

Marpole B.I.A.



MBA Draft Budget 2005-2006

Category	Yearly Total
Expenses	110,300.00
Fixed Expenses	3,000.00
Insurance	2,000.00
Telephone	1,000.00
Flexible Expenses	107,300.00
AGM & Board Costs	2,000.00
Christmas Lighting	2,000.00
Power	2,000.00
Christmas Lighting - Other	0.00
Communications	6,100.00
BIA Report	500.00
Business Directory	0.00
Newsletter	3,500.00
Recruitment Package	600.00
Web Site	1,500.00
Communications - Other	0.00
Community Relations	1,000.00
Memberships	500.00
Community Relations - Other	500.00
Conference	1,000.00
Contract Employment	20,000.00
GST	4,500.00
Legal & Auditor Services	2,200.00
Mileage	1,000.00
Miscellaneous	500.00
Office Supplies	1,000.00
Promotions	15,000.00
Security	0.00
Service Charges	0.00
Street Beautification	49,000.00
Banner Installation	8,000.00
Boulevard Maintenance	1,000.00
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GST Rebate	2,250.00
Interest Earned	300.00
Misc In	0.00
Total Budget Income:	115,050.00
Total Budget Expenses:	110,300.00
Difference:	4,750.00

Marpole Business Association

Box 80 - 8415 Granville St.
Vancouver, BC V6P 4Z9
tel 604-418-8232 * fax 604-677-2750
email marpolebia@marpoleonline.com

APPENDIX C
Page 1 of 41

Mayor Larry Campbell and Council
c/o Peter Vaisbord, Coordinator
BIA Program
City of Vancouver
453 W. 12th Avenue
Vancouver, BC V5Y 1V4

November 8, 2004

Dear Mayor Campbell and Council:

Re: Proposed Renewal of the Marpole BIA

On behalf of the Marpole Business Association, I hereby request Council to consider our application to renew the Marpole BIA for a further seven (7) year period. This letter is our formal BIA application as required by the BIA program.

Our Board of Directors has been working on the proposed renewal since 2003. We have held two outreach information sessions, conducted a member survey, distributed renewal campaign communications material, and have presented our detailed renewal plans and proposed budget at our 2004 Annual General Meeting, where they were unanimously approved by the membership. The feedback so far has led us to believe that BIA renewal is generally supported.

The City's BIA Coordinator is aware of the proposal and has been working with us to guide us through the process. He has also attended our outreach sessions and Annual General Meeting.

Thank you in advance for consideration of our BIA renewal request.

Sincerely,



THE MARPOLE BUSINESS ASSOCIATION

Claudia M. Laroye
Coordinator

Marpole Business Association BIA Outreach and Renewal Summary Process

The Marpole Business Association BIA began its Renewal process in the fall of 2003. At that time, the Marpole BIA engaged the services of Stephen Mikicich of Planet Consulting Group, for the purposes of facilitating a strategic planning session. The strategic planning session assisted the Board of Directors in determining and establishing the long-range goals and vision of the Marpole BIA. The session was also a practical starting off point to begin the focus on BIA outreach and renewal.

Member Survey

In March 2004, the Marpole BIA drafted and distributed a member survey to its 200 business and property owner members. The survey was included in the spring edition of the "marpole update" member newsletter. The survey asked members to indicate their knowledge of the BIA and its programs, and prioritize issues and concerns such as parking and security. Members had approximately one month to complete the survey.

The survey results were published in the summer (June) edition of the "marpole update" newsletter. The Top 5 member issues were;

1. Parking and Policing/Crime Issues
3. Graffiti Vandalism
4. Street Cleanliness
5. Promotional Events and Traffic & Speed Management (tied)

The summer newsletter also included an invitation to the Renewal Information Open Houses, scheduled for June 22nd and 29th, at Marpole Place. Members were encouraged to attend and learn more about the Marpole BIA's first mandate, its' many accomplishments, its future vision for the BIA, and the renewal process and financial plans for the future.

Renewal Campaign Brochure

In June 2004, the Marpole BIA published and distributed its renewal campaign information brochure. The brochure was a four-page, colour publication that included information on;

- List of Marpole BIA Accomplishments from 2000-2004
- MBA Member Survey results
- Proposed Draft Budget for 2005-2006
- Financial Plan for new Seven-Year Mandate – 2005-2012
- Potential Plans for Expansion of Marpole BIA
- Future Vision for the Marpole BIA and Marpole commercial district

The Renewal Campaign brochure was distributed by hand to business tenants, and by mail to property owners.

Renewal Information Open Houses

The Marpole BIA held two information Open Houses in June. The first Open House, held on June 22nd, was poorly attended. As a result, the Marpole BIA Board and Coordinator dropped off Open House notifications for the second time, to each business and property owner member, by hand and by mail.

The second Open House on June 29th was attended by approximately 20 members, many of whom were property owners. The President Michael Tee, Treasurer Wayne Joe, and Coordinator Claudia Laroye made presentations about the past, present and future of the Marpole BIA, and its budgetary needs and strategic goals for its future mandate. Peter Vaisbord, the City of Vancouver's BIA Program Administrator, made a presentation about the renewal process.

There was great support expressed by all the members for the proposed future plans of the Marpole BIA, and satisfaction with how much had been accomplished with the BIA's first four years.

Annual General Meeting

The Marpole BIA's AGM was held on September 23rd, 2004. President Michael Tee, Treasurer Wayne Joe, and Coordinator Claudia Laroye made presentations to the members, outlining past accomplishments, present issues and future plans. They also discussed the proposed budgetary and financial plans for the proposed seven-year mandate. The members passed motions approving the BIA renewal proposal, the proposed first year renewal budget (2005-2006), and the proposed renewal mandate of seven years. The members also passed a motion approving the seven-year funding ceiling of \$1,050,000. The members expressed satisfaction with the past accomplishments of the Marpole BIA, and enthusiasm about its future.

marpole update

News from the Marpole Business Association

Spring 2004

The future of the Eburne Lands - Vancouver's Gateway?

Since October 2003, the **Marpole Business Association** has been working with other community groups and residents in attempting to obtain a park land allocation at the former Eburne Lands sawmill site, along the Fraser River waterfront (south of SW Marine Drive).

This has been a lengthy and complex process, involving the **City of Vancouver**, **Vancouver Parks Board**, **TransLink** (a regional government body), and the **North Fraser Port Authority** (a federal Crown Corporation).

A portion of the Eburne Lands may also be part of the ancient **Marpole Midden**, and thus may merit the involvement of the **Musqueam First Nation**.

A detailed background review on the Eburne Lands issue can be found within this newsletter (page 3).

Of immediate concern to the members of the Marpole Business Association is the **pending approval and relocation of the TransLink bus depot from Oakridge to Marpole and the Eburne Lands**.

The TransLink Bus Depot

TransLink is currently in the **development permit stage** of its application to build and operate its new bus depot facility in Marpole, to be located at Hudson St., south of SW Marine Drive.

TransLink has outgrown its current facility at Oakridge, and requires a new location to house 400 buses - 245 trolley buses and 155 diesel buses.

The transit centre is expected to be operational by the Fall 2005. The principal building will contain maintenance, repair, administrative, training and staff facilities.

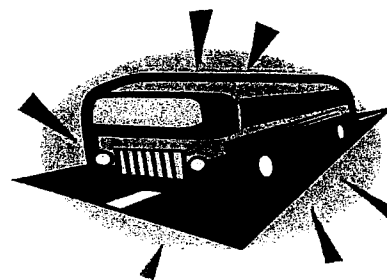
The relocation of the bus depot facility raises a number of important questions and concerns about the impact of the depot's operation.

