

**DOWNTOWN  
MAPLE RIDGE**

Business Improvement Association

*Ours to Share!*

# DMRBIA ANNUAL REPORT 2013



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shopmapleridge

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### Vision:

To be a prosperous destination that is clean, safe and vibrant, where a diverse community of businesses and residents live, work and play.

### Mission:

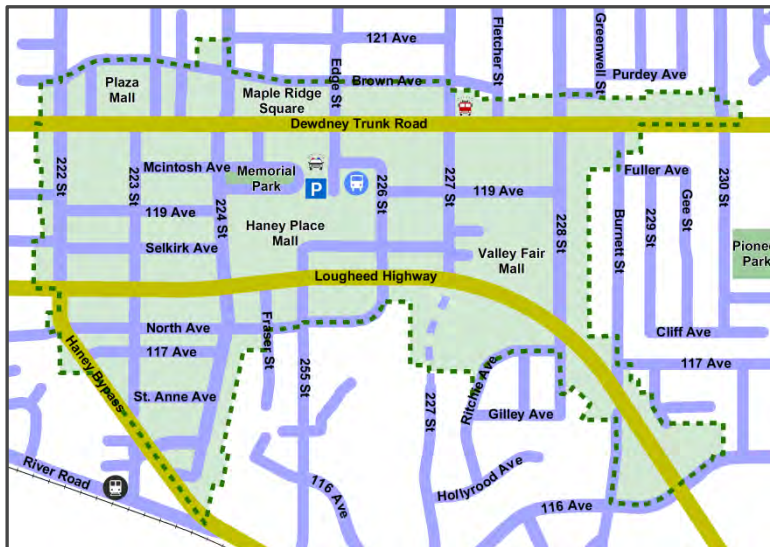
To provide our members and community stakeholders the means and resources to create a prosperous destination, that is clean, safe and vibrant, where a diverse community of businesses and residents live, work and play.

### About Our BIA:

Since the DMRBIA was created in 2007, we have been an advocate on behalf of the downtown businesses and property owners, articulating the concerns of downtown business people while seizing opportunities to take direct and positive action to position our downtown as a more exciting destination for residents and visitors.

Through advocacy, marketing & events, co-operative initiatives, and financial grants towards physical improvements both public and private, the DMRBIA continues to work to reduce the impacts of a global economic downturn, by trying to make a direct difference for our downtown business and property owners.

We are pleased and privileged to be working on your behalf!





# LETTER FROM THE PRESIDENT

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Dear Fellow DMRBIA members,

As the President of the Downtown Maple Ridge Business Improvement Association, I am happy to report on the activities of our 2013 fiscal year.


As we continue our second five year term representing over 700 businesses and 300 property owners of downtown Maple Ridge we remain committed to providing a wide range of services for our members. This includes hosting many events aimed at increasing consumer traffic to the amenities we offer. Some of these included: a summer lunchtime concert series; an Easter Egg Hunt; the Turn Down the Heat campaign; and a presence at the Haney Farmers Market. We retained the services of Westridge Security and Core Area Patrol staff person Lynne Bradley. Together they provide support and information to help address the prevention and correction of criminal activity. With the support of the District of Maple Ridge, in 2013 we also continued our Façade Improvement Program which contributed over \$52,000 to beautification and revitalization efforts via grants for our members. We hope that you are pleased with these enhancements which are a complement to municipal initiatives and other developments.

Last year the DMRBIA participated on the Vibrant Downtown Task Force, an initiative of the District of Maple Ridge. This group was the result of a round table meeting which took place in late 2012 with a focus on improving the quality and accessibility of our downtown core. Key issues that were explored include safety and security, improvements to our physical environment, and increasing the awareness of activities offered downtown. A list of recommendations was provided to District staff as a result of this group's work.

