Presentation to

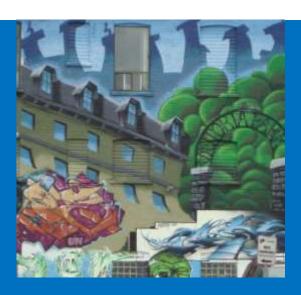
Planning, Environment, Resources and Land Deputies Committee (PERL) With the Ontario Business Improvement Area Association (OBIAA) June 15, 2018



OBIAA Board of Directors 06/15/2018

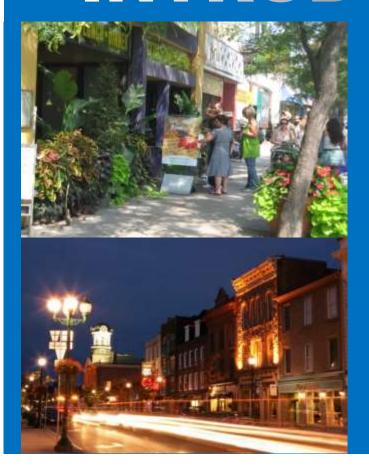


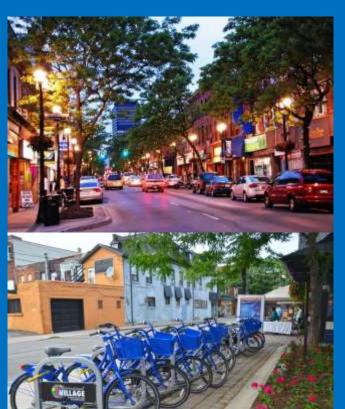




SECTION ONE

INTRODUCTION







PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

BACKGROUND

ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION

OBIAA strives to be a catalyst for positive community and economic change, enabling growth in Ontario BIAs. Formed in 2001, OBIAA has focused on building the capacity of our BIAs through advocacy, networking and education.

OBIAA's 2017 (reporting) membership boasts a combined BIA levy exceeding **\$59M**, with almost **100%** being invested back into keeping Ontario's communities vital. There are almost **74,000** businesses and property owners that are represented within Ontario's more than **300** BIAs. In 2017, **232** BIAs were members of OBIAA, approximately 75% of all BIAs in the province. Our reporting BIAs indicate their areas represent 640,000 employees across the province.

BIA Boards collectively employ more than **130** part-time staff, approximately **185** full-time staff and in key summer months, this number swells to include summer students that work to animate their area through events. Further our volunteer Boards of Directors donate their time to build their local Communities. A conservative estimate puts the number of volunteers in excess of 3,000, with a combined 60,000 volunteer hours.

The Ontario Business Improvement Area Association (OBIAA) Board of Directors works closely with liaison representatives from the Ministry of Municipal Affairs (MMA), the Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the Ministry of Economic Development and Growth (MEDG) and the Ministry of Tourism, Culture and Sport (MTCS). The Board welcomes these liaisons as invaluable members to enhance sharing and the understanding of concerns of local business in our BIAs across Ontario.

BUSINESS IMPROVEMENT AREAS (BIAs)

The first BIA legislation, in the world, was created in 1970 in a partnership with the Ministry of Municipal Affairs and Housing (MMAH), Bloor West Village and the City of Toronto. This legislation builds partnerships between the municipalities and the businesses in that community.

In the 2010 Ministry of Municipal Affairs and Housing's BIA Handbook it states:

Once a traditional BIA is approved by municipal council, businesses within its boundaries become members and pay the BIA levy along with their property taxes. A traditional BIA view is that this structure reflects the principle that all who benefit should be required to bear their fair share of the cost of the program. In addition, the arrangement provides a secure source of funding for BIA activities.

BIAs are deemed a local board of a municipal council and are required to follow the provisions in the Municipal Act, 2001 that pertains to local boards. BIAs also have specific sections in the Municipal Act, 2001 pertaining only to these municipal organizations. While it is unfortunate there is no mandatory mechanism for tracking the BIAs formed by the municipality in Ontario, OBIAA has a current database of more than 300 BIAs in the province of Ontario.

This forward thinking Legislation has been utilized and modified by other governments to create BIA type organizations all over the world. BIAs, BIDs (districts) and BIZs (zones) are all successful off-springs of Ontario's original legislation.



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OBIAA'S 2016-2019 STRATEGIC PLAN

Vision Statement: OBIAA is renowned and respected across Ontario and beyond, as a dynamic and sustainable, highly-functioning organization, providing leadership, advocacy and world-class resources. OBIAA is a catalyst for positive community and economic change, enabling growth in Ontario BIAs.

Mission Statement: OBIAA is the network that represents unique and vibrant BIAs across Ontario. It supports and advocates on behalf of its members through the building and nurturing of strong relationships and partnerships.

2016 TO 2019 STRATEGIC PRIORITIES			
Strategic Objective Strategic Objective Statements			
Advocacy	Identify and represent common issues affecting BIAs to all levels of government and be recognized by all as the 'go to' organization.		
Communications	Create awareness of the importance of BIAs and increase the awareness of the organization by internal and external communications through a clear, well-defined strategy(ies).		
Education	Increase the capacity of individuals and key stakeholders by providing continuous professional resources through best practices and training.		
Governance	Be exemplary in setting the standard and best practices as an organization.		

THE STATE OF MAIN STREET ONTARIO AND OPENING REMARKS

BIAs, through a variety of initiatives and projects undertaken by OBIAA, and in many ways through the growth of provincial partnerships, Main Street Ontario is stronger.

Minister Leal, former Minister Responsible for Small Business and Minister of Agriculture, Food and Rural Affairs has been quoted as saying: "Ontario is home to 407,000 small businesses, representing 98% of total businesses in Ontario." Main Streets where BIAs are primarily located encompass the majority these small businesses.

In this past year, through OBIAA's last PERL Submission, our Return on Investment Project and through the provincially announced Main Street Strategy recognizing the importance of small business, OBIAA is truly becoming a catalyst for positive community and economic change, enabling growth in Ontario BIAs. These accomplishments reinforce the value of this annual dialogue in furthering our relationship, identifying issues and working collaboratively in understanding barriers, and to make progress.

OBIAA looks forward to this annual opportunity to meet with PERL, and recognizes that this is the first time we will meet directly with you, the Assistant Deputy Ministers. The priorities that we are presenting in this report are those we look forward to creating and seeking solutions with the Province; to continue to strengthen Main Street Ontario and the businesses that make up their memberships.

Thank you again for this opportunity.







