

# Return on Investment of BIAs

# **BACKGROUND**

# **RESEARCH REPORT**

October 2016



Return on Investment of **BIAs**

 **tabia**  
Toronto Association of  
Business Improvement Areas

**OBIAA**<sup>TM</sup>

**FOTENN**  
PLANNING + DESIGN

# ROI OF BIAS BACKGROUND RESEARCH REPORT

Prepared for OBIAA

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## QUALITY CONTROL

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The Province of Ontario



The City of Toronto



The Toronto Entertainment District BIA



# **BACKGROUND RESEARCH REPORT**

Business Improvement Areas (BIAs) are supporting communities across the province to provide tangible improvements to local economies, small business opportunities, and streetscapes in a variety of ways. The goal of the Return on Investment project is to demonstrate that reality, through a set of quantitative and qualitative measurements. This Background Research report has shown how various municipalities, BIAs and other jurisdictions around the globe are doing it, and also provides some insight into the data currently available. These findings inform the set of 13 recommendations listed below.

The recommendations should assist the project team in the development of a comprehensive set of indicators and build an understanding of data availability.

- Recommendation #1 – Use Geographic Information Systems (GIS) as a tool to extract consistent and measurable demographic and employment information for BIA specific areas. A consolidated GIS library of BIA shape files for every BIA across Ontario would be a powerful tool for OBIAA in the future. This project could collaborate with various municipalities to compile the information.
- Recommendation #2 – Establish a measurement for a BIAs area of influence given the impact of BIA efforts typically influences people beyond the boundary of the BIA itself. This measurement should be determined prior to data analysis. Research suggests a drive time or pedestrian walk time could be used consistently.
- Recommendation #3 – Consider grouping BIAs as part of the final report to the province in an effort to organize the anticipated spectrum of findings. The varied landscape of BIAs from a global perspective reflects the sentiment of Ontario BIAs as unique and diverse organizations and areas. This lends itself to the development of BIA groupings which could help to categorize BIAs and reflect subsets of the overarching organization. Groupings must be meaningful to both the membership and government partners – the research has presented grouping by area interest (i.e. predominantly retail vs. entertainment BIA), grouping by age (i.e. New BIA vs. Old BIA), grouping by total levy, and grouping by population within the BIA area as alternatives.
- Recommendation #4 – Employment, demographic, building permits and constructions starts, and property assessment values should be considered in the list of final indicators for BIAs. These statistics were consistently tracked by municipalities across the province.
- Recommendation #5 – Retail mix, event information (# of, earnings generated, and attendance) and parking statistics should be considered in the list of final indicators for BIAs. These statistics were consistently tracked by BIAs across the province.
- Recommendation #6 - Safety and security, cleanliness, accessibility, and construction statistics within the BIA should be considered in the list of final indicators for BIAs. These statistics were consistently measured and published by New York City and Scotland in the jurisdictional scan, along with Edmonton as demonstrated in their BIA Needs Assessment handbook.
- Recommendation # 7 – Create partnerships with key institutions and provincial ministries. These will be critical to maintain access to existing data sources over the long term. This study revealed the province's open source data portal, provincial partnership to obtain MPAC data, along with the distinct data sets available through both McMaster and Ryerson University.

- Recommendation #8 – Provide a clear framework for data collection on outstanding information around the final list of indicators. Data gaps exist at the BIA level both in method of measurement and consistency of measurement at the local, municipal and provincial level. This study will be critical to creating a consistent approach.
- Recommendation #9 – OBIAA and TABIA should consider their future role in leading the ongoing collection and management of indicator information on behalf of their membership. While BIAs may presently collect information it is often not shared, or if so, communicated inconsistently. A consistent message and ongoing benchmarking program will enhance the profile of BIAs across Ontario. As demonstrated through the jurisdictional scan, an umbrella organization was needed to facilitate this ongoing reporting over the long term.
- Recommendation #10 - Consider the term Prosperity as part of the BIA Story. The Canadian Urban Institute's report on downtowns uses "Prosperity" as an overarching objective of downtowns, defined by retail mix, office supply, population growth, employment rates, property tax assessments, and construction rates measurements. This is also an objective of BIAs, and would complement the other objectives of "Diversity; Vibrancy; Resiliency; and Liveability".
- Recommendation #11: Use existing tools and surveys to capture data in future. The Ministry of Municipal Affairs FIR provides an excellent opportunity to expand on the information requested and include indicator questions to all municipalities on an annual basis. A similar survey to the OBIAA and TABIA memberships on an annual basis would also for BIA specific data capture.
- Recommendation #12: Consistency of indicator does not always determine hierarchy of indicator. The hierarchy of data relative to each BIA may vary. Common indicators may be limited, with the study providing a larger subset of potential indicators from which, each BIA may pull to represent their objectives.
- Recommendation #13: Establish a clear framework to address anomalies in the data and allow for year on year comparisons within a BIA. The impacts of economic cycles, municipal investments and BIA boundary expansions must be recognized in future data sets.

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## **APPENDIX A    NYC SBS COMMERCIAL DISTRICT NEEDS ASSESSMENT TOOLKIT**



## 1.1 OVERALL STUDY PURPOSE

The Return on Investment of Business Improvement Areas (BIAs) project is a research project spearheaded by the Ontario Business Improvement Area Association (OBIAA) and Toronto Area Business Improvement Association (TABIA) and funded through the Ministry of Municipal Affairs (MMA).

The primary goal is to identify a set of common indicators for BIAs across the province which reflect the BIA's role in local economies and community development.

These indicators will act as a benchmark for BIAs across the province and help to establish the impact BIAs are having in communities of all sizes across the province. The project will:

- Identify the success factors associated with the current and future state of BIAs which will assist industry, municipalities and the Province in guiding future economic development and community planning decision making in a changing economy;
- Identify success benchmarks (indicators) against which future trending can be compared to determine their efficiency and effectiveness. These benchmarks may also serve as a planning tool for BIAs and municipalities to assist in determining the state and needs of local economies; and
- Identify data gaps and understand and promote the importance of gathering current, relevant data. This work will help with identifying the need to provide tools, templates and possibly training to help BIAs to gather socio-economic data easily.

The project runs until the end of March 2017.

## 2.1 SCOPE OF BACKGROUND RESEARCH

This background research report will explore the current research and data available on Business Improvement Areas within Ontario and abroad. The research has been divided into two components.; secondary data research, and primary information. The secondary data research focuses on scanning provincial, municipal, academic and private industry literature and online tools to build an understanding of the data currently available on BIAs and their related interests. The paper uses a desktop analysis to outline current provincial and municipal practice both within Ontario and abroad, and also provides a list of data sources to be used later in the project.

The second component of the research revolves around primary data captured through targeted interviews and the online survey and it sits separately to this report. Primary research will be updated throughout the project as completed and analyzed.

This report will outline:

- Currently tracked data on BIAs in Ontario;
- Other benchmarking tools and the methodology used to define the agreed set of indicators;
- Four global case studies and consider the role that legislation plays in facilitating BIAs;
- A snapshot of current metrics available at the municipal and BIA level;
- A preliminary list of data gaps in current practice; and,
- Considerations for defining a hierarchy of preferred indicators.

## 3.1 FORMING THE ADVISORY COMMITTEE

The project advisory committee is comprised of 17 industry and governmental leaders from across the province, reflective of the regional, geographical and varied interests of BIAs across Ontario. This group represents the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) and MMA regions; small, medium and large municipalities in urban and rural setting and private industry expertise. Most importantly it pulls on the elements of BIA HEART (Heritage; Economy; Arts; Revitalization; and Tourism). It will provide strategic direction on the project and guide the development of indicators. The advisory committee meets once a month for the duration of the project.

## 3.2 WHAT IS THE BIA STORY?

This project will ultimately provide a snap shot of what BIAs return on investment is now, but it will also showcase where there is room to grow, and what cannot be measured without new processes or tools created.

It raises important questions on what we will be able to measure, what is critical to measure, what should be collectively measured, and if we're going to be comfortable with all of the results we get. The Steering Committee has met on this and recognize this report is a huge step forward to both quantify the role BIAs are playing and build capacity within the membership.

The Advisory Committee worked together to establish the common story that this project will share about BIAs across Ontario. While the work that BIAs do, ranges in scope and scale, the underlying message this study aims to share is the same. To this end, the AC prepared the following Storyline and a group of 10 methods by which BIAs achieve their goal.

**A BIA is integral to advancing a distinct, livable, vibrant and resilient business district within their local community.**

How do they achieve this?

1. Advocate for the local business economy,
2. Attract and retain business,
3. Create a sense of place and a vibrant public realm,
4. Build inclusive programs and infrastructure,
5. Reflect an inclusive and diverse community,
6. Reflect and develop local culture and build heritage,
7. Create a tourist destination,
8. Source funding for local area improvements
9. Foster strong public-private partnerships, and
10. Direct investment to revitalization efforts.

The challenge ahead is to create a set of metrics that allow all BIAs to share their work and unique contributions within their communities, while building a cohesive, and representative set of data on BIAs.

As one of our Advisory Committee, Jack Dougan, so aptly stated:

*A successful BIA has a revolutionary impact on the identity of the municipality, turning obsolete commercial areas into highly sought-after urban environments. A successful BIA is a magnet for new businesses, new residents, and out-of-town visitors. It is a generator of life and energy that stimulates civic pride and communal culture. It brings more people together for social interaction than any other activity. It provides goods and services, inspiration, delight, recreation and romance.*

*Municipalities and, ultimately, the Province benefit from successful BIA's in myriad ways: an improved image of the municipality, improved property maintenance, improved property*

value (and hence assessment), improved social cohesion, increased employment, and increased tourism. A strong downtown is also an essential factor in the power and influence of a municipality and, in the long run, it is the key to local philanthropy.

Municipalities also benefit from the efficiency that a strong downtown sustains in matters such as public infrastructure and transportation. The Province's Growth Plan is highly dependent on the success of BIA's as the focus of Urban Growth Centres, Intensification Corridors and Mobility Hubs.

### 3.3 WHO IS OUR AUDIENCE?

BIAs are also required to meet the needs of many people. Not only their membership, but also the broader public and all levels of government. The Advisory Committee were asked to determine these three audiences, and recognize that they are interested in different outcomes. Where each audience wants to understand the value of their BIA, how they define that value may include different indicators and measurements.

- BIA Membership: may want to know about consumer density, pedestrian counts, competitive business environment. What is the BIA doing to draw people to the area? The membership want to know the value of being in a BIA.
- Government: may want to know about job creation; role in strengthening the economy; tax assessments; business retention; establishing a sense of place. We flagged that the manufacturing sector does a great job of measuring their performance in the categories of Job Creation and Economic Value (GDP). We need to provide the province and municipalities with those same kind of measurements for BIAs.
- Broader Public: may want to know about events hosted; public realm improvements; and ways in which the BIA addresses safety.

The core indicators for each audience will be determined by the Advisory Committee, following analysis of the primary consultation research.

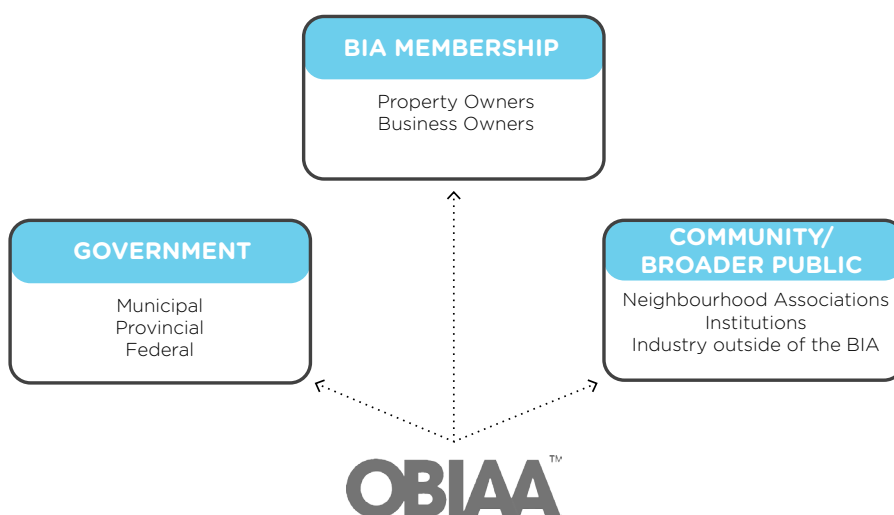


Figure 1 Our Audience

### 3.4 IDENTIFYING PRIORITIES

The Advisory Committee were asked to brainstorm a series of common and unique goals for BIAs across Ontario as a first step in narrowing down the list of potential indicators to consider and in the interest of identifying the priority work that BIAs do; Figures 2 and 3 provide a snapshot of the findings.

- The Committee identified
- BIA Attractiveness (29%)
- Economic Development (15%)
- Supporting the Local Community (9%)
- Consumer Experience (5%)

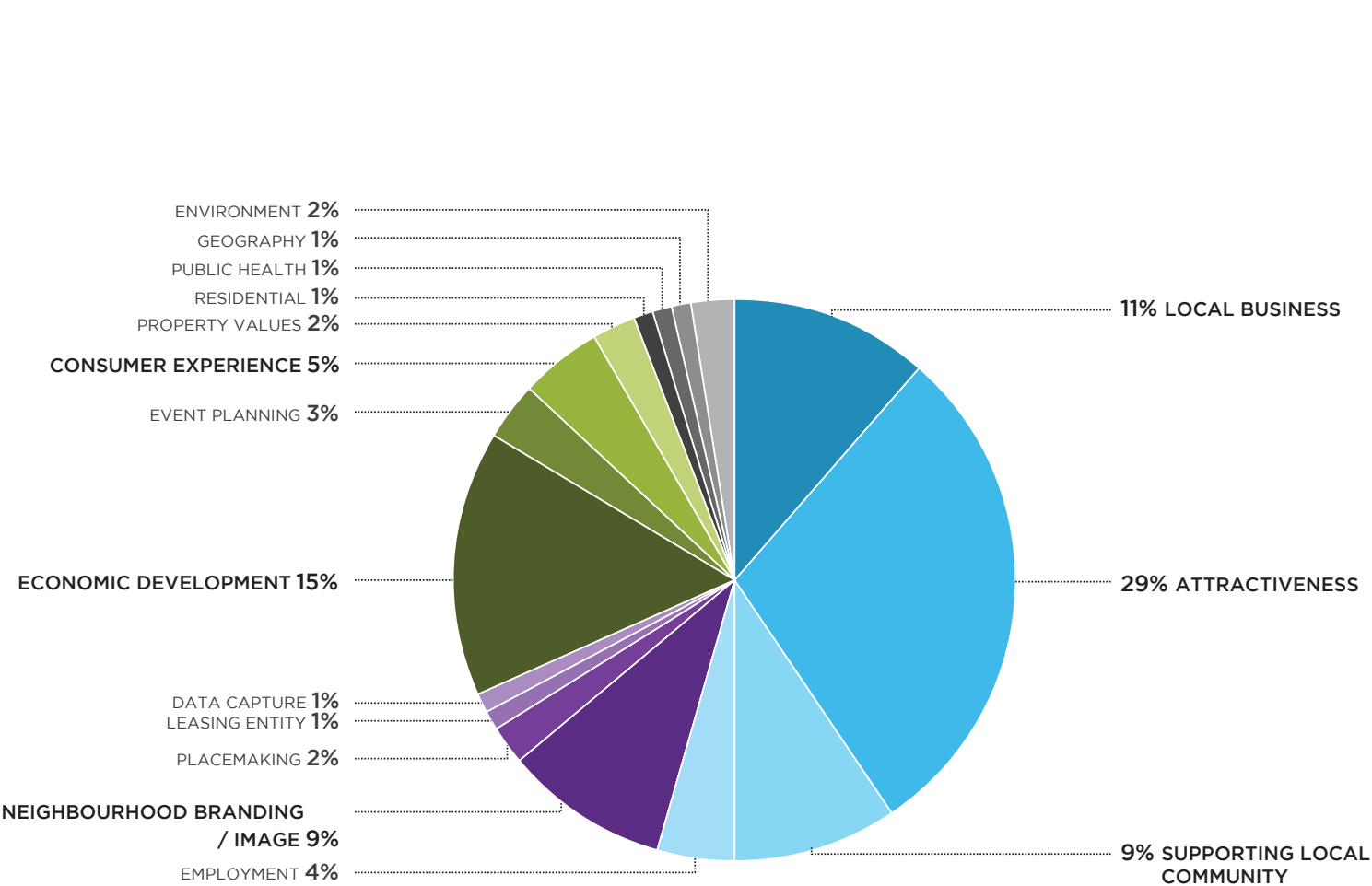
snapshot of the findings as the top four common goals of BIAs across Ontario.

