

# Regina's Warehouse Business Improvement District



## 2013 Proposed Budget

March 2013





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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 Regina Centre Crossing Development, Dewdney Avenue construction and the variety of businesses that has attracted. Discussions in the media relative to potential re-development of the CP freight facility and the Regina Revitalization project have added to the awareness.

Available commercial rental space remains in short supply within the District and space leases quickly. The last residential condominium project is now completed. Additional development will be needed to sustain the growth in new business and future multi-family and condominium housing.

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 2013 Budget on January 22, 2013 proposing reduction of the Mill Rate from .9785 to .7588 in consideration of the 2013 Tax Reassessment. Increased expenditures in 2013 call for new District banners, street furniture, event marketing and the BID's 10<sup>th</sup> Anniversary Celebration, all funded under this new 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 2013 BUDGET IN BRIEF:**

	<b>2011 Actual (Audited)</b>	<b>2012 Approved Budget</b>	<b>2012 projected (Unaudited)</b>	<b>2013 Proposed Budget</b>
<b><u>REVENUES</u></b>				
Net Property Tax Levy and Grants-in-Lieu	\$159,966	\$160,000	\$158,531	\$244,983
Grants and Contributions	0	1,500	0	1,500
Special Projects, Fund Raising, Misc.	1,092	28,100	15,015	43,375
<b>TOTAL REVENUE</b>	<b>\$161,058</b>	<b>\$189,600</b>	<b>\$173,546</b>	<b>\$ 289,858</b>
<b><u>EXPENSES</u></b>				
Administration	\$ 41,291	\$ 46,160	\$ 47,605	\$ 48,173
Marketing and Image	93,914	141,819	145,285	135,101
Development	30,079	55,059	52,689	72,316
<b>TOTAL EXPENSES</b>	<b>\$165,284</b>	<b>\$243,038</b>	<b>\$245,579</b>	<b>\$ 255,590</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>\$ - 4,226</b>	<b>\$ - 53,438</b>	<b>\$ -72,033</b>	<b>\$34,268</b>
Less: Provision For Appeals	0	-1,600	0	-24,498
<b>NET SURPLUS (DEFICIT)</b>	<b>\$ - 4,226</b>	<b>\$ - 55,038</b>	<b>\$ -72,033</b>	<b>\$ 9,770</b>

<b><u>ALLOCATIONS TO RESERVES</u></b>	<b>2011</b>	<b>2012</b>
Total Capital Reserve	\$ 101,623	\$101,623
Total Operating Reserve	45,402	- 26,631
<b>TOTAL RESERVES</b>	<b>\$ 147,025</b>	<b>\$ 74,992</b>

## **3.0 2013 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 2013, while we continue our focus on support and expansion of existing programs 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 2013.

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**

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

#### **Warehouse District Vision**

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

#### **Guiding Principles**

1. *Seek and respect the opinions of stakeholders*
2. *Promote a diversity of uses*
3. *As part of the City centre, cooperate and collaborate with neighbouring communities*
4. *Encourage sustainable development*
5. *Support stewardship of community resources and assets*

### **3.2 2013 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. **Urban Design:** to work with the City of Regina to encourage a Master Plan that balances social, cultural, economic and environmental opportunities.
2. **Retail and Commercial:** to foster growth and revitalization of amenities and services by branding and marketing the Warehouse District.
3. **Streetscapes:** to foster activity on streets by providing pedestrian-friendly environments
4. **Green Space:** to increase green space in the Warehouse District by encouraging plants and parks
5. **Heritage:** to protect and revitalize the historical character of the District by working with government, developers and businesses



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. Implement recommendations from CPTED audit for improved lighting and safety
  5. Work with City on prioritized infrastructure & streetscape needs
  7. Undertake a District bench, trash bin and flower planter project
  8. Initiate Heritage design guidelines following The City of Regina Design Guidelines
  9. Enhance the district through a building lighting project
- 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. Develop new special events & seasonal activities: Market, Music festival/Art Program
  3. Continue clean-up program & waste removal
  4. Development of a Graffiti Program in conjunction with RPS to reduce graffiti
  5. Revitalize the Vintage Advertising Mural program
  6. Promote Heritage Walking Tours, Heritage Pockets and Heritage Districts

