



*Wellington  
West* BUSINESS  
IMPROVEMENT  
AREA

---

# ANNUAL GENERAL MEETING

January 11, 2024

9:30 a.m.

# DECLARATIONS OF PECUNIARY INTEREST

Voting members must declare any matters wherein they, their company or their family would materially benefit from decisions made in this meeting.

E.g. if you have a vendor contract with the BIA that has been factored into the 2024 budget.



# Wellington West

BUSINESS  
IMPROVEMENT  
AREA

---

CONFIRMING QUORUM

## HOW VOTING WILL WORK

- Chair will seek a mover and seconder for each motion presented.
- Chair asks “All in favour / none opposed?”
- Chair will declare outcome.
  - All in favour or small number of opposed, chair may declare motion passed; However
  - Any member may ask for full vote and count where outcome is unclear.

# Approving the Agenda

1. Welcome & Introductions (9:30 am start)
1. Approval of the Agenda
1. Approval of 2023 Minutes
1. Message from Councillor Elect  
Jeff Leiper
2. Message from the BIA Chair  
Brian Muzyka
1. A Quick Look Back for 2023
  1. Executive Director Report
  2. Financial Statements and Latest Audit
7. Looking Ahead for 2024
  1. Beautification in Wellington West
  2. Major Events - Taste of Wellington  
West, Porchfest and Trade Show
8. 2024 Budget
9. Approval of 2024 Budget
10. Board Nominations
  1. Board Elections

# Approving the Minutes



## MINUTES: JANUARY 2023 ANNUAL GENERAL MEETING JANUARY 10, 2022 – 9 A.M.

ONLINE INTERACTIVE YOUTUBE STREAM (VIA "STREAMYARD")

### **ATTENDANCE: QUORUM REQUIREMENTS ACHIEVED**

- Majority of Board members Present: 7 out of 10
- Total BIA Members plus Board: 21 Registered
- Guests not counted toward quorum: 4 Registered
- Regrets: Board Chair Brian Muzyka unable to attend
- Ex-Officio: Dennis Van Staalduinen, Executive Director;  
BIA Staff: Devon Armstrong; Ashley Thurston; Jason Fuerst; Zoë Argiropoulos-Hunter (minutes)

### **1. OPENING & WELCOME - BOARD TREASURER MIKE MORRIS**

- General welcome; reminder of today's Board Election for 2023-2026
- Greetings from Councillor Jeff Leiper
- Confirmation of Quorum – confirmed. (see attendance notes above)

#### CALL FOR: Declarations of Pecuniary Interest

- No Declarations brought forward.

#### MOTION: Approve Agenda WWBIA 2023 AGM - APPROVED

- Moved by: Summer Baird; Seconded: Johannah Arbuthnot

#### MOTION: Approve Minutes WWBIA JAN 2022 AGM - APPROVED

- Moved by: Tamara Steinborn; Seconded: Carrie Lucas
- Thank you to 2019-2022 Board for its service – Devinder Kaur
- Update on BIA Staffing – introduction of new team members
  - Membership recognizes and thanks Shannon Campbell (Operations Manager) and Zoë Argiropoulos-Hunter (Communications and Marketing Assistant) for their service with the Wellington West BIA

### **2. EXECUTIVE DIRECTOR'S REPORT - DENNIS VAN STAALDUINEN**

#### **REPORT THEME: BIG HIGHLIGHTS, CHALLENGES, AND WINS FROM 2022**

- **2022 Member Outreach Blitz** – significant increase in member awareness and engagement
- **2022 Funding - Downtown Ottawa Business Relief Fund** – BIA team assisted more than 60 member merchants who applied for and received post-convoy relief
- **Increased Revenue Share from grants / sponsorships** - successfully increased budget while decreasing member levies, offset by increased revenue growth from grants and funding
  - Eg. 2023 Canadian Tourism Grant – new \$189K grant for Heart Season (January-March) programming
- **Strong Increase in Member Engagement** - uptake of seasonal programming
- **Record Charitable Campaigns** - more than \$30K raised for Parkdale Food Centre, Heart Institute, Ottawa West Community Support
- **Placemaking – Successful Streetkeeper Pilot** - increased BIA street presence and improved project execution.
- **Re-energized Parkdale Market programming** – with Friends of Parkdale Market partners, very successful Wednesday concerts and Night Markets