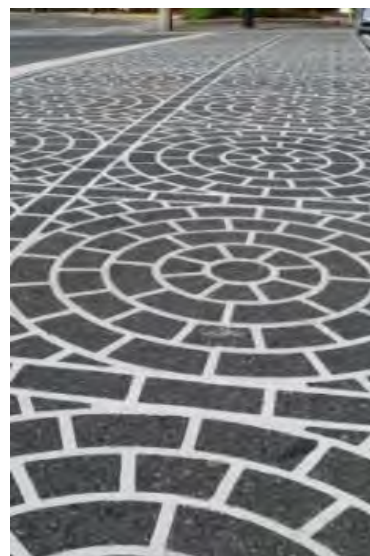
I would like to acknowledge the efforts of our Board of Directors and other volunteers, our Junior BIA, our Executive Director Ineke Boekhorst, staff Lynne Bradley, and a special welcome to Dexter Fernets. We look forward to his involvement in enhancing the profile of Downtown Maple Ridge as our new Marketing and Promotions Coordinator. Thanks also to our outgoing Board Members Teresa Green and Chrislana Gregory. We will miss you both!

As always, I encourage you to become involved in your Business Improvement Association and help us to help you grow your business and develop our community. This can be accomplished by volunteering on one of our subcommittees or simply by participating in any of our events throughout the year.

Sincerely,



Philip Hartwick



# TREASURER'S REPORT

Once again, I would like to express my appreciation to Ineke Boekhorst, Executive Director, along with Walter Volpatti, of PSVC Chartered Accountants, for their support and assistance throughout the year.

Our 2013 yearend financial statements report a \$5,248 deficiency of revenue over expenses, which is the result of drawing upon our net assets. This deficit had been approved by the Board of Directors when the 2013 operating budget was passed. The proposed operating budget for 2014 allows for the spending of \$57,708 of restricted net assets. If utilized, this will result in a deficit of this amount, or portion of, at year end.

## **Proposed Operating Budget for 2014**

<b><u>INCOME:</u></b>			
DMR Levy		\$203,500.00	
Security Patrol Grant		\$50,000.00	
Facade Improvement Grant		\$25,000.00	maximum
Project, Event & Marketing Recoveries		\$40,000.00	
Other Revenue		\$4,000.00	
Equity Accounts		\$57,708.00	
<b>Total Income</b>		<b>\$380,208.00</b>	
<b><u>EXPENSES:</u></b>			
Administration		\$9,917.00	
Beautification & Revitalization		\$59,000.00	
Events		\$26,300.00	
Governance		\$2,000.00	
Marketing		\$109,755.00	
Networking-Planning-Partnerships		\$75,236.00	
Professional Fees		\$3,500.00	
Rent		\$7,000.00	
Safety & Security		\$87,500.00	
<b>Total Expenses</b>		<b>\$380,208.00</b>	
		<b><u>\$0.00</u></b>	

Respectfully submitted,

Teresa Green

# EXECUTIVE DIRECTOR'S REPORT

First, I would like to thank our awesome team at the Downtown Maple Ridge Business Improvement Association, staff as well as Board of Directors and the many volunteers, for their hard work and commitment to providing quality service to our membership.

I am very proud of our accomplishments and the role we played in growing the success of Downtown Maple Ridge. We ventured outside the box and tried some new things. And we're in an excellent place to build on the positive momentum in 2014.

In 2013 we worked hard to improve membership communication. The DMRBIA presented one very successful and well attended Christmas Party and 10 business to business networking sessions. We also developed and distributed a Resource Directory and partnered with the Seniors Network on a Seniors Resource Guide. Really focused on membership engagement; DMRBIA initiatives are only successful when membership participates in what we do.

So in 2013 we pounded the pavement, visiting businesses to ensure that the membership is aware of what we do and encouraged everyone to get involved. I'm very pleased with the increase in business participation this past year.

When I look back at 2013, I'm so proud of the marketing steps we took to promote all of Downtown Maple Ridge with our many different events and promotions. Our monthly Saturday Business Summer Market series was a tremendous success, as the number of participating businesses grew each month. The, first time, Downtown Maple Ridge Zombie Walk brought hundreds of people to our area and our Win Your Wish Christmas promotion was an overwhelming success, with about 8000 entries! We have 17 businesses participating in our Bus Bench advertising campaign and we also completed an extensive Consumer Survey.

I believe we have a very strong foundation as we head into 2014.

Working with the District of Maple Ridge, through the Vibrant Downtown Task Force Committee, we made it very clear one of our short term goals is to see adequate Parking signage, indicating where free and longer term parking is available in Downtown for our customers; this signage project is already in progress.

