

NO: R012

COUNCIL DATE: February 1, 2016

REGULAR COUNCIL

TO: **Mayor & Council** DATE: **January 28th, 2016**

FROM: **General Manager, Investment & Intergovernmental Relations** FILE: **Fleetwood BIA**

SUBJECT: **Establishment of the Fleetwood Business Improvement Area**

RECOMMENDATION

The Investment & Intergovernmental Relations Department recommends that Council:

1. Approve the use of the “Council Initiative” process as the mean by which to measure property owner support for the creation of a Business Improvement Area in the Fleetwood Town Centre;
2. Authorize the City Clerk to bring forward the necessary Bylaw for the required readings and authorize staff to undertake all necessary related actions; and
3. Request that staff forward a further report on the matter complete with recommendations for Council’s consideration after the expiry of the “Council Initiative” notice period.

BACKGROUND

A Business Improvement Area (BIA) is similar to a Local Service Area where funds are collected for specific purposes through a rate levied against benefitting properties in a specified area. The establishment of a BIA is an effective means for businesses in any area to finance programs in support of keeping businesses in the area healthy and prosperous. In most circumstances such collaboration between businesses is not accomplishable by other means.

In September 2015, proponents supporting the establishment of a Fleetwood Business Improvement Area (FBIA) received funding from the City to support a feasibility study to determine the level of support that exists for the establishment of a BIA. The start-up grant of \$33,500 has been used to subsidize the cost of publishing information brochures, holding meetings and to retain a consultant to facilitate the process.

An information brochure and a survey have been forwarded to all property and business owners within the area that is proposed to be covered by the FBIA. The area proposed to be covered by the FBIA is illustrated on Appendix “I” attached to this report. Three public consultation meetings were held and in-person visits have taken place between the consultants and a majority of the property and business owners within the study area.

The consultant has produced a report summarizing the findings of the study, a copy of which is attached as Appendix “II” to this report.

The City has received a letter, dated December 21, 2015 from the Sponsorship Committee for the Fleetwood BIA, a copy of which is attached as Appendix “III”, asking the City to prepare a bylaw and use the “Council Initiative” process to officially determine the level of property owner support for the establishment of the BIA in the Fleetwood area.

DISCUSSION

Under the *Community Charter*, the level of support for the establishment of a BIA may be determined using either of the following means of consultation with the property owners within the area proposed to be covered by the BIA:

- i. **Council Initiative:** Under this approach Council advises property owners that it will enact the related BIA Bylaw unless more than half of the land owners, representing at least 50% of the assessed value of land and improvements that would be subject to the BIA tax, register their dissent within 30 days of notification; and
- ii. **Petition Process:** Under this approach at least half of the property owners, representing at least 50% of the assessed value of land and improvements that would be subject to the BIA tax, must sign a petition indicating their support for the establishment of a BIA.

Local governments may select either approach. As noted above, the Sponsorship Committee for the FBIA has requested that the City use the “Council Initiative” approach to formally assess the level of support for the establishment of the FBIA. This is the same approach that was used in assessing whether to adopt the Business Improvement Area Bylaw for Downtown Surrey BIA, Cloverdale BIA and Newton BIA. In fact, the majority of BIA’s in British Columbia have been established using the Council Initiative process in measuring property owner support.

As part of the process of establishing a BIA under the Council Initiative process, Council must introduce and give three readings to a BIA Bylaw for the area that will be subject to the BIA tax. The Bylaw must:

- Identifies the organization representing the BIA;
- Defines the geographic area covered by the BIA and specifies the funding formula to be used in establishing the BIA tax that will be paid by each property that is covered by the BIA; and
- Establishes the term that the Bylaw will be in effect.

A draft of the proposed Fleetwood BIA Bylaw 18640 is attached as Appendix “IV” to this report.

After the Bylaw is given readings, formal notification of the proposed BIA is to be sent to all property owners within the area that is covered by the Bylaw. Property owners not in favour of proceeding with the BIA initiative are advised that they have 30 days to petition Council not to proceed. Unless a sufficient petition against the BIA is received, the BIA Bylaw can proceed to final adoption. A sufficient petition against proceeding with the BIA requires at least half of the land owners, representing at least 50% of the total assessed

value of the properties liable to be charged under the proposed BIA. Following the requisite notifications, a further report will be brought back to Council with recommendations outlining the next steps in the process.

Subject to a BIA Bylaw being adopted by Council, a BIA Society is formed and a first general meeting of the BIA Society is held during which Directors are elected, and the first year budget is approved by the voting members. The proponents of the FBIA have indicated that the budget for the first five years will be \$225,000 a year, which represents a charge of approximately \$0.69 per \$1000 of assessed value. The levy charge rate is comparable to other BIAs in the City.

BIA revenues are collected by the City through an annual tax levy on each property within the BIA area and are transferred to the legally constituted BIA Society subject to the requirements outlined in legislation having been met. There are approximately 138 properties (Class 5 and 6) that would pay into the levy.

OUTREACH PROCESS

The proponents of the FBIA, with the support of the consultants, undertook an information campaign to present the BIA proposal to potentially affected property and business owners within the proposed BIA boundaries. There are approximately 150 property owners representing 138 properties and approximately 333 businesses in the designated area. The information campaign included a mail out of a BIA brochure, a survey, 3 public consultation meetings, in-person visits to businesses and phone calls with property and business owners.

The BIA levy is typically passed on by property owners to tenants (either whole or in part). As such, it was important that business tenants be part of the process, even though legislation directs that approval for the establishment of a BIA be sought from the property owners.

The results of the consultants outreach efforts indicate that approximately 12% of property and business owners are currently in support of the formation of a Fleetwood BIA.

Survey Results:

Based on 39 survey forms that were completed and returned (8%) by a mix of property and business owners:

- 23% (9) indicated their support;
- 46% (18) opposed the formation of the BIA; and
- 31% (12) were undecided and wanted more information.

Outreach Efforts (In-Person & Phone):

The consultants made reasonable efforts to conduct in-person visits and telephone calls to inform a majority of the property and business owners in the area of the BIA proposition and to determine the level of support from the business community:

- 87% of businesses (289) in the area had in-person visits;

- 44% of the businesses (145) in the area received follow-up phone calls; and
- All 333 of the businesses were reached out to by the consultants in the area.

From the in-person visits and phone calls that took place, an additional 47 businesses were in the support of the formation of the BIA, bringing the overall total to 12% (56) of property and business owners indicating support for the establishment of a Fleetwood BIA.

The public outreach process is an opportunity for the BIA association to inform business and property owners of the proposition and to gauge support for the formation of the BIA. During this process, outreach efforts include distribution of information (about the BIA objectives, associated costs, and proposed budget) via mail, in-person visits to the businesses in the area and public consultations meetings.

Despite the low response rates, the consultants made reasonable effort to engage the property and business owners. Given all the outreach efforts, the consultants believe that there is sufficient support for the formation of the BIA in Fleetwood area to warrant a vote be put forth to the property owners. Property owners will be given the opportunity to review the proposal and associated costs to formally vote on the establishment of the Fleetwood BIA as the “Council Initiative” process advances.

LEGAL SERVICES

Legal Services has reviewed this report and has no concerns.

CONCLUSION

In consideration of the level of outreach conducted by the consultants for the establishment of a Fleetwood Business Improvement Association, the proponents of the BIA have requested that the City take all necessary actions toward establishing the BIA. Based on the above discussion it is recommended that Council:

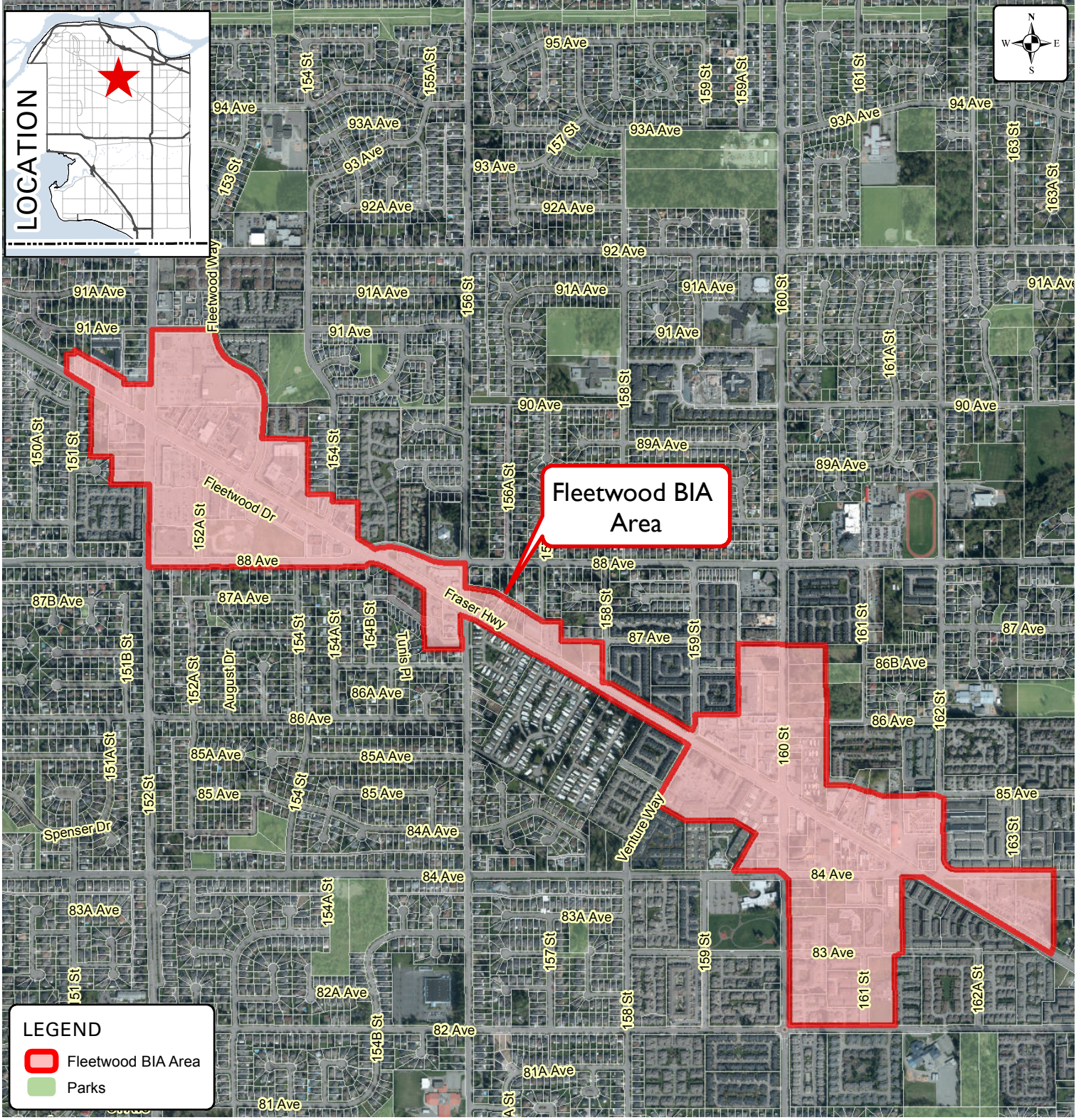
1. Approve the use of the “Council Initiative” process as the mean by which to measure property owner support for the creation of a Business Improvement Area in the Fleetwood Town Centre;
2. Authorize the City Clerk to bring forward the necessary Bylaw for the required readings and authorize staff to undertake all necessary related actions; and
3. Request that staff bring forward a further report on the matter complete with recommendations after the expiry of the “Council Initiative” notice period.

Donna Jones
General Manager, Investment & Intergovernmental Relations

Attachments:

Appendix “I”: Proposed Boundaries of the FBIA
Appendix “II”: FBIA Analysis Report
Appendix “III”: Letter from the Sponsorship Committee of the FBIA
Appendix “IV”: Draft FBIA Bylaw 18640

AERIAL PHOTOGRAPH OF SITE



Produced by GIS Section: 06-Jan-2016, C9W

Aerial Photo: April 5, 2015

Scale: 1:14,000



Fleetwood BIA Area

ENGINEERING DEPARTMENT

The data provided is compiled from various sources and IS NOT warranted as to its accuracy or sufficiency by the City of Surrey. This information is provided for information and convenience purposes only. Lot sizes, Legal descriptions and encumbrances must be confirmed at the Land Title Office.

Source: G:\MAPPING\GIS\Maps\CorporateReps\Other\CWFleetwoodBIA_AP.mxd

FLEETWOOD BIA OPPORTUNITY ANALYSIS REPORT

SURREY, BC

URBANICS CONSULTANTS LTD.

FLEETWOOD BIA OPPORTUNITY ANALYSIS REPORT

SURREY, BRITISH COLUMBIA

Attention:
Kiran Kooner
Economic Development Division
City of Surrey

DECEMBER 2015

Prepared by:
Urbanics Consultants Ltd.
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EXECUTIVE SUMMARY

The organizing committee for the Fleetwood Business Improvement Association (FBIA) is comprised of volunteer business leaders and property owners, who have come together in the hopes of establishing a Business Improvement Area (BIA) for Fleetwood. The aim of the FBIA is to serve the long-term needs of the Fleetwood commercial area, represent and promote the interests of business and property owners, and establish a source of funding for the local business community. The boundary for the BIA includes the two existing geographical commercial areas, referred to as Fleetwood Village and Fleetwood West. This represents a collective voice of approximately 333 businesses and 159 property owners of class 5 and 6 properties along Fraser Highway and its intersections from about 152nd Street to 162 Street.

The organizing committee has been working with the City of Surrey for over one year to establish a framework for a BIA. Some of the prime motivations for forming a Fleetwood BIA include: the lack of a strong identity for the Fleetwood commercial area that is often described as 'being in the shadow' of neighbouring Guildford; increasing reports of vagrancy; safety concerns; and the lack of a collective voice representing the Fleetwood business community.

With the implementation of a BIA, there would be opportunity to create a distinct brand/identity for the Fleetwood commercial area, increase vibrancy, safety, and promote businesses in the area. The BIA would benefit the businesses and area through marketing, street beautification, safety initiatives, civic and community engagement, partnerships, and more.

In conducting outreach, the goal was to contact and liaise with businesses and property owners to explain the initiative, gather thoughts and feedback on the overall interest in the organization, as well as identify what the top priorities are for the business area. This consultation process included an information mail-out, online information at www.fleetwoodbia.com, three information consultation sessions, as well as direct business and property owner outreach. The package of outreach materials provided information about the role and benefits of a BIA, an explanation of how a BIA is formed and funded, the proposed budget options, as well as a survey to gather feedback, comments and concerns.

This process was designed to foster a constructive dialogue for moving forward with the formation of the BIA. While the survey response rate was not as high as hoped, the general feedback the consultant received was positive. Many expressed interest in the idea of a BIA, but had concerns about how much it was going to cost individual businesses. Safety and security initiatives and marketing/promotions were identified as major priorities for the Fleetwood business area. The majority of responses received were not opposed to the formation of a BIA in Fleetwood; the consultant believes that with additional time and outreach, many more affirmative responses from the business community would have been recorded.

The consultant believes that there is sufficient support within the Fleetwood business community to warrant the formation of a BIA and that a vote put forth to property owners will demonstrate relatively limited opposition to enacting it.

1.0 INTRODUCTION

Surrey's Fleetwood community has two main commercial areas located along the Fraser Highway corridor: Fleetwood Village and Fleetwood West. Fleetwood Village lies within the Fleetwood Town Centre, a residential and relatively pedestrian-friendly area, and is considered the historical area of Fleetwood. Fleetwood West is primarily a vehicle-oriented business district with a developing residential core.

Fleetwood has been transformed by a flurry of recent development. The past five years have brought several new multi-family residential developments, boosting commercial and retail opportunities in Fleetwood. Moreover, the eventual construction of light rail down Fraser Highway seems likely and would generate greater opportunity for mixed-use and commercial development along the corridor. It is believed that now is the ideal time to form a Business Improvement Area (BIA) for the two commercial "nodes" of the Fleetwood area, serving the long-term needs of Fleetwood business owners, class 5 & 6 property owners and residents.

Business and property owners from Fleetwood have volunteered their resources and energies to create the Fleetwood Business Improvement Association (FBIA), which is a non-profit society dedicated to the creation and operation of a BIA for the Fleetwood business community. Fleetwood has long struggled to develop something of a cohesive business district identity; the key objective of the Fleetwood BIA is to create a strong "Fleetwood brand and distinct identity" for Fleetwood Village and Fleetwood West businesses through effective planning, investment and marketing. The FBIA believes that by incorporating the two business districts under the Fleetwood BIA it will be able to provide a better, more scalable organizational and funding model for acting on behalf of the Fleetwood business community.

For the past year the FBIA has been diligently working with the City of Surrey to create the framework for a BIA. In September 2015, the FBIA contracted with Urbanics Consultants Ltd. to provide independent third-party outreach initiatives to deliver the message of the BIA to all business and property owners within the Fleetwood BIA boundary. These efforts were designed to scope the level of interest for a BIA within the Fleetwood business community and provide a vehicle for feedback and commentary. The consultant also researched best practices of successful BIA organizations across British Columbia and North America which, when combined with feedback received from the business community, helped shape a suite of services the Fleetwood BIA could provide its membership as well as the corresponding budget. It was the goal of the consultant to gather sufficient insights from the business community such that the City of Surrey Council could confidently move toward the next step of the approval process.

