



ADMINISTRATIVE REPORT

Report Date: November 15, 2016
Contact: Randy Pecarski
Contact No.: 604.873.7810
RTS No.: 11707
VanRIMS No.: 08-2000-20
Meeting Date: November 29, 2016

TO: Vancouver City Council
FROM: General Manager of Planning, Urban Design and Sustainability
SUBJECT: Approval of Council Initiatives - Business Improvement Area Renewals - 2017

RECOMMENDATION

Chinatown BIA Renewal:

- A1. THAT Council confirm the Vancouver Chinatown Business Improvement Area (BIA) Society as sponsor for the Chinatown BIA.
- A2. THAT Council approve the commencement of a Council Initiative to re-establish (renew) the Chinatown BIA, for a further term (7 years) commencing April 1, 2017;

AND FURTHER THAT Council forward the application of the Vancouver Chinatown BIA Society to a hearing of the Court of Revision.
- A3. THAT the City notify property owners and tenants within the area (outlined in Appendix A1) of the proposed BIA renewal and levy.
- A4. THAT Council approve a 7-year (2017-2024) funding-ceiling of \$3,048,950 for the Chinatown BIA, subject to Council approval of the renewal.

Strathcona BIA Renewal:

- B1. THAT Council confirm the Strathcona Business Improvement Association as sponsor for the Strathcona Business Improvement Area (BIA).
- B2. THAT Council approve the commencement of a Council Initiative to re-establish (renew) the Strathcona BIA, for a further term (7 years) commencing April 1, 2017;

AND FURTHER THAT Council forward the application of the Strathcona Business Improvement Association to a hearing of the Court of Revision.

- B3. THAT the City notify property owners and tenants within the area (outlined in Appendix B1) of the proposed BIA renewal and levy.
- B4. THAT Council approve a 7-year (2017-2024) funding-ceiling of \$7,449,000 for the Strathcona BIA, subject to Council approval of the renewal.

REPORT SUMMARY

BIA RENEWALS

The following BIA terms will expire March 31, 2017:

<u>BIA</u>	<u>Date BIA established or renewed</u>	<u>Current Term</u>
Chinatown BIA	April 1, 2010 (renewed)	7 years
Strathcona BIA	April 1, 2010 (renewed)	7 years

The two Business Improvement Areas must now be re-established (renewed) for a further term to continue to operate.

The purpose of this report is to advance the renewal process by approving Council Initiatives for the proposed renewals.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Council policy for the renewal of a BIA was approved on July 30, 1992, and for the establishment and expansion of a BIA on October 14, 1997, as follows:

A BIA is established, renewed, and/or expanded by Council Initiative process; under a Council Initiative, affected property owners and commercial tenants receive a notification that sets out a description of the Initiative, the designated area, and the estimated annual charge and rate. The notification includes instructions for filing objections to the Initiative, which are reported to Council after they are received and tabulated. Council also hears delegations as to whether or not the Initiative should proceed. The Initiative generally will not be approved if one third or more of the owners, representing one third of the assessed property value, or one third of the tenants, counted separately, submit objections.

Section 462 of the Vancouver Charter was amended on September 23, 1998, to permit BIA terms of up to 20 years, as opposed to the previous 5-year limitation. Council has exercised its authority under the amendment by previously approving seven-year and ten-year renewal terms. As some BIAs have continued to apply for 5-year renewal terms, the range of BIA terms varies from 5 to 10 years.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager and the General Manager of Planning, Urban Design and Sustainability recommend APPROVAL of the foregoing.

REPORT

Background/Context

BIA Renewal Process Overview

The renewal process has two basic steps as described below - the first is the BIA's role and the second is the City's role:

Step 1

The two renewing BIAs have completed the first step in the BIA renewal process which involves consultation with all of the BIA's property and business owners regarding BIA renewal and cost ("renewal outreach") culminating in membership approval of renewal resolutions at the BIAs' Annual General Meetings in September. Those resolutions include a) formally requesting the City to consider BIA renewal; b) stipulating a renewal term and funding-ceiling¹ for Council approval and c) approving a first-year renewal budget (Appendix A2 and B2). Each BIA's renewal outreach is summarized in this report based on an outline provided by the BIAs (Appendix A3 and B3). Detailed documentation is retained by the BIAs and is available at the City's request.

