



TSAWWASSEN
BUSINESS IMPROVEMENT
ASSOCIATION

RENEWAL REQUEST 2026-2031



November 28, 2025

Mayor & Council City of Delta
4500 Clarence Taylor Way
Delta, B.C.

Dear Mayor and Council,

On behalf of the Tsawwassen Business Improvement Association (TBIA), I am submitting our Renewal Package for the 2026–2031 term. This document reflects extensive feedback from our business community, our Board of Directors, and the levy-paying commercial property owners who form the foundation of the BIA.

Over the past five years, TBIA has continued to strengthen Tsawwassen’s business area through beautification, business marketing, community engagement, and direct support for small businesses. Throughout the current 2021–2026 mandate, TBIA delivered its programs and services within the approved five-year budget of \$736,933.20, demonstrating strong financial stewardship and responsible management of levy-funded resources.

Our 2025 Member Survey reaffirmed the priorities of businesses in our BIA. Members emphasized the importance of business collaboration, advocacy, increasing customer traffic, and continued investment in beautification and marketing. These insights directly shaped the direction of this renewal package.

The proposed financial plan for 2026–2031 supports these priorities while remaining mindful of the BIA’s levy base. With 133 levy-paying commercial properties funding programs that support more than 300 businesses, it is essential that levy funds remain stable, efficient, and predictable. Based on the City-approved 2026 levy of \$154,836, TBIA is requesting approval of a modest and consistent 3% annual levy adjustment beginning in 2027, resulting in a total five-year levy budget of \$846,705.

This renewal presents a balanced and community-focused plan that strengthens Tsawwassen’s commercial area, enhances the customer experience, and contributes to the ongoing economic vitality of the BIA. Programs such as seasonal lighting, shop-local initiatives, community events, digital marketing, and placemaking continue to support both levy-paying property owners and the businesses operating within the BIA area.

We look forward to continuing our strong partnership with the City of Delta as we work toward the goals outlined in this renewal package and continue to build a thriving, resilient, and welcoming business area.

Sincerely,
Jubail Sanchez
Executive Director
Tsawwassen Business Improvement Association

Supported by:
Warren Dean Flandez
President, TBIA Board of Directors

ABOUT THE TBIA

The Tsawwassen Business Improvement Association represents businesses and commercial property owners along 56th Street, 12th Avenue, and the surrounding commercial area.

The TBIA exists to:

- 01 ● **Strengthen local economic vitality**
- 02 ● **Enhance the appearance and vibrancy of the business district**
- 03 ● **Advocate on behalf of businesses**
- 04 ● **Encourage residents and visitors to shop locally**
- 05 ● **Deliver events and marketing that increase customer activity**

TBIA is funded through a levy collected by the City of Delta from commercial property owners within the BIA boundary. All funds are reinvested directly into programs that support the business community.



The Tsawwassen Business Improvement Association is funded by 133 commercial property owners whose annual levy supports the success of more than 300 local businesses. With a small number of contributing properties, each levy payer plays a meaningful role in sustaining the programs that keep Tsawwassen’s commercial district vibrant, welcoming, and economically active.

Because our levy base is small, it is essential that:

- 01 • Every levy dollar must be used strategically and responsibly**
TBIA must remain efficient and focused on programs that deliver the greatest value to the district.
- 02 • Predictable levy adjustments support stability**
A consistent, modest increase allows TBIA to maintain services without sudden financial pressure on property owners.
- 03 • Programs must benefit the entire business community**
Although only 133 properties pay the levy, more than 300 businesses rely on TBIA’s promotions, events, and district improvements.
- 04 • Long-term planning depends on steady, sustainable funding**
Stable funding ensures TBIA can continue beautification, business promotion, advocacy, and customer-traffic-driving initiatives year after year.
- 05 • Levy contributions create measurable community value**
Investments made by levy payers result in improved visibility, increased foot traffic, and a stronger commercial district for all businesses.

A small levy base supporting a large business ecosystem highlights the importance of maintaining reliable and sustainable funding. The proposed levy structure ensures that TBIA can continue delivering beautification, business promotion, advocacy, and community-building programs that directly support the economic health of Tsawwassen.



ACHIEVEMENTS: 2021–2026

Over the past five years, TBIA has adapted, innovated, and responded to the needs of its members while strengthening local economic activity and community engagement.