SECTION TWO

OBIAA 2018 PRIORITIES





PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

2018 PRIORITIES

The Board of Directors of the Ontario BIA Association are grateful to have the opportunity to represent the BIAs and the members of the individual BIAs to this PERL Deputy Ministers' meeting. We have achieved so much this past year, on behalf of BIAs and OBIAA's membership. While we still have concerns with issues previously presented and discussed, we thank you for this continued opportunity to dialogue. Below are the items we bring to the table for discussion this year:

2018 PRIORITY 1: MUNICIPAL-BIA PARTNERSHIPS

2018 PRIORITY 2: ASSESSMENT

2017 PRIORITY 3: BIAs - SAFE AND INCLUSIVE

PARTNERSHIP OPPORTUNITIES:

- Return on Investment on BIAs Advancing Resilient Communities (ARC)
- Digital Main Street
- Energy Efficient Awareness Initiative



PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

2018 PERL PRIORITIES: MUNICIPAL-BIA PARTNERSHIPS

	Issues:	Challenges:	Possible Solutions:
1.	Recognition/Status of BIAs	Within the Municipal Act, there is no recognition of a BIA as a 'self-funded' board. As self-funded boards, part of the role of the BIA is to be able to provide input to Council regarding advocacy on behalf of their members.	A statement by the Ministry of Municipal Affairs encouraging Memorandums of Understanding (MoUs) between Municipalities and their BIAs. This would foster positive relationships between the two and support succession planning.
2.	Advocacy on behalf of the BIA District	There has been a number of BIAs over the past few years that have had punitive measures put in place, by their Municipality, while trying to advocate on behalf of the membership through Section 216 of the Municipal Act. Therefore the membership is paying over and above their basic municipal taxes without the ability to disagree with Council. Municipal Official Plans, Provincial Growth Plans, local Environmental Impacts and local Transportation Impacts are documents reviewed and in need of approval by the Provincial Government. It must be recognized that the BIAs have the right to challenge decisions and make representation during the planning process without punitive measures. For example: Guelph – Co-operators move to suburban greenfield with no public transit, Peterborough – Casino being developed in brownfield, Sudbury - moving of the local arena to brownfield within a larger development that will draw/attract economic development outside of their core. All three examples are in contravention of their approved Official Plans.	A statement by the Ministry of Municipal Affairs clearly defining the role of a BIA in being able to advocate, (i.e. a process of appeal for a BIA District)
3.	Lack of Training for Municipal Council, Staff and BIA Local Boards	Without proper understanding of a BIA, as Municipal Council changes and new staff come in place, the process lacks training on what a BIA is and its role within the Municipal structure. BIAs are in a no mans' land as a "kind of corporation of the	That the Province assist OBIAA with key Resource Development, that could include: 1. MMA BIA Handbook Update— to include new rules of transparency for Council (clearly defining that this is also a requirement of Local Boards)



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Municipality'. Municipalities and BIAs are looking to the Province for leadership on this issue rather than "shotgun start" approach, where each Municipality treats their BIA Local Board differently and there is no recognition of the unique position the BIA Local Board brings, as they are self-funded. (i.e. WSIB, Canada Summer Students, Grants, HR Policies of their Municipality).

Potential councillor – Scope of work of a Councillor to include recognition of their work on Local Boards, specifically BIAs (often not at the table). Active partner with the BIA, role of Municipal representative clarity.

See Appendix F: 1A and 1B

- OBIAA Reference Binder financial support to OBIAA to facilitate the revamping of OBIAA's Reference Binder as a companion piece to the BIA Handbook to include:
 - MOU Templates
 - How to do Council Deputations
 - Value of BIAs PPT
 - Code of Conduct
 - Templates
 - Case Studies
- 3. Municipal Elections New boards/new council
 - a) Training/orientation of both Council and new Boards

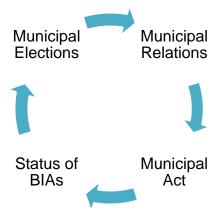
Communicating the true job description of a councillor (committee lists to potential councillors and the councillors' status – ex-officio

Results

Ultimately the best way to resolve many of the issues we have described would be by revisiting the submission OBIAA made the last time the Municipal Act was opened and incorporating the changes as recommended.

By creating resources that have the Provincial stamp of approval and mandate; it has the capability of providing leadership and best practices to Municipalities on working with their BIA Local Boards. It will foster a more cohesive and clearly defined relationship.

The diagram below illustrates that through enhanced partnerships more effective relationships amongst key partners will result.





PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

2018 PERL PRIORITIES: ASSESSMENT

Issues:	Challenges:	Possible Solutions:
Assessment 1. MPAC The following is a list of issues is representative of the challenges faced with MPAC current practices throughout the province: • Municipal Working Group • Class Action Reassessment • Canadian Tire/Smart Centres • ROI Data • Change • Policy • Implementation • Which Ministry has Governance with MPAC? • MPAC is disconnected from heritage, local and economic development.	The MPAC assessment process and assessment formulations need reevaluation in light of things like Class Action Reassessments, Province Wide Appeals and Best Use Assessments. Uneven and unfair taxation, because large corporations are able to challenge their assessment with all of their property holdings, such as Canadian Tire and now Smart Centres, due to aging infrastructure, versus many historic downtowns as represented by BIAs having built form infrastructure sometimes up to 200+ years old (that also require updates to respond to the AODA).	Ministry of Finance Mandate Letter "Continue to work with municipalities, the Municipal Property Assessment Corporation (MPAC) and other stakeholders to strengthen Ontario's property tax and assessment system." MPAC needs re-evaluation in light of things such as Class Action Reassessments, Province-Wide Appeals and Best Use Assessments. MPAC needs to be mandated to connect with local heritage, planning and economic development decisions and policies.
 2. "Main Street Class" a. What is the definition? The definition of Main Street business needs to be created. This is a long-term process as there are many considerations to review and understand. An example is to consider a 'sliding scale definition of small business' that starts with a 'Main Street Class' and then slides according to employee numbers. b. 'Main Street' small businesses need special consideration, because: Incubation Entrepreneur Needs to address the revitalization and growth of Main Street Attach the above to Main Street Strategy (Policy) Hubs Innovation Generational Core of Main Street (Keep anchors) 	Having 'main street' businesses (1-5 employees in 'urban centre' areas) being in a category that has a range of 1 – 100 makes targeting programs and services to this particular type and size of business very difficult. Additionally, understanding the 'collective economic impact' of 'main street' businesses is significant – representing 83,000 businesses and over 640,000 employees. A streamlined definition will help tailor specific programs to this impactful category of business.	Creation of a 'Main Street Assessment Task Force' – to research, analyze and understand the impact of the current assessment valuation process. Confirm similar trends with assessment that have been implemented in particular within the City of Toronto and GTA. Compare to other mid-size Cities/Downtowns (Hamilton, Ottawa, London, Barrie, Guelph) and determine best approach after full understanding of impact and ramifications. Main Street Business Definition: Consider a 'sliding scale' definition of 'Main Street Business' in order to better serve this important category of small business. More information and details will likely come out of the above 'Main Street Assessment Task Force'. We would recommend running these solutions in parallel.