Step 2

Renewal Step 2 requires Council approval of the recommendations in this report as follows: a) to confirm the BIA society as sponsor of the BIA; b) to approve a Council Initiative to renew the BIA, which means the City will notify the affected property owners and tenants prior to Council approval or rejection of the Initiative; c) to forward the renewal application to Court of Revision, and; d) subject to final Council approval, to approve the proposed funding ceiling for the proposed BIA renewal term.

If, after notification of owners and businesses, Council approves the BIA renewals, the renewal year-1 budgets will be reported along with all of the other BIAs' 2017 - 2018 budget requests. Although Council does not approve the proposed year-1 budgets at this stage in the BIA renewal process, copies of the proposed budgets are attached to this report for reference, to indicate the anticipated cost of the proposed renewals. This addresses Vancouver Charter section 506(2), which requires the City's formal notification to include an estimate of each property owner's expected contribution.

¹ Vancouver Charter section 456(2) (b) stipulates that Council, by by-law, must establish the maximum amount of money to be granted to a BIA applicant. A '*funding ceiling*' is the cumulative maximum amount, over the current BIA term, which may be granted and then recovered by way of a levy on parcels of real property within a BIA.

BIA Renewal Outreach Process - Background

In this section, additional information is provided on the overall approach to renewal outreach and reporting outlined as Step 1. The section that follows provides background and strategic analysis for each of the two renewing BIAs.

As part of the renewal process, BIAs are required to conduct outreach to the commercial property owners and business tenants within their respective BIA renewal areas, culminating in renewal resolutions at their Annual General Meeting, or at a General Meeting specifically held for the purpose.

BIAs determine generally how they fulfill their requirement to conduct outreach, and have agreed to include, with their AGM notification (sent to all property and business owners), a letter from the City about BIAs. The letter includes information about how BIAs are funded through a special tax levy, how the BIA and levy are renewed for a further term, and how proceedings at the BIA AGM set directions about continuance of the BIA levy and its cost to owners.

BIAs retain all materials generated as part of their renewal outreach and agree to produce their materials for the City on request. In addition, each BIA provides a point-form outline of their outreach materials and activities. Outreach outlines from each BIA society are attached to this Report as Appendix A3 and B3. Council reports related to BIA renewals include a factual summary of each BIA's outreach activities.

The above self-reported outreach is the first step of the BIA renewal process. Subsequently, as part of the Council Initiative (Step 2), all BIA property owners and business tenants will receive a notification from the City, if approved in the Recommendations in this report, to which they can respond before a final decision on BIA renewal is made by Council.

Strategic Analysis

Chinatown BIA Renewal

BACKGROUND

The Chinatown BIA was one of four BIAs established in 2000, along with the Commercial Drive, Marpole and Strathcona BIAs. The BIA was last renewed in 2010 for a third term (7 years) which expires at the end of March 2017. The Vancouver Chinatown BIA Society (VCBIA) wishes to renew the BIA for a further term (7 years) (April 1, 2017 - March 31, 2024).

DISCUSSION

BIA Renewal Proposal

The Chinatown BIA boundary comprises an irregular 11 square block area circumscribed, in part, by the boundaries of the adjacent Hastings Crossing BIA (on the north and west), and the Strathcona BIA (on the north east). Boundaries roughly follow Taylor, Pender, Hastings, Gore, Union, Quebec and Keefer. (See map in Appendix A1.)

If approved by Council, the proposed funding-ceiling of \$3,048,950 will define the maximum amount that may be levied over the Chinatown BIA 7-year renewal term, and reflects an increase of 32% over the previous 7-year ceiling. As the ceiling functions as a cumulative 'cap' rather than as a budget, a ceiling-increase does not necessarily reflect BIA annual expenditure increases.

The VCBIA proposes a Year 1 renewal budget of \$410,750, representing an annual levy rate of \$1.03 per \$1,000.00 of assessed property value. If, after owner and business notifications, Council approves the Chinatown BIA renewal, the BIA's renewal year-1 budget will be reported along with all of the other BIAs' 2017 - 2018 budget requests. (See budget in Appendix A2.)

Renewal Outreach Activities

Renewal outreach activities extended from April to August 2016, and included:

- Informal member outreach beginning April, 2016
- Three mailings to members April to June, 2016 (information on renewal, requests for member feedback, surveys and survey results, open house invitations, proposed renewal budget)
- Two member surveys, April (members' priorities) and June 2016 (feedback on proposed budget)
- Two renewal open houses, June 16 and July 14, 2016
- Various postings on VCBIA website June - July, 2016 (open house invitations and reminders, requests for feedback, survey results, 7-year budget plan)
- AGM notification August 2016 - included information on 7-year renewal plan and budget
- The VCBIA AGM held on September 7, 2016. The 7-year renewal and budget plan were discussed during the AGM. The proposed 7-year renewal, funding ceiling, and renewal budget were approved by the membership.

