



# New Hamburg Board of Trade

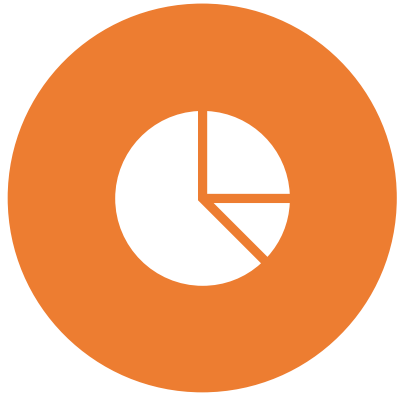
*Why BIA's are an investment that  
spur growth + pride in the  
community*

*Building economic resilience*



February 23, 2023

# BLA's **are** economic development



## Beautification

Public realm investments

Marketing & events

.



## Municipal partnership

Member programs  
development capability

OBIAA resources



## Strategic plans

Capital & operating plans

Partnership development

# Downtown Tillsonburg BIA successes:

- ✓ What we are doing, *together*, is working.
- ✓ The BIA zone is the location of choice.
- ✓ Record non-levy funding = value.
- ✓ Among the top performing BIA's in all of Ontario: vacancy rate, investment, traffic
- ✓ Strong contribution to economic development metrics.



# 5 best practices of a BIA



- ✓ **Marketing**: getting the word out and establishing a brand that is unique to the BIA is paramount.
- ✓ **Business development**: establishing new, expanded and resilient businesses is accomplished by focusing on your local strengths.
- ✓ **Capital improvement**: the character of a community is defined by how it looks – streetscaping, furniture, plants & pots, public realm.
- ✓ **Community service**: leading by example, participating in local projects, assisting with social issues to find solutions.
- ✓ **Parks & public services**: planning, scheduling and executing events in public places to generate additional visits to the BIA zone – ongoing.





# Economic zone history - Tillsonburg

- ✓ Downtown business owners created a "Businessman's Association" in the 1960's to advance a collective cause for parking, improvements and public realm investments.
- ✓ Our BIA was created in 1978 as one of the pioneers after Bloor West Village - town population at the time: 7,453
- ✓ The town has experienced rapid growth which has continued even with pandemic impacts - current town population = +/- 20,000
- ✓ A full-time Executive Director position was created in Dec 2018 + a full-time Events + Marketing Coordinator.
- ✓ The full team complement continues to grow, funded largely by non-levy resources which adds value to the membership.

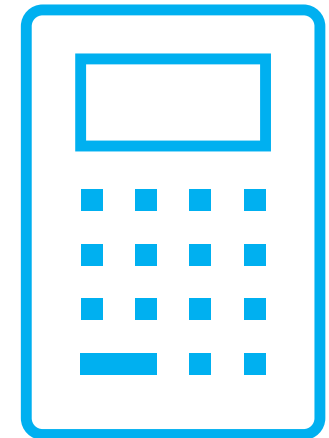
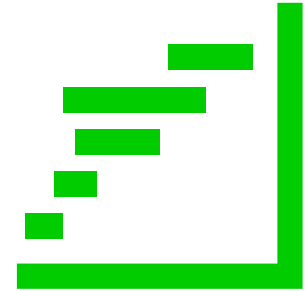
# Impacts of record population growth:

2<sup>nd</sup> fastest growth in Ontario & 3<sup>rd</sup> fastest growth in Canada of any CA or CMA

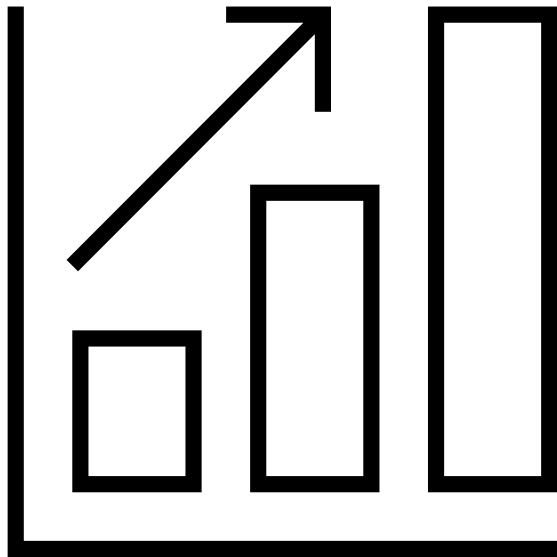
Rank (2021) ↕	Rank (2016) ↕	Geographic name ↕	Province ↕	Type ↕	Population (2021) <sup>[7]</sup> ↕	Population (2016) ↕	Change ▼
103	110	Squamish	British Columbia	CA	24,232	19,893	+21.81%
101	107	Wasaga Beach	Ontario	CA	24,862	20,675	+20.25%
119	126	Tillsonburg	Ontario	CA	18,615	15,872	+17.28%
128	135	Canmore	Alberta	CA	15,990	13,992	+14.28%
20	22	Kelowna	British Columbia	CMA	222,162	194,892	+13.99%
102	105	Collingwood	Ontario	CA	24,811	21,793	+13.85%
66	71	Woodstock	Ontario	CA	46,705	41,098	+13.64%
83	92	Whitehorse	Yukon	CA	31,913	28,225	+13.07%
37	40	Chilliwack	British Columbia	CMA	113,767	101,512	+12.07%
131	138	Cowansville	Quebec	CA	15,234	13,656	+11.56%
125	125	Steinbach	Manitoba	CA	17,806	16,022	+11.13%
86	93	Centre Wellington	Ontario	CA	31,093	28,191	+10.29%
112	120	Salmon Arm	British Columbia	CA	19,705	17,904	+10.06%
35	35	Nanaimo	British Columbia	CMA	115,459	104,936	+10.03%

