



Strathcona Business Improvement Association

2009 Renewal Planning Member Survey
Summary Report

July 2009

Final Report respectfully submitted
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Executive Summary

The Strathcona BIA was established in 2000 to represent businesses and property owners from Gore Avenue to Clark Drive and Railway Street to Venables Street, with a goal of encouraging and promoting business in Strathcona, and representing members' common interests. Since that time, the Strathcona BIA has made significant strides toward:

- Strengthening members' businesses – by providing a common voice with Vancouver City Hall staff and council, producing and maintaining a local business directory and promoting a “Strathcona First” marketing program that encourages members to consider doing business with other Strathcona BIA members for their needs.
- Protecting businesses and making Strathcona safer for property owners, businesses, customers and local residents – with mobile patrols (private security firm), and working with the City to address broader social issues present in the BIA.
- Attracting new businesses – through street beautification and other physical improvements, and targeted promotion to attract key businesses that are currently missing from Strathcona's business mix.
- Partnering with the community – through community events and programs such as murals and the open windows project.

Recently, as part of initial planning for renewal, the SBIA also developed the *Green Zone Initiative*, a program designed to transform Strathcona into the first Sustainable Business Community or Green Zone in Canada, strengthening the economy and improving SBIA's social, cultural and environmental well-being by:

- Greening SBIA members;
- Attracting and retaining green businesses;
- Marketing and branding Strathcona as a green business zone; and
- Fostering eco-industrial activity.

The SBIA also held two successful sustainability expos and have developed a number of sustainability goals for the next 5-7 years.

In an effort to support the planning and approval of a seven-year renewal mandate for the Strathcona BIA, the SBIA membership was surveyed to gather feedback and input on current and potential future SBIA activities. This feedback will help define the seven-year plan, which will delineate where funding is allocated to continue the efforts in revitalizing Strathcona and strengthening the business environment. The Green Zone Initiative will also form part of this strategic plan.

The SBIA retained a local consulting firm, Lucent Strategies Inc., to conduct the survey. The following report of survey findings will be used to assist the SBIA Renewal Committee in developing the strategic plan. There were 53 respondents to the survey, which equates to 6% of the SBIA business membership and about 25% of all businesses approached to complete the survey.

Key Findings

The survey revealed the following key findings:

Demographics:

- A broad range of business and property owners responded to the survey.
- There is a high level of awareness of the SBIA (96%). Only 4% of respondents were unaware of its existence and their own membership. Also, participation is solid, as indicated by the 65% of respondents indicating that they were involved in the SBIA in some way in the past two years.
- Strathcona has a very established business community – as 50% of the respondents indicated that they have been in business in Strathcona for 10 or more years.
- Respondents enjoy a broad customer base – 46% indicated that they serve both local and regional markets. More than half of businesses indicate that they have felt the impact of the recent economic downturn in decreased sales.
- 84% of the property owners intend to maintain their businesses in Strathcona for the coming five years and a full 97% of respondents are committed to continue doing business in the SBIA in the next five years.

Satisfaction:

- There is a high degree of satisfaction with the SBIA, particularly in terms of member services. There is also some room for improvement.
- Regarding the SBIA environment, 75% of respondents felt that the cleanliness and street beautification has improved in the past five years, and a further 71% felt that the SBIA relationship and influence with City Staff and Council has improved. Crime prevention is an area that needs improvement, with 59% of respondents suggesting that this had either experienced no change or worsened in the past five years.
- Key areas of satisfaction – where respondents indicated they are extremely or very satisfied with SBIA services – include:
 - Providing information to SBIA members (63%)
 - Providing networking opportunities for SBIA members (52%)
 - Creating physical improvements to the SBIA, such street banners and beautification projects (46%)
 - Representing the interests of businesses to city council (44%)
 - Sponsorship of festivals and events (41%)
 - Promoting the neighbourhood and businesses to visitors (37%)
 - Providing mobile-patrols for safety (private security firm) (30%)
- Key areas of satisfaction – where respondents indicated they are extremely, very or fairly satisfied with SBIA services – include:
 - Providing information to SBIA members (89%)
 - Providing networking opportunities for SBIA members (85%)
 - Creating physical improvements to the SBIA, such street banners and beautification projects (79%)
 - Sponsorship of festivals and events (74%)
 - Promoting the neighbourhood and businesses to visitors (72%)
 - Providing mobile-patrols for safety (private security firm) (71%)
 - Representing the interests of businesses to city council (66%)
- Fully 94% of respondents indicated that they are satisfied with the SBIA and its efforts (55% are completely or very satisfied).

Focus for the Future:

- 69% of respondents were supportive of reallocating some portion of the current mobile patrol budget to other neighbourhood renewal activities.
- 54% of respondents are somewhat or strongly supportive to hire a full time coordinator for the Green Zone Initiative work.
- 27% of respondents do not support an increase to the existing levy for the SBIA services.
- When asked how important certain activities are to a business's success in the SBIA, respondents answered that the following were "extremely" or "very important"
 - Identify and secure funding for "green" initiatives (60%)
 - Rebranding the SBIA as a "Green Zone" (58%)
 - Business education on green practices (online, print material, workshops) (60%)
 - Outreach to businesses on potential "go green" actions/activities (57%)
 - Create and maintain an inventory of "green" businesses, buildings, roofs (56%)
 - Create an annual Green Zone tour of Strathcona BIA (42%)
- Just over half of respondents support hiring another full time co-ordinator to assist in advancing these initiatives.
- The recent economic downturn has negatively affected almost one-half of respondents' business. In spite of this, almost 75% of respondents indicated a willingness to consider an increased BIA levy if it meant better services.
- About two-thirds of respondents indicated a willingness to consider shifting some of the current mobile patrol budget to other activities designed to discourage crime and increase safety; however, most want more information about what this might look like.

The SBIA will use the results of this study to develop a seven-year strategic plan to support its proposal to members for renewal at the 2009 Annual General Meeting. The plan will focus on building a foundation of sustainability – safety, a sense of community, physical appearance and overall pride and respect. Key activities will include:

- Business and resident liaison;
- Government liaison;
- Beautification;
- Brand promotion; and
- Advancing the *Green Zone Initiative*.

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1.0 Background

Business Improvement Area (BIA) organizations are not-for-profit associations that promote the shared interests of commercial property owners and businesses located within specified geographic areas. Established by municipal bylaw, BIAs are funded through a special tax levy that is collected by the municipality, and passed on entirely to the BIA organizations.

The BIA funds support programs such as marketing & promotion, street enhancement, safety & security, events & festivals, and business development. Each BIA organization is independently managed by a Board of Directors, with autonomy for decision-making and priority setting.

The Strathcona Business Improvement Association was established in 2000 to represent businesses and property owners from Gore Avenue to Clark Drive and Railway Street to Venables, with a goal of encouraging and promoting business in Strathcona, and representing members' common interests. In 2004, members voted to renew the BIA for a five-year term.

The SBIA's five-year mandate is coming up for renewal and the Board is proposing to renew the BIA for a seven-year term. Similar to the 2005-2010 renewal program, the Board sought input from members, in the form of an on-line survey, to determine key priorities and activities on which the BIA should focus for the upcoming term.

The goals of the SBIA Member Survey 2009 were twofold:

- Obtain membership feedback on SBIA performance, with particular focus on areas in which it is performing well and in areas in which it may need to improve; and
- Obtain membership feedback on possible future programs.

2.0 Survey Methodology

The survey was deployed over the Internet, using a popular, proven online survey tool, Survey Monkey (www.surveymonkey.com). Notifications of the survey and an email of request were sent out to the SBIA email membership. The survey consisted of 30 questions, including a combination of multiple choice and open-ended text response questions.

Topics in the survey included:

- General description of the type of businesses responding;
- Business satisfaction with the SBIA and their initiatives;
- BIA priorities for the future.

Reminder calls to complete the survey were made to Strathcona businesses the week of June 22, 2009, and an additional four surveys were sent to businesses by fax or completed over the phone, as it was their preference not to complete online. Responses were accepted up to and including June 26, 2009. No electronic responses were received after the date of the survey closing online. One handwritten reply was received some time after the closing date, after data analysis had begun, and was not included in the data tabulations; however, the verbatim responses have been included and the responses have been considered in the overall findings.

Responses were collected by Lucent Strategies, to ensure confidentiality. Lucent analyzed all of the data to prepare the summary report of findings. Tabulations and verbatim responses to all open-ended questions are appended to this report. Lucent also presented key survey results to the SBIA board of directors on July 8, 2009.

3.0 Survey Results

The following sub-sections discuss survey findings in the following areas:

- Business mix
- Customer mix
- Awareness and participation in the SBIA
- Opportunities and challenges of doing business in Strathcona
- SBIA performance
- Input regarding “Going Green” with the Green Zone Initiative
- Feedback on potential levy increase and funding allocation

The reader is advised that throughout this section, statements presented in italicized quotes represent verbatim responses from participants.

3.1 Business Mix

Respondents represent a broad cross-section of SBIA members, including long-term and newer businesses, property owners and tenants, as well as large and small organizations specializing in a variety of industrial, commercial and service-oriented businesses (as described below).