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2018 PERL OPPORTUNITIES: BIAS – SAFE AND INCLUSIVE				
Issues:	Challenges:	Possible Solutions:		
"Safety is the cornerstone and/or foundational requirement of any thriving neighbourhood, community or City".	BIAs increasingly have to engage in creating safe and inclusive strategies for their Downtowns or Urban environments.	Our BIAs can help. We don't problem, but we are a key particular to develop and deliver solutions in the community.		
It is the prerequisite for successful commercial districts, shopping destinations and residential communities or any community that is developing a Live, Work, Play, Learn, Shop and Invest economic	We, as BIAs, are being forced to respond to these issues, due to downloading, and in the absence of leadership and/or ownership, we have to take a more active role to tackle these issues within our	Every BIA is at a different levimpact but there is a commo "theme" throughout most BIA they evolve. We can be the partners in ga		

community.

The old real estate adage that it's all about location is based on an assumption of being safe.1"

strategy.

The *perception* of safety however, is as important as safety itself.

"There are things known and there are things unknown, and in between are the doors of perception." – Aldous Huxley

With the reality of street-based issues such poverty, homelessness and mental health on the rise at the same time we are dealing with compounding issues such as limited police funding, affordable housing, shelter and supportive housing short falls and overall budget constraints the overall perception of safety is being challenged in a way it has not been before.

In recent years, BIAs have seen social issues become an increasing concern to our communities. Increasingly, OBIAA has been asked by our BIA communities to advocate on their behalf and assist in finding solutions.

BIAs have found that economic development is directly impacted by safety and inclusiveness and not

department or organization that has sole accountability or ownership. "There is nobody in charge". "The Federal Government has the

There is no dedicated resource(s)

Money, the Province has the Jurisdiction and the Municipality / City has the problem".

There is no "National Strategy" on this issues within our communities that connect all (3) three levels of Government.

Ongoing budget pressures continue to impact current work and future work in this area of need.

No best practices in the development of solutions

This begs the question, what role could BIAs and their member businesses play to support access to services and programs for those in need?

Mental Health is an overarching connection between drug abuse, homelessness, poverty, panhandling and violent behaviour.

Intensification is impacting many BIA areas, with growth comes "more".

The world of Business Improvement

ons: . We don't own the re a key partner in and deliver the

different level of a common it most BIAs as

rtners in gathering the data in order to:

- Be proactive
- Be partners at the table

There is a need to have a "National Strategy" on Mental Health that will help address the issues within our communities that connect all (3) three levels of Government.

Help us - How do we take what Downtown Yonge BIA is building and create a template (toolkit) for other BIAs to use? So we can gather the data together to present the findings to and with key partners (Municipalities, Province, Federal and others).

- Creating awareness and education
- Identifying the people on the street and identifying extreme cases
- Building skillset within BIAs
- Integrated supportive housing in second, third floors, etc.
- Working with property owners and developers
- Look at this as a pillar of economic development (social infrastructure)

Downtown Yonge BIA Safe & Inclusive Streets Strategy 2017 http://www.downtownyonge.com/files/DYBIA SafeInclusiveStrategy FINAL%202017.pdf



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simply as an operational issue.
OBIAA believes that by taking the initiative to facilitate, collaborate and build partnerships to tackle visible, street-based concerns, we are investing in the economic competitiveness of our neighbourhoods and commercial districts.

Areas is evolving from traditional "High Street Retail" marketing and promotion organizations to Community Improvement Areas based on the services and priorities we are now addressing.

Social issues, in this report, are referred to as a variety of individual issues at street level that might influence the perception of safety or quality of life. These include:

- addictions
- · cannabis legalization
- mental health
- supervised injection sites
- street homelessness
- street involvement

Case Studies

- Ottawa
- Guelph affluent condo dwellers putting the spotlight on these issues.
- Downtown Yonge
- Leamington

Safe & Inclusive Streets Strategy 2017

http://www.downtownyonge.com/files/DYBIA_SafeInclusiveStrategy_FINAL%202017.pdf

Downtown Toronto Drop-In resource booklet

http://www.downtownyonge.com/files/FINAL%20DYBIA%20Drop%20In%20Resource%20Booklet%20Winter-Spring%202018.pdf

How to report a Crime infographic (51 Division version)

http://www.downtownyonge.com/resources/How%20to%20Report%20a%20Crime-

%2051%20Division%20Summer%202016.pdf

The Walkabout – a street outreach program that we're involved with that partners uniformed police officers and First Nations Elders on the streets of Downtown Toronto. https://www.youtube.com/watch?v=qBD4ZqkLOxw

"I would really like to see a push re: mental health. Every BIA deals with mental health vis a vis homelessness, safety issues on our streets, etc... everyone deals with it (for me its many many times a day) but it is never featured as a common concern. A push from hundreds of BIA's and thousands of small businesses may help bring the discussions to the forefront. All the facilities were closed and the homeless shelters became the defacto mental health hospitals..."

Jasna Jennings, Executive Director / directrice générale | ByWard Market Business Improvement Area (BIA) / zone d'amélioration du marché By (ZAC)

"Opening of Supervised Injection Sites across Ontario without metrics to measure impact on community or success of programs or increase in crime/safety (break & enters, etc.)"

Peggy DuCharme, Executive Director | Downtown Rideau BIA (Ottawa)

"Our BIA(s) are looking to organize local business owners/managers and community agencies to help explore and provide tools to build community in light of community-wide concerns. These concerns include the overdose crisis,



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homelessness and mental health and addictions issues."

Cathy Quinton, Leslieville BIA Coordinator (Toronto)

"We are now seeing police and private security rally our members to request the BIA fund private security to patrol public space to address member concerns about nuisance behaviour. As you know, this is not an area of responsibility we want to consider and raises many liability concerns and costs. So, the need for more research and metrics is even greater to make informed decisions.

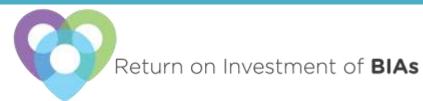
In the past, we have heard from social services, that they create programs based on funds government offer to address government priorities. These priorities often do not match those of the BIA. So, it would be helpful if government would create government funds to incent services to create programs BIAs need, such as outreach that our members can call to respond to social behaviours, and that require individuals to refrain from nuisance behaviours or loose other services of importance to them, or moves them to the top of the list for other services that are desirable to them, i.e. a reward system for good behaviour, etc. In this example, the outreach would collect data that can be measured and we can conduct research on needs and assessment to address street client needs and community impact. The important factor, is to find a way that these programs are open, transparent and accountable to a broader community outside of the service operating the program."

Peggy DuCharme, Executive Director | Downtown Rideau B.I.A.



PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

2018 PERL OPPORTUNITIES: ROI – Advancing Resilient Communities (ARC)



Issues:

What is the Return on Investment on the role of BIAs? The Business Improvement Area (BIA) created from 'Made in Ontario' legislation has succeeded to the point where it has been duplicated around the world. Now that the BIA Legislation is 45 years old, we look back and realize that the growth of the different models of BIAs around the world is a measure of proven success. The question remains...what has the implementation of the Business Improvement Area Legislation, by the Ministry of Municipal Affairs in 1970, done to improve the communities in which they preside? Further, if we can quantify and qualify what the BIA Legislation has done to positively impact our municipal communities, what steps and data should be gathered (and by whom) in the future which will ensure that our BIAs continue to flourish and indeed become recognized partners as integral community and business hubs?

