

Attachment 3

**CALGARY'S BUSINESS IMPROVEMENT AREA (BIAs)
2023 ANNUAL BUDGETS
(SUMMARY)**

BUSINESS IMPROVEMENT AREA	2023 BIA LEVY \$	2022 BIA LEVY \$	
Beltline BIA	350,000	375,000	Attachment 3A
Mainstreet Bowness BIA	50,100	50,100	Attachment 3B
Bridgeland BIA	100,000	100,000	Attachment 3C
Calgary Downtown Association	1,600,000	1,520,000	Attachment 3D
Chinatown BIA	235,000	215,000	Attachment 3E
Crescent Heights Village BIA	120,000	120,000	Attachment 3F
4th Street South West BIA	185,200	185,200	Attachment 3G
Greenview Industrial BIA	70,000	50,000	Attachment 3H
Inglewood BIA	290,000	265,000	Attachment 3I
International Avenue BRZ	401,600	411,800	Attachment 3J
Kensington BRZ	285,000	220,000	Attachment 3K
Marda Loop BIA	220,000	220,000	Attachment 3L
Montgomery on the Bow BIA	80,000	80,000	Attachment 3M
17th Avenue Retail & Entertainment District BIA	636,900	579,000	Attachment 3N
Victoria Park BIA	374,369	364,369	Attachment 3O
Total	4,998,169	4,755,469	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Beltline BIA

BUDGET OVERVIEW

- Explanation of major projects or initiatives that the BIA is undertaking:** Street safety & cleanliness - adding beautification and wayfinding to the streets. Working with multiple organizations to engage with vulnerable population and assist with street cleanup. Putting BLOX (The Beltline BIA) on the map - defining and marketing our community stronger both with backend work on the website, social media and more and on our streets. Business to Business engagement - helping businesses to connect and support each other promoting shopping local and sense of community.
- Highlight any other projects leveraged, in kind contributions, volunteer time, etc. :** Multiple volunteers for many of our activations BIG, BLOXing Day, Bowling fundraisers all wouldn't be possible without the help of volunteer staff. Many Beltline businesses donated items for a silent auction to help fundraise our flagship event.
- Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget:** We have lost several businesses due to the impact of the pandemic which is why we are suggesting a lowered budget for 2023, we see this as both as constraint and opportunity. While our budget will be smaller we will be looking into further granting opportunities to make our community as vibrant as possible giving us the opportunity to attract new businesses to set up shop and be part of the BLOX (Beltline BIA).

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 350,000.00	\$ 375,000.00	\$ 375,000.00	\$ (25,000.00)	Number of businesses in BIA zone has decreased.
City of Calgary Grants/Funds				\$ -	
Grants- Other Sources	\$ 30,000.00		\$ 82,283.00	\$ 30,000.00	
Festival & Events Income				\$ -	
Interest Revenue	\$ 55,000.00	\$ 60,000.00	\$ 60,000.00	\$ (5,000.00)	
Miscellaneous Revenue				\$ -	
Transfer from Reserves				\$ -	
Total Revenues	\$ 435,000.00	\$ 435,000.00	\$ 517,283.00	\$ -	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 145,000.00	\$ 145,000.00	\$ 137,061.00	\$ -	
Marketing/Communications	\$ 155,000.00	\$ 150,000.00	\$ 179,334.00	\$ 5,000.00	Based on 2022 projections and secured grant money increased to accommodate 2023
Urban Devt. & Strategic Planning	\$ 12,500.00	\$ 15,000.00	\$ 15,000.00	\$ (2,500.00)	Planning to accommodate lowered 2023 budget
Streetscape Improvements	\$ 10,000.00	\$ 13,500.00	\$ 10,000.00	\$ (3,500.00)	
Festivals & Events	\$ 88,000.00	\$ 85,000.00	\$ 85,108.00	\$ 3,000.00	Planning for more community engagements to draw more people, secured grant money to help fund
Public Safety & Social Issues	\$ 16,500.00	\$ 16,500.00	\$ 16,500.00	\$ -	
Capital Assets	\$ 4,000.00	\$ 5,000.00	\$ 4,500.00	\$ (1,000.00)	Planning to accommodate lowered 2023 budget
Other- BIA Specific	\$ 4,000.00	\$ 5,000.00	\$ 4,000.00	\$ (1,000.00)	Planning to accommodate lowered 2023 budget
Transfer to Reserves			\$ 65,780.00	\$ -	
Total Expenditures	\$ 435,000.00	\$ 435,000.00	\$ 517,283.00	\$ -	

OTHER INFORMATION (Below this line):

Details of "Other-BIA Specific" Expenditure

- BIA vehicle expenses
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\$ -	\$ -	\$ -
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2023 BUSINESS IMPROVEMENT AREA BUDGETS
<u>Mainstreet Bowness BIA</u>

