

Return on Investment of BIAs

Webinar #1

October 5, 2016



**ROI of
BIAs** Toronto Association of
Business Improvement Areas







Ontario OBIAA™

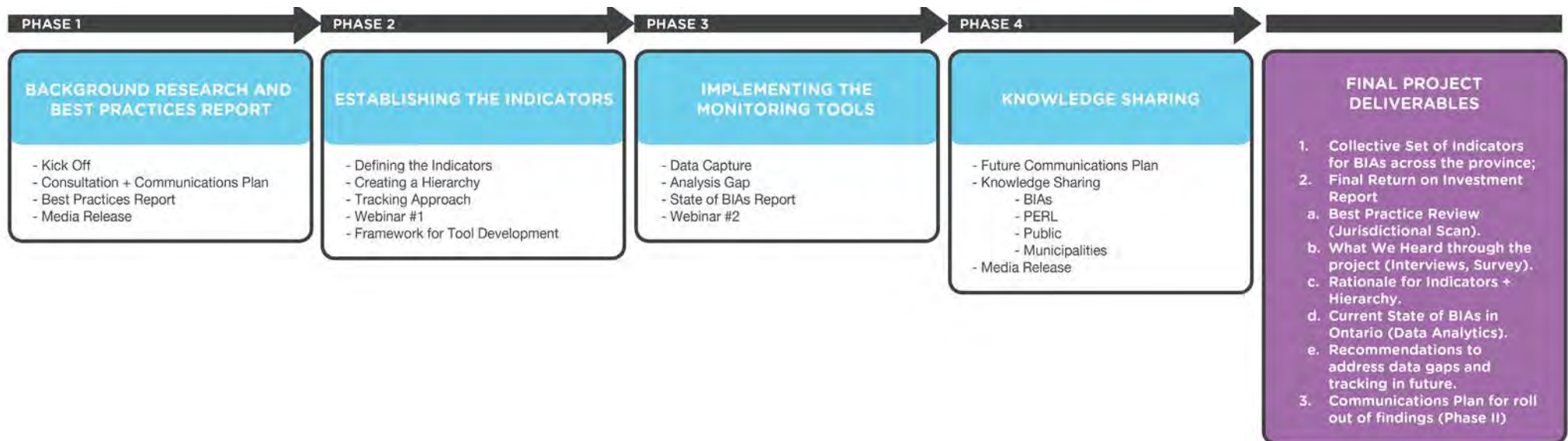


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AGENDA	LEAD
WELCOME + OPENING REMARKS	OBIAA/TABIA
PROJECT OVERVIEW + TIMELINE	OBIAA/TABIA
THE BIA STORY	OBIAA/TABIA
BACKGROUND RESEARCH SUMMARY	FOTENN
SURVEY + INTERVIEW FINDINGS	360 COLLECTIVE
GOALS + INDICATORS	360 COLLECTIVE
Q+A WITH THE GROUP	360 COLLECTIVE
WEBINAR WRAP-UP	OBIAA/TABIA

THE ROI PROJECT WILL IDENTIFY :

-  A SET OF COMMON INDICATORS FOR BIA'S ACROSS THE PROVINCE TO REFLECT THEIR ROLE IN LOCAL ECONOMIES AND COMMUNITY DEVELOPMENT.
-  SUCCESS FACTORS ASSOCIATED WITH THE CURRENT AND FUTURE STATE OF BIAs TO ASSIST INDUSTRY, MUNICIPALITIES AND THE PROVINCE IN FUNDING FUTURE DECISIONS.
-  BENCHMARKS (INDICATORS) TO HELP BIAs AND MUNICIPALITIES ANALYZE TRENDS.
-  DATA GAPS TO UNDERSTAND AND PROMOTE THE IMPORTANCE OF GATHERING CURRENT, RELEVANT DATA.



THE BIA STORY :

-  A BIA IS INTEGRAL TO ADVANCING A DISTINCT, LIVABLE, VIBRANT AND RESILIENT BUSINESS DISTRICT WITHIN THEIR LOCAL COMMUNITY.
-  THE RESEARCH TEAM IS CONSIDERING THE ADDITION OF 'PROSPEROUS' TO THIS MISSION STATEMENT GIVEN THE FINDINGS TO DATE.



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BACKGROUND RESEARCH



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LITERATURE REVIEW

- REVIEWED 5 BENCHMARKING STUDIES RELATED TO CITY BUILDING AND BIAs.
- AREA OF INFLUENCE (IMPACT) OFTEN EXTENDS BEYOND A BIAs BOUNDARY.
- CLEAR METHODOLOGY FOR TRACKING INDICATORS AND ANOMOLIES MUST BE OUTLINED.
- REPEAT INDICATORS IDENTIFIED IN THE BENCHMARKING STUDIES PREDOMINANTLY CENSUS AND MPAC BASED:
 - Population growth
 - Employment growth
 - Trends analysis
 - Housing starts
 - Demographics
 - Property assessment
 - Household income
- CONSISTENT INDICATORS DOES NOT ALWAYS = CONSISTENT IMPORTANCE.
- NEED A VARIETY AND MAGNITUDE OF INDICATORS TO REPRESENT ALL BIA MEMBERS.
- TRENDS, OVERTIME, TELL THE STORY.



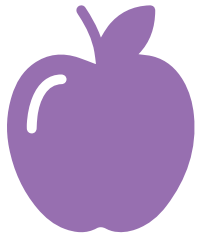
ALBERTA, ONTARIO, CANADA

Business Improvement District (BID), Business Revitalization Zones (BRZ)



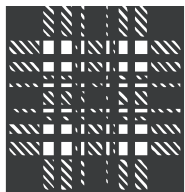
SASKATCHEWAN, ONTARIO, CANADA

Business Improvement District (BID)



NEW YORK CITY, NEW YORK, USA

Business Improvement District (BID)
NYC BID Association



SCOTLAND, UNITED KINGDOM

Business Improvement District (BID)
Business Improvement District Scotland



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INDICATORS USED AROUND THE GLOBE

NATIONAL REPORT ON BIDs

- Higher level of partnership working
- Better understanding between public sector bodies and local businesses
- A decrease in duplication of effort
- Increased levels of local capacity
- Improved entrepreneurial activities
- Increased coordination with community groups
- Total private sector investment
- Additional leveraged investment
- Number of people directly employed by BIDs
- Secured cost savings
- Created single advocacy voice for BID businesses
- Developed strong partnerships with local stakeholders (local authorities, police, transport providers, etc)

