



ADMINISTRATIVE REPORT

Report Date: November 16, 2010
Contact: Peter Vaisbord
Contact No.: 604.871.6304
RTS No.: 08889
VanRIMS No.: 08-2000-20
Meeting Date: November 30, 2010

TO: Vancouver City Council
FROM: Director of Planning
SUBJECT: Approval of Council Initiative - Proposed Hastings Crossing BIA

RECOMMENDATION

- A. THAT Council approve the Hastings Crossing Business Improvement Association as sponsor for the proposed Hastings Crossing BIA.
- B. THAT Council approve commencement of a Council Initiative to establish the proposed Hastings Crossing BIA, AND THAT Council forward the application of the Hastings Crossing Business Improvement Association to a hearing of the Court of Revision.
- C. THAT the City notify the property owners and tenants in the area (outlined in Appendix A) of the proposed BIA and BIA levy.
- D. THAT Council approve a 5 year (2011-2016) funding-ceiling of \$650,000 for the proposed Hastings Crossing BIA, subject to Council approval of the BIA at the Court of Revision.

GENERAL MANAGER'S COMMENTS

The General Manager of Community Services recommends APPROVAL of the foregoing.

CITY MANAGER'S COMMENTS

The City Manager recommends APPROVAL of the foregoing.

COUNCIL POLICY

Section 456 of the Vancouver Charter gives Council the authority to create a Business Improvement Area (BIA). Council may grant money to a BIA for planning and implementation of business promotion schemes provided that the money is recovered through a special property tax.

Council policy with respect to the establishment of a BIA was approved on October 14, 1997 as follows:

A BIA may be established by Council Initiative; property owners and commercial tenants receive notification of the Initiative. The BIA will generally not proceed if one-third or more of the owners representing one-third of the assessed property value, or one-third of the tenants, counted separately, are in opposition.

PURPOSE

The Hastings Crossing Business Improvement Association (HCBIA) has completed the first step in the process of establishing a new Business Improvement Area (BIA). The purpose of this report is to commence the second step, which is to approve the HCBIA as sponsor of, and to commence a Council Initiative for, the proposed Hastings Crossing BIA, and to forward the BIA application to Court of Revision.

BACKGROUND

The Downtown Eastside (DTES) Revitalisation Program has been underway for the past ten years. This Program has employed an integrated planning approach that used community development, strategic actions, and intergovernmental initiatives to move forward the notion of *"Revitalisation without Displacement"* in the area. Some of the key economic development initiatives include institutional structures such as Building Opportunities with Business (BOB), EMBERS and Community Benefit Agreements; development of Woodward's and the Carrall Street Greenway as major economic drivers; marketing plans for existing BIAs; business plans and other supports for private and social enterprises; and the Heritage Building Rehabilitation Program. As a complement to that, the DTES Planning Program has worked on a variety of community infrastructure programs and projects. These programs reflect the City's priorities for the area, including housing, heritage, and public realm improvements. The *"Revitalisation without Displacement"* approach is really about a vision of inclusivity - one that bridges all viewpoints. Ongoing planning work strives to articulate and communicate a coherent vision for the area through the development of a DTES Community Strategy.

The Strathcona BIA was established in 2000, with boundaries that included commercial properties and businesses in the Downtown Eastside east of Gore Avenue. This left commercial properties and businesses in the area west of Gore as one of the few parts of the Downtown Peninsula without the benefit of BIA services and programs. The area - which includes the Woodward's /Victory Square area and the western portion of the Downtown Eastside - is adjacent to several other BIAs including Downtown Vancouver, Gastown and Chinatown.

In the 1990s, staff explored the idea of a BIA for the Victory Square area along West Hastings and Pender Streets between Richards and Carrall, and since then have periodically fielded BIA inquiries from businesses interested in creating a 'Crosstown' BIA in the area west of Cambie

Street. During the past decade, both the Downtown and Gastown BIAs have considered the feasibility of expanding their boundaries to include portions of the area. In 2009, staff were approached by businesses interested in a BIA for the 500 block Beatty Street. With the recent completion and opening of Woodward's and SFU, the prospect of improved economic conditions has spurred renewed interest in the idea of a BIA in the wider area.

The current BIA discussions were first raised in 2008 by the Portland Hotel Society (PHS) which, along with social enterprises Potluck Café and United We Can, saw a need and an opportunity to improve conditions in the area for both businesses and for the community generally. Their idea was to establish an 'inclusive' BIA that would work with the broader community to improve business conditions while creating opportunities for local residents, forge partnerships with community groups, and implement effective but community-sensitive business improvement programs. Those programs would include, but not be limited to, the encouragement of social enterprises as future tenants of currently-vacant storefronts.

Initial meetings highlighted a number of crucial preconditions to success:

- Appropriate involvement of Downtown Eastside community groups, recognizing that a BIA would be funded entirely by commercial property owners and their tenants
- Developing a broad, representative steering committee, and finding an appropriate entity(ies) to lead the process
- Developing a convincing business model that would be generally acceptable to both mainstream business and the broader Downtown Eastside community

A Steering Committee was formed in April 2009, under the auspices of BOB, whose mandate includes working with social enterprises to provide economic opportunities for Downtown Eastside residents. The Vancouver Board of Trade (Inner-City Development Sub-Committee) agreed to take a lead role developing a Business Plan for the proposed BIA (Appendix D, p.40). The Inner City Development Subcommittee was formed in 2008 from the Board of Trade Small Business Council. The subcommittee's focus in the DTES is small business support and business development without community displacement.

DISCUSSION

The proposed Hastings Crossing BIA is centred in the Woodward's/Downtown Eastside area, and forms an irregular area circumscribed, in part, by the boundaries of the adjacent Downtown Vancouver BIA (on the west and south), the Chinatown BIA (on the south), the Gastown BIA (on the north) and the Strathcona BIA (on the east). Boundaries follow Richards, Dunsmuir, Pender, Gore, the CPR right-of-way, and Columbia, and include a three-block section of Main Street between Hastings and Alexander. The proposed BIA would contain the equivalent of 14 city blocks. A map of the proposed boundary is attached as Appendix A.

The Hastings Crossing Business Improvement Association proposes a Year 1 budget of \$103,000 representing an annual levy rate of \$0.40 per \$1,000.00 of assessed property value, or approximately 2.1% of commercial property taxes. A copy of the proposed budget is attached for information as Appendix B. If Council approves the BIA at the Court of Revision, staff will report back for approval of the Year 1 budget along with all of the other BIAs' 2011 - 2012 budget requests.

The proposed funding-ceiling of \$650,000 is the maximum amount that may be levied over the proposed Hastings Crossing BIA 5-year term.

Outreach Activities

Outreach Process Overview

The City requires groups wishing to establish a BIA to first conduct an 'Outreach' process designed to inform potentially affected commercial property owners and business tenants about the proposed BIA and possible costs, to engage owners and tenants in development of the proposal, to build consensus regarding BIA priorities and expenditures, and to gauge level of support. City staff participate by guiding and monitoring the process, and by explaining the BIA process at public meetings.

BIA Outreach follows a fairly standard chronology, beginning with distribution of an 'issues' survey to determine owner and business priorities, and to scope local interest in the idea of a BIA. The survey is generally followed by several Outreach meetings open to all owners and businesses. The meetings take place over the course of several months, building towards a finalized BIA proposal. At the first meeting, the BIA concept is introduced, along with a review and discussion of business-area priorities. A draft budget is generally introduced and discussed at second or successive meetings, and a revised, completed budget is presented for informal assent at a final meeting. The Outreach process often concludes with a follow-up survey to gauge owner and tenant support or opposition, and to determine whether to proceed to Council.

The Outreach process for the proposed Hastings Crossing BIA generally parallels the standard chronology for property-owner and business consultation, but significant work was undertaken prior to the normal outreach including identification of social enterprises and community partners, development of the Steering Committee and leadership, strategic planning, and development of a business model and Business Plan. Among the groups involved, consulted or notified were PHS, Potluck Café, United We Can, Central City Foundation, VanCity Community Foundation, Atira Women's Resource Society, VANDU, Pigeon Park Savings, Centre A, W2, Salvation Army, Vancouver Women's Health Collective/Lu's Pharmacy, Jacob's Well, Potter's Place Mission, Artist's Collectives at 108 East Hastings and 154 West Hastings, and Mission Possible. The Vancouver Board of Trade played a lead role in production of the Business Plan for the proposed BIA.

A summary of the Outreach process follows:

Initial Outreach

The Hastings Crossing (originally 'Corridor') BIA Formation Committee began meeting in April, 2009. The Committee began to identify key stakeholders and, after a series of stakeholder meetings, engaged in facilitated strategic planning that helped define the values, strategy, and business model for the proposed BIA.

Issues Survey

In November 2009, the Committee developed and distributed a survey to all commercial property owners and businesses in the proposed BIA area. The survey solicited responses to identify key business issues and priorities for inclusion in the Business Plan. The survey also asked respondents if they were interested in the idea of a BIA for their area. The Committee

reports that, of the 51 responses, 39 (76%) replied 'yes' (interested), 7 (14%) replied 'not sure', and 5 (10%) replied 'no' (not interested).

Business Plan

The Committee began drafting the Business Plan in December 2009. The draft Plan was a 'work in progress' that was revised and augmented in response to business and stakeholder input, and was finalized in November, 2010. As the Plan was a major undertaking for the group, a first draft was not ready for public discussion until the summer of 2010.

Outreach Meetings

Outreach meetings for property-owners and businesses were held in August, September and October 2010. Prior to each date, meeting notices, background information, and the City's BIA Program brochure were mailed to all affected property-owners, and hand-delivered by Committee members and volunteers to all occupants of commercial premises, in the proposed BIA area. Committee members conducted further canvassing on foot prior to the meeting dates. Blogging and social media were also utilized prior to and after meetings. All meetings were held at the BOB storefront at 163 E. Pender, which is immediately south of the proposed BIA boundary. The meetings were attended by the City's BIA Coordinator, who explained the BIA formation process, answered questions, and observed the proceedings.

BIA 'naming' issues

A review of the Outreach materials reveals a progression of names for the proposed BIA. The Steering Committee initially selected the name 'Hastings Corridor' as 'brand' or marketing concept for the proposed BIA and its businesses. Subsequently the (Burnaby) Heights Merchants Association (BIA) objected to the term as potentially confusing as several BIAs are located along the corridor from Downtown Vancouver to Burnaby. In response, the Steering Committee briefly used the term 'Hastings Crosstown', but Beatty Street had already been using the same term to describe its own area. Finally, the Steering Committee settled on 'Hastings Crossing', which is the term used in this Report.

First Outreach Meeting

On August 12, 2010, the Steering Committee convened the first of three BIA outreach meetings. The meeting consisted of two sessions, at 3 pm and 6 pm, to provide options for attendance. Fourteen business tenants, property owners and community representatives were in attendance. Steering Committee members were also in attendance. Committee spokespersons reviewed the steps taken to date, summarized the results of the November 2009 survey, and outlined the draft Business Plan for discussion.

Second Outreach Meeting

A second BIA Outreach meeting - held on September 5, 2010 was attended by 9 business and property owners. Although the invitation attracted fewer participants than the August meeting, none of those in attendance at the second meeting had also been at the first meeting.

The September meeting - like the August - featured afternoon and evening sessions. The Committee reviewed the BIA formation process and steps to date, and three BIA budget options (\$100,000, 150,000 and \$191,379) were presented for discussion. The upper budget option of \$191,379 was included in the discussion because the corresponding levy rate approximates the average for the six new BIAs formed since 2004.

The meeting featured an review of the budget scenarios in relation to the priorities identified in the November 2009 survey, and to programs and services offered in other BIAs, and their relative costs. Answers to anticipated questions were provided in a Budget FAQ fact sheet distributed to all owners and businesses along with the meeting invitations.

September Follow-up Survey

A second survey of owners and businesses was conducted in late September 2010. The survey included information on the draft budget options with corresponding levy rates, and asked respondents to indicate their budget preference. Only 5 of 19 respondents indicated a budget preference. The survey also asked respondents whether or not they would support the BIA if it proceeded to formal notifications. Six responses were positive, with 13 negative. Nine of the 13 negative responses were in the 100 blocks of Powell and Alexander Streets immediately east of the Gastown BIA, and in the 500 block Beatty Street between Dunsmuir and Pender.

Final Outreach Meeting

The final BIA outreach meeting was held on October 5, 2007. Five property owners and business tenants attended. Only one of those had attended a previous meeting. One of those in attendance was a Beatty Street property owner. Revised survey results were summarized, and levy estimates for the three budget options were available on request, with generally favourable responses. No clear budget preference emerged from this meeting.

Boundary and Budget Adjustments

The first objections regarding the proposed BIA had emerged in response to the meeting invitations for the September outreach meeting, and the post-meeting follow-up survey. Staff received calls from property owners in two areas: 1) 100 blocks of Powell and Alexander Streets east of Columbia, and 2) the 500 block Beatty Street.

Callers in the Powell / Alexander area were near the Gastown BIA eastern boundary. Although not in that BIA, they reported a stronger identification with Gastown than with the broader Hastings community, and a history of ad hoc participation in Gastown BIA programs. One of the callers indicated they would support an expansion of the Gastown BIA into their block.

The caller from Beatty Street had already contacted staff in 2009 about the idea of a BIA for the 500 block, which is developing its own distinct character. Similar to the Powell / Alexander callers, this caller felt it would not benefit Beatty Street to fall under a broader umbrella.

Significantly, callers in both locations expressed support for creation of the proposed Hastings Crossing BIA in the broader area, but indicated that they would be mobilizing their neighbouring owners and businesses against inclusion of their specific areas.

After the October Outreach meeting, the Steering Committee met to review the BIA working boundaries and decided to remove a number of areas where support seemed unsure. The map attached as Appendix C shows the original and reduced BIA boundary with excluded areas shaded in grey.

The exclusion of properties has the result of significantly increasing the levy on the remaining properties unless the overall budget/levy is reduced, thus reducing the levy rate. A decision was made to reduce all three budget options to correspond to the originally-published levy rates, yielding budget options of \$70,000, \$103,000 and \$132,000. In the absence of a clear preference from survey returns and meetings, the Committee settled on a proposed budget of \$103,000 (levy rate of \$0.40 per \$1,000 commercial value), with a funding ceiling of \$650,000.

Final Follow-up Survey

In mid-November 2010, a follow-up survey was distributed within the reduced BIA area (map, Appendix A) to gauge support for the finalized BIA proposal. The survey included information about costs of the proposed BIA levy, and asked respondents whether or not they supported the BIA proposal and proposed \$103,000 budget.

The Committee reports 12 responses to the final survey with 10 responses supporting the BIA proposal, and 2 opposed. In response to *all three* surveys conducted between November 2009 and November 2010 (not counting responses in the excluded areas) a total of 79 responses were received, including 21 property owners (15% of all owners) and 58 business tenants (13% of all tenants). Of the property owner responses, 17 (81%) supported the BIA proposal with 4 (19%) opposed. Of the tenant responses, 53 (91%) supported the BIA proposal, with 5 tenants (9%) opposing.

Based on their surveys and general outreach, the Steering Committee (now the Hastings Crossing Business Improvement Association) believes the BIA proposal is generally supported.

The Hastings Crossing Business Improvement Association formally applied to the City for consideration of a BIA on November 16, 2010. A copy of their application letter, documentation of their outreach activities, and the Business Plan is attached as Appendix D.

Staff Comments - Outreach and Support

Staff are satisfied that the Hastings Crossing Business Improvement Association has notified all property owners and tenants within the proposed BIA boundaries.

Staff attended three Outreach meetings held on August 12, September 5, and October 5, 2010, respectively. The initial Outreach meeting was relatively well-attended, with 14 owners/business tenants at the meeting. Despite best efforts on the part of the organizers, attendance at the remaining two meetings was disappointing, with only 9 and 5 persons respectively in attendance. Maintaining strong participation throughout a BIA Outreach process can be challenging. It is difficult to schedule meeting dates and times that work for all property owners and businesses, and most property owners reside outside proposed BIA areas. Business tenants may also live outside the area in which their business is located, and may find it difficult to spend additional time away from home. In the present case, staff attribute higher attendance at the first meeting as an indication that people were sufficiently

interested in, or concerned about, the prospect of a BIA in their area and wanted more information. Depending on the individual, diminished interest in later meetings could reflect either a comfort level (support), or discomfort and disengagement leading to possible opposition.

Results from the Steering Committee's surveys indicate that negative responses from property owners and tenants were 19% and 9% respectively. As responses were received from a total of 21 property owners (15% of all owners), the results may not give a reliable indication of owner opposition. On the other hand, the 58 business responses (13% of businesses) likely provide a reasonable forecast of tenant opposition in response to a Council Initiative. Only nine percent of business tenants indicated opposition to the BIA proposal, well below Council's 'one-third' policy for defeating a BIA. Because opposing businesses can be hesitant about expressing opposition to BIA organizers, the actual numbers against the proposal could be higher than surveys indicate.

At the instruction of staff, the Steering Committee notices contained the name and telephone number of the City's BIA Coordinator. As of the date of this report, the Coordinator has received communication from a few individuals opposed to, or concerned about, the proposed BIA. As most of these are now in excluded areas, they will not be affected by a BIA levy and will not receive City notifications.

