

# DOWNTOWN Victoria

Downtown Victoria Business Association  
200-764 Yates Street  
Victoria, BC  
V8W 1L4  
(250)386-2238  
info@downtownvictoria.ca

March 5, 2024

Mayor Marianne Alto & City Council  
City of Victoria,  
1 Centennial Square,  
Victoria, BC  
V8W 1P6

Dear Mayor Alto & Council,

**Re: Renewal of the Downtown Victoria Business Association**

On December 31<sup>st</sup> of this year, the most recent five-year mandate of the DVBA will expire. I am writing on behalf of our Board and membership to seek your support to proceed with the formal counter-petition approval process to allow the DVBA to continue for a ten-year period.

Since 2005, our Board and staff have worked hard to support a vibrant and economically sustainable downtown. Our members include large retailers, hotels, food and beverage outlets, and most significantly, small independent retailers, and professional offices. The DVBA provides tremendous value to our members through our marketing efforts and our ability to liaise on their behalf with the City of Victoria.

Under the *Community Charter*, a Business Improvement Area must carry out a business promotion scheme which includes:

- (a) carrying out studies or making reports respecting one or more areas in the municipality where business or commerce is carried on,
- (b) improving, beautifying, or maintaining streets, sidewalks or municipally owned land, buildings, or other structures in one or more business improvement areas,
- (c) the removal of graffiti from buildings and other structures in one or more business improvement areas,
- (e) encouraging business in one or more business improvement areas.

Our plans match these requirements entirely.

We have now prepared five Annual Reports on Downtown Victoria and intend to continue the process. These reports combine quantifiable responses to a general survey of the downtown business community with demographic and other data collected from Statistics Canada and other objective sources. They allow us to comment and advocate with authority on the issues that are most important to our members and ways to address those issues. We will continue to refine this process and to expand our target number of responses to ensure that we have a representative sample of opinions.

Over the past few years, we have been delighted to partner with the City to provide grants to businesses to repair vandalism and to improve security at their properties. Together, we were able to offer 252

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supportive grants to businesses in need. Our newest grant, in partnership with the City, will provide funding to businesses to improve the outside appearance and 'curb appeal' of their properties. This will help change perceptions of downtown to a cleaner, safer, presence.

Our Clean Team will continue to be the difference maker in augmenting the City's work to keep our downtown clean. Our ability to respond immediately to our members' needs to clean the sidewalk, or remove graffiti, is key to our core's positive appearance. This has been the DVBA's signature service since 2005 and continues to be one of our most-appreciated programs. Last year alone, the Clean Team removed 18,400 graffiti tags and over 5,000 needles from public spaces and business areas. They are also frequently called out to deal with human waste, discarded belongings, and other debris.

Over the next 10 years we will continue to market our downtown to everyone from Sooke to Sidney. This will include traditional media as well as leading edge social marketing. Campaigns we have launched, such as "Vibin' Victoria," highlight the diversity of downtown in many ways. Videos focusing on small businesses and their owners have helped share the experiences of our downtown community with the wider area. And we produce new content regularly, building engagement not only on our channels but with businesses directly. In 2023, we introduced a Downtown Victoria Gift Card, accepted by over 150 businesses at launch (a number that is rapidly growing).

Our Events Calendar (and related email blast) has become the recognized source for what is happening downtown, gaining so much traffic that we are creating our own microsite to handle the traffic. We work to connect the Arts and Culture community with activation opportunities downtown and to promote artistic performances and shows. Our Lights of Wonder event has always featured local performers, both professional and amateur. In 2023, we were able to expand this event, so it took place the entire month of December, with more performances than ever before; over 80,000 people attended Lights of Wonder in 2023! In 2024, you can expect more performances, more programming in general, and several theme nights to highlight diversity.

We would appreciate the support of Council in proceeding with renewal of our organization by authorizing the "counter-petition" or Alternative Approval Process. This same process was employed in 2004 to establish our organization, as well as in each of our previous renewals in 2009, 2014, and 2019. The same process was used to expand our boundaries in 2022. We would also like the City to approve a new by-law to replace the existing Business Improvement Bylaw, Number 14-062.

