



# 2022 ANNUAL REPORT

Downtown Kingston BIA



Representing 700+ property and business owners invested in the continued success of the Downtown Kingston experience.

Respectfully acknowledging that Downtown Kingston resides on land which is the traditional territory of the Huron Wendat, Anishinaabe and Haudenosaunee, we work towards deeper understanding by engaging in relationship and teaching.

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Cover photo Mayla Concept - @sandboxphotovideo

## from the Chair **Ed Smith**

I believe 2022 was a year of renewed hope for Downtown Kingston and for our membership. People began coming out of their homes, schools were back in session and it felt like life was finally returning to normal. Board and staff have been thrilled this year to offer our full slate of events – Buskers, Blues, Promenades, etc. and were able to invite visitors back to downtown.

I'd like to thank our outgoing Board, who, without a doubt, experienced the most trying of times over the last four years and acknowledge their loyalty and the hard work invested in ensuring that we were doing our utmost to sustain members, and our sense of community. It's been a tough few years for all of us, but, hopefully, we are close to the other side. I would also like to welcome the new, incoming Board of Directors. I am confident that they will be able to approach the future with the same dedication and enthusiasm as previous Boards have had over the past 50 years.



WCI Kingston Holdings Inc.  
Previous Owner of Windmills



## from the Executive Director **Marijo Cuerrier**

Wow! What a year it's been! On my 8-minute walk along the trail to and from the office each day I can't help but think about how lucky I am to be here. With the combination of a strong membership, high occupancy rate, a supportive community, collaborative partnerships, talented staff and being on the cusp of a new Board of Management - there is so much potential for the future of Downtown Kingston. I am honoured to be trusted to lead this incredible Ontario treasure into the future.

Thank you to all who have been so supportive over the past year and a half as I got my feet under me and the organization restructured. We are going to have so much fun together!

# The muscle BIA Staff

Longtime Downtown Kingston BIA staff members Michèle and Jan have welcomed a new slate of professionals to the BIA over the past year, helping to onboard and integrate new talent into the organization. The combined strengths of all staff members has made a very strong and effective team to carry the organization into the future.

“Coming together is a beginning, staying together is progress, and working together is success.”

– Henry Ford



**Michèle Langlois**

Chief Operating Officer

Keeps the crew in line. In charge of HR, succession, finance oversight and fun.



**Jan MacDonald**

Director of Events

Producer of kick ass events, overseeing all aspects of execution.



**Pete Gillespie**

Marketing & Communications Manager

Bringing communications to the next level and our token male.



**Nicole Solomatenko**

Member Services

Nicole works to make life simpler for our members and drives our CRM.



**Sandi Griffiths**

Events Coordinator

Sandi works closely with Jan, learning the ropes of event production.



**Sierra Saikaley**

Marketing & Communications Coordinator

Sierra is the voice of our social media channels and website content.



**Angela Winkler**

Operations Coordinator & Graphic Designer

Angela is the friendly face at front desk, graphic designer and all things ops.



**Nayeli Salazar**

Events Intern

All the way from Mexico City, Nayeli loves to spread her love of Kingston.



# Captains of the Ship BIA Board of Management

Thank you for volunteering your time and wisdom over the last four years to making Downtown Kingston a great place to do business. Thank to also to Julie Tompkins, Aba Mortley, Tommy Hunter, Jess Huddle, Lynn Carlotto, Michelle McShane and Ryan Boeme who were with us for part of the 4-year term.



