



BARRHAVEN BIA

2022 BBIA ANNUAL GENERAL MEETING AGENDA

1. Welcome Video
2. Welcome to the BBIA 2022 AGM
3. MOTION: to Call the 2022 AGM to Order
4. MOTION: to Adopt today's Agenda
5. Declarations of conflicts of interest
6. MOTION: to Adopt the 2021 AGM Minutes
7. Annual Chair's Address
 - o Thank you to the outgoing Board of Directors
 - o Thank you to Volunteers
8. Presentation Video- Marketing and Smart Growth slides
9. Economic Development Video
10. Presentation of Financials
 - o MOTION: to Accept the 2021 Audited Financial Statement
 - o MOTION: to Accept the 2022 Financial Report and 2023 Budget
11. Approval of the BBIA Constitutional Amendments
12. Acclamation of 2022-2026 slate of Board of Managers candidates
13. Q & A
14. MOTION: to Close the Meeting

Barrhaven BIA
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Ottawa, On
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BARRHAVEN BIA

Barrhaven BIA 2022 Annual Report

Canada's economic recovery is progressing more slowly than expected and the risks that inflation brings are ever-present. A growing number of financial analysts predict a continued slow-down in the economy, in the year ahead. More than ever we will need governments to partner with the business sector to address labour shortages and supply chain disruptions. Despite the challenges, we are still moving diligently in the right direction. The Barrhaven BIA is committed to working hard with you, and for you, as you continue to recover in 2023.

Message From Our Chair

Dear BBIA Members and Guests,

Welcome to the 2022 Barrhaven BIA Annual General Meeting. It is a great honour for our Board and staff to serve the Barrhaven business community. Despite the great adversity that our businesses face, with debt repayment, inflation and staffing challenges, to name a few, the BBIA continues to experience a record increase in its member communication and participation, year over year. The investment of your time and expertise continues to empower us to support all Barrhaven businesses more effectively than ever before.

We want to thank our local elected representatives for the support given to our business community, through the Barrhaven BIA, throughout the COVID 19 pandemic as well as efforts given to champion issues that positively impact Barrhaven and foster economic growth in our region. Councillor Harder has literally built Barrhaven from the ground up over the past 24 years. We will surely miss her incredible knowledge, work ethic and expertise but wish her the best on her well-deserved retirement. We look forward to continuing to work together with our newly elected Councillors and Mayor to advocate for important projects including area business park growth and development, the Barnsdale/Highway 416 Interchange, critical infrastructure investments in local roads and transit, and a much-needed secure, remote work hub for federal employees in our community.

We are excited to collaborate on the above and plan to get started early in the new year. As always, we will continue to nurture our partnerships with local stakeholders including the Ottawa Coalition of BIAs, the Ontario BIA Association, Invest Ottawa, the Ottawa Board of Trade, the City of Ottawa and Ottawa Public Health. Last month, our Executive Director was re-elected to the Ottawa Coalition of BIAs Board and appointed Chair for a second term. She continues to serve on the Ontario BIA Association's Advocacy Committee.

The Barrhaven BIA looks forward to connecting with you all, in ways that contribute to the success of your business, in 2023. Wishing you all a wonderful holiday season and great things to come in the new year. Thank you.

Jason MacDonald
BBIA Chair

About the Barrhaven BIA

The Barrhaven BIA was created on January 1st, 2006 and was Ottawa's first suburban BIA. We currently have over 550 member businesses within our boundaries; Highway 416, the south side of Fallowfield Road, the west side of Prince of Wales, and the south urban boundary. All commercial properties within the BIA boundary are automatically members of the Barrhaven BIA.

Mandate

The Barrhaven BIA is the local leader for business resources, services, and advocacy. We are committed to helping local business members make and save money and to bringing high-value employment to the Barrhaven region.

Vision

To support, promote, develop and advocate for the businesses of Barrhaven to help stimulate prosperity and employment growth.

Priorities for the Barrhaven BIA in 2023

The COVID-19 pandemic continued to shape many of the 2022 priorities for the Barrhaven BIA. In 2023, we will continue to focus on fostering smart and positive economic growth within the community. The ongoing priorities for the Barrhaven BIA can be split into 4 pillars;

1. Advocacy
2. Economic Development and Smart Growth
3. Membership Engagement/Support
4. Marketing

1) Advocacy

The Barrhaven BIA functions as an advocate for Barrhaven businesses and organizations providing an opportunity for members to speak with a united voice on issues of common concern thereby increasing their influence on policies that affect them.

This has always been a part of our role within the community but the COVID-19 Pandemic presented a new set of challenges for our members. Again this year we were able to successfully advocate, along with our partners in the Ottawa Coalition of BIAs (OCOBIA), the Ontario BIA Association, and other organizations, to ultimately affect change with all levels of government, specifically in terms of support being provided to businesses as we continue to recover and endure ongoing challenges. We are all working together to seek small business loan forgiveness and repayment deferrals for both federal and provincial COVID support programs for businesses.

