

Regina Downtown Business Improvement District

# 2021 Budget

Presented to City Council  
March 15, 2021

1822 Scarth Street, 2<sup>nd</sup> Floor  
Regina, Saskatchewan  
S4P 2G3

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

*Downtown Regina is located on Treaty 4 lands.  
Treaty 4 is home to the Cree, Ojibwe, Saulteaux, Dakota, Nakota,  
and Lakota peoples, as well as, the homeland of the Metis Nation.*



## OUR MISSION

Act on behalf of our members to favorably position Regina's downtown as a unique, attractive and desirable neighbourhood for businesses, residents and visitors.

## OUR VISION FOR DOWNTOWN

Regina's Downtown  
A place where people want to be and businesses want to invest.



## 2021 BUDGET RECOMMENDATIONS

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1. That the mill rate be set at 0.7233 for 2021
2. A provision for estimated 2021 assessment appeals in the amount of \$40,000.



## EXECUTIVE SUMMARY

### BUDGET 2021

The Regina Downtown Business Improvement District (RDBID) 2019 - 2021 Strategic Plan constitutes the basis for expenditures outlined in the 2021 budget. The budget also reflects the programs and initiatives to support COVID-19 economic recovery. Full budget details are included in Attachment 2.

As 2020 was a revaluation year, the increase in mill rate (from 0.5997 to 0.7233) actually results in a neutral levy capture.

BUDGET SUMMARY				
2021	0.5822	0.5997	0.5997	0.7233 (0%)
	2018	2019	2020	2021
	Actual	Actual	Actual	Proposed
<b>REVENUE</b>				
Bid Levy	963,868	1,137,032	1,137,448	1,125,924
Recovery of Assessment Appeals	-	-	-	-
Other Funding Sources	39,016	10,273	5,912	-
Special Projects / Grants / Sponsorship	105,017	307,623	142,131	381,150
Allocation From Unrestricted Fund Balance	-	-	-	-
Allocation From Contingency Reserve	-	-	-	-
Allocation From Capital Reserve	-	-	-	-
<b>Total Revenue</b>	<b>1,107,901</b>	<b>1,454,928</b>	<b>1,285,491</b>	<b>1,507,074</b>
<b>EXPENDITURES</b>				
Organization Management	560,675	1,012,279	588,548	548,870
Member Engagement and Services	284,478	267,604	271,736	271,825
Place Making	264,419	350,987	357,627	496,850
Business & Residential Attraction/Retention	11,882	18,072	21,153	22,500
Transformational Projects	32,630	8,925	25,662	127,000
Allocation To Unrestricted Fund Balance	-	-	-	-
Allocation To Contingency Reserve	-	-	-	-
Allocation To Capital Reserve	-	-	-	-
Provision for Assessment Appeals	(137,510)	-	-	40,000
<b>Total Expenditures</b>	<b>1,016,574</b>	<b>1,657,867</b>	<b>1,264,726</b>	<b>1,507,045</b>
<b>Surplus (Deficit)</b>	<b>91,327</b>	<b>(202,939)</b>	<b>20,765</b>	<b>29</b>



