

## Staff Report for Decision

DATE OF MEETING NOVEMBER 18, 2020

AUTHORED BY LAURA MERCER, DIRECTOR, FINANCE

SUBJECT DOWNTOWN BUSINESS IMPROVEMENT AREA

### **OVERVIEW**

#### **Purpose of Report**

To outline the process and considerations in establishing a new business improvement area in the Downtown core.

#### **Recommendation**

That the Finance and Audit Committee recommend that Council:

1. Direct Staff to work with the Downtown Nanaimo Business Association leading to the establishment the New Downtown Business Improvement Area for a term of 5 years starting in 2021; and,
2. Undertake the new Downtown Business Improvement Area as a Council initiative.

### **BACKGROUND**

The Downtown Nanaimo Business Association has requested that Council establish a business improvement area (BIA) as a Council initiative in the Downtown core. The Downtown Nanaimo Business Association was created in 2020 for the purpose of administering a BIA in the downtown core.

In 2013, at the request of the Downtown Nanaimo Business Improvement Association (DNBIA), the City initiated the establishment of two Business Improvement Areas within the City to enable the Association to conduct Five Year Business Promotion Schemes. After following the provisions in the *Community Charter*, Bylaws 2013 No. 7168 and 7169 were adopted to create two (2) Business Improvement Areas and impose local area service taxes to be paid over to the DNBIA, the Applicant, to implement the Business Promotion Schemes for 2014 – 2018.

At a special general meeting held 2017-MAR-22, the DNBIA voted to dissolve their organization. With that action the Applicant to administer the Business Promotion Schemes no longer existed. There were two (2) years remaining of the BIA levy under the Bylaws at that time. With the dissolution of the DNBIA, the City repealed Bylaws No. 7168 and 7169 on 2017-MAY-01 so that no tax levy was collected in 2017 and 2018.

After the DNBIA dissolution in 2017, the Old City Quarter Association (OCQA) requested that Council establish a business improvement area (BIA) as a Council initiative in the former BIA #2 area. On 2017-MAY-08 Council adopted "OLD CITY QUARTER BUSINESS IMPROVEMENT AREA NO. 2017 NO. 7245". The Bylaw is in effect from 2017 to 2021.

A BIA was never re-established for the area identified in BIA1. The area in BIA1 covered a large portion of the Downtown Core.

## **DISCUSSION**

BIAs are provided for in the *Community Charter* Sections 210 through 215. BIAs can be established through one of two ways as Council initiatives; 'petition - against' or 'petition - for'.

In a 'petition for' process, owners of at least 50% of the parcels in the area representing at least 50% of the assessed value of land and improvements must sign a petition in favour of the local area service tax. A 'petition for' can be done by Council or an organization wishing to set up a BIA.

In a 'petition-against' process, owners of least 50% of the parcels in the area representing at least 50% of the assessed value of land and improvements must sign a petition in opposition to the local area service tax. A 'petition against' process can only be used when it is a Council initiated BIA.

Staff have been working with the Downtown Nanaimo Business Association representatives to map the area of the proposed BIA and identify the required steps to move forward. The map has been drafted (see Attachment A) and a petition will need to go out to all of the applicable properties to determine if there is enough support for a BIA to be created. If the petition is successful, then a bylaw is created and a BIA levy will appear on the applicable property tax notices for the term of the bylaw.

In summary, the following are highlights of the proposed BIA terms:

- 5 year term from 2021 through 2025;
- The resultant tax will be subject to a 1% increase per annum;
- The estimated total taxes to be collected in 2021 are yet to be determined.

The Downtown Nanaimo Business Association would administer the new BIA. Due to the resources required to administer the Council Initiative - Petition Against process, City staff will facilitate and oversee the administration of this process. Staff have the current capacity to undertake this project.

## **OPTIONS**

1. That Finance and Audit Committee recommend that Council:

1. Direct Staff to work with the Downtown Nanaimo Business Association leading to the establishment the New Downtown Business Improvement Area for a term of 5 years starting in 2021; and,
2. Undertake the new Downtown Business Improvement Area as a Council initiative.
  - **The advantages of this option:** This would allow a "petition against" process to be used and would likely result in a successful outcome for the Downtown Nanaimo Business Association.

- **The disadvantages of this option:** Additional administrative are required when a Council initiative – petition against process is used
- **Financial Implications:** There would be no financial implications to the City as the City would receive an administration fee for administering the BIA petition process. The City would not provide a matching grant.