Challenges:

Our BIAs understand that this type of research is vital to our futures.

Seeing our past and present impacts, will help BIAs to increase capacities and to show the economic impact of BIAs and their stakeholders. OBIAA, and our partner, the Toronto Association of BIAs (TABIA), are requesting the support of the Province to 'make the business case for BIAs' in a community, and province-wide.

We understand the Province, through various reports and surveys such as the MMAH's Financial Information Report (FIR), has data available. We need support and resources to gather this data.

Together we could:

- Identify the type of information required
- Identify the information gaps
- Aggregate the various data (Economic Impact of BIAs, Return on Investment, Community Development Initiatives (CIPs)
- Produce reports that are easily interpreted through a BIA lens to support our community development efforts

Possible Solutions:

OBIAA is proposing to implement a Four (4) Phase Project to 'quantify and qualify' the economic impact of our provincial BIAs and the Legislation. By the end of the project, we hope to gain a perspective on the success factors of the current and future state of BIAs. This information will assist the Province, OBIAA and municipalities in guiding future economic development and planning decision-making in a changing economy.

It is the intention of this project, to form success benchmarks for future trending and provide the tools that can be implemented by BIAs and their municipalities that will assist in determining the state and needs of our local economies.

OBIAA requests that a second partnership be created with the province to enter into a further ROI Project, with the following phases:

PHASE I – Establishing the Case Studies

PHASE II – Building the Case Study **PHASE III** – Solidifying the Template

PHASE IV – Knowledge Sharing



PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

2018 OPPORTUNITIES: Digital Main Street and the Energy Efficient Awareness Initiative

DIGITAL MAIN STREET INITIATIVE

The \$12 million Digital Initiative, approved under the \$40 million Main Street Enhancement Initiative ("MSEI"), is focused on expanding the reach of the existing Digital Main Street program administered by the Toronto Association of Business Improvement Areas ("TABIA") to small businesses in all municipalities across Ontario. The project specifically aligns with the Province's priority of creating a supportive and dynamic business environment, and OMAFRA's priorities of creating strong rural communities.

The Digital Main Street Project is being undertaken to provide small businesses (businesses between 1 and 99 employees) in all municipalities across Ontario with access to grant programs, training and support services to harness new technologies that will enable them to adapt to and tap into larger social, economic, demographic and technological trends.

In order to achieve that overall outcome, the project activities are focused on the primary objective of enhancing the digital capabilities of small businesses in all communities across Ontario through:

- Assessment of small business digital capabilities
- Prioritization of digital improvements to small businesses
- Creation of digital transformation strategic plans
- Delivery of in-person and digital training and assistance
- Delivery of grants to assist with the implementation of digital transformation plans

ONTARIO ENERGY EFFICIENCY AWARENESS INITIATIVE

Ontario's 2017 Long-Term Energy Plan, Delivering Fairness and Choice, reaffirms the province's commitment to conservation and commits to the continued availability of conservation programs for all sectors to help customers manage their energy consumption and remain competitive.

Ontario has a suite of energy efficiency programs available to small businesses (e.g. Save on Energy and natural gas conservation programs). In addition to these programs, the Green Ontario Fund is mandated to deliver programs that encourage fuel-switching and deep greenhouse gas (GHG) emission reductions for homes and businesses. Small businesses have traditionally been a hard-to-reach sector for energy efficiency programs.

The Ontario Energy Efficiency Awareness Initiative (EEAI) aims to help small businesses manage their energy costs and reduce their greenhouse gas (GHG) emissions. It is a component of the Government of Ontario's Main Street Enhancement Initiative, announced in the 2017 Fall Economic Statement.

The EEAI project aims to help small businesses in traditional main street areas manage their energy bills and reduce their GHG emissions by increasing their awareness of and participation in energy efficiency programs (existing Save On Energy electricity conservation programs and natural gas conservation programs, and planned Green Ontario Fund programs).

OBIAA's delivery of the EEAI is expected to effectively reach small businesses, as using local or sector association is an industry best practice for reaching this traditionally hard-to-reach sector.

In Conclusion, our previous PERL submissions have fostered a level of mutual respect that have resulted in these two partnership opportunities with the province. We trust today's PERL presentation will only enhance and lead to further opportunities for our BIAs and their members.

SECTION THREE



APPENDIX



PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

APPENDIX A: Open For Business Consultation 2014

Open For Business Priority 1

Provide Clarity and Improve Awareness of Compliance Obligations under the Accessibility

Background:

BIAs and their members have two primary concerns with regard to compliance:

- 1) Physical upgrades to their buildings; especially heritage buildings
- 2) Awareness about accessibility standards for customer service.

Results:

- OBIAA submitted two (2) EnAbling Change grant applications. As a result OBIAA has held 25 workshops across the province with business and BIAs.
- Four (4) Webinars and have posted many templates on our website - http://obiaa.com/accessibility/
- OBIAA has been proactive in engaging and communicating with their members by distributing information, templates, best practices, training, etc.

OUTCOME: This continued to be a strong priority and was brought forward to PERL 2015 and 2017. OBIAA continues to champion Accessibility on behalf of our members. See PERL Reports 2015 and 2017.

Open For Business Priority 2 & 3

Priority 2 – Tourism Oriented Directional Signs (TODS) Program

Background:

This priority focuses on working with the province to make the application process, including availability of signs, and criteria related to sign locations, more accessible and applicable. To address:

- BIAs frustration about the application process
- Restrictions on # of TODS signs permitted in an area

Results:

- More rural downtown, trail access points, museums and cultural centres to qualify for signage
- Strengthening program awareness and service delivery
- Introducing new generic icons for a wide range of sign categories to be made available in late 2015 (including a rural downtown icon



OUTCOME: The Ministry of Tourism, Culture and Sport changed the criteria for rural downtowns, raising the threshold from populations of 10,000 to populations of 20,000 and introduced a Rural Downtowns Logo with OBIAA consultation

Priority 3 - Regional Tourism Organizations (RTOs)

Background:

BIAs have indicated that there is no "one access point" for them to engage with all the RTOs. BIAs would like to have a more direct connection and recognition when working with Regional Tourism Organizations to help brand and market downtown shopping areas and bring attention to BIA features and events.

Results:

The results are ongoing as OBIAA has met with the RTO's, in a face-to-face meeting and has begun dialogue with this important sector and are currently engaged in finding ways for the RTOs to participate in our 2016 BIA Conference in London, ON – April 10 to 13, 2016. Working ongoing.

OUTCOMES:

- The OBIAA met to present its priorities at a RTO executive directors meeting and RTO executive directors were advised of National BIA Conference.
- Another outcome of the OFB Roundtable process was confirming the appointment of a MTCS Ministry Liaison to OBIAA's Board.