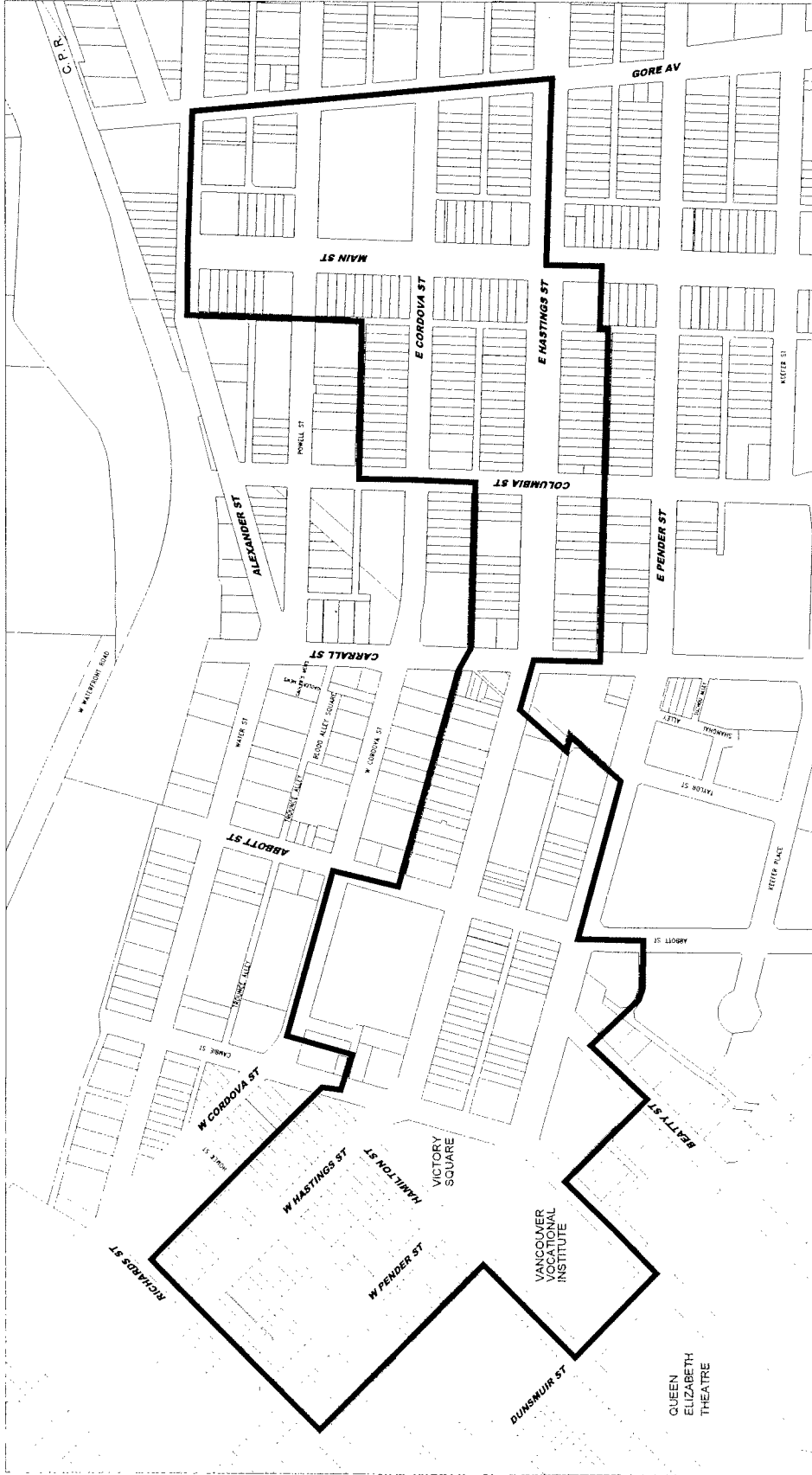
FINANCIAL IMPLICATIONS

There are no financial implications.

CONCLUSION

The Hastings Crossing Business Improvement Association is requesting that Council consider approval of the proposed Hastings Crossing BIA and 5 year funding ceiling of \$650,000, and has asked that their application be forwarded by way of Council Initiative, to a Court of Revision, in order that the BIA may commence operations in April 2011. The results of the Hastings Crossing BIA Formation Committee's outreach activities demonstrate fairly consistent support and relatively low opposition within the proposed reduced BIA boundary at this time. Staff recommend that Council proceed with the Initiative, noting that there will likely be some opposition to the BIA proposal from the business community, and also from some groups in the Downtown Eastside community generally. If Council approves the Hastings Crossing BIA at the Court of Revision, staff will report back for approval of the Year 1 budget along with all of the other BIAs' 2011 - 2012 budget requests.

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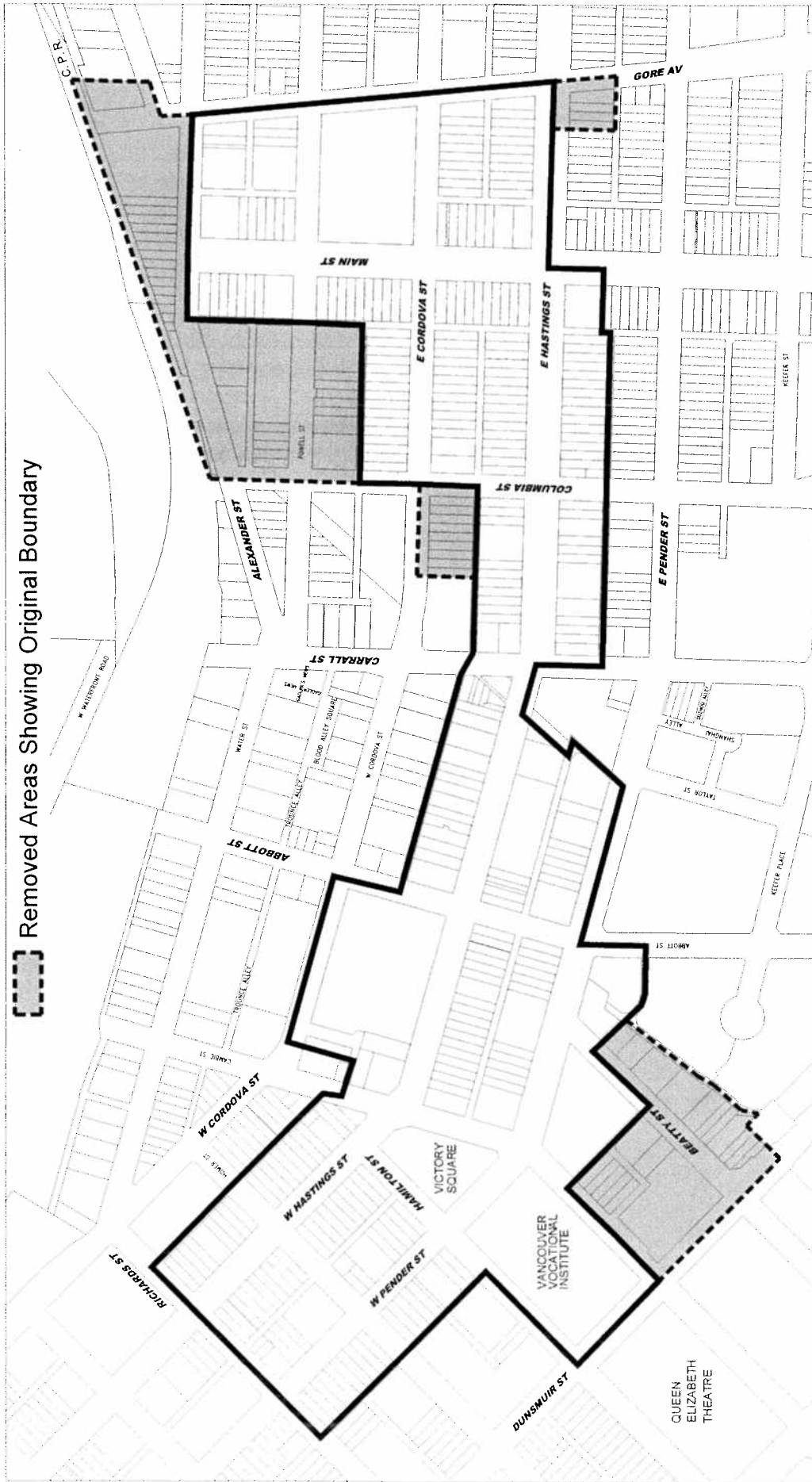
Proposed Hastings Crossing B.I.A.

Hastings Crossing Business Improvement Association Year 1 Budget

REVENUE		% of Rev
City Tax Levy (\$0.40 per \$1,000 of assessed property value)	\$ 103,000	82.4%
Interest	2,060	1.6%
Grants	20,000	16.0%
Revenue Total	125,060	100.0%
EXPENSES		
Administration		
Staffing - Part Time Executive Director	25,000	20.0%
Accounting, Insurance and Professional Fees	2,800	2.2%
Equipment & Supplies	1,000	0.8%
Administration Total	28,800	23.0%
		% of Op. Budget
OPERATING BUDGET	96,260	100.0%
Marketing & Promotion for Neighbourhood		
Special Community Events	17,327	18.0%
Community Newsletters, Brochures, and Neighbourhood Advertising	11,551	12.0%
Street Banners, Beautification and Upgrades	5,776	6.0%
Website Development & Online Directory	7,701	8.0%
Strategic Planning for BIA Initiatives (Note 1)	5,776	6.0%
Partnership Events and Expenses (Note 1)	6,738	7.0%
Marketing & Promotion for Neighbourhood Total	54,868	57.0%
Public Relations & Safety and Well-Being		
Safety and Well-Being Expenses	19,252	20.0%
Infrastructure Development, Maintenance & Cleaning	13,476	14.0%
Graffiti Removal	5,776	6.0%
Public Relations & Safety and Well-Being Total	38,504	40.0%
Contingency Fund	2,888	3.0%
Total Operating Expenses	96,260	100.0%
TOTAL EXPENSES	\$ 125,060	
SUPLUS (DEFICIT)	\$ -	
Initial # of Properties Expected to Contribute to BIA	198	
Average Tax Levy per Property (Note 2)	\$ 520.20	
2010 Class 6 Property Taxes per \$1,000 of Assessed Property Value - status quo	\$ 18.64	
Increase in Class 6 Property Taxes per \$1,000 of Assessed Property Value	\$ 0.40	
Increase in Class 6 Property Taxes per \$1,000 of Assessed Property Value (%)	2.15%	

Notes:

1. Please see Budget FAQs for more information
2. Some properties will have multiple businesses, and therefore, the tax levy will be divided between the different businesses occupying the property



Hastings Crossing B.I.A. Removed Areas

HASTINGS CROSSING BUSINESS IMPROVEMENT ASSOCIATION

Peter Vaisbord, Coordinator
BIA Program, Community Services
Vancouver City Hall
453 West 12th Ave.,
Vancouver, B.C.
V5Y 1V4

November 16th, 2010

Dear Mr Vaisbord:

Re: Proposed Hastings Crossing BIA

On behalf of the Hastings Crossing Business Improvement Association, I hereby request City Council to consider our application to establish a BIA for an area encompassing a portion of the Downtown Eastside extending from Richards Street to Gore Avenue. This letter is our formal BIA application as required by the BIA program.

Our BIA Committee has been working on the proposed BIA since April 2009. We have held three outreach information sessions, which were open to the public, and have notified businesses by canvassing with informational material including our budget draft, business plan draft, proposed boundaries and general concept of the BIA. Also included in this outreach were surveys and three letters of notification of these public meetings sent through mail and also handed in person to businesses and property owners in the proposed boundary. Further to this, blogging and other social media were used to increase our transparency throughout this process and encourage public discussion of the proposed BIA. The feedback so far has led us to believe that the majority are in favour of the BIA proposal.

Thank you in advance for consideration of our BIA application.

Sincerely,

Wes Regan, On behalf of the Hastings Crossing BIA Formation Committee

cc. Mayor Gregor Robertson and Council

Outreach Overview

Hastings Crossing BIA Formation Committee

11/7/2010

This overview briefly explores the outreach activities of the Hastings Crossing BIA Formation Committee from summer 2009 to fall 2010

The Hastings Crossing BIA Formation Committee began meeting in April 2009 to discuss the possibility of forming a business improvement area for a large portion of the Downtown Eastside currently surrounded on all sides by BIAs but not served by one itself. Out of this a rough concept began to form around how a BIA may serve this unique business area and community. Efforts to identify key stakeholders began and in summer of 2009 a series of stakeholder meetings culminated in a half-day strategic planning session on September 22nd 2009. Out of this planning session subcommittees were formed including a writing committee, outreach committee and coordination committee. It was also agreed that the social value a BIA could bring to this area could be realized through involving social enterprises and non-profits who hire locally and offer valuable services to the community at large, and that the mixed demographics and particular challenges of the area should not be overlooked within the BIA context.

In November, outreach to the business community began with a preliminary survey of interest which returned 51 responses, 39 YES, 7 NOT SURE, and 5 NO responses. 15 of the 39 YES responses indicated an interest to be directly involved in the BIA.

Beginning in December, members of the Formation Committee began drafting the business plan. Beginning in August of 2010 the Committee initiated the incorporation process and began a series of public meetings to garner feedback from the business community and inform them of the BIA Formation Committee's activities and plans.

Public meetings took place on August 12th, September 5th and a third one on October 5th. To support this outreach and raise awareness of these meetings, mail-outs including notices and further surveys were sent to property owners and businesses in the proposed area in conjunction with the Formation Committee team canvassing on foot, prior to the meeting dates.

The first of these meetings was presented and facilitated by Brian Smith of Building Opportunities With Business Inner-City Society and the 2nd and 3rd meetings by Wes Regan of Building Opportunities with Business Inner-City Society, both members of the Formation Committee. Other members of the formation committee were present to support as was Peter Vaisbord of the City, to answer any detailed questions from the business and property owners present. Blogging and social media were also utilized to reach the business community in the proposed BIA area prior to and after the meeting.

In September and October, the second survey and notice of public meeting were mailed to businesses and property owners supported by further on-foot outreach by the committee members. This survey yielded 19 responses 6 YES and 13 NO. Members of the formation committee followed up on inquiries from a number of local businesses and property owners to continue assessing support or opposition of the BIA concept, as well as the proposed BIA budget, boundaries, and business

plan. The rise in NO responses came from mobilized opposition in two specific areas, Beatty Street and Powell St/Alexander St where certain businesses and property owners perceived their areas to be aligned more closely with other adjacent BIAs or simply did not have an interest in being a member of any BIA at this time. Boundaries were adjusted accordingly. Further to business and property owners other non-profit, community organizations and the Vancouver Police were also informed of the BIA Formation Committee's activities and were welcomed to offer input as non-voting members of the BIA and members of the broader community within the proposed boundaries.

A third outreach began in the 1st week of November to gather any further input from property owners and businesses regarding the final boundaries, levy, budget, and business plan; particularly ones who may not have responded to the previous surveys.

Thanks to this thorough outreach the Formation Committee received useful feedback from the business community and property owners in the proposed boundaries. E-mails received by the Hastings Crossing BIA temporary e-mail address (hastingsbia@gmail.com) in support or opposition of the proposed BIA and numerous telephone or in-person conversations between business and property owners and members of the committee further informed where support and resistance were to be found geographically and boundaries adjusted. Further to input on the boundaries, critical input on the nature of the proposed BIA and budget were also received and considered in final revisions to the constitution and bylaws, business plan, and budget.

Because of these outreach activities and the maintained dialogue with the business community, new stakeholders were also identified throughout the process and welcomed into the formation committee leading up to incorporation and application to the City. Members of the Hastings Crossing BIA Formation Committee continue to make their selves available to the business community and property owners, as well as residents and organizations in the community, as this process continues.

Hastings Crossing BIA Formation Committee:

Brian Dodd, Chief Executive, United We Can

Brian Smith, COO, Atira Property Management

Heather O'Hara, Chief Executive, Potluck Café

Lynn Kitchen, Vancouver Board of Trade

Members of the Vancouver **Board of Trade's Small Business Council & Inner-City Development Sub-Committee**

Shirley Chan, CEO, and **Wes Regan**, Business Development & Communications Associate, Building Opportunities with Business Inner-City Society

Mark & Nicole Brand, business owners (Boneta, the Diamond, Save on Meats, Sharks and Hammers, Sea Monster Sushi)

Draft Concept: Hastings Corridor BIA Concept

About Us

We represent over X00 business and property owners within our boundaries. Our area is a broad mix of commercial, retail, social service and residential zoning, with over X properties designated as heritage. This is a low-income friendly neighbourhood, that embraces it's social and economic history and strives to build upon these assets.

Our members are socially and economically responsible, balancing the needs of local residents, local business and the community at large.

The Mandate of the Society is:

- To develop, encourage and promote socially responsible business practices, business development, retailing and social enterprise in the Business Improvement Area;
- To increase employment opportunities and support for local residents that face barriers the mainstream employment market;
- To make studies of, and advance any project, plan, or improvement designed to benefit the Business Area;
- To cooperate with and aid any person, body, group, or association in projects designed to benefit the Business Area;
- To encourage, support, and facilitate entertainment, sports, educational, cultural activities within the Business Area for the purposes of furthering the economic, commercial and social welfare of the Area;
- In Affiliation with other business improvement area associations, to promote and carry out the purposes of the Society in matters of common concern and interest;
- To promote matters of common concern and interest to businesses and property owners in the Business Area and to bring together businesses and property owners in the improvement area for fulfilling the purposes of the Society;
- To raise revenue to carry out the purposes of the Society

Programs and Initiatives

This BIA Society focus on improving the area's safety and cleanliness, expanding and strengthening its promotions and events, and working with the media and external partners to improve the public realm, public perception and relations.

Central to all BIA activities is employment and other wealth generating opportunities for local residents. Each BIA initiative would integrate this principal:

Promoting Socially Responsible Business in the area:

- Map to the Social Enterprises
- Area website focused on events and opportunities to engage
- To broadcast the events & news through the media.

Beautifying the environment and maintain the safety in the area:

- Alleys cleaning
- Graffiti removal
- Safety network

Promote the profile of the area, improve the business environment:

- To organize a "Fair in the Square" type of event annually in the Woodward's Atrium
- To support, even sponsor, other local arts and culture events

- To participate actively in the community events as well as the Revitalization program of the Hastings corridor.

Business Improvement Area Boundaries:

- West along Hastings and Pender as far as Richards;
- South along Cambie, Abbott, Carrall, Columbia and Main to Pender;
- North along Cambie, Abbott, Carrall, Columbia to Cordova;
- North along Main to Alexander;
- East along Hastings to Gore;
- East along Pender to Taylor.

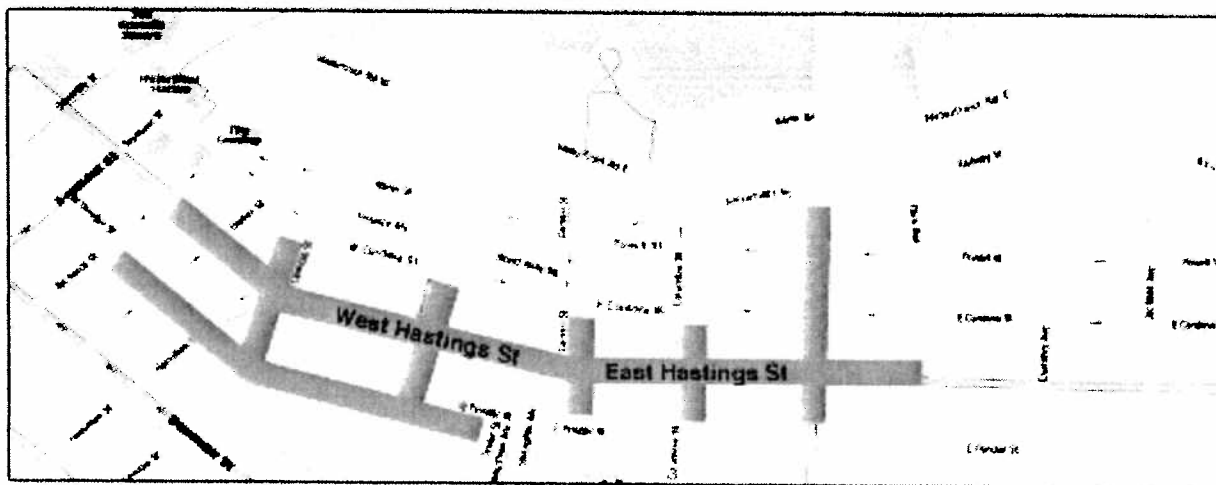
Hastings Corridor BIA Formation Committee Survey October 2009

The Hastings Corridor BIA Formation Committee is a group of property owners, business tenants and social enterprise operators who are exploring the creation and development of a new Business Improvement Association to enhance and improve business conditions in our community. To set the foundation for a BIA that reflects our unique and diverse neighbourhood and business environment, we would appreciate your input and feedback.