When asked about the length of time in their current location, the majority of respondents (61%) indicated being in their location for five or more years and a notable 50% of those have been located in Strathcona for 10 or more years. This indicates the stability of the Strathcona tenant base. Very few respondents (6%) were new businesses, having been in operation for one year or less. It is important to note that it is not known if this result is reflective of the total business make-up of the area or a bias of longer-term tenants to respond.

The majority of respondents (49%) indicated having only one location for their business. However, 22% of respondents indicated having three or more locations.

In terms of number of employees, most respondents (38%) have less than nine employees; 32% have between 10 and 49 employees, and 26% have 50 or more. This is indicative of the composition of the respondents, as BizMap defined the area as comprised of primarily small-sized businesses. In fact, 49% of all businesses in the SBIA have less than 5 employees.¹

Respondents were asked to identify their type of business. Of the 43 respondents (81%) who categorized their business/organization type, most are manufacturing, wholesale, service or “other” (which included such sectors as: furniture design, sculpture, art production and not for profit housing). This is reflective of the SBIA’s total business make up, which is a diverse mix of retail, service and industrial businesses. According to the Vancouver Economic Development Commission, which produces market area profiles for Vancouver BIAs, Strathcona has a strongly diversified business mix – no single sector has more than a 5% market share, with the exception of wholesale (durable and non-durable), eating and drinking establishments, membership organizations and social service.²

3.2 Customer Mix

Almost half (46%) of respondents identified their businesses as serving a mix of both the local and regional communities, while a further 24% service the global community. With 28% identifying their client base as only local, these businesses are very important to the Strathcona community.

¹ Strathcona BIA Commercial Profile 2008, www.BizMapBC.com

² Ibid.

3.3 Awareness and participation in the SBIA

There is a high level of awareness of the SBIA. Fully 96% of respondents indicated having an awareness of the SBIA. Just 4% of respondents were unaware of their membership.

Some 65% indicated that they had been involved with the SBIA in some capacity over the past two years. This shows the membership's active participation in the SBIA and their dedication to the community.

More than two-thirds of respondents were members of the SBIA during the 2004 renewal. At that time, participation in the SBIA was comparatively low, as 73% of respondents did not participate in any of the outreach or planning sessions for the BIA renewal. This indicates a fair shift in membership participation and SBIA involvement over the past five years.

3.4 Opportunities and Challenges of Doing Business in Strathcona

Respondents were definitive in their commitment to Strathcona, as a solid 97% indicated that it is their intention to stay and maintain their business in Strathcona for the next five years.

Respondents believe that Strathcona is a place of great opportunity; due to its proximity to downtown Vancouver and the fact that it is relatively under-developed; it could become the true cultural heart of the city. Home to a vibrant artist community, Strathcona has the potential to be a leader within the city, and a *"model of regeneration."* It may become *"the Greenwich Village of Vancouver."*

Respondents indicated that today, Strathcona is a place of great opportunity and diversity. However, it still struggles with an image of *"homelessness, poverty, mental illness and addiction"* and related crime, and it remains a community in transformation. This revitalization is happening through *"better security, and community involvement with businesses (& residents)."* Also it was acknowledged that more retail and services have emerged in recent years, as evidence of this revitalization.

As such, security and personal safety remain the major priority for business owners and operators in the Strathcona BIA. Issues such as drugs, crime, lack of affordable housing, *"poverty, a lack of positive attention from the municipal government, and a lack of understanding from residents/businesses in other Vancouver neighbourhoods"* were identified as major challenges facing Strathcona today.

Despite its troubled image, several respondents voiced their enthusiasm to be part of the *"growing, thriving community"* that is *"brimming with great ideas"*. It is clear that the respondents are **keen to work towards a better future for the Strathcona area.**

3.5 SBIA Performance

Most respondents indicate that the SBIA environment has improved in the past five years, particularly in the areas of cleanliness, influence with the City and business attraction and retention. However, there remains room for improvement, particularly in regards to the previously mentioned security and crime prevention. Table 1 provides a breakdown of findings.

Table 1: Change in SBIA Environment in the Past Five Years

Feature	Improved	No Change	Worsened
Street Beautification and Cleanliness	75%	11%	14%
SBIA relationships and influence with City Staff and Council	71%	26%	3%
Business Attraction and Retention	58%	40%	2%
Security and Personal Safety	46%	36%	18%
Crime Prevention	41%	32%	27%

More than half of respondents are very or completely satisfied with the SBIA's mandate and effectiveness over the past 5 years. Satisfaction is highest with work related to physical improvements and member services. Table 2 provides a breakdown of findings.

Table 2: Satisfaction with SBIA Mandate and Effectiveness in the Past Five Years

Feature	Extremely or Very Satisfied	Fairly Satisfied	Not Very or Not At All Satisfied	Mean Score (scale of 1-5)
Providing information to SBIA members	63%	26%	2%	3.88
Providing networking opportunities for SBIA members	52%	33%	2%	3.73
Representing the interests of businesses to city council	44%	22%	8%	3.65
Sponsorship of festivals and events	41%	33%	4%	3.64
Creating physical improvements to the SBIA, such street banners and beautification projects	46%	33%	13%	3.45
Promoting the neighbourhood and businesses to visitors	37%	35%	11%	3.39
Providing mobile-patrols for safety (private security firm)	30%	41%	19%	3.17

It is noted that several respondents acknowledged how much the SBIA helps them in the following ways:

- *“Feel safe in the area, be proud of the area I conduct business in.”*

- “Know my neighbours, share possibilities, guide the process of change”
- “Connect and collaborate with other businesses in the area”
- “Grow my business”
- “Have hope for the future”
- “Keep up to date of what is going on in my community”

With regards to the ongoing activities of the SBIA, respondents were asked to rank the level of importance of numerous potential activities. **The top 10 activities, in order of importance, are:**

1. Working with Government to address social issues of poverty and mental health to improve the neighbourhood
2. Improving physical cleanliness and beauty
3. Representing BIA members’ needs to City Council and staff
4. Revitalizing Strathcona – as a model, mixed-use, sustainable community
5. Influencing decision-making at other levels of government
6. Encouraging specific businesses to locate in Strathcona, to promote a complete community and vital retail sector
7. Increase the profile of Strathcona as a place to do business
8. Clean Streets Initiative
9. Liaison with Vancouver Police Department and City of Vancouver staff
10. Working with the City of Vancouver to develop business and residential profiles of the Strathcona area (such as the 2005 and 2007 BizMapBC.com profiles).

3.6 Input regarding “Going Green” with the Green Zone Initiative

Respondents were generally very supportive of the Green Zone Initiatives being implemented in Strathcona and indicate that they believe the initiatives will have a positive impact on their businesses. Table 3 below reflects what respondents deemed “extremely” or “very important” green initiatives for the SBIA to pursue.

Table 3: Importance of “Green” Initiatives to SBIA membership businesses

What Respondents believe are extremely or very important “green” initiatives for SBIA	% Response	Mean Score IMPORTANT
Identify and Secure Funding for “Green” Initiatives	60%	3.69
Business Education on Green practices (Online, Print Material, Workshops)	60%	3.60
Rebranding the SBIA as a “Green Zone”	58%	3.60
Outreach to Businesses on potential “go green” actions/activities	58%	3.51
Create and maintain an Inventory of “Green” Businesses, Buildings, Roofs	56%	3.44
Create an annual Green Zone Tour of Strathcona BIA	42%	3.27

It was noted that a key to the Green Zone Initiative is hiring a full-time co-ordinator with annual salary. Acknowledging that funding for this position would be sourced from a marginal increase to

the annual BIA levy, just over half of respondents support hiring a full time co-ordinator to assist in advancing these initiatives.

3.7 Feedback on Potential Levy Increase and Funding Allocation

The recent economic downturn has negatively affected almost one-half of respondents' business. In spite of this, almost 75% of respondents indicated a willingness to consider an increased BIA levy if it meant better services.

About two-thirds of respondents indicated a willingness to consider shifting some of the current mobile patrol budget to other activities designed to discourage crime and increase safety; however, most want more information about what this might look like. Several respondents provided direct feedback on this issue, with comments such as "please spend less on the security patrol and more on making the area cleaner and more presentable" and "we need to cut our spending on security and find more effective ways to deal with security issues. Let's focus more funds on building and attracting instead."

4.0 Conclusions

The survey findings reveal a significant support and engagement in the Strathcona BIA. There seems to be a strong sense of improvement in crime, beautification and business diversity over the last few years, and an appreciation for the work the SBIA does. There is a strong degree of support for investing in safety and security measures, and mixed feelings about the efficacy of the current mobile patrol security guard program as well as ongoing concerns about the city's drug problem in particular.

The survey results, including the verbatim responses reveal a strong desire to see Strathcona recognized as a green, safe and strong, thriving mixed-use community. In this regard, Strathcona is well positioned, since it is one of a few of Vancouver's BIAs that has residential, commercial and industrial zoning.

Strathcona also has a number of live/work business owners, who have perhaps a stronger vested interest in seeing the area survive. This provides a strong base for residential/business relations.

This combination of industrial, warehouse-style zoning and supporting residential infrastructure has helped make Strathcona an attractive area for Vancouver's artistic community – now a unique factor in the city, as other areas have gentrified. This niche may go along way to helping the SBIA distinguish itself as a cultural centre of Vancouver.

