

# ANNUAL REPORT

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### BOARD OF MANAGEMENT

Bob Cook  
Chair

Margot Nicolson  
Vice Chair

Ryan Gardhouse

Cameron Trott

Edward Christie

Joe Saunders

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**RENEW THIS WAY**

Collingwood downtown is the place to renew, rejuvenate and revive your body. With everything from family doctors to salons and spas, health food stores to pharmacies within walking distance, you won't have to look far. Also choose from a wide selection of chiropractic, massage, naturopathic, acupuncture, massage therapy services and more. Visit [collingwooddowntown.com](http://collingwooddowntown.com) for details.

Be part of your community. Join us on Facebook for photos, video, event listings and other updates: [facebook.com/collingwooddowntown](http://facebook.com/collingwooddowntown)

**Collingwood downtown**

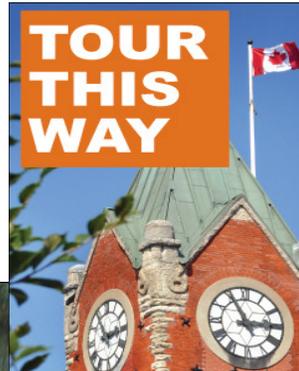
**WALK THIS WAY**

You're just moments away from beautiful Collingwood Downtown – the only downtown core recognized in Canada's Register of Historic Places. Take a walking tour through the remarkably well-preserved heritage district, view the famous murals and museum, and head down to the newly revitalized waterfront. Along the way, check out downtown's huge array of shops, restaurants and services.

Be part of your community. Join us on Facebook for photos, video, event listings and other updates: [facebook.com/collingwooddowntown](http://facebook.com/collingwooddowntown)

**Collingwood downtown**

**A Look Back at 2011.....**



**TOUR THIS WAY**

Did you know that Collingwood is the only downtown core recognized in Canada's Register of Historic Places? Collingwood Downtown is a travel destination with all the heritage, sightseeing, events, food and shopping you could ever want.

Visit [collingwooddowntown.com](http://collingwooddowntown.com) for all the details.

Be part of your community. Join us on Facebook for photos, video, event listings and other updates: [facebook.com/collingwooddowntown](http://facebook.com/collingwooddowntown)

**Collingwood downtown**



**APRÈS THIS WAY**

Before and after your day on the slopes, slide on over to Collingwood Downtown. What you'll find might surprise you – 30-plus restaurants, 60-plus boutique shops, spas for relaxing, live music for grooving, and a lot more – all in the only downtown core recognized in Canada's Register of Historic Places. Come Downtown for the events, shopping, dining and services you need.

Visit [collingwooddowntown.com](http://collingwooddowntown.com) for more details.



Be part of your community. Join us on Facebook for photos, video, event listings and other updates: [facebook.com/collingwooddowntown](http://facebook.com/collingwooddowntown)

**Collingwood downtown**

**FALL THIS WAY**

Experience Collingwood Downtown in a whole new way this fall. Our Harvest of the Arts – visual, performing, culinary and more – is second to none. And it's all happening in your downtown. Join us on Facebook: [www.facebook.com/collingwooddowntown](http://www.facebook.com/collingwooddowntown) or online at [collingwooddowntown.com](http://collingwooddowntown.com) for all the details.

**Collingwood downtown**

## Chair's Report

*Bob Cook, Chair*

2011 has been a very productive year for your BIA. The Board of Management has worked diligently on a number of projects and initiatives that will help improve our Downtown.

A new web site will increase our visibility as well as improve the communication with members, banners have returned to the streets and allow us a better option of decorating the entire BIA area, a Random act of Kindness Day was introduced, more of our marketing has been directed outside of the local market, and a new Ice Sculpture Festival will have its' inauguration this year. Perhaps most importantly, a Policy and Procedure Committee was formed and the work that they have begun will form the framework under which this organization will operate.

