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original.

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Downtown Kingston
Quarterly Report
October, November, December 2022

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Q4-2022

Operations.

Operations manages the inner workings of the organization, so it runs as efficiently as possible. Downtown Kingston BIA primary operations types are human resources, information technology, file management & regulatory compliance.

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Highlights.

Executive Director Report | Q4-2022

- Industry Connection
 - TAIO
 - OBIAA
- 2023 Planning
 - Levy
 - Roadmap
- Partner Engagement
 - Climate Leadership
 - Memorial Cup Bid
 - Street Pedestrianization
 - Installations
- Annual Report

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Industry Connection

Jan and I attended the Tourism Industry Association of Ontario Conference
I attended the Ontario Business Improvement Area Association in person Board meeting, as I sit on the Board

2023 Planning

Levy: Presentation of a 4% Levy Increase was approved by the Board, giving us a solid foundation for 2023 planning

Roadmap: Our team planning retreat in September resulted in our 2023 Roadmap that includes strategic priorities for each department, which we will be reviewing in this presentation

Partner Engagement

I attended a City-led Climate Leadership Working Group as a representative of the BIA. Next meeting will be coming up shortly

I attended the initial meeting and sit on the Committee for the memorial Cup 2024
The BIA is a key partner in plans for Downtown Community Spaces planning
In Q4 we were involved in the initiation of a number of art installations, like 168 Wellington St and Waawaateg

We produced a 20 page 2022 Annual Report for our AGM

Highlights.

Operations Report | Q4-2022

- Performance Reviews and process
- Downtown Kingston Policy Manual
- Board Member Orientation
- Implementation of QuickBooks software to mirror City's accounting records
- AGM/Board Elections

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- HIGHLIGHTS
- reviewed best practices – developed new Performance Evaluation Process and have now performed evaluations for each staff member. The cycle starts again with Angela on Friday! :)
- As per the wishes and priorities of the previous Board – a full Policy Manual was completed for the organization and was Board approved in Q4
- Board orientation became a huge priority in late 2022 with process and materials being planned and developed - initiatives were slated for implementation in Q1 2023
- In order for staff, the Treasurer and the rest of the Board to accurately assess our revenues and expenditures at any point in time, it was decided to implement our own accounting records utilizing Quickbooks Accounting software. Staff training Board Recruitment and successful elections process at the AGM where there were over 150 in attendance,
- We developed a Recruitment Strategy which included a strategic analysis of our Board and membership - taking into account business sectors, geography, EDI, previous engagement with the organization, etc.
- We had 23 candidates put their name forward Board Elections
- Another point of success was the thorough examination of the Municipal Act,

individual property owners and a refined and successfully executed Proxy process

Strategic priorities 2023.

Operations Report | Q4-2022

- Improve financial tracking and reporting
- Improve board effectiveness
- Succession Plan for Board & staff
- Develop comprehensive procedures for all departments
- Continue onboarding of staff
- Produce and execute EDI Action Plan for Board, office and membership

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STRATEGIC PRIORITIES

Some of these points are self explanatory and some files have just been opened – but, going forward

- We will continue to work with The City and possible contracted services to get our books where we want them
- Going forward, we will be working with the Board with "Strategic Priorities", Board evaluations and additional initiatives
- Succession planning is a big one – our mission internally is it to have all departmental procedures documented – so accidental bus accidents do not grind the organization to a complete halt. This also includes coaching on history and purpose of BIA's, the unique work culture and the organization's history
- Continue our work with KEYS and others to formalize and adopt an EDI plan, as per our agreement when we worked on our Workplace Inclusion Charter

Moving forward.

