

BUSINESS REVITALIZATION ZONE (BRZ)

2015-2018

BUSINESS PLAN

CALGARY BUSINESS REVITALIZATION ZONES (BRZ) BUSINESS PLAN

INTRODUCTION

STRATEGIC DIRECTION:

Following the approval of Priorities and Finance Committee report, PFC2013-0819, the Business Revitalization Zone (BRZ) 2015-2018 business planning process was initiated in February of 2014.

Council directed the development of the BRZ business plan as a means of supporting and growing BRZs with three defined areas of focus, including:

1. Enhancing the BRZ - City of Calgary interface;
2. Increasing the integration of social and economic goals within the existing BRZ framework; and
3. Expanding the strategic alignment, resource leveraging, and collaboration between BRZs and key community stakeholders.

In addition to these three key focus areas, three additional priority areas were identified for review: accountability & risk management, outcome measurement and long-term sustainability.

BUSINESS PLANNING PROCESS:

The business planning process involved the formation of a Business Planning Committee, which was BRZ led, with all ten Calgary BRZs participating, along with membership from key City of Calgary partners, including Animal & Bylaw Services (ABS), Planning, Law, Community & Neighbourhood Services (CNS), Transportation, Calgary Police Service (CPS), Parks, Finance, etc. Additionally, throughout the process ABS provided input, coordination, research and business plan development support as the BRZ liaison for The City. Further, as a means of ensuring the planning process was as balanced and inclusive as possible, an external consultant was utilized to facilitate the business planning meetings themselves.

INTRODUCTION

In addition to the direction provided by the key focus areas, the BRZ Business Plan Committee also developed the following guiding principles to inform the planning process:

- BRZs can best achieve their mission of enhanced BRZ support and growth through effective partnership with The City of Calgary business units;
- To achieve the desired outcomes requires the collective action of BRZs and The City of Calgary;
- The BRZ Business Plan must align with the key priority areas of The City of Calgary's *Action Plan*; and
- Each BRZ has its own unique elements however the business plan process was to address areas of collective common interest while still enabling individual BRZs to meet their specific needs.

These guiding principles served to establish a culture of cooperation and collaboration throughout the business planning process, leading to the emergence of new ideas and innovative solutions.

In addition to the input from BRZs and Administration through business planning committee and sub-committee work, the business plan was also informed by consultation with key community partners, research into best practices in other jurisdictions and findings from a survey of the BRZ businesses, capturing their ideas on what BRZs need to focus on and how to arrive at key BRZ objectives.

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BUSINESS REVITALIZATION ZONES OVERVIEW

Calgary currently has ten BRZs: Bowness, Calgary Downtown Association (CDA), Fourth Street South West, Inglewood, International Avenue, Kensington/Louise Crossing, Marda Loop, Montgomery, 17th Avenue Retail Entertainment District and Victoria Park. The first Calgary BRZ was established in 1984, 17th Avenue, with the most recent in 2011, Montgomery. BRZs generate revenue through a levy on business tax collected in their area. For instance, a typical small business may pay \$150 annually to the BRZ. Funds raised are used to enhance the vibrancy, public appeal, public safety and marketability of their respective areas. As a result of these efforts, BRZs play a major role in promoting economic growth, increasing City tax revenue, attracting new businesses and revitalizing their communities.

BRZs:

- Contribute \$59 Million in annual business taxes
- Account for over \$660 Million in assessed value
- Generate \$11M in parking revenue
- Account for 220+ city blocks of businesses.
- With 5400 businesses represented, BRZs represent about 20% of all Calgary businesses.

Most BRZs operate under the leadership of an Executive Director who takes direction from the elected Board of Directors. Typically the Executive Director is the only paid position and leverages contractors, summer students and volunteers to provide additional support, as needed. However, in smaller BRZs, the Executive Director position may be part time, Board run, or this service may be purchased from another BRZ. As key coordinating bodies for their business communities, BRZs often access a wide variety of City of Calgary services and interact with an array of business units to serve their communities. As a result, the interaction between BRZs and The City is critical in order to ensure continued economic prosperity and community revitalization.

COMMUNITY AND BUSINESS IMPACT

FESTIVALS:

Festivals and events attract significant repeat and first time visitors to the BRZs. In 2012, these festivals and events attracted 600,000 visitors to festivals/public events. This is a major marketing initiative for BRZs. Further, BRZs hosted/produced over 60 street festivals and public events in 2012. Festivals include:

- Sun & Salsa (Kensington);
- Lilac Festival (4th Street)
- Marda Gras Street Festival (Marda Loop)
- Around the World in 35 Blocks and Global Fest (International Avenue)
- Sunfest and Fringe Festivals (Inglewood)
- Full Monty Minifest (Montgomery)
- Music in the Park (17 Avenue)
- The Big Taste (CDA)
- Parksale, Marketwalk, and Beakerhead (Victoria Park)

ARTS AND CULTURE:

Commissioning and maintaining street art and public art projects helps BRZs to achieve the first purpose under the MGA, that being to improve, beautify and maintain property in the zone. Examples include:

- Fourth Street Public Art Society sculptures
- Artbox on 17E and mural projects (International Ave)
- Esker Foundation Gallery (Inglewood)
- Pop-up Art Opportunity (Victoria Park)
- Temporary and permanent art exhibits (CDA)

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COMMUNITY AND BUSINESS IMPACT

DISASTER RECOVERY:

Successful businesses must be able to recover from unavoidable business interruptions. BRZs play a key role in business continuity for the businesses in their zone, as was seen in the flood of 2013, with eight of ten BRZs affected by the flood event.

