

**Date:** January 23<sup>rd</sup>, 2017  
**To:** Mayor and Council  
**Author:** Karen Wettlaufer, BIA Coordinator  
**RE:** BIA 2017 Budget & Minimum Levy Increase

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## AIM

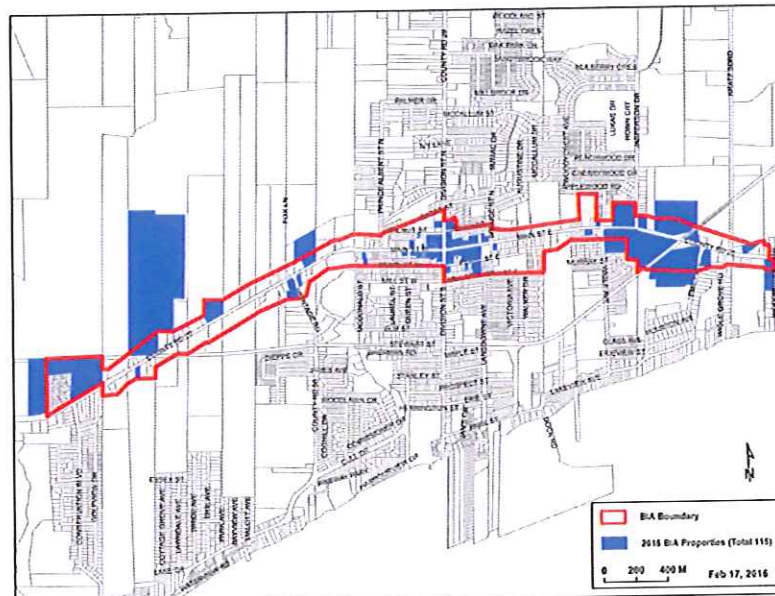
To report to council on the Kingsville BIA's accomplishments in 2016 and to present the proposed 2017 Kingsville BIA budget and BIA Board request to increase the BIA minimum levy.

## BACKGROUND

The Kingsville BIA is a provincially mandated organization, run through a Board of Managers that functions:

- To oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided by the municipality generally; and,
- To promote the area as a business and shopping district

Our geographic area runs 4.5km east to west along Main Street and County Rd 20 and runs north to Water and Beach Street and south to Pearl and Mill Street.



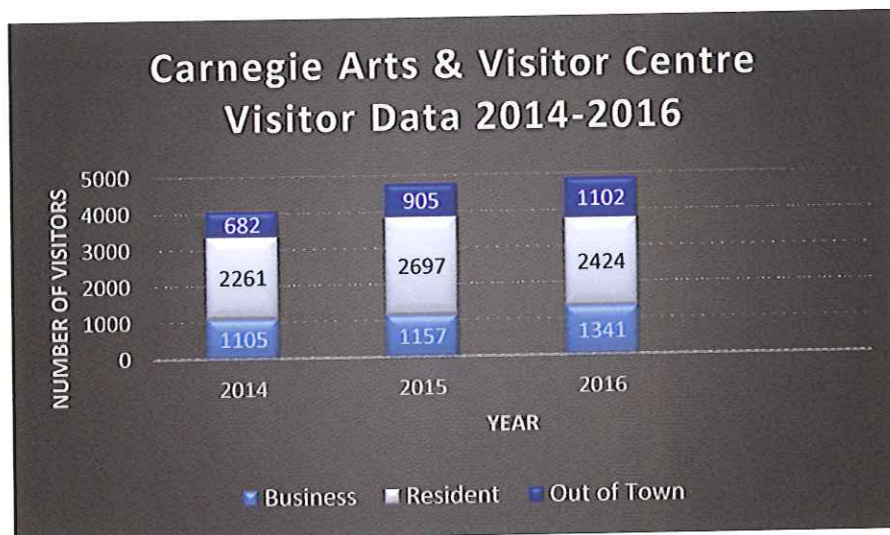
The Kingsville BIA is local business people and property owners who have joined together with the support of the Town of Kingsville, to organize, finance and carry out improvements in the BIA area and to market our businesses to visitors. Town council is the body responsible for approving the budget of the Kingsville BIA. Presently, the Kingsville BIA has over 160 regular members (commercial businesses within the boundaries) and over 40 associate members (non-commercially assessed businesses or a business outside of the set boundaries).

The Kingsville BIA relies on its members for a self-help approach to revitalizing, strengthening and improving the BIA area. Through the members' input and support, our business and shopping district continually improves and prospers.

### CARNEGIE ARTS & VISITOR CENTRE

The Kingsville BIA continues to work alongside the Town of Kingsville in maintaining the Carnegie Arts & Visitor Centre as a tourist information centre, a local information source for residents, a centrally located office for BIA members and a free art centre, with the Town providing a part-time tourism employee and a summer student.

The building is currently open 6 days a week from September to May and 7 days a week from the May long weekend to Labour Day. Both residents and visitors come in regularly to gather information about local businesses and attractions, to see the art exhibitions, to use the free Wi-Fi and to use the public restrooms. In 2016 approximately 20 artists were on exhibit at Carnegie. The last 3 years of data shows the success of the Carnegie Arts & Visitor Centre serving the public as the number of visitors has increased year after year.