2. That Finance and Audit Committee recommend that Council:

1. Direct Staff to work with the Downtown Nanaimo Business Association leading to the establishment the New Downtown Business Improvement Area for a term of 5 years starting in 2021; and,
2. Undertake the new Downtown Business Improvement Area as a Downtown Nanaimo Business Association initiative.
  - **The advantages of this option:** This would allow a “petition for” process to be used to create a new BIA in the downtown core.
  - **The disadvantages of this option:** Using the “petition for” process could make it more difficult to achieve a successful outcome for the Downtown Nanaimo Business Association. The City of Nanaimo is the keeper of all property information; therefore, City Staff would have to determine what could and could not be shared with the Downtown Nanaimo Business Association in order for them to administer the program. Staff would need to perform administrative tasks related to gathering and sharing this information which would be time consuming.
  - **Financial Implications:** There would be no financial implications to the City as the City would receive an administration fee for administering the BIA petition process. The City would not provide a matching grant.

3. Council may deny the request from the Downtown Nanaimo Business Association. |

**SUMMARY POINTS**

- The Downtown Nanaimo Business Association has requested that Council establish a new BIA in the Downtown core.
- The estimated tax to be collected Starting in 2021 and will be valid for 5 years.
- There will be no matching grant from the City of Nanaimo.

**ATTACHMENTS:**

- Attachment A – Downtown Business Association Information Package |

**Submitted by:**

Laura Mercer  
Director, Finance

**Concurrence by:**

Shelley Legin  
General Manager, Corporate Services

Sheila Gurrie  
Director, Legislative Services

Dale Lindsay  
General Manager, Development Services

Richard Harding  
General Manager, Parks, Recreation &  
Culture



September 28, 2020

Mayor & Council, City of Nanaimo

Via: Email

**RE: DOWNTOWN NANAIMO BIA 2020**

Since 2017, the Nanaimo Chamber has been advocating for downtown Nanaimo's interests and a new Downtown Business group to replace the DNBIA disbanded early that year. In addition to helping with safety and security community consultations and downtown promotions, the Nanaimo Chamber also organized the 'Commercial Street Night Market' to help re-animate Downtown streets and reintroduce this urban gem to residents and visitors.

Recognizing that our community's vital business and cultural center was at a disadvantage without a representative voice, in 2019 the Chamber formally stepped in to help stakeholders create a new org to speak to matters of Safety & Security, Community Development, Beautification and Programming. Numerous meetings followed at the Harbourfront Library where a groundswell of supporters -- property owners and merchants -- developed an eighteen-month plan to initiate funding for a BIA through a new association.

Teamwork resulted In the April 2020 approval of the new Downtown Nanaimo Business Association as a BC non-profit society with 12 Directors -- downtown property owners and business operators -- plus representation from the Nanaimo Chamber. This non-profit Society is now appealing for Council's assistance in procuring Business Improvement Area bylaw status enabling funding through provincial BIA legislation. In parallel, governance development of the DNBA, strategic and business planning would be prepared so that a Board of Directors has an operations plan to move forward with as funding arrives.

Downtown businesses, and the Nanaimo Chamber, request City Council **adopt this initiative as their own, begin a negative option voting process, and help provide the legislative power** for Downtown Nanaimo to lead its own way into the next exciting chapter of its future.

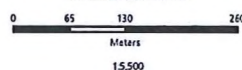





**City of Nanaimo**


**Proposed BIA #1 (Revised August 21, 2020)**

Published: August 21, 2020




Legend

 BIA Boundary

**CITY OF NANAIMO**  
THE HINGED CITY  
  
GIS





## Confirmation of Filing Incorporation Application

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DOWNTOWN NANAIMO BUSINESS ASSOCIATION  
2133 BOWEN ROAD  
NANAIMO BC V9S 1H8

This confirmation letter has been sent to the primary and alternate email addresses.  
We welcome your feedback on our service. Take our [survey](#).

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Form Filed:	Incorporation Application
Name of Society:	DOWNTOWN NANAIMO BUSINESS ASSOCIATION
Incorporation Number:	S0073099
Business Number:	73627 6338 BC0001
Date and Time of Filing:	April 30, 2020 12:03 PM Pacific Time

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Your Society's receipt is available on the Filing History, where it can be viewed and printed at any time.

Your Certified Documents are available for you on the Filing History tab.

As part of your filing you were required to create a Registry key. Anyone with the key can access your society's information and complete filings for your society. The key should only be given to those who are authorized to complete filings on behalf of the society. Consider changing the key if you later have a turn-over within your organization.

The *Societies Act* requires all Societies and Extraprovincial Non-Share Corporations to file an annual report each calendar year and to promptly notify the registrar of any changes in its information. For information regarding these filings visit [www.gov.bc.ca/Societies](http://www.gov.bc.ca/Societies).

Review your documents carefully to ensure there are no errors or omissions. If errors or omissions are discovered, please contact the Corporate Registry for instructions.

PLEASE DO NOT REPLY TO THIS EMAIL. It was sent from an unmonitored email address and the Corporate Registry is unable to respond to any replies.