Our last renewal in 2019 saw objections from just 2.1% of property owners. Our expansion in 2022 has allowed us to hire two staff who focus on distinct aspects of downtown engagement: community events and member engagement. Since 2022, we have introduced regular 'Meet & Greet' events both in the expansion area and within the original downtown core and have significantly improved engagement with members we had not reached by other means. Through this process we are better informed and better able to respond to members' needs.

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We will provide City Council with a more complete look at what we have done over the past five years and what we will embark upon when we make a presentation to the Committee of the Whole. Also, please find enclosed our unaudited year-end financials for 2023 and a progress report on our 3-year strategic plan.

Yours sincerely,



Jessica Walker  
Chair, Downtown Victoria Business Association



**Downtown Victoria Business Association**  
**Profit & Loss Budget Performance**  
January through December 2023

	<u>Jan - Dec 23</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>Jan - Dec 23</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>Annual Budget</u>
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
<b>40000 · Revenues.</b>							
<b>40050 · Tax Levy BIA</b>	1,727,880.00	1,727,880.00	0.00	1,727,880.00	1,727,880.00	0.00	1,727,880.00
<b>40100 · Associate Memberships.</b>	500.00	250.00	250.00	500.00	250.00	250.00	250.00
<b>40150 · Interest Income</b>	26,338.27			26,338.27			
<b>40200 · Clean Team Charges.</b>	1,944.22			1,944.22			
<b>40250 · Grants &amp; Subsidy</b>							
<b>40255 · Vandalism &amp; Security Grants</b>	65,000.00			65,000.00			
<b>40260 · BFB Building Improvement Grant</b>	50,000.00			50,000.00			
<b>40250 · Grants &amp; Subsidy - Other</b>	13,220.00			13,220.00			
<b>Total 40250 · Grants &amp; Subsidy</b>	128,220.00			128,220.00			
<b>40300 · Sponsorships.</b>							
<b>40310 · Christmas Sponsorship</b>	171,134.00	200,000.00	-28,866.00	171,134.00	200,000.00	-28,866.00	200,000.00
<b>40300 · Sponsorships. - Other</b>	4,424.30			4,424.30			
<b>Total 40300 · Sponsorships.</b>	175,558.30	200,000.00	-24,441.70	175,558.30	200,000.00	-24,441.70	200,000.00
<b>43000 · DVBA Gift Card Program</b>	32,969.72			32,969.72			
<b>Total 40000 · Revenues.</b>	2,093,410.51	1,928,130.00	165,280.51	2,093,410.51	1,928,130.00	165,280.51	1,928,130.00
<b>42000 · Event Revenue.</b>							
<b>42050 · Programs Revenue.</b>	2,940.00			2,940.00			
<b>Total 42000 · Event Revenue.</b>	2,940.00			2,940.00			
<b>Total Income</b>	2,096,350.51	1,928,130.00	168,220.51	2,096,350.51	1,928,130.00	168,220.51	1,928,130.00
<b>Gross Profit</b>	2,096,350.51	1,928,130.00	168,220.51	2,096,350.51	1,928,130.00	168,220.51	1,928,130.00
<b>Expense</b>							
<b>50000 · ADMINISTRATION</b>							
<b>50100 · Parking/Auto</b>	3,191.46	5,000.00	-1,808.54	3,191.46	5,000.00	-1,808.54	5,000.00
<b>50200 · Bank Charges &amp; Interest</b>							
<b>50205 · Square &amp; Merchant fees</b>	868.66			868.66			
<b>50200 · Bank Charges &amp; Interest - Other</b>	2,919.72	5,000.00	-2,080.28	2,919.72	5,000.00	-2,080.28	5,000.00
<b>Total 50200 · Bank Charges &amp; Interest</b>	3,788.38	5,000.00	-1,211.62	3,788.38	5,000.00	-1,211.62	5,000.00