BUDGET OVERVIEW

- 1. Explanation of major projects or initiatives that the BIA is undertaking:** Lighting, Security and Public Art installations are at the top of the list for projects for 2023.
- 2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. :** There are no projects leveraged at this time. We hope to find funding for our 2023 projects.
- 3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget:** We have vacant land where the property owners are not paying a levy - and for a small BIA like ours, that's tough to handle. We would really like to see development happen on those properties. The size of our BIA (the smallest in the city) is a perfect example of constraints, but it is also an opportunity as there is a "small town feeling" in our BIA.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
BIA Levy	\$ 50,100.00	\$ 50,100.00	\$ 50,100.00	\$ -	BIA Levy has stayed the same for several years
City of Calgary Grants/Funds	\$ 15,000.00	\$ 15,000.00	\$ 17,100.00	\$ -	Grant Opportunities can vary every year
Grants- Other Sources	\$ 11,200.00	\$ -	\$ -	\$ 11,200.00	Grant Opportunities can vary every year
Festival & Events Income	\$ 25,000.00	\$ 13,000.00	\$ 25,757.00	\$ 12,000.00	We don't assume our Festival & Events income will be much more in 2023
Interest Revenue	\$ 630.00	\$ 12,200.00	\$ 300.00	\$ (11,570.00)	Interest Revenue may increase a little bit in 2023
Miscellaneous Revenue				\$ -	No miscellaneous Revenues expected
Transfer from Reserves			\$5,243	\$ -	We will need to transfer from our reserves
Total Revenues	\$ 101,930.00	\$ 90,300.00	\$ 98,500.00	\$ 11,630.00	Our projected increased revenues are based on potentially increasing our Festival sponsorship and other Festival & Events grant opportunities

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 51,430.00	\$ 44,000.00	\$ 51,000.00	\$ 7,430.00	Our Administration will stay about the same in 2023
Marketing/Communications	\$ 5,000.00	\$ 5,000.00	\$ 3,500.00	\$ -	We have allocated for more funds for Marketing
Urban Devt. & Strategic Planning				\$ -	
Streetscape Improvements	\$ 23,000.00	\$ 26,000.00	\$ 23,000.00	\$ (3,000.00)	We assume to have the same budget for streetscape improvements
Festivals & Events	\$ 22,500.00	\$ 15,300.00	\$ 21,000.00	\$ 7,200.00	Our Festival & Events might bring in slightly more revenues in 2023
Public Safety & Social Issues				\$ -	
Capital Assets				\$ -	
Other- BIA Specific				\$ -	
Transfer to Reserves				\$ -	
Total Expenditures	\$ 101,930.00	\$ 90,300.00	\$ 98,500.00	\$ 11,630.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

<u>Bridgeland BIA</u>

<u>REVENUES</u>	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	
City of Calgary Grants/Funds	\$ 30,000.00	\$ 15,500.00	\$ 35,000.00	\$ 14,500.00	Micro grants were available this year
Grants- Other Sources				\$ -	
Festival & Events Income				\$ -	
Interest Revenue	\$ 84.00		\$ 80.00	\$ 84.00	
Miscellaneous Revenue				\$ -	
Transfer from Reserves		\$ 80,000.00		\$ (80,000.00)	
Total Revenues	\$ 130,084.00	\$ 195,500.00	\$ 135,080.00	\$ (65,416.00)	

<u>EXPENDITURES</u>	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 44,500.00	\$ 65,000.00	\$ 46,187.00	\$ (20,500.00)	Additional resources will be brought on next year
Marketing/Communications	\$ 20,000.00	\$ 25,000.00	\$ 3,614.00	\$ (5,000.00)	Engaging in more extensive mkt plan in 2023
Urban Devt. & Strategic Planning	\$ 20,000.00	\$ 1,200.00	\$ -	\$ 18,800.00	Main street project delayed, expenses will be seen in 2023
Streetscape Improvements	\$ 20,000.00	\$ 7,500.00	\$ 2,625.00	\$ 12,500.00	Main street project delayed, expenses will be seen in 2023
Festivals & Events	\$ 20,000.00	\$ 35,000.00	\$ 40,000.00	\$ (15,000.00)	Hosted additional events with micro grants received
Public Safety & Social Issues	\$ 5,584.00	\$ 5,000.00	\$ -	\$ 584.00	Main street project delayed, expenses will be seen in 2023
Capital Assets		\$ 25,000.00	\$ -	\$ (25,000.00)	Main street project delayed, expenses will be seen in 2023
Other- BIA Specific		\$ 2,500.00	\$ -	\$ (2,500.00)	
Transfer to Reserves		\$ 29,300.00	\$ 42,654.00	\$ (29,300.00)	Delay in Main street projects see us transferring more funds to reserve, expect to use this in 2023
Total Expenditures	\$ 130,084.00	\$ 195,500.00	\$ 135,080.00	\$ (65,416.00)	

2023 BUSINESS IMPROVEMENT AREA BUDGETS
Calgary Downtown Association BIA

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 1,600,000.00	\$ 1,520,000.00	\$ 1,520,000.00	\$ 80,000.00	Small increase distributed over all members including expanded boundry
City of Calgary Grants/Funds	\$ 1,188,000.00	\$ 15,000.00	\$ 1,510,320.39	\$ 1,173,000.00	Increased funding for Ambassador program and other CDA programs with City of Calgary grants
Grants- Other Sources	\$ 150,000.00	\$ 1,015,780.00	\$ 1,221,627.00	\$ (865,780.00)	CDA applying for funding from provincial and federal sources
Festival & Events Income	\$ -	\$ -	\$ -	\$ -	
Interest Revenue	\$ 25,000.00	\$ -	\$ 25,058.84	\$ 25,000.00	Interest income based on investments
Miscellaneous Revenue	\$ 460,000.00	\$ -	\$ 111,115.60	\$ 460,000.00	Fee of services will be back in 2023 i.e.: permits, patio fees, hoarding and cart fee's
Transfer from Reserves	\$ 1,300,000.00	\$ -	\$ -	\$ 1,300,000.00	Monies from reserve to be used for state of good repair work and membership programs
Total Revenues	\$ 4,723,000.00	\$ 2,550,780.00	\$ 4,388,121.83	\$ 2,172,220.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
Administration	\$ 1,020,000.00	\$ 296,500.00	\$ 1,153,661.87	\$ 723,500.00	City of Calgary budget form, new reporting on cost of running the organization
Marketing/Communications	\$ 830,000.00	\$ 637,400.00	\$ 302,366.19	\$ 192,600.00	Increased spending to support members and increase economic's downtown
Urban Devt. & Strategic Planning	\$ 560,000.00	\$ 385,000.00	\$ 253,855.71	\$ 175,000.00	Increased spending to support member businesses
Streetscape Improvements	\$ 500,000.00	\$ -	\$ 223,454.03	\$ 500,000.00	Spending monies to address state of good repair work and the overall experience issues downtown
Festivals & Events	\$ 530,000.00	\$ 400,000.00	\$ 538,845.72	\$ 130,000.00	Additional funding from City of Calgary for Park Safety activations in addition to CDA activations
Public Safety & Social Issues	\$ 718,000.00	\$ 325,000.00	\$ 580,188.40	\$ 393,000.00	Cost for the Ambassador program in 2023
Capital Assets	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00	Purchase of new equipment
Other- BIA Specific	\$ 300,000.00	\$ 506,880.00	\$ -	\$ (206,880.00)	CDA and City of Calgary Nighttime economy project
Transfer to Reserves	\$ 250,000.00	\$ -	\$ 1,335,749.91	\$ 250,000.00	Monies to be placed in reserve for Stephen Ave re-design project
Total Expenditures	\$ 4,723,000.00	\$ 2,550,780.00	\$ 4,388,121.83	\$ 2,172,220.00	