2) Economic Development and Smart Growth

Advocacy, Growth and Stakeholder Outreach in 2023

Despite the global economic downturn brought about by the pandemic, the hyper-local economy in Barrhaven continues to grow. Commercial properties in Barrhaven have increased from 92 in 2019 to 126 in 2022, while the assessed value has risen from \$550 million to \$662 million over the same period.

Economic Development Research

The analysis from our recent economic study has demonstrated the need to improve things while at the same time developing and pursuing employment and export-oriented business opportunities through innovative and targeted cluster building. Specifically, there is a need to enhance business and entrepreneurship, enhance the sense of place, enhance lifestyle, enhance community infrastructure, and leisure attributes. This includes advancements such as providing remote work infrastructure for government workers, 5G infrastructure to connect billions of devices as part of a Smart City, Town Centre infrastructure to develop our lifestyle and

sense of place- providing the basis for a new Barrhaven brand, and transportation infrastructure by way of the Barrhaven Centre Station- a multi modal bus and rail transfer terminal.

Now to Next

Throughout 2023 we will focus our efforts on several opportunities that will have the greatest impact on Barrhaven's long term economic health;

- **Continue to advocate for the Town Centre:** A physical and perceived centre for Barrhaven will be a great addition to our brand. While the town centre can be a focal point for specialty retailers and a new transit paradigm, all proponents must be prepared to ensure that the result is a multi-use public space, and not a revamped retail centre.
- **Focus on transit:** The Town Centre terminus, supporting BRT until the LRT is built, and offering Barrhaven as a trial for new on-demand, multi-modal transit options, by partnering also with non-OC Transpo organizations, will help reinforce the business case for the Town Centre, leverage the anchor infrastructure, and address a key lifestyle complaint of Barrhaven residents.
- **Focus on lifestyle:** Use the BBIA as a data collection portal to be the information source for all stakeholders. Understand intimately what is missing, what can be improved, what can *differentiate Barrhaven from other areas*.

Economic Development and Smart Growth Opportunities in 2023

- **Transportation**
 - Create a local stakeholder group for the next Transportation Master Plan public consultation round, and beyond.
 - Our efforts will focus on the Greenbank realignment and new bridge, improved transit within Barrhaven including considering alternatives to OC Transpo, and the Barnsdale interchange on the 416 highway.
 - BBIA is calling a meeting in January with local Community Associations to engage the residents as we were astonishingly underrepresented during the last round of public consultations. Only 50 people combined from Stittsville/Kanata, Barrhaven and Orleans filled out the survey. As you can imagine, the data is ridiculously skewed as a result.
 - Our goal is to educate and activate the community, identify the roadblocks to success and collaborate with all stakeholders to find ways to affect positive change in a timely fashion.
- **Support local employment-based growth**
 - Logistics Cluster: develop a Panel of local stakeholders who will meet periodically in 2023 to advance the agenda and identify ongoing opportunities for building a Centre of Excellence in the Logistics and Distribution sector.
 - Myers Offices, CanFirst, ABIC, Amazon, Area X.0 and 3 new hotels
 - Facilitate frequent and meaningful developer and government engagement (all levels)

- Create a “Barrhaven Tour” day for elected officials, large businesses and commercial land developers
- **Home and Remote Workers**
 - Launch a public stakeholder engagement exercise, early in 2023 to engage local workers, fine tune certain aspects of the approach, and identify specific supporters for the initiatives. Our plan is to develop a strategy to engage this sector to our mutual benefit.
 - Federal government workers will not be returning to their former office work model, it will be hybrid for most. This offers our local businesses a huge new market that they have never enjoyed.
 - Look into the secure remote work centre pilots and inquire about one for Barrhaven to service the south end of the City.

3) Membership Engagement & Resources

2022 felt like the beginning of the return to normal and we were able to shift our focuses with membership engagement away from the pandemic. While it is certainly still top of mind for many, it has not been the main focus of our weekly email updates and communications as we were able to focus on key programs from the past as well as building new and exciting opportunities for engagement. In 2022, we brought back in-person member events with a B2B Breakfast in April, Networking After Work in October, and AGM in December. We added to our communications suite with a new print newsletter delivered quarterly to all members and we engaged our membership to become more involved with our event grant program.

Key Membership Resources:

Email Updates for Businesses

Our weekly email updates continue to see great engagements with our membership. A great deal of effort has been put into ensuring that the content is curated to reflect what our membership needs and this has resulted in higher than ever open rates in 2022. While the focus of the email updates has changed away from the pandemic, the content remains relevant and of interest to the audience. Special updates are also sent regularly as required.

Weekly Open Calls

Weekly open calls were started in April of 2020 as a means of connecting our businesses through the challenges of the pandemic. Over 2 years, we were able to connect with our members and better understand how we could best support them. In the spring of 2022, as things quickly began to improve, attendance on these calls started to fall. This program was highly successful and could be re-introduced if the need were to arise again.