BC Registries  
and Online Services

Corporate Registry

Questions? Contact us at 1-877-526-1526  
[www.gov.bc.ca/Societies](http://www.gov.bc.ca/Societies)



**NAME & PURPOSE:** The name of the Society is the Downtown Nanaimo Business Association. The purpose of the Society is to strengthen the economic vitality of Downtown Nanaimo by undertaking business promotions and strategies that enhance the user experience and attracts growing numbers of residents and tourists to an increasingly attractive downtown.

## **DNBA BOARD – BYLAWS**

### **Board Composition**

1. Directors will be representative of the downtown business community, geographically and by category, and shall include representatives of the following stakeholder groups.
  - 2 representing retail operations
  - 2 representing property owners
  - 1 representing hospitality
  - 1 representing restaurants
  - 1 representing commercial/professional tenants
  - Of the three remaining Board members, two shall be representative of related business associations (Chamber, Tourism, NHA, Port, etc) and the third shall be a representative of City of Nanaimo. These will be ex-officio positions.
2. The representative of the City shall be appointed by the City of Nanaimo with the approval of the Board of the Association.

### **Board Meetings**

3. The Board of Directors shall meet monthly unless otherwise decided by the Board. Board meetings can either be conducted in person or virtually by agreement of a quorum.
4. Board members are required to attend and actively participate in monthly Board meetings. If an individual Board member misses three meetings in a row (see note below in "Directors & Their Role"), or intermittently attends Board meetings, or attends less than three quarters of official Board meetings in a year, the President shall have the authority to ask that individual to step down from the Board upon agreement by a majority of board members.
5. Directors are requested to advise in advance of meetings if they are unable to attend, as well as when they are unable to perform their tasks due to business, vacation or illness.
6. The President, or meeting Chair, will decide if meetings are to be cancelled due to lack of quorum.



7. The quorum of a Board meeting shall be no less than half the number of the Board of Directors, plus one -- meaning a total of five voting members -- at least one of which is a property owner and one of which is a tenant.
8. Only discussions recorded in DNBA minutes reflect decisions of the Board and Committees. The Board does not accept private discussions and agreements amongst Directors until they are brought to the Board for formal discussion, decision, and recording.

#### **Directors & Their Role**

9. All Directors will be elected for a two-year term except for the inaugural board, half of whom will be appointed to a one-year term to establish a pattern of staggered elections and renewals for the future.
10. Directors shall not serve more than three terms of two years each. The Board of Directors may waive this provision on a case by case basis.
11. Directors are representative of the members of the DNBA and the downtown business community and they, operating as a Board, have the authority of the membership to act on its behalf between Annual General Meetings.
12. Directors are DNBA members in good standing and must be or represent a business or property owner within the boundaries of the DNBA or a member with ex-officio status as described in section #1.
13. The Directors, as a Board, shall support and further the mandate of the DNBA, represent the organization by bringing forward relevant issues; vote responsibly; review and understand the issues facing the Downtown and the DNBA; show solidarity with the DNBA by supporting any decisions of the Board and "speaking with one voice" through the President and Executive Director; serve as an ambassador for the DNBA and Downtown; and advocate on behalf of the DNBA, particularly with politicians and business leaders in the community.
14. Directors shall make the most of their community connections to assist the DNBA to achieve the goals laid out in its Strategic and Business Plans.
15. Directors shall assist staff, as volunteers, with special events, communications, and other special projects as required and their capacity allows.
16. Directors shall sit and actively participate on at least one committee.

17. A person shall cease to be a Director of the Board if one of the following occur:
- on death or permanent incapacitation;
  - written resignation, specifying the effective date of resignation;
  - holding a salaried position or serving in any contract capacity with the DNBA;
  - failure of a Director to disclose their interest, or that of a partner or shareholder, in a contract with the DNBA or failure to abstain from voting in favour of the proposed contract when it is presented to the Directors for approval; or a simple majority of the Board after a Director has been absent from three consecutive meetings without a reason acceptable to the Directors.
18. Directors shall promptly fill a vacancy on the Board between elections by an appointment supported by a majority of the Board. The appointed Director will hold office until the next Annual General Meeting at which time they are eligible for re-election.
19. A Director shall not be remunerated for serving on the Board but may be reimbursed for all expenses necessarily and reasonably incurred on behalf of the DNBA, if approved by the Board -- usually in advance.

#### **Executive**

20. The Directors shall elect from amongst themselves a President, Vice-President, Treasurer, and Executive Secretary who shall hold office at the pleasure of the Directors or until their resignation. At the first board meeting following the AGM, the Board shall review and confirm positions of the Executive.
21. The Executive Committee – comprised of the President, Past President, Vice-President, Executive Secretary, and Treasurer – shall serve as representatives of the Board between monthly Board meetings.
22. The Executive Committee may not override previous Board decisions or amend the budget.

