



FINANCE AND ADMINISTRATION COMMITTEE

**Tuesday, April 5, 2016
4:00 PM**

Henry Baker Hall, Main Floor, City Hall



Office of the City Clerk

**Public Agenda
Finance and Administration Committee
Tuesday, April 5, 2016**

Approval of Public Agenda

Minutes of the meeting held on March 8, 2016

Administration Reports

FA16-9 Regina Downtown Business Improvement District - 2016 Budget

Recommendation

1. That City Council approve the 2016 Regina Downtown Business Improvement District budget as detailed in Appendix A.
2. That City Council approve the proposed 2016 levy for Regina Downtown Business Improvement District of 0.7577 mills to be applied to current commercial property within the Regina Downtown Business Improvement District.
3. That this report be forwarded to the April 25, 2016 City Council meeting.

FA16-10 Regina's Warehouse Business Improvement District - 2016 Budget

Recommendation

1. That City Council approve Regina's Warehouse Business Improvement District's 2016 budget as detailed in Appendix A.
2. That City Council approve the proposed 2016 levy for Regina's Warehouse Business Improvement District of 0.7588 mills to be applied to the current commercial property within the Regina Warehouse Business Improvement District.
3. That this report be forwarded to the April 25, 2016 City Council meeting for approval.

FA16-11 The Regina Property Tax Bylaw, 2016 and School Division Property Tax Bylaw, 2016

Recommendation

1. That the City Solicitor be instructed to prepare the necessary property tax bylaws for consideration by City Council on April 25, 2016, that include the municipal mill rate, the other taxing authorities' mill rates, the mill rate factors and the business



Office of the City Clerk

improvement districts' mill rates as outlined in this report.

2. That this report be forwarded to the April 25, 2016 meeting of City Council for approval.

FA16-12 Community Investment Funding for Economic & Promotional Initiatives - Canadian Western Agribition (CWA)

Recommendation

That a \$60,000 sponsorship be approved for the Canadian Western Agribition (CWA) from the budget allocated for economic and promotional initiatives.

FA16-13 Appointment of Elected Officials to CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board

Recommendation

That the Finance and Administration Committee appoint one of its members to the following Administrative Board for a term expiring December 31, 2016:

- ☐ CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.

Adjournment

AT REGINA, SASKATCHEWAN, TUESDAY, MARCH 8, 2016

AT A MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE
HELD IN PUBLIC SESSION

AT 4:00 PM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Councillor Wade Murray, in the Chair
Councillor Bryon Burnett
Councillor Shawn Fraser
Councillor Bob Hawkins
Councillor Barbara Young

Also in Attendance: Council Officer, Ashley Thompson
Legal Counsel, Jana-Marie Odling
Executive Director, City Planning and Development, Diana Hawryluk
Director, Assessment and Property Taxation, Don Barr
Director, Community Services, Laurie Shalley
Director, Planning, Shauna Bzdel

APPOINTMENT OF CHAIRPERSON

The Secretary called the meeting to order and following nomination procedures for the position of Chairperson, Councillor Wade Murray was declared Chairperson of the Finance and Administration Committee for 2016.

(Councillor Murray took the Chair.)

Following nomination procedures for the position of Vice-Chairperson, Councillor Bob Hawkins was declared Vice-Chairperson of the Finance and Administration Committee for 2016.

APPROVAL OF PUBLIC AGENDA

Councillor Bryon Burnett moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, after amending Appendix A of report FA16-4 Property Tax Exemption - Saskatchewan Multicultural Centre Association (SMCA), and that the delegations be heard in the order they are called by the Chairperson.

ADOPTION OF MINUTES

Councillor Barbara Young moved, AND IT WAS RESOLVED, that the minutes for the meeting held on February 9, 2016 be adopted, as circulated.

ADMINISTRATION REPORTS

FA16-6 Regina Downtown Business Improvement District – Change to Boundaries
- 2016

Recommendation

1. That the City Solicitor be instructed to amend Bylaw 2003-80, The Regina Downtown Business Improvement District Bylaw, 2003 to expand the Regina Downtown Business Improvement District boundary as depicted in Appendix A to this report.
2. That this report be forwarded to the March 29, 2016 City Council meeting for approval.

The following addressed the Committee:

- Neil Cromarty, representing himself
- Judith Veresuk, representing Regina Downtown Business Improvement District

Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

FA16-4 Property Tax Exemption - Saskatchewan Multicultural Centre Association
(SMCA)

Recommendation

1. That the request from the Saskatchewan Multicultural Centre Association (SMCA) for a five year tax exemption for the property at 2144 Cornwall Street be DENIED.
2. That this report be forwarded to March 29, 2016 City Council meeting for consideration.

The following addressed the Committee:

- Girma Sahlu, representing Saskatchewan Multicultural Centre Association
- Mary Kolitsas, representing Saskatchewan Multicultural Centre Association; and
- Bob Frierich, representing Multilingual Association of Regina

Councillor Shawn Fraser moved that the recommendations contained in the report be concurred in.

The motion was put and declared LOST.

Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that:

- 1. The Saskatchewan Multicultural Centre Association (SMCA) be provided a three year tax exemption for the property at 2144 Cornwall Street.**
- 2. The Administration be directed to bring back a policy outlining how to effectively proceed with tax exemption requests from non-profit organizations including any criteria that can be used.**
- 3. The City Solicitor be instructed to bring forward the necessary bylaw and agreement to provide for the property tax exemption for 2144 Cornwall Street.**
- 4. This report be forwarded to the March 29, 2016 City Council meeting for approval.**

FA16-3 Boundary Alteration - 2016 Property Tax Exemptions

Recommendation

1. That the property tax exemptions, as outlined in this report, be approved.
2. That the City Solicitor be instructed to bring forward the necessary bylaw to provide for the property tax exemptions listed in Appendix A, B and C.
3. That this report be forwarded to the March 29, 2016 City Council meeting for approval.

Councillor Bryon Burnett moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

FA16-5 Architectural Services - Facilities Renewal Issue and Request for Proposal (RFP) Award

Recommendation

1. That the Administration issue a request for proposal (RFP) for separate engagements of architectural and professional engineering consulting services for the development of three new facilities at the Landfill, Transit Operations and Parks and Facilities Yard for the City of Regina (City).
2. That City Council authorize the Chief Financial Officer to award and enter into up to three contracts with the highest ranked proponents from the RFP process.
3. That the City Clerk be authorized to execute the contracts after review and approval from the City Solicitor.
4. That this report be forwarded to the March 29, 2016 meeting of City Council for approval.

Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

FA16-7 Annual Property Tax Exemptions - 2016

Recommendation

1. That City Council approve the property tax exemptions outlined in Appendix A.
2. That the City Solicitor be instructed to bring forward the necessary bylaw to provide for the property tax exemptions listed in Appendix A.
3. That this report be forwarded to the March 29, 2016 City Council meeting for approval.

Councillor Barbara Young moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

FA16-8 Regina Property Tax Exemptions

Recommendation

That this report be forwarded to the March 29, 2016 City Council meeting for informational purposes.

Councillor Barbara Young moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

ADJOURNMENT

Councillor Barbara Young moved, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 6:15 p.m.

Chairperson

Secretary

April 5, 2016

To: Members,
Finance and Administration Committee

Re: Regina Downtown Business Improvement District - 2016 Budget

RECOMMENDATION

1. That City Council approve the 2016 Regina Downtown Business Improvement District budget as detailed in Appendix A.
2. That City Council approve the proposed 2016 levy for Regina Downtown Business Improvement District of 0.7577 mills to be applied to current commercial property within the Regina Downtown Business Improvement District.
3. That this report be forwarded to the April 25, 2016 City Council meeting.

CONCLUSION

Under *The Cities Act*, City Council is required to approve the proposed budget for Regina Downtown Business Improvement District (Regina Downtown) and to authorize the levy on business assessments within the improvement district. Regina Downtown has submitted an operating budget of \$1,237,423 for approval, and requested a levy of 0.7577 mills for 2016 levy. The levy requested is up from the level of 0.7388 in 2015.

BACKGROUND

The purpose of this report is to submit Regina Downtown's 2016 Budget and levy for approval. Regina Downtown Business Improvement District members fund 100% of these costs through fees paid, which are collected by the City of Regina. The proposed 2016 budget is included in Appendix A.

In 1981, City Council created what is now called the Regina Downtown Business Improvement District pursuant to Bylaw 2003-80. The purpose is to promote and enhance the City's downtown for businesses operating in the district and improve the quality of life for those who use and visit downtown. Regina Downtown's activities are guided by a board of directors according to the responsibilities and obligations in Sections 25 and 26 of *The Cities Act* and Bylaw 2003-80.

Section 26 of *The Cities Act*, requires that the Business Improvement District Board submit to City Council for approval, the estimated revenues and expenditures for the current year.

DISCUSSION

Appendix A provides information on the 2016 budget submission for Regina Downtown as well as information on the programs and service provided.

Total projected revenue for the year is \$1,237,423. The proposed levy for 2016 to the Regina Downtown members is \$848,084 based on a levy rate of 0.7577 mills. The levy for Regina Downtown is applied to the assessment of commercial property within the BID area.

The total proposed operating expenditures are \$1,193,476 resulting in a surplus of \$43,947. Assessment appeals continue to pose some uncertainty for Regina Downtown. Within the

projected expenditures, is a \$3,000 provision for estimated appeals assessments. This estimate is based on information provided by the City of Regina.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no budget implications for the City of Regina.

The proposed expenditures of \$1,193,476 for Regina Downtown are funded through the business improvement district levy and other revenue sources. The 2016 proposed levy rate for the Regina Downtown is up from the 2015 rate of 0.7388 mills.

The Regina Downtown assessment levy is billed and collected by the City of Regina. Amounts collected are disbursed to Regina Downtown.

Environmental Implications

None related to this report.

Policy and/or Strategic Implications

None related to this report.

Other Implications

None related to this report.

Accessibility Implications

None related to this report.

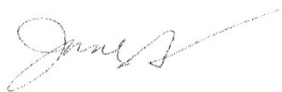
COMMUNICATIONS

A copy of this report has been provided to Regina Downtown. The Regina Downtown 2016 Budget is posted to the Regina.ca website as part of the regular process for posting material prior to a public meeting.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



June Schultz, Director
Finance

Respectfully submitted,



Ed Archer
Chief Financial Officer

Report prepared by:
Trevor Black, Manager, Budget & Financial Services

Regina Downtown Business Improvement District

2016 Budget

Submitted to City Council
March 15, 2016

1822 Scarth Street, 2nd Floor
Regina, Saskatchewan
S4P 2G3
www.reginadowntown.ca



OUR MISSION

**Act on behalf of our members to favourably position
Regina's downtown as a unique 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.**



2016 BUDGET RECOMMENDATIONS

1. That the mill rate be set at 0.7757 for 2016.
2. A provision for estimated 2016 assessment appeals in the amount of \$3,000.



EXECUTIVE SUMMARY

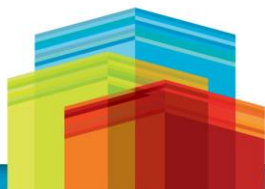
BUDGET 2016

The Regina Downtown Business Improvement District (RDBID) 2016-2018 Strategic Plan and 5 Year Capital Plan constitute the basis for all expenditures outlined in the 2016 budget. The Board of Directors is pleased to present to City Council the proposed 2016 budget.

BUDGET SUMMARY

2016

	0.7388 2014 Actual	0.7388 2015 Actual	0.7577 2016 Budget
REVENUE			
Bid Levy	796,036	781,764	848,084
BID Expansion Area	-	-	91,266
Recovery of Assessment Appeals	-	-	-
Other Funding Sources	26,819	24,069	25,000
Special Projects / Grants / Sponsorship	77,865	99,700	94,873
Allocation From Unrestricted Fund Balance	-	48,160	-
Allocation From Contingency Reserve	-	-	-
Allocation From Capital Reserve	-	-	178,200
Total Revenue	900,720	953,693	1,237,423
EXPENDITURES			
Organization Management	427,698	514,993	504,046
Member Engagement and Services	205,488	185,616	290,060
Place Making	126,778	160,592	376,370
Business & Residential Attraction/Retention	33,289	7,941	13,000
Transformational Projects	48,294	84,320	7,000
Allocation To Unrestricted Fund Balance	-	-	-
Allocation To Contingency Reserve	-	-	-
Allocation To Capital Reserve	-	-	-
Provision for Assessment Appeals	(130,805)	231	3,000
Total Expenditures	710,742	953,693	1,193,476
Surplus (Deficit)	189,978	0	43,947



ACCUMULATED SURPLUS

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget
Accumulated Surplus, Beginning of the Year, as previously reported	605,796	551,672	629,498	819,476	771,316
Prior Period Adjustment	-	-	-	-	-
Accumulated Surplus, Beginning of the Year	605,796	551,672	629,498	819,476	771,316
Accumulated Surplus, Beginning of the Year	605,796	551,672	629,498	819,476	771,316
<i>Unappropriated Surplus</i>	257,003	231,136	12,657	96,615	41,891
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	133,793	105,536	113,906	256,390	256,390
<i>Investment in Tangible Capital Assets (TCA)</i>	-	-	287,935	251,471	258,035
Allocation of Annual (Deficit)/Surplus					
<i>Unappropriated Surplus</i>	(54,124)	77,826	189,978	(48,160)	6,592
<i>Contingency Reserve</i>	-	-	-	-	-
<i>Capital Reserve</i>	-	-	-	-	37,355
Allocations to (from) Reserves					
<i>Unappropriated Surplus</i>	28,257	(296,305)	(106,020)	(6,564)	-
<i>Contingency Reserve</i>	-	-	-	-	-
<i>Capital Reserve</i>	(28,257)	8,370	142,484	-	(178,200)
<i>Surplus Attributable to TCA</i>	-	180,951	-	-	-
<i>Change in TCA Investment</i>	-	106,984	(36,464)	6,564	178,200
Accumulated Surplus – End of Year	551,672	629,498	819,476	771,316	815,263
<i>Unappropriated Surplus</i>	231,136	12,657	96,615	41,891	48,483
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	105,536	113,906	256,390	256,390	115,545
<i>Investment in Tangible Capital Assets (TCA)</i>	-	287,935	251,471	258,035	436,235



PROPOSED CHANGES TO NET ASSETS

In 2016, planned capital expenditures will be funded through the Capital Reserve, in the amount of \$178,200.

No change to the Contingency Reserve is proposed for 2016. In accordance with RDBID financial policies and strategic objectives, Regina Downtown capped its Contingency Reserve at \$215,000 in 2007. 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.

At its November 2015 meeting, the Board of Directors approved a revised surplus policy that would direct future surplus funds 85% to the Capital reserve and 15% to the unappropriated surplus.

PROPOSED CHANGES TO NET ASSETS

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget
Accumulated Surplus – Closing Balance	551,672	629,498	819,476	771,316	815,263
<i>Unappropriated Surplus</i>	<i>231,136</i>	<i>12,657</i>	<i>96,615</i>	<i>41,891</i>	<i>48,483</i>
<i>Contingency Reserve</i>	<i>215,000</i>	<i>215,000</i>	<i>215,000</i>	<i>215,000</i>	<i>215,000</i>
<i>Capital Reserve</i>	<i>105,536</i>	<i>113,906</i>	<i>256,390</i>	<i>256,390</i>	<i>115,545</i>
<i>Investment in Tangible Capital Assets</i>	<i>-</i>	<i>287,395</i>	<i>251,471</i>	<i>258,035</i>	<i>436,235</i>
Accumulated Surplus Net of TCA	551,672	341,563	568,005	513,281	379,028



OVERVIEW OF REGINA DOWNTOWN

What is Regina Downtown?

