

The
DOWNTOWN
18 **DISTRICT** 16
BELLEVILLE

Downtown Belleville

STRATEGIC PLAN 2019-25

APPROVED OCTOBER 2021



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Our Purpose

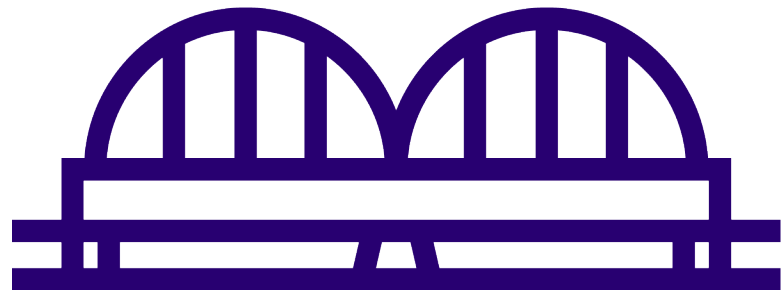
The Belleville Downtown District BIA exists to position Downtown Belleville as a vibrant community.

Values

1. Collaborative Partnership - with members and stakeholders
2. Forward Thinking - envisioning a new future
3. Being Accountable - delivering on our commitments
4. Active Two-Way Communication - with members and other stakeholders
5. Passion to Succeed - with passion comes change

Vision

By 2025, Belleville's Downtown District will be the thriving centre of our community and a key economic driver for the City of Belleville.



SPECIAL NOTE: 2020 and 2021 represent the years the BIA community was severely impacted by the COVID-19 pandemic. Despite this, by remaining focused on our vision and strategic plan, some of our deliverables exceeded targets while some were delayed. This plan “refresh” recognizes those benefits and challenges, and timelines and measures have been adjusted accordingly.

Participants in the Strategic Plan 2021 Revisions

Board of Directors

Kathryn Brown – Chair
Shawn Patriquin – Vice Chair
Lorne McDougall – Treasurer
Sarah Hutchinson – Secretary
Tyler Allsopp – City Councillor
Luisa Sorrentino – Executive Director

Rebecca Burlington
Maury Flunder
David Gilbert
Chad Guziewicz
Stacey Kerr
Emma Travis

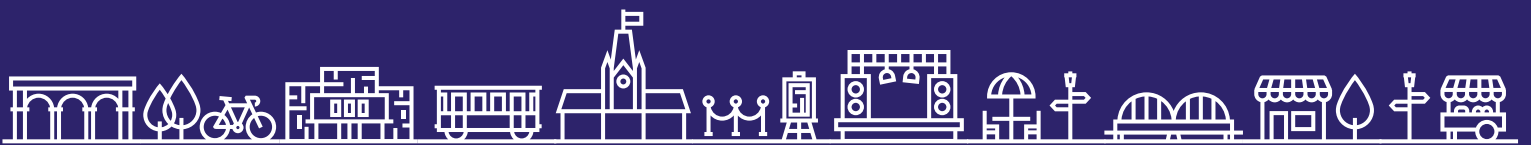
Key Partners

Jill Raycroft – CEO, Belleville Chamber of Commerce
Karen Poste – Manager, Economic Development & Strategic Initiatives, City of Belleville
Dug Stevenson – Executive Director, Bay of Quinte Regional Marketing