Finally, clearly there is a lot of support and enthusiasm for SBIA being a leader in green practices and strong support for continuing the *Green Zone Initiative* into the SBIA's next renewal.

5.0 Looking to the Future – 2009 Renewal

Key areas in which respondents would like the SBIA to focus its efforts over the next seven years are:

- Working with government to address social issues in the neighbourhood,
- Improving physical cleanliness and beauty,
- Representing SBIA members' needs with City council and staff and influencing decision making with other levels of government,
- Revitalizing Strathcona as model mixed-use, sustainable community,
- Increasing the profile of Strathcona as a place to do business, and
- Liaison with the Vancouver Police Department.



The SBIA will use the results of this study to develop its strategic plan to support its proposal to members for renewal at the 2009 Annual General Meeting. The plan will focus on building a foundation of sustainability – one that improves safety and security, fosters a sense of community, continually improves physical appearance and build a feeling of overall pride and respect in the BIA as a place to live, work and prosper. Key activities will include:



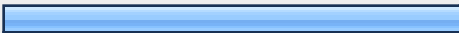
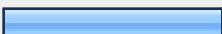
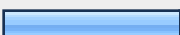
- Business and resident liaison;
- Government liaison;
- Beautification;
- Brand promotion; and
- Advancing the *Green Zone Initiative*.

A companion document, Strathcona BIA 2009 Renewal Strategic Plan (in development), will outline how the SBIA intends to move forward in these areas, to reach its goal of being a thriving and unique Vancouver community, seen as a model of positive change and sustainability.



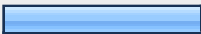
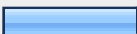
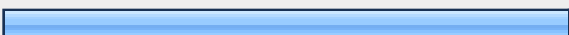
Appendix 1 – Univariate Tables

SBI A Renewal Member Survey




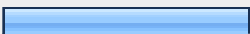
1. 1. Prior to today, were you aware that you are a member of the Strathcona Business Improvement Association (SBIA)? [Please check one only]			Response Percent	Response Count
Yes			96.2%	51
No			3.8%	2
			<i>answered question</i>	53
			<i>skipped question</i>	0

2. 2. In the past 2 years, how involved have you or your business been in the SBIA? [Please check one only]			Response Percent	Response Count
Extremely Involved			11.5%	6
Very Involved			13.5%	7
Somewhat Involved			40.4%	21
Not Very Involved			19.2%	10
Not at All Involved			15.4%	8
			<i>answered question</i>	52
			<i>skipped question</i>	1



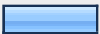
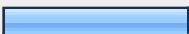
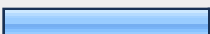
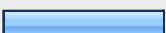

3. 3. How long has your organization been in business in Strathcona? [Please check one only]


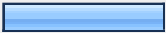
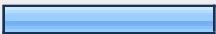
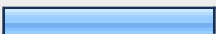
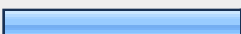
		Response Percent	Response Count
0-1 years		5.8%	3
2-3 years		15.4%	8
4-5 years		17.3%	9
6-10 years		11.5%	6
More than 10 years		50.0%	26
		<i>answered question</i>	52
		<i>skipped question</i>	1

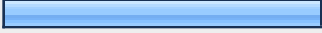


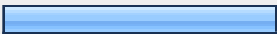
4. 4. How many other locations does your business have? [Please check one only]

		Response Percent	Response Count
None		49.0%	25
1		25.5%	13
2		3.9%	2
3 or more		21.6%	11
		<i>answered question</i>	51
		<i>skipped question</i>	2


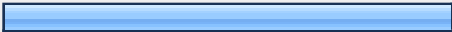
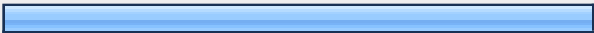
5. 5. How many employees do you have? [Please check one only]

		Response Percent	Response Count
No employees		4.0%	2
1 to 3		14.0%	7
4 to 5		8.0%	4
6 to 9		16.0%	8
10 to 19		18.0%	9
20 to 49		14.0%	7
50 or more		26.0%	13
		<i>answered question</i>	50
		<i>skipped question</i>	3

6. 6. What are the annual sales of your business? [Please check one only]			
		Response Percent	Response Count
Under \$500,000		27.9%	12
\$500,000 - \$1 million		14.0%	6
\$1 million - \$2.5 million		18.6%	8
\$2.5 million - \$5 million		18.6%	8
More than \$5,000,000		20.9%	9
		answered question	43
		skipped question	10

7. 7. Is your business for the most part: [Please check one only]			
		Response Percent	Response Count
Local-Serving		28.0%	14
Regional-Serving		2.0%	1
Mix of local and regional-serving		46.0%	23
Global Serving		24.0%	12
		answered question	50
		skipped question	3

8. 8. How has the recent economic downturn affected your business? [Please check one only]


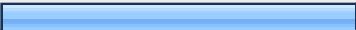
		Response Percent	Response Count
Increased Sales		8.3%	4
No Change		39.6%	19
Decreased Sales		52.1%	25
		<i>answered question</i>	48
		<i>skipped question</i>	5



9. 9. What type of business or organization do you have? [Please check one only. Note: these are based on Standard Industry Classifications; please select the one that best describes your business.]


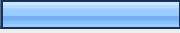
		Response Percent	Response Count
Argiculture, forests and fisheries		0.0%	0
Mineral	<input type="checkbox"/>	2.3%	1
Construction	<input type="checkbox"/>	4.7%	2
Manufacturing, including printing and publishing	<input type="checkbox"/>	16.3%	7
Transportation and communications	<input type="checkbox"/>	2.3%	1
Wholesale	<input type="checkbox"/>	9.3%	4
Retail	<input type="checkbox"/>	14.0%	6
Finance, Insurance, and Real Estate	<input type="checkbox"/>	4.7%	2
Service	<input type="checkbox"/>	16.3%	7
Public Administration		0.0%	0
Other	<input type="checkbox"/>	30.2%	13
		<i>answered question</i>	43
		<i>skipped question</i>	10


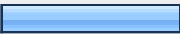
10. Please specify:		
		Response Count
		25
	<i>answered question</i>	25
	<i>skipped question</i>	28



11. 10. Standard Industry Codes are commonly used by businesses and government to classify and measure economic activity. If you know your Industry Code (SIC and/or NAICS), please provide it below			
		Response Percent	Response Count
SIC Code (4 digits)	<input type="text"/>	66.7%	2
NAICS Code (5 digits)	<input type="text"/>	66.7%	2
		<i>answered question</i>	3
		<i>skipped question</i>	50

12. 11. Do you own property in the SBIA? [Please check one only]			Response Percent	Response Count
Yes			68.8%	33
No			31.3%	15
			<i>answered question</i>	48
			<i>skipped question</i>	5

13. If you own property in the BIA, please answer the following: 12a) Do you own more than one property in the SBIA? [Please check one only]			Response Percent	Response Count
Yes			40.6%	13
No			59.4%	19
			<i>answered question</i>	32
			<i>skipped question</i>	21

14. 12b) Regarding your property(s), in the next five years, is it your general intention to: [Please check one only]			Response Percent	Response Count
Maintain			84.4%	27
Redevelop			0.0%	0
Sell			0.0%	0
Don't Know			15.6%	5
			<i>answered question</i>	32
			<i>skipped question</i>	21

15. 12c) Do you also operate a business at one or more your properties? [Please check one only]			Response Percent	Response Count
Yes			84.4%	27
No			15.6%	5
			<i>answered question</i>	32
			<i>skipped question</i>	21

16. 12d) In the next five years, is it your intention to continue doing business in the SBIA? [Please check one only]			Response Percent	Response Count
Yes			97.0%	32
No			3.0%	1
		<i>answered question</i>		33
		<i>skipped question</i>		20

17. 12e) If you answered no to question 12d, why not?			Response Count
			0
		<i>answered question</i>	0
		<i>skipped question</i>	53


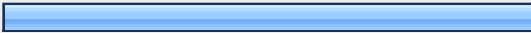
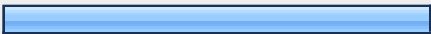


18. 13. Over the past five years, how have the following aspects of the SBIA environment improved? [For each element, please place a check in the box that best describes your opinion]

	Improved	No Change	Worsened	Response Count
Crime prevention (shoplifting, break-ins, drug trafficking)	40.9% (18)	31.8% (14)	27.3% (12)	44
Cleanliness and street beautification	75.0% (33)	11.4% (5)	13.6% (6)	44
Security and personal safety	45.5% (20)	36.4% (16)	18.2% (8)	44
SBIA relationships and influence with City Staff and Council	71.1% (27)	26.3% (10)	2.6% (1)	38
Business attraction and retention	58.1% (25)	39.5% (17)	2.3% (1)	43
	<i>answered question</i>			44
	<i>skipped question</i>			9


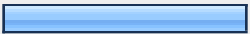



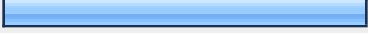

19. 14. Please rate your level of satisfaction regarding the SBIA's effectiveness in each of the following areas over the past 5 years. [For each element, please check the level that best describes your opinion]