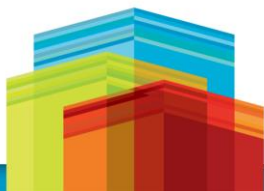
Regina Downtown is a Business Improvement District that has been in operation for over 30 years. It was created in April 1981 as an organizing and financing mechanism used by property owners to work together to promote and enhance Downtown's unique assets, improve conditions for businesses operating 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 Hometown Hockey, RDBID strives to make Downtown the best place to live, work, shop and play in Regina.

Regina Downtown currently encompasses the 41-block area between Osler Street, Angus Street, Victoria Avenue and Saskatchewan Drive, depicted in the map below. The proposed expansion area for 2016 will include the area south of Victoria Avenue to 13th Avenue, both sides of Broad Street from Victoria Avenue to College Avenue and both sides of Osler Street from Saskatchewan Drive to Victoria Avenue. The City Council's decision on the expansion area is expected on March 29, 2016.



**Regina Downtown
Business Improvement District Map
Current Boundaries**



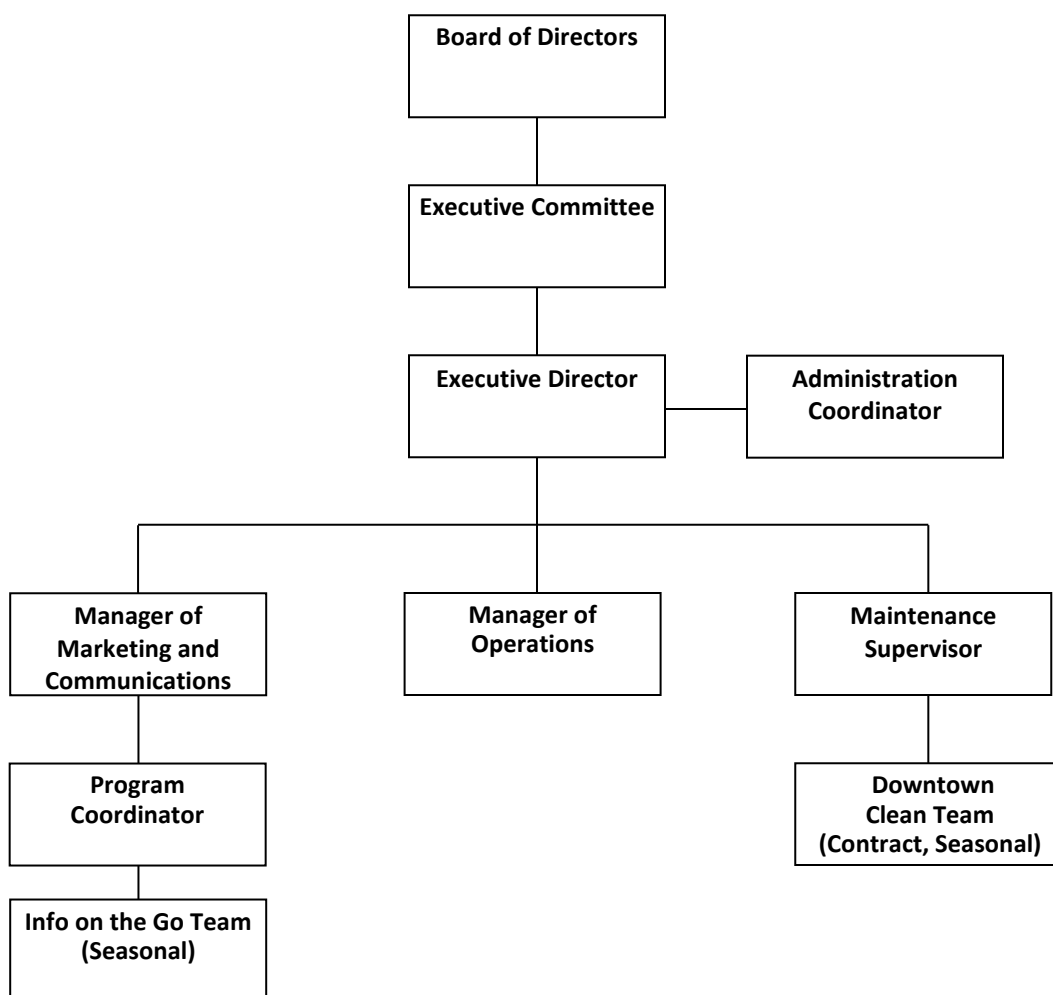
Legislation

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



SUMMARY OF STRATEGIC PLAN 2016 - 2018

Overview

The 2016 - 2018 Strategic Plan constitutes the basis for all expenditures outlined in the 2016 budget. The 2016-2018 Strategic Plan focuses on strategic actions that raise the profile and support a positive image of Downtown within the greater Regina community. Twelve objectives and four key pillars were identified through the strategic plan process in the fall of 2015. Four strategic priorities were also identified. The strategic plan is supported by the RDBID balanced scorecard which identifies initiatives, measures and targets for success.

Imagine Downtown - 2016 – 2018 Strategic Plan and Balanced Scorecard

Three years ago, the RDBID developed its 2013-15 three-year strategic plan, which set out goals and objectives for the RDBID, supported by concrete actions for achieving these objectives.

Since that time, much has changed and evolved, in terms of Regina's downtown, and Regina as a city. As such, prior to developing this new 2016-18 three-year strategic plan, the RDBID undertook the *Imagine Downtown* public engagement initiative.

Over the late spring and summer months of 2015, through 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*, the RDBID engaged with Regina citizens and stakeholders to explore their experiences and perspectives, and better understand their view of the Downtown today and their hopes for the Downtown tomorrow.

The Imagine Downtown initiative has shown us a public with a positive, optimistic tone and an unrelenting focus on solutions and ideas, who views challenges as opportunities, and encourages others to believe in Regina downtown's future and its potential to continue to evolve into something truly great.

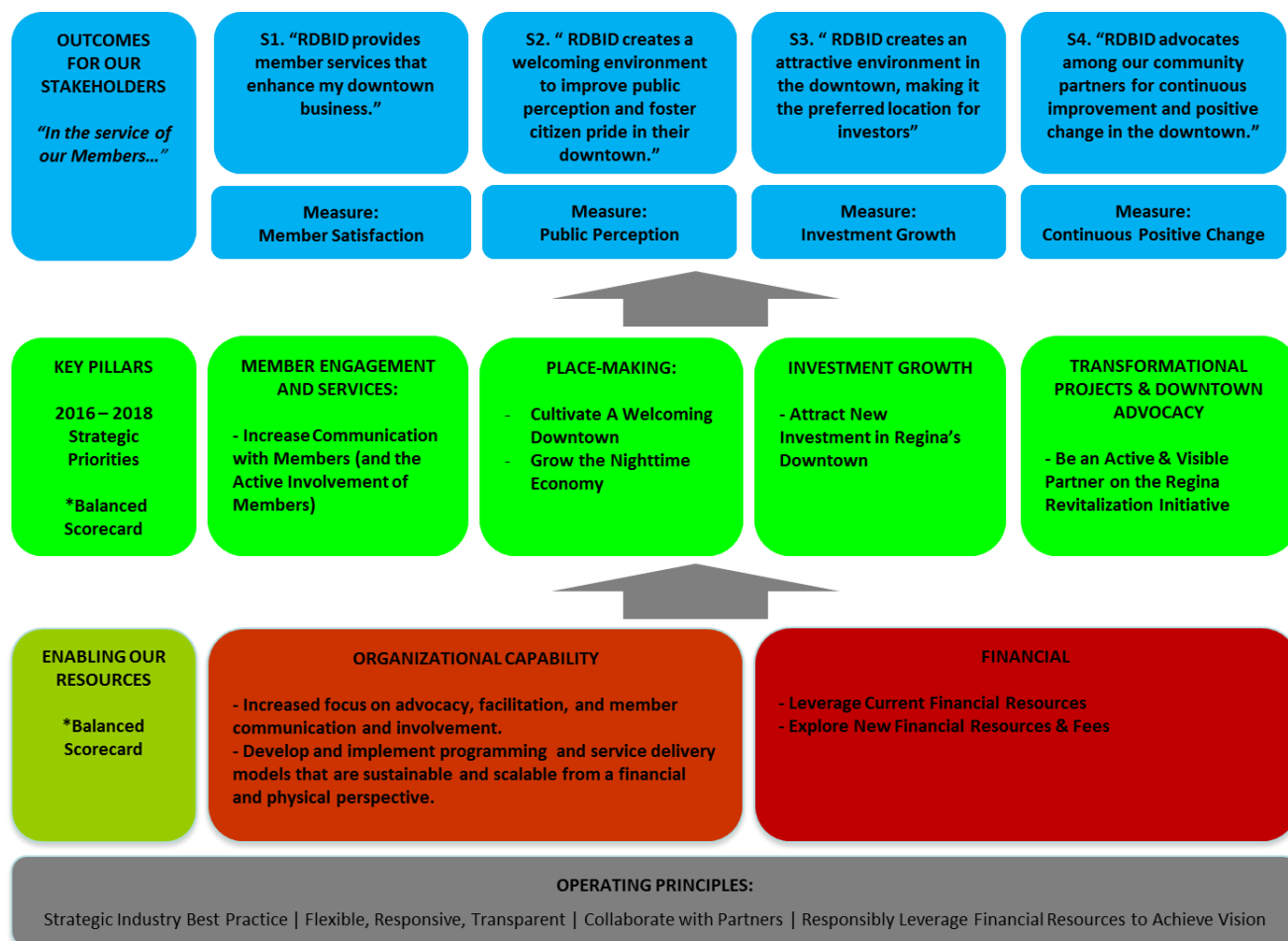
The insights, information and perspectives gained through these efforts have been used to inform the development of the strategic plan, and will help shape RDBID programs, activities, capital investments and advocacy work in Regina's downtown.

The results from the Imagine Downtown Strategic Plan Public Engagement process were compiled and refined into the 2016 - 2018 strategic plan report and balanced scorecard.



RDBID Strategy Map 2016-2018

The following *strategy map* outlines the interconnections and relationships of all aspects of the RDBID's strategy, from the organization's outcomes and objectives, down to the measures, 'key pillars' and organizational capabilities that will provide the foundation and support the realization of the RDBID's strategic outcomes and objectives, and ultimately, the achievement of the RDBID's vision:



SUMMARY OF 2016 INITIATIVES

Great momentum has been generated by the 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 *Regina Downtown 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.

P1 Member Engagement and Services

Goal:

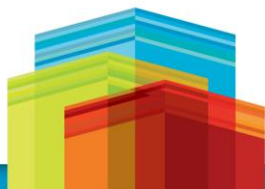
To provide key services for members related to maintaining the look and feel of downtown, marketing and promotions, public safety and business support. To do so, Regina Downtown will focus on providing core member services that have been provided in the past, and greater emphasis will be placed on ensuring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

2016 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
- Facilitate an outreach program with various agencies working within downtown Regina

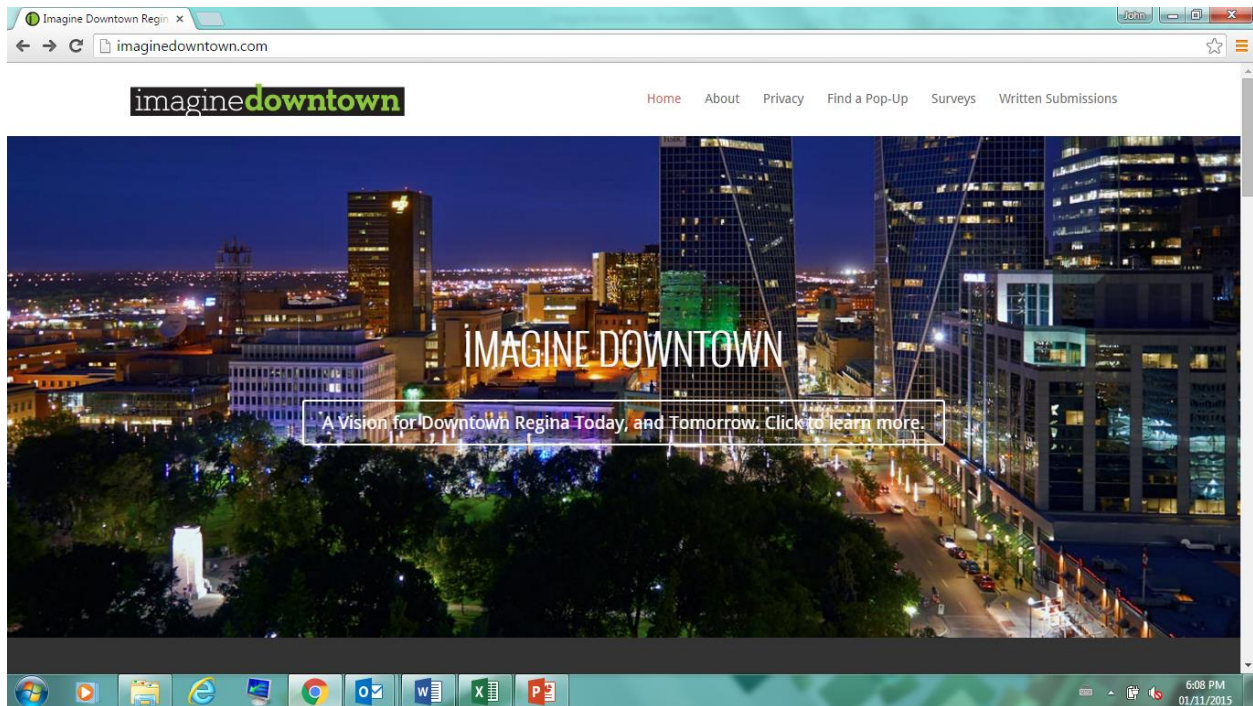


Objective:

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

2016 Initiatives:

- Launch a completely redesigned, responsive website
- Continued member outreach through Downtown Dialogues, member reception, member visits and social media efforts
- Produce and distribute promotional materials including RDBID newsletter, maps, dining guide, annual report, strategic plan, downtown report and business recruitment material
- Launch downtown advertising campaign to promote a vibrant downtown



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.

2016 Initiatives:

- Continue to produce Cinema Under The Stars and Regina Downtown Summer Concert Series
- Expand and enhance the City Square Program year round through partnerships with local organizations
- Explore opportunities for new events and promotions that support Downtown’s role as the heart of the community
- Connect events and festivals with local businesses
- Advocate for growth of new festivals (Highland Games, Pile O’Bones BBQ)
- Develop a fair and equitable fee structure to support third party downtown events requiring RDBID assets



Objective:

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

2016 Initiatives:

- Install new banners throughout Downtown Regina
- Implementation of the Downtown Regina Visual Image Strategy – wayfinding signage and public realm furniture
- Install additional seasonal lights
- Construct a storage facility at Victoria Park
- Development of an Artist in Residence program



Objective:

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

2016 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.