## ACCUMULATED SURPLUS

	2018 Actual	2019 Actual	2020 Actual	2021 Budget
<b>Accumulated Surplus, Beginning of the Year, as previously reported</b>	723,006	814,333	611,394	632,159
<b>Prior Period Adjustment</b>				
<b>Accumulated Surplus, Beginning of the Year</b>	723,006	814,333	611,394	632,159
<b>Accumulated Surplus, Beginning of the Year</b>	<b>723,006</b>	<b>814,333</b>	<b>611,394</b>	<b>632,159</b>
<i>Unappropriated Surplus</i>	156,627	150,000	56,892	77,576
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	69,790	220,473	141,121	158,771
<i>Investment in Tangible Capital Assets (TCA)</i>	281,589	228,860	198,381	180,812
<b>Allocation of Annual (Deficit)/Surplus</b>				
<i>Unappropriated Surplus</i>	(6,627)	(202,939)	20,765	-
<i>Contingency Reserve</i>	-	-	-	-
<i>Capital Reserve</i>	6,627	-	-	29
<b>Allocations to (from) Reserves</b>				
<i>Unappropriated Surplus</i>	-	109,831	(81)	-
<i>Contingency Reserve</i>	-	-	-	-
<i>Capital Reserve</i>	150,683	(79,352)	17,650	-
<i>Surplus Attributable to TCA</i>	-	-	-	-
<i>Change in TCA Investment</i>	(52,729)	(30,479)	(17,569)	-
<b>Accumulated Surplus – End of Year</b>	<b>814,333</b>	<b>611,394</b>	<b>632,159</b>	<b>632,188</b>
<i>Unappropriated Surplus</i>	150,000	56,892	77,576	77,576
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	220,473	141,121	158,771	158,800
<i>Investment in Tangible Capital Assets (TCA)</i>	228,860	198,381	180,812	180,812



## PROPOSED CHANGES TO NET ASSETS

There are no planned capital initiatives for 2021. No transfer from the Capital Reserve will be required

A small increase of \$29 will be added to the Unappropriated Surplus. No change to the Contingency Reserve or Capital Reserve is proposed for 2021. In accordance with RDBID financial policies and strategic objectives, Regina Downtown capped its Unappropriated Surplus at \$150,000 and the Contingency Reserve at \$215,000.

Should a surplus be realized at the conclusion of 2021, 85% of the surplus will be directed to the Capital Reserve to fund the projects identified in the 5-Year Capital Plan and to meet the Board target of \$500,000 in accordance with the Capital Reserve policy.

## PROPOSED CHANGES TO NET ASSETS

	2018 Actual	2019 Actual	2020 Budget	2021 Budget
<b>Accumulated Surplus – End of Year</b>	<b>814,333</b>	<b>611,394</b>	<b>632,159</b>	<b>632,188</b>
<i>Unappropriated Surplus</i>	<i>150,000</i>	<i>56,892</i>	<i>77,576</i>	<i>77,576</i>
<i>Contingency Reserve</i>	<i>215,000</i>	<i>215,000</i>	<i>215,000</i>	<i>215,000</i>
<i>Capital Reserve</i>	<i>220,473</i>	<i>141,121</i>	<i>158,771</i>	<i>158,800</i>
<i>Investment in Tangible Capital Assets (TCA)</i>	<i>228,860</i>	<i>198,381</i>	<i>180,812</i>	<i>180,812</i>



## OVERVIEW OF REGINA DOWNTOWN

### What is Regina Downtown?

Regina Downtown is a Business Improvement District that has been in operation for over 40 years. It was created in April 1981 as an organizing and financing mechanism used by property owners to work together to promote and enhance Downtown's unique assets, improve conditions for businesses operating in the district, and improve the quality of life for those who use and visit Downtown.

Today, Regina Downtown fulfills its original purpose while continuously improving and enhancing member services. Whether it is through the research and development, such as the streetscape enhancement installations completed in 2008, replacement of holiday decorations in 2011, or through attracting and facilitating new events Downtown such as Regina Downtown Concert Series, the Cinema Under the Stars Series and Hockey Week Downtown, RDBID strives to make Downtown the best place to live, work, shop and play in Regina.

Regina Downtown Business Improvement District operations are funded primarily through a levy on the taxable assessment of all commercial properties located within the district boundaries. These boundaries encompass 53 blocks defined by Angus Street to the west, 13<sup>th</sup> Avenue to the south, Halifax Street to the east, and Saskatchewan Drive to the north. RDBID also extends along Broad Street south to College Avenue.