Community & Member Engagement

- Hosted the Summer Social, Fall Mix & Mingle, Holiday Social (with Harry's Fish & Chips), and Cops & Canapés - events that strengthen business relationships, encourage collaboration, and support a connected and informed local business community.



ACHIEVEMENTS: 2021–2026

Over the past five years, TBIA has adapted, innovated, and responded to the needs of its members while strengthening local economic activity and community engagement.

Community Activation & Longstanding Traditions

- Continued the Annual Christmas Light Program (30 years)
- Installed new Highway 17 signage on both sides
- Introduced a Summer Pop-Up Park at Tsawwassen Town Centre Mall



ACHIEVEMENTS: 2021–2026

Over the past five years, TBIA has adapted, innovated, and responded to the needs of its members while strengthening local economic activity and community engagement.

Marketing & Awareness

-  Delivered ongoing Shop Local campaigns
-  Increased visibility through regular business spotlights and digital updates
-  Strengthened collaboration with the City of Delta, Ladner Business Association, and Delta Chamber of Commerce

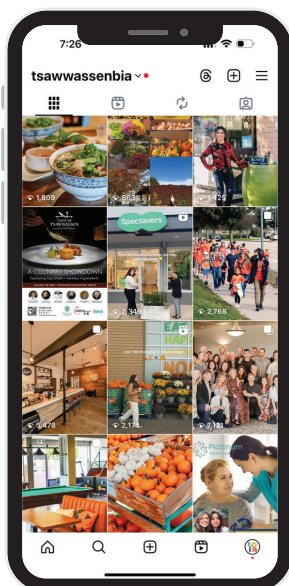
★ Shop Local Holiday Passport (2025 Launch)

TBIA launched its first-ever Shop Local Holiday Passport, engaging 24 participating businesses across the commercial district. Shoppers collect stamps when making purchases and enter to win prize draws from local merchants. This initiative encourages residents to explore multiple local shops, increases customer foot traffic during the holiday season, and strengthens business-to-business collaboration. Early participation and community engagement indicate strong potential for continued growth in future years.



★ Shop Local Sign (Installed November 2025)

The TBIA installed a new Shop Local sign at a key entrance to Tsawwassen in November 2025 to encourage holiday shopping within the community and increase visibility for local businesses during the busiest retail season.