2016 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
- Develop and distribute business recruitment material

Objective:

Facilitate the development of housing projects in Downtown

2016 Initiatives:

- Engage the interest of property owners, non-profit and market housing providers in housing development opportunities Downtown



P4 Transformational Projects and Downtown Advocacy

Goal:

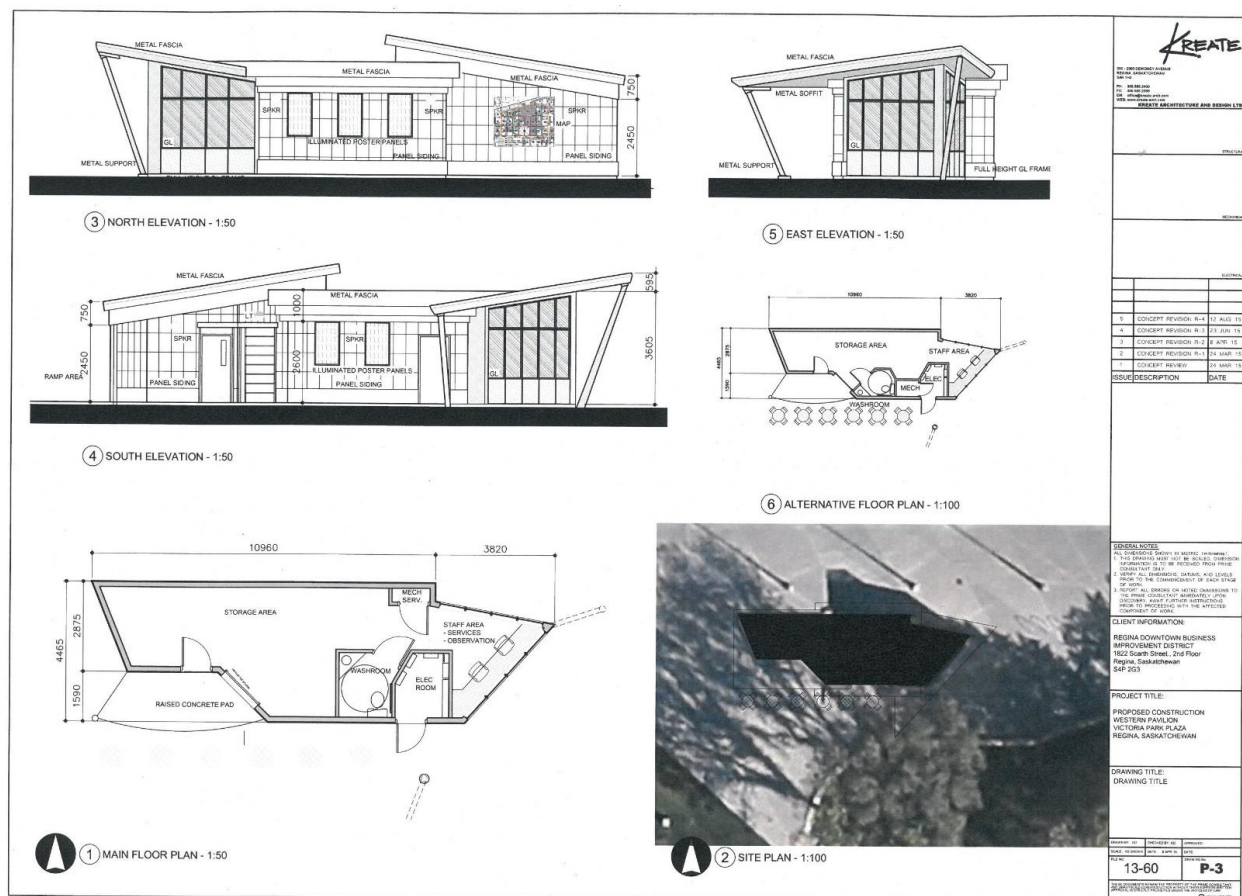
To position Regina Downtown as the advocate for downtown interests and to disseminate its positions in a manner that shapes public dialogue and decision-making, and inspires investment in Downtown.

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.

2016 Initiatives:

- Launch the new three-year strategic plan supported by extensive community and member engagement
- Complete the West Pavilion project and seek third-party funding partners
- Ensure timely consensus on response to key issues
- Continue to develop and disseminate official policy positions on a variety of identified issues
- Invest in independent evaluation of advocacy work to assess impact



2016 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 41 blocks defined by Angus Street to the west, Victoria Avenue to the south, Osler Street to the east, and Saskatchewan Drive to the north. For 2016, it is recommended that the mill rate of 0.7577 is applied to the current commercial property assessment. This will provide sufficient revenue to fund all planned operating and capital expenditures in 2016. Total revenue generated from the levy is estimated to be \$848,084.

RDBID is currently in the process of applying for an expansion to the current boundary. The proposed expansion area will extend the southern boundary to 13th Avenue and the eastern boundary to Halifax Street. The expansion would also include the frontage along both sides of Broad Street, from Victoria Avenue to College Avenue. Within this area, there are 125 commercial properties, 19 of which are exempt. Based upon the proposed mill rate of 0.7577, the expansion area would generate \$91,266. The levy realized from the expansion area is included as revenue in this proposed budget.

The levy revenue generated is expected to fund several new initiatives in support of the actions identified in the Regina Downtown Neighbourhood Plan, including a pedestrian count, continuation of the signage program and enhanced City Square programming.

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 \$3,000 is recommended in 2016.

Other Funding

In 2016, other funding will come from special membership fees from partner organizations. These partnerships will inject funding support through monetary partnership contributions.

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 2016, our goal is to secure grants and sponsorship in the amount of \$94,873. This revenue will be used to sustain and enhance a number of special events and projects including the *Holiday Parking Promotion*, the *Summer Stage and Concert Series*, and the *Cinema Under the Stars Series*.

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.

In order to undertake the planned 2016 capital initiatives, a transfer of \$178,200 from the Capital Reserve will be required.



2016 BUDGET - Revenue Projections

2016 BUDGET - REVENUE			
	2014	2015	2016
	Actual	Actual	Budget
ASSESSMENT			
Bid Levy	796,036	781,764	939,350
Adjustments (Board of Revision, etc.)	-	-	-
Recovery of Assessment Appeals	-	-	-
Sub-total	796,036	781,764	939,350
OTHER FUNDING			
Special Membership Fees	21,069	21,069	21,000
Office and Equipment Rental	-	-	-
Other	5,750	3,000	4,000
Sub-total	26,819	24,069	25,000
SPECIAL PROJECTS			
Holiday Parking Program	3,000	2,000	3,000
FW Hill Mall Stage	5,000	5,000	10,000
Cinema Under the Stars	6,000	7,500	15,000
Anti-Graffiti Program	-	2,500	5,000
Canada Summer Wage Subsidy	-	4,998	5,000
Community Investment Grant - Major	20,000	21,600	8,060
Community Partner Grant	-	25,000	25,000
Other Sponsorships	9,865	18,750	9,000
Additional Studies	34,000	12,352	14,813
Sub-total	77,865	99,700	94,873
TRANSFERS			
Allocation from the Unappropriated Surplus	-	48,160	178,200
Sub-total	-	48,160	178,200
REVENUE TOTAL	900,720	953,693	1,237,423



2016 BUDGET - Expense Overview

2016 BUDGET - EXPENSES

	2014 Actual	2015 Actual	2016 Budget
ORGANIZATION MANAGEMENT			
General Operating and Personnel	380,453	463,182	500,546
Investment in Equipment	-	-	3,500
Amortization	47,245	51,811	-
Sub-total	427,698	514,993	504,046
MEMBER ENGAGEMENT AND SERVICES			
Communications	29,261	29,522	55,600
Advertising	22,438	12,077	28,200
Publications	12,572	6,159	7,000
Downtown Maintenance	75,461	51,530	106,500
Downtown Ambassador Services	65,756	86,328	92,760
Sub-total	205,488	185,616	290,060
PLACE-MAKING			
Events and Programming	109,622	112,407	160,670
Neighbourhood Enhancements	6,608	14,446	168,000
Special Projects	10,548	33,739	47,700
Sub-total	126,778	160,592	376,370
BUSINESS & RESIDENTIAL ATTRACTION & RETENTION			
Business Research and Initiatives	30,789	7,941	11,000
Residential Research and Initiatives	2,500	-	2,000
Sub-total	33,289	7,941	13,000
TRANSFORMATIONAL PROJECTS			
Project Support	48,294	84,320	7,000
Sub-total	48,294	84,320	7,000
PROVISION FOR ASSESSMENT APPEALS	(130,805)	231	3,000
EXPENSE TOTAL	710,742	953,693	1,193,476



April 5, 2016

To: Members,
Finance and Administration Committee

Re: Regina's Warehouse Business Improvement District - 2016 Budget

RECOMMENDATION

1. That City Council approve Regina's Warehouse Business Improvement District's 2016 budget as detailed in Appendix A.
2. That City Council approve the proposed 2016 levy for Regina's Warehouse Business Improvement District of 0.7588 mills to be applied to the current commercial property within the Regina Warehouse Business Improvement District.
3. That this report be forwarded to the April 25, 2016 City Council meeting for approval.

CONCLUSION

Under *The Cities Act*, City Council is required to approve the proposed budget for Regina's Warehouse Business Improvement District (RWBID) and to set the levy on business assessments within the improvement district. The RWBID has submitted for approval an operating budget and a levy of 0.7588 for 2016. The levy requested is at the same level as 2015.

BACKGROUND

The purpose of this report is to submit the Regina Warehouse Business Improvement District's 2016 Budget and levy for approval. A copy of the proposed budget for 2016 is included in Appendix A.

Section 26 of *The Cities Act*, requires that the RWBID submit to City Council for approval the estimated revenues and expenditures for the current year.

DISCUSSION

In 2003, City Council passed Bylaw 2003-15 to create Regina's Old Warehouse Business Improvement District. Effective January 28, 2007, City Council approved the change of the District's name to Regina's Warehouse Business Improvement District. The RWBID activities are guided by a board of directors according to the responsibilities and obligations in Section 25 and 26 of *The Cities Act* and Bylaw 2003-15.

The attached budget submission provides information on the proposed revenues, expenditures, vision and priorities of the RWBID. Points to note about the budget include:

- The total budget for 2016 expenditures is \$271,729 funded through net revenues of \$284,138.
- Assessment appeals pose some uncertainty for RWBID. Operating revenues are reduced by \$5,000 to estimate the potential loss in revenue as a result of assessment appeals, based on information provided by the City of Regina.
- The proposed levy rate for 2016 is 0.7588 mills.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no budget implications for the City.

The proposed budget for 2016 expenditures of \$271,729 is fully funded through the RWBID levy and other sources of funding. The 2016 proposed levy rate for the Warehouse Business Improvement District is the same rate as 2015 at 0.7588 mills.

The RWBID assessment levy is billed and collected by the City of Regina. Amounts collected are disbursed to RWBID.

Environmental Implications

None related to this report.

Policy and/or Strategic Implications

None related to this report.

Other Implications

None related to this report.

Accessibility Implications

None related to this report.

COMMUNICATIONS

A copy of this report has been provided to the RWBID. If approved by City Council, the mill rate for the RWBID will be posted on Regina.ca.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



June Schultz, Director
Finance

Respectfully submitted,



Ed Archer, CFO

Report prepared by:
Trevor Black, Manager, Budget & Financial Services

Regina's Warehouse Business Improvement District



2016 Proposed Budget

March 2016



2016 Proposed Budget Table of Contents

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1.0 EXECUTIVE SUMMARY

In 2003, the Regina Old Warehouse District was granted approval to become a Business Improvement District under the Cities Act and continues to see change and new business coming to the area.

Significant awareness of and strong interest in the 80-block area has been heightened with the Railyard Renewal. Dewdney Ave. has seen the addition of Rebellion Brewing (December 2014), The Keg, and Bobby's Old World Tavern. Jack Keaton's, and Four Points by Sheraton opened in March 2016. Throughout the District new developments continue and the Revitalization and application for historic designation of significant landmarks in the area such as the Weston Bakery building.

The District is becoming a vibrant and prosperous area located adjacent to downtown but equally in the heart of the city. It is an enhancement to our downtown, housing the primary entertainment strip on Dewdney but as importantly housing the over 550 businesses located here. Many of those businesses are small, family-owned and operated, giving the area the unique character and flavor it is known for.

Over 29 heritage warehouses, built in the style of the Chicago School of Architecture, remain in the District today with many converted to retail outlets and condominium projects. This repurposing ensures our heritage is not lost and also provides new life for these rock-solid structures that reflect our past. It will be important in the long term to ensure property owners understand the heritage value of their properties as we prepare for the re-development coming to the District.

The Warehouse District's Board of Directors approved the 2016 Budget on March 15, 2016 proposing to maintain the Mill Rate at .7588 from the previous year. This would allow us to continue with expenditures towards, street furniture, the opening of Dominion Park along Broad St @ 7th Avenue in partnership with the Saskatchewan Roughriders and Colliers, mural project, Warehouse District Events, and marketing, all funded under this levy amount.

There is excitement in the District in anticipation of change and great things coming to the area in the next few years. The Warehouse Business Improvement District welcomes the change and the challenge of growth and development.



2.0 2016 BUDGET IN BRIEF:

	2014 Actual (Audited)	2015 Approved Budget	2015 Projected (Unaudited)	2016 Proposed Budget
REVENUES				
Net Property Tax Levy and Grants-in-Lieu	\$236,607	\$230,938	\$234,766	\$230,938
Less: Provision For Appeals	\$(4,893)	\$(5,000)	\$791	\$(5,000)
Grants and Contributions	\$0	\$1,500	\$3,500	\$1,500
Special Projects, Fund Raising, Misc.	\$3,939	\$51,700	\$16,714	\$51,700
TOTAL REVENUE	\$235,653	\$279,138	\$255,771	\$284,138
EXPENSES				
Administration	\$49,474	\$55,041	\$47,514	\$55,041
Marketing and Image	\$72,469	\$141,261	\$96,288	\$141,261
Development	\$34,383	\$82,827	\$29,741	\$75,427
TOTAL EXPENSES	\$156,326	\$279,129	\$173,543	\$271,729
EXCESS REVENUE OVER EXPENSES	\$79,327	\$9	\$82,228	\$12,409
NET SURPLUS (DEFICIT)	\$79,327	\$9	\$82,228	\$7,409

	2014	2015
ALLOCATIONS TO RESERVES		
Total Capital Reserve	\$ 131,553	\$204,912
Total Operating Reserve	\$79,327	\$82,228
TOTAL RESERVES	\$ 204,912	\$285,453

3.0 2016 PLANNING

Regina's Old Warehouse Business Improvement District (BID) was formed by City Council (Bylaw No. 2003-15) on March 10, 2003 and the former community association, Regina's Old Warehouse District Association (ROWDA) was dissolved as a non-profit corporation. On December 18, 2007, the Board approved a motion for rebranding, changing the formal name of the BID to Regina's Warehouse Business Improvement District. City Council approved the official name change on January 28, 2008. The BID is commonly referred to as the *Warehouse District*.

The Warehouse District boundaries are:

- west to east, Albert Street to Winnipeg Street;
- north to south, 4th Avenue to the CPR tracks

This includes approximately 80 blocks of both modern and historic 1920's Chicago-style buildings. The bylaw includes provision for a levy on commercial property within the District.

A BID's mandate is to support core services – marketing, safety and security, and cleanliness. In 2016, while we continue our focus on support and expansion of existing programs such as our clean team and clean up day, we are also focusing on development of new projects that profile the area. Funding of these projects will be through the current year's operating budget.



3.1 OUR VISION

In 2009 the Warehouse District Visioning Project was undertaken and received Board approval in 2010. The Visioning Project proved that the 2003 Long Term Plan continues to be a relative, directional map for our future. Our vision and three strategic thrusts (administration, development, and marketing) continue for 2016. A new 3 year Strategic Plan (2015 – 2018) was completed by the 2014 Board of Directors and approved by the 2015 Board of Directors on January 27, 2015.

The Mission and Vision were reviewed as part of the 2009 Visioning Plan and updated to reflect the language of the time.

Warehouse District Mission

Regina's warehouse District is a vibrant, growing and welcoming community where people live, work in and experience an attractive and distinct setting where design matters.

Warehouse District Vision

The Mission of the BID is to enhance, showcase, promote, market, facilitate, and rejuvenate the Warehouse District.

Guiding Principles

1. *Cooperate and collaborate with neighbouring communities while seeking and respecting the opinions of stakeholders.*
2. *Promote and encourage a diversity of uses that support sustainable development and stewardship of community resources and assets.*

3.2 2016 PLAN

As specified in the BID Bylaw, the purpose of the Warehouse District is:

To encourage the development of a vibrant and prosperous Warehouse District by improving the area's appearance and image, promoting and marketing the area, and undertaking initiatives and projects that facilitate the ongoing rejuvenation and redevelopment of the area.