Print Newsletters

Quarterly print newsletters were started in the spring of 2022 with delivery in May, August, and November. These have been a very effective tool to engage with more of our members. We have heard from at least a dozen businesses who we had not previously had significant engagements with.

Return to In-Person Events

In 2022 we were able to hold a couple of in-person member events. In April, we held a B2B Breakfast and in October, a Networking After Work. It was great to connect with our members in person again and we are looking at new and creative ways to continue doing so in 2023.

Ongoing Support

Throughout the year, we have provided ongoing member support. Whether it's guidance on government programs, marketing strategies, or just someone to talk to, we are always available to support our members.

In 2022, approximately 70% of our membership was actively engaged with the BBIA.

4) Marketing

2022 was a very busy year for the Barrhaven BIA in terms of marketing. New initiatives were developed and our reach within the community continued to grow exponentially.

I Heart Barrhaven Marketing Campaigns and Branding

Coming out of the pandemic, we knew that we needed a refresh to our branding and messaging that was both exciting and effective in engaging the community. The I Heart Barrhaven is designed to draw on the fierce pride that residents have for this community. This branding has been used on signage, social media posts, and swag with great success and the community have responded in such a positive way. This is just the beginning and these campaigns will grow in 2023.

New Marketing Video

Barrhaven is quickly becoming a destination and we wanted a marketing piece that would reflect that. Building on the I Heart Barrhaven branding, a new video was created that highlights restaurants, retail, activities, and accommodations in the community with the goal of encouraging residents to stay local but also entice those in neighbouring communities to consider Barrhaven as a place to have a great meal, shop, and have fun. The video was released in July of 2022 and continues to bring a lot of attention to the community.

BBIA Swag

In planning the I Heart Barrhaven campaigns, it was obvious that it created a great opportunity for swag. BBIA and community members would want to wear something that featured this new branding. With plans to expand in 2023, the swag roll out has been highly successful. Approximately 8000 bracelets and buttons were distributed at Canada Day in Barrhaven and at our member grant events. Additionally, caps, toques, and sweatshirts are being given away and are available for purchase at a member business.

Banners

In 2021, the Barrhaven BIA decided to move away from our sponsored banner program and design a new set of banners that would support all local businesses by encouraging the community to visit our social media channels and website directory. The new banners were designed to bring colour and vibrancy to our main commercial thoroughfares including Strandherd, Greenbank and Woodroffe. 2022 was all about maintenance but there are plans to expand this program in 2023.

Business Profiles

Our popular Business Profile series continued through 2022. This year, we were able to highlight the restaurant sector with our successful “What’s for Dinner?” campaign in January as well as through the fall. Regular business profiles continued - showcasing primarily new businesses as our membership continued to grow!

Signage

In 2021, the Barrhaven BIA expanded the use of our local signs. We have created seasonal signs to encourage residents to support local businesses while also beautifying the space. With the use of 5 permanent curbex style signs and our 6 gateway signs, our messaging can be seen throughout the entire Barrhaven community.

Barrhaven BIA Event Grant

Through discussion with members, it became clear that there was a real excitement around events coming into 2022. With this in mind, our Event Grant Program was created to cover the costs and encourage the community to gather in our business districts. In the end, 6 successful events were held between May and October.

- Barrhaven Wellness Fair
- Barrhaven Family Fun Fair
- Highbury Park Block Party
- Barrhaven Bike Rodeo
- Barrhaven Mental Health Awareness Day
- The Nukk Grand Opening

We thank all the businesses that took the lead to make these events happen! The community responded so well and attendance was outstanding. We look forward to having even more events sponsored through our grant next year!

Holiday Lights

For the third year, the Barrhaven BIA had holiday lights installed on the corners of Strandherd Drive and Greenbank Road. All four corners are lit up with over 60,000 lights! The lights were officially lit on November 18th and will stay lit throughout the holiday season.

Barrhaven’s Great Holiday Giveaway

Our holiday giveaway is by far our largest marketing campaign of the year. In 2022, we featured 24 local businesses in our daily giveaways during the holiday season! This year, the BBIA purchased prizes from the businesses and paired them with an I Heart Barrhaven sweatshirt and toque!

Thank You to Our 2018-2022 Board and Staff

Executive Director	Andrea Steenbakkers	613-825-8242	execdirector@barrhavenbia.ca
Chair	Jason MacDonald	613-297-5712	jason@mpgrealty.ca
Vice-Chair	Simon Beaulieu	613-825-1064	timsbarrhaven@gmail.com
Treasurer	Marlene L. Grant	613-823-6878	mgrant@mlgpc.ca
Marketing Chair	Mark Dickie	613-692-0345	mark@20eight.ca
Councillor	Jan Harder	613-580-2473	jan.harder@ottawa.ca
Councillor	Carol Anne Moffatt	613-580-2751	carolanne.meehan@ottawa.ca
Councillor	Scott Moffatt	613-580-2491	scott.moffatt@ottawa.ca
Member at Large	Jagdeep Perhar	613-720-4518	jagdeep@perhar.ca
Member at Large	JP McAvoy	613-440-4888	jpmcavoy@conductlaw.ca
Member at Large	Kyle Cuthbert	613-823-4747	kcuthbert@arbormemorial.ca
Member at Large	Cynthia Ladouceur	613-889-2125	cynthia.ladouceur@hilton.com
Member at Large	Hollie Butcher	613-440-3906	hollie@heartandcrown.ca
Reserve Member	Muna Mohammed	613-699-2001	hello@eight50coffee.com
Marketing and Social Media Assistant	Crystal Logan	613-818-1901	marketing@barrhavenbia.ca

Volunteers

We would also like to take this opportunity to thank our committee members for their support over the past year.