**Erin Allen**

Manager  
Mio Gelato & Churn



**Bev Allinson**

Owner/Operator  
Confederation Place  
Hotel



**Sean Billing**

Owner/Partner  
Frontenac Club



**Christine Ray-Bratt**

Owner/Operator  
Curate.Social &  
Chris James



**Maria Cronk**

Owner/Operator  
Fancy That &  
Roundstone



**Melissa Bell**

**Vice-Chair**  
Owner/Operator  
Improbable Escapes



**Richard A McNevin**

Partner  
Soloway Wright LLP



**Tim Pater**

Owner/Operator  
Black Dog Hospitality



**Steve Wallace**

Owner/Operator  
Luce Hair Studio



**Nick Waterfield**

**Treasurer**  
Manager Chez Piggy  
& Pan Chancho



**Cllr. Wayne Hill**

District 4, Lakeside



**Cllr. Peter Oosterhof**

District 1, Countryside

## Focusing on our **Mission**

To cultivate and enhance Downtown Kingston's position as the region's leading culinary, entertainment, shopping and services destination, while attracting more people to experience and contribute to our vibrant downtown community.

## While delivering on our **Purpose**

To foster an environment in which businesses can find success.

## Striving to live by our **Guiding Principles**

Integrity forms the foundation of our Guiding Principles:

### **TO BE EXCEPTIONAL**

Maintain excellence and pursue progressive solutions in the development and delivery of all initiatives.

### **TO BE TRANSPARENT**

Committed to fostering trust through authentic and collaborative communication and relationships.

### **TO BE INCLUSIVE**

Welcome, celebrate, and respect our diverse community.

### **TO BE ADVOCATES**

Advocate for a healthy, vibrant, and successful downtown community.

*Note: Revised Mission, Purpose, and Guiding Principles were approved by the Board of Management in March 2022.*



## 2022 STRATEGIC PRIORITIES



### Improve Marketing & Communications

Improve communication to visitors (local and non-local) keeping Downtown Kingston top of mind as a destination of choice for tourists, friends & family.



### Improve Member Relations

Improved communication to stakeholders and BIA members helping to improve and strengthen relationships in our community.



### Improve Organizational Structure

Improve organizational structure, increasing overall efficiency and communication internally and to the board, creating more time for creative innovation.



### Maintain Excellent Downtown Environment

Improve and maintain cleanliness, safety, and beautification while continuing to grow and improve the Downtown Kingston experience for our visitors.



## Highlights

# Marketing & Communications

### New Advertising Purchase Structure

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2022 represented a period of adjustment in advertising practices for the BIA. Annual plans with media partners were dissolved in favour of concentrated, higher-frequency campaigns. This practice has allowed us to emphasize our

scheduled events, while also permitting nimble and responsive campaigns on-demand, when merited. We have been able to saturate the market with our messaging, while reducing our overall investment.

### New Website and Messaging

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In what was perhaps the most significant development of 2022, the introduction of the BIA's new brand identity in May set the foundation on which our stories can be told to others. Along with projecting the new brand in all public-fac-

ing marketing expressions, we now have an up-to-date, highly versatile website. Over the next year, populating downtownkingston.ca with content is one of the most important tasks for the marketing of Downtown Kingston.





## Telling Our Story using Images and Video

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A major focus in 2022 has been on improving our photo and video asset collection. We have been working with local photographers and an aerial drone company to seek out and capture moments of authenticity in our vibrant down-

town community. We will continue to grow our library of photography and video as it is a key component to being able to tell the Downtown Kingston story online, in print and in the media.



Fall Promenade Downtown Kingston 2022 - Photo Garrett Elliott

# Digital Communication

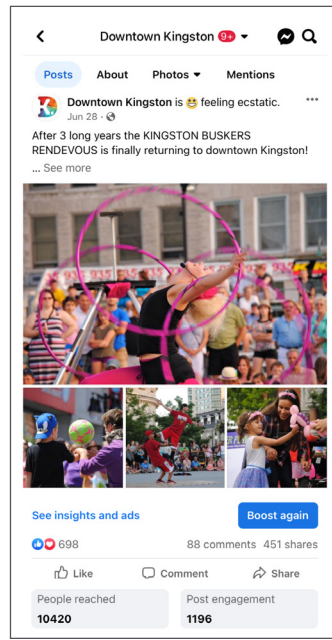
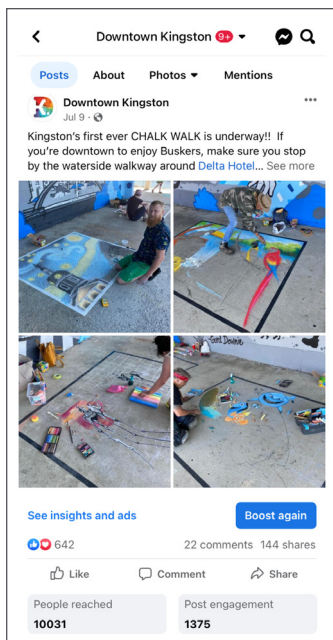
Social Media	11.1.20 - 10.31.21	11.1.21 - 10.31.22
Facebook Page Reach	390,154	549,648
Instagram Reach	134,454	329,950
Facebook Page Visits	12,863	25,259
Instagram Profile Visits	27,690	45,491
Facebook New Followers	1,049	1,675
Instagram New Followers	2,872	3,963