We kindly ask you to take 5 minutes of your time to fill out the enclosed survey. Once you are done, please return your survey to us via any of the following ways:

1. By Email hastingsbia@gmail.com
2. By Fax 778.328.7667
3. By Mail or In Person Building Opportunities for Business (BOB) Office
 163 East Pender
 Vancouver, BC
 V6A 1T6

Proposed Hastings Corridor BIA Boundaries



SURVEY Please mark an X next to what you would consider the 3 most important priorities for a Hastings Corridor BIA.

- AREA MAINTENANCE**
Specific activities: _____
- BEAUTIFICATION & STREET ENHANCEMENT**
Specific activities: _____
- BUSINESS RECRUITMENT & RETENTION**
Specific activities: _____

___ **MARKETING, PROMOTION & COMMUNICATIONS**
Specific activities: _____

___ **POLICY & ADVOCACY - LIAISON TO CITY HALL**
Specific activities: _____

___ **SAFETY & SECURITY**
Specific activities: _____

___ **NEIGHBOURHOOD SPECIAL EVENTS**
Specific activities: _____

___ **STRATEGIC PLANNING & STUDIES**
Specific activities: _____

___ **OTHER**
Specific activities: _____

- I am ___ interested in the formation of a BIA for this area.
___ not interested in the formation of a BIA for this area.
___ not sure and would like more information.
___ would like to get involved with the Hastings Corridor BIA proposal.

I am a ___ Business Tenant ___ Social Enterprise Operator ___ Property Owner

Personal Name: _____

Business Name: _____

Street Address in area (see map above): _____

Mailing Address (if different than above): _____

Telephone: _____

Fax: _____

Email: _____

**RESULTS OF FIRST BIA SURVEY : PRELIMINARY SURVEY OF INTEREST NOVEMBER 2009
HASTINGS CROSSING BIA FORMATION COMMITTEE**

Business or Property Owner Name	Own/Bus	Priority: Area Mainte	Bus RRi	Mrk & Comi	Pol & Adv	Sf & Sc	Events	Strat P&R	Other	LOInt	Other Contact information
Bangtown Saloon	Business	yes				yes	yes			yes	604-682-7775; bangtownsaloon@hotmail.com
Ben's Security Locksmiths	Business	yes	yes			yes				yes	604-683-1959; 778-899-4242; benslocksmith@hotmail.com
District 319 Theatre Inc and Intersections	Business	yes	yes		yes	yes				yes	604-899-1077 ext 204; dwoodman@intersectionsmedia.com
Finch's	Business	yes	yes		yes	yes				yes	finchleahouse@shaw.ca
Integra	Business		yes			yes	yes	yes		yes	604-688-4220; dales@integra-arch.com
Jim Green And Associates	Business									yes	604-736-4234; edvwhe@vcn.bc.ca
Lu's Pharmacy	Business		yes	yes	yes					yes	604-683-5383; mainminimart@yahoo.com
Main Mini Mart	Business		yes		yes			yes		yes	Chuck Choo; 604-603-7899; choohoo5@aol.com
No 5 Orange St Hotel	Business		yes		yes	yes				yes	604-682-3444; mvoth@nucleusnetworks.ca
Nucleus Networks Inc	Business		yes		yes	yes	yes			yes	604-689-7372; behzadk@peracollege.com
Pera College Ltd	Business		yes	yes	yes	yes	yes			yes	604-683-0073 ext 379; heather@potluckcatering.com
Potluck Café and Catering	Business	yes	yes	yes	yes	yes	yes			yes	604-488-1088; dwetsch@hoteliers.ca
Ramada Limited Downtown Vancouver	Business	yes	yes		yes	yes	yes			yes	604-689-3610; tyler@superchampionshop.com
Super Champion	Business									yes	
Vancouver Co-Operative Radio	Owner	yes	yes			yes				yes	604-877-1131; bbinns@polyhomes.com
0756957 B C LTD	Owner	yes	yes			yes				yes	604-216-0801
130 WEST HASTINGS HOLDINGS LTD	Owner	yes	yes		yes	yes		yes	no more sc	yes	604-657-1992; geoffrymcleod@gmail.com
319 WEST PENDER INVESTMENTS LTD	Owner	yes	yes		yes	yes		yes		yes	604-682-2123; afan@telus.net
FAN TOWER INC	Owner	yes	yes		yes	yes				yes	604-608-6636
FONG LEUN TONG SOCIETY	Owner	yes	yes		yes	yes				yes	604-315-8888
ODDGUYS HOLDINGS LTD	Owner	yes	yes		yes	yes		yes	force s	yes	Brian Meakin; 604-736-7020; brian@turnermeakin.com
SUN TOWER HOLDINGS CORP	Owner	yes	yes		yes	yes		yes		yes	
SUN TOWER CITY OF	Owner	yes	yes		yes	yes		yes		yes	
VANCOUVER COASTAL HEALTH AUTHORITY	Owner	yes	yes		yes	yes		yes		yes	604-875-4808
Main Pit Food Mart	Business	yes	yes		yes	yes		yes		not sure	604-685-6255; maliyat@gmail.com
Portal Design Inc	Business	yes	yes		yes	yes				not sure	604-736-0306; cwilson@portaldesign.ca
Smile	Business	yes	yes		yes	yes		yes		not sure	604-681-9911
SRDC	Business	yes	yes		yes	yes				Not Sure	604-601-4073; sgurr@srdc.org
UltraX-Press Printing Inc.	Business	yes	yes		yes	yes				not sure	604-872-8943; salim@printprint.ca
CHUAQUJ; ALEX	Owner	yes	yes		yes	yes				not sure	604-722-3567; achuaqui@shaw.ca
RICHARD F EVANS ARCHITECT INC	Owner	yes	yes		yes	yes				not sure	604-484-0084; richarde@evansarchitects.ca
Abco Trading Ltd	Business	yes	yes		yes	yes	yes			No	778-835-6277
Amnesty International Canadian Section	Business									no	604-294-5160; vancouver@amnesty.ca
Associated Economic Consultants Ltd	Business									no	604-681-6990; aejohn@hotmail.com
Dressew Supply Ltd	Business									No	
Solder and Sons	Business									no	
Columbia Hotel	Business	yes	yes		yes	yes				get involve	George Winkler; 604-683-3757; georgewinkler98@gmail.com
Waves Coffee House	Business	yes	yes		yes	yes	yes			get involve	604-608-1534; parisar72@yahoo.ca
Arthur J Lee	Business	yes	yes		yes	yes				get involve	604-685-8331
Opus Digital & Graphic Art Supplies Ltd	Business	yes	yes		yes	yes				get involved	hasn't yet responded

Raised Eyebrow Web Studio	Business				get involved
The New Backpackers Hotel	Business				get involve 604-888-0112; amerbackpack@hotmail.com
United We Can	Business	yes	yes		get involve 604-681-0001; brian@unitedwecan.ca
319 MAIN STREET HOLDINGS INC	Owner	yes	yes		Get involve 604-328-5643; cawatt@telus.net
CENTRAL CITY MISSION FOUNDATION INC	Owner	yes	yes	yes	get involve Jennifer Johnstone; 604-683-2263; jennifer.johnstone@centralcityfo
EZERZER, NISSIM M	Owner				get involved
MAN KEI ENTERPRISES LTD	Owner	yes	yes	yes	get involve A. Laudisio; 604-626-6501; alaudisio@telus.net
MASTAL, MOSHE	Owner				get involved
PHS COMMUNITY SERVICES SOCIETY	Owner	yes	yes	yes	get involved
Port Capital Group	Owner				get involve 604-805-0282; tobicreyes@yahoo.com
45 West Hastings	Business				get involve David Duprey

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Priority key:

- Own/Bus= Owner or Business
- Area Maint = Area Maintenance
- Beaut= Beautification
- BusRR= Business Recruitment and Retention
- Mrk & Com = Marketing and Communications
- Pol & Adv = Policy and Advocacy
- Sf & Sc = Safety and Security
- Events = Events
- Strat P&R= Strategic Planning and Research
- Other = Other
- LOInt= Level of Interest (Yes, No, Get involved)

TABULATION

YES = 39 Get involved (YES) = 15
 NO = 5
 NOT SURE= 7
 Total responses = 51

PRIORITY AREAS % OF RESPONDENTS IN SUPPORT

Safety and Security	46
Business Recruit/Reten	33
Area Maintenance	29
Policy & Advocacy	21
Strategic Planning	13
Neighbourhood Events	11
Marketing & Communications	11

The Hastings Corridor will hold a

BUSINESS IMPROVEMENT ASSOCIATION MEETING

Thursday, August 12, 2010

1st presentation: 3:00 pm
2nd presentation: 6:00 pm

Location: Building Opportunities for Business office
[163 East Pender, Vancouver, BC]

This is a preliminary discussion on the benefits of establishing a Business Improvement Association (BIA) within the Hastings Corridor area.

Under the Business Improvement Association (BIA) concept, a business community can request to be designated as an Improvement Area by its municipal council.

A BIA would help organize and manage the efforts in regards to marketing, advertising, transportation, events and overall safety. For information about BIAs, please see the enclosed City of Vancouver brochure. In British Columbia there are 58 BIAs [60,000 businesses], all assisting local business to grow and prosper.

All businesses and storefront / office tenants currently operating a business in the Hastings Corridor area, as well as all commercial property owners along our local corridor, are encouraged to attend.

The meeting will review and discuss owner and tenant feedback and past survey results regarding the Hastings Corridor's needs and priorities. Feedback is encouraged by all.

For more information, contact:

Brian Smith, 604-928-8931

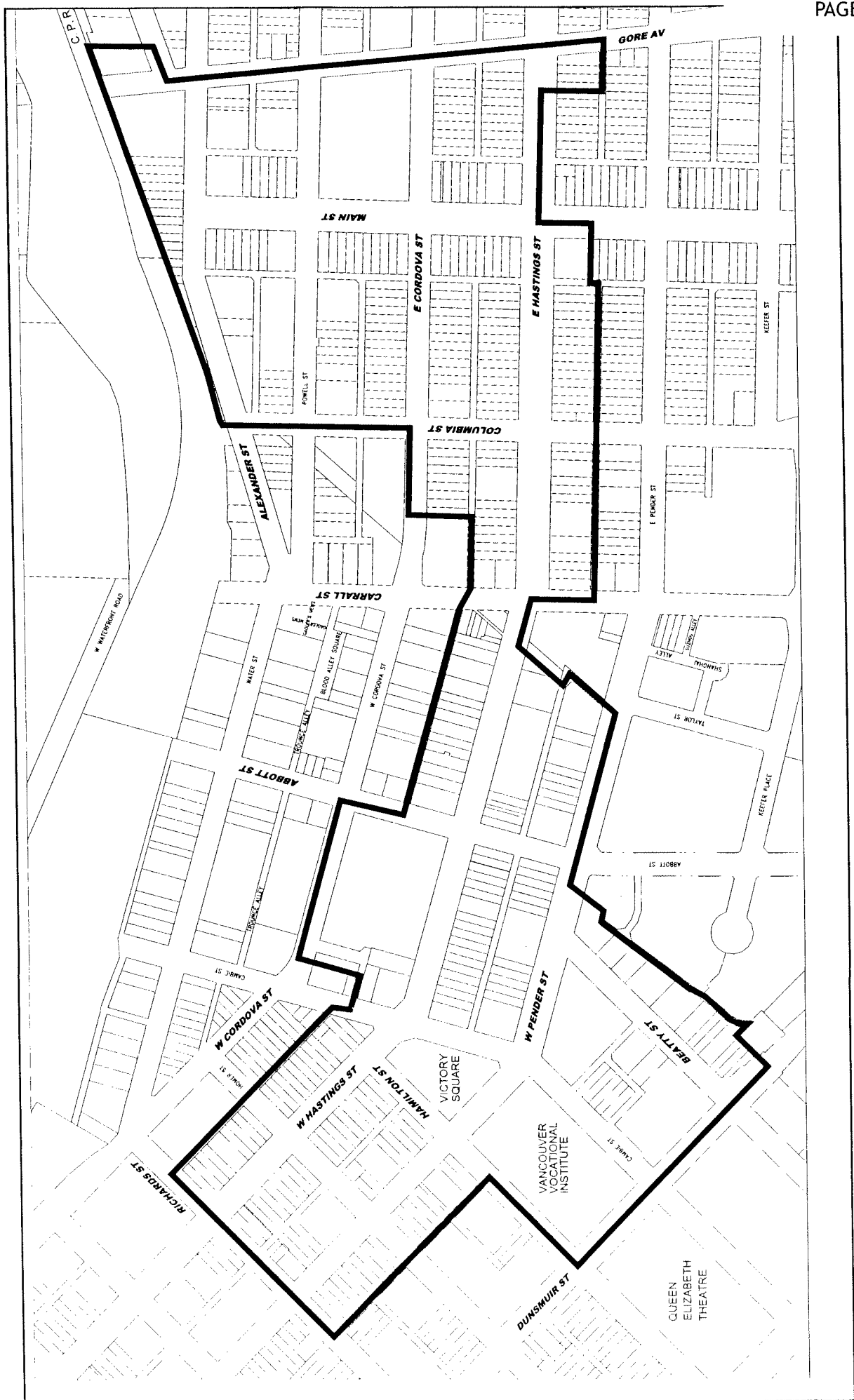
hastingsbia@gmail.com or

Peter Vaisbord, 604-871-6304

BIA Program Coordinator, City of Vancouver
peter.vaisbord@vancouver.ca



Possible boundary of the Hasting Corridor Business Improvement Association



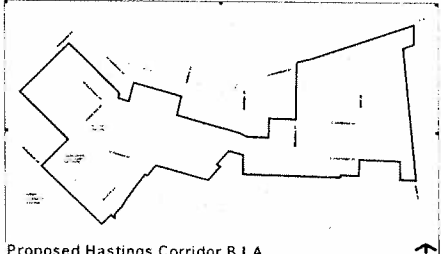
1st Hastings Crossing BIA Public Meeting Attendees

Date: August 12, 2010

Name	Business
Alan Ho	London Drugs
Tim Laidler	UBC
Kalev Jaaguste	Kalev Fitness Solution
Vincent Fodera	Jimmy Hendricks Museum
Anna Laudisio	Brandiz Hotel
Carlos Herbst	Serf to Surf
Hendrick Hoekema	New Chapter 2
Mercedes Wong	Real Estate Council
David Duprey	Junebug Enterprises Inc.
Cory Busby	Open Door Group
Nathan Allen	Pigeon Park Savings
Scott Gentes	Social Wellness Group
Sandra Pronteau	Carnegie
George Leong	Mee Lai Barber Shop
Matt Friesen	3 rd Eye Software
Ping Chan	Chin Wing Chun Tong Society

Hastings BIA Proposal

August 12, 2010



Proposed Hastings Corridor, B.I.A.

Agenda

- Introductions/sign-in sheet**
(10 Mins - Brian Smith to open at 3pm and 6pm)
- BIA Development Process**
(5-10 mins - Brian Smith to present)
- BIA Development Process Con't**
(5 mins - Peter Vaisbord to present)
- Survey Results**
(15 mins - Heather O'hara/Brian to present)
- Draft Business Plan Highlights**
(15 mins - Lynn Kitchen and team to present)
- Q&A**
(6-30 mins: Brian Smith to facilitate)

BIA Development Process


Activity	Timing
First Discussions	April 2009
Early stakeholder meetings	Summer 2009
Strategic Planning Half-day	September 2009
Prelim survey of interest	November 2009
VBOT team begins drafting a Business Plan	December 2009
Society Incorporation process begins	August 9 th , 2010
Stakeholder meeting(s)	August 12 th September 9 th October 5 th

BIA Development Process Con't

Activity	Timing
Society Incorporation	Sept/Oct 2010
Application to City for BIA	October 2010
Council Report	November 2010
Formal Notification	December 2010
30 Days for objections	January 2011
Council (Court of Revision)	February 2011
Extraordinary General Meeting	March 2011
BIA begins operation	April 2011

Survey Results

- 500+ surveys distributed
- 10% return rate (52): 60% businesses; 40% property owners
- 5 people not interested; 5 not sure; 39 were supportive and/or wanted to get involved



Survey Results Con't: Priority Areas Identified

Priority Areas	% of Respondents in Support
Safety and Security	46
Business Recruitment	33
Area Maintenance	29
Beautification	27
Policy and Advocacy	21
Strategic Planning	13
Neighbourhood Events	11
Marketing and Communications	11

Draft Business Plan Highlights

The main objective of this business plan is to outline the benefits, challenges, and key planning elements that would be involved with establishing a Business Improvement Area Association (BIA) in the Hastings Corridor within the Downtown Eastside of Vancouver.

Potential BIA Boundaries



BIA Board of Directors

The first Directors of the Society are the incorporators of the society (those who are signatories to the incorporating documents) until the first Annual General Meeting, where the BIA membership would elect Directors for the first time, with elections taking place annually thereafter. All voting members would be eligible for nomination and election as Directors. The society's by-laws would include a transparent process for Director nominations. Society Directors are unpaid volunteer positions.

Q&A

· Next meetings:

· Feedback Methods:

hastingsbin@gmail.com

604-871-6304

The Hastings Corridor will hold a

BUSINESS IMPROVEMENT ASSOCIATION [BIA] MEETING

Thursday, September 9, 2010

1st presentation: 3:00 pm
2nd presentation: 6:00 pm

Location: Building Opportunities for Business office
[163 East Pender, Vancouver, BC]

This is the second public discussion on the benefits of establishing a Business Improvement Association (BIA) within the Hastings Corridor area.

Under the Business Improvement Association (BIA) concept, a business community can request to be designated as an Improvement Area by its municipal council.

A BIA would help organize and manage the efforts in regards to marketing, advertising, transportation, events and overall safety. For information about BIAs, please see the enclosed City of Vancouver brochure. In British Columbia there are 58 BIAs [60,000 businesses], all assisting local business to grow and prosper.

All businesses and storefront / office tenants currently operating a business in the Hastings Corridor area, as well as all commercial property owners along our local corridor, are encouraged to attend.

