



TOWN OF COLLINGWOOD

Collingwood Downtown BIA Board of Management Agenda

Thursday, March 13, 2025, 7:30 a.m.
Town Hall, Second Floor, Braniff Room
97 Hurontario Street, Collingwood, ON

To participate virtually in the meeting please visit the following link:
<https://us02web.zoom.us/j/87480907778?pwd=c8ZBcqilEigsvPqfqVRVaORZ3rQ5mb.1>
Webinar ID: 874 8090 7778
Passcode: 598531

Pages

1. Call to Order
2. Adoption of the Agenda

Recommendation:

THAT the content of the Collingwood Downtown BIA Board of Management agenda for Thursday, March 13, 2025, be adopted as presented.

3. Declarations of Pecuniary Interest
4. Adoption of Minutes
 - 4.1 BIA Board Meeting - February 13, 2025

For information purposes: The minutes of the regular meeting of the BIA Board of Management held on February 13, 2025, were approved electronically by the Board and forwarded to Council for receipt at its next regular meeting.

- 4.2 BIA AGM - March 4, 2025

4 - 8

Recommendation:

THAT the minutes of the Collingwood BIA Annual General Membership Meeting held on Tuesday, March 4, 2025 be adopted as presented and forwarded to Council for receipt at its next regular meeting.

5. Business Arising from the Previous Meeting
6. Deputations
7. Election of Chair and Vice-Chair
8. In-Camera

8.1 Proceed In-Camera

Recommendation:

THAT the BIA Board of Management proceeds in-camera in order to address a matter pertaining to:

- personal matters about an identifiable individual, including municipal or local board employees; (Item: 8.2 and 8.3)

8.2 General Manager Performance Review

8.3 Board Member Applications

9. Reports from Committees and BIA General Manager

9.1 Financial Report

9 - 23

Recommendation:

THAT the Collingwood Downtown BIA Board of Management accepts the 2023 Year End Audit Report as presented.

Recommendation:

THAT the Collingwood Downtown BIA Board of Management accepts the Financial Statement for the period ending February 28, 2025 as presented.

Recommendation:

THAT the Collingwood Downtown Board of Management Business Improvement Area (BIA) endorse the Accounts Payable Vouchers for the period up to March 13, 2025 in the amount of \$9,108.30 as presented.

9.2 Maintenance and Beautification Committee

24 - 25

Recommendation:

THAT the minutes of the Maintenance and Beautification Committee be received as presented.

9.3 Improvement Committee

26 - 27

Recommendation:

THAT the minutes of the Improvement Advisory Committee be received as presented.

9.4 Promotion Committee

28 - 29

Recommendation:

THAT the minutes of the Promotion Advisory Committee be received as presented.

9.5 Council Updates (if applicable)

9.6 Heritage Committee Representative

9.7 General Manager Report, GM Nicholson

30 - 30

Recommendation:

THAT the General Manager monthly report be received as presented.

10. Other Business

11. Correspondence

11.1 OPP Action Plan Consultation

31 - 31

12. Public Delegation(s) (Maximum 5 Minutes per Delegation)

13. Next Meeting

The next meeting of the Collingwood Downtown BIA Board of Management will take place on April 10, 2025, commencing at 7:30 a.m.

14. Adjournment



TOWN OF COLLINGWOOD

Collingwood Downtown BIA Annual General Membership Meeting

March 4, 2025, 8:00 a.m.
Collingwood Public Library
Community Rooms B & C, Third Floor
55 Ste. Marie Street, Collingwood

Members Present: Sarah Pennal, Chair
Lynda Conway
Krystina Cunningham
Carol Young-Petten
Lindsey Watson
Chris Potts, Councillor

Members Absent: Susan Bishop
Tim Cormick

Staff Present: Sara Almas, Director, Legislative Services/Clerk
Jenny Haines, Administrative Coordinator
Susan Nicholson, BIA General Manager

Others: Sam Ball, Coordinator BIA
Adam Gallant, Project Manager

1. Call to Order

1.1 Welcome - Board Members and Staff Introductions

Chair Pennal called the Collingwood Downtown Board of Management Annual General Meeting to order at 8:00am. Chair Pennal welcomed members and provided a brief introduction of BIA Board members and Staff.

1.2 Opening Remarks –Town of Collingwood Representative

Councillor Potts provided greetings from the Town.

2. Adoption of the Agenda

BIA-025-2025

Moved by: Lynda Conway

Seconded by: Krystina Cunningham

THAT the content of the Collingwood Downtown BIA Annual General Membership Meeting agenda be adopted as presented.

CARRIED

3. Declarations of Pecuniary Interest

None.

4. Reports & Presentations

4.1 2023 Year End Audit Report, Presented by Sue Bragg, Baker Tilly

General Manager Nicholson briefed members on the 2023 Year End Audit Report noting that Sue Bragg from Baker Tilly was not in attendance at the meeting. General Manager Nicholson noted a line-item adjustment is being made regarding capital assets on items obtained through grant funding. Clerk Almas confirmed that the 2023 Year End Audit Report is in good shape and that the changes are being made to ensure that the BIA is not responsible for the life cycle management of traditional town assets and until the Report is updated the final audit cannot be released.