**Downtown Victoria Business Association**  
**Profit & Loss Budget Performance**  
January through December 2023

	<u>Jan - Dec 23</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>Jan - Dec 23</u>	<u>YTD Budget</u>	<u>\$ Over Budget</u>	<u>Annual Budget</u>
50210 · CIBC Loan Interest	11,636.15	11,000.00	636.15	11,636.15	11,000.00	636.15	11,000.00
50250 · Bookkeeping.	12,872.09	20,000.00	-7,127.91	12,872.09	20,000.00	-7,127.91	20,000.00
50300 · Computer & Software Expense	7,868.44	8,000.00	-131.56	7,868.44	8,000.00	-131.56	8,000.00
50350 · Hospitality.	2,801.39	2,000.00	801.39	2,801.39	2,000.00	801.39	2,000.00
50400 · Insurance - Board/Office.	12,144.47	15,000.00	-2,855.53	12,144.47	15,000.00	-2,855.53	15,000.00
50450 · Retention & Recruitment	4,266.18	2,000.00	2,266.18	4,266.18	2,000.00	2,266.18	2,000.00
50500 · Miscellaneous.	15.00	2,000.00	-1,985.00	15.00	2,000.00	-1,985.00	2,000.00
50550 · Office Expenses.	13,305.71	6,500.00	6,805.71	13,305.71	6,500.00	6,805.71	6,500.00
50555 · Bad Debts	1,134.23	500.00	634.23	1,134.23	500.00	634.23	500.00
50600 · Professional Fees.	12,734.50	17,000.00	-4,265.50	12,734.50	17,000.00	-4,265.50	17,000.00
50650 · Rent.							
50655 · Property Taxes	6,581.74	6,500.00	81.74	6,581.74	6,500.00	81.74	6,500.00
50660 · Relocation Expenses	3,549.32			3,549.32			
50650 · Rent. - Other	14,709.14	25,000.00	-10,290.86	14,709.14	25,000.00	-10,290.86	25,000.00
<b>Total 50650 · Rent.</b>	<b>24,840.20</b>	<b>31,500.00</b>	<b>-6,659.80</b>	<b>24,840.20</b>	<b>31,500.00</b>	<b>-6,659.80</b>	<b>31,500.00</b>
50700 · Security.	358.28	800.00	-441.72	358.28	800.00	-441.72	800.00
50750 · Telephone/Communications.	5,919.52	4,000.00	1,919.52	5,919.52	4,000.00	1,919.52	4,000.00
50800 · Training.	741.64	2,500.00	-1,758.36	741.64	2,500.00	-1,758.36	2,500.00
50850 · Capital Purchases.	0.00	5,000.00	-5,000.00	0.00	5,000.00	-5,000.00	5,000.00
50900 · Depreciation Expense.	0.00	17,000.00	-17,000.00	0.00	17,000.00	-17,000.00	17,000.00
50950 · Capital Improvements.	0.00	10,000.00	-10,000.00	0.00	10,000.00	-10,000.00	10,000.00
51000 · Memberships, Dues & Subs	5,154.78	3,000.00	2,154.78	5,154.78	3,000.00	2,154.78	3,000.00
51050 · Research	18,057.69	24,000.00	-5,942.31	18,057.69	24,000.00	-5,942.31	24,000.00
51100 · Database	0.00	11,000.00	-11,000.00	0.00	11,000.00	-11,000.00	11,000.00
51150 · AGM	10,259.29	8,000.00	2,259.29	10,259.29	8,000.00	2,259.29	8,000.00
51200 · Conferences	10,315.31	7,500.00	2,815.31	10,315.31	7,500.00	2,815.31	7,500.00
51250 · Strategic Planning	1,570.81	2,000.00	-429.19	1,570.81	2,000.00	-429.19	2,000.00
51300 · Networking & Partnerships.	1,625.89	3,000.00	-1,374.11	1,625.89	3,000.00	-1,374.11	3,000.00
51350 · Advocacy	6,827.29			6,827.29			
52000 · Payworks fees.	1,953.90	1,300.00	653.90	1,953.90	1,300.00	653.90	1,300.00