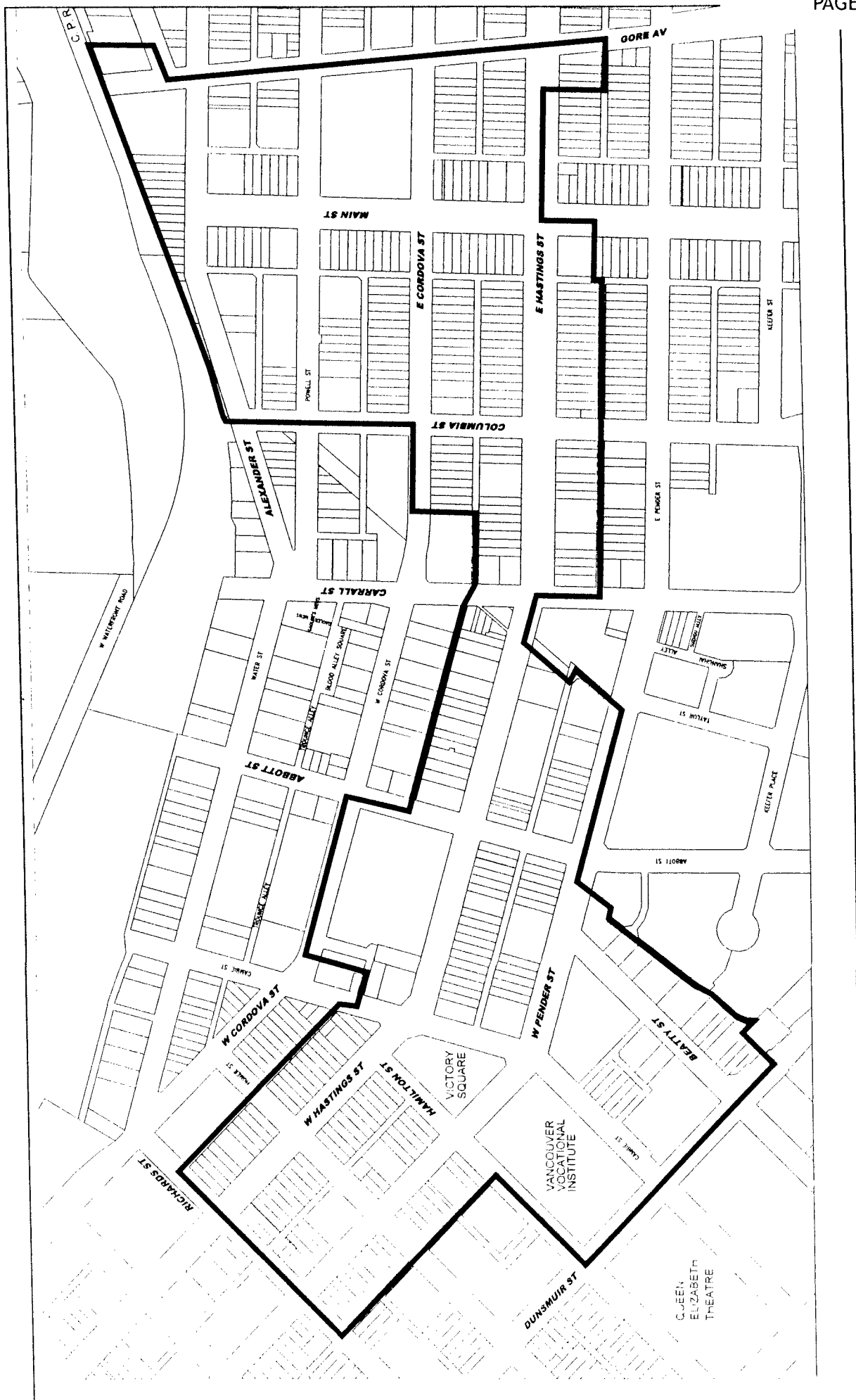
The meeting will review and discuss owner and tenant feedback as well as presenting a few versions of what a BIA budget could look like. Feedback is encouraged by all.

For more information, contact:
Shirley Chan, 778-328-7670
hastingsbia@gmail.com or
Peter Vaisbord, 604-871-6304
BIA Program Coordinator, City of Vancouver
peter.vaisbord@vancouver.ca

Next meeting October 5, 2010



Possible boundary of the Hasting Corridor Business Improvement Association



2nd Hastings Crossing BIA Public Meeting Attendees

Date: September 9, 2010

Name	Business
Patrick Morrison	Blue Shell Services
Lee	Blue Shell Services
Connie	Landlord – Pender & Richards
Chuck Alexander	Bonchaz Bakery and Cafe
Norbert Doedlelin	Sunrise Properties Inc.
Amy Benson	Firehall Theatre
Tom	Yaggers Restaurant
Chris	Tennant
George Winkler	Columbia Hotel

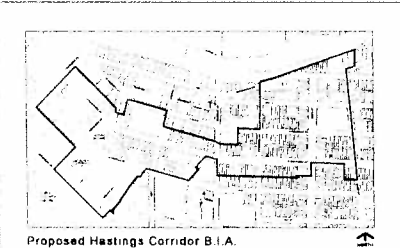
Welcome from the Hastings BIA Formation Committee

Draft business plan presentation and discussion Sep 9th 2010

Agenda

- Introductions/sign-in sheet**
(10 Mins – Wes Regan to open at 3pm and 6pm)
- BIA Development Process Recap**
(5-10 mins – Lynn Kitchen to present)
- Draft Budget Highlights**
(15 mins – Wes Regan to present, Rob Fitzgerald Q&A)
- General Q&A**
(10-15 mins; Wes Regan to facilitate)

Hastings BIA Proposal: Budget Draft September 9th 2010



Proposed Hastings Corridor B.I.A.

BIA Development Process Recap

Activity	Timeline
First Discussions	April 2009
Early stakeholder meetings	Summer 2009
Strategic Planning Half-day	September 2009
Prelim survey of interest	November 2009
VBOT team begins drafting a Business Plan	December 2009
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Stakeholder meeting(s)	August 12 th September 9 th October 5 th

BIA Development Process Con't

Activity	Timeline
Society Incorporation	Sept/Oct 2010
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Council Report	November 2010
Formal Notification	December 2010
30 Days for objections	January 2011
Council (Court of Revision)	February 2011
Extraordinary General Meeting	March 2011
BIA begins operation	April 2011

BIA BUDGET DRAFT

- Revenues will be received mainly from Tax Levies
- Tax Levies will be calculated in the same manner as regular property taxes, by multiplying a specified rate by the assessed property value:
 - ie. Assume a Property Value of \$1,000,000 and a BIA tax rate of 80.70 per \$1000 of assessed value.
 - BIA Tax Levy = $(1,000,000 / 1,000) \times 80.70 = \800

BIA BUDGET DRAFT

- 3 scenarios with different levies:

Total Tax Levy	Levy per \$1000 of assessed property value	Average Tax Levy per Property (194 properties)
\$100,000	\$0.47	\$515.46
\$150,000	\$0.70	\$773.20
\$191,379	\$0.90*	\$986.49

- * Average levy for new BIA's, since 2004, is \$0.90 per \$1000 of assessed property value
- \$0.70 is a good starting point, and well below the average

BIA BUDGET DRAFT

- To compare, Chinatown and Gastown BIAs budgeted \$1.36 and \$1.29 for 2010
- Regular tax levy rates for Class 5 and 6 properties are \$18.99 and \$18.64 for 2010
- A \$0.70 rate represents an increase in property tax rate by roughly 3.75%



BIA Budget Draft

- Expect to obtain \$20K, in addition to tax levies, via sponsorship, grants, etc.
- A PT Executive Director will be hired to manage programs, for an estimated cost of \$25K, allowing nearly all of the tax levies to be available for BIA Operations:
 - ie. Levy = \$150,000
 - Levy + Grant – Executive Director = \$145,000
 - 96.7% (145/150) of Tax Levies would remain for other BIA functions and business development

BIA Budget Draft

- Money will NOT be managed by City Hall. It will be managed by a board of directors, composed of yourselves
- See budget handout and FAQ's for a suggested breakdown of expenses
- Suggested budget is NOT fixed. To be used as a template for future board members, who may alter as they see fit.

BIA BUDGET DRAFT, use of funds?

Priority Areas	% of Respondents in Support
Safety and Security	46
Business Recruitment	33
Area Maintenance	29
Beautification	27
Policy and Advocacy	21
Strategic Planning	13
Neighbourhood Events	11
Marketing and Communications	11

Uses of BIA funds



Cultural events that encourage responsible and lively use of spaces, banner initiatives that assist in place-making or neighbourhood identity (or branding) have been used in other BIA areas (Gastown and Strathcona above)

Other BIA events and initiatives

- <http://www.filedrive.ca/events.htm>
- http://www.vancouverclimatezone.com/events/2010/01/01_bam.php
- http://westendbici.com/index.php?option=com_content&view=article&id=1002

Budget Plan Highlights- Discussion

- Key Purposes
- Programming ideas
- Benefits to stakeholders

Q&A

• Feedback Methods:

Surveys questionnaire at the entrance
hastingsbia@gmail.com
Shirley Chan, BOB's CEO, at 778-328-7670
Peter Vaishbord, City of Vancouver, 604-871-6304

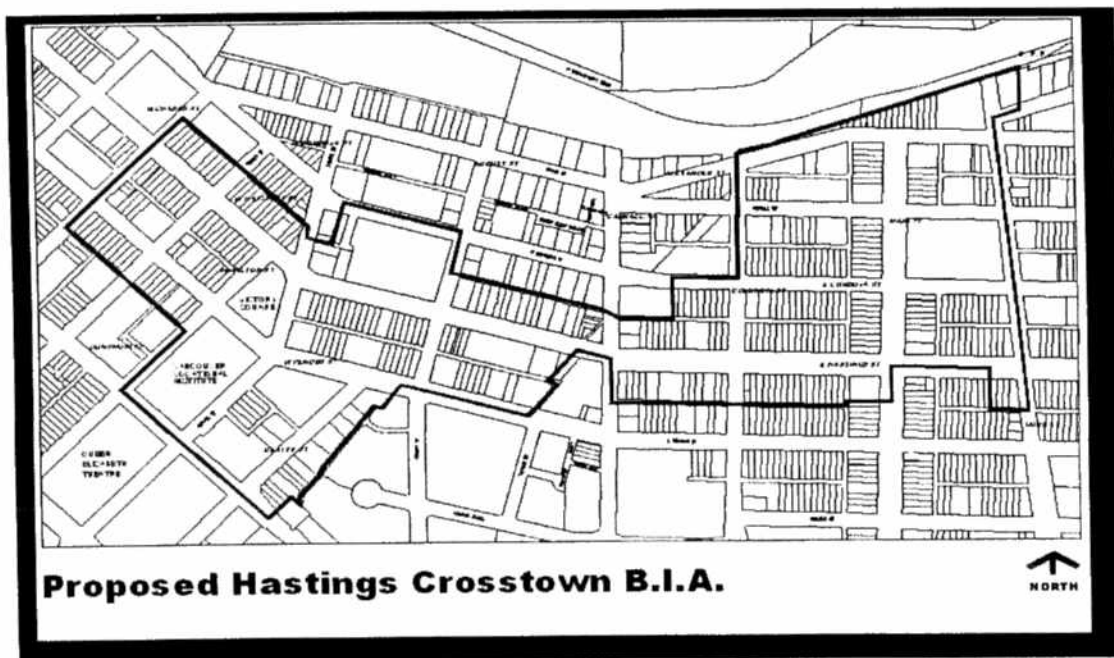
Proposed Hastings Crosstown BIA

Follow-up Survey

September 2010

The Hastings Corridor BIA Formation Committee is a group of property owners, business tenants, and social enterprise operators who have been exploring the creation and development of a new Business Improvement Area (provisionally named *Hastings Crosstown BIA*) to enhance and improve business conditions in our community.

The proposed Hastings Crosstown BIA Boundaries extend from Richards St to Gore Ave and covers an area with 700 businesses and properties which are bordered by 5 BIAs but not currently served by one.



The previous surveys and public meetings have resulted in the following BIA priorities for businesses, property owners and social enterprise operators listed in order on the table to the right.

Safety and Security	46
Business Recruitment	33
Area Maintenance	29
Beautification	27
Policy and Advocacy	21
Strategic Planning	13
Neighbourhood Events	11
Marketing and Communications	11

Possible levies for proposed Hastings Crosstown BIA

Total Tax Levy	Levy per \$1000 of assessed property value	Average Tax Levy per Property (194 properties)
\$100,000	\$0.47	\$515.46
\$150,000	\$0.70	\$773.20
\$191,379	\$0.90*	\$986.49

*The average levy for BIAs formed since 2004 has been \$0.90 per \$1000 of assessed commercial property value. The Formation Committee is recommending option two (\$0.70/\$1000). Which of these three budgets and their corresponding levy do you support?

We kindly ask you to take 5 minutes of your time to fill out the enclosed follow-up survey on or before **Friday October 8th, 2010**. Once you are done, please return your survey to us via any of the following ways:

1. By Email hastingsbia@gmail.com
2. By Fax 778-328-7667
3. By Mail or In Person Building Opportunities with Business (BOB) Office
163 East Pender St.
Vancouver, BC
V6A 1T6

OR -- bring it with you to the meeting on October 5.

If you have questions regarding this proposed BIA that you would like discussed on the October 5th meeting or replied to individually please e-mail hastingsbia@gmail.com

SURVEY Please mark an **X** next to your choice

I am a) A Tenant _____ b) Property Owner _____
c) Both _____ d) Other _____

Street Address of property or business premises

1. Would you support the formation of a Hastings Crosstown BIA if the initiative proceeds to formal notifications?

YES _____ NO _____

DON'T KNOW / NEED MORE INFO _____

2. If you answered 'yes' to Question 1 , which Year-1 budget/levy option would you support:

_____ \$0.47 per \$1,000 property value (BIA budget \$100,000)

_____ \$0.70 per \$1,000 property value (BIA Budget \$150,000)

_____ \$0.90 per \$1,000 property value (BIA Budget \$191,379)

**RESULTS OF SECOND BIA SURVEY : LEVEL OF SUPPORT AND BUDGET SEP/OCT 2010
HASTINGS CROSSING BIA FORMATION COMMITTEE**

Business Name and/or Address	Owner, Business or Other	Support	Preferred Budget	TABULATION	BUDGET	\$0.47/1000	\$0.70/1000	\$0.90/1000
# 1 - 550 BEATTY STREET	OWNER	NO	NA	YES = 6				
The Warehouse Studio, 100 POWELL STREET	OWNER	NO	NA	NO= 13				
Bryson Chandler Holdings, 120 POWELL STREET	OWNER	NO	NA	Total responses= 19				
Rositch Hempill Architects, 120 POWELL STREET	BUSINESS	NO	NA		4			0
Kent Kallberg Studios, 120 POWELL STREET	BUSINESS	NO	NA					
Smart CRU's (Concord Pacific) 168 POWELL STREET	OWNER	NO	NA					
207 W. HASTINGS STREET	BUSINESS	YES	\$0.47/1000					
123 W. PENDER STREET	BUSINESS	YES	\$0.90/1000					
347 W. PENDER STREET	BOTH	NO	NA					
337 W.HASTINGS STREET	OWNER	NO	NA					
430 W. PENDER STREET	OWNER	NO	NA					
220 ALEXANDER STREET	OWNER	NO	NA					
191-195 ALEXANDER STREET	OWNER	NO	NA					
190 ALEXANDER STREET	OWNER	NO	NA					
KALEV FITNESS SOLUTIONS INC. 100 W. PENDER STREET	BUSINESS	YES	NA					
550 BEATTY STREET	OWNER	NO	NA					
119 W. PENDER STREET	BUSINESS	YES	\$0.47/1000					
404 ABBOTT STREET	PROPERTY MANAGER	YES	\$0.47/1000					
31 W HASTINGS STREET	PROPERTY MANAGER	YES	\$0.47/1000					

**The Hastings Corridor* BIA Formation Committee will
hold a
MEETING**

To advance discussion of the proposed

**HASTINGS CROSSTOWN
BUSINESS IMPROVEMENT
AREA (BIA)**

Tuesday, October 5, 2010

4:30 to 6:30 pm

Location: Building Opportunities with Business office
[163 East Pender, Vancouver, BC]

* The BIA Formation Committee has been meeting under the name 'Hastings *Corridor*'; however, the term 'Hastings *Crosstown*' is emerging as the preferable term for both the Business Improvement Area, and the not-for-profit society that would undertake BIA initiatives.

This is the 3rd public discussion on the costs and benefits of establishing a Business Improvement Area / Association (BIA) within the Hastings Crosstown area.

Under the Business Improvement Association (BIA) concept, a business community can request to be designated as an Improvement Area by its municipal council.

A BIA would help organize and manage the efforts in regards to marketing, advertising, transportation, events and overall safety and cleanliness in the proposed area. For information about BIAs, please see the enclosed City of Vancouver brochure. In British Columbia there are 58 BIAs [60,000 businesses], all assisting local business to grow and prosper.

All businesses and storefront / office tenants currently operating a business in the Hastings Crosstown area, as well as all commercial property owners along our local corridor, are encouraged to attend this meeting and voice their thoughts.

The meeting will review and discuss owner and tenant feedback, select a preferred budget among three alternatives, and set a 5-year funding cap. Feedback is encouraged by all.