These impacts can include positive benefits, such as the addition of hundreds of jobs & personnel into the Marpole community.

They can also include the effect of the depot upon the traffic and transportation patterns in the Marpole community, specifically along SW Marine Drive, Granville, Oak, Hudson and Milton Streets.

TransLink's transportation study (September 2003) of the proposed bus depot facility indicates what some of these impacts might be, including:

- * Increase in bus traffic throughout the day, but particularly during the peaks of 6:30 - 7:30 AM and 6:00-7:00 PM.
- * 35% of all depot buses will access via Granville St.
- * Changes to the intersection of Hudson at SW Marine Drive, including light signalization and new dedicated turning bays to access bus depot facility.
- * Creation of eastbound left and two westbound through lanes on SW Marine at Hudson.
- * Restrict westbound left-hand turns at Oak & SW Marine Drive.
- * Introduce parking restrictions on south side of SW Marine Drive, east of Milton - 3:30 - 6:30 PM.
- * Extension of southbound HOV designation (further parking restrictions) on Granville Street to 7:00 PM.



The MBA is formulating its questions and response to this proposed development, in anticipation of **TransLink's Open House, scheduled for Wednesday, March 10th, from 4-8PM at the Scottish Cultural Centre (73rd Ave. & Hudson St.)**

There will be a public forum component following the general open house from **7-8:00 PM** that evening.

Your presence and input is required on this important issue!

Attend the TransLink Open House on Wednesday, March 10th and voice your questions & concerns.

TransLink Open House
Wednesday, March 10th
4:00 - 8:00 PM
Scottish Cultural Centre
(8886 Hudson St. at 73rd Ave.)

April Rainy Day Sale + Member Survey

Time to shine at the Marpole Rainy Day sale

The Promotions Committee is pleased to present a spring-time promotion designed to clear out your attics and bring in some customers to your store.

The Second Annual **Marpole Rainy Day Sale, Saturday, April 24th**, is an opportunity for you to do some spring cleaning, clear out some of your merchandise, and sell it in a garage sale-style sidewalk sale.

Even if you do not have a retail business, you **can** participate by offering indoor specials, or Rainy Day Sale customer appreciation day, i.e. raffle or charity draw, coffee & doughnuts.

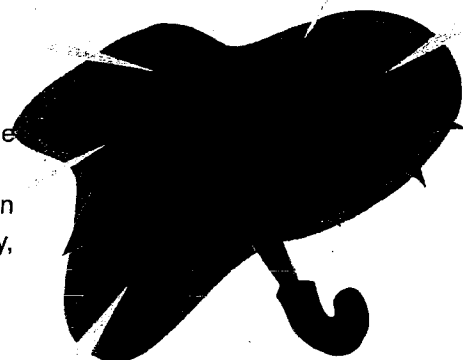
To promote the Rainy Day Sale, the MBA will be placing ads and notices in the weeks prior to the event

in the Georgia Straight, Marpole Review and on CKNW.

The Rainy Day Sale will run during business hours on Saturday, April 24th.

Rainy Day Sale Tips

1. Go through your store with a fine-tooth comb, looking for potential garage sale-style finds that could tempt passers-by. You could even bring some things from your home.
2. Put up the event poster in your store window - Advertise!
(Posters will be distributed in April.)
3. Set up your sales table outside your store, on the sidewalk, for maximum visibility and customer browsing.



4. Make it fun. **Don't** be afraid to haggle with customers looking for a deal - that's what garage sales are all about!

5. This is a **rain or shine event!** If it rains, attempt to **set** up your table under shelter.

If this is not possible, move your wares indoors to a suitable location in your store.

Sponsored by the Marpole Business Association.

Member Survey Enclosed

Inside this newsletter you will find an **MBA Member Survey**.

Please fill out the enclosed survey and fax it to the number indicated.

You may recall a similar survey in 2000, after the initial formation of the Marpole Business Association.

Many of you responded with a ranking of your most important issues and concerns.

The top 5 issues at that time were; Parking, Speed limits, Flowers, Street Banners and Community Policing.

Since the inception of the Association, the MBA has been working hard on implementing

programs and projects dealing with these and many other issues.

As a result of these initiatives, the Marpole commercial district has become a more beautified, cleaner, and more distinctive place to do business.

The Association's efforts are ongoing, as we continue to find ways to increase member value and business.

We need your input!

Please take 5 minutes to fill out this important survey. Then fax (during business hours) or mail it to the MBA office.

Thank you for your assistance and continued support.

**FAX survey to
604-677-2750**

**MAIL survey to:
Box 80 -
8415 Granville St.
Vancouver, BC
V6P 4Z9**

marpole survey

A survey from the Marpole Business Association

March 2004

The Marpole Business Association (MBA) has undertaken and successfully accomplished many of the projects and programs that you indicated were important to you in our Member Survey in 2000. These include street banners, flower pots, a parking management plan, liaison with police, and promotions & marketing.

In order to continue serving your interests and needs, the MBA needs your input. Please fill out this Member Survey and fax (during business hours only, please) to 604-677-2750 or mail it to our office (address below). Thank you for your assistance and participation!

Are you aware of the Marpole Business Association?

- Yes
- No

Are you familiar with some of our programs & projects?

- Yes
- No

Please rank the following issues in terms of their importance to you.

ISSUE	VERY IMPORTANT	MODERATELY IMPORTANT	NOT IMPORTANT
Crime & Policing			
Street Banners			
Flower pots			
Street Beautification & Cleanliness			
Promotional Events i.e. Summerfest			
Parking			
Speed Limits & Traffic Management			
Private Security			
Co-op Advertising			
Street Furniture			
Graffiti Vandalism			
Business Directory/ Brochures			
Sidewalk Sales			
Recruitment Package			
Member Newsletter			
MBA Website			
Community Visioning			
Other:			

Do you read the quarterly Association newsletter - the "marpole update?"

- Yes
- No

If no, what would be a more effective way to communicate with you?

Have you ever visited the Association website - www.marpoleonline.com?

- Yes
- No

Are you aware of and/or have you used the Business Directory portion of the website?

- Yes
- No

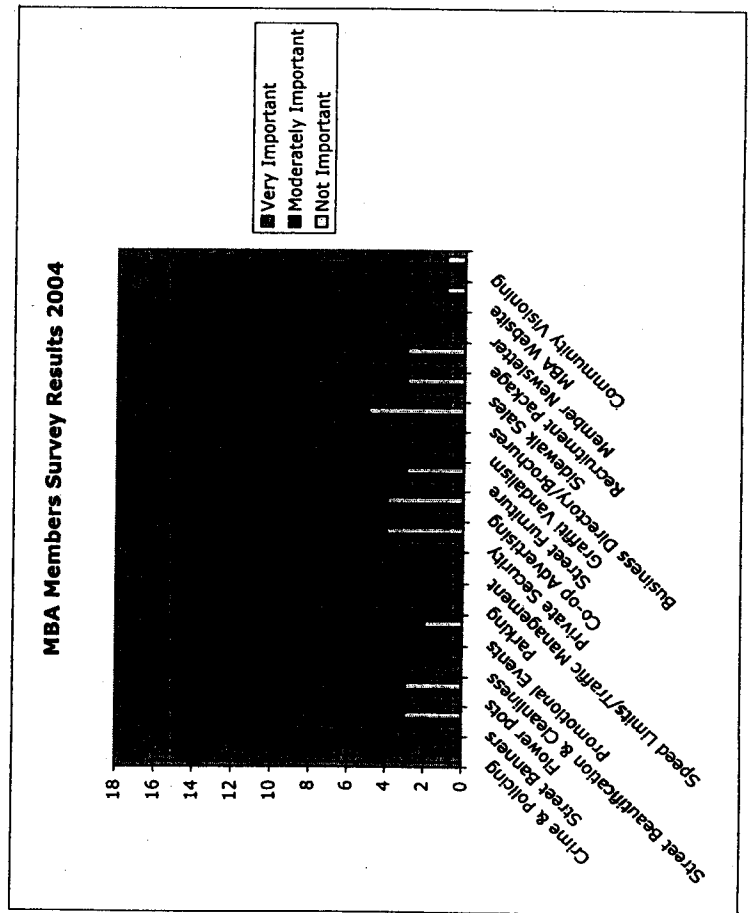
What is the number #1 issue for you?