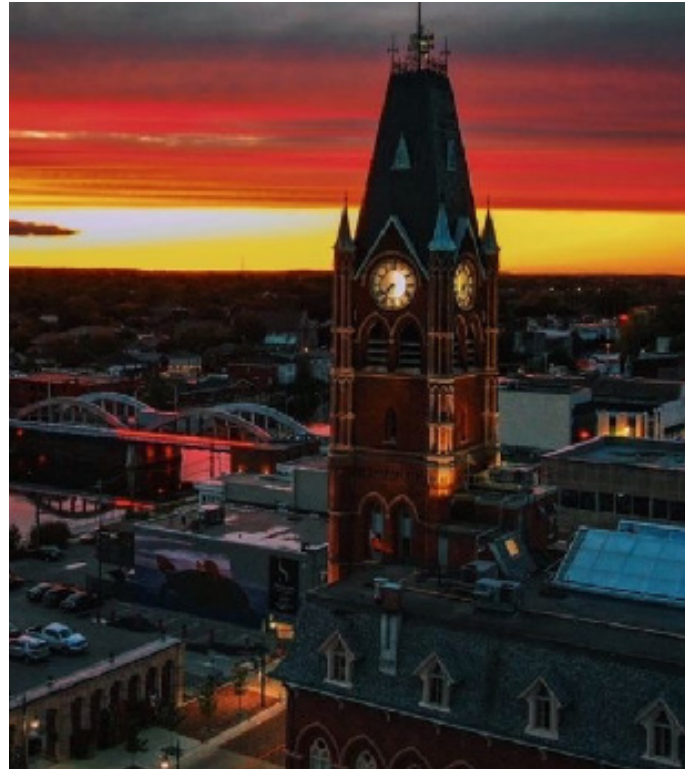
Objectives

GOALS, STRATEGIES, MEASURES



Objective 1

Change the public perception of Belleville's Downtown District from lacklustre to vibrant.



Goal:

By 2023, the Downtown District will achieve an average Net Promoter Score (NPS) of 4 with Bay of Quinte residents, visitors and potential investors.

Strategies

- 1.1 Continue marketing and promoting Downtown as a vibrant hub of the community.

Measures

- 1.1 Survey visitors and residents annually and achieve a net improvement year-over-year, beginning with the 2019 baseline of 8/10.

Objective 2

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

Goal:

By 2023, Downtown investors will be demonstrating active engagement in the initiatives supporting Downtown vitality.



Strategies	Measures
2.1 Continuously improve communication to BIA members.	2.1 Measure open rates of BIA communication to members and strive for 75% open rate by 2024 (compared to 2019 open rate of 35%).
2.2 Increase business member engagement with their counterparts.	2.2a Increase the business member participation in BIA initiatives year over year. 2.2b Increase member participation in BIA committees, to encourage engagement and support of BIA-sponsored tourism products.
2.3 Increase property owner engagement with the BIA.	2.3a Increase the property owner participation in BIA initiatives year over year. 2.3b Increase the property owner participation in BIA committees, to encourage engagement and support of BIA-sponsored recruitment activities.

Objective 3

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

Goal:

By 2025, the Downtown District commercial occupancy rate will be 85%.



Strategies	Measures
<p>3.1 Market Downtown investment opportunities to facilitate business attraction and commercial real estate investment.</p>	<p>3.1a Year-over-year increase in occupancy rate from 2019 rate of 75%.</p> <p>3.1b Increase the number of residential units by 50 by 2025.</p> <p>3.1c A recruitment package developed and implemented, targeting new investors and business start-ups from within the Toronto/Ottawa/Montreal triangle.</p>
<p>3.2 Advocate with the City to establish a signage and heritage façade by-law to unify the Downtown image.</p>	<p>3.2a By the end of 2022 the City of Belleville Engineering and Development Department has completed a Scope, Terms of Reference and high level estimate for a Heritage Conservation Designation process.</p> <p>3.2b By 2023-24, the City of Belleville has a Heritage Conservation District Phase 1 study completed, with participation from the BIA, and public consultation has been scheduled.</p>

Objective 4

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



Goal:

By 2025, triple the number of Downtown shoppers, diners and arts patrons with recurring visits from local and regional visitors while increasing visitors from the Toronto/Ottawa/Montreal triangle.