4.2 Update on the Terminals Point Project by Project Manager Adam Gallant

Project Manager Gallant provided the members with an update on the Terminals Point Revitalization Project reviewing the history of the landmark, past operations of the facility, the current status of the building and Harbourlands Park under the Town's ownership. Manager Gallant confirmed public consultation and input from residents was sought and provided an overview on guiding development principles leading to the successful respondents to the RFPQ in 2022.

Manager Gallant noted the five project elements noting the Terminal Buildings, Public Lands, Transportation, Water and the Marina. Manager Gallant provided members with a rendering of the project area and an update on the private development plans confirming that the private development is still subject to public consultation and discussion.

Manager Gallant reviewed budget considerations and confirmed next steps. Manager Gallant answered questions and took comments from members such as:

- if the Town will be installing gas pumps at the Marina
- if the public will get the opportunity to make comments on the private portion of the work
- if there is contingencies in place should the development not move forward

- what happens if the project hasn't started within the next five years
- that the development could be in conflict with the Downtown BIA
- is there specific plans to link Terminals Point with the Downtown core
- is consideration being made to improve active transportation and to reduce vehicle traffic
- the importance of ensuring that the BIA leverages from the waterfront development and that it all ties together
- the importance of linking the downtown and the waterfront infrastructure
- is there any remedial work being done regarding the wood the structure is sitting on
- how many more spaces will there be for boats
- that the hotel could take away business from other hotels in Town
- is a market analysis being done to ensure that 250 hotel rooms will be filled
- if consideration is being made to close north Hurontario Street from First to Sidelaunch Way to pedestrian traffic only

4.3 2024 Annual Report

General Manager Nicholson reviewed the 2024 Annual Reports for the Improvement Committee, Promotion Committee and the Maintenance and Beautification Committee noting completed work and successes in 2024. There were no questions from members regarding the 2024 Annual Report

4.4 Presentation of 2025 Initiatives by Advisory Committees

Member Conway provided members with a review of the Role of the Business Improvement Area (BIA) as defined in the *Municipal Act* and the purpose of the BIA. Member Conway confirmed that the work of the BIA is integral to the Pillars as presented in the Town of Collingwood's Community Based Strategic Plan.

Member Conway reviewed the key work of each sub-committee (Beautification and Maintenance; Promotions; and Improvement), and outlined the top strategic priorities for 2025 and the next 2-5 years. Member Conway confirmed the importance of receiving feedback and ideas from members and how valued members thoughts and opinions are.

General Manager Nicholson reviewed the 2025 Initiatives for each sub-committee and noted upcoming plans and secured funding. General

Manager Nicholson answered questions and received comments from members regarding clarification on the new zoning by-law and what is involved; accolades to Councillor Potts for advocating for town support for the full-time maintenance worker position; that the Manager of Economic Development was on the CBC promoting Collingwood's Downtown; that Collingwood's Downtown is a tourism driver; if there is plans to host a Winter Fest again.

4.5 2025 Budget

General Manager Nicholson reviewed the 2025 Budget noting the current tax levy, additional funding through grants, fees, ticket sales and sponsorships. General Manager Nicholson noted total expenditures and answered questions from members regarding how the 2024 budget lines up with the 2024 actuals; the challenges in making strong profit in retail; and if the maintenance worker has been provided a new snow blower.

BIA-026-2025

Moved by: Carol Young-Petten

Seconded by: Krystina Cunningham

THAT the Collingwood Downtown BIA Membership receive the recommended 2025 budget as presented.

CARRIED

5. Other / New Business

5.1 Questions/Comments

General Manager Nicholson thanked members for their participation in the meeting and opened the floor to questions and comments. Members discussed:

- the Christmas Tree lighting
- appreciation for the sustained effort in graffiti removal
- if there is a bylaw which requires garbage containers to be enclosed
- that there are a lot of garbage containers visible and if consideration could be made to beautify them
- if Simcoe County is no longer picking up curbside recycling from businesses downtown
- if the BIA would consider a smoking ban in the Downtown BIA area
- parking and the administration of parking tickets
- pot holes and the need for maintenance

6. Adjournment

Moved by: Councillor Potts

THAT the Collingwood BIA Annual General Membership meeting be hereby adjourned at 9:29 a.m., **CARRIED.**

Chair

TOWN OF COLLINGWOOD
BUSINESS IMPROVEMENT AREA
FINANCIAL REPORT
DECEMBER 31, 2023

Draft for Discussion

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
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AS AT DECEMBER 31, 2023

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Draft for Discussion

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL REPORT

The accompanying financial statements of the Corporation of the Town of Collingwood Business Improvement Area ("the Board") are the responsibility of the Board's management and have been prepared in accordance with Canadian public sector accounting standards, established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, as described in Note 1 to the financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Board's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management. The Board meets with management and the external auditor to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval.

The financial statements have been audited by Baker Tilly SGB LLP, independent external auditor appointed by the Town. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Board's financial statements.

