



2024-27 Strategic Plan



Downtown
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a true original.



Purpose.

Together we are cultivating a community of shared joy, pride, optimism and prosperity in downtown Kingston.

Guiding Principles.

Knowing that Integrity forms the foundation of who we are, our guiding principles are as follows:

Exceptionality

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

Transparency

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

Inclusivity

Welcome, celebrate and respect our diverse community.

Advocacy

Advocate for a vibrant and successful downtown community.



from the Chair

Christine Ray-Bratt

As Chair of the Downtown Kingston BIA, I'm pleased to introduce our Strategic Plan for 2024-27. Thank you to the Board of Directors, our partners and staff for your time, expertise and collective passion for the health, vitality and future of downtown Kingston. This Strategic Plan will be the roadmap for the future of our community. Our goal, in collaboration with our partner organizations, is to establish downtown Kingston as a preferred destination for dining, entertainment, shopping and services in southeastern Ontario and beyond.

Through practical strategies, key partnerships, member support and active engagement, as well as the maintenance and enhancement of our city's infrastructure, we seek to strengthen our local economy and ensure the vitality of downtown Kingston for the future.



from the Executive Director

Marijo Cuerrier

We want to extend our gratitude to the dedicated individuals who helped bring this strategic plan to life. The next four years are crucial for our historic downtown's prosperity and growth. With this plan guiding us, downtown Kingston stands poised to become the ideal destination for residents, businesses and employees seeking a place to call home, which is a key ingredient for the overall health and vitality of our community.

We have a lot of work ahead, and we can't do it alone. We invite each one of you to join us on this journey as we leverage the success of downtown Kingston to craft a unique Canadian experience together.

Table of Contents

Strategic Priority One:

Create a hip and vibrant downtown experience.....6

Prioritize urban revitalization and beautification.	6
Develop public safety and security measures	7
Participate in sustainability and green initiatives.	7
Improve inclusivity & accessibility.....	8

Strategic Priority Two:

Cultivate a downtown environment where businesses can thrive.....10

Pursue supplemental revenue to offset costs for major initiatives.....	10
Develop a residential communication strategy to engage residents in and around the downtown core.	11
Actively seek out and establish regular communication channels with target establishments.....	11
Support and encourage intensification and densification.	12

Strategic Priority Three:

Cultivate active member engagement and collaboration to ensure the success and vitality of the downtown experience.14

Establish clear, consistent and transparent communication channels.....	14
Develop a business engagement process....	16
Celebrate the successes and contributions of our membership.....	17
Inform, activate and lead our membership on significant advocacy issues affecting the downtown core	18

Strategic Priority Four:

Develop and support meaningful community events and programming to attract people to the downtown core..... 20

Develop a comprehensive 3-year event production plan	20
Design and produce a winter event.	22
Capitalize on and enhance the historic beauty of the downtown core	23

Photography: @garrettliott
Illustration: bmdodo.com

Legend

2024	25	26	27
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Timeline:

Solid colour box: Anticipated start

Coloured number: In production

Grey Number: Not Active



Additional funding sources to be determined.

Create a hip and vibrant downtown experience.

Prioritize urban revitalization and beautification.

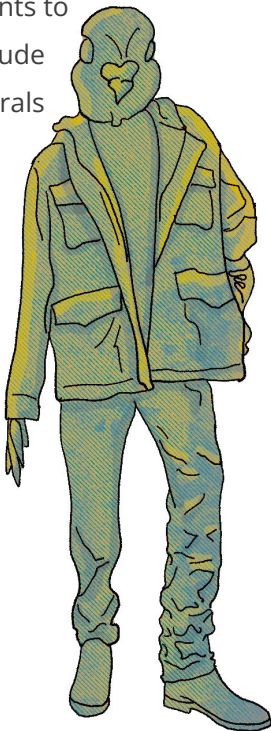
Objective one: Develop a comprehensive urban revitalization plan.



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Develop a comprehensive Urban Revitalization plan focusing on aesthetic improvements to public spaces. Proposals may include art installations, green spaces, florals and pedestrian-friendly areas that blend modernity with the downtown’s unique heritage.

Goal: Complete the Urban Revitalization plan. Outline at least 10 specific projects, with detailed design and implementation schedules, to be completed over the next four years.



Objective two: Improve wayfinding, connection, and brand presence.

