

# Business Revitalization Zones **Handbook**

## **A Guide for Edmonton BRZs**



Prepared by



***September 2007***





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June 12, 2007

It says something great and positive to have so many Edmontonians taking pride in Alberta's Capital City.

In particular, Edmonton is honoured by those of you who are business and property owners investing your own skills, resources, time and commitment to a Business Revitalization Zone.

Your confidence in your neighbourhood will be contagious, your commitment will be appreciated, your leadership will be recognized. And ultimately we know it will be rewarded by those Edmontonians who shop in, do business in and live nearby your business community.

Great cities are built by citizens who take initiative and who take pride in working together for the good of their communities.

We're proud of your involvement in a BRZ.

Yours truly,

A handwritten signature in cursive script that reads "Stephen Mandel".

Stephen Mandel  
Mayor





## Council of Business Revitalization Zones

### Alberta Avenue BRZ

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aah@telusplanet.net

### Beverly BRZ

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### Chinatown and Little Italy BRZ

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### Downtown BRZ

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### Fort Road and Area BRZ

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### Inglewood BRZ

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### Kingsway BRZ

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### Old Strathcona BRZ

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### Message from the Edmonton Council of BRZs,

Business Revitalization Zones have been active participants in Edmonton's commercial areas representing over 4,300 assessed businesses since the first zone was established in 1985. There are now eleven (11) BRZs in Edmonton all of which actively promote the development of their areas as vibrant commercial areas for shopping, hospitality, manufacturing and other business activities that contribute to Edmonton's economy.

The City of Edmonton Planning and Development Department, working with the members of the Council of BRZs, created this handbook as a tool for established and future business revitalization zones to improve their operating practices. The handbook will be of assistance to Board members, business members, and administrators in the operation of their associations in learning from the experience of others. The Handbook will continue to be useful as new information is added over the years.

The Council of BRZs is committed to assisting the City of Edmonton Planning and Development Department in enhancing and evolving the handbook as a dynamic tool that will help the BRZs manage their operations to the highest standard.

  
Don Grimbale  
Chair until June 12, 2007

  
Shirley Lowe  
Chair after June 12, 2007



*CREDITS*

## **A Handbook for Business Revitalization Zones**

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## PURPOSE OF THE BRZ HANDBOOK

The purpose of this handbook is to provide a one-stop resource for information on the operation and conduct of BRZs in Edmonton. The information is primarily for Executive Directors, members of the Board, local business owners and City officials. The intent of the handbook is not to regulate BRZ services, but to answer questions on the management of a BRZ and ensure that services can be effectively provided, and to serve as a point of reference. Although the handbook provides guidelines for the operations of a BRZ, such as hiring of staff and running effective meetings, it also provides information on strategic planning and financial management, and encourages BRZ Executive Directors and Board Members to discover new services and programs to provide for their BRZ membership. The materials contained in this handbook are important for Executive Directors and Board Members because of the key role that they play in the success of a BRZ.

### Special Note

This handbook is for information only. If you have a specific legal question, please consult a lawyer.



Old Strathcona Business Area – Whyte Avenue

### **1.0 INTRODUCTION TO BUSINESS REVITALIZATION ZONES (BRZS)**

#### **1.1 What is a BRZ?**

A BRZ is a special assessment district where business owners officially join and work together to promote and improve the economic vitality of a business area. The establishment of a BRZ provides a unique opportunity for businesses to promote their mutual goals of creating safe, attractive and interesting commercial places aimed at stimulating business. With the support of the City of Edmonton, an effective BRZ should result in physical and economic improvements to the business area. BRZ efforts centre on overcoming the limitations of public resources by funding additional services and benefits over and above those that are provided by the municipality. The BRZ assessment is applied to businesses in this area, which is similar to the “common area maintenance” fees found in shopping malls and office parks.

At the request of a business community, the City of Edmonton will assist interested parties in establishing a BRZ and a business association. The BRZ Regulation under the Municipal Government Act, RSA 2000, C. M-26 (the “Municipal Government Act”) sets out the requirements for initiating the establishment of a BRZ. Upon receipt of a formal request signed by at least 25 percent of the business taxpayers within the boundaries of a proposed BRZ, and if no petition is filed by more than 50 percent of the business owners in the proposed area opposing this request, City Council may pass a bylaw establishing the BRZ Board of Directors as a not-for-profit corporation. Council also sets the zone boundaries and approves an annual budget for the proposed BRZ operation. A BRZ association receives funding for their budget through a special levy that is applied to each business within the BRZ. The City collects this levy and the full amount is returned to the BRZ association in quarterly payments for their use in achieving the goals of the BRZ.

The City of Edmonton has a long tradition of citizen participation in identifying service needs and cooperatively responding to them. For business communities, the BRZ program offers a framework for local organization and development. The Downtown Business Association was the first BRZ established in Edmonton in 1985 to promote and revitalize the Downtown retail experience. There are currently 11 BRZs within the City of Edmonton. The locations of these BRZs are identified on the map in Appendix G. Maps of individual BRZ areas are provided in Appendix H.

#### **1.2 Purpose of BRZs**

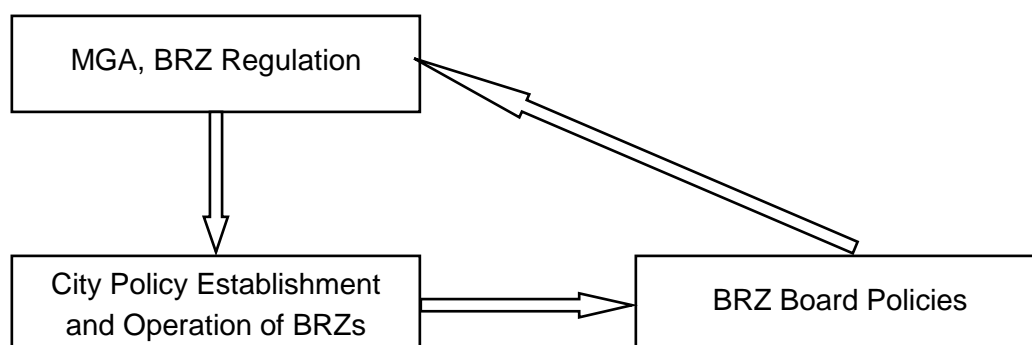
The main purpose of a BRZ is to revitalize and maintain a dynamic commercial area and promote this area as a business or retail destination. Revitalization and maintenance creates a cleaner, safer and more attractive environment that benefits all businesses operating in the BRZ. Defining and promoting an identity through a BRZ further promotes the vitality and competitiveness of the business area. Beyond beautification and promotion, a BRZ can also facilitate the development of partnerships and relationships among local community groups and institutions. In general, the purpose is to bring people back to these business districts that are usually located in the inner city or the more mature areas of Edmonton.

### 1.3 Mandate of BRZs

The mandate of a BRZ is to encourage the economic and physical improvement of local businesses through beautification and maintenance of streetscapes, buildings and structures in the area, and to promote the area as a business and shopping district. To achieve these goals a number of strategies may be employed. These can include:

- Maintenance: sidewalk cleaning, graffiti removal, coordinated snow removal;
- Special events and festivals: organizing and partnering in events that highlight the unique assets of the BRZ;
- Marketing and economic development: understanding the client base (consumer surveys) and creating effective promotional materials, newsletters, websites, maps, signage and banners, etc;
- Regulatory advocacy and bylaw enforcement: assistance in enforcement of laws governing sidewalk vending, street performance, vehicle loading and unloading, as well as advocacy for municipal action on street furniture standards, building code compliance and standards of public behaviour;
- Business recruitment: working with property owners to ensure an appropriate business and service mix is achieved, vacancy reduction, marketing to investors, financial incentives for new and expanding businesses;
- Advocating for access to City incentive programs such as the Façade Improvement Program which provides funds to enhance the appearance and function of existing street-level retail and commercial buildings;
- Parking and transportation management: improvements encouraged through planning and advocacy;
- Public safety: establishing a partnership with local authorities, volunteer safety programs;
- Streetscaping and capital improvements: support for designing and obtaining more pedestrian and customer-friendly lighting, improved sidewalks, street furniture, signage and landscaping;
- Open spaces: improving open and green spaces for employees and visitors, and
- Any other services permitted under the Municipal Government Act (MGA), the BRZ Regulation and the BRZ Board.

*Figure 1: Mandate of BRZs under varying levels of regulation.*



### 1.4 Who Benefits from a BRZ?

#### *Business and Service Operators*

The physical enhancements and other services provided by the BRZ help to create a more vibrant local community and a prosperous economic environment. People want safe, secure, clean, interesting and attractive places to shop, eat, be entertained and conduct business activities, and they choose commercial areas that have the best amenities. An increased clientele depends upon the successful partnership and cooperation between the activities of the BRZ Association and the individual businesses.

#### *Property Owners*

A BRZ provides a structure that allows local businesses to work cooperatively and collectively to accomplish more than is possible individually. Streetscaping and building improvements through the activities of the BRZ may lead to an increase in property values and customer bases, benefiting all businesses in the geographical area. A more vibrant business community attracts and retains more customers. Increased numbers of commercial and service sector businesses locating in the BRZ results in a subsequent increase in property values.

#### *Local Residents and Consumers*

The activities of a successful BRZ increase community pride and interest in their business district, as well as provide for an enhanced retail and commercial district. A BRZ allows for tax dollars to remain within the community in the form of direct local investments. BRZs also provide opportunities for the local community to get involved through participation and volunteering in special committees or community events organized or supported by the BRZ. Vibrant commercial neighbourhoods make for better neighbours than declining commercial areas, which can become magnets for crime and urban decay.

#### *Municipality*

The City receives a number of benefits from a successful partnership with a BRZ as it establishes better relations between the public and private sectors. Benefits to the municipality include an increased tax base, increased property values and a vigorous local economy. The formation and continued support of BRZs provides an impetus for public improvements. BRZs encourage the private sector to contribute to revitalization of commercial areas. Furthermore, BRZs promote a positive perception of the business districts and communities, as well as enhancing local heritage, tourism opportunities and cultural diversity.

#### *Other benefits:*

- Ensures ongoing cooperation among the members of the business community;
- Allows for businesses to collectively solve problems;
- Improves lines of communication between the business community, municipal staff and City Council;
- Provides democratic method of organization where everyone making financial contributions has access to benefits. Members can see where their membership fees are allocated and decide how

they are spent by voting on initiatives and board member elections at the Annual General Meeting;

- Cost savings to the business members through promotional activities and integration of capital funding, and
- A dedicated source of revenue for provision of services and physical improvements.

## **1.5 City Support to BRZs**

The success of a BRZ demands leadership and commitment from the municipality, and the ability to work cooperatively with all BRZ board members. The primary function of the City is in assisting in the initiation, application, creation and ongoing administrative operations of BRZs.

The support provided by the City also includes:

- Providing information about organization and development of BRZs in Edmonton including legislative and municipal requirements for the successful establishment of a BRZ;
- Assisting with mapping, statistical and analytical advice on the size, boundaries and mix of business types of a proposed BRZ or proposed boundary amendments to a BRZ;
- Providing advice on public information and participation processes, including the preparation of strategic business plans, production and distribution of information materials, and conducting public meetings;
- Coordinating City resources and staff to respond to BRZ needs and special requests;
- Providing urban design advice;
- Providing a membership list and mailing addresses in accordance with City policy, and
- Facilitating the BRZ through the administration of the special tax levy and forwarding the funds to each BRZ in quarterly instalments.

## **1.6 BRZ Management Overview**

The BRZ Board of Directors is accountable to the City of Edmonton and the BRZ membership, which are the business owners in the BRZ area. The primary function of the BRZ Board of Directors is to make decisions on behalf of its members and to keep the membership informed of its activities. The Board is responsible for overseeing the planning, budgeting, implementing and evaluating the numerous initiatives of the BRZ. The Board must be able to identify and respond to the needs of its membership. Open communication with members must be maintained through various means:

- In person discussions;
- Organized meetings;
- Newsletters;
- Surveys or questionnaires.

In order for members to be updated and understand the direction and goals of the BRZ, they should be provided with some basic information about the operation of the BRZ. This commonly includes:

- Mission or vision statement;

- List of BRZ management contacts;
- Newsletters and marketing brochures;
- Invitation to attend the Annual General Meeting (AGM);
- Copy of Annual Report and approved Annual Budget;
- Notification of dates that City Council will be scheduled to receive proposed budgets and set the annual BRZ tax levy, and
- Welcome package for new members.

## 2.0 BRZ LEGISLATION AND REGULATIONS

This operations handbook provides guidelines and suggestions and is to be used in conjunction with the legislative requirements and the official policy of the City of Edmonton in regard to establishing, disestablishing and the ongoing management of BRZs.

The authority for BRZs in Alberta flows from Section 50 and 53 of the Municipal Government Act. Section 50 states:

“A council may by bylaw establish a business revitalization zone for one or more of the following purposes:

- a) improving, beautifying and maintaining property in the zone;
- b) developing, improving and maintaining public parking, and
- c) promoting the zone as a business or shopping area.”

In addition, all BRZs are corporations by virtue of Section 51 of the Municipal Government Act. Section 53 establishes the authority for the Minister to make regulations concerning BRZs.

City Council passes bylaws to establish Business Revitalization Zones and to establish the not-for-profit BRZ Associations.

The Business Revitalization Zone Regulation, Alberta Regulation 377/94 of the MGA (the “BRZ Regulation”) is Appendix I of this Handbook.

City Policy C462B, *Business Revitalization Zone Establishment and Operation*, is available through the City Clerk’s office or the Planning and Development Department – Strategic Areas Services Section.

The City of Edmonton’s website on BRZs also provides useful information and is available by going to the City of Edmonton website at: [www.edmonton.ca](http://www.edmonton.ca) and searching for BRZ.

## 2.1 Establishment of BRZs

BRZs are established at the request of the local business community by City Council passing a bylaw under Sections 2 to 6 of the BRZ Regulation.



City Council may establish a BRZ where there is a request signed by persons who would be taxpayers in the proposed zone and who represent at least 25 percent of the businesses that would be taxable businesses if such a zone were established.

This is achieved in the following way:

1. A notice of the intention of City Council to pass a bylaw to form a BRZ must be mailed to every business in the area shown on the current assessment roll as being assessed for business assessment with respect to that area.
2. A bylaw may not be passed where City Council receives a petition objecting to the passing of the bylaw, signed by persons entitled to notice, representing more than 50 percent of the businesses that would be taxable businesses if the proposed zone was established. The objecting petition must be received by the City within 60 days from the day on which the last notice was mailed.
3. Where City Council has received a petition objecting to the passing of the bylaw, City Council cannot reconsider passing a bylaw to establish a BRZ in that same area for a period of at least two years from the date that the petition was declared to be sufficient.

Once a BRZ has been designated by City Council, every business within the prescribed boundaries is automatically included in the membership and contributes to the BRZ's budget.

The main reasons for the establishment of a BRZ include:

- a) The BRZ structure is a desirable mechanism for organizing business interests, resources and opinions within a commercial district comprised of a diversity of business types and numbers.
- b) The City encourages and will facilitate the efforts of a business community to improve and promote its economic and physical well-being through the creation of a BRZ Association.
- c) Each BRZ is a desirable vehicle for providing certain beneficial services to its members; the use of volunteer and self-funded resources reduces costs borne by taxpayers and is responsive to the desires of the businesses.
- d) The BRZ is a desirable medium for consultation and participation with the City and other authorities related to local and city-wide economic development issues.

## **2.2 Disestablishment of BRZs**

This section is a synopsis, provided only for the convenience of interested parties. The complete authority on the establishment and disestablishment of a BRZ is contained in the Business Revitalization Zone Regulation, Alberta Regulation 377/94 of the Municipal Government Act.

The process to disestablish a BRZ and Association is specified in the Municipal Government Act through the BRZ Regulation. A BRZ may only be disestablished in accordance with this Regulation. Taxpayers in a BRZ may petition for a bylaw to disestablish the zone. The petition is not sufficient unless it is signed by taxpayers representing at least 25 percent of the taxable businesses in the BRZ.

### *Disestablishment bylaw and taxpayers' vote*

Within 30 days of the chief administrative officer's declaring a petition to be sufficient, City Council must:

- a) Give first reading to a bylaw to disestablish the BRZ;
- b) Specify a date that is within 90 days after the bylaw receives first reading for a vote of the taxpayers in the zone on the bylaw, and
- c) Specify the question that is to appear on the ballot for the vote.

The bylaw must specify the date, being at least six weeks after the date of the vote, on which the bylaw is to take effect. A City Council that wants to disestablish a BRZ either on its own initiative or on the request of the BRZ's board must follow the procedures for the disestablishment of the BRZ that apply when a petition is declared to be sufficient.

After a bylaw to disestablish a BRZ receives first reading, the municipality must take reasonable steps to ensure that every taxable business within the BRZ is notified that a bylaw to disestablish the BRZ has been given first reading and that a vote on the bylaw will be held on the specified day.

### *Taxpayer vote on bylaw*

City Council is responsible for holding the vote on the bylaw to disestablish the BRZ. The BRZ Board of Directors is responsible for the costs and expenses of the vote on the bylaw. The vote must be conducted in accordance with the Local Authorities Election Act, RSA 2000, C. L-21.

### *Consequences of taxpayers' vote*

If the vote approves the bylaw to disestablish the BRZ, City Council must pass the bylaw within 30 days of the date of the vote without any alteration affecting its substance. If the vote does not approve the bylaw, City Council:

- a) Must not give the bylaw any further readings and any previous readings are rescinded, and
- b) Must not, within 2 years of the date of the vote, give first reading to a bylaw that disestablishes the BRZ.

## **2.3 Amending the Boundaries of a BRZ**

Boundary amendments, both expansions and contractions of the boundary of a BRZ, are subject to the following requirements and process as outlined in the City Policy on BRZs:

- a) Proponents submit the formal request for amendment to the boundary to the City Manager and at the same time submit a copy to the Board of a BRZ and/or the Board's agent.
- b) The request must be accompanied by a justification or declaration of reasonable cause for the boundary change being requested, and a statement outlining the public consultation process which was followed to solicit the support shown on the request.

- c) Upon determining the completeness of the application, the City Manager refers the application for processing, and simultaneously informs the Board of the BRZ and/or the Board's agent, of the completeness of the application.
- d) The City Manager prepares and submits the required amending bylaw and a report describing the application and the substance/implications of the action requested, for Council's consideration and ultimate decision for approval or refusal.
- e) At least one month prior to the date on which City Council will consider the proposed amending bylaw, the Board of the BRZ will notify by mail or personal delivery, or a combination of the two, all businesses within the BRZ listed in the current assessment roll, including those people who would be taxpayers under the change in boundaries, of:
  - 1. a summary of the proposed bylaw, including a map and description of the change in boundaries;
  - 2. a description of the opportunity, manner and time period for affected taxpayers to make representations to City Council regarding the proposed amendment.
- f) Before City Council may give the bylaw second reading, the Board of the BRZ Association's written consent must be received by the City Manager. If consent is not given, the City Manager will advise Council that the bylaw cannot be passed.
- g) A bylaw which amends the boundary of a BRZ will not come into force until the next January 1 after its passing.

### **3.0 MANAGING AND OPERATING A BRZ**

#### **3.1 BRZ Membership**

The members of a BRZ include the business owners located within a BRZ boundary. Members are entitled to attend BRZ Annual General Meetings and are eligible to vote on issues such as the Annual Budget and selection of members to the Board, in addition to any other motions that the Board sees fit for the approval of their members. Every member is entitled to one vote at these meetings. If there is more than one taxpayer for a taxable business, only one such taxpayer, selected by the taxable business, may vote in respect of that business.

#### **3.2 Liability Insurance for BRZs**

BRZs are expected to carry general liability insurance which will provide indemnity for claims made against the BRZ due to their negligence which results in property damage or bodily injury to a third party. The minimum limit for this coverage is \$2,000,000. It is also mandatory that the BRZ obtain "Errors and Omissions" Insurance (also called Directors and Officers Liability) which will provide indemnity for damages that are caused by the BRZ's wrongful act. The minimum required limit for this coverage is \$1,000,000.

Other policies which may be considered by the BRZ include property insurance to protect the building and contents owned by the BRZ. Crime Insurance in situations where cash is handled would also be recommended.

BRZs may carry their own insurance through regular insurance carriers, or may choose to contract with the City under the City's insurance program. To contract with the City, or to ask questions about what is or isn't covered and requirements for special activities, call the Risk Management section of the City.

### 3.3 BRZ Board of Directors

The size of the BRZ Board of Directors varies from one BRZ to another, with a maximum of 15 members. The BRZ Regulation specifies that City Council may appoint one or more councillors to the board. Just as City Council has the power to appoint a person to the Board, City Council may, by resolution, remove any member from the Board.

The Board of Directors is composed of volunteers – business owners, property owners, community residents and other interested individuals who are nominated by a BRZ taxpayer and elected at the Annual General Meeting. The Board should be decisive and action-oriented, small enough to easily establish a quorum yet large enough to adequately represent the community. The BRZ Board should also conduct their business in an open and transparent manner, and in accordance with the Ethics Guidelines as outlined in Appendix D. The responsibility of the Board includes the administration and strategic management of a BRZ, overseeing the planning, budgeting, implementing and evaluation of BRZ projects. The Board has a number of other responsibilities including:

- Selecting the Board executives, such as a Chair or Committee Chairs;
- Hiring an Executive Director;
- Establishing BRZ policies and operating guidelines, and
- Reviewing and assessing BRZ programs and projects.

### 3.4 Board Development Program

A good resource for the Board of Directors is the Board Development Program offered by the Alberta Government. There are two different workshops offered through this program. The workshops cover the following issues:

- Understanding roles and responsibilities within the organization;
- Formulating responsive policies;
- Identifying legal and ethical responsibilities of Boards and Board members;
- Developing and making the best use of working committees;
- Supporting strong Board and senior staff relationships, and
- Recruiting, orienting, training and evaluating Board members.

The first workshop consists of a provincial facilitator who provides a one or two day "Foundations Workshop" for not-for-profit Boards in the governance of their organizations. The course-based workshop provides an opportunity to develop a common understanding among Board members and to begin applying the information to the BRZ organization. For more information, contact a Community Development Officer from the Board Development Program of Alberta Government at (780) 427-2001 or

by e-mail at [bdp@gov.ab.ca](mailto:bdp@gov.ab.ca). Visit their website at [www.cd.gov.ab.ca](http://www.cd.gov.ab.ca) which includes many useful resources for not-for-profit groups.

The second workshop is a more focused and non-curriculum based Board Development Program. For this workshop, please contact the Community Development Officer at (780) 968-3206 or (780) 963-2281. This group provides help for more specific issues in a non-curricular manner.

### **3.5 BRZ Executive Director**

The BRZ Board of Directors is responsible for hiring an Executive Director and for defining the Executive Director's responsibilities. The major responsibilities include managing the administrative aspects of the business association, developing appropriate revitalization strategies, assisting property owners with business and property improvement projects, and coordinating volunteers. The Executive Director also acts as a lobbyist and a liaison between the membership and City Council, as well as other elected officials. The Executive Director of each BRZ is also encouraged to attend meetings of the Edmonton Council of BRZs.

An Executive Director is not a required component of a BRZ, however, the City of Edmonton recommends that one be retained either on a part-time or full-time basis depending on the expectations of the BRZ Board. BRZ Board members are volunteers and may not have adequate time to devote to the needs of the BRZ. An Executive Director is a good investment as they are held accountable through the terms of their employment to implement the numerous priorities of the BRZ Board. (See Sample Job Description of a BRZ Executive Director under Section 3.8, Hiring Staff).

#### ***A typical but simplified Work Program for an Executive Director would be:***

- Promoting the BRZ as a business and shopping area.\*
- Improving, beautifying and maintaining property in the BRZ.\*
- Developing, improving and maintaining public parking in the BRZ.\*
- Managing the BRZ office and its programs.
- Keeping the Board of Directors and Committees aware of new government initiatives, policies and programs that apply to the BRZ area.
- Keeping the BRZ membership informed about BRZ matters.
- Attending the BRZ Board of Directors and BRZ Committee meetings. Providing information and advice at these meetings.
- Attending various project steering committees.
- Attending the Council of BRZs meetings.
- Coordinating streetscape maintenance and bylaw enforcement walkabouts.
- Overseeing revitalization projects in the BRZ area.
- Getting the Business Association Operating Bylaws and a Code of Conduct adopted for the BRZ.
- Organizing Board Development days for the BRZ Board of Directors.
- Organizing and managing the BRZ Annual General Meeting including elections, voting, etc.

- Preparing the annual budget for the AGM and attending the City Council meeting when the budget is approved.
- Undertaking the BRZ tasks identified in Appendix A “Schedule of Important BRZ Dates.”
- Assisting with the Façade Improvement Program in the BRZ area.
- Assisting in the preparation of a Strategic Business Plan for the BRZ.
- Working towards implementation of the 3 Year Strategic Business Plan that is approved at the AGM that identifies strategies and tasks to be undertaken by the BRZ, and reviewing and updating this Plan on an annual basis.