**Regina Downtown  
Business Improvement District Map**





## Legislation

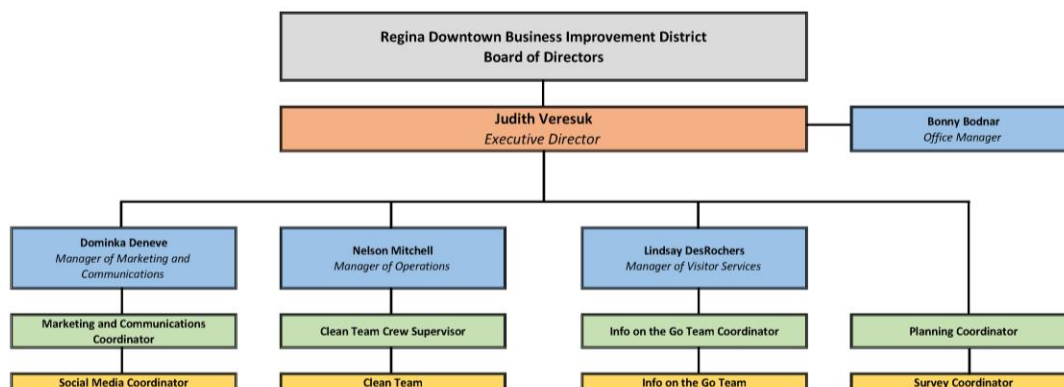
Authorized under Section 25 & 26 of *The Cities Act* and City of Regina *Bylaw No 2007 – 85*, Regina Downtown programs and services are financed by a special assessment collected from commercial property owners located in the defined boundaries of the Downtown District. The assessment is billed and collected by the City of Regina annually and then disbursed to Regina Downtown, where it is used to supplement the services already provided by the City of Regina.

## Governance

The Board of Directors consists of thirteen persons (one member of City Council and twelve members who have a vested interest in the district) appointed by resolution of City Council. In addition, one senior City of Regina official and the Executive Director of Regina Downtown hold advisory roles on the Board and are non-voting members.

## Organizational Structure (2021)

Regina Downtown Business Improvement District Organization Chart  
Final - January 2020





## SUMMARY OF STRATEGIC PLAN 2019 - 2021

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### Overview

The 2019-2021 Strategic Plan constitutes the basis for all expenditures outlined in the 2019 budget. The 2019-2021 Strategic Plan focuses on strategic actions that raise the profile and support a positive image of Downtown within the greater Regina community. The strategic plan is supported by the RDBID balanced scorecard which identifies initiatives, measures and targets for success.

### 2019-2021 Strategic Plan and Balanced Scorecard

Six years ago, the RDBID developed its *2016-18 Strategic Plan*, which set out goals and objectives for the RDBID, supported by a number of key actions and initiatives for achieving those objectives.

This previous strategy was informed by the *Imagine Downtown* initiative: a very visible, inclusive and in-depth public consultation process that featured a variety of focus groups, facilitated conversations, town hall sessions, and online and on-street surveys that collectively gathered input and ideas from over 1,600 individuals.

Fast-forward to today: Since that time, plenty has changed – and plenty continues to change:

Changes that were once deemed inconvenient, confusing, or unnecessary are now part of the ‘new normal’, largely embraced by the majority of citizens and stakeholders. As old complaints have morphed into acceptance, things like two-way traffic, walkable plazas and \$2-per hour parking no longer dominate the public conversation.

In the words of one downtown business owner: “We have it all”:

A critical mass of quirky, local shops and niche retailers co-exist with a healthy mix of established, high-end chains. From fine dining to fast food, and from microbrew to a freshly-brewed cup of coffee, Regina’s downtown boasts an eclectic concentration of restaurants, pubs, and other food and dining options.

Our nighttime economy continues to grow and evolve. Where there was once a limited number of options, there are now *many* options. More and more, the downtown is evolving from a collection of disparate destinations into a destination unto itself.

And more and more, people are seeing positive change and progress in Regina’s downtown across a number of fronts: cleanliness, character, sense of place, safety and security, special events, festivals, family activities, nightlife, mix of shopping and retail options, mix of food, restaurants and dining options, and the list goes on...