Long Term Plan Goals

1. **Vibrancy:** an environment that provides for entrepreneurial and creative spirits to inspire a dynamic neighbourhood which in turn encourages and supports retail, commercial, residential, historical and cultural viability.
2. **Inclusiveness:** welcoming all people through the celebration of the District's history and then strength that comes from our City's diversity.
3. **Attractiveness:** attracting businesses, residents and visitors in building and marketing Warehouse area as the District of choice to Work, Live and Experience!
4. **Sustainability:** caring deeply about and contributing to the balance of economic, social, environmental and cultural dimensions of the District
5. **Harmonious:** building and contributing to strong networks in the community; to foster growth and revitalization of amenities and services in the Warehouse District



6. **Opportunity-focused:** great entrepreneurial spirit; the WBID endeavours to achieve growing the district and its place of prominence in the City.

Our three strategic thrusts as follows:

- A. **Administration** – To develop a stronger organization with sufficient financial and human resources to achieve its objectives.
1. Continue to build infrastructure and operating reserves
 2. Improve community input to the Board
 3. Continue and build on relationship with Regina Downtown, other City entities and other provincial BID's
 4. Continue regular communication with our members
 5. Source Grants or Partner funding to supplement or support planned projects
- B. **Development** – To enhance the District's infrastructure and physical attributes and to enable positive growth.
1. Continue to encourage residential development
 2. Promote our heritage through development of Historical Pockets and Heritage Districts
 3. Work with the Regina Revitalization Inc. on the Dewdney Avenue Re-Development
 4. Work with City and SaskPower to implement recommendations from CPTED audit for improved lighting and safety
 5. Work with City on prioritized infrastructure & streetscape needs
 7. Continue with the District bench, trash bin and flower planter project
 8. Initiate Heritage design guidelines following The City of Regina Design Guidelines
- C. **Marketing and Image** – To build a positive image and to promote the District to Regina residents and visitors.
1. Continue to expand general & cluster advertising
 2. Grow the Warehouse District Gastro Brewfestival introduced in 2015
 3. Grand Opening of Dominion Park Commemorative Park in partnership with Saskatchewan Roughriders
 3. Continue clean-up program & waste removal
 4. Revitalize the Vintage Advertising Mural program
 5. Conduct Membership & Resident survey
 6. Expand the distribution of the WD Newsletter
 7. Develop Social Media strategy
 8. Develop new website
 9. Promote Heritage Walking Tours, Heritage Pockets and Heritage Districts



4.0 2016 BUDGET

	2014 Actual (Audited)	2015 Approved Budget	2015 Projected (Unaudited)	2016 Proposed Budget
REVENUES				
Net Property Tax Levy	\$236,607	\$230,839	\$234,766	\$243,608
Less: Allowance for property appeals	(\$4,893)	(\$5,000)	\$791	(\$210)
Grants-in-Lieu	0	0	0	0
Grants	0	\$1,500	\$3,500	\$3,500
Members' Contributions	0	0	0	0
Festivals/Special Events	0	\$10,000	\$1,650	\$28,250
Fund Raising Projects (Advertising Map)	\$150	\$23,700	\$12,601	0
Advertising	\$3,690	\$3,000	\$2,375	\$4,000
Murals	0	\$10,000	0	\$10,000
Miscellaneous	\$99	\$5,000	\$88	0
TOTAL REVENUE	\$235,653	\$279,138	\$255,771	\$289,148
EXPENSES				
Administration:				
Administrative Expenses	\$22,130	\$26,914	\$ 19,886	\$22,001
Audit/Legal	\$9,655	\$10,000	\$8,610	\$10,000
Management Services	\$17,689	\$18,127	\$18,127	\$18,627
Total Administration	\$49,474	\$55,041	\$46,623	\$50,628
Marketing and Image:				
Member Communications	\$3,814	\$5,000	\$2,392	\$5,800
Festivals	\$1,607	\$34,300	\$32,188	\$70,300
Postage	0	0	0	1,100
Stationery, Office & Printing Supplies	0	0	0	0
Advertising Map	\$3,465	\$15,155	\$5,796	0
Advertising and promotion	\$12,518	\$13,940	\$5,796	\$30,410
History Project				0
Clean-up Projects	\$8,021	\$10,612	\$6,515	\$11,414
Safety and Security Project	0	\$2,000	598	\$600
Heritage Projects	\$4,583	\$8,000	0	\$8,000
Member Communications – Website & Social Media	\$1,190	\$5,000	\$890	\$23,100
Member Communications – Newsletter & Mailing	\$5,537	\$6,000	\$3,181	\$6,000
Mural Project	0	\$5,000	0	
Management Services	\$35,379	\$36,254	\$36,254	\$37,254
Total Marketing and Image	\$72,469	\$141,261	\$97,494	\$185,888
Development:				
Amortization	\$9,773	0	\$9,773	0
Capital Improvements	0	0	0	0
Planning/Feasibility Studies	\$4,405	\$5,000	\$4,405	\$1,000
Streetscape Enhancements	\$2,515	\$59,700	\$2,515	\$23,650
Loss on Disposal of Tangible Capital Assets	0	0	0	0
Management Services	\$17,690	\$18,127	\$17,690	\$18,254
Total Development	\$34,383	\$82,827	\$34,383	\$42,904
TOTAL EXPENDITURES	\$156,326	\$279,127	\$156,326	\$279,420
EXCESS REVENUE OVER EXPENSES	\$79,327	\$11	\$79,327	\$9,728
Less: Provision For Appeals	0	0	0	0



NET SURPLUS (DEFICIT)	\$79,327	\$11,914	\$79,327	\$9
SURPLUS, BEGINNING OF YEAR	\$130,082		\$181,073	
SURPLUS, END OF YEAR	\$209,461		\$260,400	

ALLOCATIONS TO RESERVES

TOTAL CAPITAL RESERVE	\$181,073	\$260,400
TOTAL OPERATING RESERVE	\$79,327	\$82,228
TOTAL CAPITAL & OPERATING RESERVES	\$260,400	\$342,628

5.0 2016 BUDGET DETAILS

5.1 2016 BUDGET REVENUES:

5.1.1 Overview:

The levy on property owners continues to be the largest single source of revenue. However, the Board seeks to leverage those funds through grants, project partners, and other revenue generating opportunities. In 2010 an increase in the mill rate to 0.9785 was approved. This change was a re-alignment as result of the 2009 Tax Reassessment, which had reduced the BID levy. The 2010 mill rate returned the BID levy to revenue levels prior to the Tax Reassessment. The 2013 Tax Reassessment results in a proposed reduction to the 2013 MILL Rate.

History of the BID Mill Rate:

2004 - 0.930
 2005 - 1.13 (increased to cover decrease in total assessment)
 2006 - 1.13
 2007 - 1.3107 (this moved us to the same Mill rate as Regina Downtown BID)
 2008 - 1.3107
 2009 - 0.8809
 2010 - 0.9785 (to counter effect of 2009 Tax Reassessment)
 2011 - 0.9785
 2012 - 0.9785
 2013 - 0.7588 (reduced due to impact of 2013 Tax Reassessment)
 2014 - 0.7588
 2015 - 0.7588
 2016 - 0.7588

5.1.2 2016 Revenue Details:

	2014 Actual (Audited)	2015 Approved Budget	2015 Projected (Unaudited)	2016 Proposed Budget
<u>REVENUES</u>				
Net Property Tax Levy	\$236,607	\$230,839	\$234,766	\$243,608
Less: Allowance for property appeals	(\$4,893)	(\$5,000)	\$791	(\$210)
Grants-in-Lieu	0	0	0	0



Grants	0	\$1,500	\$3,500	\$3,500
Members' Contributions	0	0	0	0
Festivals/Special Events	0	\$10,000	\$1,650	\$28,250
Fund Raising Projects (Advertising Map)	\$150	\$23,700	\$12,601	0
Advertising	\$3,690	\$3,000	\$2,375	\$4,000
Murals	0	\$10,000	0	\$10,000
Miscellaneous	\$99	\$5,000	\$88	0
TOTAL REVENUE	\$235,653	\$279,138	\$255,771	\$289,148

Notes:

- 1) Taxable properties are approximately \$239,676,400 for 2016 at 0.7588 mill (per \$1000)
- 2) Allowance protects the BID from changes due to property appeals - risk is low in 2016 of \$210
- 3) the Advertising map is undertaken every two years: revenues are from ads ranging between \$175 to \$400 per ad
- 4) Revenue from advertising sold in District Newsletter

5.2 2016 BUDGET EXPENSES – ADMINISTRATION

5.2.1 Overview:

The Warehouse District uses staffing and services outsourced from an association management company. The Executive Director is 50% (of full-time), Marketing and Communications is 40% (of full-time) while the Administration Coordinator is 30.0% (of full-time). Part-time staff and summer staff hired to undertake the clean-up program are contracted by the Warehouse District and paid by monthly invoice.

The BID uses the City of Regina's auditor with a separate engagement and fee. The City has maintained the District's accounting since 2004, at an obvious cost saving. The BID's banking is also maintained by the City. All interest and/or bank fees are accounted for centrally.

5.2.2 2016 Budget Details:

	2014 Actual (Audited)	2015 Approved Budget	2015 Projected (Unaudited)	2016 Proposed Budget
<u>Administration:</u>				
<u>Staffing Services:</u>				
Management Services (Note 1)	\$70,758	\$72,508	\$72,508	\$75,508
Less: allocation to Marketing & Image	(\$35,379)	(\$36,254)	(\$36,254)	(\$37,754)
Less: allocation to Development	(\$17,690)	(\$18,127)	(\$18,127)	(\$18,877)
Net Administration Management Services	\$17,690	\$18,127	\$18,127	\$18,1887
<u>Administrative Expenses:</u>				
Bad Debt Expense	0	0	0	0
Insurance (Note 2)	\$3,425	\$4,000	\$2,524	\$4,000
Meetings (Note 3)	\$1,304	\$2,500	\$1,118	\$2,000
Memberships (Note 4)	\$1,680	\$2,642	\$584	\$2,317
Office Supplies	\$925	\$1,200	\$778	\$1,200
Postage and Delivery	\$1,088	\$1,088	\$711	\$1,100
Grants & Fundraising	0	\$1,500	0	\$0



Printing and Photocopying	\$216	\$500	\$422	\$500
Office Space	\$9,204	\$9,204	\$9,204	\$9,204
Telephone and Fax (Note 5)	\$1,680	\$1,680	\$1,680	\$1,680
Travel (Note 6)	\$2,608	\$2,600	\$2,757	\$0
Administrative Expenses	\$22,130	\$26,914	\$19,886	\$22,001
Audit Expense:	\$9,655	\$10,000	\$8,610	\$10,000
TOTAL ADMINISTRATION	\$49,474	\$55,041	\$46,623	\$50,628

Notes:

- 1) 2016 allocation: 25% Development, 50% Marketing & Image, and 25% Administration
- 2) Includes Directors and Officers coverage, liability, and property insurance
- 3) Meetings include expenses for Board meetings, planning sessions, and committee meetings.
- 4) Memberships in Tourism Regina, Chamber of Commerce, Community Radio, IDA (International Downtown Assoc. which is a strong BID resource for books, periodicals, conferences and online resources,
- 5) BID is allocated a \$140 per month share of the total telephone bill
- 6) BID is allocated a \$767 per month share of the total rent

5.3 2016 BUDGET EXPENSES – DEVELOPMENT

5.3.1 Overview:

Guided by the various Project Committees, this area addresses zoning, infrastructure, and the long-term development of the Warehouse District.

The Board continues to set aside reserve funds. In 2015 funds continue being accumulated towards an operating surplus and a capital reserve fund. Additionally the District purchase street furniture in 2016 which will be made available to members for purchase. The completion of Dominion Park is planned for 2016 along with additional streetscaping.

5.3.2 2016 Budget Details:

	2014 Actual (Audited)	2015 Approved Budget	2015 Projected (Unaudited)	2016 Proposed Budget
<u>Development:</u>				
Amortization	\$9,773	0	0	0
Planning/Feasibility Studies	\$4,405	\$5,000	0	\$1,000
Streetscape Enhancements	\$2,515	\$59,700	13,001	\$23,650
Management Services	\$17,690	\$18,127	\$18,127	\$18,254
TOTAL DEVELOPMENT	\$24,610	\$82,827	\$31,128	\$42,904



5.4 2016 BUDGET EXPENSES – MARKETING AND IMAGE

5.4.1 Overview:

A key focus continues to be creating brand and awareness of the Warehouse District. This program is being continued in 2016 and will expand to include the addition of portable billboards, greater distribution of the newsletter, sponsorships and a Social Media Strategy. We will also be redeveloping our website to be devise responsive, include an interactive map, ability for members to update their profiles, event area, and secured backend for Board members to retrieve meeting documents.

The District clean-up program remains an ongoing activity. In 2013 we formed a partnership with the North Central Family Centre to “sweep” the district once a week with their clean-up crew. We will continue that partnership in 2016. As well, a District wide Annual Clean-Up Day began in 2004 and continues to be well-supported with over 71.12 tonnes of trash collected by Board and Volunteers since it began. The Clean-up Day this year is planned for April 29, 2016.

The Warehouse District Dominion Park (original home of the Saskatchewan Roughriders), is installed with the installation of the sign taking place in Spring 2016, a grand opening in partnership with the Saskatchewan Roughriders and Centennial Mall will be held in June.

We will be hosting the Warehouse District Gastro Brewfest again in 2016. Held on the Railyards on Dewdney Ave the event features local talent performing throughout the day, a beer garden that features the 3 brewers located in the District a children’s activity area and in 2016 we will be adding a street art competition. In addition to the main festival area members of the District also participate by having promotions, tours and activities at their facility, transportation throughout the District is provided by a horse and wagon, participant can get on and off at different areas to participate in activities, tours and shopping.

The Warehouse District will be launching the Ghosting Mural project in 2016. We have several interested members and will be developing policies and a vetting process.

In addition to our member reception we will also be holding 4 member networking evening, giving members an opportunity to get to know their neighbors, and learn about what is happening at in the District.

5.4.2 2016 Budget Details:

	2014 Actual (Audited)	2015 Approved Budget	2015 Projected (Unaudited)	2016 Proposed Budget
<u>Marketing and Image</u>				
<u>Member Communications:</u>				
Newsletter	\$5,357	\$6,000	\$3,181	\$6,000
Member Reception	\$8,814	\$5,000	\$2,392	\$5,800
Member Survey				\$900
Web-site	\$1,190	\$5,000	\$890	\$23,100
Total Member Communications	\$10,361	\$16,000	\$6,463	\$35,800
Postage	0	0	0	\$1,100
Festivals (Note 1)	\$1,607	\$34,500	\$32,188	\$70,300
Stationery, Office & Printing Supplies	0	0	0	0



Advertising Map (Note 2)	0	\$15,155	9,680	0
Advertising and promotion	\$12,518	\$13,940	\$5,796	\$30,410
History Project	0	0		600
Heritage Projects (Note 3)	\$4,583	\$8,000	0	0
Mural Project	0	\$5,000	0	0
Clean-up (Note 4)	\$8,021	\$10,612	\$6,515	\$11,424
Safety and Security (Note 5)	0	\$2,000	0	\$600
Management Services allocation	\$35,379	\$36,254	\$36,254	\$37,254
Total Marketing and Image	\$72,469	\$141,261	\$97,494	\$186,888

Notes:

- 1) Gastro Brewfestival, Dominion Park opening, Walking Tours, Mural Project
- 2) Production of Mini Map
- 3) Heritage video by Adjile.
- 4) Clean-Up Crew (NCFC) and annual Clean-Up Day event costs
- 5) Security services re-aligned for special events.