\* Municipal Government Act; Part 3, Division 5, Section 50 – Purpose of Business Revitalization Zones.

### 3.6 BRZ Council

The BRZ Council has representation from all of the BRZs in Edmonton. They hold meetings approximately every six weeks to discuss issues that concern all the BRZs. The BRZ Council also allows the BRZs to propose collective solutions to deal with specific concerns on a systemic basis, whether dealing with the City of Edmonton or other institutions and organizations. Meetings of the BRZ Council are held in a boardroom of the City of Edmonton Planning and Development Department or in one of the BRZ offices.

The meetings are usually two hours long and are attended by all the BRZ Executive Directors, BRZ staff from the City’s Planning and Development Department and other invited guests or concerned parties. One of the BRZ Executive Directors chairs the meeting. The agenda is e-mailed out in advance of the meetings. Discussions follow on each agenda item and the BRZ Executive Directors can vote on resolutions. Any additional issues are brought up after the agenda items if there is enough interest. Resolutions are always based on majority vote of the Executive Directors, which is 50 percent of those present plus one. The Edmonton BRZ Council acts as a unified voice to lobby City Council, the City Administration or other service agencies for changes to services that will result in net benefits to the BRZs.

### 3.7 Establishing Committees

A BRZ Board of Directors often establishes committees for specific concerns in their BRZ area. Most boards establish two or three committees, including committees for marketing and promotion, beautification of the area, and a crime and safety committee.

Committees are generally composed of three to eight persons. One or two of the committee members are usually from the BRZ Board of Directors. Other members can include interested community residents and leaders, academics, BRZ members and other concerned citizens. The chair of a committee is usually a member of the BRZ Board. The members of the committee are appointed for any length of time during the tenure of the board.

As the BRZ matures, other committees form to provide for better planning with respect to parking, business development, tourism, revitalization projects and any number of issues. The committee may be

responsible for developing and implementing the budget, programs and projects that are required to carry out the mandate of the committee. Committees with responsibility for a wide range of programs and projects can establish subcommittees.

### **3.8 Hiring Staff**

The size and makeup of the BRZ's operational staff depends on the means of the BRZ and its budget. Small BRZs may function with a part-time Executive Director whereas a large BRZ may employ several people. It may also be necessary to contract out skilled services for specific projects, such as a specialized consultant, web designer or graphic artist.

Any BRZ Board wishing to retain hired services should conduct their job search in an open and transparent manner, and in accordance with the Ethical Guidelines as outlined in Appendix D. Job openings and contracts should be posted publicly and an interview process should be used to determine which applicants have the desired qualifications.

#### ***Where to Post Job Openings***

- General Classifieds: Large potential audience for the most qualified applicant
- Community Newspapers: Inexpensive way to get the word out and attract local talent
- Internet: Online posting services for employment
- Word of mouth
- Community Boards

#### ***Sample Classified Ad for an Executive Director:***

### **Executive Director**

A local business association within a Business Revitalization Zone (BRZ) requires a full-time Executive Director.

#### **Requirements**

- Excellent communication skills, both written and verbal
- Highly organized, self-motivated and has basic computer skills
- Experience managing people and contracts
- Negotiation and conflict resolution skills
- Knowledge of municipal government structure and operation is an asset

Salary: \$\$\$

Send Résumé: Address / Fax / E-mail

Application Deadline: Date

### ***Sample Job Description:***

#### **BRZ Executive Director**

The Executive Director of the Business Revitalization Zone provides administrative support, customer service and general assistance to the BRZ. Responsibilities include, but are not limited to, the following:

- Implement programs and policies as approved by the Board;
- Hire staff and recruit volunteers as required;
- Financial management and administrative functions, and
- Establish, encourage and maintain positive, constructive and proactive relationships with the BRZ members.

Duties of a BRZ Executive Director include, but are not limited to, the following:

- Administrative: Schedule meetings and prepare agendas with the Board, prepare and distribute meeting minutes, regular office operations, maintain mailing lists and prepare financial documents;
- Meeting organization: Reserve appropriate meeting location, make required physical arrangements and contact all required attendees;
- Communication: Prepare and distribute member newsletters and other forms of media and site visits, and act as a liaison with City officials and other groups;
- Maintenance and repairs: Monitor public works and related activities in the BRZ, and
- Promotional activities: Coordination of festivals and other special events annually.

(See: A typical work program for an Executive Director under Section 3.5)

#### **Qualifications**

- Knowledge of some specialized fields: Project management, public relations, marketing, hospitality, customer service, construction and business permitting, urban design, and business attraction and retention;
- Experience working with businesses with different and sometimes competing interests;
- Creative and visionary, and
- Excellent verbal and written communication skills.

### ***Sample Interview Questions:***

Prior to the interview it would be a good idea to provide a job description and information about the BRZ and the community. Interview questions can reference these materials to see how much the candidate picked up about the community, job and revitalization approach being taken.

- Why are you interested in business revitalization, and what special qualities would you bring to the position?
- Have you had any special work experience that relates to this position?



- How would you approach recruiting a new business? What would you anticipate to be the major factors?
- Please provide an example of how you were successful in concurrently managing projects. How did you prioritize?
- How would you go about organizing or strengthening a business association?
- How would you motivate a volunteer committee?
- If you were organizing a special event and at the last minute all of the volunteers did not show up, what would you do?

### **3.9 Freedom of Information Policy (FOIP) as it Relates to BRZs**

BRZs are subject to the Freedom of Information and Protection of Privacy Act, RSA 2000, c. F-25 (“FOIP”), and therefore must comply with the information protection and disclosure provisions of this Act. Although BRZs are City of Edmonton Council Committees, the BRZs are responsible for managing their own records, as well as responding to any requests for access to information under FOIP.

The BRZ Boards are required to have information retention policies and management procedures to oversee the use, retention and destruction of data. The BRZs need to develop their own records policy to suite their needs. If a BRZ requires assistance in setting up a record policy, and upon request, the City Clerk’s Office will send them information on a basic or generic records plan that they can follow.

The City of Edmonton would be willing to provide assistance and some guidance to a BRZ if they should ever receive a request for access to information. This assistance would come from the Planning and Development Department as the BRZs are affiliated with this Department.

The City of Edmonton will provide membership data necessary to BRZs for their ongoing assessment of their programs, financial status and membership situations as requested as in accordance with the City’s BRZ access for information procedures. Membership data provided by the City is only to be used by the BRZ Board for Executive Director for the provision of services related to the operational goals of the BRZ. This data cannot be distributed by the BRZ Boards of Executive Directors to third parties for any purpose. The BRZ Board of Directors is responsible and accountable for the appropriate destruction of membership data, either by secure shredding/destructive methods, electronic data destruction/hard drive wiping, or both.

BRZs are welcome to attend FOIP in the City sessions, for a FOIP in the City for BRZs could be developed. In addition, the province has a 3-day course which can be taken in various combinations of 1 to the entire 3-day process.

In general, BRZs need to develop policies and procedures in order to ensure that they protect their members’ information and are able to provide and collect information in an appropriate manner.

### 3.10 Records Management and Best Practices

#### *Introduction*

This guide provides the seven commonly used elements in records management programs, a glossary of terms, additional reference sites, as well as tips on using e-mail effectively.

These best practices are an integral part of doing business and are necessary steps in responding to the collective needs and requirements of the business community, and will assist all stakeholders involved in the management of the BRZ's information assets.

The overall accountability for these guidelines lies with the Executive Director and applies to all directors, staff and volunteers. These guidelines need to be included in the operating mandate of the BRZ. Once this program is authorized and sanctioned, an appropriate person/staff needs to be assigned the responsibility to implement these guidelines, perform annual reviews and conduct briefing sessions for all new directors, volunteers and staff.

#### *Record Creation*

Records must be created accurately and promptly in all instances where there is a need for a director/staff member or volunteer to be accountable for, or provide evidence of, decisions made and actions taken by the BRZ on behalf of their stakeholders. These records should be filed as soon as they are created.

Records need to be created in the following situations:

- When evidence of activities and transactions are required.
- When required to prove that proper decision making processes have been followed.
- When there is a need to protect the rights and interests of their stakeholders.
- When there is a mandated requirement to create and maintain a record such as financial statements, annual reports and membership lists.
- When stakeholders have a requirement to know what activities have taken place, what decisions have been made, the time and the order in which events occurred and the people involved.

#### *Searching and Retrieving Records*

Records need to be stored in an accessible storage area and in such a manner that they can be quickly searched and easily retrieved. Sharing and exchanging of information is encouraged across BRZ boundaries wherever and whenever practical, subject to the privacy provisions of FOIP.

When searching and retrieving records:

- Ensure that office staff know when you are withdrawing a file and for how long.
- Ensure the file is placed back in its proper location when returned.
- If a document is required in the file, remove original document and copy then place back in chronological order in file.
- Share and exchange files with other directors when practical.

### *File Circulation*

The circulation of files needs to be documented sufficiently to ensure that these items can be located when required.

When circulating files:

- Ensure the file title, user name(s) and estimated length of time the file will be in use is recorded on a charge-out card or charge-out list within the office.
- Ensure the file is returned by specified time or if required for a longer period of time, the charge-out card or list is updated.

### *Transferring Records*

If disestablishment is approved by City Council, BRZs are encouraged to donate their business records to the City of Edmonton Archives. This facility is located at the Prince of Wales Armouries, 10440 – 108 Avenue (780-496-8711). It is recommended that prior to donation, consultation be done with the past Executive Director, as well as the Planning and Development Department and the City of Edmonton Archives.

### *Retaining Records*

The time periods and disposition methods are based on business, legislative and regulatory requirements.

#### **Retention Schedule**

<b>Information Type</b>	<b>Life Cycle and Disposition</b>
<b>Business Records:</b> Records that are created or received by the BRZ to conduct normal BRZ business and support the ongoing administrative and operating bylaws of the BRZ. These records include bylaws, annual reports, policies and procedures, financial records such as revenues and expenditures, financial statements, budget proposals, grant and donation records, business assessments, affidavits, staffing records, plans, programs and projects, meeting agendas and minutes, petitions, applications, public inquiries, membership lists, statistical reports, information materials, issue records, etc.	<b>Action:</b> The retention period for business records is determined by business requirements and according to requirements embedded in relevant legislation and regulations. BRZs are encouraged not to destroy or delete business records until a careful review is performed, documented and approved by the Executive Director and/or Board of Directors.  When the disestablishment of a BRZ occurs, a donation of records to the City of Edmonton Archives is encouraged.
<b>Directors' Private Records:</b> Examples of records included as private records are diaries that record personal events, biographical and historical material about the Director that has not been made public, personal research, speeches, lecture notes that are not related to the BRZ, records related to a commercial or private business enterprise in which the Director is employed, holds office, or is an owner, shareholder or partner.	<b>Action:</b> Box and send private records to the specific owner via courier. The courier record (slip) becomes a business record.  Note: Unclaimed private records will be securely destroyed within 60 days if courier delivery is unsuccessful.

When a director leaves office the Executive Director is responsible to ensure that all information assets within their possession are collected and transferred to the BRZ office. In the event that unclaimed private records were undelivered, these records will be securely destroyed within 60 days.

The same retention actions apply to the electronic records and e-mails in your office. Routinely delete personal e-mails from your system. If you have designated one day a week as an "admin day" it may be a simple matter of adding this task. Most important is always delete your "Deleted Items" folder at the end of each day.

Managing electronic records and e-mails:

- Identify which are business records.
- Print, file and manage a paper copy of the business record.
- Save in electronic form only if needed re: work in progress or for future reference.
- Delete personal unrelated e-mail from Inbox/Sent Items.
- Do not delete any e-mails or electronic records if a FOIP request is active.

### *Protecting Records*

Records with personal information need to be protected and security restrictions identified. Included in this category are mailing lists, staff records, etc. The Executive Director will assign the security requirements for records identified as restricted.

When protecting records:

- The Executive Director will designate a staff member within the office to maintain access and security restrictions.
- Use lockable cabinets and/or storage areas and keep a register of staff given keys and/or authority to access the records.
- Provide a sign-out register or provide a record viewing area to monitor users.
- Ensure that records are stored in safe conditions and away from improper storage areas where water damage and/or mildew may occur.
- Provide a paper shredder for disposal of sensitive and personal information.

### *Organizing Records*

A filing system is designed to simplify access and retrieval and ensure the integrity of information is retained. Use a common file system within the office and choose file titles that are meaningful to the function. Avoid cryptic titles that will mean nothing to others such as “Miscellaneous File” or “Mary’s Project”. Ensure all new directors have a listing of file titles and the office is notified when a new file is created. Separate private records from the common file system and electronic directories.

Create files that relate to one given subject and related sub-subjects. These subjects should proceed from the general to the specific. For example:

- Budgets 2006
  - General
  - Forecasts
  - Financial Reports
  - Variance Reports
  - Budget Submissions

A file label in this example will read: Budgets 2006 – General

Records should be filed:

- In a file folder/binder or container.
- With a label identifying the records.
- By name or number: alphabetically, numerically, geographically, chronologically or by subject.
- Immediately after they are created.
- Directors should not copy or duplicate records unless a business requirement is evident.
- Maintain an inventory of all files created.

When a common file system is implemented you can set up your electronic records in your “e-mail and directories” to match this pattern.

### *Other Resources:*

[en.wikipedia.org/wiki/Information\\_lifecycle\\_management](http://en.wikipedia.org/wiki/Information_lifecycle_management)

[www.arma.org](http://www.arma.org) (Association of Records Managers and Administrators)

[www.im.gov.ab.ca](http://www.im.gov.ab.ca)

[www.email-policy.com](http://www.email-policy.com)

[www.epolicyinstitute.com](http://www.epolicyinstitute.com)

[www.edmonton.ca](http://www.edmonton.ca)

### *Glossary of Terms*

**Active Records** – Records that are required to support current or future activities of the BRZ.

**Archival or Historical Records** – Records identified by the City of Edmonton Archivist as having sufficient historical or other value to warrant continued preservation beyond the time they are needed for business purposes.

**Business Records** – Records that are created or received by a BRZ to establish and operate normal business processes in compliance with the Municipal Government Act, Business Revitalization Zone Regulations and City Policy C462B.

**Disposition** – The actions taken after records reach the end of their retention period.

**Inactive Records** – Records that are no longer required to conduct normal BRZ business.

**Information Assets** – A record of information in any form including books, documents, maps, drawings, photographs, letters, vouchers, sound recordings, videotapes, electronic files, electronic mail, x-rays, databases and spreadsheets, and any other information that is written, photographed, recorded or stored in any manner.

**Life Cycle** – The lifespan of a record from its creation or receipt through its active and inactive stages, to its final disposition.

**Personal Information** – Personal information is defined in Section 1(n) of the FOIP Act as recorded information about an identifiable individual, including but not limited to the individual’s name, home or business address or home or business telephone number, race, national or ethnic origin, colour or religion, political beliefs or associations, age, sex, marital status, family status, an identifying number, symbol or

other particular assigned, fingerprints, biometric information, blood type, genetic information, inheritable characteristics, health, health care history, physical or mental disability, education, financial, employment or criminal history including a pardon, anyone else's opinion about the individual, personal views or opinions except if they are about someone else.

**Private Records** – Records belonging to a director/staff or volunteer that are not related to the business of the BRZ.

**Records Management** – The management of records throughout their life cycle.

**Retention Schedule** – An approved document that authorizes the length of time active and inactive records are to be maintained and the method of disposition used.

**Stakeholders** – Includes the Board of Directors and/or their agent, staff members, volunteers, representatives of the BRZ, all City of Edmonton departments involved in the ongoing support and administration of the BRZ.

### **3.11 Responsible Hospitality Edmonton**

#### *Introduction*

Responsible Hospitality Edmonton is the name for the formal structure that the City of Edmonton, in association with the many interest groups, has established to address how we can create, maintain, and control vibrant places in the city where people can socialize in safety and comfort. Responsible Hospitality Edmonton Panel consists of four stakeholder groups which include residential, development, hospitality and safety.

The function of the Responsible Hospitality Edmonton Panel (RHEP) is to create safe and vibrant social spaces. Initially the strength of the RHEP will lie in its ability to influence others. The RHEP itself does not implement actions. However, the four committees include representatives of organizations that do have delivery responsibilities. The RHEP also has a role in educating the various publics about behaviour in places where socialization occurs.

#### *Mandate*

- a) To work toward a common mission of creating safe and vibrant places for people to socialize while ensuring a good quality environment for residents and businesses;
- b) To encourage the participation of the all stakeholders; i.e. hospitality industry, residents, safety and development representatives within the RHE process;
- c) To facilitate the collection and exchange of information on hospitality issues of general and common concern such as, but not limited to, responsible business practices and hospitality as a career;
- d) To establish collaborative initiatives and programs that address issues facing the residents, the hospitality industry, community development agents and safety officers, and
- e) To influence those with service delivery roles to implement the solutions.

### *Membership*

- a) The RHE Panel shall consist of twenty three people (23) to serve for a term of two (2) years. Twenty (20) people will be selected as follows: five (5) each representatives from the Hospitality Industry, Safety, Development and Residential plus one (1) each from the student unions of the University of Alberta, NAIT, and Grant MacEwan College for a total of three (3) student representatives. Whenever possible, new appointments to the RHE Panel should be staggered over a three-year period to allow for the continued expeditious operations of the RHE.
- b) A member of the panel must be representative of the sector he or she is representing.
- c) A member of the panel must be knowledgeable in the area of interest.
- d) A member must be open and willing to work within the process.
- e) The Corporate Services Department of the City of Edmonton, in conjunction with the Working Team of the Hospitality Resource Panel Process, will be responsible for inviting people to participate on the initial RHEP. Future participants on the RHP will be invited through a selection process administered by the Panel.

**Contact:** Corporate Services Department  
City of Edmonton  
c/o Don Grimble at 944-0307

## **3.12 Public Safety Compliance Team**

### *Scope*

This Policy document is designed to provide an overview of the Terms of Reference of the City of Edmonton Public Safety Compliance Team (PSCT). The PSCT derives its authority from the following legislation:

Criminal Code, R.S. 1985, c. C-46  
Safety Codes Act, R.S.A. 2000, c. S-1  
Alberta Fire Code, 1997  
Gaming & Liquor Act, R.S.A. 2000, c. G-1  
City of Edmonton Bylaws

### *Goal*

The goal of the PSCT is to ensure a safe environment for the staff and patrons of all licensed events and/or facilities.

### *Objectives*

- Objectives of the PSCT are to:
- Develop a coordinated approach to licensed events and/or facilities.
- Ensure that licensed events and/or facilities are maintaining standards as outlined in such authorities as:
  - Federal Statutes (i.e. Criminal Code)



- Provincial Statutes (i.e. Safety Codes Act and Alberta Gaming and Liquor Act)
- Municipal Bylaws
- Educate staff and managers in relation to safety issues surrounding crowd situations.
- Create a single consolidated review process to ensure consistent criteria are applied to municipal license approvals and renewals.
- Identify systemic policy and operational challenges and develop recommendations for resolution of same for Responsible Hospitality Edmonton Panel consideration.

**Contact:** Corporate Services  
City Of Edmonton  
c/o Jill Bradford Green at 944-0300

### 3.13 Street as a Venue Pilot

The Old Strathcona area will be the test area for a new system of service delivery by City of Edmonton departments. A Facility Manager will be hired to manage the public areas facility. The manager will be responsible:

- To act strategically as a corporate change agent in the facilitation, coordination, planning and implementation of all aspects of the City of Edmonton services and programs on Whyte Avenue in concert with, and complementing, existing and future community, business, and not for profit services and programs.
- To identify systemic policy and operational challenges and develop recommendations for resolution of same for Responsible Hospitality Edmonton Panel consideration.

**Contact:** Corporate Services  
City Of Edmonton  
c/o Jill Bradford Green at 944-0300

## 4.0 RUNNING EFFECTIVE MEETINGS

### 4.1 Quorum

The City of Edmonton requires a majority presence (50 percent plus 1) of board members present at board meetings for board motions to be adopted legally.

### 4.2 Guidelines for Effective Meetings

4. Plan
  - Prepare an agenda that contains a brief description of what the meeting will cover.
  - Have precise objectives for the meeting.
  - Find out what others need to talk about before the meeting.
5. Inform
  - Let everyone know what is to be discussed and why it is being discussed.

- Everyone should have a clear idea what is to be achieved from the discussion.
6. Prepare
- Arrange items to be discussed in necessary order of priorities and in a logical sequence.
  - Don't keep invited guests waiting around all meeting long if they are giving a presentation.
  - Allocate a specific amount of discussion time for each item.
  - Anticipate what type of information and/or people may be required to make the proper decisions.
7. Structure and Control
- Structure the discussion to keep members on topic.
  - Control disagreements and provide effective mediation.
8. Summarize and Record
- Summarize and record decisions and actions to be taken, which will serve as the meeting minutes to be adopted at the next Board meeting.

### 4.3 Robert's Rules of Order

Many organizations use the framework of Robert's Rules of Order (newly revised) for conducting meetings. It is a set of rules for conduct at meetings, which allows everyone to be heard and promotes effective decisions without confusion. However, meetings may be structured in a more casual manner at the discretion of the Board.

Meetings may be conducted in the following manner:

#### *Call to Order*

- The chair says, "The meeting will please come to order."

#### *Minutes*

- Secretary reads a record of the last minutes. Members move to accept minutes.

#### *Committee Reports*

- First come reports from the permanent committees, followed by the "ad hoc" committees.

#### *Special Orders*

- Important business previously designated for consideration at this meeting.

#### *Unfinished Business*

- Business left over from previous meetings.

#### *New Business*

- Introduction of new topics.

#### *Announcements*

- Inform the assembly of other subjects and events.

#### *Adjournment*

- Meeting ends by a vote or by general consent.

### 4.4 Making Motions

The members take a stand or action on an issue through:

- Presenting motions: Making a proposal by speaking clearly and concisely. Avoid personalizing the topic or going off on a tangent. Focus on the subject at hand.
- Seconding motions: Expressing support for discussion of another member's motion allows for debate or voting. If there is no second, the motion will be lost.
- Debating motions: Giving opinions on the motion.
- Voting on motions: Making a decision by majority vote by voice or show of hands.

### 4.5 Minute Taking Guidelines

The minutes summarize what happened at the meeting in a straightforward narrative style. It is not necessary to record each word, just the main issues, decisions and actions with deadlines where appropriate.

#### ***Sample: Meeting Minutes Form***

**BRZ NAME**

Minutes – Meeting of the Board Members

Date: \_\_\_\_\_

Location: \_\_\_\_\_

Present: \_\_\_\_\_

\_\_\_\_\_

Issues: Summary of any pertinent discussions.

Action: Correctly worded motions including the names of the persons who proposed and seconded the actions. Also include correctly worded resolutions.

### 4.6 Annual General Meeting (AGM)

The Annual General Meeting (AGM) of the BRZ members takes place once a year to address the legal and procedural requirements of the Business Association. The AGM is required by the City of Edmonton policy as a way to ensure the BRZ membership has an opportunity to democratically influence the operation of their BRZ through the annual election of Board Members, to ensure the membership is aware of major changes to the budget, proposed expenditures, and has an opportunity to provide feedback to the Board on various proposals. Written notice of the meeting is also required by City policy and may be sent by mail, personal delivery or other equivalent to all businesses within the BRZ at least 14 days prior to the meeting date. In addition to the normal procedures of running a meeting, there are a few other specific requirements necessary for the AGM. They include the following:

- A report from the Executive Director on the proposed program of activities and budget for the coming year;
- Report from the auditor including financial statements, and
- Nomination of Board members.

The BRZ annual budget, as approved by its general membership, must be subsequently presented to City Council for approval. Submission of the BRZ annual report, financial reports and audited financial statement to the Planning and Development Department also must occur annually, as outlined in Appendix A “Schedule of Important BRZ Dates,” and Appendix B “Reporting Responsibilities of BRZs.”

### 4.7 Annual General Meeting Format Outline

#### *Introduction*

- Opening Remarks
- Present Agenda
- Introduce the existing year’s Board of Directors
- Discussion of Ongoing Programming for upcoming year including Major Projects

#### *Nominations to Board*

- Nominations to the Board of Directors
  - Draw the members’ attention to the list of nominees
  - Ask: “Is there anyone present that wishes to add any further nominees?”
  - Read out the nominees that wish to stand for election
  - The nominees may wish to make presentations or small speech if desired

- Ask a second time if there are any further nominees from the floor
- Ask a third time if there are any further nominees from the floor
- Ask that a member move that the nominees be approved
- Move that the slate of nominees to the Board of Directors be adopted
- Ask that a member second the motion
- Second the motion
- Call for a vote by membership on the slate of nominees by a show of hands
- “All those in favour raise your hand” ⇒ Count the hands
- “All those opposed raise your hand” ⇒ Count the hands
- The motion is either passed or lost based on the count
- Motion is passed and the nominees list is forwarded to City Council for Approval to the Board of Directors

**OR**

- If there are more nominees than spaces available on the Board of Directors an election is required
  - The nominees may wish to make presentations or small speech if desired
  - The members are provided a ballot to complete for them to list their votes
  - Nominees garnering the most votes are elected

*Budget*

- Draw the attention of the membership to the proposed budget
- Present the proposed budget – very brief synopsis
- Inform the membership that the proposed budget has been reviewed by the Board of Directors and if applicable, the Budget Review Committee
- Ask the membership if there are any questions about the budget
- “Seeing that there are no further questions I ask that a member move for the adoption of the budget”
  - Move that the budget be adopted
  - Ask that a member second the motion
  - Second the motion
  - Call for a vote by membership on the adoption of the budget
  - “All those in favour raise your hand” – ⇒ Count the hands
  - “All those opposed raise your hand” – ⇒ Count the hands
  - The motion is either passed or lost based on the count
  - Motion is passed and the budget is forwarded to City Council for Approval
- Thank the membership for their attendance and continued support
- Meeting Adjourned!

