

Windsor BIA Advisory Committee
Meeting held June 19, 2019

A meeting of the Windsor BIA Advisory Committee is held this day commencing at 10:00 o'clock a.m. in Room 140, 350 City Hall Square West, there being present the following members:

Councillor Chris Holt
Councillor Rino Bortolin
Councillor Ed Sleiman
Joan Charette, Walkerville BIA
Debbie Croucher, Downtown Windsor BIA
Pete DiPonio, Via Italia BIA
Sami Mazloum, Wyandotte Street BIA
Shane Potvin, Ford City BIA

Regrets received from:

Ettore Bonato, Ottawa Street BIA
Mary Ann Cuderman, Sandwich Towne BIA
Bridget Scheuerman, Olde Riverside BIA

Also present are the following resource personnel:

Greg Atkinson, Planner III, Economic Development
Karen Kadour, Committee Coordinator

1. Call to Order

The Committee Coordinator calls the meeting to order at 10:00 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Election of Chair

The Committee Coordinator calls for nominations from the floor for the position of Chair. Councillor Sleiman nominates Councillor Holt, seconded by Councillor Bortolin. The Committee Coordinator asks if there are further nominations from the floor. Seeing, none, the Committee Coordinator asks Councillor Holt if he accepts. Councillor Holt accepts and assumes the Chair.

Moved by Councillor Sleiman, seconded by Councillor Bortolin,
That Councillor Holt **BE ELECTED** Chair of the Windsor BIA Advisory Committee.
Carried.

3. Declarations of Conflict

None disclosed.

4. Adoption of the Minutes

Moved by Councillor Sleiman, seconded by Councillor Bortolin,
That the minutes of the Windsor BIA Advisory Committee of its meeting held
November 21, 2018 **BE ADOPTED** as presented.
Carried.

5. Business Items

5.1 Update on Summer Events & Priorities in the BIA's

J. Charette expresses concern regarding the increase in fees for street closures for events. She adds in 2018, bags were placed on the parking meters for an event and the BIA was charged for a full day of free parking for the patrons rather than the two hours for the event.

Councillor Bortolin at the City Council meeting held February 25, 2019 asked the following question:

CQ4-2019

Asks that administration consider options to streamline the process to help with street closures looking at all options including efficiencies that can lead to lowering administrative time and costs while still allowing timely processing of applications. Please consider fees in the schedule as well as barricade rentals and Fire Department fees.

Moved by Councillor Sleiman, seconded by S. Mazloum,
That the update on the summer events and priorities in the BIA's **BE RECEIVED**.
Carried.

5.2 Update and Recap of the BIA Issues before Council (Local Planning Appeal Tribunal)

The Chair reports the budgets of three BIA's were being upheld due to a deemed questionable expense and through negotiations and discussions between the BIA's and the City's Legal team the matter was resolved and their budgets were approved.

The Chair reads CR290/2019 approved at Council's meeting held June 3, 2019 as follows:

"That Administration BE DIRECTED to draft guidelines for the business improvement associations (BIA's), that would outline in a clear way, the reports the Council expects to receive at year-end with respect to annual expenditures, and that these guidelines be drafted IN CONSULTATION with all the BIA's across the city of Windsor as well as the WBIAAC advisory committee; and

That Administration UNDERTAKE a review of other BIA's and best practices across Ontario and further,

That Administration BE DIRECTED to develop to Council's consideration and approval, a more robust budget template for all BIA's so that Council has a clear understanding of BIA budgets and expenditures that are in a more transparent manner."

Councillor Bortolin states the concerning aspect was the comments made specifically wanting to look at the model that the City of Toronto has, that being the BIA's are not allowed to disagree with any decision of their council.

The Chair advises a report on this matter will be forthcoming.

Moved by Councillor Sleiman, seconded by S. Mazloum,
That the update and recap of the BIA issues before Council (Local Planning Appeal Tribunal) and the pending report and way forward **BE RECEIVED**.
Carried.

5.3 Update on the Collaboration of Terms of Reference & Singular Reporting Mechanism

Councillor Bortolin states one of the recommendations in the recent PwC audit of the BIA's was to develop a template for the Terms of Reference.