Looking forward to 2012 the new Parking and By-Law Committee along with the Town will continue the work of looking for the best solution to parking in the downtown. We understand that this will be an on-going project but are committed to trying to represent the interests of our members.

We recognize that The Village at Blue and Downtown Collingwood have many common interests and we will work to develop relationships and initiatives that will enhance the visitor, resident experience in our area. Among these initiatives will be discussions that will hopefully lead to greater connectivity with the mountain.

As outgoing Chair I want to thank the 2011 Board of Management for all of their work and counsel and sincerely ask, that you as members, stay in touch. We need the communication from you to effectively do our job. We all have busy lives and in these challenging times it seems we are busier than ever, but your help is always needed; don't hesitate to offer your help.

## Marketing Report

*Margot Nicolson, Chair*

Focusing on all the different business mixes of the downtown core has been the primary focus of this past years advertising campaign. Cleaning up the logo to have bright historical colours and utilizing the same colour in the print advertisements created a fresh look.

The messages to Walk this way; Shop this way; Dine this way; Relax this way; Invest this way; and for the holiday season – Celebrate this way; are bright, attention getting and give the consumers a definitive call to action.

Utilizing specific mediums that reach not only local but also part-time residents has been a key focus. Advertisements have also been running in tourism publications in Toronto along with video presentations at union station and in the Toronto TTC platforms.

Radio campaigns have also carried the same message and have been specifically placed for both local reach and south western Ontario – focusing on the Toronto area market.

A complete marketing plan for 2012 is being finalized where events, marketing and the decorating of the downtown are interconnected for a cohesive and comprehensive plan where we will continue to direct consumers to come this way for all their business and commercial needs.

## Promotions and Events Report

*Cam Trott, Chair*

Taking direction from the membership, and after reviewing the marketing/promotion survey that the downtown businesses completed a year ago, there was a definite direction to have fewer events, but make them more effective. This is our ongoing goal.

Easter, Canada Day, Elvis, the August Sidewalk Sale, Halloween and Christmas all focused on our downtown being the core of the community. We are very excited about the new Ice Sculpture Festival that will bring people to the downtown during the Christmas Break.

Moving forward – marketing; decorating and promotions have created an events calendar that will allow us to have long term proper planning and integrated marketing. The current Christmas promotion with the ads, posters and holiday banners using the same image, along with the wording on the print promotion echoed in the radio ads create continuity and send a reinforced message.

## Communications Report

*Joe Saunders , Chair*

The year 2011 saw a number of initiatives to strengthen the levels of communications within the BIA. The largest change was the upgrade of the online catalogue to a more modern and user friendly format. The change went well and the directory and information presented is concise and easy to use. At the same time we sought to refine the BIA's "placement online". To this end we unveiled changes to our social media presence on websites like Facebook and participated in helping Downtown revitalization produce its exciting connect downtown video which can be searched out on Youtube.

One equally valuable but less obvious change we made involved email newsletters. We upgraded our procedures for sending email notifications and added comprehensive analytics and tracking measure to ensure that our members are getting our communications. We can now tell which members are actually opening the emails and even which internet links they may be taking from the emails. This has gone a long way to help us develop clear dialogues with our members and lets us design strategies for continual improvement.

Looking forward, 2012 will see further emphasis put on promoting the website and analyzing use of our promotional email to ensure that our coverage is as comprehensive as possible. We will also be working to develop initiatives to build camaraderie and morale in the downtown. As we see it, the better we know our neighbours the more tight knit our downtown business community will become and the more referrals will be traded among downtown companies! We have already started with such events as the Connect Downtown video launch social and the Act of Random Kindness. It is our firm objective to prove in 2012 that doing business downtown can be fun!

## Decorating Report

*Bradley Green, Chair*

As the Decorating Chair for Downtown Collingwood I am pleased to report a number of accomplishments this year.

