

**CALGARY'S BUSINESS IMPROVEMENT AREA (BIAs)  
2021 ANNUAL BUDGETS  
(SUMMARY)**

<b>BUSINESS IMPROVEMENT AREA</b>	<b>2021 BIA LEVY \$</b>	<b>2020 BIA LEVY \$</b>	
Beltline BIA	375,000	400,000	Attachment 2A
Mainstreet Bowness BIA	50,100	50,100	Attachment 2B
Bridgeland BIA	65,580	100,000	Attachment 2C
Calgary Downtown Association	1,428,000	1,586,825	Attachment 2D
Chinatown District BIA	195,000	215,000	Attachment 2E
Crescent Heights Village BIA	120,000	120,000	Attachment 2F
4th Street South West BIA	185,200	205,800	Attachment 2G
Greenview Industrial BIA	50,000	50,000	Attachment 2H
Inglewood BIA	265,000	285,000	Attachment 2I
International Avenue BRZ	273,500	288,500	Attachment 2J
Kensington BRZ	220,000	220,000	Attachment 2K
Marda Loop BIA	220,000	220,000	Attachment 2L
Montgomery on the Bow BIA	50,000	70,000	Attachment 2M
17th Avenue Retail & Entertainment District BIA	410,800	559,000	Attachment 2N
Victoria Park BIA	334,369	369,369	Attachment 2O
<b>Total</b>	<b>4,242,549</b>	<b>4,739,594</b>	

The Beltline BIA

2021 BUDGET

BUDGET OVERVIEW

Given the significant challenges many of our member businesses faced due to the pandemic shutdown, the Beltline BIA chose to spend conservatively this year, focusing efforts on supporting and engaging with businesses and continued foundational planning for 2021. The 2021 budget outlines anticipated expenditures related to new projects in our zone, including adaptive laneway and patio extension development, streetscape improvements, community outreach and ongoing member engagement initiatives, marketing and promotions.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2A

### The Beltline BIA

#### 2021 BUDGET

	2021 \$	2020 \$	Change (INC./(DEC.)) \$	%	<u>Rationale:</u>
<b><u>REVENUES</u></b>					
BIA Levy	375,000	400,000	(25,000)	<b>(6%)</b>	Lowered budget to keep levy aligned with 2020 and to compensate for the lost/gained businesses to our zone.
Grants	4,500	0	4,500	<b>0%</b>	Arts micro grant.
Events Income	0	5,055	(5,055)	<b>(100%)</b>	2020 Balcony Bash Collections to pay out to BIA businesses.
Interest/Other Income	70,000	1,349	68,651	<b>5089%</b>	Funding from reserves.
<b>Total Revenues</b>	<b>449,500</b>	<b>406,404</b>	<b>43,096</b>	<b>11%</b>	Anticipated levy decrease for 2021.
<b><u>EXPENDITURES</u></b>					
Administration	125,000	105,943	19,057	<b>18%</b>	New full time employee - hence shift in budget.
Marketing/Communication	150,000	136,577	13,423	<b>10%</b>	COVID ready resource website, digital marketing, member engagement initiatives, advertising, collateral materials.
Urban Devt.& Planning	20,000	2,250	17,750	<b>789%</b>	SAPL architects-2021 adaptive laneway and patio extension development. No spending during the pandemic in our first year.
Streetscape Improvements	34,500	0	34,500	<b>0%</b>	Identify 100% block and make improvements - greenspace, lighting, trash disposal - micro grant application.
Special Projects/Events	80,000	20,000	60,000	<b>300%</b>	Skate park, laneway activation projects, special events - All events were effectively cancelled due to pandemic.
Public Safety & Social Issues	20,000	0	20,000	<b>0%</b>	Community outreach program, CPTED, member engagement - research was our commitment in 2020.
Capital Assets			0	<b>0%</b>	
Other - BIA Specific	20,000	8,529	11,471	<b>134%</b>	Memberships, subscriptions, digital platforms CRM etc.
<b>Total Expenditures</b>	<b>449,500</b>	<b>273,299</b>	<b>176,201</b>	<b>64%</b>	
<b>Surplus/(Deficit)</b>	<b>0 133,105</b>				