- BRZs were a key partner in the Business Flood Recovery Task Force – a joint initiative with Calgary Economic Development and the Calgary Chamber of Commerce to get businesses up and running after the flood.
- The Business Flood Recovery Task Force initiated marketing campaigns to support flood recovery, e.g. “We Are Open”, “YYC is Open”, “Support Flood Affected Businesses”, “Christmas Bus”, etc.

URBAN IMPROVEMENTS:

With a goal to improving, beautifying, and maintaining property in their zone, BRZ’s undertake or support urban improvements, including landscaping, snow and garbage removal, and seasonal lighting, aiming to create a better pedestrian environment. BRZs, due to their size and focus, can be more nimble in addressing issues affecting businesses, e.g. ensuring accessibility to intense use streets and businesses through snow removal during the winter months, graffiti abatement, garbage removal, etc.

- BRZ’s are key players in graffiti abatement and prevention and public realm maintenance, and provide matching funds to City grant programs including Clean to the Core and Off the Wall.
- Some BRZs not included in the Clean to the Core and Off the Wall programs access other City funds to perform the same functions or pay for these services from their own budgets.

COMMUNITY AND BUSINESS IMPACT

ENVIRONMENTAL SUSTAINABILITY:

As part of the goal to improve, beautify and maintain the property in their zone, BRZs champion street level recycling and special projects. Examples include:

- ContainR project (Kensington) –a village of pop-up venues made up of re-purposed shipping containers
- Community Gardens (CDA)
- Custom designed recycling bins and public recycling projects (Inglewood)
- Calgary Bike Swap (Victoria Park)
- The Lilac Festival providing a complete waste, recycling and composting program at the 2014 event – diverted over 45% of waste from landfill.

MARKETING CAMPAIGNS AND OTHER EVENTS:

To achieve the goal to promote their zone as a business or shopping area, BRZs undertake many marketing campaigns. Examples include:

- “Meet me on 17th” (17 Ave) – inviting patrons to explore 17 Ave
- “Indulge” (Marda Loop) – a wine and food affair to promote local restaurants
- “Are You a Villager” – a sign-up process using prizes and social media with a goal to enable the BRZ to be able to send out event and sales information (Kensington)
- #IAMDOWNTOWN” (CDA) - downtown promotion using social media
- “Pictures with Santa” – a social media contest (Kensington)
- Montgomery Shop Local online directory (Montgomery), etc.
- “Night Markets” (Inglewood) – a street party held during the summer
- Experience Victoria Park App (Victoria Park)
- Beakerhead/Beakernight in Victoria Park
- Calgary Marathon Spirit Hubs (Victoria Park)

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ALIGNMENT WITH COUNCIL PRIORITIES

Calgary BRZ priorities are closely aligned to the top priority areas identified in the *Calgary Action Plan* (March 2014).

- **A prosperous city** – *Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business. City Council Strategic Action P3 identifies a need to focus on supporting civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.*

BRZs make a significant contribution to Calgary's economic well being by helping to nurture business in the city and by improving the quality of life for those living and working in the zones. In shaping a dynamic business environment, BRZ's attract customers and residents to their vibrant business districts.

Calgary's BRZs are also "economic incubators" of business in the city. They provide a perfect starting place for businesses to develop and grow. BRZs work to provide an environment that fosters the growth of businesses by creating a magnet for clients and customers who appreciate the individual characteristics of each BRZ.

- **A city of inspiring neighbourhoods** – *Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.*

BRZs are key partners in creating a safe and appealing community to attract and retain patrons, residents and businesses to their zones.

Businesses within BRZs provide a range of services to help create complete communities.

ALIGNMENT WITH COUNCIL PRIORITIES

- **A city that moves** – *People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.*

Multiple modes of transportation operate within BRZs, and BRZs strive to support them by creating appealing and safe gathering places for citizens and visitors to enjoy.

- **A healthy and green city** – *We steward our air, land and water while encouraging healthy lifestyles for all Calgarians.*

In addition to beautifying and improving their areas, BRZs promote active modes of transportation within their geographic areas. BRZs make environmental sustainability a priority through their support of recycling at festivals and innovative community development programs.

- **A well-run city** – *Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.*

BRZs are committed to strong relationships with their City partners, City Councillors, businesses and community stakeholders. This business plan enables and enhances BRZs' commitment to outcome-based measurement and reporting on their activities and successes.

BRZs are cost effective tools through which City services can be provided, as evidenced by the Clean to the Core contracts.