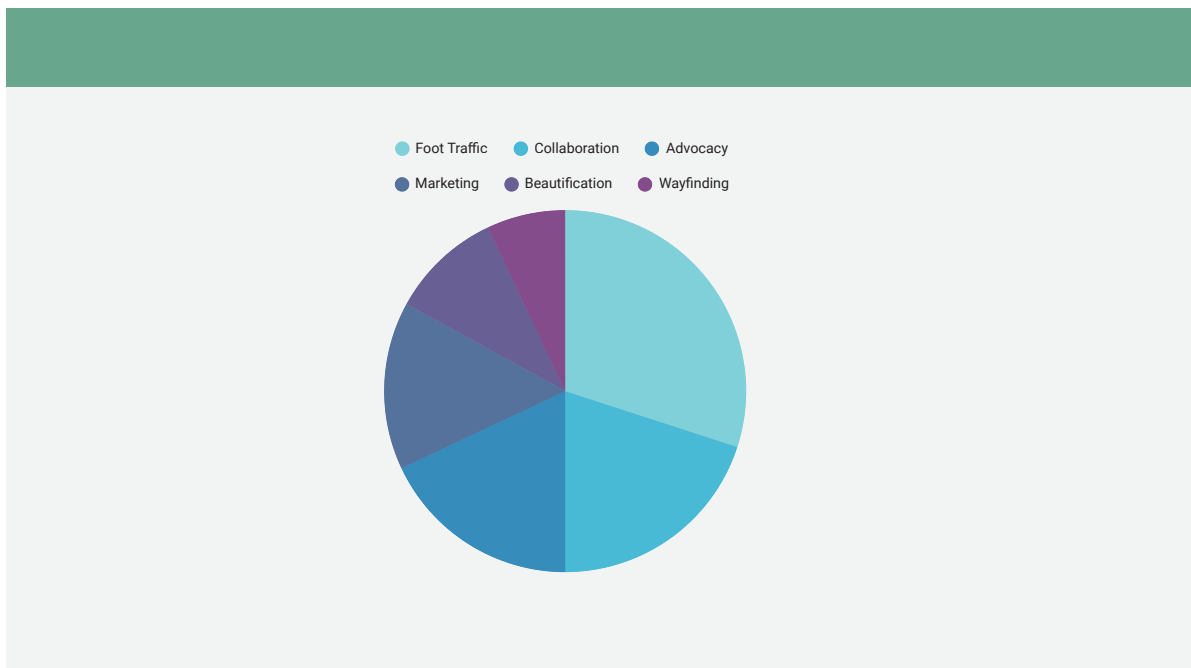


★ Increased visibility through consistent digital marketing, including business spotlights, community updates, Shop Local campaigns, social media features, and regular communication to promote local businesses and connect with the community.

2025 MEMBER SURVEY SUMMARY

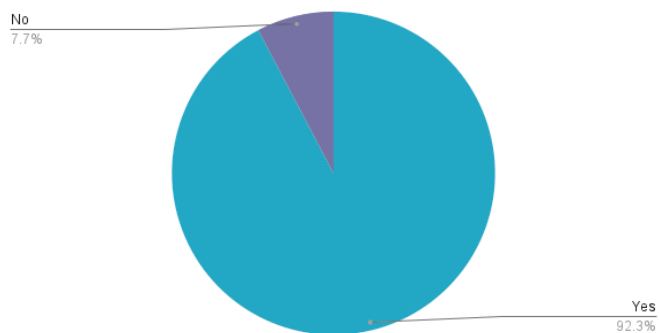
The 2025 Member Survey reveals strong confidence in TBIA’s direction and its continued value to the community. Members emphasized the importance of:

- 01 Increasing customer foot traffic
- 02 Collaboration between local businesses
- 03 Continued advocacy
- 04 Marketing and promotional support
- 05 Beautification and lighting
- 06 Wayfinding and signage improvements



The Tsawwassen Business Improvement Association (TBIA) is asking Property Owners and Business Owners to support a new 5-year Renewal Plan.

Count of Can we count on your support for the TBIA 2026–2031 Renewal?



STRATEGIC PRIORITIES (2026–2031)

TBIA's strategic priorities for the next term are shaped by community feedback and business needs.

01

Organizational Stability, Governance & Advocacy

Providing effective leadership, transparent operations, and strong advocacy that reflects business needs.

02

Increasing Customer Foot Traffic & Economic Activity

Delivering events, activations, and promotions that bring residents and visitors into the business district.

03

Beautification & Public Realm Enhancements

Creating an attractive, welcoming, and walkable environment through lighting, décor, and placemaking initiatives.

04

Marketing, Visibility & Shop Local Promotion

Expanding digital marketing, business storytelling, and promotional campaigns that increase visibility and encourage local spending.

05

Business Collaboration, Development & Partnerships

Strengthening business relationships through networking, information sharing, and collaboration with community partners.

FIVE-YEAR BUDGET PROPOSAL (2026–2030)

Reflecting a 3% annual increase			
Fiscal Year	Annual Budget	\$ Increase	% Increase
FY2027	\$159,481	\$4,645	3%
FY2028	\$164,265	\$4,784	3%
FY2029	\$169,193	\$4,928	3%
FY2030	\$174,269	\$5,076	3%
FY2031	\$179,497	\$5,228	3%

Five-Year Total: \$846,705

FINANCIAL OVERVIEW

TBIA’s proposed financial plan for the 2027–2031 renewal term is based on the City-approved 2026 levy of \$154,836. As part of this renewal, TBIA is requesting approval of a 3% annual levy adjustment beginning in 2027 to maintain current service levels and address rising operating costs.