The Committee went on to identify;

- Employment (12%);
- Social Issues (11%);
- Tourism (8%);
- Quality of Life (8%) ;
- Advocacy (8%); and
- Indigenous / Cultural Diversity (7%)

As the most prominent unique goals of BIAs across Ontario. This collective set of goals provides a strong foundation from which the indicators can be built. Following the primary interviews and survey results, a collective baseline for indicator selection will be established.

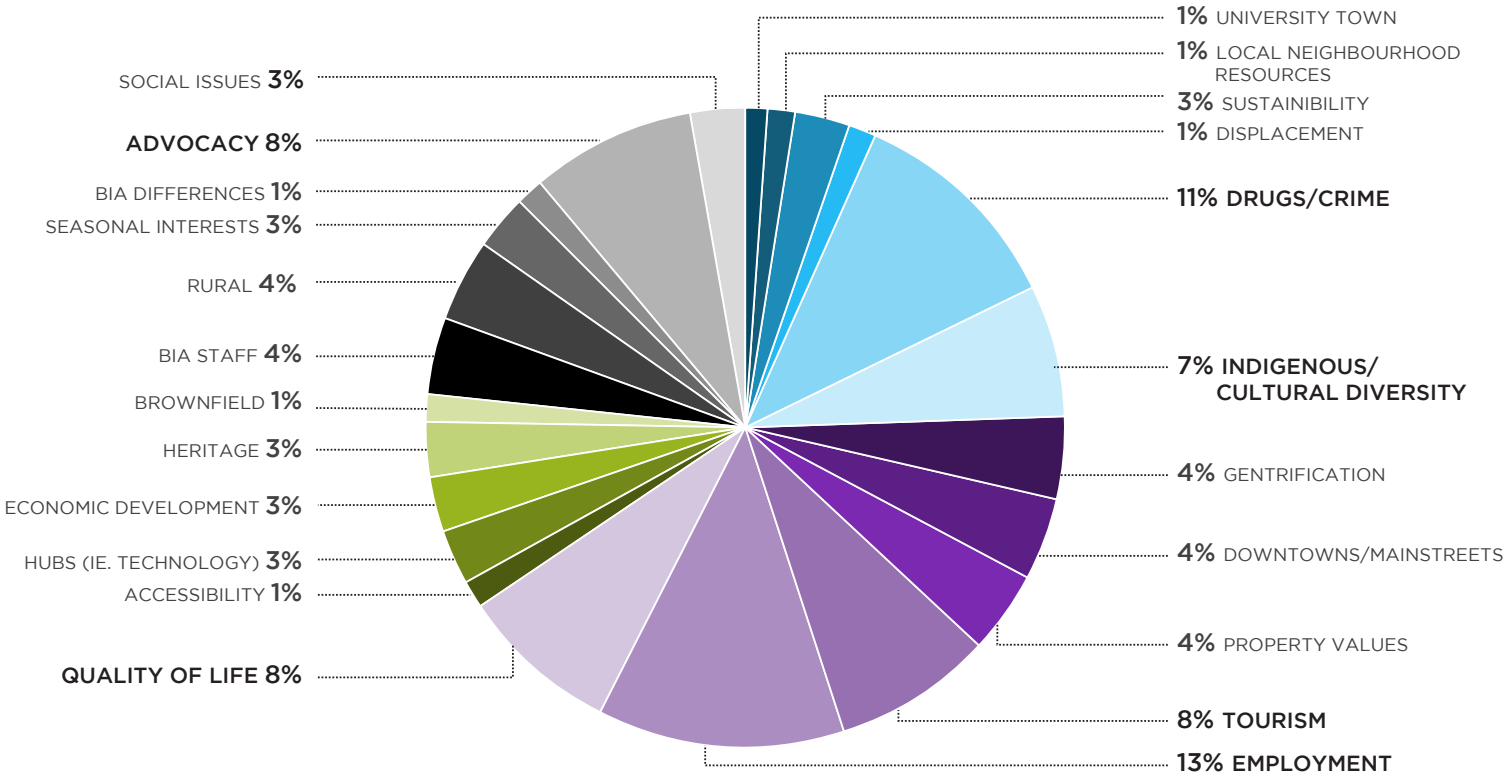
Common Goals + Themes



LOCAL BUSINESS	Supporting local business, business attraction/retention, addressing vacancies
ATTRACTIVENESS	Streetscaping, public realm, safety, cleanliness, liveability, resilience, coherence, identity, beautification
SUPPORTING LOCAL COMMUNITY	Servicing local residents/communities, engaging citizens, engaging youth in planning matters and cultural diversity, attracting customers
EMPLOYMENT	Themes relating to hubs (i.e. economic, cultural), employment
NEIGHBOURHOOD BRANDING/ IMAGE	Attracting customers/tourists, marketing, branding, creating key messaging
PLACEMAKING	Place-making
LEASING ENTITY	BIA as a primary leasing entity for the Downtown/Community it serves
DATA CAPTURE	Capture and provide data to stakeholders
ECONOMIC DEVELOPMENT	Economic development, leadership, municipal partnerships, business liaisons, collaboration between the BIA/Community/Municipality, sustainability, business development, creating BIA programs and policies, growth/prosperity
EVENT PLANNING	Creating and facilitating events to bring people Downtown/to the BIA, injecting new ideas into the BIA
CONSUMER EXPERIENCE	Consumer happiness/enjoyment
PROPERTY VALUES	Increased asset value/viable leasable spaces
RESIDENTIAL	Residential development
PUBLIC HEALTH	Active transportation
GEOGRAPHY	Recognizing unique geographies
ENVIRONMENTAL	Environmental protection, environmental sustainability

Figure 2 Common Goals + Themes identified by the Advisory Committee

Unique Goals + Themes



UNIVERSITY TOWNS	Unique needs of university/college towns/cities
LOCAL NEIGHBOURHOOD RESOURCES	Resources unique to a local neighbourhood
SUSTAINABILITY	Sustaining downtowns/communities after economic shifts (i.e. amalgamation, loss of industry etc.)
DISPLACEMENT	Displacing businesses from downtowns/mainstreets to suburbia
DRUGS/CRIME	Reducing the crime rates,vandalism,drug use
INDIGENOUS/CULTURAL DIVERSITY	Aboriginal strategies/involvement, and the ability to enhance, maintain, and protect community culture in BIAs
GENTRIFICATION	Changing dynamics of redevelopment on communities/neighbourhoods
DOWNTOWNS/MAINSTREETS	Downtown BIAs vs BIAs that are a Mainstreet, bringing the right audience to the BIA area, establishing new downtowns/BIAs (i.e. Vaughan)
PROPERTY VALUES	Increased property values and increased vacancy rates
TOURISM	Tourist communities/downtowns and in particular the role of the tourist vs the local shopper
EMPLOYMENT	Creating employment/residential growth in the BIA community/downtown and the types of uses that need to be considered to strengthen the overall BIA (i.e. retail/service mix, office, anchor retail, residential development etc.)
QUALITY OF LIFE	Improving the public realm, quality of life, physical building conditions, streetscaping, cleanliness
ACCESSIBILITY	Ensuring BIAs are accessible to all
HUBS (I.E. TECHNOLOGY)	Community hubs for which there are BIAs in Ontario that fit into this category (i.e. technology hubs, industrial hubs etc.)
ECONOMIC DEVELOPMENT	Strengthening the relationships between local economic development (municipality) and BIAs
HERITAGE	Environmental protection, Environmental sustainability
BROWNFIELD	Brownfield sites
BIA STAFF	BIA staff, retention of board members, stagnant memberships and the factors that influence a BIAs day to day business
RURAL	Recognizing unique goals of rural/northern Ontario BIAs and how they differentiate from urban BIAs
SEASONAL INTEREST	General themes relate to seasonal shifts (i.e. summer months vs winter months)
BIA DIFFERENCES	Size of BIA is a unique attribute which influences many factors (i.e. budget, market, types of businesses etc.)
ADVOCACY	Lobbying government/advocating on behalf of BIAs to achieve goals, influence policies, create financial programs
SOCIAL ISSUES	Youth disconnectedness in downtowns/communities, homelessness

Figure 3 Unique Goals + Themes identified by the Advisory Committee



## 4.1 ESTABLISHMENT

The concept of a Business Improvement Area (BIA) first became a reality in 1970 Bloor West Village business owners came together to support the creation of BIA legislation later passed by the province of Ontario (MMAH, 2010). Challenged by increased vacancy rates, low consumer spending, the growing popularity of suburban malls and subway development, local business and property owners needed to attract people to their local area or risk foreclosure. The premise of the BIA legislation was to secure a guaranteed revenue stream for mainstreet improvements through a BIA levy, and alleviate the stress and uncertainty of voluntary contributions. It would effectively act as a membership fee to be used toward broader public realm improvements (MMAH, 2010).

The BIA model builds on the idea that pooled social and financial resources within a commercial area can improve opportunity for independent business owners to bring customers to their local mainstreet (Gomez, 2015). The district levy works to provide guaranteed revenue dedicated to streetscape improvements, and in turn shifts the general business mindset from independent wealth to collective benefit.

The cultural, historic, and commercial significance of traditional mainstreets brings with it the need for stewardship and investment in order to move through anticipated and continuous economic cycles. The responsibility BIAs assume over these important community places, and the impact they have on their success will be explored in greater detail through this research.

## 4.2 CURRENT STATISTICS ON BIAs FROM ACROSS THE PROVINCE

There are currently a total of 310 BIAs across Ontario. Traditionally, formed around small retail businesses, BIAs today consist of a variety of commercial business types and tenants – from the service industry, to retail, entertainment, high tech, and light industrial uses. BIAs span across the full landscape of the province, from Downtown Windsor, to Wellington West in Ottawa, Downtown Timmins and WaWa.

*“The unifying characteristic is an interest in enhancing their business area and improving their community” (MEDEI, 2015, p.2).*

The term Business Improvement Area is often used to describe both the defined geographical area, and the organization of businesses and property owners within it. A testament to the link between the Board and the area they serve. Having existed since 1970, the past 50 years have seen an evolution in BIA practice which has developed to include elements of: economic development; community and place-making; living space; attracting tourists; employment hubs; civic celebrations and events. The location of BIAs also continues to evolve with some now found along major arterials and industrial spaces.



## EMERGING BIA TRENDS



### Kanata North BIA

As Canada's largest Technology Park and a vibrant technology hub, Kanata North has long been recognized as a hotbed of technology innovation. The birthplace of game-changing companies such as Mitel, Gigateur, You i and Halogen, the area continues to support 100s of creative technology companies within a specially-designed business park area that can support companies ranging in size from 2 employees to 5,000. The Kanata North BIA focuses much of its work on promoting the area as a center of expertise in technology and innovation. The BIA also works on creating opportunities for their members to come together, network, and enhance relationships.



### Carp Road BIA

The Carp Road Corridor is Ottawa's largest light industry business park. The aim of the BIA is to improve business opportunities, attract new business members (i.e. Cleantech) and address the vacant property land base in the area. Examples of initiatives undertaken by the BIA include nitrate management and Low Impact Development (LID) projects.

## 4.3 OBIAAs ROLE

External to the local BIA function, the Ontario Business Improvement Area Association (OBIAA) is a provincial non-profit umbrella organization representing the broader interests of BIAs across the province. OBIAA acts as a resource for training, promotion, and collaboration with the aim of advocating for small business and enhancing local BIAs contribution to the "economic, cultural and social well-being of communities in Ontario" (OBIAA, 2015). While the work of OBIAA reflects the broader interests of local BIAs across the province, the organization is membership based, with local BIAs voluntarily pay a nominal fee to become part of the organization.

OBIAA represents roughly 235 member BIAs across the province, equating to 67,085 property tenants and 9,363 property owners.

## 4.4 TABIAs ROLE

The Toronto Association of Business Improvement Areas (TABIA) acts as a similar umbrella organization for the local BIAs within the City of Toronto. There are 82 BIAs within the City of Toronto alone, representing over 35,000 businesses and property owners (TABIA, 2015, n.d).

Figure 4 Emerging BIA Trends in the Ottawa Region



Return on Investment of **BIAs**



## 4.5 THE LEGISLATES ROLE OF BIAs

In the Ontario context, BIAs are considered legislated boards of the local municipal council and regulated under the Municipal Act, 2001 sections 203-215. Section 216 and other sections of the Municipal Act goes on to outline the authority of municipalities over their local boards, of which, BIAs are a part.

Section 204 (1) outlines the mandate of a BIA as follows:

**A local municipality may designate an area as an improvement area and may establish a board of management,**

- **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; and**
- **To promote the area as a business or shopping area. 2001, s. 204 (1).**

With the Municipal Act currently under review, OBIAA have put forward amendments to the current definition in an effort to clarify the mission and more accurately reflect what the organization feels their role is. The proposed amendments are noted below:

*204. (1) A local municipality may designate an area as an improvement area and may establish a board of management, (a) 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; and (b) to promote the area as a safe and vibrant gathering place, and a business, employment, tourist and shopping destination.*

The changes proposed are still pending approval by the Ministry.