CALGARY BUSINESS REVITALIZATION ZONES (BRZ) BUSINESS PLAN

CHALLENGES AND OPPORTUNITIES

- BRZs are diverse in nature. One approach does not always meet the needs of all. Business types range from small sole proprietor and family operations to large multinational businesses, resulting in the need for different strategies between and within BRZs.

The business planning process has acknowledged the uniqueness of each BRZ and has focused on addressing areas of common interest. The activities and outcomes in the business plan reflect the BRZs collective interests and commitment to work together to achieve collaborative goals.

- **The Municipal Government Act (MGA) currently restricts the activities of the BRZ in promoting social goals and restricts their ability to seek additional sources of funding.**

BRZs are playing an active role in providing input into the provincial MGA review process that is currently in progress. Further, BRZs are committed to actively seeking out additional sources of funding to ensure long-term sustainability.

- **Social challenges arising in BRZs.**

While addressing social challenges is not a primary purpose of BRZs, they are the eyes on the streets in their zone everyday and can help key partners, such as the Calgary Police Service and Animal & Bylaw Services resolve issues arising in a BRZ, e.g. social disorder.

- **BRZs vary greatly in size. Budgets range from \$45,000 to \$1,500,000 and the number of business ratepayers range from 60 – 3,100. BRZs with lower budgets and fewer ratepayers struggle to establish, maintain and grow programs.**

CHALLENGES AND OPPORTUNITIES

Additional sources of funding are needed to supplement the money raised through the business tax levies. New revenue sources are being explored and implemented where possible, e.g. sharing of parking revenue.

- **Consistent City interface structures and processes, not dependent on relationships would add more value to BRZs and help to ensure equitable access to available resources.**

Memorandums of Understanding (MOUs) with City business units such as Roads, Parks etc. and are a key mechanism to provide clarity of relationships and to ensure equitable access to available resources; they are also a key cornerstone of strengthening the City / BRZ interface.

Further, MOUs are also seen as an important element of succession planning for both BRZs and City of Calgary business units. As such agreements can ensure stability with the retirement of key stakeholders on the BRZ or City side.

- **BRZs are concerned with aging of public infrastructure; some elements are in excess of 30 years old and well past expected life cycle.**

BRZs are already key stakeholders on the Growth Management, Funding and Finance, and Inner City Diversification committees that are exploring new funding for aging public infrastructure.

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COLLABORATION WITH KEY COMMUNITY STAKEHOLDERS

CURRENT STATE:

BRZs have relationships with a variety of stakeholders within their zones. The type and variety of any stakeholders are unique for each BRZ. For example, some BRZs have several community associations within their boundary with whom they collaborate frequently, while others may not have one at all.

BRZs also frequently interact with the social agencies within and adjacent to their boundaries on areas of overlapping interest and also interact with not for profit organizations such as the United Way, service clubs, churches, and schools. In addition, BRZs may support events hosted by other stakeholders and in return receive support in kind for the festivals and special events hosted by BRZs.

A great example of current BRZ – community collaboration is the work done by Kensington BRZ and the Hillhurst Sunnyside Community Association. They have partnered with The City of Calgary and developers to develop a new and exportable model for citizen engagement during intense periods of development in a zone. The model created by this *Multistakeholder Task Force* is currently in field-testing. Another example involves Victoria Park's "*Good Neighbour Agreement*" with the Mustard Seed that has become a template for how to handle controversial issues collaboratively and constructively.

FUTURE STATE:

BRZs see the benefit of collaboration with other community stakeholders on areas of joint interest and will continue to actively engage them, whenever possible over the course of the BRZ business plan. Specific priorities in this focus area include:

1. EXPORT THE MULTISTAKEHOLDER MODEL

The establishment of the multi-stakeholder model for community / developer engagement as best practice in other BRZ regions is a priority moving forward. This model can support communities and BRZs experiencing significant growth and transition, and recognizes that BRZs are in the best position to act as a facilitator between community residents and developers during periods of intense development.

COLLABORATION WITH KEY COMMUNITY STAKEHOLDERS

2. INCREASED USE OF GOOD NEIGHBOUR AGREEMENTS

Given the positive response to establishment of these agreements, such as between Victoria Park and the Mustard Seed, BRZs will seek to expand the use of the template to formalize relationships with other community groups to resolve contentious community issues.

3. EXPANDED PARTNERSHIPS WITH COMMUNITY SOCIAL PROJECTS WHICH SUPPORT BUSINESS INTERESTS

BRZs will continue to actively seek out opportunities to partner with key community stakeholders on initiatives of mutual interest, including key community development projects such as community gardens.

4. SHARE BUSINESS PLAN ACTIONS WITH COMMUNITY ASSOCIATIONS

BRZs will continue to pursue opportunities for collaboration with community groups and other local stakeholders groups, as appropriate; including sharing key strategic objectives with community associations and other community partners as a means of identifying opportunities for enhanced partnership.