Any other comments?

Thank you for your assistance.

MBA Member Survey Results - 2004

Issues	Very Important	Moderately Important	Not Important
Crime & Policing	16	2	
Street Banners	5	10	3
Flower pots	5	10	3
Street Beautification & Cleanlines	11	7	
Promotional Events	10	5	2
Parking	16	2	
Speed Limits/Traffic Management	10	6	
Private Security	7	5	4
Co-op Advertising	4	9	4
Street Furniture	5	8	3
Graffiti Vandalism	15	3	
Business Directory/Brochures	4	7	5
Sidewalk Sales	6	8	3
Recruitment Package	3	8	3
Member Newsletter	5	11	
MBA Website	4	12	1
Community Visioning	8	8	1



marpole update

News from the Marpole Business Association

Summer 2004

Catch Marpole Summerfest fever - Saturday, July 10th



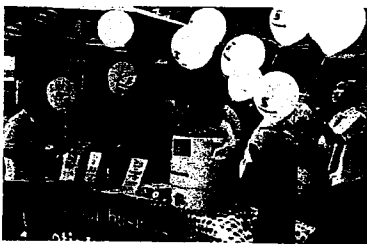
The Fourth Annual Marpole Summerfest event will take place on **Saturday, July 10th**, from **10 AM to 3 PM**, along Granville Street between 63rd and 71st Avenues.

Sidewalk sales and merchant promotions, musicians and balloon artists, face painters and magic shows, bouncy castles and an Artfair - all of this adds up to a fun-filled, family-oriented community celebration!

(See more event details inside.)

Merchants who have taken advantage of the Association's sponsorship and coordination of this event in the past have increased both their sales and customer counts. For many participating merchants, Marpole Summerfest has become their **busiest sales day of the entire year**.

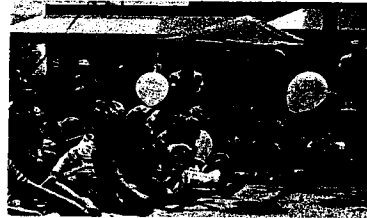
No matter what kind of business you run or service you provide, you CAN participate in Summerfest and market your business to the community.



It is easy to participate in Summerfest!

1. Designate 1 key item as your "hook" - your "Summerfest Special" - to bring people into your business.

This can be a food item, a product or special service that your business provides.



2. Advertise this "Summerfest Special" in the Vancouver Courier's special Marpole Summerfest

insert. (See enclosed drop sheet for more details)

Spread the word beyond your store and into the homes of Vancouver's west side neighbourhoods.

3. Print or copy flyers to put inside customer shopping bags in the weeks prior to July 10th.

Advertise the specials you will offer to your customers for Summerfest; maybe even include a coupon to reward them for their patronage (to be used after July 10th to ensure their continued patronage!)

4. Offer demonstrations of the services you provide.

If you're in service business, think about showing a "hands-on" demonstration of, for example, massage therapy, or offering literature about the nature of your services.

5. Take it outside.

Be on the street. Set up a table in front of your store with sale merchandise and/or product or food samples.

The key to your success with Marpole Summerfest is **PARTICIPATION**. The MBA office would be more than happy to help you find your key to success.

Please call Claudia @ 604-418-8232 for assistance, ideas, and more event details.

Sponsored by the Marpole Business Association, the Vancouver Courier and the Beat 94.5.



MBA Open Houses + Business Finder program

Member survey results shape mandate for MBA renewal

The results of the Marpole Business Association's Member Survey indicated some strong areas of concern for member business and property owners.

Topping the list were two issues - **Parking and Policing/Crime issues.**

These issues were followed by **Graffiti Vandalism, Street Cleanliness, Promotional Events and Traffic & Speed Management (tied).**

The survey results will have a direct impact upon many continuing and future programs & projects undertaken by the MBA.

The **future mandate** of the MBA will include a continued focus on the above issues, the maintenance of current programming, and will build upon the strong identity of Marpole as the **Gateway to Vancouver.**

The MBA Board of Directors has approved a Draft Budget for 2005-2006, which is included in this newsletter for your review.

This Budget would be the first in a proposed new **seven year mandate** for the Association.

As a grassroots group, the Marpole Business Association is directly accountable to you, the membership. Thus the Association takes direction from the members according to their stated wishes and concerns.

The Association will be hosting **two member Open Houses in June**, for the purposes of discussing the future mandate of the Association, and to obtain member feedback on that mandate.

These Open Houses are open to all members, whether you are a business or property owner, or both.

The first of the two Open Houses will take place on **Tuesday, June 22nd**, from **6 PM to 8 PM**, at **Marpole Place**, located at 70th Ave. and Hudson St.

The second Open House will take place on **Tuesday, June 29th**, also from **6 PM to 8 PM** at **Marpole Place.**

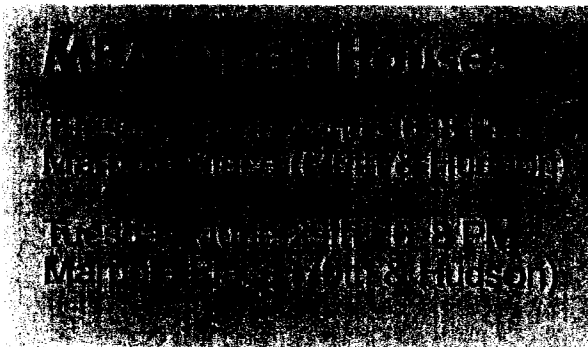
Peter Vaisbord, Coordinator of BIA Programs for the **City of Vancouver**, will be on hand to answer questions and to discuss the MBA's future mandate and renewal.

There will be also be presentations on the past four years of the Association's programs and projects, its long-term, strategic goals for the future, and on its future funding structure.

Refreshments will be served.

Please RSVP to either one of the Open House dates. Call 604-418-8232, or email us at marpolebia@marpoleonline.com.

We hope to see you there! ☺



Summerfest fun for young & old

Summerfest Entertainment

There will be a wide variety of fun, family-oriented entertainment at this year's Summerfest event.

There will be two locations for the **Rainbow Facepainters**, and **Yeeri the Magician** will entertain children of all ages with his fantastic magic show.

Peanuts the Clown and **Sylvia Mathies**, balloon artist extraordinaire, will add their talents to the festivities, and there will also be a **Kids Craft Zone** and **bouncy castle** on 67th Avenue.

Several talented **musical acts** will be present to liven up the atmosphere along Granville Street.

These include **Ralph Shaw, King of the Ukulele**, members of the renowned celtic act **Tiller's Folly**, and rock n' roll duo **Noah Nine.**

There will be one major **Artfair** tent, located on 66th Avenue. A wide variety of local arts & crafts will be on display including; jewellery, handmade clothing items, photographs, candles, and much more.

The **Vancouver Fire and Rescue Department**, **local Community Policing Centre**, and **other local groups** will also be participating.