The City of Toronto, having its own provincial legislation, outlines its BIA regulations under Chapter 19 of the City of Toronto Act, 2006. Both pieces of legislation establish a baseline of responsibility for BIAs to address. At their most basic function BIAs are required to manage improvements, enhancements and maintenance of publicly owned spaces and buildings above and beyond that of the municipality, and promote the commercial livelihood of the area.

These two pieces of provincial legislation tie the BIA framework to the province. Beyond a legislative framework, the Province tends to act in an advisory role on the function and opportunity provided to BIAs. Municipal authority over BIA organization also rests in the legislation. Section 216 of the Municipal Act, 2001 outlines local municipality's ability to create special by-laws with respect to the operation and dissolution of local boards.

Legislated as a Local Board of their municipality (MMAH, s.204), BIAs are required to meet regulated accountability and transparency standards with respect to decisions in the public interest and financial matters. Their operations are subject to both financial and local record audits as well as meeting investigations where concern arises (MMAH, 2010, p.15).

To gain an understanding of how data has been collected and compiled in the past, a review of a number of benchmarking studies was conducted as precedent for the Return on Investments Study.

## 5.1 METHODOLOGY

A set of five relevant benchmarking studies were selected as part of the overarching literature review to assess how other studies with a connection to the work that BIAs do approached the process of aggregating information and establishing indicators. The list is not exhaustive, but provides a reference to other examples of creating indicators on a broad subject matter. The intent of this review was to outline approaches, research methods, and other tools that could be transferred to the process for selecting indicators as part of this Return on Investments Study. The benchmarking studies selected include:

- The Value in Investing in Canadian Downtowns, Canadian Urban Institute (CUI) + International Downtown Association (IDA)
- Downtown Rebirth – Documenting the Live-Work Dynamic in 21st Century U.S. Cities, International Downtown Association (IDA)
- Seniors and Housing: The Challenge Ahead, Federal Canadian Municipalities (FCM)
- Complete Street Transformations in the Greater Golden Horseshoe Region, Toronto Centre for Active Transportation (TCAP), Clean Air Partnership (CAP), Ryerson University (RU), University of Toronto (UoT), Government of Ontario
- Downtown Revitalization Annual Report Card, Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)

In addition to the above listed studies, municipalities such as London, Burlington, Hamilton, Windsor, and Kitchener have all made clear investment in measuring the performance of their downtowns over time. Suggested readings include:

### Suggested Readings:

- **Downtown Benchmarking and Best Practices Report, City of Burlington (2012)**
- **Downtown Oakville Economic Study, Town of Oakville (JC Williams Group) (2014)**
- **State of the Downtown Report, City of London (2013)**

The Municipal Benchmarking Network Canada also generates annual reports on a range of municipal services that are available publicly. While the measurement criteria exists, the research approach behind the data capture was unclear to the research team through the available resources. These reports still provide a series of indicators that may be beneficial for our future work.

## 5.2 RESEARCH APPROACH

For each Benchmarking Study, the following components were identified:

- Problem Statement
- Study Objectives
- Measurement Criteria
- Research Approach

Finally, key takeaways from the benchmarking examples were drawn to connect their approach to the work in this Study.

## 5.3 BENCHMARKING STUDIES

### 5.3.1 The Value of Investing in Canadian Downtowns

<b>ORGANIZATION</b>	Canadian Urban Institute, International Downtown Association
<b>COMPLETION DATE</b>	October 2013

#### Problem Statement:

The study aimed to assess the complex dynamics of city building and downtown resilience through five common elements.

#### Objectives:

1. Measure the performance of Canadian downtowns;
2. Benchmark the performance of Canadian downtowns;
3. Assess municipal capital investments in Canadian downtowns;
4. Share success stories from Canadian downtowns; and
5. Create a baseline for future data collection.

#### Measurement:

##### Visibility

- Does the downtown have an integral and central role in the life of the City?
  - Measured the geographic areas relative to the rest of the City.

##### Visionary

- Does the downtown benefit from a multiplicity of strong, bold leaders who collaborate to achieve and sustain a shared vision?
  - Conducted literature review to assess the downtown master plans within the 17 study areas.

- Identified support for master plans from all levels of government (Municipal, Provincial, and Federal).
- Tracked and monitored plans to ensure proper implementation.

##### Prosperity

- Does the downtown have a robust and innovative economy?
  - Measured retail mix, and office supply within the 17 downtown neighbourhoods.
  - Measured population growth, employment rates, property tax assessments, and construction rates within the 17 downtown neighbourhoods.

##### Livability

- Is the downtown vibrant, livable, and connected?
  - Assessed range of housing types, range of demographics, population distribution across the downtown areas, the range of uses, and alternative modes of transportation.

##### Strategy

- Is the city investing strategically in its future?
  - Measuring municipal investments in infrastructure, utilities, and transportation; civic spaces and streetscapes; community facilities and services; arts and entertainment; parks and open spaces; education; commercial and conference facilities; and development incentives.

## Approach:

- Used 17 downtown cores as case studies across Canada;
- Conducted a survey through CUI Staff and Project Board members to determine ‘What Makes a Downtown Great?’;
- Conducted a literature review to examine existing studies across the world;
- Tested the available data/research against key themes to identify common indicators.

## Takeaways:

- Process similar to that OBIAA is undertaking on the Return on Investments Study.
- Visibility – does the BIA have a presence in the Community, across the entire City, or across the entire Province? The ROI Study should aim to define BIA boundaries and areas of influence.
- Prosperity was defined by measuring retail mix, office supply, population growth, employment rates, property tax assessments, and construction rates within the 17 downtown neighbourhoods. These could likely be reflected at the BIA level as well as part of the ROI Study.
- Visionary indicators – who are the parties that are involved in making this BIA successful? These should be considered in our study.
- Liveability was defined by a mixture of uses, a broad range of demographics and access to alternative modes of transportation. These could be reflected at a BIA level as well.
- Strategy was measured by looking at strategic municipal investments in downtown neighbourhoods. This could also be applied at the BIA level as well – measuring municipal/provincial/federal investments in transit, tourist attractions, streetscape improvements, etc.

## 5.3.2 Downtown Rebirth - Documenting the Live-Work Dynamic in 21st Century U.S Cities

<b>ORGANIZATION</b>	International Downtown Association
<b>COMPLETION DATE</b>	Date not listed

### Problem Statement:

To identify standard definitions that make it easy to quantify and compare employment and population trends across the broad range of downtown neighbourhoods in American cities.

### Objectives:

1. To map downtown commercial areas and institutional districts;
2. To tabulate and compare the number of downtown jobs across cities;
3. To define a downtown residential neighbourhood based on its location within or adjacent to an employment centre and it's live-work quotient;
4. To calculate how many people in each city live in downtown neighbourhoods

### Measurement:

#### Population

- Within the various cities and their respective downtown cores central role in the life of the City.

#### Employment –

- Within the City VS. employment with the downtown.

#### Point of Residence

- Urban VS. Commuter.

### Approach:

- Determined the geographic universe;
- Determined the employment node;
- Selected Census Tracts within a half-mile and one-mile orbit from the commercial downtown;
- Calculated population, workforce, and live-work characteristics for the commercial downtown, half-mile, and one-mile areas;
- Created maps that represent these boundaries.

### Takeaways:

- The study created downtown boundaries, and looked at areas of influence within a half-mile and a one-mile radius. Our study should aim to determine BIA boundaries and respective areas of influence prior to collecting data.
- The study looked at population, employment, and point of residence as measurements. These may be reflected at the BIA level since population and employment increase can be attributed to the success of a neighbourhood.
- The study extracted data from available primary sources. This can be applied in our study as well, using primary and secondary data sets to produce information on BIA areas using GIS shapefiles.
- The study realized that data was not readily available, and aimed to establish better standards for tracking data sets moving forward. This may be a consideration for our study once the indicators have been established.



## 5.3.3 Seniors and Housing: The Challenge Ahead

<b>ORGANIZATION</b>	Federation of Canadian Municipalities (FCM)
<b>COMPLETION DATE</b>	Date not listed

### Problem Statement:

The range of housing and transportation options required to foster and to sustain the growing population of seniors and their well-being in Canadian cities and communities is inadequate now and for the future.

### Measurement:

### Study Area:

- The FCM has a Quality of Life Reporting System (QOLRS) that assesses 26 of Canada's largest cities and urban regions.

### Demographics:

- Based on the QOLRS study, the study assessed seniors under three different categories (based on needs): younger seniors (65-74), older seniors (75-84), and eldest seniors (85+).

### Defining a Senior Household:

- Based on the notion of a "primary household maintainer", the oldest individual responsible for paying the rent, mortgage, or the taxes, or the utility bills for the dwelling.

### Continuum of Housing Options:

- Assessing the variety of seniors housing options based on needs and affordability: Mainstream Housing, Independent Living Accommodation, Assisted Living Accommodation, Long-Term Care Accommodation

### Defining Living Arrangements:

- Couples, Living Alone, Living with Others

### Defining Housing Types

- Single Family, Other Ground-Oriented, Apartments; Seniors Residence, Long Term Care Facility

### Defining Low Income

- Using the Low-Income Tax Measure as defined by Stats Can.

### Defining Sources of Income

- Employment Income; Investment, pension and other income; Government transfers

### Defining Seniors Living Alone

- Defined as % of seniors living with no other family member.

### Defining Seniors Housing

- Based on the CMHC Housing Report which defined seniors housing under the following criteria:
  - In operation at least 1 year;
  - Minimum of 10 rental units (or 5 in Atlantic provinces and B.C.);
  - At least 50% of residents are 65 years of age or older;
  - Offer an on-site meal-plan; and
  - Do not provide high levels of daily health care (1.5 hours or more) to all of their residents.

## Approach:

- Reviewed 26 of Canada's largest cities and communities.
- Quantified data relating to Population, Demographics, Income, and Poverty to measure existing conditions for seniors within existing Municipalities.
- Reviewed essential Seniors Care criteria such as access to Long Term Care, Affordable Housing, Access To Transportation (Public VS. Private) to conduct a review of services available to seniors within the Municipal context.
- Tracked Policy Initiatives targeting seniors to identify what all levels of Government (Municipal, Provincial, and Federal) are doing to resolve to issues at hand.

## Takeaways:

- The Study measured the following indicators which may be relevant from a BIA context: study area, demographics, and housing.
- The Study looked at the seniors and outlined the services that they need to thrive, and assessed their conditions against the QOLRS in Canada. If we consider this approach against the Return on Investments Study, we may be able to zero in on our key indicators in a similar manner. Identify first, what BIAs need to thrive in various communities, and second, how to quantify and measure these items through a data source.
- The study assessed the needs of the senior population based on Age (the older, the more care and support required). It sets the tone that no single approach may be appropriate for assessing BIAs across the Province, and that we may need to consider breaking up our indicators into categories to assess the broad spectrum of BIAs (Urban, Suburban, Rural for example). Consider Age of BIA – older BIAs are more established and have greater resources and additional mandates if they have already exceeded the BIA 1.0 criteria.



## 5.3.4 Complete Street Transformations in the Greater Golden Horseshoe Region

<b>ORGANIZATION</b>	Toronto Centre for Active Transportation, Clean Air Partnership, Ryerson University, University of Toronto, Government of Ontario
<b>COMPLETION DATE</b>	Date not listed

### Problem Statement:

To evaluate the impacts of key complete street reconfigurations within the Greater Golden Horseshoe (GGH) Region.

### Measurements:

#### Active and Sustainable Transportation

- Measuring alternate modes of transport (walking, cycling, public transport)

#### Level of Safety

- Ensuring that lower speeds are enforced, and the pedestrian and cyclist safety conditions are improved

#### Level of Service

- Measuring the travel experience for all modes of transport to assess whether the benefits of reducing the vehicular traffic is contributing to better pedestrian and cyclist experiences.

#### Surrounding Environment

- Measuring the economic (property values, retail sales), environmental (air quality, noise pollution), and health benefits (changes in physical activity, rates of obesity and chronic illness, etc.)

### Approach:

- Review geographic context, policy context, comfort levels, safety trends, travel times etc. for each case study.
- Collect data from various resources including previous research and municipal data.
- Make before/after visual observations of various complete streets and comment on elements that make a positive impact.

### Takeaways:

- The study was transit focused and measured safety of streets, travel experience, and economic outcomes of investments. These indicators may also be relevant in the BIA context and used as potential tools to deliver on the end BIA goal of improving the area for business.
- The Study outlined that different streets have different mandates (Arterial vs. Collector), and as such the data collected varied from street to street. This could be relevant in the BIA spectrum as downtown BIAs may have different mandates/priorities than a suburban and/or rural BIA; or if we consider the difference between a BIA along an arterial mainstreet versus a BIA along a traditional mainstreet; and as such, we need to have a magnitude of indicators that can be used to benchmark those various mandates.
- The Study measured indicators before and after major investments in street renewal. Each street resulted in a different results based on approaches utilized through the street re-configuration. In the case of a BIA, this is easier to measure when there are major investments (such as streetscape beautification) that are in place, otherwise, there may not be significant changes on annual basis. We may also consider the need to run a test case of an area where a BIA doesn't exist – to measure the impact of the BIA addition.



## 5.3.5 Downtown Revitalization Annual Report Card

<b>ORGANIZATION</b>	Ontario Ministry of Agriculture, Food and Rural Affairs
<b>COMPLETION DATE</b>	Annually

### Problem Statement:

To quantify the impacts of the investments made in downtown neighbourhoods.

### Measurement:

#### QUANTITATIVE

##### Employment:

- Understanding the employment rates in downtown neighbourhoods and whether they decreased or increased on an annual basis.

##### Businesses:

- Tracking the increases or decrease in the number of businesses on an annual basis.
- Tracking commercial vacancy rates in the downtown neighbourhood.
- Tracking expansions to existing businesses.
- Tracking physical improvements (investments) to existing businesses.

##### Funding:

- Tracking Public and Private investments.

##### Stakeholders:

- Looking at the organizations, stakeholders, and volunteers responsible for downtown revitalization.




#### QUALITATIVE

- Tracking whether the data collected from the previous year had any influence on new investments.
- Tracking whether there were any positive outcomes through investment.
- Tracking priority projects, and any positives outcomes through a specific project/initiative.
- Tracking changes in the local economy.
- Tracking challenges through the process.

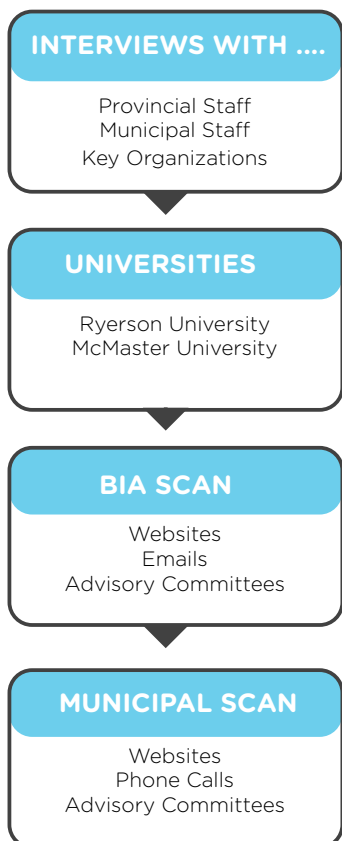
### Approach:

Conduct an annual survey to obtain data.