OTHER INFORMATION (Below this line):

Details of "Miscellaneous" Revenue

1. Fee's for patios, hoarding, maintenance (stephen ave)	\$ 460,000.00		
2.	\$ -		
	\$ 460,000.00	\$ -	\$ -

Details of "Other-BIA Specific" Expenditure

1. Nighttime Economy project	\$ 300,000.00		
2.	\$ -		
	\$ 300,000.00	\$ -	\$ -

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Chinatown BIA

BUDGET OVERVIEW

- 1. Explanation of major projects or initiatives that the BIA is undertaking:** Chinatown's three core mandates are (1) Beautify Chinatown (2) Keep Chinatown Clean and Safe (3) Make Chinatown a must visit destination. We've been keep up these mandates by putting in seasonal flower planters on second and third avenue southeast, replacing new lanterns every year, putting in new lamppost banners every two years and adding different items where possible (i.e. Bench program in 2021). We also have debris control twice a week, one-time graffiti removal and power washing in spring time. Last but not least, our main focus every year is to accomplish several events to bring more people to Chinatown in order for them to get to know our heritage and cultural by exploring the community.
- 2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. :** Chinatown BIA brings out several events throughout the year, which includes: Chinatown Ice Sculpture Showcase (CISS), CNY Dinner Gala, Stampede Breakfast, Chinatown street Festival and Lantern Festival. All these events are completed by receiving sponsored money and volunteers in most cases. Our street festival involves over five hundreds volunteer hours from planning and execution.
- 3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget:** Parking rate and parking space are always our key issues in our area, our merchants are suffering from expensive parking rate and limited parking space in Chinatown, patrons prefer going to elsewhere who offer free parking. This also leads to loss of businesses in Chinatown, owners choose to leave Chinatown even they have run their businesses for 10+ years.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 235,000.00	\$ 215,000.00	\$ 215,000.00	\$ 20,000.00	Asking for a 9% increase due to inflation
City of Calgary Grants/Funds	\$ 45,000.00	\$ 25,000.00	\$ 63,000.00	\$ 20,000.00	There were extra fundings from the government in 2022 than expected includes: Community Standard Fund \$18,000; Mid-Winter Grant 15,000; DTS Grant \$30,000. Foreseeing to receive \$15k from Community Standard Fund and \$30k DTS grant.
Grants- Other Sources					
Festival & Events Income	\$ 60,000.00	\$ -	\$ 45,680.00	\$ 60,000.00	Tents/Booth Selling at Chinatown Street Festival and Lantern Festival including sponsorship to Street Festival.
Interest Revenue					
Miscellaneous Revenue					
Transfer from Reserves	\$ 30,000.00	\$ 28,075.00		\$ 1,925.00	
Total Revenues	\$ 370,000.00	\$ 268,075.00	\$ 323,680.00	\$ 101,925.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
Administration	\$ 136,678.00	\$ 166,225.00	\$ 120,000.00	\$ (29,547.00)	Chinatown BIA has decided to go "officeless" to save monthly rent to save some administration cost.
Marketing/Communications	\$ 22,400.00	\$ 25,525.00	\$ 23,000.00	\$ (3,125.00)	New website has completed and pay off during in 2022, only foreseeing to pay monthly social media content creating service and some marketing material compensation during 2023.
Urban Devt. & Strategic Planning	\$ 8,000.00	\$ 8,000.00	\$ -	\$ 1,000.00	CBIA did not have any expenditure related to this category in 2022 but we still would like to budget the same amount for any situation we may need consulting in 2023.
Streetscape Improvements	\$ 58,100.00	\$ 15,950.00	\$ 27,300.00	\$ 42,150.00	A significant increase in this category due to new lamppost banners are expected to be replaced in 2023 plus adding an extra season of flower planters in Chinatown .
Festivals & Events	\$ 144,375.00	\$ 52,375.00	\$ 120,000.00	\$ 92,000.00	We plan to resume all events in 2023, including Chinatown Ice Sculpture Showcase (CISS), CNY dinner gala, Stampede Breakfast, Chinatown Street Festival and Lantern festival
Public Safety & Social Issues					
Capital Assets					
Other- BIA Specific					
Transfer to Reserves	\$ 447.00	\$ -	\$ 33,380.00	\$ 447.00	
Total Expenditures	\$ 370,000.00	\$ 268,075.00	\$ 323,680.00	\$ 101,925.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Crescent Heights Village BIA