“ESSENTIAL TRENDS”

BID publishes monthly reports measuring:

- Footfall figures across time and locations
- Sales in Retail Monitoring Programme
- Hospitality Monitoring Programme
- Visitor Survey Results (quarterly)
- Quality of shops; eating / drinking offerings; ease of access by car /public transport; pedestrian signage;,, friendliness / welcome; parking facilities; safety; cleanliness
- Parking index (spaces, utilization / availability)
- Business tourism (conferences)
- Airport passenger figures and trends / news

ESSENTIAL EDINBURGH

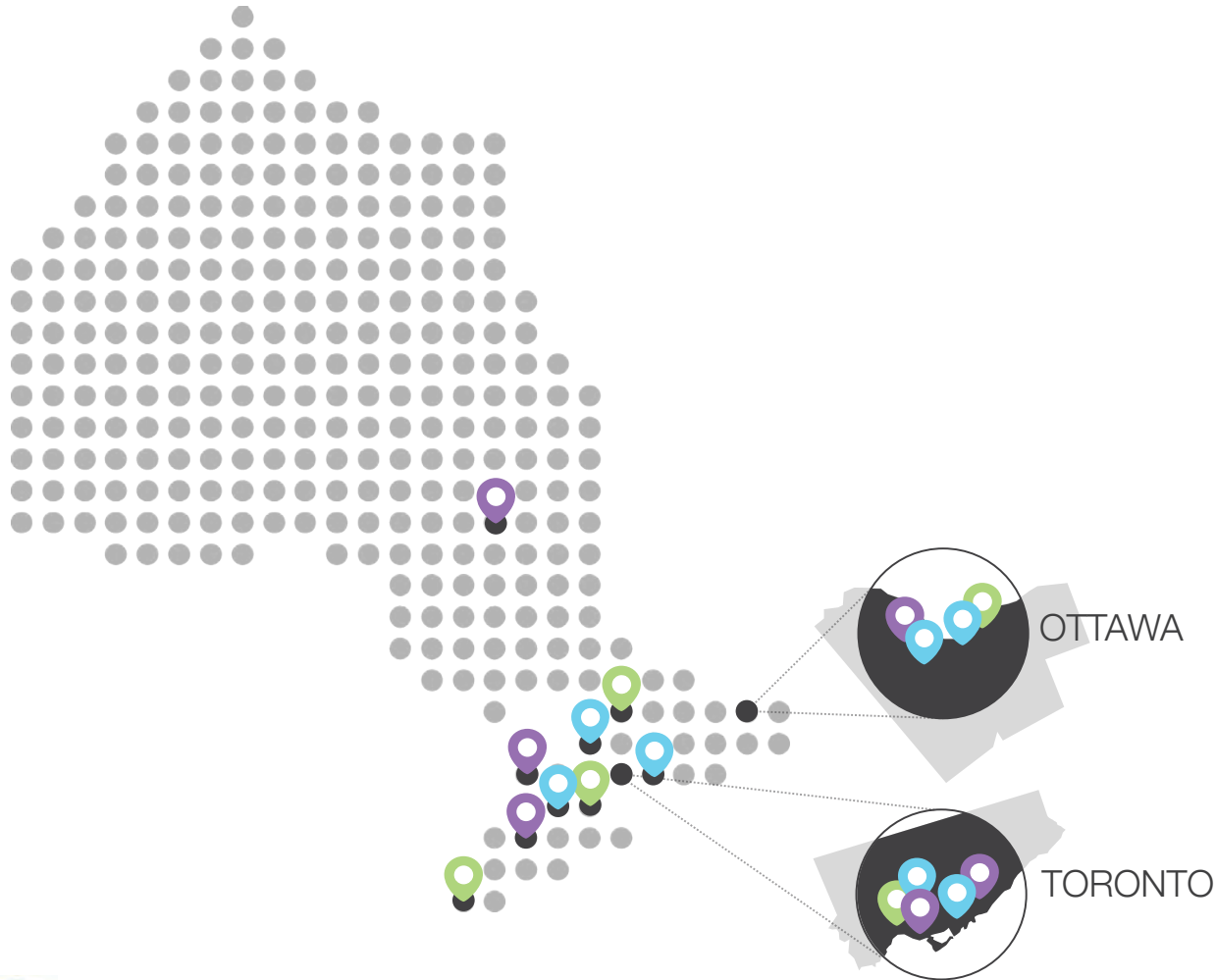
- Safe and secure
- Clean and attractive
- Accessibility
- Area promotion

PURPLE FLAG

Purple Flag is an accreditation status to town and city centres that meet or surpass the standards of excellence in managing the evening and night time economy (ENTE).

https://www.atcm.org/programmes/purple_flag/WelcometoPurpleFlag

EXISTING DATA SCAN



INTERVIEWS WITH

- Provincial Staff
- Municipal Staff
- Key Organizations

UNIVERSITIES

- Ryerson University
- McMaster University

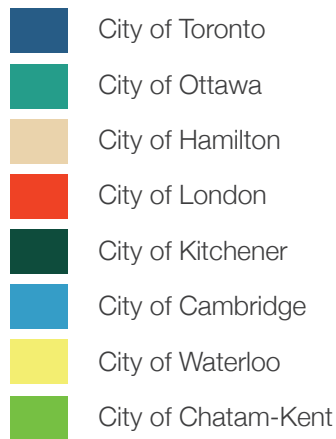
BIA SCAN

- Websites
- Emails
- Advisory Committees

MUNICIPAL SCAN

- Websites
- Phone Calls
- Advisory Committees

GENERAL CITY WIDE INDICATORS TRACKED BY MUNICIPALITIES



EMPLOYMENT

UNEMPLOYMENT

PROPERTY ASSESSMENT

BUSINESS MIX

RETAIL SALES

CONSUMER PRICE INDEX

BANKRUPTCIES

BUILDING PERMITS/
CONSTRUCTION

EARNINGS

POPULATION

DEMOGRAPHICS






VACANCY RATES



BIA SPECIFIC INDICATORS TRACKED BY MUNICIPALITIES



BIA INDICATOR SCAN

-  Downtown Yonge BIA
-  Danforth Mosaic (The Danny) BIA
-  The Junction BIA
-  West Queen West BIA
-  York-Eglinton BIA
-  Downtown Hamilton BIA
-  Downtown Barrie BIA
-  Downtown London BIA
-  Downtown Windsor BIA
-  Uxbridge BIA
-  Seaforth BIA
-  Uptown Waterloo BIA
-  Gravenhurst BIA
-  Sparks Street BIA
-  Westboro Village BIA
-  Carp Road Corridor BIA
-  Kanata North BIA
-  Downtown Timmins BIA