2024	25	26	27
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Improve wayfinding, connection and brand presence throughout the BIA making it easier for visitors to find key attractions and businesses.

Goal: Conduct a baseline assessment of wayfinding assets and develop a cohesive navigation strategy both inside and outside of the downtown.



Develop public safety and security measures.

Objective one: Reduce crime on the streets.



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Reduce crime and illegal activity on the streets.

Goal: Reduce incidents of crime by 30%.

Objective two: Support proactive engagement programming for the vulnerable sector.



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Support, monitor and enhance the Welcoming Streets pilot program (COK 1.4.1)

Participate in sustainability and green initiatives.

Objective one: Develop partnerships to reduce our collective carbon footprint.

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Collaborate with local organizations on initiatives aligned with the City of Kingston’s Strategic Priority Two in addressing climate change and promoting environmental stewardship.

Goal: Partner on at least two green initiatives that help to reduce our negative impact on the earth.

Objective two: Promote active transportation options.

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Encourage the use of active transportation methods such as walking, cycling, scooters and public transit to reduce traffic congestion, automobile dependency and carbon emissions.

Goal: Increase downtown commuters using active transportation options as compared to the baseline data.



Objective three: Improve cleanliness and environmental stewardship culture.

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Enhance the downtown area’s cleanliness and promote a culture of environmental stewardship to ensure a consistently inviting environment for residents, visitors and businesses.

Goal: Continue to improve downtown cleanliness and engage community in environmental stewardship.

Improve inclusivity & accessibility

Objective one: Ensure downtown accessibility.

2024	25	26	27
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Enhance the accessibility of downtown for individuals with diverse accessibility needs.

Goal: Identify areas in need of improvement and develop a plan to address identified issues.

**Objective two: Revisit Kingston Workplace
Inclusion Charter.**

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Review and update the Kingston Workplace Inclusion Charter to align it with current best practices and community needs.

Goal: Create a revised charter document with updated commitments and action plans for promoting workplace inclusion and diversity.



Cultivate a downtown environment where businesses can thrive.

Develop a residential communications strategy to engage residents in and around the downtown core.

Objective one: Establish a comprehensive residential database.

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Create a database of residential contacts within a 15 minute walk from the downtown core to facilitate targeted communication efforts.

Goal: Compile and verify a database of 5000 residential contacts in the target area.

Objective two: Implement a resident engagement program.

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Develop and launch a Resident Engagement Program, including regular newsletters, community events and feedback mechanisms.

Goal: Increase resident support, participation and satisfaction in community events.



Actively seek out regular communication with target establishments.

Objective one: Establish consistent connections with key individuals and departments.

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Identify and establish regular communication channels with key individuals from organizations such as RMC, Queen’s, St. Lawrence College, CFB Kingston and the Skeleton Park community.

Goal: Increase regular communication with each organization/community.

Objective two: Develop a Welcome Strategy for newcomers and new students.

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Create a comprehensive Welcome Strategy for new students and newcomers to Kingston that includes orientation programs, informational materials and community engagement initiatives.

Goal: Improve the effectiveness of welcoming and engaging newcomers and students to downtown Kingston.

Objective three: Develop a comprehensive communication plan.

2024	25	26	27
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Connect with established contacts to identify the most effective way to communicate with each target establishment.

Goal: Completion of a reliable and comprehensive communication plan with established contacts.

Objective four: Focus on employment opportunities, events, and community participation.

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Included in the communication plan, emphasize employment opportunities, events, and active participation in the downtown experience and community.

Goal: Launch the communication plan and track engagement metrics, including event attendance and job applications.



Pursue supplemental revenue to offset costs of major initiatives.

Objective one: Evaluate current sponsorship relationships and assets/benefits.

2024	25	26	27
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Conduct a thorough evaluation of existing sponsorship agreements. Include an assessment of assets and benefits exchanged as a result of each agreement.

Goal: Complete sponsorship evaluations for all current partners and identify opportunities to enhance benefits or create new sponsorship packages.

Objective two: Identify and develop community-focused partnerships.

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Identify and develop community-focused partnerships with established or scalable third parties that can increase downtown traffic and enhance the downtown experience.

Goal: Secure partnerships with at least two community-focused initiatives that increase traffic in the downtown core.

Support and encourage intensification and densification.

Objective one: Establish downtown Kingston as a compact, walkable community.

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Establish downtown Kingston as a compact, walkable community through various communication channels, including social media, local media and community events.