In response to a question asked by Councillor Sleiman, regarding if the Terms of Reference will be the same for all of the BIA's, Councillor Bortolin responds each BIA would develop their Terms of Reference but the BIA's would all use the same template.

Moved by Councillor Bortolin, seconded by P. Diponio,
That the update relating to the collaboration of the Terms of Reference and the singular reporting mechanism **BE RECEIVED**.
Carried.

5.4 Bright Lights Windsor Request for BIA Venues

D. Croucher indicates the Bright Lights Windsor event attracts huge participation and is beautiful in Jackson Park. However, it would be better served in the BIA's as only Petro Canada, Wendy's and perhaps Lumberjack benefitted from this location. The DWBIA would love to see this event at the riverfront and within its boundaries. The last conversation held with the Mayor and Jan Wilson, Corporate Leader Parks, Recreation, Culture, Facilities is that it is not a consideration at this time to move the location elsewhere. There has been too much investment in the infrastructure at Jackson Park. At this point it does not appear the Bright Lights Windsor event will be coming to any of the BIA's soon.

The Chair suggests an invitation to Mayor Dilkens and Jan Wilson be extended to attend a future meeting of the committee. He adds the BIA's are more than willing to discuss the future and the possibilities of working together.

Moved by D. Croucher, seconded by S. Mazloun,
That Mayor Dilkens and Jan Wilson **BE INVITED** to attend a meeting of the Windsor BIA Advisory Committee to be held in the Fall 2019 to discuss the future of Bright Lights Windsor in collaboration with the BIA's.
Carried.

6. New Business

D. Croucher states the previous Senior Economic Development Officer signed a contract for a one year term for the BIA's with the Destination Development Association.

Moved by D. Croucher, seconded by J. Charette,
That the contract with the Destination Development Association on behalf of the BIA's **BE RENEWED**.
Carried.

Clerk's Note: The Committee Coordinator contacted Milan Vujanovic, Senior Economic Development Officer to investigate and report back at the August 20, 2019 meeting regarding the Destination Development Association initiative.

S. Potvin states Hiram Walkers placed flowers in 55 whiskey barrels throughout the Ford City BIA and expresses concern that there are very few businesses in front of the planters to do the watering.

D. Croucher indicates the number of hanging baskets in the BIA's has seriously decreased and adds there are not enough resources to maintain the planters. She notes this is municipal property and should not be the responsibility of the BIA.

The Chair advises he will reach out to Wanda Letourneau, Manager Horticulture regarding the reduction of hanging baskets and the watering issue.

7. Date of Next Meeting

The next meeting will be held on Tuesday, August 20, 2019 at 9:30 a.m. in Room 204, 350 City Hall Square West.

8. Adjournment

There being no further business, the meeting is adjourned at 11:25 o'clock a.m.

CHAIR

COMMITTEE COORDINATOR

TO: Chair and Members of WBIAAC

FROM: Janice Guthrie, Deputy Treasurer – Taxation & Financial Projects

DATE: November 13, 2019

SUBJECT: Elimination of the Vacancy Rebate Program

Background

In 2017, the Province provided municipalities with broad flexibility to tailor the treatment of vacant land and vacant unit programs in response to local circumstances. At that time, City Council provided direction to alter the program, on a pilot basis, as it applied only within commercial street level properties located within the Downtown Business Improvement Area. Specifically, the eligible rebate was eliminated on a declining basis over a 3 year period. In other words, upon submitting an application in year 1 a property owner could receive the full 30% rebate, in a 2nd year of application a property owner would receive a lower rebate of 15% and in a 3rd year of application, a property owner would not receive any rebate. Applications can be made consecutively or over a period of time but no property owner would receive more than 2 years of tax relief. Eligible properties in the pilot program were main floor commercial storefronts and excluded office buildings. Council also directed that consideration be given to implementation of an altered program in the other remaining Business Improvement Areas.

Discussion

As part of the 2019 Budget deliberations, Administration provided City Council with an update on the status of the vacancy rebate program including an update as to what other municipalities were implementing. The report highlighted that many municipalities were in the process of a full elimination of the program or the phasing out of the program. The report also indicated that for the 2019 taxation year the Province had eliminated the program as it relates to the education share of property taxes. In other words, going forward, for those municipalities who still provided the vacancy rebate program only the municipal share of the property tax levy would be considered.