The VCBIA's renewal request letter and an outline of its outreach process are attached as Appendix A3.

Comments

The VCBIA confirms it has notified all property owners and tenants within the proposed renewal area. As required, the VCBIA has provided a summary of its outreach process, and has included the City's information letter with supplementary AGM materials.

On September 7, 2016, at a duly constituted AGM, the VCBIA membership approved BIA renewal, a new 7-year funding ceiling, and the 2017-2018 budget.

Membership approval at the AGM was not unanimous, with some members either questioning BIA management and expenditures or claiming they had not received open house notices or the annual general meeting notification. Following the AGM, the City received several telephone calls and correspondence related to these issues.

Based on the AGM results and member input received to date, the VCBIA believes that the BIA 7-year renewal, the proposed 7-year funding ceiling, and the Year-1 budget are generally supported.

Strathcona BIA Renewal

BACKGROUND

The Strathcona BIA was one of four BIAs established in 2000, along with the Chinatown, Commercial Drive and Marpole BIAs. The BIA was last renewed in 2010 for a third term (7 years) which expires at the end of March 2017. The Strathcona Business Improvement Association (SBIA) wishes to renew the BIA for a further term (7 years) (April 1, 2017 - March 31, 2024).

DISCUSSION

BIA Renewal Proposal

The Strathcona BIA boundary comprises an irregular 40 square block area circumscribed, in part, by the boundaries of the adjacent Hastings Crossing BIA (on the west), the Chinatown BIA (on the south west), and the Hastings North BIA (on the east). Boundaries roughly follow Gore, the CPR right-of-way, Clark, Venables, Raymur, and Hastings. (See map in Appendix B1.)

If approved by Council, the proposed funding-ceiling of \$7,449,000 will define the maximum amount that may be levied over the Strathcona BIA 7-year renewal term, and reflects an increase of 77% over the previous 7-year ceiling. As the ceiling functions as a cumulative 'cap' rather than as a budget, a ceiling-increase does not necessarily reflect BIA annual expenditure increases.

The SBIA proposes a Year 1 renewal budget of \$841,500, representing an annual levy rate of \$1.24 per \$1,000.00 of assessed property value. If, after owner and business notifications, Council approves the Strathcona BIA renewal, the BIA's renewal year-1 budget will be reported along with all of the other BIAs' 2017 - 2018 budget requests. (See budget in Appendix B2.)

Renewal Outreach Activities

Renewal outreach activities extended from November 2015 to October 2016, and included:

- Strategic planning November 2015
- Informal member outreach November through April 2016
- Outreach and invitation materials distributed by mail, e-mail, and door-to-door, followed up by phone calls and follow-up e-mails
- Four Newsletters distributed February, May, July and October 2016
- Two Member surveys April/May 2016 (priorities) and July 2016 (proposed budget)
- Renewal information letter and summary of achievements distributed April 2016
- Door-to-door visits April, May and July 2016

- In-person meetings with major property owners, and with other members on request May 2016
- Open house in June 2016
- September 2016 member notification for the Annual General Meeting (AGM); the meeting notification package included content about BIA renewal, including the renewal proposal, budget and funding ceiling.
- The SBIA AGM held on September 28, 2016. The renewal proposal /budget was discussed during the AGM. The proposed 7-year renewal, funding ceiling, and renewal budget were unanimously approved.

The SBIA's renewal request letter and an outline of its outreach process are attached as Appendix B3.

Comments

The SBIA confirms it has notified all property owners and tenants within the proposed renewal area. As required, the SBIA has provided a summary of its outreach process, and has included the City's information letter with its AGM notification.

The City has received no telephone calls or correspondence expressing opposition to the proposed BIA renewal. The SBIA reports that it has received no opposition in response to its member outreach.

On September 28, 2016, at a duly constituted AGM, the SBIA membership unanimously approved BIA renewal, a new 7-year funding ceiling, and the 2017-2018 budget.

Based on the AGM results and member input received to date, the SBIA believes that the BIA 7-year renewal, the proposed 7-year funding ceiling, and the Year-1 budget are generally supported.