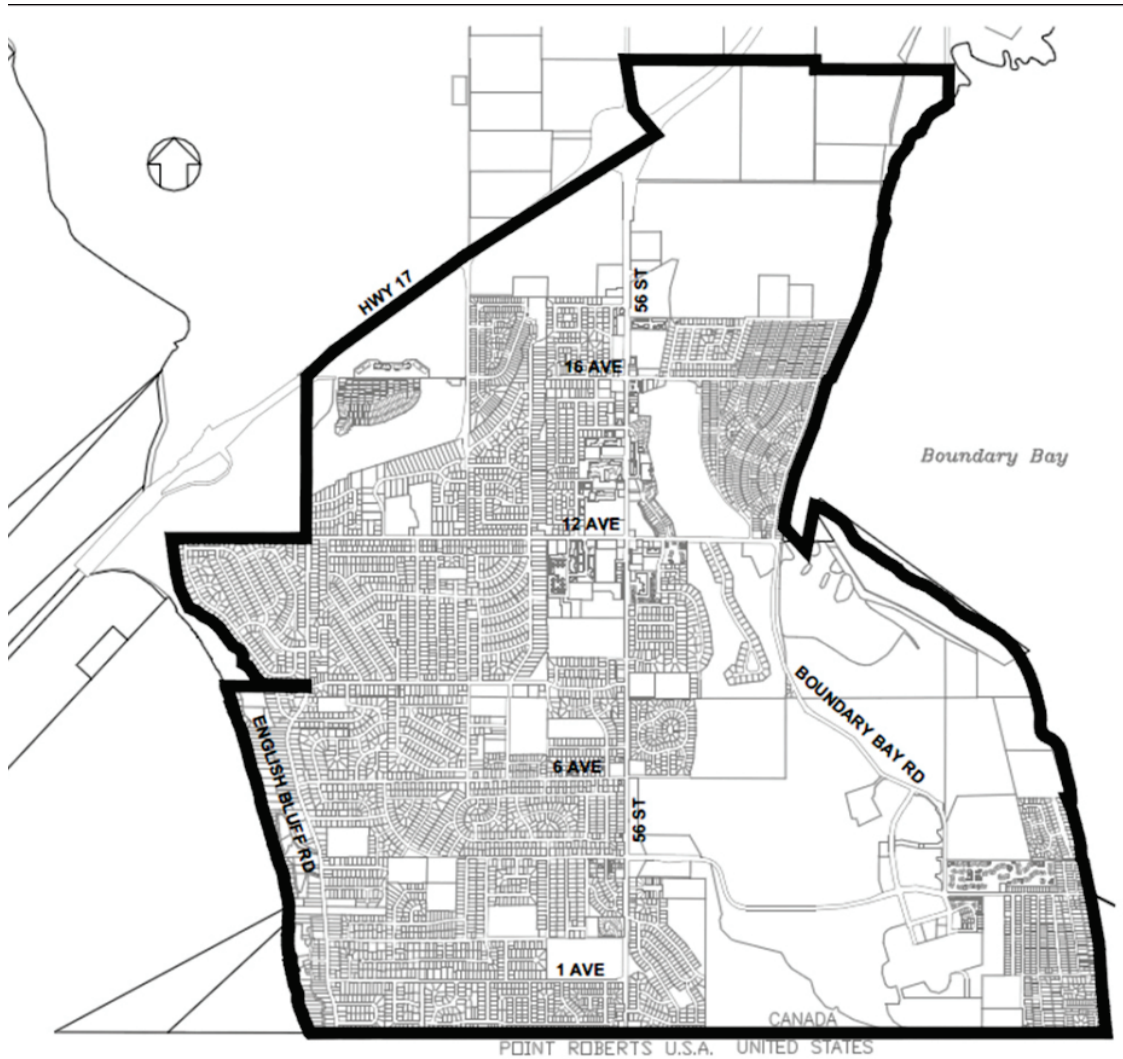
The proposed adjustment results in a total five-year levy budget of \$846,705, providing stable and predictable funding for core BIA services, including administration, seasonal lighting and beautification, marketing and promotions, community and tourism activation, business development, and advocacy

Impact on Levy Payers

Based on 133 levy-paying commercial properties within the BIA boundary, the proposed adjustment represents an estimated average increase of approximately \$35 per property per year, or \$2.90 per month. This modest increase supports programs and services that benefit more than 300 businesses operating within the Tsawwassen BIA area.

Tsawwassen Business Improvement Area Boundary Map

For the 2026–2031 Renewal Term



We're here for Tsawwassen's business community, dedicated to promoting local, driving economic growth, and making Tsawwassen a vibrant place to work, shop, and visit.