**18,299**

Facebook Followers

**19,231**

Instagram Followers



Video insights

<b>Impressions</b>	<b>80,553</b>
From Explore	41,714
From Home	34,965
From Other	3,304
From Profile	429
<b>Content Interactions</b>	<b>1,636</b>
Likes	1,336
Shares	216
Saves	63
Comments	21
<b>Profile activity</b>	<b>748</b>
Profile Visits	488
Follows	254
Website taps	5
Business address taps	1



## Downtownkingston.ca YTD

Page Views: 461,221

Unique Users: 181,064

## Total Social Media Posts YTD:

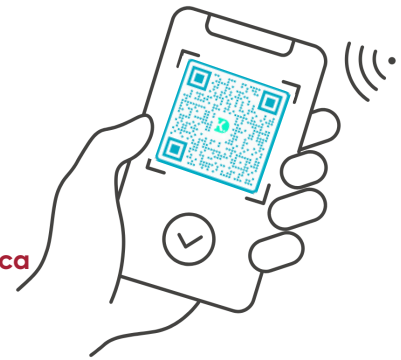
1,124 - averaging 3 posts per day  
(not including reels/stories. FB/IG only)

## Event Highlights:

Chalk Walk: 16 posts, **3,140 reactions** (avg 196/post),  
394 shares engagement, averaging 196 reactions per post  
Buskers: 33 posts, 3,718 reactions (avg 113/post), **654 shares**  
This is a key measurable for our preferred target profile

← Visit [downtownkingston.ca](http://downtownkingston.ca)





Scan QR code to subscribe to the Downtown Dish. or visit [downtownkingston.ca](http://downtownkingston.ca)



## Downtown Dish: Visitors Email

Downtown Dish, with 3000 subscribers and growing, is a great way to keep in contact with visitors to Downtown Kingston. The Downtown Dish has a particularly high engagement. Recipients are opening it when it arrives and spending time reading it and clicking through to read more. Downtown Kingston has a healthy following of what we like to think of as ambassadors. They genuinely love the city and want to know what is going on.

**36,549 Visitor Emails Sent**  
**18,713 Visitor Emails Opened**  
**2,449 Visitor Links Clicked**

Industry Comparison	Open Rate	Click Rate
Business and Finance	21.56%	2.72%
Marketing & Advertising	17.38%	2.04%
Non-Profit	25.17%	2.79%
General Email Totals	21.33%	2.62%
<b>Downtown Kingston</b>	<b>51%</b>	<b>7%</b>

*Holy Smokes!*

## Map Racks

Last spring we placed 140 Downtown Kingston Map Racks in hotel lobbies throughout Kingston and street level shops and restaurants. The map program has been a huge success for reaching locals and visitors. The information on the map stays relevant while directing the user to various pages on our website for the most up-to-date information. Displays also provide a branded, consistent placement for other materials - ready access at the right time. An additional 125 display units will be put into circulation by the end of 2023.

Psst...We are working on a fun map project for 2023. Stay tuned!