### Takeaways:

-  The Study is presently conducted at the downtown level and it would be very difficult to extract the data to be BIA-specific unless the BIA boundary matched the downtown boundary. In conversations with OMAFRA, very few of the downtown areas aligned with BIA boundaries. This approach of an annual survey should be considered for future data tracking, and OMAFRA have established the network to roll it out.
-  The Study measured a number of indicators to track investments in downtown neighbourhoods including: employment rates, number of businesses, vacancy rates, physical improvements to the downtown environment, and funding among others. The Study can be applied at the BIA-level with a similar set of questions on an annual basis.
-  Data will likely be inconsistent on an annual basis as it relies solely on the individuals taking the survey, which may vary over time. It also raises the question of how we account for anomalies in an annual survey to ensure results are comparable year after year.

To gain an understanding of what data currently exists on BIAs and their areas of influence, a Municipal and BIA scan of online data sources, and a series of interviews with public and private professionals were conducted. In addition to locating the information, our Team aimed to identify how it was tracked; key trends from the data that exists; gaps in available data; and alignment with the parameters of the Return on Investments Study.



## 6.1 METHODOLOGY

As the Province includes 444 Municipalities and 305 BIAs, FOTENN in collaboration with OBIAA, TABIA and the Advisory Committee worked to identify a representative list of Municipalities and BIAs to provide a snapshot of existing data and indicators available. The Municipalities and BIAs selected reflect the varying regions, geographies, economic contexts and scale of communities across Ontario (first tier vs. second tier, small vs. large, urban vs. rural examples), highlighting the variety of information tracked, and the areas of information that are missing.

Research was conducted primarily as a high-level web search of the above-noted Municipal and BIA websites to compile a list of information tracked on economic development of the area. When scanning Municipal websites, the research team first looked at information being tracked specifically on BIA areas (if it existed); and secondly, information being tracked generally across the entire City. When scanning BIA websites, our Team prepared an inventory of information being tracked within the subject BIA. In some instances, where information was not easily accessed online, telephone interviews with Municipal Staff were conducted to obtain additional information.



In addition to conducting a website scan, a series of targeted interviews were conducted with provincial staff in OBIAAs partner ministries and other research professionals as recommended by the Advisory Committee. This group assisted by guiding the research process. Data sources were identified by Provincial Staff, Municipal Staff, and individuals within Key Organizations. These interviews included:

- Economic Development Specialist, Regional Economic Development Branch, Ministry of Agriculture, Food, and Rural Affairs (OMAFRA)
- Coordinator, Northern Policy and Planning Unit Tourism Policy and Research Branch, Ministry of Tourism, Culture and Sport (OMTCS)
- Manager, Historic Places Program, Saskatchewan Ministry of Parks, Culture, and Support (PCS)
- Business & Economic Manager, Town of Minto
- Director, Policy and Stakeholder Engagement, Rural Ontario Institute (ROI)
- Director, Centre for the Study of Commercial Activity, Ryerson University (RU)

Our Team also reached out to a series of other research professionals, and are presently still awaiting responses. These include:

- Representative, Local Economic Development Program, University of Waterloo (UW)
- Representative, Rural Planning and Development, University of Guelph (UoG)
- Representative, Centre for Industrial Relations and Human Resources, University of Toronto (UoT)

Data findings from these interviews have been included in section 6.3 Data Sources + Tools.

#### LIST OF MUNICIPALITIES AND BIAS

MUNICIPALITIES	BIAs
<ul style="list-style-type: none"> <li>• City of Toronto</li> <li>• City of Ottawa</li> <li>• City of Hamilton</li> <li>• City of London</li> <li>• City of Kitchener</li> <li>• City of Cambridge</li> <li>• City of Waterloo</li> <li>• City of Chatham-Kent</li> <li>• City of Timmins</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Yonge BIA</li> <li>• Danforth Mosaic (The Danny) BIA</li> <li>• The Junction BIA West</li> <li>• Queen West BIA</li> <li>• York-Eglinton BIA</li> <li>• Downtown Hamilton BIA</li> <li>• Downtown Barrie BIA</li> <li>• Downtown London BIA</li> <li>• Downtown Windsor BIA</li> <li>• Uxbridge BIA</li> <li>• Seaforth BIA</li> <li>• Uptown Waterloo BIA</li> <li>• Gravenhurst BIA</li> <li>• Sparks Street BIA</li> <li>• Westboro Village BIA</li> <li>• Carp Road Corridor BIA</li> <li>• Kanata North BIA</li> <li>• Downtown Timmins BIA</li> <li>• Welland BIA</li> <li>• Downtown Fort Erie BIA</li> </ul>

Figure 5 Data Sources

## 6.2 EXISTING DATA SCAN

### 6.2.1 Provincial Ministries + Agencies

The Ministry of Municipal Affairs (MMA) uses a standard document called the Financial Information Return (FIR) to track financial and statistical information on municipalities. The FIR is comprised of a number of schedules which are updated each year to comply with current legislation and reporting requirements, and it includes questions that pertain to annual municipal operating budgets for the number of BIAs and Community Improvement Plan (CIP) areas within a municipality. The findings of the FIR are stored in the Municipal Analysis and Retrieval System Database and go back to 1977. While the data provided has a long track record, the extent which pertains to BIAs is limited. The use of this tool in future could be expanded.

The Ontario Ministry of Agriculture and Rural Affairs (OMAFRA) established a Downtown Revitalization Program to understand the impacts that downtown revitalization activities were having on their respective rural communities. The program created an Annual Report Card as a tool to help smaller rural municipalities identify trends over time for their downtowns, some of which may have aligned boundaries with BIAs. The Annual Report Card provided key insights into the measures that OMAFRA and smaller rural municipalities may find important to their downtown success, which can be extracted when considering the role of BIAs. These include:

- public investment;
- private investment;
- employment;
- # of businesses;
- business expansion (sq/ft);
- local economic gains; and
- progress of priority projects.

Due to changes in methodology over time and the lower than expected response rates, OMAFRA was unable to aggregate the data gained through the program. This consistency of measurement is an important consideration in our study and in the guidelines for creation of a tool moving forward.

The Rural Ontario Institute (ROI), flagged the challenges that exist in collecting consistent and accurate data on downtowns and BIAs. OMAFRA's Analyst Tool is able to generate neighbourhood level information on demographics, food expenditure, and household spending but data is limited for smaller regions with a large gap in electronic records. The Ministry of Culture, Tourism and Sport (MTCS) provided further insight into the availability of data at a province wide level, directing us to the Open Data Portal and Land Information Ontario for a variety of topics that involve or influence BIAs. The ability to generate specific data at a BIA-level through this tool would be reliant on GIS based shape files for each BIA boundary. MTCS TRIEMS program also provides an excellent resource for tourism and events based data, which again could be accessed using the GIS based tool.

### 6.2.2 Municipalities

As noted before, a website scan and some telephone interviews were conducted with Economic Development Staff from a number of Municipalities where information was not available online.

Most municipalities have BIA programs in place offering funding and resources for BIAs on programming, streetscape beautification, and research initiatives. With respect to BIA-specific data, data was difficult to obtain, as it is presently not tracked by many municipalities as per the chart below. Based on the findings, every municipality kept track of Operating Budgets, as it is governed through City Council. This should be considered as a consistent metric across the province. The City of Toronto stood out as a large urban centre leader, tracking Operating Budgets, Property Assessment, Business Mix, Consumer Price Index, and Bankruptcies within the 82 BIAs across the City. The City of Ottawa also tracked additional BIA specific information including Employment and Business Mix. The City of Timmins also stood out as a data leader, tracking BIA specific data on household expenditure. While the scan was not exhaustive of all municipalities across the province, the review completed provides clear evidence that BIA specific research is inconsistent across the province, with a few stand out municipalities making extra effort to extract BIA specific information.

With respect to general information being tracked by municipalities, the majority of the data was census or MPAC-based with minor exceptions; Toronto, Ottawa, and Hamilton. The City of Toronto stood out a leader here as well, tracking Business Mix, Retail Sales, Consumer Price Index, Bankruptcies, and Vacancy Rates. This information would be of use to the Study, as it can be extracted using GIS and other tools to reflect BIA specific areas.

A detailed outline of the location of this data in each municipality is provided in Figure 8.

### 6.2.3 Institutions

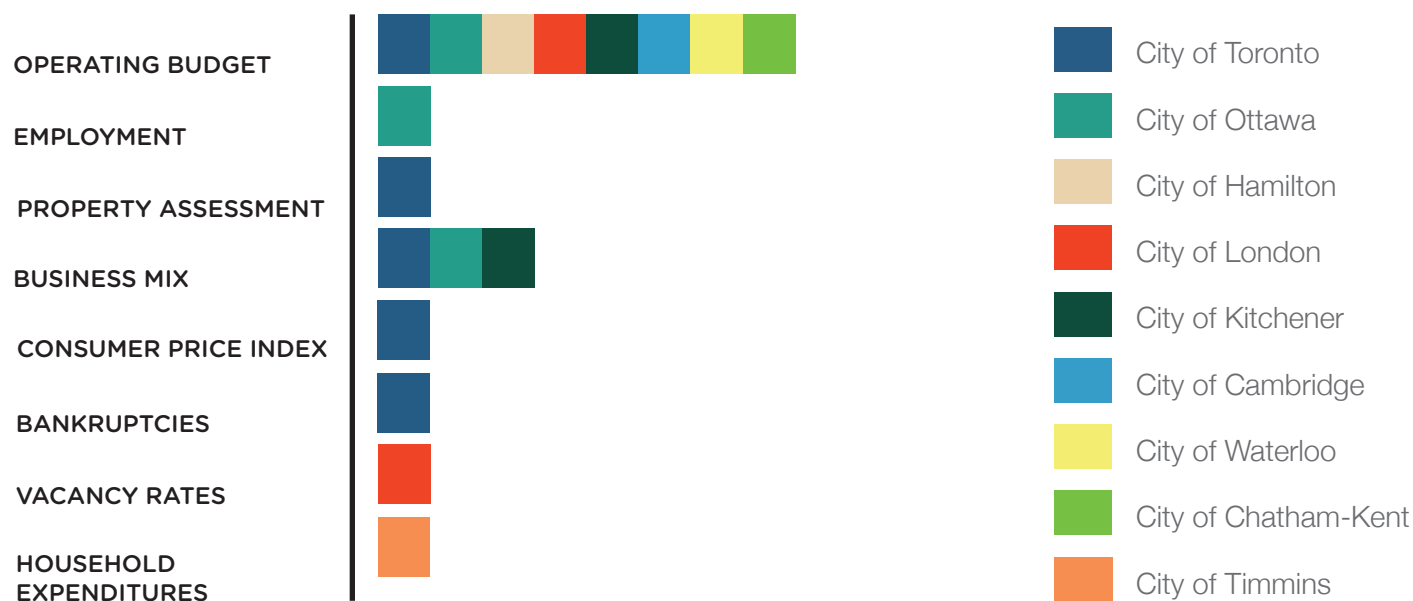
Our Team reached out to institutions with Business, Geography and Urban and Regional Planning Programs to see whether they had explored similar studies, or conducted BIA-research specific in the past. Of the five University Institutions (Toronto, Ryerson, McMaster, Guelph, and Waterloo), our Team was only successful in connecting with Ryerson University and McMaster University. At Ryerson University, an interview was conducted with the Centre for Retail and Commercial Studies who confirmed that Ryerson University collected retail data for the Greater Toronto Area which can be purchased for the purpose of our study.

COBALT CONNECTS indicated that McMaster University has data based on the Expressing Vibrancy Study as well as the GIS Capacity to assist the study. This report highlights the specific information gathered in Section 6.3 Data Sources.

Ongoing collaboration with these institutional partners will be a huge asset to the project. In particular, the capacity of these institutions to harness the data for analysis in Phase III of the project will be critical.



## BIA INDICATORS TRACKED BY MUNICIPALITIES\*



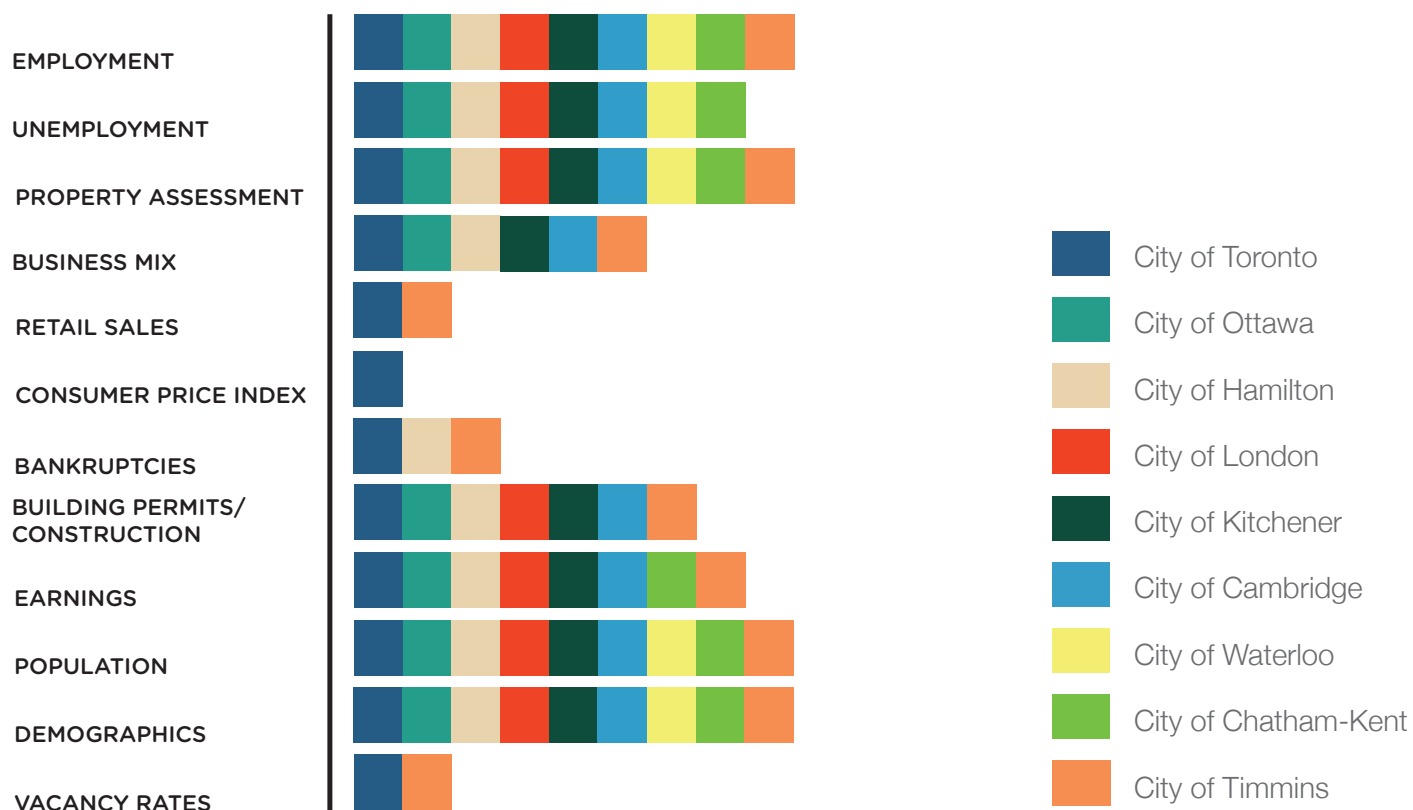
\*The Municipal scan focuses on larger municipalities recognizing they would likely hold the most data publicly available and in an effort to uncover data sets outside of Census and MPAC. This data can be expanded through final research.