APPENDIX A

BOARD OF DIRECTORS

Executive

President

Warren Dean Flandez, Studio Cloud 30

Vice President

Jill Presley, Tsawwassen Springs

Secretary/Treasurer

Simon Griffiths, Century Group

Directors

Sarah Sawyer

Meridian Farm Market

Nolan McLeod

Acorn Service Group

Sara Kirby

Tsawwassen Optometry Clinic

Dalia Oreskovic

Coastal Olive Oils

Heath Newman

Newman Fine Foods

Christina Boyarchuk

Nats Coffee House

Christy Oleskiw

Atlantis Day Spa & Wellness
Centre

Brooke Fielkowich

Beach Grove Golf Club

APPENDIX B

	Budget FY2026
REVENUE	
Delta Grant (Levy)	\$ 154,836.00
Other Grant - City of Delta	\$ 15,000.00
Summer Student Grant	
Bike Rack Sales/Sponsorship	\$ 500.00
Associate Members	\$ 1,000.00
Interest	\$ 4,000.00
TOTAL REVENUE	\$ 175,336.00
EXPENSES	
Payroll	\$ 39,720.00
General Admin	\$ 32,616.00
Communications	\$ 29,500.00
Community Enhancements	\$ 53,500.00
Community Initiatives	\$ 15,500.00
Promotions	\$ 3,500.00
TBIA Scholarship	\$ 1,000.00
TOTAL EXPENSES	\$ 175.336.00
Excess Revenue over Expenditures from Operations	
Interest	
Excess Revenue over Expenditures	

APPENDIX C

CURRENT LIST OF PROPERTY OWNERS CHARGED THE BIA LEVY

Folio	Unit	House	Street	Owner	Taxable Value Land	Taxable Value Improvements
202-601-14-0		6333	MARKET AVE	CENTURY INDUSTRIES LTD *Occupier of Municipal Property	1,572,000	1,376,000
202-601-16-0	107	251	BOUNDARY BAY RD	CENTURY GROUP LANDS CORPORATION	716,000	228,000
202-601-18-0		6388	MARKET AVE	CENTURY GROUP LANDS CORPORATION	2,928,000	4,195,000
202-601-84-0		6322	MARKET AVE	CENTURY GROUP LANDS CORP	2,276,000	-
202-602-21-0		355	RED BARN BLVD	CENTURY GROUP LANDS CORPORATION	5,620,000	-
202-602-28-0		6329	SOUTHLANDS DR	CENTURY GROUP LANDS CORPORATION	2,353,000	-
202-603-10-0		201	BOUNDARY BAY RD	CENTURY GROUP LANDS CORP	3,536,000	-
202-603-56-0		6350	MARKET AVE	CENTURY GROUP LANDS CORPORATION	5,174,000	1,714,000
202-603-57-0		6353	SOUTHLANDS DR	CENTURY GROUP LANDS CORPORATION	843,000	271,000
205-201-00-0		15	56 ST	CENTURY GROUP LANDS CORP	2,551,000	1,074,000
205-922-00-0		130	ENGLISH BLUFF RD	SINGLA, KRISHAN	1,203,000	318,000
205-922-00-0		130	ENGLISH BLUFF RD	SINGLA, RENU		
210-401-00-0		1591	56 ST	SHELL CANADA LTD	9,848,000	22,000
210-404-00-0		1555	56 ST	ENG, ANNA M	2,348,000	-
210-404-00-0		1555	56 ST	ENG, JACK		
210-404-00-0		1555	56 ST	ENG, LARRY		
210-405-00-0		1557	56 ST	ENG, ANNA M	4,236,000	135,000
210-405-00-0		1557	56 ST	ENG, JACK		
210-405-00-0		1557	56 ST	ENG, LARRY		
210-406-00-0		5565	15B AVE	UNIVERSITY SPRINKLER SYSTEMS INC	1,435,000	-
210-470-00-0		1505	56 ST	MALCOLM CENTRE HOLDINGS INC	3,793,000	3,000
210-471-00-0		1521	56 ST	DELTA HOSPICE SOCIETY	3,790,000	4,500
210-542-96-0	1	1359	56 ST	0695075 BC LTD	463,000	115,000
210-542-97-0	2	1359	56 ST	0695075 BC LTD	294,000	97,000
210-542-98-0	3	1359	56 ST	0695075 BC LTD	358,000	120,000
210-545-63-0	8	1363	56 ST	CENTURY GROUP LANDS CORP	180,000	77,000
210-545-64-0	7	1363	56 ST	CENTURY GROUP LANDS CORP	189,000	80,000
210-545-65-0	6	1363	56 ST	CENTURY GROUP LANDS CORP	249,000	92,000
210-545-66-0	5	1363	56 ST	CENTURY GROUP LANDS CORP	297,000	105,000
210-545-67-0	4	1363	56 ST	CENTURY GROUP LANDS CORP	306,000	107,000
210-545-68-0	3	1363	56 ST	CENTURY GROUP LANDS CORP	205,000	79,300
210-545-69-0	2	1363	56 ST	CENTURY GROUP LANDS CORP	205,000	79,300
210-545-70-0	1	1363	56 ST	CENTURY GROUP LANDS CORP	278,000	100,000
210-593-03-0		1333	56 ST	REGENCY REALTY LTD	755,000	119,000
210-603-03-0		1323	56 ST	CANADA TRUSTCO MORTGAGE CO	2,993,000	2,501,000
210-621-01-0		1219	56 ST	CENTURY GROUP LANDS CORP	49,544,000	363,000
210-621-02-0			55 ST	CENTURY GROUP LANDS CORP	1,531,000	-
210-621-11-0	119	1315	56 ST	CENTURY GROUP LANDS CORP	384,000	174,000
210-621-12-0	101	1315	56 ST	CENTURY GROUP LANDS CORP	417,000	177,000