11,100 BIA Maps • 6,200 Shopping Guides • 18,000 Passports  
 37,500 Calendar of Events • 10,000 Save the Dates, Handbills



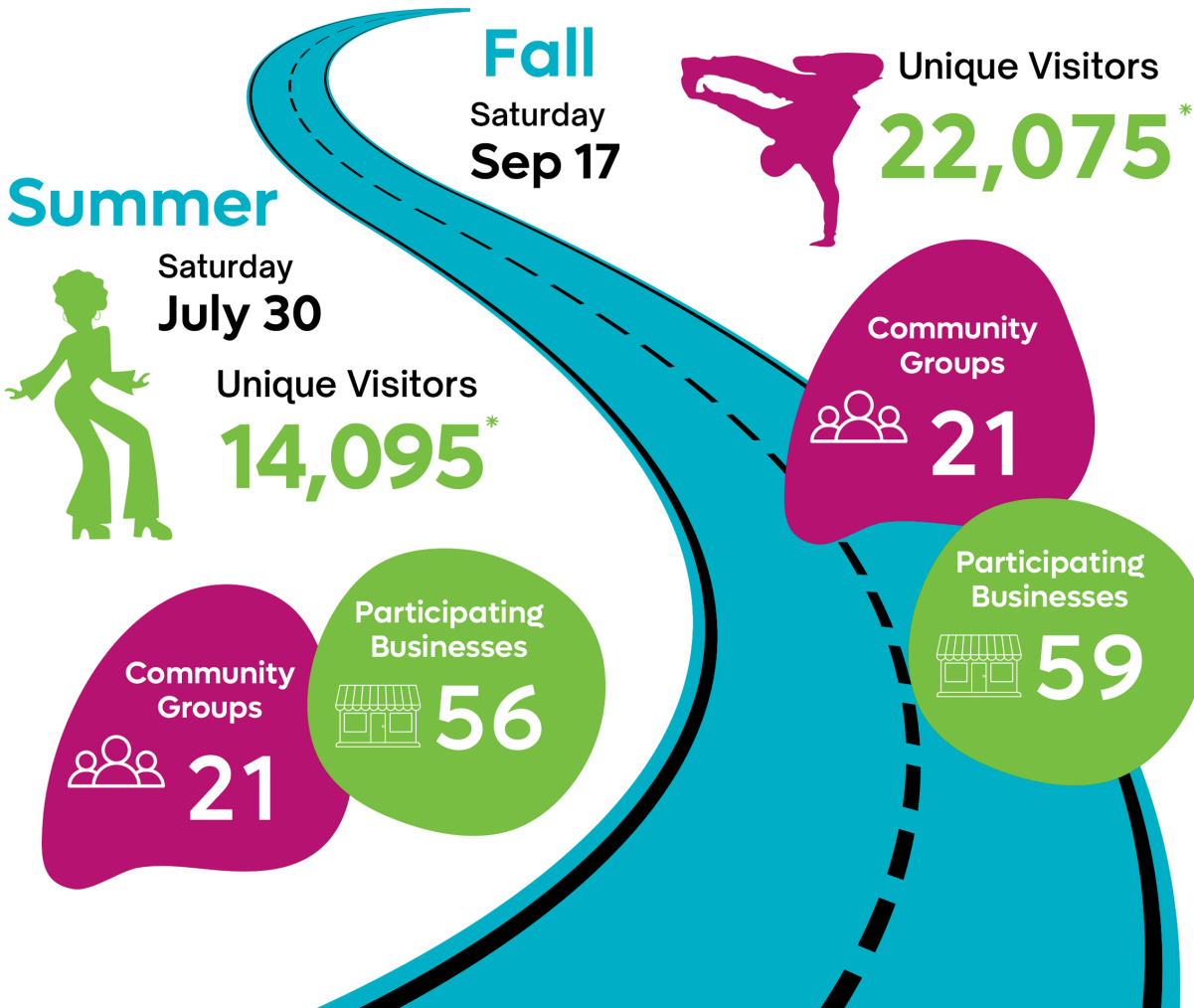
# Highlights

## Events & Programming

The events season for 2022 was, not surprisingly, a busy one! Not only were we back to a full roster of festivities, but a whole new crew of staff experienced them for the first time. Along with the blockbuster events mentioned in the next few pages, a huge season of Music in the Park was programmed featuring over 60 local musicians and bands and Chalk Walk was added to Buskers weekend. Movies in the Square was bigger and better than ever beginning with a collaboration with Pride Kingston and ending with a huge party for Encanto where we welcomed the Latin community to the square – and our summer crew became quite proficient at popcorn production! The year ends with downtown becoming a winter wonderland as we prepare for Santa’s visit in the largest annual Nighttime Parade ever!