However, amidst the new opportunities and positive changes also comes a number of new challenges and pain points:

Larger shifts in the economy have impacted consumer spending, which has impacted the bottom-lines of businesses downtown and beyond. Some of those customers and patrons that once indulged in the downtown’s offerings on a daily or near-daily basis are now doing so less frequently. Less money flowing through cash registers, bank accounts and balance sheets equals less money for consumers to spend downtown and less money for businesses to invest in downtown.

*How* consumers spend money – and *where* they spend money – also continues to evolve and shift. As more and more people shop online, more and more retailers struggle to stay relevant and thrive in an increasingly online world. More than ever, competitors aren’t just down the street - they’re from the far reaches of the City, the province, and the globe.



As markets shift and consumer habits evolve, downtown vacancy rates are higher than desired, affecting both the economic climate and the visual vibrancy of downtown.

On the local front, other areas of the City continue to grow and develop, offering increasingly competitive alternatives to businesses and potential investors.

And in terms of the downtown itself, our infrastructure continues to age at a pace where investment levels struggle to keep up. Many of our streets and sidewalks are crumbling, and our asset is losing some of its lustre.

In the words of one Board member, Regina's downtown represents 'a decades-old promise' – and vast amount of public and private investment. Just think of the waste of past tax dollars spent – and the hindered ability for the downtown to generate new tax dollars going forward – if Regina's downtown is neglected.

So what's next?

In early 2018, the RDBID Board of Directors met to review the outputs and findings from recent member and public surveys, and set the direction for RDBID's 2019-21 Strategic Plan, as outlined in this document.

The 2019-21 Strategic Plan will see the RDBID:

- Play a proactive, hands-on role in attracting and retaining businesses and investment in Regina's downtown.
- Get more people downtown more often for more reasons, while expanding the depth and breadth of their downtown experience.
- 'Up' its communications game, by incorporating elements of government relations and advocacy, deriving maximum brand value and goodwill from its projects, programs and services, and communicating the value and 'telling the story' of the downtown as a whole *and* the organizations that call it home.
- Play an increased role as a vocal, visible and proactive advocate for Regina's downtown businesses on issues of particular importance. The Board cited the following issues as being within their 'top 3':
  - Infrastructure (namely, the condition of sidewalks, curbs and streets, and the decline in downtown's value as an asset);
  - Parking and transportation (in terms of effectively communicating and utilizing existing parking stock, and adopting technologies to improve the end users' parking experience); and
  - Commercial development that adversely impacts the vibrancy and sustainability and the economic and social well-being of Regina's downtown.

#### **Our Key Pillars**

- P1. Membership Engagement and Services
- P2. Place-making
- P3. Investment Growth
- P4. Downtown Advocacy

#### **Outcomes for Our Stakeholders**

- S1. "Provide services that help members' businesses survive and thrive in a constantly changing environment"
- S2. "Foster the creation of a vibrant, active and inviting downtown"
- S3. "Create and convey a compelling case for investment in Regina's downtown, making it the preferred location for investors"
- S4. "Provide vocal, visible, proactive, and constructive advocacy that influences stakeholders, ensures accountability to commitments and leads to timely, positive changes"

#### **Enabling Our Resources**

- O1. Standardize and document internal processes to assist with knowledge retention.

