

**CALGARY'S BUSINESS IMPROVEMENT AREAS (BIAs)  
2018 ANNUAL BUDGETS  
(SUMMARY)**

<b>BUSINESS IMPROVEMENT AREA</b>	<b>2018 BIA LEVY \$</b>	<b>2017 BIA LEVY \$</b>	
Mainstreet Bowness BIA	45,100	45,100	Attachment 1A
Calgary Downtown Association	1,586,825	1,586,825	Attachment 1B
Chinatown District BIA	160,000	160,000	Attachment 1C
4th Street South West BIA	205,800	205,800	Attachment 1D
HIPville BIA	124,000		Attachment 1E
Inglewood BIA	265,000	245,000	Attachment 1F
International Avenue BRZ	267,000	267,000	Attachment 1G
Kensington BRZ	220,000	220,000	Attachment 1H
Marda Loop BIA	189,000	188,986	Attachment 1I
Montgomery on the Bow BIA	70,000	74,000	Attachment 1J
17th Avenue Retail & Entertainment District BIA	410,800	404,600	Attachment 1K
Victoria Park BIA	389,436	384,062	Attachment 1L
<b>Total</b>	<b>3,932,961</b>	<b>3,781,373</b>	

## ATTACHMENT 1A

### Mainstreet Bowness BIA

#### 2018 BUDGET

##### BUDGET OVERVIEW

Mainstreet Bowness went through a BIG change this year. The Mainstreets Program started and we received a newly paved road, crosswalks, and pedestrian refuge areas. All this change is for the better for the community and businesses in Bowness. However, communicating this to the community is key. We are the smallest BIA in Calgary and therefore, have certain challenges because of that.

The Executive Director's position is part-time. The hours were increased from 12.5 hrs/week from her first year as ED (the first ever ED for Mainstreet Bowness) up to 15 hrs/week. This allowed for more administration time, business/community engagement and meetings.

Because we are a very small BIA that can also be a challenge as well. Finding funds to help with streetscaping and marketing is a key to our Strategic Plan.

**Mainstreet Bowness BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	45,100	45,100	0	0%
Grants	11,000	9,000	2,000	22%
Events Income	10,000	5,230	4,770	91%
Interest/Other Income	2,000	2,600	(600)	(23%)
<b>Total Revenues</b>	<b>68,100</b>	<b>61,930</b>	<b>6,170</b>	<b>10%</b>

**EXPENDITURES**

Administration	37,085	32,000	5,085	16%
Marketing/Communications	1,500	250	1,250	500%
Urban Devt.& Planning	0	0	0	0%
Streetscape Improvements	19,515	18,680	835	4%
Special Projects/Events	10,000	11,000	(1,000)	(9%)
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>68,100</b>	<b>61,930</b>	<b>6,170</b>	<b>10%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

1. Interest Income	2,000	0	2,000	N/A
2. Product Sales	0	0	0	0%
3.	0	0	0	0%
	<b>2,000</b>	<b>0</b>	<b>2,000</b>	<b>0%</b>

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

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

ATTACHMENT 1B

**Calgary Downtown Association**  
**2018 BUDGET**

**BUDGET OVERVIEW**

1. Zero Increase - Third consecutive year without a levy increase for ratepayers.
2. Increased Costs - The CDA will incur legal costs to re-create operating bylaws as well as costs for engagement consultations as a result of the impending consolidation of business tax with the non-residential property tax, requiring the collection of the BIA levy to be shifted from business tax to property tax.
3. Resiliency and Business Survival - High vacancy and unemployment rates in the downtown continue. To help businesses survive, and to entice reinvestment into the downtown, devoting resources to events, marketing and safety remain critical. The CDA will continue to advocate on behalf of businesses and collaborate with others to make downtown a prime destination for citizens, and visitors alike. In parallel, creating an attractive, animated and safe downtown will require a continued focus on urban design and planning.