### Princess Street Promenade

2022



\*Based on 2022 Mobilescapes unique visitor counts within a 24 hour period, Zone 3-4 Downtown Kingston





# Limestone City Blues Festival

Aug 25-28.22



Bracelet Sales

**\$32,580**



**40** Local Bands

**100+**

Local/Regional Musicians



Sponsorships & Grants

**\$40,000**



Merch Sales

**\$7,870**

Highest Ever!

**47,537** \* \*

Pedestrians

# Kingston Buskers Rendezvous

●●● July 7-10.22 ●●●



First EVER female  
People's Choice winner  
of major international  
buskers festival



Performers from:  
Canada  
Australia  
Europe  
Japan  
USA

40,000+  
pedestrians\*

\$3000  
for charity  
raised during  
finale



Biggest Fire Show  
crowd EVER!



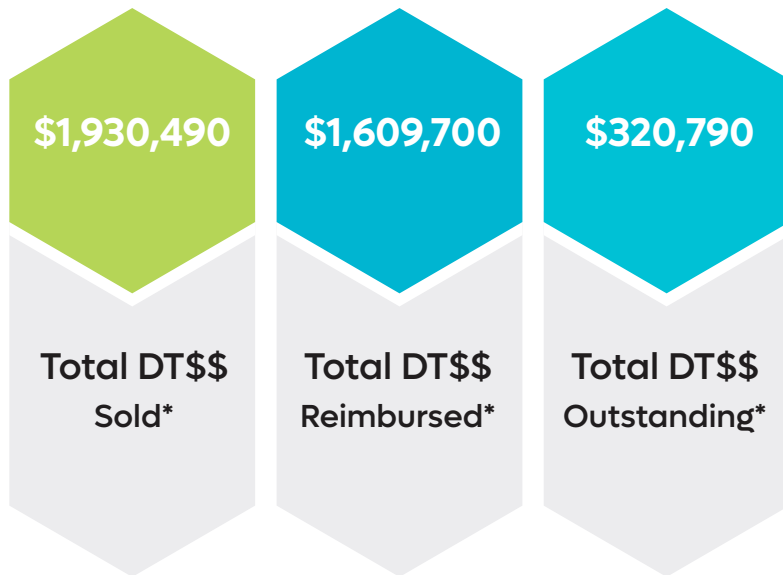


# Kingston Downtown Dollars

Who would have known in November of 2020, when Downtown Dollars began as a way to support the local merchants in Downtown Kingston who were struggling through the effects of COVID-19, that the community would rally in such a big way. Over 130 merchants participate in this lucrative program - experiencing a difference in their bottom line that can be directly attributed to this campaign.



Scan QR code to start accepting  
Downtown Dollars at your business or visit  
[member.downtownkingston.ca/member-survey](http://member.downtownkingston.ca/member-survey)



**SOLD OUT!!**  
**One-Day Flash Sale:**  
\$134,000 DT\$\$ sold in 6 hours - a confirmation of our ability to reach and motivate the local community and their desire to support downtown business.

\*as of October 10 2022



The Caesar Company - Chloe Liu Photography

# Highlights

## Member Engagement Services



With the introduction of professional management software in 2021, we have been able to significantly improve outreach and create more meaningful and relevant engagement with our members. Accurate member information helps us to represent them accurately in everything we do.

Whether you have been here for 20 years or 2 months, if you haven't completed a member profile please take some time to share your information with us.