Some larger urban municipalities also represent smaller, rural communities within their boundaries such as Ottawa and Chatham-Kent, providing a cross section of geographic contents.

'The Timmins Economic Development Corporation is tracking specific data (2011) related to Demographics and Expenditures within the Downtown Timmins BIA boundary. The expenditure captures a range of information including food and beverage, household, transportation, healthcare, personal service, entertainment, and recreation, among others'

Figure 6 BIA Indicators tracked by Municipalities

## General Indicators tracked by Municipalities



\*\*The Indices scan is not inclusive but representative of BIAs across Ontario.

Figure 7 General Indicators tracked by Municipalities



The location of municipal data is outlined below:

#### City of Toronto

Under the 'Doing Business' – 'Operate and Grow Your Business' tabs on the City's website, Toronto dedicates a page to the City's Business Improvement Areas.

Through City-Wide BIA Statistics, since 2011 the City of Toronto has been tracking:

- Commercial/Industrial Property Assessment (depicts the value of properties in the BIA versus the City's average)
- Part-Time Employment Figures (percentage increase/decrease)
- Full-Time Employment Figures (percentage increase/decrease)
- BIA Operating Budgets (\$ value)
- The 2014 City-Wide Business Mix (and whether that business sector showed growth or decline in the number of businesses)

On the BIA page under the tab 'Financial Incentives for BIAs', incentives such as 'Streetscape Improvement', 'Commercial Facade Improvement Program', and 'Mural Program' are incentive options available to BIAs.

The Economic Development and Culture Division of the City of Toronto has created the Toronto Economic Bulletin and Toronto Economic Dashboard which provides a graphical summary of the most recent data available for key economic indicators. These provide an overview of the City and region's economic performance and are highlighted on 3 tabs on their website: Doing Business, Reports and Data Centre. Some of the key indicator highlights that compare Toronto's performance to Canada's overall (on a percentage increase/decrease basis) include:

- GDP
- Employment
- Unemployment
- Total Value of Building Permit (Billions)
- Office Vacancy Rates
- Average Housing Prices
- Business Bankruptcies
- Consumer Price Index
- Retail Sales

In Toronto, this data is being tracked as there are over 80 BIAs that employ over 400,000 full-time and part-time employees. In addition for every \$1 the City invests towards BIAs, \$10 in private sector funding for marketing, promotions, festivals and neighbourhood beautification projects is generated for the BIAs. In 2013, the City's \$3 million investment resulted in \$30 million in BIA spending.



Return on Investment of **BIAs**



Toronto Association of  
Business Improvement Areas



## City of Ottawa

Under the tabs 'Business' – 'Business Resources' – 'Economic Development Initiatives', the City of Ottawa provides a number of resources for the public to view such as:

- Economic Development Updates on a Monthly Basis (looks at overall monthly highlights in the areas of economic growth, inflation, labour market, real estate, construction). Also includes is a series of tables that provide the 'Monthly Key Economic Indicators' which show percentage changes in key each of the key indicators mentioned above.
- Business Assistance Programs to assist businesses, associations including BIAs, shopping centres, as well as associations related to the hotel industry and chamber of commerce are provided with practical tools to allow businesses to provide service in English and French and to recruit bilingual employees.
- Business Outreach Program where the Economic Development and Innovation Department meets one-on-one with businesses to provide strategic advice, information, and resources necessary to expand and prosper. Services provided relate to:
  - Issue Resolution;
  - Expansion/Growth Support Services;
  - Statistics and Market Data;
  - Marketing Resources
- Capital Investment Track Program (CIT) which guides investment deemed priority by the Economic Development and Innovation Department through all aspects of City approvals and requirements in order to ensure timely and customer-sensitive service. The Program also allocates City resources toward strategic investments, rather than on a "first-come, first-served" basis.

Under the tabs 'Business' – 'Business Resources' – 'Business Funding', the City of Ottawa provides economic development funding for economic development projects that demonstrate on-going environmental, social and/or cultural benefits for the community. These are applicable primarily for registered non-profit organizations demonstrating other criteria as well.

In 2011, the City released a Municipally Funded Grants and Contributions Financial Information and Disclaimer online which published budgets allocated to the various BIAs in the City.

As part of the Economic Development Update in 2015, the Economic Development and Innovation Department released a report to provide an overview of recent economic-related activity in Ottawa's Business Improvement Areas (BIAs), with a special focus on the trends in employment in these districts. The report also takes the opportunity to draw attention to any notable activities currently being undertaken by the BIAs. The report looked at data such as:

- Job Growth in BIAs Versus the Rest of the City (2006-2012);
- Employment by Top Sectors in BIAs Verses the Rest of the City (2012);
- Employment in Ottawa BIAs (2012);
- Employment by Business Sectors in Ottawa BIAs (2012);



### City of Hamilton

The City of Hamilton, through their Economic Development Department provides a Demographics and Statistics page which identifies census data, city economic development activity reports (by Wards), growth forecast, demographic profiles for Downtown Hamilton, the 2015 Downtown Urban Growth Centre Employment Survey and Vacancy Update. The webpage also identifies some economic indicators which include the number of building permits, Canadian bond rating, housing starts, housing completions, and employment rates between all between 2010-2014.

The quarterly economic indicators tab on the Economic Development webpage provides a link to a document which tracks a number of quarterly economic indicators, including:

- Industrial Vacancy Rates (Q2 in 2015 and 2014);
- Building Permits (for a number of uses);
- Unemployment Rates for Hamilton, Ontario, and Canada over a three month period in both 2014 and 2015;
- Bankruptcies in Q2 in 2014 and 2015; and,
- Hamilton Real Estate Sales in Q2 of 2014 and 2015.

Through the Invest Hamilton webpage, the City has a dedicated Downtown/BIA tab which outlines what a BIA is as well as the numerous BIAs in the City of Hamilton, a list of financial incentive programs, plans and reports with a link to the planning department, investment highlights, downtown demographics, and an introduction to Hamilton's commercial and retail sectors.

The City of Hamilton Business Improvement Area (BIA) Advisory Committee which meets once a month and consists of one City Councillor and one member of each of Hamilton's 13 BIAs. Their mandate is to provide a forum for individual BIAs which encourages and facilitates the sharing and receiving of information relating to issues affecting small businesses and business districts in the City of Hamilton.

The City offers a BIA Commercial Property Improvement Grant program to provide financial assistance to commercial property owners and owner-authorized tenants within active Business Improvement Areas. The program funds eligible facade and entryway improvements such as: replacing or adding to an awning, repairing brick, painting and facade treatments, installing or improving signage, installing landscaping and permanent fencing.

The City of Hamilton offers a Downtown Multi-Residential Property Investment program to help stimulate residential development within Downtown Hamilton. The program provides financial assistance for: converting existing commercial space into residential units, renovating existing residential units, creating new residential units on vacant land.



Return on Investment of **BIAs**



### City of London

The City of London has a BIA page that can be found by searching BIA on their main website. There are 3 BIAs as well as 3 business associations.

London offers financial incentives such as Brownfield incentives, downtown and areas specific incentives, as well as others. Those most applicable to a traditional BIA would be the Downtown, SoHo, and Old East Village incentives programs which offer:

- Facade improvement loan programs;
- Upgrade to building code loan program;
- Municipal development charge incentive; and,
- Tax back grant program

Through the London Economic Development Corporation, the City tracks some data relating to finding funding opportunities, as well as statistics from 2009 through 2015 relating to labour force (i.e. population, employment, unemployment, participation rates in percentages), employment statistics in London based on the different industry sectors, building permits and constructions values (2015).

Through the Resources page of the London Economic Development Corporation page, there is a link to Statistics and Community Research which tracks data relating to City and Neighbourhood level profiles, population characteristics and social issues.

### City of Kitchener

Through the 'Business-related Links' tab the City of Kitchener offers links to the Downtown Kitchener BIA and Belmont Village BIA.

Through the Business in Kitchener tab on the City's website there is a link to 'Contact Economic Development'. Here you see a tab to 'Financial Incentives' which identifies some financial incentives including Brownfield, facade grant, start-ups, grants in lieu of building fees, and heritage tax rebates and grants.

The website does not appear to track statistics or data relating to indicators that impact BIAs

### City of Cambridge

Through the "City Departments" scroll menu on the City's website there is a link to Economic Development. Here you see a tab for Business Improvement Areas (BIAs) which provides information on the three (3) BIAs within the City of Cambridge. The webpage indicates that the City worked with the three BIAs to facilitate streetscape improvements and programming to draw more business to these areas.

The website does not appear to track statistics or data relating to indicators that impact BIAs.

### City of Waterloo

Through the 'Uptown Waterloo' tab the City provides a direct link to the Uptown Waterloo BIA page.

The website does not appear to track statistics or data relating to indicators that impact BIAs.

### Municipality of Chatham-Kent

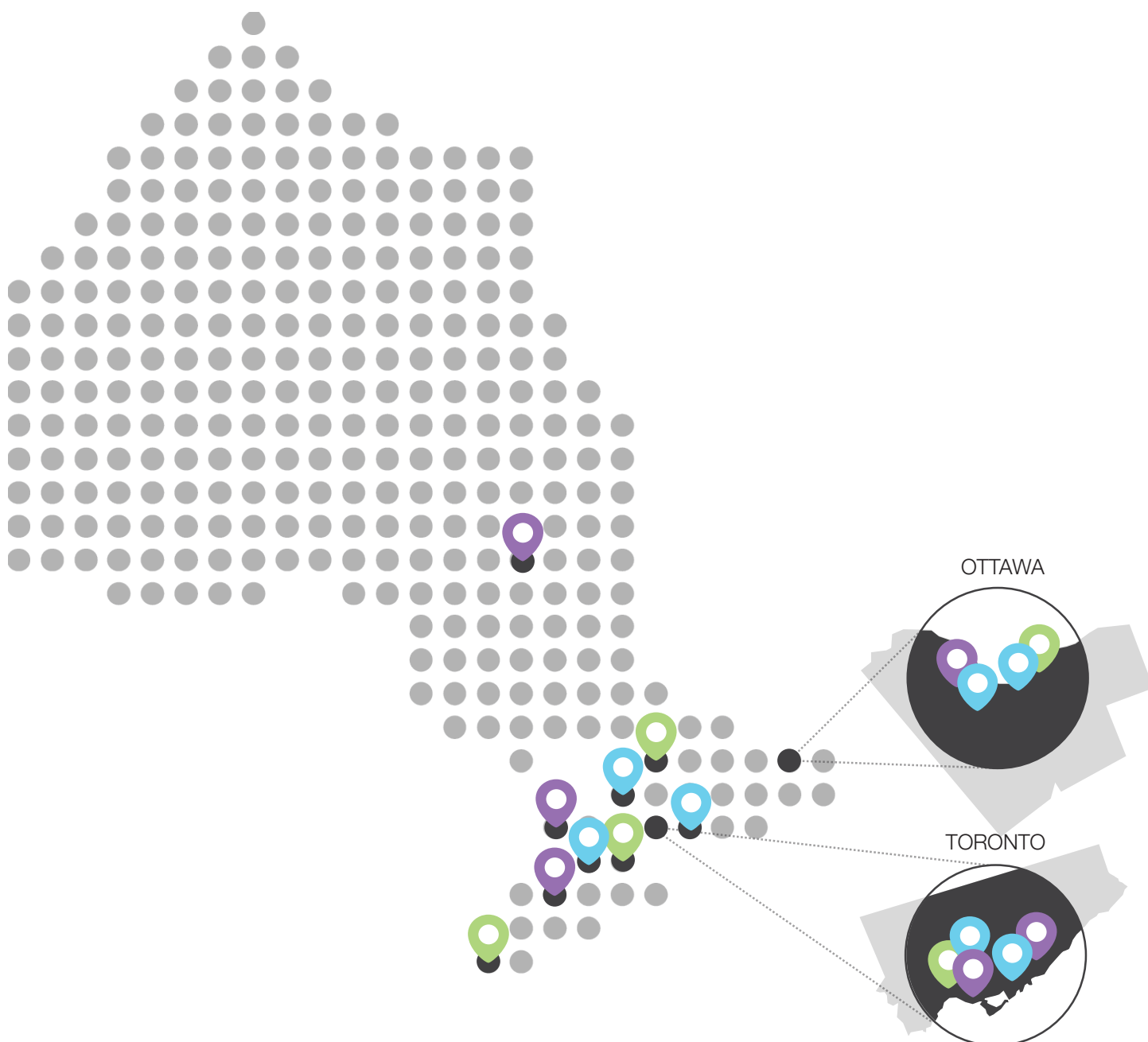
The website does not appear to track statistics or data relating to indicators that impact BIAs

#### 6.2.4 BIAs

A website scan of a range of urban and rural BIAs across Ontario was completed to determine what data is being used to share BIA achievements with the public. Given the large number of BIAs across the province a representative set was selected to reflect the varying regions, geographies and contexts in which they operate. Of the selected BIAs, it was clear that the scale of the BIA influenced the data available, where the larger the BIA (in terms of budget and staff) the more extensive the data available. Through our online research, many of the BIAs tracked retail mix, events, and parking. In some cases, retail mix is simply represented through a store directory, where others show the percentage of mix. Regardless, of the measurement the importance of the indicator is evident. Events are commonly tracked by number of events held annually. This measurement could be further explored to assess total number of events against total revenue. Parking as a metric varied across the BIAs scanned. Some BIAs identified location of parking within the BIA, where others provided total count. In either case, the BIA saw parking as a tool for revenue generation. These three indicators stand out as priority measurements for BIAs on the whole. It will be important to understand which measures reflect BIAs contribution versus those which are simply a tool to achieve growth. A select few BIAs tracked more extensive data including: population, vacancy rates, pedestrian/vehicular counts, and rental rates. These indicators provide additional insight into the relevant statistics for BIAs and their membership.

Downtown Yonge stood out as a leader and an anomaly between the selected BIAs as they tracked additional information including: property assessment and construction. Of the BIAs researched, many do not presently collect more than the basic marketing data. This may be a result of their mandate and/or budgets presently in place.