**Calgary Downtown Association****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change(INC./DEC.)</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	1,586,825	1,586,825	0	0%
Grants	55,000	16,000	39,000	244%
				Provincial and Federal Training and Employment grants + C2C grant
Events Income	60,000	63,000	(3,000)	(5%)
Interest/Other Income	10,000	12,500	(2,500)	(20%)
				Reduction in sponsorship
<b>Total Revenues</b>	<b>1,711,825</b>	<b>1,678,325</b>	<b>33,500</b>	<b>2%</b>

**EXPENDITURES**

Administration	231,425	217,500	13,925	6%
Marketing/Communications	698,400	685,000	13,400	2%
Urban Devt.& Planning	60,000	65,000	(5,000)	(8%)
Streetscape Improvements	0	0	0	0%
Special Projects/Events	502,000	490,000	12,000	2%
Public Safety & Social Issue	220,000	220,825	(825)	(0%)
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>1,711,825</b>	<b>1,678,325</b>	<b>33,500</b>	<b>2%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

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

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

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

ATTACHMENT 1C

**Chinatown District BIA**  
**2018 BUDGET**

**BUDGET OVERVIEW**

PROPOSED URGENT BUSINESS

**Chinatown District BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	160,000	160,000	0	<b>0%</b>
Grants	0	0	0	<b>0%</b>
Events Income	0	0	0	<b>0%</b>
Interest/Other Income	81,900	70,000	11,900	<b>17%</b>
	Funds carried over from prior year (\$75,000). \$6,900 to be provided by Calgary Chinese Merchants Assoc for Banner program.			
<b>Total Revenues</b>	<b>241,900</b>	<b>230,000</b>	<b>11,900</b>	<b>5%</b>
<b><u>EXPENDITURES</u></b>				
Administration	114,562	93,396	21,166	<b>23%</b>
	CDBIA intends to hire a part time Executive Director in 2018. No Executive Director in 2017.			
Marketing/Communications	31,500	11,468	20,032	<b>175%</b>
	Launch of new website in 2018 listing all merchants in the CDBIA. Other promotional materials to advance the profile of businesses within the CDBIA.			
Urban Devt.& Planning	13,000	0	13,000	<b>N/A</b>
	No expenditures incurred in 2017 for this category. In 2018 the proposed ARP for Chinatown will commence and expenditures anticipated in consulting, presentation materials etc.			
Streetscape Improvements	40,500	39,015	1,485	<b>4%</b>
	Expenditures include weekly street cleaning, flower purchases and watering, and banner re-fresh.			
Special Projects/Events	0	10,045	(10,045)	<b>(100%)</b>
	Special events in 2018 to be self funded through ticket sales and sponsorship.			
Public Safety & Social	0	0	0	<b>0%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	0	0	0	<b>0%</b>
<b>Total Expenditures</b>	<b>199,562</b>	<b>153,924</b>	<b>45,638</b>	<b>30%</b>
<b>Surplus/(Deficit)</b>	<b>42,338</b>	<b>76,076</b>		

ATTACHMENT 1D

**4th Street BIA**  
**2018 BUDGET**

**BUDGET OVERVIEW.**

1. Our BIA continues to deal with current economic downturn and to focus its efforts on highlighting our area through promotions, marketing, and streetscape initiatives.

2. We continue to examine our expenditures closely and make efficiencies wherever possible which has enabled us to increase our capacity without increasing our budget in our 4 years.