RETAIL MIX

EVENTS

PROPERTY ASSESSMENT

VACANCY

PEDESTRIAN COUNTS

VEHICULAR COUNTS

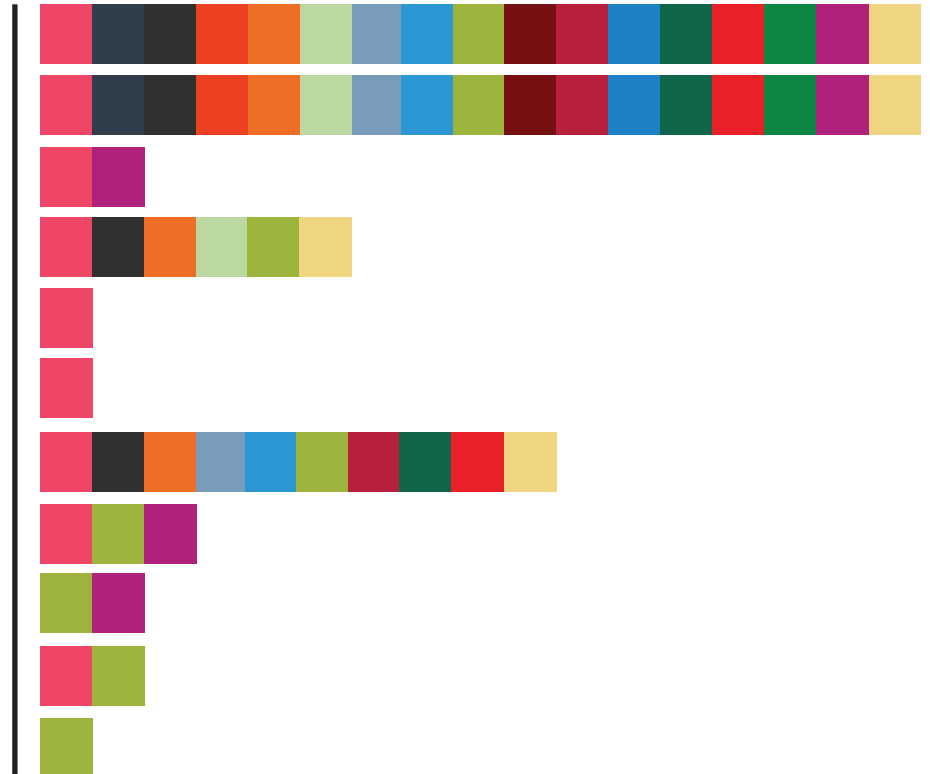
PARKING

POPULATION

INCOME

CONSTRUCTION

RENTAL RATES



KEY OBSERVATIONS

13 RECOMMENDATIONS FOR THE ROI STUDY WERE MADE.

MAJORITY OF BIAs TRACKED :

- Retail;
- Events; and;
- Parking.

SELECT FEW BIAs TRACKED MORE EXTENSIVE DATA :

- Population;
- Vacancy Rates;
- Pedestrian/ Vehicular Counts; and;
- Rental Rates.

PARTNERSHIPS WITH UNIVERSITIES AND PROVINCIAL MINISTRIES ARE CRITICAL TO ACCESS DATA OVER THE LONG TERM.

MAJORITY OF MUNICIPAL DATA IS AVAILABLE AT A CITY-WIDE LEVEL, NOT BIA SPECIFIC;

MAJORITY OF CONSISTENT DATA IS CENSUS BASED;

OTTAWA/TIMMINS/HAMILTON HAVE EMPLOYMENT INFO;

- Toronto keeps extensive commercial/ retail (bia-centric) information.
- Ottawa has location specific data (through environics) Which can be tailored to bias

GIS SHAPE FILES ARE GAME CHANGERS FOR BIA CENTRIC DATA COLLECTION;

UMBRELLA ORGANIZATION HELPS TO SHARE THE COLLECTIVE METRICS ON BIA WORK.

RESPONDENT PROFILE **CONSULTATION**



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- 160 TOTAL ONLINE SURVEY RESPONSES
- 82 OUT OF 160 COMPLETED ALL QUESTIONS
- REPRESENTATION FROM ALL AREAS
- 36 KEY PERSON STAKEHOLDER INTERVIEWS



