

Official Notice 2020 Strathcona BIA Annual General Meeting

Date: Thursday, September 24, 2020

Format: Virtual AGM, Hosted Online

**Virtual meeting lobby opens at 9:45am
AGM begins at 10:00am**

The Strathcona BIA operates on the unceded territories of the Musqueam, Squamish and Tsleil-Waututh Nations.

NOTICE IS HEREBY GIVEN

That the 2020 Annual General Meeting (AGM) of the Strathcona Business Improvement Association (SBIA) will be an online virtual meeting held on Thursday, September 24th, with the virtual meeting lobby opening at 9:45am and the AGM to follow at 10:00am - 11:30am.

- Call to Order, Welcome, Introductions & Virtual Instructions
- Adoption of 2020 AGM Meeting Rules
- Adoption of 2019 AGM Minutes
- President's Report: A Year in Review & A Look Ahead
- Report of the Auditor
- Adoption of the Auditor's Report & other 2019/2020 Financial Considerations
- Appointment of Auditor for Ensuing Year
- Guest Appearances: To Be Announced
- New District Brand Video Launch
- Adoption of the 2021/2022 budget
- Election of Directors
- Special Member's Proposal #1
- Special Member's Proposal #2
- Other business as properly arises before the meeting or any adjournment thereof

What You Will Find In Your AGM Package

- AGM Official Notice and how to participate
- Letter from the Board
- Proposed Budget for the 2021/2022 fiscal year
- Special member resolutions
- Member Application Form (Yellow Page)
- Audited Financials for the 2019/2020 fiscal year
- SBIA Member Guide

In addition to the materials above, the following are available for download at Strathconabia.com/agm2020. Hard copies can be requested from the SBIA office:

- 2019 AGM Minutes
- Board of Director Biographies

If you plan on attending the AGM, please complete and submit the yellow membership application form at the end of this package to the SBIA by Thursday, September 17th at 10am as this determines your eligibility to vote. You can also complete the application online at bit.ly/membershipapplication2020.

How to Participate in the 2020 Virtual AGM

To help us follow physical distancing measures and provincial health guidelines, members are being asked to participate in this year's AGM virtually by phone or online using a computer/tablet. The virtual AGM will be hosted on the platform GoWebinar. First, you must complete and return your membership application form (yellow page at the back of this package). Once we've processed your form, you will receive a registration email that will include a unique meeting link, information on how to join and participate in the meeting, and instructions on how to test your system capabilities prior to the meeting.

The virtual meeting lobby will open at 9:45am. Members will join the meeting via the link in their registration email. If you join the webinar prior to the 10:00am start time you will enter a virtual waiting room and will be notified when the AGM begins. If you join after the AGM has begun you will be automatically admitted to the meeting in progress. Once the meeting starts members will be greeted by the SBIA Board of Directors and Executive Director who will display a visual presentation and proceed through the meeting agenda.

Members are being asked to vote by show of hands using a virtual hand raising function on the platform. Instructions on how to vote will be provided to members at various times during the meeting. Results will be confirmed and announced to the membership by the Chair of the meeting.

Letter from the Strathcona BIA Board of Directors:

A Year in Review

August 28, 2020

Dear Strathcona BIA Members,

2020 has been, and will certainly continue to be, a year unlike any other. As your Board of Directors, we've balanced our roles as business and property owners with our responsibility to you, the over 850 business and property members operating across 44 city square blocks. Our collective resilience is what will define the commercial district of Strathcona this year and for years to come. Thank you for taking this time to understand the work the SBIA has done on your behalf this year and how we've arrived at the budget for the year ahead.

Pandemics, paired with worldwide social lockdowns, mandatory business closures, and economic downturns of this scale, are new terrain for us all. Every business and property operating across Strathcona has been through extremely trying times this year, in addition to challenges facing the community prior to COVID-19. At the height of COVID-19's first stage, over 50% of businesses operating in Strathcona had to temporarily close their doors while others had to drastically alter their operations in order to remain open.