Our radio media sponsor, **the Beat 94.5**, will be on hand with their **Beat Street** team handing out food samples and adding to the music mix!

Invite all your customers to enjoy this year's **FREE Summerfest fun!**

June 2005

Proposed Draft Budget 2005-2006

Budgeting for the Future

The proposed Marpole Business Association Draft Budget for 2005-2006 totals \$112,500. This draft budget permits a modest increase in the MBA's funding level to allow for future projects and programming needs.

The MBA has not increased its budget for the past three years. Fiscal management of MBA funds by the Board of Directors has been prudent and accountable to the membership at the Annual General Meetings.

Member priorities, as evidenced in the 2004 Member Survey and in the 2003 Long-Range Strategic Plan, have demonstrated a need for continued maintenance of existing projects, and a desire to explore new programming options.

The future expansion and effectiveness of the MBA in serving its members' interests is dependent upon moderate budgetary growth.

Over the course of the proposed renewal mandate of seven years - from 2005-2012 - the MBA seeks to achieve a funding cap of \$1,050,000.

Proposed MBA Expansion

The MBA is also exploring the potential expansion of its southern boundaries, to include the two commercial properties south of 71st Avenue.

These properties include a total of four commercial tenants; a Mr. Lube franchise, convenience store, cafe/restaurant and furniture store.

In welcoming these businesses and properties as members of the MBA, the Association would officially include all commercial businesses along the Granville Street corridor within the Marpole commercial district.



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marpole bia open house

A Division of the Marpole Business Association

June 2004

The Marpole Business Association (MBA) cordially invites you
to attend the upcoming

Information Open House on Tuesday, June 22nd,

from 6 to 8 PM at Marpole Place
(@ 70th and Hudson)

Meet your MBA Board of Directors and fellow business colleagues,
and learn about the recent accomplishments and
the exciting future plans of the
Marpole Business Association as it enters into
its renewal for 2005-2012.

Please RSVP to 604-418-8232
or email
marpolebia@marpoleonline.com

We hope to see you there!

Refreshments will be served.

A publication of the Marpole Business Association. We welcome your comments and feedback.
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tel. 604.418.8232 • fax. 604.677.2750 • email marpolebia@marpoleonline.com

marpole business association

The Renewal of the Marpole Business Association - 2005-2012

June 2004

The **Marpole Business Improvement Association (MBA)** was established in 2000, through a Vancouver City bylaw, with an initial mandate of five years. Since that time, the MBA has undertaken a number of initiatives and special projects to enhance Marpole's community profile, and to address issues of concern to our membership. Our current term is up for renewal on March 31st, 2005.

Vancouver City Council will soon consider our proposal to renew the MBA's mandate for a second, seven-year term. Subject to City Council approval, this proposal will extend the term of the MBA to March 2012. The City will be asked to approve a seven-year term based on a well-researched and member-approved business plan and budget options, that will allow Marpole to fully capitalize on its potential.

MBA Business Improvement Area

The MBA represents approximately 68 properties and 150 businesses located along Granville Street between 63rd and 71st Avenues. The MBA would like to expand its southern boundary to include the two commercial properties south of 71st Avenue.

A Vision for Marpole

In 2002, the Board of Directors approved of a vision statement that encapsulates a vision of the future of Marpole as the gateway to Vancouver.

To develop, promote and enhance the Marpole commercial district as a vibrant, comfortable and fun neighbourhood shopping area that exists as the bustling gateway into Vancouver.

As Marpole changes and new challenges emerge, the MBA needs to remain flexible to ensure that it accurately represents the interests and responds to the needs of its membership.

Top 5 Member Issues

The 2004 MBA Member Survey revealed that members share concerns on a variety of important issues.

1. Parking and Policing/Crime issues (tied)
3. Graffiti Vandalism
4. Street Cleanliness
5. Promotional Events and Traffic & Speed Management (tied)

Many of these issues have been MBA priorities since inception, and they will form the basis of the MBA's future programming and proposed BIA renewal for the 2005-2012 term.

Budgeting

The 2004 Membership Survey, together with input from the Board of Directors and the MBA 2003 Strategic Plan, establishes a clear list of priorities for the MBA. From these, the MBA develops special programs to address these issues, and establishes an appropriate operating budget.

The MBA's budget has remained modest in comparison to other Vancouver BIAs, with the second lowest budget of all 16 BIAs - a budget that has not increased in three years.

The MBA has been able to provide tremendous value to our members, with very limited resources and considerable ingenuity and community partnerships. However, we are beginning to exhaust our capital and human resources, in an effort to meet all of our member needs and maintain an accelerated pace of program delivery.

In planning for BIA renewal, we have developed a budget plan that will allow for the continuation of existing programming and service levels, while allowing for more project funding and staffing to take on new initiatives.



Accomplishments 2000-2004

Parking & Transportation Issues

- Liaising with City of Vancouver and TransLink re: Proposed TransLink bus depot at Eburne Lands – 2003-2004
- Successful lobbying to ensure no further removal of on-street parking or HOV lane extension times - 2000-2004
- Commission of Parking Management Study by City of Vancouver, Engineering – 2002
- Commission of Parking & Transportation Study – Urban Systems – 2001
- Coordination of Speed Humps in the Laneways – 2002

Communications

- www.marpoleonline.com website – 2001-2004 - *“one of the best BIA websites in BC”*
- Online Business Directory - 2001-2004
 - o Including free member listings & links on the web
- Quarterly Member Newsletter - 2000-2004
- Business Recruitment Package – 2002-2004
- Strong MBA logo & distinctive colour branding
- *Street Beat* Commercial Vacancy listings
- Policy information to membership re: City policies on sidewalk sandwich boards, poster cylinders

Promotions & Marketing

- Marpole Summerfest – 2001, 2002, 2003, 2004
- Christmas Window Display Contest – 2001-2004
- Marpole Rainy Day Sale – 2003, 2004
- What Does Marpole Mean to You? Contest – 2002 - *Winner of the BIABC Best in the West Award for Best Promotion/Marketing Campaign*
- The Great Marpole Trick-or-Treat Halloween Event – 2003, 2004
- Chinese New Year greeting promotion – 2004

Government Liaison & Advocacy

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- Co-Chair of Eburne Lands Coordinating Group – 2003-2004
 - o Coalition of 30 community groups working to achieve a waterfront walkway, public park amenity and community visioning for Marpole and the Eburne Lands
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- Property Owner information evening - 2001
- Member Window Decals

Street Beautification

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- Flower pot program – 2001-2004
 - o 46 decorative pots with four seasonal planting changes
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 - o In partnership with Coast Foundation. Two-man clean up of Granville St. and lanes, three times per week
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- Coordination of new street furniture program with City of Vancouver
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- Annual Marpole Boy Scouts clean-up day – 2002, 2003, 2004
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- Upgrade of underground electrical wiring system, in partnership with City of Vancouver
- Obtained 3 free poster cylinders along Granville St., to lessen poster vandalism along light standards

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- Liaison with Marpole-Oakridge Community Policing Centre, and regular meetings with local Neighbourhood Liaison Constable
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Looking Forward- 2005-2012

The Marpole Business Association (MBA) is committed to continuing with all existing programming and projects. This can be achieved through the successful renewal of the MBA for a further seven year period - 2005-2012.

Below are listed some of the goals and future projects, as outlined by the 2004 Member Survey, and the 2003 MBA Strategic Plan.