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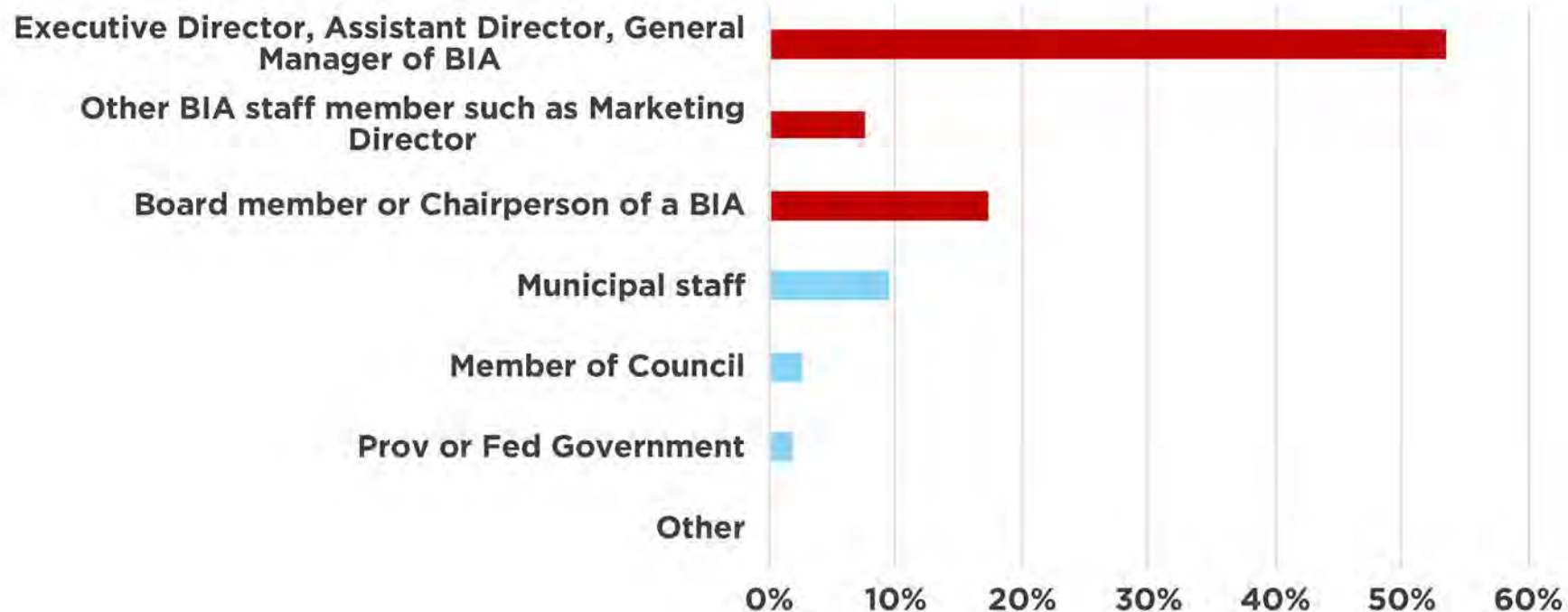
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05 RESPONDENT PROFILE

16



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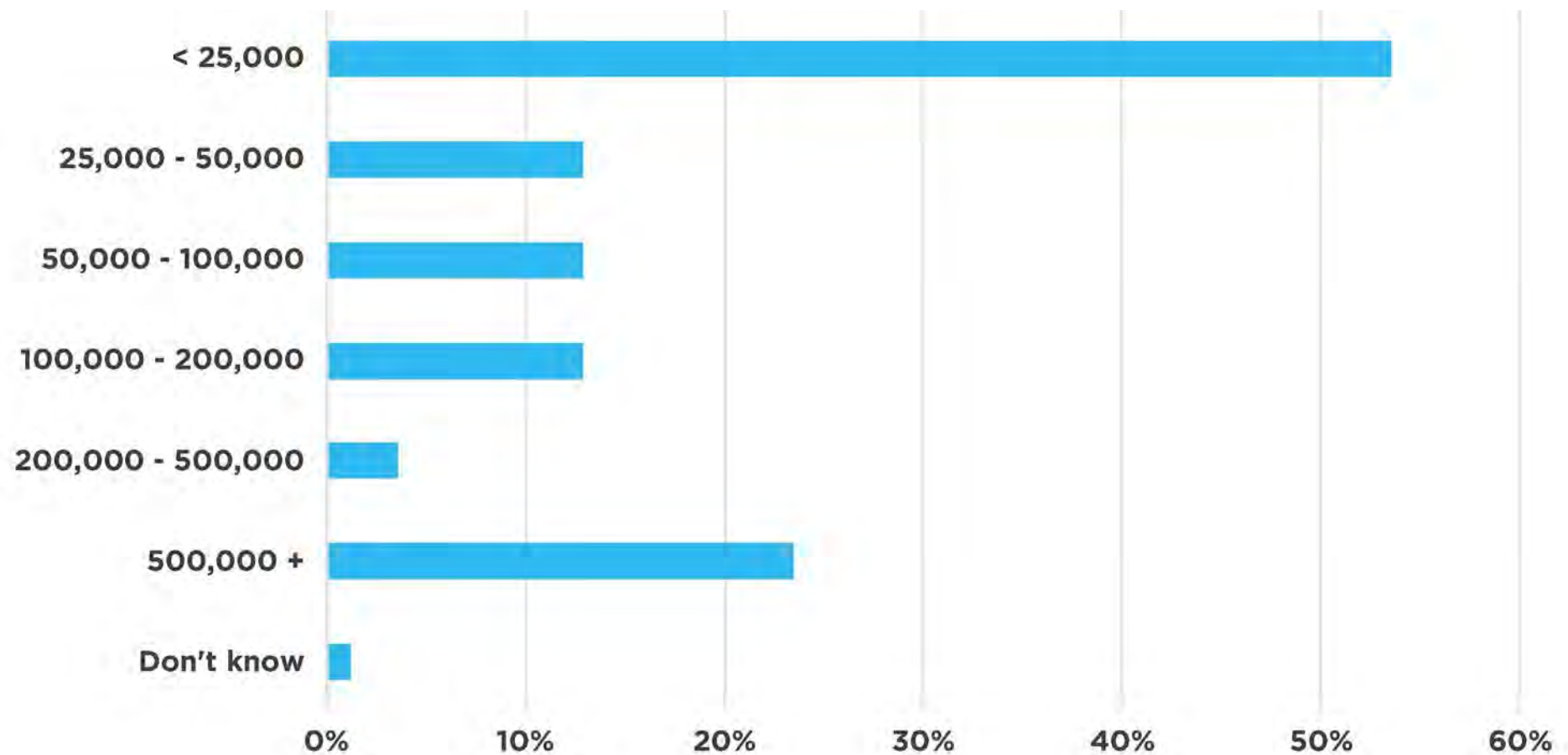
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05 SIZE OF LOCAL AREA

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05 REVENUE SOURCES

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	Property Tax Levy	Other Sources of Revenue
\$0	0%	8%
\$1 - \$9,999	2%	26%
\$10,000 - \$24,999	1%	14%
\$25,000 - \$49,999	7%	7%
\$50,000 - \$99,999	24%	6%
\$100,000 - \$199,999	22%	8%
\$200,000 - \$499,999	23%	2%
\$500,000 - \$999,999	6%	0%
\$1,000,000 +	8%	0%
Don't know, refused	2%	6%

Average levy: \$259,400

Average other sources: \$25,055



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05 MEMBERSHIP MIX + VACANCY

19

Rank	Membership Business Category	Average % of Total
1	Restaurant and food service	22.1%
2	Traditional retail	22.0%
3	Personal services	14.5%
4	Business services	11.2%
5	Finance and insurance	10.7%
6	Health services	8.6%
7	Grocery and drug	5.9%
8	Vacant	5.9%
9	Recreation	4.3%
10	Arts, culture, and entertainment	4.0%
11	Light manufacturing	4.5%
12	Automotive	3.8%