### *Major BRZ Projects and Corresponding Expenditures*

In the interest of advancing transparency and accountability in the BRZ Board of Directors, major projects should be discussed at the AGM prior to the adoption of the budget for the preceding year. The discussion around the project in question should outline what the project consists of, an explanation of the benefits to the membership and the estimated cost of the project. The major project should appear in the budget as a line item with the estimated cost identified.

### *Executive Positions*

Executive positions are decided at the first Board of Directors meeting in the new calendar year. Executive positions must not be decided prior to the City Council appointment of the Board of Directors, which does not take effect until the January 1<sup>st</sup> of the New Year.

## **5.0 PROGRAMS AND SERVICES**

BRZs can offer a variety of programs and services to their members based on their individual needs and vision. Some of the more important functions of a BRZ are area maintenance, marketing, communication and business recruitment.

### **5.1 Maintenance**

Maintaining a clean appearance is important to attract and retain customers and promote the image of the BRZ. The City of Edmonton provides basic services such as street cleaning and snow removal, repair of damaged street furniture and tree maintenance. The diagram “Streetscape Maintenance Trouble-Shooting Guide” on the following page provides the contact information to alert the appropriate maintenance personnel that attention is required.

However, other aspects of a clean business environment are the responsibility of the individual businesses and property owners. This includes sidewalk sweeping and sidewalk snow removal, storefront cleaning,

window display maintenance, graffiti removal and tidying of alleyways.

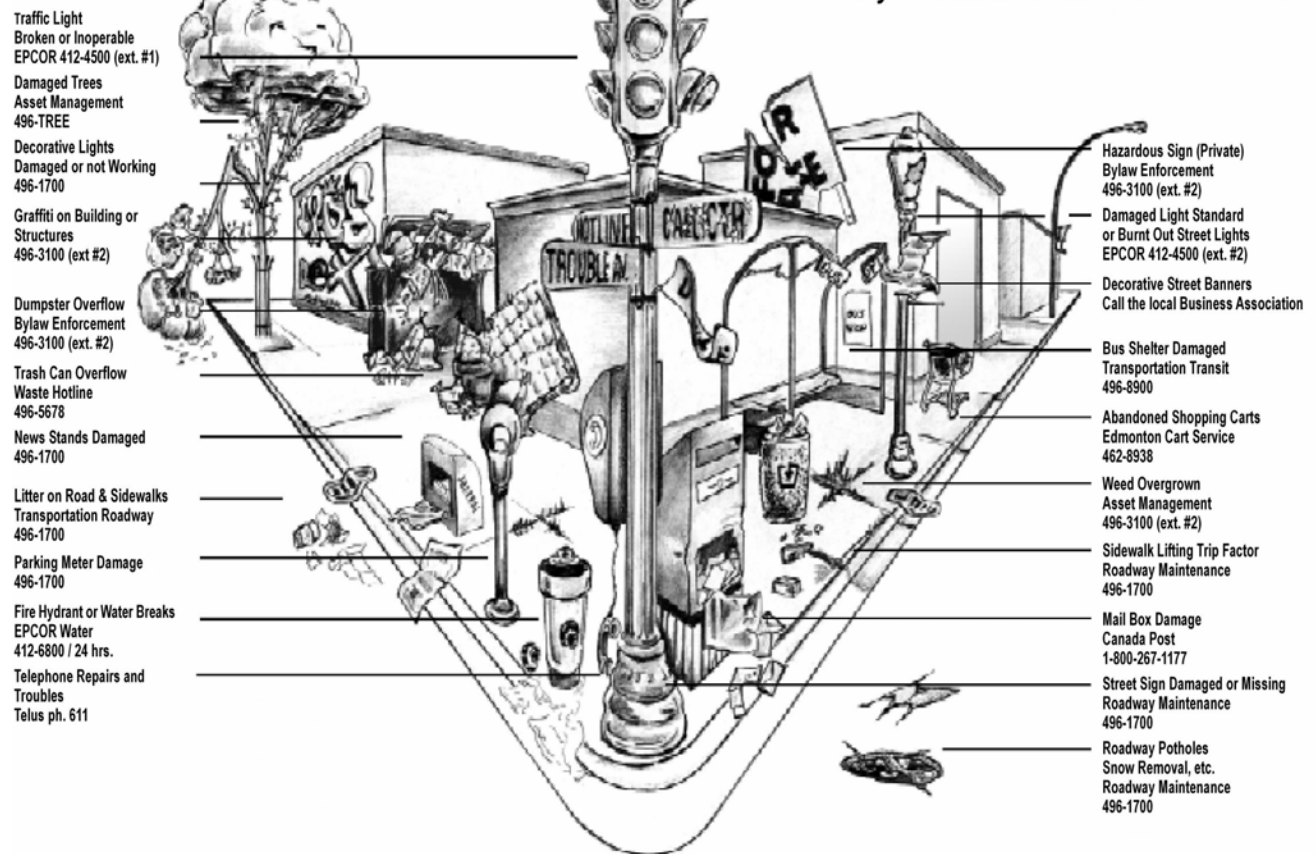


**Capital City Cleanup, Downtown BRZ Crew**

**Do you see any problems that need attention?  
Please call:**

**Simplified Citizen Contact: Telephone 311  
(Operational in Spring 2008)**

**City of Edmonton Call Centre: 496-3100**



## STREETSCAPE MAINTENANCE TROUBLE-SHOOTING GUIDE

**As of September 21<sup>st</sup>, 2007**



## 5.2 Streetscaping

“Streetscaping” is a term that is generally understood as physical improvements to the public street environment, which are commonly undertaken to help kick-start the revitalization or reinvestment in a business area and in more recent cases, a broader community. It can include both functional and aesthetic enhancements such as road configuration and surface changes, sidewalk surface changes, street and pedestrian lighting upgrades, landscaping with street trees, shrubs and flowers, introduction of higher quality street furnishings and edge treatment of adjoining private properties. Other terms such as “traffic calming,” “road diets,” “walkability” and “building engagement” have been coined to describe the general trend toward adding vitality to our pedestrian environment.



Rice Howard Way – before (1982)



Rice Howard Way – after (1983)

A number of significant street improvements have been implemented by the streetscaping process, namely Rice Howard Way, Whyte Avenue, Jasper Avenue, 124<sup>th</sup> Street, Little Italy (95 Street), Chinatown (97 Street), Beverly (118 Avenue), The French Quarter (91 Street), 107 Avenue, 104 Street and others. The images above and below give a good indication of the positive influence of this process to help reinvigorate the special streets of our city.



Chinatown (97 Street) – before (1997)



Chinatown (97 Street) – after (1998)

What have we learned from the streetscaping process to date? They are often the first physical expression of interest to revive an area. A commitment to proper planning, good design, quality construction and ongoing maintenance is essential for the continued success of a project. They require the participation of key property and business owners as well as community leaders.

The use of an advocate can greatly assist the climate of cooperation and communications with public and private interests. They help build a positive working partnership between the private and public sector. They help to return “pride” to a community with many positive economic, social and physical spin-offs.



French Quarter (91 Street) – before (1999)



French Quarter (91 Street) – after (2000)

What is the current streetscape process and what are the timelines? Generally, projects of five city blocks or less are undertaken over a period of three years from initial discussion to construction completion. There are a number of steps in the planning and design phase as follows:

<u>Year One</u>	Project Initiation	4 months
	Concept Development	8 months
<u>Year Two</u>	Preliminary Design	6 months
	Detailed Design & Local Improvement Bylaw	6 months (including Council Budget Approval)
<u>Year Three</u>	Construction Documents	2 months
	Tender Project	2 months (February tender ideal)
	Construction	6 months (April-September)



104 Street in the Downtown – before (1998)



104 Street in the Downtown – after (1999)

Streetscaping has been considered an “enhancement” over and above the current city standards for road and sidewalk treatments. In order to benefit from scheduled roadway rehabilitation or reconstruction, streetscape projects may be cost shared with the City of Edmonton. Please consult City of Edmonton Policy C433D, “Determination of Assessable Roadway-Related Local Improvements,” for the current regulations concerning streetscaping in your BRZ area. All proposals for new streetscaping or its maintenance require approvals from City of Edmonton Departments. The document can be found at: [www.edmonton.ca/citygov/policy/C433D.doc](http://www.edmonton.ca/citygov/policy/C433D.doc).

### 5.3 Façade and Storefront Improvement Program



The *Façade and Storefront Improvement Program* encourages commercial building owners to invest in façade renovations and storefront upgrades by providing grants to cover a portion of renovation costs. The grants provide an incentive to completing building upgrades that create a more interesting, appealing environment on the street, attracting people and business to the area.

This program is intended to:

- Make city streets a more inviting and interesting place to walk and shop.
- Help building owners attract and retain tenants.
- Build civic pride among the local business community.
- Contribute to the quality of life of residents, workers and visitors.
- Promote the marketability of the local business area.

Exterior improvements encouraged by this program should make buildings more interesting, showcasing merchandise and interior activity. For more information, visit the program website at:

[www.edmonton.ca/facadeprogram](http://www.edmonton.ca/facadeprogram).



Before



After



## 5.4 Marketing and Communication

The purpose of a BRZ is to engage in business recruitment, as well as investor and retail customer attraction. For this reason, marketing is one important component in the success of a BRZ. A BRZ may apply various marketing tools, such as advertising and improving the image of their area through security measures, and regular cleaning of the area. It is important that the BRZ knows its audience or recognizes a potential target group. For example, the BRZ could focus on retail development, tourism and entertainment development, or an arts district. A creative name and logo can help increase your profile and create brand awareness for your BRZ, thereby increasing your customer base.



**Marketing material used by BRZs**

Other marketing tools include various advertisement channels. This can encompass everything from radio, print and TV media to newsletters, brochures, sponsorships and special events. Full-colour illustrations of popular attractions and information on how to get around can be provided on maps of the BRZ and made available in shops, hotels and restaurants around the BRZ.

## 5.5 Promotions

Promotions are another great means of getting people to visit a BRZ. A large number of interested business owners can gather together many resources in order to promote the entire district. This allows smaller businesses to increase their business activity through less spending in terms of advertising. For the best results, get as many of your members as possible actively involved, hold activities on days when most of your member businesses are open, and appeal to as many senses as appropriate (sight, hearing, smell, taste and touch). Some examples include sidewalk sales, coordinated sales events and product sampling.



**Old Strathcona Farmer's Market**

## **5.6 Banners and Decorations**

Banners can be used in conjunction with street signs to help define a certain area as a district. In addition, streetscaping – the provision of customized street furniture such as streetlamps, benches, trash cans and unique walking surfaces – can provide a clear idea of the range of the district. This serves to draw but also keep people in the specific business district. Decorations are a great way to get people into the spirit of the season or an event. For example, Christmas lighting and store-front decorations assert the vitality of the area and contribute much to its positive perception by the larger community. These elements of design and decorations should be identified and incorporated at the early design stages of the streetscape project and financial sources for such decorations identified.



**Banners and flower pots in the 124 Street BRZ**

## 5.7 Event Planning

Events are a great way to get people to visit a BRZ. They include farmer's markets, fine arts exhibits, cultural exhibitions and various other entertainment events. These serve as a catalyst in bringing a large amount of people to increase economic activity and create brand awareness for your BRZ, while at the same time improving the image of the business district.



**Wagon ride in the Beverly BRZ**



**Chinese New Year Celebration in the Chinatown and Little Italy BRZ**

The City of Edmonton has a website full of resources for those planning special events. It includes the application process, choosing a venue and date, and various frequently asked questions for planning events. Go to the City of Edmonton website at [www.edmonton.ca](http://www.edmonton.ca) and type in events planning.

***Special Events Checklist (Taken from City of Edmonton's website on special events)***

These are general lists of items you may need to consider when planning your event:



---

Event Organization

- ☐ organization status (not-for-profit, charitable, for profit)
- ☐ Board of Directors, Chairman, Committees
- ☐ volunteer management (recruitment, supervision, recognition, identification, transportation)
- ☐ budget
- ☐ banking / bookkeeping
- ☐ fundraising
- ☐ resource recruitment
- ☐ sponsorship
- ☐ cash handling procedures
- ☐ grants
- ☐ insurance
- ☐ vending / on-site sales
- ☐ security / crowd control
- ☐ projected attendance
- ☐ poor weather contingency
- ☐ emergency / disaster plans

Production

- ☐ electrical requirements
- ☐ water / grey water requirements
- ☐ garbage cans / bags
- ☐ garbage removal / site clean up
- ☐ paper picker / bags
- ☐ recycling
- ☐ washrooms and supplies / hand washing stations
- ☐ tables and chairs
- ☐ tents
- ☐ propane storage / handling
- ☐ utility lines marked
- ☐ health considerations
- ☐ food service requirements
- ☐ fire prevention
- ☐ sound system
- ☐ noise levels – Noise Bylaw #7255
- ☐ lighting
- ☐ stage
- ☐ first aid station
- ☐ turf damage (prevention)
- ☐ site plan
- ☐ set-up / strike schedules
- ☐ on-site communications

Transportation – City Traffic Bylaw 5590

- ☐ automobile parking / parking bans
- ☐ bicycle parking
- ☐ road closures
- ☐ anticipated traffic volumes
- ☐ handicapped accessibility
- ☐ delivery / removal of supplies
- ☐ emergency vehicle access
- ☐ impacts on transit service
- ☐ park and ride
- ☐ pedestrian traffic volume
- ☐ weight of on-site vehicles
- ☐ volunteer access / parking

Permits and Licenses

- ☐ parade / race permit
- ☐ special roadway event permit
- ☐ park permit
- ☐ rental agreement
- ☐ street vending permit / hawkers peddlers license
- ☐ fireworks permit
- ☐ liquor license
- ☐ raffle permit
- ☐ parachute permit
- ☐ hot-air release permit
- ☐ noise bylaw exemption
- ☐ building / development permit
- ☐ electrical installation permit

Communication

- ☐ media management
- ☐ media packages
- ☐ communications plan
- ☐ press releases
- ☐ on-site signage
- ☐ photographer
- ☐ impacted neighbours
- ☐ on-site communication

### 5.8 Direct Advertising

Effective advertising – no matter what the medium – follows the AIDDA Principle: Attention, Interest, Desire, Demand and Action.

- Get the ATTENTION of the customer.
- Arouse the customer's INTEREST.
- Stimulate a DESIRE for your product.
- Create a DEMAND for your product.
- Lead to ACTION to obtain your product.

#### ***Print***

Effective advertising begins with a definite plan and consideration of the following questions:

1. What do you want to advertise?
2. Who is your target audience?
3. What approach do you intend to use to reach them?
4. How much do you intend to spend on your advertising?
5. Where to advertise – what media to use?
6. When and for how long to advertise?

#### ***Television***

Although television has wide market coverage and has a large impact, it is relatively expensive in terms of both commercial time and production costs. Due to these considerations, it is critical to be very choosy in terms of TV scheduling to hit your target audience. However, television also offers some opportunities for free publicity through community affairs programs, how-to shows, on the spot interviews for breakfast television shows and news programs.

#### ***Radio***

Radio is one of the most popular media for retailers and other small businesses to use. Advertising through radio is versatile, flexible, immediate, less expensive than television and has a clearly definable audience. Due to the variety of radio stations available in Edmonton, it is easy to direct the advertisement to a specific demographic profile. Many radio stations are willing to provide free airtime to broadcast public service announcements and “community billboard” items.

#### ***Website***

This can be a great tool to communicate with the community, as well as advertise to attract more visitors to the area. A large amount of information can also be included for a broad audience, as opposed to other means of communication. Things like history, special events, calendars, board meetings, business listings and pictures can be included. It can also be updated at the BRZ's discretion, but the more frequently this is done, the more visitors it will draw.

## **Newsletters**

It is very important that BRZs communicate frequently and regularly to their members. Newsletters serve as an effective means of doing this on an ongoing basis. Newsletters are also a very effective way to raise and maintain a high profile with local elected representatives and members of the City Administration. They serve as a reminder of current initiatives, are a good medium for reporting progress towards stated objectives, and can be used to recruit volunteers for special programming committees or vacancies on the Board of Directors.

The following eight areas represent commonly used section headings in BRZ newsletters:

1.     **Masthead:** The top of the first page of the newsletter, including the name of the BRZ and newsletter, issue and date.
2.     **Board of Management:** A narrow column extending down the left of the front page is a suitable prominent place to list the BRZ's Board of Management. It should include the name of each board member and their contact information.
3.     **Lead Story:** Your most important article should begin at the top of a wider column on the first page. The headline should be big, bold and catchy in order to attract attention. The subject should be of interest and concern to your readers, such as an upcoming BRZ event or expected development likely to affect members.
4.     **Secondary Article:** Additional articles may follow your lead story on a variety of subjects, such as a successful recent BRZ event.
5.     **Welcome New Members:** List the individual business names and addresses of any new members who have moved into the BRZ.
6.     **News from the City BRZ Office:** Subject could include current issues likely to affect BRZ members and upcoming program changes.
7.     **Help:** An appeal for volunteers to help carry out your BRZ's program of activities.
8.     **What's Your Opinion?:** Readers can let you know what they think about the BRZ and the job it is doing, as well as possible improvements to the effectiveness of the BRZ.

### 5.9 Business Recruitment

Active business recruitment strategies can be an effective way to promote your BRZ as a place to do business. This will require some preliminary evaluation of your BRZ, and may involve conducting a resident or consumer survey for gaps in retail and services offered in the neighbourhood or commercial district. The provision of information in a Recruitment Package will assist interested businesses to locate in your BRZ.

A Recruitment Package should include:

- Local demographic information study
- Vacant building assessment for promoting to new businesses
- BRZ members and other businesses listed categorically
- Area maps
- Promotion of Façade Improvement Program
- BRZ newsletters
- BRZ Board of Directors contact information

### 6.0 RECRUITING VOLUNTEERS

Both small and large BRZs will rely on volunteers, as board members and for special event organization. Small BRZs tend to rely more on volunteers for much of their work. Many of these BRZs rely extensively on residents who consider the improvement of the commercial area to be a matter of civic interest. In addition to serving on the Board of Directors, participating residents may also work on committees and supplement the work of paid staff. Most BRZs have more success in recruiting volunteers when they spell out exactly what needs to be done and how much time volunteers need to offer.



**Volunteers from the Downtown BRZ Capital City Cleanup**

## **6.1 Volunteer Sources**

There are numerous ways to find volunteers for your BRZ. The list below provides a few examples:

- Posting on Community Boards
- Posting on BRZ website and e-mailing some people who might know someone that would help contribute their time and efforts
- Posting on City of Edmonton's "Volunteer Opportunities" website
- Community newspapers
- Volunteer websites



**Alberta Avenue Big Bin – part of Capital City Cleanup**

***Sample: Volunteer Request Form***

**We Need Your Help!**

The ABC Business Area is planning improvements in this area and we need your help. We are committed to building a strong, healthy community. The opportunities to help are many and the amount of time you spend is up to you. If you can find the time, please fill out this letter and return it to us today!

Name: \_\_\_\_\_

Telephone: \_\_\_\_\_

Address: \_\_\_\_\_

The best time to contact me: \_\_\_\_\_

☐ I would like more information about \_\_\_\_\_ NAME BRZ

**I would enjoy (check all that apply):**

- 
- ☐ Writing newsletter articles
  - ☐ Delivering newsletters
  - ☐ Planning festivals, concerts, events
  - ☐ Cultural aspects
  - ☐ Tending flower boxes
  - ☐ Doing office work
  - ☐ Doing computer work
  - ☐ Being a member of a committee
  - ☐ Working on fundraising
  - ☐ Business recruiting
  - ☐ Writing press releases
  - ☐ Planning building improvements
  - ☐ Historical aspects of the business area
  - ☐ Supervising cleaning efforts
  - ☐ Being a liaison to business
  - ☐ Being on the Promotion Committee
  - ☐ Helping with activity surveys and follow-up
  - ☐ Working on short, finite projects

- ☐ Retail / business aspects of BRZ
- ☐ Making banners for events and holidays
- ☐ Activity prep and clean up
- ☐ Research funding sources

Other: \_\_\_\_\_  
\_\_\_\_\_

**I would like to volunteer:**

- ☐ About an hour a week
- ☐ About two hours a month
- ☐ 2 to 10 hours a month
- ☐ More than 10 hours a month
- ☐ On a regular basis
- ☐ As needed

## **6.2 Recruiting and Motivating Volunteers**

This section provides important information for one of the key components of your BRZ, the volunteer Board of Management. It provides tips to assist you with regards to recruitment interviews and retaining board members, as well as volunteers involved in special events and other special projects.

### ***Volunteer Program Development Issues***

- What are the mandate, goals and objectives of the volunteer program?
- Who will be responsible for the management of volunteers?
- Will staff accept the sharing of tasks/more volunteers?
- Will sufficient staff time/dollars be allocated to support the program?
- How many volunteers will be needed to do what type of assignment?
- Are your volunteer opportunities flexible (evening, weekends, short-term)?
- What are the liability and insurance ramifications of using volunteers?

### ***Volunteer Coordinator Role***

- Overall management and development of program goals/objectives.
- Selling the program and designing the volunteer jobs.
- Determining/defending the budget and recordkeeping.
- Recruitment and placement.
- Orientation, training, supervision, evaluation.
- Motivation, counselling, recognition.

### ***What Attracts Volunteers?***

- Must have a vision – attractive mission statement.
- Must be professional in promoting your cause.
- Must offer meaningful work.
- Must recognize the changes in people's expectations.
- Must support volunteers through effective management practices.
- Must be flexible.
- Must be a "coach" for volunteer's personal growth and development.
- Must be an advocate for enabling funds for volunteers.

### ***Recruitment Tips***

As a volunteer recruiter, you need to:

- Be clear as to the purpose of the program and the particular volunteer jobs you have to offer.
- Determine what skills are needed and when.
- Design a recruitment approach based on the motivation of the potential volunteer.
- Be flexible in terms of time availability and do specific rather than general recruitment whenever possible.



- Choose appropriate audiences whose interests and priorities match your needs.
- Remember that an effective recruitment message has three parts: The need, job description and the benefits.

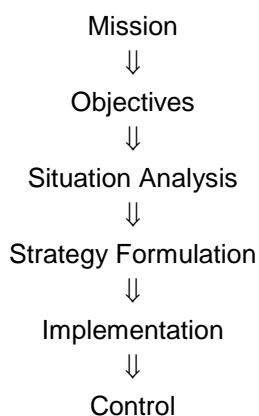
## 7.0 THE STRATEGIC BUSINESS PLAN

Each BRZ should develop a strategic business plan for their respective business areas, which is updated annually. A strategic business plan is required in order to outline the business association's basic strategy for the following three years. The plan will also identify and prioritize strategies and tasks of the BRZ in the long term, to target efforts in high priority areas and to find ways to strengthen community engagement. It is also a useful tool to track the progress towards stated goals and objectives on a quarterly basis.

### 7.1 The Strategic Planning Process

A provincial facilitator is available to help in the strategic planning process for not-for-profit organizations. This usually takes the form of a one day workshop with the BRZ Executive Director and Board of Directors. The workshop is designed to facilitate the Board members through the strategic planning process. For more information, please contact the Community Development Officer of Community Development Strategic Plans at (780) 968-3206 or (780) 963-2281.

The following schematic outlines a 6-step process that can be used in developing a strategic plan for a BRZ.



### 7.2 Mission Statement

A BRZ's mission is its reason for being. The mission is expressed in the form of a clear and simple statement that conveys a sense of purpose to members of the BRZ. At the same time, the mission statement projects a BRZ image to customers and interested groups.

### 7.3 Objectives

Objectives are more specific statements of the goals that the organization seeks to reach, for example, to beautify the business area. The objectives should be challenging but achievable. They should also be measurable so that the BRZ can monitor its progress and make corrections as needed.

### 7.4 Situation Analysis

After specifying the objectives, the BRZ should examine its current situation through the use of various tools, which include a SWOT analysis, needs assessment checklist or district needs survey.

#### ***SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)***

A SWOT analysis is a tool that identifies the positives and negatives of your organization or BRZ, both on the inside (strengths, weaknesses) and on the outside in the external environment (opportunities, threats). Although a SWOT analysis is only one assessment technique available, it is especially useful in the work of community development because of its simplicity and application at a variety of levels. Although an individual or small group can develop the SWOT, it is most effective if many stakeholders are involved in the process. A SWOT analysis is most successful if it is collaborative and inclusive, and if it is used to support the vision or mission that has already been defined.