Implications/Related Issues/Risk (if applicable)

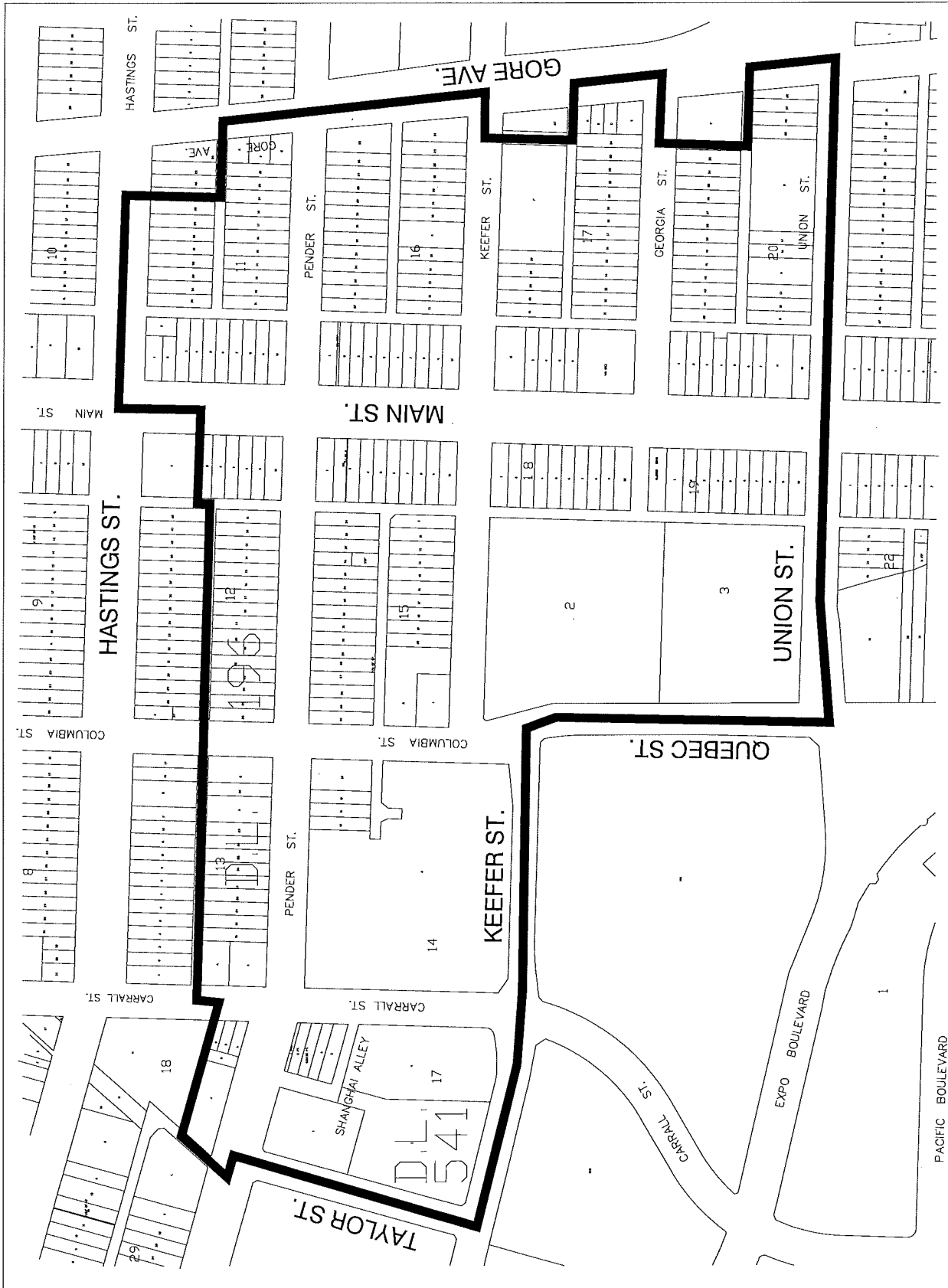
Financial

There are no financial implications.

CONCLUSION

The by-laws for two Business Improvement Areas are set to expire at the end of March 2017. The respective BIA societies have asked that their applications be forwarded by way of Council Initiative to a Court of Revision. The results of the BIA outreach activities indicate general support for renewal at this stage in the process. It is recommended that both applications be forwarded to Court of Revision. If Council approves the BIA applications, the year-1 budgets will be reported along with all of the other BIAs' 2017 - 2018 budget requests.

