



dine • drink • live • savour • shop • watch • discover • enjoy • play • create • stroll • work • learn



Strategic Plan 2019



DOWNTOWN BELLEVILLE
downtownbelleville.ca

be a part of it!

The Planning Committee

LEAD BY:

Gail L. Walker | Management

Consultant | The Millrace Group

BOARD CHAIR

Kathryn Brown

Kate's Kitchen

DIRECTOR

Dwane Barratt

Barratt's Office Pro

EXECUTIVE DIRECTOR

Marijo Cuerrier

BDIA

BOARD VICE CHAIR

Lorne McDougall

McDougall Insurance

DIRECTOR

Ken Harnden

Pinnacle Music Studios

EXECUTIVE DIRECTOR

Dug Stevenson

Bay of Quinte Regional
Marketing Board

BOARD TREASURER

Abraham Ramos-Serratos

Chilango's Mexican Restaurant

DIRECTOR

Melanie Hilmi

Capers Restaurant

CHIEF EXECUTIVE OFFICER

Jill Raycroft

Belleville Chamber of Commerce

COUNCIL APPOINTEE

Councillor Ryan Williams

City of Belleville

DIRECTOR

Sandy Musson

Tri & Run Sports

DIRECTOR

Shawn Patriquin

THEY Integrated

DIRECTOR

Tara VanDijk

The Belleville Club



Our Purpose

The BDIA exists to position downtown Belleville as a vibrant community.



What is a purpose statement?

A purpose statement is a bold affirmation of the reason for the BDIA's existence. It is the driving force that enables the BDIA to define its true brand and create its desired culture.



Our Values

What is a value statement?

A declaration that informs visitors, staff, board of directors and members about the BDIA's top priorities and what its core beliefs are. A value statement helps to identify with and connect to targeted groups, as well as to remind employees and stakeholders about its agreed upon priorities and goals.

1 Collaborative Partnership

with members and other stakeholders

2 Forward Thinking

invisioning a new future

3 Being Accountable

delivering on our commitments

4 Active 2-way Communication

with members and other stakeholders

5 Passion to succeed

with passion comes change

Our Vision



By 2023, Downtown Belleville will be the thriving centre of our community.



What is a vision statement?

A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.



Our Objectives

What are Objectives?

A specific result that a person or system aims to achieve within a time frame and with available resources.

Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance.

- 1 Change the public perception of downtown Belleville from lacklustre to vibrant.
- 2 Ignite current downtown investors (property and business owners) to become champions for a vital downtown.
- 3 Encourage new business investment to increase BDIA commercial occupancy rate and create more Downtown activity.
- 4 Improve the Downtown customer experience and make Downtown Belleville the place where people want to meet.

Objective 1:

Goals, Strategies & Measures

Change the public perception of downtown Belleville from lacklustre to vibrant.

Goal

By 2023, downtown Belleville will achieve an average Net Promoter Score (NPS) of 4 with Belleville residents, visitors and potential investors.



Strategies

- 1.1 Rebrand Downtown as a vibrant hub of the community.
- 1.2 Control the story by providing a continual flow of positive story leads.

Measures

- 1.1 Survey target markets pre & post launch and achieve a net improvement.
- 1.2 Establish a net positive score of mentions in all media channels.

What are Goals?

An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

What are Strategies?

A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

What are Measures?

A number or quantity that records a directly observable value or performance.

Objective 2:

Goals, Strategies & Measures

Ignite current downtown investors (property and business owners) to become champions for a vital downtown.

Goal

By 2023, 80% of downtown investors will demonstrate active support for downtown vitality.



Strategies

- 2.1 Improve communication to BDIA members.
- 2.2 Increase business member engagement with their counterparts.
- 2.3 Increase property owner engagement with BDIA.

Measures

- 2.1 Maintain 4 active communication channels with members.
- 2.2 Increase the business member participation rate in BDIA initiatives by 25% annually over the April 2019 base.
- 2.3 Increase the property member participation rate in BDIA initiatives by 25% annually over the April 2019 baseline.

What are Goals?

An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

What are Strategies?

A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

What are Measures?

A number or quantity that records a directly observable value or performance.

Objective 3:

Goals, Strategies & Measures

Encourage new business investment to increase BDIA commercial occupancy rate and create more Downtown activity.

Goal

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



Strategies

- 3.1 Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.
- 3.2 Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.

Measures

- 3.1
 - a) Year-over-year increases in occupancy rate from current 75%.
 - b) Increase number of residential units by 50.
 - c) Year-over-year improvement in needed business scorecard.
- 3.2 By 2023, 25 properties will be in compliance with the brand image.

What are Goals?

An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

What are Strategies?

A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

What are Measures?

A number or quantity that records a directly observable value or performance.

Objective 4:

Goals, Strategies & Measures

Improve the Downtown customer experience and make Downtown Belleville the place where people want to meet.

Goal

By 2021, triple the number of Downtown shoppers, diners and arts patrons with recurring visits from locals and tourists from the Toronto/Ottawa/Montreal triangle.



Strategies

- 4.1 Develop a marketing plan that will enhance the recognition of downtown as a safe and special destination for Belleville residents.
- 4.2 Develop a marketing plan that will enhance the recognition of downtown as a special destination for Belleville visitors.

Measures

- 4.1 Year-over-year increase in the number of customers from Belleville postal codes.
- 4.2a Year-over-year increase in the number of customers from outside Belleville.
Under 1 hour drive + 1 hour plus drive
- 4.2b Collect consumer data via WiFi to create baseline 2019 & measure changes in traffic patterns (seasonal & days of the week).

Objective 4 cont'd:

Goals, Strategies & Measures

Improve the Downtown customer experience and make Downtown Belleville the place where people want to meet.

Goal

By 2021, triple the number of Downtown shoppers, diners and arts patrons with recurring visits from locals and tourists from the Toronto/Ottawa/Montreal triangle.



Strategies

- 4.3 Improve physical elements of the customer experience.
- 4.4 Develop the coffee culture & creative class through a recruitment, attraction & retention plan.
- 4.5 Advocate and work with the City plus provincial and federal agencies on policy development to support mutually beneficial projects in Downtown.

Measures

- 4.3 By 2023 achieve at least an average out 5 (NPS).
- 4.4a Increase the number of ethnic and thematic restaurants/cafes (including brewpubs) from the current 23 locations to 40 locations by 2023.
- 4.4b Increase the number of Gallery and Entertainment locations from the current 6 locations to 10 locations by 2023.
- 4.5 Achieve an allocation of at least \$50K of financial supports annually for Downtown investors/BDIA members.