The outcome of a SWOT analysis is to reveal the positive forces that work together and potential problems that need to be addressed or recognized. Here is an example format of what a SWOT analysis looks like.

INTERNAL		EXTERNAL	
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•

#### Determining Your Internal Factors: Strengths and Weaknesses

Internal factors include resources and experiences. General areas to consider include:

- Human resources
- Physical resources
- Finances
- Activities and processes
- Past experiences

### Listing External Factors: Opportunities and Threats

Consider all the forces and facts that are beyond the control of your organization:

- Future trends
- The economy
- Funding sources
- Demographics
- The physical environment
- Legislation

Once the SWOT analysis is completed, the BRZ Board and the Executive Director use the results in decision-making and strategic planning. This is achieved through the following process:

- Developing a consensus over the most important items in each category;
- Prioritizing the issues to address in the short-term versus the long-term;
- Relating the analysis to the organization's vision, mission and goals, and
- Translating the analysis to action plans and strategies.

Whatever course of action your BRZ decides on, the SWOT analysis guides you to move in a balanced way in delivering all programs and actions through:

- building on your strengths;
- minimizing your weakness;
- seizing opportunities, and
- counteracting threats.

### ***Sample: Needs Assessment Checklist or Survey***

A needs assessment is a tool that can be performed for developing a comprehensive strategic business plan for a BRZ. Needs assessments may take the form of a checklist, or a survey that is mailed or hand-delivered to property owners and commercial tenants. Residents and shoppers may also be surveyed to gain the perspective of the BRZ users.

#### **Economic Environment and Attitude**

1. Relocation of businesses to outlying retail centre \_\_\_\_\_
2. Increasing number of storefront vacancies \_\_\_\_\_
3. Vacant upper stories \_\_\_\_\_
4. No new development in recent years \_\_\_\_\_
5. Decreasing number of pedestrians and shoppers \_\_\_\_\_
6. Unstable employment base \_\_\_\_\_
7. No interest from business community or building owners to upgrade premises \_\_\_\_\_
8. Residents shop elsewhere for goods and services available locally \_\_\_\_\_
9. No regular communication between businesses \_\_\_\_\_
10. Apathy from business community with respect to area problems \_\_\_\_\_

#### **Function and Physical Appearance**

1. Poor access to the area \_\_\_\_\_
2. Lack of adequate signage \_\_\_\_\_
3. Poor road and sidewalk maintenance \_\_\_\_\_
4. Traffic congestion and traffic conflicts \_\_\_\_\_
5. Insufficient on-street parking \_\_\_\_\_
6. Poor pedestrian routes \_\_\_\_\_
7. Dirty and littered streets, sidewalks and lanes \_\_\_\_\_
8. Poorly maintained façades \_\_\_\_\_
9. Unattractive, poorly designed, poorly lighted parking areas \_\_\_\_\_
10. Unattractive entry to the area \_\_\_\_\_

#### **Municipal Policy and Infrastructure**

1. No explicit policy to protect the viability of the area as a retail centre \_\_\_\_\_
2. Overly restrictive land use standards \_\_\_\_\_
3. Inadequate sign regulations \_\_\_\_\_
4. Lack of maintenance bylaws or inadequate enforcement of bylaws \_\_\_\_\_
5. Hesitancy from local Council to support business initiatives \_\_\_\_\_
6. Lack of technical and staff resources to pursue initiatives \_\_\_\_\_
7. Inadequate water, storm and sewer systems to support new development \_\_\_\_\_

**Sample: District Needs Survey (Taken from New York City Department of Small Business Services)**

**DISTRICT NEEDS SURVEY**

As a neighbourhood stakeholder, your input is very valuable in assessing the needs and conditions of the community. Please take a moment to complete the following survey. Thank you.

**PERSONAL INFORMATION 1**

**Stakeholder status (check all that apply):** ☐ Property Owner ☐ Business Owner ☐ Resident

**If business owner, check one:** ☐ Own Business Location ☐ Lease Business Location

**NEIGHBOURHOOD CONDITIONS**

1. On a scale of 1 to 5, rate your level of agreement (1 = strongly agree and 5 = strongly disagree)

	Strongly Agree				Strongly Disagree
	1	2	3	4	5
"the neighbourhood has dirty streets"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"the neighbourhood has dirty sidewalks"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"pedestrians feel unsafe during the day"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"pedestrians feel unsafe at night"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"pedestrians and visitors are frequently lost"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"the neighbourhood lacks a clear identity"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"streets and sidewalks are in need of repair"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"building façades are in need of repair"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"outdoor lighting is in need of repair"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"merchants would benefit from collective marketing"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"the neighbourhood has many retail vacancies"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"I can find what I need among local stores"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"certain kinds of stores are missing in the neighbourhood"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"the quality of local retailers is excellent"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Please place an X next to any of the following crime and disorder indicators that exist in the neighbourhood**

---

- |  |   |  |  |
|--|---|--|--|
| <input type="checkbox"/> Pick-pocketing  | <input type="checkbox"/> Traffic congestion | <input type="checkbox"/> Robbery / Mugging | <input type="checkbox"/> Pedestrian congestion |
| <input type="checkbox"/> Vandalism       | <input type="checkbox"/> Lack of parking    | <input type="checkbox"/> Loitering         | <input type="checkbox"/> Drug dealing          |
| <input type="checkbox"/> Street peddling | <input type="checkbox"/> Prostitution       | <input type="checkbox"/> Panhandling       | <input type="checkbox"/> Excessive noise       |

**3. Please place an X next to the services that you think are needed in the neighbourhood**

---

Maintenance	Public Safety	Marketing	Capital Project
<input type="checkbox"/> Sidewalk sweeping	<input type="checkbox"/> Daytime security	<input type="checkbox"/> Signage / Banners	<input type="checkbox"/> Street lighting
<input type="checkbox"/> Street sweeping	<input type="checkbox"/> Night time security	<input type="checkbox"/> Guides / Brochures	<input type="checkbox"/> Pavement
<input type="checkbox"/> Graffiti removal	<input type="checkbox"/> Foot patrol	<input type="checkbox"/> Events / Festivals	<input type="checkbox"/> Parks / Squares
<input type="checkbox"/> Sticker removal	<input type="checkbox"/> Bike patrol	<input type="checkbox"/> Holiday decorations	<input type="checkbox"/> Signage

**4. List your three highest priorities for the neighbourhood**

---

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**5. Expand upon any need or problem that deserves further explanation**

---

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---

---

**PERSONAL INFORMATION 2**

---

Name \_\_\_\_\_

Job Title \_\_\_\_\_ Name of business (if applicable) \_\_\_\_\_

Address \_\_\_\_\_

Telephone Number \_\_\_\_\_

## 7.5 Strategy Formulation

Once a clear picture of the BRZ and its environment is in hand, strategic alternatives can be developed. Different BRZs will have varying alternatives depending on their situation. Some generic strategies that can be applied across a wide range of BRZs include differentiation and focus. A specific strategic alternative could take shape in form of developing and marketing the uniqueness of a BRZ, such as an arts district.

## 7.6 Implementation

Strategies need to be expressed in conceptual terms and by level of priority. For effective implementation, strategies need to be translated into more detailed policies that can be understood at the functional level of the organization. This also serves to highlight any practical issues that might not have been visible at a higher level. Strategies should be grouped into specific policies for functional areas such as:

- Marketing and event planning
- Crime and safety
- Business recruitment
- Partnerships
- Maintenance
- Funding

The implementation phase also involves identifying the required resources and putting into place the necessary organizational changes.

## 7.7 Control and Performance Measures

Once implemented, the results of the strategy need to be measured and evaluated, with changes made as required to keep the plan on track. Control systems should be developed and implemented to facilitate this monitoring. Standards of performance are set, the actual performance is measured, and appropriate actions are taken to ensure success.

Common performance measures used by BRZs include:

- Occupancy rates
- Citizen attitude surveys
- Crime rates
- Lease rates
- Pedestrian/visitor counts

## 7.8 BRZ Strategic Business Plan Template

### **A Strategic Business Plan for the BRZ**

#### **I Introduction**

- City Auditor's Recommendation

"That Section 6.2.1. Strategic Planning, of the July 12, 2005, Office of the City Auditor report, Business Revitalization Zone Area Review, be referred back to Administration to consult with the Office of the City Auditor and to work with the Council of BRZs to develop a plan for proceeding with the process of strategic planning, including accountability and costs."

- Process Used to Develop the Plan
  - ❖ Board Workshops, BRZ Committee, Facilitator, etc.
- Feedback from Businesses

#### **II History of the BRZ**

- Establishment
  - ❖ Date
  - ❖ Purpose



### III Mission

### IV Objectives and Strategies

#### Examples of Objectives & Strategies

- To market the business area
  - Develop a WEB site
  - Conduct a market analysis
  - Sponsor special events/promotions
  - etc.
- To improve safety and security in the business area
  - Provide crime reduction seminars through the Police for business people
  - Undertake a crime safety audit of the business area
  - etc.
- To beautify the business area
  - Undertake design guidelines for the business area
  - Promote the Façade Improvement Program
  - Investigate the need and support for Streetscape Improvements for the business area
  - etc.
- To attract new business to the business area
  - Undertake business recruitment by:
    - Identifying the types of businesses to be recruited
    - Developing promotional material to market the area
    - Identifying potential redevelopment sites
    - etc.
- To improve the parking in the business area
  - Undertake a parking study in and around the business area

**V BRZ Three-year Action Plan**

1. Three-year Finance and Budgeting Plan
2. New Organization Structure
3. Action Plans for Strategic Objectives

STRATEGIC OBJECTIVE	ACTION PLAN / TIMELINE	FINANCING
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

**VI Conclusions****VII Appendices**

- Major Accomplishments Since BRZ Inception
- Detailed Description of Projects to be Undertaken
- Existing Organization Structure – Board, Committees, Staff

## **8.0 FINANCIAL MANAGEMENT**

A very important aspect of any BRZ is financial management. This includes financial planning and budgeting.

### **8.1 Financial Planning**

After the development of a strategic business plan, the Board of Directors creates a financial plan. This plan involves:

1. Conducting an assessment of needs;
2. Prioritizing the most important needs;
3. Developing programs and projects that address these needs, and
4. Creating a budget that reflects the cost of the programs and projects.

The Board should be aware that many proposals and projects may require several years to be fully implemented. The BRZ levy, however, will be only assessed and used for the projects that will be undertaken in the following budget year. Adequate financial planning should be in place to ensure that projects can be financed in segments as they progress towards completion since there is limited ability to accumulate funds for use in future years.

Board members are directly liable for any deficiency incurred by the BRZ at the end of the fiscal year. The only exception to this would be when actual collections of the business levy are below expected budgeted collections. Expected budgeted collections are represented by the amount of 80 percent and above of the levy from business members. Similarly, there is no requirement for the BRZ to spend the total levy amount in the assessment year. However, any surplus has to be carried over as a source of funds from a preceding period to the budget(s) of subsequent year(s). Inclusion of preceding period surpluses as sources of funds for subsequent year(s) budgets will ensure that the proposed expenditures of the surpluses are subject to the same approval process as the expenditures from the current year levy.

### **8.2 Budgeting**

The proposed objectives in the budget should be clear, concise and well-defined for ease of determining the breakdown of the costs of any project. Projects may include beautification, promotional activities and local development. It is important to budget accordingly for each project so that it can be completed within the proposed time frame.

The purpose of the annual budget is to outline proposed programs and related costs to be undertaken by the Zone. The Board develops a proposed annual budget for each fiscal year required by the MGA BRZ Regulations. An example is shown in the following *Annual Budget Template*. The budget is to be discussed with the BRZ members, and only those expenditures approved through the budget by City Council may be incurred by the Zone.

The City of Edmonton requires BRZs to submit two budgets: one to the Financial Services Section and the other to the Planning and Development Department. One budget will be for operating expenditures and one will be for capital expenditures. The operating budget will outline projects of a non-capital nature, including maintenance of the BRZ environment, promotion and advertising, administration and planning for special events and future programs.

### **8.3 Determining the Annual Levy**

BRZs are funded by way of a special business levy paid by all businesses within the Zone. The levy is calculated each year after a budget is approved by City Council. For each property, the amount of this levy will be directly related to its BRZ tax assessment, adjusted proportionately to the amount needed for the fiscal budget of the BRZ.

The levy is collected by the City on behalf of the Zone and distributed in quarterly instalments to the BRZ. Payments are issued to the BRZ in January, April, July and October.

When starting a Business Revitalization Zone, a delay in funding must be taken into consideration. To allow time for the processing of the application, preparation of the relevant bylaws and preparation of subsequent period budgets, interested parties should be aware that approximately six months may pass between the submission of a petition to set up a BRZ and incorporation. Throughout this period of time, no funding will be received from the municipality since no levy fees have been collected. However, the BRZ organizing committee may incur expenses hosting meetings and preparing their inaugural budgets or AGM.

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## 8.4 BRZ Annual Budget Template

### 2006 OPERATING BUDGET [BUSINESS ASSOCIATION NAME]

[Name and Title of Head of Business Association]

---

**STATEMENT OF BUSINESS ASSOCIATION GOALS/OBJECTIVES** (*MANDATORY*) [indicate the broad direction or purpose of the Association – should remain substantially unchanged for a number of years.]

—  
—  
—  
—  
—

**MAJOR ACTIVITIES, PROJECTS, PROGRAMS** (*MANDATORY*) [a list of the major activities of the Association, which includes a brief description of each activity and the associated funding.]

—  
—  
—

**BUDGET OVERVIEW** (*OPTIONAL*) [highlight important aspects of the budget – could include major environmental trends, constraints, management challenges and/or major issues faced by the Association and being dealt with in the 2006 Budget. Also include any other points the Association believes City Council should be made aware of regarding the impact of the 2006 Budget on the 2006 Special Business Tax Levy for Association members.]

—  
—  
—

---



***Sample: Annual Budget*****2004 OPERATING BUDGET  
EDMONTON BUSINESS ASSOCIATION****Mary White, Executive Director****STATEMENT OF BUSINESS ASSOCIATION GOALS / OBJECTIVES**

- Revitalization of the Edmonton Business Area.
- Attract new businesses and clients to the Edmonton Business Area.
- Organize a productive working relationship with all major community organizations in the area.
- Market the area through special events and promotions.
- Ensure the existing businesses remain vital and successful.
- Upgrade the appearance of the area through streetscape improvements, expanded parking, better pedestrian access and beautification.

**MAJOR ACTIVITIES, PROJECTS, PROGRAMS**

- Park in the Heart program to increase awareness of parking facilities in the area – \$3,000.
- “One of a Kind” festival to be held on May 3rd to celebrate the uniqueness of this business community and it’s interaction and cooperation with the surrounding residents. Donations from local merchants and residents reduce the cost to the Association to \$2,000.
- Development of a Local Business Directory to promote local business in the area and city as a whole. Development, printing and distribution costs of approximately \$3,000.
- Coordination of a Streetscape Improvement Beautification Project in the south portion of the area, from X Avenue to Y Avenue, by facilitating discussion and planning of property owners, business owners and civic representatives. Approximate cost – \$5,000 for staff time.

**BUDGET OVERVIEW**

- There has been no increase in the special business levy for the past three years.
- Costs for the Park in the Heart program are expected to increase in 2004 due to proposed cuts in transit service.
- The staff complement has been increased at minimal additional cost due to the Summer Temporary Employment Program, with the additional advantage that a Planning student has agreed to lend their expertise to our program.

<u>EXPENDITURES</u>	<u>2005 BUDGET</u>	<u>CHANGE</u>	<u>2006 BUDGET</u>	<u>% CHANGE</u>
Administration	10	—	10	
Personnel	65	3	68	5%
Programs and Projects	55	4	59	7%
Operational Contingency	1	—	1	
Reserves	1	—	1	
<b>TOTAL EXPENDITURES</b>	<b>132</b>	<b>7</b>	<b>139</b>	<b>5%</b>

**RECOVERIES**

Fees	3	—	3	
Donations	3	(1)	2	-33%
Provincial Grants				
— Municipal Development	2	—	2	
Federal Grants				
— S.T.E.P.	—	5	5	100%
Reserves	1	—	1	
Special Business Levy	123	3	126	2%
<b>TOTAL RECOVERIES</b>	<b>132</b>	<b>7</b>	<b>139</b>	<b>5%</b>

**STAFFING**

5	1	6
---	---	---

**RECURRING EXPENSES**

— Five-year lease on photocopier @ \$1,000 per year.

**BUDGET APPROVAL PROCESS**

— Copies distributed to membership: \_\_\_\_\_ by mail  
 \_\_\_\_\_ at annual meeting  
 \_\_\_\_\_ *X* \_\_\_\_\_ other – *hand delivered*

— Reviewed by membership at annual meeting of September 18, 2003.

— Approved by Board of Directors on September 19, 2003.

— Submitted to Planning and Development Department on October 1, 2003.



## 8.5 GST Rebate Information

The Goods and Services Tax (GST) is a federal tax that is applied to most taxable products and services purchased in Canada. Public service bodies involved in commercial activities in Canada generally have to register for a GST number, unless they are a small supplier. A small supplier is one where worldwide revenues from taxable supplies of goods and services are \$50,000 or less over the last four consecutive calendar quarters and in any single calendar quarter.

BRZs are able to recover amounts of the GST that they pay through claiming Input Tax Credits (ITCs) or rebates. Similar to commercial businesses, BRZs can file a claim for ITCs for the full amount of GST paid on the purchases and expenses related to the commercial activities of the organization, such as luncheons and special events where an amount is charged to members for taxable goods and services. Although you do not have to register for GST if you are a small supplier, you may do so voluntarily. If you choose not to register, you cannot charge your customers GST, and the GST you pay on your business purchases becomes a cost for which you cannot claim ITCs.

Where expenses do not fit the commercial definition required for an ITC, a BRZ may be eligible for a rebate to recover the GST that they pay. The GST rebate is given to municipal-created autonomous boards and other public service bodies. To be eligible for a GST rebate, a BRZ can apply to the Canada Revenue Agency (CRA) for a Business Number (BN). You may provide the CRA with the necessary information over the phone, or request Form RC1, Request for a Business Number (BN), to complete and return to them. You may also register online at [www.businessregistration.gc.ca](http://www.businessregistration.gc.ca). BRZs are eligible to establish para-municipal status with the CRA which allows a rebate of GST consistent with that for municipalities. Effective February 1, 2004, the municipal rebate is for 100% of the GST paid. To find out more about designation as a para-municipal organization, consult guide **RC4049**, *GST/HST Information for Municipalities*, or contact a commodity tax analyst in the City of Edmonton – Finance Branch at (780) 496-5339.

### ***Non-Registrants***

A BRZ does not have to be registered for GST to apply for a municipal rebate. If you are not a GST registrant, you can apply for a 100% rebate of the GST you paid on all of your eligible purchases and expenses. You can mail your municipal rebate application to the CRA every six months (that is, at the end of your second and fourth fiscal quarters). The guide **RC4034**, *GST/HST Public Service Bodies' Rebate* includes Form **GST66**, *Application for GST/HST Public Service Bodies' Rebate and GST Self-Government Refund*, as well as completion instructions.

### ***GST Registrants***

If you are a GST registrant, you can apply for a rebate of the GST you paid on eligible purchases and expenses for which you cannot claim ITCs. Your municipal rebate can be offset against any net tax you owe on your GST return. To file your first GST rebate application, use the guide **RC4034**, *GST/HST Public Service Bodies' Rebate*, which includes Form **GST66**, *Application for GST/HST Public Service Bodies' Rebate and GST Self-Government Refund*. After your first rebate application is processed, the

CRA will send you Form GST284 – which is a personalized version of Form GST66 – on a quarterly basis.

### ***Eligible Purchases and Expenses***

You can claim a 100% municipal rebate for the GST that you paid or owe and for which you cannot claim an ITC. Eligible purchases and expenses include:

- General operating expenses, such as rent, utilities, and administration expenses;
- Certain allowances and reimbursements paid to employees;
- Goods and services used, consumed or supplied in your exempt activities, and
- Capital property, including office furniture and equipment, computers and some real property such as land and buildings.

For more information on the GST rebate, as well as other taxation information related to public service bodies, please call the local CRA office at 1-800-959-5525.

## **9.0 ALTERNATIVE FUNDING SOURCES FOR BRZs**

There are numerous funding resources available to BRZs, encompassing the public, private and charitable foundation sectors. Public sector funding includes the federal, provincial and municipal governments. The private sector is further divided into large corporations and small businesses. Although some of these programs will be listed in this section, identifying potential donors involves looking for any and all conceivable donors who are likely to have an interest in funding your program. A BRZ should have a good action plan in order to show how the funding will help the BRZ achieve its goals.

### **9.1 Federal Government Funding**

#### ***Human Resources and Social Development Canada (HRSDC)***

HRSDC stimulates employment opportunities by creating programs that place individuals in jobs with various organizations. Due to the not-for-profit nature of BRZs and the variety of skills they develop and employ, HRSDC is a perfect partner to these Business Associations. As the focus and availability of HRSDC funding varies from one year to another, please view the most recent program information at: [www.hrsdc.gc.ca/en/home.shtml](http://www.hrsdc.gc.ca/en/home.shtml).

HRSDC has an agreement with the Government of Alberta to deliver employment training, which falls under the Labour Market Development Agreement (LMDA). Labour Market and Job Creation Partnerships fall under the LMDA. They are called Training for Work and Workforce Partnerships by the Government of Alberta, which manages any proposals.

#### ***Local Labour Market Partnerships***

Through the Local Labour Market Partnerships Program (LLMP), the HRSDC works with community partners to assess community development goals, the needs of unemployed individuals, and the community's capacity to create employment opportunities and stimulate economic growth. LLMP

partners with communities, employers and workers on a shared basis up to a maximum of three years to improve their capacity to address human resource requirements and implement labour force adjustments.

### ***Job Creation Partnerships***

Through the Job Creation Partnerships, the HRSDC assists individuals for a maximum of 52 weeks to prepare for, obtain and maintain employment. The Job Creation Partnership Program provides employment insurance to eligible persons with work experience in partnership with the community. Funding may be provided to coordinators and employers to cover wages and employment related costs and expenses. Please consult with the regional contact number in Alberta at (780) 495-8751 or visit: [www.hrsdc.gc.ca/asp/gateway.asp?hr=en/epb/sid/cia/grants/jcp/desc\\_jcp.shtml&hs=jcp](http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/epb/sid/cia/grants/jcp/desc_jcp.shtml&hs=jcp).

### ***Pan-Canadian Innovations Initiative (PCII)***

This initiative, now offered through a partnership with the Alberta Government, replaced the Research and Innovations program that was also previously offered by Human Resources Development Canada. It funds research and activities to identify improved methods of helping citizens prepare for and keep employment, and to be productive participants in the labour force. The program has the objective of maximizing the labour market participation by removing barriers to the labour market experienced by various groups of people. The program is available for a maximum three-year period. Funding covers costs such as wages and overhead expenses on a cost-shared basis. More information can be obtained from the HRSDC national office (819) 994-2400 or the regional contact number in Alberta at (780) 495-8751.

## **9.2 Provincial Government Funding and Resources**

The Province of Alberta provides various resources for board development and strategic business planning. For more detailed information and contacts, please see Section 3.3 (Board Development Program) and Section 7.1 (The Strategic Planning Process) for making a business plan.

### ***Travel Alberta***

TravelAlberta.com is a website that promotes tourism in the Province of Alberta. It provides many services that BRZs can use to advertise themselves to both locals and tourists from other parts of Alberta, Canada and the world. The Tourism Services branch of Alberta Economic Development (AED) manages the listings on TravelAlberta.com. The listing is housed in a tourism database known as the Tourism Information System (TIS), which lists Alberta's attractions, events, adventures and travel contacts. The listings are available by searching on TravelAlberta.com and they are also made available to other tourism websites and a wide variety of media. Listing your BRZ website on TravelAlberta.com is simple and free. For additional information, please visit: [industry.travelalberta.com/postIt/listings](http://industry.travelalberta.com/postIt/listings).

### **9.3 Municipal Government Funding**

BRZs are constantly working with the City of Edmonton Planning and Development Department as well as with the Council to address their various concerns. In addition to the usual services provided to BRZs through the BRZ Section of the Planning and Development Department, there are additional resources to help those business associations that request or require such help. In order to get funding in a specific area such as infrastructure improvements, BRZs can additionally lobby the Council. The best way to gain various concessions and resources is to show how the improvements will benefit both the BRZ and Edmonton as a whole.

### **9.4 Private and Other Agency Funding and Resources**

#### ***Imagine Canada***

Imagine Canada is a national, charitable organization with a mandate to advance the role and interests of the charitable sector for the benefit of Canadian communities. Imagine Canada helps charities and the non-profit sector access more than \$1 billion in foundation funding each year. For more information, please visit [www.imaginecanada.ca/languagePreference.asp](http://www.imaginecanada.ca/languagePreference.asp) or call the Calgary office of Imagine Canada at (403) 645-3086. For general inquiries, please contact (416) 597-2293, extension 221.