Goal: Successfully position downtown Kingston as a compact, walkable community in the media, and overall reputation of the community.

Cultivate a downtown environment where businesses can thrive

Objective two: Support sustainable intensification and population growth.

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Promote and facilitate ongoing development in the downtown core that will influence and increase population growth in Kingston.

Goal: Support the City of Kingston’s strategic population growth targets and achieve an increase in that growth, specifically to downtown Kingston.

Objective three: Analyze downtown Kingston’s commercial landscape.

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Conduct a comprehensive analysis of downtown Kingston’s commercial landscape to identify areas with untapped potential and assess the demand for various goods and services.

Goal: Produce a report that outlines at least three specific opportunities for business growth or development and provides insights into the demand for these opportunities.



Cultivate active member engagement and collaboration to ensure the success and vitality of the downtown experience.

Establish clear, consistent and transparent communication channels with BIA members.

Objective one: Ensure a current, accurate member database.

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Continue conducting member surveys to validate and update the member database, including vital information like communication preferences and languages spoken.

Goal: Achieve a 95% completion rate for the member survey, ensuring that the database is accurate and up-to-date.

Objective two: Implement preferred CRM.

24	25	26	27
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Compare Customer Relationship Management (CRM) systems to determine which aligns best with member communication needs. Invest in the preferred CRM.

Goal: Select and invest in the preferred CRM system and ensure that it is fully integrated and operational within the organization.



Objective three: Utilize alternative labour options.

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Seek internship opportunities from high schools and colleges to assist in conducting member surveys and database updates.

Goal: Secure and engage interns to assist in conducting member surveys and updating the database.

Objective four: Establish regular feedback mechanisms.

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Establish regular feedback mechanisms, surveys and roundtable meetings to encourage open dialogue and gather member insight on key issues.

Goal: Conduct at least one roundtable meeting and two surveys annually. Collect feedback and insight to inform strategies for more effective engagement.

Objective five: Continue to grow alternative communication methods.

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Continue to engage members on the GroupMe Member Hub through polls, surveys, member bulletins and other interactive content.

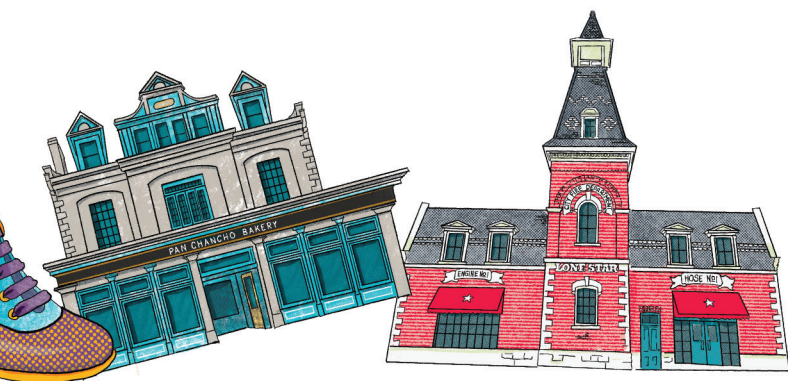
Goal: Grow and maintain an active member engagement of 50% on GroupMe Member Hub.

Objective six: Improve member communication regarding board and office activities.

24	25	26	27
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Build a dedicated, engaging section on the member website with regards to board meetings, committees and other ways members can get involved.

Goal: Increase member engagement with board meetings, committees and other opportunities.



Develop a business engagement process.

Objective one: Create a structured support network for new businesses.

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Establish a structured support network for new businesses that consists of staff, board members and experienced business owners who will serve as mentors for new businesses.

Goal: Recruit and train at least ten mentors from among board members and established business owners.

Objective two: Implement a comprehensive new member orientation process.

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Develop and execute a highly effective and comprehensive orientation process to ensure seamless integration and success for all new business members.

Goal: Maintain a 90% satisfaction rate among new members who have completed the onboarding process.

Objective three: Improve business engagement process.