This past year we also worked hard on business recruitment, by communicating with property owners and will continue to do so. Our message is simple: Downtown Maple Ridge is open for business!

Again we have seen a continuation of our successful On Street Service initiatives. We were able to make some great strides strengthening our partnerships with the RCMP, Bylaws Department, District of Maple Ridge, Security Company, through monthly meetings. Our Core Area Patrol Lynne, is in constant contact with all our members. The Graffiti program continues to assist merchants, by covering any small or large graffiti as soon as it appears. Let's not forget the Façade Improvement Program, which saw nine properties participating this year, with all improvements completed by December 31, 2013

Looking forward to another exciting year for Downtown; with a new staff member Daxter Fernets: our Marketing & Promotions Coordinator, assisting us with fresh marketing ideas, new promotions, exciting events.

The revitalization of Downtown Maple Ridge is happening, we are here to tell the story and experience the increased visitation!

*"The difficulty lies, not in new ideas, but in escaping from the old ones."* - JM Keynes.

Respectfully Submitted,  
Ineke Boekhorst, Executive Director



# BOARD OF DIRECTORS

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## 2013 Executive Committee

<b>Philip Hartwick – President</b>	(Representing Business, MR/PM Arts Council)
<b>Chrislana Gregory – Vice President</b>	(Property Owner, Steelhead Investments Ltd.)
<b>Teresa Green – Treasurer</b>	(Representing Property Owner, Cythera Transition House Society)
<b>Deborah Hyslop – Secretary</b>	(Business Owner, Edward Jones)

## 2013 Directors

<b>Cindy Stephenson</b>	(Business Owner, T's)
<b>Robert Shantz</b>	(Business Owner, RD Shantz & Associates)

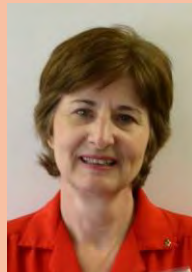
### DMRBIA STAFF



**Executive Director**  
Ineke Boekhorst



**Marketing & Promotions**  
Daxter Fernets



**Core Area Patrol**  
Lynne Bradley

# NOMINATION COMMITTEE REPORT

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The Nomination Committee's responsibility is to determine pending Board vacancies, interview potential candidates and recommend a slate to the Board for election at the Annual General Meeting. The Committee and Board seek individuals who will bring a diverse range of qualifications to the table, to enhance the Board with the skills and experience that these candidates can offer. Candidates are required to be a member of the Association, meaning a business and/or property owner within the DMRBIA area.

## SLATE FOR THE 2014/15 DMRBIA BOARD OF DIRECTORS

The 2013/14 Board of Directors: Philip Hartwick, Teresa Green, Chrislana Gregory, Deborah Hyslop, Robert Shantz, Cindy Stephenson. The following persons have been nominated as the Slate of Candidates for the 2014/15 Board of Directors by the Nominating Committee. These persons are up for re-election or have shown strong interest to volunteer on the board for a first term and are well qualified to lead the BIA into its next year.

### BOARD OF DIRECTORS NOMINEES

#### **Nicole Archer**

Nicole has been the Shopping Centre Manager for Valley Fair Mall for 6 years. She has a background in Business Management, Marketing and Real Estate. Nicole grew up in Maple Ridge and now resides in Mission with her husband and two children. She volunteered on parent advisory boards throughout her children's education.

Nicole attended Douglas College for Business Management/Marketing, UBC - Real Estate Division, CDI - Accounting and ICSC - Shopping Centre Management.

#### **Michael Chapman**

For the past 18 years, Michael has thrived in global retail, leisure, catering, and facility management. He is accustomed to managing daily operations that possess a high level of complexity including the last eight years where he has been engaged working bilingually (English and German) in an environment that is governed by diverse legal systems (UK, German and Military Law.) In August 2013, Michael relocated his family from Brunei to the Lower Mainland in BC Canada. In November he purchased a Blenz franchise in Maple Ridge where he hopes to put all the skills he has learnt over the years into practice.