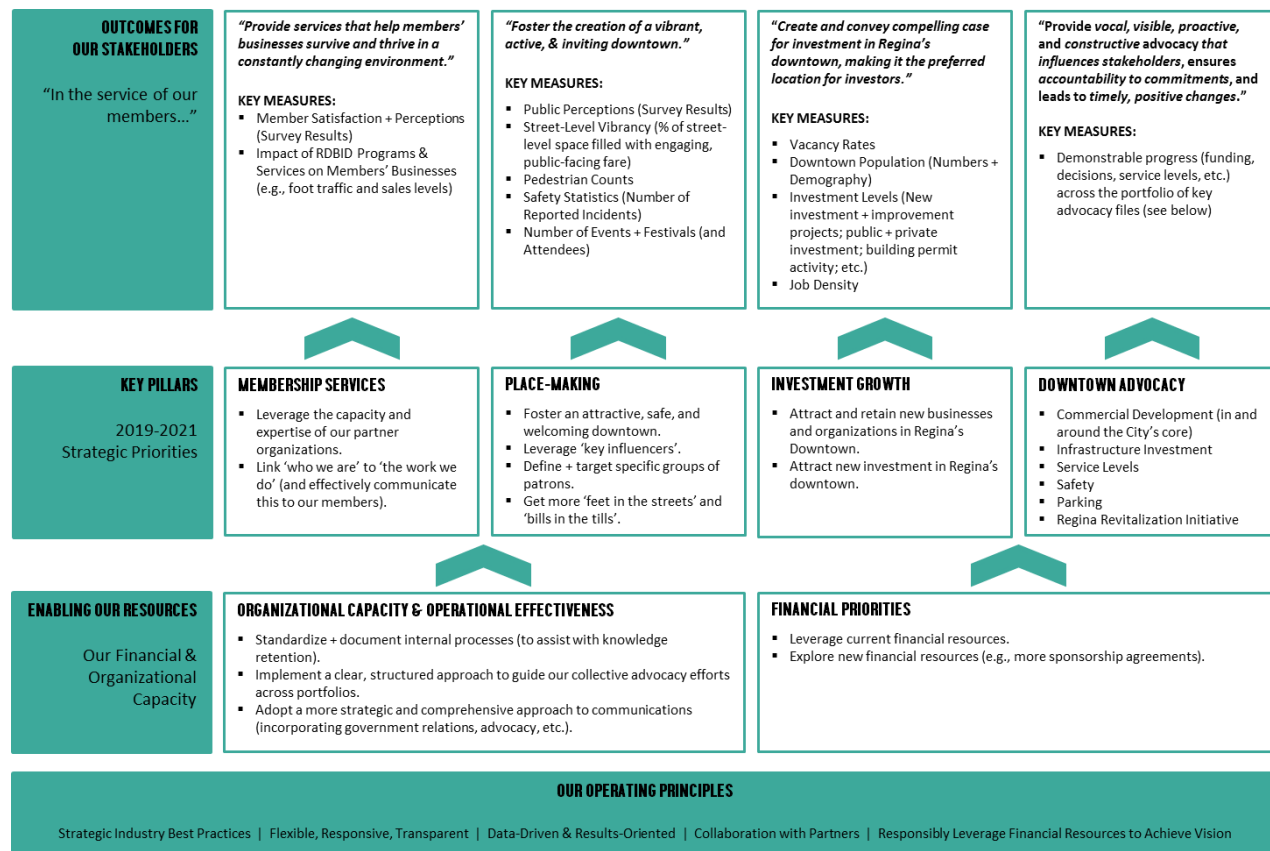


- O2. Implement a clear, structured approach to guide our collective advocacy efforts across portfolios.
- O3. Adopt a more strategic and comprehensive approach to communications.
  
- F1. Leverage current financial resources.
- F2. Explore new financial resources.



## RDBID Strategy Map 2019-2021

The RDBID Strategy Map explains how RDBID will achieve its vision of being a place where people want to be and businesses want to invest. This will happen by relying on its operating principles to execute its organizational capabilities and key pillars so that its outcomes and objectives are realized.



## SUMMARY OF 2021 INITIATIVES

Great momentum has been generated by the development of the Imagine Downtown Strategic Plan, the continued implementation of the Regina Downtown Neighbourhood Plan, and renewed interest and investment in Downtown. It is imperative for the BID to strategically align its objectives with broader initiatives undertaken by the City and investments being made by other key stakeholders.

The key pillars of the organization are not intended to be comprehensive in scope. They are designed to complement other initiatives as a means to ensuring the fulfillment of the vision established in the *2019-2021 Strategic Plan*. Regina Downtown seeks to build strong partnerships in both the public and private sectors and collaborate with the City of Regina in order to enhance investment in Downtown.