**Figure 8** BIAs identified in the Data Search

Indicators currently being tracked by BIAs\*\*



\*\*The Indices scan above is a representative selection of BIAs across Ontario but was not able to compare all 310 BIAs in the province

Figure 9 Indicators currently being tracked by BIAs

## 6.3 DATA SOURCES + TOOLS

In addition to the BIA and Municipal website scan, a chart was prepared highlighting primary data sources. Sources range from key organizations, provincially-led initiatives, municipal-led initiatives, and major institutions. The intent of this chart is to provide an easy reference tool for the data analysis in Phase 3 of the project.



DATA SOURCE	INFORMATION AVAILABLE	SCALE OF INFORMATION	LINK
FEDERAL			
Stats Canada	Information related to population, household income, employment, and others.	Country-wide	<a href="http://www12.statcan.gc.ca/census-recensement/index-eng.cfm">http://www12.statcan.gc.ca/census-recensement/index-eng.cfm</a>
PROVINCIAL			
Municipal Property Assessment Corporation	Information relating to property assessments. (Fee Based)	Province-wide	<a href="https://www.mpac.ca/">https://www.mpac.ca/</a>
Open Data Catalogue	Province-wide data sets related to economics, tourism, small business, and community.	Province-wide	<a href="https://www.ontario.ca/search/data-catalogue?sort=desc">https://www.ontario.ca/search/data-catalogue?sort=desc</a>
Ontario Land Information	Province-wide data sets on information related to roads, heritage sites, municipal boundaries and others.	Province-wide	<a href="https://www.ontario.ca/page/land-information-ontario">https://www.ontario.ca/page/land-information-ontario</a>
Association of Municipalities Ontario	AMO staff have created over 70 standard reports in the Comparison and Group tabs. They are found in the Common folder and feature Assessment; Debt; Demographics; Economic Activity; Finance; Reserves; Service Delivery; Tangible Capital Assets and Taxation.	Province-wide	<a href="http://www.amo.on.ca/AMO-Content/MIDAS/MIDAS-Information">http://www.amo.on.ca/AMO-Content/MIDAS/MIDAS-Information</a>
Ministry of Municipal Affairs	Financial Information Return (FIR): province-wide data sets and statistical information on Municipailities.	Province-wide	<a href="https://efis.fma.csc.gov.on.ca/fir/Welcome.htm">https://efis.fma.csc.gov.on.ca/fir/Welcome.htm</a>
Ministry of Agriculture Food and Rural Affairs	Downtown Annual Report Card Findings: data collected on the impacts of downtown revitalization in various downtowns across Ontario.	Province-wide	Available through Darren Shock: <a href="mailto:darren.shock@ontario.ca">darren.shock@ontario.ca</a>
Ministry of Tourism, Culture and Sport	Tourism Regional Impact Model (TRIEM): province-wide data highlighting economic impacts of tourism on a number of communities.	Province-wide	<a href="http://www.mtc.gov.on.ca/en/research/treim/treim.shtml">http://www.mtc.gov.on.ca/en/research/treim/treim.shtml</a>
OBIAA	Return on Investment of BIAs Study; Data from Member Needs Assistance Survey (Budget Expenditure); Data from Membership Renewal Form (Contact Information, # of members in BIA, Property Owners, Total Assessment, Total Levy, Year of Inception, Part Time/Full Time Staff, Region, Average levy, Councillor, # of Employees in Area, % of Vacancies).	Province-wide	<a href="http://obiaa.com/return-on-investment-of-bias-study/">http://obiaa.com/return-on-investment-of-bias-study/</a>  Through Kay Matthews: <a href="mailto:info@obiaa.com">info@obiaa.com</a>
TABIA	Collects data on property tax issues, but leaves majority of data collection to the City of Toronto BIA office.	Greater Toronto Area	<a href="http://www.toronto-bia.com/property-tax-issues">http://www.toronto-bia.com/property-tax-issues</a>
MUNICIPAL - UNIQUE DATA SETS			
Toronto	The City tracks a number of BIA-specific indicators across the City.	BIA-specific	<a href="http://www1.toronto.ca/wps/portal/contenton-ly?vgnextoid=a604ba5e81fc6410VgnVCM10000071d-60f89RCRD&amp;vgnnextchannel=ea3032d0b6d1e310VgnVC-M10000071d60f89RCRD">http://www1.toronto.ca/wps/portal/contenton-ly?vgnextoid=a604ba5e81fc6410VgnVCM10000071d-60f89RCRD&amp;vgnnextchannel=ea3032d0b6d1e310VgnVC-M10000071d60f89RCRD</a>
Port Hope	Infra-red pedestrian meter in the downtown district providing daily pedestrian counts on the downtown main street.	Downtown Main Street	Through Kevin Narraway: <a href="http://www.porthope.ca/municipal-development-team">http://www.porthope.ca/municipal-development-team</a>

Figure 10 Data Sources + Tools

DATA SOURCE	INFORMATION AVAILABLE	SCALE OF INFORMATION	LINK
City of Ottawa	Ottawa Employment Survey every five years to track the number of businesses and jobs (full-time and part-time) within each of the BIAs. Locate Ottawa: The online tool allows you to access demographic, consumer expenditures, business and workforce information about any geographic location in Ottawa.	City-wide	<a href="https://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/employment_survey.pdf">https://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/employment_survey.pdf</a> Additional Information through Jaime Hurst: <a href="https://app06.ottawa.ca/cgi-bin/apps/empdir/citytel.pl?lang=en&amp;lname=hurst&amp;fname=&amp;extf=&amp;submit=Search">https://app06.ottawa.ca/cgi-bin/apps/empdir/citytel.pl?lang=en&amp;lname=hurst&amp;fname=&amp;extf=&amp;submit=Search</a> <a href="http://www.locateottawa.ca/">http://www.locateottawa.ca/</a>
City of Hamilton	The City tracks the number of grants that are awarded to property owners or businesses under the City's BIA Commercial Property Improvement Grant program. Commercial Market Assessments to be carried out by a Third Party Consultant every 5 year for each of the 13 BIAs.	BIA-specific	<a href="http://www.investinhamilton.ca/downtown-bia/financial-incentive-programs/">http://www.investinhamilton.ca/downtown-bia/financial-incentive-programs/</a> Additional Information through Carlo Gorni: <a href="http://www2.hamilton.ca/CityDepartments/CorporateServices/Clerks/BIA_subcommitteelisting.html">http://www2.hamilton.ca/CityDepartments/CorporateServices/Clerks/BIA_subcommitteelisting.html</a>
City of London	The City tracks additional data such as: Incentive Program Activity, Street Level Vacancy Rates, Festivals and Events, Education Centres, and Business Mix.	City-wide	<a href="https://www.london.ca/business/Planning-Development/downtown/Documents/2013-CoL-%20State-of-the-%20Downtown-%20Report.pdf">https://www.london.ca/business/Planning-Development/downtown/Documents/2013-CoL-%20State-of-the-%20Downtown-%20Report.pdf</a>
INSTITUTION			
Ryerson University	Chang School of Continuing Education: Prepared a survey in 2015 on 86 individuals in BIAs across Ontario.	BIA-specific	Available through Brendan Curran: <a href="mailto:bcurran@ryerson.ca">bcurran@ryerson.ca</a>
	Centre for the Study of Commercial Activity: Collects data Major Retail Chains, Retail Types, Open and Close times, Size, Shopping Centres, and Greater Toronto Area Stores. (Fee Based)	City-wide	Available through Tony Hernandez: <a href="https://cscsca.ryerson.ca/pages/about-us">https://cscsca.ryerson.ca/pages/about-us</a>
McMaster University	GIS Data + Shape File Creation.	City-wide	<a href="http://www.science.mcmaster.ca/gislab/">http://www.science.mcmaster.ca/gislab/</a>
Expressing Vibrancy	Raw qualitative and quantitative data BIA-specific, and Hamilton Based: Natural Elements, Creative Engagement, Access to Information, Urban and Urban Design	BIA-specific (Hamilton)	<a href="http://expressingvibrancy.ca/">http://expressingvibrancy.ca/</a>
Toronto GIS Library	GIS Data available (Census Based).	City-wide	<a href="http://www1.toronto.ca/wps/portal/">http://www1.toronto.ca/wps/portal/</a>
PRIVATE SECTOR			
Environics	Collects information on demographic, financial, business, and consumer data. (Fee Based. Private Sector Data.)	Country-wide	<a href="http://www.environicsanalytics.ca/">http://www.environicsanalytics.ca/</a>
Markets on Main Street	Pedestrian Counts for various Municipalities. (Private Sector Data)	City-wide	Through Jack Dougan:

## 6.4 KEY CONSIDERATIONS + FINDINGS

### Federal:

- Census information may be our most reliable data source (note: the 2011 National Housing Survey, may cause problem in terms of validity)

### Provincial:

- Property assessment completed by the Municipal Property Assessment Corporation (MPAC) is a reliable and consistent data source.
- The province also has a number of open data sources and existing tools (ANALYST through OMAFRA; TREIMS through MTCS) with broad data sets on a number of different social and economic indicators.
- GIS shape files will be needed to provide BIA specific data sets tailored to the study. OBIAA and the Province do not currently have this aggregated digital source.
- The Financial Information Return (FIR) annual reporting to the province does provide information on operating budgets, and the number of BIAs in a municipality, although additional BIA focused data is limited. The use of this tool could be expanded in the future to capture a greater number of BIA metrics.

### Municipal:

- The majority of municipal data is available at a city-wide level and based on available information through the Census or Property roll.
- Some municipalities, both large and small, made attempts to track localized data for their area, but it was limited, and compiled in different ways, and at different times (annually, monthly, every few years).
- Based on our online scan, information collected that is specific to BIAs was limited and only available in major municipalities such as Toronto, Hamilton, and Ottawa. The City of Timmins collects data relating to total expenditures for BIAs.
- Most municipalities analyzed trends in: Population Growth; Employment Growth; Housing Starts; Property Assessment; and Household Income.
- Defining the boundaries of the BIA and the Area of Influence will be important to ensure the impact of a BIA is accurately captured.
- A call out to municipalities across the province on digital GIS – based BIA boundary lines would assist the project in obtaining a distinct set of common indicators. Larger municipalities like Toronto, as well as some leading smaller municipalities, like Timmins and Sudbury, have GIS portals already.



## Institutional:

- Major institutions such as Ryerson University and McMaster University have a number of data sets and mapping tools available for purchase that could assist with drawing conclusions in the City of Toronto and City of Hamilton areas. Partnership with these institutions will be critical throughout the study.
- The Return on Investment of a BIA is reflected in a larger area than just the BIA itself. An Area of Influence around the BIA should be contemplated to reflect the spillover effects of BIA work.
- Anomalies should also be considered as part of our data analysis. For Example, in-migration within the BIA, and boom/bust cycles in the economy, and BIA boundary expansions. These will have impact on the figures.
- Establishing the roles and responsibilities of BIAs in communities up front will be important in the process of developing indicators.

## BIA:




- The majority of BIAs track Retail Mix, Events and Parking. These should be considered as common metrics for all BIAs as part of this study, subject to consideration of whether the metric reflects an outcome the BIA has initiated or a tool to help them achieve the outcome.
- Consistent indicators does NOT reflect consistent importance. The hierarchy of data relative to each BIA may vary.
- One size does not fit all. Indicators must represent both the common goals of BIAs as well as those elements that are unique to certain regions or neighbourhoods. A core set of indicators must be supported by a broader group of associated indicators from which BIAs can pull from to share their story.
- The majority of BIAs use their online presence for marketing, and as a result, the data available is tailored to that message. Survey and interview findings with BIAs may reflect a more comprehensive set of data currently gathered at a BIA level.

To gain an appreciation for the role and functioning of BIAs in other communities across Canada and the world, a set of four locations were selected to highlight the similarities and differences of BIAs in other jurisdictions.

## 7.1 METHODOLOGY

The jurisdictional scan aims to examine three or four communities or sub-national governments in which BIAs operate. While the legislative tool to create a BIA was first established in Ontario, its use around the world can provide important insight into the role BIAs play in communities outside of Ontario and what measures are being used to define their work.

A high-level web search yielded a preliminary list of countries in which BIAs or similar organizations are currently established, including Canada, United States, United Kingdom, Germany, Australia, New Zealand, and Japan. The first criterion for determining appropriate jurisdictions to review was for information in English to be readily available. To ensure appropriate parallels with Ontario, the jurisdictions to be studied were required to meet at least three of the four following criteria:

QUESTIONS ASKED	
	<b>LEGISLATION</b> Does the jurisdiction have specific BIA legislation in place? At what level of government?
	<b>FUNDING MECHANISM(S)</b> Is there a BIA-type funding mechanism in place? What kind(s)?
	<b>ROLE(S) IN THE COMMUNITY</b> What is the role of BIAs in the community? What is the scope of their responsibilities?
	<b>MONITORING + EVALUATION</b> Does the jurisdiction engage in regular monitoring and evaluation or tracking of BIAs?

## 7.2 RATIONALE FOR JURISDICTIONS SELECTED

Early in the project, it was determined that one other Canadian jurisdiction would be highlighted, along with one American jurisdiction and two international examples. Following a more detailed review, four locations were selected as the final list of jurisdictions, including two Canadian examples, one American example, and one international example.

### Alberta and Saskatchewan:

Providing two examples from Canada illuminates the diversity of BIA regimes and formats across provinces. Additionally, Alberta and Saskatchewan feature a variety of community sizes, including rural areas, small towns, and big cities. This study aims to provide a cross section of urban and rural BIA representation, as well as reflect communities that are both growing and in decline. The inclusion of Saskatchewan provided us with a sound basis for BIAs in rural communities. We also felt that it was important to examine the work being done in the Canadian context, given the limited exposure Canadian BIAs receive relative to our USA counterparts.

### New York, USA

While this study set out to examine state level information, in the case of New York State, the overwhelming majority of Business Improvement Districts (BIDs) and information on them was centred in New York City proper. As one of the world's largest cities, New York City contains a large number of BIDs, at a range of sizes and scales. With a total of 82 BIDs in the state, 73 of those reside in New York City. The research team determined the scale of BID work at a city level and the amount of information available through the Small Business Services department, which offered a wealth of online resources related to BIDs, which would be most beneficial to this study.

### Scotland, UK

Highlighting an international jurisdiction provides a contrasting example of how BIAs function in a different legal, cultural, and economic context. The case of Scotland is valuable due to the availability of online resources, a unique legal context, innovative BIA initiatives, and the existence of an umbrella organization for BIAs.

## 7.3 RESEARCH APPROACH (WEB BASED)

For each jurisdiction, data was gathered on the criteria outlined in the methodology, including legislation, funding mechanisms, the role of BIAs in their respective communities, and methods of monitoring and evaluation.

In addition, unique examples of local initiatives by BIAs were collected to demonstrate the range of activities, powers, and offerings of BIAs globally. A variety of initiatives were drawn from the four featured locations to illustrate how BIAs function in their respective contexts. Information on the selected jurisdictions was drawn exclusively from available online sources.