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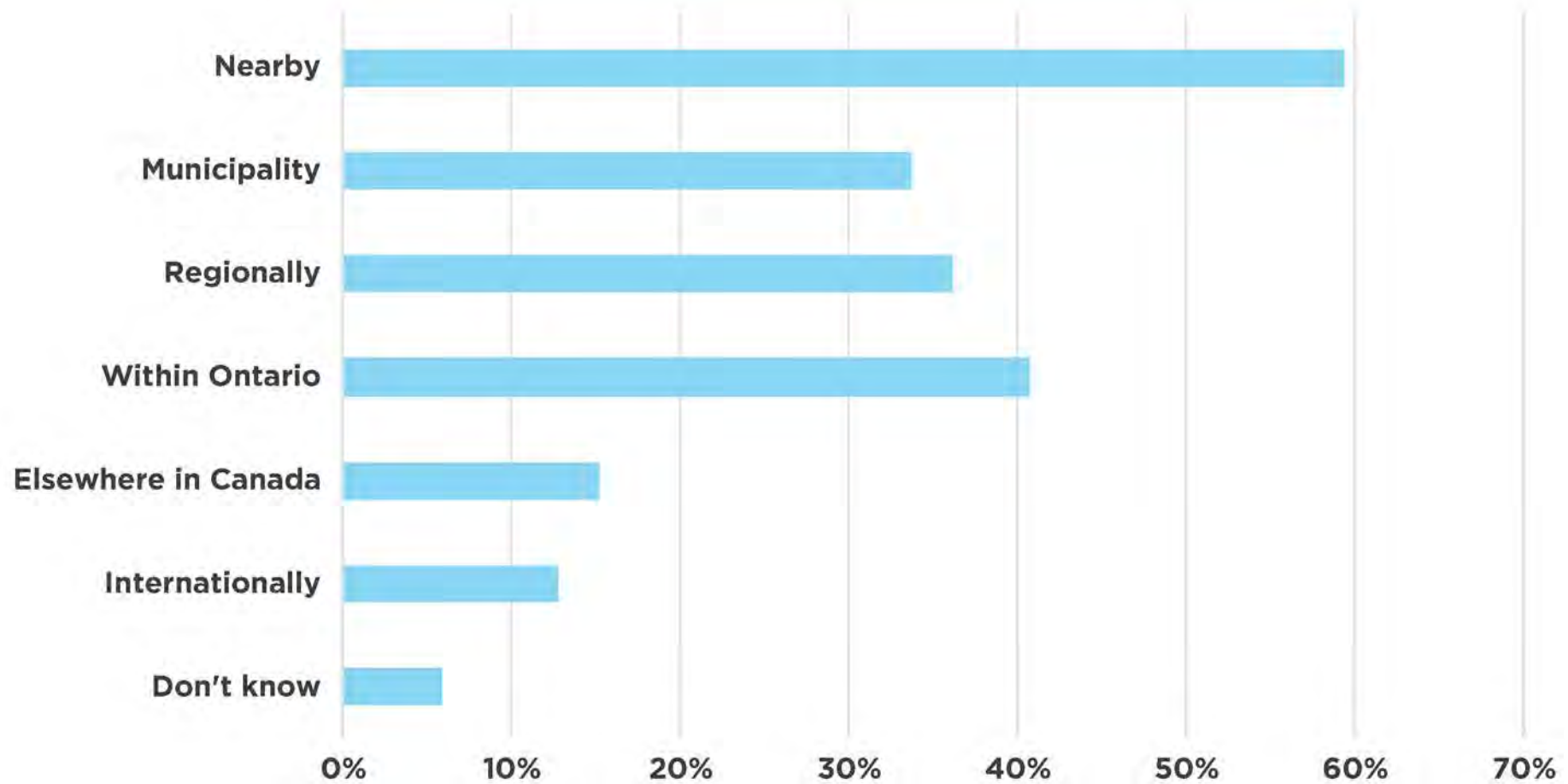
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05 BUSINESS DISTRICT COMPARISON