**4th Street BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b><u>Rationale:</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	205,800	205,800	0	0%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	0	0	0	0%
<b>Total Revenues</b>	<b>205,800</b>	<b>205,800</b>	<b>0</b>	<b>0%</b>

**EXPENDITURES**

Administration	91,300	91,800	(500)	(1%)
Marketing/Communications	57,500	54,000	3,500	6%
Urban Devt.& Planning	5,000	5,000	0	0%
Streetscape Improvements	34,000	39,000	(5,000)	(13%)
Special Projects/Events	18,000	16,000	2,000	13%
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>205,800</b>	<b>205,800</b>	<b>0</b>	<b>0%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

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

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

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

ATTACHMENT 1E

Hipville BIA  
2018 Budget

**BUDGET OVERVIEW**

1. This is the first year of the HIPville BIA. The first half of the year will be occupied with setting priorities, planning and organizing.
2. A search for a full-time executive director will begin in January. We plan to have a person in place by April 1.
3. Planning and priority setting will be the business of the committees on Urban Det. & Planning, Streetscape Improvements, and Public Safety & Social Issues. A nominal amount of \$1000 has been allocated to each of these committees to cover communications, surveys and other sundry expenses. We expect to have proposed programs and amounts in the 2019 budget.
4. Special Project / Events - the area has previously organized a large event called "Rides n Rods" for several years and, with a full-time BIA employee, may undertake this event again, depending on members' wishes. Prior to BIA incorporation, a successful business luncheon was organized and attended by many BIA members and outsiders. These events are planned to take place every 3 months.

**HIPville BIA**  
**2018 BUDGET**

	2018	2017	Change (INC./ (DEC.))		Explanation
	\$	\$	\$	%	
<b><u>REVENUES</u></b>					
BIA Levy	124,000		124,000	N/A	
Grants			0	N/A	
Events Income	4,000		4,000	N/A	Ticket revenue from quarterly events (3000) and sponsorships for annual community event (1000)
Interest/Other Income			0	N/A	
<b>Total Revenues</b>	<b>128,000</b>	<b>0</b>	<b>128,000</b>	<b>N/A</b>	
<b><u>EXPENDITURES</u></b>					
Administration	80,000		80,000	N/A	One F/T position starting April, calculated at 78000 annual salary x 3/4 year. HR search expense. Office supplies. Photocopy expenses. Strategic Planning Session (\$5000) .,
Marketing/Communication	25,000		25,000	N/A	Advertising expenses, postage & flyer delivery, website development & maintenance, publication of BIA directory, community relations and meetings.
Urban Devt.& Planning	1,000		1,000	N/A	Committee expenses for first year.
Streetscape Improvement	1,000		1,000	N/A	Committee expenses for first year.
Special Projects/Events	10,000		10,000	N/A	One annual community event ( e.g. Rides n Rods) and 4 smaller, quarterly events (e.g. BIA business luncheons with guest speaker).
Public Safety & Social Issues	1,000		1,000	N/A	Committee expenses for first year.
Capital Assets	5,000		5,000	N/A	Laptop computer, Printer/Scanner/Fax.
Other - BIA Specific	5,000		5,000	N/A	Auditor and AGM expenses.
<b>Total Expenditures</b>	<b>128,000</b>	<b>0</b>	<b>128,000</b>	<b>N/A</b>	
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>			

ATTACHMENT 1F

Inglewood BIA  
2018 BUDGET

BUDGET OVERVIEW

PROPOSED URGENT BUSINESS

**Inglewood BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b><u>Rationale:</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	265,000	245,000	20,000	<b>8%</b>
Grants	0	0	0	<b>0%</b>
Events Income	0	0	0	<b>0%</b>
Interest/Other Income	0	0	0	<b>0%</b>
<b>Total Revenues</b>	<b>265,000</b>	<b>245,000</b>	<b>20,000</b>	<b>8%</b>

**EXPENDITURES**

Administration	110,000	105,000	5,000	<b>5%</b>
Marketing/Communications	35,000	30,000	5,000	<b>17%</b>
Urban Devt.& Planning	0	0	0	<b>0%</b>
Streetscape Improvements	70,000	60,000	10,000	<b>17%</b>
Special Projects/Events	50,000	50,000	0	<b>0%</b>
Public Safety & Social Issue	0	0	0	<b>0%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	0	0	0	<b>0%</b>
<b>Total Expenditures</b>	<b>265,000</b>	<b>245,000</b>	<b>20,000</b>	<b>8%</b>

<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>
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**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

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

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

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

ATTACHMENT 1G

**INTERNATIONAL AVENUE BRZ**  
**2018 BUDGET**

**BUDGET OVERVIEW**

Many opportunities continue to be developed and pursued due to the street upgrade. Our Team will continue with a retail recruitment and retention strategy and be adaptable to opportunities as they arise.