## **4.0 2013 BUDGET**

	<b>2011 Actual (Audited)</b>	<b>2012 Approved Budget</b>	<b>2012 Projected (Unaudited)</b>	<b>2013 Proposed Budget</b>
<b><u>REVENUES</u></b>				
Net Property Tax Levy	\$159,966	\$160,000	\$158,531	\$244,983
Less: Allowance for property appeals	0	-1,600	0	-24,498
Grants-in-Lieu	0	0	0	0
Grants	0	1,500	0	1,500
Members' Contributions	0	0	0	0
Festivals/Special Events	0	0	0	10,000
Fund Raising Projects (Advertising Map)	0	16,300	12,202	10,575
Advertising	300	800	0	800



Murals	0	0	0	10,000
Miscellaneous	792	11,000	2,813	12,000
<b>TOTAL REVENUE</b>	<b>\$161,058</b>	<b>\$188,000</b>	<b>\$173,546</b>	<b>\$265,360</b>
<b><u>EXPENSES</u></b>				
<b><u>Administration:</u></b>				
Administrative Expenses	\$ 18,339	\$ 20,100	\$21,553	\$ 21,857
Audit/Legal	6,458	9,000	9,000	9,000
Management Services	16,494	17,060	17,052	17,316
Total Administration	\$ 41,291	\$ 46,160	\$ 47,605	\$ 48,173
<b><u>Marketing and Image:</u></b>				
Member Communications	\$ 5,137	\$ 9,500	\$12,998	\$ 13,250
Festivals	3,122	42,000	56,703	53,100
Advertising Map	0	8,200	7,678	0
Advertising and promotion	26,535	10,000	10,543	11,475
Clean-up Projects	16,908	15,000	10,868	11,400
Safety and Security Project	502	3,000	423	1,250
Heritage Projects	8,715	20,000	11,543	5,000
Mural Project	0	0	0	5,000
Management Services	32,995	34,119	34,529	34,626
Total Marketing and Image	\$ 93,914	\$ 141,819	\$ 145,285	\$ 135,101
<b><u>Development:</u></b>				
Amortization	\$ 4,003	\$ 0	\$ 0	\$ 0
Capital Improvements	0	0	0	15,000
Planning/Feasibility Studies	3,652	0	137	0
Streetscape Enhancements	0	38,000	35,493	40,000
Loss on Disposal of Tangible Capital Assets	5,927			
Management Services	16,497	17,059	17,059	17,316
Total Development	\$ 30,079	\$ 55,059	\$ 52,689	\$ 72,316
<b>TOTAL EXPENDITURES</b>	<b>\$ 165,284</b>	<b>\$ 243,038</b>	<b>\$ 245,579</b>	<b>\$ 255,590</b>
<b>EXCESS REVENUE OVER EXPENSES</b>	<b>\$ - 4,226</b>	<b>\$ - 55,038</b>	<b>-72,033</b>	<b>\$ 9,770</b>
Less: Provision For Appeals	0	0	0	0
<b>NET SURPLUS (DEFICIT)</b>	<b>\$ - 4,226</b>	<b>\$ - 55,038</b>	<b>\$-72,033</b>	<b>\$ 9,770</b>
SURPLUS, BEGINNING OF YEAR	151,251	152,324	147,025	74,992
<b>SURPLUS, END OF YEAR</b>	<b>\$147,025</b>	<b>97,286</b>	<b>\$74,992</b>	<b>84,762</b>

**ALLOCATIONS TO RESERVES**

TOTAL CAPITAL RESERVE	\$101,623	\$ 101,623
TOTAL OPERATING RESERVE	45,402	-26,631
<b>TOTAL CAPITAL &amp; OPERATING RESERVES</b>	<b>\$147,025</b>	<b>\$74,992</b>



## 5.0 2013 BUDGET DETAILS

### 5.1 2013 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)

#### 5.1.2 2013 Revenue Details:

	2011 Actual (Audited)	2012 Approved Budget	2012 projected (Unaudited)	2013 Proposed Budget
<b>REVENUES</b>				
Property Tax Levy (Note 1)	\$159,966	\$160,000	\$158,531	\$244,983
Less: Allowance for property appeals (Note 2)	0	-1,600	0	-24,498
Grants-in-Lieu	0	0	0	0
Grants	0	1,500	0	1,500
Enhancement Contributions	0	0	0	0
Festivals/Special Events	0	0	0	10,000
Fund Raising Projects (Map – Note 3)	0	16,300	12,202	10,575
Murals	0	0	0	10,000
Advertising (Note4)	300	800		800
Miscellaneous	792	11,000	2,813	12,000
<b>TOTAL REVENUE</b>	<b>\$161,058</b>	<b>\$188,000</b>	<b>\$173,546</b>	<b>\$265,360</b>

#### Notes:

- 1) Taxable properties are approximately \$244,983,031 for 2013 at 0.7588 mill (per \$1000)
- 2) Allowance protects the BID from changes due to property appeals – historically there have been none but a 10% allowance is being made for 2013 as a potential impact of the Tax Reassessment
- 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 2013 BUDGET EXPENSES – ADMINISTRATION

### 5.2.1 Overview:

The Warehouse District uses staffing and services outsourced from an association management company. The Executive Director is now 70% (of full-time), while the Administration/Marketing Coordinator is 50.0% (of full-time). Part-time staff and summer staff hired to undertake the clean-up program are employed by the Warehouse District and paid via the City of Regina's payroll service.