Operations Report | Q4-2022

- Continued Board orientation program
- Onboarding of a new Member Services Coordinator
- 2022 Audit process
- Improved financial reporting
- Continued efforts re: Procedures Manual

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Board Orientation – continues – we have had 3 successful sessions to date – 1 more to go and we will continue to have a guest or an info session at subsequent Board meetings

We do have a new Member Services coordinator – she begins February 21 – and we hope to bring her along to meet the Board in March

The Audit for 2022 has unofficially started. KPMG will officially begin work mid-March. They will be asking a variety of things from staff – numbers, explanations, back up documents, etc. Normally present to Exec in May and to the Board for final approval in May or June

Procedures Manual – a mammoth and ongoing project – we think of new things everyday – a lot to identify, develop and write. We'll keep you updayed!

Thank you

Q4-2022

Events.

Responsible for successful design and execution of an event.
from planning, booking and overseeing artists and venues to
recruitment, supervision and training for effective execution of the
event.

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Highlights.

Nighttime Santa Parade and Santa's Village

The parade took place on November 19th, followed by the tree lighting ceremony in SMS and the lighting of Santa's Village.

This year, we added a snow globe feature to Santa's Village.



Downtown Dollars Flash Sale

Our 10% off flash sale began on November 21st. Sold out on November 30th.

\$115,000 in sales.



Festive Fridays and Stop & Shop Saturdays

We ran 4 Festive Friday / Stop & Shop Saturday events leading up to Christmas.

The Kingston Trolley shuttled shoppers around. Trolley programming included Trolley Trivia, carolers and Rowena the Drag Queen.



Santa Parade – largest parade ever Challenged with two staging sites and some weather issues. Highest amount rec'd for entry fees

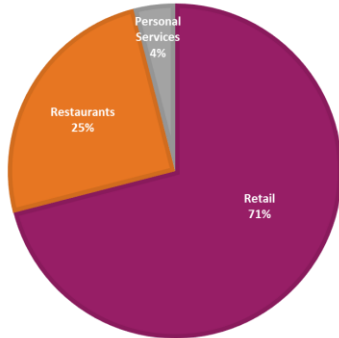
Santa's Village – on Brock St again with the addition of the snow globe.

Downtown Dollars – sales for 2022 = \$425,430 – included a few sales : Feb 17 – 1 day flash sale at 20% off and sold \$134,000, then 10% off for 10 days Feb 19–28 with participating businesses if you used your dollars and 1 day flash sale at 10% off on June 9 sold \$21,000 and finally a 10% off sale from Nov 21 to Nov 30 with sales of \$115,000

Festive Fridays and Shop & Stop Saturdays were held over 3 weekends with 6 days of events including Trolley Trivia a new program with Kingston Destination Group. ran successfully despite some weather challenges.

By the numbers.

Downtown Dollars Reimbursements To Date
\$1.6 million +



To date, sales total over \$2M since the start of the program with just over \$1.6 having been reimbursed to date. 80% approx return rate which is excellent for a gift card. Santa parade – record entries – 90 - Highest amount rec'd for entry fees



Strategic priorities.

- Increase grant, sponsorship and revenue opportunities for all events.
 - Improve and fully activate Springer Market Square events, programming and animation year-round.
 - Design and develop new and exciting events and programming in the downtown area.
 - Improve event asset inventory, tracking and storage.
 - Improve internal and external communication of event production.
-

Strategic priorities going forward are as follows:

Looking at new opportunities for sponsorship within the community – we always value your ideas and assistance in seeking, meeting potential sponsors. We did well in 2022 and look to increase those numbers for 2023.

Encanto was a great example of how we can improve on already existing events in Springer Market Square and look to program the square further. So far 2023 has been a challenge – many events include Thursday night skate nights, and last evening's kissing booth have been dealing with rain and rink closures.

Looking at new programming – more information will be coming forward on a project with the Skeleton Park Arts Festival to animate and use the space from Princess to Queen on Sydenham. Waawaateg will bring much needed programming to Confed Park in March and we hope to be able to continue and expand for 2023 and beyond. Storage – always an issue for event assets. Working with the City for winter asset storage as well as a more permanent solution on Queen Street.

Development of new systems to improve communication of events internally through the marketing department.

Moving forward.