April 5, 2016

To: Members,
Finance and Administration Committee

Re: The Regina Property Tax Bylaw, 2016 and School Division Property Tax Bylaw, 2016

RECOMMENDATION

1. That the City Solicitor be instructed to prepare the necessary property tax bylaws for consideration by City Council on April 25, 2016, that include the municipal mill rate, the other taxing authorities' mill rates, the mill rate factors and the business improvement districts' mill rates as outlined in this report.
2. That this report be forwarded to the April 25, 2016 meeting of City Council for approval.

CONCLUSION

City Council is required to set the 2016 mill rates for the City of Regina (City), Regina Public Library, Regina Downtown and Regina's Warehouse Business Improvement Districts, the property subclasses as well as set mill rate factors for the City and Library taxes. The purpose of this report is to collect and submit for approval the information to be used in preparing *The Regina Property Tax Bylaw, 2016* and *The School Division Property Tax Bylaw, 2016*.

BACKGROUND

The Regina Property Tax Bylaw, 2016 sets the mill rates to be levied on all taxable assessments in the City to raise the money required by the City, Regina Public Library and the business improvement districts for 2016.

The Government of Saskatchewan (Province) sets the property tax mill rates used to levy education taxes by all public school divisions. Separate school divisions have a constitutional authority to levy taxes to fund their educational system; therefore each separate school division will decide if it will retain authority to establish its own property tax mill rates or use rates set by the Province. The City enacts a separate *School Division Property Tax Bylaw, 2016* which authorizes the City to levy and collect taxes on a property's taxable assessment on behalf of the Board of Education of the Regina School Division No. 4 of Saskatchewan and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan.

DISCUSSION

Municipal Mill Rate

The proposed 2016 municipal mill rate and associated mill rate factors were tabled with City Council on December 7, 2015 in the proposed 2016 General Operating Budget document. As a result of the decisions made at that meeting regarding report CM15-13 General Operating Budget, a municipal mill rate of 9.5920 was established for 2016. This represents a 2.3 per cent increase for all programs and services plus a 1 per cent increase for the recommended Residential Road Network Improvement Program.

At the December 7, 2015 meeting of City Council regarding report CM15-13 2016 General Operating Budget the following mill rate factors were approved:

PROPERTY CLASS	PROPERTY SUBCLASS	MILL RATE FACTOR
Residential	Residential (including condominiums) and Multi-Family	0.87880
Commercial and Industrial	Commercial and Industrial	1.32901
	Golf Courses	0.86359
	Resource Property	1.32901
Agriculture	N/A	1.32901

Regina Public Library Mill Rate

At the December 7, 2015 meeting of City Council, Council approved the 2 per cent mill rate increase as requested in report CM15-13 from the Regina Public Library. As a result of the increase the 2016 Library mill rate will be set at .9594 pursuant to *The Public Libraries Act*.

Regina's Warehouse Business Improvement District

Regina's Warehouse Business Improvement District has submitted its proposed 2016 Budget which recommended maintaining a mill rate of 0.7588 mills per dollar be imposed on all property used or intended to be used for business purposes within the business improvement district. There is no change in the rate from 2015.

Regina Downtown Business Improvement District

The Regina Downtown Business Improvement District has submitted its proposed 2016 Budget which recommended that a rate of 0.7757 mills per dollar be imposed on all property used or intended to be used for business purposes within the business improvement district. The last change in the rate was in 2013.

Education Mill Rate

On February 26, 2016 the Province established the property tax mill rates used to levy education taxes by all public school divisions. The Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan has adopted these same rates for 2016. The rates remain unchanged from 2015 and are as follows:

- | | |
|---|-------------|
| a) Agricultural property class | 2.67 mills |
| b) Residential property class | 5.03 mills |
| c) Commercial and industrial property class | 8.28 mills |
| d) Resource property class | 11.04 mills |

RECOMMENDATION IMPLICATIONS

Financial Implications

The Regina Property Tax Bylaw, 2016 sets the mill rates to be levied on all taxable assessments in the City to raise the money required by the City, the Public Library and the business improvement districts for 2016.

The School Division Property Tax Bylaw, 2016 authorizes the City to levy and collect taxes on a property's taxable assessment on behalf of the Board of Education of the Regina School Division No. 4 of Saskatchewan and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan.

Environmental Implications

There are none associated with this report.

Policy and/or Strategic Implications

There are none associated with this report.

Other Implications

There are none associated with this report.

Accessibility Implications

There are none associated with this report.

COMMUNICATIONS

A copy of this report has been provided to Regina Downtown Business Improvement District, Regina's Warehouse Business Improvement District, Regina Public Library and the Regina Public and Catholic School Boards.

A communications strategy will be developed to inform residents about information being used to prepare *The Regina Property Tax Bylaw, 2016* and *The School Division Property Tax Bylaw, 2016*.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Don Barr".

Don Barr, Director / City Assessor
Assessment, Tax and Real Estate

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Diana Hawryluk".

Diana Hawryluk, Executive Director
City Planning and Development

Report prepared by: Deborah Bryden, Property Tax & Administration

April 5, 2016

To: Members,
Finance and Administration Committee

Re: Community Investment Funding for Economic & Promotional Initiatives - Canadian Western
Agribition (CWA)

RECOMMENDATION

That a \$60,000 sponsorship be approved for the Canadian Western Agribition (CWA) from the budget allocated for economic and promotional initiatives.

CONCLUSION

The CWA, an annual event, is being held November 21 - 26, 2016 at Evraz Place. This organization has historically been supported through a grant from the Finance and Administration Committee's budget for "economic and promotional initiatives". The level of sponsorship funding in 2014 and 2015 was \$60,000. CWA has again requested \$60,000 for 2016.

BACKGROUND

CWA is requesting a sponsorship of \$60,000 in recognition of the economic, social and cultural impacts of the event to Regina. A copy of the WCA's 2016 Application has been attached as Appendix A. The organization has received a \$60,000 grant from the City in each of 2014 and 2015 and \$45,000 prior to that.

DISCUSSION

CWA is one of Saskatchewan's largest agri-business and tourist attractions, drawing tens of thousands of people from around the world each year. CWA has become an integral part of the agricultural industry in Canada, specifically in the City of Regina over the last 46 years. In addition, the CWA has become known as one of the premiere shows in North America. This year's event is being held November 21 - 26, 2016 at Evraz Place.

Through evaluation of the 2015 event, CWA measured the economic, social and cultural impacts of the event, as follows;

Economic impact: The CWA has grown to attract international guests from over 70 countries to Regina on an annual basis. In 2015, the CWA generated approximately \$56 million in economic output for the Province of Saskatchewan, with specifically \$29 million directly impacting the city. These numbers are up 30 per cent since 2012.

Social impact: In 2015, CWA held a kick-off BBQ in downtown Regina to help celebrate Agribition month in the city. This gathering brought approximately 4,000 people to Scarth Street to sample unique food creations from Regina's local restaurant community. The CWA also provides a gathering point for both urban and rural visitors to enjoy music and entertainment.

Cultural impact: In 2015, The CWA provided 7,000 school children the opportunity to learn about careers in agriculture, as well as gain a general appreciation for the food industry as a whole. This is up 10 per cent from 2014. In addition, CWA also included First Nations culture into its programming.

In this respect the CWA is putting tangible and intangible metrics against the aims of the program, which is to foster “economic and promotional initiatives”. Based on an assessment of the figures, the event boasts some of the top attendance of any recurring activity in Regina, with strong economic impacts.

The 2016 application requests \$60,000 which will include the following sponsorship program details:

Sponsorship Program	Description of Program
Agribition Express	The Agribition Express is a shuttle bus program that provides exhibitors a ride to and from their vehicle (parked at Northgate or Southland Mall) to Evraz Place for only \$4 each way.
CWA Volunteer Program	In order to thank all 400+ volunteers for their countless hours of hard work, CWA hosts a Volunteer Appreciation Night in April.
Newsroom Partner	CWA is known as an international event with a local flavour. The growing popularity of the show and expanded program offering requires an expanded newsroom. This will allow CWA to help reporters and media outlets from across the country tell the Agribition story.
Beef n’ Barley Reception	The Beef n’ Barley Reception is the signal to start of Agribition. Complimentary beef-on-a-bun and refreshments are served to more than 1,000 agri-business professionals and livestock exhibitors in attendance from around the world.
Patron of the Day (Saturday)	The Patron of the Day Program provides recognition to a broad audience in a fixed time-frame. CWA focuses their efforts to make sure the sponsoring organizations name reaches a cross-section of visitors and exhibitors.

The City of Regina is acknowledged as a ‘Platinum Sponsor’, resulting in sponsor identification, show access, print, signage, web and other related marketing materials.

Administration is recommending matching the 2014 and 2015 allocation of \$60,000 to the CWA.

RECOMMENDATION IMPLICATIONS

Financial Implications

The 2016 budget for economic and promotion purposes was established at \$70,000. Historically, this fund has supported the Saskatchewan Association of Rural Municipalities (SARM) and Saskatchewan Urban Municipalities Association (SUMA) and Agribition. To date, the Financial Department has confirmed that \$10,000 has been allocated towards SUMA and SARM from the Finance and Administration budget, leaving \$60,000 available for allocation. If the funding recommendation is approved, the budget will be fully allocated.

Environmental Implications

There are no environmental implications related to this report.

Policy and/or Strategic Implications

As one of Saskatchewan's largest agri-business and tourist attractions, drawing tens of thousands of people from around the world each year, support for CWA is consistent with the economic development goals outlined in the City's Official Community Plan, *Design Regina*. It is consistent with the goals to optimize the City's economic development potential and to cultivate entrepreneurship through promotion of agri-business opportunities.

Other Implications

There are no other implications related to this report.

Accessibility Implications

There are no accessibility implications related to this report.

COMMUNICATIONS

The City of Regina will receive public recognition to acknowledge its contribution. CWA has provided a detailed benefits package to the City of Regina, as outlined in Appendix B.

DELEGATED AUTHORITY

The recommendation contained in this report is within the delegated authority of the Finance and Administration Committee.

Respectfully submitted,



Laurie Shalley
Director
Community Services Department

Respectfully submitted,



Kim Onrait
Executive Director
City Services Division

Report prepared by:
Travis Holt, Community Investments Policy Analyst



COMMUNITY INVESTMENT FUNDING 2016 APPLICATION FORM

Complete all sections of this form in the space provided.

This application is for one-time funding.

There is no guarantee of funding – applications may result in full, partial or no funding.

- ☒ Submit one copy of this completed application form and documentation.
- ☒ Keep one copy of this completed application form and documentation for your records.
- ☒ Number all attachments.

1. Organization		
(use legal name):	Canadian Western Agribition	
2. Contact Person:	Marty Seymour	
Mailing Address:	Box 3535 Regina, Sk	Postal Code: S4P3J8
Telephone No:	306-924-9600	
E-mail:	mseymour@agribition.com	
3. Alternate Contact:	Corey Sentes	
Mailing Address:	Box 3535 Regina, sk	Postal Code: S4P 3J8
Telephone No:	306-924- 9583	
E-mail:	csentes@agribition.com	

Attachments (number all attachments to correspond with this list):

- ☒ #1 – Current Profile Report from the Corporate Registry, Information Services Corporation (ISC).
- ☒ #2 – A copy of the annual report and audited financial statement presented at the last AGM.
- ☒ #3 – Explain how the 2015 City of Regina community investment funding was spent.
- ☒ #4 – A copy of the 2016 event budget. This budget should specify how the funding requested from the City of Regina will be spent and whether the City contribution will leverage any additional funds from other sources. List confirmed and/or projected revenue from other sources.
- ☒ #5 – A detailed explanation of the community impact and economic impact of the show.
- ☒ #6 – Identify the type and scope of public recognition that will be provided to the City of Regina to acknowledge the 2016 community investment.

APPLICATION AGREEMENT

Use of Money

The Organization hereby agrees to use any money or services provided to the Organization only in the manner set out in this application. The City reserves the right to demand, at any time, the return of any monies if the Organization uses the money in a manner that, in the opinion of the City, is inconsistent with the objectives of the Community Investment Grants Program or with the description of the intended use of the funds as set out in this application or should it be discovered that the undersigned made a material misrepresentation in the application.

Terms of Agreement

Organizations receiving funding from the City of Regina must abide by City's bylaws, policies and procedures. An organization that has breached a City of Regina bylaw may be required to pay back a portion of the funds at the discretion of the City and will be ineligible for grants in the future. If an organization has been advised of a City policy or procedure and does not comply with it, then this breach will be treated in the same manner as a breach of a City Bylaw.


Freedom of Information and Protection of Privacy

The City of Regina is committed to protecting the privacy and confidentiality of personal information. All personal information that is collected by the City is done so in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act*. The information collected in this application will be used to administer the Community Investment Grants Program. De-identified, aggregate information will be used by City of Regina for program planning and evaluation. This application will be distributed to the adjudicators of the Community Investment Grants Program.

Representations

In making this application, we the undersigned Board Members/Executive Director hereby represent to the City and declare that to the best of our knowledge and belief, the information provided in this application and the related attached supporting documents are truthful and accurate, that we have read and agree to comply with the Grant Guidelines and the application is made on behalf of the above-named organization and with the Board of Director's full knowledge and consent. We further represent that the above-named organization is registered as a non-profit corporation pursuant to the laws of Saskatchewan and agree that the organization shall remain so registered for the duration of the term of the grant.

Two signatures are required:

<u>Stewart Stone</u>		<u>President</u>	<u>Feb 11/16</u>
Board Member Name (print)	Signature	Position	Date
<u>NATY SEYMOUR</u>	<u>N.S.</u>	<u>CEO</u>	<u>Feb 11/16</u>
Board Member or Executive Director Name (print)	Signature	Position	Date

**City of Regina
Community Investment Fund Application
February 15, 2016**



Canadian Western Agribition is seeking renewal of \$60,000 from the Community Investment fund to support programming for the 2016 show. This request is consistent with the funding provided in 2015.

Attachment #1- Current ISC Registry

Attachment #2- 2015 Annual report

Attachment #3- 2015 sponsorship document outlining how the funds were spent in 2015

Attachment #4- 2016 sponsorship document outlining how the funds will be spent in 2016

Note: The City funding supports individual activities outlined in the agreement and is not used to leverage outside dollars for Agribition activities.

Item #5- Canadian Western Agribition (CWA) has become a centerpiece of Agriculture excellence in the City of Regina over the last 46 years. As a volunteer led organization, the show has grown to attract international guests to the Queen City from over 70 countries on an annual basis. The most significant contribution the show makes to the City of Regina is the economic impact. Employing close to 200 employees the show generates \$56 million in economic output for the Province with \$29 million directly impacting the City of Regina. These numbers are up over 30% since 2012 demonstrating CWA's continued growth in economic impact benefiting the City overall. This impact can be felt in the service and hospitality industry as well as the retail sector in an otherwise quiet time of the year.

The show's impact extends beyond the economic value. CWA also has an impact on Regina culture. Agriculture is still the backbone of the Saskatchewan economy. In 2015, close to 7000 school children attended CWA to learn about careers in agriculture as well gain a general appreciation for the food industry as a whole. This is up over 10% from the previous year. CWA has also included first nations culture into its programming along with a food pavilion, and various musical acts featuring local artists. The intention is to engage the entire community, beyond just agriculture to take part in this mega-event and offer people a variety of cultural exchanges.

The social attributes of the show can be felt all across Regina. In 2015, CWA hosted a kick off BBQ in downtown Regina in early November to celebrate Agribition month in the City. This social gathering brought close to 4000 people to the Scarth Street Mall to sample unique food creations from Regina's local restaurant community. CWA also provides a gathering point for both urban and rural visitors to enjoy music and entertainment in a format that only comes to town once a year. The net result is a festive feel in the City and the related economic impact generated by the show.



Community Investment Fund - Continued

Attachment #6- See 2016 sponsorship proposal outlining the recognition associated with this investment.