23. The Executive Committee shall meet between Board meetings at their discretion or in emergencies



23. Quorum for all meetings of the Executive Committee is a majority of the members of the committee.

#### **President**

24. The President ensures the effective and efficient action of the Board in governing and supporting the DNBA, while overseeing Board affairs.
25. The President may hold the position for a maximum of two consecutive full terms excluding partial terms.
26. The President recommends to the Board which committees are to be established, seeks volunteers for committees, and coordinates individual board members' assignments.
27. The President appoints committee chairpersons and stays in touch with them to ensure their work is carried out.
28. The President is ex-officio of every committee.
29. The President is primary signing authority for all communications of the Board.
30. The President is responsible for dealing with the Directors on any issues of performance or conduct.
31. The President acts as the representative of the Board as a whole.
32. With the Executive Director, the President is the DNBA's media spokesperson.
33. The President represents the DNBA in the community and the community to the Board.
34. In concert with the Executive Director, the President develops agendas for Board, Executive, and Annual General meetings.

#### **Executive Committee Meetings**

35. The President serves as the Executive Director's primary point of contact providing direction and accountability. In the President's absence, this responsibility falls upon the Vice-President and then Past-President.

36. The President leads the search and selection committee for hiring senior staff.



37. The President convenes Board discussions on evaluation of Lead Staff, negotiating employee and contractor compensation and benefits packages, and ensures an annual staff appraisal is conducted by the Lead Staff.

**Vice-President**

38. The Vice-President acts in the President's absence and assists the President in their duties.

39. The Vice-President is generally selected to fulfill the role of successor to the President.

40. The Vice-President assists the President in recruiting and orientating new Board members and leading special projects of the Board.

**Treasurer**

41. The Treasurer oversees the review of, and action related to, the Board's financial responsibilities.

42. The Treasurer is responsible for reviewing all financial documents prepared by staff.

43. The Treasurer is responsible for reporting financial information to the Board, including monthly financial reports, audited/reviewed statements, and the proposed annual budget.

44. The Treasurer presents the audited statements and proposed annual budget to the membership at Annual General meetings.

**Committees of the Board**

45. The Board may delegate any, but not all, of its powers to such committees (excluding fiduciary powers), consisting of such members as they feel fit.

47. Committees shall include at least one Director, who will act as Chair or Co-Chair, and shall conform to any rules imposed on it by the Board, including reporting its activities to the Board in a timely fashion.

48. Subject to specific directions of the Board and an approved TOR, Committees shall determine their own procedures.

49. Decisions of Committees shall be decided by a majority of votes on that Committee and these decisions communicated to the Board as 'recommendations'. The Board decides how to act on these recommendations.

50. Electronic votes may be taken between Committee meetings, with the full agreement of a Committee, so long as that decision is subsequently confirmed in the minutes of the Committee.

51. In the event of a dispute, meetings shall be conducted in accordance with the provisions of the latest issue of Robert's Rules of Order.

52. Standing Committees are empowered only to make financial recommendations to the Board for its consideration and decision.

53. The Board may create "ad hoc" committees or 'task forces' to look into specific issues or initiatives. These committees do not have the longevity of a standing committee and are expected to quickly and efficiently conduct their business, report to the Board, and dissolve.

#### **Committee Chairs**

54. The Chair of a Committee works with staff to develop meeting agendas.

55. The Chair keeps the Committee focused on its goals and objectives.

56. The Chair fosters discussion, creative thinking, analysis and implementation of strategies.

57. The Chair ensures all Committee members have an opportunity to contribute.

58. The Chair acts as liaison with the Board to keep the Board informed of progress.

59. Staff supports the Chair and the Committee by ensuring that records are maintained and follow up is carried out.

#### **External Committees**

60. Committees which are external to the DNBA may have DNBA representation from either the Board or staff as determined by the Board or President.

61. External Committee representatives are required to report on a regular basis to the DNBA Board, relevant to formation of the Board's position or for information of the Board on specific details.

#### **Board & Committee Protocol**

62. Board and Committee members shall contact their respective Chairs with comments and concerns pertaining to issues arising or items in progress. The Chairs shall consolidate these discussions, brief the Staff and/or President, and report at the next Board meeting.

#### **Elections**

63. Each year the Board shall establish a Nominating Committee, comprised of members of the Board and led by the President. The Nominating Committee shall nominate sufficient candidates to fill the vacancies on the Board.

64. Members of the DNBA shall also have the opportunity to nominate candidates for the Board. Nominations must be seconded by two other members of the DNBA and be submitted in writing to the offices of the DNBA no later than 14 days before an Annual General Meeting. Nominees may be elected or acclaimed into office.

#### **Proposed Budget**

65. The DNBA annual budgets are approved by the DNBA membership and presented to City Council by the DNBA.

66. The Treasurer shall present the proposed annual budget to the membership, for its consideration, at the AGM. Staff and/or President shall subsequently present the approved budget to City Council each year.