Treasurer
March 13, 2025

General Manager
March 13, 2025

Draft for Discussion

INDEPENDENT AUDITOR'S REPORT

To the Members of the Collingwood Business Improvement Area, Members of Council, Inhabitants and Ratepayers of the Town of Collingwood:

Qualified Opinion

We have audited the financial statements of the Corporation of the Town of Collingwood Business Improvement Area ("the Board"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, change in net financial assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2023, and its results of operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for qualified opinion

The Corporation of the Town of Collingwood Business Improvement Area derives revenues from farmers' market, vendor rental fees and special activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Board. We were not able to determine whether any adjustments might be necessary to revenues and annual surplus for the years ended December 31, 2023 and December 31, 2022, nor to financial assets and accumulated surplus as at December 31, 2023 and December 31, 2022. Our audit opinion for both years was modified accordingly because of the possible effect of this scope limitation.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, 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.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Baker Tilly SGB LLP
Chartered Professional Accountants
Licensed Public Accountants
Collingwood, Ontario
March 13, 2025

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31

	2023	2022
	\$	\$
Financial assets		
Due from Town of Collingwood (Note 5)	348,945	471,645
Non-financial assets		
Tangible capital assets (Note 6)	<u>463,841</u>	164,919
Accumulated surplus (Note 9)	<u>812,786</u>	636,564
Approved _____		

Draft for Discussion

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31

	Budget 2023	Actual 2023	Actual 2022
	\$ (Note 4)	\$	\$
Revenues			
Taxation	456,750	454,977	433,085
Farmers' market and vendor rental	42,500	40,708	30,046
Government grants (Note 8)	692,985	468,151	333,630
Interest and expense recoveries	6,000	10,743	10,714
Special activities	55,000	35,363	30,796
Contributions from reserve funds	107,200	-	-
	<u>1,360,435</u>	<u>1,009,942</u>	<u>838,271</u>
Expenses			
Administration (Note 7 (b))	39,200	36,884	35,311
Amortization	-	33,328	25,562
Communications	11,000	3,460	3,496
Contribution to downtown revitalization (Note 7 (a))	50,000	49,916	51,529
Decoration	147,350	108,794	114,369
Maintenance	12,500	10,425	9,466
Marketing	135,500	127,358	124,347
Future planning	475,985	39,795	137,625
Promotion and special events	205,900	222,526	140,174
Wages and benefits	216,500	201,234	177,084
	<u>1,293,935</u>	<u>833,720</u>	<u>818,963</u>
Annual surplus	66,500	176,222	19,308
Accumulated surplus at beginning of year		636,564	617,256
Accumulated surplus at end of year (Note 9)		<u>812,786</u>	<u>636,564</u>

The accompanying notes are an integral part of
these financial statements

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEAR ENDED DECEMBER 31

	Budget 2023	Actual 2023	Actual 2022
	\$ (Note 4)	\$	\$
Annual surplus	66,500	176,222	19,308
Acquisition of tangible capital assets	(66,500)	(332,250)	(28,685)
Amortization of tangible capital assets	-	33,328	25,562
Change in net financial assets	-	(122,700)	16,185
Net financial assets at beginning of year		471,645	455,460
Net financial assets at end of year		348,945	471,645

The accompanying notes are an integral part of
these financial statements

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED DECEMBER 31

	2023	2022
	\$	\$
Cash flows from (for):		
Operating activities		
Annual surplus	176,222	19,308
Non-cash items:		
Amortization of tangible capital assets	33,328	25,562
	209,550	44,870
Changes in:		
Due from Town of Collingwood	122,700	(16,185)
Net change in cash from operations	332,250	28,685
Capital activities		
Acquisition of tangible capital assets	(332,250)	(28,685)
Net change in cash position	-	-
Cash position at beginning and end of year	-	-

The accompanying notes are an integral part of
these financial statements

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS
AS AT DECEMBER 31, 2023

Nature of operations

The Corporation of the Town of Collingwood Business Improvement Area is a corporate body as specified under the Ontario Municipal Act.

The primary role of the Business Improvement Area is to revitalize the central business district of the Town of Collingwood.

1. Summary of significant accounting policies

The financial statements of the Corporation of the Town of Collingwood Business Improvement Area are the representation of management prepared in accordance with local government accounting standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

The focus of PSAB financial statements is on the financial position of the Board and the changes thereto. The statement of financial position includes all of the assets and liabilities of the Board. Financial assets are those assets which could provide resources to discharge existing liabilities or finance future operations. Accumulated surplus represents the financial position and is the difference between assets and liabilities. This provides information about the Board's overall future revenue requirements and its ability to finance activities and meet its obligations. Significant aspects of the accounting policies adopted by the Board are as follows:

(a) Basis of accounting

Sources of revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(b) Revenue recognition

Government grants are recognized in the financial statements as revenues in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made. Taxation revenues are recorded at the time tax billings are issued. Revenues from the farmer's market, vendor rentals, special activities and other revenues are recognized on an accrual basis.

(c) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts 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 period. The most significant estimates are useful lives of tangible capital assets. Actual results could differ from those estimates.

(d) Financial instruments

The financial instruments of the Board consist of due from the Town of Collingwood, and are recognized at cost.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. Future recoveries of impaired assets are recorded in the statement of operations when received.

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS
AS AT DECEMBER 31, 2023

1. Summary of significant accounting policies (continued)

(e) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the change in net debt for the year.