Canadian Western Agribition would like to thank the City of Regina for all the support the show has received since its inception. We have enjoyed a great working relationship with the City and have many examples of joint success.

The most recent example of success include the construction of the new International Trade Centre. This new venue ensures the sustainability of the show as well as positions the City well for future event attraction.

We look forward to working with the City of Regina,



Marty Seymour, CEO
Canadian Western Agribition

CANADIAN WESTERN **Agnibition**

2014 Show
Annual Report

Message from the President

It is a great honour to be part of an organization so rich in heritage, tradition, and culture. The momentum created by our volunteers each year to produce Canadian Western Agribition is second to none. Nowhere else do we see a community of like-minded people working together to deliver an event with international prestige who ask for nothing more than a thank-you. The volunteers are the heart of the show, and without them, it just wouldn't be Agribition.

Beyond the contributions of our volunteers, the show is proudly supported by many sponsors and trade show exhibitors. We are grateful for their dedication and support over the years.

While maintaining the culture of Agribition, the show continues to evolve and change. Sometimes these changes are difficult, but continual improvement is what makes the show great and will continue to attract all types of visitors. I would like to thank the Board of Directors for their commitment and contributions to taking the show to new heights. The success of Agribition is a team effort. It belongs to everyone.



A handwritten signature in black ink, appearing to read 'Reed Andrew'.

Reed Andrew,
President



Message from the CEO

2015 can be summed up as the year of risk taking and change. Although our business continues to mirror the traditions which have made the organization strong, the organization was also prepared to test the waters and try new things.

From a consistency standpoint, Canadian Western Agribition is well entrenched as the country's largest purebred beef show. Cattle continue to flow from all across the country to compete for the RBC Beef Supreme Challenge and leverage CWA's international and domestic marketing opportunities.

World-Class Event

International visitors were up with a total of more than 800 guests from more than 70 countries. The downside of the international program in 2014 was the reduction in trade. With the absence of Ukraine, Russia, and Kazakhstan's large buying presence at the show, it was difficult to maintain the huge export numbers seen in year's previous. That said, the recent interest in Chinese visitors and the success of Agribition's Incoming Buyers Program laid a strong foundation for future trade in developing markets. Notably, the industry experienced record domestic pricing which more than offset the absence of major export deals.

Festive Endeavors

The show embarked on an expanded festive feel in 2014 with the addition of various new programs. Full Contact Jousting and further financial investment in our Pump Roadhouse Stage played a large part in the social fabric of the 2014 show. Without question, the community buzz generated with the jousting program pushed the boundaries of what people can expect from the country's best beef show.

Operations

The operations crew and management team continue to find more efficient and effective ways to set up, tear down, and operate the show for the betterment of exhibitors, visitors, and the bottom line. The financial success of the previous year allowed Agribition to invest additional capital into the Stock Exchange to make the ever expanding Yards program at the show more comfortable for exhibitors.



Message from the CEO

Busing was Big

Hosting a mega-event such as Agribition on a landlocked urban setting like Evraz Place will always come with challenges. Relocating the tie-outs to address the parking challenges was just one small step the show undertook to improve the visitor experience. Agribition also partnered with the City to assist in the expansion of the Agribition Express. Agribition underestimated the success of this program by almost four-fold, and to everyone's surprise the busing program moved over 13,000 people in 6 days. Despite the obvious financial implications of free admission, the investment proved to be an excellent marketing initiative and extended the show's message to an expanded audience.



Finance

Despite the vigilant effort of any management group, a few surprises always find their way into operations. The loss of the boiler system servicing much of barn road added a significant investment in operation expense negatively affecting the bottom line. Fortunately, the diligent work of the sponsorship and trade show sales team supported by strong livestock entries and sales supported another strong financial finish.



Infrastructure

It is evident the deterioration of the infrastructure used for hosting the livestock programming is past its reasonable use. Much of the 2014 operating year was spent developing and designing a long term solution for the show to ensure the show remains a world class event and remains sustainable in the future. Although the public funding is not in place, we are optimistic Agribition's needs will be met in the very near future.

I would like to thank the countless volunteers, exhibitors, and sponsors who make Agribition such a huge success. This event belongs to them.

Marty Seymour
Chief Executive Officer



Marketing



The 2014 Canadian Western Agribition (CWA) marketing campaign was focused on expanding the show's urban audience through increased community presence and promotions.

Engaging the Community

Agribition was an active member in the community, with interactive games set up for kids at both I Love Regina Day and Regina Folk Festival. Additionally, Agribition was the grand marshal at the Santa Clause Parade in November.

To engage Regina businesses, Agribition decorating kits were sold to local businesses. The kits encouraged businesses to get into the "Agribition spirit" for the month of November. 22 different companies supported the new initiative.



2014. The bandanas were distributed to volunteers and to show visitors at the information booths.

Red, Agribition-branded bandanas were Agribition's signature give-away item in



Getting Social

Agribition's social media presence continues to grow as both Facebook and Twitter received significant growth in followers and activity. Facebook 'likes' increased by 20 percent over last year with 8,706 'likes' and Twitter followers increased by 44 percent over last year with 2,188 followers.

Media

The media coverage of Agribition was extensive this year, with over 48 media groups doing interviews and covering the show. The CTV Morning Live crew was on site every morning and other media coverage was present throughout the whole week. All forms of media were present – print, radio and television. There was many local, provincial and national media groups present throughout the week. The show was covered by CBC National, French and English as well as many Western Canadian media groups.

S Novak

Sarah Novak,
Marketing Associate



Trade Show

Canadian Western Agribition's trade show continued to grow and expand in 2014. We sold more square footage to fewer exhibitors, consistent with the trend we have seen the past few years.

Trade Show Highlights:

- Increased number of performances in the Bud Light Loading Chute
- Increased beverage sales
- Sold new trade show space in Canadian Cattleman Alley and North Brandt Link
- Moved the Exhibitor Service Centre beside GES to a more streamlined exhibitor move-in experience
- Trade show revenue growth was up 5%, reaching another record for the third year in a row



Corey Hoskins,
Trade Show Manager



Livestock & Rodeo

Canadian Western Agribition continues to be the leader in the Canadian Livestock Industry as "the place to do business". Canadian Western Agribition offers a very strong marketplace for both international and domestic trade.

Year of the Beef

Halterd beef shows, sales and displays remain the foundation of Canadian Western Agribition. Purebred beef entries increased 8% while the ring saw a 41% increase in sale averages. Along with the show and sale rings, producers continue to seek innovative ways to market their product. This was evident by a 12% increase in display space purchased by exhibitors.

2014 saw a fantastic 30% increase in youth entries. The future looks bright in the cattle industry and the halterd beef component at Agribition.



International Exposure

Agribition continues to stay competitive in international trade. Through the sales ring alone, Canadian genetics were purchased by exhibitors from 9 states and as far away as England. Online viewing continues to expand with notable viewership from South America, Australia and the UK. In excess of 1,000 people logged on to watch shows and sales.

The Stock Exchange was once again a huge success. The Yards expanded, making way for new exhibitors to be part of Agribition and allowing current exhibitors to diversify their marketing strategy. The Commercial Cattle Sale was extremely strong with the bred and replacement heifers' average increasing 87%. Bull Pen Alley took on a new look doubling the entries over 2013.

Livestock Entertainment

The Brandt Centre events continue to provide added entertainment for show visitors. Events such as Canada's Premier Ranch Horse Competition and Sale, Canadian Horse Pull Finals and the International Stock Dog trials continue to attract large audiences.



New events were added to the Brandt Centre schedule that proved to be successful. Chore Team Events (with three class divisions) were added to Tuesday and Wednesday. Full Contact Jousting was a new event intended to draw in a more diverse audience. They performed twice on Saturday afternoon with the second performance attracting over 6,000 people to the Brandt Centre. The success of this program is a good template to follow in future years as Agribition grows to become more festive and enhance its entertainment events.

Livestock & Rodeo



Rodeo

Attendance at the CCA Finals Rodeo has remained similar to previous years with over 20,000 fans throughout five nights and sold out performances on Friday and Saturday. The CCA Finals Rodeo continues to attract a wide range of fans from the avid rodeo enthusiast to many first time visitors. Increased investment in rodeo production continues to improve the fan experience.

Shawna Fuchs

Shawna Fuchs,
Livestock & Rodeo Manager



Sponsorship

Sponsorship plays a key role in developing partnerships with the business community to financially support Canadian Western Agribition (CWA). CWA is now working with 67 official sponsors, 12 of which were new in 2014. Sponsorship revenue continues to grow as we seek out partners from all market segments. Some of our new or returning sponsors in 2014 were: A & W, Atom Jet, BASF, City TV, Monsanto, Queen City Plumbing, Real Estate Centre, Subway, TopKrop, PCL Construction, SaskTel, SIGA, and TransCanada.

New events also bring new sponsors and additional revenue. In 2014, CWA added sponsorship opportunities tied to:

1. Full Contact Jousting
2. Lost Kids ID stickers
3. Naming rights of venues
4. Chore Team Events
5. Agribition Express Bus service and free admission coupons

Attrition of sponsorship is always a concern. Attrition rates were extremely low in 2014 and supported another consecutive year in sales growth and community involvement.



Darryl Ulledal,
Sponsorship Manager



2014 Sponsors

PLATINUM SPONSORS



GOLD SPONSORS



2014 Sponsors

SILVER SPONSORS

A & W	IKS Media & Technology	Saskatchewan Arts Board
Advantage Sign & Display	McDonalds	SIGA
Bayer CropScience	Merial Canada Inc.	Subway
City TV	PCL	Syngenta
Canadian Pacific	Ramada Worldwide	TransCanada
Degelman	Ritchie Bros. Auctioneers	Zoetis
Fountain Tire	SaskCanola	

BRONZE SPONSORS

Atom-Jet Industries	Graham Construction	Real Estate Centre
BASF	John Brown Farms	SaskMilk
Canadian Beef Breeds Council	Konica Minolta Business	Spectra Energy
Coca-Cola Refreshments	Solutions	TopKrop (Kugler)
Co-op Feeds	Monsanto	
Enbridge Pipelines Inc.	Queen City Plumbing & Heating	

2014 Show Volunteers

1 Year of Service

Steve Abbott
 Andy Anderson
 Dale Anderson
 Wade Armstrong
 Krystal Aulie
 Jennifer Barrett
 Alison Barton
 Diane Beals
 Michelle Bellegarde
 Lenora Bells
 Chris Bertram
 Marty Bertram
 Scott Blair
 Berne Bolen
 Ernie Boon
 Renee Boutin
 Deb Bresciani
 Evelyn Cerda
 Georgina Chernoff
 Jack Cronkhite
 Dayna Deck
 Kim Delorme
 Garner Deobald
 Eleanor Desjardins
 Christine Drozda
 Marlee Dukart
 Linda Duncan
 Gloria Eskdale
 Gail Fry
 George Galloway
 Harvey Gardner
 Judy Gates
 Rebecca Geary
 Ryan Gobeil
 Jordan Greve
 Brett Grieve
 Erika Hallemann
 Brian Harris
 Ron Henry
 Kim Hextall
 Darren Ippolito
 Kathy Jensen
 Angela Johnson

Lovella Jones
 Ron Jones
 Trevor Jones
 Taylor Kennedy
 Louise Krueger
 Annetta Kuntz
 Nial Kuyek
 Basil Kuzyk
 Randy Laliberte
 Michael Latimer
 Doug Leask
 Marilyn Leask
 Rod Lederhouse
 Tina Lees
 Jaclynn Lewis
 Keith Lipsett
 Brianna Lobb
 John Lozinski
 JoAnn Lupastin
 Pam Lysack
 Tanisa Maier
 Gianna Marchiori
 Carol Marwick
 Erica Marwick
 Deborah Mathias
 Diane Mathias
 Gladys Matkowski
 Dwight Matusko
 Chloe Miller
 Jean Miller
 Julie Mitchell
 Kelly Moens
 Ron Mulholland
 Debra Murphy
 Nicole Nameth
 Renee Nicurity
 Deb Niekamp
 Jessica Pak
 Dianne Panagapko
 Tyler Pastuch
 Richard Peers
 William Peers
 Zachary Pengelly
 April Popadynec
 Fran Protz

Shannon Rains
 Chantel Rasmusson
 Pauline Relkey
 Jackie Rich
 Carrie Ross
 Kelly Ross
 Austin Rudiak
 Amber Sangwais
 Karl Sauter
 Scott Sauter
 Jane Scrimgeour
 Candy Seifert
 Carl Shiels
 Fred Short
 Judy Short
 Adam Smith
 Sterling Smith
 Corbin St. John
 Waverly Stechyshyn
 Audrey Stopanski
 Gordon Stopanski
 Doug Sutherland
 Barry Tappin
 Wayne Temple
 Hayden Vogt
 Kerri Ward-Davis
 Katelyn Weekusk
 Darwin Weimer
 Terry Weimer
 Jamie Whitworth
 Kathleen Woodward
 Terry Zwarych

2 Years of Service

Helen Almassy
 Lara Bender
 Donna Brown
 Meagan Brown
 Fred Chriest
 Shylo Claypool
 Lorelei Deters
 Neapoleon Dmytrowich
 Judith Erickson
 Glenda Hewalo
 Donna Howell

2014 Show Volunteers

Judith Kehler
 Joyce Leier
 Blake MacMillan
 Roanna McCoy
 Wally Mills
 Ali Pike
 Des Plewman
 Cain Quam
 Roberta Quam
 Selene Reid
 Megan Roger
 Miranda Rosin
 Candace Savage
 Michael Schmidt
 Terilyn Schroeder
 Kendra Schulz
 Wayne Tranberg
 Sandy Ward
 Gloria Wittal
 Levi Wood
 Michael Zaleschuk

3 Years of Service

Scott Bohrsen
 Cortney Bowman
 Brenda Clark
 Ken Dockham
 Wayne Eaton
 Phyllis Engelstad
 Angel Grieve
 Chris Holden
 Vicki Huber
 Judy Hunter
 Brennin Jack
 Bob Keir
 Marty Kratochvil
 Don Laing
 Courtney Lanouette
 Naomi Lees
 Rod Lewis
 Reg Lindenbach
 Jenna Loveridge
 Vanessa Magnin
 Branden Mainil
 Dustin Mainil

Matt Melnyck
 Mona Neher
 Lynda Patterson
 Sarah Petrie
 Robin Poirier
 Patricia Popescul
 Rob Reeves
 Ken Robinson
 Lorena Rogers
 Art Unsworth
 Christie Waechter
 Kyla Weber
 Ed Williams

4 Years of Service

Mark Bencze
 Jody Berglund
 Carmen Curtis
 Andrea Dufault
 Elmer Eashappie
 Travis Ell
 Bryon Evans
 Doug Fee
 Curtis Kuchinka
 Adam Lindenbach
 Ray Lutz
 Scott McCormack
 Blair McIntosh
 Vic Peters
 Andy Roesslein
 Lon Slade
 Mike Stiefel
 Bryce Thompson
 Harry Toews
 Nathan Trowell

5 Years of Service

Meagan Bollinger
 Randy Epp
 Gary Freitag
 Chris Greyeyes
 Mark Johanson
 Jordan Konkel
 Brian Lindenbach

Lucas Lindenbach
 Tabitha Mainil
 Glen Pretty
 Carla Schmitt
 Debbie Spencer
 Robert Stephenson
 Gerry Wendling
 Ken Zemlak

6 Years of Service

Steven Bonk
 Doug Bouck
 Bill Curtis
 Charmaine Grad
 Arron Huber
 Evan Mann
 Shaela Ponsford
 Reg Schellenberg
 Ginny Scott
 Fred Stratton
 Clint Wiens