A new special event to be launched in addition to our successful food tours, one time events and the Best of the East SB.

BRZ specific - EMERGE Market, EMERGE HUB Co-working, and EMERGE Incubators continue to build community capacity and create positive economic spin-offs for area.

Streetscape, public safety, and urban design- we will continue to improve and create a more pleasant community in which to live and shop.

**International Avenue BRZ****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	267,000	267,000	0	0%
Grants	65,000	67,000	(2,000)	(3%)
Events Income	18,000	15,000	3,000	20%
Associate Fees/Sponsorsh	12,000	11,000	1,000	9%
Rental income	17,000	6,500	10,500	162%
Interest/Other Income	143,500	225,952	(82,452)	(36%)
<b>Total Revenues</b>	<b>522,500</b>	<b>592,452</b>	<b>(69,952)</b>	<b>(12%)</b>
<b><u>EXPENDITURES</u></b>				
Administration	82,000	81,000	1,000	1%
Marketing/Communications	91,500	91,500	0	0%
Urban Devt.& Planning	64,500	76,500	(12,000)	(16%)
Streetscape Improvements	86,000	74,500	11,500	15%
Special Projects/Events	72,500	72,500	0	0%
Public Safety & Social Issue	48,500	48,500	0	0%
Capital Assets	8,600	5,000	3,600	72%
Other - BIA Specific	68,900	142,952	(74,052)	(52%)
<b>Total Expenditures</b>	<b>522,500</b>	<b>592,452</b>	<b>(69,952)</b>	<b>(12%)</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

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

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

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

ATTACHMENT 1H

**KENSINGTON BRZ**  
**2018 BUDGET**

**BUDGET OVERVIEW**

Our public realm is in good shape (replaced in 2015) so some of streetscape budget has been transferred to events budget to pay for new street festival (Spend a Day in Kensington's Diagon Alley)

PROPOSED URGENT BUSINESS



**Kensington BRZ****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b><u>Rationale:</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	220,000	220,000	0	0%
Grants	0	2,000	(2,000)	(100%)
Events Income	0	0	0	0%
Interest/Other Income	0	0	0	0%
<b>Total Revenues</b>	<b>220,000</b>	<b>222,000</b>	<b>(2,000)</b>	<b>(1%)</b>

**EXPENDITURES**

Administration	99,200	95,825	3,375	4%
Marketing/Communications	69,600	69,600	0	0%
Urban Devt. & Planning	0	0	0	0%
Streetscape Improvements	5,625	22,000	(16,375)	(74%)
Special Projects/Events	35,075	20,075	15,000	75%
Public Safety & Social Issue	0	0	0	0%
Capital Assets	0	0	0	0%
Other - BIA Specific	12,500	12,500	0	0%
<b>Total Expenditures</b>	<b>222,000</b>	<b>220,000</b>	<b>2,000</b>	<b>1%</b>

<b><u>Surplus/(Deficit)</u></b>	<b><u>(2,000)</u></b>	<b><u>2,000</u></b>
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**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

1. sponsorship	0	22,775	(22,775)	(100%)
2. event subsidy	0	6,050	(6,050)	(100%)
3.	0	0	0	0%
	<b>0</b>	<b>28,825</b>	<b>(28,825)</b>	<b>(100%)</b>

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

1. AGM	0	0	0	0%
2. Board meetings	0	0	0	0%
3. Audit/Bookkeeper	0	0	0	0%
4. Other meetings	0	0	0	0%
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