For more information, contact:

Shirley Chan, 778-328-7670

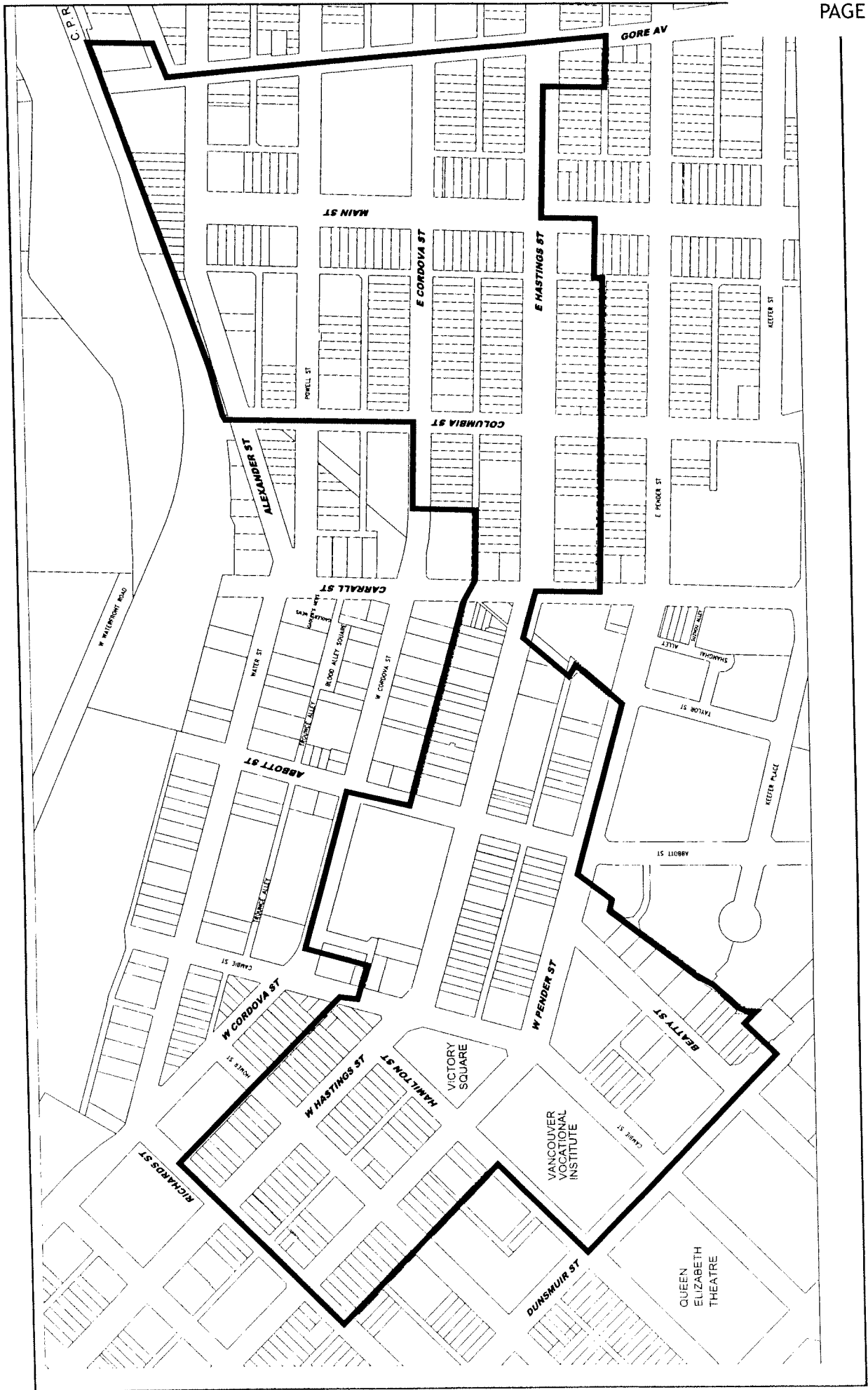
hastingsbia@gmail.com or

Peter Vaisbord, 604-871-6304

BIA Program Coordinator, City of Vancouver
peter.vaisbord@vancouver.ca



Working boundary for the proposed Hasting Crosstown Business Improvement Area (BIA)



Hastings Crosstown BIA Year 1 Budget Scenarios

	\$100K Budget Levy = \$0.469/\$1000	% of Rev	\$150K Budget Levy = \$0.703/\$1000	% of Rev	Avg. BIA Since 04 (for comparative purposes) Levy = \$0.897/\$1000	% of Rev
REVENUE						
City Tax Levy	100,000	82.3%	150,000	87.1%	191,379	89.3%
Interest	1,500	1.2%	2,250	1.3%	2,871	1.3%
Grants	20,000	16.5%	20,000	11.6%	20,000	9.3%
Revenue Total	121,500	100.0%	172,250	100.0%	214,249	100.0%
EXPENSES						
Administration						
Staffing - Part Time Executive Director	25,000	20.6%	25,000	14.5%	33,000	19.2%
Accounting, Insurance and Professional Fees	2,800	2.3%	2,800	1.6%	2,800	1.6%
Equipment & Supplies	1,000	0.8%	1,000	0.6%	1,000	0.6%
Administration Total	28,800	23.7%	28,800	16.7%	36,800	21.4%
OPERATING BUDGET						
	92,700	100.0%	143,450	100.0%	177,449	100.0%
Marketing & Promotion for Neighbourhood						
Special Community Events	16,686	18.0%	24,387	17.0%	30,166	17.0%
Community Newsletters, Brochures, and Neighbourhood Advertising	11,124	12.0%	18,649	13.0%	23,068	13.0%
Street Banners, Beautification and Upgrades	5,562	6.0%	8,607	6.0%	11,534	6.5%
Website Development & Online Directory	7,416	8.0%	10,042	7.0%	10,647	6.0%
Strategic Planning for BIA Initiatives*	5,562	6.0%	8,607	6.0%	11,534	6.5%
Partnership Events and Expenses**	6,489	7.0%	11,476	8.0%	14,196	8.0%
Marketing & Promotion for Neighbourhood Total	52,839	57.0%	81,767	57.0%	101,146	57.0%
Public Relations & Safety and Well-Being						
Safety and Well-Being Expenses	18,540	20.0%	28,690	20.0%	35,490	20.0%
Infrastructure Development, Maintenance & Cleaning	12,978	14.0%	20,083	14.0%	24,843	14.0%
Graffiti Removal	5,562	6.0%	8,607	6.0%	10,647	6.0%
Public Relations & Safety and Well-Being Total	37,080	40.0%	57,380	40.0%	70,980	40.0%
Contingency Fund	2,781	3.0%	4,304	3.0%	5,323	3.0%
Total Operating Expenses	92,700	100.0%	143,450	100.0%	177,449	100.0%
TOTAL EXPENSES	121,500		172,250		214,249	
SUPLUS (DEFICIT)	-		-		-	
Initial # of Properties Expected to Contribute to BIA	194		194		194	
Average Tax Levy per Property**	\$ 515.46		\$ 773.20		\$ 986.49	

*Please see Budget FAQ's for more information

**Some properties will have multiple businesses, and therefore, the tax levy will be divided between the different businesses occupying the property

Budget Related FAQ's

1. *How much will the BIA cost me?*
2. *How large are my current property tax levies?*
3. *I received a BIA cost estimate in 2009. Why is that amount different than \$0.70 per \$1000 of assessed property value?*
4. *How long will I have to contribute to the BIA?*
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3. *I received a BIA cost estimate in 2009. Why is that amount different than \$0.70 per \$1000 of assessed property value?*

The original estimate took place in July of 2009, and since then many factors have changed including: geographic scope of the BIA, assessed property values, number of properties expected to contribute to the BIA, and a thorough business plan for the BIA has been developed.

4. *How long will I have to contribute to the BIA?* Property and Business owners will be required to contribute to the BIA for an initial set term. As part of the consultations toward formation of a BIA, the duration of an initial term will be determined, and ultimately approved by City Council. Typically, the initial BIA term is 5 years, and then upon constituent approval, can be renewed for a further period. Renewal is very common, as the value added by the BIA is directly measurable.

5. *Will the budget change with time?* The budget is the initial plan developed by the current planning committee. Once a not-for profit BIA society is formed, the membership will formally vote the budget. The board of directors has the ability to make minor adjustments to the budget during the fiscal year. The membership (property owners and businesses) vote a new budget every year during the term of the BIA, subject to an overall funding ceiling, which sets a total cumulative levy over the term of the BIA.

6. *I have some ideas which might improve the budget, how do I suggest them?* We are currently reaching out to property owners and tenants for input on the proposed first-year budget. Please

contact us or attend upcoming BIA formation meetings. Once the BIA is established, all business owners and property owners are eligible to be nominated for election to Board of the BIA, or to serve on committees, which are very valuable ways to get involved in the development of the BIA. Alternatively, member feedback is encouraged, and all communication will be appreciated.

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10. If there is a budget surplus, what will happen with this surplus? The surplus may be utilized as a reserve fund for future initiatives or capital projects, or may be carried forward into the next fiscal year to offset costs or augment programs and initiative.

3rd Hastings Crossing BIA Public Meeting Attendees

Date: October 5th, 2010

Name	Business
Ty Russell	Solicitor
Charles Herbst	Serf to Surf
Cory Wint	Heart Quest
Lone Goldman	Odd Guys Holding
Teina Smith	33 West Cordova

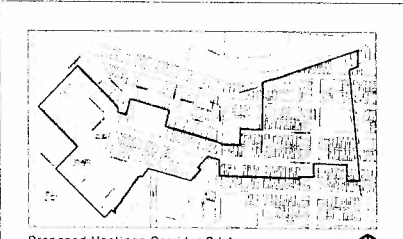
Welcome from the Hastings BIA Formation Committee

Draft business plan presentation and discussion Oct 5th 2010

Agenda

- Introductions/sign-in sheet**
(10 Mins – Wes Regan to open at 4:30)
- BIA Development Process Recap**
(5-10 mins)
- Draft Budget Highlights**
(15 mins – Lynn Kitchen and Peter Vaishbord)
- General Q&A**
(10-15 mins: Wes Regan to facilitate)

Hastings BIA Proposal: Budget Draft October 5th 2010



Proposed Hastings Corridor B.I.A.

BIA Development Process Recap

Activity	Timeline
First Discussions	April 2009
Early stakeholder meetings	Summer 2009
Strategic Planning Half-day	September 2009
Prelim survey of interest	November 2009
VBOT team begins drafting a Business Plan	December 2009
Society Incorporation process begins	August 9 th , 2010
Stakeholder meeting(s)	August 12 th September 9 th October 5 th

BIA Development Process Con't

Activity	Timeline
Society Incorporation	Sept/Oct 2010
Application to City for BIA	October 2010
Council Report	November 2010
Formal Notification	December 2010
30 Days for objections	January 2011
Council (Court of Revision)	February 2011
Extraordinary General Meeting	March 2011
BIA begins operation	April 2011

BIA BUDGET DRAFT

- Revenues will be received mainly from Tax Levies
- Tax Levies will be calculated in the same manner as regular property taxes, by multiplying a specified rate by the assessed property value:
 - ie. Assume a Property Value of \$1,000,000 and a BIA tax rate of \$0.70 per \$1000 of assessed value.
 - BIA Tax Levy = (\$1,000,000 / 1,000) X \$0.70 = \$700

BIA BUDGET DRAFT

- 3 scenarios with different levies:

Total Tax Levy	Levy per \$1000 of assessed property value	Average Tax Levy per Property (194 properties)
\$100,000	\$0.47	\$515.46
\$150,000	\$0.70	\$773.20
\$191,379	\$0.90*	\$986.49

- *Average levy for new BIA's, since 2004, is \$0.90 per \$1000 of assessed property value
- \$0.70 is a good starting point, and well below the average

BIA BUDGET DRAFT

- To compare, Chinatown and Gastown BIAs budgeted \$1.36 and \$1.29 for 2010
- Regular tax levy rates for Class 5 and 6 properties are \$18.99 and \$18.64 for 2010
- A \$0.70 rate represents an increase in property tax rate by roughly 3.75%



BIA Budget Draft

- Expect to obtain \$20K, in addition to tax levies, via sponsorship, grants, etc.
- A PT Executive Director will be hired to manage programs, for an estimated cost of \$25K, allowing nearly all of the tax levies to be available for BIA Operations:
 - ie. Levy = \$150,000
 - Levy + Grant - Executive Director = \$145,000
 - 96.7% (145/150) of Tax Levies would remain for other BIA functions and business development

BIA Budget Draft

- Money will NOT be managed by City Hall. It will be managed by a board of directors, composed of yourselves
- See budget handout and FAQ's for a suggested breakdown of expenses
- Suggested budget is NOT fixed. To be used as a template for future board members, who may alter as they see fit.

BIA BUDGET DRAFT, use of funds?

Priority Areas	% of Respondents in Support
Safety and Security	46
Business Recruitment	33
Area Maintenance	29
Beautification	27
Policy and Advocacy	21
Strategic Planning	13
Neighbourhood Events	11
Marketing and Communications	11

Uses of BIA funds



Cultural events that encourage responsible and lively use of spaces, banner initiatives that assist in place-making or neighbourhood identity (or branding) have been used in other BIA areas (Gastown and Strathcona above)

Discussion

- The Map
 - Key purposes
- Programming ideas
- Benefits to stakeholders



Proposed Hastings Corridor B.I.A.



Q&A

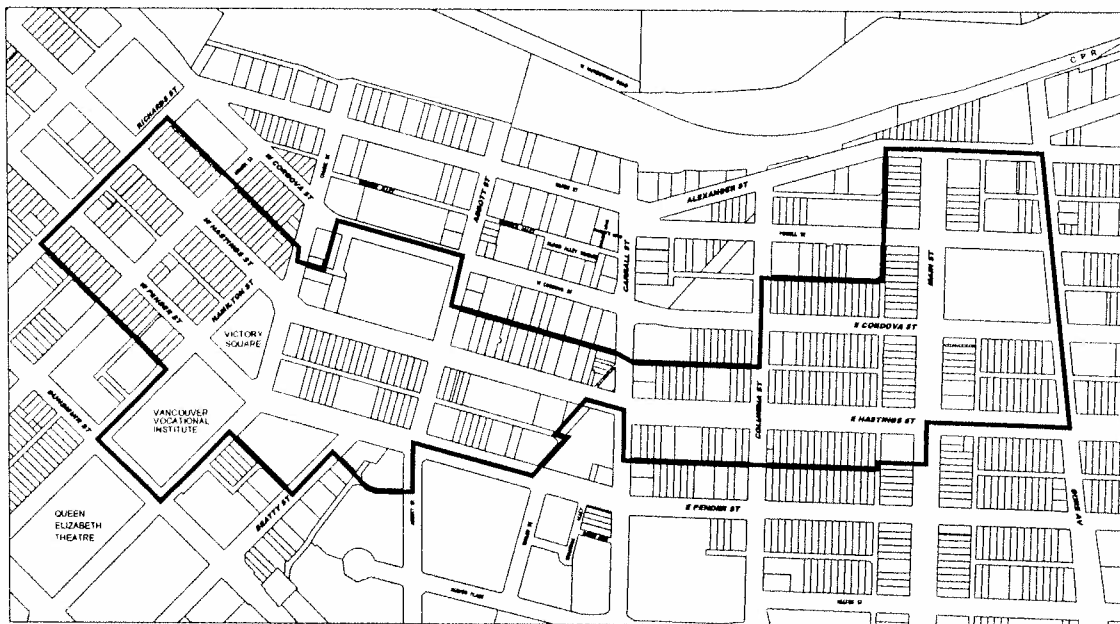
- Feedback Methods:
 - Surveys questionnaire at the entrance
 - hastingsbia@gmail.com
 - Shirley Chan, BOB's CEO, at 778-328-7670
 - Peter Vaisbord, City of Vancouver, 604-871-6304

Proposed Hastings Crossing BIA

Follow-up Survey

November 2010

The Hastings Crossing BIA Formation Committee is a group of property owners, business tenants, and social enterprise operators who have been exploring the creation and development of a new Business Improvement Area to enhance and improve business conditions in our community. The proposed Hastings Crossing BIA Boundaries extend from Richards St to Gore Ave and covers an area with over 700 businesses and properties which are bordered by 5 BIAs but not currently served by one.



Proposed Hastings Crossing B.I.A.



Previous surveys and public meetings have resulted in the following BIA priorities for businesses, property owners and social enterprise operators listed in order to the right. The average levy for BIAs formed since 2004 has been \$0.90 per \$1000 of assessed property value. The Formation Committee is recommending \$0.40 per \$1000 providing \$103,000 towards the BIA Budget. On the following page is a brief 4 question survey that we ask you take a moment to fill out.

Priority Areas	Number of Responses
----------------	---------------------

Safety and Security	46
Business Recruitment	33
Area Maintenance	29
Beautification	27
Policy and Advocacy	21
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Neighbourhood Events	11
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Hastings Crossing BIA SURVEY

Please mark an **X** next to your choice

I am a) A Tenant _____ b) Property Owner _____ c) both _____

Street Address of property or business premises

1. Would you support the formation of a Hastings Crossing BIA if the initiative proceeds to formal notifications?

YES _____ NO _____

DON'T KNOW / NEED MORE INFO _____

2. If you answered 'yes' to Question 1, do you support the proposed budget and levy: YES _____ NO _____

Total Tax Levy	Levy per \$1000 of assessed property value	Average Tax Levy per Property
\$103,000	\$0.40	\$808.96

If you are a tenant and would like an estimate of the annual cost for your storefront or office, or if you have any other questions or simply wish to remain informed of developments regarding this proposed BIA please contact hastingsbia@gmail.com

Budget Related FAQs

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**RESULTS OF THIRD BIA SURVEY : LEVEL OF SUPPORT AND FINAL PROPOSED BUDGET
HASTINGS CROSSING BIA FORMATION COMMITTEE**

Business Name and/or Address	Owner, Business or Other	Support	BUDGET	TABULATION
Wild Rice, 117 W. PENDER STREET	BUSINESS	NO	NA	YES = 10 NO = 2 Total responses = 19
Bon Chez, 426 W HASTINGS STREET	BUSINESS	NO	NA	
Thirdi Software, #523-119 PENDER STREET	BUSINESS	YES	YES	BUDGET = \$103,000.00
309 PENDER STREET	BUSINESS	YES	YES	
326 W. PENDER STREET	BOTH	YES	YES	
#604-307 W. HASTINGS STREET	BUSINESS	YES	YES	
#503 - 207 W. HASTINGS STREET	BUSINESS	YES	YES	
Opus, 100-207 W. HASTINGS STREET	BUSINESS	YES	YES	
Nuba, 207 W. HASTINGS STREET	BUSINESS	YES	YES	
Sikora Music, 423 W. HASTINGS ST	BUSINESS	YES	YES	
324 W HASTINGS STREET	BUSINESS	YES	Need more info	
43 W. HASTINGS STREET	BUSINESS	YES	YES	

Hastings Crossing BIA Business Plan



Prepared by:

Hastings Crossing BIA Formation Committee

November 2010

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1.0 Executive Summary

The main objective of this business plan is to outline the benefits, challenges, and key planning elements that would be involved with establishing a Business Improvement Area /Association (BIA) in Hastings Crossing within the Downtown Eastside of Vancouver. Though surrounded by other established BIAs, it is an area that has been neglected in terms of business development. This is in part due to negative public perceptions, particularly from outside of the neighbourhood and also in part due to the complex and unique dynamics that differentiate it from other areas in Vancouver.

BIAs are operated by and for businesses and the owners of commercial property in a designated area. Ideally, a BIA will undertake initiatives to promote Hastings Crossing, enhance the area's economic vitality, and support the well-being of new and existing businesses by capitalizing on the unique character, complexities and opportunities offered by the neighbourhood. These initiatives can serve to positively differentiate this BIA from others and may include:

- Promoting Socially Responsible Business models in the area as effective, inclusive and profitable, and developing a BIA 'brand' and strategy that communicates the concept;
- Beautifying the environment to create a more positive street experience for neighbourhood residents and visitors
- Valuing the well-being of people living in the area;
- Raising the profile of the area through positive media exposure, events and other initiatives to improve the overall business environment.
- Reducing vacant storefronts through business recruitment, encouraging community and cultural uses, and the development of social enterprises.

There are many businesses in the neighbourhood operating on a Social Enterprise model and they are succeeding in a complex business environment. Their success demonstrates that Hastings Crossing is an excellent market for businesses which operate according to "triple bottom line" accounting method which factors in a) People, b) Planet and c) Profit.

A marketing and promotional plan would promote businesses and would utilize both traditional and non-traditional forms of marketing to generate buzz and awareness. In order for these initiatives to be accomplished, support is needed from the business community, particularly from a financial standpoint. Property tax levies are the primary source of funding for all BIAs in British Columbia. As building owners typically pass the cost of tax levies to business tenants, it is crucial that businesses be involved from the outset in identifying BIA priorities and their costs, and see a positive cost/benefit outcome for their support of a BIA.

There are many ways in which businesses in Hastings Crossing would benefit from a BIA. Unity within the neighbourhood business community would be a big step forward in changing external public perceptions, and sustaining change requires a self-funding organization dedicated to, and focused on improving the business environment. In addition, there is an excellent opportunity to build on/partner with established neighbourhood events and programs that acknowledge the unique characteristics of the area.