Mainstreet Bowness BIA

2021 BUDGET

BUDGET OVERVIEW

1. The Mainstreet Bowness BIA is the smallest BIA in the city with the smallest budget. We have just under 60 businesses and as of just 3 years ago we have 67 businesses. Just in the last few months, 3 businesses closed either because they were already in dire straits or Covid-19 was the last straw for them. We try our very best to be creative with our budget restraints. We work hard to be as frugal as possible. The economic environment in Calgary has affected all of our businesses in a negative way.
2. Opportunities are out there in Calgary for opening up a new business. However, never before have there been so many vacancies to choose from. This could be seen as an opportunity or misfortune, depending on how one looks at it. Our BIA has been able to save a little bit of money over the years so we have been able to help finance a few projects on Mainstreet the last couple years. However, when it comes to bigger projects, such as graffiti/garbage abatement and public realm projects, we look to funding and grants within our community to help support us. Our goal is to keep our business community looking full (few vacancies), attractive and intact so our customers feel safe and welcomed here.
3. Bowness was once a small town on its own, outside of Calgary. "Bownesians" are proud of their community. There are amazing community groups here and the Bowness Community Association works very closely with our BIA on projects and events. We are very lucky and grateful for this positive relationship. We hope we can continue that positive relationship with them moving forward to 2021! Therefore, we are very aware of our budget and what we can do together to make Bowness and our BIA better.
4. Trends moving forward for small businesses in Calgary do not look positive. Covid-19 has really put a major strain on businesses while they were already dealing with increased property taxes, increased operating costs and increased wages. The future for our BIA is unclear; however, our BIA is determined to work together, within our budget and continue the best we can to be an attractive place to shop, dine and play so others can come and enjoy our community as well.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2B

### Bowness BIA

#### 2021 BUDGET

	2021	2020	Change (INC./(DEC.))		<u>Rationale:</u>
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	50,100	50,100	0	0%	
Grants	11,000	9,500	1,500	16%	
Events Income	13,000	12,000	1,000	8%	
Interest/Other Income	400	1,000	(600)	(60%)	
<b>Total Revenues</b>	<b>74,500</b>	<b>72,600</b>	<b>1,900</b>	<b>3%</b>	
<b><u>EXPENDITURES</u></b>					
Administration	41,000	40,000	1,000	3%	
Marketing/Communications	1,600	1,600	0	0%	
Urban Devt. & Planning	0	0	0	0%	
Streetscape Improvements	17,500	17,500	0	0%	
Special Projects/Events	14,400	13,500	900	7%	
Public Safety & Social Issues	0	0	0	0%	
Capital Assets	0	0	0	0%	
Other - BIA Specific	0	0	0	0%	
<b>Total Expenditures</b>	<b>74,500</b>	<b>72,600</b>	<b>1,900</b>	<b>3%</b>	
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>			

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Interest income	400	1,000	(600)	(60%)
2.			0	0%
3.			0	0%
	<b>400</b>	<b>1,000</b>	<b>(600)</b>	<b>(60%)</b>

##### Details of "Other-BIA Specific" expenditure

1.			0	0%
2.			0	0%
3.			0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

Bridgeland BIA

2021 BUDGET

BUDGET OVERVIEW

1. Our board believes in staying fiscally conservative with our BIA. We plan on having active board members contributing to the overall success of our BIA, and by utilizing volunteer hours we are able to reduce our admin and operation costs. However, we do require a part-time ED to assist with government correspondence, acting upon the strategic plan, stakeholder engagement, and further planning.
2. With our strategic plan now in place, our brand and website underway, and our governance procedures defined, we are able to start to tackle Covid recovery, event planning, and start to discuss beautification and other elements of our strategic plan. Our budget overall slightly increased, but the levy decreased from last year with funds from our surplus, which should be a great signal for local businesses currently under financial pressure.
3. The Covid crisis does not allow us to plan events or social gatherings, however we see this as an opportunity to solidly plan for the future and have the right message, plans, and even permitting in place for when the time is right to bring something spectacular to Bridgeland.
4. Bridgeland is currently undergoing huge development changes. Having our BIA work on the foundation of brand and strategizing for the future is essential in keeping our neighbourhood vibe alive. We look forward to welcoming new businesses with solid messaging while protecting our multi-generational ones by working with the City and being tapped into development strategies such as the Main Street Initiatives.
5. We value working with the Community Association while also acting on the behalf of our stakeholders. Having capital for community initiatives will be imperative for keeping community alive.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2C

### Bridgeland BIA

#### 2021 BUDGET

	2021	2020	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	65,580	100,000	(34,420)	<b>(34%)</b> We have a substantial remaining balance from 2020, as we planned for.
Grants	0	0	0	<b>0%</b> 2020 was spent mainly growing the foundation of our BIA.
Events Income	0	0	0	<b>0%</b>
Interest/Other Income	64,420	0	64,420	<b>0%</b> We want to ensure we have enough capital in 2021 for any recovery efforts, and are hopeful to continue with our surplus.
<b>Total Revenues</b>	<b>130,000</b>	<b>100,000</b>	<b>30,000</b>	<b>30%</b>

<b><u>EXPENDITURES</u></b>				
Administration	37,525	1,838	35,687	<b>1942%</b> Hiring a part-time ED.
Marketing/Communications	24,000	22,467	1,533	<b>7%</b> Getting our branding package/w ebsite together, social media.
Urban Devt.& Planning	1,200	4,200	(3,000)	<b>(71%)</b>
Streetscape Improvements	26,000	6,000	20,000	<b>333%</b> Potential for banners or similar with our branding, fireplaces.
Special Projects/Events	35,000	0	35,000	<b>0%</b> Re-Launch event(s) to support re-open post Covid.
Public Safety & Social Issues	5,000	0	5,000	<b>0%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	1,275	1,275	0	<b>0%</b> Board insurance
<b>Total Expenditures</b>	<b>130,000</b>	<b>35,780</b>	<b>94,220</b>	<b>263%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>64,220</b>
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#### OTHER INFORMATION (Below this line) (Optional):

