT the Board of Directors approve the transfer of \$27,000 from the Seasonal Decor Reserve Funds to the 2019 Christmas Décor & Event project ; and THAT the Chair and Executive Director be authorized to sign the acceptance agreement on behalf of the Belleville Downtown District BIA related to the MAT funding. THAT the Board approves the allocation of funds to creating a memorable Downtown Holiday Season.

Strategic Plan Alignment:

The Christmas holiday season is one of the most crucial and valuable times for the downtown to change the public perception of downtown Belleville from lackluster to vibrant (Objective one of our 2019 Strategic Plan). A well thought out holiday season will create positive media buzz (Tactic 1.2.2), both locally and beyond. Professionally executed events help to build a business case to recruit specific businesses that would be a great fit for downtown (Tactic 3.1.2).

This holiday season helps to achieve the creation 1 of the 4 BDIA-led special events (Tactic 4.1.1) which will in turn improve the Downtown customer experience and make Downtown Belleville the place where people want to meet (Objective Four).

Background

We needed to create an experience that was not something any other town or shopping mall could compete with. We wanted to distract from the traditional negatives to the downtown as a holiday destination and instead feature the positives.

1. We are outdoors so let's embrace it
2. It's dark in December, so light up the streets and windows
3. It's cold in December, so create warm experiences both indoors and out: pop up experiences, hot drinks and food, possible fitness-focused challenges
4. You have to walk to and from a dark parking lot, so let's light up the carriageways and make them into a destination.

5. Children want to see Santa, so let's bring him downtown and make a magic space for photos to be taken.

We have a number of financial resources to draw from this holiday season to make our downtown holiday experience something to remember. Much of the investment will be carried through for years to come and we can build on it each year to continue to make it a holiday season people want to travel for.

Financial/Analysis

See attached

Conclusion

We believe that a thoughtfully planned, well executed holiday season, with a sound financial plan will continue to build on the story that Downtown District is the place to be.

Supporting Documents: Attached

Where \$\$ Come From in Budget			
Budget	Scenario 1	Scenario 2	Notes
Event	\$ 7,000	\$ 7,000	
COB	\$ 20,000	\$ 20,000	
Seasonal Decor	\$ 8,600	\$ 8,600	
Carriageways	\$ 5,000	\$ 5,000	
Banners	\$ 5,700	\$ 5,700	
Reserve	\$ 27,000	\$ 7,000	
Total	\$ 73,300	\$ 53,300	

Where \$\$ are Spent			
Spend	Scenario 1	Scenario 2	Notes
			Tree Lights, City Hall Projection, North and South Entrances on Front St. Parking Lot Deadzone (pots), Photo Opp Set (Santa)
Street Decor	\$ 43,000	\$ 30,800	
Banners	\$ 5,000	\$ 5,000	
Carriageways	\$ 5,000	\$ 3,000	
Main Floor Windows	\$ 2,500	\$ 2,500	Lights + Clings
Install	\$ -	\$ -	Looking for grant committee \$\$
Event	\$ 17,000	\$ 12,000	Parade Night + Market Night
Total	\$ 72,500	\$ 53,300	

DOWNTOWN DISTRICT TIMELINE STRATEGIC PLAN 2019-Q4		September				October				November				December					
Legend: Not Started In Progress	Status	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Associated Strategy
Send survey to Visitors using manual survey at business POP	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Plan for and execute AGM	In Progress																		Increase business member engagement with their counterparts.
Plan for and execute Brand Launch	In Progress																		Increase business member engagement with their counterparts.
Collateral (business cards, e-signatures, e-letterhead, interior office signage)	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Creation of hero content to be used across all marketing platforms	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Design of general brochure or rack card for hotel and tourism outlets	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Investors Recruitment Kit	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Members Kit	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Press kit	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Promo Merch to be sold at downtown outlets (T-shirts, Hats, coffee mugs etc.)	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Social Media Headers, profiles	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Tag each recipient appropriately (business categories, property owners, event participants)	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Todd's Highway Signs on 401	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Trailblazers from Highway	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Way-finding Signage: In select locations throughout Belleville	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Way-finding Signage: Investigation into replacing large entrance signs	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Keep membership at large informed of each groups activities	Not Started																		Increase business member engagement with their counterparts.
Look for opportunities to cross-collaborate	Not Started																		Increase business member engagement with their counterparts.
Provide sample agenda	Not Started																		Increase business member engagement with their counterparts.
Send out invitations	Not Started																		Increase business member engagement with their counterparts.
Advertise first event to the public	Not Started																		Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Let Realtors and Property owners know what the date is	Not Started																		Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Look into insurance when going through buildings	Not Started																		Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Tour #1: Conduct 2 vacancy tours annually: Explore the District (December and May Open House)	Not Started																		Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Call out for Team Participation and Team Leaders	Not Started																		Increase property owner engagement with BDIA.
Decide on agenda and possible guest speaker	Not Started																		Increase property owner engagement with BDIA.
Decide on date	Not Started																		Increase property owner engagement with BDIA.
Decide on location	Not Started																		Increase property owner engagement with BDIA.
Identify base participation rate	Not Started																		Increase property owner engagement with BDIA.
Offer teleconference participation opportunities for out-of-town members	Not Started																		Increase property owner engagement with BDIA.
Send out property owner specific invitation	Not Started																		Increase property owner engagement with BDIA.