Planning is underway for the following:

Princess Street Promenades
Limestone City Blues Festival

Waawaateg
Homegrown Music Festival
Art After Dark
Downtown KTown Runaround

Canada Day
Kingston Buskers Rendezvous
Chalk Walk

Music in the Park
Movies in the Square
Skeleton Park Arts Festival
Sidewalk Chalk Murals - Sydenham Street
Sydenham Street Activations

 **and more!**

As you can see, we have a busy few quarters ahead of us. Happy to announce that the Retail Advisory Working Group agreed to a third Princess St Promenade to be held on June 10th – other dates are August 5 and Sept 23. Back this year is Homegrown and for a second year the Downtown KTown Runaround at the end of May. We are working on new ideas for our Blockbuster Events – Buskers and Blues as well.

Q4-2022

Marketing & Communications.

The practice of using a combination of channels and tools to communicate with a desired market for the purpose of brand awareness, advertising, promotion and destination attraction. By combining creativity with data and analytics measurable impacts affect the organization.

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Highlights.

Marketing & Communications Report
| Q4-2022

Highlights

- Embrace the Season campaign launched in November: Holiday Shopping Passport program, Window Wonderland contest, Festive Fridays, and 6 days of Holiday Stop & Shop.
- Social Media Hits!
- An expanded, reorganized photo library

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-Our Embrace the Season campaign launched in November with an incredible array of winter programming. Annual favourites, like the Holiday Shopping Passport program, Window Wonderland contest, and Festive Fridays, as well as a new addition- transitioning the popular Spring Stop & Shop event to 6 days of Holiday Stop & Shop. These programs incorporated free trolley rides, on-trolley entertainment with live hosts and prize giveaways, free horse-drawn wagon rides, carollers, wood-buring firepits in the Square, and skate nights. These programs required the production of many marketing materials, as well as significant web/social support.

-Q4 demonstrated significant growth in one of our key measurables- social media follows. Some of our most popular, most widely shared posts ever occurred in Q4. Incredibly effective posts with stunning visuals led to a larger audience and a better connection to them.

-Q4 represented the culmination of a months-long effort in expanding and reorganizing our photo library. Working with 5 different photographers has enabled us to take advantage of different skill sets, and ensure coverage of multiple priorities. This expanded library not only allows us to better tell the stories of Downtown Kingston and enhance our web/social following, it has also garnered new agreements with community partners who wish to access this resource. The value exchange will benefit the BIA in multiple areas.

By the numbers.

Marketing & Communications Report
| Q4-2022

By the Numbers

- Passport to Revenue: 73 downtown businesses participated in the Holiday Shopping Passport Program, collecting over 760 completed passports.
- Social Media Success: 3 million impressions (up 42.8% from Q4 2021). We produced an average of 3.5 posts per day in Q4.
- Outreach Ramps Up: In Q4 marketing material production and distribution accelerated, as well as ad frequency as we emphasized an important commercial season.

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-73 downtown businesses participated in the Holiday Shopping Passport program in 2022. By December 24th, we had collected 760 completed passports submitted by members of the public. Each completed passport represents 5 purchases of \$10 or more- thousands of dollars in purchases downtown directly associated with passport holders.

-Our visitor-facing social media output in Q4 generated close to 3 million impressions (up 42.8% from Q4 2021). 329 posts were produced in Q4- an average of 3.5/day over a 3 month period. BIA accounts added more than 6,000 followers in 2022.

-In Q4 alone, the BIA aired 777 radio ads, produced 8 print ads in local print publications, 44 new streetpost banners, distributed 15,000 Event Calendars, 15,000 Shopping Guides, 15,000 Restaurant Guides, 900 window posters, 600 window clings, dozens of a-frame signs, digital newsletters, and press releases all to capitalize on an important commercial season.

Strategic priorities 2023.