## 7.4 CASE STUDY 1: ALBERTA, CANADA

<b>UMBRELLA GROUP</b>	Unknown
<b>NAME</b>	Business Improvement District (BID), Business Revitalization Zones (BRZ)
<b>NUMBER OF BIDS</b>	~35

In Alberta, BIAs are commonly labeled “Business Revitalization Zones (BRZs)” in most communities. Although the current number of BRZs in the province is unknown, preliminary estimates indicate that there are approximately 35 operating in municipalities of various sizes.



### LEGISLATION

BRZs are enabled through Section 50 of the Alberta Municipal Government Act, as well as Regulation 93/2016.

Regulation 93/2016 outlines how a new BRZ is established. A petition submitted to council requesting the BRZ must be signed by persons who would be taxpayers if an area were established, and represent 25% of the businesses that would be taxable businesses if an area were established. The formal request describes the purposes and boundaries envisioned for the BRZ.

After notices are delivered to area businesses and landowners, objectors may file a formal petition to refuse the initial request. If a petition of objection includes the signatures of more than 50% of taxable businesses in the area, the BRZ is not established.

A BRZ is governed by a board (or “business association”) consisting of members appointed by council. The board is a corporation under the Act, and must be not-for-profit.

Local municipalities also establish policies for the establishment and operation of BRZs. For example, the City of Edmonton’s Business Revitalization Zone Establishment and Operation Policy clarifies specific procedures for the establishment, budgeting, financial review, general administration, and disestablishment of BRZs.



### FUNDING MODEL

Under the Alberta Municipal Government Act, the BRZ board must submit a balanced budget to Council for approval each year. Once approved, a Business Improvement Area Tax is levied on businesses within the boundary. The levy is determined for the following year’s projects, and there is limited ability to accumulate funds for use in future years.

In Edmonton, for example, each property’s levy is related to the BRZ tax assessment, and adjusted proportionately to the amount needed for the fiscal budget of the BRZ. The City collects the levy, and distributes the money to the BRZ in quarterly installments.

Alberta BRZs may also seek additional funding sources, from bodies including federal / provincial / municipal governments, private foundations, charities, research units, and student employment programs.





## ROLE + RESPONSIBILITY IN THE COMMUNITY

According to the Alberta Municipal Government Act, a council may by by-law establish a business improvement area for one or more of the following purposes:

- Improving, beautifying and maintaining property in the business improvement area;
- Developing, improving, and maintaining public parking;
- Promoting the business improvement area as a business or shopping area.



Edmonton 'Core Crew' walking tours



## MONITORING + EVALUATION

Although specific metrics for BRZs were not found, the City of Edmonton offers a sample Needs Assessment checklist / survey in its Business Revitalization Zones Handbook. The Needs Assessment list is included as Appendix C.



Themed itineraries for experiencing Old Strathcona



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## UNIQUE IDEAS

The Downtown Edmonton BRZ offers walking tours of the central area. The tours, given by the “Core Crew” team (post-secondary student ambassadors), run weekdays in the summer months and takes approximately 90 minutes. The Core Crew also provides general information to tourists on transit, directions, and information about downtown shops, services, and events.

The Old Strathcona BRZ in Edmonton offers curated itineraries on its website. The itineraries appear on an iPhone on the screen, and are given names according to a given theme:

- “In the mood for a casual date?”
- “Are you a creative soul?”
- “Crave to be a local tourist?”

The itineraries suggest specific activities, shopping, and dining opportunities at businesses and public spaces in the BRZ.

The Alberta Avenue Business Association offers seminars for members on business skills, strategies, and trends. Recent seminars include:

- Social media for business
- Small business banking and resources



Business seminars on social media



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## 7.5 CASE STUDY 2: SASKATCHEWAN, CANADA

UMBRELLA GROUP	Unknown
NAME	Business Improvement District (BID),
NUMBER OF BIDs	~12

BIAs are labeled “Business Improvement Districts” in Saskatchewan. A current estimate cites a total of 12 BIDs in the province.



### LEGISLATION

BIDs are enabled through the Saskatchewan Municipalities Act (Division 5, Sections 38 and 39), as well as the Saskatchewan Cities Act (Division 3, Sections 25 and 26).

A BID is established through a by-law of council, which must address the purpose of creation, area, appointment of a governing board, how the board must submit expenditure estimates, reporting requirements, limitations on board powers (including incurring debt), a process for disestablishment, and other matters. Before passing a by-law establishing a BID, a council shall give any person affected by the operation of the proposed by-law an opportunity to be heard by the council.

The Saskatchewan legislation does not provide direction related to board structure and operations. Boards are corporations under the Acts.



### FUNDING MODEL

The Saskatchewan Municipalities Act and the Saskatchewan Cities Act allows municipal councils by by-law to impose levies on properties in addition to the property tax at a uniform rate or uniform amount.



### ROLE + RESPONSIBILITY IN THE COMMUNITY

As established in the enabling legislation, a BID's specific roles and responsibilities in the community are at the discretion of the council. Limitations on board powers are defined in the by-law creating the BID, implying that specific powers may be assigned to certain BIDs, but not others.



### MONITORING + EVALUATION

The research yielded no indication of any formal monitoring processes at the local or regional level in Saskatchewan.



### UNIQUE IDEAS

The North Battleford BID has launched several initiatives, including Art Alley (using local talent for murals), the Boys & Girls Soapbox Derby, a time capsule burial, fall / winter festivals, and live music at lunch.

The Yorktown BID runs the Yorktown Film Festival, North America's longest-running film festival.



Yorktown Film Festival



Art Alley

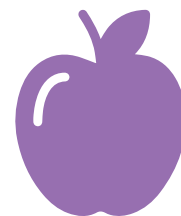


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## 7.6 CASE STUDY 3: NYC, USA

<b>UMBRELLA GROUP</b>	NYC BID Association
<b>NAME</b>	Business Improvement District (BID)
<b>NUMBER OF BIDs</b>	72

BIAs are labeled as “Business Improvement Districts” in New York State and in New York City. At last estimate, there were 72 BIDs in New York City.

The New York City BID Association, formed in 1995, is a non-profit membership organization comprised of the managers of all the city’s 72 BIDs. According to its mission, the Association communicates importation information, ideas, and best practices among its members; coordinates interaction between BID directors and key contacts, elected officials, and City representatives; and advocates on behalf of its membership on important issues to support the work of, and further the goals of, BIDs city-wide.



### LEGISLATION

BIDs in New York State are governed under Article 19A of the General Municipal legislation of New York State. Local municipalities can adopt a local law applying the state law to allow BIDs.

The creation of a BID requires the preparation of a District Plan, which identifies proposed boundaries, proposed improvements, proposed sources of financing, and similar matters. If 51% of owners within the proposed boundary file objections, the BID will not be established.

The State legislation requires the establishment of a District Management Association, with voting or non-voting members. The association may assign weighted voting based on the proportion of the assessment

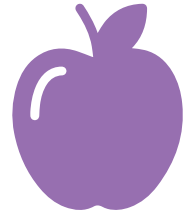
levied (to a maximum of one-third of the votes). The majority of the association Board of Directors must be owners, and tenants must also be represented. In addition, some members of the association must be appointed by the CEO of the municipality, the CFO of the municipality, and the local legislative body. The board of a BID is a corporation.

Article 19A of the General Municipal legislation also differentiates between municipalities of varying sizes, applying different requirements to municipalities in the state with a population of 1 million or more. For example, in the larger municipalities, the District Plan must first be submitted to the City Planning Commission, then circulated to various stakeholders and agencies. In addition, the president of the Borough in which the BID is located assigns one member of the District Management Association Board of Directors.



### FUNDING MODEL

New York City BIDs can access a range of funding sources, the principal source of which are levies. While the levies account for 75 percent of funding, BIDs also receive funding from fundraising, plaza revenue, grants, banners, in-kind sources, and other revenue sources.



## ROLE + RESPONSIBILITY IN THE COMMUNITY

The specific powers of a BID are generally defined by the local legislature through approval of a District Plan. However, Article 19A of the General Municipal legislation defines the scope of powers of a BID:

- Provide for district improvements located on or within municipally- or district-owned or leased property which will restore or promote business activity in the district;
- Construction and installation of landscaping planting and park areas;
- Construction of lighting and heating facilities;
- Construction of physically aesthetic and decorative safety fixtures, equipment and facilities;
- Construction of improvements to enhance security of persons and property within the district;
- Construction of pedestrian overpasses and underpasses;
- Connections between buildings;
- Closing, opening, widening or narrowing of existing streets;
- Construction of ramps, sidewalks, plazas and pedestrian malls;
- Rehabilitation or removal of existing structures as required;
- Removal and relocation of utilities and vaults as required;
- Construction of parking lot and parking garage facilities; and
- Construction of fixtures, equipment, facilities and appurtenances as may enhance the movement, convenience and enjoyment of the public and be of economic benefit to surrounding properties such as: bus stop

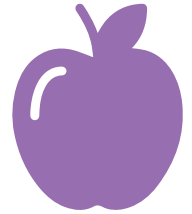
shelters; benches and street furniture; booths, kiosks, display cases and exhibits; signs; receptacles; canopies; pedestrian shelters and fountains.

Provide for the operation and maintenance of any district improvement;

Provide for additional maintenance of other additional services required for the enjoyment and protection of the public, and the promotion and enhancement of the district, including:

- Enhanced sanitation services;
- Services promoting and advertising activities within the district;
- Marketing education for businesses within the district;
- Decorations and lighting for seasonal and holiday purposes;
- Services to enhance the security of persons and property within the district.
- Enter into contracts to provide for the construction of accessibility improvements adjacent to public areas by businesses within the district with to increase access from public areas to such businesses for persons with disabilities and the general public, and assist businesses in meeting requirements for removal of architectural barriers in existing facilities.








## MONITORING + EVALUATION

Some BIDs prepare and publish their own evaluations at the local scale, such as the Union Square Partnership.

New York City Small Business Services provides a Commercial District Needs Assessment Toolkit, which is designed to allow local BIDs to perform their own evaluations. The toolkit is included as Appendix C.



## UNIQUE IDEAS

-  The Sunset Park BID runs an old-fashioned trolley along the central street for special events and holidays.
-  The Meat Packing District BID runs a variety of events, including The Sweat Sessions (yoga, bootcamp, etc). Participants are invited to cool down at a local food and drink establishment to cool down after the sessions.
-  The NoHo BID created a NoHo LoCo Coupon program, which publishes online coupons for local businesses within the BID.



Sunset Park Christmas trolley



The 'Sweat Sessions'



Local business coupons in NoHo

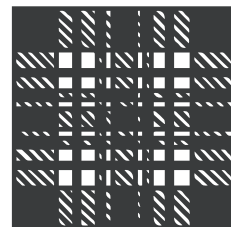


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## 7.7 CASE STUDY 4: SCOTLAND, UK

<b>UMBRELLA GROUP</b>	Business Improvement Districts Scotland
<b>NAME</b>	Business Improvement District (BID)
<b>NUMBER OF BIDs</b>	40-50

BIAs in Scotland are labeled as “Business Improvement Districts (BIDs).” There are approximately 40-50 BIDs in the country ([www.bids.scotland.com](http://www.bids.scotland.com)).

BIDs in Scotland are represented collectively by Business Improvement Districts (BIDs) Scotland. The national organization provides support, advice, and encouragement to business groups, communities, and local authorities considering and developing a business improvement district. BIDs Scotland provides a comprehensive website with a variety of resources, news and events, a directory, how-to guides, as well as social media channels.



### LEGISLATION

The enabling legislation for BIDs in Scotland is Part 9 of the Planning (Scotland) Act 2006 (devolved powers from the United Kingdom), as well as the Business Improvement Districts (Scotland) Regulations 2007.

The Act contains very detailed regulations for BID procedures and administration. In general, a BID can only exist in law where it gets support from a clear majority of local businesses in a ballot. The interests of both large and small businesses are protected through a voting system that requires a majority in the numerical votes cast and the rateable value of votes cast. A minimum turnout of 25% of eligible persons is also required. The BID operates for up to 5 years.

BIDs are administered by a BID body, which may be incorporated or not. Examples of BID bodies include local governments, government bodies, limited companies, or partnerships.



### FUNDING MODEL

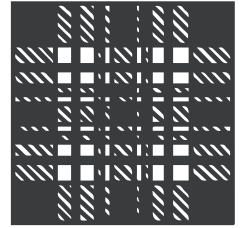
As in the other jurisdiction examples, BIDs are funded primarily through a compulsory BID levy.

Legislation allows for contributions to be made by other agencies and organizations. Depending on the legal status of the BID company, it may also be possible to apply for other funding sources, or for additional revenue to be developed through a commercial venture.

Additionally, the Scotland government offers up to 20,000 pounds in Seedcorn Grant Funding for the development of BIDs to encourage inclusive growth and greater public-private partnership working at a local level. Grant funding is available for business groups and local bodies, working in partnership with their local authority, to develop proposals for business improvement districts across Scotland.







## ROLE + RESPONSIBILITY IN THE COMMUNITY

In general, BIDs can have a wide breadth of powers, provided that the services offered are agreed to and in addition to what is provided by statutory authorities. BIDs can address issues such as:

- Access
- Safety and security
- Cleansing and waste
- Environmental improvements
- Marketing, hospitality and events
- Improved asset management

Scotland has a unique range of BIDs, including specialized organizations. Examples of Scottish BIDs include:

- Town Centres and Local High Streets
- Tourism & Visitor BIDs
- Business Parks and Industrial Estates
- Rural Area BIDs
- Food and Drink BIDs



## MONITORING + EVALUATION

BIDs in Scotland are monitored both at regional and local levels. BIDs Scotland publishes a National Report on BIDs in Scotland from time to time (2016 edition forthcoming), which measures the impacts of BIDs, identifying the following outcomes:

- 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)

At the local scale, Essential Edinburgh also publishes key performance indicators, including:

Safe and secure

- Lothian and Borders Police crime statistics
- Perception of crime in the area

Clean and attractive

- CIMS survey of cleanliness to be carried out by Keep Scotland Beautiful
- Perception of cleanliness and attractiveness of area

Accessibility

- Perception of accessibility to and around area
- Car parking usage (where available)
- Public transport usages statistics (where available)

Area promotion

- Footfall
- Advertising effectiveness measurement

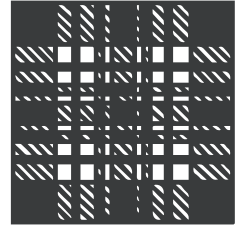


Return on Investment of **BIAs**



Toronto Association of  
Business Improvement Areas





In addition, Essential Edinburgh publishes a monthly publication titled, “Essential Trends.” The publication contains measurements of:

- Footfall figures (pedestrian counts) comparing across time (day, month, year) and locations (destinations, and compared to UK)
- Sales in Retail Monitoring Programme (based on sample of city centre retailers) and Hospitality Monitoring Programme
- Visitor Survey Results (Quarterly) comparing city centre to the rest of Edinburgh (Quality of shops, quality of eating / drinking offerings, ease of access by car, ease of access by 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



Public Piano's Installation



## UNIQUE IDEAS

The Essential Edinburgh BID offers several innovative services, including:

- Marshalled taxi stands
- A Child Safe Scheme, which provides identification wristbands to children
- Providing a standard proforma to help developing BIDs identify and benchmark statutory services

Aberdeen Inspired BID provides a public piano as part of the “Play Me, I’m Yours” art installation

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).