Open For Business Priority 4

Streamline and Simplify Information related to Festivals and Events Permitting

Background:

OBIAA, with the assistance of Service Ontario was/is looking for a way to Streamline and Simplify Information

Results:

We targeted Municipalities to begin a test pilot tool for an All-In-One online application in ONe-Source for Business, we have yet



PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

related to Festivals and Events Permitting	to

to have more than one Municipality express interest in working with OBIAA and Service Ontario to provide a test pilot. Identifying and confirming Municipalities is still ongoing.

OUTCOME: OBIAA brought in Festival and Events Ontario (FEO) to partner on this specific project. Together ServiceOntario, FEO and OBIAA have continued to champion this priority and are in the process of working with a pilot Municipality to launch a test.

Open For Business Priority 5

Establishment of an OBIAA Forum for Working Across Provincial Government

Background:

Businesses on Ontario's main streets, through BIAs and OBIAA, need to deal with multiple ministries on multiple issues. OBIAA asked for the establishment of a multiministry forum to help address long-term and strategic priorities.

Results:

The MMAH aligned this priority with the Planning, Environment, Resources and Land Deputy Ministers committee, where OBIAA presented for the first time in October of 2014.

OUTCOME: OBIAA met with PERL Deputy Ministers in 2014, 2015 and again in 2017, and is successfully completing our first joint project on the Return of Investments of BIAs (ROI on BIAs).



PRESENTATION TO PERL DEPUTIES COMMITTEE – JUNE 15, 2018

APPENDIX B: PERL Deputy Ministers' Meeting 2014

Priority 1: Vacant Unit Rebate

Background: Vacant properties exist within our BIAs. Owners of these vacant properties are entitled to apply for a Vacant Unit Rebate 364. (1). Without the incentive to develop or seek a lease, often these vacant properties deteriorate reducing the assessment value of the area and negatively impacting the visual appearance of our main streets.

Possible Solution(s):

- Adopt a property standards policy to coincide with the rebate
- A joint strategy between BIAs and the province should be established to promote tenantable property within a Downtown
- Update policy to include a sunset clause so it ends at a pre-determined time or graduated rebate
- Adopt a strategy that aligns Vacant Unit Rebate with tenancy incentives
- "Attraction Rebate" rather than Vacant Unit Rebate

Results:

 OBIAA has begun to develop an "Attraction Rebate" for consideration and will be submitting this in the PERL 2015 Report, under Priority Three (3) - Assessment

Priority 2: Importance of Government Agencies' location to BIAs

Background: In many places Government Agencies are a large employer and they also attract people seeking the services they offer. Decisions to relocate outside of a BIA can have a significant negative economic impact on the BIA area.

Possible Solution(s):

- Government institutions add shoppers (government employees) to the community
- Attract residents/customer base to these institutions.
- Often an un-tenantable building.
- OBIAA suggested a Policy Statement be developed for communication to all government assets/agencies that addresses:
 - Social, economic and environmental impact of relocation outside of a 'downtown/core historical area'
 - Engagement of the local BIA
 - Encourage conscious decision to locate in their downtowns to support their vibrancy

Results:

As a follow up to this concern, we note that the Ministry of Finance has been tasked with looking at ways to maximize the value of Government assets and we request that the our BIAs (and their Business Members) are brought into consideration in making the decisions, over the future of these assets and specifically, how they may benefit downtowns. This Priority is still pending and OBIAA is addressing these buildings further with Priority Three (3) – Assessment

OUTCOME: This issue continues to be a major priority to OBIAA and we echoed these concerns again at PERL 2015.

Priority 3: Funding for BIAs beyond the Levy

Background: BIAs are restricted by regulations that prevent them from applying solely to programs that would allow them to initiate projects that would have broad community benefit – such as Ontario Trillium Fund and programs that focus on arts and culture. As well, BIA should have the opportunity to make application for small scale infrastructure projects without the need to partner with the municipality

Possible Solution(s):

- Review status of BIAs as potential funding applicants
- Separate stream for BIAs for small infrastructure projects
- Access to funding as a primary applicant
- OBIAA become a granting body and/or a resource of funding programs for BIAs

Results

- OBIAA will be making a submission to the MMAH on the status and definition of a BIA as a part of their Legislative Review
- Priority One (1) of the 2015 PERL Report will focus on the Legislative Review of the Municipal Act

OUTCOME: In 2015, OBIAA submitted recommended changes to the Municipal Act, section 204 regarding the status of BIAs. Unfortunately for our BIAs, Section 204 remains unchanged.



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See PERL 2015 and 2017, Municipal Act Submission.

Priority 4: Employee Health Tax (EHT) - BIAs

Background: BIAs are ABCs (Agencies, Boards or Commissions) of Ontario Municipalities. The BIA's Municipality claims the \$475,000 EHT exemption and applies it to their payroll. Therefore no allowable exemption remain for BIA payrolls, or to any of the other ABCs of the Municipality. BIAs are Local Boards of the Municipality, and are non-profit and often small employers. This places undue hardship on the BIA and their business members who pay an additional levy to the BIA (BIAs are self-funded).

Possible Solution(s):

- Exemption should apply separately to BIA payrolls not be shared with the Municipality payroll
- Amnesty period should be applied to back assessments
- Starting in 2014, EHT payments should be required
- Past years should not be requested
- Penalty charges should be waived

Results:

- OBIAA will be making a submission to the MMAH on the status and definition of a BIA as a part of their Legislative Review
- Priority One (1) of the 2015 PERL Report will focus on the Legislative Review of the Municipal Act

OUTCOME: In 2015, OBIAA submitted recommended changes to the Municipal Act, section 204 regarding the status of BIAs. Unfortunately for our BIAs, Section 204 remains unchanged.

Priority 5: Definition of Small Business

Background: Small business is the engine of the economy, however the 'definition of small business' is not clearly defined, with different levels of government definitions varying. A unified definition of small business is critical for government in order to capture the economic contribution and value of small business.

Possible Solution(s):

- "Main Street" businesses are unique in industry standards and should be defined separately/differently
- Development of consistent definition for small business
- Create a class/definition that clearly defines "Main Street" type businesses
- Measure the economic and employment impact of local Small Business

Results:

- MMAH indicated the MEDEI will review its Business Enterprise Centres to identify additional data concerning downtowns as important indicators of prosperity. Still Pending
- OBIAA to continue to work on defining and reclassifying BIA member businesses with the goal of highlighting the valueadded by vibrant downtowns and Main Streets
- OBIAA continues this discussion in the 2015 PERL Report under the Data Collection section

OUTCOME: No definition of Small Business has been determined.

OBIAA and MMA are working in partnership to determine the ROI on BIAs. See PERL 2015 and 2017.