# 10-year Capital & Operating Plan

- ✓ Long term planning is critical to future successes
- ✓ Provides a template for decision-making by the Board of Directors.
- ✓ Ensures resilience of the organization.
- ✓ Work with the Township of Wilmot on long term asset planning.
- ✓ Provides the membership with predictability.



# Proof: BIA initiatives drive growth



- ✓ Housing starts are up
- ✓ Traffic in the core is up
- ✓ Vacancy rates are low
- ✓ *Attracting* new residents
- ✓ *Attracting* new businesses
- ✓ Engagement during the pandemic drove business - +25 new storefronts
- ✓ Word of mouth is contagious



# Building key partnerships to lower costs

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By delivering on the core BIA mission, you build trust.

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Stakeholders want to attach themselves to your success.

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Ability to fundraise for capital items is enhanced.

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Leverage relationship with the Township of Wilmot – potential MOU.

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Local board status creates a governance model that works.

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Investing in public realm infrastructure jointly with stakeholders.

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Development joint marketing campaigns with stakeholders.

# Strategic partnership development:



TILLSONBURG DISTRICT  
Chamber of Commerce

**107.3**  
**COUNTRY**



*Tillsonburg*



**MSC** MULTI-SERVICE  
CENTRE

**OxfordCounty**  
*Growing stronger together*

*Tillsonburg*  
TOWN CENTRE

**STRATHALLEN**  
Property Management Inc.  
Real Estate Brokerage

*bng* | **BOSSY NAGY**  
GROUP  
Chartered Professional Accountants



TILLSONBURG STATION  
**ARTS**  
CENTRE  
ARTS, CULTURE, COMMUNITY & HERITAGE

TILLSONBURG  
**GARDEN**  
**GATE** LTD.



**sobeys** Canada's  
Family  
Grocery  
Store

**OBIAA**  
ONTARIO BUSINESS IMPROVEMENT AREA ASSOCIATION

**Green Theory**



**MICONEX**

 **nu-decor**  
Transforming Lives through the Power of Colour and Design

# Leveraging relationships to drive member profitability while reducing costs



- ✓ Rogers Radio: contra agreement with Country 107.3 + 101.3 Easy - \$5,000.
- ✓ Pop-up shops + venues to drive traffic.
- ✓ Seamless execution of Tillsonburg Town Centre activities, promotions + contests.
- ✓ Leadership to deliver the best Turtlefest ever!
- ✓ Digital Mainstreet program implementation.
- ✓ Expanding # + depth of partnerships.

# The Team & Human Resource Development



Human Resources and  
Social Development Canada



MULTI-SERVICE  
CENTRE



- ✓ BIA creates it's own policies.
- ✓ Seek HR partners to fund staffing.
- ✓ Discuss an MOU with the township.
- ✓ Pursue non-levy funding to support any possible additions to the team.
- ✓ Develop co-op work placement terms for high school, college/university students.
- ✓ Funding partners enable economics.

# 2023 Marketing Plan

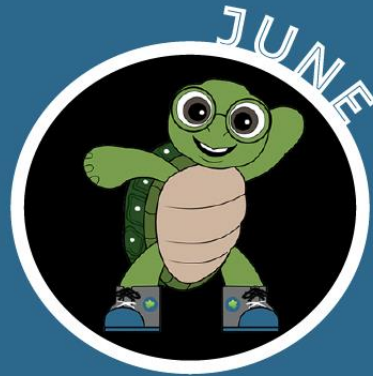


- Return to the radio airwaves.
- Implement a VISA gift card.
- Implement a SMS platform.
- Seamless marketing activities with the Tillsonburg Town Centre.
- Purchase + install more A-frame signs
- TURTLEFEST 10<sup>TH</sup> anniversary in 2023.
- Tourism Oxford: maximize events.
- Downtown Christmas market.