## ATTACHMENT 11

**Marda Loop BIA**  
**2018 BUDGET****BUDGET OVERVIEW**

1. In 2017 we established a registered society, the Festival Society of Marda Loop, which has taken over responsibility for the Marda Gras Street Festival, which had another successful year. Our budget reflects this change, as the Festival Society takes on Marda Gras revenue and costs, direct and some indirect. The Marda Loop BIA and the Festival Society of Marda Loop work closely together. It is our hope and expectation that Marda Gras and other projects will benefit from society status.
2. Development and growth continues in Marda Loop. 2016 saw the opening of Garrison Corner; 2017 saw the opening of the Odeon commercial building. Two more mixed use buildings are under construction and will open in 2018. Another mixed use building has been approved, and other projects are being proposed. We have also lost some businesses, and have some vacancies, but the growth trajectory has increased the amount of commercial space, the number of businesses, and the assessment base as well.
3. Last year we increased the BIA levy amount proportionate with this growth, so the business rate remained much the same. In 2018, the amount of commercial space coming on line and number of businesses we serve will again increase, but in view of the general economic and tax environment, and the availability of reserves, we have decided to not increase the levy in 2018.
4. We are increasing our investment in marketing and promotional events 2018 to support our businesses and enliven Marda Loop. Some of these events are in early planning stages and, while we have budgeted for the expenditure, the launch of some initiatives may depend on the realization of sponsorship revenue. There will be continued support for the Marda Gras Street Festival.
5. In 2018 we and our neighbors in the Marda Loop and Richmond/Knob Hill community associations will be engaging in Main Streets planning. We are in particular interested in the planning, funding and implementation of Streetscape and mobility improvements, which are very much needed given the growth and the transformation of the business district.

**Marda Loop BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./(DEC.))</b>	<b><u>Rationale:</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	189,000	188,986	14	<b>0%</b>
Grants	10,000	10,000	0	<b>0%</b>
Events Income	0	67,000	(67,000)	<b>(100%)</b>
Interest/Other Income	73,000	36,800	36,200	<b>98%</b>
<b>Total Revenues</b>	<b>272,000</b>	<b>302,786</b>	<b>(30,786)</b>	<b>(10%)</b>
<b><u>EXPENDITURES</u></b>				
Administration	93,460	130,798	(37,338)	<b>(29%)</b>
Marketing/Communications	61,000	45,000	16,000	<b>36%</b>
Urban Devt. & Planning	0	2,949	(2,949)	<b>(100%)</b>
Streetscape Improvements	34,000	57,000	(23,000)	<b>(40%)</b>
Special Projects/Events	81,000	67,039	13,961	<b>21%</b>
Public Safety & Social Issue	0	0	0	<b>0%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	0	0	0	<b>0%</b>
<b>Total Expenditures</b>	<b>269,460</b>	<b>302,786</b>	<b>(33,326)</b>	<b>(11%)</b>
<b>Surplus/(Deficit)</b>	<b>2,540</b>	<b>0</b>		

**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

1. Draw from reserve	52,000	32,000	20,000	<b>63%</b>
2. Sponsorship, interest, etc.	21,000	4,800	16,200	<b>338%</b>
3.	0	0	0	<b>0%</b>
	<b>73,000</b>	<b>36,800</b>	<b>36,200</b>	<b>98%</b>