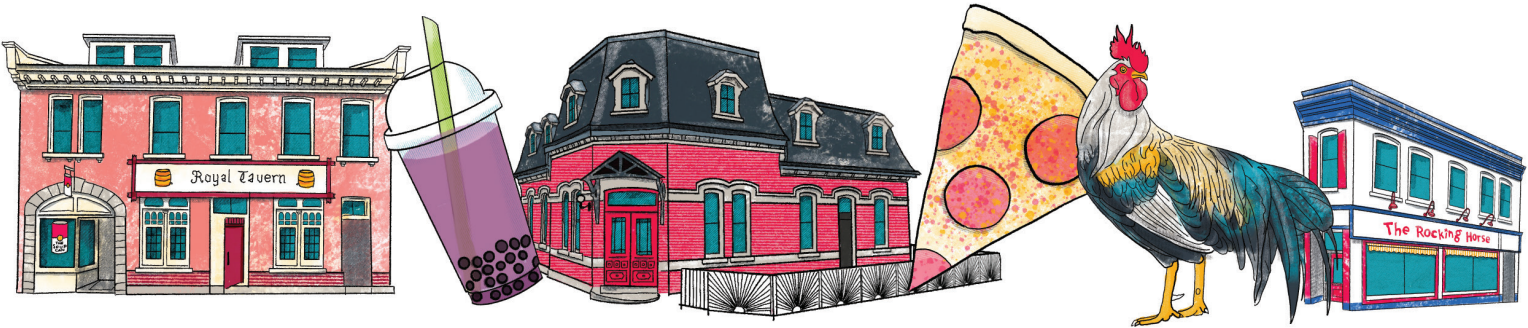
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Develop and launch a comprehensive online information hub with detailed content about the Business Improvement Area (BIA), municipal services and essential partners.

Goal: Complete online information hub.



Cultivate active member engagement and collaboration to ensure the success and vitality of the downtown experience.



Celebrate the success and contributions of our membership.

Objective one: Publicly recognize member achievements.

24	25	26	27
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Acknowledge and publicly recognize the achievements and positive impact of individual members and businesses in shaping the downtown experience.

Goal: Organize and successfully execute at least two appreciation events, awards ceremonies, or media spotlights to highlight member contributions and engage the community.

Objective two: Secure media opportunities.

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Explore opportunities to regularly highlight members in the media. For example, secure dedicated news columns or TV/Radio interviews.

Goal: Secure at least two media features, either in news columns or interviews, that showcase member successes and contributions.

Inform, activate and lead our membership on significant advocacy issues affecting downtown Kingston.

Objective one: Identify and prioritize advocacy issues.

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Identify and prioritize advocacy issues that directly impact the downtown core, such as infrastructure improvements, sustainability initiatives, or policy changes.

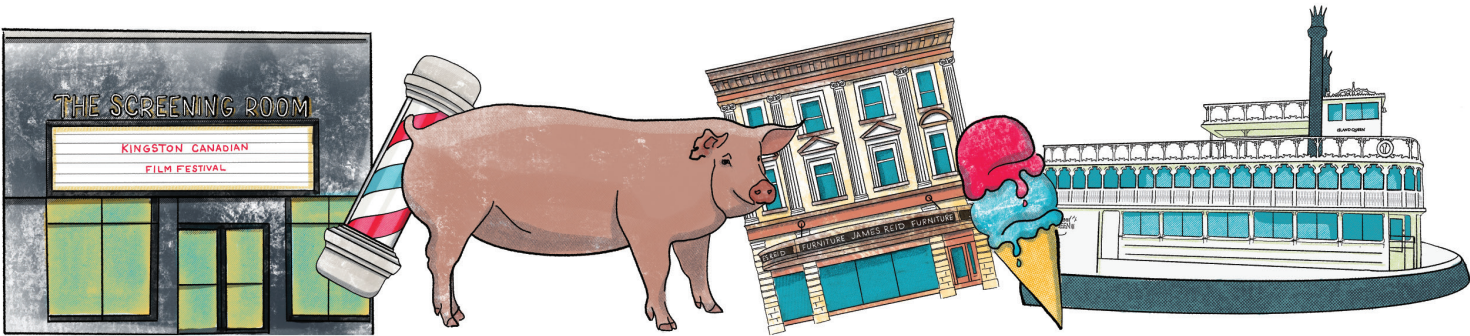
Goal: Compile a list of at least three high-priority advocacy issues with clear explanations and the potential impact on the downtown core.

Objective two: Mobilize members for advocacy.

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Mobilize members through targeted campaigns, workshops and community forums to raise awareness and advocate for collective action on the chosen priority issues.

Goal: Achieve a 30% increase in member participation in advocacy campaigns.