Marketing & Communications Report
| Q4-2022

- Further improve effective communication
- Create and execute an effective content strategy
- Expand relationship with third party event providers and sponsors.
- Tactically address target audiences.
- Develop and execute seasonal merchandise strategy

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- Further improve effective communication with locals and visitors to downtown Kingston using digital and online tools.
- Create and execute an effective content strategy using storytelling as the foundational tool to promote and communicate the Downtown Experience to members and visitors.
- Expand relationship with third party event providers and sponsors.
- Tactically address target audiences.
- Develop and execute seasonal merchandise strategy for organic and target markets.

Moving forward.

Marketing & Communications Report
| Q4-2022

Moving into Q1 2023, the Marketing and Communications department will be focused on the following priorities:

- Embrace the Season campaign.
- Promoting Optik.
- Promoting Waawaateg.
- Growing 3rd party events
- Content-sharing agreements
- Expanding our materials distribution
- Formalizing Production Calendar
- Improving SEO.
- Health & Wellness Guide

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- Continuing our Embrace the Season campaign, intended to motivate and incentivize movement off the couch and into activated spaces in our downtown
- Promoting Optik, an outdoor interactive art installation in Springer Market Square
- Promoting Waawaateg, an outdoor art and storytelling installation in Confederation Basin
- Growing our partnerships with 3rd party events and programming, including the KCFF, ReelOut, the Grand Theatre, the Kingston Frontenacs, the Leon's Centre, Kingstonlicious, 1000 Islands, Kingston Live, Carr-Harris, Froid'Art
- Activating content-sharing agreements with Post Media and independent providers for additional layers of content
- Expanding our materials distribution tactics to be more active, widen targets, make practices consistent.
- Formalizing a more integrated production calendar across all BIA departments for 2023
- Exploring tactics for improving SEO relating to BIA web communications
- Adding a Health & Wellness Guide to our Suite of local business guides.

Q4-2022

Economic Development + Member Services.

Making the place you live awesome by introducing programs, policies or activities that seek to improve the economic well-being and quality of life for all while engaging and building community.

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Highlights.

Economic Development Report | Q4-2022

- **Economic Development**
 - Downtown Activations
 - Mural
 - Holiday Lighting
 - Rochleau Court Snow Globes
 - Firepits and Muskoka Chairs
 - Holiday Set Dress
- **Member Services**
 - Over 60 Full member Profiles complete
 - Member Services staffing changes

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Economic Development

We worked on many new activations in Q4, including engagement with CaraCore. 168 Wellington St Mural, Downtown lights, banners, garland, Santa's village, Rochleau Court lights and snow globes, branded Firepits and Muskoka Chairs

Member Services

Nicole Solomatenko, our previous Member Services Coordinator was able to complete over 60 member profiles in full

Nicole worked to hand off her member services duties as she moved to a new opportunity and will be training our new staff member, Sarika in HubSpot, New Member process etc.

Strategic priorities 2023.

Economic Development Report | Q4-2022

- Economic Development
 - Downtown Community Spaces
 - Street Crew Program
- Member Services
 - Effective communication with our members
 - Develop an outreach strategy for CRM accuracy
 - Member Awards program
 - Member calendar

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Economic Development

Continue working with Tourism Kingston and the City on the development of a plan for downtown community spaces

Monitoring and improvement of Street Crew Program

Member Services

Further improve consistent and effective communication with our members

Develop an outreach strategy to efficiently input accurate member information in CRM before tourism season begins

Redesign Member Awards program

Create Member calendar of regular engagement activities

Moving forward.

Economic Development Report | Q4-2022

Economic Development

- Securing Funding
- Community Spaces
- Garbage Management

Member Services

- New Staff Orientation
- Complete Member Audit

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Economic Development

Securing funding for:
168 Wellington St
Summer on Sydenham
Continue to play lead role in the
development of Community
Spaces in partnership with
Tourism Kingston and the City

Working with Public Works, develop a Garbage Management Strategy for the 2023 Tourism Season

Member Services

Onboard our new Member Services Coordinator and introduce the membership to her

First priority will be completing the member audit so that we have accurate data and can plan accordingly