#### **Karen Duffield**

With over 30 years in the Insurance Industry, Karen's experiences include extensive work as a Senior Human Resources Professional, as well as Business Management, Sales Leadership, Training Facilitation and negotiations. For the past two years Karen has been operating a Co-operators Insurance Agency on Dewdney in Maple Ridge and is passionate and committed to helping clients have the protection they need for their property, their families and their businesses; ensuring they are prepared for the unexpected. As a new resident of Maple Ridge, Karen is excited to be a part of this great community.

#### **Philip Hartwick\***

For the past six years Philip Hartwick has been the Business Manager of the Maple Ridge and Pitt Meadows Arts Council, operators of the Maple Ridge Arts Centre and Theatre (ACT). With over twenty years experience in the workforce, his history includes extensive work in the arts and non-profit sectors, including positions in marketing, fundraising, event planning and financial management. He has contributed many hours of volunteer time to organizations that promote the arts and community living. For the past 3 years Philip has filled the DMRBIA President position.



## **Marty Morel**

Marty has worked in the Hospitality Industry for over 20 years for many prestigious hospitality and hotel chains. In 2005, he started his career with Great Canadian Casinos at the River Rock Casino Resort as the Assistant Banquet Manager and soon after was promoted to Banquet Manager. Last fall, Marty relocated from Steveston to Maple Ridge to assume his exciting new role as the Food and Beverage Manager at Chances Maple Ridge, the city's newest gaming centre. Marty looks forward to bringing some new ideas to the DMRBIA.

## **Shawn Pederson**

A world traveller, with over a decade of experience in Sales and Management, Shawn C. Pederson is always looking for the parallel and perpendicular lines of life. With his wife, Shawn currently owns/operates Seamless Alterations in downtown MR with hopes of expanding both Seamless Alterations, and other business concepts in MR in the future. Currently, Shawn works to express Seamless's brand, as a business of superior quality dedicated to serving the wonderful people of MR and surrounding areas. During his time as a top sales consultant for a major Canadian retailer, Shawn learnt that listening and understanding a client leads to a strong ability to fulfill their needs and aspirations. Artistic. Creative. Mindful.

## **Donna Telep**

Donna has been a business owner in Maple Ridge for more than twenty years. She is currently a Mortgage Broker and owner of Seville Mortgage Corporation, as well as Co-Owner of Donada Industries Ltd., which owns and manages several residential and commercial properties in downtown Maple Ridge.

Donna has been actively involved with the community for many years – sponsoring events, offering support to other local businesses and volunteering her time on various boards and committees; including Chamber of Commerce, MR Community Foundation, RM Hospital Foundation, MeadowRidge Rotary and Fraser Health Authority Board.

Donna is passionate about developing business opportunities, encouraging business growth in MR, looking forward to lending her experience to the DMRBIA and offering her continued support to our community.

Remaining Board members Deborah Hyslop, Robert Shantz and Cindy Stephenson, were elected at the 2012 AGM and have one year remaining in their two year terms.

DMRBIA thanks departing Board members, Teresa Green and Chrislana Gregory for the commitment and positive energy they brought to the DMRBIA Board. The remaining DMRBIA Board members wish to express their appreciation for the valuable contribution of time and talent; your commitment was much appreciated!

\* Current Director standing for re-election

Respectfully submitted – April 2013  
by the Nominating Committee: Chaired by Philip Hartwick





# BENEFITS OF A BIA TO THE COMMUNITY

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The DMRBIA is part of a vibrant movement towards downtown revitalization taking place in cities around the world. In North America, downtown communities are enjoying a rediscovery and rebuilding of interest by citizens as they look for central spaces to interact with one another that can be categorized as vibrant, creative places. Living and working in proximity is allowing citizens to walk more and drive less. Currently in excess of 1,400 BIAs are across North America with more than 60 in British Columbia alone, building and enhancing their BIA areas through initiatives in cleanliness, safety, security, business development, promotions and event promotion, among many other projects.