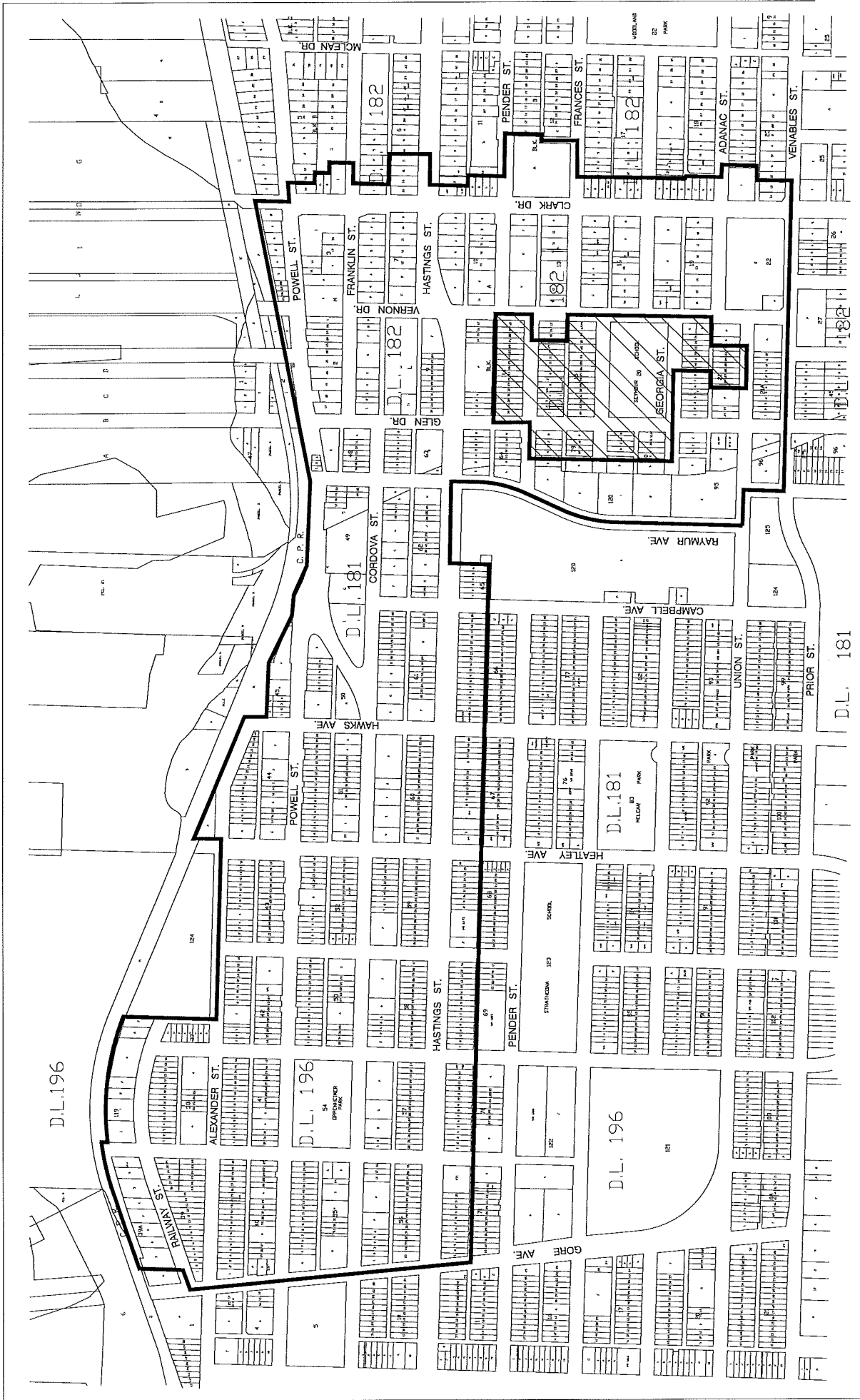
* * * * *



Chinatown B.I.A.



Strathcona B.I.A.