The sections of this report discuss the outreach efforts and the conclusions drawn from them as follows. Section 2 describes the outreach materials prepared and activities undertaken. Section 3 summarizes the data received and insights gained from the outreach activities. Section 4 outlines a prospective budget for the BIA activities prioritized, while Section 5 details specific initiatives the Fleetwood BIA may want to undertake.

2.0 OUTREACH ACTIVITIES

A variety of outreach activities took place between October and December 2015, and included:

2.1 RESEARCH & OUTREACH PREPARATION

- Start-up meeting to discuss and prepare for outreach process with the City of Surrey and FBIA Organizing Committee.
- Compiled and reviewed information about the Fleetwood area.
- Began to explore potential budget options and BIA levy rates with the client.
- Compiled and reviewed information regarding BIAs, including their role, objectives, start-up process, etc.

2.2 COMMUNICATIONS MATERIALS

The following communication materials were distributed by mail, hand delivery and email. Each of these materials can be found in Appendix 1 - Outreach Materials:

Introductory Letter:

- Composed a cover letter for property owners and tenants introducing the outreach process and the proposed BIA formation.
- The letter summarized information regarding what a BIA is and the benefits they can have, and introduced the FBIA website and the upcoming consultation sessions.
- Please refer to Appendix 1A for a copy of the letter.

Brochure:

- Developed a brochure with key information, including what a BIA is; the goals, objectives and benefits of the BIA; its boundary; a description of how the BIA would be funded; including potential budget options and BIA levy rates; information regarding upcoming consultation sessions; as well as contact information.
- Please refer to Appendix 1B for a copy of the brochure.

Survey:

- Developed both paper and online versions of a survey that was distributed to both property owners and businesses.
- The survey document provided a brief background on the proposed BIA and its formation.

- The survey was designed to seek the views of property owners and businesses; to identify their noted issues, challenges and opportunities for their business, and the Fleetwood commercial area in general.
- The aim was to receive important feedback about potential BIA programs and services, and assessed their interest, support, comments and concerns for a BIA in Fleetwood.
- Please refer to Appendix 1C which provides the paper copy version of the survey.

Consultation Meeting Invitation:

- Created an invitation that outlined appropriate details of the three consultation meetings, including the purpose of the meetings, location details, date/time, and contact information. Please refer to Appendix 1D for a copy.

2.3 SURVEY PROCESS & OUTREACH

- Distributed a paper copy of the survey as well as the link to the online survey via mail to both property owners and businesses. Additional paper copies and referral to the online survey was also distributed via hand delivery and email.
- As an incentive, 14 gift cards of various denominations to several local retailers/restaurants were offered to those who filled out a survey.
- Efforts were made to follow up with each business by in-person drop-in visits. In addition, phone calls and emails were made in order to reach every business location within the defined boundary. All 333 businesses within the FBIA boundary were visited or phoned during the outreach period. Many businesses within the boundary are administered by a head office elsewhere and could not commit to providing their opinions one way or another. Other businesses, however, were locally run and managers often stated that they felt the community needed the services offered by the prospective BIA. Several other businesses expressed an intention to complete the survey to show their support (see Table 3), though not many did by the end of the outreach period.
- The consultant also made efforts to contact the 15 largest property owners, which account for 56.7% of the total assessed value of the properties within the defined boundary. Those who were able to speak with the consultant were generally positive toward the concept of the BIA despite the added levy, but unfortunately did not quantify those sentiments by completing the survey in the time allotted. Please refer to Appendix 1E for the list of these 15 property owners.
- In addition, individuals from the Organizing Committee reached out to their local business community to discuss the concept and answer any questions.

2.4 COMMITTEE MEETINGS & STATUS REPORTS

- Meetings were held October 27th and November 20th at the Fleetwood Villa Retirement Residence to plan upcoming outreach activities, to review how the outreach process is progressing, and to provide notable updates.
- Monthly status reports were submitted to the FBIA Committee and City of Surrey Economic Development Department. Please refer to Appendix 2 for copies of the two interim status reports.

2.5 CONSULTATION MEETINGS

- Consultation information sessions were held on Thursday, November 12th at 6pm; Friday, November 20th at 10:30am; and Monday, November 23rd at 1pm. Meetings were held at the Fleetwood Villa Retirement Residence in the Media Room.
- A PowerPoint presentation was prepared and presented which described the role of the FBIA, preliminary key objectives for the FBIA, and other pertinent information in regards to the proposed BIA. Please refer to Appendix 1F for a copy of the presentation.
- There was an opportunity for attendants to ask questions, relay comments and concerns, and provide suggestions, generating an open discussion.
- While attendance was not as high as was hoped, those who did attend the meetings generally provided positive feedback in support of a BIA.

2.6 WEBSITE

- A Wordpress website was built at the URL **www.fleetwoodbia.com** in order to expand upon information provided in communication materials.
- The website was intended to be easily maintained and updated with new content moving forward and is set-up with a widely-used and user-friendly content management system.
- Information includes: what a BIA is; the boundary of the proposed BIA; key objectives of the BIA; the process to establish a BIA; how the BIA will be funded; how to get involved/specific outreach activity information (including consultation meetings, surveys, local events, etc.); as well as relevant business matters.
- Please refer to Appendix 1G for excerpts from the Fleetwood BIA webpage.

2.7 STRATEGIC PLAN & BUDGET

- A draft budget and preliminary strategic plan was developed based upon:
 - Feedback and information gathered through the research process, outreach process, and committee meetings, etc.
 - The proposed BIA levy
 - Information gathered about the area
 - Successful programming in other BIAs with similar attributes and resources

- Please refer to Section 4 and Section 5 for a copy of the Draft Budget and the Preliminary Strategic Plan.

2.8 EXTERNAL SUPPORT

- On July 31st, 2015, the Fleetwood BIA received a letter of endorsement from the Honourable Peter Fassbender, the MLA for Surrey-Fleetwood and Minister of Community, Sport and Cultural Development. His letter can be found in Appendix 1H.

2.9 SURREY NOW NEWSPAPER ARTICLE

- Please refer to Appendix 1K to view the news article posted on November 25, 2015 by the Surrey Now Newspaper regarding the initiative to set-up a BIA for Fleetwood.

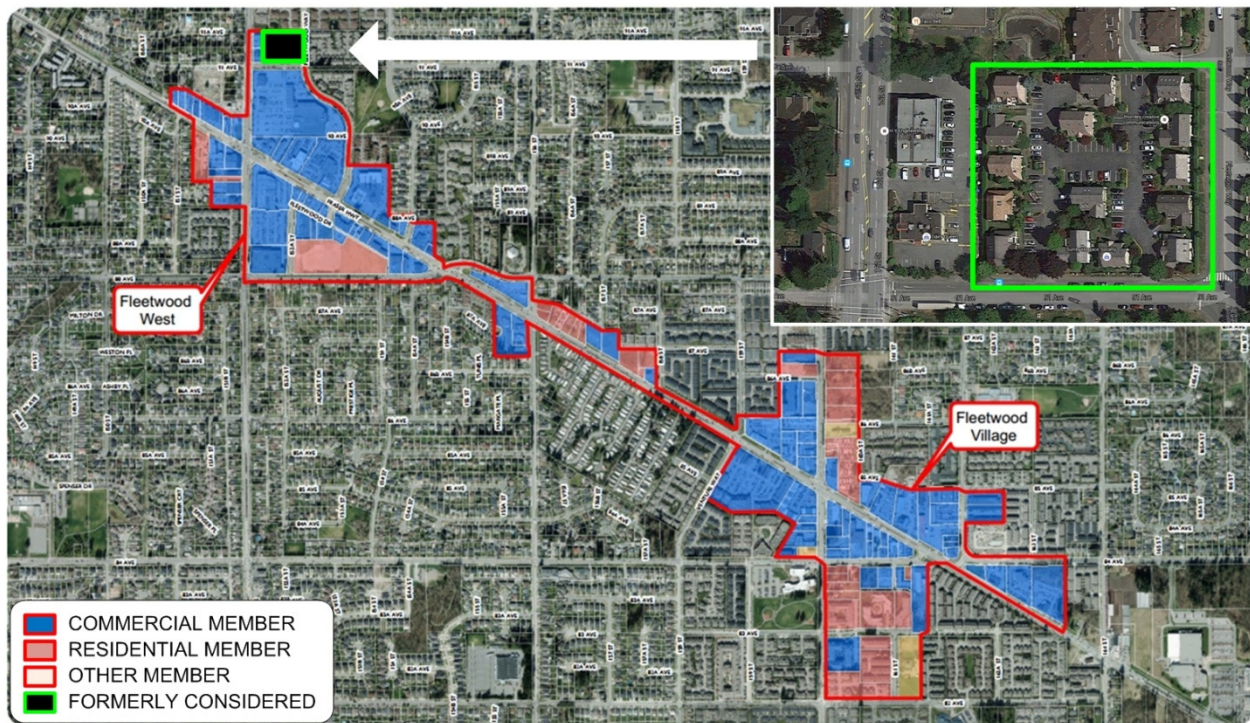
3.0 OUTREACH RESULTS & FEEDBACK

This section discusses the feedback received through outreach activities.

3.1 SURVEY RESPONSE RATE

Information packages and paper-form surveys were mailed to all of the businesses and property owners within the original Fleetwood BIA boundary, totalling 362 businesses and 180 properties. Of this group 51 survey responses were received or about a 9.4% response rate.

Over the course of the outreach, one strata at 15243 91 Ave, representing 29 business and property owners, formally requested their exclusion from the Fleetwood BIA boundary. Their request may be found in Appendix 3. With these businesses removed, the number of survey responses is reduced to 39 (as 12 surveys were from this strata) and the number of eligible businesses is reduced to 333 across a reduced total assessed property value of \$320 million.



Between November 13th and December 11th all 333 businesses within the adjusted BIA boundary were visited or telephoned. Those few not visited in person were subsequently telephoned and, if possible, emailed to encourage their response. The table below summarizes:

OUTREACH CHANNEL	BUSINESSES	% OF TOTAL
Post Mail	333	100%
In-Person Visit	289	87%
Telephone Call	145	44%
Email (+ Visit or Call)	144	43%

It should be noted that a significant number of businesses were either closed or otherwise too busy to speak with the consultant team during the initial round of visits; in those cases efforts were made to follow up via telephone or email.

As of the end of the outreach period a total of 39 business or property owners had completed a survey either online or via the mail. The response rate among businesses was 10.2%, which is significantly better than the average direct mail response rate of 3.4%. Unsurprisingly the response rate for property owners who are not owners of businesses on those properties was much lower at 5.1%. At least 47 additional businesses spoken to, either in person or over the phone, responded positively to information about the BIA, and said they would complete the survey, but it would seem that few had taken the time to do so (see Table 3). It is the opinion of the consultant that given a longer timeframe more affirmative responses would have been received, as negative responses are usually quicker and more likely to arrive.

3.2 SURVEY RESULTS & FEEDBACK

To gain a better understanding of the needs and concerns of the Fleetwood business community, survey forms were sent by post to each business and property owner. The questions asked for a mixture of ranking and free-form answers. The ranking questions were organized into categories of activities common to BIA organizations across North America including:

Safety and Security

- How important is improving Fleetwood area safety and crime prevention?
- How important is safety and security to your business?
- How interested would you be in programs/measures to promote safety and security (safety guides, safety patrol, liaison with Surrey RCMP, etc.)?
- Would you like the area to have more pedestrian crossings?
- Would you like the area to have more street lighting?

Street Enhancement and Beautification

- How important is street enhancement (how the street looks/ functions) to your business?
- Would you be interested in beautification programs (banners, landscaping, street lighting, public art, etc.)?
- Would you be interested in street cleaning/graffiti removal programs?
- Would you like to see more street furniture (benches, bike racks, trash/recycling receptacles, etc.)?

Marketing and Promotion

- How important is marketing to your business?
- How interested are you in events/festivals to promote businesses in the area?
- How much would having a cohesive identity/brand for the area be beneficial to your business?

- How much would you be interested in a website and online marketing to promote businesses in the area?
- How much would you like the Fleetwood business area to be promoted?

Other Areas of Interest

- How important is representing your business community interests in the municipal decision making process (civic issues, land use policy, property taxes, development proposals, transportation planning, etc.)?
- How interested are you in programs designed to recruit & retain businesses in the area?

Respondents were asked to rate each question above on a scale of 1 to 5, with 5 representing the highest value and 1 representing the lowest. Questions pertaining to Safety and Security had the highest overall average rating of 3.77; Marketing and Promotion was next at 3.71, followed by Other BIA Functions at 3.67 and Street Beautification at an average of 3.66.

Overall Support

Respondents were also asked whether they would support the creation of a BIA for Fleetwood and the levy required to fund it. Of the responses received 46% voiced opposition to the formation while the remaining 54% indicated that they either supported the initiative (23%) or were undecided and wanted more information (31%).

Significant differences can be seen between those explicitly opposed to the BIA and the rest of the respondents with respect to their respective levels of interest in typical BIA activities, and are summarized in the table below.

Table 1: Aggregate Survey Results by Group (Scores Range 1-5) (N = 39)

BIA Functional Area	OVERALL	OPPOSED	NOT OPPOSED
Safety and Security	3.77	1.8	4.24
Marketing and Promotion	3.71	1.6	4.22
Street Enhancement	3.66	1.71	4.33
Other BIA Functions	3.67	1.58	4.25

As expected, those opposed to the BIA expressed lower levels of interest in the kinds of services typically provided by a BIA. For those not opposed to the formation of a Fleetwood BIA certain questions regarding safety and crime prevention had an average rating of up to 4.72 out of a maximum of 5, while the category itself had an average rating of 4.24.

Though when observed on a per-category basis it would appear that safety and security are the highest concerns among Fleetwood respondents, other issues proved important as well; examining the results on a per-question basis reveals a more nuanced understanding of the wishes of Fleetwood stakeholders. The results are summarized in the table below.

Table 2: Aggregate Ratings of Survey Questions (Scores Range 1-5) (N = 39)

RATING	CATEGORY	QUESTION
4.21	Safety and Security	How important is Safety and Security to your business
4.07	Safety and Security	How important is improving Fleetwood area Safety and crime prevention
3.86	Marketing and Promotion	How important is marketing to your business
3.79	Other	How interested are you in programs designed to recruit and retain businesses in the area
3.75	Street Enhancement and Beautification	How important is Street enhancement (how the Street looks and functions) to your business
3.71	Marketing and Promotion	How interested are you in events/festivals to promote businesses in the area
3.70	Safety and Security	How interested Would you be in programs/measures to promote Safety and Security (safety guides, Safety patrol, liaison with Surrey RCMP, etc.)
3.64	Street Enhancement and Beautification	Would you be interested in beautification programs (banners, land Scaping, Street lighting, public art, etc.)
3.61	Street Enhancement and Beautification	Would you be interested in Street cleaning/maintenance/graffitti removal programs
3.59	Safety and Security	Would you like the area to have more Street lighting
3.59	Marketing and Promotion	How much Would you like the Fleetwood business area to be promoted
3.52	Other	How important is representing your business community interests in the municipal decision making process (civic issues, land use policy, property taxes, development proposals, transportation planning, etc.)
3.50	Street Enhancement and Beautification	Would you like to See more Street furniture (benches, bike racks, trash/recycling receptacles, etc.)
3.44	Marketing and Promotion	How much Would having a cohesive identity/brand for the area be beneficial to your business
3.36	Marketing and Promotion	How much Would you be interested in a website and online marketing to promote businesses in the area
3.00	Safety and Security	Would you like the area to have more pedestrian crossings

Respondents indicated that safety and security were indeed among their highest concerns, but not to the exclusion of other activities that a BIA can help facilitate, such as area and business marketing and street enhancement. In fact, one safety and security-related question (specifically regarding the need for more pedestrian crossings) received the lowest rating among all the questions asked.

Please refer to Appendix 4 for a compilation of the free text responses gathered from the survey responses as well as feedback received via business visits, phone calls and emails.

3.3 ADDITIONAL OBSERVATIONS

As mentioned previously, the outreach campaign was intended to deliver the key messages of the proposed BIA as well as solicit quantifiable feedback from the prospective membership. Though only 39 surveys were received, efforts were made to speak with representatives from all 333 businesses to encourage a larger response rate. In these conversations the consultant noted that at least 47 businesses, beyond those who completed surveys, expressed positive interest in the formation of the BIA and told the consultant team that they would complete their surveys. Unfortunately, the survey deadline elapsed before these businesses could make their opinions heard. While 7 other businesses beyond those captured by the surveys expressed opinions in opposition, the majority of businesses spoken with were neutral to the formation of the BIA. The disaggregation of the results of these outreach efforts is summarized in the table below. Note that there is a degree of overlap between business and property owners.