Marketing Committee

- Charmion Barrette - Cedargrove Massage Therapy
- Joe Baker - b-sharp Ottawa
- Janet McCausland - Meridian Credit Union
- Chris Torti - Clubhouse

**Barrhaven Business Improvement Area Annual General Meeting Minutes
Wednesday, December 15th, 2021 – Virtual Meeting Via Zoom**

1. **Official welcome to the BBIA 2021AGM:** Andrea Steenbakkers, BBIA Executive Director

2. **MOTION requested to Call the 2021 AGM to Order at 9:12am by Chair, J. MacDonald**
 - Moved By: Simon Beaulieu
 - Seconded By: Hollie Butcher
 - Carried

3. **MOTION to Adopt today's Agenda**
 - Moved By: Marlene Grant
 - Seconded By: Simon Beaulieu
 - Carried

4. **Declarations of any conflicts of interest**
 - None

5. **MOTION: to Adopt the 2020 AGM Minutes**
 - Moved By: Simon Beaulieu
 - Seconded By: Hollie Butcher
 - Carried

6. **Annual Chair's Address:** BBIA Chair – Jason MacDonald

Dear BBIA Members and Guests,

Welcome to the 2021 Barrhaven BIA Annual General Meeting. It is a great honour for our Board and staff to serve the Barrhaven business community. When the pandemic hit, the BBIA quickly adapted and worked effectively to advocate for local businesses. It was again a challenging year, and the battle is still ongoing. Despite the great adversity that our businesses face, the BBIA continues to experience a record increase in its member communication and participation. The investment of your time and expertise continues to empower us to support all Barrhaven businesses more effectively than ever before. In

2021, we hosted 48 weekly Wednesday morning open calls for members over Zoom and delivered 180 update emails to your inboxes.

Advocacy, Growth and Stakeholder Outreach in 2022

We want to thank our local elected representatives for the support given to our business community, through the Barrhaven BIA, throughout the COVID 19 pandemic as well as efforts given to champion issues that positively impact Barrhaven and foster economic growth in our region. We look forward to continuing to work together to advocate for important projects including area business park growth and development, the Barnsdale/Highway 416 Interchange, critical infrastructure investments in local roads and transit, and a much-needed secure, remote work hub for federal employees in our community, to name a few.

The development of the civic space in our downtown is the critically needed catalyst to several economic growth opportunities for Barrhaven. We recently received the official 2021 Barrhaven Smart Growth Strategy from Doyletech. I must point out that the very first strategic objective for long term economic health and prosperity for Barrhaven is the need for the **Town Centre**: a physical and perceived centre to Barrhaven to serve as a great addition to its brand. While the town centre can be a focal point for specialty retailers and a new transit paradigm, all proponents must be prepared to ensure that the result is a multiuse public space, and not a revamped retail centre. A civic building and gathering space are key to all other objectives outlined in our new strategy.

As a local business owner in Barrhaven, you can also appreciate how critical the improvement of north-south arterial travel is to accommodate the growth of our area. The realignment of Greenbank Road, through the heart of our community, is no longer optional. Those living south of the Jock River are cut off from our retail and service districts, not to mention other local amenities. The City of Ottawa Transportation Master Plan budget does not include funding for this project until 2031, not for another DECADE! We need to assist our local elected representatives in securing funding for this urgent priority.

We are excited to collaborate on the above and plan to get started early in the new year. As always, we will continue to nurture our partnerships with local stakeholders including the Ottawa Coalition of BIAs, the Ontario BIA Association, the Ottawa Board of Trade, the City of Ottawa and Ottawa Public

Health. Last month, our Executive Director was re-elected to the Ottawa Coalition of BIAs Board and appointed Chair. She continues to serve on the Ontario BIA Association's Advocacy Committee.

As we come to the close of another year, let us not only reflect on the lessons that 2021 has taught us, but also identify the opportunities it presented. Wishing you all a wonderful holiday season and great success in the new year.

Thank you!