Proposed VCBIA Budget (2017 - 2018)

P25

Year one Budget 2017-2018 Proposed Budget	
Revenue	
City Levy	City Levy
Non-Levy	Membership Fee
	Interest
	Sponsorship / Events & others income
Revenue Total:	
	\$410,750.00
	\$700.00
	\$500.00
	\$43,000.00
	\$454,950.00
Governance & administration	
Administration	
	Wages / Benefits / CPP, EI..etc
	Rent
	Insurance
	Telephone / Fax
	Office equipment & expenses
	Office maintenance & supplies
Legal & Accounting	
	Acc & Audit / Professional fees
Governance	
	AGM
	Networking, planning & professional development
	\$57,600.00
	\$29,300.00
	\$4,650.00
	\$2,500.00
	\$8,500.00
	\$7,200.00
	\$8,750.00
	\$2,500.00
	\$1,000.00
Promotions	
Events	
	Chinatown Festival, Youth Talent Showdown and Young Stars Challenge
	Mascot project
	Other events: Parades, special events
Marketing & Advertising	
	Marketing, seasonal promotion
	Advertisement / Radio
	Chinatown Map
	Tourism promotion, Web & Social Media,
Community Relations	
	Sponsorship, advertising, public relationship
	\$77,000.00
	\$58,000.00
	\$9,000.00
	\$10,000.00
	\$30,700.00
	\$11,300.00
	\$22,000.00
	\$15,000.00
	\$79,000.00
	\$1,200.00
Place Making	
Maintenance / Beautification	
	Alley & Graffiti Cleaning
	Street Furniture / Lighting / Flower Baskets / Banner
Planning	
	Research and street use
	\$59,000.00
	\$33,000.00
	\$25,000.00
	\$1,000.00
Community Safety	
	Security
Contingency	
	Contingency
SUB-TOTAL	
Surplus / Deficit:	
	\$109,250.00
	\$7,500.00
	\$454,950.00
	\$0.00

SBIA FINANCIALS

2017/2018
BUDGET

2017/2018

REVENUES

BIA Levy	\$ 841,500
Investment Income	1,500
TOTAL REVENUES	\$843,000

EXPENSES

Payroll	180,000
Operating Expenses	89,000
	269,000

Good Governance

Annual Strategic Planning & Review	15,000
BOD Member Development	3,000
Professional Development	3,000
	21,000

Local Economic Development

Community Safety	165,000
Made In Strathcona	80,000
Beautification & Placemaking	64,000
Graffiti Removal	45,000
Street & Lane Cleanup	30,000
Events - Membership	30,000
Government/Public Relations (Advocacy)	24,000
Debris Pick Up	20,000
Research & Data Analysis	14,000
Member Communications	10,000
	482,000

Environmental Sustainability

Research & Consulting	40,000
Sustainable Business Strategies	10,000
Member Education & Outreach	10,000
	60,000

Community Development

Sponsorship & Donations	6,000
Programming & Partnerships	5,000
	11,000

TOTAL EXPENSES	\$843,000
-----------------------	------------------

Surplus



溫哥華華埠商業促進會
Vancouver Chinatown BIA Society

508 Taylor St., Vancouver, BC, V6B 6M4
Email: vcbia@vancouver-chinatown.com

Tel: 604-632-3808 Fax: 604-632-3809
Web: www.vancouver-chinatown.com

October 19th, 2016

City of Vancouver
453 West 12th Avenue
Vancouver, BC
V5Y 1V4

Attention: Mayor Gregor Robertson and Councillors of the City of Vancouver
c/o Peter Vaisbord, BIA Program Coordinator

Your Worship Mayor Robertson and Councillors of the City of Vancouver:

Re: Proposed Renewal of Vancouver Chinatown BIA Society

On behalf of the Vancouver Chinatown Business Improvement Area Society, we wish to request the City of Vancouver's approval of our application to renew the Vancouver Chinatown BIA for a 7-year term from April 1st, 2017 to March 31st, 2024.

We have been working on our renewal process since September, 2015. There have been extensive meetings with Mr. Peter Vaisbord to discuss the requirements and activities for the renewal process. In addition, we held the mandatory outreaching process within our constituency. Attached please find the list of our renewal activities for your reference.

For the past 17 years, Vancouver Chinatown BIA has been and continues to work with our merchants and property owners to promote Vancouver Chinatown. Our presence has made a significant positive impact on our community and has showcased to the merchants, property owners, shoppers, tourists and visitors our improving business environment. Witnessing the energy of our members and the progress and improvement of their businesses, we are profiling Vancouver Chinatown as a better venue and ideal community for business entrepreneurs and their customers.

Our Board of Directors has been working on the renewal process and keeping our members well involved. On September 7th, 2016 at our Annual General Meeting, the members voted in favour by a substantial majority for the renewal and passed the motion for a 7-year renewal term and budget accordingly.