Return on Investment of **BIAs**





## 7.8 LEGISLATIVE COMPARISON

	MANDATE / DEFINITION	POWERS
ONTARIO	Improve, beautify and maintain the municipally-owned land, buildings and structures in the BIA area beyond	Board of Management <ul style="list-style-type: none"> <li>• A corporation</li> <li>• A local board of the Municipality</li> <li>• 1+ directors are appointed by the Municipality</li> <li>• Directors selected by vote of BIA Membership</li> </ul>
	Promote the BIA area as a business or shopping area	
ALBERTA	Improve, beautify and maintain property within the BIA area	BIA Board <ul style="list-style-type: none"> <li>• A corporation</li> <li>• Members appointed by council</li> </ul>
	Develop, improve and maintain public parking	
	Promote the BIA area as a business or shopping area	
SASKATCHEWAN	Mandate not specified in legislation	BID Board <ul style="list-style-type: none"> <li>• Details addressed in individual by-laws</li> </ul>
NEW YORK CITY	Improve and maintain any municipally or district owned or leased property within the BID	Board of Directors of Association <ul style="list-style-type: none"> <li>• Non-profit corporation</li> <li>• Owners and tenants (owners must be majority)</li> <li>• 3 members appointed by CEO of Municipality, CFO of Municipality and Legislative Body</li> </ul>
	Develop, improve and maintain accessible public spaces	
	License or grant property within the district for events	
SCOTLAND	BID arrangements can contain any project; approved by ballot	BID Body <ul style="list-style-type: none"> <li>• Corporate or Non-Corporate</li> <li>• Subject to local authority approval (can veto results of ballot, based on prescribed matters in Regulations)</li> </ul>

Table 11 BIA Mandate Comparisons

## 7.9 KEY CONSIDERATIONS

The jurisdictional scan illuminates the range of BID regimes and practices in Canada and the world. Key conclusions can be drawn in the examination areas:

### Titles + Responsibility

Although labels include Business Improvement Area, Business Improvement District, Business Revitalization Zone, there are no appreciable differences attached to these labels. The organizations fulfill similar functions across jurisdictions, although the specific powers and roles may vary.

### Legislation

The legal frameworks governing BIAs vary significantly across jurisdictions. While Scotland's legislation is prescriptive with regards to powers and the balloting process, the Saskatchewan Municipalities Act and the Saskatchewan Cities Act provide very little direction with regards to creating, governing, or defining the powers of BIDs.

### Funding

BIAs in the jurisdictions studied acquire the majority of their funding through levies. However, New York and Scotland had access to additional sources of funding from governments, private organizations, or fundraising through various services.

### Powers













While BIAs are generally created for the same general purpose of improving the public realm, the jurisdictional scan reveals that the methods of improvement vary with the powers granted to BIAs. For example, BIDs in New York often have a focus on enhanced sanitation services, and have the additional ability to make improvements to lands owned or leased by the BID. By contrast, the Ontario Municipal Act specifies that BIAs are restricted to improving municipally-owned land, buildings and structures.

### Monitoring

With the exception of Saskatchewan, resources for local BIAs to monitor their activities were generally available. Although the results of local monitoring initiatives were rarely published, it is difficult to determine if the dearth of data indicates a lack of utilization of these resources, or if local BIAs are using the data for internal purposes only. Essential Edinburgh is a notable exception to this pattern, and publishes regular reports and statistics.

Data is more prominent at the regional level, most prominently NYC BIDs and BIDs Scotland. As umbrella organizations, both of these groups publish data metrics advertising the impacts of their member BIDs, for promotion and tracking purposes.

Based on the findings outlined throughout this study, the following observations were made:

-  Data specific to BIAs isn't readily available, and the landscape for data collection is varied and inconsistent.
-  Primary Data Sources referenced within the chart in Section 6c. (Data Sources + Tools) can be extracted to apply within BIA boundaries and their area of influence, once established and with the appropriate tools.
-  Data collection must be consistent both in how its measured and the time periods by which it is tracked in order to provide an accurate reflection of change over time.
-  Anomalies are inevitable. Changing physical form, tenancy, and economic realities within BIA areas must be outlined as part of any trend analysis.
-  Surveys have been used as a tool for capturing BIA specific information across the province in the past. The benchmarking review has proven they work. Factoring in survey exhaustion, we should consider if the indicator measurements can be incorporated into existing surveys or if an independent survey should be created for BIAs to manage on their own.
-  When establishing indicators it's clear one size does not fit all. The indicators should reflect the various types of BIAs across Ontario. Categories may include: Urban – Downtown, Urban - Neighbourhood, Rural, Suburban, Industrial. Thresholds for each category should be established in order to provide clarity for those using measurements in the future. These thresholds may be by population, by budget, by # of businesses – this should be determined prior to establishing the indicators. A tool to
  -  classify BIAs would be helpful for future trend analysis.
  -  A consistent set of indicators have been used across a number of studies and are currently being tracked by municipalities. These include: employment rates, property assessment rates, business mix, building permits and construction starts, earnings, population, and demographics.
  -  A consistent set of indicators have been presented by BIAs to their membership across the province as well. These include: retail mix, events, and parking location.
  -  The research highlighted the role that BIAs play outside of their defined boundary. A measurement of the BIA Area of Influence should be established as part of this Study to ensure impacts are accurately measured. These Areas of Influence will vary depending on a number of factors within the community – including context, adjacency of other BIAs or commercial areas, business mix, etc. The measurement of Areas of Influence should be determined prior to analysis of indicators. Drive time, walking distance, linear measurements have all been used in other examples.
  -  In tourist areas, it should be decided how tourist traffic is reflected in the indicators.
  -  The research approach taken for this study is consistent with many of the benchmarking studies examined, given further validity to the approach underway.



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# **APPENDICES**

# OA NYC SBS COMMERCIAL DISTRICT NEEDS ASSESSMENT TOOLKIT



Return on Investment of **BIAs**

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# Commercial District Needs Assessment

A Research Toolkit for Community-Based Organizations



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## Commercial District Needs Assessment

---

Organization Name: \_\_\_\_\_

Commercial District  
Boundaries: \_\_\_\_\_

\*Before you use this tool, please read the accompanying guide. Your Avenue NYC Contract Manager is available to address any questions you may have.\*

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## Commercial District Needs Assessment

### ADMINISTRATIVE MANAGEMENT CAPACITY

1. Is there an existing organization leading commercial revitalization efforts in your commercial district?

Yes ☐

No ☐

2. List any community-based organizations in your area and rank their respective level of engagement or willingness to engage in commercial revitalization efforts. (Scale: 5 = Highly engaged, 1= Very disengaged or opposed)

Name/Organization	Don't know	1	2	3	4	5
CBDO: Housing, Economic Development						
Community Based Organizations: Social Services						
Civic and Cultural Institutions						
Community Based Organizations: Other						
Property Owners or Landlords						
Merchants or Merchant Groups						
Resident Leaders or Resident Groups						



## Commercial District Needs Assessment

3. List elected officials who represent your area and rank their respective level of engagement or willingness to engage in commercial revitalization efforts. (Scale: 5 = Highly engaged, 1= Very disengaged or opposed)

Elected Official	Don't know	1	2	3	4	5
<b>Local Electeds (New York City)</b>						
Council Member						
Community Board Chair						
Mayor						
Public Advocate						
Comptroller						
Borough President						
City Agency contacts						
<b>State Electeds (New York State)</b>						
Governor						
Assemblyman						
Senator						
State Agency contacts						
<b>Federal Electeds (Federal Government)</b>						
Congressperson						
Senators						
Federal Agency contacts						

4. What are the economic development priorities of the LOCAL elected officials for your target area?

**Council District:** \_\_\_\_\_ **Council Member:** \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.	
Current or past funding of projects in the area	<b>Current Funding</b>	<b>Past Funding</b>
Areas for partnership		



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## Commercial District Needs Assessment

Community Board: \_\_\_\_\_ District Manager: \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.	
Current or past funding of projects in the area	<b>Current Funding</b>	<b>Past Funding</b>
Business or economic development committee?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Areas for partnership		

Borough President: \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.	
Current or past funding of projects in the area	<b>Current Funding</b>	<b>Past Funding</b>
Areas for partnership		

Mayor: \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.	
Current or past funding of projects in the area	<b>Current Funding</b>	<b>Past Funding</b>
Areas for partnership		



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## Commercial District Needs Assessment

**Comptroller:** \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.		
Current or past funding of projects in the area		<b>Current Funding</b>	<b>Past Funding</b>
Areas for partnership			

**City Agency:** \_\_\_\_\_

**Contact:** \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.		
Current or past funding of projects in the area		<b>Current Funding</b>	<b>Past Funding</b>
Areas for partnership			

**Other:** \_\_\_\_\_

Top three priorities for the commercial district	1. 2. 3.		
Current or past funding of projects in the area		<b>Current Funding</b>	<b>Past Funding</b>
Areas for partnership			

**Note:** See Appendix B in the accompanying Commercial District Needs Assessment Guide for templates that you can use for collecting more detailed information on stakeholders, including property and business owners.

## PHYSICAL ENVIRONMENT

### QUALITATIVE ASSESSMENT<sup>1</sup>

- Rank the following **Public Realm** components in your area on their respective condition. (Scale: 5 = strong/excellent, 1= weak/poor)

Public Realm	N/A	1	2	3	4	5
Streetscape Conditions						
Sidewalk						
Street Conditions						
Amenities: Artwork/Murals/Banners						
Street Lighting						
Amenities: Street Furniture						
Tree Conditions						
Perception of Safety						
Cleanliness						
Trash Management						
Graffiti: Paint/Posters/Stickers						
Signs of vandalism						
Open Space*						
Park						
Plaza						
Other						

\*If your district has open spaces, see the Open Space Inventory Template on Appendix B in the accompanying Commercial District Needs Assessment Guide to help you collect information and assess their conditions.

- Rank the following **Private Realm** components in your area on their respective condition. (Scale: 5 = strong/excellent, 1= weak/poor)

Private Realm	N/A	1	2	3	4	5
Building Stock						
Building						
Storefront						
Scaffolding						
Owner Engagement						
Landlord/Property Owner Accessibility						
Business Owner Accessibility						

**Note:** See Appendix C in the accompanying Commercial District Needs Assessment Guide for a template that you can use for collecting more detailed information on commercial property owners.

## Commercial District Needs Assessment

3. Rank the following **District Access** components in your area on their respective condition. (Scale: 5 = strong/excellent, 1= weak/poor)

Access	N/A	1	2	3	4	5
<b>Streetscape Conditions</b>						
Public Transportation						
Station Maintenance: Subway						
Station Maintenance: Elevators						
Station Maintenance: Bus Shelter						
Station Maintenance: CitiBike						
Station Safety						
Station/Shelter Signage/Markings						
<b>Pedestrian/Bicycle</b>						
Intersection safety for pedestrians and cyclists						
Clear crosswalks						
Sufficient intersection signage						
Bicycle lanes and parking						
<b>Automobile</b>						
Availability of Parking						
Appropriate meter regulations						
Clear traffic lines						

### QUANTITATIVE ASSESSMENT

Data Point	Figure	Source
Crime Rates and Trends		
Ridership Counts and Trends		
Traffic Counts		
Pedestrian/Bicycle Counts		
Car Ownership*		

\*Reach out to your designated SBS representative for assistance in acquiring elements of this data.





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# Commercial District Needs Assessment

## BUSINESS ENVIRONMENT

### QUALITATIVE ASSESSMENT

1. Rank the following **Business Environment** components in your area based on whether you agree or disagree with the associated statement.

	Don't know	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
<b>Store Density</b>						
It is easy to shop at multiple stores in one visit						
There are few to no vacancies in the district						
<b>Tenant Mix</b>						
The district's retail meets the needs of local residents						
<b>Business Health</b>						
Businesses are performing well as compared to previous years						
<b>Anchors and Destinations</b>						
The district has strong anchor(s) that attract visitors						

**Note:** See Appendix D in the accompanying Commercial District Needs Assessment Guide for a survey template you can use to collect information from local merchants.

### QUANTITATIVE ASSESSMENT

Data Point	Figure	Source
# of existing businesses		
# of new business openings in the last year		
# of business closings in the last year		
Businesses by Category*		
Vacancy rate		
Anchors		
# of students		
# of employees		
# of hospital beds		
# of individuals served		

\*Reach out to your designated SBS representative for assistance in acquiring elements of this data.



### MARKET AND DEMOGRAPHIC DATA

#### Residential Consumers

##### QUALITATIVE ASSESSMENT

1. Do you expect new development – including residential, commercial, or mixed-use – in your area that might alter market demand?

Yes ☐

No ☐

2. If you answered yes, what type of development do you expect and how will the expected development alter market demand?

3. What or who is the target market for the new developments? Do new development projects aim to attract a significantly different resident than those who already live in the area?

4. What kind of development projects would current residents like to see occur in the area?



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## Commercial District Needs Assessment

### QUANTITATIVE ASSESSMENT

Data Point	Figure	Source
Population*		
Population density*		
Population growth*		
Number of households*		
Household Size*		
Median Age*		
Race*		
Median Household Income*		
Average Household Income*		
Income growth*		
Education*		
Housing type*		
Home Ownership*		
Retail leakage*		
Retail/Service needs		
Number of anticipated housing units under development		
Housing prices (rentals and sales)*		

\*Reach out to your designated SBS representative for assistance in acquiring elements of this data.

## Non-Residential Consumers

### QUALITATIVE ASSESSMENT

1. Do the businesses in your commercial district rely on **employees of other area businesses** for sales?

Yes ☐

No ☐

If you answered yes:

What and where are the major employers?	
What types of jobs and incomes do employees have?	
What retail/service needs does the employee population have?	
Are their needs met by the existing businesses?	

2. Do the businesses in your commercial district rely on **students** for sales?

Yes ☐

No ☐

## Commercial District Needs Assessment

If you answered yes:

What schools are in the area?	
What retail or service needs does the student body have?	
Are their needs met by the existing businesses?	

3. Do the businesses in your commercial district rely on **visitors** (i.e. NYC residents who don't live in the area or tourists) for sales?

Yes ☐

No ☐

If you answered yes:

What anchors in the district are drawing visitors from outside the area?	
What are the retail/service needs of visitors? Are their needs met by the existing businesses?	



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## Commercial District Needs Assessment

### QUANTITATIVE ASSESSMENT

Data Point	Figure	Source
Jobs in the area		
Employee Characteristics		
Visitation to destinations		
Student Enrollment		

<sup>i</sup> Elements taken from LISC Commercial Revitalization Planning Guide