2.0 About Business Improvement Areas/Associations (BIAs)

2.1 Description and Background

The term “BIA” can be used in reference to a Business Improvement Area or Association. It is essentially a tool to generate sustainable funding for a not-for-profit society, mandated to pursue business improvement initiatives in a designated area. The funding comes from a special property tax levy assessed on commercial and/or light industrial properties. Property owners typically pass the additional cost in the form of an incremental rent increase to their business tenants. Only commercial and light-industrial properties may be assessed for a BIA levy. All other property-types, including residential and institutional, are exempt from BIA levies and are not directly involved in BIA governance.

A BIA is designated by the municipality at the request of businesses and property owners in a specified area after a stakeholder consultation and approval process. Each BIA not-for-profit society/association runs as a democratic organization accountable to its membership as well as the businesses and owners in the BIA. It operates with an elected Board of Directors, and with various committees as required. This allows for a planned program to be developed with an annual budget voted and contributed to, by all its members.

Many traditional BIAs have programs which target graffiti, crime prevention, safety, transportation, accessibility, green spaces, and more. Newer programs include market analysis and business recruitment; potentially key elements in a Hastings Crossing BIA. The complexity of the Hastings Crossing area presents major challenges, but also timely opportunities to consider innovative and inclusive programs to address priorities in the neighbourhood.

British Columbia alone is home to 58 BIAs representing over 60,000 businesses with \$16.5 billion in land value assessments. Their combined BIA budgets exceed 10 million dollars. In the city of Vancouver alone there are 20 BIAs, located in almost every neighbourhood.

It is important to note that Hastings Crossing, which includes the western portion of the Downtown Eastside (the Strathcona BIA includes the eastern portion), is the only area that currently does not have a BIA in operation, and it is perhaps one of the areas that would benefit from a BIA the most. Most of the neighbouring areas including Gastown, Chinatown, and (as mentioned) Strathcona currently are operating with a BIA and have had success improving business vitality in their areas. It is recognized that the operations of those BIAs have not been without controversy from time to time in the Downtown Eastside community, which is why community consultation for the establishment of the proposed Hastings Crossing BIA must reach out to a broader constituency than the businesses and property owners typically consulted in the formation of most BIAs.

Please see BIA Map for the Vancouver BIAs in the appendix.

The projects and undertakings of a BIA largely depend on the needs of the community. While the options and possibilities are endless, most often the efforts of a BIA are driven to improve public awareness, establish a positive image for the area, increase customer traffic, and promote and attract new businesses.

2.2 Businesses within Hastings Crossing

Hastings Crossing is home to almost 300 businesses representing a wide range of commercial categories including retail, grocery, food & beverage, professional services, offices, privately operated schools and others. Some are long-time businesses that have remained successful by retaining and/or attracting city-wide destination markets, securing reasonable lease-rates, and/or owning the building in which they do business. Other businesses have found success by serving local markets within walking distance, including neighbourhood residents with a range of incomes.

Existing businesses are an economic foundation of Hastings Crossing, and will be primary contributors to a BIA levy, at least in the initial years. A key mandate of the proposed Hastings Crossing BIA will be to help support, retain and grow these businesses. Bottom line growth for existing businesses will also provide encouragement for potential new businesses considering possible locations in Hastings Crossing, and will help re-build the general on-street customer traffic so crucial for enhancing the sense of personal well-being and/or safety needed to generate positive public perceptions.

Overall business profitability is a pre-condition for business re-investment in inventory, display and décor, and tenant improvements in general. This could include graffiti-removal, building exterior cleaning and repairs, storefront renovations, new or rehabilitated signage and awnings/weather protection, heritage façade rehabilitation. Tenants and/or landlords will be unwilling to start making the investments to work on decades of deferred maintenance unless there is a strong renewed sense of business optimism supported by positive up-trends in income and other indicators as discussed. A BIA may be able to specifically assist with graffiti removal programs, street and building power-washing, and modest façade and/or awning grants – providing potential opportunities for job creation and skills development for local residents.

Attraction and development of businesses to Hastings Crossing is essential to address vacant storefronts and low customer volumes, and to create a mix of new goods and services that will better provide for neighbourhood needs and also attract greater city-wide attention.

An immediate priority is to generate a comprehensive classification and analysis of all existing businesses, along with a detailed market analysis, followed by a determination of optimum short, medium and long-term business mix in the area, consistent with a short, medium and long-term vision for the BIA and its neighbourhood. Finally, the roster of existing businesses will be compared with optimum and key gaps or weaknesses will be identified. The BIA will work proactively with landlords, commercial leasing agents, recruitment specialists, potential new businesses, social enterprises, and all stakeholders to attract or develop appropriate new businesses for the Crossing.

2.2.1 Social Enterprises

Whereas many businesses are solely focused towards profitability, alternative business models such as Social Enterprises are generally defined as organizations that apply market-based business strategies to accomplish targets that involve social and/or environmental as well as financial sustainability. While the needs, goals and objectives of organizations within these two broad classifications are multifaceted and diverse, there is a common goal to operate effective businesses that are profitable and/or sustainable. These goals could be assisted by creating a suitable business climate supported by a BIA.

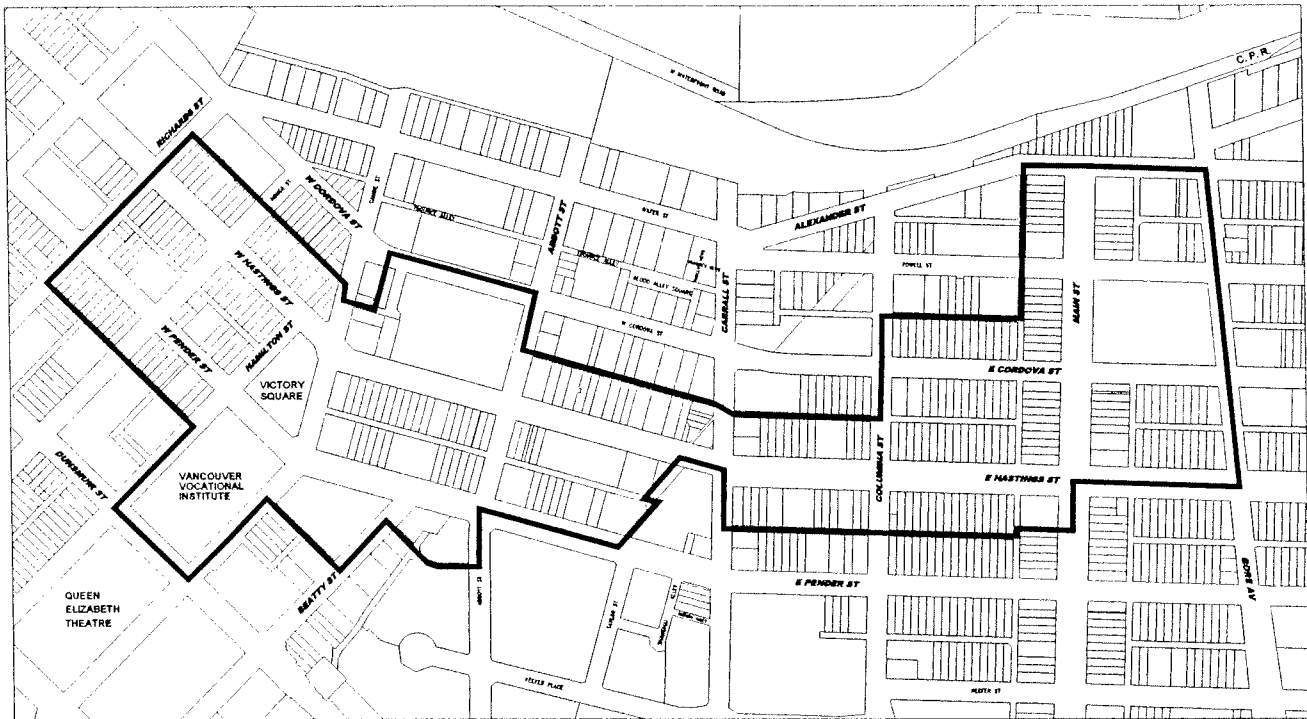
Within the realm of social enterprise, emphasis is placed on providing competitive goods or services in the marketplace while at the same time being inclusive to community needs and providing employment opportunities for the community.

Making significant investments to renovate buildings, investing in inventory and training staff are costs that must be borne by property owners and businesses looking to enter Hastings Crossing, as well as successful Social Enterprises and mainstream businesses already operating in the neighbourhood. A business case must demonstrate that these costs can be recouped and profitability achieved for new businesses entering and continuing to operate in the area. Historically, this has been a recognized barrier for entry of new businesses into Hastings Crossing.

One way the Hastings Crossing BIA could differentiate itself from other BIAs is by showcasing Social Enterprises as effective and profitable business models. As Hastings Crossing is already comprised of many successful social enterprises, it could be an appropriate initiative for this BIA.

2.3 Business Improvement Area Boundaries

All Business Improvement Areas are formally defined by a boundary, enacted as a by-law of City Council, within which boundary a BIA levy is assessed on commercial properties. The proposed boundary for the Hastings Crossing BIA would be, in part, defined by the boundaries of the surrounding existing BIAs, i.e. the Downtown Vancouver BIA, the Gastown BIA, the Chinatown BIA, and the Strathcona BIA., and otherwise by the CPR right-of-way on the north, as follows:



Proposed Hastings Crossing B.I.A.



2.4 Organizational Structure

Not-for-profit Society

A not-for-profit society (for example, “Hastings Crossing Business Improvement Association”) would be incorporated to manage the BIA funding, generally with a constitutional mandate to improve business in the area, as informed generally by the vision and values outlined in this business plan.

Membership

All commercial property owners and their storefront or office tenants would be eligible for voting membership in the Society. There would be no additional charge for membership, as it is assumed that both the owners and the tenants already contribute to the BIA levy either directly through the property taxes (the owners) or indirectly as part of the rent (the tenants). The owners and tenants of residential, institutional, and some government properties would not be voting members as they would not contribute to the BIA levy.

Associate Membership

Most BIA societies provide for non-voting or ‘associate’ memberships for individuals, groups and organizations in the community that are either located outside the BIA boundary, or who are not eligible as voting members.

Elected Board of Directors

The first Directors of the Society are the incorporators of the society (those who are signatories to the incorporating documents) until the first Annual General Meeting, where the BIA membership would elect Directors for the first time, with elections taking place annually thereafter. All voting members would be eligible for nomination and election as Directors. The society’s by-laws would include a transparent process for Director nominations. Society Directors are unpaid volunteer positions.

Committees

The society could have both standing and ad hoc committees reporting to the Board of Directors. Committees should be chaired by a Director. Typical BIA standing committees include ‘marketing & promotion’, ‘street and public space enhancement’, ‘maintenance & safety’, ‘business development’, ‘community relations’, and others. Participation on committees is not necessarily restricted to society members.

Paid Executive Director / Staff

It is assumed that the BIA would operate with a paid part-time Executive Director who would be responsible for the day to day operations, staffing, and budgetary needs. A key role of the Executive Director is to assist the Board with expertise on the development of BIA priorities and initiatives, and then to ensure successful and timely implementation. Ideally, the Executive Director would also facilitate BIA consensus-building in the context of the broader Downtown

Eastside community, and advocate for BIA / community needs with City Council and other levels of government.

Operational Requirements and Guidelines

In addition to a society Constitution and By-laws which set out the mandate of the society and the rights and responsibilities of its membership, BIAs must also adhere to the City's requirements and guidelines as set out in the BIA Operational Guidelines and the Grant Allocation by-law (*See Appendix*).

The Grant Allocation by-law addresses the need to ensure inclusive democratic processes, as well as responsible and transparent financial management, including a requirement to produce audited financial statements annually, constraints on borrowing and investment, and minimum requirements for member notifications.

The BIA Operational Guidelines have additional provisions to ensure that each BIA Management is representative of the business community; that all persons eligible to be a BIA member are notified of general meetings; and that their ability to vote on the annual budgets is not restricted.

3.0 Market Analysis

Hastings Crossing was once a vibrant business community yet has declined over the last 30 years. The reasons for this are multifaceted and include but are not limited to:

- Decentralization of the resource economy, which provides higher paying jobs in other regions, including the BC interior;
- Relocation of industrial plants away from the Port of Vancouver;
- Migration of department stores and associated retail westward to the financial district and out to the suburbs;
- Decline of discriminatory policies, which prevented immigrants and second generation Canadians from living (and establishing businesses) elsewhere in the region;
- Inadequate income, housing and social support for those in the community living with barriers.

The effect of these trends became apparent in 1990's with the closure of Woodward's Department Store, the last remaining anchor for the retail business in the area. Since then, mainstream retail has continued to struggle, as most of the contributing factors remain present today. On the other hand, a range of storefront businesses have continued to operate, particularly in the blocks of West Hastings and Pender Street west of Victory Square park, closer to the Downtown core. They have been joined by other operations including a film school, a cooperative radio station and café, and artist-run galleries.

The redevelopment and recent opening of the Woodward's site has created a new neighbourhood anchor that has significantly improved business prospects in Hastings Crossing.

The development adds 500 market and 125 non-market units for singles and 75 units for families. In addition, a major educational institution (SFU) which will bring approximately 1500 students to the area daily, as well a number of new anchor retailers including London Drugs, Nesters Market and Toronto Dominion (TD) Bank. The Woodward's redevelopment has generated positive coverage and area awareness, fostering renewed optimism in the area's future, and some measured confidence that area might again become a place to invest or locate a business.

At the same time, there are many success stories for local social enterprise businesses operating in the area of Hastings Crossing. Potluck Café & Catering, United We Can and District 319 are three successful businesses, based on a social enterprise model, which have not only grown and thrived in the Hastings Crossing community, but have also given back in the way of jobs, training, and community services. Case-studies for these three social enterprises follow:

3.0.1 Case Study - Potluck Café & Catering

Since its inception, this well-known social enterprise has grown from \$60,000 in annual revenue to currently over \$1.6 million, while providing much needed job training and employment opportunities for Hastings Crossing residents with barriers, as well as community nutrition programs in the neighbourhood. The enterprise operates a Café storefront in Hastings Crossing with a fully professional commercial kitchen within that supports its catering business. Organizational strengths include respectful and positive relationships with Hastings Crossing residents, including both customers and staff, and an inclusive workplace well suited to supporting those with multiple barriers.

3.0.2 Case Study - United We Can

Operating as the largest bottle-recycling facility in BC, United We Can is focused on achieving two major goals:

- Protecting the environment by removing cans and bottles from landfills
- Creating jobs for the residents of the area

United We Can has been able to leverage its success by partnering with various organizations, including the City of Vancouver and local BIAs to create and maintain street cleaning programs (Lanes Cleaning Project), an urban farm (SOLE), a bike repair and sales shop (BikeWorks) and a computer recycling lab (The Computer Lab). These programs contribute to the economic development of Hastings Crossing, while also providing key services and employment for the surrounding area and residents involved.

3.0.3 Case Study – District 319

District 319 is the Legacy of William Vince, a prolific Canadian film producer who died in 2008. The building, 319 Main Street, is owned and operated by the William Vince Foundation, which also owns adjacent properties. Vince renovated District 319 into the stylish, state-of-the-art private event and multimedia facility that it is today, now accommodating up to 375 people in the city's traditional urban core. The facility includes a screening room, bar and lounge, as well as newly opened gallery space.

In addition to its screening facility, District 319 continues Vince's wishes to continue his film legacy, while also improving the Downtown Eastside by running the Intersection Program: an internship that introduces youth at risk to the film industry with the aim of helping them find a job in the local film industry. The theatre also supports the local community by providing meeting and theatre space to groups.

3.0.4 Case Studies - Summary

The case studies illustrate operations are successful from a business perspective, while also achieving triple-bottom line objectives that support, and are inclusive of, the community and the people in it through their business operations. The studies show that these businesses are economically sustainable, resilient, and well-suited to local community in which they operate; a proven strategy for both existing and future businesses in Hastings Crossing.

3.1 Hastings Crossing - Current Situation

According to the Downtown Eastside Vancouver Retail Capacity Study (performed by City of Vancouver Community Services Group, Hudema Consulting Group Limited and Colliers International in May 2005), there are 3 areas identified as being key factors in the revitalization of Hastings Crossing:

- Retail sector
- Tourism
- Redevelopment of Woodward's

As of 2005, the retail sector accounted for 27 percent of the area's employers and 21 percent of the employees, representing the largest component of the Hastings Crossing economy.

According to more recent business license information received from the City of Vancouver (*see appendix*), offices account for the highest percentage of business licenses at 26% of 297 licenses. Retail currently sits in fourth at 14% behind services (i.e. health, financial, computer), and food & beverage licenses.

There is a huge opportunity for new businesses to enter the area, particularly retail/storefront operations that are able to utilize the empty and underdeveloped properties within the area. Many businesses in the area are in the food and beverage industry, however there is significant representation by merchandise stores, pawn brokers, sporting goods stores, hobby shops and book retailers.

Although the population density of the Hastings Crossing area is low, an increase in population due to future redevelopments is anticipated.

3.2 Operating Within Hastings Crossing

Businesses, other tenants in commercial premises, and property owners in Hastings Crossing face a number of unique considerations to operating within this area:

Advantages:

- Central location;
- Readily available transportation links including rail, port and light air;
- History of the neighbourhood and its legacy of heritage structures;
- Low leasing/rental costs;
- Existing businesses;
- Strong social/cultural/artistic community is already established;
- Views of both water and mountains;
- Concentration of industrial-zoned properties;
- Opening of the Woodward's redevelopment;
- Potential use of vacant storefronts.

Disadvantages:

- Inadequate liveable housing and income;
- Real and/or perceived safety and well-being concerns;
- Lack of ongoing investment to maintain buildings and infrastructure, with consequentially increasing costs to own and lease;
- High and increasing vacancy rates; and a small local business market (due both to low population, and low average buying-power within the low income population);
- Negative external public perception;
- Lack of accessible parking.

3.3 Future Outlook and Vision

As indicated elsewhere in this business plan, the economic outlook for Hastings Crossing is reasonably optimistic:

- Building upon the resilience of existing businesses;
- Capturing the opportunity and positive coverage of the Woodward's opening and new retail;
- Taking advantage of the area's history and architectural heritage;
- Re-thinking vacant storefronts as an asset rather than a liability; and
- Expanding on the success of alternative business models.

In this neighbourhood a BIA will not move forward unless it recognizes the social and geographic context in which it is located, and must be inclusive and respectful of the broader community in which it operates. Therefore, as the BIA pursues its economic revitalization objectives, its goals must endeavour doing so without the displacement or further marginalization of the Downtown Eastside neighbourhood and its residents, but rather seek to bring stakeholders together to realize common goals. These stakeholders include:

- Property owners and tenants
- Businesses
- Service agencies
- Community

Fundamental to their mandate, all BIAs must be focused on promoting business, with a primary goal of helping increase sales and profitability of area businesses, both present and future. However, as part of its founding principles, a Hastings Crossing BIA will operate on the basis of inclusivity. For example, BIA operations, where consistent with its business model, will secure employment and other income generating opportunities for local Downtown Eastside residents. Finally, there must be a commitment from all stakeholders to develop the mandate of the BIA and it must focus on the delivery of short term objectives to achieve a long term vision.

