

# Regina's Warehouse Business Improvement District



## 2016 Proposed Budget

March 2016





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## **1.0 EXECUTIVE SUMMARY**

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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 @ 7<sup>th</sup> 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:**

	<b>2014 Actual (Audited)</b>	<b>2015 Approved Budget</b>	<b>2015 Projected (Unaudited)</b>	<b>2016 Proposed Budget</b>
<b><u>REVENUES</u></b>				
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
<b>TOTAL REVENUE</b>	<b>\$235,653</b>	<b>\$279,138</b>	<b>\$255,771</b>	<b>\$284,138</b>
<b><u>EXPENSES</u></b>				
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
<b>TOTAL EXPENSES</b>	<b>\$156,326</b>	<b>\$279,129</b>	<b>\$173,543</b>	<b>\$271,729</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>\$79,327</b>	<b>\$9</b>	<b>\$82,228</b>	<b>\$12,409</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$79,327</b>	<b>\$9</b>	<b>\$82,228</b>	<b>\$7,409</b>

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

## **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, 4<sup>th</sup> 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
<b>REVENUES</b>				
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
<b>TOTAL REVENUE</b>	<b>\$235,653</b>	<b>\$279,138</b>	<b>\$255,771</b>	<b>\$289,148</b>
<b>EXPENSES</b>				
<b>Administration:</b>				
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
<b>Marketing and Image:</b>				
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
<b>Development:</b>				
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
<b>TOTAL EXPENDITURES</b>	<b>\$156,326</b>	<b>\$279,127</b>	<b>\$156,326</b>	<b>\$279,420</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>\$79,327</b>	<b>\$11</b>	<b>\$79,327</b>	<b>\$9,728</b>
Less: Provision For Appeals	0	0	0	0



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

**ALLOCATIONS TO RESERVES**

TOTAL CAPITAL RESERVE	\$181,073		\$260,400	
TOTAL OPERATING RESERVE	\$79,327		\$82,228	
<b>TOTAL CAPITAL &amp; OPERATING RESERVES</b>	<b>\$260,400</b>		<b>\$342,628</b>	

**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:**

<b><u>REVENUES</u></b>	<b>2014 Actual (Audited)</b>	<b>2015 Approved Budget</b>	<b>2015 Projected (Unaudited)</b>	<b>2016 Proposed Budget</b>
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
<b>TOTAL REVENUE</b>	<b>\$235,653</b>	<b>\$279,138</b>	<b>\$255,771</b>	<b>\$289,148</b>

**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:**

	<b>2014 Actual (Audited)</b>	<b>2015 Approved Budget</b>	<b>2015 Projected (Unaudited)</b>	<b>2016 Proposed Budget</b>
<b><u>Administration:</u></b>				
<b><u>Staffing Services:</u></b>				
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
<b><u>Administrative Expenses:</u></b>				
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
<b>TOTAL ADMINISTRATION</b>	<b>\$49,474</b>	<b>\$55,041</b>	<b>\$46,623</b>	<b>\$50,628</b>

**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:**

	<b>2014 Actual (Audited)</b>	<b>2015 Approved Budget</b>	<b>2015 Projected (Unaudited)</b>	<b>2016 Proposed Budget</b>
<b><u>Development:</u></b>				
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
<b>TOTAL DEVELOPMENT</b>	<b>\$24,610</b>	<b>\$82,827</b>	<b>\$31,128</b>	<b>\$42,904</b>



## 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
<b>Marketing and Image</b>				
<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.