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 2013 Budget Details:

	2011 Actual (Audited)	2012 Approved Budget	2012 Projected (Unaudited)	2013 Proposed Budget
<b>Administration:</b>				
<u>Staffing Services:</u>				
Management Services (Note 1)	\$65,986	\$68,238	\$ 68,640	\$69,258
Less: allocation to Marketing & Image	-32,995	-34,119	- 34,529	-34,626
Less: allocation to Development	-16,497	-17,059	-17,059	-17,316
Net Administration Management Services	\$16,494	\$17,060	\$17,052	\$17,316
<u>Administrative Expenses:</u>				
Bad Debt Expense	\$ 0	\$ 0	\$ 0	\$ 0
Insurance (Note 2)	2,172	2,600	2,750	2,900
Meetings (Note 3)	1,541	1,900	2,616	1,900
Memberships (Note 4)	1,032	1,100	1,044	1,757
Office Supplies	2,095	1,200	2,166	700
Postage and Delivery	785	700	609	500
Grants & Fundraising	0	0	0	1,500
Printing and Photocopying	26	500	183	500
Office Space	8,400	8,400	8,820	8,400
Telephone and Fax (Note 5)	1,200	1,200	1,200	1,200
Travel (Note 6)	1,088	2,500	2,165	2,500
Administrative Expenses	\$18,339	\$20,100	\$21,553	\$21,857
<u>Audit Expense:</u>	6,458	9,000	9,000	9,000
<b>TOTAL ADMINISTRATION</b>	<b>\$41,291</b>	<b>\$46,160</b>	<b>\$47,605</b>	<b>\$48,173</b>

#### Notes:

- 1) 2013 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 \$100 per month share of the total telephone bill
- 6) Board member and staff travel to the International Downtown Association conference or local conferences or participate in local training.



## 5.3 2013 BUDGET EXPENSES – DEVELOPMENT

### **4.3.1 Overview:**

Guided by the Development Committee, this area addresses zoning, infrastructure, and the long-term development of the Warehouse District.

The Board continues to set aside reserve funds and in 2012, authorized use of reserve funds for the Tornado Legacy Event as well as for purchase of district street furniture and to build a pocket park. In 2013 Funds continue being accumulated towards an operating surplus and a capital reserve fund. Additionally the District will purchase additional street furniture in 2013 which will be made available to members for purchase. Two additional pocket parks are planned in partnership with business owners in the area.

### **4.3.2 2013 Budget Details:**

	<b>2011 Actual (Audited)</b>	<b>2012 Approved Budget</b>	<b>2012 Projected (Unaudited)</b>	<b>2013 Proposed Budget</b>
<b><u>Development:</u></b>				
Amortization	\$ 4,003	\$ 0	\$ 0	\$ 0
Capital Improvements	0	0	0	15,000
Planning/Feasibility Studies)	3,652	0	137	0
Streetscape (Note 1)	0	38,000	35,493	40,000
Loss on Disposal of Tangible Capital Assets	5,927	0		
Management Services	16,497	17,059	17,059	17,316
Total Development	\$30,079	\$55,059	\$52,689	\$72,316

#### Notes

1) Street furniture purchase \$28,000 and pocket park construction in \$10,000 2012

## 5.4 2013 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 2013 and, as in the past, signage, advertising, special events, and other means continue to be significant tools to drive this. The redeveloped website features an events calendar, a more user friendly interface for members and easier access to events and activities. Members manage their profiles and product features online to ensure the site remains current. It is also the location for Board member's to retrieve the meeting documents.

In 2010 the opportunity to partner with The Regina United Way resulted in development of a program during their campaign month titled "Red October". Traditionally District businesses have smaller staff levels and as such, workplace campaigns are not as successful for United Way fundraising. Partnership between the Regina United Way and the Warehouse District



brings added media profile, encourages members to participate and creates a sense of community for members. The program continues in 2013 and begins with a balloon campaign where members attach red balloons to their doors to signal kick-off of the month-long event.