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives using the pooling method as follows:

Furniture, fixtures and equipment	- 3 to 40 years
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One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Work in progress is not amortized. The Board operates from leased premises.

2. Changes in accounting policies

PS 3450 – Financial Instruments and PS 2601 – Foreign Currency Translation

On January 1, 2022, the Municipality adopted Public Accounting Standards *PS 3450 – Financial Instruments and PS 2601 – Foreign Currency Translation*. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the Board's accounting policy choices (see Note 1).

The Board undertook a process to identify any and all adjustments required as a result of the adoption of this standard. This process did not yield identification of any such adjustments.

3. Statement of remeasurement gains and losses

A statement of remeasurement gains and losses has not been provided because there were no remeasurement gains or losses during the year.

4. Budget amounts

The budget approved for 2023 is reflected on the statement of operations and statement of change in net financial assets. The budgets established for capital investment in tangible capital assets are on a project oriented basis, the costs of which may be carried out over one or more years and, therefore, may not be comparable with the current year's actual expenditure amounts. The budget figures are not audited.

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS
AS AT DECEMBER 31, 2023

5. Due from Town of Collingwood

The Corporation of the Town of Collingwood receives and disburses all funds, as well as maintains the reserves for the Business Improvement Area.

6. Tangible capital assets

Tangible capital assets at December 31 consist of the following:

	2023	2022
	\$	\$
Furniture, fixtures and equipment		
Cost		
Balance, beginning of year	273,650	341,897
Additions	332,250	28,685
Disposals	(14,920)	(96,932)
	590,980	273,650
Accumulated amortization		
Balance, beginning of year	108,731	180,101
Amortization	33,328	25,562
Disposals	(14,920)	(96,932)
	127,139	108,731
Net book value, end of year	463,841	164,919

7. Commitments

- (a) The Board committed to provide \$1.1 million in financing for the Town of Collingwood's downtown revitalization capital project. This financing consisted of \$350,000 from the Board's reserves and a 20 year \$750,000 debenture maturing in 2030. Interest is payable at 4.30% per annum. The 2023 contribution toward debenture principal and interest payments total \$49,916 (2022 - \$51,529).
- (b) The Board's premises were leased from the Town of Collingwood for \$904 plus HST per month. The lease was renewed for a term of one year for \$949 plus HST per month and expired in July 2024. Subsequent to year end the lease was renewed for another one year term for \$1,169 plus HST per month.

8. Government grants

Government grants on the statement of operations consist of the following:

	2023	2022
	\$	\$
Federal	417,451	252,040
Provincial	44,200	65,590
Other	6,500	16,000
	468,151	333,630

CORPORATION OF THE TOWN OF COLLINGWOOD BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS
AS AT DECEMBER 31, 2023

9. Accumulated surplus

Accumulated surplus consists of the following:

	2023	2022
	\$	\$
Invested in tangible capital assets	<u>463,841</u>	164,919
Reserves set aside for specific purposes:		
Capital purposes	328,945	451,645
Contingency funds	<u>20,000</u>	20,000
Total reserve funds	<u>348,945</u>	471,645
Total accumulated surplus	<u>812,786</u>	636,564