Business Recruitment & Retention

- Conduct Retail Market Study & Market Analysis
- Target and recruit appropriate businesses to Marpole to develop a stronger retail mix

Parking & Transportation Issues

- Enact more recommendations of the City's Parking Management Plan, including potential development of off-street, underused and shared parking facilities
- Ensure the retention of all existing on-street parking along Granville Street
- Obtain more crosswalks for improved pedestrian safety and comfort on Granville Street
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- Lobby for overall traffic management plan from City of Vancouver

Promotions & Communications

- Continue to develop member and community focused promotional events to benefit Marpole
- Strengthen public image of Marpole as friendly, safe, neighbourhood-oriented commercial district that sits as Gateway to Vancouver
- Provide members with cross-promotion opportunities

Clean & Safe

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- Develop gateway landscaped area at 63rd Avenue, and gateway signage at 71st Avenue
- Median beautification at 70th Avenue & Granville Street
- Extend beautification and landscaping initiatives to all side streets
- Encourage property owners to upgrade commercial buildings
- Continuation of street banner, decorative flower pot and Coast Foundation clean up programs

Accountability

- Conduct regular evaluation of programs and initiatives to ensure effectiveness and member satisfaction

Advocacy

- Continue strong relations with the City of Vancouver Mayor, Council and staff, as well as TransLink, and the Marpole area MLA and MP
- Provide a strong lobbying voice for planning initiatives for Marpole, such as the Eburne Lands development along the Fraser River, and the Arbutus Corridor and proposed RAV line
- Strengthening of local partnerships with community groups and other local businesses outside of Association boundaries

Visioning

- Work with the City of Vancouver to update Marpole's Official Community Plan, and encourage new residential development, particularly higher density development
- Establish Marpole as the Gateway into Vancouver, and participate in community visioning for Eburne Lands
- Prepare for Olympic positioning

This is a publication of the Marpole Business Association. We welcome your comments and feedback.

Editor: Claudia M. Laroye • Box 80 - 8415 Granville St., Vancouver, BC V6P 4Z9 •

tel. 604.418.8232 • fax. 604.677.2750 • email marpolebia@marpoleonline.com

Proposed Draft Budget 2005-2006

Budgeting for the Future

The proposed Marpole Business Association Draft Budget for 2005-2006 totals \$112,500. This draft budget permits a modest increase in the MBA's funding level to allow for future projects and programming needs.

The MBA has not increased its budget for the past three years. Fiscal management of MBA funds by the Board of Directors has been prudent and accountable to the membership at the Annual General Meetings.

Member priorities, as evidenced in the 2004 Member Survey and in the 2003 Long-Range Strategic Plan, have demonstrated a need for continued maintenance of existing projects, and a desire to explore new programming options.

The future expansion and effectiveness of the MBA in serving its members' interests is dependent upon moderate budgetary growth.

Over the course of the proposed renewal mandate of seven years - from 2005-2012 - the MBA seeks to achieve a funding cap of \$1,050,000.

Proposed MBA Expansion

The MBA is also exploring the potential expansion of its southern boundaries, to include the two commercial properties south of 71st Avenue.

These properties include a total of four commercial tenants; a Mr. Lube franchise, convenience store, cafe/restaurant and furniture store.

In welcoming these businesses and properties as members of the MBA, the Association would officially include all commercial businesses along the Granville Street corridor within the Marpole commercial district.



Expenses	110,300.00
Fixed Expenses	3,000.00
Insurance	2,000.00
Telephone	1,000.00
Flexible Expenses	107,300.00
AGM & Board Costs	2,000.00
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Power	2,000.00
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BIA Report	500.00
Business Directory	0.00
Newsletter	3,500.00
Recruitment Package	600.00
Web Site	1,500.00
Communications - Other	0.00
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Memberships	500.00
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Conference	1,000.00
Contract Employment	20,000.00
GST	4,500.00
Legal & Auditor Services	2,200.00
Mileage	1,000.00
Miscellaneous	500.00
Office Supplies	1,000.00
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Accomplishments - 2000-2004

Parking & Transportation Issues

- Liaising with City of Vancouver and TransLink re: Proposed Translink bus depot at Eburne Lands - 2003-2004
- Successful lobbying to ensure no further removal of on-street parking or HOV lane extension times - 2000-2004
- Commission of Parking Management Study by City of Vancouver, Engineering - 2002
- Commission of Parking & Transportation Study - Urban Systems - 2001
- Coordination of Speed Humps in the Laneways - 2002



Communications

- www.marpoledonline.com website - 2001-2004 - "one of the best BIA websites in BC"
- Online Business Directory - 2001-2004
 - Including free member listings & links on the web
- Quarterly Member Newsletter - 2000-2004
- Business Recruitment Package - 2002-2004
- Strong MBA logo & distinctive colour branding
- Street Beat Commercial Vacancy listings
- Policy information to membership re: City policies on sidewalk sandwich boards, poster cylinders



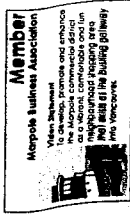
Promotions & Marketing

- Marpole Summerfest - 2001, 2002, 2003, 2004
- Christmas Window Display Contest - 2001-2004
- Marpole Rainy Day Sale - 2003, 2004
- What Does Marpole Mean to You? Contest - 2002
- Winner of the BIABC Best in the West Award for Best Promotion/Marketing Campaign
- The Great Marpole Trick-or-Treat Halloween Event - 2003, 2004
- Chinese New Year greeting promotion - 2004



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marpole business association

A Vision for Marpole

The Marpole Business Improvement Association (MBA) was established in 2000, through a Vancouver City bylaw, with an initial mandate of five years. Since that time, the MBA has undertaken a number of initiatives and special projects to enhance Marpole's community profile, and to address issues of concern to our membership. Our current term is up for renewal on March 31st, 2005.

Vancouver City Council will soon consider our proposal to renew the MBA's mandate for a second, seven-year term. Subject to City Council approval, this proposal will extend the term of the MBA to March 2012. The City will be asked to approve a seven-year term based on a well-researched and member-approved business plan and budget options, that will allow Marpole to fully capitalize on its potential.

MBA Business Improvement Area

The MBA represents approximately 68 properties and 150 businesses located along Granville Street between 63rd and 71st Avenues. The MBA would like to expand its southern boundary to include the two commercial properties south of 71st Avenue.

A Vision for Marpole

In 2002, the Board of Directors approved of a vision statement that encapsulates a vision of the future of Marpole as the gateway to Vancouver.

To develop, promote and enhance the Marpole commercial district as a vibrant, comfortable and fun neighbourhood shopping area that exists as the bustling gateway into Vancouver.

As Marpole changes and new challenges emerge, the MBA needs to remain flexible to ensure that it accurately represents the interests and responds to the needs of its membership.

Top 5 Member Issues

The 2004 MBA Member Survey revealed that members share concerns on a variety of important issues.

1. Parking and Policing/Crime issues (tied)
3. Graffiti Vandalism
4. Street Cleanliness
5. Promotional Events and Traffic & Speed Management (tied)

Many of these issues have been MBA priorities since inception, and they will form the basis of the MBA's future programming and proposed BIA renewal for the 2005-2012 term.

Budgeting

The 2004 Membership Survey, together with input from the Board of Directors and the MBA 2003 Strategic Plan, establishes a clear list of priorities for the MBA. From these, the MBA develops special programs to address these issues, and establishes an appropriate operating budget.

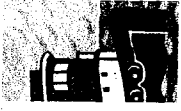
The MBA's budget has remained modest in comparison to other Vancouver BIAs, with the second lowest budget of all 16 BIAs - a budget that has not increased in three years. The MBA has been able to provide tremendous value to our members, with very limited resources and considerable ingenuity and community partnerships. However, we are beginning to exhaust our capital and human resources, in an effort to meet all of our member needs and maintain an accelerated pace of program delivery.