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./(DEC.))	Explanation
BIA Levy	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ -	
City of Calgary Grants/Funds	\$ 15,000.00	\$ 15,000.00	\$ 31,468.00	\$ 16,468.00	Chinook Blast, Event Microgrants, Community Standards Grant
Grants- Other Sources	\$ -	\$ -		\$ -	
Festival & Events Income	\$ -	\$ -	\$ 2,500.00	\$ -	Event Sponsorship and Vendor Fees
Interest Revenue	\$ 600.00	\$ -	\$ 650.00	\$ 600.00	More aligned with 2022 forecasted total
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	
Transfer from Reserves		\$ 31,789.00	\$ 22,067.00	\$ (31,789.00)	Not hiring marcom/admin help this year
Total Revenues	\$ 135,600.00	\$ 166,789.00	\$ 176,685.00	\$ (31,189.00)	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	\$ 28,200.00	\$ 63,690.00	\$ 65,404.00	\$ (35,490.00)	Not hiring admin/marcom support this year
Marketing/Communications	\$ 22,870.00	\$ 28,470.00	\$ 12,540.80	\$ (5,600.00)	Nominal
Urban Devt. & Strategic Planning	\$ 19,230.00	\$ 600.00	\$ -	\$ 18,630.00	Planning and prep for BIA Expansion
Streetscape Improvements	\$ 11,100.00	\$ 22,200.00	\$ 22,016.06	\$ (11,100.00)	Cutting live flowers from planter program, rolling Clean and Safe budget into this category
Festivals & Events	\$ 18,500.00	\$ 20,000.00	\$ 35,527.02	\$ (1,500.00)	Nominal
Public Safety & Social Issues	\$ -	\$ 3,500.00	\$ 9,666.00	\$ (3,500.00)	Rolled into streetscape budget
Capital Assets	\$ -	\$ 1,029.00	\$ -	\$ (1,029.00)	
Other- BIA Specific (Member Engagement/Advocacy)	\$ 35,700.00	\$ 27,300.00	\$ 31,531.68	\$ 8,400.00	Increased investment in Green Line interim plan advocacy
Transfer to Reserves		\$ -	\$ -	\$ -	
Total Expenditures	\$ 135,600.00	\$ 166,789.00	\$ 176,685.56	\$ (31,189.00)	

OTHER INFORMATION (Below this line):

Details of "Other-BIA Specific" Expenditure

1. ED Time allocated to engagement, value and advocacy

\$ 35,700.00

2.

\$ 35,700.00 \$ - \$ -

2023 BUSINESS IMPROVEMENT AREA BUDGETS

4th Street South West BIA

BUDGET OVERVIEW

- 1. Explanation of major projects or initiatives that the BIA is undertaking:** We will continue to focus on marketing the area and streetscape beautification.
- 2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. :** We will examine opportunities to use the parking reserve fund to enhance public seating and amenities in our zone.
- 3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget:** We are maintaining a low budget while providing benefit to our members.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 185,200.00	\$ 185,200.00	\$ 185,200.00	\$ -	
City of Calgary Grants/Funds	\$ 30,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
Grants- Other Sources				\$ -	
Festival & Events Income				\$ -	
Interest Revenue				\$ -	
Miscellaneous Revenue				\$ -	
Transfer from Reserves				\$ -	
Total Revenues	\$ 215,200.00	\$ 200,200.00	\$ 200,200.00	\$ 15,000.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 89,800.00	\$ 102,700.00	\$ 94,893.00	\$ (12,900.00)	
Marketing/Communications	\$ 62,500.00	\$ 62,500.00	\$ 63,911.00	\$ -	
Urban Devt. & Strategic Planning				\$ -	
Streetscape Improvements	\$ 24,900.00	\$ 20,000.00	\$ 18,170.00	\$ 4,900.00	
Festivals & Events	\$ 38,000.00	\$ 15,000.00	\$ 14,902.00	\$ 23,000.00	
Public Safety & Social Issues				\$ -	
Capital Assets				\$ -	
Other- BIA Specific				\$ -	
Transfer to Reserves			\$ 8,324.00	\$ -	
Total Expenditures	\$ 215,200.00	\$ 200,200.00	\$ 200,200.00	\$ 15,000.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Greenview Industrial BIA

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 70,000.00	\$ 50,000.00	\$ 50,000.00	\$ 20,000.00	Modest \$20K increase to ensure adequate funding.
City of Calgary Grants/Funds	\$ 20,000.00		\$ 41,700.00	\$ 20,000.00	
Grants- Other Sources				\$ -	
Festival & Events Income	\$ 5,000.00		\$ 25,000.00	\$ 5,000.00	
Interest Revenue				\$ -	
Miscellaneous Revenue				\$ -	
Transfer from Reserves	\$ 42,030.00	\$ 68,530.00		\$ (26,500.00)	
Total Revenues	\$ 137,030.00	\$ 118,530.00	\$ 116,700.00	\$ 18,500.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 52,530.00	\$ 41,030.00	\$ 31,509.00	\$ 11,500.00	Uncertainty exists at the ED position, but it is unlikely that the BIA will have a full time individual for 2023.
Marketing/Communications	\$ 17,000.00	\$ 17,000.00	\$ 10,867.00	\$ -	
Urban Devt. & Strategic Planning	\$ 10,000.00	\$ 10,000.00		\$ -	
Streetscape Improvements	\$ 15,000.00	\$ 10,000.00	\$ 787.00	\$ 5,000.00	Represents a shift in initiatives.
Festivals & Events	\$ 27,500.00	\$ 15,500.00	\$ 36,533.00	\$ 12,000.00	Additional event planned compared to prior year.
Public Safety & Social Issues	\$ 15,000.00	\$ 25,000.00	\$ 4,869.00	\$ (10,000.00)	Security and Crime is still a priority, but can be achieved with less spending and more communication.
Capital Assets				\$ -	
Other- BIA Specific				\$ -	
Transfer to Reserves			\$ 32,135.00	\$ -	Saving for future capital improvements.
Total Expenditures	\$ 137,030.00	\$ 118,530.00	\$ 116,700.00	\$ 18,500.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS
<u>Inglewood BIA</u>