Draft for Discussion

	January 2025	February 2025	TOTAL YTD	2025 BUDGET
REVENUES				
Tax Levy	\$ -	\$ -	\$ 500,000.00	\$ 500,000.00
<i>Town of Collingwood - Maintenance Staff Support</i>				\$ 25,000.00
Expense Recoveries	\$ -	\$ -	\$ -	\$ 10,000.00
<i>Art Chair/Public Art Projects</i>			\$ -	\$ 10,000.00
			\$ -	
Farmers' Market	\$ -	\$ -	\$ -	\$ 58,000.00
<i>Fees/Rentals - Regular Market</i>			\$ -	\$ 52,000.00
<i>Fees/Rentals - Christmas / Evening Markets</i>			\$ -	\$ 6,000.00
			\$ -	
Grant - Federal	\$ -	\$ -	\$ -	\$ 14,500.00
<i>Heritage Canada - Canada Day</i>			\$ -	\$ 10,000.00
<i>Student Wage Subsidy</i>			\$ -	\$ 4,500.00
Grant - Provincial	\$ -	\$ -	\$ -	\$ 20,000.00
<i>Experience Ontario Grant</i>			\$ -	\$ 20,000.00
<i>Summer Experience Program</i>			\$ -	
Grant - Other	\$ -	\$ -	\$ -	\$ 10,000.00
<i>Simcoe County Tourism</i>			\$ -	\$ 10,000.00
Special Activities	\$ -	\$ -	\$ -	\$ 45,000.00
<i>Santa Claus Parade Sponsor/Entry</i>			\$ -	\$ 15,000.00
<i>Event Sponsorship/Ticket Revenue</i>			\$ -	\$ 30,000.00
			\$ -	
Total Revenues	\$ -	\$ -	\$ 500,000.00	\$ 682,500.00
EXPENSES				
Reserves/Debenture Payment	\$ -	\$ -	\$ -	\$ 46,750.00
<i>Debenture Payment</i>			\$ -	\$ 46,750.00
			\$ -	
Future Planning	\$ -	\$ -	\$ -	\$ 20,000.00
<i>Consultants/Legal</i>			\$ -	\$ 10,000.00
<i>OBIAA Conference - Hosting Fee</i>			\$ -	\$ 10,000.00
Capital Expenditures	\$ -	\$ -	\$ -	\$ -
			\$ -	
			\$ -	
			\$ -	
Events & Activities	\$ 267.00	\$ -	\$ 267.00	\$ 98,200.00
<i>Events Total</i>	\$ 228.00	\$ -	\$ 228.00	\$ 95,200.00
<i>*Easter Egg Hunt</i>			\$ -	\$ 1,000.00
<i>*Mothers Day</i>			\$ -	\$ 1,200.00
<i>*Local Live Lunch-Evening Programming</i>			\$ -	\$ 12,000.00
<i>*Collingwood Festival for Canada</i>			\$ -	\$ 10,000.00
<i>*Sidelaunch/Street Piano Festival</i>			\$ -	\$ 5,000.00
<i>*Collingwood Fashion Week</i>			\$ -	\$ 20,000.00
<i>*Halloween Event</i>			\$ -	\$ 1,000.00
<i>*Christmas Season Launch/Santa</i>	\$ 228.00		\$ 228.00	\$ 20,000.00
<i>*Christmas / Evening Markets</i>			\$ -	\$ 15,000.00
<i>*New Event / 3rd Party Support</i>			\$ -	\$ 10,000.00
<i>Farmers' Market</i>	\$ 39.00		\$ 39.00	\$ 3,000.00
			\$ -	
			\$ -	
Marketing & Promotion	\$ 5,636.00	\$ -	\$ 5,636.00	\$ 107,500.00
<i>Creative Development</i>	\$ 132.00		\$ 132.00	\$ 10,000.00
<i>Media Campaign - Print/Brochures</i>	\$ 2,124.00		\$ 2,124.00	\$ 12,000.00
<i>Media Campaign -Radio</i>			\$ -	\$ 15,000.00
<i>Media Campaign - Digital</i>	\$ 814.00		\$ 814.00	\$ 21,500.00
<i>Media Campaign - Direct Mail</i>			\$ -	\$ 18,000.00
<i>Signage /Billboards</i>	\$ 1,549.00		\$ 1,549.00	\$ 18,000.00
<i>Downtown Gift Card Program</i>	\$ 1,017.00		\$ 1,017.00	\$ 10,000.00
<i>Website Updates/Hosting</i>			\$ -	\$ 3,000.00
			\$ -	
			\$ -	
Communications	\$ -	\$ -	\$ -	\$ 2,000.00
<i>Member Meetings/Welcome Program</i>			\$ -	\$ 2,000.00
<i>CRM Database Implementation</i>			\$ -	
Maintenance	\$ 924.00	\$ 76.00	\$ 1,000.00	\$ 14,750.00
<i>Equipment Repairs</i>			\$ -	\$ 2,500.00
<i>Weed Control</i>			\$ -	\$ 4,000.00
<i>Sound Contract</i>	\$ 108.00		\$ 108.00	\$ 1,250.00
<i>Truck - insurance-maintenance-gas</i>			\$ -	\$ 2,500.00
<i>Supplies</i>	\$ 816.00	\$ 76.00	\$ 892.00	\$ 2,000.00
<i>Epcor / Additional Hydro Charges</i>			\$ -	\$ 2,500.00
Beautification	\$ 981.00	\$ -	\$ 981.00	\$ 111,700.00
<i>Garden Planting Strategy-Test Gardens</i>			\$ -	
<i>Flowers/Seasonal Decorations</i>			\$ -	\$ 60,000.00
<i>Installations/Storage</i>	\$ 981.00		\$ 981.00	\$ 39,700.00
<i>Art Chair/Public Art Projects</i>			\$ -	\$ 12,000.00
Administration	\$ 934.00	\$ 1,080.00	\$ 2,014.00	\$ 43,600.00
<i>Rent</i>			\$ -	\$ 14,200.00
<i>Office Equipment/Supplies</i>	\$ 121.00		\$ 121.00	\$ 5,500.00
<i>Credit Card Fees</i>			\$ -	\$ 2,000.00
<i>Telephone/Internet/Tech Support</i>	\$ 61.00		\$ 61.00	\$ 2,000.00
<i>Professional Development</i>	\$ 752.00		\$ 752.00	\$ 10,000.00
<i>OBIAA (Travel / Accommodation)</i>			\$ -	\$ 1,500.00
<i>Association Memberships</i>			\$ -	\$ 1,400.00
<i>Audit Fee</i>			\$ -	\$ 3,500.00
<i>Insurance</i>		\$ 1,080.00	\$ 1,080.00	\$ 3,500.00
Wages/Benefits	\$ 12,411.00	\$ 15,104.00	\$ 27,515.00	\$ 238,000.00
<i>Wages - Full / Part Time</i>	\$ 11,221.00	\$ 14,120.00	\$ 25,341.00	\$ 220,000.00
<i>EHT/EI/ CPP/Medical/Dental</i>	\$ 1,190.00	\$ 984.00	\$ 2,174.00	\$ 18,000.00
Total Expenses	\$ 21,153.00	\$ 16,260.00	\$ 37,413.00	\$ 682,500.00
NET	-\$ 21,153.00	-\$ 16,260.00	\$ 462,587.00	\$ -

