

Appendix B:

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA**

**Financial Statements
For the Year Ended December 31, 2017**

**BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA**

DECEMBER 31, 2017

CONTENTS

	<u>Page</u>
Independent auditor's report	3
Financial statements	
Statement of financial position	4
Statement of operations	5
Statement of changes in net assets	6
Statement of cash flows	7
Notes to financial statements	8 – 11

INDEPENDENT AUDITOR'S REPORT

To the Council of the Corporation of the City of Toronto and the
Board of Management for the Bayview Leaside Business Improvement Area

I have audited the accompanying financial statements of The Bayview Leaside Business Improvement Area, which comprise the statement of financial position as at December 31, 2017 and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and the related notes which comprises a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB) 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

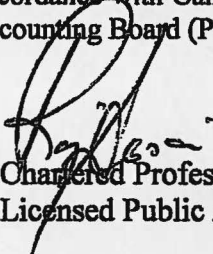
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, these financial statements present fairly in all material respects, the financial position of The Bayview Leaside Business Improvement Area as at December 31, 2017 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB).

Toronto, Ontario
April 9, 2018

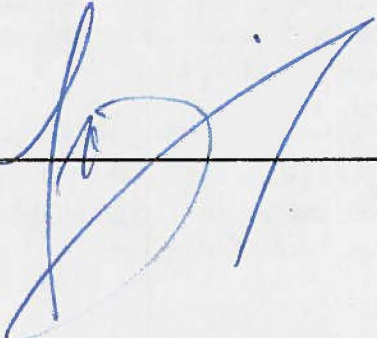

Chartered Professional Accountant
Licensed Public Accountant

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2017**

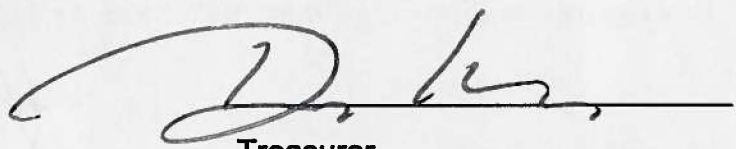
	2017	2016
	\$	\$
FINANCIAL ASSETS		
Cash	242,396	214,358
Accounts receivable		
City of Toronto – special charges (Note 3)	2,410	17,538
Other	22,908	11,299
	<u>267,714</u>	<u>243,195</u>
 LIABILITIES		
Accounts payable and accrued liabilities		
Other	2,550	1,537
	<u>2,550</u>	<u>1,537</u>
 NET FINANCIAL ASSETS	 265,164	 241,658
 NON-FINANCIAL ASSETS		
Tangible Capital Assets (Note 4)	10,714	-
ACCUMULATED SURPLUS	<u>275,878</u>	<u>241,658</u>

Approved on behalf of the Board of Management:

Chair



Treasurer



**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED DECEMBER 31, 2017**

	2017 \$ Budget (Note 8)	2017 \$ Actual	2016 \$ Actual
REVENUE			
City of Toronto – special charges	190,618	190,670	190,301
Grant and other	-	20,642	2,600
	<u>190,618</u>	<u>211,312</u>	<u>192,901</u>
EXPENSES			
Administration	59,618	53,381	58,003
Amortization (Note 4)	-	5,356	-
Capital (Note 7)	22,938	-	-
Promotion and advertising	42,800	38,642	23,971
Maintenance	65,000	64,272	22,374
Provision for uncollected special charges (Note 3)	262	15,441	1,150
	<u>190,618</u>	<u>177,092</u>	<u>105,498</u>
SURPLUS FOR THE YEAR	-	34,220	87,403
OPERATING SURPLUS, BEGINNING OF YEAR	<u>241,658</u>	<u>241,658</u>	<u>154,255</u>
OPERATING SURPLUS, END OF YEAR	<u>241,658</u>	<u>275,878</u>	<u>241,658</u>

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2017**

	<u>2017</u> \$	<u>2016</u> \$
Surplus for the year	34,220	87,403
Acquisition of tangible capital assets	(16,070)	-
Amortization of tangible capital assets	<u>5,356</u>	<u>-</u>
	23,506	87,403
Balance - Beginning of year	241,658	154,255
Balance - End of year	<u>265,164</u>	<u>241,658</u>

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2017**

	2017	2016
	\$	\$
Increase (decrease) in cash		
Cash flows from operating transactions		
Surplus for the year	34,220	87,403
Non-cash changes to operations		
Add: Non-cash item Amortization of capital assets	5,356	-
Increase (decrease) resulting from changes in		
Accounts receivable - City of Toronto	15,128	(6,434)
Accounts receivable – other	(11,609)	(7,086)
Accounts payable – other	1,013	(4,305)
Cash Provided By Operations	<u>44,108</u>	<u>69,578</u>
Investing Activities		
Purchase of tangible capital assets	(16,070)	-
Cash, Beginning Of Year	<u>214,358</u>	<u>144,780</u>
Cash, End Of Year	<u>242,396</u>	<u>214,358</u>

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2017**

1. ESTABLISHMENT AND OPERATIONS

The Bayview Leaside Business Improvement Area (BIA) is established as a Business Improvement Area under the management and control of a Board of Management appointed by Council of the City of Toronto.