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: (1) Major mural project with 'metaverse' (AR) collaboration at west entrance to Inglewood. (2) Partnership with C Space on rethinking the former Farmer Jonez Car lot site as placemaking opportunity. (3) Feasibility study and retrofitting of lampposts to include electrical connections for festive and decorative lighting. (4) New hardware (custom banner hardware was destroyed when old lampposts were removed, which the BIA is tasked with covering the expense of replacing. (5) Relocation of Gopher Park. (6) Other placemaking projects. (7) New festivals and events. (8) Crowd analytics hardware installation.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : Total BIA Board volunteer hours: 600+. Music Mile and JazzYYC, IG Takeovers, Calgary Heritage Initiative 1000+. Projects leveraged: See Year in Review 2022 Doc available on Inglewoodyyc.ca .

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 290,000.00	\$ 265,000.00	\$ 265,000.00	\$ 25,000.00	
City of Calgary Grants/Funds		\$ 15,000.00	\$ 34,700.00	\$ (15,000.00)	
Grants- Other Sources			\$ 20,000.00	\$ -	
Festival & Events Income				\$ -	
Interest Revenue				\$ -	
Miscellaneous Revenue				\$ -	
Transfer from Reserves				\$ -	
Total Revenues	\$ 290,000.00	\$ 280,000.00	\$ 319,700.00	\$ 10,000.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 140,000.00	\$ 110,000.00	\$ 150,000.00	\$ 30,000.00	The BIA Office moved 3 times over 2 years, and is now at a central location on the main street (9th Ave SE), allowing for a secondary function as a visitor information center. All office expenses such as computers, internet, phones, printing fees, office supplies; creative design projects/work including the new website, promotional videos, graphic design, and new Inglewood maps; contractor fees such as audit and bookkeeping; staffing salaries and professional development; board meeting expenses; misc. expenses.
Marketing/Communications	\$ 60,000.00	\$ 35,000.00	\$ 50,000.00	\$ 25,000.00	Marketing contractor fees, and all advertising for increased promotion of the area.
Urban Devt. & Strategic Planning				\$ -	
Streetscape Improvements	\$ 40,000.00	\$ 70,000.00	\$ 44,700.00	\$ (30,000.00)	New custom banner hardware to be phased in over 3 years. The City of Calgary/ Enmax did not deliver on plug-ins at new 9th Ave bridge as well as lampposts, therefore 2022 festive lighting aspirations were curtailed. Some unexpected social disorder costs due to continued vandalism from anti-vax protestors on 9th Avenue.
Festivals & Events	\$ 50,000.00	\$ 65,000.00	\$ 75,000.00	\$ (15,000.00)	More festivals delivered, including JazzYYC and Music Mile events, CFS, and placemaking projects.
Public Safety & Social Issues				\$ -	
Capital Assets				\$ -	
Other- BIA Specific				\$ -	
Transfer to Reserves				\$ -	
Total Expenditures	\$ 290,000.00	\$ 280,000.00	\$ 319,700.00	\$ 10,000.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS
<u>International Avenue BRZ</u>

BUDGET OVERVIEW

1. **Explanation of major projects or initiatives that the BIA is undertaking:** The International Avenue BRZ will continue to direct programs that promote, improve and create a more pleasant community in which to live and shop.

2. **Highlight any other projects leveraged, in kind contributions, volunteer time, etc. :** The BRZ leverages volunteer time and in kind contributions throughout the year.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 401,600.00	\$ 411,800.00	\$ 411,800.00	\$ (10,200.00)	
City of Calgary Grants/Funds	\$ 105,000.00		\$ 99,981.00	\$ 105,000.00	CSF/landscaping
Grants- Other Sources	\$ 103,000.00	\$ 178,000.00	\$ 37,254.00	\$ (75,000.00)	various government grants TBA. Should the amount not be received, the budget expenses will reflect this.
Festival & Events Income	\$ 37,000.00	\$ 60,000.00	\$ 66,074.00	\$ (23,000.00)	includes arts/cultural grant and ticket sales
Miscellaneous Revenue	\$ 25,000.00	\$ 43,700.00	\$ 31,217.00	\$ (18,700.00)	associate fees/rental income/sponsorships
Transfer from Reserves	\$ 2,000.00			\$ 2,000.00	may vary based on event and other income
Total Revenues	\$ 673,600.00	\$ 693,500.00	\$ 646,326.00	\$ (19,900.00)	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
Administration	\$ 100,600.00	\$ 98,400.00	\$ 98,500.00	\$ 2,200.00	
Marketing/Communications	\$ 93,500.00	\$ 73,000.00	\$ 74,470.00	\$ 20,500.00	
Urban Devt. & Planning	\$ 65,000.00	\$ 55,000.00	\$ 46,000.00	\$ 10,000.00	
Streetscape Improvements	\$ 152,000.00	\$ 151,000.00	\$ 150,336.00	\$ 1,000.00	maintenance, site amenities, banners, flowers, electrical etc.
Special Projects & Events	\$ 81,000.00	\$ 154,500.00	\$ 106,320.00	\$ (73,500.00)	difference between 2022 and 2023 is we completed the Road Less Travelled work
Public Safety & Social Issues	\$ 138,500.00	\$ 133,100.00	\$ 136,072.00	\$ 5,400.00	security work to continue in 2023
Capital Assets	\$ 8,000.00	\$ 5,000.00		\$ 3,000.00	mural/computer
Other- BIA Specific	\$ 10,000.00	\$ 15,000.00	\$ 15,963.00	\$ (5,000.00)	economic development
Contingency	\$ 15,000.00	\$ 8,500.00		\$ 6,500.00	
Transfer to Reserves	\$ 10,000.00		\$ 18,665.00	\$ 10,000.00	
Total Expenditures	\$ 673,600.00	\$ 693,500.00	\$ 646,326.00	\$ (19,900.00)	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Kensington BRZ