Strategic Priority Three

Cultivate active member engagement and collaboration to ensure the success and vitality of the downtown experience.



Develop and support meaningful community events and programming to attract people to the downtown core.

Develop a comprehensive 3-year event production plan.

Objective one: Evaluate event future viability and fit.

24	25	26	27
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Review the calendar of events from 2022 and 2023 and conduct a cost-benefit analysis for each event and program to determine its financial sustainability, alignment with the target market and labour resource requirements.

Goal: Complete the cost-benefit analysis for all events and programs and identify which ones meet future viability criteria.

Objective two: Plan winter décor asset management.

24	25	26	27
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Review winter décor assets and develop a multi-year plan outlining repairs, replacements, installations and required purchases.

Goal: Complete a detailed multi-year plan including timelines and budgets for winter décor asset management.





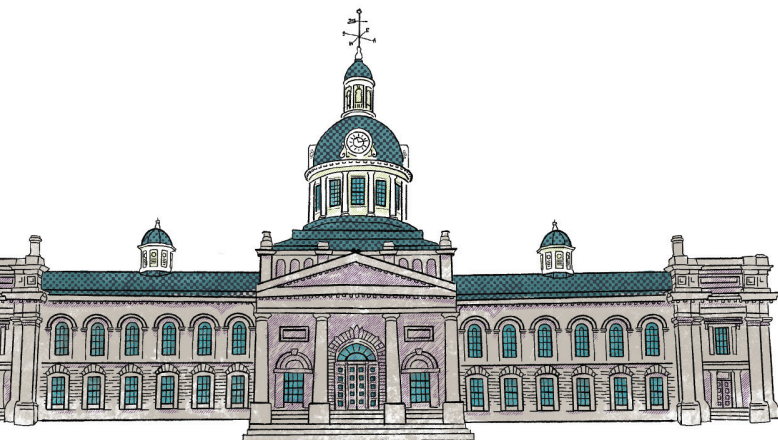
Objective three: Secure partnerships on the planning and production of a music festival.



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Engage key partners in discussions about planning and investment required to develop a multi-genre signature music festival.

Goal: Secure commitments and agreements from at least three key partners for their participation and planning of a signature music festival in 2025.



Objective four: Collaborate with community entertainment providers.

24	25	26	27
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Engage with community entertainment providers such as Kingston Grand Theatre, the Leon’s Centre, the Screening Room to plan and promote events that position downtown Kingston as an entertainment and cultural hub in southeastern Ontario.

Goal: Establish collaborative agreements or partnerships with downtown businesses and organizations that highlight and promote downtown Kingston’s cultural and entertainment offering.

Design and produce a winter event.

Objective one: Engage partners in the development of a signature winter event.



24	25	26	27
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Engage key partners in the planning and investment needed to develop a signature winter event that celebrates the Canadian winter experience and local Indigenous heritage, unique to downtown Kingston.

Goal: Secure commitments and agreements from at least three key partners for their participation and planning of a signature winter event.

Objective two: Develop ‘Embrace the Season’ winter calendar.

24	25	26	27
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Contingent on favourable outcomes from the activities listed in objective one, develop an ‘Embrace the Season’ events and programming calendar along with a production plan for the winter season.

Goal: Produce a detailed calendar and production plan that outlines the schedule and budget for ‘Embrace the Season’ events for the winter season of 2026-27.



Develop and support meaningful community events and programming to attract people to the downtown core

Capitalize on and enhance the historic beauty of the downtown core.

Objective one: Review assets that enhance historic features of the downtown area.

24	25	26	27
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Review historic decor and asset inventory to assess the condition and availability of lighting, sound and interactive assets. Update as needed.

Goal: Complete a comprehensive inventory with an annual plan for asset upkeep and replacement.

Objective two: Develop a downtown seasonal site plan that includes downtown community spaces.

24	25	26	27
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Produce a seasonal site plan for using existing lighting assets along with recommendations for future community space sites and investments with associated costs.

Goal: Completion of a season site plan that includes recommendations for future investments with associated costs.

Objective three: Develop a one-of-a-kind comprehensive streetscape activation plan.

24	25	26	27
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Engage the membership in the development of a comprehensive streetscape activation plan that includes visual merchandising and façade enhancements to help create a cohesive, dynamic, visually stimulating experience when visiting downtown Kingston.

Goal: Successful development of a streetscape activation plan with intention of launching in 2026.





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