Downtown Collingwood has secured a storage unit and has consolidated all decorating materials in one BIA controlled space. As part of this amalgamation of materials, all materials have been inventoried, checked and if required, repaired. As part of this process the winter snowflakes have also been refurbished and will grace the Downtown this Christmas.

As we become familiar with the new main street, we are working with Greenspace on the transition and improvements to the numerous downtown gardens. This will be an ongoing project with Greenspace and Works as we move from the construction gardens to more permanent and exciting gardens.

Decorating provided an additional \$1,500 in bulbs and plant materials in the downtown garden this fall. Members should notice more colour this spring! We will continue to work with Greenspace and the Collingwood Works Department to improve the downtown gardens.

After a successful and popular re-introduction of hanging baskets on the Hurontario Street this summer, we hope to be able to repeat this in 2012.

We also re-introduced banners to the Downtown, first with the maple leaf blades for Canada Day and then the autumn banners. Seasonal banners will hang this winter in areas where there is no power for decorative lighting. We are also developing a banner program for 2012 which we hope will generate some interest and excitement.

In 2012 decorating will coordinate its themes with the marketing and events committees. This will include promoting the Ontario Winter Games and other municipal events. We have also developed a comprehensive schedule of Downtown events, activities and installations for 2012.

We hope this proactive approach will enhance activities and interest in our downtown.

## 2011 Year End - Estimated

### REVENUE

Levy		399,546.00
Farmers' Market		11,916.00
Grants – Federal		7200.00
Grants – Other		805.00
Santa Claus Parade Sponsorship/Fees		9489.00
<b>TOTAL REVENUE</b>		<b><u>432,408.00</u></b>

### EXPENSES

<b>Future Planning</b>		<b>4,000.00</b>
<i>Parking / Bylaw Initiatives</i>	4000.00	
<i>Consultant/Legal Fees</i>	0.00	
<b>Capital Expenditures</b>		<b>707.23</b>
<i>Kiosk Panels</i>	707.23	
<b>Promotion</b>		<b>67,049.44</b>
<i>Special Events</i>	47200.00	
<i>Elvis Festival</i>	5000.00	
<i>Downtown Dollars</i>	2825.00	
<i>Farmers' Market</i>	12024.44	
<b>Marketing</b>		<b>45,083.71</b>
<i>Creative Development</i>	4000.00	
<i>Media Campaign – Billboards</i>	6938.97	
<i>Media Campaign – Print</i>	22000.00	
<i>Media Campaign – Horizon Travel</i>	2238.72	
<i>Media Campaign – Radio</i>	5906.02	
<i>Brochures/Rack Cards/Signage</i>	4000.00	
<b>Decorating</b>		<b>32,478.59</b>
<i>Flowers / Seasonal Decorations</i>	21424.70	
<i>Installations</i>	11053.89	
<b>Communications</b>		<b>3,707.78</b>
<i>Member Newsletters</i>	1000.00	
<i>Member Meetings/Welcome Program</i>	1000.00	
<i>Website Updates</i>	1200.00	
<i>Website – Member site</i>	507.78	
<b>Maintenance</b>		<b>24,880.50</b>
<i>Repairs/Wages/Sub-Contractors</i>	21317.51	
<i>Sound Contract</i>	489.69	
<i>Supplies</i>	581.00	
<i>Collus Charges</i>	2492.30	
<b>Administration</b>		<b>20,696.10</b>
<i>Rent</i>	9264.96	
<i>Photocopier Lease</i>	2317.97	
<i>Office Equipment/Supplies</i>	3800.00	
<i>Telephone / Internet</i>	2490.33	
<i>Meetings</i>	100.00	
<i>Professional Development (Directors/staff)</i>	1224.94	
<i>OBIAA</i>	1497.90	
<b>Wages/Benefits</b>		<b>74,178.40</b>
<i>Full Time Wages</i>	64,178.40	
<i>Full Time Benefits</i>	10,000.00	
<b>Capital Reserve Fund</b>		<b>50,000.00</b>
<b>Board Reserve Fund</b>		<b>20,000.00</b>
<b>Debenture Payment</b>		<b>69,346.00</b>
<b>TOTAL EXPENSES</b>		<b><u>412,127.75</u></b>
<b>Estimated Surplus in addition to Budgeted Reserves Commitment</b>		<b><u>20,280.36</u></b>