67. Staff, in consultation with President and Committee Chairs, shall develop for consideration of the Board an annual budget. The proposed budget shall be formulated on the discussion and conclusions reached at an annual business planning session. The budget shall include specific budget breakouts within the areas of Administration, Marketing & Partnerships, Culture & Events, and Safety & Sustainability.

68. Any recommendations for spending outside the approved budget or changes to the approved budget shall be presented to the Board for its consideration, with suggestions which include funding options or shifts in account allocation.

#### **Administration**

69. Administrative costs shall not exceed 33% of the total annual budget.

70. Upon approval of the Annual Business Plan and associated annual budget by the Board, the staff are authorized – in concert with Committee Chairs and the Executive – to proceed with implementation of objectives and actions and the associated expenditure of funds.

71. Whenever possible, the DNBA shall purchase competitively-priced merchandise or services from businesses within its boundaries before making purchases outside Downtown Nanaimo.

72. Staff is authorized to spend up to \$2,500 per expenditure on initiatives associated with achievement of objectives contained within the Business Plan. Expenditures over that amount and outside of the approved budget require a 'minuted' approval of the Executive.

73. Directors or staff members seeking to change DNBA policies and/or procedures must first obtain a briefing from the President and staff on the background of the subject to clearly understand existing established process.

74. Changes should be developed in consultation with staff, the President and Board.

#### **Code of Conduct**

75. Board and Committee members are to be respectful of each other and staff during meetings including arriving on time and not interrupting briefings or speakers.

76. Board and Committee members should also be mindful of guests attending meetings and conduct themselves professionally and efficiently at all times.

#### **Conflict of Interest**

77. Board and Committee members are obligated to declare conflict of interest on discussions requiring such declaration and remove themselves accordingly.

78. Board and Committee members may also excuse themselves or step down, or be asked to step down, in the event of a perceived conflict of interest.

79. Board and Committee members, who feel someone in attendance may be in a conflict of interest position, must inform staff or the President to discuss possible conflict and action.

80. Board members running for political office must step down for the period of their election campaign, to avoid any perceived conflicts, or for a term determined by the Board. If not elected, the director may resume their role on the Board.

#### **Media Inquiries**

81. The President is the primary contact for media enquiries and may delegate staff to this role.

#### **Staffing**

82. The DNBA supports and operates in accordance with the B.C. Employment Standards Act. Salaries and benefits will be in accordance with local market conditions. Changes or additions to the staff's benefit package will be upon the recommendation of the Executive Committee.

#### **Staff Performance Evaluation**

83. The Executive Committee will conduct a performance evaluation of staff annually. Salary adjustments and annual bonuses will be based upon goals and objectives agreed upon in the Annual Business Plan.

#### **Car Allowance**

84. Staff and any Board members acting on authorized DNBA business, may be reimbursed for mileage at a rate of \$0.53/km or current Canada Revenue Agency automobile allowance guidelines.

#### **Non-Disclosure Agreements**

85. Staff, Board, and Committee Members may all be required to sign non-disclosure agreements acknowledging that, for a number of reasons, certain information shared in meetings and by correspondence may be privileged and is confidential.

**Funding & Budgeting**



85. Membership Fees - Members (as defined by their geographic location) will be subject to an annual membership fee of \$50. This fee is primarily to be channeled to the costs of legal, financial, and administrative expenses of the Society.

86. Foundational funding may come from a BIA levy to be applied to all properties in the catchment area identified by the City of Nanaimo and could form the basis for annual budgeting.

87. Additional funding sources will be grant funders, primarily the City of Nanaimo Downtown Revitalization Fund. A focus of the operations and administration function of the DNBA will be investigation and application for this funding on a regular and timely basis.

88. Other funding sources such as senior levels of government, and non-government agencies, community foundations and special interest groups will also be explored whenever such opportunities are available.

89. Partnerships with business interests downtown and opportunities for additional, collaborative investments with these interests -- members and non-members -- will also be explored.

90. Cooperative promotional opportunities may be presented to members for their optional participation, e.g. seasonal promotions, etc.

## **Executive Committee – Terms of Reference**

**Role:** The Executive Committee oversees the overall operation of the DNBA and ensures the organization remains true to its mandate, mission, and vision. It serves as the representative of the Board between monthly meetings of the Board. It makes recommendations and vets nomination of members to the Board. The Executive Committee is also responsible for the performance of staff and provides guidance on all human resources issues. The Executive Committee is responsible to the Board of the DNBA.

### **Outputs:**

1. To identify, between Board meetings, any strategic issues relevant to Downtown and the DNBA and the corresponding appropriate actions to be taken by the Board or staff.
2. To vet the annual budget and monthly financial statements in advance of it going to the Board.
3. To vet the appointment of auditors/reviewers and annual audited/reviewed financial statements.
4. To provide guidance to staff about the on-going operation of the DNBA.
5. To evaluate the annual performance of staff, with an opportunity for the Board to provide input.