7 Years of Service

Doug Conway
 Dale Easton
 Dave Erixon
 Adam Flood
 Rich Harries
 Melodi Hawkesford-Lee
 Terry Hepper
 Kaitlin Jordan
 Ross Macdonald
 Mike Mamona
 Kristen Martin
 Darcy Sattler
 Irene Smyth

8 Years of Service

Joe Barnett
 Blair Bentz
 Kelly Brice
 David Dean
 Eunice Dohlen
 Nathan Gogel

2014 Show Volunteers

Brian Murray
Tyson Rasmusson
Linda Robertson
Pam Smith
Caitlyn Stenberg
Rustyn Stenberg
Leon Van De Walle
Scott Wilson

9 Years of Service

Rick Byrne
Harold Grane
Dylan Grieve
Grant Hamilton
Larry Hanson
Michelle Jensen
Chris Lees
Doug Siman
Marj Siman
Murray Smyth
Kent Stuart
Mark Vermeulen
Aaron Yorga

10 Years of Service

Carrie Cholak
Campbell Forsyth
Lorna Grant
Ed Hunter
Walt Lockie
Jeanine Nazarchuk
Larry Stover
Chris Williamson

11 Years of Service

Greg Bellisle
Perry Cochrane
Neil Cromarty
Greg Frick
Courtney MacDougall
Sheldon Matsalla
Brian Rossnagel
Grant Vermeulen

12 Years of Service

Jim Hallberg

Russ Pankiw
Leanne Rein
Bonnie Thompson

13 Years of Service

Craig Boake
Albert Hack
Sam Hardstaff
Kelly Howe
Herb McLane
Lyle Selinger
Colette Stushnoff

14 Years of Service

Geri Hack
Bill Lys
Janette Mish
Jeff Mish
Garth Neher
Mel Ostapovich

15 Years of Service

Carol Evans
Sherri Grant
Barry Young

16 Years of Service

Bob Crowe
David Gadd
Doug Jones
Wes Mack
Gary Milton
Lee Sinclair

17 Years of Service

Betty Abrey
Warren Fuchs
Bob Jackson
Lori Milligan
Jennifer Strudwick

18 Years of Service

Marilyn Charlton
Eileen Davidson
Karen Grieve

Wilf Knelson
Shannon McArton
Bill Peters
Virginia Peters
Stewart Stone
Norm Vertefeuille
Orest Warnyca
Bill Zuber

19 Years of Service

Garth Charlton
Tom Grieve
Clarence Manegre
Ken Stovin

20 Years of Service

Audrey Horkoff
Les Kroeger
Lorne Lynch
Mark Silzer

21 Years of Service

Terry Bedard
Candace By
Doug Graham
Pauline Long-Wright

22 Years of Service

Grant Alexander
Barb de le Sablonniere
Glen Elford
Bryan Hadland
Dean Hobman
Gordon Kosloski
Grant Royan
Verla Schulz

23 Years of Service

Gary Anderson
Adele Buettner
Dale Montgomery
Bill Mustatia
Kevin Smith

2014 Show Volunteers

24 Years of Service

Brian Fahlman
Bruce Holmquist
Gordon Roger
Belinda Wagner

25 Years of Service

Dino Claypool
Marla Grad
Lyle Pretty
Mona Taylor

26 Years of Service

Robert Bernston
Maurice Clark
Janice Faer
Bill Gray
Levi Jackson
Roy Jones
Howard Slack

27 Years of Service

Colleen Kohlruss
Hugh Wright

28 Years of Service

Helge By
Debbie Haupstein
Kim MacDougall

30 Years of Service

Jim Laturas

31 Years of Service

Bill Aulie
Barry Hamdorf

32 Years of Service

Dale Claypool
Jim Evans
Eugene Faer
Marilyn Mountenay
Ron Mountenay

Colleen Sawyer
Merle Thomason

33 Years of Service

Fred Bartolf

35 Years of Service

Doug Howe
Bonnie Tweedie

36 Years of Service

Bryce Burnett
Gordon Stephenson
Dale Strudwick

37 Years of Service

Reed Andrew
Barry Hall
Glen Lipsett

42 Years of Service

Hazel Kinzie

43 Years of Service

John Willmott

44 Years of Service

Ward Mortenson



2014 Corporate Members

Advantage Sign and Display
 Agriculture and Agri-Food
 Canada
 Allied Printers Ltd.
 Bank of Montreal
 Blair's Family of Companies
 Canadian Angus Association
 Canadian Beef Breeds Council
 Canadian Bison Association
 Canadian Charolais Association
 Canadian Galloway Association
 Canadian Hereford Association
 Canadian Simmental
 Association
 Charolais Banner
 Chicken Farmers of
 Saskatchewan
 CIBC
 Delta Regina
 EventStaff Canada
 Farm Animal Council of SK
 Farm Credit Canada
 Golden West Radio
 Heartland Livestock Services
 Johnstone Auction Mart Ltd.
 Labatt Breweries of Canada
 Lipsett Cartage Ltd.
 Merck Animal Health
 Nelson Motors & Equipment
 O & T Farms Ltd.
 Percy H. Davis Ltd.

RBC Royal Bank
 Regina Exhibition Association
 Ltd.
 Regina Hotel Association
 Regina View Farms Inc.
 Saskatchewan Angus
 Association
 Saskatchewan Bison
 Association
 Saskatchewan Cutting Horse
 Association
 Saskatchewan Hereford
 Association
 Saskatchewan Livestock
 Association
 Saskatchewan Ministry of
 Agriculture
 Saskatchewan Pork
 Saskatchewan Seed Growers
 Association
 Saskatchewan Sheep Breeders
 Association
 Saskatchewan Sheep
 Development Board
 Saskatchewan Shorthorn
 Association
 Saskatchewan Simmental
 Association
 Saskatchewan Stock Growers
 Association
 Saskatchewan Trade and
 Export Partnership (STEP)
 SaskMilk
 T Bar C Cattle Co. Ltd.

The Regina & District Chamber
 of Commerce
 The Western Producer
 Western College of Veterinary
 Medicine, University of
 Saskatchewan
 Young's Equipment Inc.

2014 Friends of the Show

Abrey, Betty
 Anderson, Gary
 Andrew, Reed
 Aulie, Bill
 Balkwill, Tom
 Bedard, Terry
 Berry, Leroy
 Boake, Bud
 Charlton, Marilyn
 Cox, Roberta
 Danchuk, Victor
 Dockman, Ken
 Eashappie, Elmer
 Easton, Dale
 Epp, Elmer
 Erza, Grace
 Evans, Jim
 Fee, Doug
 Fox Sr, Lyal
 Friedrich, Robert
 Gray, Bill
 Hadland, Bryan
 Halvorson, Ken
 Hanson, Larry
 Harries, Rich
 Hauptstein, Deb
 Hextall, Jack
 Hextall, Kim
 Holden, Chris
 Holmquist, Bruce
 Horkoff, Audrey

Huber, Woody
 Jackson, Bob
 Jackson, Levi
 Kuchinka, Curtis
 Lees, Chris
 Lees, Tina
 Macdonald, Ross
 MacMillan, Blake
 McArton, Shannon
 McLane, Herb
 Miller, Gerry
 Mills, Wally
 Neher, Garth
 Ostapovich, Mel
 Rossnagel, Brian
 Sanheim, Gus
 Schmitt, Carla
 Schultz, Verla
 Sharp, Marilyn
 Selinger, Lyle
 Siman, Doug
 Siman, Marj
 Steinley, Warren
 Stephenson, Gordon
 Strudwick, Dale
 Stuart, Kent
 Taylor, Mona
 Thomason, Merle
 Thompson, Bryce
 Vancha, Kathy
 Warnyca, Orest

Wilkes, Perry
 Willmott, John
 Wood, Levi
 Young, Barry

Management's Responsibility

To the Members of Canadian Western Agribition Association:

Management is responsible for preparing the accompanying financial statements and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and making objective judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions and authorized assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

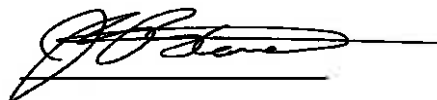
The Board of Directors and Audit Committee are composed of Directors who are neither management nor employees of the Association. The Audit Committee is appointed by the Board to review the financial statements in detail with management and to report to the Board prior to their approval of the financial statements for publication.

MNP LLP, an independent firm of Chartered Accountants, is appointed by the members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with both the Committee and management to discuss their audit findings.

April 9, 2015



Director



Director

Auditors' Report

To the Members of Canadian Western Agribition Association:

We have audited the accompanying financial statements of the Canadian Western Agribition Association (the Association), which comprise the statement of financial position as at January 31, 2015 and the statements of operations, changes in fund balances and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Western Agribition Association as at January 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Regina, Canada
April 9, 2015

MNP LLP

Chartered Accountants

CANADIAN WESTERN AGRIBITION ASSOCIATION

Statement of Operations

For the year ended January 31, 2015

	Operating Fund \$	Scholarship Fund \$	2015 Total \$	2014 Total \$
Revenue:				
Show	1,048,839	5,143	1,053,982	1,107,368
Sponsorship	1,003,515	-	1,003,515	982,573
Displays	1,034,726	-	1,034,726	979,321
Grants	5,000	-	5,000	8,000
Livestock	415,002	-	415,002	357,938
Intern'l Business Development	274,496	-	274,496	300,312
Other	62,568	-	62,568	45,055
Gain on disposal of capital assets	32,550	-	32,550	2,304
	3,876,696	5,143	3,881,839	3,782,871
Expenses:				
Direct Labour & Benefits	1,079,838	-	1,079,838	1,061,255
Building & Equipment rent, repairs	711,605	-	711,605	583,577
Show Time Costs	530,601	16,973	547,574	519,053
Entertainment	287,305	-	287,305	250,702
Intern'l Business Development	159,043	-	159,043	188,574
General Office Supplies	142,597	-	142,597	158,396
Marketing & Communications	171,395	-	171,395	148,231
Board, Staff and Volunteer	79,476	-	79,476	86,585
Amortization	100,090	-	100,090	97,362
	3,261,950	16,973	3,278,923	3,093,735
Net operating income	614,746	(11,830)	602,916	689,136

STATEMENT OF CHANGES IN FUND BALANCES

	Operating Fund \$	Scholarship Fund \$	Internally Restricted Contingency Reserve \$	Invested in Capital Assets \$	2015 Total \$	2014 Total \$
Fund Balance, beginning of year	1,113,044	153,786	225,000	242,681	1,734,511	1,045,375
Net operating income	664,515	(11,830)	-	(49,769)	602,916	689,136
Interfund transfer (Note 11)	-	-	-	-	-	-
Net capital asset purchases	(45,659)	-	-	45,659	-	-
Fund Balance, end of year	1,731,900	141,956	225,000	238,571	2,337,427	1,734,511

* See accompanying notes

CANADIAN WESTERN AGRIBITION ASSOCIATION

Statement of Financial Position

For the year ended January 31, 2015

ASSETS

	Operating Fund \$	Scholarship Fund \$	2015 Total \$	2014 Total \$
Current:				
Cash (Note 4)	162,229	263	162,492	708,775
Short term investments (Note 8)	1,559,304	151,827	1,711,131	513,722
Accounts receivable (Note 5)	181,025	-	181,025	207,000
Interfund accounts receivable	10,134	-	10,134	43,826
Government remittance receivable	25,558	-	25,558	27,632
Prepaid expenses	17,461	-	17,461	-
Total current assets	1,955,711	152,090	2,107,801	1,500,955
Contingency reserve investments (Note 11)	225,000	-	225,000	225,000
Capital assets (Note 9)	281,180	-	281,180	335,610
	2,461,891	152,090	2,613,981	2,061,565

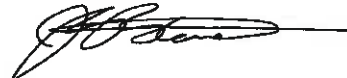
LIABILITIES AND FUND BALANCE

Current:				
Accounts payable	182,778	-	182,778	169,382
Interfund accounts payable	-	10,134	10,134	43,826
Deferred revenue	41,033	-	41,033	20,917
Current portion of long term debt (Note 6)	-	-	-	29,015
Total current liabilities	223,811	10,134	233,945	263,140
Long term:				
Deferred Capital contributions (Note 7)	42,609	-	42,609	63,914
Total Long term liabilities	42,609	-	42,609	63,914
	266,420	-	276,554	327,054
Fund balance:				
Unrestricted fund balance	1,731,900	-	1,731,900	1,113,044
Internally restricted fund balance	-	141,956	141,956	153,786
Internally restricted contingency reserve	225,000	-	225,000	225,000
Invested in capital assets	238,571	-	238,571	242,681
Total fund balance	2,195,471	141,956	2,337,427	1,734,511
	2,461,891	152,090	2,613,981	2,061,565

On behalf of the Board:



Director



Director

* See accompanying notes

CANADIAN WESTERN AGRIBITION ASSOCIATION

Statement of Cash Flows

For the year ended January 31, 2015

	Operating Fund \$	Scholarship Fund \$	2015 Total \$	2014 Total \$
Cash provided by operating activities:				
Net operating income	614,746	(11,830)	602,916	689,136
Amortization	100,090	-	100,090	97,362
Capital grant contribution recognized for the year	(21,304)	-	(21,304)	(21,304)
Gain (loss) on disposal of capital assets	(32,550)	-	(32,550)	(2,304)
Net change in non-cash working capital accounts related to operations (Note 10)	(18,286)	54,440	36,154	68,427
Cash used in operating activities	<u>642,696</u>	<u>42,610</u>	<u>685,306</u>	<u>831,317</u>
Cash used in investing activities:				
Proceeds from sale of capital assets	32,550	-	32,550	2,304
Purchase of capital assets	(45,659)	-	(45,659)	(86,990)
Proceeds from disposal of short term investments	1,807,232	-	1,807,232	-
Transfer to Contingency Reserve	-	-	-	(150,000)
Purchase of short term investments	(2,954,113)	(42,585)	(2,996,698)	(30,722)
Cash used in investing activities	<u>(1,159,990)</u>	<u>(42,585)</u>	<u>(1,202,575)</u>	<u>(265,408)</u>
Cash provided by financing activities:				
Repayment of debt	(29,014)	-	(29,014)	(29,014)
Cash provided by financing activities	<u>(29,014)</u>	<u>-</u>	<u>(29,014)</u>	<u>(29,014)</u>
Net increase (decrease) in cash	<u>(546,308)</u>	<u>25</u>	<u>(546,283)</u>	<u>536,895</u>
Cash at beginning of year	<u>708,537</u>	<u>238</u>	<u>708,775</u>	<u>171,880</u>
Cash at end of year	<u>162,229</u>	<u>263</u>	<u>162,492</u>	<u>708,775</u>
Interest received	<u>21,092</u>	<u>2,153</u>	<u>23,245</u>	<u>9,544</u>

CANADIAN WESTERN AGRIBITION ASSOCIATION

Notes to Financial Statements

For the year ended January 31, 2015

1. Description of Business

Canadian Western Agribition Association (the Association) was established in 1971 to create and maintain an effective, hospitable and entertaining atmosphere in which to market Canadian agriculture products and expertise to the world. Annually the Association hosts a 6 day showcase of events including livestock shows and sales encompassing cattle, sheep, horses and specialty livestock, rodeo and trade show.

This not-for-profit organization was incorporated in 1971 and is not subject to income tax under the Income Tax Act.

2. Accounting Policies

The financial statements of the Association have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The more significant of these accounting policies are summarized below.

Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the period in which they become known.

Revenue Recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Deferred Revenue

Deferred revenue represents revenue collected in respect of future shows.

Deferred Contributions related to Capital Assets

Deferred contributions related to capital assets represent restricted contributions used to purchase the Association's livestock traceability equipment. Recognition of these amounts as revenue is deferred to periods when the related capital assets are amortized.