Property & Business owners, the District of Maple Ridge, and other stakeholders have and will continue to benefit from the activities of the DMRBIA including:

1. **Coordinated Efforts** – Working together, everyone is able to achieve more than working alone. Whether it is addressing street issues, managing growth and development, or managing special events to increase visitors to the core, the efforts of the Association, its membership, and stakeholders all have a dramatic impact in the community.
2. **Sustainable Funding** – Through a five year mandate, the BIA structure allows the Association to plan and execute multi-year programs. This has allowed the expansion from ad hoc or seasonal to annual programs through a mix of core funding and leveraged dollars from local government and corporate sources; the Façade Improvement Program is a good example of such a project.
3. **Self Reliance** – A BIA provides both structure and mechanism for the Association to identify useful downtown projects and allocate money towards those projects. Businesses benefit from the whole area coming together, to leverage its resources versus each business trying to work independently.
4. **Strong Public Image** – Activities and commitment of the Association improve the BIA area through stewardship, raising the profile of downtown and creating an image of a “cared for” area.
5. **Community Health** – The health of an entire community can be measured by the success of its downtown. A strong and vibrant downtown, the heart of any community regardless of size, enhances the image and economy of the entire community.
6. **Member Involvement** – We encourage members to play active roles in the sub-committees like:
  - **Safety & Security** (public safety, crime prevention, security patrols, Safety Fair). Monthly meetings every 2nd Tuesday, 2-3pm;
  - **Beautification** (street furniture, public art, banners, flower baskets, etc) & **Revitalization** (core planning, sidewalks, garbage dumpsters, Gateway project, Façade Improvement Project);
  - **Events** (sponsorship, envisioning) & **Marketing** (“Shop Local” campaigns, radio, seasonal promotions, business networking, website, markets, member engagement, social media, etc).

If you would like to become more involved, call Ineke at the DMRBIA office: 604-467-2420, or visit us at our office located at #34 - 22374 Lougheed Hwy (Fuller Watson Office).

The DMRBIA is grateful for all types of assistance, from folding and stapling to spearheading a new event, promotion or marketing campaign. More member participation, more benefit to everyone!

# ACCOMPLISHMENTS

Since mid 2007, the DMRBIA has advocated for business and property owners on economic development, environmental & social issues. Throughout 2013, DMRBIA continued those efforts through beautification projects, ongoing promotional events, marketing the economic potential of downtown Maple Ridge and promoting our members, making downtown Maple Ridge *the place to be*.

Following are some of the 2013 accomplishments:

Active collaboration with the District of Maple Ridge (many different departments)

Amazing Photo Adventure Event

Annual Community Resource & Safety Fair

BIA Coupon Books (throughout the summer months/ also available on our website)

BIA Courtesy Umbrella Project

Bi-weekly "Shop Local" marketing through both local newspapers

Business Watch

Clean-up Campaigns (assisted by Probation and Youth Diversion volunteers)

Community Garage Sale

Core Area Patrol; CAP Program

Crime Prevention Programs coordinated through Safety & Security Committee

Daily BIA Security Patrols (contract with Westridge Security)

DMRBIA Business Directory with Downtown Map

Downtown Maple Ridge Shopping Bags

Easter Egg Hunt

Extensive Consumer Survey

Facade Improvement Program, 9 completed projects in 2013

Graffiti removal service for members (BIA Clean Team)

Junior BIA Program (highschool student participation)

Lantern Festival, Caribbean Festival, Canada Day, Earth Day...and many more

Light Up The Town, in conjunction with Santa Parade

Lunchtime Concert Series, throughout August

Monthly "Business Column" in the Times

Monthly 5X5, "business to business" networking event

Monthly Safety & Security meetings (with District, RCMP, Bylaws, Security, etc.)

Online contests

Resource Directory

Senior's Art & Heritage Walking Tours (during senior's week)

Senior's Resource Guide (with Senior's Network)

Seniors' Bazaar (business market at Senior's Centre)

ShopMapleRidge Facebook page

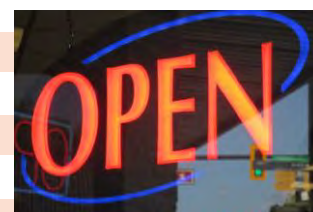
Sponsorship of downtown events and festivals

Summer Markets in partnership with Haney Farmers Market

Win Your Wish, Christmas Shopping Event

Window Decorating contests

Wrap It Up Downtown Maple Ridge Shopping Event



# COMMITTEE REPORTS

## 2013 Projects:

- Façade Improvement Program
- Litter Clean Up in partnership with Youth Diversion and Probation
- Graffiti Removal Program

## Possible future programs:

- Bicycle racks
- Green Projects: Community Garden, off leash dog area, flower baskets DTR, Re-Charge stations for electric cars, etc.
- New murals

## BEAUTIFICATION & REVITALIZATION COMMITTEE

This purpose of this Committee, comprised of Chrislana Gregory (Chair), Angela MacDonald, and Ineke Boekhorst, is to establish aesthetic improvements and to develop coordinated efforts between business owners, property owners, other community groups, and the District of Maple Ridge to continually enhance streetscape and property within downtown Maple Ridge.