20



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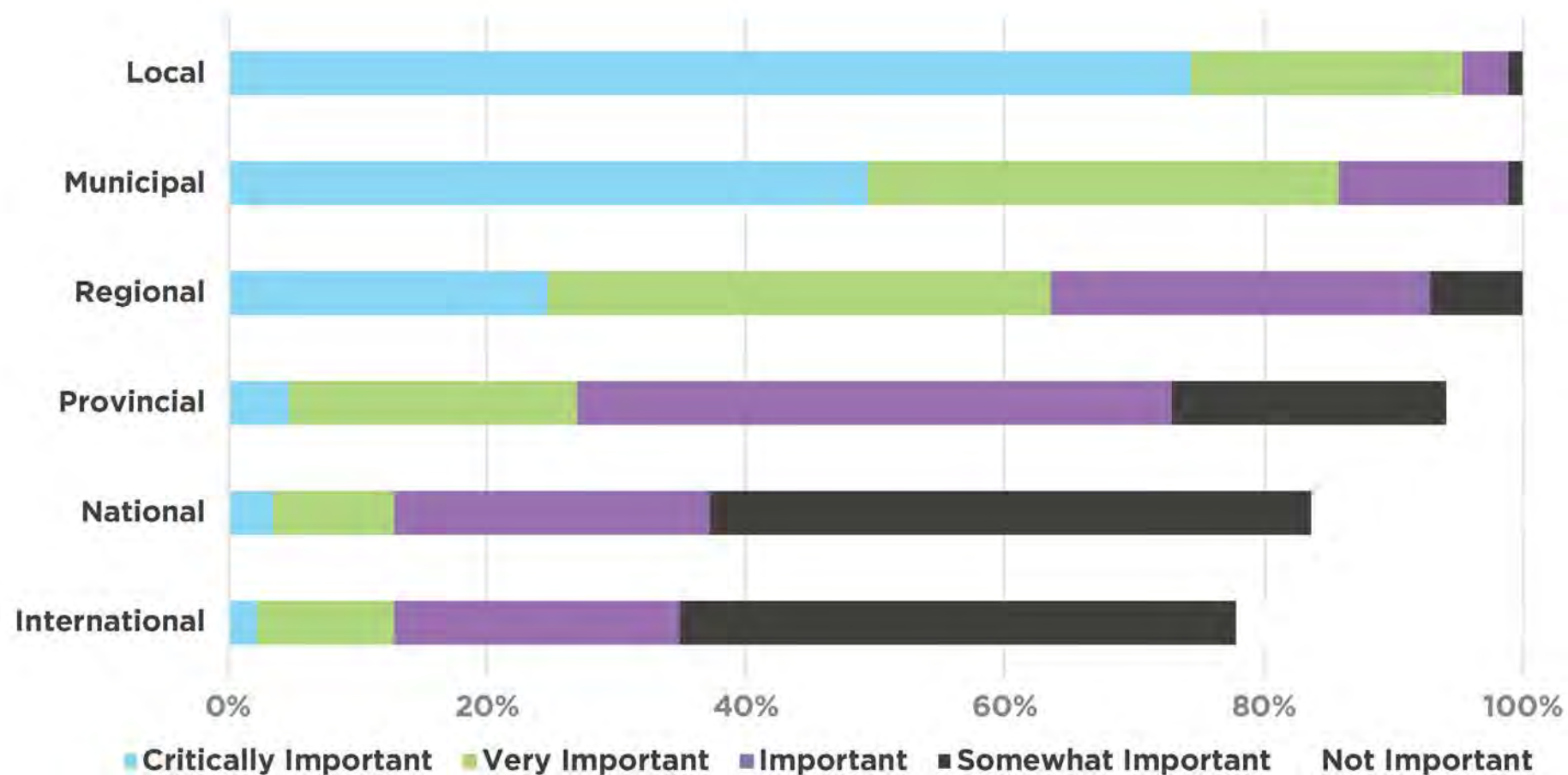
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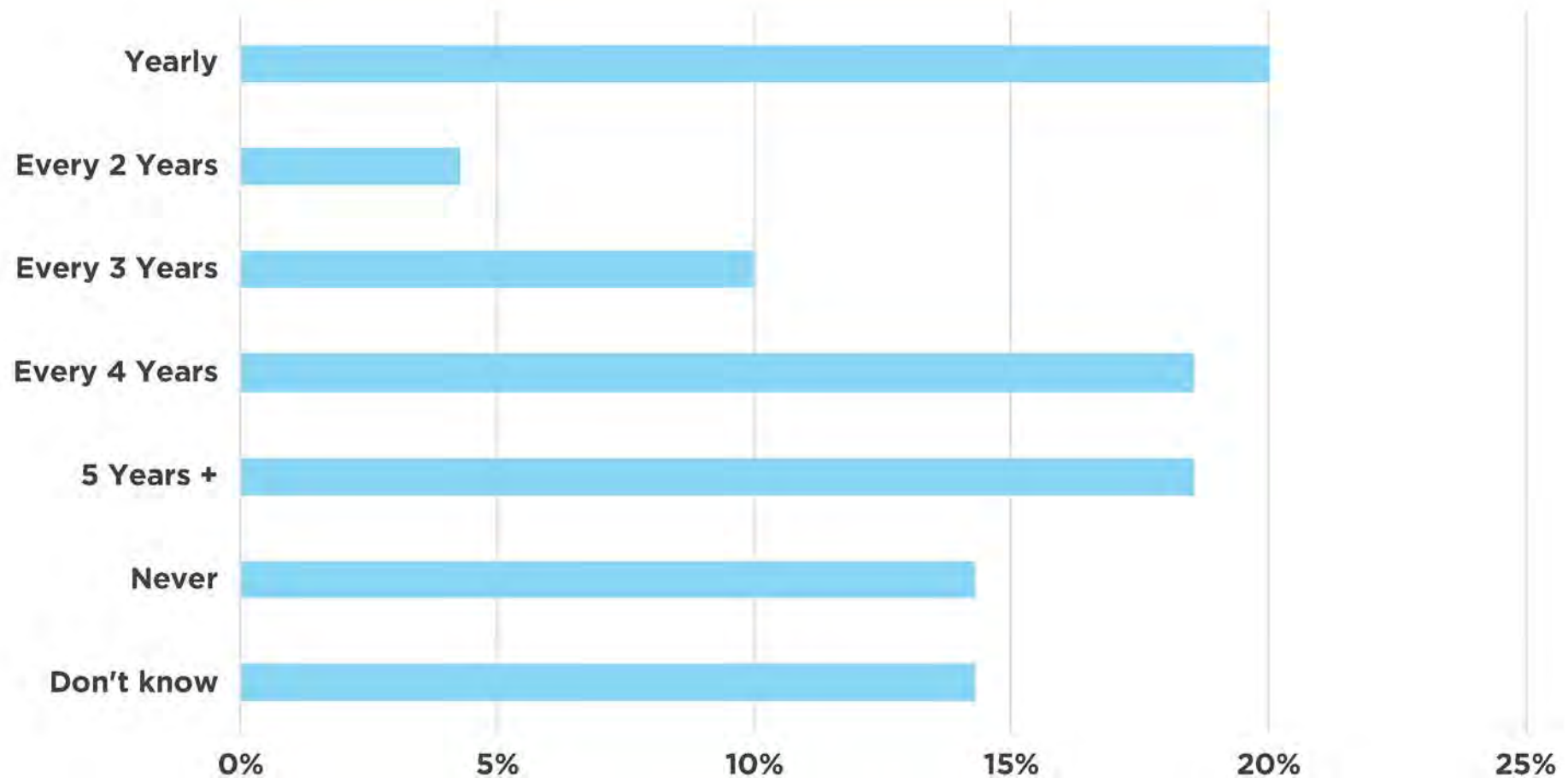
05 IMPORTANCE OF POTENTIAL VISITORS