Table 3: Outreach Results - Surveys and Conversations

Surveys	Businesses	Owners	Unidentified	Total	% Responses
Support Formation	5	3	1	9	23%
Opposed Formation	6	9	6	18	46%
Required more Information	7	4	1	12	31%
Did not Respond	315	143		458	
Conversations	Businesses				% Conversations
Positive	47				15%
Negative	7				2%
Neutral (1)	184				58%
Not Applicable (2)	77				24%

(1) Includes businesses with no opinion or no authority to venture an opinion

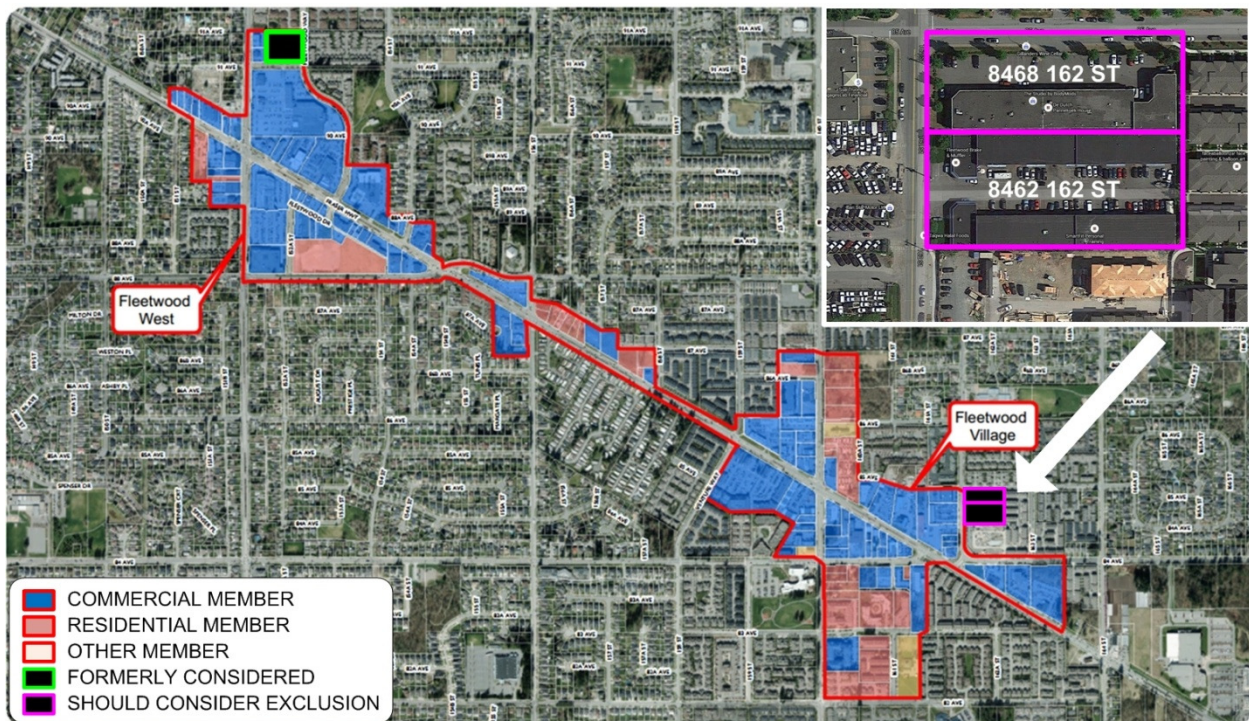
(2) Includes businesses either unreachable or who would not return calls or emails

3.4 OTHER RAMIFICATIONS

While it was the intention of the FBIA to include the entirety of the Fleetwood business communities proximate to Fraser Highway within the BIA boundary, analysis of the scoping study described earlier may suggest a few changes. Some businesses may find themselves somewhat removed from the broader Fleetwood community and/or operate businesses which are not deeply affected by the kinds of initiatives typically undertaken by a BIA.

Based upon conversations held and surveys received during the outreach effort it would appear that the FBIA board should consider excluding from the Fleetwood BIA boundary the two strata complexes located at 8462 and 8468 162 Street. These strata are of a light industrial character housing predominantly automotive or professional services businesses and are somewhat removed geographically from Fleetwood Village. Moreover, of the 6 survey responses received from these strata, 5 were opposed to the formation of the Fleetwood BIA. The consultant was also informed that the strata members intend to discuss their involvement with the Fleetwood BIA at their forthcoming AGM in the coming weeks.

The strata in question are shown outlined in magenta on the map below.



Excluding these two strata would reduce the assessed property value of commercial properties within the Fleetwood BIA to \$306.5 million, thus increasing slightly the required levy.

4.0 DRAFT BUDGET

The following provides a recommended budget program for the FBIA, which has been drafted taking into account the feedback gathered from the outreach process, the proposed levy range, and from investigation into other BIAs with similar attributes. The FBIA board decided that keeping the levy rate below those of other Surrey BIAs was a priority and thus the budget amount settled upon for the FBIA is \$225,000 per year, equating to a levy rate of about 0.7 per thousand dollars of assessed value (based upon an assessed base of \$320.4 million). A preliminary budget subject to FBIA board approval is summarized below:

Table 4: Preliminary Fleetwood BIA Budget Allocation

Marketing, Promotions & Events	
Promotions & Special Events	\$15,000
Advertising - Brochures, Flyers, Newspapers, Radio, etc.	\$10,000
Website & Social Media Development, Upgrades, Maintenance	\$10,000
Branding	\$12,000
	\$47,000
	<i>% of Total Budget</i> 21%
Placemaking & Streetscape Improvements	
Banner Program	\$25,000
Beautification Initiative	\$25,000
	\$50,000
	<i>% of Total Budget</i> 22%
Safety & Security	
Safety Resources - Safety Guide, Workshops, Committees, Business Watch <i>"Initiatives to be developed in partnership with City of Surrey Crime Reduction Staff, By-Laws and District 2 Guildford/Fleetwood RCMP"</i>	\$24,000
	\$24,000
	<i>% of Total Budget</i> 11%
Administration	
Initial Set Up	\$6,000
Insurance/Audit/Bookkeeping	\$7,000
Annual General Meeting	\$2,000
Office Space	\$16,000
Initial Office Setup (Equipment)	\$6,000
Miscellaneous Office	\$2,200
Staffing Costs - Coordinator/Office Staff	\$55,000
	\$94,200
	<i>% of Total Budget</i> 42%
Business Relations & Memberships	
Industry Memberships	\$1,500
Membership Communications & Meetings	\$2,800
Conferences/Professional Development	\$2,500
Government Relations	\$5,000
	\$6,800
	<i>% of Total Budget</i> 3%
Contingency	
	\$3,000
	<i>% of Total Budget</i> 1.3%

5.0 PRELIMINARY STRATEGIC PLAN

This section discusses the Fleetwood BIA Strategic Plan, outlining the programs and initiatives recommended for the Fleetwood BIA. All Business Improvement Areas tend to generally cover similar kinds of initiatives with some activities emphasized over others, depending on the specific goals of the local community. Based upon the qualitative and quantitative information gathered by the consultant, coupled with research into successful programs in communities with attributes similar to Fleetwood, the following menu of BIA activities is proposed:

5.1 SAFETY & SECURITY

Safety Guide

- A list of who to call for specific services, including emergency and non-emergency contacts, community safety organizations, social service providers, municipal services/bylaw enforcement, etc.
- Include safety and security tips for businesses centered on personal safety, robbery prevention, business security advice, and general ways to deter fraudulent activities.
- Timeframe: Distribute annually or more/less frequently relative to information updates.

Safety Workshops

- Host workshops for members with guest speakers that can provide safety information and tips (i.e. RCMP, loss prevention retail consultants, community safety representatives, etc.).
- Timeframe: 1-2 times per year

Safety Committee - 'Business Watch'

- A volunteer committee comprised of business members ideally spread out evenly across the boundary area, who will report safety incidents, relay information to businesses on their block/area, take an active role in reporting and relaying information, and planning safety initiatives. All information would be relayed to the District 2 Crime Prevention Programs Coordinator to work side by side with the police to address and solve issues.
- Timeframe: Ongoing

Safety Incident Alerts

- Encourage businesses to report safety incidents to the BIA, and relay those incidents to members via email as 'safety alerts'.
- Timeframe: Ongoing

Other Safety Programs

- This program is recommended to be connected to other safety-related organizations and social service providers, leveraging resources and partnering together on initiatives (i.e. who to call for help directory, crime reduction strategies, etc.).
- Timeframe: Ongoing

5.2 MARKETING, PROMOTIONS & EVENTS

Promotions & Special Events

- Seasonal events that brings the wider community together and promotes merchants, encourages the patronizing of local stores, promotes and raises awareness of the area, encourages community participation and engagement, and provides a positive experience, instilling a sense of pride in the community.
- Examples of such Seasonal Events, Promotions & Entertainment include:
 - December: Santa photos; carollers/holiday music; cookie decorating; hot chocolate; craft market; Christmas tales by Mrs. Claus; promotions for special holiday shopping; prize giveaway draws; etc.
 - March/April: Easter egg hunts; Visits with the Easter Bunny; promotions.
 - July/August: Summer sidewalk street festival; musical acts/festivals; variety acts/buskers; ethnic cultural exhibition; family fun activities; promotions.
 - October: Pumpkin carving for kids; Halloween cookie decoration; Kids and pets trick or treating - Participating merchants may distribute candy and/or pet treats to trick-or-treaters. The BIA can provide a map of participating locations and trick or treat bags. The event can be free and/or by donation with proceeds to local charity, SPCA, etc.

Other potential events and promotions include:

- 'Shop the Neighbourhood': A national initiative spearheaded by YellowPages that celebrates local businesses. In 2015 this initiative took place on Saturday, November 28th where participating businesses offered exclusive event day deals. Approximately 200 Business Associations now participate across Canada, encouraging local shopping in their neighbourhoods. Over 8,000 small businesses have joined the movement and more than 6,000 deals and promotions have been offered.
- Photography/Art Exhibitions: An opportunity for local artists to exhibit some of their works in one of several selected venues throughout the area. Such exhibitions can include a wide range of projects, promote independent artists and collectives, and facilitate community collaboration. Each of the venues that are displaying the artworks would be featured, a map could be created, an Opening Reception could be held, and a contest could be had where visitors could vote for your favourite artist with a chance to win a prize.
- In addition, there may be opportunities to partner/cross-promote with other community events (such as the Fleetwood Community Festival). For some events, the BIA could participate by advertising the event, having a booth with BIA materials, gift basket giveaways/draws to local shops and restaurants, etc.
- Timeframe: Seasonal - 2 to 4 events per year

Advertising

- Advertisements of the Fleetwood area, local businesses, and upcoming events in print publications (newspapers, magazines, tourism/shopping guides, business directories), and radio advertising (commercials, radio contests, online).
- There may be opportunities to partner with media as an event or campaign sponsor to receive in-kind advertising or discounted ad rates. Offer recognition on event marketing material and at the event, and/or offer prizes that would be from local merchants.
- Timeframe: During an event or promotion campaign

Co-op Advertising Opportunities

- This has proven to be successful with other BIAs, which allows for the BIA and participating merchants to co-operatively contribute to the advertisement cost. Thus, everyone can save on advertising costs while having the benefit of featuring a selection of businesses, an event/etc. in high frequency and recognized publications.
- Timeframe: Throughout the year and during events or promotion campaigns

Brochure & Flyers

- A brochure will provide a clear business directory with map, as well as provide an overview of the Fleetwood business district. The brochure could open to a 12"x 18" map that displays the business listings followed by the block number for quick location. This brochure could be available to all merchants that wish to display them, as well as distributed to residents, media kits, tourism organizations, hotel concierge, local taxis, etc., and displayed at events. To help with the initial launch of the brochure, coupons to local businesses may also be attached.
- Timeframe: Updated and distributed annually

Website & Social Media

- A BIA webpage and social media involvement can be an effective way to promote local businesses and draw potential shoppers and entrepreneurs to come to the area. The existing Fleetwood BIA webpage (www.fleetwoodbia.com) can be built upon and include such features as:
 - A description of the Fleetwood area and history, in addition to BIA-specific information and upcoming events.. The webpage should include images of the area and activities as well as profile the FBIA logo, mission statement, etc.
 - A Fleetwood Business Directory broken down by category of business - potentially include a map pinpointing businesses to make it more visually appealing to the user.
 - A special page where BIA members can advertise current promotions.
 - Create social media accounts and feature social media feeds on the homepage (e.g. Twitter, Facebook, Instagram).
 - An Available Space page that lists commercial properties for lease or sale in the Fleetwood area. This complimentary service would be offered to help business and property owners advertise real estate opportunities. As an example, many BIAs partner with SpaceList (spacelist.ca), which offers a service that integrates their extensive database into individual webpages. The listings can be customized to a specific area and are automatically populated. Visitors can inquire about a specific property with the click of a button.
- Social Media (e.g. Twitter, Facebook, Instagram, blog) updates posting information about BIA activities and member activities.
 - Opportunity to build online connections with local businesses by 'following' or 'liking' their online platforms, and encouraging them to do the same.
- Timeframe: Continual improvements and updates

Business Database

- Distribute a database of Fleetwood BIA businesses with contact information to all members, so businesses can connect with each other online, and encourage cross-promotional activities.
- Timeframe: Ongoing

Media Engagement

- Send a press release/media kit to print, radio, TV and online media. A media kit typically includes the press release and a poster or promotional piece.
- Arrange interviews between various media and key participants of events/festivals.
- Timeframe:
 - Magazines: Send press release at least 1.5 months prior to event
 - TV: One month to three weeks prior to event
 - Radio: Two-Three weeks prior to event (and send a follow-up immediately before the event)
 - Online: Two-Three weeks prior to event
 - With all forms of media, it is providential to send a follow-up press release as the event draws near and follow-up with newsroom on the day of the event.

5.3 PLACEMAKING & STREETScape IMPROVEMENTS

Banners

- Street pole banners help to create a seamless identity for an area, promote the area and enhance the streetscape. Banners can display the Fleetwood BIAs future branding, (such as a logo, slogan and colours), and feature illustrations that represent/highlight the Fleetwood commercial area. Typical street banners measure 32" x 60".
- There are currently Fleetwood Town Centre banners spread out throughout the Town Centre area. An idea to bring a different type of banner while promoting the BIA and its initiatives is to install new banners that advertise a local event. This could generate potential sponsorship opportunities and generate revenue. Holiday banners could also be installed for December. An idea to get the community involved is to partner with local schools and display student artwork.
- Timeframe: Throughout the year and for major events/festivals

Landscaping/Gardening

- Provide landscaping and gardening services in identified strategic areas (above and beyond City beautification initiatives).
 - Many BIAs hire private landscaping/gardening companies, while many others partner with mental health organizations providing social employment opportunities at a competitive price (i.e. Coast Foundation, which operates a landscaping service - 'Landscaping with Heart'). The Coast Foundation provides professional landscaping training and employment to people living with a mental illness. Services include pruning, power raking, leaf raking and removal, seeding, weeding, edge trimming, fertilizing, mowing and lawn aeration, and spring and fall clean-up.
- Timeframe: Ongoing

Street Cleaning

- Involves services such as litter pick-up, sidewalk cleaning, gum removal, etc.
 - Many BIAs operate a street cleaning program in partnership with a mental health organization (i.e. Coast Foundation), which provides social employment opportunities. The clean team could wear hats and shirts with the BIA logo.
- Other street cleaning initiatives include power washing and window cleaning. The BIA could offer a group discount to property owners/businesses to clean their buildings and subsidize part of the costs (so businesses would benefit from collective purchasing). Some BIAs have also purchased their own power washer and have made it available free-of-charge to members, facilitating cleaner sidewalks and storefronts.
- Timeframe: Ongoing

Graffiti Management

- A notice to BIA members with information centred on potential ways to deter graffiti and who to call to remove graffiti (i.e. who to call to report graffiti on public property/streetscape, and resources to remove graffiti on private property/commercial buildings).
- Timeframe: Ongoing

Graffiti Removal Team

- If there are noticeable problem areas of graffiti, a program to monitor and remove graffiti could be initiated.
 - An option for the FBIA to save on costs is to provide this service through community partnership/volunteers. Forms can be completed by property owners which would give permission to volunteers to remove graffiti. As an example, the Surrey Crime Prevention Society operates an Anti-Graffiti Program that coordinates neighbourhood paint-outs and volunteers to remove the graffiti.
- Timeframe: Ongoing

5.4 ADMINISTRATION

Staffing Costs

- A part-time/full-time BIA Coordinator backed by student and volunteer assistance is recommended for the FBIA. While the Board of Directors is comprised of volunteers of local business and property owners, responsible for the creation and strategic direction of the BIA, a BIA Coordinator would be paid senior staff person that would be responsible for the daily work of the BIA. The Coordinator would take on a variety of tasks centred on administrative support, member services, and general assistance to the BIA.
- It is recommended to explore the potential for co-op/internship opportunities for University/College/High School students to help out with office tasks, graphic design, event planning, event set-up, etc. As well, high school students must complete a minimum number of volunteer hours in the community before graduating, presenting an opportunity to recruit local students for the BIA. Beside the above noted tasks, other items that students can assist with include clean-up crews, distributing newsletters and other communications throughout the neighbourhood, and other office related tasks.
- Students could also be hired for short-term, part-time or freelance work.