Introduction and thank you to Board of Directors and staff

- Vice Chair, Simon Beaulieu- Tim Hortons
- Treasurer, Marlene Grant- Marlene L. Grant Professional Corporation
- Marketing Chair, Mark Dickie- 20/Eight Digital
- Jagdeep Perhar- Cedarview Mall
- JP MacAvoy- Conduct Law
- Kyle Cuthbert- Kelly Funeral Home/Arbour Memorial
- Muna Mohammed- Eight50 Coffee
- Hollie Butcher- Heart and Crown
- Cynthia Ladouceur- Hampton Inn
- City Councillors Jan Harder, Carol Anne Meehan and Scott Moffatt
- Executive Director, Andrea Steenbakkers
- Marketing Assistant, Crystal Logan

Thank you to our Marketing Committee volunteers;

- Charmion Barrette- Cedargrove Massage Therapy
- Joe Baker- B-Sharp
- Emily Mirsky- Cobs Bread
- Janet McCausland- Meridian Credit Union
- Chris Torti- Clubhouse: More than Just Caps

7. Presentation of Financials: BBIA Treasurer – Marlene Grant

- **MOTION:** to Accept the 2020 Audited Financial Statement
 - Moved By: Marlene Grant
 - Seconded By: Simon Beaulieu
 - All in Favour: 17
 - All Opposed: 0
- **MOTION:** to Accept the 2021 Financial Report
 - Moved By: Marlene Grant

- Seconded By: Simon Beaulieu
 - All in Favour: 17
 - All Opposed: 0
- **MOTION:** Accept the proposed budget for 2022
 - Moved by: Marlene Grant
 - Seconded by Simon Beaulieu
 - All in favour: 17
 - All Opposed: 0

8. Approval of the BBIA Governance Amendments

- **MOTION:** to approve the following;
 - **WHEREAS** Subsection 238(2) and 238(2.1) of the *Municipal Act, 2001*, provides that every local board shall pass a Procedure By-law governing the calling, place and proceedings of meetings and providing for public notice of meetings; and
 - **WHEREAS** Subsection 270(2) of the *Municipal Act, 2001* provides that every local board shall adopt policies with respect to the sale and disposition of land, hiring of employees, and procurement of goods and services;
 - **WHEREAS** Section 88.18 of the *Municipal Elections Act, 1996* provides that local boards shall establish rules and procedures with respect to the use of board resources during an election campaign period;
 - **WHEREAS** the Barrhaven BIA Board, a “local board” as defined by the *Municipal Act, 2001*, wishes to adopt the attached Procedure By-law and Policies as required by the *Municipal Act, 2001* and *Municipal Elections Act, 1996*;
 - **THEREFORE BE IT RESOLVED** that the Barrhaven BIA Board adopts the following (as shown) documents as required by the *Municipal Act, 2001* and *Municipal Elections Act, 1996*:
 - i. Document 1, Barrhaven BIA Board Procedure By-law;
 - ii. Document 2, Barrhaven BIA Board Policies with respect to the sale and other disposition of land, hiring of employees, and procurement of goods and services;
 - iii. Document 3, Barrhaven BIA Board Election-Related Resources Policy.
- Moved by: Simon Beaulieu

- Seconded by: Marlene Grant
 - All in Favour: 17
 - All Opposed: 0

9. Highlights of 2021 and Preview of 2022 Presentation Video: Barrhaven BIA Staff

- <https://youtu.be/gfb4ApVWv4M>

10. Q & A – Open Discussion: Facilitated by BBIA Executive Director Andrea Steenbakkers.

- Gold Belt and expansion and the expansion of the urban boundary
- Ward boundaries – the new councilor in West Barrhaven will have their hands full as this ward represents all the new development.

11. MOTION to Close the Meeting at 10:18am

- Moved by: Simon Beaulieu
- Seconded by Marlene Grant

Financial Statements

The Barrhaven Business Improvement Area

December 31, 2021

Independent auditor's report

To the Board Members, Members of Council, Inhabitants and Ratepayers of
The Barrhaven Business Improvement Area

Opinion

We have audited the financial statements of **The Barrhaven Business Improvement Area** [the "BIA"], which comprise the statement of financial position as at December 31, 2021, and the statement of operations, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the BIA as at December 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

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 BIA 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 opinion.

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

Management is responsible for the preparation and fair presentation of the 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 BIA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the BIA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the BIA'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 BIA'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 BIA'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 BIA 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.

Ottawa, Canada
DATE

Chartered Professional Accountants
Licensed Public Accountants

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31, 2021, with comparative information for 2020

Table 1 - Statement of Financial Position - Financial Assets

Financial assets	2021	2020
Cash on deposit with the Corporation of the City of Ottawa	\$222,562	\$213,496
Cash	84	20
Accounts receivable	1,237	-
Total financial assets	223,883	213,516

Table 2 - Statement of Financial Position - Liabilities

Liabilities	2021	2020
Accounts payable and accrued liabilities <i>[note 2]</i>	31,664	43,146
Total liabilities	31,664	43,146
Net financial assets	192,219	170,370

Table 3 - Statement of Financial Position - Non-Financial Assets and Accumulated Surplus

Non-financial assets	2021	2020
Prepaid expenses	18,189	19,184
Total non-financial assets	18,189	19,184
Accumulated surplus	\$210,408	\$189,554