INVOICES PAID - March Meeting**Marketing & Promotions**

Tara Mclellan (creative)	\$	36.73
Village Media (digital advertising-February)	\$	904.00
J Card Marketing (yearly listing - BIA) (PCard)	\$	508.50
J Card Marketing (yearly listing - Market) (PCard)	\$	508.50
Miconex (Gift Card prizing - Collingwood Blues) (PCard)	\$	600.00
Astral Media (Billboard rental)	\$	1,120.96

Beautification

InStorage (Santa Sleigh-Piano storage) (PCard)	\$	1,089.30
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Communications

Visual FX (AGM signage)	\$	79.10
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Maintenance

Town of Collingwood (staff parking permit)(PCard)	\$	113.00
Home Depot (supplies) (PCard)	\$	150.11
Canadian Tire (supplies) (PCard)	\$	89.24
Service Ontario (Driver Abstract - B Nicholson-S Winlo) (PCard)	\$	24.00
Signworks (CWOOD sign clean up)	\$	84.75

Administration

Comwave (office phone) (PCard)	\$	46.10
OBIAA (Awards Submissions) (PCard)	\$	113.00
OBIAA (Membership Fees) (PCard)	\$	1,320.15
Staples (office supplies) (PCard)	\$	56.49
Crowne Plaza Kitchener (FEO conference Meals) (PCard)	\$	23.05
Crowne Plaza Kitchener (FEO conference Accommodation) (PCard)	\$	666.33
Dollar Villa (office supplies) (PCard)	\$	9.00
Loblaws (office supplies) (PCard)	\$	48.77
Sutton Insurance	\$	1,080.00

Employee Benefits

Sun Life (Monthly health benefit) (PCard)	\$	437.22
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TOTAL	\$	9,108.30
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**BIA MAINTENANCE /
BEAUTIFICATION ADVISORY
COMMITTEE MINUTES
Meeting Date: March 10, 2025**

Present: Members: Lynda Conway, Krystina Cunningham, Rick Lex,

Regrets: Jacqueline Eger, Tim Cormick

Staff Present: Susan Nicholson, General Manager

1. CALL OF ADVISORY COMMITTEE TO ORDER

2. ADOPTION OF AGENDA

THAT the content of the BIA Maintenance/Beautification Advisory Committee Agenda for March 10, 2025 be adopted as presented.

CARRIED

3. DECLARATIONS OF PECUNIARY INTEREST

None Declared

4. DEPUTATION

5 BUSINESS ARISING FROM THE PREVIOUS MINUTES

5.1 Planter Update

The 2025 budget includes the same type of four season displays as in previous years, but member Eger is preparing a list of possible perennials that could be used to reduce costs in the long term. As noted the cost of watering/fertilizing/maintenance would be eliminated as our new maintenance staff will undertake that work. The contractor is planning on having the spring planting in place for the OBIAA Conference.

5.2 Waste Disposal Bins

Member Conway reviewed the discussion from the recent Improvement Committee Meeting where the issue of these bins was discussed relative to the Property Standards Bylaws. The committee has agreed to file a complaint regarding two outstanding properties through Service Collingwood, in addition to a new graffiti tag on the Moguls property.

The committee also discussed the laneway adjacent to Moguls which often does not have access due to bin storage, parked vehicles and snow. This is a public laneway that serves as pedestrian and vehicle access to several businesses and the arena. Staff will follow up with town staff regarding these concerns.

6. OTHER BUSINESS

6.1 Review of Committee's Key Priorities

- **Maintenance / Event Staff**
Staff reported that the new staff was working out well and had documented several issues that will need to be addressed during the spring audit. Now that the snow is melting, he will be picking up the garbage that has been uncovered. Staff will follow up with town staff regarding scheduling the spring sweep.
- **Monitor and Evaluate Success of Test Gardens**
No Update
- **Continue to advocate for Graffiti removal**
No Update
- **Advocate for Maintenance of Parking lot Gardens to be paid from Parking revenues**
The committee had general discussion regarding the upcoming Parking Accommodation Study and how the BIA should be involved. It was noted that the study will be undertaken in the fall and concern expressed regarding documentation needed of the high traffic summer months. Long term plans for the parking reserve were discussed and staff was requested to find out the current reserve amount.
- **Decoration Strategy and rotation**
Staff reported that the tree lights were scheduled to be removed shortly and would remain property of the BIA. She is following up regarding the sponsor's plans for next year. The selfie stations are being removed by the Works department but removal has been delayed due to the snow.
- **Advocate for Cigarette Receptacles**
No Update

6.2 Downtown Master Plan

Staff reported that council had approved the report and had now asked staff to develop a work plan for implementation. Sara Almas is the lead on this phase and BIA staff will be speaking with her regarding timelines and how the BIA can be involved.

7. NEXT MEETING

7.1 Tuesday, April 8

8. ADJOURNMENT



**BIA IMPROVEMENT ADVISORY
COMMITTEE MINUTES**
Meeting Date: March 7, 2025

Present: Members: Sarah Pennal, Lindsay Watson, Lynda Conway, Councillor Chris Potts

Staff Present: Susan Nicholson, General Manager

1. CALL OF ADVISORY COMMITTEE TO ORDER

2. ADOPTION OF AGENDA

THAT the content of the BIA Improvement Advisory Committee Agenda for March 7, 2025 be adopted as presented.