	Extremely Satisfied	Very Satisfied	Fairly Satisfied	Not Very Satisfied	Not At All Satisfied	Don't Know	Rating Average	Response Count
Promoting the neighbourhood and businesses to visitors	8.7% (4)	28.3% (13)	34.8% (16)	8.7% (4)	2.2% (1)	17.4% (8)	3.39	46
Providing information to SBIA members	19.6% (9)	43.5% (20)	26.1% (12)	2.2% (1)	0.0% (0)	8.7% (4)	3.88	46
Creating physical improvements to the SBIA, such street banners and beautification projects	10.9% (5)	34.8% (16)	32.6% (15)	10.9% (5)	2.2% (1)	8.7% (4)	3.45	46
Sponsorship of festivals and events	13.0% (6)	28.3% (13)	32.6% (15)	4.3% (2)	0.0% (0)	21.7% (10)	3.64	46
Representing the interests of businesses to city council	15.2% (7)	28.3% (13)	21.7% (10)	6.5% (3)	2.2% (1)	26.1% (12)	3.65	46
Providing networking opportunities for SBIA members	13.0% (6)	39.1% (18)	32.6% (15)	2.2% (1)	0.0% (0)	13.0% (6)	3.73	46
Providing mobile-patrols for Security (Genesis Security)	13.0% (6)	17.4% (8)	41.3% (19)	10.9% (5)	8.7% (4)	8.7% (4)	3.17	46
	answered question							46
	skipped question							7

20. 15. Overall, how satisfied are you with the SBIA? Would you say you are: [Please check one only]

		Response Percent	Response Count
Completely Satisfied		8.9%	4
Very Satisfied		46.7%	21
Fairly Satisfied		37.8%	17
Not Very Satisfied		4.4%	2
Not At All Satisfied		2.2%	1
		<i>answered question</i>	45
		<i>skipped question</i>	8

21. 16. How would you rate the competitive advantage you and your business gain by being a member of the SBIA? Would you rate your advantage as:
 [Please check one only]

		Response Percent	Response Count
Excellent		6.4%	3
Very Good		21.3%	10
Good		19.1%	9
Fair		14.9%	7
Poor		2.1%	1
No Specific Advantage		31.9%	15
Not Sure		4.3%	2
		<i>answered question</i>	47
		<i>skipped question</i>	6

22. 17. Please check the level of importance that best reflects your opinion with regards to new or ongoing activities of the SBIA. [For each element, please check the level that best describes your opinion]

	Extremely Important	Very Important	Fairly Important	Not Very Important	Not At All Important	Don't Know	Rating Average	Response Count
Mobile Security Patrol (Genesis Security)	27.3% (12)	31.8% (14)	22.7% (10)	11.4% (5)	4.5% (2)	2.3% (1)	3.67	44
Funding other means to promote security	27.9% (12)	39.5% (17)	23.3% (10)	2.3% (1)	2.3% (1)	4.7% (2)	3.93	43
Liaison with Vancouver Police Department and City of Vancouver Staff	43.2% (19)	36.4% (16)	18.2% (8)	2.3% (1)	0.0% (0)	0.0% (0)	4.20	44
Clean Streets Initiative	40.0% (18)	42.2% (19)	17.8% (8)	0.0% (0)	0.0% (0)	0.0% (0)	4.22	45
Graffiti Removal Program	35.6% (16)	37.8% (17)	22.2% (10)	4.4% (2)	0.0% (0)	0.0% (0)	4.04	45
Community art as a medium to deter crime	38.6% (17)	18.2% (8)	27.3% (12)	11.4% (5)	2.3% (1)	2.3% (1)	3.81	44
Increase the profile of Strathcona as a place to do business	46.5% (20)	32.6% (14)	18.6% (8)	2.3% (1)	0.0% (0)	0.0% (0)	4.23	43
Improving physical cleanliness and beauty	57.8% (26)	28.9% (13)	13.3% (6)	0.0% (0)	0.0% (0)	0.0% (0)	4.44	45
Encouraging specific businesses to locate in Strathcona, to promote a complete community and vital retail sector	41.9% (18)	41.9% (18)	16.3% (7)	0.0% (0)	0.0% (0)	0.0% (0)	4.26	43
Street Banners	11.4% (5)	22.7% (10)	40.9% (18)	18.2% (8)	2.3% (1)	4.5% (2)	3.24	44
Calendar of Events	11.9% (5)	33.3% (14)	40.5% (17)	11.9% (5)	0.0% (0)	2.4% (1)	3.46	42



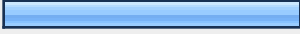


BIA-wide Advertising	16.3% (7)	23.3% (10)	39.5% (17)	11.6% (5)	4.7% (2)	4.7% (2)	3.37	43
Mural Program	25.6% (11)	25.6% (11)	25.6% (11)	16.3% (7)	4.7% (2)	2.3% (1)	3.52	43
New Business marketing and welcome packages	29.5% (13)	20.5% (9)	43.2% (19)	2.3% (1)	4.5% (2)	0.0% (0)	3.68	44
Media information packages to explain the role and purpose of the BIA	22.7% (10)	27.3% (12)	38.6% (17)	6.8% (3)	4.5% (2)	0.0% (0)	3.57	44
Representing BIA members' needs with City Council and staff	48.8% (21)	41.9% (18)	9.3% (4)	0.0% (0)	0.0% (0)	0.0% (0)	4.40	43
Influencing decision-making other levels of government	44.2% (19)	46.5% (20)	9.3% (4)	0.0% (0)	0.0% (0)	0.0% (0)	4.35	43
Working with Government to address social issues of poverty and mental health to improve the neighbourhood	58.1% (25)	32.6% (14)	9.3% (4)	0.0% (0)	0.0% (0)	0.0% (0)	4.49	43
Reaching out to members – education and information	23.8% (10)	52.4% (22)	21.4% (9)	2.4% (1)	0.0% (0)	0.0% (0)	3.98	42
Working with City of Vancouver to develop business and residential profiles of the Strathcona area	32.6% (14)	51.2% (22)	11.6% (5)	2.3% (1)	2.3% (1)	0.0% (0)	4.09	43
"Connections" Newsletter	16.3% (7)	32.6% (14)	39.5% (17)	9.3% (4)	2.3% (1)	0.0% (0)	3.51	43
Website	23.3% (10)	37.2% (16)	25.6% (11)	11.6% (5)	0.0% (0)	2.3% (1)	3.74	43
Business Directory	25.0% (10)	30.0% (12)	30.0% (12)	10.0% (4)	5.0% (2)	0.0% (0)	3.60	40
Member to Member Events	19.0% (8)	42.9% (18)	28.6% (12)	7.1% (3)	0.0% (0)	2.4% (1)	3.76	42
Community Listing Search	7.1% (3)	38.1% (16)	35.7% (15)	7.1% (3)	7.1% (3)	4.8% (2)	3.33	42

Annual Evaluations of SBIA progress according to its strategic plan	7.0% (3)	34.9% (15)	46.5% (20)	9.3% (4)	2.3% (1)	0.0% (0)	3.35	43
Workshops for members on a variety of subject matters	14.0% (6)	53.5% (23)	20.9% (9)	9.3% (4)	2.3% (1)	0.0% (0)	3.67	43
Building and promoting Strathcona as a green community	34.9% (15)	37.2% (16)	18.6% (8)	4.7% (2)	0.0% (0)	4.7% (2)	4.07	43
Working with City of Vancouver to address traffic and transportation	32.6% (14)	44.2% (19)	18.6% (8)	4.7% (2)	0.0% (0)	0.0% (0)	4.05	43
Protecting the industrial zone	27.9% (12)	44.2% (19)	16.3% (7)	4.7% (2)	2.3% (1)	4.7% (2)	3.95	43
Revitalizing Strathcona – as a model, mixed-use, sustainable community	52.3% (23)	34.1% (15)	11.4% (5)	2.3% (1)	0.0% (0)	0.0% (0)	4.36	44
Community Sponsorships and events	14.3% (6)	45.2% (19)	33.3% (14)	2.4% (1)	2.4% (1)	2.4% (1)	3.68	42
Partner with BC Hydro in Energy Efficiency	23.3% (10)	34.9% (15)	32.6% (14)	7.0% (3)	0.0% (0)	2.3% (1)	3.76	43
Community Outreach	18.6% (8)	34.9% (15)	34.9% (15)	4.7% (2)	4.7% (2)	2.3% (1)	3.60	43
	answered question							45
	skipped question							8

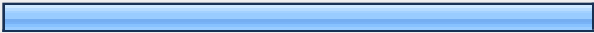



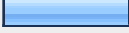
23. 18. In October 2008, the Strathcona BIA, through grant funding from Western Economic Diversification and input from SBIA member businesses, developed the Green Zone Initiative, a strategy to transform the Strathcona area into Vancouver's first sustainable business community. The process identified the following key activities to drive Strathcona BIA's 7 year strategic plan. Some require new funding, while others represent a change in the way SBIA delivers existing services to members. Overall, please rate how important the following activities are to your business's success in the SBIA. Please check the value in each element that best reflects your view.