21



05 STRATEGIC PLAN UPDATES

22



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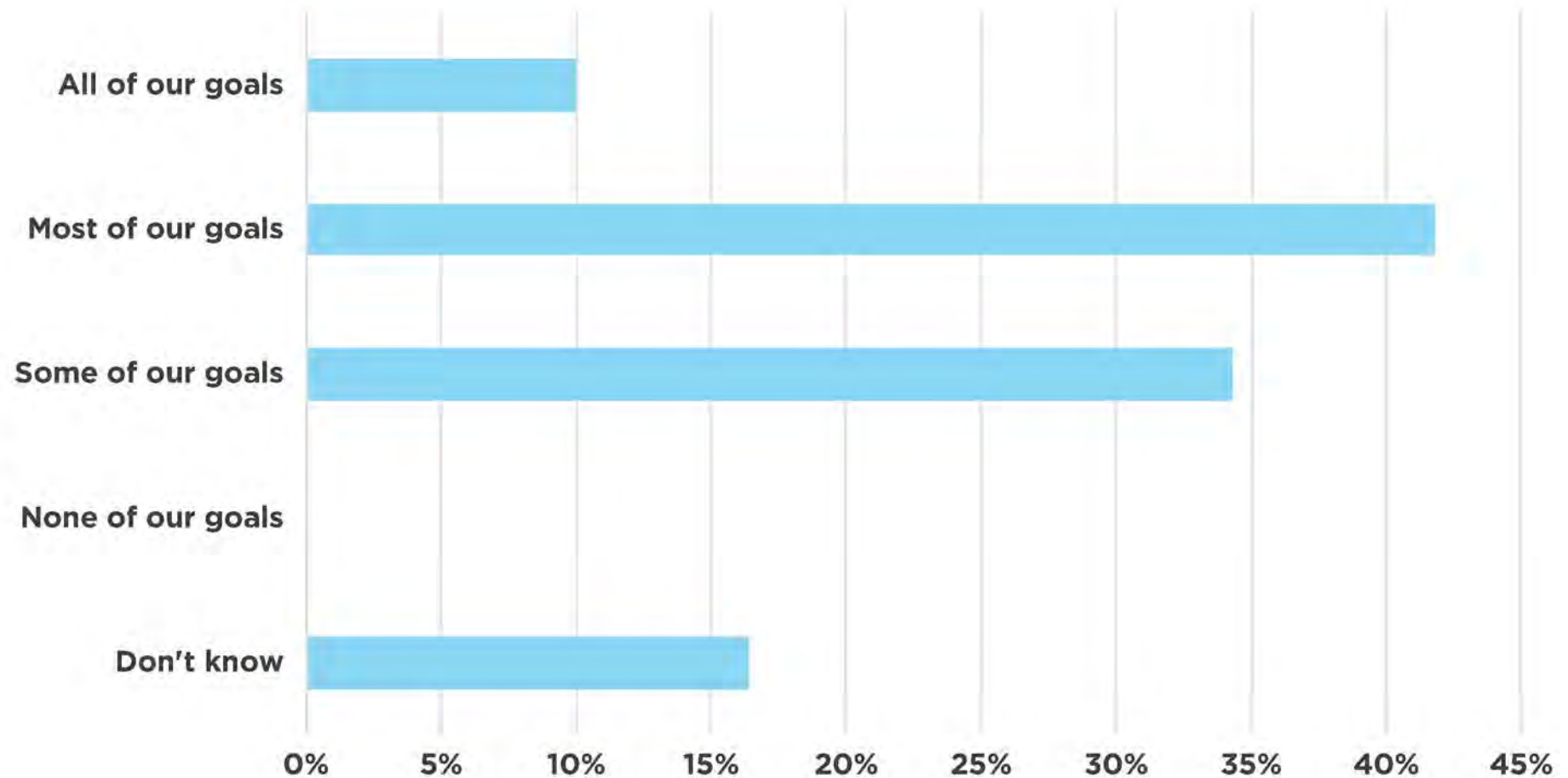
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05 STRATEGIC PLAN GOAL ACHIEVEMENT

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BIA SUCCESSES AND CHALLENGES **CONSULTATION**



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05 BIA SUCCESSES

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	BIA	Govt
BIA organization, engagement, board, volunteers, communication	102	29
Municipal engagement and partnership	38	7
Community engagement and partnership	28	4
Events	23	4
Marketing programs	19	7
Business mix, strong business owners	14	3
Beautification	11	7
Strategic plan, priorities	10	8
New business development, openings, innovation	9	
Tourism	8	
Location attributes	8	
Customer, visitation, pedestrians on the street	7	2
Fiscal management, new revenue sources	5	3
Public, private investment, real estate planning	5	2
Arts and culture, target markets, diversity of programs	3	



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05 BIA CHALLENGES

26

	BIA	Govt
BIA member engagement	18	11
BIA budget issues, fiscal issues	17	8
Municipal relations	16	2
Lack of staff, resources, lack of time	15	4
Increased vacancy, vacant buildings	11	1
Parking, perception, amount, management	6	
BIA communication and education with members	8	2
Apathy - in general	5	
Requirement for BIA to keep up with planning policies	5	1
Absent landlords	5	2
Lack of pedestrian traffic, how to increase visitation	5	
Beautification	4	
Garbage, litter	4	
Adjusting to road related construction	4	
Loss of retail in general or increased # services	4	



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	BIAs Currently Measure	BIAs that Have Extensive or Very Extensive Data	How Critically Important It is to Track for Future Success
Economic Development	57.8%	36.2%	62.5%
Support Local Business - Marketing	81.5%	37.3%	56.3%
Support Local Business – Business Impact	50.8%	22.2%	53.2%
Street Appeal – Visitor Experience	38.1%	19.2%	51.6%
Street Appeal – Physical Conditions, Beautification, Facades	59.4%	37.5%	50.0%
Support Local Business – Movement within BIA	39.7%	25.5%	37.5%
Community Building	41.3%	23.6%	37.5%
Support Local Business - Visitation	42.2%	12.7%	35.9%

GOALS AND INDICATORS **CONSULTATION**



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4 KEY GOALS OF A BIA

29

- 📍 **STREET APPEAL**
 - PHYSICAL CONDITIONS, BEAUTIFICATION, FACADES
 - VISITOR EXPERIENCE
- 📍 **ECONOMIC DEVELOPMENT**
- 📍 **SUPPORT LOCAL BUSINESS**
 - BUSINESS IMPACT
 - VISITATION AND MOVEMENT WITHIN BIA
 - MARKETING
- 📍 **COMMUNITY BUILDING**
 - INTERNAL BIA
 - EXTERNAL