The Board is entrusted with the improvements, beautification and maintenance of municipally owned lands, buildings and structures in the area, together with the promotion of the area as a business or shopping area. Funding is provided by property owners of the BIA who are levied a special charge based on an annual operating budget prepared by the Board and approved by Council under Section 220(17) of the Municipal Act, as amended.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are the representation of management and have been prepared in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB), the most significant of which are as follows:

Revenue recognition:

The BIA receives special charges from its members which are levied and collected by the City of Toronto. It also receives cash donations and sponsorships from corporate and private donors and grants from local, provincial and federal governments for events and festivals. Revenue is being recorded upon the signing of contracts and when collection can be reasonably ascertained.

Capital assets:

Purchased capital assets are recorded at cost. Amortization is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

Banners	3 years	Planters	5 years
---------	---------	----------	---------

Contributed services:

Services provided without charge by the City of Toronto and others are not recorded in these financial statements.

Financial instruments:

Financial instruments are recorded at the approximated fair value.

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS, CONT'D
FOR THE YEAR ENDED DECEMBER 31, 2017**

SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Use of estimates:

The preparation of these financial statements in accordance with PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates include determining the useful lives of tangible capital assets for amortization, the allowance for uncollectible levies and accounts receivable and contingent liabilities. Actual results could differ from management's best estimates, as additional information becomes available in the future.

3. CITY OF TORONTO – SPECIAL CHARGES

Special charges levied by the City are collected and remitted to the Board by the City. The total special charges outstanding consist of amounts collected by the City not yet remitted to the Board and amounts uncollected by the City.

The Board records special charges receivable net of an allowance for uncollected amounts. The special charges receivable from the City of Toronto are comprised of:

	2017	2016
	\$	\$
Total special charges outstanding	17,110	24,238
Less: allowance for uncollected special charges	(14,700)	(6,700)
Special charges receivable	<u>2,410</u>	<u>17,538</u>

The provision for uncollected levies reported on the Statement of Revenue, Expenses and Operating Surplus comprises:

	2017	2016
	\$	\$
Special charges written-off	7,441	350
Provision for losses on assessment appeals	8,000	800
	<u>15,441</u>	<u>1,150</u>

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS, CONT'D
FOR THE YEAR ENDED DECEMBER 31, 2017**

4. CAPITAL ASSETS

	2017	
	Banners	Total
Cost		
Beginning	-	-
Additions	16,070	16,070
Disposals	-	-
Ending	16,070	16,070
Accumulated Amortization		
Beginning	-	-
Amortization	5,356	5,356
Disposals	-	-
Ending	5,356	5,356
Net Book Value	10,714	10,714

5. INSURANCE

The Board is required to deposit with the Treasurer, City of Toronto, insurance policies indemnifying the City against public liability and property damage in respect of the activities of the Board. Insurance coverage providing \$5,000,000 for each occurrence or accident has been obtained by the Board through the City of Toronto.

6. FINANCIAL INSTRUMENTS

The financial instruments recognized in the statement of financial position consist of cash, accounts receivable, and accounts payable and accrued liabilities. The fair values of these financial instruments approximate their carrying amounts due to the short-term maturity of these instruments.

**THE BOARD OF MANAGEMENT FOR THE
BAYVIEW LEASIDE
BUSINESS IMPROVEMENT AREA
NOTES TO THE FINANCIAL STATEMENTS, CONT'D
FOR THE YEAR ENDED DECEMBER 31, 2017**

7. CAPITAL EXPENSES

In order to finance major capital expenses, the BIA annually budgets certain amounts and accumulates them as surplus. Once adequate funds have accumulated, the BIA undertakes cost-shared capital improvement projects with the City. For this reason, the actual expenses in a given year could significantly differ from the amount budgeted for the year. Any excess actual capital expenses are financed out of the accumulated surplus.

8. BUDGET

Budget Figures are provided for comparative purposes only and have not been subject to audit procedures.

The first part of the document discusses the importance of maintaining accurate records. It emphasizes that proper record-keeping is essential for the effective management of any organization. This section outlines the various methods used to collect and analyze data, highlighting the need for consistency and reliability in the information gathered.

The second section focuses on the challenges faced by organizations in the modern business environment. It identifies key factors such as technological advancements, market volatility, and changing consumer preferences that can impact an organization's performance. The text provides a detailed analysis of these challenges and offers practical strategies to address them, ensuring that the organization remains competitive and resilient.

The third part of the document explores the role of leadership in driving organizational success. It discusses the qualities and skills that effective leaders possess, such as vision, communication, and decision-making. The text also examines the impact of leadership on employee morale and productivity, providing insights into how leaders can foster a positive and high-performing work culture.

Finally, the document concludes with a summary of the key findings and recommendations. It reiterates the importance of strategic planning, continuous improvement, and strong leadership in achieving long-term success. The text encourages organizations to embrace change and innovation, and to remain committed to their core values and mission.