The direction received from City Council was to abolish the vacancy rebate program within all Business Improvement Areas. The purpose of a Business Improvement Area is to promote and support robust and concentrated business communities. The elimination of the vacancy rebate program is one way in which the City of Windsor is supporting these core objectives.

Input with regards to this policy change is being sought from landlords, business owners and members of the general public. Interested parties are encouraged participate in an on-line survey which will become available on Friday November 1, 2019 for a period of three weeks. Following the close of the survey a formal submission will be made to the Minister of Finance. Once approved through regulation which is anticipated in 2020, the City will no longer provide any tax relief in the form of vacancy rebate to property owners within any of the nine BIA's.

Kadour, Karen

Subject: FW: Commercial Assessment Process for WBIAAC agenda

Importance: High

From: Jake Rondot (CAN) <jaker@hkcanada.com>
Sent: Thursday, November 7, 2019 3:28 PM
To: Holt, Chris
Subject: Commercial Assessment Process for WBIAAC agenda

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Background:

The WBIA has had instances in which a business within the BIA boundary was operating commercially from a property, or portion of a property (i.e. upper floor), not currently zoned commercial (by MPAC) and therefore not a paying member of the BIA levy. It is important to note that just because a property carries a commercial zoning designation (i.e. CD 1.3), DOES NOT mean the property or any portion of it is a dues paying member of the BIA it is located within – that specific qualification is made by MPAC separately from the city. A full audit of each BIA membership by tax role against an actual “eyes-on-the-street” review of operating businesses in each building within the boundary may bring many surprise omissions of membership.

A business operating in a BIA without paying the levy obviously enjoys all the same benefits as other members, and yet are not paying their fair support in tax levy consistent with all other members. Most recently we had an unusual issue in which a property owner began using the first floor of a former residential home as a retail establishment and actually requested that they become members of the WBIA. The property was already designated CD 1.3 however MPAC considered it to be residential and not commercial, despite the request coming from the property owner, following an inspection which revealed the property had no business sign with hours of operation. With this feedback the business/property owner then erected business signage with hours of operation and we re-submitted the request to the city. The city resubmitted that request to MPAC however MPAC stood on its previous inspection/decision and requested that the property owner themselves contact MPAC directly to update their zoning.

Process:

As above, our current process for correcting member-status discrepancies due to zoning has been that the WBIA make a request to the city planning department to have the property reviewed for an update to their MPAC zoning, the city then makes the same request to MPAC for that property, and MPAC then conducts an inspection. Some of the past inspections have resulted in no change to the status of the property (and therefore WBIA membership) because the property did not have business signage and hours. However this is the first time we have been asked to have a member or potential member contact MPAC directly.

We believe that assisting a property owner through this process is a service a BIA should provide, and further that telling property owners to contact MPAC directly to update their assessment classification is both poor optics and raises red flags in operational efficiencies. For instance, this was a person who wanted to be a member and pay the additional tax; it's been our experience that more commonly a business in this situation is attempting to gain the benefits of being a member without paying the tax. Person's attempting to avoid the additional tax levy certainly would not willingly contact MPAC to have their assessment status changed to commercial.

Change:

We believe WBIAAC should lobby for the creation of a procedure that streamlines BIA membership declaration (and thus property assessment status) as an operating function of a more collaborative BIA/municipality/MPAC relationship. It is vitally important to have an accurate tax role of members within a BIA for: member engagement, volunteer recruitment, fair cost sharing among members, transparency in communications, event participation, fairness to all property owners, etc. This need for a streamlined and more timely process for assessment update within a BIA is required for both new businesses operating out of existing residential space, as well as for existing commercial space changed to residential use. The process should also consider those businesses who are purposely attempting to avoid paying the member levy by keeping a property looking residential by allowing evidence of commercial address to be gathered from business websites, social media accounts, print or other advertising, etc.

We believe a collaborative process between the BIA, municipality, and local MPAC office may already exist in other jurisdictions in Ontario and have posed this question on the OBIAA open forum to see if there is a template for what this could look like in Windsor.