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52050 · WCB Expense	1,760.63	950.00	810.63	1,760.63	950.00	810.63	950.00
52100 · Office Employee Benefits	7,280.92	11,000.00	-3,719.08	7,280.92	11,000.00	-3,719.08	11,000.00
52150 · Office Employee CPP	7,037.47	7,000.00	37.47	7,037.47	7,000.00	37.47	7,000.00
52200 · Office Employee EI	2,619.92	2,600.00	19.92	2,619.92	2,600.00	19.92	2,600.00
52250 · Office - Wages	212,568.25	225,000.00	-12,431.75	212,568.25	225,000.00	-12,431.75	225,000.00
52300 · Office - Vacation Expense	-850.09			-850.09			
<b>Total 50000 · ADMINISTRATION</b>	<b>403,799.70</b>	<b>471,150.00</b>	<b>-67,350.30</b>	<b>403,799.70</b>	<b>471,150.00</b>	<b>-67,350.30</b>	<b>471,150.00</b>
<b>55000 · CLEAN &amp; SAFE &amp; BEAUTIFUL.</b>							
56000 · Capital Invest. & Improvements.							
56100 · General Capital Investments.	5,095.20			5,095.20			
56150 · Gull Grants.	1,574.42	3,500.00	-1,925.58	1,574.42	3,500.00	-1,925.58	3,500.00
56200 · Illumination Grants.	5,970.25	10,000.00	-4,029.75	5,970.25	10,000.00	-4,029.75	10,000.00
56250 · Mural Grants.	18,395.41			18,395.41			
56275 · Security & Vandalism Grant	92,628.55			92,628.55			
56300 · Maintenance ongoing programs	5,917.53	8,500.00	-2,582.47	5,917.53	8,500.00	-2,582.47	8,500.00
56000 · Capital Invest. & Improvements. - Other	2,916.21			2,916.21			
<b>Total 56000 · Capital Invest. &amp; Improvements.</b>	<b>132,497.57</b>	<b>22,000.00</b>	<b>110,497.57</b>	<b>132,497.57</b>	<b>22,000.00</b>	<b>110,497.57</b>	<b>22,000.00</b>
57000 · Clean Team							
57050 · CT CPP	16,760.00	15,000.00	1,760.00	16,760.00	15,000.00	1,760.00	15,000.00
57075 · CT EI	8,271.40	4,200.00	4,071.40	8,271.40	4,200.00	4,071.40	4,200.00
57100 · CT Vacation Expense	2,792.43			2,792.43			
57150 · CT Benefits	16,215.40	6,100.00	10,115.40	16,215.40	6,100.00	10,115.40	6,100.00
57200 · CT Wages	362,418.08	385,000.00	-22,581.92	362,418.08	385,000.00	-22,581.92	385,000.00
57250 · CT Supplies	31,068.48	21,000.00	10,068.48	31,068.48	21,000.00	10,068.48	21,000.00
57300 · CT Uniforms	3,746.04	9,000.00	-5,253.96	3,746.04	9,000.00	-5,253.96	9,000.00
57350 · CT Telephone	3,834.08	7,500.00	-3,665.92	3,834.08	7,500.00	-3,665.92	7,500.00
57400 · CT Utilities	941.65	240.00	701.65	941.65	240.00	701.65	240.00
57450 · CT Storage Expense	15,526.17	23,000.00	-7,473.83	15,526.17	23,000.00	-7,473.83	23,000.00
<b>Total 57000 · Clean Team</b>	<b>461,573.73</b>	<b>471,040.00</b>	<b>-9,466.27</b>	<b>461,573.73</b>	<b>471,040.00</b>	<b>-9,466.27</b>	<b>471,040.00</b>
<b>Total 55000 · CLEAN &amp; SAFE &amp; BEAUTIFUL.</b>	<b>594,071.30</b>	<b>493,040.00</b>	<b>101,031.30</b>	<b>594,071.30</b>	<b>493,040.00</b>	<b>101,031.30</b>	<b>493,040.00</b>

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**Profit & Loss Budget Performance**  
January through December 2023