#### **2023 PREVIEW: KEY BIA GOALS AND OBJECTIVES FOR 2023**

- Announced \$50K reduction of member levy, due to \$189K HEART Season programming grant received from Canadian Federal Government (FedDev Tourism grant)
- Goals for 2023:

# Approving the Minutes

- **Increase member engagement** following feedback from member survey
- **Serve more members more often:** engage target members early and often in seasonal and BIA programming
- **Solve more area problems:** engage community, members, City in visioning / problem solving
- **Operational excellence:** Improve efficiency and efficacy
- **Sustainable revenue growth:** Grow revenue to more than 20% of annual operating budget so we can keep decreasing annual member levies over time.

## 3. FINANCIAL REPORTS/BUDGET - MIKE MORRIS & DENNIS VAN STAALDUINEN

---

### MOTION: Approve 2021 Auditor's Report - APPROVED

- Moved by Amy Gatschene; Seconded by: Randall Kemp
  - Audit Note: 2020-2021 BIA wage subsidy funds of \$26K still being held by the City during multi-BIA eligibility review. Hope to release funds in 2024 Budget year.

### **REVIEW OF 2022 YEAR-END INTERIM FINANCIAL REPORT – NO VOTE REQUIRED**

- Total surplus: beat our revenue targets for the year due to grant funding and increased staff capacity
  - Unspent budget: \$27,743
  - Surplus revenue: \$23,937

### **PRESENTATION OF 2023 WELLINGTON WEST BIA BUDGET**

- Thanks to Tourism grant cash influx, **member levies will be decreased by 9.6% for 2023** (as approved by WWBIA Board in December 2022)

### MOTION: Approve Wellington West BIA Budget: APPROVED UNANIMOUSLY

- Moved by: Tamara Steinborn; Seconded by: Michel Frojmovic

## 4. ELECTION OF NEW BOARD OF DIRECTORS

---

- Overview of election procedure – call for floor nominations (two received – see \* below)
- Confirm slate of nominated / returning candidates:
- **Returning Board Members:** Brian Muzyka, Devinder Kaur, Mike Morris, Maddie LePage, Mark Fortier-Brynaert, Summer Baird, Tamara Steinborn, Elsbeth Vaino, Callie Sanderson
- **New Candidates:** Amy Gatschene – Motif; \*Kourtney Morin – Hello Dolly; \*Lindsay Machinski - Urban Art Collective

### MOTION: Close 2023 Board Nominations with full slate of 12 candidates - APPROVED

- Moved: Johannah Arbuthnot; Second: James Vince

### MOTION: Approve the nominated candidates for the 2023-2026 term of the Board of Directors of Wellington West Business Improvement Area - APPROVED UNANIMOUSLY

- Moved by: Tamara Steinborn; Seconded by: Chloé Lucas

### **FINAL 2023-2026 BOARD OF DIRECTORS – AS APPROVED**

- Brian Muzyka, Devinder Kaur, Mike Morris, Maddie LePage, Mark Fortier-Brynaert, Summer Baird, Tamara Steinborn, Elsbeth Vaino, Callie Sanderson, Kourtney Morin, Amy Gatschene, Lindsay Machinski

## 5. WRAP-UP

---

### MOTION to Adjourn AGM: APPROVED

- Moved: Johannah Arbuthnot; Second: Amy Gatschene



# Wellington West

BUSINESS  
IMPROVEMENT  
AREA

---

## Acting Executive Director's Report

Highlights of 2023  
Devon Armstrong

# Transition Year

- This past year has been focused on determining how the Wellington West BIA can best reach and support all of our members
- This meant trying new things, reaching out to more businesses that haven't worked with us in the past and examining our history for fresh ideas
- There has been extensive discussion, consultation, planning and policy work that will be driving us in the new year
- Thank you for being patient with our new team as we come into our own

# Increased Sponsorships and Facilitation



- We have drastically increased our ability to support members who want our help with marketing, organization or the operation of events and other initiatives
- With these new skills and tools we've reached out more often and worked alongside more members to see their vision realized



- New approach to social media with the help of professionals in the field
- A focus on representing members brands, shops and stories