##### Details of "Other Income"

1. Surplus from 2020	64,420	0	64,420	<b>0%</b>
2.			0	<b>0%</b>
3.			0	<b>0%</b>
	<b>64,420</b>	<b>0</b>	<b>64,420</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1. Board insurance	1,275	1,275	0	<b>0%</b>
2.			0	<b>0%</b>
3.			0	<b>0%</b>
	<b>1,275</b>	<b>1,275</b>	<b>0</b>	<b>0%</b>

## 2021 BIA Levy Summary and Budgets

### Calgary Downtown Association BIA

#### 2021 BUDGET

#### BUDGET OVERVIEW

The CDA has updated our budget reporting to include the Pedestrian Mall maintenance contracts (both revenue and expense).

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## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2D

### Calgary Downtown Association BIA

#### 2021 BUDGET

	2021	2020	Change(INC./(DEC.))		<u>Rationale:</u>
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	1,428,000	1,586,825	(158,825)	(10%)	
Grants	7,000	0	7,000	0%	
Events Income	50,000	75,000	(25,000)	(33%)	Fewer anticipated 2021 events due to Covid.
Interest/Other Income	1,062,100	18,375	1,043,725	5680%	Barclay/Stephen Ave revenue, Council Innovation fund re. 1M Project, patio revenue.
<b>Total Revenues</b>	<b>2,547,100</b>	<b>1,680,200</b>	<b>866,900</b>	<b>52%</b>	
<b><u>EXPENDITURES</u></b>					
Administration	247,500	266,200	(18,700)	(7%)	
Marketing/Communications	640,000	700,000	(60,000)	(9%)	
Urban Devt.& Planning	550,000	50,000	500,000	1000%	1M Project allocation.
Streetscape Improvements	0	0	0	0%	
Special Projects/Events	398,000	439,000	(41,000)	(9%)	
Public Safety & Social Issues	200,000	225,000	(25,000)	(11%)	
Capital Assets	0	0	0	0%	
Other - BIA Specific	511,600	0	511,600	0%	Barclay/Stephen Ave management.
<b>Total Expenditures</b>	<b>2,547,100</b>	<b>1,680,200</b>	<b>866,900</b>	<b>52%</b>	
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>			

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. DPM management	510,600	0	510,600	0%
2. 1M	551,500	0	551,500	0%
3.			0	0%
	<b>1,062,100</b>	<b>0</b>	<b>1,062,100</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1. DPM management	511,600	0	511,600	0%
2.			0	0%
3.			0	0%
	<b>511,600</b>	<b>0</b>	<b>511,600</b>	<b>0%</b>

Chinatown District BIA

2021 BUDGET

BUDGET OVERVIEW

1. 2020 was a dramatic year of COVID-19 pandemic impacts that greatly affected many of Chinatown's businesses as many suffered at least 50% loss of their annual revenue. It is anticipated that the pandemic will continue for at least six month of 2021 before recovery can commence. As a consequence of the economic impacts on Chinatown business ratepayers, the BIA Board has opted for a 'one-time' BIA Levy reduction of 9% to 195,000 for 2021 only and through prudence in 2020 it has budgeted to carry over \$50,000 from 2020. An 'Unpaid Leave of Absence' will be implemented to reduce the 2021 BIA expenses.
2. COVID-19 - Since 2020 January, the Chinatown BIA has and remains engaged with the Alberta Chief Medical Office, The City of Calgary, and the Chinatown community and businesses to contain COVID-19 through its community coordination efforts including PPE mask distribution resulting in zero known COVID-19 cases in the entire year. The BIA has also assisted property and business owners secure federal and provincial subsidy assistance. Supported by The City, we have engaged our BIA ratepayer to ensure they are well informed of available COVID-19 support mechanisms.
3. Social Disorder - COVID-19 saw an increase in social disorder, business disruption, loitering / squatting / encampment, and theft / property damage related crimes of convenience. The BIA has been called upon by ratepayers to work with The City and Calgary Police Services to reduce, if not eliminate, the problem and impacts to businesses. The Chinatown BIA, along with other Calgary BIAs, will continue to work with civic partners and agencies through 2021 to safeguard his community and businesses.
4. Urban Design and Transportation / Transit - The Chinatown BIA continues to engage The City, developers, property owners, business operators, and other community leaders in land use re-designation, development permit, traffic and transit, and parking developments. Greatest amongst these are Tomorrow's Chinatown - Cultural Plan and Local Area Plan, the Green Line LRT, the 3rd Avenue Walking and Wheeling, the e-Scooter, and the Adaptive Roadway and Patio initiatives. These will continue to be developing initiatives for 2021.
5. Marketing and Business Revitalization - With the devastating effects of the pandemic on local businesses and the operating effects to property owner leaseholds, the Chinatown BIA has worked extensively to promote 'Calgary Chinatown', 'Chinatown Welcomes You', and 'Shop Local' programs to raise the profile of Chinatown as a 'Must Visit Destination' and a 'Great Visitor Experience', market local businesses, present a 'virtual experience' of Chinatown through social media (esp. Instagram and Facebook), and promoting through Calgary partners (including City of Calgary and Tourism Calgary through social media takeovers. This will continue through 2021.
6. Festivals and Events and Beautification - the pandemic has curtailed many of the traditional Chinatown festival and events in 2020 and 2021. Facilitated outdoors, the Chinatown BIA will again host the Chinatown Ice Sculpture Showcase (CISS) during the Chinese Lunar New Year 5 day period. The Chinatown BIA will also replace the Chinatown lamp post street banners, the outdoor Chinese ornamental red lanterns, and the street flower pots plus work diligently to keep