**Scan QR code to submit your business profile or visit [member.downtownkingston.ca/](http://member.downtownkingston.ca/)**



### Company Name

Suits Nightclub  
 Hoopla Press Gallery  
 Vendde Corp.  
 Jackie Hall Photography  
 Bulk Barn  
 The Lake  
 Cheryl Hiebert Wellness  
 GLOW Skincare Co.  
 Studio330 (New Owner)  
 Elite Barber  
 Something in the Water  
 K-House  
 Nosh Kingston  
 Chungchun  
 Heist Restaurant + Wine Club  
 Edo Japan  
 Maverick's Donut Company

### Address

46 Montreal St  
 120 Princess St  
 8 Clarence St  
 189 Ontario St  
 145 Princess St  
 39 Montreal St  
 120 Clarence St  
 234 Princess St  
 339 Barrie St  
 172 Division St  
 275 Princess St  
 167 Ontario St  
 306 Bagot St  
 269 Princess St  
 168 Wellington St  
 412 Princess St  
 320 Princess St

### Company Name

Tasty Indian Bar & Grill  
 Booster Juice  
 Churn Small Batch Ice Cream  
 McDonald's Restaurants  
 Royal Tavern 2.0  
 Gong Cha  
 Soulful Delish  
 Whiskey & Rosé Inc  
 Manoosheh  
 Moxie & Mine Vintage Bridal Studio  
 Tribal Voices  
 Curate.Social  
 ClosettCandy  
 Bohemian Emporium  
 Onefold Home  
 LSP Designs Flower Studio

### Address

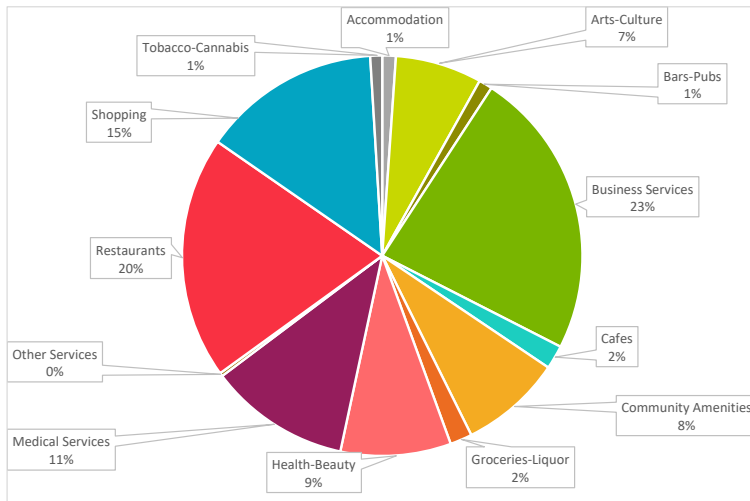
120 Princess St  
 293 Princess St  
 320 King St E  
 312 Princess St  
 344 Princess St  
 217 Princess St  
 33 Brock St  
 125 Brock St  
 163 Division St  
 336 Barrie St  
 117 Princess St  
 340 King St E  
 94 Brock St  
 324 Princess St  
 190 Sydenham St  
 248 Wellington St

If we missed you, let us know!



**679** active member email contacts

Industry Breakdown in Downtown Kingston.



Languages Spoken other than English at businesses in downtown Kingston.

Portuguese	6%
Cantonese	3%
Farsi	3%
French	45%
German	6%
Greek	3%
Hindi	6%
Italian	3%
Korean	3%
Malaysia	3%
Mandarin	6%
Spanish	3%
Vietnamese	6%

Downtown Kingston Member Bulletin



Scan QR code to subscribe to member bulletin



**12,137 Member Bulletin Emails Sent**

Every 2 weeks, Nicole, our member services coordinator, curates a Member Bulletin designed to share the most relevant information for property and business owners in Downtown Kingston.

**4,631 Member Bulletin Emails Opened**

We know you are busy and you are inundated with emails, so we work hard to ensure that it's worth opening Downtown Kingston emails.