TO: Chair and Members of WBIAAC

FROM: Janice Guthrie, Deputy Treasurer – Taxation & Financial Projects

DATE: November 15, 2019

SUBJECT: Year End Close and Development of 2020 Budgets

Background

A BIA is a body established by the Ontario Municipal Act, 2001 (the Act) governed by a Board of Management. The general function of a BIA is to 1) oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided at the expense of the municipality and 2) promote the area as a business or shopping area.

Funding for the BIA comes from its members, through a BIA levy, which is collected by the municipality and disbursed to the BIA. The Board of Management is responsible to prepare and annual budget reflecting the priorities and needs of the BIA as determined by the Board and its membership. Once approved by the members, the Board is required to submit the annual budget for Council approval. The Board is also responsible to prepare and present to Council an annual report which includes audited financial statements.

In 2017, PWC conducted a review of all nine BIA's which resulted in the following recommendations:

- Updating of Constitutional By-laws
- Improved Timeliness of Financial Statement Presentation
- Prepare and Review Standard Financial Reports

As part of the 2019 BIA budget deliberations, the following resolutions were passed by City Council (CR290/2019).

“That Administration **BE DIRECTED** to draft guidelines for the business improvement associations (BIA's), that would outline in a clear way the reports that Council expects to receive at year-end with respect to annual expenditures, and that these guidelines be drafted **IN CONSULTATION** with all the BIA's across the City of Windsor as well as the WBIAAC advisory committee; and,

That Administration **UNDERTAKE** a review of other BIA's and best practices across Ontario; and further,

That Administration **BE DIRECTED** to develop for Council's consideration and approval, a more robust budget template for all BIA's so that Council has a clear understanding of BIA budgets and expenditures that are in a more transparent manner.”

Discussion

Section 205 of the Act prescribes that the Board of Management must prepare a proposed budget for each fiscal year by the date and in the form required by the municipality and that a meeting be held of the members for purposes of discussing the proposed budget. Council must approve this budget by the date and in form required by the municipality. The budget may be approved in whole or in part but Council cannot add expenditures to the budget. Section 207 of the Act prescribes that the Board of Management must submit its annual report for the preceding year to Council by the date and in the form required by the municipality and the report shall include audited financial statements.

Attached Appendix A is the current timeline for the development, submission and reporting of financial information between the BIA's and City Administration. In general, the process and procedures for financial reporting are in compliance with the Act however as noted through the PWC audit and as directed by City Council there is the opportunity to enhance the financial reporting. For purposes of year end reporting, the City only includes the financial results of the DWBIA in its consolidated financial statements. The other BIA's, while still required to have audited financial statements prepared, are not considered material to the City's consolidated statements. At this time, Administration is not recommending that there be any changes to the identified timelines.

To address the resolutions as directed by City Council, administration did seek responses from other municipalities across Ontario as to their budget process and annual reporting. As expected, those responses varied depending upon the size and number of BIA's and ranged from very simplistic financial reporting to full annual presentations. Administration also reviewed the Business Improvement Handbook, 2010 as developed by the Province. This Handbook provides a summary overview of procedures for establishing and operating a BIA and includes a case study section which showcases a number of activities and events that take place in various BIA's in Ontario. Also included is a sample template for an annual budget (Appendix B).

Further to this, Administration also received the budget template as utilized by the City of Toronto (Appendix C). This budget template contains more detailed information than that provided in the Handbook. It includes a comparison of the prior year budget to projected actual results as well as additional details with regards to special events. Of particular note is the inclusion of a variance analysis sheet. This budget template was originally adopted, with modifications, for purposes of the City's annual BIA budget submissions. This modified budget template gave recognition to the smaller BIA's that have limited financial activity and financial staff resources.

There are a few options which can be considered.

Option 1 – No changes

This option would have the least impact on the financial reporting by BIA's. This option does not meet the direction of City Council wherein a more robust budget template be utilized. It also does not meet the requirement under Section 207 of the Act, in particular the inclusion of an annual report.