## 2021 BIA Levy Summary and Budgets

Chinatown 'Clean and Safe' through community clean up, and graffiti removal plus the addition of new public art (i.e. utility box art, window art, murals, and more).

## 2021 BIA Levy Summary and Budgets

### Chinatown District BIA

#### 2021 BUDGET

	<b>2021</b>	<b>2020</b>	<b>Change (INC./DEC.)</b>		<b>Rationale:</b>
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	195,000	215,000	(20,000)	<b>(9%)</b>	BIA Board imposed reduction due to COVID-19 impacts to local business ratepayers.
Grants	10,000	10,000	0	<b>0%</b>	City Community Standards Fund grant.
Events Income	0	0	0	<b>0%</b>	No festivals and events planned for 2021. Any that will be held will be expensed through BIA budgeted levy or carry forward reserves.
Interest/Other Income	50,000	45,000	5,000	<b>11%</b>	
<b>Total Revenues</b>	<b>255,000</b>	<b>270,000</b>	<b>(15,000)</b>	<b>(6%)</b>	
<b><u>EXPENDITURES</u></b>					
Administration	129,791	143,236	(13,445)	<b>(9%)</b>	Reduction in ED expense due to unfunded leave of absence.
Marketing/Communication	67,500	63,400	4,100	<b>6%</b>	Increased marketing and promotions plus web development expenses.
Urban Devt. & Planning	8,000	8,000	0	<b>0%</b>	
Streetscape Improvements	28,610	28,610	0	<b>0%</b>	
Special Projects/Events	0	0	0	<b>0%</b>	
Public Safety & Social Issues	0	0	0	<b>0%</b>	
Capital Assets	0	0	0	<b>0%</b>	
Other - BIA Specific	0	0	0	<b>0%</b>	
<b>Total Expenditures</b>	<b>233,901</b>	<b>243,246</b>	<b>(9,345)</b>	<b>(4%)</b>	
<b>Surplus/(Deficit)</b>	<b>21,099</b>	<b>26,754</b>			

OTHER INFORMATION (Below this line):

Details of "Other Income"

1. 2020 Carryforward	50,000	45,000	5,000	<b>11%</b>
2.			0	<b>0%</b>
	<b>50,000</b>	<b>45,000</b>	<b>5,000</b>	<b>11%</b>

Crescent Heights Village BIA

2021 BUDGET

BUDGET OVERVIEW

As a new BIA, we did our strategic planning after submitting last year's budget. This year's numbers more closely reflect the strategic priorities set out by the board of directors and the actual activities of the BIA in 2020.

**2021 BIA Levy Summary and Budgets**

**CRESCENT HEIGHTS**

**2021 BUDGET**

	<b>2021</b>	<b>2020</b>	<b>Change (INC./(DEC.))</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	
			<b>%</b>	
<b><u>REVENUES</u></b>				
BIA Levy	120,000	120,000	0	<b>0%</b>
Grants	0	0	0	<b>0%</b>
Events Income	0	0	0	<b>0%</b>
Interest/Other Income	0	0	0	<b>0%</b>
<b>Total Revenues</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>0%</b>
<b><u>EXPENDITURES</u></b>				
Administration	28,860	20,000	8,860	<b>44%</b> As a new BIA, we did our strategic planning after submitting last year's budget. This year's numbers more closely reflect the strategic priorities set out by the board of directors and the actual activities in 2020.
Marketing/Communications	26,620	20,000	6,620	<b>33%</b> See Administration.
Urban Devt.& Planning	600	5,000	(4,400)	<b>(88%)</b> See Administration.
Streetscape Improvements	20,600	50,000	(29,400)	<b>(59%)</b> We were able to take advantage of a grant secured by our Community Association for some streetscape improvements to Centre Street.
Special Projects/Events	8,500	15,000	(6,500)	<b>(43%)</b> Covid prevented large scale events.
Public Safety & Social Issues	8,400	10,000	(1,600)	<b>(16%)</b>
Capital Assets	620	0	620	<b>0%</b> See Administration.
Other - BIA Specific	25,800	0	25,800	<b>0%</b> See Administration.
<b>Total Expenditures</b>	<b>120,000</b>	<b>120,000</b>	<b>0</b>	<b>0%</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