CARRIED

3. DECLARATIONS OF PECUNIARY INTEREST

None Declared

4. DEPUTATION

5. BUSINESS ARISING FROM THE PREVIOUS MINUTES

5.1 Annual General Meeting – Review

The Committee agreed that the meeting had been well attended and very positive. The presentation regarding the Terminals Point project created interest and questions from the membership.

The committee reviewed feedback that had been received from the membership including:

- Posting the Strategic Planning document on the BIA website,
- Upcoming Changes to the recycling pick up and the potential for its negative impact on the downtown
- The need for continued consultation regarding the Terminals Point project, its impact on existing accommodators and the need for connections from the waterfront to the downtown
- The visibility of large garbage containers in the downtown
- Aggressive ticketing and the confusion surrounding a courtesy timeline

5.2 Property Standards – Review of Standards and Enforcement

[Property Standards ByLaw](#)

The committee reviewed the bylaws regarding property standards and discussed the best way to address issues of non-compliance. The committee agreed to file a complaint regarding two outstanding properties through Service Collingwood. It was noted that there was a new tag on a private property and staff will report it to the town to ensure that it is dealt with promptly.

- 5.3 Member Survey – Timeline for submissions and review
The committee agreed to setting a deadline of March 14 for final submissions, so that the results can be reviewed at the next committee meeting, followed by a presentation at the April board meeting. Two more submissions were received at the recent AGM, but it was noted that all the other attendees had already submitted surveys.

6. STRATEGIC PRIORITIES FOR 2025

- 6.1 Mental Health & Homelessness
Councillor Potts reported that he had requested updates of the occurrences and would share information when he received it.
- 6.2 Working with town on parking opportunities
The committee discussed the issue with aggressive ticketing complaints and suggested that training for by-law staff to deal with other issues such as riding bikes on the sidewalk would be helpful in keeping the downtown safer. Staff will also reach out to the town's communications department to discuss ways to provide more education and signage regarding this bylaw.
- 6.3 Membership Education & Engagement
Staff is researching samples of other BIA member information packages to update our current file. She also reported that the Promotion Committee had discussed hosting an After 6 at a member business in April
- 6.4 Connection with Town Staff – Zoning, Densification, Emergency Preparedness, New Developments
Staff reported that town staff are undertaking discussions regarding the various objections to the Official Plan in hopes to resolve outstanding issues.

The committee also discussed the Arts Centre/MURF projects and expressed the need for the BIA to have the opportunity to provide input. Staff will connect with town staff to determine a timeline for the reports to be presented to Council.

- 6.5 BIA Boundary Expansion
No Update

7. NEXT MEETING

- 7.1 April 4

8. ADJOURNMENT



**BIA PROMOTION ADVISORY
COMMITTEE MINUTES
Meeting Date: March 4, 2025**

Present: Members: Carol Young-Petten, Chair, Susan Bishop, Nicole Bishop, Jennifer Perks, Collingwood Public Library

Regrets: Kayla von Zon

Staff Present: Susan Nicholson, General Manager

1. CALL OF ADVISORY COMMITTEE TO ORDER

2. ADOPTION OF AGENDA

THAT the content of the BIA Promotion Advisory Committee Agenda for March 4, 2025 be adopted as presented.

CARRIED

3. DECLARATIONS OF PECUNIARY INTEREST

None Declared

4. DEPUTATION

5. BUSINESS ARISING FROM THE PREVIOUS MINUTES

5.1 Event Update

- International Women’s Day
Staff reported that revised / updated posters were being distributed to those businesses who had expressed interest in participating in the program and a Media Release in collaboration the town and their Women’s Day initiative had been distributed

- Collingwood Fashion Week
Staff reported that last year’s event had been recognized as a Top 100 event in the province at the recent Festival and Events Conference. A Media Release highlighting this as well as three other town presented events that had received the same recognition – Sidelaunch Days, Art Crawl and Trial Tunes - had been circulated.
The committee discussed the 2025 event, which has been scheduled for September 22 to 26, leading into Art Crawl on September 27. The theme of ‘Fashion as Art – From the Creator to the Wearer’ will be used to link the two events. The committee discussed who would still want to be involved and Sarah Pennal, Susan and Nicole Bishop, Carol Young-Petten and Jennifer Perks agreed to form the core organizing group. A call-out to the membership for additional interest in joining the organizing committee will be included in an upcoming newsletter, with a submission deadline of April 2. The committee also discussed key events that the BIA would present as part of the week and the need for the fashion retailers to develop and fully organizing their own events which the BIA would include in the overall marketing plan. A sponsorship

package will developed as soon as possible so that sponsorship sales can be undertaken well in advance of the event.

5.2 Farmers' Market Update

Saff reported that the Market applications were available as links on the BIA website and had been distributed to previous vendors. 28 applications have been received to date.

6. OTHER BUSINESS

6.1 Review of Committee's Key Priorities

There was no discussion regarding these items, however Committee member Young-Petten reviewed a concept of a Wellness focused event that could be a new initiative for 2026.