Option 2 – Adopt a budget submission template similar to that of the City of Toronto

This option would meet the direction of City Council with regards to a more robust budget template. It would also provide City Council with information relative to variance analysis and projected year end results. It would not meet the requirement of Section 207 of the act, in particular the inclusion of an annual report with audited financial statements. This option would have an impact with regards to the financial reporting requirements of the BIA in particular the smaller BIA's with limited financial resources.

Option 3 – Adopt a modified budget submission template similar to that of the City of Toronto and create an annual report template

This option would meet the direction of City Council and Municipal Act requirements. Administration is recommending that Option 3 be accepted by this committee. A revised 2020 budget template, similar to the one developed by the City of Toronto, will be distributed to each of the BIA's by the end of the year. An annual report template will then be created and brought back to this committee for further review and comment. This annual report template will be attached to the 2019 annual financial statements and presented to City Council in the summer of 2020, consistent with the presentation of the City's consolidated financial statements.

This option would have the greatest impact on the BIA's. While City Administration cannot undertake completion of the any of the BIA documents they will be available to provide guidance and assistance as required on short term basis, where needed, in the completion of the budget templates and annual reporting requirements.

BIA Timelines for Financial Reporting

Description	Timeline for Completion	Responsible Party	Conditions
Submission of current year budget	Last Day of February	BIA	As approved by membership at annual meeting
Release of 1 st levy payment	Late March	City Administration	Completed budget submission
Submission of Prior Year Financial information to auditors	Mid to late April of current year	BIA	N/A
Approval of Current Year Budget and Current Year BIA levy rates	Mid to late May of current year	City Council	Council may approve budgets in whole or in part but cannot add expenditures
Release of 2 nd levy payment	Late August	City Administration	Receipt of Prior Year Audited Financial Statements
Release of Final levy payment	Late February	City Administration	Completion of year end reconciliation
Bank Reconciliations	Monthly/Quarterly as determined by each BIA	BIA	To be signed by Treasurer
Annual variance reporting	Concurrent with annual general meeting	BIA	To be presented at annual general meeting

APPENDIX B: SAMPLE BIA BUDGET

INCOME				
Category	Item	Sub-item	Amount	% of Budget
	(current year) BIA Levy			
	Donations & Sponsorships			
	HST Recovery			
	Fund balances at end of year (last year)			
	Year-end surplus/deficit/carry over			
Total				
BUDGET ALLOCATIONS				
Category	Item	Sub-item	Amount	% of Budget
Administration	Salaries & Benefits			
	Rent			
	Telephone			
	Office Expense			
	Conferences/seminars			
	Audit / Legal			
	Insurance			
	Office Equipment			
	Utilities			
	Miscellaneous			
	Taxes			
Total				
Category	Item	Sub-item	Amount	% of Budget
Communications	Media / Conferences			
	Newsletter			
	Electronic Communications			
	Web design/maintenance			
	Office Memberships			
	Flyers / Posters / Notices			
	Public Relations & Correspondence			
	Taxes			
Total				

Category	Item	Sub-Item	Amount	% of Budget
Marketing	Spring Campaign	Valentine's Day		
		Mother's Day		
	Summer Campaign	Father's Day		
		Midnight Madness		
		Sidewalk Sale		
	Fall/Winter Campaign	Thanksgiving promotion		
		Christmas		
	Market Research			
	Guidebook			
	Taxes			
Total				
BUDGET ALLOCATIONS				
Category	Item	Sub-Item	Amount	% of Budget
Infrastructure	Street Cleaning/snow clearing			
	Holiday Decorations			
	Directional Signs			
	Graffiti and Gum Removal			
	Public Posting Areas			
	Information Booth			
	Infrastructure workshops			
	Taxes			
Total				
Capital				
	Sidewalk reconstruction			
	Lighting			
	Street Furniture (benches, etc.)			
	Landscaping & Planters			
	Signage			
Total				
		GRAND TOTAL		

This sample budget includes items for consideration when planning a BIA budget. The matters listed are suggestions only, and are not intended to be complete or accurate for actual local use.