Miscellaneous Office

- Includes such items as phone, internet, stationary, supplies, administrative printing, postage, etc.
- The Fleetwood BIA is expected to maintain and rent a small office.

5.5 BUSINESS RELATIONS & MEMBERSHIPS

Member Newsletter

- Distributed via email for those who subscribe on perhaps a bi-monthly or quarterly basis. This newsletter would profile a variety of items including: What is happening in the BIA; Upcoming events/promotions/activities; The latest news on marketing opportunities; What's happening in other jurisdictions that could affect the BIA or its members; Profile issues that concern BIA members; Answer questions about the BIA; List of Board of Director members and how to contact them; Call for volunteers; Welcome to new members; Request input from readers; etc.
- Timeframe: Distributed on a bi-monthly or quarterly basis

Coffee Meetings and/or Business Mixers

- An opportunity for businesses and property owners to network, build relationships, discuss opportunities and updates, and collaborate. These meetings could also include guest speakers and serve as education sessions (i.e. topics relevant to businesses - taxes, insurance, health care, etc.).
- Timeframe: Up to four times per year, held at various locations in Fleetwood.

Welcome Kits for New Members

- Explain the role of the BIA, its capacity, leveraging budget through partnerships, how it is run and operated, ways you can get involved in the BIA, provide tips on getting your business started, and provide helpful referrals/contact information.
- Timeframe: Can be distributed to new members as needed, or to others inquiring about the BIA

Industry Memberships

- Membership to BIABC, local tourism group, Board of Trade, Chamber of Commerce, etc.
- Timeframe: Ongoing

6.0 CONCLUSIONS AND NEXT STEPS

The consultant has concluded that a majority of the businesses would see benefit from the presence of a BIA outweighing the additional rent their respective landlords would demand. Similar, it is concluded that property owners would reap the benefits of a safer, more vibrant Fleetwood business district. After having visited or telephoned all 333 businesses in the amended Fleetwood BIA boundary, the consultant heard that safety and security were emergent concerns within much of the business community and that there was real demand for the marketing and placemaking efforts typically undertaken by a BIA.

It has been long observed that people are more highly motivated to express their opposition to an initiative than to express their support. Given the timing and timeframe of the outreach effort, the consultant is of the opinion that the survey results received thus far are skewed toward the negative and do not necessarily reflect the true or complete opinions of the Fleetwood business and property owning communities. BIA formation initiatives in other locations, namely the recent efforts in Newton, took place over a longer period of time and at a time of year more conducive to receiving a response. Moreover, unlike in other communities, Fleetwood had not experienced a major crime event acting as a catalyst for responsive action, which may have contributed to the lower than ideal response rate. It should again be stated that an additional 14% of businesses spoken with indicated support for the BIA model in Fleetwood and expressed their intention to complete the survey, but had not done so. The consultant believes that with additional time and outreach, many more affirmative responses from the business community would have been recorded.

The consultant also recommends that the FBIA board communicate with the strata complexes at 8462 and 8468 162 Street to arrive at an agreement as to whether the businesses contained therein wish to be included within the Fleetwood BIA boundary. It is believed that these strata are meeting with their respective memberships to vote on whether they wish to be included and the FBIA board should follow up on those results.

It is the opinion of the consultant that Council considers moving forward with the formation of the Fleetwood Business Improvement Area with the budget and initiatives as described in Sections 4 and 5. The consultant believes that there is sufficient support within the Fleetwood business community to warrant the formation of a BIA and that a vote put forth to property owners will demonstrate relatively limited opposition to enacting it.

Appendix 1A: Outreach Materials – Introduction Letter

FLEETWOOD

BUSINESS IMPROVEMENT ASSOCIATION

26 October 2015

Dear Fleetwood Business or Property Owner:

Business leaders in Fleetwood have come together and are working with the City of Surrey to build a Business Improvement Area (or BIA). Its mission is to improve the area's branding and image, to address concerns surrounding safety and security, and to promote Fleetwood businesses. The time is now for an organization to come forth dedicated to facing these challenges and to provide a collective voice representing the Fleetwood business community. The goal is a Fleetwood that is a safe and vibrant place for residents and visitors to gather, shop, learn and play.

We at the Fleetwood BIA are looking for your input, and hope that you will please review the informational brochure provided and complete our survey. We have provided a paper survey form, or if you prefer, please click on the survey link at www.fleetwoodbia.com. We also invite you to attend one of our consultation meetings coming up in November – the place and times can be found on the brochure. Our goal is to understand what matters most to you and your business, and how the BIA could be most effective in serving local businesses.

What is a BIA and how will it benefit your business?

A Business Improvement Association (or BIA) is an organization dedicated to a defined commercial area, where local business and property owners work together to increase customer activity through a range of programs such as:

- special events, area branding, promotion and marketing;
- physical improvements, streetscaping and placemaking;
- commercial tenant recruitment; and,
- business community advocacy.

BIAs are funded through a special levy based on assessed property tax values within the BIA boundary. The Fleetwood BIA would work on behalf of the property and business owners along Fraser Highway and its intersections from about 152nd Street and 162nd Street (including the Fleetwood West and Fleetwood Village Business Districts). Please review the map provided on the brochure.

The Fleetwood Business Improvement Association (FBIA) sees the formation of a BIA as a better organizational and funding model for the local business community than other ad hoc initiatives because:

- A BIA can legitimately represent the whole business community;
- All businesses that benefit from BIA programs also contribute financially, proportionate to its size and scale, relative to the whole area;
- A stable funding source enables the BIA to hire dedicated staff be less dependent on volunteers;
- BIAs are able to obtain additional funding through many external sources, which can significantly increase a BIA's operating budget, at no additional cost to the members;
- Many BIAs have also initiated unique programs that deal with specific issues in their communities – such as: panhandling, graffiti, traffic, pedestrian safety, and crime prevention.

We invite you to please read more about the Fleetwood BIA online at www.fleetwoodbia.com, or contact us at info@fleetwoodbia.com. Again, we look forward to meeting with you, learning more about your business, and discussing this opportunity.

Sincerely,

The Fleetwood Business Improvement Association

Appendix 1B: Outreach Materials - Brochure

WHAT DOES A BIA DO?

The Fleetwood Business Improvement Association is an organization with resources dedicated to making Fleetwood a safe and vibrant place for residents and visitors to gather, shop, learn and play.

- Safety & Security
- Streetscaping & Placemaking
- Area & Business Marketing
- Promotional Events
- Retail Recruitment
- Community & Municipal Relations



The Fleetwood BIA could:

- Create a strong brand and distinct identity for Fleetwood
- Make the Fleetwood Business District feel safer
- Develop and implement marketing strategies
- Recruit more commercial tenants
- Promote investment in business-friendly developments
- Represent business interests in the municipal processes
- Build on established events such as the Fleetwood Festival
- Plan and implement special events and promotions
- Advocate for enhanced visitor experiences in Fleetwood



fleetwoodbia.com

SO WHAT HAPPENS NEXT?

Give us your thoughts by completing our survey

We are seeking your input on the specifics of what the Fleetwood BIA should be doing to strengthen the Fleetwood business community.

Please complete the survey attached to this brochure, or click on the survey link at: www.fleetwoodbia.com

Attend one of our information sessions

Please join us for an information session at the Fleetwood Villa (16028 83 Ave) to learn more and have any questions answered. Sessions will be held on these dates:

THURSDAY, NOVEMBER 12TH 6PM
 FRIDAY, NOVEMBER 20TH 10:30AM
 MONDAY, NOVEMBER 23RD 1PM

Please RSVP your attendance at: info@fleetwoodbia.com
 Light refreshments will be provided!



FEEL FREE TO CONTACT US

ANJANI SINGH FLEETWOOD BIA CHAIR
 604-549-5270 asingh@gfig.com (after Nov 17th)
RICK HART FLEETWOOD BIA
 604-816-0635 contact@fcasurrey.ca
SIMONE PALER FLEETWOOD BIA
 604-590-2889 simone.paler@reveraliving.com

KIRAN KOONER CITY OF SURREY CONTACT
 BUSINESS DEVELOPMENT LIAISON
 604 591 4388 lkooner@surrey.ca

info@fleetwoodbia.com

What is the FLEETWOOD BIA?

IT'S AN OPPORTUNITY TO BUILD A STRONG FOUNDATION FOR FLEETWOOD BUSINESSES

FLEETWOOD
 BUSINESS IMPROVEMENT ASSOCIATION

WHAT IS A "BIA?"

A Business Improvement Association, or BIA, is a non-profit organization tasked with making the area within its mandate a better place for doing business. The BIA is funded by property owners and businesses and can provide better results than individual businesses working separately.

Business leaders in Fleetwood have come together and are working with the City of Surrey to build a BIA. Its mission is to improve the area's branding and image, to address concerns surrounding safety and security, and to promote Fleetwood businesses.

WHAT WOULD THIS COST?

Different BIAs take on different initiatives and their budgets vary, but for a district the size of Fleetwood they will usually range between \$200,000 and \$400,000.

All BIAs are funded through a special levy based on assessed property tax values. The levy rate is the ratio of the annual BIA budget to the total assessed value (in thousands) of the properties within the BIA boundary.

This rate is multiplied by the assessed value of the property to arrive at the per-property amount. These funds provide an important investment in the business community!

Since the total assessed value for the 193 properties within the Fleetwood BIA is about \$322 million, annual BIA budgets of \$200,000 and \$250,000 would require respective levy rates of 0.621 and 0.777.

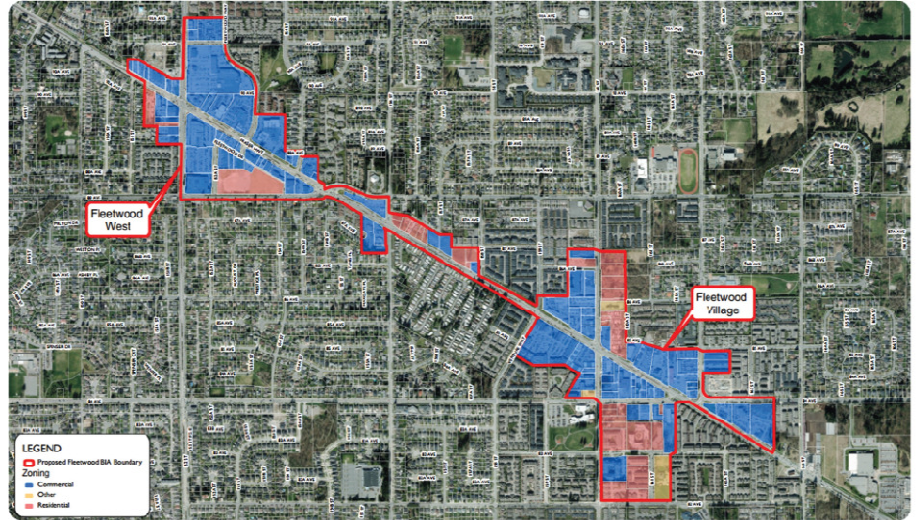
For example, if your property has an assessed value of:		\$500,000	\$1,000,000	\$1,500,000	\$2,000,000
And if the BIA annual budget is:	Then the annual levy would be:	And thus the <u>annual</u> amounts levied on properties assessed at those values would be:			
\$200,000	0.621 (per thousand)	\$310.61	\$621.21	\$931.82	\$1,242.43
\$225,000	0.699 (per thousand)	\$349.43	\$698.87	\$1,048.30	\$1,397.73
\$250,000	0.777 (per thousand)	\$388.26	\$776.52	\$1,164.78	\$1,553.04

info@fleetwoodbia.com

fleetwoodbia.com

PROPOSED BOUNDARY

The Fleetwood BIA would work on behalf of the property and business owners along Fraser Highway and its intersections from about 152nd Street and 162nd Street (Fleetwood West and Fleetwood Village Business Districts)



WHERE DO YOU FIT IN?

Compared to other BIAs across Greater Vancouver, the Fleetwood BIA will offer great value for the money.

BUSINESS IMPROVEMENT ASSOCIATION	LEVY/\$1000
SURREY – CLOVERDALE BIA	0.648
SURREY – DOWNTOWN BIA	0.704
SURREY – NEWTON BIA	0.744
VANCOUVER – MT. PLEASANT	0.840
VANCOUVER – KERRISDALE	0.920
VANCOUVER – MARPOLE	0.940
VANCOUVER – COMMERCIAL DRIVE	0.970
VANCOUVER – STRATHCONA	1.140
VANCOUVER – GASTOWN BIA	1.230

FLEETWOOD
BUSINESS IMPROVEMENT ASSOCIATION

Appendix 1C: Outreach Materials – Survey

FLEETWOOD

BUSINESS IMPROVEMENT ASSOCIATION

You can complete this survey ONLINE at <http://fluidsurveys.com/s/FleetwoodBIA-Survey>

For more information, please visit us at: www.fleetwoodbia.com

The Fleetwood Business Improvement Association (FBIA) is requesting your input on the opportunity to form a BIA in the Fleetwood area, and would like to understand your priorities for your business and the area.

A Business Improvement Association, or BIA, is a non-profit organization tasked with making the area within its mandate a better place for doing business. The BIA is funded by property owners and businesses and can provide better results than individual businesses working separately.

Please rate the following on a scale of 1 (lowest) to 5 (highest):

Question 1: Safety and Security

How important is safety and security to your business? 1 2 3 4 5

How important is improving Fleetwood area safety and crime prevention?----- 1 2 3 4 5

Would you like the area to have more street lighting? 1 2 3 4 5

Would you like the area to have more pedestrian crossings? 1 2 3 4 5

How interested would you be in programs/measures to promote safety and security (safety guides, safety patrol, liaison with Surrey RCMP, etc.)? ----- 1 2 3 4 5

Ideas, comments or concerns regarding safety and security in Fleetwood:

Question 2: Street Enhancement and Beautification

How important is street enhancement (how the street looks and functions) to your business? 1 2 3 4 5

Would you be interested in beautification programs (banners, landscaping, street lighting, public art, etc.)?----- 1 2 3 4 5

How interested are you in street cleaning/maintenance/graffiti removal programs? 1 2 3 4 5

Would you like to see more street furniture (benches, bike racks, trash/recycling receptacles, etc.)? 1 2 3 4 5

Ideas, comments or concerns regarding street enhancement and beautification in Fleetwood:

Question 3: Marketing and Promotion

How important is marketing to your business?..... 1 2 3 4 5

How much would you like the Fleetwood business area to be promoted? ----- 1 2 3 4 5

How much would you be interested in a website and online marketing to promote businesses in the area? 1 2 3 4 5

How much would having a cohesive identity/brand for the area be beneficial to your business? 1 2 3 4 5

How interested are you in events/festivals to promote businesses in the area? 1 2 3 4 5

Ideas, comments or concerns regarding marketing and promotion in Fleetwood:

Question 4: Other

How important is representing your business community interests in the municipal decision making process (civic issues, land use policy, property taxes, development proposals, transportation planning, etc.)? ----- 1 2 3 4 5

How interested are you in programs designed to recruit and retain businesses in the area? 1 2 3 4 5

Important Information on the Fleetwood BIA

The total assessed value for the 193 properties within the Fleetwood BIA is about \$322 million. Annual BIA budgets of \$250,000 and \$400,000 would require respective levy rates of 0.777 and 1.242.

Thus, a property with an assessed value of \$500,000 would be levied an annual amount ranging from about \$380 to \$600, or less than \$50 per month.

Please let us know who you are:

Business Name: _____ Property Owner

Business Address: _____ Business Tenant

Contact Name: _____

Phone: _____

Primary Email: _____

Website: _____

FLEETWOOD

BUSINESS IMPROVEMENT ASSOCIATION

You can complete this survey **ONLINE** at:
<http://fluidsurveys.com/s/FleetwoodBIA-Survey/>

For more information, please visit us at:
www.fleetwoodbia.com

Please provide short answers to the following questions:

Question 5: What do you like most about the Fleetwood area (qualities, characteristics, attributes)? _____

Question 6: What do you like least about the Fleetwood area (qualities, characteristics, attributes)? _____

Question 7: What are some of the biggest challenge(s) facing your business? _____

Question 8: What are the area(s) you would like to see a BIA address to assist your business? _____

Question 9: Would you be in support of the establishment of the Fleetwood BIA and the levy that would fund it?

YES

NO

I NEED MORE INFORMATION

Question 10: Do you have any additional comments, questions, or concerns? _____

Since the total assessed value for the 193 properties within the Fleetwood BIA is about \$322 million, annual BIA budgets of \$200,000 and \$250,000 would require respective levy rates of 0.621 and 0.777.