**OTHER INFORMATION (Below this line) (Optional):**

Details of "Other Income"

1.			0	<b>0%</b>
2.			0	<b>0%</b>
3.			0	<b>0%</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

Details of "Other-BIA Specific" expenditure

1. ED salary allocation	25,800	0	25,800	<b>0%</b>
2.			0	<b>0%</b>
3.			0	<b>0%</b>
	<b>25,800</b>	<b>0</b>	<b>25,800</b>	<b>0%</b>

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2G

### 4<sup>th</sup> Street South West BIA

#### 2021 BUDGET

#### BUDGET OVERVIEW

Not provided by Fourth Street SW BIA.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2G

### 4th Street South West BIA

#### 2021 BUDGET

	2021	2020	Change (INC./(DEC.))		<u>Rationale:</u>
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	185,200	205,800	(20,600)	(10%)	10% temporary reduction measures to reduce the BIA levy given the impact of COVID-19.
Grants	0	0	0	0%	
Events Income	0	0	0	0%	
Interest/Other Income	0	0	0	0%	
<b>Total Revenues</b>	<b>185,200</b>	<b>205,800</b>	<b>(20,600)</b>	<b>(10%)</b>	
<b><u>EXPENDITURES</u></b>					
Administration	102,700	100,000	2,700	3%	Increase due to reallocation of expenses, however note overall decrease in expense.
Marketing/Communications	62,500	50,400	12,100	24%	Increased marketing efforts to draw attention to the 4th Street business community.
Urban Devt.& Planning	0	5,000	(5,000)	(100%)	Temporary deferral of planning initiatives.
Streetscape Improvements	20,000	32,400	(12,400)	(38%)	Temporary deferral of streetscape projects.
Special Projects/Events	0	18,000	(18,000)	(100%)	Temporary deferral of special events.
Public Safety & Social Issues	0	0	0	0%	
Capital Assets	0	0	0	0%	
Other - BIA Specific	0	0	0	0%	
<b>Total Expenditures</b>	<b>185,200</b>	<b>205,800</b>	<b>(20,600)</b>	<b>(10%)</b>	
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>			

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>



**2021 BIA Levy Summary and Budgets**

Greenview Industrial BIA

2021 BUDGET

BUDGET OVERVIEW

Not provided by Greenview Industrial BIA.

2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2H

**Greenview Industrial BIA**  
**2021 BUDGET**

	2021	2020	Change (INC./(DEC.))		<u>Explanation</u>
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	50,000	50,000	0	0%	
Grants	0	0	0	0%	
Events Income	0	0	0	0%	
Interest/Other Income	0	0	0	0%	
<b>Total Revenues</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0%</b>	
<b><u>EXPENDITURES</u></b>					
Executive Director	35,000	47,000	(12,000)	(26%)	After a couple of years identifying priorities of the BIA, the board feels funds should be allocated to an ED who's role will be in executing initiatives identified by the board.
Audit	4,000	4,000	0	0%	
Office and Administrative costs	2,000	2,000	0	0%	
Marketing/Communications	17,000	5,000	12,000	240%	This has been identified as a higher priority item for the BIA, so more than prior years is being allocated in order to push awareness and achieve community outreach.
Urban Devt. & Planning	10,000	5,000	5,000	100%	Funds for initiatives and improvements.
Streetscape Improvements	6,000	1,000	5,000	500%	Graffiti abatement/beautification.
Insurance	500	500	0	0%	
Special Projects/Events	10,000	10,000	0	0%	
Public Safety & Social Issues	0	0	0	0%	
Security and crime prevention	20,000	30,000	(10,000)	(33%)	Achieve same results through outreach initiatives where each member executes their own security protocols.
Garbage and area cleanup	10,000	10,000	0	0%	
Bank charges	30	30	0	0%	
Capital Assets	2,470	2,470	0	0%	
Other - BIA Specific	0	0	0	0%	
<b>Total Expenditures</b>	<b>117,000</b>	<b>117,000</b>	<b>0</b>	<b>0%</b>	
Use of existing Cash	(67,000)	(67,000)			
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>			

**2021 BIA Levy Summary and Budgets**

PFC2021-0029  
Attachment 2I

Inglewood BIA

2021 BUDGET

BUDGET OVERVIEW

Not provided by Inglewood BIA.