- 1 -
BIA
2019 BIA Budget

Summary of Revenues and Expenditures	2018 Approved Budget	2018 Projected Actual	2019 Proposed Budget	
	Column A	Column B	Column C	
Revenues				
BIA Levy (includes 10% provision)	407	407	416	(A)
Grants				(B)
Donations & Sponsorships				(C)
Festival Revenues				(D)
Other Revenue (please insert a description)				(E)
Total Revenue		407	416	(F)
Expenditures				
General and Administrative (includes 1.76% H&T)	370	370	378	(G)
Streetscape Improvements				(H)
Streetscape Improvements - City Loan Payment				(I)
Amenity and Maintenance				(J)
Promotion and Communications				(K)
Festivals and Events				(L)
Provision for Annual Expenditures	37		38	(M)
Total Expenditures	407	370	416	(N)
Net Revenue / (Deficit)		0	37	(O) = (F) - (N)

Summary of Accumulated Surplus	2018 Approved Budget	2018 Projected Actual	2019 Proposed Budget	
Beginning Balance	0	0	37	(P)
Change in Accumulated Surplus	0	37	0	(Q)
Ending Balance	0	37	37	(R)

- 2 -
BIA
2019 BIA Budget - Calculations

Audited Financial Statements <i>Complete the yellow highlighted fields</i>	Fiscal Year 2017
Net Financial Assets as of Dec 31, 2017	Source: Statement of Net Financial Assets

Appeal Provision <i>Complete the yellow highlighted fields</i>	2018 Projected	2019 Projected
Appeal Provision Surplus	Source: Revenue Services Letter	
Appeal Provision Deficit	Source: Revenue Services Letter	
Projected Actual Provision for Tax Appeal Expenditures	Source: Revenue Services Letter	-

Levy Calculation <i>Complete the yellow highlighted fields</i>	2018 Approved	2019 Proposed
Expenditures	370	378
Appeal Provision Surplus	0	0
Appeal Provision Deficit	0	0
Other Funding Sources (Grants, Donations, Other Rev, etc.)	0	0
Contribution to Accumulated Surplus for Future Projects		
Use of Accumulated Surplus		
Net Requirement	370	378
10% Appeal Provision on Net Requirement	37	38
Total Levy Amount	407	416

Levy Instalments <i>Complete the yellow highlighted fields</i>	2018 Approved	2019 Proposed
Total Levy Amount	407	416
Appeal Provision Surplus (Release of funds previously set aside)	0	0
10% Appeal Provision (Set aside for assessment appeal losses)	37	38
Appeal Provision Deficit (Additional funds to be set aside)	0	0
Loan Repayment Withheld from Levy Disbursement	0	0
Other Amount Withheld from Levy Disbursement	0	0
City Commercial General Liability Insurance	370	378
Total Payable	0	0
Instalment #1 (50%)	0	0
Instalment #2 (25%)	0	0
Instalment #3 (25%)	0	0

Accumulated Surplus	2018 Approved	2018 Projected	2019 Proposed
Beginning Balance	0	0	37
Contribution to Accumulated Surplus for Future Projects	0	37	0
Appeal Provision Deficit	0	0	0
Appeal Provision Surplus	0	0	0
Use of Accumulated Surplus	0	0	0
Ending Balance	0	37	37

BUDGET DECLARATION TO BE SIGNED AFTER AGM

Board of Management Approval	Day	Month	Year	General Membership Approval	Day	Month	Year
Signature of Chair				Signature of Treasurer/Secretary			
Date				Date			
If the budget is prepared by someone other than the Treasurer, please provide name and contact information:							
Name		Phone Number		E-mail Address			

Supporting Information - General and Administrative

General and Administrative Expenditures	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Salaries and Benefits			
Benefits Plan			
Employer Contributions (CPP, EI, WSIB, etc.)			
Salaries - Full Time			
Salaries - Part Time and Temporary			
Other Administrative Expenditures			
Accounting Fees			
AGM Expenses			
Audit Fees			
Bank Charges and Fees			
Conferences and Seminars			
Consultants - General and Administrative Projects			
Gen. Office Stationery & Supplies			
Honourariums			
Insurance: Commercial General Liability (includes City)	370	370	378
Insurance: Directors' Liability Insurance			
Insurance: Other			
Legal Fees			
Meeting Expenses (non-AGM)			
Memberships			
Office Equipment, Mtce. & Repairs			
Office Rent and Storage			
Postage/Courier/Delivery			
Printing			
Subscriptions			
TABIA Membership Dues			
Telephone *Includes landline			
Transportation and Travel			
Utilities - Office			
Work Plan/Strategic Plan			
Total General and Administrative Expenditures	370	370	378 (A)