For example, if your property has an assessed value of:		\$500,000	\$1,000,000	\$1,500,000	\$2,000,000
And if the BIA annual budget is:	Then the annual levy would be:	And thus the annual amounts levied on properties assessed at those values would be:			
\$200,000	0.621 (per thousand)	\$310.61	\$621.21	\$931.82	\$1,242.43
\$225,000	0.699 (per thousand)	\$349.43	\$698.87	\$1,048.30	\$1,397.73
\$250,000	0.777 (per thousand)	\$388.26	\$776.52	\$1,164.78	\$1,553.04

Thank you! Please send your completed survey to the Fleetwood BIA in the envelope provided.

Appendix 1D: Outreach Materials – Consultation Meeting Invitation

FLEETWOOD

BUSINESS IMPROVEMENT ASSOCIATION

For more information, please visit us at:
www.fleetwoodbia.com

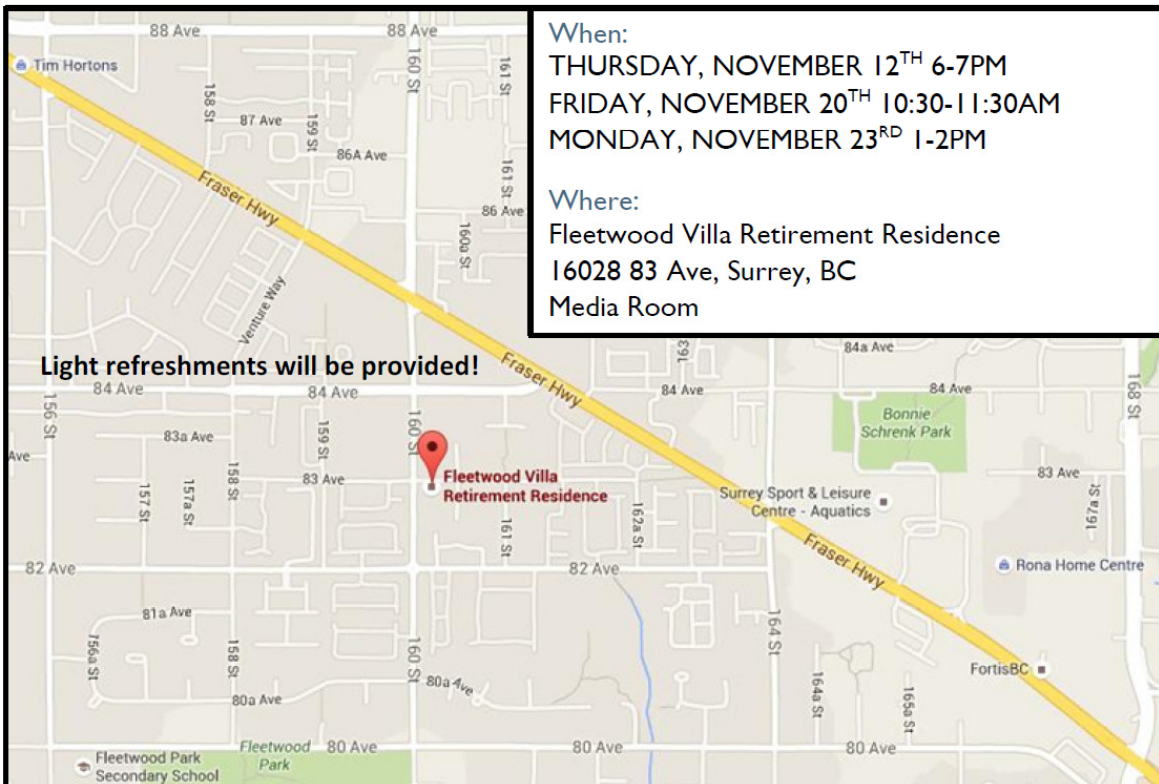
BUSINESS CONSULTATION MEETINGS

The Fleetwood Business Improvement Association (FBIA) is requesting your input on the opportunity to form a BIA in the Fleetwood area, and would like to understand your priorities for your business and the area.

We invite you to attend one of our consultation meetings where we can:

- Discuss how we can make the Fleetwood area better for businesses, visitors and customers
- Better understand the priorities your business has and the challenges it faces
- Explain what the Fleetwood BIA is about and what it could do for the business community

Please **RSVP** at info@fleetwoodbia.com



BUILDING STRONGER
FLEETWOOD BUSINESSES

BUILDING A STRONGER
FLEETWOOD COMMUNITY

Appendix 1E – 15 Largest Fleetwood Property Owners

PROPERTY OWNER	% OF TOTAL
FLEETWOOD CENTER INVESTMENTS LTD (YENIK)	9.33%
INVESTORS GROUP TRUST (BENTALL KENNEDY)	8.93%
JANDA GROUP HOLDINGS INC	5.68%
SNOWCAT PROPERTY HOLDINGS LTD	4.71%
SHOPPERS CORNER LTD	4.53%
581947 BC LTD (TAURUS COMMERCIAL)	4.35%
RAYBELLE HOLDINGS LTD	3.39%
FLEETWOOD PROJECTS LTD	3.26%
ESKAYLEE ENTERPRISES LTD	2.09%
BASANT INVESTMENTS LTD	1.99%
LARK ENTERPRISES LTD	1.90%
WORLDWICK ENTERPRISES LTD INC	1.81%
BUCCI INVESTMENT CORP	1.68%
FAIRWAY DEVELOPMENTS LTD	1.63%
FLEETWOOD BUSINESS PARK LTD (TAURUS)	1.47%

Appendix 1F: Consultation Meeting Presentation

FLEETWOOD

FLEETWOOD BIA OPPORTUNITY

CONSULTATION MEETING

November 12, 2015

FLEETWOOD

Who We Are

- **Urbanics Consultants Ltd.**
Local consulting firm assisting in the process to establish the Fleetwood BIA.

FLEETWOOD BUSINESS IMPROVEMENT ASSOCIATION VRBANIC[®] CITY OF SURREY The Urban District

FLEETWOOD

Who We Are

- We are working alongside the organizing committee of the Fleetwood Business Improvement Association (FBIA), and the City of Surrey Economic Development Division.

FLEETWOOD BUSINESS IMPROVEMENT ASSOCIATION VRBANIC[®] CITY OF SURREY The Urban District

FLEETWOOD

Who We Are

- The FBIA is comprised of local volunteer business and property owners who have come together in a common interest to promote and improve the Fleetwood commercial area.

FLEETWOOD BUSINESS IMPROVEMENT ASSOCIATION VRBANIC[®] CITY OF SURREY The Urban District

FLEETWOOD

What is a BIA?

A Business Improvement Area (BIA) is a specially funded business district, operated by a non-profit group of business and property owners whose goal is to promote and improve their business district.

FLEETWOOD

BIA Objectives

Increase customer activity through a range of programs such as:

- Area branding, promotion & marketing
- Physical improvements, streetscaping & placemaking
- Promotional events

FLEETWOOD

BIA Objectives

Increase customer activity through a range of programs such as:

- Commercial retention & recruitment
- Representing business interests in municipal approval processes

FLEETWOOD

Background

- There are over 50 BIAs operating in B.C., including 22 in the City of Vancouver.
- Currently, the City of Surrey has 3 BIAs: Downtown, Cloverdale & Newton.
- BIAs range in size, budget and focus depending on the individual needs of the community.

FLEETWOOD

General Process to Establish a BIA

- In BC, under the provisions of the Community Charter, a BIA is established via municipal bylaw.
- First, the local business community makes a proposal to municipal council to be designated as a BIA.
- Next, the municipal council must authorize the drafting of the special bylaw to create the BIA.

FLEETWOOD

General Process to Establish a BIA

- Once the bylaw is drafted, the council must give it three readings. After the third reading, the BIA bylaw goes back to the property owners to receive their formal approval before the BIA can be established.
- Under the Council Initiative Process, a letter will be sent to all property owners indicating that council may adopt a BIA bylaw, unless more than half the landowners, representing at least 50% of the assessed value of land and improvements, petitions against the proposal within a 30 day period.

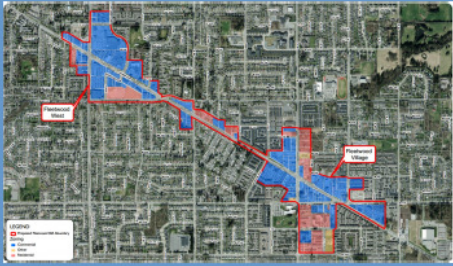
FLEETWOOD

Funding

- A BIA's operations are funded through a special levy.
- All businesses that benefit from BIA programs also contribute financially, proportionate to its size and scale, relative to the whole area.
- The levy is established through a formula based upon assessed property value.
- The City of Surrey would collect this annual levy and grant 100% of the proceeds to the Fleetwood BIA to administer and fund its own programs.

FLEETWOOD

BIA Boundary – Power In Numbers



Represents a collective voice of approx. 376 businesses in 193 properties along Fraser Highway and its intersections from about 152nd Street to 162nd Street

FLEETWOOD

Working Together, We Can:

- Create a strong brand and distinct identity for Fleetwood Businesses;
- Make the Fleetwood Business District feel safer;
- Develop and implement a marketing strategy to promote Fleetwood goods and services to local, regional, and tourist markets;

FLEETWOOD

Working Together, We Can:

- Enhance the local business mix through business retention and recruitment programs;
- Promote new investment in commercial, residential, and mixed-use developments that support the viability of local businesses;

FLEETWOOD

Working Together, We Can:

- Represent business community interests in the municipal decision-making process;
- Capitalize on established major events such as the Fleetwood Festival to promote local businesses ;
- Plan and implement special events and promotions;
- Advocate for better parking, streetscape improvements, and public amenities to enhance the visitor experience in our commercial areas.

FLEETWOOD

Proposed Fleetwood BIA Budget

- The organizing committee is looking to keep the total annual budget within \$200,000 - \$250,000.

For example, if your property has an assessed value of:	\$100,000	\$1,000,000	\$1,500,000	\$2,000,000
And if the BIA annual budget is:	Then the annual levy would be:	And thus the annual amounts levied on properties assessed at those values would be:		
\$200,000	0.621 (per thousand)	\$310.61	\$621.21	\$931.62
\$225,000	0.699 (per thousand)	\$349.43	\$698.87	\$1,048.30
\$250,000	0.777 (per thousand)	\$388.26	\$776.52	\$1,164.78

- Levy rates of 0.621 – 0.777 per thousand dollars of assessed property value would be required.
- Property owners may elect to pass all or part of the cost on to their respective tenants.
- The proportion to any one tenant should be roughly equivalent to their % of property taxes.

FLEETWOOD

Funding Comparisons

- Each BIA is unique, targeting specific areas of interest/concern to each business area.

Expenses	N Range - Vancouver BIA Budgets			Fleetwood BIA Budget Range					
	Low	High	Avg.	\$200,000		\$250,000			
Promotions	7%	16%	10%	\$11,210	\$115,941	\$66,087	\$18,320	\$149,254	\$82,699
Placemaking	7%	41%	23%	\$11,333	\$62,250	\$46,674	\$16,447	\$120,823	\$57,992
Community Safety	0%	30%	14%	\$0	\$76,187	\$36,547	\$0	\$17,714	\$41,814
Governance & Administration	12%	48%	25%	\$21,332	\$96,302	\$49,393	\$28,185	\$120,377	\$61,629
Contingency	0%	12%	2%	\$0	\$23,704	\$3,889	\$0	\$23,616	\$4,333

Promotions - Marketing, advertising, events, community relations
Placemaking - Street enhancement, maintenance/beautification & associated planning
Community Safety - Safety resources, community police initiatives/programs, private security, etc.
Governance & Administration - Administrative costs, staffing costs, legal and accounting costs, professional development, meeting expenses

- Above chart examines the 22 Vancouver BIAs, applying the low, high and average % of budget allocations to the proposed Fleetwood BIA budget ranges.
- Proposed BIA activities & the associated operating budget will be finalized following outreach process.

FLEETWOOD

Moving Forward

- Continue outreach activities – November & December
- Based on the response received from outreach activities, the FBIA will request City staff to prepare the bylaw and move forward with the Council Initiative process – February 1st, 2016 Council Meeting
- City surveys property owners – Letter mailed to property owners on or by February 5th, 2016
- If approved, the final report will go to council April 4th, 2016 with the adoption of the Fleetwood BIA bylaw

Moving Forward

- There will be regular meetings, and you can participate as Board or Committee Members
- Working on behalf of Fleetwood businesses – You as a business or property owner have a say in what you would like the BIA to address by getting involved and providing feedback

Questions?

For more information:

- Please review our website: www.fleetwoodbia.com
- Contact the Fleetwood BIA Organizing Committee:
 - Email: info@fleetwoodbia.com
 - Anjani Singh (BIA Chair): 604-549-5270
 - Rick Hart: 604-816-0635
 - Simone Paler: 604-590-2889
- Contact the City of Surrey for inquiries about the BIA start-up (bylaw) process:
 - Kiran Kooner: 604-591-4388; kkooner@surrey.ca

THANK YOU

If you have not done so already, please fill out our survey by clicking on the link at www.fleetwoodbia.com


Please remember:
The deadline to complete the survey is
November 28th!

Appendix 1G: Outreach Materials - Website

Website Address: www.fleetwoodbia.com

Fleetwood Business Improvement Association

helping fleetwood businesses thrive




[Home](#) [About Us](#) [About BIAs](#) [Benefits](#) [Costs](#) [Events](#) [Get Involved](#)

Fleetwood BIA Recent Press

Posted on [November 26, 2015](#)

Fleetwood Business Improvement Association Board members Amrit Bath and Rick Hart are featured in a recent article what talks about the formation of the Fleetwood BIA.



Amrit Bath (left) and Rick Hart of the Fleetwood BIA.

Photo credit: Amy Reid

[Read the article in The Now Newspaper](#)

Posted in [Uncategorized](#)

Please give us your feedback

Posted on [November 25, 2015](#)

Please help us better understand what the BIA should be doing to help make Fleetwood a better place for your business. Your input will help shape the priorities and direction of the new Fleetwood BIA. There are two ways you can help:

Please take our [Survey](#)

Click on <http://www.fluidsurveys.com/s/FleetwoodBIA-survey/> and let us know what is on your mind. Please submit your survey by December 10th, 2015. Please be assured that this survey is confidential and will require no more than 5-10 minutes of your time.

About the Fleetwood BIA

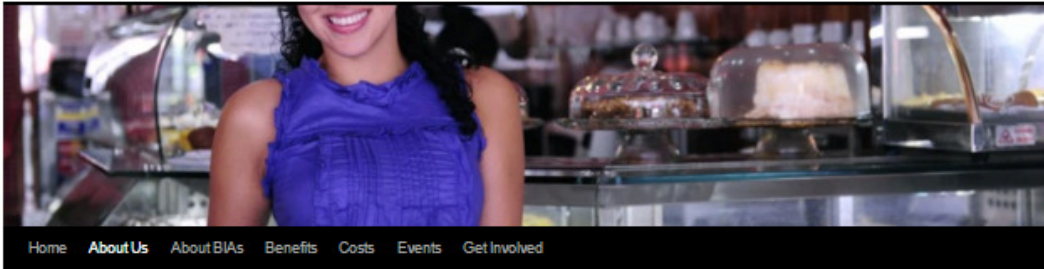
Business leaders in Fleetwood have come together and are working with the City of Surrey to build a Business Improvement Area (BIA) in the Fleetwood commercial area. Its mission is to improve the area's branding and image, to address concerns surrounding safety and security, and to promote Fleetwood businesses.

Contact Us

Email us at:
info@fleetwoodbia.com

Upcoming Events

- 'Tis' the Season Charity Event
December 7, 2015 at 1:00 pm – 6:00 pm
Chambers Salon Fleetwood 15970 Fraser Hwy, Surrey, BC



About Us

Business leaders in Fleetwood have come together and are working with the City of Surrey to build a Business Improvement Area (BIA) in the Fleetwood commercial area. Its mission is to improve the area's branding and image, to address concerns surrounding safety and security, and to promote Fleetwood businesses.

The Fleetwood Business Improvement Association is the non-profit society currently working to build the Fleetwood Business Improvement Area (the Fleetwood BIA).

The Fleetwood BIA includes all of the business and property owners within the boundaries on the map below:



The BIA will be owned, and managed by members of the Fleetwood business community and operated by whomever the business community sees fit: from hard-working volunteers to dedicated economic development professionals. The priorities of the BIA will be up to its members.

While the City of Surrey is responsible for collecting the levies that fund the BIA, the BIA has sole discretion over how those funds are used. Help the organizing committee know what you think by completing our survey by November 28th:

Please complete our survey: <http://www.fluidsurveys.com/s/FleetwoodBIA-Survey/>

All responses will remain confidential.

About the Fleetwood BIA

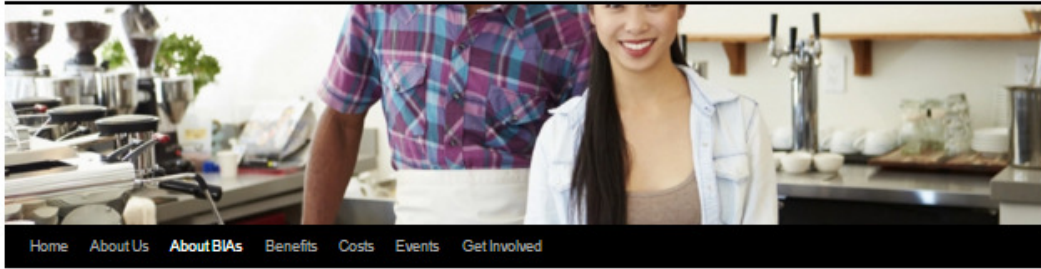
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What is a BIA?