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Redoing public plaza on Kensington rd.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation
BIA Levy	\$ 285,000.00	\$ 220,000.00	\$ 220,000.00	\$ 65,000.00	Inflation, staff costs, succession planning plus one additional event in 2022 and one more in 2023 (levy had not been raised for 7 years)
City of Calgary Grants/Funds			\$ 69,693.88	\$ -	2022 City grants Chinook Blast grant \$15,000 Community Standards C2C grant \$26,000 2022 City reimbursements Surplus Parking Revenue \$22,543.70 EAGCS reimbursement for community engagement for plaza construction project \$6,150.18
Grants- Other Sources				\$ -	
Festival & Events Income			\$ 6,000.00	\$ -	Sponsorship Chinook Blast and Xmas in Kensington
Interest Revenue			\$ 541.17	\$ -	
Miscellaneous Revenue				\$ -	
Transfer from Reserves				\$ -	
Total Revenues	\$ 285,000.00	\$ 220,000.00	\$ 296,235.05	\$ 65,000.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation
Administration	\$ 148,300.00	\$ 128,300.00	\$ 148,000.00	\$ 20,000.00	Inflation, staff costs, and succession planning
Marketing/Communications	\$ 56,575.00	\$ 32,575.00	\$ 38,575.00	\$ 24,000.00	Increase in contractor fees
Urban Devt. & Strategic Planning	\$ 2,200.00	\$ 2,200.00	\$ 2,954.94	\$ -	Strategic planning retreat instead of in person board meetings
Streetscape Improvements	\$ 7,925.00	\$ 7,925.00	\$ 36,665.21	\$ -	\$23,730.21 upfront payment for tree lights and lights on streetlight poles applying for reimbursement from surplus parking revenue funds
Festivals & Events	\$ 70,000.00	\$ 49,000.00	\$ 70,039.90	\$ 21,000.00	New summer event in 2022 plus adding a new fall event in 2023
Public Safety & Social Issues				\$ -	
Capital Assets				\$ -	
Other- BIA Specific				\$ -	
Transfer to Reserves				\$ -	
Total Expenditures	\$ 285,000.00	\$ 220,000.00	\$ 296,235.05	\$ 65,000.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Marda Loop BIA

BUDGET OVERVIEW

- 1. Explanation of major projects or initiatives that the BIA is undertaking:** Increased Marketing spending, especially to support businesses during main streets construction. We are tapping reserves this year rather than raising the levy on businesses during construction.
- 2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. :** **A:** History project - Marda Loop area historic context paper, working with Heritage Calgary, with support from Marda Loop Community Association and City of Calgary Main Streets. To know more about the area and better tell the "Marda Loop story". Started in 2022 and continuing in 2023. **B:** Regarding our 2022 projection: Events grants, which are much appreciated, and a successful Marda Gras, supported enhanced marketing and events more than originally budgeted.
- 3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget:** **A:** Main Streets construction will be a disruption over the next two years. We will be deploying resources in particular to market the area during disruption and hope that City of Calgary Main Streets will be a contributing partner in this regard. **B:** Inflation and higher insurance costs are likely to be budgeting issues. **C:** Activation of new Main Streets infrastructure, once in place, will be a budgeting issue in the future.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./DEC.)	Explanation (re: variance)
BIA Levy	\$ 220,000.00	\$ 220,000.00	\$ 220,000.00	\$ -	
City of Calgary Grants/Funds	\$ 10,500.00	\$ 15,000.00	\$ 31,499.00	\$ (4,500.00)	Event grant expectations lowered
Grants- Other Sources	\$ 4,000.00			\$ 4,000.00	Potential grants for heritage project, other initiatives
Festival & Events Income	\$ 64,000.00	\$ 58,000.00	\$ 66,805.00	\$ 6,000.00	Closer to 2022 actuals and pre-Covid normal
Interest Revenue	\$ 4,000.00	\$ 500.00	\$ 3,000.00	\$ 3,500.00	Interest on GICs
Miscellaneous Revenue	\$ 8,000.00		\$ 5,300.00	\$ 8,000.00	Event sponsorship (non-Marda Gras), and support from partners on heritage project, other initiatives
Transfer from Reserves	\$ 37,000.00			\$ 37,000.00	A: ~ 25K to support marketing during disruptive Main Streets construction w/o raising the BIA levy. B: New capital expenditure, ~ 12K for MG banners (to be amortized).
Total Revenues	\$ 347,500.00	\$ 293,500.00	\$ 326,604.00	\$ 54,000.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./DEC.)	Explanation (2023)
Administration	\$ 132,320.00	\$ 126,900.00	\$ 128,842.00	\$ 5,420.00	Including higher insurance rates, inflation, etc.
Marketing/Communications	\$ 107,000.00	\$ 70,800.00	\$ 88,900.00	\$ 36,200.00	Increased investment in marketing and events, especially to promote local businesses during Main Streets construction
Urban Devt. & Strategic Planning				\$ -	
Streetscape Improvements	\$ 34,300.00	\$ 37,800.00	\$ 32,900.00	\$ (3,500.00)	Slightly lower BIA cost through construction
Festivals & Events	\$ 61,500.00	\$ 58,000.00	\$ 58,249.39	\$ 3,500.00	Inflation, enhancement, closer to pre-Covid normal
Public Safety & Social Issues				\$ -	
Capital Assets	\$ 12,000.00		\$ 7,344.00	\$ 12,000.00	Replace failing Marda Gras overpass banners (long lasting, 5-10 yrs.)
Other- BIA Specific				\$ -	
Transfer to Reserves	\$ 380.00		\$ 10,368.61	\$ 380.00	
Total Expenditures	\$ 347,500.00	\$ 293,500.00	\$ 326,604.00	\$ 54,000.00	

