

Regina Downtown Business Improvement District

# 2018 Budget

Submitted to City Council  
March 15, 2018

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Regina, Saskatchewan  
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[www.reginadowntown.ca](http://www.reginadowntown.ca)



## OUR MISSION

Regina Downtown Business Improvement District acts on behalf of our members to favourably position Downtown Regina as a unique and desirable neighbourhood for businesses and residents.

## OUR VISION FOR DOWNTOWN

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



## 2018 BUDGET RECOMMENDATIONS

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1. That the mill rate be set at 0.5822 for 2018.
2. A provision for estimated 2018 assessment appeals in the amount of \$50,000.



## EXECUTIVE SUMMARY

### BUDGET 2018

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 2018 budget. The Board of Directors is pleased to present to City Council the proposed 2018 budget.

### BUDGET SUMMARY

2018

	0.7388	0.7577	0.5708	0.5822
	2015	2016	2017	2018
	Actual	Actual	Actual	Budget
<b>REVENUE</b>				
Bid Levy	781,764	1,116,533	1,062,720	1,089,200
BID Expansion Area	-	-	-	-
Recovery of Assessment Appeals	-	-	-	-
Other Funding Sources	24,069	35,062	34,507	33,000
Special Projects / Grants / Sponsorship	99,700	160,780	138,579	96,350
Allocation From Unrestricted Fund Balance	48,160	-	-	114,850
Allocation From Contingency Reserve	-	-	-	-
Allocation From Capital Reserve	-	-	-	-
<b>Total Revenue</b>	<b>953,693</b>	<b>1,312,375</b>	<b>1,235,806</b>	<b>1,333,400</b>
<b>EXPENDITURES</b>				
Organization Management	514,993	567,344	706,621	527,304
Member Engagement and Services	185,616	252,364	296,998	300,660
Place Making	160,592	292,219	218,512	350,850
Business & Residential Attraction/Retention	7,941	16,889	18,789	15,500
Transformational Projects	84,320	16,514	15,875	33,250
Allocation To Unrestricted Fund Balance	-	-	-	-
Allocation To Contingency Reserve	-	-	-	-
Allocation To Capital Reserve	-	-	-	-
Provision for Assessment Appeals	231	183,802	10,564	50,000
<b>Total Expenditures</b>	<b>953,693</b>	<b>1,329,132</b>	<b>1,267,359</b>	<b>1,277,564</b>
<b>Surplus (Deficit)</b>	<b>0</b>	<b>(16,757)</b>	<b>(31,553)</b>	<b>55,834</b>



## ACCUMULATED SURPLUS

	2015 Actual	2016 Actual	2017 Actual	2018 Budget
<b>Accumulated Surplus, Beginning of the Year, as previously reported</b>	819,476	771,316	754,559	723,006
<b>Prior Period Adjustment</b>	-	-		
<b>Accumulated Surplus, Beginning of the Year</b>	819,476	771,316	754,559	723,006
<b>Accumulated Surplus, Beginning of the Year</b>	<b>819,476</b>	<b>771,316</b>	<b>754,559</b>	<b>723,006</b>
<i>Unappropriated Surplus</i>	96,615	41,891	(27,902)	156,627
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	256,390	256,390	256,390	69,790
<i>Investment in Tangible Capital Assets (TCA)</i>	251,471	258,035	311,071	281,589
<b>Allocation of Annual (Deficit)/Surplus</b>				
<i>Unappropriated Surplus</i>	(48,160)	(16,757)	(31,553)	8,375
<i>Contingency Reserve</i>	-	-	-	
<i>Capital Reserve</i>	-	-	-	47,460
<b>Allocations to (from) Reserves</b>				
<i>Unappropriated Surplus</i>	(6,564)	(71,597)	186,600	(114,850)
<i>Contingency Reserve</i>	-	-		
<i>Capital Reserve</i>	-	(10,217)	(186,600)	-
<i>Surplus Attributable to TCA</i>	-	-		
<i>Change in TCA Investment</i>	6,564	(81,814)	29,482	114,850
<b>Accumulated Surplus – End of Year</b>	<b>771,316</b>	<b>754,559</b>	<b>723,006</b>	<b>778,841</b>
<i>Unappropriated Surplus</i>	41,891	(27,902)	156,627	50,152
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	256,390	256,390	69,790	117,250
<i>Investment in Tangible Capital Assets (TCA)</i>	258,035	311,071	281,589	396,439



## PROPOSED CHANGES TO NET ASSETS

In 2017, planned capital expenditures will be funded through the unappropriated surplus, in the amount of \$114,850.