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- ◉ AMOUNT OF MONEY SPENT ON BEAUTIFICATION EACH YEAR
- ◉ AMOUNT OF MONEY LEVERAGED FOR STREETScape, FAÇADE, CIP FROM DIFFERENT SOURCES INCLUDING LEVY, MUNICIPALITY, GRANTS, SPONSORSHIPS ETC. (E.G., \$1 OF BIA LEVY WAS ABLE TO BE LEVERAGED TO PRODUCE \$3 OF TOTAL STREETScape IMPROVEMENTS)
- ◉ AMOUNT NUMBER OF BENCHES, GARBAGE CANS, FLOWERS, BANNERS, ETC.
- ◉ PLACEMAKING METRICS – EXACT METRICS TO BE DETERMINED
- ◉ PUBLIC REALM COMPLETION RATE

- ◉ ACTUAL EVENT ATTENDANCE
- ◉ NUMBER OF UNIQUE VISITORS
- ◉ % OF TOTAL TRADE AREA POPULATION THAT ATTENDED AND EVENT
- ◉ CONVERSION RATE OF EVENT ATTENDEE TO BECOMING A REPEAT VISITOR TO THE BIA
- ◉ AVERAGE DISTANCE TRAVELLED
- ◉ AVERAGE DWELL TIME IN BIA
- ◉ QUALITY OF LIFE METRICS (INDICATORS TO BE DETERMINED)

- ◉ **EMPLOYMENT STATISTICS (ACTUAL NUMBER, RATE OF GROWTH, MEASURED AGAINST REST OF MUNICIPALITY)**
- ◉ **NEW BUSINESS OPENINGS**
- ◉ **PRIVATE SECTOR INVESTMENT (\$)**
- ◉ **ADDITIONAL LEVERAGED INVESTMENT THROUGH GRANTS, INCENTIVES, ETC.**
- ◉ **TAX MILL RATE COMPARISON**
- ◉ **ECONOMIC IMPACT ASSESSMENT – CONDUCTED BY POLLS, SURVEYS, STAKEHOLDER PANEL, RESEARCH TO SHOW INCREASED PRODUCTIVITY OF THE BIA**

- ◉ ASSESSED PROPERTY VALUE
- ◉ ACTUAL LAND VALUES, RENTS
- ◉ ANCHORS – INDIVIDUAL BUSINESS OR CLUSTER OF BUSINESSES THAT CREATE CRITICAL MASS
- ◉ BUSINESS MIX IN RELATION TO THE STRATEGIC PLAN
- ◉ ASSESSED VALUE OF (RESIDENTIAL) AREA SURROUNDING THE BIA (AS DETERMINED BY THE AREA OF INFLUENCE)
- ◉ ABLE TO ACHIEVE RESIDENTIAL AND EMPLOYMENT DENSITY TARGETS SET BY MUNICIPALITY AND PROVINCE
- ◉ AMOUNT OF TIME FOR DEVELOPMENT APPROVAL (LESS RED TAPE)

- ◉ SALES - AS AVAILABLE, ANECDOTAL, ACTUAL, PANEL MEMBERS
- ◉ PROPERTIES OWNED BY LOCAL PROPERTY OWNERS (% OF TOTAL OR % OF GROSS LEASABLE AREA)
- ◉ RENT IN RELATION TO PEDESTRIAN TRAFFIC
- ◉ BUSINESS CONFIDENCE SURVEY
- ◉ BUSINESS HOURS (CONSISTENT, LATE EVENING, ETC.)
- ◉ VISITOR SATISFACTION SURVEY
- ◉ AMOUNT OF GROSS LEASABLE AREA
- ◉ BUSINESS TURNOVER
- ◉ VACANCY - SEPARATE THOSE UNITS THAT CANNOT BE LEASED COMPARED TO THOSE THAT CAN BE IMPACTED BY BIA
- ◉ NUMBER OF SMALL, INDEPENDENT BUSINESSES
- ◉ NUMBER OF CHAINS. NATIONALS

- ◉ DEMOGRAPHICS OF VISITORS
- ◉ OVERNIGHT STAYS VERSUS DAY TRIPPERS
- ◉ NUMBER OF THINGS TO DO IN A BIA/REGION
- ◉ PARKING UTILIZATION
- ◉ PEDESTRIAN COUNTS
- ◉ PROPENSITY OF VISITOR TO RETURN TO BIA
- ◉ VISITOR RECALL OF BIA MARKETING
- ◉ TESTIMONIALS AND/OR REVIEWS FROM VISITORS

INTERNAL

- ◉ YEARLY REVIEW OF STRATEGIC PLAN - ACHIEVEMENT LEVEL OF EACH ACTION ITEM
- ◉ BIA BUDGET VERSUS ACTUALS COMPARISON
- ◉ NUMBER OF STAFF
- ◉ BOARD TURNOVER RATE
- ◉ AMOUNT OF VOLUNTEER HOURS

EXTERNAL

- ◉ AMOUNT OF COLLABORATION WITH MUNICIPALITY
- ◉ NUMBER OF DEPARTMENTS AT MUNICIPALITY THAT BIA WORKS COLLABORATIVELY WITH
- ◉ BIA SUBMISSIONS AND PRESENTATIONS TO COUNCIL
- ◉ ENGAGEMENT WITH LOCAL NEIGHBOURHOOD GROUPS, ASSOCIATIONS
- ◉ NUMBER OF COMMITTEES AND ORGANIZATIONS THAT BIA SITS ON AND VICE VERSA
- ◉ NUMBER OF ORGANIZATIONS THAT WANT TO HOLD EVENTS IN YOUR BIA (WITHOUT BIA SUPPORT)
- ◉ NUMBER OF POSITIVE COMMENTS RECEIVED FROM OUTSIDE BIA MEMBERSHIP
- ◉ CRIME STATISTICS
- ◉ PERCEPTION OF CRIME IN THE AREA

CONCLUSIONS CONSULTATION



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BIAs are about relationship building, capacity building, to create an environment for business to flourish and to direct people to the right resources.

BIAs need to lead from behind.

Measurements are circular and re-enforcing on one another

Find that single metric focused on person/visitor so that BIA can have direct relationship.

Use indicators such as pedestrian counts so that the BIA can advise govt and developers on where to locate their development so that it will shift pedestrian flow favourably for the whole BIA

QUESTIONS?



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THANK YOU.

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