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APPENDIX C: 2015 PERL PRIORITIES EXECUTIVE SUMMARY

PRIORITY #1: MUNICIPAL ACT

Background: In October, OBIAA will be submitting a positioning paper regarding the Municipal Act Review.

Possible Solutions:

 Definition of BIAs: We ask that the definition of a BIA be expanded and amended to include 204. (1) (b) as follows:

"to promote the area as: economic development, community and place-making, living space, attracting tourists, employment hubs"

- BIAs as Local Boards: A clear statement on the ways in which BIAs differ (diverge) from other local boards.
- Interpretation of the Municipal Act (204-216): A clear statement that Section 216 does not apply to BIAs.

Results:

We are taking this opportunity to present our recommendations to the PERL Deputy Minister's Committee to gain insight and your understanding in order to garner support and inform our recommendations.

OUTCOME: In 2015, OBIAA submitted recommended changes to the Municipal Act, section 204 regarding the status of BIAs. Unfortunately for our BIAs, Section 204 remains unchanged. See PERL 2017.

PRIORITY #2: HISTORIC BUILT FORM ACCESSIBILITY

Background: Our basic downtown infrastructure has not changed radically since the 1960's, although many outside influences have changed. Limited accessibility has always been there. New awareness, changing demographics, an aging population and new legislation, which has been introduced to break down the barriers, has changed this landscape.

Possible Solutions:

- Physical Barriers at Street Level: Encourage municipalities to find ways to make temporary solutions like 'Stop Gap' work. When helping with infrastructure programs include improving accessibility at street level as a condition.
- Access to Upper Storeys and Basements: Clarify accessibility requirements for festivals, events, and agencies receiving Provincial funding; establish support through direct funding or tax incentives (CIPs) to renovate for accessibility in upper floors and basements.

Results:

We are taking this opportunity to present our recommendations to the PERL Deputy Minister's Committee to encourage the Province to aid municipalities for improved accessibility guidance in Historic Built Form.

OUTCOME: Review of successes to date at PERL 2017.

PRIORITY #3: ASSESSMENT

Background: Assessment is a complex and broad topic. It has many different elements to consider that can have a profound effect on a BIA's operation and ultimate success. The following related issues, as identified by local BIA Boards and/or their members, are considered very important:

- 1. Vacant Unit Rebate
- 2. Municipal Property Assessment Corporation (MPAC)
- 3. Government Building Exemptions



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- Attraction Rebate for Main Street Class (non-office towers): Year One 100% of the 30% (Commercial) or 35% (Industrial); Year Two 50 % of the 30% or 35%; Year Three 25 % of the 30% or 35%; Year Four 0% of the 30% or 35%.
- 2. **MPAC Methodology:** We recommend and request that property assessment in/on Ontario Main Streets/BIAs be reflective of 'current use' versus future potential valuation.
- Government Building Exemptions: We submit that the province should lead by recognizing that where their operations are located within BIA designated zones, the for-profit enterprise should contribute to the local BIA levy.

We are taking this opportunity to present our recommendations to the PERL Deputy Minister's Committee to encourage appropriate Ministries to assist OBIAA with the implementation of our recommendations.

OUTCOMES:

- Attraction Rebate for Main Street Class (Vacant Unit Rebate): OBIAA has participated in the Ministry of Finance Business Tax Capping & Vacancy Review. A repeal of the Vacant Unit Rebate is in second reading at the Provincial Legislature.
- 2. **MPAC Methodology:** OBIAA has been invited to participate in MPAC's new Industry Liaison Group (ILG)
- 3. Government Building Exemptions: Nothing to report.

PARTNERSHIP OPPORTUNITY: DATA COLLECTION

Background: The current challenge is the inability to quantify the 'return on investment' for the community vitality and economic impact of BIAs.



Background:

Through the PERL Secretariat, we are advocating for a multi-ministry partnership with OBIAA to launch a research project with the objective of gathering available data to understand and quantify the economic impact of BIA's and their stakeholders. This requires partnering to define project objectives from a business perspective, to convert this knowledge into a data mining strategy and complete a preliminary project plan.

This partnership could involve University research, identifying potential Grants, adding questions to MMAH's FIR, aggregating all appropriate data available throughout various Ministries

Results:

OBIAA is seeking ways and means to increase our capacity, understanding that this type of research is critical. OBIAA needs the support of the Province to 'make the business case for BIAs' in a community, and province-wide data collection initiative.

OUTCOMES: See 2017 PERL Submission and results of the Transfer Payment Agreement between MMA and OBIAA – Return on Investment of BIAs Project.



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APPENDIX D: Return on Investment Status Report – December 23, 2016			
The summary includes:			
Activities completed to date			
 Key finding 	gs		
	from the Transfer Payment Agreements (TPA)		
 Review of 	the project schedule and anticipated completion dates		
Key Milestones A	Achieved		
PHASE 1 • All tasks in Phase 1 of the project have been completed.			
	 The background research report has been updated and released to the membership and public 		
	through a media release.		
PHASE 2	 All tasks in Phase 2 have been completed. 		
	 Please note Task 2.6a Request for additional funding sits outside the scope of the TPA. 		
PHASE 3	Work on Task 3.1 underway and extensive.		
	 Key interviews proposed in Task 3.2 held off until Feb 2017 as municipal outreach best served to 		
	help identify how to address gaps in data capture.		
	 Weekly survey question implemented to gain feedback from membership as part of Task 3.2. 		
PHASE 4	Final report structure finalized.		
	Communications plan not commenced.		
Kan Fin I'm manan	1.Outomore to Pote		
Consultation	d Outcomes to Date		
Consultation	Response rates are consistent across the weeks completed to date. Although numbers aren't high		
enough to provide significant sample.			
 Some glitches in the feedback through the survey Summaries of consultation activities to date can be prepared for input into final report, included 			
Webinar #1, Survey #1, Summary of Weekly Questions Survey to date, AC Meetings.			
/ Webinar #2 scheduled for Jan 17/17:			
 vebinar #2 scheduled for Jan 17/17: Add a question to the membership – "How do you want to be engaged?" 			
	 Quick discussion on Dec 19th at 10AM to check in before break 		
Data Analysis	/ Feedback from municipalities on the data sheet has been patchy. Extended the deadline until mid		
January 2017.			
	o 7 Data Agreements back.		
	 41 shape files received. 		
	o 0 data sheets completedalthough approximately 30 municipalities have work underway.		
	/ MPAC data is cost prohibitive under the terms of the TPA. Assessment indicator will need to be		
	identified as a future ask, and existing gap.		
	/ Real Estate Board sales values will be beneficial to demonstrate uplift vs decline.		
	/ City of Toronto data access and BIA engagement to be encouraged and explored in the new year.		
	/ Final cutoff date for receiving data for final report is JANUARY 15th, 2017.		
Communication	/ Evite for Webinar #2 sent to membership.		
	, =		
	/ Social media content generated for early January 2017.		