OTHER INFORMATION (Below this line):

Details of "Miscellaneous" Revenue

1. Event sponsorship (non-Marda Gras), and support from partners on heritage project, other initiatives

\$ 8,000.00

2.

\$ 8,000.00 \$ - \$ -

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Montgomery on the Bow BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: This year we are working on promotion as a focus. We recently completed a survey sent out to all the businesses and asked what they believed our focus should be. Promotion, safety and beautification are the top priorities. We are also working on events - and that through these events it will bring people to Montgomery to see other businesses/services available so they continue to come back. We are hosting our 4th Annual Light Up Montgomery and will be changing this event into a community event extending it from the (MON292 Greenspace) Montgomery Town Square to the business corridor on Bowness Road between 45th and 46th Streets. In 2022 we invested in lights for the new light standards along this corridor and will work to invest each year on this project.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : Each year we receive a kind and generous donation through our partnership with the Montgomery Safeway. Our Light Up Montgomery event would not be possible without them as they cover the expense of power portion for lighting up our event. We have business owners who step up for specific events such as our Business Crime Watch. This program is just getting off the ground - but we have worked more than a year to establish a video sharing program amongst businesses in conjunction with our CPS liaison Constable Down. This program has a focus to speed up access time to local video footage to aid in understanding criminal activity in our community. We have also worked with Alpha House and have a wonderful story to share how a member of an encampment off 49th Street was offered help by staff at the Dairy Queen to reach out to Alpha House. He now returns for lunch occasionally to thank them for their assistance. There are many hours over and above board volunteer time for events such as Chinook Blast. This was fantastic to be a part of and to bring this event outside of the downtown core. This one night event brought our community together and could not have happened without the business owners and their staff volunteering. Each event also receives in kind contributions from local businesses - gift certificates for prize giveaways, hanging posters and handing our information at their businesses, sharing social media posts of not only the BIA posts but their fellow businesses. The BIA also strengthens relationships between the businesses of the community. There are business owners who can give time - and those that give in other ways such as printing of products, discounts of services, or electricity. It's a great community to be a part of.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: We are always appreciative of grants and opportunities that come up throughout the year. As a smaller group - we sometimes are without the extra personnel or resources to complete the work associated with getting the forms in on time or staff that can bring these events to fruition.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./(DEC.))	Explanation
BIA Levy	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ -	Levy returned to 80K in 2021 after decrease during covid/. Although we have more businesses opening we are not increasing until we have projects or rationale to do so
City of Calgary Grants/Funds	\$ 18,000.00	\$ 20,000.00	\$ 24,000.00	\$ (2,000.00)	We received Chinook Blast Grant for 15K and Community Standard Grant of 9K - we are hoping to receive this same funding or a similar amount.
Grants- Other Sources				\$ -	
Festival & Events Income				\$ -	
Interest Revenue				\$ -	
Miscellaneous Revenue				\$ -	
Transfer from Reserves	\$ 53,786.00	\$ 31,360.00	\$ 13,590.00	\$ 22,426.00	Remaining Balance at end of Fiscal 2022
Total Revenues	\$ 151,786.00	\$ 131,360.00	\$ 117,590.00	\$ 20,426.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	\$ 37,598.00	\$ 38,000.00	\$ 33,296.00	\$ (402.00)	ED salary plus office expenses/rental storage and administrative expenses such as printing/ink etc.
Marketing/Communications	\$ 22,000.00	\$ 13,150.00	\$ 8,656.00	\$ 8,850.00	Advertisement in local Montgomery Messenger/Canada Post Mail Drop/Social Media promotion/Tourism Calgary and photography fees for marketing
Urban Devt. & Strategic Planning				\$ -	
Streetscape Improvements	\$ 40,200.00	\$ 16,500.00	\$ 45,572.00	\$ 23,700.00	Covers installation of banners, planters - 3 seasonal changes, maintenance, garbage pickup
Festivals & Events	\$ 29,500.00	\$ 51,250.00	\$ 18,323.00	\$ (21,750.00)	Light Up Montgomery Annual Festival - building to a street festival plus 6 pop up festivals throughout summer 2023
Public Safety & Social Issues	\$ 6,000.00	\$ 6,700.00	\$ 3,950.00	\$ (700.00)	Covers costs associated with Montgomery Business Watch Program/ Graffiti removal and maintenance
Capital Assets				\$ -	
Other- BIA Specific	\$ 5,600.00	\$ 5,760.00	\$ 7,793.00	\$ (160.00)	Increase insurance from \$2M policy to \$5M and accounting fees
Transfer to Reserves	\$ 10,888.00			\$ 10,888.00	Saving for future capital improvements
Total Expenditures	\$ 151,786.00	\$ 131,360.00	\$ 117,590.00	\$ 20,426.00	

Details of "Other-BIA Specific" Expenditure

1. Insurance	\$3,100.00			
2. Accounting	\$2,500.00			
	\$ 5,600.00	\$ -	\$ -	\$ -

2023 BUSINESS IMPROVEMENT AREA BUDGETS

17th Avenue Retail and Entertainment District BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: We will be delivering and marketing 4 signature events and campaigns in 2023: Get off the Apps and Onto the Ave, Business is Blooming, Summer on 17th and 17th Days of Christmas as well as two, one day events Halloween on 17th and Red Thursday (in response to Black Friday and Cyber Monday).