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF OPERATIONS

For the year ended December 31, 2021, with comparative information for 2020

Table 4 - Statement of Operations - Revenue

Revenue	Budget 2021	Actual 2021	Actual 2020
Tax revenue <i>[note 3]</i>	\$312,500	\$307,256	\$300,102
Sundry	74,200	31,137	21,729
Payments in lieu of taxation	250	250	250
Total revenue	386,950	338,643	322,081

Table 5 - Statement of Operations - Expenses

Expenses	Budget 2021	Actual 2021	Actual 2020
Salaries	162,700	167,069	194,266
Advertising and promotion	52,875	31,054	25,595
Office supplies	64,825	27,968	18,210
Maintenance	23,900	36,480	30,986
Professional services	84,050	48,892	13,145
Insurance	6,600	4,008	3,604
Audit fees	2,000	2,318	2,291
Total expenses	396,950	317,789	288,097
Annual surplus (deficit)	(10,000)	20,854	33,984
Accumulated surplus, beginning of year	189,554	189,554	155,570
Accumulated surplus, end of year	\$179,554	\$210,408	\$189,554

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31, 2021, with comparative information for 2020

Table 6 - Statement of Changes in Net Financial Assets

	Budget 2021	Actual 2021	Actual 2020
Annual surplus (deficit)	(\$10,000)	\$20,854	\$33,984
Decrease (increase) in prepaid expenses	-	995	(17,879)
Increase (decrease) in net financial assets	(10,000)	21,849	16,105
Net financial assets, beginning of year	170,370	170,370	154,265
Net financial assets, end of year	\$160,370	\$192,219	\$170,370

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2021, with comparative information for 2020

Table 7 - Statement of Cash Flows - Operating Activities

Operating activities	2021	2020
Annual surplus	\$20,854	\$33,984
Changes in non-cash working capital balances related to operations		
(Increase) decrease in accounts receivable	(1,237)	2,317
Decrease (increase) in prepaid expenses	995	(17,879)
(Decrease) increase in accounts payable and accrued liabilities	(11,482)	24,881
Decrease in deferred revenue	-	(5,145)
Cash provided by operating activities	9,130	38,158

Table 8 - Statement of Cash Flows - Change in Cash and Cash Equivalents

Change in cash and cash equivalents	2021	2020
Net increase in cash and cash equivalents during the year	9,130	38,158
Cash and cash equivalents, beginning of year	213,516	175,358
Cash and cash equivalents, end of year	\$222,646	\$213,516

Table 9 - Statement of Cash Flows - Cash Breakdown

Cash and cash equivalents consist of	2021	2020
Cash	\$84	\$20
Cash on deposit with the Corporation of the City of Ottawa	222,562	213,496
	\$222,646	\$213,516

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements of The Barrhaven Business Improvement Area [the "BIA"] are the responsibility of management prepared in accordance with accounting principles generally accepted for the public sector as prescribed by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Since a precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These estimates and approximations have been made using careful judgment.

Accrual accounting

Revenue and expenses are reported on the accrual basis of accounting.

The accrual basis of accounting recognizes revenue as it becomes earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services.

Government transfers are recognized in revenue in the fiscal years during which events giving rise to the transfer occur, provided the transfers are authorized, eligibility criteria and stipulations have been met and reasonable estimates of the amounts can be made.

Financial instruments

The financial instruments of the BIA consist of cash, cash on deposit with the Corporation of the City of Ottawa, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the BIA is not exposed to significant interest rate, currency or credit risks arising from these financial instruments.

Tax revenue

Annually, the City of Ottawa bills and collects tax levies as well as payments in lieu of taxation on behalf of the BIA. Tax revenue consists of non-exchange transactions. It is recognized in the period to which the assessment relates and when reasonable estimates of amounts can be made. Annual revenue also includes adjustments related to reassessments or appeals related to prior years.

2. RELATED PARTY TRANSACTIONS

The BIA purchases certain services from companies controlled by the Board of Directors' members and company executives in the normal course of business at the exchange amount, which is the amount agreed to by both parties. During the year, the BIA incurred expenses of \$250, which it paid to related parties in return for goods and services, and recognized \$500 in revenues, which was received in return for provided goods and services.

In addition, the BIA is related to all entities under control of the City of Ottawa. During the year ended December 31, 2021, the BIA recognized grant revenue from the City of Ottawa of \$23,980 [2020 - \$10,303] within sundry revenue on the Statement of Operations. As at December 31, 2021, nil [2020 – nil] is included in accounts payable and accrued liabilities that is due to related parties.

3. TAX REVENUE

Tax revenue comprises the following:

Table 10 - Tax Revenue Breakdown

	2021	2020
	\$	\$
General tax levy	320,004	320,000
Supplementary assessments	2,319	13,706
Remissions	(14,763)	(33,684)
Vacancy rebates	(304)	80
	307,256	300,102

4. COVID-19 IMPACT

The outbreak of the novel strain of coronavirus, specifically identified as “COVID-19”, has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. The Government of Canada has announced a new set of economic measures to stabilize the economy during this challenging period. In an effort to provide financial relief to members dealing with COVID-19 restrictions, the BIA elected to continue its suspension of banner invoicing from 2020 into 2021. This decrease in funding resulted in a shortfall in other revenue, and the BIA responded by monitoring expenses accordingly.