**2021 BIA Levy Summary and Budgets**

**Inglewood BIA**

**2021 BUDGET**

	<b>2021</b>	<b>2020</b>	<b>Change (INC./(DEC.))</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$ %</b>	
<b><u>REVENUES</u></b>				
BIA Levy	265,000	285,000	(20,000)	<b>(7%)</b>
Grants	0	0	0	<b>0%</b>
Events Income	0	0	0	<b>0%</b>
Interest/Other Income	0	0	0	<b>0%</b>
<b>Total Revenues</b>	<b>265,000</b>	<b>285,000</b>	<b>(20,000)</b>	<b>(7%)</b>
<b><u>EXPENDITURES</u></b>				
Administration	110,000	110,000	0	<b>0%</b>
Marketing/Communications	35,000	35,000	0	<b>0%</b>
Urban Devt. & Planning	0	0	0	<b>0%</b>
Streetscape Improvements	70,000	90,000	(20,000)	<b>(22%)</b>
				As there is no category for placemaking, funding for placemaking falls under Streetscape. A focus for COVID and street vibrancy will be on placemaking and programming on public realm through 2021.
Special Projects/Events	50,000	50,000	0	<b>0%</b>
Public Safety & Social Issues	0	0	0	<b>0%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	0	0	0	<b>0%</b>
<b>Total Expenditures</b>	<b>265,000</b>	<b>285,000</b>	<b>(20,000)</b>	<b>(7%)</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

**OTHER INFORMATION (Below this line) (Optional):**

Details of "Other Income"

1.	0	0	0	<b>0%</b>
2.	0	0	0	<b>0%</b>
3.	0	0	0	<b>0%</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

Details of "Other-BIA Specific" expenditure

1.	0	0	0	<b>0%</b>
2.	0	0	0	<b>0%</b>
3.	0	0	0	<b>0%</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2J

### International Avenue BRZ

#### 2021 BUDGET

#### BUDGET OVERVIEW

Not provided by International Avenue BRZ.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2J

### International Avenue BRZ

#### 2021 BUDGET

	2021	2020	Change (INC./(DEC.))		
	\$	\$	\$	%	<u>Rationale:</u>
<b><u>REVENUES</u></b>					
BIA Levy	273,500	288,500	(15,000)	(5%)	Lower levy to reflect economic situation
Grants	138,000	123,000	15,000	12%	To offset levy decrease with funds to come from additional fundraising
Events Income	51,500	51,500	0	0%	
Associate Fees/Sponsorships	9,500	9,500	0	0%	
Interest/Other Income	18,500	18,500	0	0%	rental income and other
<b>Total Revenues</b>	<b>491,000</b>	<b>491,000</b>	<b>0</b>	<b>0%</b>	
<b><u>EXPENDITURES</u></b>					
Administration	88,400	88,400	0	0%	
Marketing/Communications	71,000	71,000	0	0%	
Urban Devt. & Planning	55,000	55,000	0	0%	
Streetscape Improvements	101,500	101,500	0	0%	
Special Projects/Events	79,000	79,000	0	0%	
Public Safety & Social Issues	52,500	52,500	0	0%	
Capital Assets	5,000	5,000	0	0%	
Contingency	11,600	11,600	0	0%	
Other - BIA Specific	27,000	27,000	0	0%	Economic Development
<b>Total Expenditures</b>	<b>491,000</b>	<b>491,000</b>	<b>0</b>	<b>0%</b>	

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Rental	17,000	17,000	0	0%
2. Other	1,500	1,500	0	0%
3.	0	0	0	0%
	<b>18,500</b>	<b>18,500</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**2021 BIA Levy Summary and Budgets**

PFC2021-0029  
Attachment 2K

Kensington BRZ

2021 BUDGET

BUDGET OVERVIEW

Not provided by Kensington BRZ.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2K

### Kensington BRZ

#### 2021 BUDGET

	2021	2020	Change (INC./DEC.)		<u>Rationale:</u>	
	\$	\$	\$	%		
<b><u>REVENUES</u></b>						
BIA Levy	220,000	220,000	0	0%		
Grants	0	0	0	0%		
Events Income	0	3,000	(3,000)	(100%)	Grant for Christmas Dec 2019	
Interest/Other Income	0	0	0	0%		
<b>Total Revenues</b>	<b>220,000</b>	<b>223,000</b>	<b>(3,000)</b>	<b>(1%)</b>		
<b><u>EXPENDITURES</u></b>						
Administration	120,500	120,500	0	0%	Includes rent, bookkeeping, audit, ED, website, internet, insurance, legal fees, parking allowance, office supplies, professional memberships, and conferences.	
Marketing/Communications	32,575	32,575	0	0%		
Urban Devt.& Planning	0	0	0	0%		
Streetscape Improvements	17,925	17,925	0	0%		
Special Projects/Events	49,000	49,000	0	0%	\$3,000 grant spent here.	
Public Safety & Social Issues	0	0	0	0%		
Capital Assets	0	0	0	0%		
Other - BIA Specific	0	0	0	0%		
<b>Total Expenditures</b>	<b>220,000</b>	<b>220,000</b>	<b>0</b>	<b>0%</b>		
<hr/>						
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>3,000</b>				Spent on Christmas in 2019

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
4.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>