	Extremely Important	Very Important	Fairly Important	Not Very Important	Not at All Important	Rating Average	Response Count
Identify and Secure Funding for "Green" Initiatives	33.3% (15)	26.7% (12)	22.2% (10)	11.1% (5)	6.7% (3)	3.69	45
Rebranding the SBIA as a "Green Zone"	26.7% (12)	31.1% (14)	24.4% (11)	11.1% (5)	6.7% (3)	3.60	45
Business Education on Green practices (Online, Print Material, Workshops)	22.2% (10)	37.8% (17)	24.4% (11)	8.9% (4)	6.7% (3)	3.60	45
Outreach to Businesses on potential "go green" actions/activities	20.0% (9)	37.8% (17)	22.2% (10)	13.3% (6)	6.7% (3)	3.51	45
Create and maintain an Inventory of "Green" Businesses, Buildings, Roofs	20.0% (9)	35.6% (16)	24.4% (11)	8.9% (4)	11.1% (5)	3.44	45
Create an annual Green Zone Tour of Strathcona BIA	20.0% (9)	22.2% (10)	33.3% (15)	13.3% (6)	11.1% (5)	3.27	45
	answered question						46
	skipped question						7

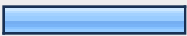
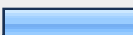
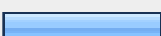

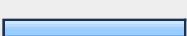

24. 19. A key to the Green Zone Initiative is hiring a full time coordinator with annual salary. Funding for this position would be sourced from a marginal increase to the annual BIA levy. However, this position is intended to help reduce ongoing SBIA support costs and help leverage additional funds for new initiatives. With this in mind, how strongly do you support this initiative? [Please check one only]

		Response Percent	Response Count
Strongly Supportive		26.1%	12
Somewhat Supportive		28.3%	13
Neutral		26.1%	12
Not Very Supportive		6.5%	3
Not At All Supportive		13.0%	6
		<i>answered question</i>	46
		<i>skipped question</i>	7

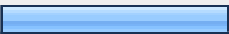
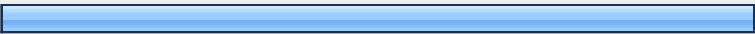

25. 20. The current mobile patrol security program represents more than one third of SBIA's annual operating budget. Experience in other jurisdictions has found that neighbourhood renewal initiatives such as clean streets, open windows and community development can also help to achieve safety, security and crime prevention objectives. Thinking about the SBIA, how supportive would you be with reallocating some portion of the current mobile patrol budget to activities such as these? Would you say you are: [Please check one only]

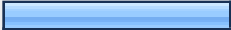


		Response Percent	Response Count
Strongly Supportive		52.2%	24
Somewhat Supportive		17.4%	8
Neutral		13.0%	6
Not Very Supportive		6.5%	3
Not At All Supportive		10.9%	5
		<i>answered question</i>	46
		<i>skipped question</i>	7

26. 21. Annual operating budgets for Vancouver BIAs are funded through a special levy on commercial properties within the established boundaries of each BIA. The City collects the tax and remits the entire amount to the BIA to carry out projects and programs. Each property owner's share of the total BIA budget is proportionate to their property's share of the area's total taxable value. As a term of most lease agreements, property owners pass the cost of this tax on to their business tenants. Where possible, BIAs supplement this levy with additional fundraising and grants. Annual budgets for BIAs in Vancouver range from \$70,000 to \$2 million, and the number of businesses represented ranges from 200 to 8,000. Out of the 20 BIAs that operate in Vancouver, Strathcona is one of the larger BIAs in terms of area and total number of businesses. In 2009, the SBIA annual budget was \$589,000, which represents a property tax levy of about 8.8%. Other BIA levies range from 1% to 8.9%. Improvements that the SBIA has created over the past 5 years have been a direct result of this levy. Your SBIA Board is developing a 7-year proposed budget for approval at the next AGM and needs to know what, if any, levy increase businesses would support. Thinking about SBIA renewal and levies you will pay over the next seven years to fund the services and activities of your BIA, would you generally support a levy increase to help improve services? Would you support: [Please check one only]

		Response Percent	Response Count
An increase of 5% over 7 years (0.71% per year on average)		15.9%	7
An increase of 4% over 7 years (0.57% per year on average)		11.4%	5
An increase of 3% over 7 years (0.43% per year on average)		13.6%	6
An increase of 2% over 7 years (0.29% per year on average)		15.9%	7
An increase of 1% over 7 years (0.14% per year on average)		15.9%	7
Do not support an increase		27.3%	12
		<i>answered question</i>	44
		<i>skipped question</i>	9

27. 22. If success in these activities is achieved earlier than the 7-year renewal timeline, what do you think should be the SBIA's next priority?		
		Response Count
		21
	<i>answered question</i>	21
	<i>skipped question</i>	32

28. 23. Did you attend the 2004 AGM where the previous renewal/ 5-year plan was discussed and adopted? [Please check one only]			
		Response Percent	Response Count
Yes		20.0%	9
No		66.7%	30
Can't Recall		13.3%	6
	<i>answered question</i>		45
	<i>skipped question</i>		8

29. 24. Did you participate in any outreach and planning meetings leading up to the 2005 renewal? [Please check one only]			Response Percent	Response Count
Yes			20.0%	9
No			73.3%	33
Can't Recall			6.7%	3
			<i>answered question</i>	45
			<i>skipped question</i>	8

30. To help us in planning and communicating the future of the SBIA, please give us your immediate response to complete the following statements. 25. Today, My Strathcona is...:			Response Count
			29
			<i>answered question</i>
			29
			<i>skipped question</i>
			24

31. 26. By 2016, My Strathcona will be.....:		Response Count
		29
	<i>answered question</i>	29
	<i>skipped question</i>	24

32. 27. My Strathcona helps me to.....:		Response Count
		25
	<i>answered question</i>	25
	<i>skipped question</i>	28

33. 28. What do you think is the greatest challenge facing the Strathcona neighbourhood today?		Response Count
		32
	<i>answered question</i>	32
	<i>skipped question</i>	21

34. 29. What you think is Strathcona neighbourhood's greatest opportunity in the future?		Response Count
		28
	<i>answered question</i>	28
	<i>skipped question</i>	25

35. 30. Please use this space to provide any additional feedback. [Please write in the space provided]		Response Count
		19
	<i>answered question</i>	19
	<i>skipped question</i>	34

36. Thank you for your time and your input to this important survey! To enter the prize draw, please provide your name and contact information below. Please note that Lucent Strategies will contact you if you are the winner. SBIA will not know who has entered the draw and your responses to the survey are confidential.

		Response Percent	Response Count
Name:	<input type="text"/>	97.4%	37
Email Address:	<input type="text"/>	100.0%	38
Phone Number:	<input type="text"/>	94.7%	36
		<i>answered question</i>	38
		<i>skipped question</i>	15

Appendix 2 – Verbatim Responses to Open Ended Survey Questions

Question 9

Respondents' replies to the question: "What type of business or organization do you have?"

- Printing
- Catering
- Thrift store and social service
- Education; childcare
- Self storage
- Building maintenance, janitorial services
- Manufacturer, importer, distributor of head to toe safety products
- Reseller of software and hardware, consulting services
- Arts-related
- Courier messenger delivery
- Art production
- Recycling
- Design furniture, sculpture
- Food and Beverage
- Manufacturing and wholesaling divisions
- Cigar & specialty tobacco
- Drug and alcohol counselling
- Mining exploration analyses
- Non-profit housing and community services
- Grocery & produce
- Not for profit social services agency
- Ship repair
- Franchising
- Health care
- Security, network infrastructure and electrical

Question 22

Respondents' replies to the question: "If success in their activities is achieved earlier than the seven-year renewal timeline, what do you think should be the SBIA's next priority?"

- Getting business in the local area to work even closer together mean[s] buy[ing] products or using each other services. Education[ing] them on fair pricing and actual value.
- Having all businesses be part of the green initiative.
- This is no way a judgment on the activities of the SBIA, because I think they are extremely valuable and important, but none of them seem like the kind of activities that would have a definite "end [date];" that could be permanently achieved in seven years. They are the kinds of activities that would, and should, continue to grow and adapt over the years, so we support a continuation as such.
- Green Zone Initiative
- Not sure
- Say no to more social services, work with levels of government more, work with police to encourage them to deal more effectively with disorder on streets i.e. homeless, prostitutes, drug dealers, users, etc. Research the work of Constable Myers in Portland. If we clean up what is visible on the streets, will encourage more businesses and families. Close down the injection site - our money is better spent doing what they did in Portland. An injection site is NOT an option there! The goal should always be to make Strathcona like every other community!!
- Farmer's market, expansion, better waterfront access

- Continue to manage the obvious migration east of the Main and Hastings drug problem. They are moving into this area fast and won't move past us or disperse unless we stay involved with whom, why & how.
- So optimistic, I love it! How about a zero unemployment rate in Strathcona?
- If success is considered to be 100%, they likely won't be, but if they create improvement, they should continue and strive to embody more and more support from other organizations and levels of government that can help continue the improvements.
- I think you need to evaluate this when the time comes. Needs change.
- To set a goal to be a model for harmonious, sustainable community and workplace.
- Attracting other businesses to the area.
- Pursuing sustainability and securing additional sources of funding to develop the community in Strathcona. Deal with zoning issues.
- Good place to do business...so work on the culture. Invigorate the cultural side of life here, art, murals, music.
- Lobby the government to address the problems in Strathcona and how government helps to improve business environment in this neighbourhood. What policy and incentive[s] do government (city or provincial) implement to help business and property owners to survive here and thereby help the neighbourhood, its business, residents, environment and social sustainability etc.
- Marketing the neighbourhood and businesses, once we get retail in the mix.
- Biggest priority should be finding homes for all the folks on the street.
- Local planning office.
- More retail businesses on Powell Street increase mix of residential to attract middle income to help sustain the new & existing businesses. Help in resolving the homeless problem, getting drug addicted & mentally ill off the streets.
- Deepening the green mandate.