5. INCREASED PARTNERSHIP WITH CALGARY ECONOMIC DEVELOPMENT AND KEY BUSINESS SECTOR PARTNERS

The flood event offered a unique opportunity for flood-affected BRZs to work in partnership with CED along with the Chinatown business community as part of a Business Recovery Task Force. The Task Force mobilized its partners and respective communities to engage in collaborative action and systematic resource leveraging to provide a community response to the flood event. This collaborative action included the implementation of the "YYC is Open" campaign, focused on bringing business back to areas impacted by the flooding. Focus on leveraging these successes and enhancing coordination between key business sector partners is critical moving forward.

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INTEGRATION OF SOCIAL AND ECONOMIC GOALS

CURRENT STATE:

Within the MGA, the role of BRZs in promoting a municipality's social goals is not formally recognized. Regardless, BRZs do currently play a social role in their business zones as an extension of improving, beautifying and maintaining property in the zone and promoting the zone as a business and shopping area. Addressing crime and undesirable social behaviour, improving safety, the beautification of their neighbourhoods and the many wonderful events held by BRZs, in turn promote positive social interactions and community engagement in their neighbourhoods. Further, in shaping a more favourable business environment, BRZs consequently attract customers and residents to unique and vibrant business districts.

BRZs work extensively with City business units, such as the Calgary Police Service, Animal & Bylaw Services and community partners to address social and safety issues within their zones. All of these actions serve to help their businesses and the surrounding residential communities, survive and flourish.

As a result of this focus, BRZs undertake many initiatives to promote positive social relationships within their communities; including the Calgary Downtown Association "Community Gardens" project, where clients of the Drop In Centre working alongside children from five day care facilities growing food for use in the Drop In Centre. This project supports community cohesion, mutual understanding and supports community sustainability. In addition, the "Operation Forest Lawn" project also represents a recent example of success when merging economic and social objectives within the BRZ sphere. This project involved targeted CPS resources aimed at addressing key safety concerns in the Forest Lawn area, along with simultaneously working with ABS and Waste & Recycling in community cleanup efforts; supporting the ongoing revitalization of the area.

INTEGRATION OF SOCIAL AND ECONOMIC GOALS

FUTURE STATE:

1. EXPLORE EXPANSION OF INITIATIVES WHICH PROMOTE POSITIVE SOCIAL INTERACTIONS

BRZs will explore the potential for expansion of the community gardens concept successfully implemented by the Calgary Downtown Association, along with other opportunities to support the development of positive social relationships with business and community partners.

2. CONTINUE ACTIVE INVOLVEMENT IN MGA REVIEW PROCESS

Consultation is underway for amendments to the *Municipal Government Act*. The Alberta BRZs are active participants in the ongoing MGA amendment review process underway with the Provincial Government and have proposed MGA revisions which acknowledge the social role of BRZs in our communities.

3. EXPAND COLLABORATION WITH ANIMAL & BYLAW SERVICES AND THE CALGARY POLICE SERVICE

Increase partnerships with ABS and CPS on key community and social revitalization projects, including crime prevention and neighbourhood revitalization projects.

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BRZ/CITY INTERFACE

CURRENT STATE:

BRZ Executive Directors invest considerable time and energy providing input into City initiatives. They are frequently invited to provide input into Land Use Planning and Policy and to review development permits. Further, BRZs are key stakeholders in the Growth Management process, Parking Management Policy Development and the Prioritization Matrix processes. In addition, BRZs spearheaded development of a street festival policy, a food truck policy, Cut Red Tape, etc.

The City of Calgary provides 0.25 of an FTE as a BRZ liaison. This role supports the BRZ community in navigating City processes, securing services and supporting the growth of new BRZs. Based on the current available resource commitment, the potential for BRZ growth and the ability to secure City services can at times be limited.

FUTURE STATE:

- BRZ LIAISON POSITIONS (Increasing from 0.25 to 2 full-time equivalent positions)**
The liaison role is the connection between BRZs and The City of Calgary. This is a critical role, as BRZs rely heavily on multiple City departments to address needs in their zones. The current liaison role is 0.25 of an FTE. Additional liaison resources are necessary to support the ongoing sustainability and continued growth of BRZs. Liaison support would focus on supporting BRZ governance best practices, ensure increased accountability and enhanced BRZ reporting to Council, assist in improving the efficiency of communication / service response between BRZs and City departments and support the identification of alternative funding sources to ensure the long-term sustainability of BRZs. The increase from 0.25 of an FTE to 2 FTEs would include one BRZ liaison position and one administrative support role.

BRZ/CITY INTERFACE

2. MEMORANDUMS OF UNDERSTANDING

BRZs have been in existence for over thirty years, but despite their long existence, the relationships between The City and BRZs have generally never been formalized, with a few exceptions. There is an existing service level agreement between BRZs and Urban Forestry and there are formal agreements related to specific initiatives such as the agreement with Animal & Bylaw Services for the “Clean to the Core” program.