THERE IS ALWAYS SOMETHING NEW + EXCITING IN  
#DTTBURG ...



GIFT  
CARD

DOWNTOWN  
**TILLSONBURG**

*Business Improvement Area*

GIFT  
CARD

# Beautifications through partnerships:

- Working with local stakeholders for the benefit of the community.
- Partners participate in the formal sub-committee structure as per our constitution.
- Leverage resources to accomplish more.
- TGG provides materials at cost + 10%.
- THS donates +/- \$5,000 per year towards all beautification elements.
- The MOU with the Town of Tillsonburg provides for a solid financial base to hire year-round, on-street ambassadors.





# Partnerships facilitated our own truck for maintenance & BIA operations, marketing & special events



Our first truck - 2020 Chevrolet Silverado



Our second truck - 2022 Chevrolet Silverado



**\*BIA initiatives positively aid the conditions that lead to a reduction in crime:**



## Key Findings

- ➔ Tillsonburg crime rates are 7% lower than the national average
- ➔ Violent crimes in Tillsonburg are 3% lower than the national average
- ➔ In Tillsonburg you have a 1 in 26 chance of becoming a victim of crime
- ➔ Tillsonburg is safer than 60% of the cities in Canada
- ➔ Year over year crime in Tillsonburg has decreased by 18%

\*Statistics Canada, Tillsonburg OPP, Tillsonburg Police Service Board





# Importance of beautifications:

- ✓ Placemaking is intention with universal positive results – incents investment.
- ✓ Elevating our aesthetics to achieve a “wow” factor which incents more visits.
- ✓ All municipally-owned infrastructure is available for enhancements/improvements.
- ✓ Leveraging investments with various stakeholder/partners.

# Sponsored banners:



- ✓ Adds dimension, colour + life to our poles, light standards = attractive environment.
- ✓ Another medium to monetize BIA assets – upside of \$20,000 & offsets expenses.
- ✓ Allows for various marketing themes + community events to be featured.
- ✓ Allows recognition for community partners/stakeholders.



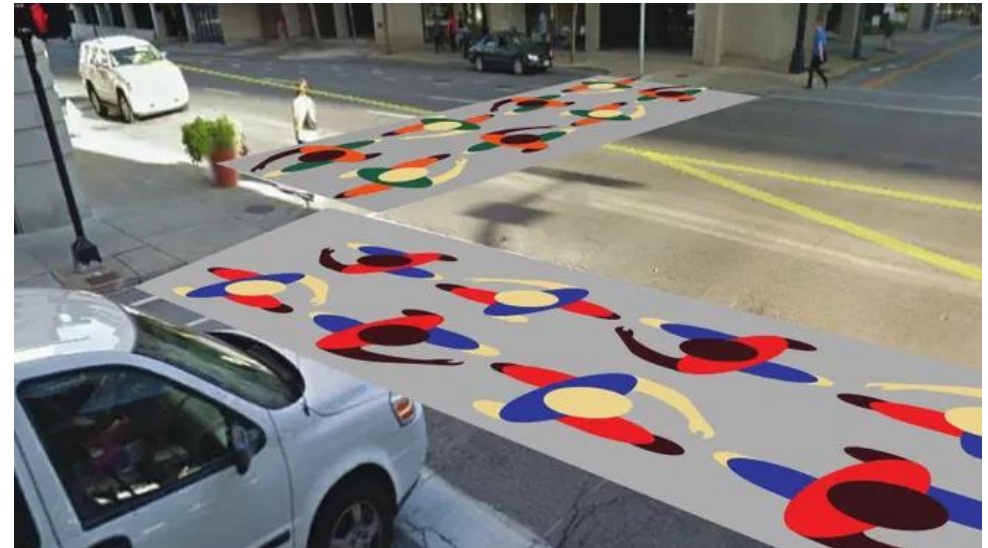
# New Christmas Lights - fundraiser

- ✓ Target funds to be raised: \$55,000
- ✓ Campaign to be initiated week of November 28th to ensure funds are raised for 2023-2024 winter/Christmas season.
- ✓ Stakeholder engagement = best practices.
- ✓ Sub-committee of the board is suggested.
- ✓ Donation commitments of \$15,000 to date.





# Public Art: ideas for discussion



# Why a BIA makes economic sense



- ✓ BIA's are now a world-wide initiative because of their proven benefits to economic & social development.
- ✓ BIA's have grown within cities to multiple sites given their neighbourhood representations.
- ✓ Smaller centers such as Clinton, ON (Municipality of Central Huron) have flourished.
- ✓ The power of several over single business efforts leads to efficiencies: co-operative advertising reduces expenses while enhancing member awareness, trial and spend.
- ✓ BIA's are effective at building community pride to enhance the "Shop Local" mantra.
- ✓ BIA's facilitate programs, platforms & systems that individual businesses cannot usually implement on their own due to the cost, time involved and complexity.