No change to the Contingency Reserve is proposed for 2018. 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.

Should a surplus be realized at the conclusion of 2018, as per RDBID policy, 85% of the surplus will be directed to the Capital Reserve to fuel the projects identified in the 5-Year Capital Plan and to meet the Board target of \$500,000. The remaining 15% will be allocated to the unappropriated surplus balance.

## PROPOSED CHANGES TO NET ASSETS

	2015 Actual	2016 Actual	2017 Budget	2017 Budget
<b>Accumulated Surplus – Closing Balance</b>	<b>771,316</b>	<b>754,559</b>	<b>723,006</b>	<b>778,841</b>
<i>Unappropriated Surplus</i>	41,891	(27,902)	156,627	50,152
<i>Contingency Reserve</i>	215,000	215,000	215,000	215,000
<i>Capital Reserve</i>	256,390	256,390	69,790	117,250
<i>Investment in Tangible Capital Assets</i>	258,035	311,071	281,589	396,439
<b>Accumulated Surplus Net of TCA</b>	<b>513,284</b>	<b>443,488</b>	<b>441,417</b>	<b>382,402</b>



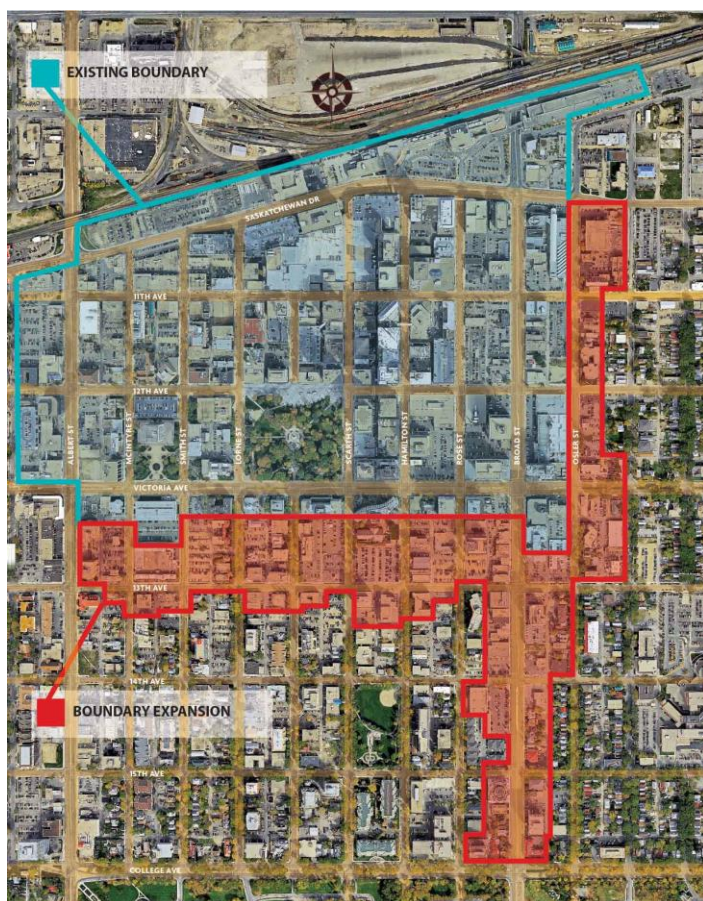
## OVERVIEW OF REGINA DOWNTOWN

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



Regina Downtown  
Business Improvement District Map





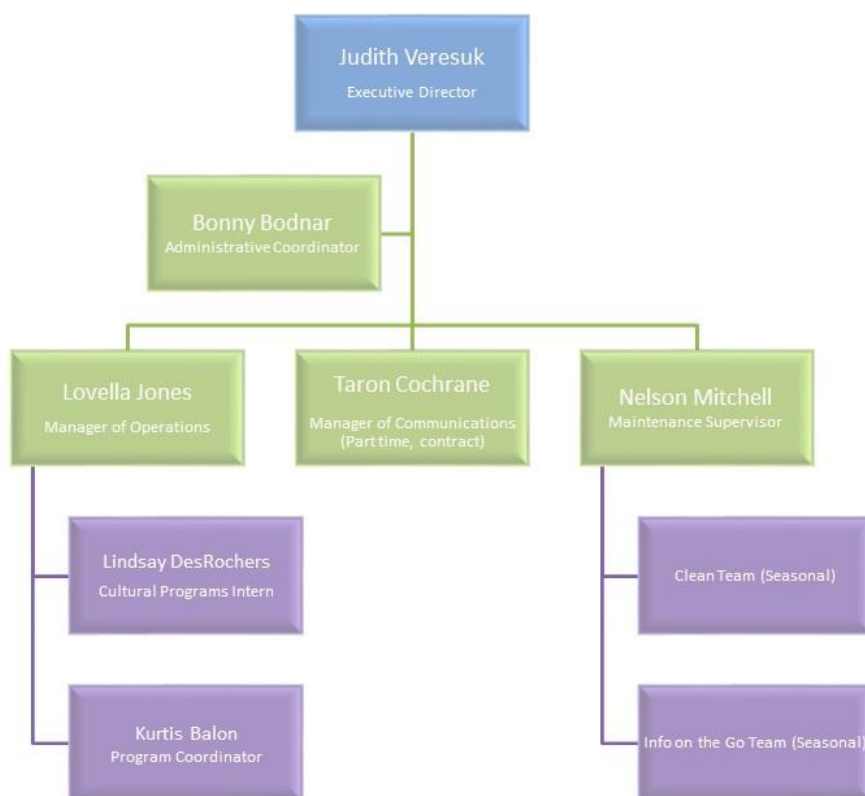
## Legislation

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

## Governance

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

## Proposed Organizational Structure (2018)





## SUMMARY OF STRATEGIC PLAN 2016 - 2018

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### Overview

The 2016 - 2018 Strategic Plan constitute the basis for all expenditures outlined in the 2017 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. Eleven objectives and four key pillars were identified through the strategic plan process in the fall of 2012. The strategic plan is supported by the RDBID balanced scorecard which identifies initiatives, measures and targets for success.

### 2016 - 2018 Strategic Plan and Balanced Scorecard

In 2012, 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 a 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 this strategic plan, and will help shape RDBID programs, activities, capital investments and advocacy work in Regina's downtown. The specific objectives that emerged from the Imagine Downtown process include:

#### Our Key Pillars

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

#### Outcomes for Our Stakeholders

- S1. "RDBID provides member services that enhance my downtown business."
- S2. "RDBID creates a welcoming environment to improve public perception and foster citizen pride in the downtown."
- S3. "RDBID creates a welcoming environment in the downtown, making it a preferred location for investors."
- S4. "RDBID advocates among our community partners for continuous improvement and positive change in the downtown."