BRZs make significant contributions to their communities and to do so, rely heavily on existing relationships with City departments. Individual relationships are important, however consistent structures and processes for working with City departments or business units, would add more value and help to ensure predictable access to available resources. Establishing Memorandums of Understanding with key business units is seen as pivotal to enhancing the BRZ - City of Calgary interface. The key priority areas for MOUs include:

- **Recreation (Culture)**
- **Transportation (Planning) / Calgary Parking Authority**
- **Roads**
- **Parks**
- **Local Area Planning and Implementation**

MOUs will provide clarity to the City/BRZ interface by clearly defining the services to be provided to BRZs and the expectations of the BRZ in the relationship. MOUs will help to ensure equity between and among BRZs and make the establishment of new BRZs more attractive and will also help to minimize BRZ competition for baseline services/ grants.

While relationships with City business units help BRZs to address urgent concerns, it can impact the efficiency of operations of The City’s departments when they are pulled away from planned work to address urgent concerns. MOUs are also a key element of succession planning for both The City of Calgary business unit/department and the BRZ, as they provide continuity of service delivery independent of individual relationships.

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BRZ/CITY INTERFACE

3. ESTABLISHING AN ONGOING CITY/BRZ SUPPORT COMMITTEE

BRZs recognize The City as a key stakeholder and are interested in pursuing additional ways to enhance their relationship with City business unit representatives and the BRZ Liaison. The proposed Support Committee would as a forum for information sharing and issue identification/resolution, but would also be helpful in streamlining City processes, enhancing the implementation of desired initiatives and ensure continued alignment with City priorities.

It is envisioned that the Committee would meet up to quarterly each year and could partner around community actions which support the success of businesses in BRZs. Further, group members would also be called upon as a subject matter expertise collective, for BRZs to access throughout the year depending on their specific needs. This committee would enhance BRZ access to City services and information along with streamlining existing City – BRZ interactions.

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ACCOUNTABILITY

CURRENT STATE:

Key to the success of BRZs and a critical element of accountability is the engagement with business members, their community, residents of Calgary and visitors. Each of BRZs utilizes a website as a means to connect and share information with this broad group of stakeholders. Social media such as Facebook, Twitter, Instagram, Pinterest, YouTube and Google+ are also used to engage stakeholders. In addition to online engagement, BRZ Executive Directors utilize personal visits, phone conversations, email, newsletters, surveys, committee work, town hall meetings, and focus groups to engage their businesses. BRZ Annual General Meetings also provide a means for business members to express their views and become involved as Board membership changes. The elected Board of Directors, associate members and working committees for each BRZ bring their diverse networks and experience into the operation of the BRZ.

The business planning process identified potential areas of risk and strategies to mitigate those risks, as well as specific areas of accountability for BRZs and strategies to mitigate those risks. From this discussion, a detailed Risk Register and an Accountability Framework was created and the information then used to define outcomes, outputs and activities for the business plan.

Further, to support the development of the BRZ business plan, a business plan-specific survey was conducted in September of 2014, providing an opportunity for BRZ businesses to shape the development of the plan and provide feedback in terms of key objectives and deliverables to pursue.

Findings from the survey confirmed certain ongoing strategic directions and also highlighted key areas for BRZs to focus on in future.

ACCOUNTABILITY

BRZ Business Plan Key Findings:

Support for Existing Practices:

- Strong emphasis on the importance of festivals and events as a means of supporting the business community, generating community vibrancy as well as providing positive community experiences.
- Acknowledgment of the revitalization BRZs bring to communities and the importance of local improvements
- BRZs as great sources of information sharing within the business sector and community at large
- Benefit of collectively pooling resources from the small business community to affect change
- Benefit of BRZs in bringing foot traffic into an area
- Bringing the community together through events and projects
- Business continuity support during the flood
- Benefits of BRZ marketing campaigns to bring business back to flood damaged areas

Support for Increased efforts on key issues:

- Importance of looking for new and innovative ways to resolve parking shortages, identifying parking as not only a barrier to customers but also to hiring and retaining staff
- Desire for further efforts on the part of BRZs to support traffic calming and address speeding issues in business districts
- Need to focus further on crime and social disorder reduction
- Importance of finding new ways to generate increased business traffic
- Desire for more smaller seasonal events to ensure a more consistent flow of traffic
- Importance of encouraging diversity within the business sector to support longevity of new businesses
- Additional opportunities for business promotion and marketing