What is a B.I.A.?

A Business Improvement Area (or BIA) is a defined commercial area, where local business and property owners work together to increase customer activity through a range of programs such as:

- area branding, promotion and marketing;
- physical improvements, streetscaping and placemaking;
- promotional events;
- commercial tenant retention and recruitment; and,
- representing business interests in municipal processes.

A BIA is managed by a not-for-profit society (often called a Business Improvement Association) and its operations are funded through a special levy on all commercial properties within a defined boundary. In this case, the City of Surrey would collect this levy and grant 100% of the proceeds to the Fleetwood BIA to fund its own programs and initiatives.

There are over 50 BIAs in British Columbia and 21 in the City of Vancouver. Surrey is already home to three BIA organizations; Downtown Surrey, Newton and Cloverdale each have their own BIAs.

There are hundreds of BIA-type organizations across North America (also known as Business Improvement Districts, and Business Revitalization Zones). For more information on other BIAs in BC, please visit www.bia.bc.ca.

About the Fleetwood BIA

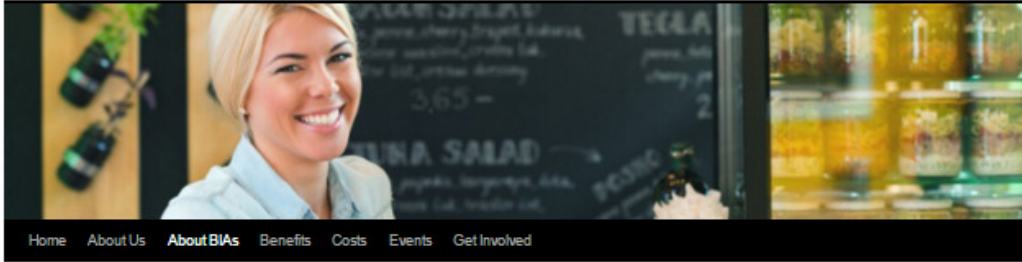
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Fraser Hwy, Surrey, BC



What are the benefits of a BIA?

What are the Benefits?

The primary funding source for a traditional business association is its membership dues, and it must fundraise for each individual project. As such, they do not represent the entire commercial area, as not all business and property owners are members, nor are its physical boundaries necessarily defined. With limited resources, they are subject to frequent volunteer burnout and board turnover, and the inability to implement long-term programs.

On the other hand, a BIA is funded by property owners and businesses and because it is a dedicated full-time organization, it can provide better results than individual businesses working separately.

The Fleetwood Business Improvement Association (FBIA) sees the formation of a BIA as a better organizational and funding model for the local business community because:

- A BIA can legitimately represent the whole business community because it is funded by all businesses within its geographic boundaries – making it a very effective advocate for local business
- All businesses that benefit from BIA programs also contribute financially; and the amount that each business contributes is proportionate to its size and scale, relative to the whole area
- A stable funding source enables the BIA to hire staff to act on behalf of the business community, and to be less dependent on volunteers who must take time away from their own businesses
- The special levy on commercial properties is the primary funding source for a BIA. However, established BIAs are able to leverage this funding through government grants, private sponsorships, in-kind contributions of goods or services, donations and fund-raising activities. These efforts can significantly increase a BIA's operating budget, at no additional cost to the members.

BIAs are actively involved in community planning initiatives, and work closely with other community groups and all levels of government, to ensure that community interests are well represented. This may include advocating for needed public amenities and physical improvements, and providing input on municipal policies and regulations, and proposed development applications in and around the BIA.

Many BIAs have also initiated unique programs that deal with specific issues in their communities – such as: panhandling, graffiti, traffic circulation, parking, pedestrian safety, and crime prevention.

However, a BIA's primary role is to undertake area-based marketing and other initiatives to support the economic viability of individual businesses located in the area, which are beyond the scope and financial capability of any one business.

About the Fleetwood BIA

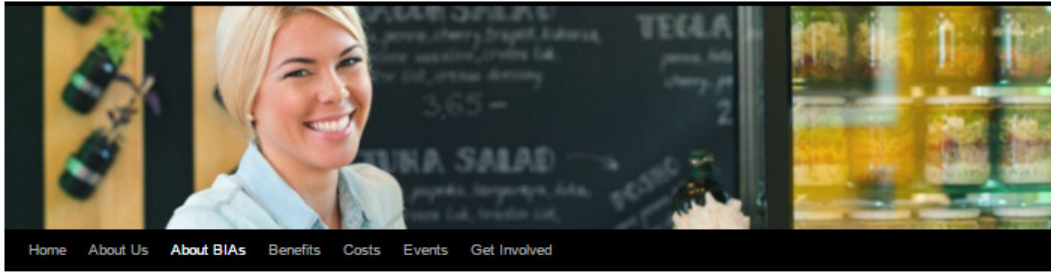
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Upcoming Events

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Fraser Hwy, Surrey, BC



What are the key objectives of a BIA?

Potential Key Objectives

The Fleetwood BIA would pursue some or all of the following objectives:

- Create a strong brand and distinct identity for Fleetwood Businesses;
- Make the Fleetwood Business District feel safer;
- Develop and implement a marketing strategy to promote Fleetwood goods and services to local, regional, and tourist markets;
- Enhance the local business mix through business retention programs and by actively recruiting new commercial tenants that can capitalize on the market opportunities afforded by this location, and improve the quality of local offerings;
- Promote new investment in commercial, residential, and mixed-use developments that support the viability of local businesses;
- Represent business community interests in the municipal decision-making process—particularly as it relates to land use planning, public investment in infrastructure, parks, cultural facilities, and other City of Surrey functions affecting our commercial area;
- Capitalize on established major events such as the Fleetwood Festival to promote local businesses ;
- Plan and implement special events and promotions;
- Advocate for better parking, streetscape improvements, and public amenities to enhance the visitor experience in our commercial areas.

About the Fleetwood BIA

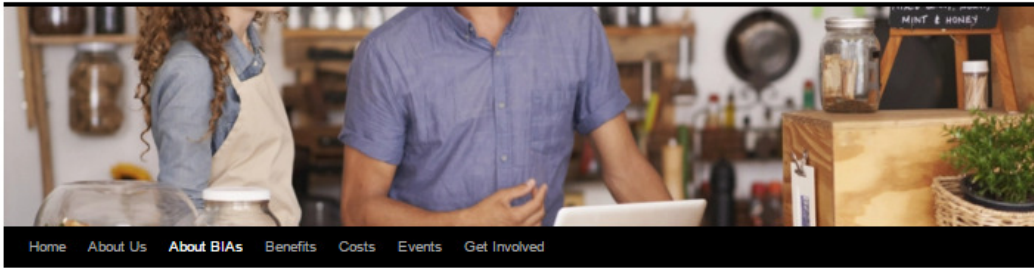
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How is a BIA established?

What is the Process to Establish a BIA?

In British Columbia, a BIA is a local area service established by municipal bylaw, under the provisions of the Community Charter. The BIA bylaw would:

- name the 'society' (i.e., the business association) that would oversee the BIA;
- establish the physical area and boundaries of the BIA (i.e., properties subject to an annual BIA levy);
- set a maximum term (number of years) for the BIA; and
- establish the maximum funding amount (aggregate of annual budgets) over the term of the BIA.

As with other BC communities with existing BIAs, the City of Surrey would consider BIA establishment via the Council Initiative process (Section 213 of the Community Charter), described as follows:

If Council is convinced of the merits of a BIA, and the BIA sponsor has demonstrated local community support for the proposal, Council may proceed to establish a BIA on its 'own initiative.'

Under this process, a letter is sent out to all affected property owners indicating that Council may adopt a BIA bylaw, unless the owners of a majority of properties, representing a majority of the total assessed value, petitions against the proposal within 30 days.

Whereas only the property owners have an official say about the proposed BIA bylaw, the cost of the BIA levy is typically passed on from landlords to tenants under existing lease arrangements.

Accordingly, the BIA sponsor, the Fleetwood BIA, will explain its proposal and seek support from all affected business and property owners.

If the Council Initiative is positive, and the BIA bylaw is adopted, the District would collect an annual BIA levy from commercial properties (based on an annual budget approved by the BIA membership), and disburse a commensurate grant to the BIA to support its operations.

About the Fleetwood BIA

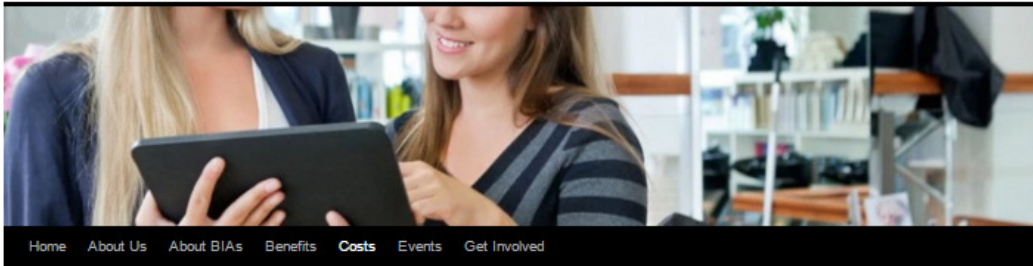
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Costs

The Fleetwood BIA organizing committee is looking to keep the total budget within \$250,000. Different BIAs, however, take on different initiatives and their budgets vary, but for a district the size of Fleetwood they will usually range between \$200,000 and \$400,000.

All BIAs are funded through a special levy based on assessed property tax values. The levy rate is the ratio of the annual BIA budget to the total assessed value (in thousands) of the properties within the BIA boundary.

This rate is multiplied by the assessed value of the property to arrive at the per-property amount. These funds provide an important investment in the business community!

Since the total assessed value for the 193 properties within the Fleetwood BIA is about \$322 million, annual BIA budgets of \$200,000 and \$250,000 would require respective levy rates of 0.621 and 0.777. So how does that translate for property owners?

For example, if your property has an assessed value of:		\$500,000	\$1,000,000	\$1,500,000	\$2,000,000
And if the BIA annual budget is:	Then the annual levy would be:	And thus the annual amounts levied on properties assessed at those values would be:			
\$200,000	0.621 (per thousand)	\$310.61	\$621.21	\$931.82	\$1,242.43
\$225,000	0.699 (per thousand)	\$349.43	\$698.87	\$1,048.30	\$1,397.73
\$250,000	0.777 (per thousand)	\$388.26	\$776.52	\$1,164.78	\$1,553.04

Property owners, in turn, may elect to pass all or part of these costs on to their respective tenants.

While the City of Surrey would be responsible for collecting the levy from property owners, how those monies are used will be up to the BIA itself. You as a Fleetwood business or property owner would have a say.

About the Fleetwood BIA

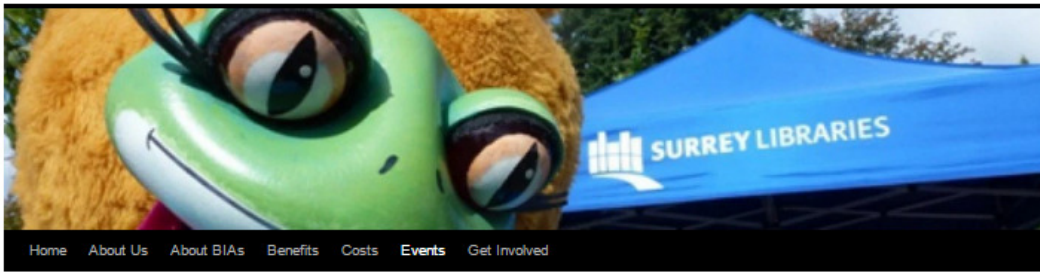
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info@fleetwoodbia.com

Upcoming Events

- **Tis' the Season Charity Event**
December 7, 2015 at 1:00 pm – 6:00 pm
Champers Salon Fleetwood 15970 Fraser Hwy, Surrey, BC



Events

Santa Paws is Coming to Town

All Critters Animal Hospital
15930 Fraser Hwy, Surrey, BC
Sunday, November 29th, 2015 10 AM- 3 PM

Come and have your pets picture with *Santa Paws*.

Door prizes, Snacks & Refreshments

All donation proceeds go directly to P.A.D.S. (Pacific Assistance Dogs Society)

Tis' the Season Charity Event

Champers Salon Fleetwood
15970 Fraser Hwy, Surrey, BC
Monday, December 7th, 2015 1PM-6PM

The charity event is to help raise funds for Options Community Services. The goal is to raise \$10,000 to go towards the great programs and needs of Options and their clients.

During the event Champers will be providing over 150 free haircuts as well as Christmas gift bags for people aided by Options

Champers Salon Fleetwood & Fresh St. Market have partnered to sponsor this event. Festivity-Food, Refreshments and Christmas Cheer

If you wish to assist in either donating items for the gift bags or provide financial support contact Liza Shmyr at 604-341-5116 or 604-572-4247.

About the Fleetwood BIA

Business leaders in Fleetwood have come together and are working with the City of Surrey to build a Business Improvement Area (BIA) in the Fleetwood commercial area. Its mission is to improve the area's branding and image, to address concerns surrounding safety and security, and to promote Fleetwood businesses.

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Get Involved

Right now we are in the process of getting approval from the Surrey City Council to have the Fleetwood BIA officially ratified in a by-law.

You can help us better understand what the BIA should be doing to help make Fleetwood a better place for your business.

Please complete our survey. Click on <http://www.fluidsurveys.com/s/FleetwoodBIA-survey/> and let us know what is on your mind.

Please attend one of our consultations. Business and commercial landowners in Fleetwood are invited to attend one of three BIA information sessions at the Fleetwood Villa (16028 83rd Avenue, in the Media Room) on:

- Thursday, November 12 – 6-7pm
- Friday, November 20 – 10:30-11:30am
- Monday, November 23 – 1-2pm

About the Fleetwood BIA

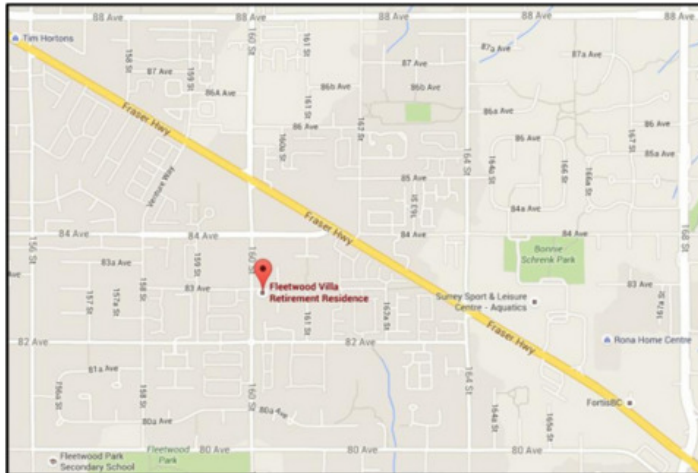
Business leaders in Fleetwood have come together and are working with the City of Surrey to build a Business Improvement Area (BIA) in the Fleetwood commercial area. Its mission is to improve the area's branding and image, to address concerns surrounding safety and security, and to promote Fleetwood businesses.

Contact Us

Email us at:
info@fleetwoodbia.com

Upcoming Events

- 'Tis' the Season Charity Event
December 7, 2015 at 1:00 pm – 6:00 pm
Chambers Salon Fleetwood 15970
Fraser Hwy, Surrey, BC



Appendix 1H – Ministerial Endorsement Letter

Constituency Office:
301A – 15930 Fraser Highway
Surrey, BC V4N 0X8
Phone: 604 501-3227
Fax: 604 501-3232
e-mail: peter.fassbender.mla@leg.bc.ca
website: www.peterfassbendermla.ca



**Province of
British Columbia**
Legislative Assembly



Peter Fassbender, MLA
(Surrey-Fleetwood)

July 31, 2015

RE: Fleetwood Business Improvement Association

To Whom It May Concern,

I am writing to provide my endorsement for the Fleetwood Business Improvement Association as they seek the support of local businesses in our wonderful community of Fleetwood.

In particular, I applaud their efforts to reach out to the community and start the process to discuss the possibility of creating a Fleetwood Business Improvement Association. Their goal was to have a group of local businesses and stakeholders discuss how to work together to build a sense of community pride in the neighbourhood, create a useful network of contacts, and find ways to increase traffic and interest in local businesses.

Since August of last year, there have been numerous discussions and meetings that have moved towards this next step of consulting Fleetwood businesses and formalizing the Fleetwood DIA. As the MLA for Surrey-Fleetwood, I will continue to do all I can to support this endeavour and work for the constituents of Fleetwood, which is a great place to live, raise a family, go to school, and run a business.