## 2012 Budget

### REVENUE

Levy		399,500.00
Expense Recoveries		3800.00
Farmers' Market		11,000.00
Grants – Federal		7200.00
Grants – Other		750.00
Santa Claus Parade Sponsorship/Fees		9500.00
Transfer from 2011 Surplus for Wage Account		20,000.00
<b>TOTAL REVENUE</b>		<b><u>451,750.00</u></b>

### EXPENSES

<b>Future Planning</b>		<b>10,300.00</b>
Parking / Bylaw Initiatives	7800.00	
Consultant/Legal Fees	2500.00	
<b>Promotion</b>		<b>56,500.00</b>
Special Events	49000.00	
Elvis Festival	2500.00	
Downtown Dollars	1000.00	
Farmers' Market	4000.00	
<b>Marketing</b>		<b>65,000.00</b>
Creative Development	3000.00	
Media Campaign – Print	32000.00	
Media Campaign – Radio	15000.00	
Brochures/Rack Cards/Signage	13000.00	
Reserve	2000.00	
<b>Decorating</b>		<b>52,750.00</b>
Flowers / Seasonal Decorations	40750.00	
Installations	12000.00	
<b>Communications</b>		<b>4,000.00</b>
Member Newsletters	1300.00	
Member Meetings/Welcoming Program	1000.00	
Website Updates	1200.00	
Website – Member site	500.00	
<b>Maintenance</b>		<b>19,000.00</b>
Town/BIA Partnership	15000.00	
Sound Contract	500.00	
Supplies	1000.00	
Collus Charges	2500.00	
<b>Administration</b>		<b>23,200.00</b>
Rent	10200.00	
Photocopier Lease	2500.00	
Office Equipment/Supplies	4000.00	
Telephone / Internet	3000.00	
Meetings	200.00	
Professional Development (Directors/staff)	1800.00	
OBIAA	1500.00	
<b>Wages/Benefits</b>		<b>103,000.00</b>
Full Time Wages	66000.00	
Full Time Benefits	10000.00	
Part Time Wages/Benefits	27000.00	
Apportioned to the following:		
Maintenance/Decorating	8000.00	
Special Events	8000.00	
Farmers Market Coordination	7000.00	
Administration	4000.00	
<b>Capital Reserve Fund</b>		<b>30,000.00</b>
<b>Board Reserve Fund</b>		<b>20,000.00</b>
<b>Debt Payment</b>		<b>68,000.00</b>
<b>TOTAL EXPENSES</b>		<b><u>451,750.00</u></b>

## Policy and Procedures Report

*Doug Snider, Chair*

A committee chaired by Board Member Doug Snider and comprised of Board members Bob Cook, Bradley Green and BIA members Penny Skelton, Richard Galloway and Patsy Boyce has been working for the past year on development of a Policies and Procedures Manual for the BIA.

Included in this report are a few highlights of the work to date on this project.

It is noted that the BIA Board of Management is a board created by and subject to the direction and rules of the Town of Collingwood. Meeting procedures are also governed by the Town of Collingwood bylaws. A review of these procedures specifically as they relate to local boards may be underway and, as such, the committee has not yet incorporated these details into the manual. In addition, HR, Procurement and Accounting Policies are intended to be compatible with the town's polices.