**1,395 Member Bulletin Links Clicked**

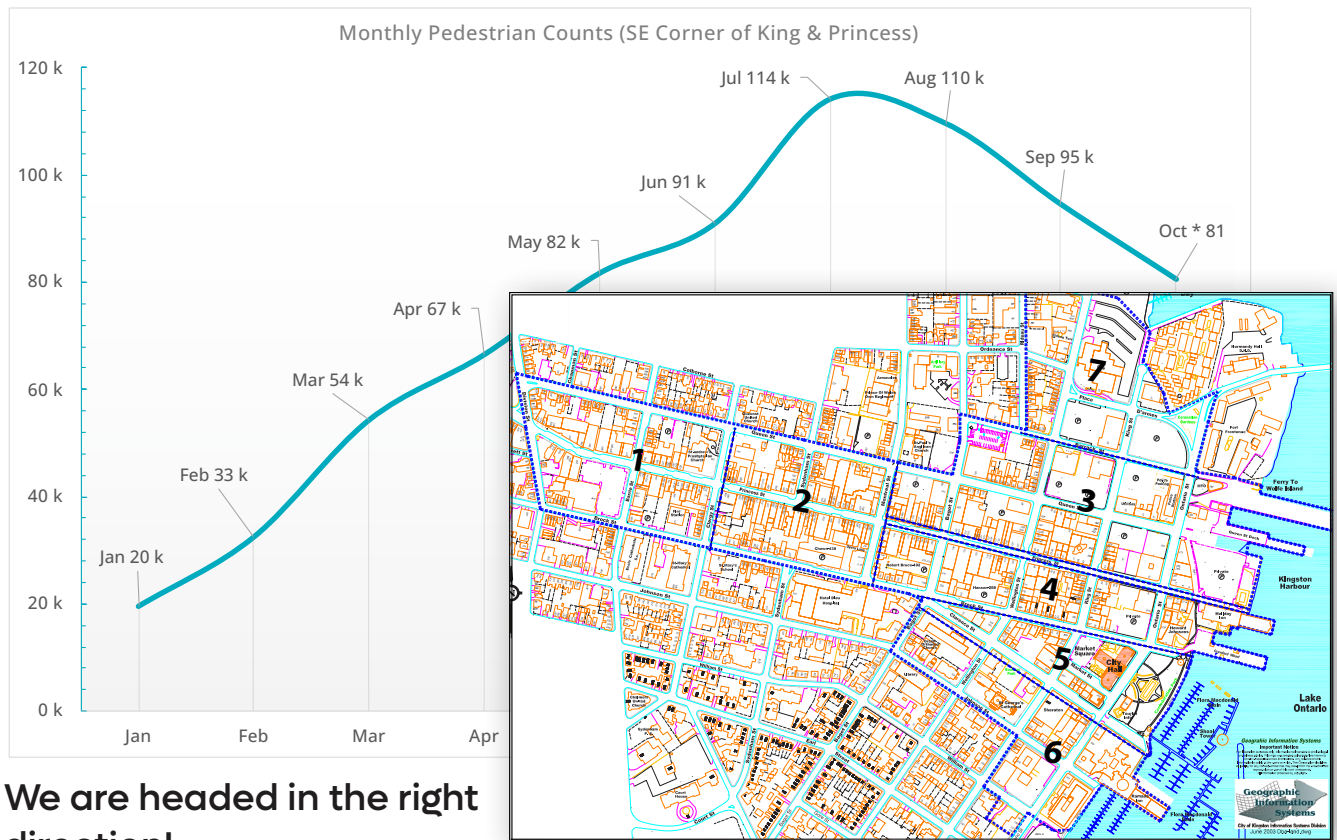
If we were to share everything that we know about from the office, our bulletins would be pages and pages long. Instead we give you lots of opportunity to click through to information that is relevant to you.