210-621-13-0	103	1315	56 ST	CENTURY GROUP LANDS CORP	567,000	263,000
210-621-14-0	105	1315	56 ST	CENTURY GROUP LANDS CORP	518,000	239,000
210-621-15-0	107	1315	56 ST	CENTURY GROUP LANDS CORP	533,000	246,000
210-621-16-0	109	1315	56 ST	CENTURY GROUP LANDS CORP	369,000	167,000
210-621-17-0	111	1315	56 ST	CENTURY GROUP LANDS CORP	411,000	188,000
210-621-18-0	121	1315	56 ST	CENTURY GROUP LANDS CORP	558,000	241,000
210-621-19-0	123	1315	56 ST	CENTURY GROUP LANDS CORP	388,000	176,000
210-621-20-0	125	1315	56 ST	CENTURY GROUP LANDS CORP	388,000	177,000
210-621-21-0	127	1315	56 ST	CENTURY GROUP LANDS CORP	376,000	171,000
210-621-22-0	129	1315	56 ST	CENTURY GROUP LANDS CORP	177,000	69,700
210-621-23-0	H	1319	56 ST	CENTURY GROUP LANDS CORP	2,639,000	1,353,000
210-621-24-0	E	1319	56 ST	CENTURY GROUP LANDS CORP	2,211,000	986,000
210-642-01-0		5499	12 AVE	CENTURY GROUP LANDS CORP	4,308,000	21,000
210-648-00-0		1215	56 ST	TSAWWASSEN CORNER HOLDINGS LTD	18,818,000	1,339,000
210-663-01-0		5461	12 AVE	MCPHAIL, JERRY	710,000	423,000
210-666-00-0		5447	12 AVE	1057653 BC LTD	509,000	-
210-671-00-0	1	5405	12 AVE	1057653 BC LTD	745,000	-
210-671-02-0	2	5405	12 AVE	1057653 BC LTD	862,000	-
210-671-03-0	3	5405	12 AVE	1057653 BC LTD	167,000	-
210-671-04-0	4	5405	12 AVE	1057653 BC LTD	382,000	-
210-671-05-0	5	5405	12 AVE	1057653 BC LTD	316,000	-
210-671-06-0	6	5405	12 AVE	1057653 BC LTD	357,000	-
210-671-07-0	7	5405	12 AVE	1057653 BC LTD	230,000	-
210-671-08-0	8	5405	12 AVE	1057653 BC LTD	474,000	-
210-671-09-0	9	5405	12 AVE	1057653 BC LTD	211,000	-
210-831-01-0		5365	12 AVE	SOUTH DELTA ENTERPRISES LTD	1,478,000	36,500
211-031-01-0		1199	56 ST	SANTELLI, CARMELA	3,311,000	1,147,000
211-037-00-0		1139	56 ST	MARCO INVESTMENTS LTD	1,404,000	1,481,000
211-037-01-0		1133	56 ST	466340 BC LTD	1,405,000	892,000
211-037-02-0		1113	56 ST	KORONI HOLDINGS LTD	1,405,000	637,000
211-037-03-0		1105	56 ST	1451465 BC LTD	1,405,000	663,000
211-037-04-0		1097	56 ST	1391146 BC LTD	1,193,000	373,000
211-044-02-0		1195	56 ST	A L SOTT (BAYSIDE) INC	15,887,000	3,165,000
211-044-99-9		1143	56 ST	JIM PATTISON DEVELOPMENTS LTD	33,305,000	173,000
211-086-01-0		5518	12 AVE	1069232 BC LTD	2,157,000	7,490,000
211-146-01-0			56 ST	TRUSTY SALES LTD	20,852,000	2,657,000
211-347-00-0		5360	12 AVE	PARK ON 12TH DEVELOPMENT CORP	2,525,000	7,300
213-005-00-0		5921	12 AVE	BJP ENTERPRISES INC	2,467,179	-
213-136-02-0		1269	BEACH GROVE	CORKE, SHAWN H	536,000	635,000
213-136-02-0		1269	BEACH GROVE	STANYER, WARREN W		