The purpose of this manual is to accomplish several things, including, but not limited to:

- **Define BIA policies and procedures in writing**
- **Provide minimum standards and basic requirements for the activities of the Board and Members on behalf of the BIA**
- **Define tasks and responsibilities**
- **Provide transparency in decision making**
- **To recognize and confirm that the BIA is entrusted with responsibilities for the wise and appropriate use of Members levies**
- **To recognize and confirm the duty of the BIA and its Board to communicate with and report to Members**

As part of the process, a Mission Statement has been defined:

***The Downtown Collingwood BIA strives to communicate and work with its Members, the Town of Collingwood and the local community to create and promote a clean, beautiful, vibrant and attractive Downtown Collingwood BIA district and to assist in the creation and implementation of policies which enhance and assist the retail and business community in that district.***

In its work on this project to date, the committee has developed polices related to:

- **Board of Management Roles and Activities**
- **Role of the General Manager**
- **Procurement Policies and Approval of Spending**
- **Forming and Communicating BIA Positions**
- **Member Communications**
- **Board of Management and Member Meetings**
- **BIA Committees and their Responsibilities**

I would like to express my appreciation to the committee volunteers and town staff for their assistance with this project. Comments and suggestions are encouraged from the membership regarding this project. Please note that a complete draft of the work to date is available by contacting the BIA office.

## 2012 Budget Overview

	<b>BUDGET 2011</b>	<b>ACTUAL 2011 <i>(Estimated)</i></b>	<b>BUDGET 2012</b>
<b>REVENUE</b>			
Levy	399,546.00	399,546.00	399,500.00
Revenue	25,200.00	32,862.00	32,250.00
Transfer from Surplus			20,000.00
<b>TOTAL REVENUE</b>	<b><u>424,746.00</u></b>	<b><u>432,408.00</u></b>	<b><u>451,750.00</u></b>
<b>EXPENSES</b>			
Future Planning	8,000.00	4,000.00	10,300.00
Capital Expenditures	2,000.00	707.23	
Promotion	66,700.00	67,049.44	56,500.00
Marketing	46,000.00	45,083.71	65,000.00
Decorating	32,000.00	32,478.59	52,750.00
Communications	4,000.00	3,707.78	4,000.00
Maintenance	27,000.00	4,880.50	19,000.00
Administration	23,700.00	20,696.10	23,200.00
Wages and Benefits	76,000.00	74,178.40	103,000.00
Capital Reserve Fund	50,000.00	50,000.00	30,000.00
Board Reserve Fund	20,000.00	20,000.00	20,000.00
Debenture Payment/Interest	69,346.00	69,346.00	68,000.00
<b>TOTAL EXPENSES</b>	<b><u>424,746.00</u></b>	<b><u>412,127.75</u></b>	<b><u>451,750.00</u></b>

## Finance Report

*Ryan Gardhouse, Chair*

We made it! With just shy of a year under our belts as a new board, I am pleased to say that our portfolio chairs have been very diligent in sticking to their budgets.

We worked hard to find inefficiencies and addressed a number of areas where we were able to save money. This process was by no means exhausted last year and we continue to find ways to find way to operated all portfolios as efficiently as possible.

We have held our commitment to not increase to our levy to our members this year, yet increased some key areas of our budget.

## Your BIA Board of Management

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## Maintenance Report

*Ed Christie, Chair*

This year Downtown clean up and maintenance was undertaken through use of a subsidized student placement and SkillTracks Job Placements

The BIA is currently employing a clean up / maintenance person on a half time basis through a funded placement from Breaking Down Barriers, through its Worklinks Employment Services Program. This program will continue until the end of December 2011.

Through the Town of Collingwood's works department, extensive street sweeping and washing is undertaken at intervals to assist the BIA in keeping the downtown clean. This past year the municipality also contracted a company to undertake a major gum removal program this past year. The BIA appreciates the support that the town of Collingwood and its staff give to the BIA in keeping our downtown area clean and well maintained.

As we move into 2012, the BIA and Town of Collingwood are in discussions regarding a plan to share the cost of a full time, employee who would be dedicated to downtown clean up and maintenance.