Notes: (Use a separate sheet(s) of paper, if necessary)

Supporting Information - Streetscape and Amenity

Streetscape Improvement Expenditures (Including Loan Repayments)	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Capital Cost-Share Projects 50% City / 50% BIA			
Banner Poles			
Banners and Hardware	One-Time Purchase		
Benches			
Decorative Lighting	eg. Tree Lighting or Seasonal		
Hanging Baskets & Hardware	One-Time Purchase		
Pedestrian Lighting			
Planters			
Street Signs			
Technical and Professional Services			
Tree Planting / Tree Guards / Tree Grants			
City Loan Projects (Finance Project Name)			
Upfront Contribution			
Loan Payments	A Loan Agreement must be signed. Payment will be withheld from Levy		
Additional Payments on Principal (Optional)			
Other Projects			
Consultants - Streetscape Improvement Projects			
Murals	Enter Offsetting Grants on Page 1		
Streetscape Master Plan	Enter Offsetting Grants on Page 1		
Total Streetscape Improvement Expenditures	0	0	0 (B)

Notes (Use a separate sheet(s) of paper, if necessary):

Amenity and Maintenance Expenditures	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Maintenance of Streetscape Improvements			
Banner Replacements			
Cleanliness, Amenity and General Maintenance			
Plantings & Floral Displays	Plants, Watering, Maintenance		
Consultants - Amenity and Maintenance Projects			
Graffiti Removal			
Holiday Decorations	Maint, Storage, Install. & Removal		
Hydro	Tree, Pedestrian/Decorative Lights		
Miscellaneous Repairs & Maintenance			
Permit Fees	Banners, Planters, Hanging Baskets		
Security			
Total Amenity and Maintenance Expenditures	0	0	0 (C)

Notes (Use a separate sheet(s) of paper, if necessary):

Supporting Information - Promotion and Events

Promotion and Communication Expenditures	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Advertising - Radio/TV/Newspapers			
Advertising - Other			
Branding/Marketing Plan			
Brochures or Flyers			
Communications, Social Media			
Consultants - Promotion and Communication Projects			
Market Research			
Membership Directory			
Murals			
Newsletter			
Website Development			
Website Maintenance			
Total Promotion and Communication Expenditures	0	0	0 (D)

Notes (Use a separate sheet(s) of paper, if necessary):

Festival and Event Expenditures	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Canada Day			
Christmas			
Easter			
Festival - Spring			
Festival - Summer			
Festival - Fall			
Festival - Winter			
Mother's Day			
Sidewalk Sale			
Signature Event 1 - (Signature Event 1) (Details on Page 6)	0	0	0
Signature Event 2 - (Signature Event 2) (Details on Page 7)	0	0	0
Signature Event 3 - (Signature Event 3) (Details on Page 8)	0	0	0
Total Festival and Event Expenditures	0	0	0 (E)

Notes (Use a separate sheet(s) of paper, if necessary):

Supporting Information - Signature Event 1

Event Name:	(Signature Event 1)	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Event Dates:	(Dates)			
No. of Days:	(Days)			
REVENUES				
BIA Contribution	(calculated automatically and repeat	0	0	0
Federal / Provincial Grant	(must be shown on Pg 1)			
City Grant	(must be shown on Pg 1)			
Donations	(must be shown on Pg 1)			
Sponsorships	(must be shown on Pg 1)			
Festival Revenue	(must be shown on Pg 1)			
Miscellaneous	(must be shown on Pg 1)			
Total Event Revenues		0	0	0
EXPENDITURES				
Consultants				
Staff Specialists				
Entertainers				
Fees - EMS				
Fees - Police				
Permits				
TTC Charge				
Signage				
Barricades				
Advertising / Promotion				
Waste Handling / Removal				
Porto-potties				
Staging				
Total Event Expenditures		0	0	0