Question 25

Respondents' answers to the statement: "Today, My Strathcona is..."

- Helping us clean up our neighbourhood & helping me make some business connections.
- Working for the future.
- A growing, thriving community that we're thrilled to be a part of.
- A DIVERSE COMMUNITY WITH MANY DIFFERENT CHALLENGES.
- Revitalizing.
- Neglected, marginalized, shows potential, endangered.
- The same and in some cases worse than it was ten years ago.
- A dumping ground for the city's problems.
- Staying green. Revitalizing an old community back to life through better security, and community involvement with businesses (& residences).
- Interesting and fun.
- Ready to begin growing.
- A good location to run my business.
- An up and coming progressive area to conduct business.
- Still struggling with an image of homelessness, poverty, mental illness and addiction.
- Dreadful.
- Better then it was five years ago.
- Undesirable.
- A community brimming with great ideas, but one that remains depressed [and an] area that the general public is still scared to frequent. More retail has emerged and services (e.g. restaurants), but we have a ways to go.
- Troubled.
- Green, creative and diverse...

- Changing in a positive way; is a REAL neighbourhood, cultural, historical, also frustrating, dirty, bearing an unnecessary high burden of Vancouver's issues.
- Hard for conducting business, especially for retail etc.
- Getting better, but still needs a lot of help.
- Diversified.
- On the brink of coming into its own.
- A very unique community but costly to run a business with the many homeless, mentally ill, drug addicted. Costs to business include needing full-time security guard(s), damage to property & theft.
- Much improved since I started working in the area.
- A mixed area with lots of promise, but still significant challenges.
- A place full of potential.

Question 26

Respondents' replies to the statement: "In 2016, My Strathcona will be...."

- Widely recognized by all its members.
- The greenest community in Canada.
- An even better, safer community, without having lost the grit and culture that makes it interesting.
- STRONGER AND MORE VIBRANT FOR BUSINESS, FAMILIES AND WILL MY PEOPLE.
- The first green zone in Canada. A model for the rest of Canadian cities.
- Strong, vibrant, green... only if we find solutions for neglected and marginal people groups wandering our streets.
- Home to more businesses and families, more gentrified, with decision-making that is good for the general healthy community; we must get away from that attitude the rehabilitation of individuals is more important than protecting the public.
- The same as it is today.
- Back to the way of the 1950s. Buildings will be renovated and business will grow. More community involvement with baby-boomers – join business & residents so ideas are shared to accommodate the needs of tomorrow. Early retirees may be helpful in fund-raising, etc.
- Greener and safer.
- Vibrant, growing, leading the city.
- Still a good location to run my business.
- The leading business area in Vancouver, filled with green-minded businesses and organizations working together as a healthy, complete community.
- More widely recognized as a great place to live and work.
- Time will tell.
- Thriving business area with more retail outlets.
- Greatly improved.
- A vibrant, healthy community with businesses that nurture the community.
- A great place to work and do business.
- Green, creative, progressive and a unique model of community in North America.
- Greener, Vibrant, Soulful, Cleaner.
- Attract more business and bring more "decent citizens to this area. Much reduce the homeless, drug traffic etc.
- A unique blend of primarily industrial with retail to service the people that work and live in the area.
- Beautiful.
- A stronger mixed community.
 - A more flourishing and safer neighbourhood that includes a more retail and pedestrian active Powell Street/Japantown/Railtown area.

- Even better if the BIA remains well funded.
- A vibrant, balanced community with a growing business sector that brings jobs, services, and prosperity to the neighbourhood.
- A more self-supporting and sustaining community.

Question 27

Respondents' replies to the statement: "My Strathcona BIA helps me to...."

- Keep up to date of what is going on in my community.
- Meet like-minded people and businesses.
- Have a deeper appreciation for the City of Vancouver.
- CONNECT WITH EVERYDAY PEOPLE.
- Develop a stronger and more vibrant community.
- Think green, green our business, have hope for a better Strathcona to work towards, be aware of importance of protecting light industrial zones.
- Feel hopeful that we are moving towards becoming like every other community.
- Keep the area a little cleaner.
- Remember my roots. I grew up in Strathcona. Our family business has been in the area on and off since the vibrant 1960s. Our clients are still Downtown Eastside (& beyond).
- Be aware of Vancouver social issues.
- Grow my business.
- Attract good workers because they like to work locally and feel safe and happy here.
- Gain exposure to new markets. Gives me a home for my business as a launching pad. Helps me to realize how fortunate I am.
- Survive as a small manufacturer, and perhaps one day soon, to flourish.
- Be glad I have another place to go at the end of the day.
- Keep knowledgeable about the area, meet other businesses and bring them together a few times each year. Helps make a more business community effect and gets local businesses involved in cleaning up this area.
- Run my business economically.
- Keep my business close to downtown.
- Be centrally located and close to the downtown core.
- Connect and collaborate with other businesses in the area.
- Know my neighbours, share possibilities, guide the process of change.
- Remain employed.
- See diversity - positive and negative diversity, and to hope for positive changes to the community.
- Feel safe in the area; be proud of the area I conduct business in.
- Realize our plans.

Question 28

Respondents' comments to the question: "What do you think is the greatest challenge facing the Strathcona neighbourhood today?"

- Crime, drug use & reputation
- Having all the businesses on board
- Poverty, a lack of positive attention from the municipal government, and a lack of understanding from residents/businesses in other Vancouver neighbourhoods.
- Lack of decent, clean, affordable housing for all.
- Crime, street people and poor image.
- Redevelopment into green zone of sustainability.
- Mental illness and drug addiction, and their associated behaviours and garbage, lack of a solution for these people.

- Other neighborhoods practice nimbyism. They would rather see all the services (and problems) contained in the DTES and out of their neighborhoods. The biggest challenge is the non-profit machine, the poverty industry that thrives in the DTES.
- Too much concentration of social services in one small area. Needs to be spread throughout the Lower Mainland.
- Community cleanup and security. If we don't clean up the area, business will slowly die down. Rebuilding of some structures would help but a lot of people just don't feel safe coming to this part of town.
- Drugs.
- Poor transportation access from downtown, Broadway and Westside.
- Migration east of the drug problem. I ask is it now our turn, just like Mount Pleasant got the prostitutes from the West end in the 70 and 80s after the big push from the West End.
- Drug abuse.
- We are a magnet for the homeless, drug addicted and mentally ill. Like it or not, we have to be leaders in humanely dealing with these social problems.
- Drugs.
- Drug dealing and using.
- The drugs and prostitution, buying and selling these.
- A continued sense of complacency by the governing bodies.
- Public perception about the Downtown Eastside and lack of co-ordination amongst local businesses to move business and social agendas forward.
- Drug addicts, homelessness and mental health issues that create a "war zone" feeling and reduced safety levels for our employees and customers.
- Rising land values and the associated taxes.
- The Drug Issue, related crime and personal safety.
- The image: homeless, drug addicts and traffic, mental illness, free food, dirty, odour... social house, shelter etc, all attract to and concentrate in this neighbourhood.
- Finding the right mix of businesses and not displacing longstanding business out of the area. Getting government to properly deal with the mental health, housing, and social service problems in the area – too many special interest groups wasting money and not getting results.
- Drug strategy responses.
- Poverty; needing to work in conjunction with agencies.
- Dealing with the homeless, drug addicted and mentally ill that wander the streets of the area. Finding and retaining new businesses and new higher income residents in the area.
- Security
- The need for a common vision for the neighbourhood (within a wider DTES vision) that business, residents, and social service providers can join forces to realize.
- Cleaning up the buildings and streets.
- Lack of services.

Question 29

Respondents' comments to the question: "What do you think Strathcona's greatest opportunity in the future?"

- Soaring property values if handled correctly.
- Use the heritage and green space as a place to see and be.
- The area has the opportunity to remain diverse and supportive for business and residents with and without homes alike.
- Being close to downtown and Chinatown should bring more visitors and potential investment.
- Redevelopment into green zone of sustainability.
- A lot of room for improvement. It could be a great comeback, hopefully a reasonably priced land/rent option for other businesses to set up in.
- The 2010 Olympics will be a catalyst for positive changes.