Levels of service, programs, projects and initiatives have been adjusted to support pandemic recovery in Downtown Regina. Priority has been placed on initiatives that meet the following criteria:

- Drive customers to downtown businesses
- Directly increase downtown business revenue
- Improve downtown business resiliency
  - Reduce costs of conducting business
  - Increase training and knowledge of business owners/employees
  - Increase capability of business to adapt to virtual/online practices
- Support long term advocacy priorities
- Increase consumer confidence

### P1 Member Engagement and Services

#### Goal:

To provide key services for members related to maintaining the look and feel of downtown, marketing and promotions, public safety and business support. To do so, Regina Downtown will focus on providing core member services that have been provided in the past, and greater emphasis will be placed on ensuring that members utilize these services.

#### Objective:

To ensure Downtown is a place where people feel safe and welcome and to enhance the appearance and identity of Downtown.

#### 2021 Initiatives:

- Facilitate cleaning and maintenance of the pedestrian environment
- Facilitate removal of downtown graffiti
- Conduct regular amenity checks
- Advocate for repair and enhancement of downtown amenities
- Continue to operate the Info on the Go visitor services program
- Operationalize the Community Support Program





**Objective:**

To continue to play a key role in marketing and promoting Downtown Regina to the greater community.

**2021 Initiatives:**

- Continue to maintain and update the RDBID website and member database
- Continued member outreach through the member reception, member visits and social media efforts
- Produce and distribute promotional materials including RDBID maps, dining guide, annual report, strategic plan, downtown report and business recruitment material
- Launch downtown advertising/marketing campaign to promote pandemic recovery and increase consumer confidence in Downtown Regina



## P2 Place-making

**Goal:**

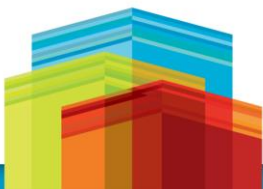
To support the flourishing of Downtown Regina through the promotion, facilitation, and development of events and special initiatives in Downtown. The BID will play a strategic role focusing on the support of key initiatives being produced by others through the dissemination of knowledge and information, and acting as a resource.

**Objective:**

To organize signature Regina Downtown events.

**2021 Initiatives:**

- Produce downsized versions of our Signature Events, Cinema Under The Stars and Regina Downtown Summer Concert Series in accordance with provincial health restrictions
- Offer COVID-19 friendly versions of Summer in the Square Programming year round through partnerships with local organizations
- Facilitate opportunities for new events and promotions that support Downtown's role as the heart of the community
- Advocate for growth of new festivals



**Objective:**

To facilitate capital improvements within the Downtown neighbourhood that enhance the public realm.

**2021 Initiatives:**

- Continue implementation of the Downtown Regina Visual Image Strategy – wayfinding signage
- Install additional seasonal lights
- Implement various downtown cultural projects including the Downtown Regina Cultural Trailway and the Alley Door Art Project
- Maintain and manage the Downtown Regina Visitor Service Pavilion at City Square Plaza



**Objective:**

To market Downtown as Regina's premier events venue, and stimulate the creation of new events in Downtown through collaborations with Economic Development Regina, Attractions Regina, Conventions Regina, the arts community, City of Regina, and other key stakeholders (local businesses, University of Regina, etc.).

**2021 Initiatives:**

- Collaborate with key partners to attract and grow events Downtown
- Promote awareness of RDBID as a potential partner and informational resource to those seeking support, coordination services and partnerships for delivering events in Downtown





### P3 Investment Growth

**Goal:**

To establish Downtown as a highly desirable, unique neighbourhood within Regina where residents, businesses, niche retail, and entrepreneurship thrive.

**Objective:**

To build public and private sector perceptions of Downtown as more than just a location for conventional retail and offices.