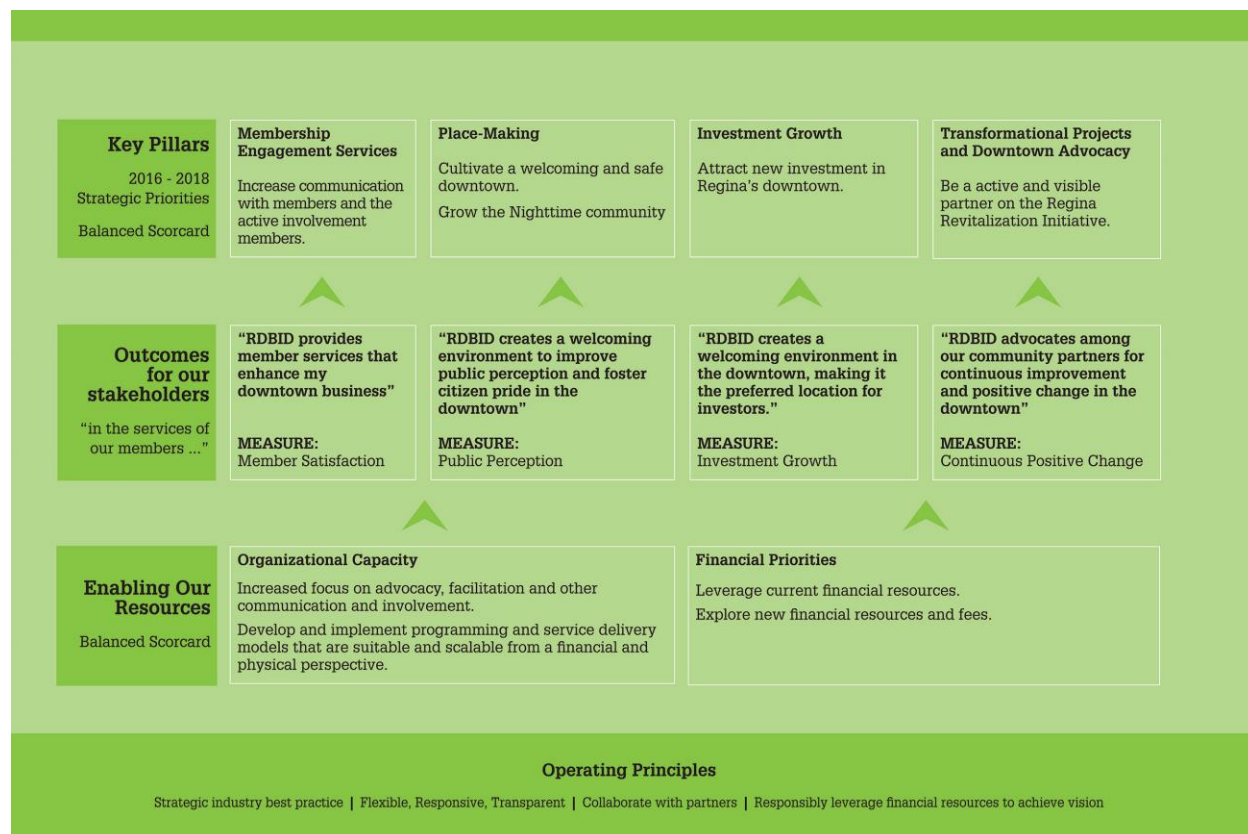
#### Enabling Our Resources

- O1. Increased focus on advocacy, facilitation and other communication and involvement.
- O2. Develop and implement programming and service delivery models that are suitable and scalable from a financial and physical perspective.
- F1. Leverage current financial resources.
- F2. Explore new financial resources and fees.



## RDBID Strategy Map 2016 - 2018

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



## SUMMARY OF 2018 INITIATIVES

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

The key pillars of the organization are not intended to be comprehensive in scope. They are designed to complement other initiatives as a means to ensuring the fulfillment of the vision established in the *2016 – 2018 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.