Strategies	Measures
<p>4.1 Develop a marketing plan that will enhance the recognition of Downtown as a special destination for Belleville and Bay of Quinte residents, by working collaboratively with Bay of Quinte Regional Marketing Board (BOQRMB), Chamber of Commerce and the City's Economic Development team (EDDC).</p>	<p>4.1a Year-over-year increase in the number of customers from in and around Belleville (under 1 hour drive) compared to a 2021 baseline.</p> <p>4.1b Integrated plans beginning in Fall 2021 with EDDC, Chamber of Commerce and BOQRMB related to tourism initiatives and products.</p> <p>4.1c Collect consumer data via WiFi to create a baseline beginning in 2021 and measure changes in traffic patterns (seasonal and days of the week) and the effectiveness of the tourism products offered within the BIA boundaries.</p>
<p>4.2 Develop a marketing plan that will enhance the recognition of Downtown as a special destination for Belleville visitors by working collaboratively with Bay of Quinte Regional Marketing Board (BOQRMB), Chamber of Commerce and the City's Economic Development team (EDDC).</p>	<p>4.2a Year-over-year increase in the number of customers from outside Belleville (over 1 hour drive) compared to a 2021 baseline.</p> <p>4.2b Integrated plans beginning in Fall 2021 with EDDC, Chamber of Commerce and BOQRMB related to tourism initiatives and products.</p>

Objective 4

continued



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

Goal:

By 2025, triple the number of Downtown shoppers, diners and arts patrons with recurring visits from local and regional visitors while increasing visitors from the Toronto/Ottawa/Montreal triangle.



Strategies	Measures
<p>4.3 Support Downtown businesses and street-involved individuals to make the Downtown District safe, inclusive and welcoming for all community members.</p>	<p>4.2c Collect consumer data via WiFi to create a baseline beginning in 2021 and measure changes in traffic patterns (seasonal and days of the week) and the effectiveness of the tourism products offered within the BIA boundaries.</p> <p>4.3a Secure pilot funding for 2021-22 from Hastings County and introduce a BIA-employed Steward.</p> <p>4.3b Survey Downtown businesses, residents and visitors regarding the perceived safety of the Downtown core before, during and after the pilot.</p> <p>4.3c Secure ongoing funding for Welcoming Streets initiative through Hastings County, City of Belleville, Belleville Police Services (or a combination of these organizations) to ensure the continuation of the program into 2022-23 and beyond.</p>

Objective 4

continued



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

Goal:

By 2025, triple the number of Downtown shoppers, diners and arts patrons with recurring visits from local and regional visitors while increasing visitors from the Toronto/Ottawa/Montreal triangle.



Strategies	Measures
<p>4.4 Improve and annually increase events, including physical elements of the customer experience.</p>	<p>4.4a Build on the success of events such as Downtown @ Dusk, Al Fresco and Enchanted by partnering with other organizations to increase the scale and reach of each event.</p> <p>4.4b Annually, introduce furniture and fixtures that encourage visitors to spend increased time in the District and create social media moments (e.g. increased seating, tête-à-têtes, umbrellas, Santa Chair). Measure outcomes through data analytics on average.</p>
<p>4.5 Develop the coffee culture and creative class through a recruitment, attraction and retention plan.</p>	<p>4.5a Increase the number of ethnic and thematic restaurants, cafes and brewpubs from the 2019 count of 20 locations to 30 locations by 2025.</p>

Objective 4 continued

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

Goal:

By 2025, triple the number of Downtown shoppers, diners and arts patrons with recurring visits from local and regional visitors while increasing visitors from the Toronto/Ottawa/Montreal triangle.



Strategies	Measures
<p>4.6 Advocate and work with the City, BOQRMB and Chamber partners to elevate economic development and tourism initiatives in the Downtown District.</p>	<p>4.5b Increase the number of gallery and entertainment locations from the 2019 count of 7 locations to 10 locations by 2025.</p> <p>4.5c Partnership created with the Loyalist College Small Business Accelerator program, located in the District, to generate new business leads and start-ups beginning in 2022.</p> <p>4.6 Achieve an allocation of at least \$200K in financial support for Downtown that contributes to the implementation and growth of BIA-sponsored tourism products and recruitment of new investors. Sources may include Municipal Accommodation Tax (MAT), Provincial and Federal grants and/or City of Belleville Grant Committee and in-kind services.</p>

Be a
Part of it