The main project was the Facade Improvement Program which in 2013 facilitated 9 building upgrades. Grants awarded totaled \$51,927 and generated improvements of \$240,000.

In addition, the committee oversaw the Graffiti Removal Program, banner maintenance, and litter clean up (in partnership with Youth Diversion and Probation). The committee was an active participant in the Vibrant Downtown Task Force.

Possible future projects could include new murals, development of a 'Green Project' (dog park, community garden), and a public art installation.



MR Massage - Before



11781-Fraser - After



Haney Home Hardware - Before



Haney Home Hardware - After



Capital West Insurance - Before



Capital West Insurance - After



# COMMITTEE REPORTS

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## **MARKETING AND EVENTS COMMITTEE**

2013 was a year of growth and achievement for the Marketing and Events Committee. By creating unique and engaging concepts we increased community and business participation in our projects. This year the committee focused on evaluating annual events and assessing their success in marketing the downtown core. By gaging the effectiveness of our past projects, we were able to determine how to strategically plan new concepts and retire others.

2013 marks the launch of a bus bench program where the DMRBIA and local business can share in advertising and cost. This is a great way to promote both the importance of shopping local and highlights participating businesses as well.

Reusable shopping bags have replaced traditional paper or plastic bags for many environmentally conscious shoppers. This year we customized large sturdy shopping bags that promote shopping locally within the downtown core. The bright new Maple Ridge shopping bags have been a hit with business owners (who purchase them at a BIA supplemented cost), customers and tourists alike.

This year the committee worked on building a presence beyond the DMRBIA borders to attract new customers to our downtown core by advertising on local radio, working with tourism BC, and setting up several geo cashing sites. We plan to find new exciting ways to attract people from outside of our community and make Downtown Maple Ridge a destination.

All of our events this year have shown a dramatic increase in public participation which is an important measure of success. Here are a few highlights:

### **1<sup>st</sup> Annual Win Your Wish**

- By far our most successful marketing campaign to date.
- This all inclusive campaign encouraged citizens to spend locally over the holidays and register receipts to win incredible grand prize packages, that also featured local businesses. Because a receipt from any business within the downtown core was valid as a ballot, it offered inclusive promotion to each and every business or service without excluding the larger retailers who typically do not have permissions from head office to participate.
- We received approx. 8000 entries and hope to grow that number next year.
- This campaign was supported by radio ads on SHORE104 and JRFM.
- The campaign was a very simple concept for both BIA and for shoppers to participate in.

### **1<sup>st</sup> Annual Zombie Walk**

- This buzz worthy flash mob style event received free coverage in local newspapers and radio/ Mornings with Nat & Drew on Virgin Radio.
- This new event drew hundreds of participants from all over Maple Ridge who dressed up like Zombies to walk around the downtown core which increased shopping traffic along the route and within both Malls.

### **Easter Egg Hunt**

- This campaign encourages shoppers and children to go on a walking scavenger hunt through participating businesses within the downtown core.
- 2013 saw double the amount of participants over previous year, a great measure of success!

The success of our events and marketing campaigns cannot go without acknowledging the dedication and creativity of committee members Chrislana Gregory, Catherine Larnon-Trout, Deborah Hyslop and Ineke Boekhorst. I would also like to welcome Daxter to the team and we are excited to see what creative and innovative ideas he has in store for us next year!

Submitted by Cindy Stephenson (Chair)

# COMMITTEE REPORTS

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## **SAFETY & SECURITY COMMITTEE**

The Safety and Security Committee is a collaborative effort of diverse segments of the community. Its purpose is to bring together the interests and concerns of its various components to exchange information about the function and capabilities of programs and initiatives, determine their effectiveness, and amend and streamline these initiatives as required.