# BIA finances – best practices

- How are BIA's funded?
  - Funding takes the form of key inputs – not just the base levy:
  - **Base levy:**
    - the amount that is allocated to all commercial + industrial properties.
      - A typical BIA charge depends on the mix and size of the member base.
      - Tillsonburg BIA levy impact for 2023 is \$1.63 a day, per member, or less than a Tim Horton's large coffee.
      - Small storefronts, would typically pay: 54 cents a day
      - A budget is fully dependent on the support of the board & membership – with more direct accountability than that of a municipal government.
      - In 2023 – Tillsonburg, the base levy was 33% of the total annual revenues.

# Non-levy revenues

- ✓ Labour funding – employment programs: Summer Job Service, Employment Ontario – Youth Job Connect, etc.
- ✓ Co-op work placements (paid or unpaid).
- ✓ High School community service/volunteer hours.
- ✓ Sponsorship of BIA assets: banners, vehicles, etc.
- ✓ Event income – some BIA's generate more than half of their annual revenues through the programming of community events and festivals.
- ✓ Service agreements with municipal government.
- ✓ Program funding: Façade Improvement Program, etc.
- ✓ Ontario Trillium Foundation, RED – OMAFRA, RATI, etc.

# 2023 Proposed budget

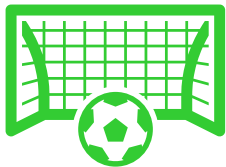
	2020 Actual Audited	2021 Actual Audited	2022 Forecast	<b>2023 budget</b>	Change vs. prior
<b><u>Revenues:</u></b>					
BIA Levy	136,621	141,250	144,240	153,433	9,193
Special levy - tax adjustments			13,507	13,507	-
<b>Total levy</b>	<b>136,621</b>	<b>141,250</b>	<b>157,747</b>	<b>166,940</b>	<b>5.83%</b>
Average Levy \$'s per BIA unit member	560	558	586	594	\$ 7.67
% levy change per BIA member	1.3%	-0.3%	5.0%	<b>1.3%</b>	<b>-3.7%</b>
# of BIA unit members	244	253	269	281	12
% increase in BIA unit members	1.0%	3.7%	6.3%	4.5%	-1.9%
Vacancy rate	2.9%	2.8%	1.8%	1.4%	<b>-0.4%</b>
Population end of year	17,707	18,992	19,683	20,340	<b>657</b>
<b>Levy per resident</b>	<b>\$ 7.72</b>	<b>\$ 7.44</b>	<b>\$ 7.33</b>	<b>\$ 7.54</b>	<b>\$ 0.22</b>

Town contribution to CAPEX				-	15,000	15,000
<b>Town - Façade Imp't Program</b>	<b>31,000</b>	<b>31,000</b>	<b>19,700</b>	<b>35,000</b>	<b>15,300</b>	
Town MOU funding - *(adjusted for scope & population changes to the annual agreement)	25,000	26,607	30,335	40,680	10,345	
Town MOU funding - per capita	\$ 1.41	\$ 1.40	\$ 1.54	\$ <b>2.00</b>	\$ 0.46	

<b>Total Revenues:</b>	<b>204,726</b>	<b>263,660</b>	<b>327,269</b>	<b>505,860</b>	178,591
<b>Levy as % of total revenues</b>	<b>53.7%</b>	<b>53.6%</b>	<b>48.2%</b>	<b>33.0%</b>	

<b>Total Expenditures:</b>	250,823	289,516	312,947	<b>492,638</b>	179,691
Surplus/(Deficit)	<b>-46,097</b>	<b>23,515</b>	<b>14,322</b>	<b>13,222</b>	- 1,100
<b><u>Summary of Accumulated Surplus:</u></b>					
Beginning Balance	169,264	123,168	146,682	<b>161,004</b>	<b>14,322</b>
Change in Accumulated Surplus	<b>-46,097</b>	<b>23,515</b>	<b>14,322</b>	<b>13,222</b>	
Ending Balance	123,168	146,682	161,004	<b>174,227</b>	<b>13,222</b>

# Summary:



- ✓ BIA's are by nature, are a key driver of economic development.
- ✓ A well-run BIA can be a catalyst to achieve big things!
- ✓ BIA's can be operated very effectively/efficiently - creativity & entrepreneurship is key!
- ✓ Partnerships must be developed to maximize investments.
- ✓ The levy will create a significant ROI: traffic, sales, profitability.
- ✓ BIA's delivered value & necessary programs to the membership - proven during the pandemic.
- ✓ We kindly offer our assistance to help you move forward!



# Questions? Comments? Discussion?

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