#### 2018 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

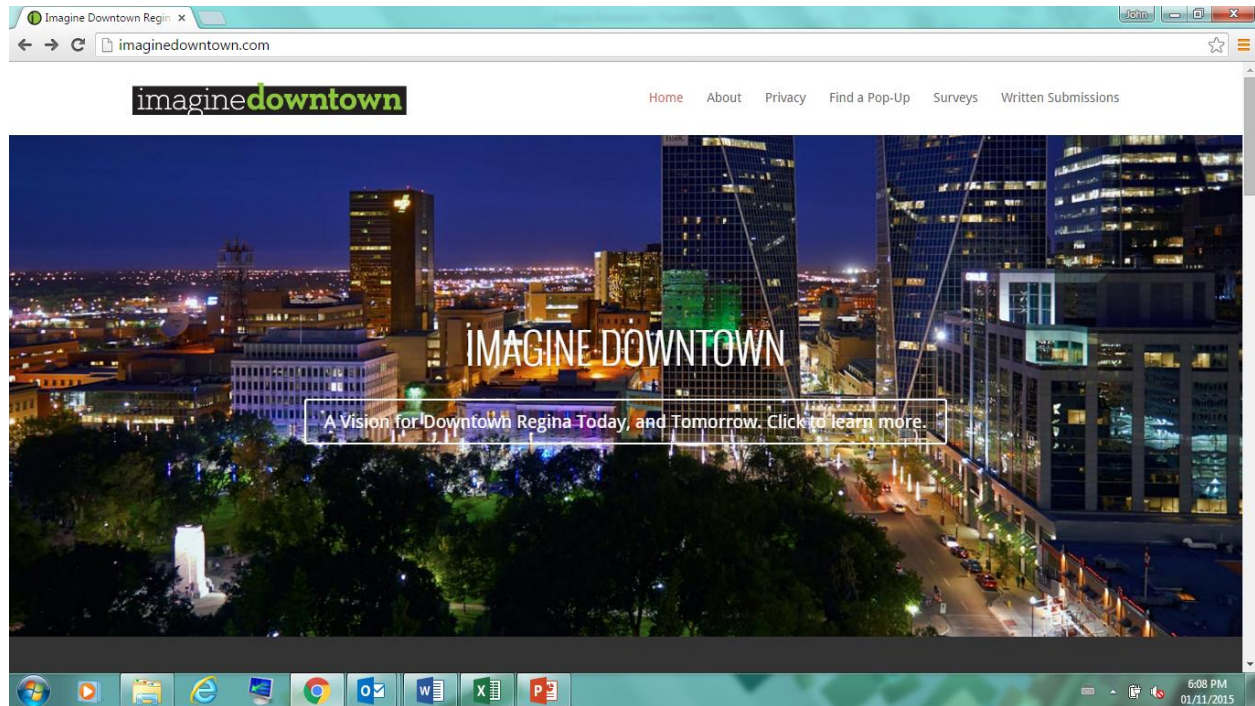


**Objective:**

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

**2018 Initiatives:**

- Continue to maintain and update the RDBID website and member database.
- 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.

### 2018 Initiatives:

- Continue to produce Cinema Under The Stars and Regina Downtown Summer Concert Series
- Partner with the Regina Farmers' Market to produce the Market Under the Stars event
- Expand and enhance the City Square Program year round through partnerships with local organizations
- Facilitate opportunities for new events and promotions that support Downtown's role as the heart of the community
- Connect events and festivals with local businesses
- Advocate for growth of new festivals



**Objective:**

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

**2018 Initiatives:**

- Implementation of the Downtown Regina Visual Image Strategy – wayfinding signage
- Install additional seasonal lights
- Implement various downtown cultural projects including, Pop Up Downtown, Downtown Regina Cultural Trailway, Traffic Control Box Art Program and downtown murals
- Construct the West Pavilion at City Square Plaza



**Objective:**

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

**2018 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 Business and Residential Attraction & Retention

**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.

**2018 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



## **P4 Key Role in Transformational Projects**

### **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.

### **2018 Initiatives:**

- Develop the new three-year strategic plan update supported by 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



# 2018 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 53 blocks defined by Angus Street to the west, 13<sup>th</sup> Avenue to the south, Halifax Street to the east, and Saskatchewan Drive to the north. RDBID also extends along Broad Street south to College Avenue. For 2018, it is recommended that the mill rate of 0.5822 is applied to the current commercial property assessment. This will provide sufficient revenue to fund all planned operating and capital expenditures in 2018. Total revenue generated from the levy is estimated to be \$1,089,200.

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 \$50,000 is recommended in 2018.

## Other Funding

In 2018, 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 2018, our goal is to secure grants and sponsorship in the amount of \$96,350. 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 2018 capital initiatives, a transfer of \$114,850 from the unappropriated surplus will be required.