Should your Worship and Councillors have any questions or concerns about our BIA, please do not hesitate to contact us; we will be delighted to answer them.

Thank you very much for your attention and consideration of our BIA renewal request.

Sincerely,

Albert Fok
President
Vancouver Chinatown BIA Society



溫哥華華埠商業促進會
Vancouver Chinatown BIA Society

508 Taylor St., Vancouver, BC, V6B 6M4
Email: vcbia@vancouver-chinatown.com

Tel: 604-632-3808 Fax: 604-632-3809
Web: www.vancouver-chinatown.com

Renewal outreach activities of Vancouver Chinatown BIA

- 1) Fall, 2015 VCBIA President and BIA staffs contact Peter Vaisbord to review renewal requirements.
VCBIA office prepare the outline of the renewal process.
- 2) Jan 19th, 2016 The Board of Vancouver Chinatown BIA form the Renewal Committee.
VCBIA office collect data and information about renewal.
- 3) Jan - June, 2016 Renewal Committee & Board meetings: identified current challenges to determine new direction and discussed timeline and methods of soliciting and collecting members' feedback; discussed and prepared various surveys, and analyzed results to prepare proposal for 7-year budget plan
- 4) April, 2016 Letter to merchants & property owners: informed members of the BIA renewal.
Outreaching to members and conducting members' survey to collect feedback on BIA services.
- 5) May, 2016 Letter to merchants & property owners: Informed members of survey feedback.
Outreached to members for further feedback and invitation to 1st and 2nd Open Houses.
- 6) May 27th, 2016 VCBIA Directors and Staffs met with Peter Vaisbord to review the renewal process and timelines.
- 7) June - July, 2016 Renewal Committee & Board meetings: discussed and drafted the 7-year budget plan.
- 8) June 7th, 2016 VCBIA office met with Peter Vaisbord to review the fine details of the renewal process and timelines.
Website: Electronic version of Invitation to 2nd Open House and survey reports were posted on VCBIA website
- 9) June 16th, 2016 Open House "Chinatown Promotion Plan": displayed survey results and discussed and collected suggestions and opinions from members.
- 10) June 17th, 2016 Letter to merchants & property owners: Members' survey to collect members' feedback on allocation of budget
Website: Electronic versions of Survey Results posted
- 11) July 12th, 2016 Website: Reminder on the 2nd Open House on VCBIA website
- 12) July 14th, 2016 Open House "Chinatown Promotion Plan": displays on budget feedback results with proposed budget and reviewed and discussed the proposed 7-year budget plan.



溫哥華華埠商業促進會
Vancouver Chinatown BIA Society

508 Taylor St., Vancouver, BC, V6B 6M4
Email: vebia@vancouver-chinatown.com

Tel: 604-632-3808 Fax: 604-632-3809
Web: www.vancouver-chinatown.com

- 13) July 15th, 2016 Website: Electronic version of "Budget Allocation Questionnaire" results and proposed 7-year budget plans were posted.
- 14) July - Sept, 2016 Renewal Committee & Board meetings: finalized the 7-years budget plan.
- 15) August 5th, 2016 Notice of Annual General Meeting: informed merchants and property owners of our AGM, the renewal and 7-Year budget plan.
- 16) Sept 7th, 2016 Annual General Meeting: members voted and approved the 7-year renewal and budget plan of the Vancouver Chinatown BIA society.



October 14, 2016

Mayor Gregor Robertson & Members of Council
c/o Peter Vaisbord, BIA Program Coordinator
City of Vancouver
453 West 12th Avenue
Vancouver, BC V5Y 1V4

Dear Mayor Robertson & Council,

On behalf of the Board of Directors and members of the Strathcona Business Improvement Association (SBIA), I hereby request that Vancouver City Council consider our application to renew the Strathcona Business Improvement Association for a seven year term, commencing April 1, 2017 and concluding March 31, 2024.

The Strathcona BIA's catchment is from Clark Drive in the east, Gore Avenue in the west, Railway Street in the north and Venables Street in the south and comprises over 800 members in a diverse business district. Directors and staff spent considerable time and effort to connect with members to inform them of the renewal process and to provide updates. Two surveys were conducted, one open house was held and four newsletters were disseminated as well as a summary document of activities and achievements from the current period. A majority of members was also directly contacted through door-to-door visits, face-to-face meetings and phone calls beginning in November 2015 and leading up to the AGM in September 2016

At the AGM held on September 28, 2016, the membership voted unanimously in favour of both the seven year renewal term and the renewal cap. We are confident that there is strong majority support for renewal throughout the full membership.