Marda Loop BIA

2021 BUDGET

BUDGET OVERVIEW

1. This has been a difficult year for businesses, BIAs and Calgarians generally, and the future remains uncertain. But the Marda Loop business district has had a better year than might have been expected when Covid hit in March. We have slightly more business openings than closings, notably as new commercial space that became available in 2019 gradually filled up over 2019/20. We are hopeful as we look to 2021 and prepare to deploy BIA resources to support our business district during the recovery. We also look forward to progress on the Marda Loop Main Streets as detailed design is underway.
2. Due to Covid we cut back on many costs in 2020, especially event costs including cancelling Marda Gras. At the same time, we put more resources into advertising particularly in the fall and leading into Christmas. Overall, we expect to add to our reserves in 2020, which we expect to draw upon in 2021.
3. Our 2021 Budget is similar to our planned (pre-covid) 2020 Budget. The major X-factor is the Marda Gras Street Festival; at this point we do not know what will be possible. Marda Gras usually breaks even or better, and we are confident in the scalability of costs to meet revenue. But to give us flexibility amidst the uncertainty, we have budgeted for a "normal" Marda Gras, with contingency to absorb a loss with a tap into reserves. All decisions will be made by the Board at a later date.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2L

### Marda Loop BIA

#### 2021 BUDGET

	2021	2020	Change (INC./(DEC.))	<u>Rationale:</u>
	\$	\$	\$      %	
<b><u>REVENUES</u></b>				
BIA Levy	220,000	220,000	0	0%
Grants	7,500	10,000	(2,500)	(25%) Low er expectations.
Events Income	50,000	70,000	(20,000)	(29%) Marda Gras, low er expectation.
Interest/Other Income	21,000	1,000	20,000	2000% See details.
<b>Total Revenues</b>	<b>298,500</b>	<b>301,000</b>	<b>(2,500)</b>	<b>(1%)</b>
<b><u>EXPENDITURES</u></b>				
Administration	123,900	123,300	600	0%
Marketing/Communications	62,500	46,500	16,000	34% Reallocation to Mar/Comm line of some events/promotions.
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	35,300	44,600	(9,300)	(21%) Reallocation of some streetscape items to capital assets.
Special Projects/Events	69,300	85,000	(15,700)	(18%) Marda Gras primarily, reallocation of some items to Mar/Comm line.
Public Safety & Social Issue	0	0	0	0%
Capital Assets	7,500	0	7,500	0% Banners, equipment and streetscape items.
Other - BIA Specific		0	0	0%
<b>Total Expenditures</b>	<b>298,500</b>	<b>299,400</b>	<b>(900)</b>	<b>(0%)</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>1,600</b>		

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Interest	1,000	1,000	0	0%	
2. From reserve	7,500	0	7,500	0%	Fund capital asset
3. From reserve	12,500	0	12,500	0%	Fund Marda Gras contingency
	<b>21,000</b>	<b>1,000</b>	<b>20,000</b>	<b>2000%</b>	

##### Details of "Other-BIA Specific" expenditure

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## **2021 BIA Levy Summary and Budgets**

PFC2021-0029  
Attachment 2M

### Montgomery on the Bow BIA

#### 2021 BUDGET

#### BUDGET OVERVIEW

1. Lowered levy due to COVID-19 as we have a reserve to use.
2. Mainstreet project underway in Montgomery, lots of projects to complete.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2M

### Montgomery on the Bow BIA

#### 2021 BUDGET

	2021	2020	Change (INC./DEC.)		<u>Rationale:</u>
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	50,000	70,000	(20,000)	(29%)	Decrease due to COVID-19, w ill use reserve.
Grants	6,750	6,750	0	0%	
Events Income	0	0	0	0%	
Interest/Other Income	0	2,600	(2,600)	(100%)	Low interest rate.
<b>Total Revenues</b>	<b>56,750</b>	<b>79,350</b>	<b>(22,600)</b>	<b>(28%)</b>	

#### **EXPENDITURES**

Administration	36,000	30,061	5,939	20%	Increase wage for ED.
Marketing/Communications	0	7,281	(7,281)	(100%)	Use reserve.
Urban Devt.& Planning	0	0	0	0%	
Streetscape Improvements	6,985	3,680	3,305	90%	Improvements to mainstreet project.
Special Projects/Events	0	16,069	(16,069)	(100%)	Use reserve.
Public Safety & Social Issues	8,000	8,235	(235)	(3%)	
Capital Assets	0	3,865	(3,865)	(100%)	Purchased tents in 2020.
Other - BIA Specific	5,765	5,733	32	1%	
<b>Total Expenditures</b>	<b>56,750</b>	<b>74,924</b>	<b>(18,174)</b>	<b>(24%)</b>	

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>4,426</b>
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#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.	0	0	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

##### Details of "Other-BIA Specific" expenditure

1. Insurance/accounting	3,865	3,865	0	0%
2. Park maintenance	1,900	1,868	32	2%
3.	0	0	0	0%
	<b>5,765</b>	<b>5,733</b>	<b>32</b>	<b>1%</b>