Currently, the BIA Coordinator works 35 hours a week and the Tourism Coordinator works 24 hours. Although our goal is not to close the building during our posted hours, for various meetings and events, due to limited staff, we are forced to close the building from time to time. Due to changes in the scheduling of the Tourism Coordinator's hours, the building is now closed more often during posted times than in previous years.

## **DISCUSSION**

As stated above, a BIA's mandate is part beautification of the designated area and part promotion of the area as a business and shopping district.

## **BEAUTIFICATION PROJECTS**

The BIA Board of Managers thanks the Town of Kingsville for their continual support with the flower program and the municipal staff for their assistance on various beautification projects within the BIA over the years.

Over the past four years, the BIA has invested part of their budget and fundraising donations to the following beautification projects within the BIA:

- Light up the Town (wreaths, snowburst postovers and garland) - \$33,896
- New Benches - \$10,036
- Winter Planter Program (Mini Alberta Spruce trees/greenery/bows) - \$3,964
- Flower Program (44 hanging baskets/ 38 planters – per year) – \$90,620

We partner with both the Kingsville Horticultural Society and the Communities in Bloom Committee for guidance with flower selection and assistance with maintaining the flowers and gardens at the Carnegie building. From 2013-2015, the BIA spent about \$21,500 each year for beautification/flower programs. Last year this increased to \$25,800. This was due to costs associated with expanding the season to include the Migration Festival and the holiday planters for the duration of Fantasy of Lights, plus the addition of decorating the new clock planters. These have been well received by the public and we plan to invest even more here in 2017.

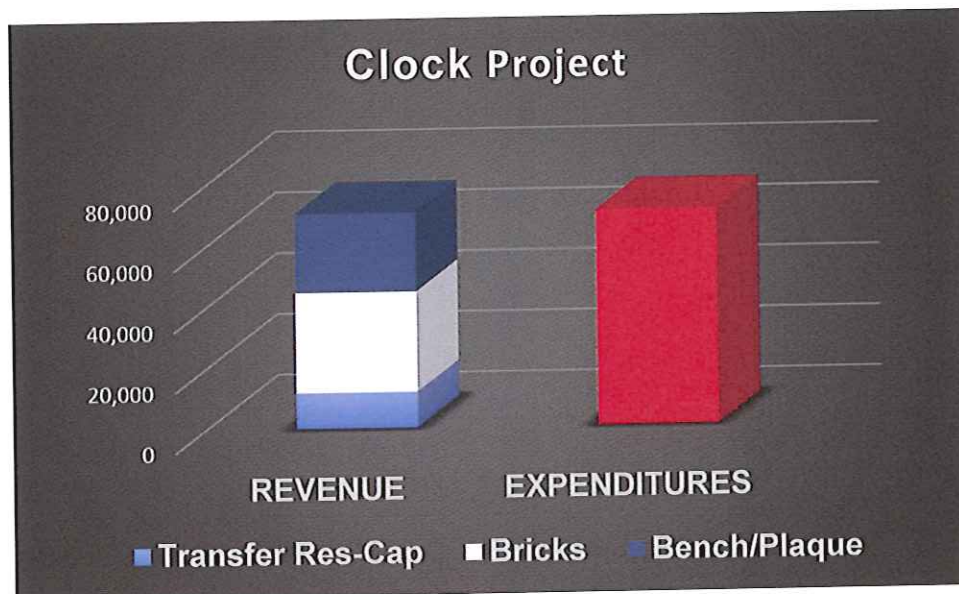
Year	Expenses
2013-2015	\$ 64,818
2016	\$ 25,802
2017	\$ 30,000

Our clock and garden project was one of the largest projects (in both size and cost) that the BIA has undertaken. The goal of this project was to create a space that would be used by the public and that would also compliment the property on which it has been placed. Besides the new clock, the project included a planter wall, a garden at the base of the clock, two new tree planters, new benches and personalized imprinted bricks.

Initially, the 2016 estimate for Project Expenses was \$90,000 and we geared revenue projects (through public donations for items like benches, plaques and bricks) along with a transfer from our Reserves to match these expenses.

All fundraising was done through the BIA, but the Town provided assistance with the design, planning and installation of the project. The Town has been extremely diligent in refining any associated Municipal Services costs. The Actual total 2016 expense was reduced to \$70,776. Please see Appendix 1 for a photo of the clock and surrounding corner.

At the same time, the community is very enthusiastic and supportive towards this project. As a result, brick sales revenue has been very healthy. There have been 207 bricks sold to date and they continue to sell in 2017. As well, revenue was raised through a new plaque and bench project (\$26,000).



This project has successfully funded itself 100% through various fundraising efforts and personalized bricks which, as mentioned, will still be available for purchase in 2017.



The gardens will be completed with 2 new trees and over 200 imprinted bricks adding community pride to the pathway.

Remaining funds in the clock reserves will be available to complete the clock plans, handle any required maintenance, and possible future additions to the area.

## FACELIFT GRANT PROGRAM

Since 2009, the Kingsville BIA has been pleased to offer its member a Facelift Grant Program. Regular members are eligible to apply once a year for a grant and if approved, they can receive 50% of the cost of the improvement up to a maximum of \$500. Please see Appendix 2 for a full list of the criteria for this project.

This project has been funded through \$5,000 from the Kingsville BIA, \$5,000 from the Essex Community Futures Development Corporation (ECFDC), and \$5,000 from the Town of Kingsville in 2009 and again in 2013 when the funds needed replenishing. The BIA topped up this grant fund again with \$3,000 last year and after 8 years in existence, 62 grants have been awarded to BIA members for building façade improvements totaling \$28,264.

Unfortunately, the ECFDC is no longer able to provide us with any funding towards this project. However, it is the BIA's goal to keep this project going in the future and as you will see in our 2017 budget we have put \$5,000 towards this project illustrating our commitment to this program.

Facelift Grant Program Year	Funding Dollars	Grant Money Granted	Number of Grants Awarded
2009 KBIA - \$5,000 T of K - \$5,000 ECFDC - \$5,000	\$15,000	\$6,576	14
2010		\$5,682	12
2011		\$213	1
2012 KBIA	\$143	\$2,672	6
<b>TOTAL 2009-2012</b>	<b>\$15,143</b>	<b>\$15,143</b>	<b>33</b>
2013 KBIA - \$ 5,000 T of K - \$5,000 ECFDC - \$5,000	\$15,000	\$4,118	9
2014		\$1,500	3
2015		\$4,394	10
2016 KBIA	\$3,000	\$3,109	7
<b>TOTAL 2013-2016</b>	<b>\$18,000</b>	<b>\$13,121</b>	<b>29</b>
<b>Remaining Grant Money for 2017</b>		<b>\$4,879</b>	

While there is still money left in this funding initiative, 10 grants have already been approved in 2017 for approximately \$5,000.

We have applied for a grant from the Town to increase this funding project by another \$5,000. This is only the third time in nine years that we have asked for funding for such a successful program. The combined funding of KBIA and the Town of Kingsville will allow this important program to continue to help local businesses improve the appearances of our Kingsville BIA area.

## STRATEGIC AND MARKETING PLAN 2016-2018

As stated above, the other part of a BIA's mandate is the promotion of the area as a shopping and business district.

In 2015, through the input of our members and a local consulting firm, we developed a Strategic Marketing Plan with the following four points of focus:

1. **Beautification:** The BIA will continue to enhance the overall appearance of the Kingsville BIA and its members by improving the streetscape by doing things above and beyond what the municipality currently does.

2. **Tourism:** To continue to promote and develop Kingsville as a Tourist destination.
3. **Marketing, Promotion, and Member Promotion:** Ambitiously promote, advocate, and market our memberships' businesses.
4. **Building a Greater BIA and Sense of Community** We will develop and maintain a strong Kingsville BIA that is positioned to serve the needs of our members and exceed their expectations.

While the complete Strategic and Marketing Plan can be found in Appendix 3, some of the highlights of our 2017 goals include:

- Continue to fundraise and complete the clock and garden project at the Four Corners.
- Expand the flower program by including the Four Corners trees and decorations, planters around town and by extending the maintenance season for flowers to include the Migration Festival.
- Continue to attend Tourism/Economic Development Committee meetings to avoid duplication, to share resources, and partner when available. In 2016, the BIA financially partnered with this committee to produce a new Kingsville tourism map that has proven to be functional and appealing.
- Immediately maximize the BIA Promotions in 2017 and sell \$100,000 worth of BIA vouchers rather than wait until 2018, as originally proposed.
- Continue the very successful *Customer Service Hero of the Month* recognition award. Our first Customer Service Hero of the Year will be announced at next month's AGM.

## BIA DOLLAR PROMOTION

In an effort to promote Kingsville businesses and keep holiday shopping dollars in the community, the BIA invested money in the Kingsville BIA Dollar Program beginning in 2015. We invested \$5,000 in the program that brought \$30,000 to Kingsville. In 2016, we doubled our investment to \$10,000 and increased the number of participating businesses from 53 to 60 members (open to both regular and associate members). The program was so highly anticipated this year we sold out in less than one day.

It is true that larger, individual purchases were made this year but that is to be expected since they are promoted as ideal holidays gifts for others as well as for purchasing gifts during the holiday season. The result was \$60,000 of holiday shopping dollars within our community.



The Board will consider putting a cap on the amount of dollars that can be purchased at one time in 2017 but we must realize that only 13 people purchased more than \$1,000 at one time, Therefore, a reasonable cap should not have a significant impact on the how quickly the dollars will be purchased in 2017.

In 2017, our plan was to bring \$90,000 BIA Dollars to the community and \$100,000 in 2018. Due to the overwhelming excitement and success of the promotion, we are going to bypass the 2017 plan and move right to the 2018 investment for \$100,000 in BIA Dollars.

### **LINK TO STRATEGIC PLAN**

As always, the Kingsville BIA Board of Managers works towards fulfilling all functions of our mandate through their budget as well as our 2016-2018 Strategic and Marketing Plan.

### **FINANCIAL CONSIDERATIONS**

With Council's approval, the proposed budget will be presented to the membership at the BIA's Annual General Meeting on February 21st, 2017. The proposed budget shows an increase on the overall levy amount of 6.3%. This is a larger increase than last year where it was 2.98% but it is much smaller than the previous two years (in 2014, we increased the levy by 39.58% and in 2015 by 19.03%). The BIA Board of Managers is trying to meet the needs of the membership with minimal financial impact on the levy.

The following chart reviews the BIA levy increase since 2013.

	Levy	Percent Increase	
2013	\$54,357	-	
2014	\$75,870	39.58%	Minimum/Maximum levies increased
2015	\$90,311	19.03%	
2016	\$93,004	2.98%	Associate Member fee increased
2017	\$98,889	6.33%	

Our levies are billed directly to the property owners and it is the owner and the business tenant what portion is paid by whom. We have a minimum levy of \$200 and a maximum levy of \$3000 with properties of 3+ storefronts being exempt from the maximum levy. The last time the minimum and maximum levies were increased was in 2014. Therefore any increase in the BIA's levy has been absorbed by the



uncapped or middle properties. At the December 13<sup>th</sup>, 2016 regular meeting the following motion was made by the BIA Board of Managers:

**BIA-116-2016** Moved by T. Gaffan, seconded by R. Weston, to increase the minimum levy to \$225, effective 2017.

This is a 12.5% increase that affects 22 businesses currently paying the minimum levy plus another 7 businesses that paid more than \$200 but less than \$225. It is the intention of the BIA Board to implement an increase to the maximum levy in 2018.

Since 2014, the Associate Members have paid an annual fee of \$100. We have increased the Associate Member Fee to \$120 (a 20% increase) so that it is more aligned with the minimum levy increase for our regular members.

Below, is a chart listing the benefits received by members and associate members. It is the belief of the BIA that there is great value for the cost with an Associate Membership, which is completely optional to purchase.

<b>BIA Benefits</b>	<b>Member</b>	<b>Associate Member*</b>
Monthly Newsletter/Regular Communication - relaying economic development, maintenance & revitalization, security issues, by-law enforcement	✓	✓
Business Listing - KBIA Website	✓	✓
Business Listing - KBIA printed business directory	✓	✓
Promotion of business on KBIA Social Media Channels	✓	✓
Opportunity to Participate in BIA Cooperative Marketing and Promotional Activities	✓	✓
BIA Networking & Social Events, including AGM	✓	✓
Representation at Municipal Council - on issues facing our membership	✓	✓
BIA Arranged Business Seminars	✓	✓
BIA Advocating Membership Interests-with the Town and other levels of government	✓	✓
Display Brochures & Business Cards at Carnegie	✓	✓
Featured Business at Carnegie, including road sign & social media promotion, & front page website promotion	✓	✓
Free Meeting Space Rental at Carnegie - during business hours	✓	✓
Reduced-Cost Meeting Space Rental at Carnegie -after business hours	✓	✓
BIA Staff Promotion of Business to Locals & Visitors	✓	✓
Customer Service Hero Program	✓	✓
BIA Dollar Program	✓	✓
Holiday Shopping Spree Program	✓	✓
Business Commercial on TV at Carnegie	✓	✓
Facelift Grant Program	✓	X
Board Seat Privilege, including voting	✓	X
Eligible for beautification (planter, bench, hanging basket)	✓	X

\* - Subject to an additional charge on any promotional activity



Lastly, it is the intention of the BIA Board to ensure that all members see an increase equally every few years, so no one group of members is continually absorbing any increase in the levy.

### **CONSULTATIONS**

BIA Board of Managers  
Director of Financial Services, Sandra Zwiers  
Manager of Financial Services, Ryan McLeod

### **RECOMMENDATION**

We respectfully recommend that council accepts the proposed budget as presented and approves the requested increase to our minimum levy.

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Karen Wettlaufer, BIA Coordinator

# APPENDIX 1:

## Clock/ Garden Photos



**Clock Face**



**Clock Base and Wall**



**Clock Planters**



**Personalized Bricks**



# APPENDIX 2:

## Facelift Grant Criteria





## Kingsville Business Improvement Area Association

### FACELIFT GRANT CRITERIA

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#### *What is it?*

- A Kingsville BIA program that provides grant money for Kingsville BIA Members to improve their building facades.
- This project is funded through
  - \$5000 from the Kingsville BIA 2013 budget,
  - \$5000 from the Town of Kingsville

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#### *How does it work?*

- Property owners or business owners submit a proposal to the Kingsville BIA Board of Managers outlining the façade improvements.
- The proposal must include pictures of before the work and after the work is completed. After pictures must be submitted before the grant is paid.
- Projects are eligible to receive 50% of the cost of the improvement up to a maximum of \$500.
- BIA Members are eligible to apply for this grant once a year.

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#### *Who is eligible?*

- All commercial buildings in the Kingsville BIA boundaries.
- Applicants must be a member of the Kingsville BIA with an open business within the BIA boundaries.
- Applicants are eligible to receive to receive one grant per member per year.
- Applications must define the project and include a copy of the contractors cost estimate for the work.
- Eligible projects must be on the street facing sides of the building.
- Applications must include pictures of the area being improved by providing before and after pictures of the project. (After pictures may be submitted after the grant application has been approved.)
- Applications must demonstrate that the funding received will not exceed 50% of the total cost of the project.
- Projects must support the goals of the grant.

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#### *What improvements are eligible?*

- Façade restoration of brickwork, wood, masonry, and metal cladding
  - Replacement of entablature, eaves, parapets, and other architectural details
  - Window and door replacement
  - Signage
  - Painting of the façade exterior
  - Exterior lighting
  - Replacement or addition of awning, marquees or canopies
  - Replacement of façade elements originally in place during initial construction of the building
  - Entranceway modifications
-

	<ul style="list-style-type: none"> <li>• Entranceway modifications</li> <li>• Redesigned shop fronts</li> <li>• Exterior improvements – repainting, cleaning brick, graffiti prevention</li> <li>• Modifications to improve accessibility</li> <li>• Such improvements to the building exterior as may be approved by the Kingsville BIA Board of Managers.</li> </ul>
<b><i>What improvements are NOT eligible?</i></b>	<ul style="list-style-type: none"> <li>• Paving or cement work to parking lot</li> <li>• Improvements to side/back walls of the building</li> <li>• Painting over old signage</li> <li>• Flashing signs</li> <li>• Broken or boarded windows</li> <li>• Repairs and maintenance</li> <li>• Landscaping</li> <li>• Building insulation</li> <li>• Interior work</li> </ul>
<b><i>Who qualifies for assistance?</i></b>	<ul style="list-style-type: none"> <li>• Registered property owner or business owner with approval of property owner.</li> <li>• If applying as a business owner, the business must be open for 6 months before the grant money will be paid to the applicant if approved.</li> </ul>
<b><i>Where do I apply?</i></b>	<ul style="list-style-type: none"> <li>• Applications, cost quotations and pictures should be submitted to: <ul style="list-style-type: none"> <li>○ Kingsville BIA 28 Division Street South, Kingsville ON N9Y 1P3 Phone: 519-733-6250 Fax: 519-733-9963 <a href="mailto:kingsvillebia@bellnet.ca">kingsvillebia@bellnet.ca</a></li> </ul> </li> </ul>
<b><i>When would I receive the grant?</i></b>	<ul style="list-style-type: none"> <li>• Upon completion of the work, and: <ul style="list-style-type: none"> <li>○ submitted <u>paid</u> invoices (RECEIPTS) to the Kingsville BIA Office, and</li> <li>○ submitted your signed Face Lift Letter of Agreement to the Kingsville BIA Office, and</li> <li>○ submitted a picture showing the approved project is complete.</li> </ul> </li> </ul>



# APPENDIX 3:

## Strategic and Marketing Plan 2016-2018

Kingsville BIA Association  
Strategic and Marketing Plan  
2016-2018



SHOP • DINE • DISCOVER

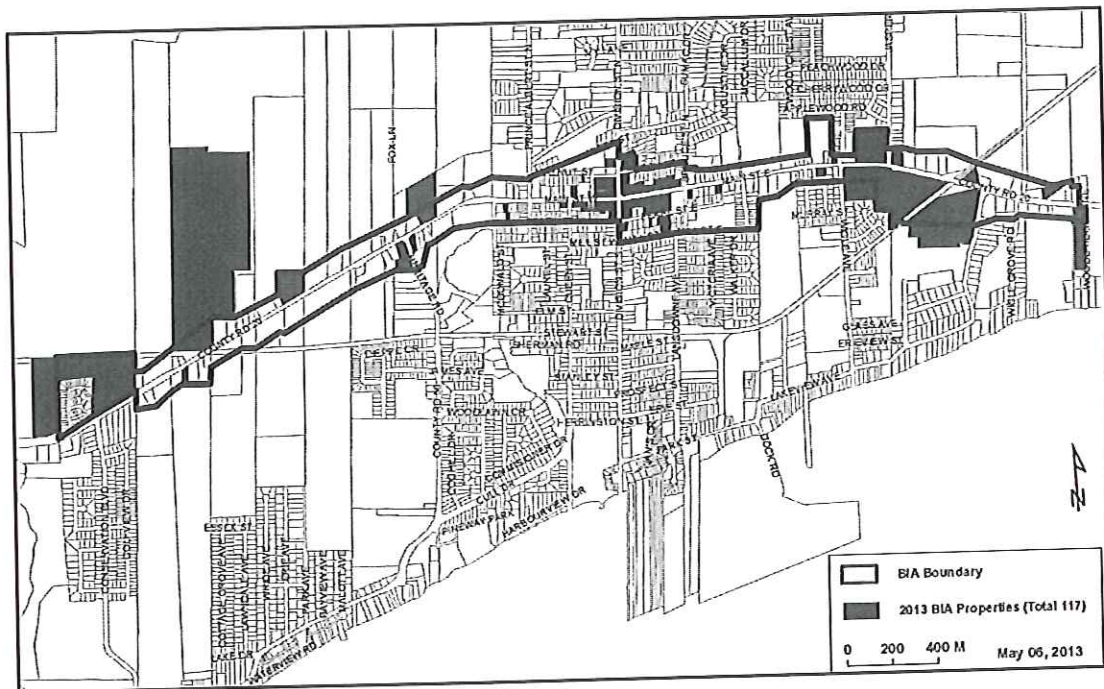
# About Us

## What is the Kingsville BIA?

The Kingsville BIA is a designated Business Improvement Area within the Town of Kingsville. We are a provincially mandated organization, run through a Board of Managers. The Kingsville BIA Association functions:

- To oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided by the municipality generally; and,
- To promote the area as a business and shopping district

Our geographic area runs 4.5km east to west along Main Street and County Rd 20 and, from the four corners runs north to Water and Beach Street and south to Pearl and Mill Street.



The Kingsville BIA is local business people and property owners who have joined together with the support of the Town of Kingsville, to organize, finance and carry out improvements in the BIA area and to market our businesses to visitors. City council is the body responsible for approving the budget of the Kingsville BIA. Presently, the Kingsville BIA has over 160 regular members (commercial businesses within the boundaries) and over 40 associate members (non-commercially assessed businesses or a business outside of the set boundaries).

The Kingsville BIA relies on its members for a self-help approach to revitalizing, strengthening and improving the BIA area. Through the members' input and support, our business and shopping district continually improves and prospers.



# The Process

To start the process of developing goals for the next three years, the Kingsville BIA reached out to all members in May 2015. Members were sent a survey both electronically and/or paper copy for them to complete. Members were asked for general feedback on the BIA area, the Kingsville BIA as an organization and what people would like to see in terms of improvements. Out of the 195 surveys sent out, a total of 37 surveys were completed for a participation rate of 19%. As low as this number is, it is an increase of 8% from the participation rate on the 2014 member feedback survey.

After the survey was distributed and the results collected, the BIA Coordinator presented the results to the Board of Managers and a Strategic Plan Committee was formed. The committee members consisted of Coordinator Sarah Holland and Board Managers Trevor Loop, Jason Martin, Izabela Muzzin and Roberta Weston. The committee reviewed the results of the survey, identified common themes and completed a SWOT analysis of the Kingsville BIA.

## The Survey

The survey consisted of ten questions to get a sense of how the membership currently views the Kingsville BIA and where it would like to see it going.

The questions included:

1. What is your current perception of the Kingsville BIA?
2. What is your current perception of the BIA area and downtown?
3. What in our mandate is your top priority – beautification, maintenance or promotion? Why?
4. Where would you like to see the Kingsville BIA in one year? What actions can the Kingsville BIA take to realize those visions?
5. Where would you like to see the Kingsville BIA in five years? What actions could the Kingsville BIA take to realize those visions?
6. How could you as a member help the Kingsville BIA?
7. Which available services of the Carnegie Arts & Visitor Centre have you used to promote your business?
8. Have you attended a BIA board meeting or an Annual General Meeting?
9. Which forms of communication from the BIA office do you regularly read?
10. Do you have any extra comments or feedback you would like to share with your Board of Managers?

## SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Headed in right direction – beautification</li> <li>• Communication getting better</li> <li>• Best town in the county (thriving downtown, safe, free parking)</li> <li>• Carnegie – opportunity for tourism, membership space, promotions</li> <li>• Kingsville Life books</li> <li>• Website, social media presence is growing</li> <li>• Partnering with the Tourism Coordinator on projects/resources</li> <li>• History and heritage</li> <li>• Welcome package and Kingsville Reporter welcome</li> <li>• Coordinator – paid staff member</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Promotion</li> <li>• Not enough for associate members</li> <li>• Empty units</li> <li>• More presence on the East/West end of BIA</li> <li>• No clear cut plans</li> <li>• More activities for service businesses</li> <li>• Carnegie – budget</li> <li>• Limited market ready customer services</li> <li>• Member education and member involvement</li> <li>• Signage</li> <li>• Lack of embracing art community – needs leadership</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Build on associate membership</li> <li>• More defined vision</li> <li>• Branded opportunities</li> <li>• Kingsville experience – why Kingsville to live, shop, eat, do business, etc.</li> <li>• Expand boundaries</li> <li>• Involvement with the Leamington chamber?</li> <li>• Shoppers card for staff shopping local</li> <li>• Promoting/supporting businesses – awards (i.e. Leamington Chamber)</li> <li>• Town to mandate standards for empty storefronts</li> <li>• Walking Town – bike lock-ups, environmental town, more accessible parking spots</li> <li>• Supporting our arts community – not necessarily budget dollars, but opportunities (building, mandates to show visitors to the town there is a thriving arts &amp; culture in the town) murals (appropriate spot with guidance).</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Sprawl – expansion</li> <li>• Competition from near destinations</li> <li>• Negative comments</li> </ul>



## Identified Themes

From the survey results and the SWOT analysis, the committee drew seven major themes:

1. The membership perceives that we are doing beautification well but marketing poorly. Of the three parts of our mandate, the membership does not perceive them equally, but have ranked them in this order: promotion, beautification, maintenance.
2. There is a disconnect between the current BIA area and the member's perception of what it actually is. It is larger than the downtown. There needs to be a shift in focus to consider the entire BIA area.
3. The Associate Members don't feel value of the current Associate Membership benefits, however, they want to be more involved with the BIA. Continue to build on Associate Membership base for future plans of expanding the BIA boundaries (Cottam and Ruthven).
4. Focus on providing resources and benefits to all businesses (all BIA members, including service members).
5. Revisit policy on how to encourage business owners and vacant business owners to keep those spaces up properly.
6. Look at how the Carnegie building is currently being used by members and can it be better utilized by members.
7. Make our Annual General Meeting more of an event for members. Rethink the format of the meeting to foster more interaction/communication as part of the meeting. Build on the event each year to eventually offer food/drink, special awards/recognition to businesses, facts about the BIA and what we are doing well.

The Committee met a total of four times to review the results to create goals and strategies for each identified theme. The committee presented monthly reports to the BIA Board of Managers and recommended that the Kingsville BIA should seek quotes from marketing specialists.

The Kingsville BIA started working with Noah Fleming of Fleming Consultants in December 2015 and will work with him for a period of six months to draft and implement a new marketing strategy. The following marketing strategy has been drafted through communications between Noah Fleming and the Kingsville BIA Board of Managers and Coordinator, and has been approved by the Kingsville BIA Board of Managers.



# Kingsville BIA Marketing Mission & Objectives

The Kingsville BIA's goal is to enhance and improve business within the geographic boundaries of the association by utilizing the combined strength of all our members. We strive to promote beautification in our town and increase awareness of all that Kingsville has to offer.

The Kingsville BIA will achieve its vision of a thriving business community by acting in accordance with the spirit and intent of the following marketing plan.

The details of the plan, its goals, objectives, and activities, reflect the beliefs of the Kingsville BIA and its members. The plan can be used as a mechanism to enhance the overall physical attractiveness of the business district, and to increase the economic activity of the businesses in the area. This plan also commits to providing tools and resources to its members to help them boost and foster their own marketing results.

The success of the Kingsville BIA and its marketing strategy is almost entirely dependent on the participation of as many of its members as possible. The Kingsville BIA will continue to survey and solicit the advice and input from its members on a regular basis. The plan will be fluid and updated based on the ongoing input and advice received from the Board of Directors and its members.

## Themes

Based on feedback from members, and the previous identified themes by the Strategic Plan Committee, there are three key themes that have driven the creation of this plan.

**Theme One:** The membership perceives the BIA's efforts to beautify the town are being done well, but efforts to market the town and its members are done poorly.

**Theme Two:** The Kingsville BIA boundary is greater than just "downtown." An equal amount of effort needs to be given to the entire BIA area and all its members.

**Theme Three:** Regular members and associate members do not perceive enough value for the membership. The members feel the BIA could do more to provide additional value-added benefits and resources.

Based on the recurring themes, this plan is divided into four main areas. While the plan touches on each of the key themes, it places a greater emphasis on marketing & member promotion.

1. **Beautification**
2. **Tourism**
3. **Marketing, Promotion, and Member Promotion**
4. **Building a Greater BIA and Sense of Community**

The following summarizes the key objective and a sample of specific tactics to be carried out. More detailed explanations and timelines are found in Appendix 1.

Recommendations/ Actions	Ongoing	Year		
		2016	2017	2018
<b>Beautification</b>				
<i><b>Objective:</b> The BIA will continue to enhance the overall appearance of the Kingsville BIA and its members by improving the streetscape by doing things above and beyond what the municipality currently does.</i>				
Coordinator to walk the various areas of the BIA once a month and contact the town if anything needs to be addressed.	x	x	x	x
Ensure all members are aware of potential grants available for beautification efforts. Make it easier for the grants to be used and taken advantage of, not more difficult.	x	x	x	x
Coordinator should take proactive efforts to make the facelift grant known to those in key areas with poor signage or a particular need for beautification improvements.	x	x	x	x
Expand the Flower Program by reviewing the placement of the planters and hanging baskets and continue the Winter Planter Program.	x	x	x	x
Continue to fundraise for the clock and garden at the Four Corners. Projected clock installation is Spring 2016		x		

Recommendations/ Actions	Ongoing	Year		
		2016	2017	2018
<b>Tourism</b>				
<i><b>Objective:</b> To continue to promote and develop Kingsville as a Tourist destination.</i>				
Communicate with the new Economic/Tourism Committee on the town's tourism promotion plans to avoid duplication, but share resources/partner when available. Work with the Town to develop 'Experience Kingsville' map and create 'activity/interest-based' guides for tourists (dining/wine/biking/birding etc.) available in print/electronically. Investigate having a Kingsville app	x	x	x	x
Continue to position the BIA Administrative Office and the Carnegie building to local businesses and BIA members as a tourist information spot, and concierge to visitors.	x	x	x	x
Enhance content and photography in the Annual Spring Guide and Holiday Guide to promote BIA and BIA members	x	x	x	x
Use Seasonal Tourism to entice visitors to Kingsville (i.e. Fantasy of Lights, birding, wineries, biking, etc)	x	x	x	x