- More light manufacturing and office locations would be beneficial, rather than warehouses.
- Location. Strathcona area needs to reconnect with the rest of downtown businesses. There is a missing corridor of good businesses between Main Street to Granville Street via Hastings St. Can be and was, a profitable area – close to downtown, cruise ship terminal, Gastown – all walking distance for tourists.
- To be known for “changing it around.”
- Development of 10+ story high buildings and mixed uses.
- Staying as a hidden gem for people to live and work near the core.
- Diversity. There are so many varied perspectives, expertise and interests. Business, artists, social housing and social programs. The opportunity is how it all can come together to live and work in unison. Each piece has value and perspective to share.
- In time, to tell the world our story of triumph over despair.
- The influx of reality if the drugs and street conduct is resolved.
- A very good small business neighbourhood where employees could walk freely down streets and feel safe.
- A dedicated effort to revitalize the neighborhood.
- To bring together those within the community to create a model place to do business and live.
- To clean up the neighbourhood and restore it as a vibrant business area.
- To build on its diversity and the creativity of the people here.
- Because it's relatively under-developed, it could become the true cultural heart of the city...See the best art, hear the best music. It will become the Greenwich Village of Vancouver. This is Strathcona's opportunity.
- We are located in the naturally beautiful area, with mountain views, close to water and close to downtown and all public transit and easy access to transportation.
- Proximity to downtown, vibrant artist community, becoming a sustainable community/
- Make it user friendly for all.
- Developing mixed community.
- To be recognized as one of the safest community to work and live in – serving everyone in the area with everything they need within walking distance.
- To be a leader within the city and the DTES as a model of regeneration.
- Super vital community in the centre of Vancouver.

Question 30

Respondents were asked to provide any additional feedback – the following are their comments.

- Thank you for the hard work.
- Keep up the great work!!! Whenever you need support from your members let us know. Let your presents [sic] be know & what your mission is to new business (welcome package ex: gifts)
- Take leadership in the realization of Canada's first inner city green zone.
- Thanks for all of your work, especially the board and other volunteers.
- If Genesis is not able to move the prostitutes and drug dealers away from businesses that are being impacted (bothering our customers), then I don't think we should be expanding their patrol service. By the time they respond to our call, the prostitute has already been picked up by a buyer. And I don't feel we should be paying them to simply stop and chat with the 'girls.' If they are powerless to do anything, then why keep them?
- Please spend less on the security patrol and more on making the area cleaner and more presentable.
- Strathcona has been a vital part to our heritage. Being Vancouver-born and raised, I can see that area as being the backbone of many businesses in the past and perhaps in the future. Many baby boomers from that area have moved on to running their own business and some of us still have many clients in the area. It might be useful to hold a community

- forum with business and local residents (and BIA of course) to see how we can bring more life back into the community and to make the area more profitable and affordable.
- Please drop the retail focus in favour of more mixed business development, even in traditional retail areas.
 - Continuing to pursue community programs that take advantage our group buying power. Recycling – paper/ pallets/green waste products like lawn and garden care. Etc.
 - I fully support the SBIA and will do what I can to help continue this transformation the neighbourhood is going through.
 - Perhaps there is an opportunity for small forums of business owners, meeting monthly; to mutually address topics of shared concern.
 - We need to cut our spending on security and find more effective ways to deal with security issues. Let's focus more funds on building and attracting instead.
 - Have clientele who wouldn't get out of the car to do business with the company – security patrols have helped immensely. Do not want to reallocate funds and take a step back. Need to clean up and rebuild the area from within.
 - Thanks for giving me the chance to reflect, wish I had more time today.
 - Look forward to seeing survey results, and importantly plans based on the survey results. Thanks.
 - Do not renew. Please get rid of SBIA and save us money.
 - The BIA has done a phenomenal job over the years. When I started working in this area 9 years ago, the streets were littered with garbage, the buildings were half empty, there was a grow-op next door to my office and property crime was frequent. Now our area is clean, safe and 100% occupied. Our neighbours have even planted flowers on the corner for everyone to enjoy. I have seen improvement every year in the area. I know this is due to the constant efforts of the BIA.
 - I really like the green initiative, but that's not reflected in my answers because it doesn't help my business at all – but keep it up, I think it's important and a good thing for the community.
 - Thanks for the invite to participate in this. I had to leave some sections blank, as I'm relatively new as the executive director of my organization.

Appendix 3 – Survey Questionnaire

**STRATHCONA BUSINESS IMPROVEMENT ASSOCIATION
BIA RENEWAL MEMBER SURVEY
JUNE 2009**

To the Respondent:

Thank you for taking a few minutes to answer these important questions about your business and the services provided by your Strathcona Business Improvement Association (SBIA). Your answers, combined with those of other businesses in the area, will provide valuable insights into potential new and ongoing initiatives, and will help in developing SBIA's 7-year strategic plan. Details of this renewal plan will be communicated in the coming weeks and months, and members will have an opportunity to vote on the proposed plan at the 2009 Annual General Meeting.

Everyone who completes the survey will be entered into a draw for a chance to win **one** of the following fabulous prizes of their choice:

- A \$150 carbon offset donation in your name to Offsetters.ca;
- A \$150 gift certificate for goods or services at a participating SBIA member business; or,
- A 3rd generation ipod shuffle.

In addition, all businesses or property owners who complete a survey will receive a complimentary SBIA eco-friendly shopping bag as a token of our appreciation.

Please note that Lucent Strategies Inc. is conducting this survey for the SBIA. Your responses will be tabulated by Lucent and are strictly confidential.

INSTRUCTIONS

This questionnaire should be completed by the business owner or designated representative. To answer the questions, please enter a check (✓) in the boxes (☐) provided, OR write in the lines provided, as appropriate. Note that specific instructions to clarify are provided after each question.

SECTION A – About Your Business

1. Prior to today, were you aware that you are a member of the Strathcona Business Improvement Association (SBIA)? *[Please check one only]*

Yes ☐
No ☐

2. In the past 2 years, how involved have you or your business been in the SBIA: *[Please check one only]*

Extremely involved ☐
Very involved ☐
Somewhat involved ☐
Not very involved ☐
Not at all involved ☐

3. How long has your organization been in business in Strathcona? *[Please check one only]*

☐ 0-1 years ☐ 2-3 years ☐ 4-5 years ☐ 6-10 years ☐ More than 10 years

4. How many other locations does your business have? *[Please check one only]*

None ☐
1 ☐
2 ☐
3 or more ☐

5. How many employees do you have? *[Please check one only]*

- No employees
- 1 to 3
- 4 to 5
- 6 to 9
- 10 to 19
- 20 to 49
- 50 or more

6. What are the annual sales of your business? *[Please check one only]*

- Under \$500,000 \$500,000 - \$1 million \$1 million - \$2.5million
- \$2.5 million - \$5 million More than \$5 million

7. Is your business for the most part: *[Please check one only]*

- Local-Serving Regional-Serving Mix of local and regional-serving Global Serving

8. How has the recent economic downturn affected your business? *[Please check one only]*

- Increased Sales No Change Decreased Sales

9. What type of business or organization do you have? *[Please check one only. Note: these are based on Standard Industry Classifications; please select the one that best describes your business. If none apply, please use "Other" and include a description in the space provided]*

- Agriculture, forest and fisheries
- Mineral
- Construction
- Manufacturing, including printing and publishing
- Transportation and communications
- Wholesale
- Retail
- Finance, Insurance and Real Estate
- Service
- Public administration
- Other

Please specify: _____

10. Standard Industry Codes are commonly used by businesses and government to classify and measure economic activity.

If you know your Industry Code (SIC and/or NAICS), please provide it below:

_____ SIC code (4 digits) AND/OR _____ NAICS code (5 digits)

11. Do you own property in the SBIA? *[Please check one only]*

- Yes
- No

12. **If you own property in the BIA**, please answer the following:

12a) Do you own more than one property in the SBIA? *[Please check one only]*

- Yes
- No

12b) Regarding your property(s), in the next five years, is it your general intention to:
[Please check one only]

- Maintain Redevelop Sell Don't Know

12c) Do you also operate a business at one or more your properties? *[Please check one only]*

- Yes
 No

12d) If you answered yes to question 12c, in the next five years, is it your intention to continue doing business in the SBIA? *[Please check one only]*

- Yes
 No
If no, why not?

SECTION B – SBIA Mandate and Effectiveness

In 2005, Strathcona BIA members voted to renew the SBIA for another five years, with a mandate to strengthen and protect member businesses, attract new members and partner with the community.