- Year-round / winter activations
- Evening Activations
- Expansion of events/activations to include broader BIA district
- Enhance Social Media strategy to include points of interest, stories, etc.

6.2 Business After 6

Committee member Young-Petten offered to host one in April at The Shop Barber & Brand

6.3 Ontario BIA Association Shop Main Street Canada – Support Local Campaign

Staff reviewed the recently released initiative from the Ontario BIA Association to support shopping downtown, choosing Canadian products and supporting local businesses. A Media Release has been circulated and a tool kit distributed to members.

6. NEXT MEETING

7.1 April 8

8. ADJOURNMENT

General Manager's Update – March 2025

Administration/Improvement

- Downtown Master Plan project –follow up with town staff lead regarding work plan development
- Finalized 2025 budget
- Continue to follow up with Simcoe County regarding One Solutions Pilot project regarding setting up meeting to review and discuss; discussions at committee and with town staff regarding Transit Terminal issues
- Follow up with representative of Atimo Homes regarding connecting with the BIA membership
- Follow up meeting with Town Finance staff and auditor regarding revision of 2023 audit
- Finalize BIA member survey and circulated to members; several email and in-person follow ups
- Coordination of Annual General Membership Meeting – March 4
- Coordination of Board member's employment change and Board resignation with Clerk's office; issued call for vacant board seat to membership
- Submitted Simcoe County Tourism Partnership grant application – marketing support for Art on the Street initiative
- Submitted four RTO7 Partnership Applications – three social media (overall downtown as a destination marketing; Fashion Week; Christmas Market) and one Storytelling to support marketing efforts
- Application to RTO7 to its Tech Compass program to have the contractor undertake a technology assessment
- Reviewed changes to town's procurement policy regarding sourcing Canadian
- Attended Mayor's Roundtable regarding tariff impacts on the local business community

Maintenance / Beautification

- Continued onboarding of Maintenance / Event assistance staff
- Follow up regarding final removal of Christmas décor
- Call to Artists for Art on the Street; deadline March 7; meeting on March 12 to review submissions
- Contacted CWOOD sign contractor to deal with tagging on CWOOD sign; filed police report
- Met with planter contractor to finalize 2025 work plan and plan to turn to spring in time for OBIAA Conference

Marketing and Promotions / Events and Activities

- Planning meetings with social media staff
- Downtown Gift Card - merchant onboarding ongoing
- Attending Town of Collingwood Events meetings held bi-weekly to review 2025 plans/marketing initiatives
- Meeting with new Executive Director for Pride event
- Coordinated circulation of Farmers' Market applications with staff
- Launch of OBIAA's Shop Main Street Canada/Support Local campaign; circulation to members
- Attended member meeting regarding dealing with tariff environment
- Attended Festival and Events Conference – Fashion Week recognized as one of the Top 100 events in Ontario
- Newsletters – February 18, 24, 26, March 3, 5

Ontario BIA Association (OBIAA) Update

- OBIAA Board Meeting – February 25; AGM – March 6
- CRM Project – continue to work with staff and contractor to upload membership to the system again and develop a plan to fully implement it
- 2025 Conference –Conference committee meetings scheduled monthly; working on social activities on Sunday afternoon and evening dine around, as well as Tuesday dinner/evening.

Member Updates

- Vaiya rebranded to The Daisy Chain
- Satica Cannabis (312 Hurontario St) has closed and building has been sold

Susan Nicholson

From: Licharson, Loris (OPP) <[REDACTED]>
Sent: Friday, March 7, 2025 11:50 AM
To: Susan Nicholson
Cc: Stadig, Mark (OPP)
Subject: Collingwood and the Blue Mountains 2026-2029 Action Plan Consultation

EXTERNAL EMAIL: This email originated outside of the Town's email system. Do not click any links or open any attachments unless you trust the sender and know the content is safe. If in doubt, please contact the helpdesk at x4357.

Good morning Sue,

The Collingwood and the Blue Mountains Detachment of the Ontario Provincial Police is currently reaching out to community organizations, businesses, service groups and stakeholders as part of our 2026 to 2029 Detachment Action Plan development process. Our goal is to ensure that the policing service we provide is responsive and reflective of the needs of our two communities.

As a community partner and stakeholder, we value your input (and that of the Collingwood BIA) and are seeking your thoughts and opinions on identifying key public safety priorities that are impacting our local communities today and in the next few years, and where you feel the OPP should be focussing our efforts.

Your input will be taken into consideration with all other consultative feedback, which will help us to identify primary public safety priorities in both of our communities. These priorities will assist in contributing to our Action Plan moving forward, which will help guide our efforts to keep our roads, waterways, trails and neighbourhoods as safe as possible.

If you could please respond by the 11th of April, 2025, it would be greatly appreciated. I have cc'd A/S/Sgt Mark Stadig, our acting Operations Manager, and would ask that you include him in your response.

If you have any questions or concerns, please don't hesitate to reach out.

With best regards,

Loris

L.A. (Loris) Licharson
Insp. #10187

Detachment Commander
Collingwood and the Blue Mountains Detachment
Ontario Provincial Police
[REDACTED]