**Composition of the Committee:** The Committee will be comprised of the President, Vice-President, Secretary, Treasurer, and Past-President.

**Meeting Schedule and Quorum:** Meetings are scheduled to take place 7-10 days prior to Board meetings and are convened by the President. Two-thirds of the Committee members constitutes quorum and all provisions of the DNBA's Bylaws must be adhered to in conducting Committee meetings.



COASTAL COMMUNITY  
CREDIT UNION

TOGETHER, LET'S DO  
GREAT THINGS

August 28, 2018

To Whom It May Concern:

As a member of the downtown business community, I feel it is essential that my interests and those of my neighbours are represented by a single voice issued from a collective body under the control of businesses and property owners downtown.

We currently have an opportunity through the Greater Nanaimo Chamber of Commerce, to explore this subject and identify the business case of a body going forward. The Chamber has recommended this Feasibility Study and is actively seeking funding for this purpose.

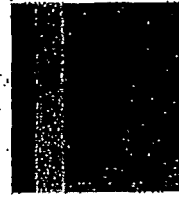
I support their initiative wholeheartedly. As a possible supporter or funder of this initiative, I hope you recognize the high value of this study, and the impact it could have in helping downtown Nanaimo realize success as a foundation for community economic development.

I also support the establishment of a Steering Committee to oversee this process and agree it should be primarily made up of downtown business representatives.

Signed,

Craig Power  
Branch Manager  
Coastal Community Credit Union  
111-59 Wharf ST  
Nanaimo BC V9R 2X3  
(250) 741 3101

Famous Franks  
206 Commercial Street  
Nanaimo, BC V9R 5G7  
250-716-3331  
alastorventurs@hoitmail.com



September 2nd, 2018

Re: Letter of support

To Whom It May Concern:

As a member of the downtown business community, it is essential that downtown Nanaimo businesses are represented by a single voice issued from a collective body under the control of businesses and property owners.

We currently have an opportunity through the Greater Nanaimo Chamber of Commerce, to explore this subject and identify the business case of a body going forward. The Chamber has recommended this Feasibility Study and is actively seeking funding for this purpose. We are among many businesses who support their initiative wholeheartedly. As a supporter and/or funder of this initiative, I hope you recognize the high value of this study and the impact it could have in helping downtown Nanaimo realize success as a foundation for our community economic development.

I also support the establishment of a Steering Committee to oversee this process and agree it should be primarily made up of downtown business representatives.

Please feel free to contact me should you have any questions.

Kind Regards,

A handwritten signature in black ink, appearing to read 'Leon Drzewiecki', written over the printed name.

Leon Drzewiecki

Owner Operator, Famous Franks Ltd. NYLA Fresh Thread Inc.

NYLA Fresh Thread  
206 Commercial Street  
Nanaimo, BC V9R 5G7  
250-716-3331  
nylafreshthread@hoitmail.com



September 2nd, 2018

Re: Letter of support

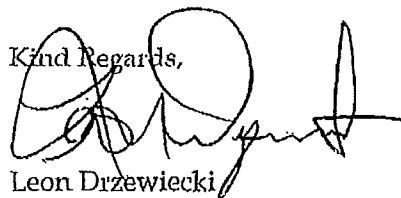
To Whom It May Concern:

As a member of the downtown business community for the last five years, it is essential that downtown Nanaimo businesses are represented by a single voice issued from a collective body under the control of businesses and property owners.

We currently have an opportunity through the Greater Nanaimo Chamber of Commerce, to explore this subject and identify the business case of a body going forward. The Chamber has recommended this Feasibility Study and is actively seeking funding for this purpose. We are among many businesses who support their initiative wholeheartedly. As a supporter and/or funder of this initiative, I hope you recognize the high value of this study and the impact it could have in helping downtown Nanaimo realize success as a foundation for our community economic development.

I also support the establishment of a Steering Committee to oversee this process and agree it should be primarily made up of downtown business representatives.

Please feel free to contact me should you have any questions.

Kind Regards,  


Leon Drzewiecki  
Owner Operator, NYLA Fresh Thread Inc. Famous Franks Ltd.





143 Commercial Street, Nanaimo, BC V9R 5G5 CANADA

Telephone: 250-754-4531

[www.BastionJewellers.com](http://www.BastionJewellers.com)

September 4, 2018

To Whom It May Concern,

As members of the downtown business community, we feel it is essential that our interests and those of our neighbours are represented by a single voice issued from a collective body under the control of businesses and property owners downtown.

We currently have an opportunity through the Greater Nanaimo Chamber of Commerce to explore this subject and identify the business case of a body going forward. The Chamber has recommended this feasibility study and is actively seeking funding for this purpose. We are among many businesses who support their initiative wholeheartedly. As a possible supporter or funder of this initiative, we hope you recognize the high value of this study and the impact it could have in helping downtown Nanaimo realize success as a foundation for community economic development.