#### ***The Samuel and Saidye Bronfman Family Foundation***

The Foundation provides developmental funding to non-profit ventures in Canada which deal with challenging social, cultural and educational issues. For BRZs, the most useful resources would fall under Urban Issues funding program. This program focuses on nurturing and sustaining community projects, including everything from affordable housing, cultivation and preservation of cultural traditions to the protection of urban spaces. Please phone (514) 878-5270 or visit [www.bronfmanfoundation.org](http://www.bronfmanfoundation.org). The Urban Issues funding program is found at [www.bronfmanfoundation.org/urban](http://www.bronfmanfoundation.org/urban).

#### ***Ryerson University Centre for the Study of Commercial Activity***

The Centre for the Study of Commercial Activity is a non-profit research unit based at Ryerson University. The Centre studies private-sector economic activities that deal directly with consumers. Among these activities are retailing, various services, financial institutions and the developers who create the physical infrastructure of malls and offices. The Centre is most useful to BRZs in terms of the database it provides to individual companies to examine their network of locations and markets more strategically. Also available are research publications on various aspects of the retail sector. The Centre can be contacted at (416) 979-5379 and its website is at [www.cscs.ryerson.ca](http://www.cscs.ryerson.ca).

## 9.5 Student Help

### *Summer Career Placement / Youth Employment*

Summer Career Placement provides wage subsidies for private, public and not-for-profit employers to create career-related summer jobs for secondary and post-secondary students from 15 to 30 years of age (inclusive). These jobs provide students with the opportunity to acquire skills, gain valuable work experience and help finance their return to school. At the same time, the program allows students to apply their valuable knowledge towards various organizations. Please visit:

[www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/epb/yi/yep/programs/scpp.shtml&hs=eie](http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/epb/yi/yep/programs/scpp.shtml&hs=eie).

The Province of Alberta also offers a similar program called the Summer Temporary Employment Program (STEP) for students over the age of 16. More information is available at:

[www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/3158.html](http://www.hre.gov.ab.ca/cps/rde/xchg/hre/hs.xsl/3158.html).

### *Higher Education Institutions*

There are also a number of higher education institutions located in Edmonton. BRZs would greatly benefit from the talent and skills that higher education students can provide. The students benefit in dealing with real-world case studies and gaining experience for future work. The work can be done as part of a university course where an individual, group or whole class deal with one particular issue that the BRZ needs resolved. The key to these kinds of ventures is to balance both the needs of the BRZs and the interests of the students. An example is working with business students from University of Alberta to develop a business recruitment plan for the BRZ. Institutional programs vary and include everything from the more practical programs offered by Grant MacEwan College and NAIT, to the various professional programs offered by the University of Alberta. The choices and kinds of coordination available in this respect are great. These projects may take form as non-remunerable, school year projects or paid summer internships as discussed in the previous section.

## 9.6 Strategies for Writing Grant Proposals

Before applying for funding, it is **important** to:

- Define the need for funding for your organization;
- Establish fundraising goals and objectives;
- Target those areas where funding is needed;
- Identify and research all possible funding sources, and
- Contact and gain the interest of appropriate potential donors.

It is important for the Board of Directors to develop a comprehensive financial plan for raising the funds needed to achieve stated objectives and the resources required. Before approaching potential donors, the directors should agree how much, and the type of funding required, for the organization to provide its programs and services.

A BRZ should try to obtain the most diverse funding base possible. Funding priorities often change and organizations can become vulnerable if they depend on only one or two sources of funds. With a number of funding sources, no single donor can control your organization. Donors generally like to contribute towards services where there are other interested donors. A BRZ should attempt to obtain a good mix of private, public and foundation funds for operations and program costs. It is critical that a BRZ documents the need for funding. The stronger the documented need for the BRZ service, the stronger the case will be for funding consideration. Documentation can include statistics and needs assessments.

Another possible goal for your committee is to raise funds internally, including special events and donations. This can be done using staff and volunteers. When a donor sees that your organization and the community are committed to supporting your services, they are more convinced that your organization is stable and your services are needed.

Fundraising is an ongoing and often frustrating process – more proposals will be written than funds received. A commitment to a regular and annual fundraising process will help to ensure a secure funding base for your organization. Short and long-term objectives for fundraising should be established. The Board of Directors should target where it wants to be financially, organizationally and operationally in the next three to five years.

Business associations should determine the priorities of potential donors. This means that they should obtain copies of program descriptions, eligibility criteria, application forms and submission deadlines. Identify a key contact person working for each potential donor who is knowledgeable about the application process, the funding priorities and the kind of information being sought from applicants.

### ***Gaining Interest of the Donor***

Let the appropriate donors know about your organization and try to catch their interest. Ask a lot of questions about the way the funding process works, and invite your contact to learn more about your organization. Invite donors to special events and general meetings to meet with staff and volunteers, including directors.

Your application is your opportunity to prove and demonstrate the uniqueness, efficiency, effectiveness, credibility and dependability of your organization. You are selling your idea or service to the donor and it is important that the need for funding and the ability of the agency to deliver the service comes across strongly, concisely and clearly. It is always important to ensure that all of the donors' questions are answered before providing supplementary information. Donors do not judge submissions on the quantity of information but on the quality of the required information.

### ***Types of Investment***

A potential donor can invest in the BRZ in two different ways.

- A donation or grant for specified operating and/or capital projects, and
- Goods in-kind including provision of office equipment and supplies, free publicity about the BRZ services (such as assistance in coordinating a public relations strategy), and staff to assist your organization.

## **9.7 Not-for-Profit Legal Status of BRZs**

The authority for Business Revitalization Zones in Alberta flows from Sections 50 and 53 of the Municipal Government Act, R.S.A. 2000, c. M-26, Section 50, states: A Council may by bylaw establish a business revitalization zone for one or more of the following purposes:

- a) improving, beautifying and maintaining property in the zone;
- b) developing, improving and maintaining public parking, and
- c) promoting the zone as a business or shopping area.

In addition, all BRZs are corporations by virtue of Section 51 of the Act. Section 53 establishes the authority for the Minister to make regulations concerning BRZs. City Council passes bylaws to establish not-for-profit BRZ Boards as corporations under the names of the BRZ Associations.

Most donors require that agencies be incorporated. An incorporated organization has legal status and gains some liability protection. It is best to inform potential donors of the BRZ status and confirm your business association's eligibility before preparing your funding request. Registration with the Canada Revenue Agency as a charitable organization is necessary in order to obtain income tax exemption and to be able to issue receipts to contributors for income tax deductions.

## 10.0 APPENDIX A: SCHEDULE OF IMPORTANT BRZ DATES

**Table 1: Timetable for the Administration of BRZs**

Executive Committee / Council Meeting Dates	Statutory Requirement
<b>On or before (end of November) Executive Committee Meeting</b>	Current year Annual Reports and Audited Financial Statements received by Executive Committee.
<b>(Mid-July) Council Meeting</b>	Next year Draft Budgets & Board of Directors approved by Council. Must be submitted to Senior Accounting Assistant and Senior BRZ Planner immediately after your respective AGM to ensure processing to (next) Council meeting.

**Note:** A representative from the BRZ should attend these Council Meetings to address potential questions from City Council.

**Table 2: Key Dates (Dates change year to year)**

Dates	Payments / Tasks / Submissions	Submit to:
<b>January 1</b>	• First quarter payment available	
<b>January to May</b>	• BRZ's auditor prepares previous year Audited Financial Statement • Association prepares previous year Annual Report	
<b>April 1</b>	• Second quarter payment available	
<b>April 15</b>	• March 31 Quarterly Budget vs. Actual Report due	Senior Accounting Assistant
<b>June 1</b>	• Previous year Audited Financial Statement due • Previous year Annual Report due	Senior Accounting Assistant
<b>July 1</b>	• Third quarter payment available	
<b>July 15</b>	• June 30, current year Quarterly Budget vs. Actual Report due	Senior Accounting Assistant
<b>August/ September</b>	• Association prepares next year Budget and Board approves same	
<b>September 1</b>	• Deadline to request a BRZ Boundary Amendment, which would come into effect on January 1 of next year	City Clerk with copy to Senior BRZ Planner
<b>September to early October</b>	• Board must provide 2 weeks written notice to business members of the date, time and location of the Annual General Meeting. • BRZ holds Annual General Meeting; Agenda includes: • Previous year Annual Report (if not already distributed) • Previous year Audited Financial Statement • Proposed next year Budget • Nomination of next year Board of Directors.	Copy to Senior BRZ Planner
<b>October 1</b>	• Fourth quarter payment available	
<b>October 15</b>	• Proposed next year Budget due • Proposed next year Board of Directors due	Senior Accounting Assistant Senior BRZ Planner
<b>October 15</b>	• September 30, current year Quarterly Budget vs. Actual Report due	Senior Accounting Assistant
<b>November 15 to 30</b>	• Board must provide next year Budget Notice Package to business members at least 2 weeks in advance of the December Council Meeting	Copy to Senior BRZ Planner



## 11.0 APPENDIX B: REPORTING RESPONSIBILITIES OF BRZS

### Reporting Responsibilities of Business Revitalization Zones Concerning Their Annual Reports and Audited Financial Statements

The following explains the procedures established by the Office of the City Clerk respecting the annual reporting responsibilities to City Council of BRZs in Edmonton.

Authority: Section 17 of Alberta Regulation 377/94 (consolidated to 163/2000) states:

*"Each year following its financial year, the board must submit an audited financial statement to the council and any reports required by the council by the date agreed upon with the council."*

Revised BRZ Establishment Bylaws state in Section 11 that:

*"The Board shall prepare and submit to Council an annual report of the activity of the Zone at the time specified by Council, together with an audited financial statement of the Zone comprised of an income and expenditure account and a balance sheet and any other statements and reports required by Council."*

#### Annual Reports will be sent to Executive Committee

Reports will be submitted through the Civic Agencies Coordinator, Office of the City Clerk with a copy to the Planning and Development Department. All documents will be reviewed by the Planning and Development Department to ensure conformance with all applicable provincial and municipal requirements for ongoing maintenance of BRZs in Edmonton. The Coordinator will write the covering report and process the documents. In order to do so, he/she will require:

- An electronic copy of the document
  - if the BRZ wants the Council Members to receive a printed full colour copy of attachments, then 20 printed copies will be required (plus the electronic copy)
- To receive documents 6 weeks prior to the targeted meeting date.
- The date of targeted Executive Committee Meeting: When submitting the report, the Board Chair will want to be available to present the report to Executive Committee. The Chair may indicate the date for the report to be presented at an appropriate time. The Executive Committee's meeting schedule is available on the City's web site at [www.edmonton.ca](http://www.edmonton.ca) [City Government; Meeting Agendas and Minutes]. Remember that this is a BRZ's opportunity to share their accomplishments with Executive Committee.
- The name of individual(s) that will present the report [the individual(s) will be noted as the delegation on the report]

#### Writing Report

- Annual reports and audited financial statements will serve as an attachment to the covering report.
- Covering report will be written using the Council template by the Civic Agencies Coordinator – the completed report will be e-mailed to the appropriate BRZ for their records.
- Special file numbering for BRZs will be used. The Office of the City Clerk will keep track of the report numbering as follows:
  - 2006CBZA01 – "2006" relates to the year; "C" relates to BRZs being Council Committees; "BZA" or as shown below defines which BRZ; and "01" for the report number – this number will increase for each report and start at "01" at the beginning of each year.

BZA – Alberta Avenue	BZK – Kingsway
BZB – Beverly	BZN – Northwest Industrial
BZC – Chinatown and Little Italy	BZO – Old Strathcona
BZD – Downtown	BZS – Stony Plain Road and Area
BZF – Fort Road and Area	BZ4 – 124 Street and Area
BZI – Inglewood	

Questions about the process can be directed to the Civic Agencies Coordinator at (780) 496-8167

## 12.0 APPENDIX C: OPERATING GUIDELINES

### OLD STRATHCONA BUSINESS ASSOCIATION *Bylaws of Operation from July 5, 2006*

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#### 1. Definitions

These are as defined in City Bylaw 10454 unless otherwise stated.

#### 2. Directors

- a) Initially one half of the Board members shall be elected for a term of office of one year, and the remainder for a two-year term; the Board shall draw names to decide who has one-year terms.
- b) For all subsequent years the term for all members shall be two years, with half the positions coming up for election annually, all subject to appointment by Council.

#### 3. Officers

Officers of the Board shall be:

- a) President
- b) Vice-President
- c) Secretary
- d) Treasurer

The Board members shall at the first meeting following the General Meeting designate from its members the Officers. The Executive Committee shall be comprised of the Officers.

#### 3.1. Term of Office

The term of office for the President shall be two years; all other officers shall have a one-year term.

#### 4. Nominating Committee

A nominating committee shall be appointed by July of each year, by the Board to solicit candidates for the Board of Directors for the following year.

#### 5. Honorary Directors

The Board may elect any person as an Honorary Director. Honorary members may participate in discussions, but do not have voting powers. Term is at the discretion of the Board.

#### 6. Responsibility of Directors to the Association

- a) Directors will publicly support the policies and positions of the Old Strathcona Business Association (OSBA) as approved by a vote by the Board of Directors.
- b) Directors will keep confidential all information specifically determined by a board motion to be confidential.
- c) Directors will carry out duties in the best interests of the OSBA.

#### 7. Removal From Office

- a) An officer or member shall give notice in writing if they wish to resign from the Board, whereupon the office or position on the Board becomes vacant.
- b) An Officer or Director ceases to hold office, and the office and position on the Board becomes vacant when the person:
  - i. dies;
  - ii. has missed three or more meetings, in a calendar year, without good cause;
  - iii. becomes of unsound mind or mentally incompetent, as determined by an attending physician;
  - iv. is convicted of an indictable offence;

- v. is removed from office by unanimous resolution of the remaining voting Board members then serving on the Board; or is removed from the Board by unanimous resolution passed by the remaining Association members who attend and vote at an AGM or SGM.
- c) When a vacancy occurs, for any reason, on the Board:
  - i. the remaining Board members may appoint a member of the Association to fill the vacancy until December 31 of that year;
  - ii. a person elected to fill a vacancy shall fill that vacancy until December 31 of that year;
  - iii. a person appointed by the Board to fill a vacancy is not eligible for election as an Officer of the Association.
- d) The Board may then appoint a replacement, which is subject to appointment by Council.

## 8. Notice of Meetings

The Chairman shall cause written notice of each Board meeting containing:

- a) Date, time and place of the meeting;
- b) Agenda in reasonable detail of all matters to be discussed and all matters to be transacted at the meeting, and;
- c) A copy of the minutes of the previous Board meeting to be given to all Board members at least 48 hours prior to the time of the meeting. No matters other than the matters described in the meeting agenda shall be discussed at the Board meeting, unless the Board resolves to discuss such matters.

## 9. Resolutions in Writing

A resolution in writing signed by a majority of the Directors personally shall be valid and effectual as if it had been passed at a Board meeting duly called and constituted.

## 10. Quorum

- a) The transaction of business at a meeting requires a quorum, to be either present, as follows:
  - i. a Board meeting shall be five members;
  - ii. an Executive meeting shall be two members;
  - iii. an Annual or Special General meeting shall be 15 members; and
  - iv. committee meetings a majority of the committee members.
- b) If a quorum does not exist within one-half hour of the time fixed for the meeting, the meeting may be continued, but any decisions made shall be subject to ratification at the next meeting at which a quorum is present.
- c) If a quorum is present at the opening of an AGM or SGM, the business of the meeting may proceed notwithstanding that a quorum is not present throughout the meeting.

## 11. Voting

- a) General meetings – every member is entitled to one vote, subject to provisions of 9.4 in Bylaw 10454.
- b) Board meetings – every member of the Board is entitled to one vote.
- c) Executive meetings – every member of the Executive is entitled to one vote.
- d) In the event of a tie vote the chair shall cast the deciding vote.
- e) An instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney, and may be either general or for a particular meeting, but a proxy shall be a member.
- f) Unless otherwise indicated, motions are passed by a majority of the votes cast by the members present at the meeting.
- g) Unless otherwise called for by a majority of members present, voting shall be done by a show of hands.
- h) Proxies are not permitted at special and general meetings.
- i) The Chairman only votes to break a tie.

**12. Conflict of Interest**

Prior to the discussion of a matter coming before the Board, Board members shall disclose any conflict of interest or potential conflict.

**13. Signing Authorities**

- a) Cheque signing authorities shall be any two of the: President, Vice-President, Treasurer, Secretary, or Executive Director.
- b) Signing authorities for contracts over \$2,500.00 shall be the President and Vice-President or the Vice-President and either the Secretary or the Treasurer.
- c) The signing authorities shall ensure that all revenue and expenditure items are reported to the Executive Director.
- d) No signing authorities shall sign a cheque made out to them.

**14. Past President**

Unless re-elected, the past president shall be a non-voting member of the Board and Executive Committee.

**15. Executive Committee**

- a) Duties of the Executive Committee:
  - i. planning agendas for Board meetings;
  - ii. carrying out emergency and unusual business between Board meetings;
  - iii. reporting to the Board on actions taken between Board meetings; and
  - iv. carrying out other duties as assigned by the Board.
- b) Actions taken by the Executive Committee are subject to ratification of the Board.
- c) Meetings of the Executive Committee may be held by a conference call. Officers who participate in this call are considered present for the meeting.

**16. Committees**

- a) The Board may appoint any committees it sees fit.
- b) At least one member of any committee shall be a Director, who may be the committee chairperson.
- c) Committees shall appoint a secretary to keep minutes of their meetings and of any recommendations.
- d) Recommendations of any committee shall be subject to confirmation of the Board.
- e) The Board shall determine the responsibilities of all committees.

**17. Indemnity**

- a) Each Board member, Committee member, officer and employee of the Association shall be deemed to have assumed office on the express agreement and condition that they and their heirs, executors and administrators shall be indemnified and saved harmless out of funds of the Association and/or any properties managed from and against all liabilities, costs, charges, and expenses whatsoever, which may be sustained or incurred in or about any action, suit, or proceeding which is brought, commenced, or prosecuted, in respect of any act, deed, matter, or thing whatsoever made, done, permitted, or omitted in or about the execution of the duties of the office, or which may be sustained or incurred in relation to the affairs of the Association, except such costs, charges, and expenses as are occasioned by fraud, dishonesty, bad faith, wilful neglect or default.
- b) The Association shall place and maintain suitable liability insurance to support or supplement the indemnity provided in (a).

**18. Keeping and Inspection of the Books and Records of the Association**

- a) The Board shall ensure that all necessary files, books and records of the Association are kept, as required by the Bylaws, the Societies Act, or any other state or laws.
- b) A Member may inspect the books or records of the Association subject to:
  - i. giving reasonable notice to the President or Secretary of the Association of the members intention to do so;

- ii. unless otherwise permitted by the Board, such inspection will take place only at the registered office, or other regular business premises operated by the Association, during normal business hours;
- iii. all financial records of the Association are open for inspection by the Members;
- iv. other records of the Association are also open for inspection, except for records that the Board designates as confidential.

**19. Auditor**

An auditor, who shall be a CMA, CGA, or CA, shall be appointed each year at the annual general meeting.

**20. Executive Director**

- a) The Board may contract or employ an Executive Director who would manage the day-to-day operations of the Association.
- b) These duties shall include ensuring the Association is in compliance with all statutory notifications and requirements.
- c) The Executive Director (ED) shall report to the Executive Committee of the Association.
- d) The Executive committee shall determine the duties, responsibilities and remuneration of the ED, subject to confirmation of the Board.
- e) A Director cannot serve as the ED.
- f) Any person owning, managing or in any way involved with the operations of a business within the revitalization zone shall not be hired as the Executive Director of the business association.

## 13.0 APPENDIX D: CONFLICT OF INTEREST FORMS

The BRZ Board of Directors follows general ethical guidelines, especially when the issue in question might involve conflict of interest situations. Prior to the discussion of a matter coming before the Board, its members shall disclose any conflict or potential conflict of interest. As a committee of City Council, the BRZs are expected to conduct themselves in a professional manner that reflects responsibly on the use of their memberships' funds. The Code of Conduct form on the following page is an example of the kind of form that can be used by board members.

### Sample A:

#### Ethical Guidelines for Citizens Who Serve on City Boards, Agencies and Committees\*



The proper operation of democratic local government requires that persons appointed by Edmonton City Council to its boards, agencies and committees be independent, impartial and duly responsible through Council to the people of Edmonton.

Accordingly it is the purpose of these guidelines of conduct to outline certain basic rules for persons appointed to boards, agencies and committees so that they may carry out their entrusted duties with impartiality and dignity, recognizing that the function of board and agency members is, at all times, service to their community and the public.

To further these objectives, certain ethical principles should govern the conduct of persons appointed to boards, agencies and committees in order that they shall maintain the highest standards in public office and faithfully discharge their duties.

**Persons Appointed to the \_\_\_\_\_ shall:**  
(enter name of board or agency)

1. Govern their conduct in accordance with the requirements and obligations set out in the municipal legislation of the Province of Alberta and the bylaws and policies of the City of Edmonton.
2. Not use confidential information for the personal profit of themselves or any other person.
3. Not communicate confidential information to anyone not entitled to receive it.
4. Not use their position to secure special privileges, favours, or exemptions for themselves or any other person.
5. Disclose the general nature of any pecuniary (financial) interest in any matter coming before the board or agency or committee, if that interest is not a common interest held by other members of the body, and abstain from any discussion or voting on the issue.
6. Preserve the integrity and impartiality of their board or agency and of City Council.
7. For a period of twelve months after leaving a board or agency, abide by the ethical standards of conduct listed above, except those related to confidential information which shall apply in perpetuity.

Persons appointed to boards, agencies and committees should not assume that any unethical activities not covered by or specifically prohibited by these ethical guidelines of conduct, or by any legislation, are therefore condoned. If in doubt about actions they may be contemplating, appointees are encouraged to seek advice from the Chair of their board or agency or from the Office of the City Clerk.

Members of the \_\_\_\_\_ agree to uphold the intent of these guidelines and to  
(enter name of board or agency)  
govern their actions accordingly.

Adopted by resolution this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
Chair of Board or Agency

---

\* Based on the document "Ethical Guidelines of Conduct for Members of Council" from the Alberta Urban Municipalities Association.

**Sample B:****Code of Conduct for Directors of the Old Strathcona Business Association**

I \_\_\_\_\_, as a director of the Old Strathcona Business Association (OSBA), recognize the following as guidelines in carrying out my duties as director of the OSBA:

1. I will use the powers of my office and carry out my duties honestly, in good faith and in the best interests of the OSBA. At all times I will apply myself with care, skill and diligence. And I will do so reasonably and prudently.
2. I will honour and observe the OSBA's:
  - (a) Establishment and Operational Bylaws;
  - (b) Policies adopted and approved by the Board of Directors, and;
  - (c) Decisions taken by resolution of the membership.
3. I will publicly support the policies and positions of the OSBA as approved by the Board of Directors.
4. I will keep confidential all information I learn about matters specifically determined by board motion to be matters of confidence. Where I am uncertain in determining whether something is a matter of confidence, I will seek direction by way of a resolution of the Board of Directors.
5. I will publicly support actions taken by the OSBA's management to implement programs and achieve the objectives contained in the OSBA's approved plans and budgets.
6. I will strive to place the interests of the OSBA and its Board of Directors ahead of my personal interests and I will immediately declare any conflicts of interest which arise.
7. Where I do not abide by this Agreement or where I find that I am in a situation where my continued presence on the Board of Directors would cause embarrassment to the OSBA or would undermine member confidence:
  - (a) I will immediately resign, or;
  - (b) I will ask the board to determine the matter and then resign if there is a determination not in my favour, or;
  - (c) I will resign where the board makes a determination not in my favour after the board raises the matter itself.

*A board determination must be made by a vote of two-thirds of the directors attending a meeting after I have been given the opportunity to be heard by the other members of the board.*

**NOTES:**

For purposes of this Agreement:

- (a) member in good standing means a person maintains the qualification required by the OSBA's bylaws to serve as a director of the OSBA; and
- (b) the board of the OSBA can determine what are matters of embarrassment or matters tending to undermine member confidence, which may include, by way of example, charges under the *Criminal Code*, questionable financial history or other matters which in the sole and absolute opinion of the board could bring the reputation of the OSBA into disrepute either with its members or generally.

## 14.0 APPENDIX E: CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

### EDMONTON

### ALBERTA'S CAPITAL CITY

#### Crime Prevention Through Environmental Design

Edmonton communities strive for fun, recreation, community spirit, peace, family, a positive environment, and good neighbours. Is your community challenged by safety issues? Are you looking for information on how to eliminate crime and redesign your neighbourhood so it's safer?

Safedmonton Initiatives CPTED Working Group has developed an illustrated PowerPoint presentation about CPTED, and you can use it to make your neighbourhood safer. To book a one-hour presentation for your organization or to purchase a CD-ROM copy of this presentation, please contact Safedmonton at (780)-496-4889.