In planning for BIA renewal, we have developed a budget plan that will allow for the continuation of existing programming and service levels, while allowing for more project funding and staffing to take on new initiatives.

The proposed Draft Budget for 2005-2006 totals \$112,500. This draft budget permits a modest increase in the MBA's funding level to allow for future projects and programming needs.

marpole business association

Looking Forward - 2005-2012



The Marpole Business Association (MBA) is committed to continuing with all existing programming and projects. This can be achieved through the successful renewal of the MBA for a further seven year period - 2005-2012.

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Name	BiA address	Post code	Tel	Fax	E-mail	Proposed Mchmnt
Dylan Hutzis	8585 Granville	1	604-655-0588	604-655-0588	dy.hutzis@bc.com	✓
Michael Lee	7903 "	V6P 4Z3	604 763 2791	91 - 2339	mateo@shaw.ca	✓
RASHIA SAMJI	8516 "	V6P 4Z7	(604) 243-1177	(604) 263-1117	r.samji@notaries.bc.ca	✓
Chris Stangpoom	8038 Granville	V6P 4Z4	604 266-8272	266-1922	Stangpoom@shaw.ca	✓
Nicki-Lee Keenlyside	8615 Granville	V6P 4Z1	737-2042	737-2075	N1Keenlyside@telus.net	✓
Roman Ballester	8038 Granville	V6P 4Z4	604-261-0283	206-1922		✓
Tom Keenlyside	8615 Granville	V6P 4Z1	737 2042	737 2075		✓
SAM ELKABANY	8484 Granville	V6P 4Z7	604-263-1656	604-263-1656	same@free.computera	✓
Davie Rose	28431 Granville	V6P 4Z9	604 269 0280	269-0036		✓
Susanne Hankins	8431 Granville	V6P 4Z9	"	"		✓
Corey Street	8431 Granville	V6P 4Z9	604-266-2335	266-2595	slraco@telus.com	✓
Edward Lee	7979 Granville		266-1124			✓
Rosita Yap	8405 -					✓
Bill Bell	8419 -					✓
Carol Kirkwood	8419 -					✓
Wayne Jbe	8005 -					✓
Claudia Carach	8415					✓

MBA Annual General Meeting Thursday, September 23, 2004



Draft 2005-2006 Budget

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Warpole Business Association Strategic Planning Session 2003

Summary Report
November 4, 2003

Planet Consulting Group Inc.



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1.0 INTRODUCTION

The Marpole Business Improvement Area (BIA) was created through a City of Vancouver bylaw on April 1st, 2000, and is administered by the Marpole Business Association (MBA).¹ The MBA is funded through a special BIA tax levy on all commercial properties located within the boundaries of the Marpole BIA. The current BIA bylaw expires on March 31st, 2005. If the BIA is to continue beyond this date, the MBA must embark upon a formal renewal process in its 2004 – 2005 fiscal year.

In developing and implementing new projects for the balance of its current mandate, and in looking forward to BIA renewal – MBA has initiated a strategic planning process to redefine its future role (in light of emerging opportunities and challenges), identify key objectives, establish new priorities, and determine future resource requirements. To this end, MBA retained the services of Planet Consulting Inc. to facilitate a planning workshop with its Board of Directors and Executive Director.

In preparing for the workshop, the consultant reviewed the MBA web site, past newsletters, retail mix analysis, business recruitment package, and minutes from the 2001 strategic planning session. An area walkabout was also conducted, and a series of photographs were taken to illustrate the feel and character of the Marpole BIA – to stimulate discussion at the workshop [see attached "Images of Marpole"].

2.0 PLANNING WORKSHOP

The workshop was held on October 9th, 2003 – as a four-hour 'roundtable' discussion. The session was divided into three parts – i.e., past, present and future:

¹ For clarification purposes: The term "BIA" is an abbreviation for both "Business Improvement Area" and "Business Improvement Association." The Marpole Business Improvement Area (BIA) is a physical area defined by a City of Vancouver bylaw; whereas the Marpole Business Association (or MBA) is the name of the non-profit society, which manages the Marpole BIA. In this capacity, MBA is a business improvement association (BIA).

- Part One focused on MBA's accomplishments to date – i.e., to gain a common understanding of the impetus for the Marpole BIA, the specific issues that gave rise to it, and the effectiveness of the BIA over its first three years.
- The objective of Part Two was to understand MBA's current role, priorities and limitations.
- Part Three addressed MBA's future role and mandate, for the purposes of developing a Strategic Plan, and proposal for BIA renewal.

Sections 3.0 to 5.0 of this report provide an overview of the workshop findings, based on participants' responses to a series of focus questions:

3.0 THE PAST: 1999-2003

The period 1999 to 2003 includes MBA's efforts in establishing the BIA, and the BIA's first three years of operation – ending March 31st, 2003. To initiate group discussion, the consultant provided a list of completed and ongoing projects – to illustrate MBA's accomplishments during its first three years. Based on information extracted from MBA newsletter headings, these activities have included:

- Establishment of "Marpole Update" newsletter
- Ongoing merchant profiles
- "Street Beat" vacancy listings
- "What does Marpole mean to you?" contest (\$1,450 in prizes)
- Seasonal flower pots
- Speed bumps in laneways to improve safety
- Christmas window display contest (\$700 in prizes)

- Review of Wal-Mart retail impact study
- Marpole's annual "Summerfest" celebration
- Boy scout clean-up campaign
- Addressing flower pot vandalism
- Consideration of associate memberships
- Street lamp pole painting
- Marpole "Rainy Day Sale"
- Parking management plan
- Development of MBA web site www.marpoleonline.com - voted "one of the best BIA web sites in BC"
- Participation in C-2 zoning update
- Graffiti clean-up campaign
- Co-op awning program
- Christmas contest
- Installation of Granville Street LED Christmas lights
- Sidewalk sandwich board policies
- Development of a business recruitment package

Focus Question #1: *Why was the BIA originally established in 2000?*

- As in many other communities, the motivation for establishing the Marpole BIA stems from an external 'threat' to the business community – namely, the introduction of the 98-B Line rapid bus service between Richmond and downtown Vancouver, and the introduction of high-occupancy vehicle (or 'HOV') lanes on Granville Street. For Marpole businesses, this meant the loss of on-street parking – which was originally proposed for the entire day; but was later cut back to the morning and evening 'rush hours,' with input from the business community.

- This issue awoke many local business people to the vulnerability of the retail area to external threats (e.g., from TransLink), and the ability to take 'ownership' of their community's future through the BIA mechanism.
- It is quite common for a BIA initiative to be led by one individual or a small number of concerned business people. In Marpole, Nicky Lea Keenlyside is seen as the 'driving force' for establishing the BIA.
- Marpole has had an active business association for many years, and the formation of a BIA was seen as an opportunity to expand its role in the community, with a guaranteed funding source and the ability to hire staff.
- As part of the initial outreach process, the BIA proponents met with business and property owners one-on-one (where possible) – to explain the BIA proposal, and solicit their input. Nicki-Lea Keenlyside also canvassed corporate head offices for their support. During the Council Initiative process, there was no official opposition to the BIA.
- It was noted that most of the BIA levy is funded by a smaller number of larger property owners/businesses – e.g., Safeway contributes about 10% of the total.

Focus Question #2: *What has been accomplished since 2000?*

- Over its first three years, much of the BIA's focus has been on public realm improvements – including:
 - Street Banners – which add colour to the streetscape, help define the Marpole business district, and are an important 'branding' tool.