CANADIAN WESTERN AGRIBITION ASSOCIATION

Notes to Financial Statements

For the year ended January 31, 2015

Financial Instruments

The Association recognizes its financial instruments when the Association becomes party to the contractual provisions of the financial instrument. At initial recognition, the Association may irrevocably elect to subsequently measure any financial instrument at fair value. The Association made such an election to record cash and short term investments at fair value. The Association subsequently measures all other financial assets and liabilities at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or costs.

Fund Accounting

There are two funds maintained by the Association. The purpose of each fund is as follows:

Operating Fund

The operating fund consists of planned activities related to the annual show of the Association and includes the related expenses.

Scholarship Fund

The Canadian Western Agribition Association Scholarship Program is intended to provide financial support and incentive to young people in order to pursue further education. Funding for the Scholarship Program is derived from a variety of the Association's activities, as well as from recognized outside contributions. The number of scholarships awarded in any year is dependent upon the financial resources available to the program and the number of qualified applications submitted.

Cash

Cash includes balances with banks with maturities of three months or less.

Short Term Investments

Short term investments are recorded at fair market value as they mature within the next 12 months.

Operation Contingency Reserve

At the May 30, 2012 Board of Directors meeting, a motion was passed to establish a contingency reserve with a maximum balance of \$225,000. The reserve is for future contingencies.

Capital Assets

Purchased capital assets are initially recorded at cost. Assets donated to the Association are recorded at their estimated fair market value at the time of donation. Gain or loss on the disposal of individual assets is recognized in the year of disposal.

CANADIAN WESTERN AGRIBITION ASSOCIATION

Notes to Financial Statements

For the year ended January 31, 2015

Amortization

Amortization is provided using the straight-line method at the following rates:

Equipment, pens and facilities	- signs, information booths and newsroom	10% - 50%
Office furniture and equipment	- furniture and fixtures	10% - 20%
	- computer equipment	20% - 33 1/3%
	- computer equipment under capital lease	20%
Canada Centre lounge and east mezzanine leasehold improvements		5% - 20%
Donated assets		5% - 20%

Contributed Materials and Services

Volunteers contribute many hours each year to assist the Association in carrying out its service delivery activities. In addition to donated time, friends and members of the Association donate materials and services that the Association would have otherwise had to purchase. Because of the difficulty of determining their fair value, contributed materials and services are not recognized on the face of the financial statements. However, management estimates that the fair value of contributed materials and services received by the Association related to the 2014 show was \$191,925 (2013 show - \$177,115). In recognition of these contributors, the Association provided \$11,516 (2013 show - \$9,390) worth of complimentary event passes and trade show space.

3. Financial Instruments

The carrying value of the cash, short term investments, accounts receivable, and accounts payable approximates their fair value due to the short term maturities of these instruments.

Credit Risk

The Association is exposed to credit risk from potential non-payment of accounts receivable. To mitigate this risk, outstanding accounts receivable balances are reviewed by management on a regular basis. The maximum credit risk is \$181,025 (2014 - \$207,000), the fair value of accounts receivable.

4. Cash

Cash includes an operating line of credit of \$200,000 (2013 - \$200,000) at an interest rate of prime plus 1.50%. At January 31, 2015 the operating line of credit is \$nil (2014 - \$nil).

	Operating Fund \$	2015 Total \$	2014 Total \$
5. Accounts Receivable			
Trade Receivables	183,525	183,525	209,500
Less allowance for doubtful accounts	(2,500)	(2,500)	(2,500)
	<u>181,025</u>	<u>181,025</u>	<u>207,000</u>

CANADIAN WESTERN AGRIBITION ASSOCIATION

Notes to Financial Statements

For the year ended January 31, 2015

6. Long Term Debt

The Association purchased from Regina Exhibition Association (REAL) horse stalls at a cost of \$87,045 in 2012. It was agreed between the Association and REAL that yearly payments of \$29,015 will be made, commencing June 30, 2012, for 3 years. The debt is unsecured and is non-interest bearing. The final payment was made on January 31, 2015.

7. Deferred Capital Contributions

In 2012 the Association's applications to access Federal and Provincial Government Funding on a cost share basis were approved. The program was the Livestock Traceability program. The deferred capital contribution will be recognized into revenue over 5 years, which is the same period the asset is depreciated over. \$21,304 was recognized into revenue during the current year and \$21,304 will be recognized into revenue over the next 2 years.

8. Short Term Investments

Short term investments consists of Guaranteed Investment Certificates from RBC and CIBC maturing or redeemable at various dates not exceeding 18 months, with the interest rates varying from .8% to 1.55%. (2014 - 1% to 1.3%). \$1,000,000 of this balance has been internally restricted for investment in infrastructure and programming.

9. Capital Assets - Operating Fund

	<u>2015</u>	<u>2015</u>	<u>2015</u>	<u>2014</u>
	<u>Cost</u>	<u>Accumulated</u>	<u>Net Book</u>	<u>Net Book</u>
	<u>\$</u>	<u>Amortization</u>	<u>Value</u>	<u>Value</u>
		<u>\$</u>	<u>\$</u>	<u>\$</u>
Equipment, pens and facilities	771,161	504,877	266,284	312,676
Office furniture and equipment	217,023	205,436	11,587	19,254
Canada Centre lounge and east mezzanine leasehold improvements	53,277	49,968	3,309	3,680
Total	<u>1,041,461</u>	<u>760,281</u>	<u>281,180</u>	<u>335,610</u>



2016 Sponsorship Proposal for

City of Regina



REGINA

Infinite Horizons

**November
21-26, 2016**

Evraz Place • Regina, SK

www.agribition.com



Introduction

Canadian Western Agribition (CWA) is a non-profit, volunteer based organization with a strong commitment to our business partners. We aim to develop long-term relationships with industry partners which will be mutually beneficial.

This customized proposal includes the following:

- Agribition Express
- Canadian Western Agribition Volunteer Program
- Newsroom Partner
- Beef n' Barley Reception at the Winners Circle
- Patron of the Day – Saturday

Sponsorship Details

Agribition Express

Catch a ride on the Agribition Express! The Agribition Express is a shuttle bus program, providing exhibitors a ride to and from their vehicle parked at either Northgate Mall or Southland Mall to Evraz Place for only \$4 each way. With a reduced parking footprint at Evraz Place the program continues to grow in popularity and provides an important service to our guests.



As a supporter of this inventory you are entitled to the following recognition:

Visual Recognition

- All advertising and awareness of this inventory will recognize the sponsor for their commitment
- Sponsor logo will be featured on:
 - Agribition Express section of CWA website
 - CWA supplied signage at each pick-up location

CWA Volunteer Program

Canadian Western Agribition (CWA) would not be possible without the support and dedication of more than 400 volunteers. They come from across the Province, young and old, to host the best beef show in North America. CWA is committed to remaining a volunteer lead event and being an active member in the community. In order to thank all volunteers for their countless hours of hard work CWA hosts a Volunteer Appreciation Night each April in the Queensbury Convention Centre.



As co-sponsor of this inventory you are entitled to the following recognition:

Visual Awareness

- All advertising and awareness of this inventory will recognize the sponsor for their commitment
- Sponsor logo will be featured on:
 - invitations to the Volunteer Appreciation Night
 - CWA supplied signage at the Volunteer Appreciation Night
 - the volunteer section of the CWA website
- Sponsor may provide a pop-up banner to be displayed at the Volunteer Appreciation Night
- Sponsor may provide a pin to be included in all volunteer packages (approx. 400)
 - Material must be received by September 1

Verbal Recognition

- Sponsor will be recognized by the emcee for their contribution to the event
- Sponsor may address the crowd (max. 5 minutes) during the Volunteer Appreciation Night

Signage

- Sponsor may provide one pop-up banner to be displayed in the Newsroom during show week

Newsroom Partner

Canadian Western Agribition is known as an international event with a local flavor. The growing popularity of the show and expanded program offering requires an expanded newsroom. This will allow CWA to help reporters and media outlets from across the country tell the Agribition story and feature the members of the community that make the show great.



As a supporter of this inventory you are entitled to the following recognition:

Visual Awareness

- All advertising and awareness of this Inventory will recognize the sponsor for their commitment
- Sponsor will be acknowledged on media communications where appropriate
- Sponsor logo will appear on international marketing materials where appropriate
- Sponsor may provide one pop-up banner to be displayed in the Newsroom during show week

Beef n' Barley Reception at Winners Circle

The Beef n' Barley Reception, held right in the Chevrolet GMC Stadium, is the signal to the start of Agribition. Complimentary beef-on-a-bun and refreshments are served to the more than 1,000 agri-business professionals and livestock exhibitors in attendance from across the world.



As sponsor of this inventory you are entitled to the following recognition:

Visual Awareness

- All advertising and awareness of this inventory will recognize the sponsor for their commitment
- Sponsor logo will be featured on:
 - the invitation sent to all exhibitors through e-blast
 - thank-you page of all purebred beef show catalogues
 - rotation during the event on the large video screen
 - CWA supplied event signage where applicable
- Sponsor may provide printed material for the beef exhibitor packages
 - Material must be received by November 1
- Sponsor may provide one pop-up banner to be displayed during the event

Patron of the Day - Saturday

The Patron of the Day program provides recognition to a broad audience in a fixed timeframe. CWA will focus their efforts to make sure your name reaches a cross-section of visitors and exhibitors.

All recognition bellows pertains to your individual day of patronage only.

As sponsor of this inventory you are entitled to the following recognition:

Visual Awareness

- All advertising and awareness of this inventory will recognize the sponsor for their commitment
- Sponsor logo will be featured on:
 - all livestock beef show catalogues
 - digital ads displayed in rotation on event TVs across the grounds and the Brandt Centre Score Clock when appropriate
 - the CWA website recognizing the sponsor as Patron of the Day

Verbal Recognition

- Sponsor will be recognized by the event announcer at various livestock shows and events for their commitment
- Sponsor may provide a 25 word message to be read by the event announcer at various livestock shows and events
 - Announcement must be received by November 1

Sponsor Access

- Sponsor may take advantage of hostess services to tour the grounds and experience the various livestock shows and events
- Sponsor may have staff or invited guests introduced at various livestock shows and events
 - Confirmed list of attendees must be received by November 14
- Sponsor has opportunity to provide six representatives to sit in the Morsky Wagon before Saturday night's performance of the Agribition Pro Rodeo

Platinum Sponsor Recognition Package

Sponsor ID Badges

- **Ten (10) Sponsor ID Badges with company logo and barcode to provide weeklong gate access and access to the International Business Centre and Exhibitor Lounge**

Sponsor Access

- One hundred and twenty (120) single-entry gate admission passes
- Twenty (20) bronze vouchers to the Agribition Pro Rodeo, redeemable any night
- Eight (8) RSVPs to the Annual Premier's Reception held in the Provincial Legislature Rotunda on Wednesday at 5:30PM
- Six (6) tickets to the International Reception on Wednesday at 7:00PM

Print Recognition

- Sponsor logo will be included in:
 - The Canadian Western Agribition Official Show Guide (65,000 copies circulated in the Western Producer and 15,000 handed out on-site)
 - The Leader Post Rookie Guide (sent out to 75,000 subscribers)
 - All Canadian Western Agribition Show Catalogues (4,000 printed during show-week)
- Sponsor logo will be included on the CWA Sponsor pop-up banner used at major events throughout the year and on display at the Premier's Reception and Annual General Meeting

Digital Recognition

- Sponsor logo will be included in rotation on:
 - Six (6) CWA event TVs located in high-traffic areas throughout the grounds during show-week
 - Top reel of the Brandt Centre Score-Clock during all daytime events and each night of the Agribition Pro Rodeo
 - Sponsor screen at the CWA office on display the entire year

Online Recognition

- Sponsor logo will be included on
 - The homepage of the CWA website
 - Platinum Sponsor webpage
- Please provide the desired hyperlink for the website to nbissonnette@agribition.com prior to October 31

Tradeshow Space

- As a sponsor you are entitled to a premium location for display space if confirmation is received by June 1

Investment

Cash

\$60,000

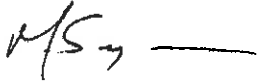
All amounts to be paid in accordance with the agreement shall be paid without deduction of any taxes, levies, duties, charges or expenses whatsoever. Specifically it is agreed that as well as the consideration provided hereunder the Sponsor shall also pay thereon GST or such sales tax or value added tax that may be imposed. A Tax Receipt will not be issued as this is considered a marketing investment and not a donation.

Terms of Agreement

1. This is a one-year sponsor agreement
2. Sponsor has first right of refusal for the sponsorship of these specified items going forward from 2016 with a commitment confirmed prior to February 28, 2017
3. Logos will be provided by Sponsor as specified in Appendix A below
4. Signage will be at the cost of Sponsor unless otherwise specified in the agreement

Accepted and agreed to this ____ day of _____, 201__

Canadian Western Agribition



Marty Seymour
Chief Executive Officer

City of Regina

Nathan Morrison
Branding Manager

Appendix A

Signage Considerations

1. Creating awareness for your support through visuals of your logo and/or corporate name is one component of the benefits of sponsorship at CWA. Signage, print and digital opportunities will feature your corporate name and/or logo as noted in our agreement.
2. Signage is used to inform CWA's audience of your commitment to the show, and possibly a specific program. The following policies are in place regarding signage:
 - a. The inventory listed throughout this package has been produced for the sponsor to recognize your support to CWA.
 - b. CWA will cover the costs due to wear and tear and replacement of any stolen signs or banners.
 - c. Sponsor is responsible for the costs associated with new signage in the event of a change in logo or wordmark.
 - d. Any additional requests for the hanging of your own banners/signs/flags must be pre-arranged and approved by CWA prior to November 1.
 - e. Any banners/signs/flags provided to CWA need to be delivered by November 1, and can be picked up any time after the show until December 14, after this date they are in our storage and not available until next year.
 - f. All signs will be placed by CWA staff.

CWA's current inventory features the following logo(s). New and/or replacement signage will use the following logo(s) unless informed of change. CWA must receive any new/changed logo(s) electronically prior to October 1 to ensure proper use in all CWA signage. Please submit a color and black and white logo, in .tif or .eps format to CWA. Please include the official color names featured in your logo.

Logo(s) on file:



April 5, 2016

To: Members,
Finance and Administration Committee

Re: Appointment of Elected Officials to CUPE Local 21 Casual Employees' and Elected
Officials' Pension Plan Administrative Board

RECOMMENDATION

That the Finance and Administration Committee appoint one of its members to the following Administrative Board for a term expiring December 31, 2016:

- CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.

CONCLUSION

The Finance and Administration Committee should consider and appoint one of its members to the CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan for 2016.

BACKGROUND

The Finance and Administration Committee has been delegated authority to appoint one of its members to each of the following Boards:

- Civic Employees' Superannuation and Benefit Plan Administrative Board
- Civic Employees' Long Term Disability Plan Administrative Board
- CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.

This report is being brought forward to facilitate the appointment for 2016 to the CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.

DISCUSSION

The composition of the CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board includes the following employer representatives, as outlined in Bylaw 8589:

- three persons appointed by the City Manager
- one member of the Finance and Administration Committee.

This administrative Board meets quarterly, at the call of the Chair.

Councillor Murray represented the Finance and Administration Committee on the Board for 2015. The Committee should consider the appointment of a member to the Board for a term expiring December 31, 2016.

RECOMMENDATION IMPLICATIONS

Financial Implications

None related to this report.

Environmental Implications

None related to this report.

Strategic Implications

None related to this report.

Other Implications

None related to this report.

Accessibility Issues

None related to this report.

COMMUNICATIONS

After the appointment is approved by the Committee, it will be included with the listing of committee members which is communicated to all departments, the media, and other interested parties.

DELEGATED AUTHORITY

The Committee has authority for the appointment of one of its members to the Civic Employees' Long Term Disability Plan Administrative Board; the Civic Employees' Superannuation and Benefit Plan Administrative Board; and the CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Erna Hall', written in a cursive style.

Erna Hall
Deputy City Clerk