**THE BARRHAVEN BUSINESS IMPROVEMENT AREA
PROJECTED REVENUES AND EXPENSES FOR THE YEAR-ENDED DECEMBER 31, 2022
2023 PROPOSED BUDGET**

	Approved Budget 2022	Projected Totals 2022	Proposed Budget 2023
Revenue			
Tax Revenue	\$ 392,500	\$ 331,950	\$ 395,000
Sundry	30,000	29,933	18,500
Payments in Lieu of taxation	250	250	250
Total Revenue	(1) \$ 422,750	\$ 362,133	\$ 413,750

	Approved Budget 2022	Projected Totals 2022	Proposed Budget 2023
Expenses			
Advertising and Promotion	\$ 167,020	\$ 135,052	\$ 125,320
Salaries	174,100	175,309	187,400
Professional services	97,300	31,356	7,700
Office supplies	49,150	28,102	40,730
Insurance	7,000	7,000	7,000
Maintenance	31,000	28,548	43,600
Audit Fees	2,000	2,000	2,000
Total Expenses	(2) \$ 527,570	\$ 407,366	\$ 413,750

Annual Surplus (Deficit)	\$ (104,820)	\$ (45,233)	\$ -
Audited Accumulated surplus	\$ 212,155	212,155	\$ 166,922
Accumulated surplus, end of year	\$ 107,335	\$ 166,922	\$ 166,922

Variance Report for 2022 Projected:

(1) Total Revenues declined due mainly to the tax levy for Amazon was not received during the year.

(2) Total expenses declined mainly due to the economic development project, our street lighting project being under budget and the local grant program was under budget. We are projecting a deficit of \$45,233 instead of the \$104,820.00 budgeted deficit. We did not complete all projects budgeted for 2022.

2023 Budget

The tax levy is increasing from \$320,000 to \$415,000 but the increase will not impact existing rate payers due to the Amazon tax levies will be received in 2023.



BARRHAVEN BIA

2022 Constitutional Amendment

8. Board Composition

The affairs of the Barrhaven BIA shall be governed by a Board of Managers (sometimes called the “Board”). The Board shall be composed of:

- (i) Ten (10) members, nominated by the membership at the Annual General Meeting and subsequently approved by City Council of the City of Ottawa, of which two-thirds of the Members shall be from the Property Owner and/or Tenant groups; and
- (ii) **Up to two (2)** city councillors, appointed by city council.

Note: the previous Constitution said 3 as Barrhaven had 3 Councillors prior to the Ward boundary revisions this term.



MEET YOUR 2022-2026 BARRHAVEN BUSINESS IMPROVEMENT AREA BOARD OF MANAGERS



Simon Beaulieu - *Tim Hortons*

Simon has been a Barrhaven BIA board member since 2015. He is a Barrhaven business owner and a proud supporter of the community. Simon holds a B. Eng in Computer System Engineering from Carleton University and spent over a decade in this field before starting his business in Barrhaven. Simon believes in the BIA's vision and initiatives to support our local businesses and community.



Hollie Butcher - *Heart & Crown*

Passionate in the belief that great customer service results in long term customer loyalty. With over ten years of service industry experience she worked her way up to a senior management role. She is always eager to learn and grow her experience. It's in her personality that she fully commits herself to achieve the best that is possible. She has spent her career interacting with customers and works hard to achieve a high level of customer satisfaction. She is creative in what she does and has been an active member of the Barrhaven BIA Marketing Committee.



Kyle Cuthbert - *Arbor Memorial*

A Funeral Director for 23 years, Kyle is a Senior Funeral Director at Capital Funeral Home and Cemetery by Arbor Memorial. Kyle lives in Manotick and recently moved from the Barrhaven location of Kelly Funeral Home. Kyle has been the past secretary of the Chinatown Somerset BIA and has worked on a variety of initiatives with them including a variety of key issues within the community. Kyle brings his previous experiences and knowledge to the Barrhaven BIA and wishes to see a strong and vibrant business sector develop within the boundaries of Barrhaven as he sees the BBIA as his way of being a part of, and give back to, the community.



Leanne Duval - *BMO*

With over 17 years of Retail Banking experience at BMO, Leanne has committed herself to strengthening the relationships between the Bank and its communities. As the current branch manager of the brand-new Barrhaven West branch (located at 4265 Strandherd Dr.), Leanne is excited to join the BIA to help stimulate the growth of the booming Barrhaven economy. Over her experience at BMO, Leanne has been a bank leader at over a dozen branches across Ontario with a longstanding record of community involvement and active volunteer engagement. Leanne and her branch are ready to support the BIA and the people of Barrhaven.