- Large Flower Pots – which are unique to Marpole. These huge planters provide an opportunity for seasonal plantings, and have encouraged local businesses to add flowers and landscaping to their own premises.
- Street Cleaning – is an important element for creating a safe, attractive and welcoming retail environment.
- MBA has also initiated a number of special events – for increasing local awareness of goods and services available in the neighbourhood, fostering community pride, and helping to create a sense of place in Marpole. Annual events include: 'Summerfest,' 'Marpole Rainy Day Sales,' Christmas contests, etc.
- To make a strong impact in the community, early in the BIA's mandate, MBA has focused on physical enhancements – i.e., those things that can be readily seen as improving the area.
- Workshop participants also describe MBA as having a 'functional' board of directors – which is the key element for any successful society.
- The Executive Director also has considerable BIA experience, and has been able to implement many different MBA initiatives – even though she is only employed in a part-time capacity.
- MBA is also proud of its work in building a stronger sense of community, and in partnering with agencies such as Coast Foundation, on mutually beneficial projects.

Focus Question #3: *What has MBA not been able to achieve?*

- MBA has managed to fulfill most of its primary objectives, with an emphasis on improving the physical environment, and creating a more inviting business district. However, there is general agreement that MBA could be doing more to improve the

area, and to influence external factors which impact its viability – such as future land use opportunities in the surrounding neighbourhood.

- To date, MBA has not been successful in attracting new anchor tenants to the area, nor in preventing landlords from leasing space to inappropriate businesses.
- There is limited housing choice in the Marpole area, and density adjacent to the BIA is relatively low. As such, there is limited pedestrian traffic, and few opportunities for expanding the local market for goods and services available in the BIA.
- Many BIA properties appear run down, which reflects negatively on the area as a whole.
- More crosswalks are needed for improved pedestrian safety, and to help better connect the east and west sides of Granville Street.
- While there are many destination-type businesses located in the area, the Marpole business district is not a destination area.
- Granville Street is the main thoroughfare between downtown Vancouver and Vancouver International Airport (YVR), and carries large volumes of vehicular traffic – which provides excellent exposure for Marpole businesses. However, motorists still need a reason to stop here, and a convenient place to park their cars.
- The tenant mix in Marpole needs greater variety.
- While the colourful street banners really help to define the Marpole BIA – the area still lacks a strong sense of arrival. Special 'gateway' treatments (i.e., landmark buildings, signage, public art, etc.) should be considered for the BIA's northern and southern arrival points.

- The lack of an active residents' group in the Marpole area makes it more difficult for MBA to work on broader neighbourhood issues.
- It has also been difficult to define a future vision for Marpole.

4.0 THE PRESENT: 2003-2005

The "present" is defined as MBA's current fiscal year, and the remainder of the BIA's first five-year mandate, which expires March 31st, 2005.

Focus Question #1: What are the current opportunities in Marpole?

Given its proximity to YVR, the Hudson Street industrial 'let go' area,² major traffic routes, etc. – there are a number of emerging opportunities for the Marpole BIA:

- Redevelopment of the former Eburne Sawmill site will accommodate a new transit facility, barge terminal and other industrial users – which could mean more local employment opportunities, and greater demand for Marpole goods and services.
- The proposed riverfront park will provide greater recreational opportunities for the community.
- The Musqueam band owns commercial and industrial property south of the BIA – which may present opportunities for a future community partnership and/or possible BIA expansion.

² As part of its Industrial Lands Strategy, the City of Vancouver has defined existing industrial areas of the city which are to be retained for long-term industrial use, and other industrial areas which are suitable for redevelopment to other land uses (i.e., commercial, residential, etc.). The latter 'let go' areas include the Hudson Street industrial area (east of the Marpole BIA). There is already evidence of land use change here – in the form of new condominiums under construction.

- Redevelopment of the Hudson Street industrial 'let go' area is an opportunity to increase population density in close proximity to the Marpole BIA.
- Side streets flanking the BIA could provide opportunities for additional pedestrian amenities – e.g., benches, other street furnishings, landscaping, etc., likely in conjunction with the City's street furniture program.
- Ideas for lessening the impact of vehicular traffic on Marpole pedestrians include: using the large planters as a traffic buffer, and developing landscaped medians at 70th Avenue and Granville Street.
- The Metro Theatre is an important live performance venue, and could provide a valuable cross-promotional opportunity for the BIA. There might also be value in expanding the BIA boundaries to include the theatre and its commercial neighbours, or to bring the theatre on board via an associate membership.
- To create a stronger voice for the Marpole community, the BIA could help to revitalize the fledgling residents' group and/or sponsor a new community association.
- As are many other Vancouver neighbourhoods, Marpole is being transformed through gentrification and replacement of old houses with new single-family and duplex units.
- Marpole is the first point of entry to the city of Vancouver – from Richmond and YVR. There is potential to promote Marpole businesses through various media, targeted to YVR employees and the traveling public.
- Marpole's history is strongly associated with the former interurban tramway, the Fraser River, Lulu and Sea Islands, and the pioneer communities of Eburne and Steveston. In creating a stronger sense of place, and a positive image for

'branding' purposes – the BIA should build upon Marpole's colourful history, which is already reflected in the current street banner design, and logo.

Focus Question #2: *What are the main challenges?*

- There is inherent conflict in a pedestrian-oriented retail 'high street' located on a major commuter traffic route. Transportation issues are a principal challenge for Marpole – particularly in balancing the needs of the local community, with the broader people moving objectives of the city and region:
 - Key issues revolve around traffic speed, pedestrian safety, parking, visual impacts, buffering and overall community image.
 - Given the BIA's proximity to established industry and major roads and bridges – there is concern over the impact of future truck movements and routing through the neighbourhood.
 - An overall traffic management plan is needed for the Marpole area.
- Lease rates in the Marpole BIA are quite varied (from low to high). Some of the higher rents are not warranted, given the drive-by nature of Granville Street, and comparable lease rates in other more pedestrian-oriented retail areas.
- Unrealistic rent expectations have resulted in the following:
 - A number of properties have long-term vacancies.
 - Legitimate businesses will not locate in these properties, because the rent levels are not considered economically viable.

- Businesses that are prepared to pay higher rates may not necessarily be desirable for the area.

- A challenge for MBA is to work with its member property owners and realtors to establish realistic lease rates, and to educate them about the value of solid, long-term tenants, and a good business mix for the area.

- Changing demographics and their impacts on the Marpole community and, in particular, the Marpole business area, are not fully understood.

- The decision to locate the future SkyTrain ('RAV') line along Cambie Street rather than the Arbutus rail corridor may have both positive and negative impacts for Marpole.

- A number of Marpole properties are owned by absentee landlords – with little understanding of the local area, and little or no communication with MBA.

- The status of the proposed WalMart development on Southeast Marine Drive (on the former Dueck Motors site) is not known, and a City-commissioned study suggests that it will not have a significant impact on Marpole businesses. However, it is likely that some businesses, which offer general or 'department store' type merchandise, will be impacted.

- Some retailers are not community oriented, and do not participate in BIA marketing promotions and special events.

- There is insufficient pedestrian traffic to support a broader range of retailers.

Focus Question #3: *How is the BIA addressing these opportunities and challenges?*

- The BIA has developed a business recruitment package, as an important marketing and educational tool for working with property owners and leasing agents, and for direct communications with targeted businesses.
- The purpose of the BIA's special events and promotions (e.g., Summerfest, Halloween, Christmas window contests, etc.) is primarily to build community pride, and increase community awareness of what local businesses have to offer. The objective is to have four major events per year – i.e., one per season.