In March, we quickly shifted our advocacy efforts and programming to support our members affected by COVID-19. During the early days, we stayed on top of Government announcements, communicating relief measures and updates through our digital newsletter and social media channels. On your behalf, our Executive Director represented the business voice in the *Coordinated Community Response Network*, a collection of over 40 organizations operating in Vancouver's Downtown Eastside, created to address the public health of residents, employees and businesses through COVID-19. We orchestrated a public health and awareness campaign through targeted communications, posters, and postcards in an attempt to promote COVID-19 best practices across the community.

When several businesses shuttered their storefronts in the early months of COVID-19, we pivoted our Safety and Security Model to provide additional coverage. Through a partnership with the Gastown and Hastings North BIAs, we increased our community safety patrol to 24 hours a day, 7 days a week for a 6-month period from March to August. Most recently, to maintain foot patrols and a street presence, we partnered with the Strathcona Community Policing Centre so that a

member of our patrol is teamed with a community police volunteer to support foot patrols across the district.

As the Province progressed through Phases 2 and 3 of the COVID-19 response, our #OpenWithCare campaign, in partnership with 21 other Vancouver BIAs, built customer confidence around the health safety of businesses in Strathcona. We've continued to grow our reopening response, and are currently piloting a COVID-19 Reopening and Recovery grant program. This \$35,000 funding pool will provide financial support to members affected by COVID-19, helping businesses stay open through this next period of uncertainty. The grant has four different application areas, all with the purpose of helping manage unexpected expenses, attracting customers to your businesses, and reducing the financial burden of reopening costs.

We have also continued to dedicate time and resources to the issues and programs important to Strathcona pre-pandemic.

The SBIA continues to face challenges regarding homelessness, encampments, safety, and street disorder. While our advocacy in concert with member voices helped lead to the eventual decampment in Oppenheimer Park, we have seen first-hand that there is no simple solution to entrenched homelessness in the community. Many of those not housed in the Oppenheimer decampment have relocated to Strathcona Park. The SBIA has worked alongside the Strathcona Resident's Association and other stakeholders to advocate for solutions to issues arising in the district as a result of the homeless camp. We have facilitated a number of member meetings over the last year between SBIA members, Vancouver Police, members of Vancouver City Council, senior City staff, and other stakeholders to address growing concerns and we will continue to devote considerable energy and resources towards solutions and partnerships moving forward.

In mid-August, we launched a pilot program in partnership with a social enterprise called *Crap Trapper* to clean up human waste left on member properties, responding to a long-standing problem that previously had no clear or easy solution and often left members having to clean the waste themselves.

We know that in these uncertain economic times, every dollar counts, and our advocacy and programming related to your property tax continues. Towards the end of 2019, we announced that through the *Strathcona Tax Empowerment Program* (STEP) 14% of our members chose to engage a commercial tax agent working with the SBIA in an effort to appeal their BC property assessment. Nine of those properties were successful in their appeals. They achieved a combined tax savings of \$195,000 and an overall reduction in property assessment value of \$15,237,395. Businesses are responsible for 45 per cent of Vancouver's property tax bill, yet make up only seven per cent of all properties. The SBIA, in concert with all 22 Vancouver BIAs, advocated strongly to Vancouver City Council, who voted in

favour of shifting a total of 2% over three years of property taxes from business to residents bringing some relief to small businesses.

Last fall, the SBIA set out to refresh the Strathcona commercial district placebrand. We are proud that our new brand is built on a strong foundation of community engagement, one that is centered in the shared Strathcona business, resident, and community partner experiences of what it's really like to work, live, play, and invest here. The first places you'll begin to see the brand, designed to support the promotion of the district and all of its business members, is in our street banners, communications, and our new member-serving website set to launch in September. In any given year, we receive inquiries on how we work at the SBIA, how we prioritize member needs, and other questions of that nature. We've prepared a 2020 AGM FAQ to further support members in their understanding of our programming, services, governance, and operations. Visit Strathconabia.com/2020AGMFAQ to read more.

We know there are new challenges ahead. We will be here, as your board of directors, supported by our staff, to meet those challenges head on and in service to a thriving district economy and compassionate community. Thank you for your continued trust and for all that you do to make Strathcona what it is: inclusive, prosperous, and above all, resilient.