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ACCOUNTABILITY <u>FUTURE STATE:</u> The following actions were identified as key to ensuring ongoing accountability and managing potential risks: 1. DEVELOPMENT OF A BRZ GUIDE BRZ and City representatives both expressed a need for a guidebook containing pertinent information on the activities and actions of the BRZ. This was seen to be of particular importance to assist in guiding the actions of new BRZ employees and City representatives. The Guide would not only articulate standard BRZ practices and procedures but also outline how to go about forming a BRZ. As such, the BRZ Guide would become a key component on BRZ growth and also succession planning. 2. EXPANDED ANNUAL REPORTING - including a BRZ annual report In addition to the local reporting that BRZs undertake for their ratepayers, along with annual financial reporting to The City. Initial work is proceeding to create a format for an annual report of the collective actions of BRZs. The proposed content has been identified and would include a summary of the activities and successes of BRZs in the previous year; important statistical information; reporting on priority outcome measures; and progress in implementation of the business plan. The plan would enhance BRZ accountability and provide an additional avenue to inform Council as to BRZ accomplishments and challenges. 3. ENSURE “BEST PRACTICE” BOARD GOVERNANCE DOCUMENTS/ PROCESSES ESTABLISHED Many BRZs have comprehensive board governance documents/processes in place; however enhancing consistency will strengthen them collectively. This is a key element of managing risk e.g. financial, conflict of interest, reputational risk, etc., and of enhancing BRZ accountability to the business community.
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ACCOUNTABILITY 4. DEVELOP CONSISTENT BUSINESS CONTINUITY PLANS Well-defined business continuity plans can assist in ensuring business continuity when access to the zone is impeded in the short, intermediate or longer term. Business continuity plans are in place in many BRZs currently but sharing of approaches and enhancing consistency of the plans across BRZs will strengthen the state of these plans and support the development of continuity plans for the remaining BRZs. 5. DEVELOP CONSISTENT APPROACHES TO SUCCESSION PLANS In addition to MOUs, it is equally important that each BRZ have a succession plan to assist in the transition from one Executive Director to another. Work will proceed on compiling best practices in the area of succession and subsequent dissemination to all BRZs. 6. ANNUAL SURVEY OF KEY BUSINESS STAKEHOLDERS BRZs currently engage their businesses via a variety of approaches, email correspondence, one-on-one visits, social media, the Annual General Meeting, etc. Moving forward, BRZs will engage their businesses further through a consolidated annual survey in which all BRZs will participate, ensuring the ongoing incorporation of input and direction from the business community in BRZ activities. 7. RISK ASSESSMENT Initial risk assessment was completed as part of the business planning process, BRZs will complete risk assessments and subsequently review on an ongoing basis. Enhanced accountability and risk management, through the implementation of the activities identified above is dependent on having additional liaison resources. Collaboration between the City departments and BRZs will be required to establish processes that work smoothly going forward.

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OUTCOME MEASUREMENT CURRENT STATE: Currently BRZs have few formalized outcome measures, most being linked directly to audited financial reporting and the annual budget process. Enhancements to the measurement and reporting of key performance metrics is a key element in enhancing accountability and evaluating progress in achieving key strategic objectives moving forward. FUTURE STATE: 1. ENHANCEMENTS TO OUTCOME MEASUREMENT A robust performance metrics review was completed through the business planning process to explore potential outcome measurements. This included measures utilized in other jurisdictions and an evaluation of key areas for measurement within the Calgary BRZ context. Based on this information, six priority outcome measures were identified to assess the impact of BRZs in their areas. For the data to be valuable, the measures will need to be trended over time once the baseline is established. BRZ Accessibility (e.g. pedestrian/cyclist experience, transit, and taxis, traffic/ parking, road maintenance, etc.) BRZ Attractiveness (e.g. sidewalks, traffic/parking, seasonal lighting, signage, cleanliness, evidence of graffiti, noise, streetscape improvements, vitality of the zone, and festivals and events, etc. Measuring the accessibility to the businesses within a zone and the creation of a positive pedestrian experience, and the attractiveness of the BRZ reflects BRZs achievement of the twin goals of improving, beautifying and maintaining property in the zone and promoting the zone as a business or shopping area.	OUTCOME MEASUREMENT - Perception and satisfaction of patrons, visitors or businesses - Perception of safety (patrons/ business staff) While qualitative in nature, these perceptions are critical in assessing the performance of BRZs in creating the type of environment that invites patrons and residents to their zone and allows businesses to flourish. Amount of foot traffic/pedestrian activity at time/location This would be a measure of success in promoting the zone as a business or shopping area; including during festivals and events, as well as during regular business hours. Crime rates/rates of pedestrian and vehicular collisions This would provide an additional measure to assess the safety of patrons within a BRZ and would inform the development of potential intervention strategies, e.g. advocacy for traffic calming approaches. Work is already underway to explore approaches to data collection for these priority measures, along with associated reporting processes.
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CALGARY BUSINESS REVITALIZATION ZONES (BRZ) BUSINESS PLAN