The District clean-up program remains an ongoing activity with our crew returning each May. As well, a District wide Annual Clean-Up Day began in 2004 and continues to be well-supported with over 57 tonnes of trash collected by Board and Volunteers since it began. This takes place the last Saturday in May.

Biographies Regina completed the *Regina's Warehouse District History Book, Bricks and Mortar – Pride and Passion*, launching it February 6, 2013. The book features stories of District citizens from the early 1900's who braved all manner of difficulties and who were responsible for developing the District into a significant warehousing and distribution point beginning at the turn of the century. The launch generated a great deal of media coverage for and interest in the District.

2012 marked the 100<sup>th</sup> Anniversary of the 1912 Tornado, which continues to be the largest natural disaster in Canadian History. To commemorate those lives lost and the resiliency of those left behind who rebuilt the City, a partnership was created between the Regina Downtown Business Improvement District, the Regina Plains Museum and the Regina Warehouse Business Improvement District.

The partnership established *The Regina Tornado Legacy Group Inc.* as a non-profit entity, with funding of \$30,000 provided by each of the Warehouse District and Regina Downtown. The money was leveraged by successfully applying for and receiving grants from the Saskatchewan Community Initiatives Fund, in the amount of \$50,000, and Legacy Canada, in the amount of \$110,000. Funding was used to develop and install sculptures and murals along the path taken by the tornado as it moved through the two Districts.

A one-day event on Saturday, June 30<sup>th</sup> 2012, commemorated the tornado anniversary and included unveiling of a cairn by the City of Regina listing the names of those who perished as well as bell ringing, church tours, entertainment of the era, and horse drawn tours of the Warehouse District. The project received a Municipal Heritage Award in 2013.

Renovate and Decorate in the District, an initiative to create awareness for Regina citizens of the significant number and types of businesses located within the area will again be held in 2013. This event in the heart of the city showcases the 550 business located in the area with over 130 involved in the home décor, home design, and home renovation industry. A three-day event in May, 2013 will draw individuals through the district to visit participating members. As well, tours will tempt citizens with District Living as they visit privately owned condos. Media coverage of the event continues to increase the profile of the District and its businesses.

The Warehouse District Pocket Park, built last year, was unveiled in October, 2012 with installation of one of the Tornado Legacy art pieces. Location of the park at this highly visible location was possible through the generous leasing of the land to the District by the property owner for \$1.00 a year for 10 years. The park allowed the District to achieve a long-term goal is to create green space within the area. Street furniture, built by a local



manufacturer, is featured in the park located at Broad Street and 8<sup>th</sup> Avenue. Additional pieces will be made available for member purchase in 2013.

Planning preparations are underway to build two additional pocket parks in 2013, in partnership with property owners.

Planning is also underway to celebrate the BID's 10<sup>th</sup> Anniversary in 2013.

#### **5.4.2 2013 Budget Details:**

	<b>2011 Actual (Audited)</b>	<b>2012 Approved Budget</b>	<b>2012 Projected (Unaudited)</b>	<b>2013 Proposed Budget</b>
<b><u>Marketing and Image</u></b>				
<b><u>Member Communications:</u></b>				
Newsletter	\$ 1,680	\$ 3,000	\$ 2,630	\$4,250
Member Reception	3,407	2,500	5,101	4,000
Web-site	50	4,000	5,267	5,000
Total Member Communications	5,137	\$ 9,500	\$12,998	\$ 13,250
Festivals (Note 1)	3,122	42,000	56,703	53,100
Advertising Map (Note 2)	0	8,200	7,678	0
Advertising and promotion	26,535	10,000	10,543	11,475
Heritage Projects (Note 3)	8,715	20,000	11,543	5,000
Mural Project	0	0	0	5,000
Clean-up (Note 4)	16,908	15,000	10,868	11,400
Safety and Security (Note 5)	502	3,000	423	1,250
Management Services allocation	32,995	34,119	34,529	34,626
Total Marketing and Image	\$93,914	\$141,819	\$145,285	\$135,101

#### **Notes:**

- 1) New Renovate & Decorate District event to focus on home repair/renovation/furnishing business cluster in the District - \$12,000; Regina Tornado Legacy Project District portion of campaign \$30,000
- 2) The map will be published in 2012 as a bi-annual publication.
- 3) Biographies Regina was engaged to undertake a District Heritage Book in 2003. A volunteer initiative, it is now being completed in 2012 and \$20,000 is set aside as part of the original commitment to purchase a book for each District Member
- 4) Clean-Up Crew and annual Clean-Up Day event costs
- 5) Security services re-aligned for special event weekends only