Marlene Grant - *Marlene L. Grant Professional Corporation*

Marlene has lived in the Barrhaven area since 1999 with her family. Marlene obtained her Certified General Accountant designation in 2002 and the Chartered Professional Accountant designation due to the merger of all three accounting bodies in Ontario. In September 2004 she incorporated her own Barrhaven-based accounting practice - Marlene L. Grant Professional Corporation. Marlene has always been an active volunteer within the area and became the Treasurer for the BBIA in 2010, along with other organizations that she served on in the past such as Barrhaven Business Advantage, Nepean Chamber of Commerce, and the Jamaican Ottawa Community Association to name a few. For ten years Marlene provided free tax seminars to businesses and individuals in partnership with the Ottawa Public Library. In her spare time, she loves to read and work out. She loves a power-walk at the end of a stressful day, but her most favourite thing to do is spend time with her family and especially her grandchildren.



John Hannon - *Tommy Guns*

John is a Franchise Owner of Tommy Guns Barbershop & Great Canadian Oil Change. He has been in the retail business sector for over 17 years. He is a proud supporter of the community and has been a resident of BARRHAVEN for over 20 years. He is a former NMHA competitive hockey coach. John looks forward to using his retail knowledge to help the local small business community achieve success. John is looking forward to being a new member on the BIA board.



Cynthia Ladouceur - *Hampton Inn & Suites Ottawa West*

Cynthia is a veteran of the hospitality industry, supporting properties from Alberta to Ontario, and has spent years honing her craft at multiple properties. She is now serving as the General Manager at the Hampton Inn & Suites Ottawa West and has helped the new property to thrive within the community. She is a dedicated and loving mother to two girls and is proud to be serving the Barrhaven community. When she is not running the Hampton Inn, she enjoys planning and executing events that support the local community.



Jason MacDonald - *MacDonald Property Group*

Jason is the CEO of the MacDonald Property Group, owning and operating multiple properties locally, together with his amazing wife Renee and raising their two beautiful girls here in Barrhaven. His love for the community is immense and is evident through his participation in many community initiatives, sponsorships, volunteering and charitable donations. Some of his proudest contributions are being in top 10% of National Donors to the Women's Shelter Foundation in Canada. The creator of the "Spare a Night for QCH Bowl-a-thon" for the Queensway Carleton hospital, having raised and donated over \$65,000 to the Mental Health center and its expansion and renovation. Other local support and sponsorships have been CHEO, Boston Pizza Ottawa Boys and Girls Club, Barrhaven Legion Annual Charity Golf, Nepean Amateur Girls Ringette, Barrhaven Mixed league softball teams, Heart Institute, MS Canada, Human Society and many others. He has served as a volunteer on the BBIA Board passionately since 2011 as a board director, a multiple committee chair and the peer elected board Chair since 2014.



Muna Mohammed - *Eight50 Coffee*

In addition to her extensive communications background Muna is also a community builder and volunteers her time in the Ottawa area in both the business community (BBIA brand ambassador) and the non for profit housing sector in Barrhaven (MHI-The Haven). Through her volunteer work she has had the opportunity to work and meet with several local organizations, government and city officials in Barrhaven-Nepean. As a business owner in Barrhaven, Muna has built great relationships with local business owners often referring to each other on a first name basis and finds great pride in helping them thrive, whether it's through a working relationship or customer/client relationship with a genuine interest to see them grow and succeed in the community. Raised in Toronto, Muna has lived in Barrhaven since moving to Ottawa 5 years ago with her family. As a mom of 2 young children Muna is a news and events enthusiast and keeps her fingers on the pulse with the latest news, and developments in her community, bringing a unique perspective both as a mom, business owner and professional in the Ottawa- Barrhaven area. Muna welcomes new opportunities to continue to make her community that she lives and works in thrive and is pleased to join the Barrhaven BIA Board of Managers.



Jagdeep Perhar - *Multicorp Realty Inc.*

Jagdeep is a Real Estate broker with Royal LePage Team Realty, President and CEO of Multicorp Realty Inc, a property management company managing a real estate portfolio of greater than \$75M. He is also managing director at "Irish Hills Golf and Country Club". He is actively involved in community service and currently serves on the boards of the Barrhaven Business Improvement Area as director from 2014-2022 and Ex director at the Queensway Carleton Hospital Foundation. He is also a member of the H.M. Tory Society of Carleton University and in 2016 he was inducted as "the Knight" in the Order of St. George. Jagdeep is an active supporter of, and regular contributor to, the Ottawa Heart and Stroke foundation, Shelter foundation, the Ottawa Sikh Society, the Liver foundation, the Queensway Carleton Hospital and the Juvenile Diabetes Research Foundation (JDRF). He is also a lifetime Patron of the University of Ottawa Heart Institute. His community service and dedication to society has made him a proud recipient of the "Queen Elizabeth II Diamond Jubilee Medal" from the Governor General of Canada, "Sovereign's Medal for Volunteers" by the Governor General of Canada, "Volunteer Service Award" by Govt of Ontario and the Lifetime award of excellence from Royal LePage.