13. **Over the past five years**, how have the following aspects of the SBIA **environment** improved?
[For each element, please place a check in the box that best describes your opinion]

Please rate the following elements	Scale of Improvement		
	Improved	No Change	Worsened
Crime prevention (shoplifting, break-ins, drug trafficking)			
Cleanliness and street beautification			
Security and personal safety			
SBIA relationships and influence with City Staff and Council			
Business attraction and retention			

14. On a scale of 1 to 5, with 1 being 'not at all satisfied and 5 being 'extremely satisfied,' how would you rate the **SBIA's effectiveness** in each of the following areas **over the past 5 years**? *[For each element, please circle the number that best describes your opinion]*

Please rate the following elements	Scale of Satisfaction					
	Extremely Satisfied	Very Satisfied	Fairly Satisfied	Not Very Satisfied	Not At All Satisfied	Don't Know
Promoting the neighbourhood and businesses to visitors	5	4	3	2	1	0
Providing information to SBIA members	5	4	3	2	1	0
Creating physical improvements to the SBIA, such as street banners and beautification projects	5	4	3	2	1	0
Sponsorship of festivals and events	5	4	3	2	1	0
Representing the interests of businesses to city council	5	4	3	2	1	0
Providing networking opportunities for SBIA members	5	4	3	2	1	0
Providing mobile-patrols for Security (Genesis Security)	5	4	3	2	1	0

15. Overall, how satisfied are you with the SBIA? Would you say you are: *[Please check one only]*

- Completely Satisfied
- Very Satisfied
- Fairly Satisfied
- Not Very Satisfied
- Not At All Satisfied

16. How would you rate the competitive advantage you and your business gain by being a member of the SBIA? Would you rate your advantage as: *[Please check one only]*

- Excellent
- Very good
- Good
- Fair
- Poor
- No Specific Advantage.....
- Not Sure

SECTION C – SBIA Renewal

The SBIA’s five-year mandate is coming up for renewal and your SBIA Board is proposing to renew the BIA for a seven-year term. Similar to the 2005-2010 renewal program, your SBIA Board is seeking your input in determining key priorities and activities on which the BIA should focus for the upcoming term.

17. On a scale of 1 to 5, with 1 being ‘not at all important’ and 5 being ‘extremely important’, in terms of **new or ongoing activities of the SBIA**, how important do you think the following activities are? *[For each element, please circle the number that best describes your opinion]*

Please rate the following elements	Scale of Importance					
	Extremely Important	Very Important	Fairly Important	Not Very Important	Not At All Important	Don't Know
Safety and Security:						
Mobile Security Patrol	5	4	3	2	1	0
Funding other means to promote security	5	4	3	2	1	0
Liaison with Vancouver Police Department and City of Vancouver Staff	5	4	3	2	1	0
Clean Streets Initiative	5	4	3	2	1	0
Graffiti Removal Program	5	4	3	2	1	0
Community art as a medium to deter crime	5	4	3	2	1	0
Marketing:						
Increase the profile of Strathcona as a place to do business	5	4	3	2	1	0
Improving physical cleanliness and beauty	5	4	3	2	1	0
Encouraging specific businesses to locate in Strathcona, to promote a complete community and vital retail sector	5	4	3	2	1	0
Street Banners	5	4	3	2	1	0

Please rate the following elements	Scale of Importance					
	Extremely Important	Very Important	Fairly Important	Not Very Important	Not At All Important	Don't Know
Calendar of Events	5	4	3	2	1	0
BIA-wide Advertising	5	4	3	2	1	0
Mural Program	5	4	3	2	1	0
New Business marketing and welcome packages	5	4	3	2	1	0
Media information packages to explain the role and purpose of the BIA	5	4	3	2	1	0
Government Relations:						
Representing BIA members' needs with City Council and staff	5	4	3	2	1	0
Influencing decision-making with other levels of government	5	4	3	2	1	0
Working with Government to address social issues of poverty and mental health to improve the neighbourhood	5	4	3	2	1	0
Member Business Relations:						
Reaching out to members – education and information	5	4	3	2	1	0
Working with City of Vancouver to develop business and residential profiles of the Strathcona area	5	4	3	2	1	0
"Connections" Newsletter	5	4	3	2	1	0
Website	5	4	3	2	1	0
Business Directory	5	4	3	2	1	0
Member to member Events	5	4	3	2	1	0
Website Community Listing Search for resources in the community	5	4	3	2	1	0
Annual Evaluations of SBIA progress according to its strategic plan	5	4	3	2	1	0
Workshops for members on a variety of subject matters	5	4	3	2	1	0
Moving Toward Sustainability:						
Building and promoting Strathcona as a green community	5	4	3	2	1	0
Working with City of Vancouver to address traffic and transportation	5	4	3	2	1	0
Protecting the industrial zone	5	4	3	2	1	0
Revitalizing Strathcona – as a model, mixed-use, sustainable community	5	4	3	2	1	0
Community Sponsorships and events	5	4	3	2	1	0
Partner with BC Hydro in Energy Efficiency	5	4	3	2	1	0
Community Outreach	5	4	3	2	1	0

18. In October 2008, the SBIA, through grant funding from Western Economic Diversification and input from SBIA member businesses, developed the Green Zone Initiative, a strategy to transform the Strathcona area into Vancouver's first sustainable business community. The process identified the following key activities to drive Strathcona BIA's 5-7 year strategic plan. Some require new funding, while others represent a change in the way SBIA delivers existing services to members.

Overall, on a scale of 1 to 5, with 5 being extremely important and 1 being not at all important, how important are the following activities to your business's success in the SBIA? *[For each, please circle the number that best describes your opinion]*

Please rate the following elements:	Scale of Importance				
	Extremely Important	Very Important	Fairly Important	Not Very Important	Not At All Important
Identify and Secure Funding for "Green" Initiatives	5	4	3	2	1
Rebranding the SBIA as a "Green Zone"	5	4	3	2	1
Business Education on Green & Sustainable practices (Online, Print Material, Workshops)	5	4	3	2	1
Outreach to Businesses on potential "go green" actions/activities	5	4	3	2	1
Create and maintain an Inventory of "Green" Businesses, Buildings, Roofs	5	4	3	2	1
Create an annual Green Zone Tour of Strathcona BIA	5	4	3	2	1

19. A key to the Green Zone Initiative is hiring a full time coordinator with annual salary. Funding for this position would be sourced from a marginal increase to the annual BIA levy. However, this position is intended to help reduce ongoing SBIA support costs and help leverage additional funds for new initiatives. With this in mind, how strongly do you support this initiative? *[Please check one only]*

- Strongly Support Somewhat Support Neutral Not Very Supportive Not at all Support

20. The current mobile patrol security program represents more than one third of SBIA's annual operating budget. Experience in other jurisdictions has found that neighbourhood renewal initiatives such as clean streets, open windows and community development can also help to achieve safety, security and crime prevention objectives. Thinking about the SBIA, how supportive would you be with reallocating some portion of the current mobile patrol budget to activities such as these? Would you say you are: *[Please check one only]*

- Strongly Supportive
 Somewhat Supportive
 Neutral
 Not Very Supportive
 Not at all Supportive

21. Annual operating budgets for Vancouver BIAs are funded through a special levy on commercial properties within the established boundaries of each BIA. The City collects the tax and remits the entire amount to the BIA to carry out projects and programs. Each property owner's share of the total BIA budget is proportionate to their property's share of the area's total taxable value. As a term of most lease agreements, property owners pass the cost of this tax on to their business tenants. Where possible, BIAs supplement this levy with additional fundraising and grants.

Annual budgets for BIAs in Vancouver range from \$70,000 to \$2 million, and the number of businesses represented ranges from 200 to 8,000. Out of the 20 BIAs that operate in Vancouver, Strathcona is one of the larger BIAs in terms of area and total number of businesses. In 2009, the SBIA annual budget was \$589,000, which represents a property tax levy of about 8.8%. Other BIA levies range from 1% to 8.9%. Improvements that the SBIA has created over the past 5 years have been a direct result of this levy.

Your SBIA Board is developing a 7-year proposed budget for approval at the next AGM and needs to know what, if any, levy increase businesses would support.

Thinking about SBIA renewal and levies you will pay over the next seven years to fund the services and activities of your BIA, would you generally support a levy increase to help improve services?

Would you support: *[Please check one only]*

- An increase of 5% over 7 years (0.71% per year on average)
- An increase of 4% over 7 years (0.57% per year on average)
- An increase of 3% over 7 years (0.43% per year on average)
- An increase of 2% over 7 years (0.29% per year on average)
- An increase of 1% over 7 years (0.14% per year on average)
- Do not support an increase

22. If success in these activities is achieved earlier than the 7-year renewal timeline, what do you think should be the SBIA's next priority? *[Please write in the space provided]*

23. Did you attend the 2004 AGM where the previous renewal/ 5-year plan was discussed and adopted?

[Please check one only]

- Yes
- No
- Can't recall

24. Did you participate in any outreach and planning meetings leading up to the 2005 renewal?

[Please check one only]

- Yes
- No
- Can't recall

Section D – Future Vision

To help us in planning and communicating the future of the SBIA, please give us your immediate response to complete the following statements.

25. Today, My Strathcona is...: *[Please write in the space provided]*

26. By 2016, My Strathcona will be...: *[Please write in the space provided]*

27. My Strathcona BIA helps me to...: *[Please write in the space provided]*

28. What do you think is the greatest challenge facing the Strathcona neighbourhood today?
[Please write in the space provided]

29. What do you think is Strathcona neighbourhood's greatest opportunity in the future? *[Please write in the space provided]*

30. Please use this space to provide any additional feedback. *[Please write in the space provided]*

Thank you for your time! To claim your eco-friendly shopping bag AND enter the prize draw, please provide your name and contact information below.

Please note that Lucent Strategies will contact you if you are the winner. SBIA will not know who has entered the draw and your responses to the survey are confidential.

Name: _____

Phone: _____

Email: _____

Thank you for your input to this important survey. Please watch for upcoming information about your SBIA Renewal.