#### CPTED

Crime Prevention Through Environmental Design (CPTED) is part of a community approach to crime prevention that complements community-based policing, Block Parent, community leagues, and social programs. It approaches neighbourhood planning and development to discourage opportunities for crime and to address root causes of crime.

#### Three-D Approach

Is your neighbourhood safe? Keep in mind these three principles when planning your neighbourhoods:

- **Designation.** What is the designation of this space? What was it originally intended to be used for? Is there conflict? Is there support?
- **Definition.** How is the space defined? Is it clear who the owner is? Where are the borders? Are there signs?
- **Design.** Does the physical design support the intended function? Does the physical design conflict with the use of space? Does the design give the perception of unsafe use?



**Other CPTED safety audit checklists (Calgary, North York and elsewhere):**

[Safety Audit Resources](#)  
(City of Toronto)



## Issues



Graffiti and vandalism negatively affect community and business environments. Here's what you can do to prevent it from happening in your neighbourhood:

- Erase graffiti as soon as possible.
- Use decorative landscaping, graffiti murals, and monochromatic lighting to discourage tagging of buildings.
- Decrease access to objects with shrubs and rocks.
- Select trees that will allow for natural surveillance.



Poorly designed or maintained public spaces and streets decrease a person's sense of safety and ownership. Follow these suggestions to ensure your neighbourhood remains safe:

- Discourage loitering with neighbourhood activities.
- Ensure streets are pedestrian friendly.
- Create streetscapes.
- Calm traffic to reduce traffic flow and excessive speed.



Parking lots and other structures are challenges to a safe community because they often have limited accessibility or lighting. To increase security in these areas, consider some of the following suggestions:

- Clearly identify stairwells and their directions with signage.
- Reduce hiding spots with windows and mirrors and identify possible places of entrapment.
- Influence behaviours with bright, motivating, reflective colours on backgrounds.
- Increase visibility by using light sources and natural surveillance properly.
- Use active security personnel and security systems.



Trails and parks are often isolated, but defined borders, well-maintained visibility, and continual activity help ensure community ownership. Here are other suggestions you can use to make trails and parks in your neighbourhood safer:

- Clearly define spaces by denying access to isolated areas and directing traffic where you want it to go.
- Create safe activities to use space positively.
- Keep signage in good repair.
- Redesign space to increase perception of natural surveillance and to reduce hiding areas.
- Clear transitional zones from public to semi-public, to private space.
- Relocate gathering areas to offer best natural surveillance and access control.

For additional information and to view the *Safety Audit Guide for Crime Prevention*, visit the City of Edmonton website at [www.edmonton.ca](http://www.edmonton.ca) and search for 'CPTED'.

### **For more information contact:**

Safedmonton

Phone: (780) 496-4889

Fax: (780) 496-4929

## 15.0 APPENDIX F: HISTORIC REVENUES OF THE BRZs

BRZ	1995		2000		2005	
	Number of Businesses	Levy (\$)	Number of Businesses	Levy (\$)	Number of Businesses	Levy (\$)
124 Street and Area	290	95,282.06	292	117,583.75	300	138,529.16
Alberta Avenue**	N/A	N/A	221	68,255.30	183	68,640.14
Beverly**	N/A	N/A	131	50,694.83	136	50,743.86
Chinatown and Little Italy*	372	87,227.92	N/A*	N/A*	237	62,342.25
Downtown	2,235	539,256.92	2,138	625,663.84	1,900	717,903.97
Fort Road and Area	111	35,057.19	110	49,126.27	101	48,623.46
Inglewood	132	18,591.68	80	26,537.61	68	32,043.55
Kingsway	352	147,154.95	337	154,757.93	352	189,279.66
Northwest Industrial***	N/A	N/A	N/A	N/A	117	211,233.15
Old Strathcona	468	103,318.81	465	151,647.55	438	252,706.50
Stony Plain and Road****	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>3,960</b>	<b>1,026,435.53</b>	<b>3,774</b>	<b>1,244,267.08</b>	<b>3,832</b>	<b>1,772,045.70</b>

\* In late 2000, this BRZ, formerly known as '97 Street and Area BRZ', replaced the Avenue of Nations BRZ, which was disestablished in 1997; as a result, the number of businesses in the BRZ decreased significantly in 2000.

\*\* Alberta Avenue and Beverly BRZs formed in 1995, too late to submit their budget.

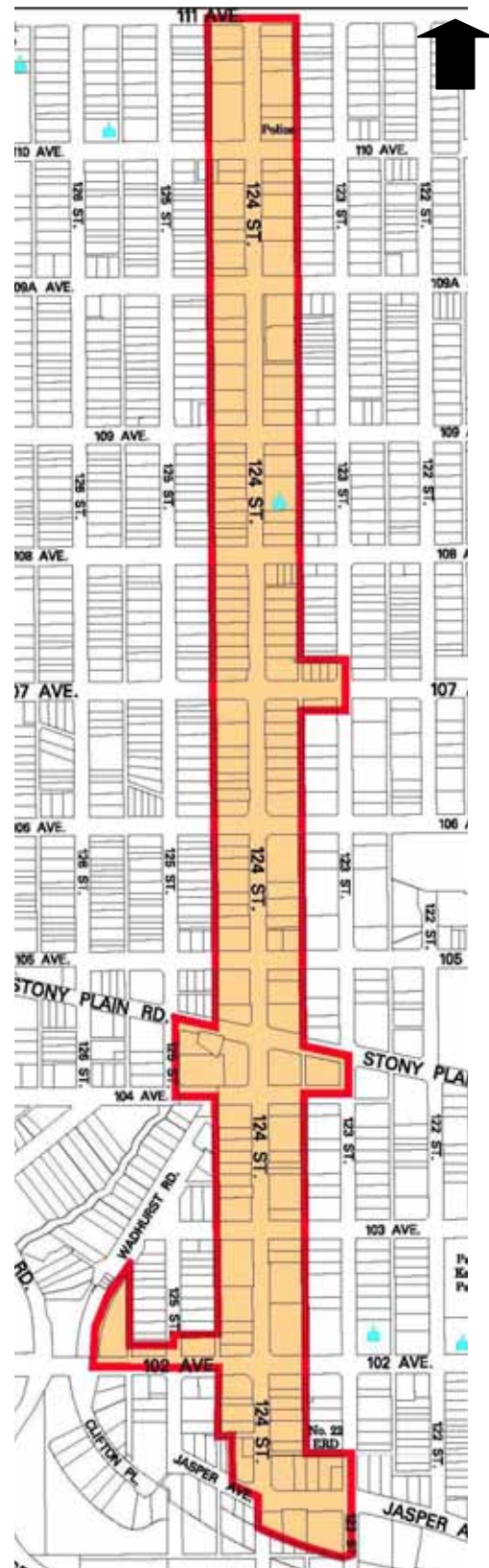
\*\*\* Northwest Industrial BRZ was established in 2001.

\*\*\*\* Stony Plain Road and Area BRZ was formed in January, 2006.



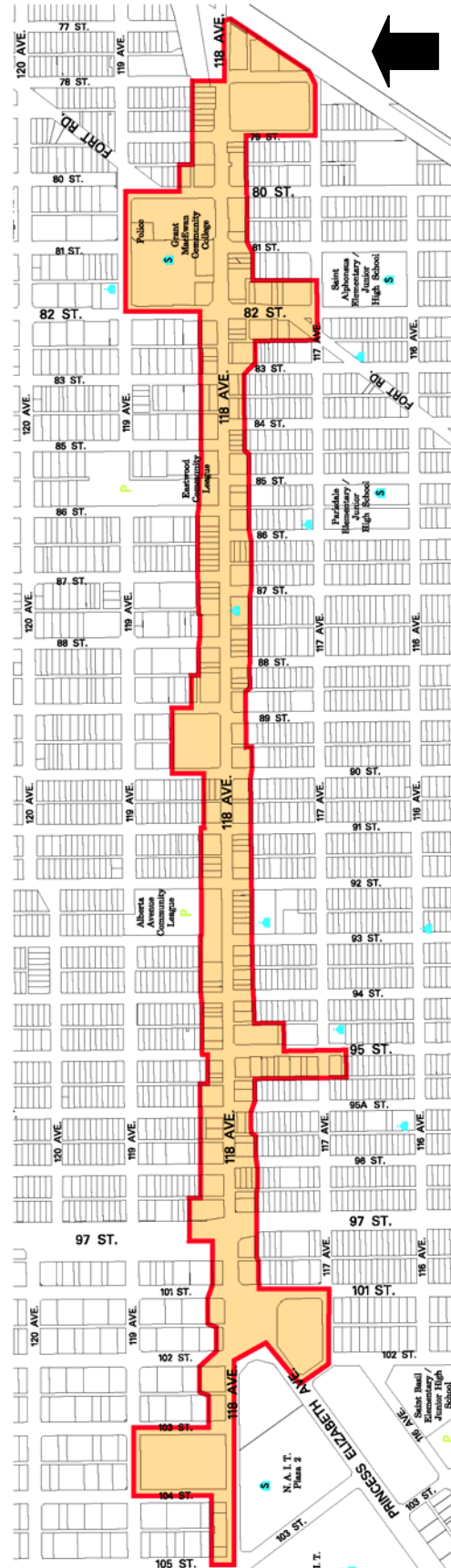
17.0 APPENDIX H: MAPS OF THE 11 BRZ AREAS

124 St and Area BRZ

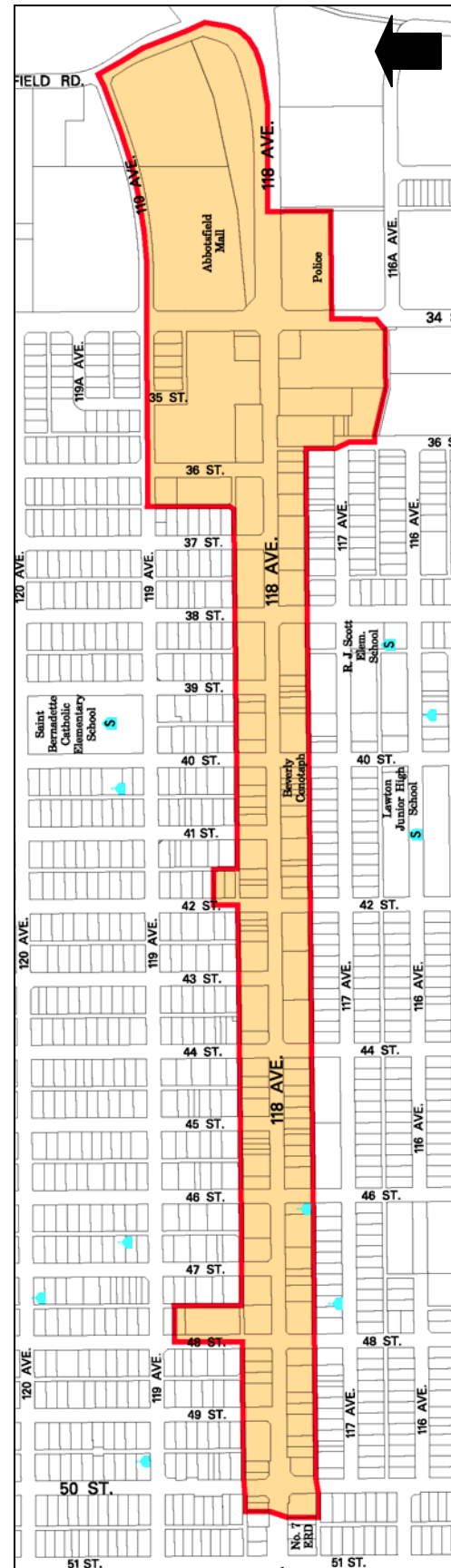




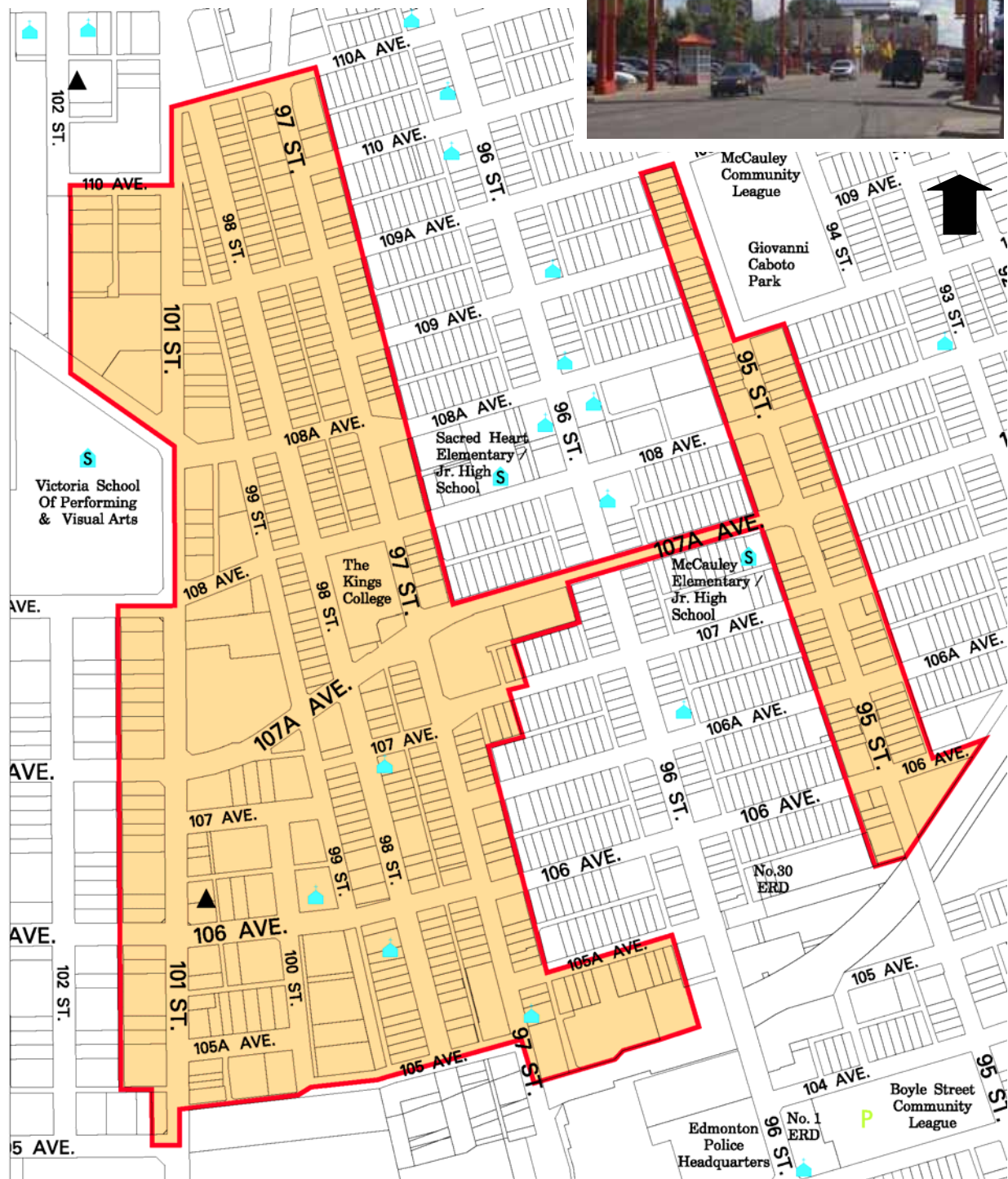
## A wide-angle photograph of a city street, likely in San Francisco, showing a tram (trolley) in the distance, several cars, and overhead power lines. The street is lined with buildings and trees, and the sky is clear.