## 2018 BUDGET - Revenue Projections

### 2018 BUDGET - REVENUE

	2015 Actual	2016 Actual	2017 Actual	2018 Budget
<b>ASSESSMENT</b>				
Bid Levy	781,764	1,116,533	1,062,720	1,089,200
Adjustments (Board of Revision, etc.)	-	-	-	-
Recovery of Assessment Appeals	-	-	-	-
<b>Sub-total</b>	<b>781,764</b>	<b>1,116,533</b>	<b>1,062,720</b>	<b>1,089,200</b>
<b>OTHER FUNDING</b>				
Special Membership Fees	21,069	28,622	28,757	30,000
Office and Equipment Rental	-	-	-	-
Other	3,000	6,440	5,750	3,000
<b>Sub-total</b>	<b>24,069</b>	<b>35,062</b>	<b>34,507</b>	<b>33,000</b>
<b>SPECIAL PROJECTS</b>				
Sponsorship & Advertising Sales	20,150	23,000	33,410	36,000
Grants	79,550	137,780	105,169	60,350
<b>Sub-total</b>	<b>99,700</b>	<b>160,780</b>	<b>138,579</b>	<b>96,350</b>
<b>TRANSFERS</b>				
Allocation from the Unappropriated Surplus	48,160	0	0	114,850
<b>Sub-total</b>	<b>48,160</b>	<b>0</b>	<b>0</b>	<b>114,850</b>
<b>REVENUE TOTAL</b>	<b>953,693</b>	<b>1,312,375</b>	<b>1,235,806</b>	<b>1,333,400</b>



# 2018 BUDGET - Expense Overview

## 2018 BUDGET - EXPENSES

	2015 Actual	2016 Actual	2017 Actual	2018 Budget
<b>ORGANIZATION MANAGEMENT</b>				
General Operating and Personnel	463,182	505,643	539,921	523,804
Investment in Equipment	-	-	-	3,500
Amortization	51,811	61,701	71,587	-
Capital Contribution to City of Regina	-	-	95,113	-
<b>Sub-total</b>	<b>514,993</b>	<b>567,344</b>	<b>706,621</b>	<b>527,304</b>
<b>MEMBER ENGAGEMENT AND SERVICES</b>				
Communications	29,522	42,351	82,327	62,000
Advertising	12,077	34,116	24,145	30,000
Publications	6,159	5,373	1,749	1,500
Downtown Maintenance	51,530	108,645	119,807	116,385
Downtown Ambassador Services	86,328	61,879	68,970	90,775
<b>Sub-total</b>	<b>185,616</b>	<b>252,364</b>	<b>296,998</b>	<b>300,660</b>
<b>PLACE-MAKING</b>				
Events and Programming	112,407	139,506	125,676	191,000
Neighbourhood Enhancements	14,446	118,771	27,462	131,850
Special Projects	33,739	33,942	65,374	28,000
<b>Sub-total</b>	<b>160,592</b>	<b>292,219</b>	<b>218,512</b>	<b>350,850</b>
<b>BUSINESS &amp; RESIDENTIAL ATTRACTION &amp; RETENTION</b>				
Business Research and Initiatives	7,941	16,889	18,789	15,500
Residential Research and Initiatives	-	-	-	-
<b>Sub-total</b>	<b>7,941</b>	<b>16,889</b>	<b>18,789</b>	<b>15,500</b>
<b>TRANSFORMATIONAL PROJECTS</b>				
Project Support	84,320	16,514	15,875	33,250
<b>Sub-total</b>	<b>84,320</b>	<b>16,514</b>	<b>15,875</b>	<b>33,250</b>
<b>PROVISION FOR ASSESSMENT APPEALS</b>	<b>231</b>	<b>183,802</b>	<b>10,564</b>	<b>50,000</b>
<b>EXPENSE TOTAL</b>	<b>953,693</b>	<b>1,329,132</b>	<b>1,267,359</b>	<b>1,277,564</b>