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

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

ATTACHMENT 1J

**Montgomery on the Bow BIA**  
**2018 BUDGET**

**BUDGET OVERVIEW**

1. Throughout 2017 the crime rate including serious crimes has risen in Montgomery. After a number of conversations with our Community Services Officer we have decided upon a course of action. Together with CPS and our Montgomery Community Association we will be developing an aggressive Crime Prevention Program. WE will be utilizing the Community Standards Fund Grant to help finance this effort as well as BIA revenues.
2. Because of lack of funds in previous years we have not been able to invest in any major marketing campaigns. With the decision to forego the expense of an Executive Director (savings of \$45,000 to \$55,000/year) we have over the past 18 months been able to accumulate sufficient funds to invest heavily in marketing. This will include the hiring of a marketing organization to assist in the development of a long range marketing and branding strategy.
3. We have within the boundaries of our BIA a very strategically placed park. The City of Calgary has designated this park as a Category C. This means little in the way maintenance and by mid summer the park appears like an abandoned farmers field. Being unappealing it is avoided by local residents and frequented by a rather unsavory group of people. It is our intention to negotiate an agreement with City Parks to have the BIA maintain the park. We have allocated funds to retain a landscaping company to provide these services.
4. Although it places a heavy workload on our Board we will continue to operate in 2018 without an Executive Director. We are a committed group of volunteers and care deeply about our business community and have all agreed to put in the effort required to support our businesses. To operate in this fashion is only possible through the extraordinary efforts of the City's BIA Liaison group. We are very grateful for this support and believe it is an essential component for the success of the whole BIA community.

**Montgomery on the Bow BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./DEC.)</b>	<b>Rationale:</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	70,000	74,000	(4,000)	<b>(5%)</b>
Grants	8,000	6,000	2,000	<b>33%</b>
Events Income	0	0	0	<b>0%</b>
Interest/Other Income	2,000	0	2,000	<b>N/A</b>
				GST rebate
<b>Total Revenues</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>	<b>0%</b>
<b><u>EXPENDITURES</u></b>				
Administration	12,000	30,000	(18,000)	<b>(60%)</b>
Marketing/Communications	50,000	10,000	40,000	<b>400%</b>
Urban Devt.& Planning	0	0	0	<b>0%</b>
Streetscape Improvements	30,000	28,500	1,500	<b>5%</b>
Special Projects/Events	40,000	1,500	38,500	<b>2567%</b>
Public Safety & Social Issue	10,000	6,000	4,000	<b>67%</b>
Capital Assets	0	0	0	<b>0%</b>
Other - BIA Specific	0	6,000	(6,000)	<b>(100%)</b>
<b>Total Expenditures</b>	<b>142,000</b>	<b>82,000</b>	<b>60,000</b>	<b>73%</b>
<b>Surplus/(Deficit)</b>	<b>(62,000)</b>	<b>(2,000)</b>		

**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

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

**General Notes**

We will be carrying an estimated \$120,000 surplus into 2018. Based on our projected 2018 expenses, this should leave us with approximately \$59,000 moving into 2019.

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

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

ATTACHMENT 1K

**17th Ave Retail & Entertainment District BIA**  
**2018 BUDGET**

**BUDGET OVERVIEW**

1. As our BIA is currently in the midst of a complete reconstruction project of 17th Ave SW. businesses have seen a drastic impact to businesses and require additional support re: communications, messaging and marketing. Our focus will be to drive foot traffic to the Ave, support positive messages to target audiences of all the ways to access our BIA; and increase frequency of real time information to our BIA members (and when possible to the public) using an integrated marketing, promotional and events strategy. The budget is reflective of this necessity.

2. Our BIA will be facing challenges such as accessibility to our businesses, patron/visitor parking concerns, safety and security issues. All of which require additional support for marketing & communication (signage, way finding); The BIA will need additional campaigns and support around our image; specifically regarding safety and the overall experience that one can still have within our BIA while construction is ongoing.

3. Development of new programs and events to drive engagement and pedestrian traffic to our BIA are required. These events and programs will include partnerships with different members of the community, both internal and external to our BIA. Previously designed events, new events and new programs will require additional administrative and event coordination support prior to launching key initiatives. These projects are necessary to encourage visitors who may be inclined to avoid construction zones, to still visit our area and support our businesses.

4. Budget is reflective of ongoing streetscape and public realm programs that support a safe and appealing pedestrian environment.