You are most welcome to contact me if you have any questions. I can be reached at my Surrey-Fleetwood Constituency Office at 604-501-3227 or by email at peter.fassbender.mla@leg.bc.ca.

Sincerely,

Peter Fassbender
Minister of Community, Sport, Cultural Development
Minister Responsible for Translink
MLA, Surrey-Fleetwood

Appendix 1J: Surrey Now Newspaper Article

12/17/2015

www.thenownewspaper.com/news/353975821.html?print=true



New BIA wants to 'put Fleetwood on the map'



By Surrey Now

Published: **November 25, 2015 01:00 PM**

Updated: **November 25, 2015 02:02 PM**

SURREY — What is Fleetwood? That's the question a newly formed Fleetwood Business Improvement Association wants to answer.

"We want to give the community a feel," said Amrit Bath, one of the founding members of the BIA. "Right now it feels a bit like an empty patch. When you come to Fleetwood there isn't really any feel or core centre. Part of it is creating that community aspect and a strong vibe in Fleetwood."

Bath is general manager of [Basant Motors](#), which has been on Fraser Highway in Fleetwood for nearly three decades. He said businesses are leaving the area because there's not a lot of drive to bring business.

"We're not that united, we're not promoting ourselves together. Some regions, like Edgemont in Vancouver, even Newton these days, they're promoting business in the area, not just the businesses themselves. It's hard for one business to survive on its own."

Speaking of Edgemont, Bath hopes a rebranded Fleetwood can mimic that community's vibe.

"So, clean landscaping on the street, some unity in terms of the shops and the feel. We have car dealerships and other businesses with their own unique landscaping. It doesn't always blend together," Bath said.

He also hopes to see the city put more thought into a long-term vision for the whole community of Fleetwood going forward.

"Right now it seems like some parts are getting developed and some are just sitting. This will help put Fleetwood on the map," Bath added.

<http://www.thenownewspaper.com/news/353975821.html?print=true>

1/2

12/17/2015

www.thenownewspaper.com/news/353975821.html?print=true

Right now, 160 property owners in Fleetwood – all the way from 152nd Street through to 168th Street, along and near Fraser Highway – are being consulted to gauge support for the BIA, and so far it's been positive, according to Bath. But because there is a levy involved in joining a BIA, they need to gauge the level of acceptance before moving forward.

A formal report will likely go before Surrey city council in January.

Rick Hart is also involved in the BIA's formation. He noted there are two main areas of commerce in Fleetwood – the area of 152nd Street and Fraser Highway, then at 160th and Fraser – and the main goal is to unite them both.

"We kind of came to the conclusion that we're all one neighbourhood," he said. "What we want to ensure is that we have an overarching business association that incorporates both districts and synergies so they work together – not in competition – with each other."

Fleetwood faces pressures from several other shopping areas, Hart noted, pointing to Willowbrook, Clayton and Guildford.

"We're kind of the lost child in the middle," he said, adding it's a chance to create something unique.

He noted urban sprawl has created some disconnect, but he looks at it as an opportunity to rejuvenate.

"We want to brainstorm about what we can do as a group to bring folks to Fleetwood, rather than just drive by," said Hart. "Ultimately, we hope to look toward branding Fleetwood, cross-promotions with small businesses, physical improvements and things like working with developers."

The BIA aims to give business a "formal and collective voice," Hart added. Show your support by filling out a form on the group's website, Fleetwoodbia.com.

amy.reid@thenownewspaper.com

Find this article at:

<http://www.thenownewspaper.com/news/353975821.html>

Appendix 1K: Outreach Materials – Sample Email Correspondence

On Mon, Nov 23, 2015, Fleetwood BIA <info@fleetwoodbia.com> wrote:

Dear Fleetwood Businesses:

Recently your business location received information about the proposed Fleetwood Business Improvement Association (BIA), which would include your business.

We are following up with a friendly reminder about the business area consultation meeting, scheduled for today:

Monday, November 23rd
1-2 PM
Fleetwood Villa Retirement Residence
16028 83 Avenue, Surrey
Media Room

Complimentary refreshments will be provided and we welcome your attendance.

If you have not done so already, please also give us your thoughts by completing our brief survey about the proposed business association and the business area by November 28, 2015. The survey can be filled out via the mailed paper copy with the postage paid envelope, or via online at: <http://www.fluidsurveys.com/s/FleetwoodBIA-survey/>

Those who complete the survey will be automatically entered into a draw to win one of several gift cards!

We greatly appreciate your feedback to assess support for the proposed BIA, to understand your business priorities and how to improve the business area and benefit local businesses.

For more information, please review our website: www.fleetwoodbia.com, or contact:

Organizing Committee of the Fleetwood Business Improvement Association:

Anjani Singh ([604-549-5270](tel:604-549-5270))

Rick Hart ([604-816-0635](tel:604-816-0635))

Simone Paler ([604-590-2889](tel:604-590-2889))

Email: info@fleetwoodbia.com

City of Surrey Business Development Liaison:

Kiran Kooner ([604-591-4388](tel:604-591-4388))

Email: kkooner@surrey.ca

Kind regards,

The Fleetwood Business Improvement Association

On Thu, Dec 3, 2015, Fleetwood BIA <info@fleetwoodbia.com> wrote:

Dear _____:

As promised during our phone call earlier today, please find enclosed the Introductory Letter and Information Brochure regarding the Fleetwood Business Improvement Association (BIA).

These materials provide a summary of the BIA initiative and its goals. For more information, please refer to the website: www.fleetwoodbia.com

We would greatly appreciate it if you could please fill out our brief survey by December 10, 2015. We would love to hear your thoughts regarding the initiative and what you would like the Fleetwood BIA to focus on if and when it gets up and running.

The survey can be filled out online at: <http://www.fluidsurveys.com/s/FleetwoodBIA-survey/>

Those who complete the survey will be automatically entered into a draw to win one of several gift cards, including Starbucks, Fresh Street Market, ABC Country Restaurant and Cuatro Coffee!

We greatly appreciate your feedback to assess your interest in the proposed BIA, to understand your business priorities and how to improve the business area and benefit local businesses.

For more information, please review our website: www.fleetwoodbia.com, or contact:

Organizing Committee of the Fleetwood Business Improvement Association:

Anjani Singh ([604-549-5270](tel:604-549-5270))

Rick Hart ([604-816-0635](tel:604-816-0635))

Simone Paler ([604-590-2889](tel:604-590-2889))

Email: info@fleetwoodbia.com

City of Surrey Business Development Liaison:

Kiran Kooner ([604-591-4388](tel:604-591-4388))

Email: kkooner@surrey.ca

Kind regards,

The Fleetwood Business Improvement Association

Appendix 2: Status Reports

VIA EMAIL

October 27, 2015

Fleetwood Business Improvement Association
 #101, 15910 Fraser Highway
 Surrey, British Columbia

**Attention: Ms. Anjani Singh
 Director, Fleetwood Business Improvement Association**

Dear Ms. Singh:

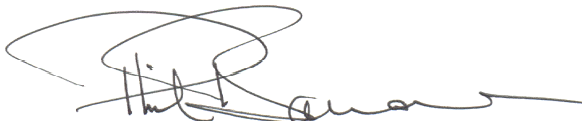
Re: Status Report - Fleetwood Business Improvement Area Formation Consultant

The following table provides an update of work completed thus far as well as an outline of remaining tasks to complete prior to the December 18th, 2015 deadline. It provides an estimate of the percentage of work completed, along with pertinent notes for each task.

URBANICS CONSULTANTS LTD. - STATUS REPORT - FLEETWOOD BIA FORMATION		
Project Milestones	% Completed	Notes
START-UP MEETING & TIMELINE FORMULATION	100%	Complete; Timeline updated in email dated Oct. 21st
RESEARCH & OUTREACH PREPARATION	75%	Research regarding BIA establishment process & research into existing BIA operations in BC has taken place; Some additional preparation/ research to come regarding business outreach
COMMUNICATION MATERIALS		
BROCHURE	100%	Complete; In process of being printed
INTRODUCTION LETTERS	100%	Complete; In process of being printed
SURVEY - Development, Delivery, Tabulation	50%	Survey has been developed (hard-copy & online formats); Delivery and result tabulation to come
CONSULTATION MEETING INVITATIONS	100%	Complete; In process of being printed
COMMITTEE MEETINGS	33%	Meeting held October 27th
REMAINING TASKS:		
BUSINESS FOLLOW-UP VISITS		Business follow-up to take place once recipients have received and have had a chance to review the information package
COMMUNITY ENGAGEMENT		Meetings to be held Nov. 12th, 20th, & 23rd; Urbanics to prepare PowerPoint presentation & a list of potential questions and suitable answers
WEBSITE		Domain name established; website to be updated over the next 1-2 weeks; Letter from the Mayor & Minister to be incorporated
STRATEGIC PLAN & BUDGET		Begin to work on basic budget items, which will be refined/further developed after receipt of surveys & additional comments/feedback from the business community
SUMMARY REPORT		Will provide a summary of engagement process and package of materials, including Strategic Plan

Should you have any questions or require further information, please don't hesitate to contact.

Yours very truly,



V. Philip Boname
 President

VIA EMAIL

December 1, 2015

Fleetwood Business Improvement Association
#101, 15910 Fraser Highway
Surrey, British Columbia

Attention: Ms. Anjani Singh
Director, Fleetwood Business Improvement Association

Dear Ms. Singh:

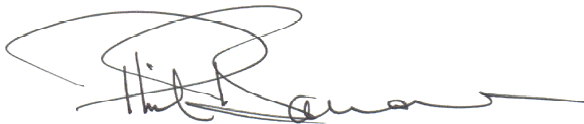
Re: Status Report - Fleetwood Business Improvement Area Formation Consultant

The following table provides an update of work completed thus far, as well as an outline of remaining tasks to complete prior to the December 18th, 2015 deadline. It provides an estimate of the percentage of work completed, along with pertinent notes for each task.

URBANICS CONSULTANTS LTD. - STATUS REPORT - FLEETWOOD BIA FORMATION		
Project Milestones	% Completed	Notes
START-UP MEETING & TIMELINE FORMULATION	100%	Complete; Timeline updated in email dated Oct. 21st
RESEARCH & OUTREACH PREPARATION	100%	Research regarding BIA establishment process & research into existing BIA operations in BC has taken place; preparation/ research regarding business outreach
COMMUNICATION MATERIALS		
BROCHURE	100%	Complete; In process of being printed
INTRODUCTION LETTERS	100%	Complete; In process of being printed
SURVEY - Development, Delivery, Tabulation	50%	Survey has been developed & delivered (hard-copy & online formats); Result tabulation to come
CONSULTATION MEETING INVITATIONS	100%	Complete; In process of being printed
COMMITTEE MEETINGS	66%	Meeting held October 27th; November 20th
BUSINESS FOLLOW-UP VISITS	70%	Business outreach & Outreach to top Property Owners
COMMUNITY ENGAGEMENT	100%	Meetings held Nov. 12th, 20th, & 23rd; Preparation of PowerPoint presentation
WEBSITE	100%	www.fleetwoodbia.com up and running
REMAINING TASKS:		
STRATEGIC PLAN & BUDGET		Compilation of feedback and outline of basic budget items, which will be refined/further developed after receipt of survey results & additional comments/feedback from the business community
SUMMARY REPORT		Will provide a summary of engagement process and package of materials, including Strategic Plan

Should you have any questions or require further information, please don't hesitate to contact us.

Yours very truly,



V. Philip Boname
President

Appendix 3: Strata Exclusion Letter

FLEETWOOD PROFESSIONAL CENTRE

STRATA NW 2208
15243 91ST Avenue
Surrey, B. C. V3R 8P8

December 03, 2015

Fleetwood Improvement Association
13450 104 Avenue
Surrey, BC V3T 1V8

Attention: Kiran Kooner

Dear Ms. Kooner:

We appreciate being asked to consider participation in the proposed Fleetwood Business Association .

This initiative was discussed and voted on by the Board of Directors at our November 24, 2015 Annual General Meeting.

The vote recorded was unanimous to decline membership in the proposed Fleetwood Business Improvement Association.

We wish you success with this project.

Sincerely,



Bryan Sask
President

Appendix 4: Feedback from the Business Community

Open Feedback from Surveys

The surveys allowed for respondents to provide free text responses such that their viewpoints could be articulated more fully on any aspect of the formation of the BIA and its activities. Some of the responses captured include:

- "I am a small business and am not interested in what a BIA offers"
- "I don't need any promotional events"
- "We need to address the issue of homeless people wandering around, sleeping in around businesses which affecting client perception of area"
- "Crime has increased!!!!"
- "We need to bring businesses together to support the neighbourhood ... and have a brand for Fleetwood businesses"
- "Seems like there is a significant amount of petty crime."
- "We need more trash cans as our business often has trash thrown on it especially after weekends."
- "We need overall initiatives to make it less attractive to vagrants"
- "There should be different kind of events to bring the customers towards Fleetwood instead of going to downtown."
- "Make Fleetwood a destination - have more unique retailers."
- "festivals are fantastic way to meet the community"
- "Most tax money is wasted on special projects for 'special people' and not for the betterment of the small business owner or our customers."
- "A newly formed Fleetwood BIA would definitely help to revitalize, improve and maintain physical infrastructure as well as help make the area cleaner and safer."
- "A BIA may encourage both local residents and others to shop and use services within the local commercial area through marketing and promotional activities."
- "I love that it is so multicultural. I love that we have every thing we need in terms of services and businesses in our own community. I love that we are a very friendly and known to be safe neighbourhood. All and all I love living in Fleetwood."

One of the questions asked: “What are the area(s) you would like to see a BIA address to assist your business?” While some answers were not in support of an organization like a BIA, other responses indicated that a BIA could be quite valuable to Fleetwood businesses as a whole. Selected responses included:

- "I am doubtful that the BIA can do much to assist my business. Currently, I am extremely satisfied with the performance of my business and would like to maintain the status quo. I understand that I may not represent the entirety of the community."
- "We need a stronger awareness of self-autonomy for people and businesses. We need to educate people that taking taxpayer money is rarely the solution to everyone's problems. The local government is never going to be equipped to solve problems no matter how much money they take from the people. Self-autonomy and self-reliance will empower the people to fix things for themselves better than anyone else can ever hope to do."
- "None of your business"
- "Promotional events can increase the overall safety of the neighbourhood."
- "Bring businesses together to identify common issues and opportunities to improve the business environment so that businesses can grow and neighbourhood can establish a higher standard brand"
- "Clean-up, street enhancement and beautification programs for the area."
- "Community festivals and working with the police to reduce crime"
- "To oversee the improvement, beautification and maintenance of municipally-owned land and to promote the area as a business or shopping area. To work with commercial or industrial property owners to help ensure that available space is occupied, and that an optimum business and service mix is achieved and maintained."
- "Marketing, attracting a better educated customer base"
- "Website support; Marketing my business services and products that we sell."

Another question was “What do you like most about the Fleetwood area (qualities, characteristics, attributes)?” Selected responses included:

- Easy access to different cities, big mall. Clinics, banks.
- Proximity to services (most of them)
- Grew up here and enjoy the community and the people. It hasn't yet been taken over by too much high density development.
- None of your business
- Quiet
- I live in Coquitlam therefore the access is good and the location of our business is quite central for all our employees.
- Central location, along a high traffic route.
- neighbourhood of families
- It is a great clean area with affluent homes. We need to maintain this as we grow. We are a community with a small feel and distinct roots.
- Fleetwood has a long established tight knit community. Fleetwood has a very diverse culture. Fleetwood has a nice combination of residential, multi family and businesses.
- An area with great potential -- both residential and commercial
- Easy access, good parking
- For the most part, a good neighbourhood and ethnic mix where local residents support local business.
- I love that it is so multicultural. I love that we have every thing we need in terms of services and businesses in our own community. I love that we are a very friendly and known to be safe neighborhood. All and all I love living in Fleetwood.
- I like that it has the potential to look and function "old school" heritage type style. Fresh Street Market has a style I really like > small, close community
- Diversity, choice of shops, services, people.
- Centrally located.
- Convenience of having everything in one location.
- I like to support the local businesses. We need a larger variety of services.
- Geographical location

Another question was “What do you like least about the Fleetwood area (qualities, characteristics, attributes)?” Selected responses included:

- Congested. City planning is very old regarding roads and streets widening.
- Too many car dealerships. Very unsightly.
- Unfortunately, our politicians are set on ruining it with too much growth, too quickly and there's far too little oversight on quality of development being done. Replacing all the farmland with development is going to cost our future generations in poorer health and poorer living standards.
- None of your business
- Two thing I really do not like. 1 That you allow a Church in our complex when there is only 2 parking stalls available per unit. 2. The fact that I pay taxes in Surrey but I cannot vote at the municipal level (4X the residential rate and no voice!)
- Security and crime is an issue. There is quite a bit of loitering that occurs.
- vagrancy and need for people to feel secure and safe
- we have seen issues of an increase in crime as the community grows. We need to have ways to contact issues faster and easier to deal with these issues.
- issue on the homeless people
- lack of presence of notable commercial spaces
- Crime, vandalism, visible drug use.
- We're lacking a SkyTrain extension to provide faster, improved access to businesses. I'm afraid the at-grade streetcar system that Mayor Hepner is proposing for the area would be an epic failure with more traffic collisions than present. LRT would be chaos for traffic and pedestrians alike.
- It's getting overly crowded :(
- To much grafittee, junk thrown on the ground, alot of people leaving grocery carts & junk around.
- Would be beneficial to have more healthy places to eat/drink at nearby (ie. Booster Juice, Jugo Juice, Freshii, Chopped Leaf, etc.)
- Seems like there is a significant amount of petty crime.