PURSUING ADDITIONAL FUNDING SOURCES/LONG-TERM SUSTAINABILITY	PURSUING ADDITIONAL FUNDING SOURCES/LONG-TERM SUSTAINABILITY
<u>CURRENT STATE:</u> There are limitations to BRZs ability to access additional funding sources, in part because of insufficient human resources to pursue additional sources, and also due to limitations of operating within The Municipal Government Act (R.S.A. 2000, c.M-26, s.51) and the Business Revitalization Zone Regulation (AR 377/94). Existing revenue is primarily generated through the BRZ levy. Within the current legislative framework, BRZs are non-profit corporations; however are <u>not</u> non-profit entities registered under the Alberta Societies Act. This restricts their ability to apply for funding or conduct fundraising activities in the manner available to registered societies. Through the business planning process BRZs identified a number of current additional funding sources however these are typically time limited, for a specific purpose, and non-recurring. Examples include honoraria, sponsorships and partnerships, pilot projects, in kind donations, City initiated funding pools, festival and events subsidies, etc. Based on these economic realities, the pursuit of additional funding streams is a key emerging area of focus for the BRZ community.	<u>FUTURE STATE:</u> 1. LOBBY PROVINCIAL GOVERNMENT Lobbying efforts will be directed towards the provincial government to change the funding eligibility requirements to enable BRZs to access additional funding sources much like other non-profit entities. 2. PURSUIT OF NEW FUNDING MECHANISMS New funding mechanisms are already being explored. An example of this is the sharing of parking revenue that is being explored with BRZs. Parking revenue sharing would not benefit all BRZs as not all BRZs have paid parking in their zone. For those that do, this is an important potential source of revenue to support capital projects like upgrading or fixing public infrastructure. Potential new funding mechanisms BRZs wish to explore include: • Capital improvement funding mechanisms: e.g. Tax Incremental Funding and Community Revitalization Levy. Both of these mechanisms currently exist. BRZs would like to be involved in the planning process for the use of these funds and/ or able to initiate these mechanisms in a BRZ. • Continued exploration of parking revenue in certain BRZs to support key revitalization efforts • Enhanced maintenance bylaw. Examples include Stephen Avenue and the Barclay Parade.

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ACTIONS AND MEASURES

OUTCOMES	ACTIVITIES AND OUTPUTS	PERFORMANCE MEASURE	PROGRESS/COMMENTS	
ENDORSEMENT OF BRZ BUSINESS PLAN	Business plan developed by BRZ Business Plan Committee and supported by Animal and Bylaw Services business unit.	Business plan developed.	Additional supports required to develop the necessary infrastructure and to plan and guide for implementation	
	Implementation plan developed following approval of business plan	Plan in place to guide implementation of business plan		
	Resource requirements identified	Resource request submitted as part of business plan process		
ENHANCED CITY OF CALGARY/ BRZ INTERFACE WITH RELATIONSHIPS DEFINED	Resource request submitted for expanded Liaison roles and for business plan implementation support	Approval of resources and liaison positions hired	Draft MOU template created during planning process Draft content identified during planning process	
	MOU template development initiated with priority areas: Recreation –Culture; Parks; Roads; Transportation- Planning/ Calgary Parking Authority; and Local Area Planning and Implementation	MOU's established		
	BRZ Guide developed	BRZ Guide published		
	Work with City and other levels of government to address aging infrastructure	Evidence of progress in replacing aging infrastructure		
	Explore opportunities streamlined BRZ – City interface	Evidence of enhanced relationships with City of Calgary including establishment of a joint City/BRZ Support Committee to share information and address issues		
	Explore formal engagement mechanisms and formation of a Support Committee to address common issues			

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ACTIONS AND MEASURES

OUTCOMES	ACTIVITIES AND OUTPUTS	PERFORMANCE MEASURE	PROGRESS/COMMENTS
ENHANCED BRZ ACCOUNTABILITY	Key outcome measures identified and assessed for feasibility and processes determined to collect data	Measures confirmed	Priority measures identified. Currently exploring approach and feasibility of data collection for each measure prior to confirming list of measures
	Baseline measurement of priority outcome measures	Baselines outcome measurement completed and reported	
	Enhanced annual report template created with the inclusion of priority outcome measures	First annual report published/presented to Council, including reporting of baseline measures	Draft content identified during planning process. Priority measures identified; feasibility to be confirmed
	Business continuity template developed	Evidence of documented business continuity plans in place for all BRZs	Some BRZs have these in place currently
	Review undertaken to ensure best practices board governance processes in place in each BRZ	Evidence of best practice board governance processes in place through governance review	Most BRZs have board governance processes in place. Need review to ensure best practice approaches used and to ensure consistency
	Risk assessment collectively completed for BRZs	Documentation of completed risk assessment and timing of periodic reviews documented	Initial risk assessment completed as part of business planning process
	Draft succession plan template developed	Succession plans established for each BRZ	
	Annual survey of stakeholders	Annual survey completed and reported	Survey completed, informed business planning process

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ACTIONS AND MEASURES

OUTCOMES	ACTIVITIES AND OUTPUTS		PERFORMANCE MEASURES	PROGRESS/COMMENTS
FUNDING	Pursue additional sources of income		Evidence of additional funding, including parking revenue, etc	BRZs currently pursue additional funding sources as they present; require additional human resource support to pursue other sources of funding
	Lobby provincial government for amendments to legislation to allow BRZs to access funding sources available to other non-profit entities.			
COLLABORATION WITH KEY COMMUNITY STAKEHOLDERS	Pursue joint initiatives on community projects which support business interests		Evidence of additional joint initiatives with key community stakeholders	
	Share Business Plan actions with community groups		Evidence of communication of business plan actions with community groups	BRZs will need to develop a consistent approach to the sharing of this information
	Export Multistakeholder Model following completion of field testing		Evidence of use of Multistakeholder Model during periods of intense development in BRZs	
	Expand use of Good Neighbour Agreements		Evidence of use of agreements in other BRZs	
INCREASED INTEGRATION OF SOCIAL/ECONOMIC GOALS IN BRZ	Input in MGA revisions to amend role of BRZs to more accurately reflect the current involvement in social and economic goals		Evidence of further integration of community social goals which support business interests in BRZ activities	