The Mandate of the BIA will be:

- To develop, encourage and promote existing and new businesses, and business vitality, in Hastings Crossing
- To develop, encourage, and promote social enterprises and socially responsible business practices in the Hastings Crossing BIA;
- To improve overall neighbourhood economic conditions by enhancing employment opportunities and business support for local residents;
- To encourage appropriate new investment in Hastings Crossing, including rehabilitation of heritage buildings, renovation and re-use of vacant storefronts, and development of market and non-market housing;
- To develop the area's economic potential by supporting and facilitating entertainment, sports, educational, arts and cultural activities within Hastings Crossing;
- To raise revenue to carry out the purposes of the BIA.

4.0 BIA Initiatives & Marketing Plan for Hastings Crossing

This BIA will initially focus on expanding and strengthening its promotions and events, improving the area's visual esthetics, and working with the media and external partners to improve public perceptions and relations.

Promoting Existing and Future Business in the area:

- Creating a business map and/or directory (print and/or online);
- Develop a BIA website focused on events and opportunities to engage the community;
- Broadcast BIA events & news through the media.

Beautifying the environment and enhancing safety and sense of well-being:

- Enhanced street, lane, and sidewalk cleaning which could employ local residents;
- Installation of banners, hanging floral baskets, and landscape planters
- Neighbourhood public art installation program;
- Neighbourhood safety patrols recruiting local residents.

Promote the profile of the area, improve the business environment:

- To build and promote existing community events, such as Fair in the Square;
- To support and/or sponsor, other local arts and culture events;
- To participate actively in the community events

4.1 Promoting Networking within the Community

The proposed BIA will provide a solid conceptual framework to support and attract local businesses, artists, social entrepreneurs, cultural leaders. With the benefits of community support and networking, Hastings Crossing will be a breeding ground and destination for showcasing art and culture through many different forms.

In the medium term, there will be a significantly greater appeal for larger for-profit businesses to locate in the area. These businesses will be encouraged to participate in a networking program with small businesses and other social enterprises to share business best practices.

Developing a culture of collaboration within the business community, and between businesses and the broader community, will create synergies and enhance overall economic improvement. Further, this culture of collaboration could be communicated as a key element of the area's marketing or 'brand', similar to the way the Strathcona BIA has adopted its sustainability and 'Green Zone' brand as a marketing tool as well as an operating philosophy.

4.2 Marketing and Promotion of the Neighbourhood

Ongoing marketing and promotion of the area will be paramount to the success of the BIA with a goal to promote Hastings Crossing as a place where people want to shop, do business and visit. An initiative of the BIA would be to undertake some or all of the following activities in conjunction with the BIA businesses:

- Advertising
- Online Directory
- Brochures/Pamphlets
- Coupon Programs
- Street Banners

Advertising

While advertising can typically be an expensive means of promotion, the BIA would rely on the free publicity from newspapers by providing them with stories of the area's development. Newspapers will be given a press kit that highlight positive aspects of the area and report on major milestones in the development of initiatives in the area. Another means of advertising could include generating a quarterly newsletter with highlights of major achievements, personal success stories and testimonials from consumers.

Online Directory

The online directory is an online space and database for all of the contributing members of the BIA. It will include links to their sites, history, and contributions to the BIA etc. A search function will provide a means to effectively filter through different types of businesses. The site will provide a means for displaying upcoming events and posting/participating in discussions through a forum. Sharing ideas will be facilitated by making the website easy to use.

Brochures and Pamphlets

Brochures and pamphlets will be distributed within the primary market areas, and to all businesses in the BIA for information about upcoming events and other BIA programs and initiatives.

Coupon Programs

Coupon programs could be generated as a way to increase foot traffic in the area. For example, on the first Monday of every month all members of the BIA could participate in community sale or coupon program whereby discount or special-offer coupons are distributed to tenants/consumers within a certain market radius.

Street Banners

These could be designed by local artists; possibly working with children at neighbouring schools to portray a sense of community.

Special Events

The BIA would be responsible for launching special events to bring the community together. These events are intended to raise the profile of businesses and provide networking opportunities for community members. Possible events include:

- Artwalks
- Music Festivals
- Building on existing Hastings Crossing community events including Heart of the City, Fair in the Square, Homegrounds. Etc.

Hosting frequent special events will require significant organization and budget, but will be very effective for reaching out to the public, generating foot traffic, raising awareness of the area and its businesses, and enhancing community. Although BIA activities are largely dependent on the BIA tax levies, BIA events can be partially self-funded through advertising and business sponsorships, and overall costs can be reduced through volunteer recruitment.

4.3 Beautification and Streetscape Enhancement

There are many opportunities for beautification of the area and streetscape enhancement that build upon the unique eclectic character of Hastings Crossing. As a cautionary note, streetscape improvements can be very capital intensive, in some cases requiring the accumulation of reserves over time, or securing funding from the city and/or senior levels of government. Some initiatives that could be undertaken could include but are not limited to:

- Banners/Lampposts conveying a consistent brand/message;
- Graffiti Removal Benches - made and situated by local residents; could contract local artists to brand the area through artwork and design.

A major benefit of undertaking these types of projects is that it can create low barrier employment opportunities for people living in the area.

4.4 Start-Up Public Relations (PR) Plan

Objectives:

- create awareness for the new BIA brand in conjunction with the neighbourhood;
- increase positive media coverage of Hastings Crossing;
- highlight the history, culture and enterprises of Hastings Crossing.

Specific goals for achieving these objectives:

- Create a website to be used as a hub for PR activities;
- Create a comprehensive media list organized by type and develop contacts within various Media outlets;
- Create a press kit;
- Create a PR schedule/Media Plan which includes media blasts and events.

Targeted Publics:

- Business owners, social workers, community groups within Hastings Crossing;
- Residents and youth within Hastings Crossing;
- Artists and social entrepreneurs;
- Business owners and professionals in any age category who live and work outside of Hastings Crossing and are not familiar with the area.

Key Message:

Hastings Crossing is a different kind of community that has begun to improve itself. The vision of our association is to support all business models and to be as inclusive and transparent as possible to all its members. We are creating an environment where businesses and artistic creativity can thrive. Supported by the belief that small business is a vehicle for neighbourhood change and empowerment, the BIA seeks to help entrepreneurs and artisans create viable businesses within their community. We want the public to come down and see our unique initiatives and the positive change that is happening here.

Strategies and Activities for Implementation:

Strategy: Create awareness for the BIA through positive media coverage

Activities:

- Press releases and targeted news stories about successful enterprises and artistic events can be sent to Vancouver news outlets to spread the message in an effort to raise awareness within the target audiences located outside of Hastings Crossing;
- Special events that are sponsored by the BIA can be important news stories for local media;
- Media tours of the BIA offices and operations can be utilized to establish and strengthen media ties.

Strategy: Use special events to bring together various target audiences and expose them first hand to the benefits of the BIA and the culture of Hastings Crossing.

Activities:

- Sponsor special events like festivals, art exhibitions or community markets
- Seek media reporting on these events in order to help to raise the profile of the BIA and hopefully provide more positive news coverage

Strategy: Create awareness of BIA activities through ground marketing campaigns and community projects

Activities:

- Use social media to develop a blog of activities in the Hastings BIA and give people opportunity to actively participate in the functions of the BIA via popular social media sites such as LinkedIn Twitter, Facebook. There is also an opportunity to create a viral marketing campaign for the BIA through social media.
- Initiate community legacy projects which could act as tangible contributions as well as positive gestures – examples could include benches, installed pieces of art.
- Organize volunteer clean up campaigns.

Important Elements to Successful Public Relations Planning:

Media List – the foundation of the PR plan, this should be a comprehensive list of the media in the area. It should also include specific details on favorable reporters, and preferred forms of media/communication for each news source

Involve the community in the promotion and PR of the area

Press Kit – this will contain a description of the organization, key facts and figures, biographies of principal characters, history, and two or three stories on current trends or issues in the area. Photography should also be included. All this can be located in the press section on the website, but should also be available in print.

PR Schedule/Media plan – provides an outline of the proposed activities over the course of the campaign that can be used as an ongoing reference point. The media plan is the portion of the schedule that determines what types of media are to be used in what circumstances. The type of media and tactics to be used at a chosen time will be in line with the specific objectives set for the PR and Marketing campaigns.

Evaluation

The PR plan should be reviewed on an annual basis to see if goals have been met and if the objectives are still relevant.

5.0 Financial Planning

The financial planning behind the BIA is one of the most critical components. As is with other BIAs, the primary source of funding is derived from the tax dollars of the businesses that are within the parameters of the designated area.

The budget outlines the tax levy that would be paid by commercial property owners, and ultimately by the businesses as tenants. While there could be a small component of grants/donations, the main source of funds comes from the businesses tax dollars and as such, this needs the buy-in of all included businesses.

The BIA must be developed with the goals and objectives of stakeholders in mind, in order to generate sustained support of the organization. Trust in the organizing groups' ability to develop the BIA into a robust, effective organization with significant impact is another major concern. The rationale and business case for the BIA must be tailored to the needs of the individuals and organizations involved and must focus on the encouragement of successful businesses. Because City Council policy stipulates that more than 1/3 objection of property owners (or businesses) will defeat a BIA, the value proposition must be outlined immediately and explicitly.

5.1 Financial Assumptions

It is assumed that the budget and the finances of the BIA will be audited on an annual basis. The Executive Director of the BIA will seek the services of a CGA or will attempt to get the work done pro-bono.

The proposed tax levies are considered with relation to tax levies imposed by other BIAs in Vancouver. Since 2004 there have been 6 new BIAs, which have budgeted an average levy of \$0.90 per \$1000 of property value (an average total levy of \$141,000 per BIA for 2010). It is important to note that the Gastown BIA and Chinatown BIA, which are the two most similar BIAs by demographic, have budgeted well in excess of \$1 per \$1000 of property value. However, the Gastown BIA has operated since 1989, and Chinatown since 2000. These BIAs have had time to prove their business case and demonstrate impact in their respective business communities. Therefore, it is recommended that a Hastings Crossing BIA be conservative as regards BIA levies until such time as its membership sees a need for greater expenditures. On the other hand, experience with other BIAs indicates that unrealistically low starting budgets can seriously reduce a BIA's ability to make an impact.

It is believed that a total tax levy of \$103,000 (\$0.40 per \$1000) will be necessary to accomplish the goals of the BIA. Additionally, the budget projects that the BIA will be able to earn at least \$20,000 in the first year through a number of mediums, including: Corporate Sponsorships, Canvassing, and Donations during events.

The budget was developed with recognition that funds will be allocated to three main areas:

- Marketing & Promotion for Neighbourhood
- Public Relations (PR) & Safety and Well-Being
- Administration

The former two have been addressed in earlier discussion and are considered to be quintessential for the development of this BIA. The administration costs are a necessary component to ensure effective delivery and completion of BIA projects and goals.

The budgets allow for ½ of a full time equivalent employee (15-20 % of forecasted revenue), which will compensate a project manager on a project by project basis. In the early stages of the BIA, having extensive salary and capital costs may not be feasible.

The operating budget (revenue – administrative costs), is an initial benchmark that will be discussed thoroughly and strategically with the eventual Board of Directors. Currently, 57% and 40% of the operating budget has been allocated to Marketing & Promotion and PR & safety and well-being respectively, in a manner that will allow the BIA to achieve its goals per initial planning. These allocations, and the more detailed allocations within each category, are not fixed costs and they are subject to change should the Board of Directors or members of the BIA justify a more efficient allocation of funds.

5.2 Risks

Some of the key risks in implementing a BIA can include:

- Hiring Project Manager(s) that do not fully understand the community
- Change in the organizational structure of BOB

Hiring Project Manager(s) that do not fully understand the community

A Hastings Crossing BIA will require an individual with advanced skill and experience, as well as a thorough understanding of the area and its community; otherwise BIA projects will not succeed or achieve their full potential.

Change in organizational structure of BOB

Building Opportunities with Business (BOB) has performed a key coordinating role in the initial stages of the proposed BIA and this draft business plan. Unless others are willing and able to take up this role, BOB will continue to play a crucial part in the outreach for, and approval and implementation of this BIA. Therefore, progress of the BIA proposal and implementation is potentially vulnerable to significant changes in the BOB organization. However, as the BIA steering committee is becoming more immersed in the culture of the area and building relationships with businesses, property owners and Social Enterprises, it is likely that alternative arrangements can be made if needed. Further, other BIAs could be valuable sources of advice.

6.0 Conclusion

There are many factors to consider with the implementation of a BIA in Hastings Crossing. Given the current business conditions, a Hastings Crossing BIA will need to implement a vigorous and proactive mainstream business promotion and recruitment program similar to many of the other 20 BIAs in the city. This Plan outlines a range of initiatives that could be undertaken to highlight local businesses, raise area profile, attract customers and new businesses, and to help them feel comfortable when they are here.

Further, the unique characteristics and context of Hastings Crossing provide a strong business case and opportunity for this BIA to also pursue business strategies and models that differentiate it from other BIAs. Considering both the current market situation and the area's future potential, the role of Social enterprises could be pivotal. Social Enterprises have already implemented successful and competitive business strategies in the Hastings Crossing area and with further support could continue to revitalize vacant storefronts and build community capacity. In addition, inclusive, triple-bottom-line business strategies practiced by new and existing Social Enterprises could provide models for new mainstream businesses wishing to inherit the strengths of these strategies by considering them in the operation of their own businesses. These and other programs that strengthen the surrounding community – by creating low-barrier employment opportunities and skills – could create win-win scenarios as residents and businesses benefit from improved community conditions overall.

A Hastings Crossing BIA faces unique challenges: It must make a strong business case to secure the necessary financial support from the commercial property owners and businesses for whom the BIA would be an investment. At the same time, a BIA cannot operate successfully within a community that does not support it. As indicated in this business plan, there is a credible BIA business case that also addresses the interests and concerns of the broader community. That community includes:

- Property owners & tenants
- Businesses
- Service agencies
- Community

There are some indicators of what the future holds for Hastings Crossing, but in any event change is necessary and inevitable. It is an area that can clearly benefit from the services that BIA would be able to provide with an inclusive vision and effective management. Positive change will not happen overnight, but the creation of this BIA will be a definite starting point for improving business activities in Hastings Crossing. With significant initiatives such as Woodward's already in place, this moment is a promising time in which to move forward with a BIA for Hastings Crossing.

7.0 Acknowledgements

While this Plan is a work in progress, it is important to recognize the people who have contributed to the project thus far. Without their support, we could not have gotten this far!

Hastings Crossing BIA Formation Committee

Brian Smith, Building Opportunities with Business (BOB)
Heather O'Hara, Potluck Café
Brian Dodd, United We Can
Lynn Kitchen, Vice Chair, Small Business Council, Vancouver Board of Trade
Hamid Ahmadian, Amaka Enterprises Ltd.
Patrick Frost, UBC Graduate/Leaders of Tomorrow Student
Martin Hui, CYP Member – Vancouver Board of Trade
Andrew King, UBC Graduate/Leaders of Tomorrow Student
Dean Kutschera, Toronto Dominion (TD) Bank
Pixie Mathura, Grand & Toy
Carol Mills, Hub International Insurance Brokers
Ellyn Schriber, The Vancouver Courier
Ian Wanke, CYP Member – Vancouver Board of Trade

Participants who have contributed to the process so far – thank you for your participation!

Shandelle Billows, Portland Hotel Society	Jim Green, Woodward's
Ann Cown, Simon Fraser University (SFU)	Sarah Goodman, Tides Canada
Moshe Mastai, Owner – 154 West Hastings	Mercedes Wong
Deborah Chien, Potters Place Mission	Nicolas Rosell, Nuba Café
Janice Abbott, Atira Property Management	Tom Laviolette, Portland Hotel Society
Jennifer Johnstone, Central City Mission	Jim Carrico representing artists from 154 W. Hastings
Irwin Oostinde, W2	Alex Chuaqui, Owner – 136 West Hastings
Ellen Yi-Qian Hsu	Norman Fung on behalf of the owner at 20 E. Hastings
David Duprey, Junebug Enterprises	Marc Williams, Property Owner
Caryn Duncan, Lu's Pharmacy	Al Deslauriers, Save On Meats
Albert Fok, Owner – 108 East Hastings	Michael Bean, 45 West Artists Collective
Emira Mears, Raised Eyebrow	Paul Sihota, Balmoral Hotel
Suzanne Kay, Downtown Opus Art Supply	Hank Bull, Centre A
Susan Schroeder, Wanted	Steve Lippman & Christian Willows, Owners – 122 West Hastings and Save On Meats