This letter is to be considered the Strathcona BIA application required by the City's BIA Program.

Please contact me at 604.258.2727 if you have any questions or comments of the Strathcona BIA's renewal process.

Sincerely,

A handwritten signature in black ink, appearing to read "Joji Kumagai", with a long horizontal stroke extending to the right.

Joji Kumagai
Executive Director

1222 E Hastings St
Vancouver, BC V6A 1S6
Tel: 604.258.2727
Fax: 604.258.2723
www.strathconabia.com
www.madeinstrathcona.com



Strathcona BIA Renewal Process

October 2015 – Preliminary board discussions and steering committee formation

- Beginning of monthly board and staff discussions and renewal planning.
Continuing throughout the entire process leading up to the 2016 AGM

November 2015 – Strategic Planning and preliminary outreach

- Board of Directors strategic planning session held on November 23 to determine direction for next renewal term
- Informal member outreach. SBIA staff began updating members on the renewal process through brief conversations during unrelated meetings and phone calls ongoing through April 2016
- Engaged consultant Lucent Quay in preliminary conversations to help with renewal planning and outreach

January 2016 – Engaged consultant

- Formally contracted consultant Lucent Quay to assist in the renewal process

Feb 2016 – Renewal survey development

- Newsletter sent out to members February 16, 2016 notifying them of the renewal period and consultation process to begin in April 2016
- Created Renewal Survey with Lucent Quay

April 2016 – Member Survey

- Survey sent to members on April 19, 2016 to evaluate the work of the SBIA over the previous 6 years (2010-2016) and to gather feedback on investment areas and strategic priorities moving forward
- 240 emails sent and 570 hard copies mailed containing an informational letter, 2017 – 2024 Renewal Document and copy of the survey
- Extensive door to door outreach to educate members about renewal and encourage them to complete the survey
- Phone and follow up emails

May 2016 – Member Survey

- Extensive door to door outreach to educate members about renewal and encourage them to complete the survey
- In person meetings with major property owners and members who specifically requested a meeting
- Contacted well over 300 members directly through door to door visits, email and phone calls
- A second newsletter sent out on May 9 & 11
- Survey closed May 13 with results being confidential and compiled by Lucent Quay
- During consultation, Lucent Quay received 89 online surveys, 10 hard copies and one digital submission sent via email, and produced a report summarizing the findings from all submissions received. A high-level summary of key themes is included below:
 - **95 per cent** of respondents are satisfied with the SBIA overall.
 - Over the past seven years, an average of **61 per cent** of respondents feel Strathcona has **improved** in crime reduction and increased safety measures,



perception of crime and safety, cleanliness and street beautification, and business attraction and retention efforts.

- Over the past seven years, respondents were **satisfied** overall with the SBIA's effectiveness in all identified areas including Beautification, Community, Sustainability, Governance Pride, and Safety.
- **Majority of respondents** feel that being a member of the SBIA provides them with a competitive advantage.

June 2016 – Draft budget and survey results outreach

- Email and direct mail sent to members further inform them about renewal and Open House. Sent on June 15
- Open House reminder sent on June 23 and 27
- Open House held on June 28, 4:00pm – 8:00pm at Groundswell Café

July 2016 – Proposed budget survey

- Newsletter and second survey sent to members on July 14 with a proposed draft budget based on feedback and survey.
- AGM announcement sent on July 14 in same newsletter and survey
- Extensive door to door outreach with proposed budget and direction moving forward to gather member feedback
- Phone and follow up emails
- Reminder email sent on July 28 for feedback on the proposed budget
- Received 36 responses to the budget survey. 23 in support, 5 in support with some conditions, 1 not supportive and 7 uncertain.

September 2016 – Annual General Meeting

- AGM package sent to members on September 6 and 7 through email and direct mail
- AGM and Renewal outreach through email and phone lead up to the AGM
- AGM reminder emails sent to members on September 21 and 26
- AGM held on September 28
 - **Members voted unanimously to approve the 7-year renewal term of the Strathcona BIA from 2017 – 2024, the 2017/2018 Budget and the 2017-2024 Levy cap of 7.449 Million**

October 2016 – City Formal Process Update

- Newsletter sent updating members on the AGM results and informing them of the formal City process