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FRAMEWORK	Participation in joint initiatives with community organizations	Evidence of involvement in joint initiatives	
ACTIONS AND MEASURES			
OUTCOMES	ACTIVITIES AND OUTPUTS	PERFORMANCE MEASURES	PROGRESS/COMMENTS
GROWTH OF NEW BRZs	Identify additional resource requirements to support expansion or addition of new BRZs	Addition of new BRZs BRZs currently in existence are sustained and/or expanded	
	Define content for BRZ Guide	BRZ Guide developed and in circulation within BRZs and City business units as a reference source	Draft content identified during business planning process
	Liaison position to explore options to communicate to potential BRZ areas and explore opportunities to establish new BRZs	Addition of new BRZs	
BUSINESS PLAN FOR BEYOND 2018	Draft business plan developed	Approval of proposed business plan	For development in final year of 2015-2018 business plan cycle

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RESOURCE REQUEST

BRZs are formally supported by a 0.25 FTE BRZ Liaison role within Animal and Bylaw Services. This represents slightly more than one day per week.

In order to accomplish the business plan outcomes the following resource requirement is proposed:

- Liaison position be increased to 1.0 FTE, with an associated administrative support position
- A one-time request of \$100,000. to support the initial and highly resource intensive first steps of business plan implementation

Description (175K)	2015
Increase BRZ Liaison position from 0.25 to 1.0 FTE ¹	100,000
Support to Liaison position ²	75,000
Business Plan Implementation ³ (One Time)	100,000
Total Request	275,000

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RATIONALE FOR REQUEST

1. Increased FTE for Liaison position

The liaison role is the connection between BRZs and The City of Calgary. This is a critical role, as BRZs rely heavily on multiple City departments to address needs in their zones. The current liaison role is 0.25 of an FTE. Additional liaison resources are necessary to support the ongoing sustainability and continued growth of BRZs. Liaison support would focus on supporting BRZ governance best practices, ensure increased accountability and enhanced BRZ reporting to Council, assist in improving the efficiency of communication / service response between BRZs and City departments and support the identification of alternative funding sources to ensure the long-term sustainability of BRZs. The increase from 0.25 of an FTE to 2 FTEs would include one BRZ liaison position and one administrative support role.

2. Business Plan Implementation

The sheer volume of work to be undertaken to strengthen the foundation of BRZs is significant and not an undertaking that could be completed without additional support. One-time funding for the implementation of the BRZ business plan would be utilized for the following:

- Establish best practice governance, partnership and accountability practices and disseminate throughout the BRZs
- Support annual report development
- Establish MOU's with the priority areas of Recreation - Culture, Transportation Planning/ Calgary Parking Authority, Roads, Parks, and Local Area Planning and Implementation
- Establish key outcome measures, including approaches to data collection and reporting
- Development of a BRZ Guide
- Support annual BRZ business survey development and implementation
- Seed funding for key collaborative pilot projects

RETURN ON INVESTMENT

Calgary's BRZs are located in some of our city's best known and most popular neighbourhoods, and play a major role in promoting and beautifying their zones. They help to enhance the quality of life in Calgary and to demonstrate Calgary's dynamic culture.

Implementation of this Business Plan will:

- Strengthen existing relationships and enhance the interface between BRZs and The City of Calgary
- Streamline and enhance efficiencies between BRZs and City business units
- Enhance collaboration and resource leveraging in the community
- Support the long-term sustainability of BRZs
- Strengthen accountability and risk management
- Enhance communication between all stakeholders
- Establish consistent outcome measures and reporting
- Support the growth of BRZs in the city of Calgary, and associated positive impact on City tax revenue

BRZs are making a significant contribution to their communities. Additional resources will enable the creation of an even stronger foundation to allow BRZs to continue to grow and prosper.

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CONCLUSION

The business planning process brought together representatives from the 10 existing BRZs to work collaboratively and collectively to develop a business plan to guide their future actions. The business planning process was valuable in and of itself by bringing the various BRZ Executive Directors together to discuss issues of common interest and work together to find solutions to the ongoing challenges they face.

The comprehensive business planning exercise while led by BRZs also served to strengthen the partnership with representatives of key City of Calgary business unit representatives, as they worked together to identify key outcomes and recommended actions..

The process reinforced that BRZs can best achieve their mission through effective partnership with The City of Calgary and that to achieve the desired outcomes requires the collective action of BRZs and The City of Calgary.

This business planning document is a clear roadmap for BRZs to work with The City of Calgary on areas of collective interest over the coming years. The effective partnership created will support the achievement of Council priorities and reinforce the fact that Calgary is the best place in Canada to start and grow a business.