Notes: Please provide one or two paragraph description of the event (use a separate sheet(s) of paper, if necessary):

Supporting Information - Signature Event 2

Event Name:	(Signature Event 2)	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Event Dates:	(Dates)			
No. of Days:	(Days)			
REVENUES				
BIA Contribution	(calculated automatically and repeat	0	0	0
Federal / Provincial Grant	(must be shown on Pg 1)			
City Grant	(must be shown on Pg 1)			
Donations	(must be shown on Pg 1)			
Sponsorships	(must be shown on Pg 1)			
Festival Revenue	(must be shown on Pg 1)			
Miscellaneous	(must be shown on Pg 1)			
Total Event Revenues		0	0	0
EXPENDITURES				
Consultants				
Staff Specialists				
Entertainers				
Fees - EMS				
Fees - Police				
Permits				
TTC Charge				
Signage				
Barricades				
Advertising / Promotion				
Waste Handling / Removal				
Porto-potties				
Staging				
Total Event Expenditures		0	0	0

Notes: Please provide one or two paragraph description of the event (use a separate sheet(s) of paper, if necessary):

Supporting Information - Signature Event 3

Event Name:	(Signature Event 3)	2018 Approved Budget Column A	2018 Projected Actual Column B	2019 Proposed Budget Column C
Event Dates:	(Dates)			
No. of Days:	(Days)			
REVENUES				
BIA Contribution	(calculated automatically and repeat	0	0	0
Federal / Provincial Grant	(must be shown on Pg 1)			
City Grant	(must be shown on Pg 1)			
Donations	(must be shown on Pg 1)			
Sponsorships	(must be shown on Pg 1)			
Festival Revenue	(must be shown on Pg 1)			
Miscellaneous	(must be shown on Pg 1)			
Total Event Revenues		0	0	0
EXPENDITURES				
Consultants				
Staff Specialists				
Entertainers				
Fees - EMS				
Fees - Police				
Permits				
TTC Charge				
Signage				
Barricades				
Advertising / Promotion				
Waste Handling / Removal				
Porto-potties				
Staging				
Total Event Expenditures		0	0	0

Notes: Please provide one or two paragraph description of the event (use a separate sheet(s) of paper, if necessary):

- 9 -
BIA
Commentary - 2018 Actual Expenditures

Explanation of Significant Variances (2018 Projected Actual vs. 2018 Approved Budget):

SUMMARY

(Include 2018 accomplishments; also indicate what was not / will not be accomplished in 2018 and explain why)

1. 2018 Accomplishments

	Mandatory
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REVENUES

Provide explanations for significant variances only; i.e. plus or minus 10% variance

2. Grants, Donations & Sponsorships

	Variance: 0.0%
--	-----------------------

3. Festival Revenues & Other Revenues

	Variance: 0.0%
--	-----------------------

EXPENDITURES

(Provide explanations for significant variances only; i.e. plus or minus 25% variance for each category below)

4. Administration

	Variance: 0.0%
--	-----------------------

5. Capital

	Variance:
--	-----------

6. Maintenance

	Variance:
--	-----------

7. Promotion and Advertising

	Variance:
--	-----------

8. Festivals and Events

	Variance:
--	-----------

9. Harmonized Sales Tax (HST) Rebates

	Mandatory
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- 10 -
BIA
Commentary - 2019 Proposed Budget

Explanation of Significant Variances (2019 Proposed Budget vs. 2018 Approved Budget):

SUMMARY

(Include any other pertinent information, e.g., BIA boundary expansion, etc.)

1. 2019 Goals and Objectives

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Mandatory

REVENUES

(Provide explanations for significant variances only; i.e. plus or minus 10% variance)

2. BIA Levy

--

Variance:

2.2%

3. Grants, Donations & Sponsorships

--

Variance:

0.0%

4. Festival Revenues & Other Revenues

--

Variance:

0.0%

EXPENDITURES

(Provide explanations for significant variances only; i.e. plus or minus 25% variance for each category below)

5. Administration

--

Variance:

2.2%

6. Capital

--

Variance:

7. Maintenance

--

Variance:

8. Promotion and Advertising

--

Variance:

9. Festivals and Events

--

Variance: