



Old Town Kemptville BIA Business, Marketing and Programming Plan

Prepared by:



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Old Town Kemptville BIA
Business, Marketing and Programming Plan
Prepared with the support of the Eastern Ontario Development Corporation

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Part I – Old Town Kemptville BIA Business, Marketing & Programming Plan

1 Introduction

McSweeney & Associates was engaged by the Old Town Kemptville BIA to prepare a Business, Marketing and Programming Plan to assist the Board of Management in providing direction and a path forward for consideration by its business membership.

1.1 Role of BIAs

The role and general functioning of Ontario's BIAs is established in the [Municipal Act](#), Sections 204-215, and as may be further detailed or limited by a By-law of the municipality establishing the BIA. The BIA is essentially a committee of the municipality governed by its own Board of Management. General information on BIAs may be found [here](#).

The general functions of a traditional BIA are to:

- Oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally
- Promote the area as a business or shopping area

Typical BIA activities include:

- Beautification and maintenance
- Revitalization and maintenance
- Marketing and promotion
- Special events
- Economic development (of the designated area) including business recruitment
- Communication (with stakeholders and members)

1.2 Process of Business Planning

The process used for the preparation of this plan is a standard one consisting of the response to 4 basic steps:

1. Where is the BIA currently?
2. Where does it need to be in the future?
3. What are the gaps to get from now to the future?
4. What are some of the key actions required to fill the gaps.

The Business Planning portion of the plan refers to the first three steps, while Marketing and Programming belong more to the means for filling gaps.

1.3 Current Situation

Over the years, a number of reports and strategies has drawn attention to the desirability and benefits of improving downtown Kemptville. The results of much effort and expense over recent years are clearly evident in downtown Kemptville and much credit goes to:

- The Old Town Kemptville BIA, which was formed in 2002
- The Municipality of North Grenville
- Private property owners and developers
- Business owners
- Other community based partners and organizations including the Library.

The physical improvement and beautification of the Old Town Kemptville BIA area, including public and many private properties, particularly on Prescott Street is indisputable. Having said that, there is a strong consensus that “the job is not done yet” and there is a need to continue to improve and beautify other areas and aspects of downtown. There is less consensus among property owners and businesses regarding the success of marketing and promotion efforts.

The need for governance and organizational development within the BIA structure and the need for improved relationship management is nearly universally recognized by members, the Board of Management and the Municipality. Communications and relationships can be improved with BIA members, property owners, the municipality and other organizations within the community. Some members are adamant that the BIA “has not done its job”, while others are ardent supporters of its potential as an agent for change.

The existing Old Town Kemptville BIA is very small:

- It has an assessed value of \$10,600,000 (the proposed expansion to Highway 43 would increase this to \$21,000,000).
- For fiscal year 2015, it has a revenue budget of \$18,000 raised from tax levies, with an additional \$7,500 raised from other sources (for example, EODP grants) for project specific work, and an accumulated surplus of \$24,600 for a total budget of \$50,100; for 2016, the only budget anticipated to date is \$18,000.00. Funding applications are underway with various agencies.
- This results in an expenditure breakdown of: 33% on administration/staffing; 9% on grants/contributions to others; 9% on advertising/marketing; 10% on programming; and 34% on events management.
- The tax levy is \$1.89 per \$1,000 of assessed value.
- This levy is paid by approximately 50 businesses, including 8-10 retail establishments.

For comparison purposes, Ottawa’s Business Barrhaven BIA has:

- An assessed value of \$372,034,073
- A revenue budget of \$200,000 raised from tax levies, with an additional \$67,750 raised from other sources (grants, sponsorships, etc.) for project specific work, for a total budget of \$267,750
- An expenditure breakdown of: 35% on administration/staffing; 8% on communications; 40% on marketing/promotions; 11% on economic development; and 6% on security

- The tax levy is less than \$0.54 per \$1,000 of assessed value and is paid by approximately 450 businesses and property owners.

In the professional opinion of McSweeney and Associates, and supported by interviews conducted, there is a consensus on the fact that the Old Town Kemptville BIA as currently constituted is too small to:

- Provide sufficient budget and human resources for effective and continuous marketing and promotion and particularly to reach beyond the BIA's primary market into secondary markets;
- To provide a critical mass of retail, food, entertainment, service and cultural offerings to provide and sustain a consistent draw of people;
- Be a sufficiently resourced organization to partner with the municipality with respect to the continued development of the downtown area;
- Provide a sufficient number of business people and property owners with the time, interest and energy to contribute on the Board or to BIA activities on an on-going basis, while also providing for adequate turn-over thereby avoiding volunteer burn-out.

Business and property owners that are volunteer Board members need to contribute more to the "governance" of the BIA, than to the operations of the BIA, both from the best practice governance perspective, but also from the practical perspective in that they each have their own businesses to run. BIA operations in Ontario are, and should be, largely carried out by BIA staff. Old Town Kemptville BIA currently has insufficient tax base and resources to do that, forcing Board members to also carry out operational work. This puts Board members in a governance/administration conflict and unduly usurps the hours of the volunteer Board members, forcing the truly committed to jeopardize the level of success in their business by taking away time from their business.

2 A Proposed Vision for Downtown Kemptville

The following suggested vision is "for discussion purposes" and has been adapted and updated from the downtown vision originally presented in North Grenville Economic Development Strategy of 2007.

"Downtown Kemptville is the regional economic, cultural, and social heart of North Grenville and the neighbouring communities, presenting a charismatic mix of fine retail, food, entertainment, professional, and service establishments nestled within structures that complement the rich heritage of downtown. Its eclectic and captivating mix of businesses excel in providing outstanding customer service to patrons of all ages, and benefit from an increased density of residents living downtown, including seniors (who enjoy the physical accessibility downtown offers).

Downtown presents its visitors with a continuous façade of interesting storefronts and comfortable streetscapes that reflect the essence of historic Kemptville. Visitors delight in its heritage, retail, food, cultural and entertainment offerings, all of which are anchored by its waterfront and being the centre of an active transportation system."

3 A Proposed Vision & Values for Old Town Kemptville BIA

Old Town Kemptville BIA is a very important downtown stakeholder with leadership responsibilities and obligations with respect to the achievement of preceding proposed Vision for downtown/Old Town Kemptville.

1.4 Proposed Vision for Old Town Kemptville BIA

The proposed vision to be guiding light for the Old Town Kemptville BIA as an organization is to:

“Provide leadership to the collaborating stakeholders to achieve the Vision of Old Town Kemptville by ensuring an economically viable and thriving downtown business sector.”

1.5 Values of the Old Town Kemptville BIA

The efforts of the Old Town Kemptville BIA to achieve the Downtown Vision will be guided by its values:

1. Community Engagement and Community Building

We involve ourselves in community building matters of the downtown/Old Town Kemptville, a show piece for North Grenville. To do so, we provide the community with reasons to engage and participate, and we build local champions in our downtown community as a force for positive change.

The payoff: Old Town Kemptville is seen as a leader in community growth and engagement in matters related to downtown.

2. Marketing and Promotion

We market and promote the businesses and attractions of Old Town Kemptville, in order to focus interest on this vital part of the North Grenville Community. By measuring the performance and contributions of Old Town Kemptville, we also empower decision makers and community stakeholders to understand the value of a strong downtown.

The payoff: Residents and visitors alike know what is available in downtown, appreciate, and enjoy the community value provided by Old Town Kemptville and its businesses, leading to profitability and viability for Old Town Kemptville businesses.

3. Relationship Management

The BIA is a voice of leadership for the downtown business community and to that end, has established important relationships with other community voices, such as Council, Municipal Departments, the Chamber of Commerce and local community groups and institutions. We work to harmonize our efforts and achieve economies of scale.

The payoff: No duplication of effort, and more collaborative activities take place with harmony and efficiency.

4. Business Recruitment and Retention

We participate in an overall recruitment effort to attract and retain businesses in Old Town Kemptville. The BIA works with property owners to help ensure that available space is occupied and that an optimum mix of businesses and services is achieved.

The payoff: Zero business vacancy downtown with a mix of uses as described in the Downtown Vision.

5. Beautification and Revitalization

The BIA contributes to the enhancement of the downtown environment to create a more pleasant atmosphere attracting residents, visitors, and businesses alike. A strong and unique sense of place will evolve through a focus on Architecture and Design (landmark projects, heritage protection and enhancement, development that enhances the Downtown Kemptville character and sense of place); Connectivity (walking, cycling, design for all ages) and Culture (vibe, values, virtuosity) helps to achieve this.

The payoff: Old Town Kemptville has a unique sense of place, is the heart and soul of North Grenville, and a centre of attraction for all.

6. Personal Involvement

We work with each business on an individual basis to meet their need for advice, coaching and programming, as well as for inspiring volunteer person-hours.

The payoff: Every business knows and appreciates what it is getting from the BIA, and willing contributes to its success.

7. Inclusion

We work with the full mix of businesses in our catchment area and provide the framework and opportunity for all businesses to be an integral part of the attraction of Old Town Kemptville.

The payoff: All businesses without exception participate in the success of Old Town Kemptville.

4 Business Plan Elements

4.1 What is Required to Achieve this Vision?

To achieve the preceding vision both for downtown Kemptville and for its BIA, a substantial effort would be required on a number of fronts:

- As noted, while there have already been significant improvements, particularly on Prescott Street, there is still a significant amount of work to be done to improve the physical environment of downtown Kemptville.
- There is also significant “economic development”, or “product merchandise mix” work to be done to present a much greater critical mass of unique businesses to build and sustain regular visitation by patrons. Shopping mall managers put a substantial and regular effort into constantly refining the mix of store/service offerings in response to, and in anticipation of changing market demands. Any downtown, and any downtown store or service that is only willing to “do things the way we always did them”, is driving market share elsewhere to the detriment of themselves and their neighbours.
- A communications program is required to keep BIA members informed, as well as keeping its significant partners and collaborators such as the municipality informed of the efforts and achievements, opportunities and challenges of the BIA.
- A marketing and promotions program should be present, but modest to begin with:
 - until there is a more significant critical mass to both promote and support;
 - not to falsely raise expectations of those drawn to downtown;
 - and to leverage the efforts of others wherever possible.
- As the BIA was established a number of years ago, and as BIA legislation and general good governance practices have changed since its formation, a governance review and update is now underway and should be completed by end of fiscal 2015.
- Organizational relationship building offers the opportunity for “better mileage” through collaborative efforts, improved relationships, and potentially resource sharing and efficiencies.

4.2 Key Result Areas and Objectives for Old Town Kemptville BIA

A Key Result Area is an expression of the major gaps in moving from the current to the desired future state for Old Town Kemptville, and provides focus to the activities of the BIA.

Each Key Result Area is supported by an objective:

4.2.1 Physical Revitalization

Objective: to ensure that all of Old Town Kemptville has the necessary visual and esthetic appeal, supporting the development of a strong sense of place that will make it attractive for shoppers, visitors, and residents.

4.2.2 Economic Development

Objective: to attract and nurture the most appropriate business mix to the downtown area as the basis for ensuring its economic viability.

4.2.3 Governance

Objective: to continue the structuring of the governance processes of the BIA with a view to strengthening both its governance and operational management.

4.2.4 Marketing and Promotions

Objective: to engage in marketing and promotion activities such as special events, in tandem with the development of the downtown in order to ensure that shoppers, visitors and residents come to an Old Town Kemptville that is appealing to them on a continuing and ongoing basis.

4.2.5 Thematic Development

Objective: to develop and make use of the Kemptville downtown heritage theme for the economic, cultural, and social development of Old Town Kemptville.

4.2.6 Larger BIA

Objective: to create a new larger BIA in order to achieve economies of scale, to provide for improved resourcing of BIA activity, and to include businesses that would benefit from the value proposition of the BIA.

4.2.7 Communications and Relationship Management

Objective: to sharply increase and improve communications with members and stakeholders in the pursuit of partnerships to achieve the future vision of Old Town Kemptville.

5 BIA Supporting Action Plan

The following actions are in support of the Vision for Downtown Kemptville, the Key Result Areas and Objectives.

Key Result Area	Action Plan	Lead Role/Supporters & Collaborators	Resourcing	Timing
Physical Revitalization	1. Work with the Municipality of North Grenville to: <ul style="list-style-type: none"> a) Support continued development of active transportation and trails leading into downtown b) Provide for greater access to, and use of the waterfront c) Ensure cleanliness and landscaping all along the waterfront d) Revitalize the CIP area, e.g. its walkability e) Complete the revitalization of Clothier Street (e.g. bury overhead wiring) f) Establish outdoor cultural spaces to act as an attraction point for events and gatherings 	North Grenville/BIA, affected property owners	Municipal staff, consultants as required; streetscaping budget	Short to mid term
	2. Review downtown parking to: <ul style="list-style-type: none"> a) Refresh and report on the parking situation in downtown with a view to developing a better understanding of parking and addressing any misperceptions about the adequacy, location, accessibility and cost of parking through effective communications, b) Prepare remedial actions (such as improved signage) to address parking issues and concerns. 	North Grenville/BIA, businesses, property owners, Municipality	Municipal staff, BIA Marketing Committee, volunteer contributions	Short-medium term
Economic Development	1. Prepare and maintain an inventory for the BIA and “expanded area” of: <ul style="list-style-type: none"> a) Owners and tenants and contact information b) Current business uses and square footage c) Vacancies including details such as rentable area, lease terms, upcoming lease renewals/ potential vacancies etc. 	BIA/municipality	Municipal staff, volunteer time,	Short term
	2. Attract the participation of more people that traditionally have not participated in the BIA, e.g. landlords, associations and institutions	BIA Board	Board volunteer time	Short term and ongoing
	3. Support new developments that will increase the density of residential development in, and immediately surrounding the downtown.	BIA/municipality	No cost	On-going

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Key Result Area	Action Plan	Lead Role/Supporters & Collaborators	Resourcing	Timing
	<p>4. Refresh the retail/service/ accommodations mix analysis of Old Town Kemptville¹ to:</p> <ul style="list-style-type: none"> a. Identify primary and secondary market areas b. Identify demographic characteristics of the current and potential customers; c. Assess retail competition in the primary & secondary trade areas; d. Prepare a specific list of store/service and accommodation types that could succeed in downtown given current demand and supply conditions within the Primary Trade Area (i.e. the presence of other stores), and considering the major anchors that draw people to Kemptville such as the hospital and the arenas. Identify the desirable uses that are missing or not well located within the downtown; e. Suggest any refinements to the “brand” and target markets of downtown f. Recommend specific retailers/ businesses and accommodations operators that might be attracted to downtown and be successful there g. Provide the data & information necessary, e.g. an Information Kit to attract new retailers/ businesses h. Develop other recommendations to build the downtown into a destination and a regional economic, cultural, social, and professional service centre. i. Prepare marketing materials necessary to support the attraction of targeted types of retailers to downtown (linked to f above) j. On an interim basis, attract businesses to Old Town Kemptville that known to be missing, e.g. a drug store k. Also on an interim basis, revive the practice of filling vacant storefront with seasonal displays, in collaboration with landlords 	BIA/municipality/OMAFRA RED funding	\$40-\$50,000	Medium term

¹ It is anticipated that this analysis should have the “subject geography” coincide with the “new BIA” boundaries and make use of the Old Town Kemptville study already performed as a contributing document

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Key Result Area	Action Plan	Lead Role/Supporters & Collaborators	Resourcing	Timing
	5. Use the findings of the preceding study to work with the municipality and property owners of vacant or underutilized space and lots to attract appropriate businesses and developments to vacant/underutilized spaces/lots. Recruit progressive client-focused businesses to fill vacancies, and encourage owners to fill to the desired merchandise mix	BIA/municipality	Staff time	After completion of preceding step
	6. Provide ongoing customer service training to owners/employees (perhaps in a variety of formats and ongoing messaging) to address customer identified issues with business friendliness (Resident Survey)	BIA	TBD	On-going
	7. Develop membership consensus on extended and consistent store hours	BIA Board and members	Volunteer time	Medium term
Governance	1. Review the BIA bylaw and establish the governance policies and procedures of the BIA to ensure compliance with current legislation and governance best practices ²	BIA and municipality in consultation with membership	Staff time	Short term
Marketing & Promotion	<ol style="list-style-type: none"> 1. On a temporary basis, pending the filling of OTK storefronts, limit events and promotional activities to leveraging the support of other organizations' events that would be of benefit to downtown businesses. 2. Ensure that event organization provides the greatest opportunity for all downtown businesses to benefit from each event 3. Focus marketing efforts on the attraction of the most appropriate businesses to downtown (see business mix, above) 4. Once the parking actions under Physical Revitalization have been completed, raise awareness of parking opportunities through marketing and promotions. 5. As the majority of the Action Plans listed under all Key Result Areas are completed, re-visit and renew the Marketing and Promotion Plan 	BIA Board	As required	Short – long term
Thematic Development	1. Seek refinement, documentation and visualization of the Downtown Kemptville heritage theme, and work with the Municipality to ensure the planning and development tools are in place to support and encourage thematic development.	BIA Board, Municipality	Data, information from previous ideas based on heritage, for example, as put forward by the New Grenville Times	Short to long term

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Key Result Area	Action Plan	Lead Role/Supporters & Collaborators	Resourcing	Timing
Larger BIA	That the Municipality of North Grenville consider and undertake the necessary steps to establish a new larger BIA in the greater interests of North Grenville.	Municipality; Businesses	Municipal economic development, and volunteer time	Short to mid-term
Communications and Relationship Management	<ol style="list-style-type: none"> 1. Strive for improved harmony, relations and collaborations with other organizations such as the Municipality, the Chamber of Commerce and others. <ol style="list-style-type: none"> a. Make use of improved relations to identify opportunities for shared objectives and revenue/resource sharing b. Make use of communications tools to increase the information flow to and from BIA members from/to the Board 	BIA Board of Management; Chamber of Commerce; other like organizations; the BR&E; Municipality	Volunteer Time	Ongoing

Part II – An Alternative Future Scenario

1 A New Kemptville BIA?

The Vision, Key Results Areas, Objectives and Actions listed above refer primarily to the activities of an Old Town Kemptville BIA. We have already stated that such activity, as laudable as it is, will be very limited by the resources available to take action on them, even with the current higher level of effort at fund raising. In particular, the marketing and promotion function of the BIA (one of its prime functions) is most hampered by inadequate resources.

The Old Town Kemptville BIA has held discussions with respect to expanding the current BIA. In our opinion, this is a “half-way measure” which is unlikely to create a significant enough difference in resources, and would fall short of what a large BIA could realistically achieve.

In order to successfully support the achievement of the Downtown Vision, and achieve greater resident and visitor attraction to both Downtown and to Kemptville, McSweeney and Associates recommends to the Municipality of North Grenville the consideration of a new BIA to be established for the urban area³ of Kemptville that includes the current BIA area, supplemented with the following areas at minimum:

- Further south on Prescott Street, including the hospital and the former Kemptville College campus area;
- Rideau and Sanders Streets to Highway 43, and possibly beyond to the Rideau River;
- The Highway 43 corridor from Somerville Road to Highway 416.

The Old Town Kemptville BIA should continue and implement the recommended Business, Marketing and Programming Plan until a new larger BIA has been considered, approved and comes into effect. The existing BIA could then be dissolved effective on the same date the new BIA comes into effect. The establishment of a new BIA will of course have a broader mandate than “Old Town Kemptville”.

One obvious concern that might emerge from downtown businesses is that their interests will be subsumed into the broader organization. This can easily be remedied by having the new Kemptville BIA broken into “zones.” This would allow for separate planning and area representation on the Board if desired, while engaging in the management of a much larger common resource and economies of scale for the benefit of all Kemptville businesses. It is also provides the opportunity for greater cross-marketing and promotion of two or three different types of “experiences” in Kemptville.

While significant discussion will be required by all stakeholders, we have provided the following value propositions for three BIA scenarios for consideration in those discussions.

³ The boundaries should be determined upon further study and consultation with the affected business community.

2 BIA Scenario Value Propositions

2.1 Comparative Analysis of Three BIA Scenarios

All businesses in Kemptville share some common interests, and these are also three strong reasons to recommend a new BIA for urban Kemptville:

1. All Kemptville businesses would like to see an increase the number of people coming into Kemptville to spend money on goods and services;
2. All Kemptville businesses would like to see increase the length of time visitors to Kemptville stay in the community;
3. All Kemptville businesses would like to see an increase in the amount spent by each visitor during each visit to the community.

Kemptville is already blessed with a number of “people magnets” that draw people from afar, and include: Ferguson Forest Centre; KDH; the arenas, and the former Kemptville College Campus. In fact, within the existing mix of stores, food, entertainment, and services, some are unique enough to draw from outside areas, such as Ottawa and Northern New York State. However, most of these unique uses are not located directly in Old Town Kemptville.

There is far greater result and success to be gained by marketing a “complete package” of all that Kemptville has to offer. A Kemptville BIA would have sufficient resources and capacities to reach and market much more effectively and consistently into both primary and secondary markets, providing the potential of a superior value proposition “Return on BIA Investment” on behalf of all Kemptville businesses.

However, to support businesses in the current or a future BIA to understand the benefits associated with being a member of the BIA, and to support North Grenville with the prospect of establishing a new BIA, we have articulated “value propositions” for each of three BIA scenarios.

2.2 Existing Old Town BIA Value Proposition

The current BIA Value Proposition consists of:

- The current Old Town BIA has been established for a number of years, and has a track record of initiating and supporting a significant and successful revitalization effort. *Benefit: Old Town is an attraction itself.*
- Despite limited resources, the BIA has organized many events through time, most of which have successfully drawn people downtown. *Benefit: the opportunity for businesses to convert visitations into sales.*
- The BIA could initiate and support an extremely limited marketing program (but more cost effective in comparison to individual efforts) on behalf of its members, although it would be limited primarily to its primary market. *Benefit: raising awareness and knowledge of what downtown can offer in the minds of primary market consumers.*

- The BIA can speak with a voice that represents its members to the Municipality or others. *Benefit: The BIA can represent concerns more anonymously and effectively than a single business/property owner.*
- A relatively small return on BIA levy investment for members. *Benefit: A collective effort is more cost effective than individual efforts, however the collective is "under-sized" at the moment and greater cost effectiveness is possible through a larger area.*

2.3 New BIA that Includes Rideau & Sanders Streets + Existing BIA

If the BIA boundary is expanded to include Rideau and Sanders Streets to Highway 43, the value proposition improves.

- As the current Old Town BIA has been established for a number of years, and has a track record of initiating and supporting a significant and successful revitalization effort, a new BIA could be very effective at liaison with the municipality with respect to revitalization of the expanded area. *Benefit: Old Town "could spread" its heritage character to a larger "downtown", thereby increasing the drawing power.*
- A new BIA could be expanded in scope or number of events to successfully draw people to the expanded BIA area. *Benefit: there could be more effective and plentiful opportunities for businesses to convert visitations into sales.*
- A new BIA could initiate and support a modest cost effective marketing program on behalf of its members, mainly focused on the primary market, with some "dabbling" into secondary markets. *Benefit: Greater capacity to raise awareness and knowledge of what downtown can offer in the minds of primary market consumers with some potential reach into secondary markets.*
- A new BIA can speak with a voice that represents a substantial number of businesses and owners to the Municipality or others. *Benefit: A new BIA can represent concerns more anonymously and effectively as a larger group than a single business/property owner.*
- A new BIA can draw on an increased pool of talent, expertise, and interest of business and property owners through roughly double the number of business and property owners. *Benefit: The BIA can draw on a larger pool of talent, both on as-required and on-going basis, and become more effective and avoid volunteer burnout.*
- A modest value and return on BIA levy investment for members. *Benefit: The collective effort of a larger area is more cost effective than a smaller area, providing a greater "Return on BIA Investment" for each participating business.*

2.4 Urban Kemptville BIA Value Proposition

- A new BIA to include the Highway 43 business corridor/urban Kemptville could initiate and support a more extensive and cost effective marketing program on behalf of Kemptville's businesses. The program could focus more extensively on secondary markets (and visitors to the hospital, arena, etc.) in addition to building a stronger

primary market. Given the high “loyalty” factor to downtown that currently exists, the greatest potential for overall sales growth is from within the secondary market areas and visitors. *Benefit: An Urban Kemptville offers the greatest potential effectiveness in sustainable marketing into both primary and secondary markets.*

- A new BIA could be very effective at liaison with the municipality and the County with respect to revitalization of the Highway 43 corridor and future boulevard and streetscaping plans. *Benefit: There is an opportunity to see a complete Kemptville package of different high quality and complementary components that will surprise and please new visitors, helping turn them into regular customers.*
- A new BIA would have the capacity to successfully drawn people from secondary markets to the urban Kemptville BIA. *Benefit: Superior capacity to raise awareness and knowledge of what Kemptville can offer in the minds of both primary and secondary market consumers.*
- A new BIA can speak with a voice that represents nearly all Kemptville businesses and owners to the Municipality or others. *Benefit: A new BIA can represent concerns more anonymously and effectively as a larger group than a single business/property owner.*
- A new BIA can draw on a much larger pool of talent, expertise, and interest of business and property owners by including nearly all Kemptville business and property owners. *Benefit: The BIA can draw on the largest pool of talent, both on as-required and on-going basis, and become much more effective and avoid volunteer burnout.*
- The greatest value and return on BIA levy investment for BIA members. *Benefit: The potential of representing the greatest value and “Return on BIA Investment” for each participating business.*
- A new urban Kemptville BIA would be in the strongest position to become a true community-builder organization. *Benefit: The capacity to be a significant community builder is much greater with the size of organization.*

Part III – Documentation Review & Observations

As part of this project, several background documents were reviewed.

1 Observations on North Grenville Market Analysis

We offer the following observations and cautions in interpreting the Market Analysis Report:

- The Report's geography is for all of North Grenville, not just downtown.
- With the strengthening of the Barrhaven store mix, it is less likely that North Gower consumers would be drawn to Kemptville vs. Barrhaven.
- Ontario is used as a comparator, which presents some challenges as it is highly urbanized, vs. small town/rural which have different expenditure patterns.
- The analysis relies heavily on income, but caution is advised as disposable income may be less than anticipated for young families with high incomes.
- The data is somewhat dated now, some of it dating to 2006. Significant changes may have occurred since then.
- There is some indicated "under-storing" may not be suitable in a small town, rural, or for downtown environment - others may be.
- The report does not include information on commuting patterns. A large commuting population results in significant retail leakage to other areas and "intervening opportunities" such as Barrhaven.
- There is no estimate what percentage of retail expenditures are, or could be captured.
- The definition of the trade area based on an origin-destination study capturing people who may have visited Kemptville for reasons other than retail (medical for example).

2 Comments and Observations on Resident Survey Results

- Residents may say they want a high end restaurant, but it takes a large population to support one. Because something is wanted, it does not mean people will frequent it enough to make it economically viable.
- Retail is not drawing people downtown now. Banking, culture, restaurants, entertainment are.
- Question #6 asks how often downtown is visited, and question #7 asks why they don't SHOP downtown (they are not going for the shopping). Some of the issues identified could be addressed by the BIA and its members.
- Results of Question #8 is disconcerting: what happens if/when people no longer feel loyal and patriotic. There needs to be better reasons for coming downtown soon.
- Quality, service, hours should all SHOULD rank higher as reasons to go downtown
- Events need to be organized by the BIA and tied into by businesses to ensure growth in sales vs. loss of sales.
- Question #17, people are not saying it is friendly, something is wrong here...
- Question #18 says a lot about what needs to happen, but downtown needs a focus, and it may not be retail in the traditional sense.

3 Key Issues Identified by First Impressions Community Exchange

- Customer service issues identified
- Store hours inconsistency
- Improvements needed in streetscaping, facades, landscaping required in some areas.
- Street furniture required
- Clothier Street needs work to make it more attractive
- Major store losses to downtown have occurred since this visit

Part IV - Conclusions

1. The Old Town Kemptville BIA deserves a great deal of credit for its past and current accomplishments and now appears poised to move ahead in positive directions.
2. Kemptville and its Old Town exhibit the necessary attributes and potential for even greater success, not simply as a business area, but to become the cultural and economic heart and soul of North Grenville.
3. The Old Town Kemptville BIA could very well continue on its current path of using available BIA levies and supplementing with these funding from agencies for special projects, although the full potential of Old Town Kemptville will not be realized within these resources.
4. In order to achieve its greatest potential as a vibrant downtown (by cost effectively attracting residents and visitors from both primary and secondary trade areas) the current Old Town BIA members and the downtown generally, would benefit from being part of a larger Kemptville BIA (and its much larger resource base).
5. The fear of “losing” Old Town Kemptville’s identity within a larger BIA footprint should be balanced against the opportunity provided by much more extensive marketing that will reach into secondary markets, and provide cross-marketing and promotion of two or three different types of “experiences” in Kemptville. The preservation of the Old Town identity will always remain a critical part of marketing the overall Kemptville experience. A larger BIA will provide the opportunity to increase patronage and the success of Old Town Kemptville.