**2021 Initiatives:**

- Continue to be the information gathering and distribution centre for Downtown businesses, property owners, and residents
- Support the creation of a mix of uses and amenities necessary to create a complete community Downtown
- Conduct regular pedestrian counts throughout Downtown
- Explore opportunities for business attraction and retention programs



### P4 Downtown Advocacy

**Goal:**

To position Regina Downtown as the advocate for downtown interests and to disseminate its positions in a manner that shapes public dialogue and decision-making, and inspires investment in Downtown.

**Objective:**

Develop timely consensus on key issues, rooted in concrete research and analysis in relation to current and upcoming projects and larger trends in city-wide planning.

**2021 Initiatives:**

- Develop an updated strategic plan
- Ensure timely consensus on responses to key issues
- Continue to develop and disseminate official policy positions on a variety of identified issues
- Continue to advocate for downtown interests in key community projects



# 2021 BUDGET

## Assessment

Regina Downtown Business Improvement District operations are funded primarily through a levy on the taxable assessment of all commercial properties located within the district boundaries. These boundaries encompass 55 blocks defined by Angus Street to the west, 13<sup>th</sup> Avenue to the south, Halifax Street to the east, and Saskatchewan Drive to the north. RDBID also extends along Broad Street south to College Avenue. For 2021, it is recommended that the mill rate of 0.7233 is applied to the current commercial property assessment. This will provide sufficient revenue to fund all planned operating expenditures in 2021. Total revenue generated from the levy is estimated to be \$1,125,924.

Outstanding assessment appeals and property assessment adjustments continue to result in an uncertain revenue base each year. Regina Downtown will continue to carefully manage expenses and set aside allowances annually to cover any potential losses from economic instability or outstanding assessment appeals.

While the outcomes of these appeals and Regina Downtown's resulting obligations are uncertain, a provision representing the potential repayment of a portion of the levies on properties under appeal has been recorded and set aside. Based on information received from the City of Regina, an assessment appeal provision of \$40,000 is recommended in 2021.

## Other Funding

RDBID is not anticipating revenue from other funding sources (eg. Mobile food vendors, asset rental fees, etc.) due to the ongoing impact of COVID-19.

## Grants, Sponsorship and Advertising

Revenue generated from sponsorship, grants, and advertising sales over the past few years have provided Regina Downtown with opportunities to expand and enhance existing services with minimal impact to its operating budget.

In 2021, our goal is to secure grants and sponsorship in the amount of \$381,150. This revenue will be used to sustain and enhance a number of projects including the *Community Support Program* and the *Downtown Regina Design Guidelines*.

## Transfers

As a result of an uncertain revenue base each year, we have carefully managed expenditures and set aside allowances to cover potential losses from outstanding assessment appeals as well as an uncertain economy. Unanticipated recoveries from this allowance over the past few years have contributed, in part, to operating surpluses.

To ensure the future financial stability of Regina Downtown, the Board of Directors implemented a policy in March 2005 to allocate any surpluses to a Contingency Reserve and Capital Reserve. The purpose of the Contingency Reserve is to cover any substantial and unexpected one-time assessment appeal expenditures and to support six months of operations to wind-down the Business Improvement District in the event of its dissolution. The Capital Reserve will be used to invest in our property, equipment and to leverage additional funds to improve infrastructure and streetscape.

In March 2016, the Board of Directors adopted the following reserve policy:

- That any 2015 and future operating surpluses be allocated 85% to the Capital Reserve and 15% to the Unrestricted Reserve.
- That the Unrestricted Reserve be capped at \$150,000.



- That upon reaching the Unrestricted Reserve cap, all future surpluses will be directed to the Capital Reserve.
- That the Capital Reserve target remain \$500,000.
- That the Contingency Reserve cap remain \$215,000.

Based on RDBID's Strategic Plan goals and the number of capital projects (both private and public) that will be underway over the next five years, RDBID has adopted a Capital Reserve Savings Plan. As these projects come to fruition in the coming years, the Capital Reserve funding will ensure that RDBID remains an active partner in enhancing the Downtown environment.