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<b>60000 · MARKETING.</b>							
60050 · Marketing Employees CPP	4,510.15	3,000.00	1,510.15	4,510.15	3,000.00	1,510.15	3,000.00
60075 · Marketing Employees EI	1,743.38	1,600.00	143.38	1,743.38	1,600.00	143.38	1,600.00
60100 · Marketing Employees Vacation Exp	1,380.23			1,380.23			
60150 · Marketing Employees Benefits	2,212.24	4,200.00	-1,987.76	2,212.24	4,200.00	-1,987.76	4,200.00
60200 · Marketing - Wages	81,321.06	90,000.00	-8,678.94	81,321.06	90,000.00	-8,678.94	90,000.00
61000 · Branding	1,974.04			1,974.04			
61025 · Promotion / Giveaways							
61030 · Gift Card Program Expense	69,607.31			69,607.31			
61025 · Promotion / Giveaways - Other	75,358.68	20,000.00	55,358.68	75,358.68	20,000.00	55,358.68	20,000.00
<b>Total 61025 · Promotion / Giveaways</b>	<b>144,965.99</b>	<b>20,000.00</b>	<b>124,965.99</b>	<b>144,965.99</b>	<b>20,000.00</b>	<b>124,965.99</b>	<b>20,000.00</b>
61200 · Advertising	95,316.73	228,000.00	-132,683.27	95,316.73	228,000.00	-132,683.27	228,000.00
61225 · Media Production	29,600.84			29,600.84			
61250 · DVBA Event Marketing	176.72			176.72			
61300 · Miscellaneous Marketing	6,106.38			6,106.38			
61350 · Marketing Ops & Web Management	13,201.51	5,000.00	8,201.51	13,201.51	5,000.00	8,201.51	5,000.00
61400 · Marketing Grants	0.00	10,000.00	-10,000.00	0.00	10,000.00	-10,000.00	10,000.00
61450 · Precinct Marketing	1,807.07			1,807.07			
<b>Total 60000 · MARKETING.</b>	<b>384,316.34</b>	<b>361,800.00</b>	<b>22,516.34</b>	<b>384,316.34</b>	<b>361,800.00</b>	<b>22,516.34</b>	<b>361,800.00</b>
<b>65000 · EVENTS.</b>							
65050 · Events - Wages	124,972.73	112,040.00	12,932.73	124,972.73	112,040.00	12,932.73	112,040.00
65075 · Events Employees Vacation Exp	5,687.07			5,687.07			
65100 · Events Employees CPP	6,773.55			6,773.55			
65150 · Events Employees EI	2,684.16			2,684.16			
65200 · Events Employees Benefits	7,411.82			7,411.82			
65500 · Festival & Events Sponsorship	15,647.30	20,000.00	-4,352.70	15,647.30	20,000.00	-4,352.70	20,000.00
66225 · Light Maze Operations	354,321.53	360,000.00	-5,678.47	354,321.53	360,000.00	-5,678.47	360,000.00
66275 · Light Maze Amortization Expense	0.00	100,000.00	-100,000.00	0.00	100,000.00	-100,000.00	100,000.00
66350 · Street Activation	30,840.41	5,000.00	25,840.41	30,840.41	5,000.00	25,840.41	5,000.00
66375 · Event Support Grants	4,724.98			4,724.98			



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66500 · Contingency	0.00	0.00	0.00	0.00	0.00	0.00	0.00
66550 · Member Engagement	5,416.36	4,000.00	1,416.36	5,416.36	4,000.00	1,416.36	4,000.00
<b>Total 65000 · EVENTS.</b>	<u>558,479.91</u>	<u>601,040.00</u>	<u>-42,560.09</u>	<u>558,479.91</u>	<u>601,040.00</u>	<u>-42,560.09</u>	<u>601,040.00</u>
<b>Total Expense</b>	<u>1,940,667.25</u>	<u>1,927,030.00</u>	<u>13,637.25</u>	<u>1,940,667.25</u>	<u>1,927,030.00</u>	<u>13,637.25</u>	<u>1,927,030.00</u>
<b>Net Ordinary Income</b>	<u>155,683.26</u>	<u>1,100.00</u>	<u>154,583.26</u>	<u>155,683.26</u>	<u>1,100.00</u>	<u>154,583.26</u>	<u>1,100.00</u>
<b>Net Income</b>	<u><b>155,683.26</b></u>	<u><b>1,100.00</b></u>	<u><b>154,583.26</b></u>	<u><b>155,683.26</b></u>	<u><b>1,100.00</b></u>	<u><b>154,583.26</b></u>	<u><b>1,100.00</b></u>