213-505-00-0		5946	12 AVE	BEACH GROVE GOLF CLUB (1960) LTD	339,000	2,840,000
213-600-00-0		1300	56 ST	PORTER'S HARDWARE LTD	2,961,000	2,915,000
213-602-00-0		1320	56 ST	PORTER'S HARDWARE LTD	1,883,000	1,779,000
213-604-00-0		1342	56 ST	GAVILLE HOLDING LTD	5,892,000	15,900
213-616-00-0	A	1464	56 ST	CHARACH, ALISA	1,610,000	-
213-616-00-0	A	1464	56 ST	CHARACH, MARTY		
213-618-00-0		1443	VIEW CRES	RAY, JUDITH E	1,078,000	-
213-618-00-0		1443	VIEW CRES	RAY, MARTIN L		
213-731-02-0	400	1530	56 ST	BOATES, MARILYN	446,000	250,000
213-731-02-0	400	1530	56 ST	BOATES, RICHARD		
213-731-03-0	101	1530	56 ST	1536781 BC LTD	951,000	547,000
213-731-04-0	200	1530	56 ST	1107585 BC LTD	1,539,000	173,000
213-731-05-0	300	1530	56 ST	1107585 BC LTD	1,545,000	169,000
213-733-02-0		1524	56 ST	TDM WATSON HOLDINGS LTD	1,963,000	144,000
213-733-03-0		1512	56 ST	SCZIRAKI HOLDINGS LTD	1,529,000	110,000
213-765-00-0		1202	56 ST	RURAL STORES LTD	30,616,000	3,102,000
213-814-00-0		1204	56 ST	PARKLAND CORP	2,696,000	7,000
214-464-02-0		1140	56 ST	HOME HARDWARE STORES LTD	9,132,000	18,400
214-466-00-0		5610	12 AVE	PETRO-CANADA	4,735,000	8,000
214-469-00-0		5636	12 AVE	PETRO-CANADA	2,571,000	-
214-470-01-0		5646	12 AVE	0934437 BC LTD	2,572,000	-
214-471-00-0		5666	12 AVE	0934437 BC LTD	1,558,000	1,071,000
214-473-03-0		5670	12 AVE	L GILLESPIE HOLDINGS LTD	3,429,000	1,549,000
220-414-00-0		1614	56 ST	1004051 BC LTD	1,915,000	-
220-416-00-0		1624	56 ST	CENTURY GROUP LANDS CORP	1,282,000	2,200
220-417-00-0			56 ST	CENTURY GROUP LANDS CORP	822,000	-
220-800-01-0		2300	56 ST	SUNNYSIDE NURSERIES LTD	134,000	126,000
220-800-01-0		2300	56 ST	VAN VLIET, LEONARD P		
222-801-71-0	101	1777	56 ST	NORTHGATE COMMERCIAL BARE TRUSTEE CORP	490,000	381,000
222-801-72-0	102	1777	56 ST	NORTHGATE COMMERCIAL BARE TRUSTEE CORP	799,000	627,000
222-801-73-0	103	1777	56 ST	BELIZ HOLDINGS CORP	476,000	370,000
222-801-74-0	104	1777	56 ST	SMITH, BRANDON J	260,000	197,000
222-801-75-0	201	1777	56 ST	1203814 BC LTD	417,000	562,000
222-801-76-0	202	1777	56 ST	1203814 BC LTD	387,000	521,000
222-801-77-0	203	1777	56 ST	DR DIMAS YUSUF MD INC	402,000	542,000
222-801-78-0	204	1777	56 ST	1252036 BC LTD	296,000	225,000
222-801-79-0	205	1777	56 ST	WHB HOLDINGS LTD	265,000	200,000
222-801-80-0	206	1777	56 ST	ROBIBO INVESTMENT CORPORATION	280,000	212,000
222-801-81-0	301	1777	56 ST	1190559 BC LTD	424,000	571,000
222-801-82-0	302	1777	56 ST	HAVEN MINISTRIES ASSOCIATION	390,000	525,000