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : N/A

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: Boardwalks and patios remain an opportunity for positive economic impact. The access to the cash-in lieu funds was a critical opportunity for the 17th Ave BIA to support our restaurants by designing, creating and providing significant infrastructure (864 feet of boardwalks) that created a safe walking path for all members of the community while providing businesses with expanded patios, which increased seating capacities and business revenues. Due to budget constraints we were unable to supply boardwalks to all of the businesses that requested them and will prioritize finding a solution to the funding shortfall in 2023.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./(DEC.))	Explanation
BIA Levy	\$ 636,900.00	\$ 579,000.00	\$ 579,000.00	\$ 57,900.00	Increase to address staffing shortage
City of Calgary Grants/Funds	\$ 80,000.00	\$ 15,000.00	\$ 1,156,981.25	\$ 65,000.00	\$30,000 DT programming grant, \$50,000 event grant, \$1,061,981.25 parking revenue reinvestment program and \$15,000 mid winter grant
Grants- Other Sources	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00	Calgary Parks Foundation embrace the outdoors grant
Festival & Events Income				\$ -	
Interest Revenue		\$ 40,000.00	\$ 40,000.00	\$ (40,000.00)	
Miscellaneous Revenue				\$ -	
Transfer from Reserves				\$ -	
Total Revenues	\$ 721,900.00	\$ 634,000.00	\$ 1,780,981.25	\$ 87,900.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./(DEC.))	Explanation
Administration	\$ 171,611.00	\$ 121,611.00	\$ 121,611.00	\$ 50,000.00	
Marketing/Communications	\$ 245,800.00	\$ 205,800.00	\$ 205,800.00	\$ 40,000.00	
Urban Devt. & Strategic Planning	\$ 5,707.00	\$ 10,707.00	\$ 10,707.00	\$ (5,000.00)	
Streetscape Improvements	\$ 25,000.00	\$ 81,225.00	\$ 81,225.00	\$ (56,225.00)	
Festivals & Events	\$ 268,782.00	\$ 198,289.00	\$ 198,289.00	\$ 70,493.00	
Public Safety & Social Issues	\$ 5,000.00	\$ 16,368.00	\$ 16,368.00	\$ (11,368.00)	
Capital Assets				\$ -	
Other- BIA Specific			\$ 1,146,981.25	\$ -	Funds were used for the 17th Ave patio program
Transfer to Reserves				\$ -	
Total Expenditures	\$ 721,900.00	\$ 634,000.00	\$ 1,780,981.25	\$ 87,900.00	

2023 BUSINESS IMPROVEMENT AREA BUDGETS

<u>Victoria Park BIA</u>

BUDGET OVERVIEW

1. **Explanation of major projects or initiatives that the BIA is undertaking:** Greenline construction impact management, large-scale public art installations, temporary patio best practices, safe streets safe cities 2.0.

REVENUES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget (\$) Variance (INC./(DEC.))	Explanation
BIA Levy	\$ 374,369.00	\$ 364,369.00	\$ 364,369.00	\$ 10,000.00	to cover labour inc.
City of Calgary Grants/Funds	\$ 30,000.00	\$ 15,000.00	\$ 125,124.00	\$ 15,000.00	one off funding for projects
Grants- Other Sources				\$ -	
Festival & Events Income				\$ -	
Interest Revenue	\$ 800.00			\$ 800.00	
Miscellaneous Revenue				\$ -	
Transfer from Reserves	\$ 42,200.00	\$ 35,000.00		\$ 7,200.00	Carry over employee turnover
Total Revenues	\$ 447,369.00	\$ 414,369.00	\$ 489,493.00	\$ 33,000.00	

EXPENDITURES	2023 Budget (\$)	2022 Budget (\$)	2022 Projections (\$)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	\$ 137,412.00	\$ 134,412.00	\$ 140,000.00	\$ 3,000.00	labour cost inc.
Marketing/Communications	\$ 110,480.00	\$ 105,480.00	\$ 98,000.00	\$ 5,000.00	labour cost inc.
Urban Devt. & Strategic Planning	\$ 66,716.00	\$ 66,716.00	\$ 50,000.00	\$ -	
Streetscape Improvements	\$ 9,000.00	\$ 9,000.00	\$ 15,000.00	\$ -	
Festivals & Events	\$ 85,000.00	\$ 64,000.00	\$ 50,000.00	\$ 21,000.00	CoC funding inc.
Public Safety & Social Issues	\$ 28,761.00	\$ 25,761.00	\$ 25,761.00	\$ 3,000.00	labour cost inc.
Capital Assets	\$ 6,000.00	\$ 5,000.00	\$ 8,500.00	\$ 1,000.00	
Other- BIA Specific	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ -	
Transfer to Reserves			\$ 98,232.00	\$ -	
Total Expenditures	\$ 447,369.00	\$ 414,369.00	\$ 489,493.00	\$ 33,000.00	