Recommendations/ Actions	Ongoing	Year		
		2016	2017	2018
<b>Marketing, Promotion, &amp; Member Promotion (See Appendix 1)</b>				
<i>Ambitiously promote, advocate, and market our BIA and our members.</i>				
Enhance ongoing social media efforts.	x	x	x	x
Establish a seminar/training curriculum for all members – offer the seminar/training series to non-BIA members for an additional fee.	x	x	x	x
Create ongoing marketing processes to highlight successes of programs like the BIA dollars i.e. press releases, event promotion	x	x	x	x
Give businesses the tools to experience even greater success with BIA initiatives. i.e. Launch/Marketing process for BIA Dollars	x	x	x	x
Double the BIA Dollars Promotion in 2016	x	x		
Triple the BIA Dollars promotion in 2017	x		x	
Grow the BIA Dollars promotion to \$100,000	x			x
Continue to educate the members on the AODA and provide information/resources on making their businesses accessible for customers/employees	x	x	x	x
Introduce the “Stop Gap” Program to make the single step businesses accessible.			x	

Recommendations/ Actions	Ongoing	Year		
		2016	2017	2018
<b>Building a Greater BIA and Sense of Community</b>				
<i>We will develop and maintain a strong Kingsville BIA that is positioned to serve the needs of our members and exceed their expectations.</i>				
Coordinator to pursue business in Kingsville proper to join as Associate members.	x	x	x	x
Coordinator to contact non-BIA members in Kingsville proper, sharing benefits of the BIA and include the results of the last two years of marketing initiatives.	x	x	x	x
Coordinator to pursue businesses in Cottam and Ruthven to join as Associate Members.	x	x	x	x
Solicit testimonials from current BIA members and have them share positive successes from BIA membership. i.e. Consider video testimonials for use on website and social media.		x	x	
Have a summer member's event (BBQ, family-orientated, relaxed social event)				x
Share social media statistics & insights	x	x	x	x
Introduce awards & recognition			x	
Create a simple member's benefit pamphlet		x		



# Appendix 1. Marketing, Promotion, & Member Promotion

Objective: Ambitiously promote, advocate, and market our BIA and our members.

- **Enhance ongoing social media efforts.**
  - Create a social media editorial calendar.
    - Post on Facebook/Twitter multiple times per week. Schedule in advance if necessary.
    - Highlight members in social media. Offer to share member promotions, news, highlights, etc. Make a proactive effort to monitor members on social media. Use tools like Hootsuite to do this.
  - Create a Customer Service Hero of the month program on Facebook & Twitter
  - Create a featured business program on Facebook & Twitter (do bi-weekly to match featured business display at Carnegie).
  - Create an Instagram app – more visuals of members/businesses/events in the BIA
  - Use social media to show that Kingsville is the “Friendliest Town in Southern Ontario”
- **Establish a seminar/training curriculum for all members – offer the seminar/training series to non-BIA members for an additional fee – The Kingsville BIA Small Business Workshop Series**
  - Create a members-only marketing resource page on the Kingsville BIA Website.
  - Put together a schedule of 5-10 free teleseminars/webinars/live events for members. Record the events and make them available to members.
  - Utilize experts in the space to deliver the seminars for free.
  - Topic Suggestions
    - Sales & Marketing Strategies
    - Website Development
    - Social Media & Media Marketing
    - Customer Retention
    - Customer Service
    - Joint Ventures & Partnerships between Businesses
    - Bookkeeping/Accounting/Finance
- **Continue to create additional signature BIA events.**
  - The goal is to populate events with both the members and the town’s people. The BIA needs better strategies to promote members to each other, and better connect businesses to the local community and beyond.
- **Regular Email Communications to Members**
  - Monthly newsletter
    - Focus on BIA successes.
    - Focus on marketing opportunities.
    - Focus on member successes.
- **Solicit Testimonials**

- Engage in the practice of gathering written & video testimonials.
- **Alignment & Partnership with groups that coordinate festivals and events**
  - The BIA should consider partnering with groups that coordinate festivals and events.
  - Offer promotional support on the BIA website.
  - Create targeted lists promoting local businesses when & where it makes sense.
    - *For example:* During the Kingsville Folk Fest, it makes sense to highlight places to stay and places to eat. This should be done well in advance of the events.
    - *For example:* During tax season, is a great time to promote your professional services members.
- **Create best-in-class Marketing materials**
  - Use tools like Canva.com to create eye-catching design.
- **Website**
  - Consider a website revamp – 2017 budget
  - Add a blog that can be updated regularly.
  - Work with the town and other organizations to avoid duplication and ensure the sharing of resources and links.
  - Add testimonials and member success stories.