**17th Avenue Retail & Entertainment District BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./DEC.)</b>	<b><u>Rationale:</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	410,800	404,600	6,200	2%
Grants	0	0	0	0%
Events Income	0	0	0	0%
Interest/Other Income	75,000	75,000	0	0%
<b>Total Revenues</b>	<b>485,800</b>	<b>479,600</b>	<b>6,200</b>	<b>1%</b>
<b><u>EXPENDITURES</u></b>				
Administration	80,750	77,050	3,700	5%
Marketing/Communications	190,313	183,680	6,633	4%
Urban Devt.& Planning	9,007	15,750	(6,743)	(43%)
				Reallocated funds towards Marketing and Communications to support a higher frequency of communication between the BIA Board and its members; and between the BIA and the public, of the ongoing re. the 2018 construction season via digital marketing, newsletters, and traditional tactics (mail, postcards, information sessions).
Streetscape Improvements	77,500	75,750	1,750	2%
Special Projects/Events	111,223	111,600	(377)	(0%)
Public Safety & Social Issue	17,007	15,770	1,237	8%
Capital Assets	0	0	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>485,800</b>	<b>479,600</b>	<b>6,200</b>	<b>1%</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

1. Contingency for operation	75,000	75,000	0	0%
2.	0	0	0	0%
3.	0	0	0	0%
	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>0%</b>

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

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

ATTACHMENT 1L

**Victoria Park BIA**  
**2018 BUDGET**

**BUDGET OVERVIEW**

1. The Victoria Park BIA's 2018 budget is reflective of an overall decrease in assessed value of \$9,481,958 between September 2016 and September 2017.
2. The Board of Directors of the BIA elected to make cuts in some program and service areas in order to maintain our levy rate within the 0.006 to 0.0075 region.
3. The budget of the Victoria Park BIA was approved by the Board of Directors and presented to our members at our annual general meeting on November 23, 2017.



**Victoria Park BIA****2018 BUDGET**

	<b>2018</b>	<b>2017</b>	<b>Change (INC./DEC.)</b>	<b><u>Rationale:</u></b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b><u>REVENUES</u></b>				
BIA Levy	389,436	384,062	5,374	1%
Grants	7,000	10,000	(3,000)	(30%)
Events Income	0	0	0	0%
Interest/Other Income	32,358	52,800	(20,442)	(39%)
<b>Total Revenues</b>	<b>428,794</b>	<b>446,862</b>	<b>(18,068)</b>	<b>(4%)</b>
<b><u>EXPENDITURES</u></b>				
Administration	155,606	145,721	9,885	7%
Marketing/Communications	102,411	98,369	4,042	4%
Urban Devt. & Planning	62,216	60,761	1,455	2%
Streetscape Improvements	16,800	25,750	(8,950)	(35%)
Special Projects/Events	37,000	61,500	(24,500)	(40%)
				Scale back in some service areas
Public Safety & Social Issue	53,761	53,761	0	0%
Capital Assets	1,000	1,000	0	0%
Other - BIA Specific	0	0	0	0%
<b>Total Expenditures</b>	<b>428,794</b>	<b>446,862</b>	<b>(18,068)</b>	<b>(4%)</b>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>		

**OTHER INFORMATION (Below this line) (Optional):****Details of "Other Income"**

1. Interest	1,200	1,200	0	0%
2. Banner replacement	0	0	0	0%
3. Carry over	31,158	42,800	(11,642)	(27%)
	<b>32,358</b>	<b>44,000</b>	<b>(11,642)</b>	<b>(26%)</b>

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

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

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**Victoria Park****The levy is made up of:**

	<b>2018</b>	<b>2017</b>
Victoria Park	368,936	363,562
TransAlta flat rate	20,000	20,000
First street improvement area	500	500
	<u>389,436</u>	<u>384,062</u>

PROPOSED URGENT BUSINESS