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The Advisory Committee committed to the following BIA Story to provide a basis for the report:

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

The Advisory Committee agreed on the following Audiences that this report will speak to:

- Government (Municipal, Provincial, and Federal)
- BIA Membership (Property Owners, Business Owners)
- Community/Broader Public (Neighbourhood Associations, Institutions, Industry outside of the BIA)

The Advisory Committee agreed on the final indicator set for the project.

- 4 major themes
 - o Street appeal
 - Economic Development
 - Supporting Local Business
 - Community Building
- 45 indicators, grouped to a collective set of 30 indicators.
- Attached list for reference.

Project Schedule

The project schedule is attached for reference. To date, the project has completed work up to task 2.2. *Notes when reviewing:*

- The light grey timeline reflects the schedule initially outlined the Transfer Payment Agreement with MMAH
- The dark grey timeline reflects the schedule proposed at the start of the project on April 19, 2016
- The italic tasks have been added to the schedule as part of the project program, but were not considered in the original TPA.
- Key Milestones:
 - Webinar #2 January 17th
 - o AC Meeting #6 (Last one, in person) February 23rd
 - o PERL Committee Meeting March 8th
 - Final report deliverable end of March 2017
 - o OBIAA Conference April 3rd, 2017

Variances from Transfer Payment Agreement (TPA)			
Start Up:	/ Project Kick Off meeting 5 weeks after scheduled start in TPA;		
Start Op.	/ Additional time and effort spent on retaining Advisory Committee members that represented a broad		
	spectrum of expertise and BIA and Municipal leaders, and also reflected the regions of the province.		
	(Urban vs rural, central/eastern/western/northern representation, a variety of areas of specialization		
	etc.)		
	/ Communications and consultation plan completed delayed until consultant appointed to finalize		
	/ Overall phase completed in line with preliminary project timeline		
PHASE 1:	/ Background Report draft issue on target with circulation on August 26, 2016. Final completion		
	delayed until Mid-September while we await results of Survey and Interview Findings. Does not		
	affect timeline for deliverables		
	/ Overall phase completed 12 weeks after TPA target, but in line with preliminary timeline		
	/ Phase 2 and 3 tasks initiated early/ overlapped to make up time.		
PHASE 2: / Survey issue delayed by one (1) week while questions reviewed and finalized			
	Advisory Committee Meeting #4 shifted by 2 weeks, to allow the final indicators to be selected post – feedback from Webinar #1		
	/ Confirmation of indicators and hierarchy brought forward to November 1, 2016 – to allow for the entire month of November to be focused on indicator tracking/data capture		
	/ Overall phase tracking for completion early December 2016, 12 weeks after TPA target, but in line with preliminary timeline		
PHASE 3:	/ Data findings and gap identification well underway.		
	/ Work commenced in September, brought forward by 12 weeks to overlap on schedule and make up		
	time.		
	/ Note: Tasks 2.5 and 3.1 overlap, allowing for time in the schedule to be consolidated		



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	 In place of key municipal contact interviews, the project team decided to reach out via weekly survey question to membership. The "Wednesday Weekly Question" survey has run for the past 7 weeks. Results are currently being tabulated. Overall phase tracking for completion late February 2016, 8 weeks after TPA timeline but in line with preliminary timeline
PHASE 4:	 / Final report structure discussed. Work to commence in January 2017. / Communications plan not initiated as yet. / Final report deliverable on track for completion end of March 2017.



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APPENDIX E: 2017 PERL PRIORITIES EXECUTIVE SUMMARY

2017 PRIORITIES

The Board of Directors of the Ontario BIA Association are grateful to have the opportunity to represent the BIAs and the members of the individual BIAs to this PERL Deputy Ministers' meeting. We have achieved so much this past year, on behalf of BIAs and OBIAA's membership. While we still have concerns with issues previously presented and discussed, we thank you for this continued opportunity to dialogue. Below are the items we bring to the table for discussion this year:

2017 PRIORITY 1: MUNICIPAL ACT

2017 PRIORITY 2: VACANT UNIT REBATE

2017 PRIORITY 3: ACCESSIBILITY PARTNERSHIP OPPORTUNITIES:

- Red Tape Taskforce
- Return on Investment on BIAs Project Analysis
- Return on Investment on BIAs Next Steps

PRIORITY #	RESULT(S):	CHALLENGE(S):	POSSIBLE SOLUTIONS
PRIORITY #1 MUNICIPAL ACT	The Ministry of Municipal Affairs released their changes to the Municipal Act in the fall of 2016. No changes were included in the Municipal Act Review pertaining to Sections 204 to 216 which provides oversight to BIAs.	 Given that no changes were made to the Municipal Act pertaining to BIAs (Sections 204-216), there have been no updates, revisions or changes to the original challenges presented: Definition of BIAs, BIAs as Local Boards, interpretation of the Municipal Act 204-216. BIAs, through our submission, had an opportunity to strengthen and clarify their role in their municipalities and communities, therefore creating full understanding of their structure/role. Given that the Municipal Act review is behind us, another election year approaches and another 5 years before another review is considered – what advice or interim recommendations could the PERL Deputy Ministers provide? 	Consider partnerships with like organizations (AMO, AMCTO) and the Province to develop one of two strategies in the interim, they are: • To develop case studies and best practices which provide Clerks, Councils and BIA Boards of Management some possible solutions and/or direction that provides scenarios they could choose to follow • To seek a legal standing on the status of a BIA as a local board, resulting in clarity for Clerks, Council and BIA Board of Management



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PRIORITY #2 ASSESSMENT: VACANT UNIT REBATE (ATTRACTION REBATE)	The Ministry of Finance is now moving forward with providing municipality's broad flexibility for 2017 and future years. The change was announced in November 2016 and is intended to tailor the vacant rebate and reduction programs to reflect the community needs and circumstances. Municipalities will be required to submit a response to a Ministry of Finance Checklist and a Council Resolution indicating how they will be implementing the changes to the Vacant Unit Rebate and Reduction Programs. OBIAA supports these updated changes and has, in response to the checklist provided to Municipalities, decided to provide responses in the report to echo the question asked on the checklist	Original challenge: Deteriorating buildings reduce the overall assessment value which can impact the marketable lease rates. BIA's efforts and investment to fill empty spaces is at odds with the vacant unit rebate, which gives incentive to remain vacant. Additionally – where no property standards were in effect, it created an even worse scenario.	 Instead of 'Vacant Unit Rebate' renaming to 'Attraction Rebate'; and present as an economic development tool for local communities. This tool would facilitate the 30% gain by the municipality and the BIA back into the community to aid revitalization efforts. (Similar to Section 37 development process for contribution to green space, park area, etc.) Apply a 'property standards' requirements for each application that must be upheld in order to receive the rebate ongoing as per the allotted timeframe. OBIAA would like to be able to provide education, training and striking a working committee that would include provincial stakeholders, such as representatives from MMAH, EDCO, AMO, AMCTO, BIA representatives and municipal staff, with the objective to create communications materials, sample bylaws (in clear terms) and best practices.
PRIORITY #3 ACCESSIBILITY	The Accessibility projects were deemed so successful that our Advisory Committee recommended that OBIAA consider passing a resolution for the BIAs to include accessibility as part of their strategic plans. With full support, the OBIAA Board resolved that: BIAS WILL INCORPORATE ACCESSIBILITY FOR PERSONS WITH DISABILITIES AS A STRATEGIC FOCUS IN THEIR ANNUAL PLANNING. This was done to encourage the embedding of accessibility in the practices, policies and procedures of Ontario BIAs and to empower BIA staff to increase their engagement with the work of accessibility. We thank the Accessibility Directorate for our past partnership opportunities and look forward to continuing our advances of accessibility issues and opportunities in BIAs. We understand that 'Red Tape' continues to be identified by our membership as one of the top three hardships. We understand that this government through the Ministry of Economic Development & Growth has established a Task Force to deal with Red Tape, but in review, we noticed that small business is not included: we are recommending that OBIAA be a voice for reducing red tape for small business and Ontario 'Main Streets' (BIAs)		
PARTNERSHIP OPPORTUNITY #1 RED TAPE CHALLENGE			