Focus Question #4: *What should the BIA be focusing on for the balance of its mandate? And, what are the priorities?*

Based on the 'roundtable' discussion, the following were seen as important activities for MBA, over the current period:

- Undertake a retail study of the Marpole business district – to develop information materials for business recruitment and marketing.
- Become actively involved in future planning for the Marpole community, and the review of development applications.
- Encourage new residential development in Marpole – and, in particular, the introduction of higher densities.
- Recruit targeted businesses to the area to develop a stronger retail mix.
- Give commuters a reason to stop and shop in Marpole.

- Create a stronger sense of identity, and a more positive feeling in Marpole.

5.0 THE FUTURE: BEYOND 2005

The “future” is defined as the BIA’s next mandate – i.e., the period beyond March 31st, 2005. In developing a new BIA proposal, the MBA has the opportunity to redefine its role and mandate, establish new BIA boundaries, set the BIA’s next term (i.e., 5, 7, 10 or more years), and develop an appropriate budget to fund its proposed activities over the longer term.

Focus Question #1: *Is the BIA’s vision for Marpole still valid, or should it be re-defined?*

At present, there is no common vision for the Marpole business district. However, the roundtable discussion suggests consensus on a number of objectives, which, together, form elements of a shared vision:

- Marpole is a ‘Gateway’ to and from Richmond and YVR.
- Marpole has a ‘village’ character – i.e., friendly, small town ambience, where people know their neighbours.
- It is a family neighbourhood with a strong sense of community.
- Marpole’s business district is a hidden jewel – perhaps a ‘diamond in the rough,’ which needs some further upgrading – i.e., gateway signage, upgrading or redevelopment of existing buildings, improved awnings and business signage, more pedestrian improvements and traffic mitigation.
- Marpole is a community – where you have a sense of belonging.

- It needs a more defined identity.
- The results of the MBA-sponsored "What does Marpole mean to you?" contest also provides some ingredients for a shared community vision.

Focus Question #2: *What is the rationale for BIA renewal – i.e., Why should it continue?*

- MBA has been able to implement a broad range of physical improvements, special events and promotions – through the BIA mechanism. However, there is much more work to be done.
- With a guaranteed funding source, MBA will be able to keep up the current momentum, and continue to plan and implement new projects.
- The BIA mechanism also enables MBA to speak on behalf of the whole business community, and to serve as an effective advocate for the interests of business and property owners.
- MBA administers one of 16 BIA's in Vancouver, which, collectively, are becoming recognized by the City as a very influential stakeholder group.
- Rather than being impacted by government policy decisions, and major transportation and land development projects – the BIA enables local business and property owners to harness potential benefits, through effective advocacy and negotiations.

Focus Question #3: Will MBA play a different role in the future? If so, what are the more immediate objectives? What should it be working towards over the longer term?

- While the initial focus for MBA was improving the physical environment – over the longer term, it will undoubtedly play a major advocacy role – both for its membership, and for the Marpole community.
- To build a stronger community identity and collective voice – MBA will need to support the development of a larger community organization, which includes both businesses and residents. This could be achieved through creating a more broadly based sister organization; or expanding participation in the MBA through a number of associate (i.e., non-voting) memberships.
- By necessity, MBA will need to communicate more effectively with a broader audience – including its membership, absentee landlords, local residents, community organizations, City Council and staff, and various agencies.
- More immediate objectives for MBA include: improving public safety, participating in community planning programs, and ongoing marketing of Marpole.
- Specifically, MBA should lobby for an update of the Marpole community plan, and gain City recognition as a key stakeholder in the planning process.
- Over the longer term, MBA should focus on:
 - More effective advocacy and lobbying efforts – particularly at City Hall.
 - Gaining more recognition within the larger community.

Focus Question #4: *What is a reasonable time frame for the BIA's next mandate?*

- Given the amount of energy and resources that are typically expended during BIA renewal, and given that there was no formal opposition to Marpole's Council Initiative process – it was suggested that MBA consider a longer mandate – i.e., 10 years. This allows for a longer planning time-line, and the ability to initiate longer-term projects, which may not have immediate results.

Focus Question #5: *What resources will the BIA require?*

- MBA's operating budget for 2003 – 2004 is \$100,000³. This allows for a part-time Executive Director, and no office space. Based on the Directors' future expectations – the Executive Director will likely take on additional roles in advocacy and lobbying; and more staff resources will be required to carry out ongoing projects, special events and other MBA initiatives. 'More staff resources' could mean either a full-time (or near full-time) Executive Director and/or additional project staff.
- To date, MBA has operated very effectively without a physical office space in the community. If MBA wishes to improve its communications with member business and property owners, community organizations, local residents and the City of Vancouver – it may want to establish a tangible community presence, in the form of a BIA office.
- MBA will need to develop a 'wish list' of desired projects, in order to prepare a draft operating budget, and proposed funding ceiling for a renewed mandate. However, to take on the broader role suggested by the Board of Directors – MBA will need to commit to additional staffing and, possibly, a modest office space. This

may require a budget increase on the order of 25 to 30 percent; however, the Board of Directors should undertake a more detailed review of MBA's overall funding requirements, and alternative funding sources – in order to develop a more accurate budget.

6.0 CONCLUSIONS

Based on the results of this planning workshop, MBA should consider the following in completing the current BIA mandate; and developing a new BIA proposal for 2005 onward:

- In forming the Marpole BIA, MBA's initial objectives were to improve the physical environment, and to mitigate the negative impact of the 98-B Line, and introduction of HOV lanes, on local businesses. Another objective was to build a greater sense of community, and a stronger identity. MBA has accomplished most of its key objectives, and needs to broaden its focus for the balance of its current mandate.
- Emerging roles for MBA include greater advocacy on behalf of its membership; and lobbying government for needed policy changes, funding partnerships and support for community initiatives.
- The long-term viability of the Marpole business district will be strongly influenced by external forces – such as demographic change, community planning initiatives, land development activity, transportation planning and infrastructure, and changing government policies. MBA will need to play a more active role in monitoring the neighbourhood's transition, lobbying City Council for an updated community plan, and working with the real estate and development industries to attract new investment and recruit targeted new businesses.

³ This operating budget is based only on the BIA tax levy, and does not include any other MBA income.

- In terms of BIA renewal, MBA should investigate opportunities for expanding the current BIA boundaries – to include all benefiting properties, and enlarge the BIA's commercial tax base.⁴
- MBA should consider the establishment of a BIA office – both as a physical presence in the community, and a work space for staff and volunteers. The BIA office could also function as a member and visitor information centre.
- MBA should consider a new BIA mandate of between 5 and 10 years. However, in order to propose a longer term – MBA must develop an action plan for the duration of the term – outlining key objectives, proposed projects, anticipated costs, and an overall funding ceiling.
- Going into a renewal year in 2004-2005, MBA should utilize its newsletter and web site to poll the membership on key objectives, the value of a BIA office, potential support for a budget increase, etc.
- The Executive Director should meet with all business and property owners during the community outreach process – to gauge their awareness of MBA programs and services, and to solicit their input on the BIA's future roles and priorities. Given that the BIA's current mandate runs until March 31st, 2005 – much of this outreach work can be carried out during the first six months of 2004.
- Results from the outreach process will assist the Board of Directors in developing a proposal which is fully reflective of the wishes and desires of the membership, and can be supported at the formal renewal stage.

⁴ MBA should consult with the City of Vancouver to determine whether BIA legislation in the Vancouver Charter might be amended in the future – along the lines of the Provincial Community Charter. Whereas BIA legislation in the former Municipal Act and Local Government Act restricted which properties could be levied (i.e., only Class 5 and 6 properties) – it is the consultant's understanding that the new legislation does not restrict class of property. In essence, then, it may be possible to create a 'Neighbourhood Improvement Area' or 'NIA' – which would enable benefiting residential properties to also be levied.