At the heart of this is the District of Maple Ridge's commitment to support the DMRBIA's aims of creating a safe and secure downtown, engaging and informing business owners, improving the appearance of the core area and providing information to the public about what is happening in the core area. It is an effort to engage all of the stakeholders to provide the best environment possible for anyone who comes into the downtown area.

The DMRBIA stakeholders who sit at the Safety and Security Committee table are: Robert Shantz (Chair), Ineke Boekhorst (Executive Director), Teresa Green (Alternate Chair), Michael Morden (District of Maple Ridge Councilor), Paul Gill (DMR -Finance) / Jim Rule (Oversight), Tyler Lunn (DMR -Bylaws), Inspector Dan Splinter (RCMP), Corp. Alanna Dunlop (RCMP), Tammy Lang (RCMP/Community Policing), Martyn Garner (Westridge Security), Manda Poole (Salvation Army Caring Place), and Ken Holland (Chamber of Commerce).

This group deals with an extremely wide variety of issues: the attractiveness of the core area to visitors and shoppers, crime and homelessness, bylaw infractions, events in the core area which provide entertainment for the community and attract additional customers to the core businesses, and providing a police presence to forestall crime and socially unacceptable behavior.

Programs and projects include:

- We Can't Help, If You Won't Report It (awareness program informing members to report crime)
- Downtown Security Patrols (security contract with local security company)
- Business Watch (crime prevention partnership with RCMP)
- Annual Community Resource & Safety Fair in Haney Place Mall
- Operations Grinch (prevention program to decrease theft from cars)
- Back Alley Lights Project
- Core Area Patrol program (daily patrols by a BIA staff member)
- Resource Directory (a contact list for businesses)



Prevention of crime and management of unacceptable social behavior is always the preferred result rather than prosecution for the offences committed.

The exchange of information and the creation and implementation of programs for the core area is the leading edge that provides the highest standard of safety and security possible for citizens of Maple Ridge.

Submitted by Chair Robert Shantz

# Financial Statement

## Statement of Financial Position

(For the year ended December 31, 2013)

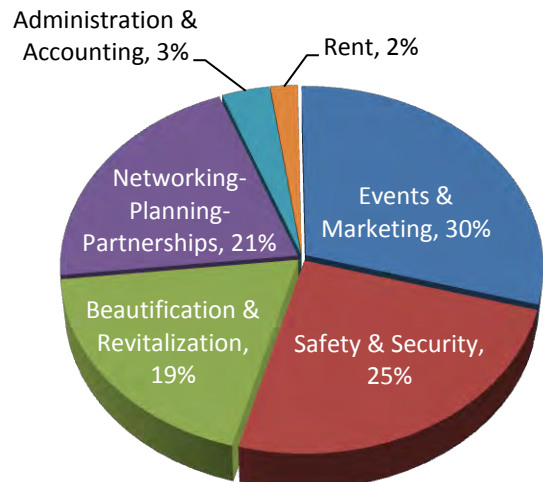
<b>ASSETS</b>		
Cheque / Savings Account	\$58,496	
Accounts Receivable	30,321	
Prepaid expenses	1,467	
Equipment	903	
<b>TOTAL Assets</b>		<b>\$91,187</b>
<b>LIABILITIES &amp; EQUITY</b>		
Accounts Payable	\$13,677	
Net assets	91,187	
<b>TOTAL Liabilities &amp; Equity</b>		<b>\$91,187</b>

## Statement of Income

(For the year ended December 31, 2012)

<b>Income</b>		
BIA levy	\$198,350	
Grants	75,964	
Other Revenue (recoveries etc.)	48,020	
<b>TOTAL Revenue</b>		<b>\$322,334</b>
<b>Expenses</b>		
Events & Marketing	\$97,053	
Safety & Security	81,422	
Beautification & Revitalization	62,493	
Networking-Planning-Partnerships	68,745	
Administration & Accounting	11,418	
Rent	6,451	
<b>TOTAL Program Expenditures</b>		<b>\$327,582</b>
<b>NET INCOME (LOSS)</b>		<b><u>\$(5,248)</u></b>

Full 2013 year-end financial statements are available to all members during the Annual General Meeting, as well as by request from the DMRBIA office.



**CHART OF EXPENSES**