We also support the establishment of a steering committee to oversee this process and agree it should be primarily made up of downtown business representatives.

Sincerely,

Bill and Jean Carter,  
Owners  
Bastion Jewellers





Dear Sir/Madam,

It is often said that you can't make a fortune with good will, and legacy must wait until later.

Although traditionally true in a capitalistic environment, these ideas are fallacy. I believe that Kim Smythe and his team at the Greater Nanaimo Chamber Of Commerce defies this and indeed means to accomplish both.

As the crisis' in Nanaimo continues to unravel and reveal ever weakening confidence in the city, especially downtown, their project seeks to offset this tailspin and attract both consumer and investment into the city core. They are preparing to deliver that safety net which will be one of the few opportunities in Nanaimo where business owners like myself can seek alternative refuge. I bet there are only a handful of businesses that make close to \$100,000,000 on Commercial St., and Koncept Nightclub being one of them, we are extremely thankful that there is a team and project like this that will strengthen our infrastructure and enable predictable security for the future.

The introduction of the Chambers' plan might seem uninteresting to most but for business owners in the area it actually shines a bright light of hope and some indulgence for investment in the future. With this project, Kim and the Chamber has done a great job shoring up all my questions proving limitless capability.

Regards,

Sebastian Barkovic  
Owner, Koncept Nightclub

A handwritten signature in black ink, appearing to be "Seb", written over the printed name.



11 Bastion St, Nanaimo, BC V9R 6E4

September 1<sup>st</sup>, 2018

**Re: Letter of support**

To Whom It May Concern:

As a member of the downtown business community, I feel it is essential that my interests and those of my neighbours are represented by a single voice issued from a collective body under the control of businesses and property owners downtown.

We currently have an opportunity through the Greater Nanaimo Chamber of Commerce, to explore this subject and identify the business case of a body going forward. The Chamber has recommended this Feasibility Study and is actively seeking funding for this purpose. We are among many businesses who support their initiative wholeheartedly. As a possible supporter or funder of this initiative, I hope you recognize the high value of this study, and the impact it could have in helping downtown Nanaimo realize success as a foundation for community economic development.

I also support the establishment of a Steering Committee to oversee this process and agree it should be primarily made up of downtown business representatives.

Please feel free to contact me should you have any questions.

Kind Regards,

A handwritten signature in black ink, appearing to be 'Daryl West', written over a horizontal line.

Daryl West  
General Manager



September 16, 2020

City of Nanaimo and Council,

With respect to the proposed Capital Plan for the Rotary Bowl, the Nanaimo Track + Field Club will contribute \$50K towards the track resurfacing project, specifically the proposed first phase of resurfacing the sprint straight in 2021.

The NTFC is currently soliciting grant funding from community partners to offset the loss of fundraising opportunities in 2020 due to the cancellation of programming from Covid-19. Combined with resumed fundraising efforts, we hope to contribute further funds to future phases of resurfacing the entire track oval.

The Rotary Bowl facility has been an indispensable community asset to the SD68 community, countless clubs and organizations and to the general public for many years. Since the start of the Covid-19 pandemic however, the track has become a sanctuary for Nanaimo residents who have discovered it as a safe, contained and accessible location to be active outdoors. Seniors, parents with young children and fitness enthusiasts of all ages have shared space at the track these past seven months. With fresh air and space to practice safe social distancing while engaging in physical activity, the Rotary Bowl will continue to be a popular community asset. On behalf of all these and future users of the Rotary Bowl track, the NTFC will do all it can to contribute to this legacy for the greater community.

Sincerely,

Tyler Heisterman (NTFC President) and NTFC Board of Directors

Bylaws must be adhered to in conducting committee meetings. Committee members absent for two consecutive meetings without a valid reason can have their appointment revoked.

**Staff Liaison:** Lead Staff, and any significant contractors

**Reports to:** The Committee reports to the Board of Directors. Proposed policy positions will be taken to the Board of Directors by the Committee Chair and Staff. The Board of Directors may opt to review and vote on proposed policy positions electronically.

## **Safety & Sustainability Committee – Terms of Reference**

**Role:** To act as a planning and guidance resource for the DNBA Board of Directors and staff on all matters relevant to the safety, sanitation, social order and sustainability of a friendly and welcoming atmosphere and conditions for Downtown Nanaimo. The Safety & Sustainability Committee is responsible to the Board of the DNBA.

### **Goals:**

1. Provide overview and approval for strategies associated with keeping Downtown Nanaimo clean, safe, and sustainable.
2. Work with as many partners as possible to ensure the cleanliness, safety, & sustainability including building owners and managers, City, RCMP, and other community partners (non-profit community organizations, social services and other government agencies).
3. Explore strategies which will help reinforce Downtown Nanaimo's unique physical character and also create new and vibrant identities.
4. Ensure Downtown Nanaimo remains a sustainability leader through advocacy and administration of supportive programs to property and business owners.
5. Conduct walking tours and inspections of downtown with City Council and community leaders to assess progress on the above goal and to develop new strategies which contribute to the further enhancement of downtown.