There are no planned capital investments for 2021. No transfers from the capital reserve will be required.



## 2021 BUDGET - Revenue Projections

2021 BUDGET - REVENUE				
	2018 Actual	2019 Actual	2020 Actual	2021 Budget
<b>ASSESSMENT</b>				
Bid Levy	963,868	1,137,032	1,137,448	1,125,924
Adjustments (Board of Revision, etc.)	-	-	-	-
Recovery of Assessment Appeals	-	-	-	-
<b>Sub-total</b>	<b>963,868</b>	<b>1,137,032</b>	<b>1,137,448</b>	<b>1,125,924</b>
<b>OTHER FUNDING</b>				
Special Membership Fees	29,331	-	-	-
Office and Equipment Rental	-	-	-	-
Other	9,685	10,273	5,912	-
<b>Sub-total</b>	<b>39,016</b>	<b>10,273</b>	<b>5,912</b>	<b>-</b>
<b>SPECIAL PROJECTS</b>				
Sponsorship & Advertising Sales	29,620	54,159	15,500	13,250
Grants	75,397	253,464	126,631	367,900
<b>Sub-total</b>	<b>105,017</b>	<b>307,623</b>	<b>142,131</b>	<b>381,150</b>
<b>TRANSFERS</b>				
Allocation from the Unappropriated Surplus	-	-	-	-
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REVENUE TOTAL</b>	<b>1,107,901</b>	<b>1,454,928</b>	<b>1,285,491</b>	<b>1,507,074</b>



## 2021 BUDGET - Expense Overview

2021 BUDGET - EXPENSES				
	2018 Actual	2019 Actual	2020 Actual	2021 Budget
<b>ORGANIZATION MANAGEMENT</b>				
General Operating and Personnel	488,679	519,463	516,764	548,870
Investment in Equipment	-	-	-	-
Amortization	71,996	69,231	69,929	-
Capital Contribution to City of Regina	-	423,585	-	-
Loss on Disposal	-	-	1,855	-
<b>Sub-total</b>	<b>560,675</b>	<b>1,012,279</b>	<b>588,548</b>	<b>548,870</b>
<b>MEMBER ENGAGEMENT AND SERVICES</b>				
Communications	88,724	69,588	37,516	44,300
Advertising	24,034	48,206	121,740	115,300
Publications	1,588	4,132	4,665	500
Downtown Maintenance	95,468	82,697	79,704	84,200
Downtown Ambassador Services	74,664	62,981	28,111	27,525
<b>Sub-total</b>	<b>284,478</b>	<b>267,604</b>	<b>271,736</b>	<b>271,825</b>
<b>PLACE-MAKING</b>				
Events and Programming	197,567	285,740	172,567	208,500
Neighbourhood Enhancements	53,179	53,344	66,386	53,000
Special Projects	13,673	11,903	118,674	235,350
<b>Sub-total</b>	<b>264,419</b>	<b>350,987</b>	<b>357,627</b>	<b>496,850</b>
<b>BUSINESS &amp; RESIDENTIAL ATTRACTION &amp; RETENTION</b>				
Business Research and Initiatives	11,882	18,072	21,153	22,500
Residential Research and Initiatives	-	-	-	-
<b>Sub-total</b>	<b>11,882</b>	<b>18,072</b>	<b>21,153</b>	<b>22,500</b>
<b>TRANSFORMATIONAL PROJECTS</b>				
Project Support	32,630	8,925	25,662	127,000
<b>Sub-total</b>	<b>32,630</b>	<b>8,925</b>	<b>25,662</b>	<b>127,000</b>
<b>PROVISION FOR ASSESSMENT APPEALS</b>	<b>(137,510)</b>	<b>-</b>	<b>-</b>	<b>40,000</b>
<b>EXPENSE TOTAL</b>	<b>1,016,574</b>	<b>1,657,867</b>	<b>1,264,726</b>	<b>1,507,045</b>