Appendix

Map of Vancouver BIAs

Hastings Crossing BIA Boundaries

BIA Operational Guidelines

Grant Allocation By-Law

Business License Information

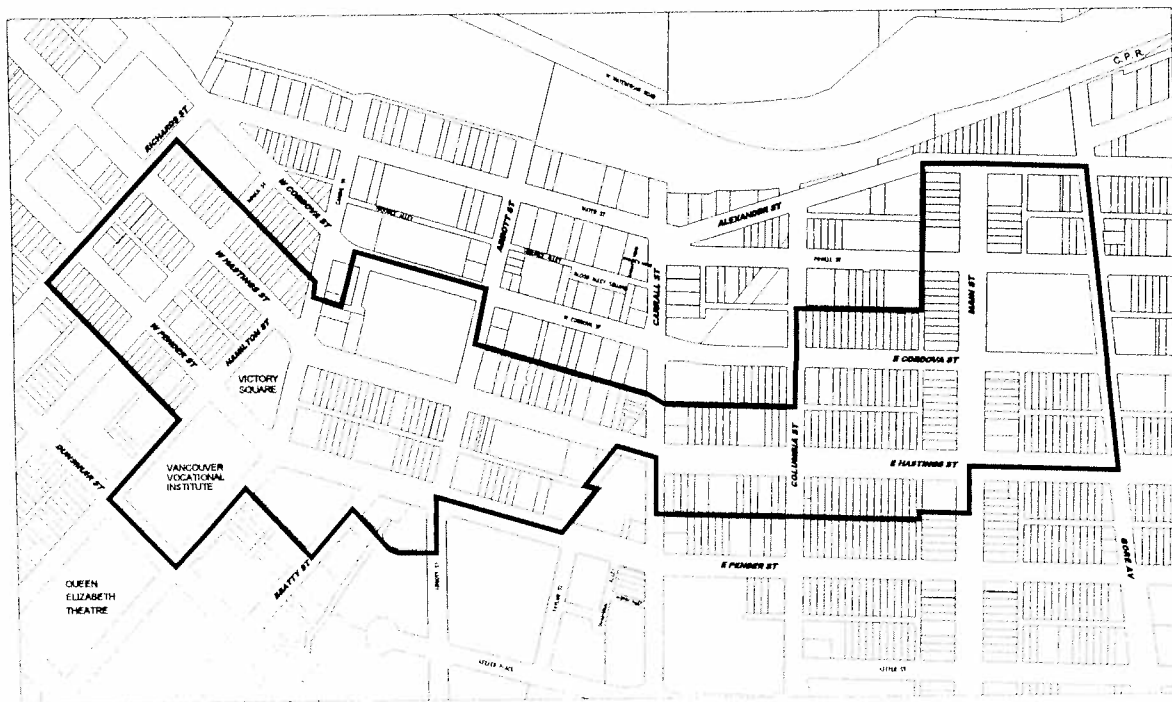
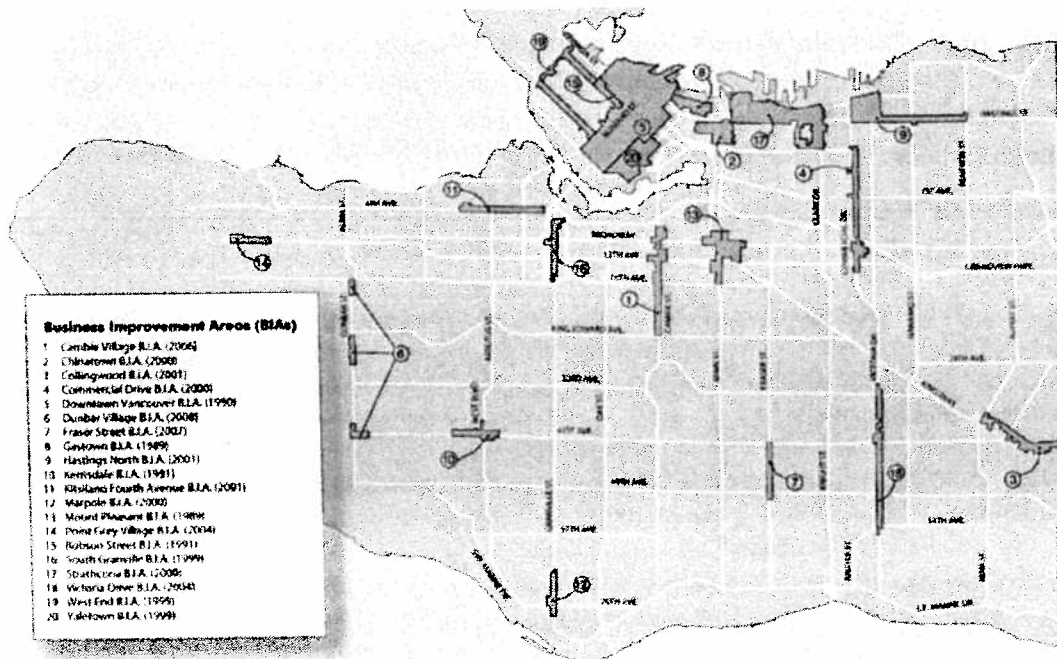
Year 1 Budget

Tax Levy Summary

2009-2010 Vancouver BIA Budgets

Budget FAQs

Map of Vancouver BIAs



Proposed Hastings Crossing B.I.A.



OPERATIONAL GUIDELINES

In addition to the terms and conditions outlined in the Grant Allocation By-law the Director of Finance recommends that funding be contingent upon the Director being satisfied that the BIA Societies are complying with seven guidelines described herein.

The general intent of the guidelines is to ensure: that each BIA Management is representative of the community; that all persons eligible to be a BIA member are notified of general meetings; and that their ability to vote on the annual budgets is not restricted.

These operational guidelines were not incorporated into the City's by-laws because they may need to be changed as more experience is gained with business improvement areas. The guidelines are as follows:

- A. Copies of all minutes shall be provided to the Director of Finance within 30 days of general meetings and director's meetings.
- B. Should a Society choose to charge an annual membership fee, in addition to the BIA levy, that fee shall not exceed \$5.00.
- C. The quorum for a general meeting shall be fifteen members.
- D. BIA members can be either (class 5 or 6) owners or tenants. In order that the views of both types of BIA members are represented, the Board of Management shall consist of both property owners and business owners who are eligible to be members.
- E. A declaration, stating that all persons eligible to be BIA members were notified of a general meeting, shall be sent to the Director of Finance not less than 7 days prior to the date scheduled for a general meeting.
- F. AGM Notice should include:
 - a detailed new budget so it can be reviewed before the AGM;
 - a list of nominees for the Board;
 - financial statements.
- G. Guidelines for bidding practices
 - Common law rule indicates that a director is disqualified from voting on any question in which he or she has a personal or pecuniary interest distinct from that of the inhabitants generally. In addition, directors are expected to disclose any disqualifying interest.
 - Three bids, closed envelopes, no post mortem undercutting.
 - Clear identical descriptions of jobs provided to all bidders.

BY-LAW NO. _____

**A By-law to Grant Money for a Business Promotion Scheme
in the _____ Business Improvement Area**

THE COUNCIL OF THE CITY OF VANCOUVER, in public meeting, enacts as follows:

1. The name of this By-law, for citation, is the “_____ BIA Grant Allocation By-law”.
2. In this By-law:

“Director” means the city’s Director of Finance;

“grant money” means any money granted to the Association by Council under section 3; and

“Association” means the _____ Association.
3. Subject to the _____ BIA Designation By-Law, the terms and conditions set out in this By-law, and Council’s approval of the budget referred to in section 5, Council, by annual resolution, may grant money to the Association at such times and in such proportions as Council determines.
4. The Association may spend the grant money only to encourage, promote, and develop business in, and to improve the economics and welfare of, the area designated under the _____ BIA Designation By-law including studies, reports, management, and administration necessary to implement the business promotion scheme.
5. On or before December 31 of each year or as otherwise determined by the Director, the Association must submit to the Director a budget, based on a fiscal year commencing April 1, which contains information sufficient in detail to describe all anticipated expenses and revenues, and which the Association has approved in accordance with the requirements of its constitution and by-laws.
6. At least every three months after Council approves the budget, the Association must submit to the Director a statement of revenues and expenditures.
7. On or before September 30 of each year, the Association must cause its auditor to deliver to the Director the Association’s audited financial statements including a balance sheet, a statement of revenue and expenditures, a statement of change in financial position, and a schedule of change in financial reserves.
8. The Association must keep grant money in a separate account, and must cause the revenue and expenditures resulting from use of that separate account to be an audited schedule to the financial statements and reported separately as required by section 6.

9. The Association must not borrow if the result is an indebtedness or other obligation as to grant money which extends beyond the fiscal year in which Council approved the grant.

10. The Association must permit the Director, or Director's designate, during normal business hours on reasonable notice, to inspect all financial records the Director deems advisable to verify and obtain further particulars of budgets and financial statements of the Association as they relate to grant money.

11. The Association may invest any grant money not required for immediate use but must do so only in securities in which trustees are authorized by law to invest.

12. The Association must carry comprehensive general liability insurance of at least \$2,000,000.00 which includes the city as an additional named insured, and contains a cross coverage provision and an endorsement to give the Director 30 days' notice of change to or cancellation of the policy.

13. The Association must give notice of every general meeting at least 14 days before the date scheduled for the meeting if delivered by hand or transmitted via facsimile or electronic mail, or 21 days by any other means to the Director; to all persons who own class 5 or class 6 properties, as described in section 459 of the *Vancouver Charter*, to their address as ascertained from the most recent assessment rolls for the City of Vancouver; and to all persons who lease class 5 or class 6 properties and from which they carry on a business, to their address as determined by directories, visual inspection or any other information system.

14. If the Association alters its constitution or by-laws without first giving the Director 60 days' notice and obtaining approval from the Director, the city may withhold payment of further grant money.

15. The Association must comply with the requirements under this By-law at its own expense.

16. This By-law is to come into force and take effect on *[date]*, and is to expire and have no further force or effect after *[date]*.

ENACTED by Council this _____ day of _____, 20__

Mayor

City Clerk

EXPLANATION

Grant Allocation By-law

_____ Association

On *[date]*, following a Court of Revision, Council passed a resolution which included an instruction to bring forward the necessary grant allocation by-law for the business improvement area in an area generally described as _____, for a term of ____ years. Enactment by Council of this By-law, after its enactment of the _____ BIA Designation By-law, will complete that instruction.

Director of Legal Services
[date]

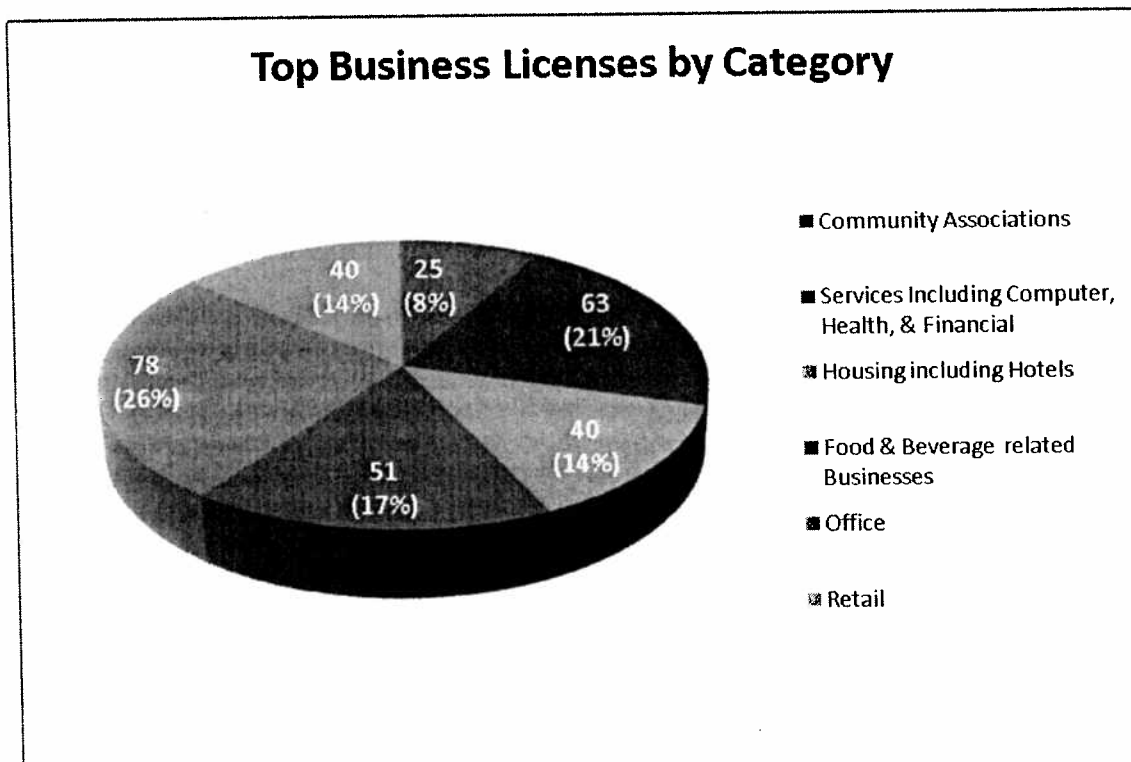
Hastings Crossing Business Improvement Association Year 1 Budget

REVENUE		% of Rev
City Tax Levy (\$0.40 per \$1,000 of assessed property value)	\$ 103,000	82.4%
Interest	2,060	1.6%
Grants	20,000	16.0%
Revenue Total	125,060	100.0%
EXPENSES		
Administration		
Staffing - Part Time Executive Director	25,000	20.0%
Accounting, Insurance and Professional Fees	2,800	2.2%
Equipment & Supplies	1,000	0.8%
Administration Total	28,800	23.0%
OPERATING BUDGET	96,260	% of Op. Budget 100.0%
Marketing & Promotion for Neighbourhood		
Special Community Events	17,327	18.0%
Community Newsletters, Brochures, and Neighbourhood Advertising	11,551	12.0%
Street Banners, Beautification and Upgrades	5,776	6.0%
Website Development & Online Directory	7,701	8.0%
Strategic Planning for BIA Initiatives (Note 1)	5,776	6.0%
Partnership Events and Expenses (Note 1)	6,738	7.0%
Marketing & Promotion for Neighbourhood Total	54,868	57.0%
Public Relations & Safety and Well-Being		
Safety and Well-Being Expenses	19,252	20.0%
Infrastructure Development, Maintenance & Cleaning	13,476	14.0%
Graffiti Removal	5,776	6.0%
Public Relations & Safety and Well-Being Total	38,504	40.0%
Contingency Fund	2,888	3.0%
Total Operating Expenses	96,260	100.0%
TOTAL EXPENSES	\$ 125,060	
SUPLUS (DEFICIT)	\$ -	
Initial # of Properties Expected to Contribute to BIA	198	
Average Tax Levy per Property (Note 2)	\$ 520.20	
2010 Class 6 Property Taxes per \$1,000 of Assessed Property Value - status quo	\$ 18.64	
Increase in Class 6 Property Taxes per \$1,000 of Assessed Property Value	\$ 0.40	
Increase in Class 6 Property Taxes per \$1,000 of Assessed Property Value (%)	2.15%	

Notes:

1. Please see Budget FAQs for more information
2. Some properties will have multiple businesses, and therefore, the tax levy will be divided between the different businesses occupying the property

The following information is from a list of Business Licenses received from The City of Vancouver:



Tax Levy Summary

2010 Net Assessment Property Values (for tax purposes)	2009 Net Assessment Property Values (for tax purposes)	2009 Estimated BIA Tax Recorded on Tax Notices
213,433,446.00	233,680,743.00	68,926.03

2009 Estimated % Tax Levy on Assessed Property Values Recorded on Tax Assessments	0.0295%
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Each tax assessment in 2009 noted that a BIA may be in place in the future, and it was this % that was used to estimate the 2009 impact if it were in place then.

2010 Potential Tax Levy % on Net Assessed Property Values			
% Tax Levy	Tax Revenue	Rate per \$1000	
0.0295%	\$ 62,954	\$ 0.295	Rate Assumed in 2009 Assessments
0.0469%	\$ 100,000	\$ 0.469	Rate Required For 100K Budget
0.0703%	\$ 150,000	\$ 0.703	Rate Required For 150K Budget
0.0897%	\$ 191,379	\$ 0.897	Average BIA (Since 2004) in Vancouver

*Note: The last few properties do not pay property taxes in 2010 because they are either owned by the government, first nations, charity, etc. They may or may not pay taxes in future years, but my interpretation is that properties like these will not contribute to BIA funding. See the Vancouver Charter for more detail in the link below.

Also, Assessment Property Values consist only of the properties that are expected in 2010 if you include all of the properties that were originally expected in 2009, tax rev is 45% higher

http://www.bclaws.ca/Recon/document/freeside/-%20v%20--/vancouver%20charter%20%20bc%201953%20%20c.%2055/00_act/vanch_22.xml

The link below gives further information on BIA's <http://vancouver.ca/commsvcs/cityplans/bia/index.htm>

Budget Related FAQs

1. *How much will the BIA cost me?*
2. *How large are my current property tax levies?*
3. *I received a BIA cost estimate in 2009. Why is that amount different than \$0.40 per \$1000 of assessed property value?*
4. *How long will I have to contribute to the BIA?*
5. *Will the budget change with time?*
6. *I have some ideas which might improve the budget, how do I suggest them?*
7. *What is meant by the budget item 'Strategic Planning of Neighbourhood'?*
8. *Staffing is budgeted to be \$25,000, why would the BIA need additional temporary labour?*
9. *What is meant by the budget item 'Partnerships/Communications'?*
10. *If there is a budget surplus, what will happen with this surplus?*

1. *How much will the BIA cost me?* We are currently proposing an annual levy of \$0.40 per \$1000 of assessed property value. You can find your property assessment online at the following address: <https://revservices.vancouver.ca/tempestprd/webinquiry/frames.cfm>.

2. *How large are my current property tax levies?* Regular property taxes change year over year and are governed by the City of Vancouver. Following are the Class 6 (Business & Other) total levies per \$1000 of assessed property value for 2006, 2007, 2008, 2009, and 2010 respectively: \$28.26, \$24.87, \$20.89, \$19.82, and \$18.64.

3. *I received a BIA cost estimate in 2009. Why is that amount different than \$0.40 per \$1000 of assessed property value?*

The original estimate took place in July of 2009, and since then many factors have changed including: geographic scope of the BIA, assessed property values, number of properties expected to contribute to the BIA, and a thorough business plan for the BIA has been developed.

4. How long will I have to contribute to the BIA? Property and Business owners will be required to contribute to the BIA for an initial set term. As part of the consultations toward formation of a BIA, the duration of an initial term will be determined, and ultimately approved by City Council. Typically, the initial BIA term is 5 years, and then upon constituent approval, can be renewed for a further period. Renewal is very common, as the value added by the BIA is directly measurable.

5. Will the budget change with time? The budget is the initial plan developed by the current planning committee. Once a not-for profit BIA society is formed, the membership will formally vote the budget. The board of directors has the ability to make minor adjustments to the budget during the fiscal year. The membership (property owners and businesses) vote a new budget every year during the term of the BIA, subject to an overall funding ceiling, which sets a total cumulative levy over the term of the BIA.

6. I have some ideas which might improve the budget, how do I suggest them? We are currently reaching out to property owners and tenants for input on the proposed first-year budget. Please contact us or attend upcoming BIA formation meetings. Once the BIA is established, all business owners and property owners are eligible to be nominated for election to Board of the BIA, or to serve on committees, which are very valuable ways to get involved in the development of the BIA. Alternatively, member feedback is encouraged, and all communication will be appreciated.

7. What is meant by the budget item 'Strategic Planning of Neighbourhood'? Strategic planning will encompass particular aspects of the BIA operations which are focused on the overall development and facilitation of the BIA. Some examples might include: temporary labour hired within the community to survey business owners to better understand their needs and desires, consultations with public relations companies that specialize in related projects, education and training for board members, BIA management, and temporary staff.

8. Staffing is budgeted to be \$25,000, why would the BIA need additional temporary labour? With \$25,000 the BIA will hire a part time Executive Director, who will be responsible for overseeing the planning and completion of projects. Rather than dedicating a large portion to fixed salaries, it is in the community's best interest to employ temporary labour for each project. When considering the budget line items, these costs are already factored in, and this strategy will create the most value for local business.

9. *What is meant by the budget item 'Partnerships/Communications'?* In order to successfully operate, the BIA will utilize the help and knowledge of many different partners. Some examples will include: coordinating with other, nearby BIA's, and receiving help from Building Opportunities for Business (BOB) and other community organizations. It may be necessary for the BIA to contribute financially to partnership initiatives that take place. Also, communications such as newsletters, member invitations and notifications require some budget allocation.

10. *If there is a budget surplus, what will happen with this surplus?* The surplus may be utilized as a reserve fund for future initiatives or capital projects, or may be carried forward into the next fiscal year to offset costs or augment programs and initiative.