222-801-83-0	303	1777	56 ST	VANDELAY HOLDINGS LTD	404,000	544,000
222-801-84-0	304	1777	56 ST	DEVCO HOLDINGS LTD	297,000	226,000
222-801-85-0	305	1777	56 ST	DOAN, KATHRYN A	265,000	201,000
222-801-85-0	305	1777	56 ST	FISHER-FLEMING, ADRIAN E		
222-801-85-0	305	1777	56 ST	FISHER-FLEMING, BARBARA J		
222-801-85-0	305	1777	56 ST	FISHER-FLEMING, DAVID		
222-801-86-0	306	1777	56 ST	VIP THERAPY INC	304,000	232,000
222-801-87-0	401	1777	56 ST	SHPAK HOLDINGS INC	311,000	237,000
222-801-88-0	402	1777	56 ST	S M PROPERTIES LTD	330,000	380,000
222-801-89-0	403	1777	56 ST	ANCHOR POINT CAPITAL INC	407,000	549,000
222-801-90-0	404	1777	56 ST	WHB HOLDINGS LTD	294,000	223,000
222-801-91-0	405	1777	56 ST	WHB HOLDINGS LTD	267,000	202,000
222-801-92-0	406	1777	56 ST	SCHOEFFEL, MARK I	304,000	231,000
222-801-93-0	500	1777	56 ST	WIZ BUILDING 1 CORP	2,105,000	1,343,000
222-801-94-0	600	1777	56 ST	GLBC DEVELOPMENTS LTD	1,556,000	715,000
223-447-00-0		5575	16 AVE	JACK BENTLEY HOLDINGS LTD	1,365,000	1,136,000
223-449-00-0		1617	56 ST	P L GEORGE CONSTRUCTION LTD	1,805,000	1,688,000
223-454-00-0		1665	56 ST	CENTURY GROUP LANDS CORP	9,172,000	7,451,000
223-499-01-0		5565	18 AVE	CENTURY GROUP LANDS CORP	5,054,000	2,799,000
223-509-00-0		1631	56 ST	CENTURY GROUP LANDS CORP	1,787,000	1,100
224-078-03-0		1835	56 ST	CENTURY SQUARE HOLDINGS LTD	21,554,000	2,756,000
224-078-04-0		1815	56 ST	MCDONALD'S RESTAURANTS OF CANADA LTD	5,317,000	896,000
224-081-10-0		5133	SPRINGS BLVD	TSAWWASSEN GOLF & COUNTRY CLUB LTD	133,000	9,667,000
224-081-40-0		5188	SPRINGS BLVD	TSAWWASSEN GOLF & COUNTRY CLUB LTD	3,035,000	1,283,000
313-398-02-0		6679	1A AVE	AUCHINLECK-HOOD, ANDREA N	1,310,000	152,000
313-398-02-0		6679	1A AVE	HOOD, RAJEN S		
313-442-00-0			CORBOULD RD	BEAN AND BEAR HOLDINGS LTD	1,352,000	251,000
313-591-02-0			CORBOULD RD	BEAN AND BEAR HOLDINGS LTD	59,400	-
					386,295,579	92,065,200