## Beverly BRZ

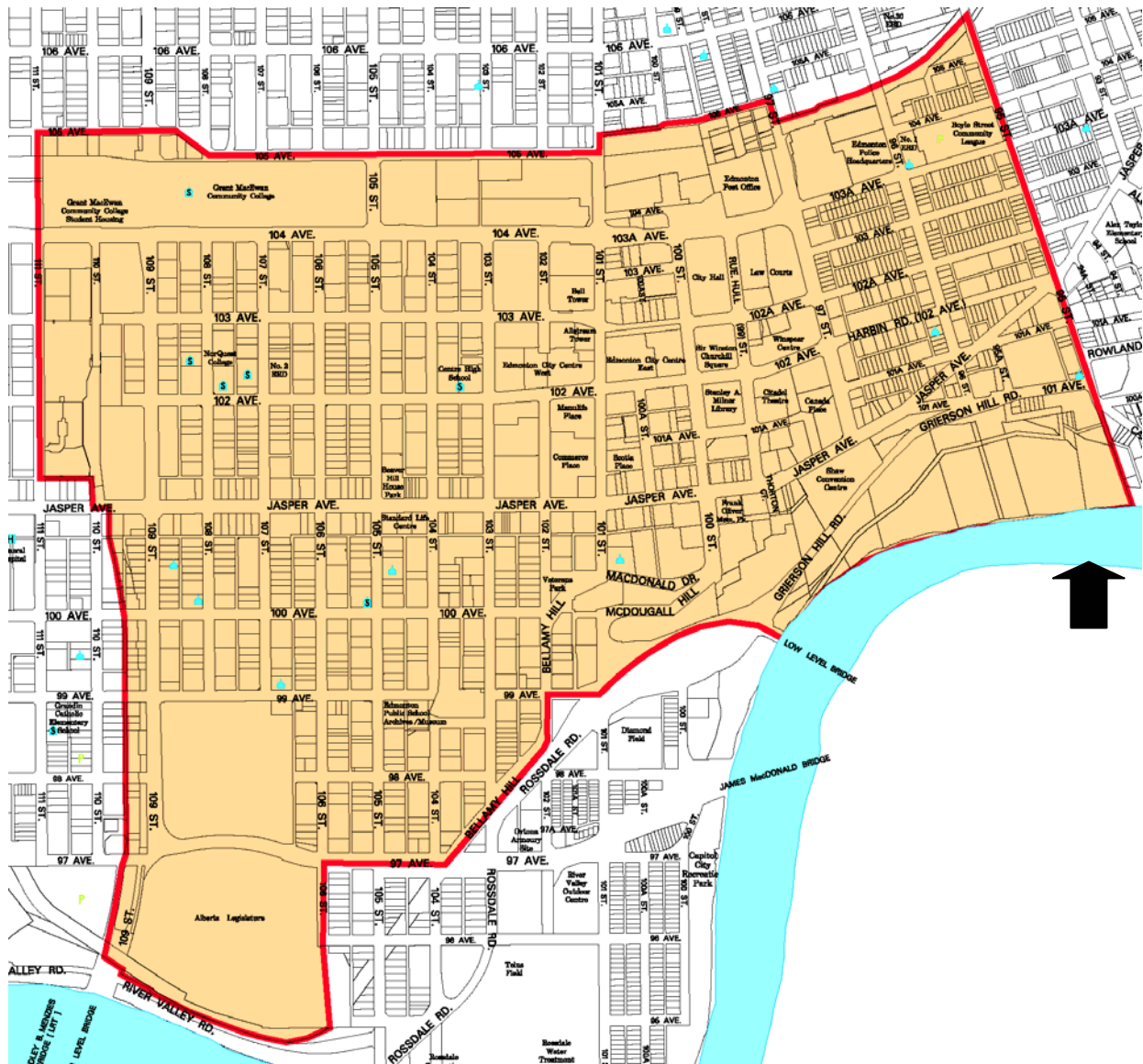


## Chinatown and Little Italy BRZ

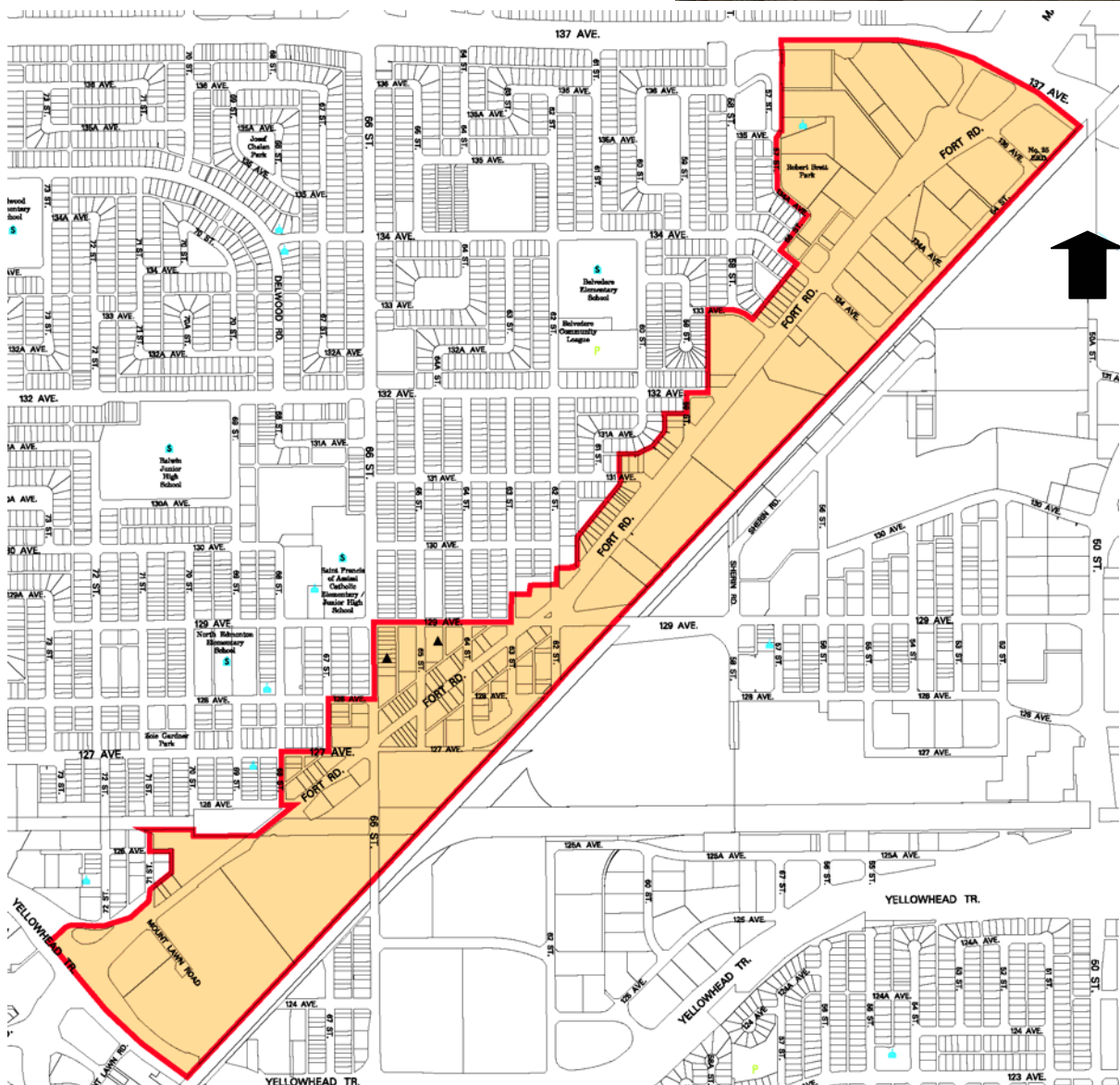




## Downtown BRZ



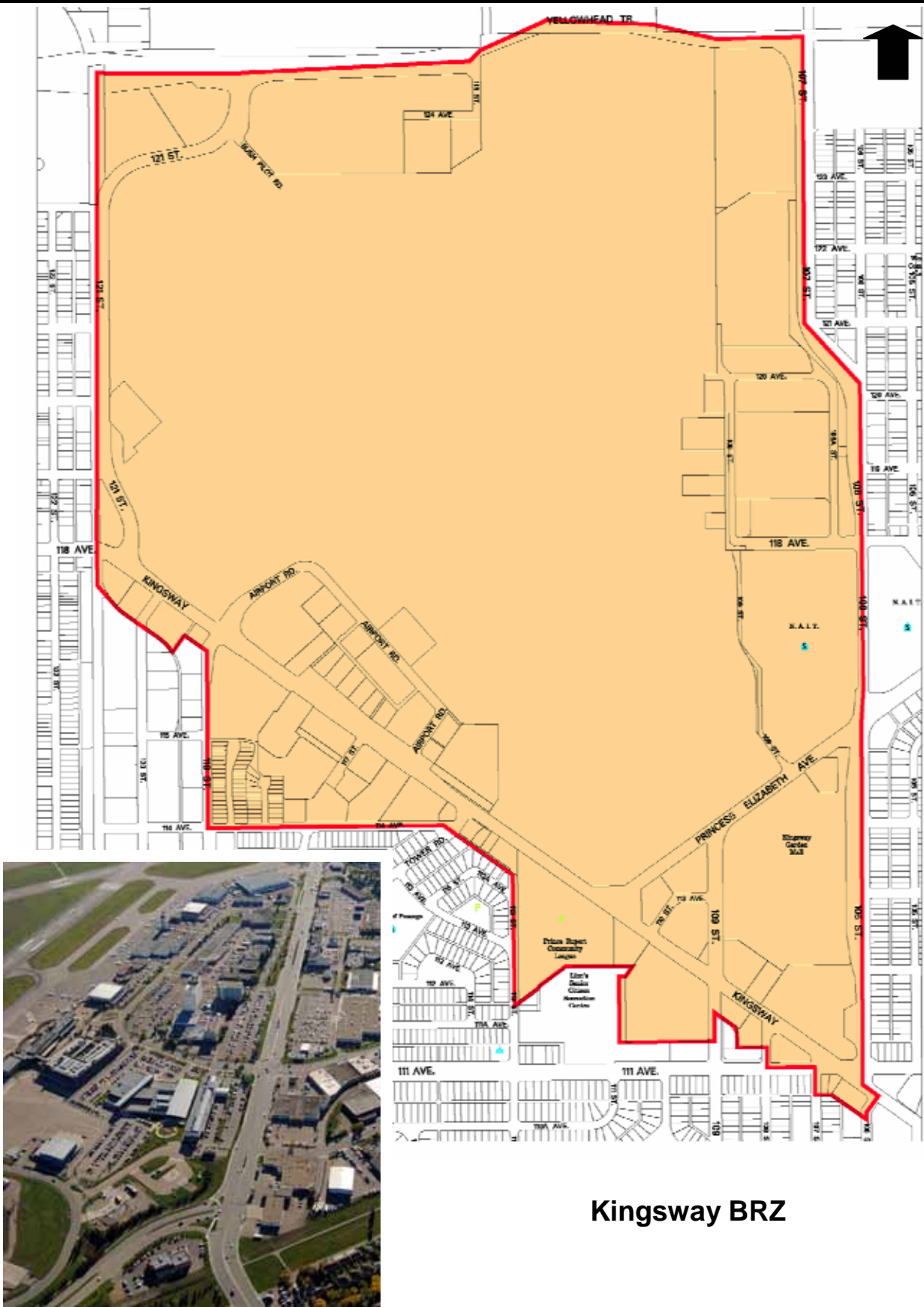
## Fort Road and Area BRZ



## Inglewood BRZ

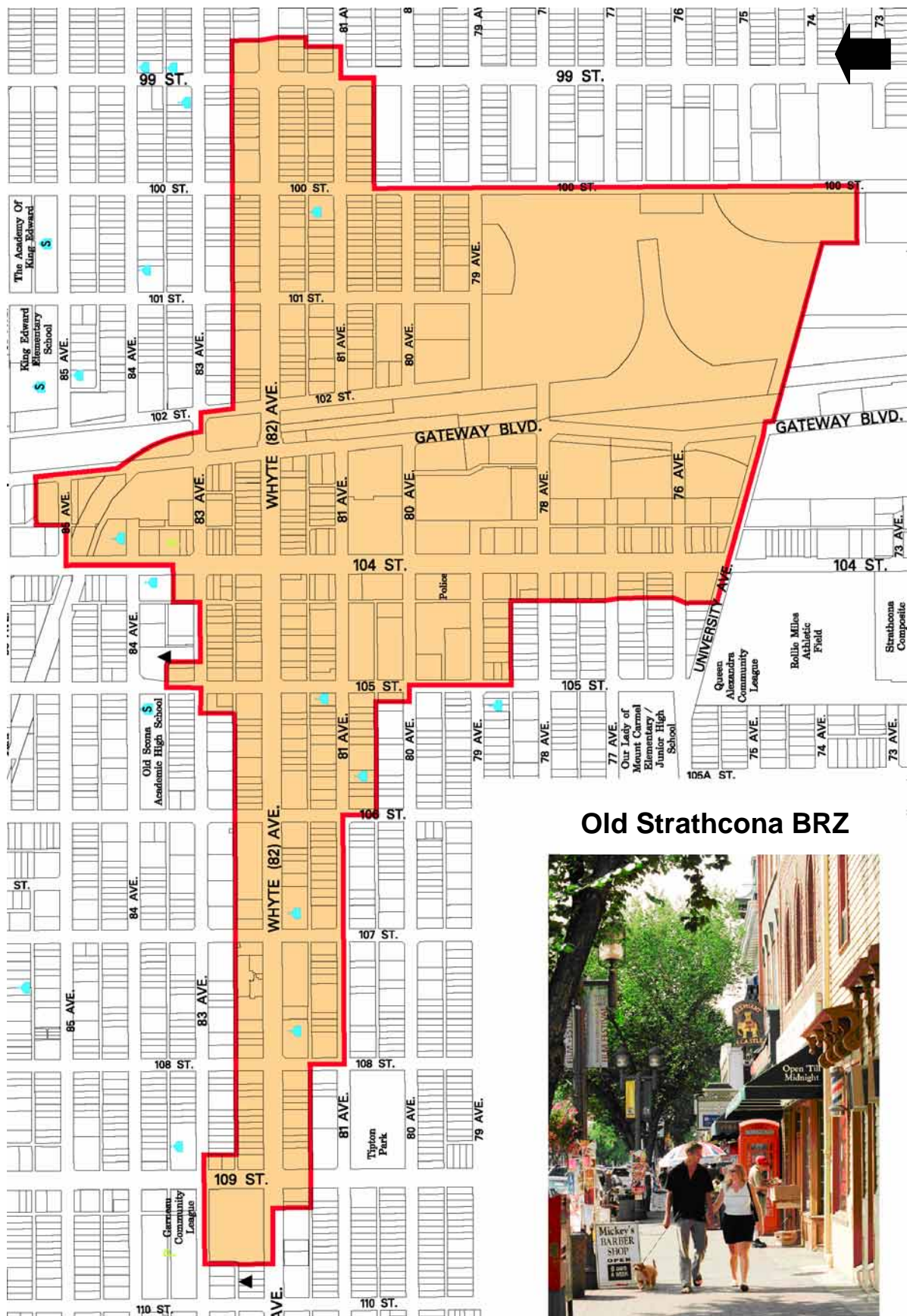






## Northwest Industrial BRZ



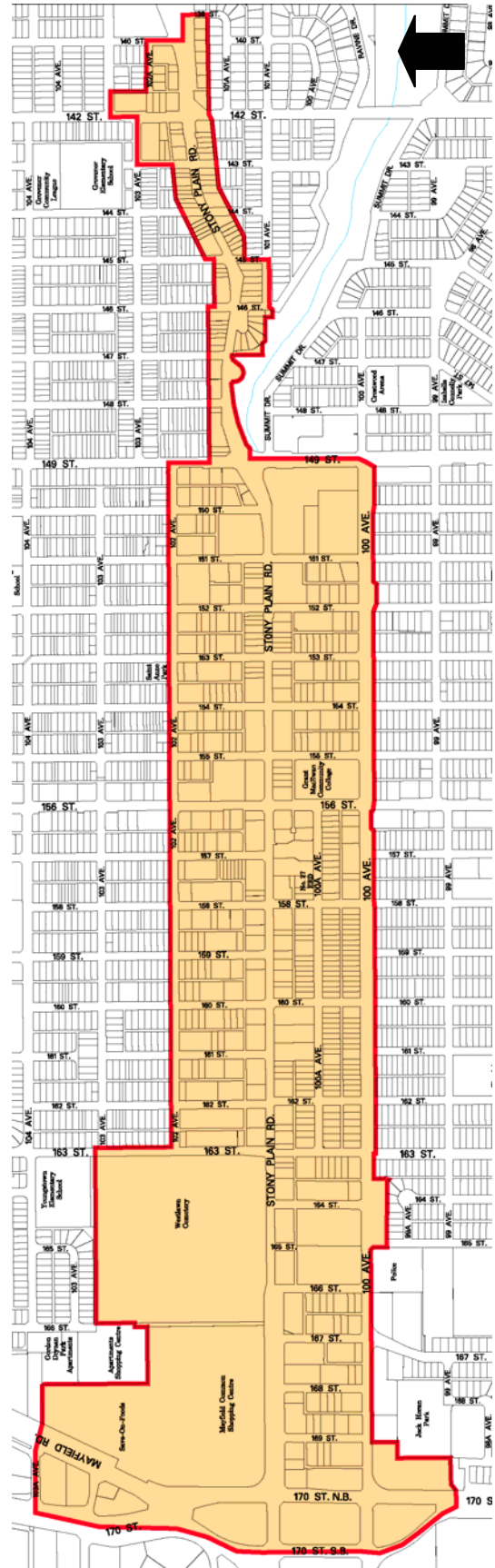


Old Strathcona BRZ





## Stony Plain Road and Area BRZ



## 18.0 APPENDIX I: DIVISION 5 ON BRZS FROM THE MUNICIPAL GOVERNMENT ACT

### Division 5 Business Revitalization Zones

#### Purpose

**50** A council may by bylaw establish a business revitalization zone for one or more of the following purposes:

- (a) improving, beautifying and maintaining property in the zone;
- (b) developing, improving and maintaining public parking;
- (c) promoting the zone as a business or shopping area.

(1994 cM-26.1 s50)

#### Board

**51(1)** A business revitalization zone is governed by a board consisting of members appointed by council under the business revitalization zone bylaw.

**(2)** The board is a corporation.

(1994 cM-26.1 s51)

#### Civil liability of board members

**52(1)** In this section, “approved budget” means a budget of the board of a business revitalization zone that has been approved by council.

**(2)** A member of a board of a business revitalization zone that makes an expenditure that is not included in an approved budget is liable to the municipality for the expenditure.

**(3)** If more than one member is liable to the municipality under this section in respect of a particular expenditure, the members are jointly and severally liable to the municipality for the expenditure.

**(4)** The liability may be enforced by action by

- (a) the municipality, or
- (b) a person who is liable to pay the business revitalization zone tax imposed in the business revitalization zone.

(1994 cM-26.1 s52;1995 c24 s7)

#### Regulations

**53** The Minister may make regulations

- (a) respecting the establishment of a business revitalization zone;
- (b) setting out what must be included in a business revitalization zone bylaw;
- (c) respecting the appointment, term and renewal of members of the board of a business revitalization zone;
- (d) respecting the powers and duties of the board and the board’s annual budget;
- (e) respecting the disestablishment of a zone and the dissolution of a board;
- (f) that operate despite Part 8, authorizing a municipality to lend money to a board and to borrow money on behalf of a board;
- (g) establishing restrictions on the municipality providing money to the board.

(1994 cM-26.1 s53)



## 19.0 APPENDIX J: MUNICIPAL GOVERNMENT ACT ON BRZ REGULATION

### ALBERTA REGULATION 377/94 Municipal Government Act BUSINESS REVITALIZATION ZONE REGULATION

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- 3 Request for establishment
- 4 Petition objecting to establishment
- 5 Business revitalization zone bylaw
- 6 Board
- 7 Amendments to BRZ bylaw
- 7.1 Change in boundaries

#### **Capital Property**

- 8 Capital property

#### **Financial Matters**

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- 10 Budget
- 11 Notice of proposed budget
- 12 Budget amendments
- 13 Transfer of money by municipality
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- 16 Auditor
- 17 Financial statement and reports

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- 28 Imposing tax after disestablishment

#### **Expiry**

- 28.1 Expiry

#### **Commencement**

- 29 Coming into force

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**Definitions**

- 1** In this Regulation,
- (a) “board” means the board of a business revitalization zone;
  - (b) “capital property” means a capital property as defined in section 241(c) of the Act;
  - (c) “disestablishment” in respect of a business revitalization zone includes the dissolution of the zone’s board;
  - (d) “taxable business” means a business in a business revitalization zone whose operator is a taxpayer;
  - (e) “taxpayer” means a person who operates a business and is liable to pay business revitalization zone tax in respect of that business.

**Establishment****Procedure for establishment**

- 2** A business revitalization zone may only be established in accordance with this Regulation.

**Request for establishment**

- 3(1)** The process for establishing a business revitalization zone begins with a request to council signed by persons who
- (a) would be taxpayers if a zone was established, and
  - (b) represent at least 25% of the businesses that would be taxable businesses if a zone was established.
- (2)** The request must ask that a zone be established and describe the proposed purposes and boundaries of the zone.
- (3)** Within 30 days of receiving a request that meets the requirements of subsections (1) and (2), the municipality must take reasonable steps to ensure that a notice of the request is mailed or delivered to every business in the proposed zone that would be a taxable business if a zone was established.

**Petition objecting to establishment**

- 4(1)** Persons who would be taxpayers if a proposed zone was established may petition the council objecting to the establishment of the zone.
- (2)** The petition is not sufficient unless
- (a) it is signed by persons referred to in subsection (1) who represent more than 50% of the businesses that would be taxable businesses if the proposed zone was established, and
  - (b) it is filed with the chief administrative officer within 60 days of the last date on which notice of the request was mailed or delivered.
- (3)** If the chief administrative officer declares a petition to be sufficient, council may not pass a bylaw establishing a business revitalization zone set out in the request until 2 years have passed from the day the petition was declared to be sufficient.

(AR 377/94 s4;264/95)

**Business revitalization zone bylaw**

- 5(1)** If a sufficient petition is not received, the council may pass a business revitalization zone bylaw that is based on the request.
- (2)** A business revitalization zone bylaw must
- (a) designate an area as a business revitalization zone,
  - (b) designate a name for the zone,
  - (c) describe the purposes for which the zone is established,
  - (d) establish a board for the zone, and
  - (e) specify the number of board members, the term of office of board members and the method of filling vacancies.

### Board

- 6(1)** A board established for a business revitalization zone must consist of individuals nominated by one or more taxpayers in the zone.
- (2)** A council may also appoint one or more councillors to be members of a board.
- (3)** A council may only revoke the appointment of a board member who was nominated by a taxpayer if the revocation is recommended by the board.

### Amendments to BRZ bylaw

- 7** Sections 3 and 4 do not apply to an amendment of a business revitalization zone bylaw or when a business revitalization zone is disestablished.

*(AR 377/94 s7;264/95)*

### Change in boundaries

- 7.1(1)** A council may not pass a proposed bylaw to amend a business revitalization zone bylaw that changes the boundaries of the zone unless, before the proposed bylaw receives second reading,
- (a) the zone's board consents to the change in boundaries, and
  - (b) taxpayers in the zone and people who would be taxpayers under the change in boundaries are provided with an opportunity to make representations concerning the change to council.
- (2)** Before the proposed bylaw receives second reading, the municipality must take reasonable steps to ensure that a notice that meets the requirements of subsection (3) is mailed or delivered to every taxable business in the zone and to every business that would be a taxable business under the change in boundaries.
- (3)** The notice must set out
- (a) a summary of the proposed bylaw, including a description of the change in boundaries,
  - (b) a statement that taxpayers in the zone and people who would be taxpayers under the change in boundaries may make representations concerning the proposed bylaw to council, and
  - (c) the manner and time period for making those representations.

*(AR 264/95 s3)*

## Capital Property

### Capital property

- 8(1)** A board may enter into an agreement with a municipality in which the municipality agrees to undertake the construction of a capital property to be located within the business revitalization zone of the board.
- (2)** The agreement may deal with payment for the costs and expenses associated with the construction of the capital property and its subsequent maintenance and operation and any other matter relating to the capital property that the board and the municipality consider appropriate.

## Financial Matters

### Financial year

- 9** The financial year of a board is the calendar year.

### Budget

- 10(1)** A board must submit a proposed budget for each calendar year to the council for the council's approval.
- (2)** The proposed budget must be submitted at the time and in the form specified by council.

- (3)** The proposed budget must be a balanced budget and include
- (a) the estimated amount of the board's revenue from every source, including the amount that the board will receive from the municipality in respect of the business revitalization zone tax, and
  - (b) the estimated amount of all operating and capital expenditures planned for the year.

#### **Notice of proposed budget**

- 11(1)** The municipality must take reasonable steps to ensure that a notice of the proposed budget and the date and place of the council meeting at which the proposed budget will be considered is mailed or delivered to every taxable business in the business revitalization zone.
- (2)** Persons representing those businesses may, with the permission of council, speak at the meeting.

#### **Budget amendments**

- 12(1)** Council may, in its approval of a board's budget,
- (a) authorize the board to amend the budget by
    - (i) transferring amounts to or from the board's reserves, and
    - (ii) transferring amounts between expenditures so long as the amount of the total expenditures is not increased, and
  - (b) establish conditions respecting the amendment of the budget under clause (a).
- (2)** An amendment to a board's budget made in accordance with subsection (1) is deemed to be approved by council.

#### **Transfer of money by municipality**

- 13(1)** After council approves the budget of a board, the municipality is required to transfer to the board the amounts identified in the approved budget as revenue to be received from the municipality.
- (2)** The municipality may make the payments in a method agreed upon with the board.

#### **Restrictions on board**

- 14(1)** A board may only make an expenditure if
- (a) the expenditure is included in the board's budget, and
  - (b) the budget has been approved by the council.
- (2)** A board must not incur indebtedness extending beyond the current fiscal year of the board without the approval of the council.

#### **Non-profit organization**

- 14.1** A board must apply all income and any profits to promoting the objects of the board and must not pay any dividends to any person.

*(AR 89/2005 s2)*

#### **Records**

- 15** A board must ensure that proper financial records are maintained and that the minutes of its meetings and its resolutions are recorded.

#### **Auditor**

- 16(1)** The board must appoint an auditor.
- (2)** An auditor appointed by the board is at all reasonable times and for any purpose related to an audit entitled to access to
- (a) the records of the board, and
  - (b) data processing equipment owned or leased by the board.

### Financial statement and reports

**17** Each year following its financial year, the board must submit an audited financial statement to the council and any reports required by the council by the date agreed upon with the council.

### Business Revitalization Zone Tax

#### BRZ tax bylaw

**18(1)** A council of a municipality must pass a business revitalization zone tax bylaw if there is a business revitalization zone within the municipality.

**(2)** A business revitalization zone tax bylaw or an amendment to it applies to the year in which it is passed only if it is passed before May 1 of that year.

**(3)** The business revitalization zone tax bylaw authorizes the council to impose a tax on all businesses operating within the business revitalization zone, except businesses that are referred to in section 351 or 375 of the Act.

**(4)** The business revitalization zone tax bylaw must require assessments of taxable businesses operating within the zone to be prepared and recorded on an assessment roll for the purposes of the business revitalization zone tax.

**(5)** If a council has passed a business tax bylaw, the business revitalization zone tax bylaw may adopt for the purposes of the business revitalization zone tax the assessments of businesses prepared for the business tax.

**(6)** A business revitalization zone tax bylaw may establish maximum and minimum amounts to be paid under it.

#### BRZ tax rate bylaw

**19(1)** Each council that has passed a business revitalization zone tax bylaw must pass a business revitalization zone tax rate bylaw annually.

**(2)** A business revitalization zone tax rate for a zone may be

(a) a uniform rate throughout the zone, or

(b) at different rates in different parts of the zone if the council considers that some activities of the board are of greater benefit to businesses in one or more parts of the zone.

**(3)** The business revitalization zone tax rate for a zone must be sufficient to raise the amount that the board is to receive from the municipality in respect of the business revitalization zone tax as set out in the board's approved budget.

#### Application of business tax provisions

**20(1)** Except as modified by this Regulation, Parts 9 to 12 of the Act relating to business tax apply with the necessary modifications to business revitalization zone tax and for that purpose a reference in those Parts to

(a) business tax or tax imposed under Part 10, Division 3 is deemed to be a reference to business revitalization zone tax;

(b) a business tax bylaw is deemed to be a reference to a business revitalization zone tax bylaw;

(c) a business tax rate bylaw is deemed to be a reference to a business revitalization zone tax rate bylaw;

(d) a business assessment roll is deemed to be a reference to the assessment roll prepared or adopted for the purposes of the business revitalization zone tax;

(e) a business tax roll is deemed to be a reference to a business revitalization zone tax roll.

**(2)** Sections 371, 372, 374(1)(a), (2), 376 and 377(3) and (4) of the Act do not apply to business revitalization zone tax.

## Disestablishment

### Procedure for disestablishment

**21** A business revitalization zone may only be disestablished in accordance with this Regulation.

### Petition

**22(1)** Taxpayers in a business revitalization zone may petition for a bylaw to disestablish the zone.

**(2)** The petition is not sufficient unless it is signed by taxpayers representing at least 25% of the taxable businesses in the business revitalization zone.

### Disestablishment bylaw and taxpayers vote

**23(1)** A council must within 30 days of the chief administrative officer's declaring a petition referred to in section 22 to be sufficient

- (a) give first reading to a bylaw to disestablish the business revitalization zone,
- (b) specify a date that is within 90 days after the bylaw receives first reading for a vote of the taxpayers in the zone on the bylaw, and
- (c) specify the question that is to appear on the ballot for the vote.

**(1.1)** The bylaw must specify the date, being at least 6 weeks after the date of the vote, on which the bylaw is to take effect.

**(2)** A council that wants to disestablish a business revitalization zone either on its own initiative or on the request of the zone's board must follow the procedures for the disestablishment of the zone that apply when a petition referred to in section 22 is declared to be sufficient.

*(AR 377/94 s23;264/95;163/2000)*

### Notice

**24** After a bylaw to disestablish a zone receives first reading, the municipality must take reasonable steps to ensure that every taxable business within the zone is notified

- (a) that a bylaw to disestablish the zone has been given first reading, and
- (b) that a vote on the bylaw will be held on the specified day.

### Taxpayer vote on bylaw

**25(1)** Council is responsible for holding the vote on the bylaw to disestablish the zone.

**(2)** The board of the business revitalization zone is responsible for the costs and expenses of the vote on the bylaw.

**(3)** The vote must be conducted in accordance with the Local Authorities Election Act, except that

- (a) sections 44, 46(1), (1.1) and (2), 47, 49, 50 and 52 do not apply to the vote,
- (b) only a taxpayer in the business revitalization zone is eligible to vote,
- (c) if there is more than one taxpayer for a taxable business, only one such taxpayer, selected by the taxable business, may vote in respect of that business, and
- (d) the returning officer may
  - (i) prepare a list of the taxable businesses eligible to vote on the bylaw,
  - (ii) require reasonable proof of a taxpayer's entitlement to vote on behalf of an eligible taxable business,
  - (iii) remove the taxable business's name from the list once a ballot is issued to a taxpayer who operates the business,
  - (iv) refuse to issue a ballot to a taxpayer who does not meet the eligibility requirements, and
  - (v) utilize any form necessary to further the objects of this section.

*(AR 377/94 s25;163/2000)*

### Consequences of taxpayers vote

**26(1)** If the vote approves the bylaw to disestablish the zone, the council must pass the bylaw within 30 days of the date of the vote without any alteration affecting its substance.

**(2)** If the vote does not approve the bylaw, the council

- (a) must not give the bylaw any further readings and any previous readings are rescinded, and
- (b) must not, within 2 years of the date of the vote, give first reading to a bylaw that disestablishes the business revitalization zone.

*(AR 377/94 s26;264/95)*

### Liability for deficiency

**27** If on the disestablishment of a business revitalization zone the amount received from the disposal of the board's assets does not cover the board's liabilities, the municipality is liable to pay the outstanding amount of the liabilities.

### Imposing tax after disestablishment

**28(1)** The council may, despite the disestablishment of a business revitalization zone, recover any outstanding amount referred to in section 27 by imposing a business revitalization zone tax on businesses that were taxable businesses before the disestablishment of the zone.

**(2)** Section 19(3) does not apply to a business revitalization zone tax imposed under subsection (1).

## Expiry

### Expiry

**28.1** For the purpose of ensuring that this Regulation is reviewed for ongoing relevancy and necessity, with the option that it may be repassed in its present or an amended form following a review, this Regulation expires on June 30, 2011.

*(AR 163/2000 s4;89/2005)*

## Commencement

### Coming into force

**29** This Regulation comes into force on January 1, 1995.

**20.0 APPENDIX K: CITY POLICY 462B - ESTABLISHMENT AND OPERATION OF  
BRZS IN EDMONTON**



**Proposed City Policy C462B, "Business Revitalization Zone Establishment and Operation"****CITY POLICY****POLICY NUMBER: C462B****REFERENCE:**C462A City Council 1996 05 07  
C462 City Council 1992 07 14**ADOPTED BY:**

City Council

**SUPERSEDES:**

C462A

**PREPARED  
BY:**

Planning and Development Department

**DATE:** 2007 03 06**TITLE:****Business Revitalization Zone Establishment and Operation****Policy Statement:**

The Business Revitalization Zone structure is a mechanism for organizing business interests, resources and opinions within a commercial district comprised of a diversity of business types and numbers. The City encourages and will facilitate the efforts of a business community to improve and promote its economic and physical well-being through the creation of a Business Revitalization Zone Association.

**The purpose of this policy is to:**

Outline the roles, procedures and processes to be followed in establishing, disestablishing, operating and amending the bylaws of a Business Revitalization Zone.

This policy is subject to any specific provisions of the Municipal Government Act or other relevant legislation or Union Agreement.

## Attachment 1



## CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Council	EFFECTIVE DATE:	date Council approves
TITLE:	OPERATING A BUSINESS REVITALIZATION ZONE		
		PAGE:	1 of 16

1. DEFINITIONS

- 1.01 "Board" means a Board established pursuant to the provisions of Section 6(1) of AR 377/94, the Business Revitalization Zone Regulation;
- 1.02 "BRZ" means a Business Revitalization Zone;
- 1.03 "Business Community Representative" means an individual business operator or that person's lawful representative;
- 1.04 "Current Assessment Roll" means the business assessment roll maintained by the City;
- 1.05 "Member" means a business assessed for business taxes operating within an established BRZ;
- 1.06 "Municipal Government Act" means the Municipal Government Act, RSA 2000, c. M-26, and includes all regulations passed under the Act.