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PARTNERSHIP OPPORTUNITY #2 RETURN ON INVESTMENT OF BIAS: PROJECT PART 2

As indicated above, ongoing data gathering and management are critical to the ongoing success of this project and ensuring it will have future relevance. To continue to determine growth in capacity, OBIAA has to continue to measure and analyze data. As a result, OBIAA would like to submit a second proposal to continue the work to determine:

- How to close the data gap (e.g. sales, sales tax, gross leasable area)
- Tool development for BIAs to use to track their GDP as well as education of BIAs in the use and importance of data collection
- Creation or identification of a centralized data portal (who & where)
- Funding to reach data that was previously financially unobtainable (e.g. MPAC, Stats Canada)
- French translation of the Final Report
- Changes to MMAH's Financial Information Report (FIR) and understanding of ongoing analysis of the FIR
- Collaboration in capacity building for OBIAA and BIAs in order to continue to support small business and community development



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APPENDIX F: 2018 PERL PRIORITIES

Priority 1: MUNICIPAL-BIA PARTNERSHIPS - Appendix 1A

March 9, 2018

To:

Kay Matthews Ontario BIA Association C/o 280 Queen Street South Mississauga, ON L5M 1M1

From:

Stephanie Hicks 4996 Beam Street Beamsville, ON LOR 1B0

Re: February Newsletter p.4 PERL #1 Municipal Act: Municipal Relationships

I am following up on the call out for case studies and examples as I have a unique story about the importance of the Municipal relationship moving the community/BIA forward. The game changer for me and my role as Executive Director was connecting with the department in the municipality that has community focus as their key role and mandate. This is the Parks, Recreation and Culture. In 2015 the BIA formed a relationship with them beyond a sponsorship. The BIA wanted more skin in the game and more recognition as well as say of where their dollars were being spent in the community. The municipality took a risk and a chance to not only re-locate their Canada Day event but also partner with the BIA to put on a large scale event with the BIA for the community and to benefit the downtown, 2016 was the year that the Municipality and the BIA realised that they could collaborate on several projects and having both organizations bring their own assets and resources to the table for the betterment of the community and the downtown. It is this exact model that lead to the Parks, Recreation and Culture and the BIA being Presenters at the 2017 PRO (Parks & Recreation Ontario) Conference PRO 2017 Presentation

The Municipality and BIA have worked together on numerous projects as well as assisted each other with resources and best practises. This concept was featured in January 2018 edition of Municipal World Media/mw-January2018.pdf.

Since then the Recreation & Culture Coordinator Sarah Ane and I, as Executive Director, have moved onto another Municipality together, as the example of what this partnership can accomplish. We are excited to work together to see what we can bring to our new Municipality, increase community engagement, and do what we do best with this partnership...make magic happen.

Stephanie Hicks Executive Director



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APPENDIX F: 2018 PERL PRIORITIES

Priority 1: MUNICIPAL-BIA PARTNERSHIPS - Appendix 1B

Downtown Sudbury BIA question ...

Can a BIA contribute funds to a group that is undertaking an OMB appeal against the municipality?

Background/Chronology (abbreviated)

- The City of Greater Sudbury embarked on a lengthy process a few years ago, inviting the public to submit ideas
 on projects they thought would be of major impact to the community.
- Following the process, the City short-listed to 4 'Major Projects' ... 1 (new/renovated) Community Arena/Events
 Centre 2 Library 3 Art Gallery 4 Synergy Centre (now called 'Performing Arts Centre')
- Current locations of the above:
 - *Community Arena downtown
 - *Library downtown
 - *Art Gallery just outside the core but committed to locating downtown
 - *Performing Arts Centre currently doesn't exist
- All of these have been discussed over time (i.e. need for major renovation, new home, etc.) and the Library, Art Gallery & Synergy Centre each had working committees developing needs, wants, feasibility, etc.
- Council then agreed to retain the services of a Consultant to work on the Arena/Event Centre project one who
 has had a great deal of experience in working on similar arena projects
- To indicate the BIA's support to a downtown location for the Arena, a member information session was held in early June 2017 (standing room only attendance) and members unanimously passed a resolution supporting a long term investment with the Event Centre, in partnership with the City, should it be determined to be located downtown
- In late June of 2017, Council heard the final report from the Consultants who had a 'short-list' of two sites: downtown and out of the core on 'The Kingsway', along Hwy 17 ... following much debate, the Kingsway location was supported
- It should be added that the Kingsway development is on privately owned property which the developer has
 indicated he would develop as an 'Entertainment District' to include: Casino, Hotel, restaurants, festival square
 and more
- The Community has become very divided over this issue with major concerns specific to Council's decision, including:
 - *did not follow their Consultants' recommendations/advice
 - *did not follow their Downtown Master Plan
 - *did not follow their Official Plan
 - *did not pay attention to/learn from 'best practices' from around the country
- The next step in this process is rezoning of the site to allow a Community Arena (as well as rezoning and Official Plan amendment is required to allow a Casino)
- A Public Hearing of the Planning Committee was held a week ago on the rezoning question at which there were 28 presenters ... 27 opposing the rezoning for the Arena, 1 in support.
- A further Public Hearing is scheduled for some time in March
- Further to the June BIA membership meeting and the strong feedback from members as this has evolved, the Board passed the following resolution at their January Board meeting:

18-153

WHEREAS City Council has made decisions contravening their Downtown Master Plan, Official Plan and economic development policies, contrary to both Staff and Consultants' recommendations:

BE IT THEREFORE RESOLVED THAT the Board approves a contribution of \$20,000 to assist with the OMB appeal relating to the aforementioned discussion and their impacts on past and present investments by existing downtown members made in good faith that the City would adhere to their written and published policies.

CARRIED

• Further to the passing of that resolution, there have been strong concerns raised from senior City staff as to the ability of a BIA to in fact do this