In Kindness, calmness, and safety,

Emma Carscadden,
David Greaves,
Anu Kainth,
Kathy Tuulos,
Jason Gilron,
Peter Joe,
Monica Reyes,
Tammy Tsang;
Your Strathcona Board of Directors

Presenting the 2021/2022 SBIA Budget

Building a Budget

The SBIA Board of Directors, with support from staff, begins consideration of the following year's budget in March of each year. This marks the end of one fiscal year and the beginning of the next. Building a budget one year out requires the Board to make multiple considerations. First and foremost, we must consider the needs of our members - both property owners and business tenants alike - across our commercial district. We take into consideration our strategic plan and vision for the district, as well as the cost of running the organization year over year. We reference our surplus and our internal requirement to maintain contingency in the budget as well. Just as work was starting on the 2021/2022 budget, COVID-19 was emerging and the impact to business, while not yet fully understood, was beginning to show as so many places were having to shut their doors or alter operations.

Dollars & Cents

All Business Improvement Associations are funded through a special tax levy applied to each property. If a property is worth 1% of the total value of the area then that property pays 1% of the BIA levy. The Strathcona BIA operates within a 7-year levy and funding cap of \$7,449,000 approved by the membership at our 2016 Renewal. Each year, the Board considers how much of the levy to apply within this cap and how much to draw from the previous year's surplus.

In the very early days of COVID-19, we knew we would be proposing a significant carry over of surplus funds with the goal of reducing your 2021/2022 levy. As responsible stewards of the organization, we have carefully considered how much of the surplus we can apply towards the 2021/2022 budget, how much we can reasonably lower the BIA levy, and how much we must keep aside as contingency to ensure we are still able to provide services and programming to our members.

To this end, the board has proposed that \$374,160 of our surplus be applied to the 2021/2022 budget. This is the full balance of funds remaining at the end of our 2018/2019 fiscal year. This leaves the organization with \$263,422 as contingency which meets our requirement to maintain at least three months worth of operating and program costs, or one quarter of the budget. By carrying forward this surplus amount, we are presenting a budget with a 34% decrease in the BIA levy compared to the previous year.

The Plan Moving Forward

We expect, just as many as you do, that 2021 will not be the end of the economic disruption we are all facing as the race for a COVID-19 vaccine continues. The Business Council of British Columbia released an economic forecast on June 18 that projects BC's economy will shrink by 7.8% in 2020. They are also predicting a slight bounce back in 2021 of 4.8%. This might sound like a strong number, but when you

consider the lost ground from the current year, it results in BC regaining only just over half of the economic output lost in 2020.

Here at the SBIA, we are taking a multi-year approach to our surplus, working responsibly to deliver a budget that meets the service and programming needs of members, while maintaining excellent value for your levy. This means the SBIA Board of Directors will continue with annual budget planning and consider how much can be carried forward from the surplus in future years while still maintaining a balance for contingency purposes in the event that expenses for our services and programs rise.

Key Highlights from the 2021/2022 Budget

Overall, we've prepared an organizational budget that meets the needs of our member programming and services while reflecting the economic impact to our members through COVID-19. We've reduced our budget overall by 3% from the previous year through different budget cuts.

The budget is developed using three primary headings: Good Governance, Local Economic Development, and Community Relations. We separate out Operations and have further separated out Payroll for your consideration.

Good Governance: One of the more significant changes of note is a 93% decrease to Good Governance, largely due to changes in how we convene and govern as a result of COVID-19. Following recommendations from staff, we've proposed cutting professional development for the coming year and reduced our board governance budget as well. We're entering into our third year of our strategic plan and we recognize that this coming year will require pivots to our five year plan due to COVID-19 impacts to our members.

Local Economic Development: This is the budget we draw from to support the placemaking, beautification, and promotion of the district and its members. Local Economic Development is experiencing an increase of 5% compared to the previous year as we double down on supporting core services and programs for members. Costs of services, including graffiti removal, street cleaning, private property debris pick-ups, and security in the district are all facing increases and we are committed to ensuring these programs keep pace with demand. As you will see, we have made some critical cuts and decisions elsewhere in the budget in order to support these increases and maintain a lower overall budget in the face of these rising expenses.

Community Relations: Our Community Relations budget typically encompasses partnerships, sponsorships, and other supports to the broader community. A 13% decrease to this budget signals a rethinking of how we partner and innovate in new ways to further the vibrancy and promotion of our members. We aim to be strategic and careful in this realm without severely reducing our commitments and capacity.