17<sup>th</sup> Ave Retail & Entertainment District BIA

2021 BUDGET

BUDGET OVERVIEW

1. Our BIA is currently in the midst of reconstruction project of 17th Ave SW and as with the rest of the world a pandemic. Many of our planned events were canceled this year (2020) and the BIA has taken an approach to do online events and save funds planned for use in 2020 along with our reserves to support the BIA initiatives in 2021 to alleviate any undue financial pressure that the levy could apply to membership.
2. Development of new programs and events to drive engagement and pedestrian traffic safely to our BIA are being planned to adapt to Covid safety requirements which may have increased expenses. These events and programs will include partnerships with different members of the community, both internal and external to our BIA. Previously designed events, new events and new programs will require additional administrative and event coordination support to ensure Covid measures are met. These projects are necessary to encourage/remind the public and visitors why they love our area.
3. Budget is reflective of ongoing streetscape, maintenance and public realm programs that support a safe and appealing pedestrian environment, that will support the protection of visitors from the spread of Covid.

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 2N

### 17th Avenue Retail & Entertainment District BIA

#### 2021 BUDGET

	2021 \$	2020 \$	Change (INC./(DEC.)) \$	%	<u>Rationale:</u>
<b><u>REVENUES</u></b>					
BIA Levy	410,800	559,000	(148,200)	(27%)	Reduced levy ask in attempt to support businesses during a difficult time.
Grants	0	0	0	0%	
Events Income	0	0	0	0%	
Interest/Other Income	175,000	75,000	100,000	133%	Much of our Special Events budget for 2020.
<b>Total Revenues</b>	<b>585,800</b>	<b>634,000</b>	<b>(48,200)</b>	<b>(8%)</b>	
<b><u>EXPENDITURES</u></b>					
Administration	121,611	103,000	18,611	18%	Moved offices before the pandemic and hired a full-time communications staff.
Marketing/Communications	196,720	205,800	(9,080)	(4%)	
Urban Devt.& Planning	10,707	10,707	0	0%	
Streetscape Improvements	81,225	81,400	(175)	(0%)	
Special Projects/Events	159,169	216,725	(57,556)	(27%)	Covid-19 will likely not allow us to be able to do all the events that will fit within AHS spread prevention guideline. Scaling this budget back to avoid possible losses of deposits/retainers and only producing events with a proven record for success. As well we will have less overall budget to work with in 2021.
Public Safety & Social Issues	16,368	16,368	0	0%	
Capital Assets	0	0	0	0%	
Other - BIA Specific	0	0	0	0%	
<b>Total Expenditures</b>	<b>585,800</b>	<b>634,000</b>	<b>(48,200)</b>	<b>(8%)</b>	
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>			

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1.Contingency for operations	175,000	75,000	100,000	133%	Support levy shortfall and reduce pressure on membership.
2.	0	0	0	0%	
3.	0	0	0	0%	
	<b>175,000</b>	<b>75,000</b>	<b>100,000</b>	<b>133%</b>	

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 20

### Victoria Park BIA

### 2021 BUDGET

#### BUDGET OVERVIEW

The table below is candid summary of our situation. A very concerning trend is a 54% drop in overall assessment value since 2016.

Change since 2016	2020	2019	2018	2017	2016
# of businesses	316	313	365	386	368
Total assessment	\$ 28,033,607	\$ 36,642,437	\$ 48,487,485	\$ 52,232,861	\$ 61,714,819

## 2021 BIA Levy Summary and Budgets

PFC2021-0029  
Attachment 20

### Victoria Park BIA

#### 2021 BUDGET

	2021	2020	Change (INC./DEC.)	<u>Rationale:</u>
	\$	\$	\$ %	
<b><u>REVENUES</u></b>				
BIA Levy	334,369	369,369	(35,000)	(9%) Reduction from office rent
Grants	12,000	12,000	0	0%
Events Income	0	0	0	0%
Interest/Other Income	60,000	55,000	5,000	9%
<b>Total Revenues</b>	<b>406,369</b>	<b>436,369</b>	<b>(30,000)</b>	<b>(7%)</b>
<b><u>EXPENDITURES</u></b>				
Administration	134,412	164,412	(30,000)	(18%) Reduction in office rent
Marketing/Communications	105,480	105,480	0	0%
Urban Devt.& Planning	66,716	66,716	0	0%
Streetscape Improvements	9,000	9,000	0	0%
Special Projects/Events	42,000	42,000	0	0%
Public Safety & Social Issues	43,761	43,761	0	0%
Capital Assets	1,000	1,000	0	0%
Other - BIA Specific	4,000	4,000	0	0%
<b>Total Expenditures</b>	<b>406,369</b>	<b>436,369</b>	<b>(30,000)</b>	<b>(7%)</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

#### **OTHER INFORMATION (Below this line) (Optional):**

##### Details of "Other Income"

1. Carry-over	60,000	55,000	5,000	9%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>60,000</b>	<b>55,000</b>	<b>5,000</b>	<b>9%</b>

##### Details of "Other-BIA Specific" expenditure

1. Lighting inspection/maint.	4,000	4,000	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>0%</b>