Using Airtable list and physical audit create a vacancy profile of downtown main and upper floors (property, zoning, size, features of property, price, lease/own)	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Create draft of Property Standards. Submit for Approval	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
If approved, research next steps to be able to enforce them and follow through	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Development of a branded sell kit for downtown	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Maintain website page that lists property availability and contact information	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Make administration of listings available for realtors	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Work with web developer on new site on a solution for filtering properties online for consumer use	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Research past customer engagement for 2017-18 (Savour the Soup, Flavour of Fall, Girls night out, SummerFest, Spicy Food, Contest, Christmas in the Village)	Not Started																	Belleville residents: Develop a marketing plan that will enhance the recognition of downtown as a safe and special destination for Belleville residents.
Assist in team meetings																		Increase business member engagement with their counterparts.
Have a Team Leader meeting to set expectations and them up for success	Not Started																	Increase business member engagement with their counterparts.
Identify base participation rate																		Increase business member engagement with their counterparts.
Main Teams: Retail, F&B, Business Services, Property Owners, Experiences, Wellness	Not Started																	Increase business member engagement with their counterparts.
Provide consistent responsibilities and expectations for team lead and team	Not Started																	Increase business member engagement with their counterparts.
Recruit (handpick) Team Leaders that are likeable and well known within their peer group	Not Started																	Increase business member engagement with their counterparts.
Send survey to Residents using Canada Post Flyer	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Establish a relationship with the city in regards to solving parking challenges in general	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Identify the consequences no overnight parking creates. How does no overnight parking directly affect downtown investment opportunities?	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Work with the task force to come up with solutions that can be presented to the city	Not Started																	Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
Minimum 2x good news press releases per month	In Progress																	Control the story by providing a continual flow of positive story leads
Provide pre-event press-junket	Not Started																	Control the story by providing a continual flow of positive story leads
Annual Report 2019	Not Started																	
Business/Marketing Plan for 2020	Not Started																	
Operating Budget for 2020	Not Started																	
Design Format	Not Started																	Improve communication to BDIA members
FP for print cost of 250 8.5x11 finished size	Not Started																	Improve communication to BDIA members
Write content (accept submissions)	Not Started																	Improve communication to BDIA members
Present to council for approval	Not Started																	Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.
Research other BIA's and how they have succeeded with signage and façade bylaws	Not Started																	Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.
Research what the process is to have signage and façade bylaws and enforce them	Not Started																	Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.
To start check COB sign bylaw: https://belleville.ca/files/BY-LAW_NO_2006-55.pdf	Not Started																	Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.
Using brand image guidelines create our own sign and façade bylaws specific to downtown.	Not Started																	Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.
Continue to test Slack, GroupMe, Facebook Closed Group and Disciple as possible solutions for an online community communication tool.	In Progress																	Improve communication to BDIA members
Goal to launch Sept 1 with 40 active users by December	Not Started																	Improve communication to BDIA members
Relaunch closed Facebook Group for members only with expectations and admin controls to minimize negative chatter	Not Started																	Improve communication to BDIA members

Advocate for changes to the current Façade Improvement to include improvements to the interior of 2nd and 3rd floors of historic buildings in order to increase rental capacity in the downtown core	In Progress																		Increase property owner engagement with BDIA.
Advocate for extending the current Façade Improvement plan beyond 2019	In Progress																		Increase property owner engagement with BDIA.
Audit current members list to ensure it is members only	Not Started																		Improve communication to BDIA members
Bi-weekly e-blasts to visitors	In Progress																		Improve communication to BDIA members
Increase to weekly e-blasts to members	In Progress																		Improve communication to BDIA members
Set up online signup page on downtownbelleville.ca for members and collaborators	In Progress																		Improve communication to BDIA members
Content Calendar (Social media, Press Releases, Blog & other content outlets)	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Establish a relationship with tourism and lifestyle influencers within and outside of our region	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Minimum 3x month blog covering relevant downtown activity	In Progress																		Rebrand Downtown as a vibrant hub of the community.
Population of new website with relevant event content as well as up-to-date member profiles	Not Started																		Rebrand Downtown as a vibrant hub of the community.
Afterparty Event	In Progress																		Belleville residents: Develop a marketing plan that will enhance the recognition of downtown as a safe and special destination for Belleville residents.
Holiday Events	In Progress																		Belleville residents: Develop a marketing plan that will enhance the recognition of downtown as a safe and special destination for Belleville residents.
Set up Hubspot	In Progress																		Improve communication to BDIA members