We also remain committed to sponsorships so that other local organizations serving the economic resilience of the district are supported.

Operations & Payroll: The 2021/2022 budget proposes a 10% cut in our operating costs compared to the previous year, including a 2% cut to payroll. We challenged staff to make cuts where they could in light of COVID-19 while still ensuring the organization could function at full capacity. 68% of our budget is put towards programs and services to our members (Local Economic Development & Community Relations) and 32% is allocated towards operations (program expense ratio). This ensures we are investing in the infrastructure to help sustain the SBIA and our services and programs for our members now and into the future.

We separate out Operating Expenses, including staff salaries, rather than divide and disperse across different budget line items as is the practice of some other BIAs. For example, our Executive Director directs an enormous amount of their energy and time towards district advocacy. Rather than have the value of that time represented under the line item “Advocacy” we elect to represent this under payroll.

2021/2022 Budget

	CURRENT FISCAL YEAR	NEXT FISCAL YEAR
	2020/2021 Budget	2021/2022 Budget
Revenues		
BIA Levy	1,051,764	691,240
Investment Income	3,000	2,500
Surplus Carried Forward	49,136	374,160
Total Revenues:	\$1,103,900	\$1,067,900
Expenses		
Operating Expenses	122,900	90,900
Payroll	250,000	245,000
Good Governance		
Annual Strategic Planning	12,000	1,000
BOD /Member Development	3,000	1,000
Professional Development & Conferences	15,000	-
Good Governance Total:	30,000	2,000
Local Economic Development		
Community Safety	245,000	285,000
Street & Lane Cleanup	70,000	85,000
Graffiti Removal	50,000	110,000
Beautification & Placemaking	73,000	90,000
Arts & Culture	8,000	10,000
Advocacy	20,000	-
Member Events	30,000	5,000
Brand, Marketing & Communications	110,000	100,000
Research & Data	15,000	-
Sustainable Business Strategies	15,000	-
Strategic Initiatives	25,000	10,000
Local Economic Development Total:	661,000	695,000
Community Relations		
Sponsorship & Donations	25,000	25,000
Programming & Partnerships	15,000	10,000
Community Relations Total:	40,000	35,000
Total Expenses	\$1,103,900	\$1,067,900

Member Proposals

As a non-profit society, the Strathcona BIA is accountable to the Society's Act. This gives members of the society (those who complete a membership form annually to attend the AGM) the opportunity to put forward proposals at our Annual General Meeting. Members Charles Wertman, Joe Chaput, Jatinder Toor, Alan Yiu and Zachary Taylor have submitted a proposal for the Board's consideration and the inclusion in our 2020 AGM Agenda. A second member's proposal has also been submitted for the Board's consideration from Charles Wertman, Joe Chaput, Dan Bellan and Roger Williams, and has been included in our AGM materials. You can find both member proposals in this package.

Members Proposal to the Strathcona Business Improvement Association for the Annual General Meeting on September 24, 2020.

Whereas the Strathcona Business Improvement Association as of March 31, 2019 is holding a "BIA Fund" end of year balance of \$374,160 and,

There will be an updated "BIA Fund" balance on the March 31, 2020 Financial Statements and,

Strathcona BIA members are faced with unprecedented financial challenges as a result of the COVID-19 pandemic.

Pursuant To section 81 of the *Society Act of BC*, members of the Strathcona BIA propose that the March 31, 2020 BIA Fund end of year balance be used as revenue for 2021/2022 so that the "BIA Levy" on the Strathcona BIA 2021/2022 budget can be reduced by the amount of the BIA Fund March 31, 2020 end of year balance.

Members Proposal to the Strathcona Business Improvement Association (Strathcona BIA) for the Annual General Meeting on September 24, 2020.

Whereas the Strathcona BIA makes payments to staff, directors and members and wishes to be completely transparent and accountable to members.

Pursuant To section 81 of the *Society Act of BC*, members of the Strathcona BIA propose that the Strathcona BIA publish on their website www.strathconabia.com with a link from the home page, payments made for all and any purposes to staff, directors and members and any companies that Strathcona BIA staff, directors or members are affiliated with. Payments should be totalled by payee and purpose of payment.

2020-08-20

Date