Industry Comparison	Open Rate	Click Rate
Business and Finance	21.56%	2.72%
Marketing & Advertising	17.38%	2.04%
Non-Profit	25.17%	2.79%
General Email Totals	21.33%	2.62%
<b>Downtown Kingston</b>	<b>32%</b>	<b>10%</b>

or visit [member.downtownkingston.ca/member-bulletin](http://member.downtownkingston.ca/member-bulletin)

# Feet on the Street Pedestrian Traffic

Tracking pedestrian traffic in the downtown core is one of the ways we can measure activity, look for trends and opportunities. As we all can attest to, COVID-19 impacted small business in devastating ways. The good news is we are seeing recovery. Below are two types of traffic counts that we track in downtown Kingston. There many other comprehensive reports available to members on the member site and you can also ask for specific reports at the office.



**We are headed in the right direction!**

*Pedestrian Counts by Zone		Q1-Q2, 2021	Q1-Q2, 2022	YOY INCREASE
Zone 1	Division to Clergy	1,464,060	2,144,832	46 %
Zone 2	Clergy to Montreal	1,564,651	2,023,093	29 %
Zone 3-4	Montreal to shoreline	2,309,434	2,719,479	18 %
Zone 5-6	Bagot to shoreline	1,364,966	1,772,947	30 %
Zone 7	Rideau to Ontario	681,191	870,547	28 %

# 2023 Improvements to our visitor experience

## Streetscape



### Waste Management

With the assistance of the municipality, downtown Kingston will be home to 8 new 'Big Belly' garbage compactors. Big Belly's hold up to 5 times more waste, reducing garbage pick-up frequency, our carbon footprint and stray garbage on our streets.



### Urban Bike Racks

With the assistance of the municipality and Tourism Kingston, Urban Racks will be installed in downtown Kingston in the spring of 2023. The station will be home to 18 bike lock pods, 3 equipped with electric charging stations, and will be managed by an app on your phone. Pretty slick!

### Street Crew

Last fall the BIA and Home Base Housing collaborated on a pilot project with a two-fold purpose - the streets of downtown needed daily cleanliness management and some individuals living at Home Base Housing Shelter were at a point in their journey where they were ready for part time casual work.

Since the inception of the program, with financial assistance from the City of Kingston, the BIA has employed five individuals for the 'Street Crew' to help to keep our streets clean. Within that timeframe four of our street crew have been housed and all continue to be employed by Downtown Kingston BIA.



Lennie and Joanne Morrow

*\*MobileScapes is developed from permission-based data collected using location-enabled apps. The data are de-identified and then modelled using the best spatial data processing and analysis practices.*



### Did you know?

Downtown Kingston is listed as 16th of 42 densest downtowns in Canada?\*

## 2022 Accomplishments

- Built a strong and effective team to carry the organization into the future
- Introduction of and training on multiple in-house digital tools to improve efficiency, including HubSpot, AirTable, Outlook 365 (Cloud-based), HUMI, Shopify
- Consistent digital communication with members and a growing visitor audience
- Expansion of promotional partnerships and sponsor relationships with key community event organizers and stakeholders
- Advocacy efforts for residential intensification projects are coming to fruition
- Full rebrand, including new visitor and member-facing websites
- Just around the corner from hitting 2 Million Dollars in Downtown Dollar sales since the beginning of the program in November 2020
- 100+ days of events and programming production
- Rewrite of Policies and Procedures for the organization including EDI
- Flower management in collaboration with the City of Kingston
- Strong partnerships built with local social service agencies to assist in the care of the vulnerable in the downtown community
- Rainbow Registered Accreditation
- Kingston Workplace Inclusion Charter Recognized
- Implementation of 'Street Crew' program in partnership with Home Base Housing
- Improvement in garbage management, including a garbage receptacle audit
- Introduction of consistent and reliable 24/7 pedestrian count statistics
- Implementation of e-commerce platforms for events, merchandise and Downtown Dollars
- 76 Positive Press Mentions including 2 interviews on CBC Radio 1
- Event and accessibility audits completed
- Largest Santa Claus Parade ever!



\*Stats Canada population density of downtowns in 2021 (people per square km)