**Authority:** All financial commitments by the Committee shall be made in the context of the break-out of the annual DNBA budget or shall be on the basis of recommendations to the Board. It may also recommend to the Board any strategic actions or financial investments relevant to Safety & Sustainability initiatives.

**Composition of the Committee:** The Committee will be comprised of 4-6 individuals, all of whom are to be appointed to the Committee for a two-year renewable term by the Board of Directors. The Board of Directors will also name a Chair and Co-Chair of the Committee. Committee Chairs must also sit on the DNBA Board of Directors.

**Criteria and Basic Skills Required:** All members in good standing as per the DNBA's Bylaws are eligible to serve on the Committee. Members with knowledge of and/or experience in community planning, sustainability, property and building management, or similar fields, as well as in a decision-making role with the organization they are affiliated with, are ideal candidates to serve on this committee.

**Meeting Schedule and Quorum:** Meetings are at the call of the Chair. A minimum of six meetings are to be held per year and additional meetings may be scheduled as required and convened by the Chair. A majority of the committee members constitutes quorum and all provisions of the DNBA's

## **Culture & Events Committee – Terms of Reference**

**Role** To act as a planning and guidance resource for the DNBA Board of Directors and staff on event sponsorships, programs, and events that meet the mandate and vision of the DNBA and are in line with the goals outlined below.

### **Goals**

1. Support and promote existing events and festivals and attract new events and cultural activities to Downtown Nanaimo.
2. Maximize awareness of downtown businesses and increase visitations to Downtown Nanaimo by influencing market perceptions and creating new shopping habits.
3. Work with partners to ensure that Downtown is, and is seen to be, an attractive place to do business.
4. Promote the role of the DNBA to key external audiences -- the public, government, business through media and communications campaigns.

**Composition of the Committee:** The committee will be composed of 4-6 individuals, all of whom are to be appointed to the committee for a two-year renewable term by the Board of Directors. The Board of Directors will also name a Chair or Co-Chair of the committee. Committee Chairs must also sit on the DNBA Board of Directors.

**Criteria and Basic Skills Required:** All members in good standing as per the DNBA's By-Laws are eligible to serve on the committee. Members with knowledge of and/or experience in events, as well as in a decision-making role with the company they are affiliated with, are ideal candidates to serve on this committee.

**Meeting Schedule and Quorum:** Meetings are scheduled to take place at the call of the Chair or Staff. A majority of the committee members constitutes quorum and all provisions of the DNBA's Bylaws must be adhered to in conducting committee meetings.



**Reports to:** The Marketing & Partnerships Committee reports to the Board of Directors. Proposed policy positions will be taken to the Board of Directors by the Committee Chair. The Board of Directors may opt to review and vote on proposed policy positions electronically.

## **Marketing & Partnerships Committee – Terms of Reference**

**Role** To act as a planning and guidance resource for the DNBA Board of Directors and staff on marketing initiatives, sponsorships, and programs that meet the mandate and vision of the DNBA and are aligned with the goals outlined below.

### **Goals**

1. Create and execute an annual Marketing Plan as part of the Business Plan in collaboration with Staff.
2. Maximize awareness of downtown businesses and events through a strategic communications plan.
3. Create, develop and promote a unique identity for Downtown with consistent branding and key messages.
4. Collaborate with relevant community partners to leverage audience share -- City, Tourism Nanaimo, Hospitality Association, VICC, Old City Quarter, etc

### **Composition of the Committee:**

The committee will be composed of 4-6 individuals, all of whom are to be appointed to the committee for a two-year renewable term by the Board of Directors. The Board of Directors will also name a Chair or Co-Chairs of the Committee, who must sit on the Board of Directors.

### **Criteria and Basic Skills Required:**

All members in good standing as per the DNBA's Bylaws are eligible to serve on the committee. Members with knowledge of and/or experience in marketing, advertising and promotions as well as in a decision-making role with the organization they are affiliated with, are ideal candidates to serve on this committee.

### **Meeting Schedule and Quorum:**

Meetings are scheduled at the call of the Chair or Staff. A minimum of six meetings are to be held per year and additional meetings may be scheduled as required and convened by the Chair. A majority of the committee members constitutes quorum and all provisions of the DNBA's Bylaws must be adhered to in conducting committee meetings. Committee members absent for two consecutive meetings without a valid reason can have their appointment revoked.

**Staff Liaison:** Lead staff

**Staff Liaison & Support:** Lead Staff; minutes recorded by Executive Secretary or designate. Minutes of Committee meetings are kept on file at the offices of the DNBA.

**Reports to:** The Executive Committee reports to the Board of Directors.