- My strata council of Fleetwood Commerce Court banning window signage. It has been a long hard struggle for unit owners on 1st floor to keep what little signage we have.
- We need a larger variety of services.
- Shady businesses

Additional Feedback Received

Survey respondents provided additional commentary where they voiced their thoughts and concerns, some in support of the BIA and others not. Some of the contents received include:

- “Security is the biggest concern for our business”
- “Will there be opportunities to get involved once it is up and running?”
- “Concern of increasing traffic in the area and the number of homes being built”
- “The traffic signal at 162 & 84 is in the wrong location”
- “The owner is looking to sell the property, therefore my business is up in the air”
- “I have no vested interest in the area. The owner is looking to sell so I am pretty much going on a month-to-month basis”
- “Very interested in the idea of a BIA”
- “I have been involved before in a Vancouver BIA and am supportive of a Fleetwood BIA”
- “Our biggest concern is safety and security”
- “Vagrancy and drug addicts are a problem recently”
- “I am familiar with the BIA concept, but I'm wary of it working. What tends to happen is one person ends up doing all the work”
- “We have been robbed four times recently. I think safety and security initiatives are a good idea.”
- “I am interested in getting involved and I will pass along this information to others”
- “I would love to offer the female business owners in our community one Free two hour Self Defense Workshop. That way they can feel safe during their business hours and when they have to walk to their cars after their business hours. They will feel more empowered by learning a few techniques that could potentially help save their lives. Being aware of our surroundings and what to do during a potential harmful situation is the difference between life and death.”
- “I would love for our business to have an entrance off of Fraser hwy, it would make it a lot more convenient for our members to turn in to our business, rather than having to drive down Fraser, pull a U turn, then drive back up Fraser and in to our parking lot.”

FLEETWOOD BUSINESS IMPROVEMENT ASSOCIATION

December 21, 2015

Mayor Hepner & Council
City of Surrey
13450 – 104 Avenue
Surrey, BC V3T 1V8

Dear Mayor Hepner & Council

Re: Proposed Fleetwood Business Improvement Area

The Fleetwood Business Improvement Association was incorporated under the Society Act on July 13, 2015 with the purpose to assist and support the Fleetwood business area through the creation of safety programs, beautification initiatives, events, networking opportunities and marketing initiatives. We intend to achieve this goal by facilitating the creation of a strong, vibrant and successful Fleetwood business area through advocacy and increased communication.

Through the support of a Council Grant in August 2015 we embarked on a feasibility study of the Fleetwood business and property owners to determine the level of support that exists for the establishment of a Business Improvement Area in Fleetwood in order to provide a source of funding for the Fleetwood BIA initiatives.

We engaged the firm of Urbanics Consultants Ltd. to develop and execute this feasibility study over a 3-month timeframe of which the final report is attached to this letter. Through various outreach methods as outlined in the Urbanics report the consultant has concluded that in general the findings have been positive as a majority of the businesses would see a benefit from the presence of a Business Improvement Area in Fleetwood.

Over the course of the outreach, one Strata Complex at 15243 91 Ave formally requested to be excluded as outlined in Section 3.1 (Pg. 10) of the Urbanics report and two others Strata Complexes at 8468 & 8462 162 St. have also indicated through the outreach feedback as outlined in Section 3.3 (Pg. 14) a strong desire not to be included in the BIA. Based on this feedback the Fleetwood BIA has adjusted the boundaries to exclude these complexes.

A Preliminary Draft Five Year Budget is provided in Section 4 (Pg. 15) of the Urbanics report. Detailed Programs and Initiatives that are being considered can be found under Section 5 (Pg. 16-23).

In conclusion the Fleetwood Business Improvement Association would like the city to move forward with the council initiative process to determine the level of property owner support for the establishment of the Fleetwood Business Improvement Area.

Respectfully yours,

Fleetwood Business Improvement Association

CITY OF SURREY

BYLAW NO. 18640

A Bylaw to establish the Fleetwood Business Improvement Area

WHEREAS a City Council may pursuant to Section 215 of the Community Charter, S.B.C. 2003, c.323, as amended, grant money to an applicant that has as one of its aims, functions and purposes, the planning and implementation of a Business Promotion Scheme;

AND WHEREAS a City Council may propose on its own initiative that a Business Promotion Scheme be undertaken;

AND WHEREAS before a City Council grants money for a Business Promotion Scheme, the City Council shall pass a Bylaw pursuant to Section 215 of the Community Charter, S.B.C. 2003, c. 323, as amended.

NOW, therefore, the City Council of the City of Surrey, in meeting assembled, ENACTS AS FOLLOWS:

1. This Bylaw be cited for all purposes as "Fleetwood Business Improvement Area Bylaw, 2016 No. 18640"

2. For the purpose of this Bylaw:

"Association" means the Fleetwood Business Improvement Association, or any other name that the members of the Association may approve.

"Business Promotion Scheme" means:

- (a) carrying out studies and making reports respecting the advancement of project plans and improvements designed to benefit the Fleetwood Business Improvement Area and carrying out all of the studies incidental to the objectives of the Association and to further these goals, and all management and administration necessary to implement the scheme of the Fleetwood Business Improvement Area;
- (b) the improvement, beautification or maintenance of the streets and sidewalks in the Fleetwood Business Improvement Area;
- (c) the conservation of heritage property in the Fleetwood Business Improvement Area;
- (d) the encouragement and promotion of commercial business development and encouragement of entertainment, sports and cultural activities within the Fleetwood Business Improvement Area in furtherance of its economic and commercial welfare; and
- (e) the creation of a pleasant environment in the Fleetwood Business Improvement Area.

“City” means the City of Surrey.

“City Council” means the Council of the City of Surrey.

“Fleetwood Business Improvement Area” means the area of the City designated by Section 3 of this Bylaw.

“Taxable Property” means land or improvements, or both, that fall within Class 5 or 6 of the Assessment Act - Prescribed Classes of Property Regulation, B.C. Regulation 438/81, as that regulation stood on January 8, 1988.

3. City Council hereby designates for a term of five (5) years those lands shown in heavy outline on Schedule “A” attached hereto and forming part of this Bylaw as Fleetwood Business Improvement Area.
4. City Council hereby approves a grant to the Association of an amount not exceeding two hundred and twenty five thousand Dollars (\$225,000 in Year 1 (2016)). The amount shall not increase in the first five years and is as follows:

(a)	Year 2	2017	\$225,000
(b)	Year 3	2018	\$225,000
(c)	Year 4	2019	\$225,000
(d)	Year 5	2020	\$225,000
5. Monies granted to the Association under this Bylaw must be expended only by the Association and in accordance with the conditions and limitations set out in this Bylaw and for the planning and implementation of a Business Promotion Scheme.
6. Monies granted to the Association pursuant to this Bylaw shall be for projects provided for in the annual budget submitted by the Association and approved by City Council pursuant to Section 9 of this Bylaw.
7. All of the money granted to the Association pursuant to this Bylaw shall be recovered within the Fleetwood Business Improvement Area from the owners of land or improvements, or both, or from persons from whom charges provided in the Community Charter, S.B.C. 2003, c.323 as amended, may be collected in the Fleetwood Business Improvement Area.
8. For the purpose of recovering the monies granted to the Association an annual tax shall be imposed on the Taxable Property within the Fleetwood Business Improvement Area and such tax shall be based on the assessed value of the land, improvements, or both.
9. The Association shall submit annually to the City Council for approval, on or before April 1st in each year, a budget for the purpose of the Business Promotion Scheme based on a fiscal year commencing April 1st which contains information sufficient in detail to describe all anticipated expenses and revenues and which have been approved by a majority of the members present at the annual general meeting of the Association.

10. The Association shall keep separate from any other accounts, the account used for money granted to the Association by the City pursuant to this By-law, and shall cause the revenue and expenditures resulting from the use of that separate account to be an audited schedule to the financial statements of the Association and reported separately as required by Section 18 of this Bylaw.
11. The Association shall not carry out any borrowing that results in indebtedness or other obligation as to money granted to it by the City pursuant to this Bylaw which extends beyond the fiscal year in which the money was granted.
12. The directors of the Association shall permit the General Manager, Finance and Technology of the City, or a nominee of the General Manager, Finance and Technology, to inspect during normal business hours on reasonable notice, all books of account, receipts, invoices, and other financial position records which the General Manager, Finance and Technology deems advisable for the purpose of verifying and obtaining further particulars of the budget and any financial statements of the Association as they relate to money granted to the Association by the City pursuant to this Bylaw.
13. Any money granted to the Association by the City pursuant to this Bylaw shall, if not required for immediate use, be invested in only such securities in which trustees, by law are authorized to invest.
14. The Association shall at all times carry a policy of comprehensive general liability insurance in the amount of five million dollars (\$5,000,000) with the City added as an additional named insured and containing a cross coverage provision, and such policy shall also contain an endorsement to provide that the policy shall not be cancelled, lapsed or materially altered without giving thirty (30) days notice in writing to the General Manager, Finance and Technology.
15. The Association shall give notice of every general meeting not less than fourteen (14) days prior to the date scheduled for the meeting if delivered by hand or transmitted via facsimile or e-mail, twenty-one (21) days by other means to:
 - (a) the General Manager, Finance and Technology;
 - (b) all persons who own Taxable Property within the Fleetwood Business Improvement Area, to their addresses as ascertained from the most recent assessment rolls for the City; and
 - (c) all persons who lease Taxable Property within the Fleetwood Business Improvement Area and from which they carry on business, to their address as determined by directories, visual inspections or any other information system.
16. The bylaws of the Association must include the provisions set out in the Schedule "B" to this Bylaw.
17. The Association shall not alter or approve amendments to its constitution or bylaws without providing the General Manager, Finance and Technology with two (2) months notice in writing of its intentions to make such alteration or amendment, and where any alteration or amendment is made without such notice the City may withhold any payments of the grant referred to in this Bylaw.

18. The Association shall account for the money approved by City Council for the previous year by submitting to the City on or before May 15th in each of the years 2017, 2018, 2019 2020 and 2021, an annual audited financial statement of the Association which shall be prepared in accordance with generally accepted accounting principles and shall include a balance sheet and a statement of revenue and expenditure. The financial statement shall be prepared on a calendar year basis.
19. The Association shall not incur any indebtedness or other obligations beyond each budget year.
20. This Bylaw shall be in effect until March 14, 2021.

PASSED FIRST READING on the _____th day of _____, 2016.

PASSED SECOND READING on the _____th day of _____, 2016.

PASSED THIRD READING on the _____th day of _____, 2016.

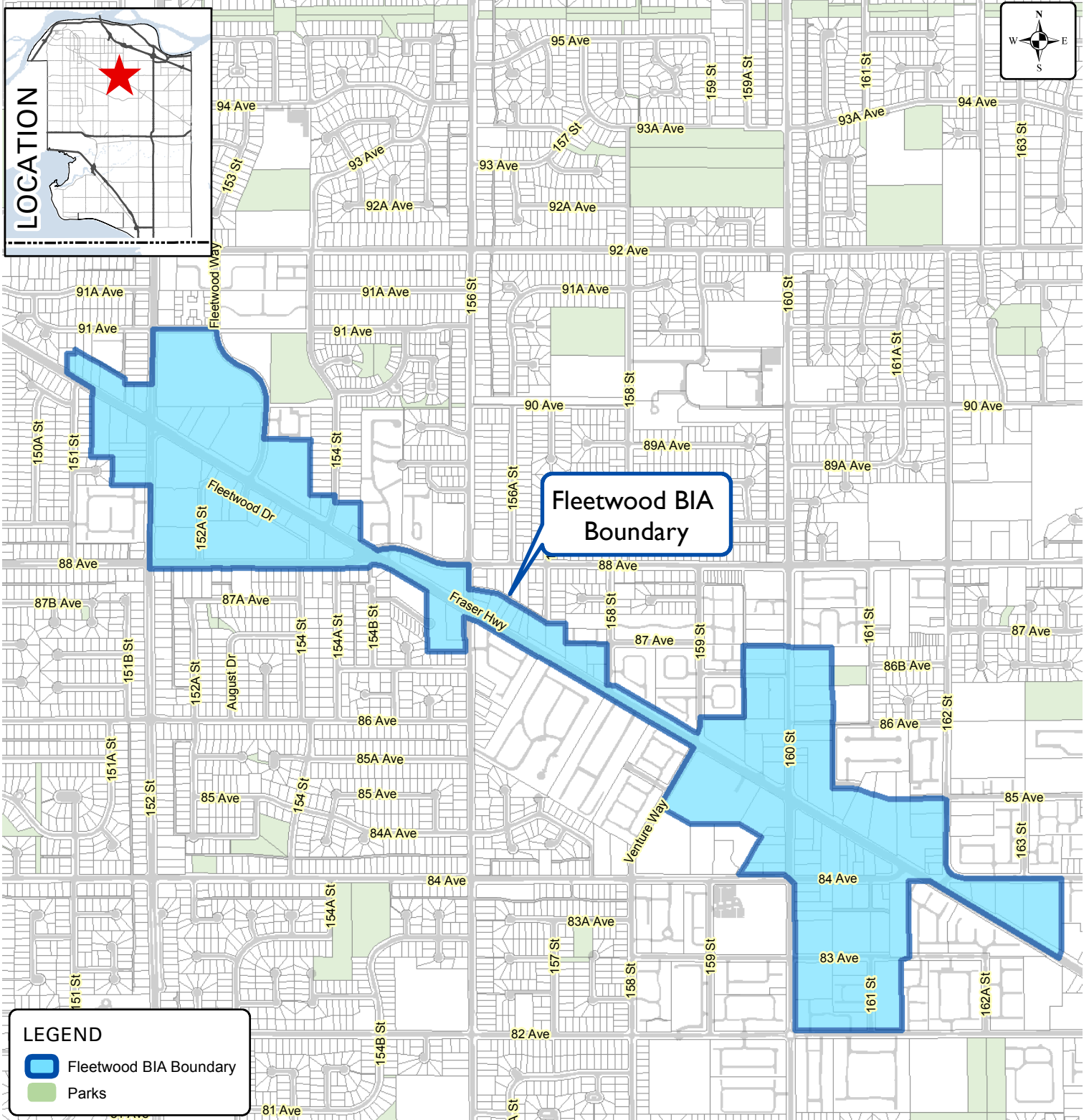
NOTICE OF INTENTION

ADVERTISED on the ___ day of _____, 2016 and ___ day of _____, 2016.

RECONSIDERED AND FINALLY ADOPTED, signed by the Mayor and Clerk, and sealed with the Corporate Seal on the _____th day of _____, 2016.

_____MAYOR

_____CLERK



Produced by GIS Section: 20-Jan-2016, C9W

Scale: 1:14,000



Fleetwood BIA Boundary

The data provided is compiled from various sources and IS NOT warranted as to its accuracy or sufficiency by the City of Surrey. This information is provided for information and convenience purposes only. Lot sizes, Legal descriptions and encumbrances must be confirmed at the Land Title Office.

Source: G:\MAPPING\GIS\Maps\CorporateReps\Other\CWFleetwoodBIA_API.mxd

BIA BYLAW SCHEDULE "B"

The Bylaws of the Association must include the following provisions:

Definitions

1. "Authorized Representative" to be defined as follows:

"Authorized Representative" means a person who has authority to act on behalf of a member of the Association in its day to day operations and who is authorized in writing by that member to represent the member at any meeting of the Fleetwood BIA

2. "Property Owner" to be defined as follows:

"Property Owner" means a person who is:

- i. registered in the Land Title Office as the fee simple owner, or the purchaser under a registered agreement for sale; or
- ii. a tenant,

of Class 5 or Class 6 real property as described in *Prescribed Classes of Property Regulation*, B.C. Reg. 438/81 that is located within the Fleetwood Business Improvement Area.

3. "Tenant" to be defined as follows:

"Tenant" means a person who is a tenant pursuant to a lease or rental agreement for a term of years which, including all options to renew, is less than 60 years in aggregate, of Class 5 or Class 6 real property as described in *Prescribed Classes of Property Regulation*, B.C. Reg. 438/81 that is located within the Fleetwood Business Improvement Area.

Members and Meetings of Members

4. There will be only two classes of members: voting members and associate members.
5. Only a Property Owner or a Tenant may be a voting member.
6. The number of associate members must not exceed the number of voting members.
7. Voting by proxy is not permitted at meetings of members.

Directors

8. No person may be elected or appointed as a director unless that person is a voting member of the Association or an Authorized Representative of a member.
9. A maximum of two directors may be elected or appointed who are associate members of the Association.