2. PROCEDURES FOR ONGOING MANAGEMENT OF A BRZ

- 2.01 A BRZ will prepare and submit its budget in accordance with procedures outlined by the City Manager.

3. AMENDMENTS TO ESTABLISHMENT BYLAWS

- 3.01 Text amendments, meaning alterations or revisions to the rules, procedures and methods under which BRZs are operated/maintained, shall be subject to the following requirements and process:
  - a) These amendments may be initiated by either the City Manager or the Board of a BRZ.
  - b) If initiated by the Board of a BRZ, a letter requesting, describing and justifying the amendment is submitted to the City Manager to initiate the process.
  - c) If initiated by the City Administration, the City Manager notifies the Board of the BRZ(s) and/or their agent of the proposed amendment.
  - d) The City Manager will consult with representatives of the affected BRZ(s) to obtain feedback regarding the proposed amendment.



## CITY PROCEDURE

		POLICY NUMBER:	C462B
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TITLE:	OPERATING A BUSINESS REVITALIZATION ZONE		

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- e) The City Manager prepares the bylaw(s) and a report for City Council, which itemizes the proposed amendment, implications, consultation process and position of the affected BRZ(s), with copies to affected BRZs.
  - f) The City Manager submits the amending bylaw(s) and Council Report to City Council for its consideration and ultimate decision for approval, amendment or refusal.
- 3.02 Boundary amendments, both expansions and contractions of the boundary of a BRZ, shall be subject to the following requirements and process:
- a) Proponents submit the formal request for amendment to the boundary to the City Manager and at the same time submit a copy to the Board of a BRZ and/or the Board's agent.
  - b) The request must be accompanied by a justification or declaration of reasonable cause for the boundary change being requested, and a statement outlining the public consultation process which was followed to solicit the support shown on the request.
  - c) Upon determining the completeness of the application, the City Manager refers the application for processing, and simultaneously informs the Board of the BRZ and/or the Board's agent, of the completeness of the application.
  - d) The City Manager prepares and submits the required amending bylaw and a report describing the application and the substance/implications of the action requested, for Council's consideration and ultimate decision for approval or refusal.
  - e) At least one month prior to the date on which City Council will consider the proposed amending bylaw, the Board of the BRZ will notify by mail or personal delivery, or a combination of the two, all businesses within the BRZ listed in the current assessment roll, including those people who would be taxpayers under the change in boundaries, of:
    - (1) a summary of the proposed bylaw, including a map and description of the change in boundaries;
    - (2) a description of the opportunity, manner and time period for affected taxpayers to make representations to City Council regarding the proposed amendment.
  - f) Before City Council may give the bylaw Second Reading, the Board of the BRZ Association's written consent must be received by the City Manager. If consent is not given, the City Manager will advise Council that the bylaw cannot be passed.
  - g) A bylaw which amends the boundary of a BRZ will not come into force until the next January 1 after its passing.

## Attachment 1



## CITY PROCEDURE

AUTHORITY: City Council		POLICY NUMBER: C462B
		EFFECTIVE DATE: <i>date Council approves</i>
TITLE: OPERATING A BUSINESS REVITALIZATION ZONE		
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4. PRODUCTS OF THE PROCESS

## 4.01 Bylaw(s) to Amend Business Revitalization Zone Establishment Bylaw

The Bylaw(s) make text amendments, meaning alterations or revisions to the rules, procedures and methods under which BRZs are operated/maintained, to the BRZ establishment bylaw.

## 4.02 Bylaw to Amend Business Revitalization Zone Boundary

The Bylaw amends the boundary of a BRZ set out in the BRZ establishment bylaw.



# CITY PROCEDURE

<b>POLICY NUMBER:</b> C462B	
<b>AUTHORITY:</b> City Council	<b>EFFECTIVE DATE:</b> 2007 03 06
<b>TITLE:</b> ESTABLISHING A BUSINESS REVITALIZATION ZONE	

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## 1. DEFINITIONS

- 1.01 "Board" means a Board established under Section 6(1) of AR 377/94, the Business Revitalization Zone Regulation;
- 1.02 "BRZ" means a Business Revitalization Zone;
- 1.03 "Business Community Representative" means an individual business operator or that person's lawful representative;
- 1.04 "Current Assessment Roll" means the business assessment roll maintained by the City;
- 1.05 "Member" means a business assessed for business taxes operating within an established BRZ;
- 1.06 "Municipal Government Act" means the Municipal Government Act, RSA 2000, c. M-26, and includes all regulations passed under the Act.

## 2. PROCESS FOR ESTABLISHING A BRZ

- 2.01 The process for establishing a BRZ is ideally divided into two stages. Although some activities are accomplished solely within each stage, many others overlap between them.
  - a) Stage 1 – Initial Interest/Development ("pre-application")
    - (1) Business Community Representatives should approach the Planning and Development Department to discuss the proposal and receive available information;
    - (2) Planning and Development Department staff provide consultative services to the proponents regarding, but not limited to, the proposed BRZ size and compatibility of its business mix, the objectives of a new BRZ, preparing consultation plans, and legislative and municipal requirements of the process (including applicable deadlines/timelines);
    - (3) Proponents should discuss the proposal with affected local business operators and assess the potential interest in the proposal (preferably by holding a minimum of two public meetings for information and debate);
    - (4) Planning and Development Department staff may attend the public meetings, as requested, to provide information and examples of local experiences;



## CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Council	EFFECTIVE DATE:	2007 03 06
TITLE:	ESTABLISHING A BUSINESS REVITALIZATION ZONE		

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- (5) Planning and Development Department staff will assist proponents to apply by drafting a written application in the proper form, with a map of the proposed area;
- (6) Proponents then proceed to gather the required signatures of business operators who favour the establishment of the BRZ (at least 25% of the businesses liable to pay the BRZ tax), towards the completion of the formal application.

### b) Stage 2 – Formal Application to Establish a BRZ

- (1) Proponents submit the formal application to establish a BRZ to the City Clerk by **June 1** of the current calendar year (to be effective the following January 1). The application should include: Business Name as per License, Business Location/Address, Printed name of the Business Taxpayer (owner of business), Signature, Date signed, Witness signature accompanied by an affidavit of execution, and be accompanied by a statement of objectives of the proposed BRZ, justification of the area chosen and business mix, and description of the consultative process followed by the proponents;
- (2) Applications received after June 1 cannot be guaranteed to receive Council approval of the BRZ's Budget in time for operations to begin in the following year;
- (3) The Office of the City Clerk requests a list of all the businesses within the proposed area, effective on the date the application is received from the Assessment and Taxation Branch for verification of the applicants' status on the Current Assessment Roll, and sends a copy of the application to the Law Branch;
- (4) The Office of the City Clerk determines the validity of the application, as related to statutory requirements, proceeding if the application is valid or informing City Council and the Planning and Development Department if the application is invalid and cannot be processed;
- (5) If the application is valid, the Assessment and Taxation Branch of the Planning and Development Department conducts a field survey to verify the accuracy and completeness of the Current Assessment Roll;
- (6) Upon determining the validity of the application, related to both the statutory and City requirements, the City Clerk refers the application to the Planning and Development Department for processing and the development of an interim information report to familiarize City Council with the application's particulars and status;
- (7) The Planning and Development Department will, using a Current Assessment Roll provided by the Assessment and Taxation Branch, mail to all businesses within the proposed zone a Notice of the Request for



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formation of the BRZ, an information sheet regarding BRZs, a map and description of the boundary of the proposed zone, and instructions for petitioning against the Bylaw;

- (8) Those wishing to object to the establishment of the proposed BRZ have 60 days from the day on which the last notice was mailed to file a petition. The petition must contain Business Name as per Licence, Business Location/Address, Printed name of the Business Taxpayer (owner of business), Signature, Date signed, Witness signature accompanied by an affidavit of execution, and must be submitted with a signed statement of representative with the City Clerk;
- (9) During the 60 day Notification Period, Planning and Development Department staff will provide assistance to proponents and opponents in organizing information meetings with the local businesses by providing lists of businesses within the area, responding to and referring public inquiries as appropriate, preparing and mailing information on behalf of proponents, if necessary (e.g. notice of meeting with agenda/intent of meeting, etc.), and preparing petitions in the proper form;
- (10) Once the 60 day Notification Period has passed, and providing no valid objecting petitions representing more than 50% of the businesses liable to pay the BRZ tax have been submitted to the City Clerk, the Planning and Development Department, with the assistance of the Law Branch, prepares the Bylaw to Establish the BRZ along with a statement of BRZ objectives, a motion for appointment of the Board, definitions of the rules of conduct, responsibilities and powers of the Board, and the first year's Budget Estimates for Council's consideration and ultimate decision for approval or refusal;
- (11) If a petition objecting to the BRZ establishment is submitted to the City Clerk within the prescribed timelines, the validity of the petition must be verified by the Office of the City Clerk within 30 days of the receipt of the petition;
- (12) The Office of the City Clerk informs City Council and the Planning and Development Department on the validity of the petition.

### 3. PRODUCTS OF THE PROCESS

- 3.01 Interim Report to Executive Committee and City Council Regarding an Application for the Proposed Business Revitalization Zone

This information report consists of an evaluation by the Planning and Development Department of the proposal's objectives, its justifications for the area and boundaries, and the appropriateness of its consultative process. It may include the

## Attachment 1



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Department's estimate of the proposal's chances for success, based upon other local BRZs' experiences.

3.02 Bylaw Report to City Council Regarding the Establishment of the Proposed Business Revitalization Zone

This report outlines the application's purpose and the area affected. It describes all input received during the 60 day Notification Period, including input from individuals and businesses who may not have originally been entitled to Notice. The report may include suggestions for addressing opposition or other issues encountered during the process, and will make a recommendation respecting the Bylaw to Establish the BRZ.

3.03 Bylaw to Establish the Business Revitalization Zone

The Bylaw establishes the existence of the BRZ and the Association.





# CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Council	EFFECTIVE DATE:	2007 03 06
TITLE:		DISESTABLISHMENT OF A BUSINESS REVITALIZATION ZONE	
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## 1. DEFINITIONS

- 1.01 "Board" means a Board established pursuant to the provisions of Section 6(1) of AR 377/94, the Business Revitalization Zone Regulation;
- 1.02 "BRZ" means a Business Revitalization Zone;
- 1.03 "Business Community Representative" means an individual business operator or that person's lawful representative;
- 1.04 "Current Assessment Roll" means the business assessment roll maintained by the City;
- 1.05 "Member" means a business assessed for business taxes operating within an established BRZ;
- 1.06 "Municipal Government Act" means the Municipal Government Act, RSA 2000, c. M-26, and includes all regulations passed under the Act.

## 2. DISESTABLISHMENT OF A BRZ

- 2.01 The process to disestablish a BRZ as specified in the Municipal Government Act is as follows:
  - a) The process to disestablish a BRZ may be initiated by City Council, the Board or a petition representing 25% of the taxable businesses in the zone.
  - b) Proponents submit the formal request or petition for disestablishment to the City Clerk for processing, and at the same time submit a copy to the Board of a BRZ and/or the Board's agent.
  - c) The request should be accompanied by a justification or declaration of reasonable cause for the disestablishment being requested, and a statement outlining the public consultation process which was followed to solicit input from members of the BRZ at large.
  - d) When a petition is submitted, the City Clerk:
    - (1) provides a copy to the Law Branch for ruling on compliance of legislation (i.e. purpose statement and statement of representative);
    - (2) obtains a current list of businesses within the proposed area from the Assessment and Taxation Branch;
    - (3) determines the sufficiency of the petition in accordance with Provincial Legislation, and advice Council and the Planning and Development Department of such.



## CITY PROCEDURE

<b>AUTHORITY:</b>	City Council	<b>POLICY NUMBER:</b>	C462B
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- e) if a valid petition is received, then the process under 2.02 (below) is followed.
- f) If Council initiates the disestablishment process, the City Clerk refers the application to disestablish the BRZ to the Planning and Development Department for processing, and simultaneously informs the Board of the BRZ or the Board's agent of the application to disestablish the BRZ, and the process under 2.02 (below) is followed.
- g) If the Board initiates the disestablishment process, the City Clerk refers the application to disestablish the BRZ to the Planning and Development Department for processing and the process under 2.02 (below) is followed.

**2.02** The Planning and Development Department prepares the Bylaw to Disestablish the BRZ and a report for Council's consideration.

- a) Within 30 days of the City Clerk's receipt of a sufficient petition for Disestablishment, or with a request for Disestablishment from the Board or City Council, Council must:
  - (1) give First Reading to the disestablishment bylaw,
  - (2) specify a date within 90 days for a vote of the taxpayers in the zone on the support for disestablishing the BRZ, and
  - (3) specify the question(s) which will appear on the ballot;
- b) The Board of the BRZ notifies every taxable business within the zone that a bylaw to disestablish the zone has been given First Reading and the date, time and place of the vote;
- c) The vote will be held in accordance with the Local Authorities Election Act and the Municipal Government Act;
- d) The City Clerk supervises the vote and the Board is responsible for holding the vote and paying all expenses of the vote;
- e) A vote to approve the disestablishment bylaw requires 50% plus 1 of all voters being in favour of this action;
- f) If the vote approves the disestablishment bylaw, the City Clerk places the bylaw on Council's agenda. Council must pass the bylaw within 30 days of the vote;
- g) If the vote does not approve the disestablishment bylaw, the City Clerk informs City Council of the results of the vote, that the disestablishment bylaw cannot be passed and any previous readings must be rescinded. Council must not, within two years of the date of the vote, give First Reading to a Bylaw that disestablishes the BRZ.



## CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Council	EFFECTIVE DATE:	2007 03 06
TITLE:	DISESTABLISHMENT OF A BUSINESS REVITALIZATION ZONE		
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- 2.03 If upon disestablishment the Board's assets do not cover the Board's liabilities, the City is liable for those liabilities and may recover the outstanding amount by imposing a BRZ tax on the businesses which were taxable before disestablishment of the zone.

### 3. PRODUCTS OF THE PROCESS

#### 3.01 Bylaw to Disestablish the Business Revitalization Zone

The Bylaw disestablishes the BRZ and the Association.

## Attachment 1



## CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Council	EFFECTIVE DATE:	2007 03 06
TITLE:	BUDGET, FINANCIAL PROCEDURES AND CITY ASSISTANCE FOR BUSINESS REVITALIZATION ZONES		
		PAGE:	11 of 16

1. DEFINITIONS

- 1.01 "Board" means a Board established under Section 6(1) of AR 377/94, the Business Revitalization Zone Regulation;
- 1.02 "BRZ" means a Business Revitalization Zone;
- 1.03 "Business Community Representative" means an individual business operator or that person's lawful representative;
- 1.04 "Current Assessment Roll" means the business assessment roll maintained by the City;
- 1.05 "Member" means a business assessed for business taxes operating within an established BRZ;
- 1.06 "Municipal Government Act" means the Municipal Government Act, RSA 2000, c. M-26, and includes all regulations passed under the Act.

2. BRZ BUDGET PROCESS

- 2.01 The BRZ Association's annual budget shall contain, at a minimum, the following information:
  - a) objectives for the Budget Year;
  - b) a brief description of proposed projects and programs for the Budget Year;
  - c) a breakdown of the Expenditures, including:
    - (1) "Administration" (i.e. office costs)
    - (2) "Personnel" (i.e. staffing)
    - (3) "Programs & Projects" (i.e. special events, promotions)
    - (4) "Operational Contingency" (i.e. 5% to 20% of the operating budget to allow flexibility within the budget)
    - (5) "Reserves" (i.e. building fund for future major projects/studies);
  - d) a breakdown of Revenues, including special levy, grants, donations, etc.;
  - e) a summary of the Budget Approval Process, including:
    - (1) date the Board approved the proposed budget
    - (2) date the membership reviewed the proposed budget
    - (3) method by which members were advised of the details of the budget (i.e. copy distributed at an Annual Meeting, mailout, hand delivery, etc.)



## CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Council	EFFECTIVE DATE:	2007 03 06
TITLE:	BUDGET, FINANCIAL PROCEDURES AND CITY ASSISTANCE FOR BUSINESS REVITALIZATION ZONES		
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- (4) budget submission date
- (5) a summary of recurring expenses (i.e. extended leases).

2.02 The BRZ Association prepares the budget as per the requirements, and the Board of the Association approves the budget.

- a) The BRZ Board holds an annual meeting of all BRZ members to review the proposed budget. Written notice of the meeting is sent by mail, personal delivery or an equivalent to all businesses within the BRZ at least 14 days prior to the meeting date. The Board may seek formal approval of the proposed budget through a vote of the membership.
- b) The BRZ Association submits the budget proposal to the City Manager through the Planning and Development Department by mid October for processing.
- c) The Planning and Development Department checks and verifies the form of the proposed budget, and prepares a report to go directly to City Council making a recommendation regarding each BRZ Budget proposed for Council approval. The Department's recommendation will address the budget form, its completeness and the Association's compliance with the budget process.
- d) In the beginning of November, the Planning and Development Department notifies the BRZ Association of the City's recommendation related to their proposed budget and the date and place at which Council will consider approval of the budget.
- e) If the City's recommendation is for Council to refuse to approve the BRZ's proposed budget, due to the budget being incomplete or the process not being complied with, the BRZ may withdraw their proposed budget prior to its submission to City Council. The Board must then either provide the required information or complete the process, as previously described, and resubmit the proposed budget by the end of November for Council approval prior to year end.
- f) The BRZ Board notifies by mail, personal delivery or an equivalent, all businesses within the BRZ listed on the current assessment roll of the date and place when City Council will consider approval of the proposed budget, and provides each member with a copy of the proposed budget.
- g) City Council considers approval of the proposed BRZ budget in late November or, as noted in (e), prior to year end.



## CITY PROCEDURE

		POLICY NUMBER:	C462B
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### 2.03 BRZ Tax Levy Process

- a) In February, and dependent upon Council approval of the BRZ's budget, the Assessment and Taxation Branch establishes the special levy rate which is required to raise the BRZ funds and provide the Board with the approved budget amount.
- b) The Planning and Development Department drafts the Levy Bylaw for City Council approval in late February.
- c) Upon approval of the Levy Bylaw, the Assessment and Taxation Branch applies the special levy rate to the business assessment tax of all Members within the BRZ, and sends out the notifications.
- d) The City collects the BRZ levy.

### 3. ADMINISTRATION AND ONGOING FINANCIAL OPERATIONS

- 3.01 Requests from BRZ Associations for information from the City of Edmonton should be directed through the Planning and Development Department, in accordance with the "Access to Information Procedure."
- 3.02 The City Manager provides the following services on an ongoing basis to BRZ Associations:
  - a) acting as consultants and information sources when available and qualified;
  - b) attending meetings, as requested; and
  - c) assisting in setting project goals and guidelines, as requested.
- 3.03 The City Manager will assist the BRZ Associations in their efforts in the following areas, as requested and when possible, subject to available resources:
  - a) updating of the BRZ Handbook;
  - b) preparation and updating of the BRZ Associations strategic business plans; and
  - c) development of BRZ revitalization plans.
- 3.04 The funds collected through the BRZ levy are disbursed to the BRZ Association in quarterly payments of 25% of the approved budget, at the beginning of each quarter, in January, April, July and October.
- 3.05 BRZ Associations may not incur indebtedness extending beyond the current fiscal year without the approval of Council.



## CITY PROCEDURE

<b>POLICY NUMBER:</b> C462B	
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<b>TITLE:</b>	BUDGET, FINANCIAL PROCEDURES AND CITY ASSISTANCE FOR BUSINESS REVITALIZATION ZONES

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- 3.06 Provided Council approval has been granted, the Board may incur indebtedness beyond the current fiscal year for the limited purpose of ongoing operational expenditures (including lease for office space or equipment and employment contracts) which, because of contractual obligations, will extend beyond the current fiscal year, and are so specified within the submitted budget.
- 3.07 The BRZ Board must submit a quarterly "budget to actual" financial report to the City Manager. The BRZ Board must also submit an annual report and audited financial statement for the BRZ to the Planning and Development Department.
- 3.08 All records and books of the BRZ Association are open to inspection by the City Auditor.

#### 4. PRODUCTS OF THE PROCESS

##### 4.01 Bylaw to Establish the Levy for the Business Revitalization Zone

The Bylaw establishes the special levy rate which will be applied each year to the business assessment tax base of all businesses within the BRZ boundary, in order to collect sufficient funds to achieve the approved budget for the Business Revitalization Zone Association.

##### 4.02 Annual Report to City Council Regarding Approval of the Budgets for the Business Revitalization Zone Associations

This report will make a recommendation to City Council regarding approval of the budgets for all BRZ Associations. The recommendation will address the budget form, its completeness and the Association's compliance with the budget process.



# CITY PROCEDURE

		POLICY NUMBER:	C462B
AUTHORITY:	City Manager	EFFECTIVE DATE:	2007 03 06
TITLE:	ACCESS TO INFORMATION FOR BUSINESS REVITALIZATION ZONES		
		PAGE:	15 of 16

## 1. DEFINITIONS

- 1.01 "Board" means a Board established under Section 6(1) of AR 377/94, the Business Revitalization Zone Regulation;
- 1.02 "BRZ" means a Business Revitalization Zone;
- 1.03 "Business Community Representative" means an individual business operator or that person's representative;
- 1.04 "Current Assessment Roll" means the business assessment roll maintained by the City;
- 1.05 "Member" means a business assessed for business taxes operating within an established BRZ;
- 1.06 "Municipal Government Act" means the Municipal Government Act, RSA 2000, c. M-26, and includes all regulations passed pursuant to Section 53 of the Act.

## 2. PROCEDURE

- 2.01 Membership data necessary to BRZs for their ongoing assessment of their own programs, financial status and membership situations will be provided as requested in accordance with the "Access to BRZ Information Request Form."
- 2.02 Boards are required to have information retention policies and management procedures to oversee the use, retention and destruction of data.
- 2.03 Membership data provided by the City is only to be used by the BRZ Board or Executive Director for the provision of services related to the operational goals of the BRZ, including delivery of information by mail, such as Annual Reports, Newsletters and other notices pursuant to the Freedom of Information and Protection of Privacy Act.
- 2.04 The membership data provided by the City includes: Tax Roll Account Identification, Business Name, BRZ Name, Premise Address, North American Industry Code (NAIC), Owner Name, Annual Assessment Amount, Taxable Assessment Amount, and the BRZ Levy Amount paid by the member business. Requests for the en-masse Annual Assessment, Taxable Assessment and Levy Amounts will be accepted once a year. The information provided in response to this request will be





## CITY PROCEDURE

		<b>POLICY NUMBER:</b>	C462B
<b>AUTHORITY:</b>	City Manager	<b>EFFECTIVE DATE:</b>	2007 03 06
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provided without identifier information. Identified Annual Assessment and Taxable Assessment Amount information may be provided on a case-by-case basis.

- 2.05 Membership data can not be distributed by the BRZ Boards or Executive Directors to third parties for any purpose. The BRZ Board of Directors is responsible and accountable for the appropriate destruction of Membership Data, either by secure shredding/destructive methods, electronic data destruction/hard drive wiping, or both.
- 2.06 To obtain BRZ membership data, a Request for Information Form must be submitted to the Planning and Development Department (see attached).

## Attachment 1

**Access to BRZ Information Request Form**  
**Request for Disclosure under Section 2.06 of City Procedure**

Date: \_\_\_\_\_

In accordance with Section 2.06 of City Procedure, "Access to Information for Business Revitalization Zones," in City Policy C462B, the

\_\_\_\_\_  
 Name of Business Revitalization Zone

requests access to BRZ membership data for:

\_\_\_\_\_  
 Name of Business or entire BRZ

which may be generally described as:

- |  |  |
|--|--|
| <input type="checkbox"/> Annual Assessment Amount        | <input type="checkbox"/> Owner Name                            |
| <input type="checkbox"/> Taxable Assessment Amount       | <input type="checkbox"/> Premise Address                       |
| <input type="checkbox"/> BRZ Levy Amount                 | <input type="checkbox"/> North American Industry Code (NAIC)   |
| <input type="checkbox"/> Tax Roll Account Identification | <input type="checkbox"/> Other (please specify in space below) |

\_\_\_\_\_  
 General Description of Information Requested

This information is required by the Business Revitalization Zone for:

\_\_\_\_\_  
 Description of use

I acknowledge and agree that membership data cannot be distributed by the BRZ Boards or Executive Directors to third parties for any purpose.

**Requesting BRZ Official**

\_\_\_\_\_  
 Name/Title (print)

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Contact Number

**Authorized Disclosing Official (City of Edmonton)**

I, \_\_\_\_\_  
 Name/Title of Disclosing Official  
 of BRZ membership data.

☐ consent to ☐ refuse this disclosure

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Date



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