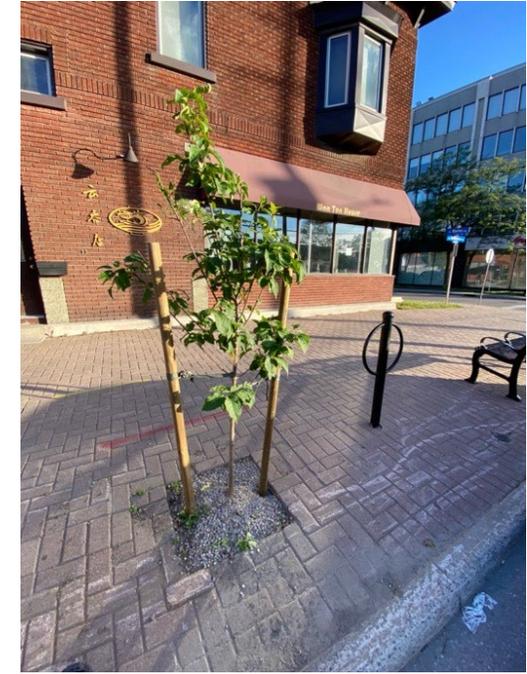
# Wellington West

BUSINESS  
IMPROVEMENT  
AREA

---

LOOKING FORWARD  
Our goals for 2024

# Beautification - Art and Greenspace



- In the coming year we're planning on a serious expansion in terms of street art of all kinds as part of our efforts to help make the neighbourhood an interesting and exciting place to explore
- We're also planning to put in the work needed to protect and support the public trees in Wellington West. Healthy green spaces are a big draw for tourist and local foot traffic

# Major Events

- We want to make sure our events are serving a broader swath of our membership, including those working in non-retail settings
- We also want to learn from what went well this year (as well as in the past) and leave behind the parts that didn't
- The three major events we've budgeted for this year are Taste of Wellington West, Porchfest and a Wellington West Trade Show
- There will be other smaller events, many partnerships and sponsorships throughout the year
- Events can be expanded or new ones can be developed if and when we secure additional funding



# Wellington West

BUSINESS  
IMPROVEMENT  
AREA

---

## FINANCIAL UPDATES & 2024 BUDGET

1. Approval of 2022 Audit
  2. Review 2023 Year-End Financials
  3. Presentation of WWBIA 2024 Budget
    - Questions & discussion
- 
- MOTION: Approve the 2022 Audited Financials

# 2022 AUDIT – STATEMENT OF OPERATIONS

## THE WELLINGTON WEST BUSINESS IMPROVEMENT AREA

### STATEMENT OF OPERATIONS

For the year ended December 31, 2022, with comparative information for 2021

Table 4 - Statement of Operations - Revenue

<b>Revenue</b>	<b>Budget 2022</b>	<b>Actual 2022</b>	<b>Actual 2021</b>
Tax revenue [notes 3 and 6]	\$526,196	<b>\$541,689</b>	\$565,077
Sundry [notes 2 and 5]	83,500	<b>66,318</b>	119,533
Payments in lieu of taxation	4,100	<b>5,727</b>	3,058
<b>Total revenue</b>	<b>613,796</b>	<b>613,734</b>	687,668

Table 5 - Statement of Operations - Expenses

<b>Expenses</b>	<b>Budget 2022</b>	<b>Actual 2022</b>	<b>Actual 2021</b>
Salaries	186,219	<b>160,028</b>	152,655
Maintenance	93,500	<b>105,516</b>	97,408
Advertising and promotion	140,200	<b>96,997</b>	84,519
Professional and consulting fees	89,800	<b>115,130</b>	119,330
Rent	27,500	<b>27,857</b>	27,004
Office and administration	58,494	<b>84,773</b>	53,369
Insurance	16,583	<b>10,371</b>	4,793
Audit fees	1,500	<b>3,599</b>	3,735
Depreciation	-	<b>4,101</b>	2,991
<b>Total expenses</b>	<b>613,796</b>	<b>608,372</b>	545,804
<b>Annual surplus</b>	<b>-</b>	<b>5,362</b>	141,864
Accumulated surplus, beginning of year	232,863	<b>232,863</b>	90,999
<b>Accumulated surplus, end of year</b>	<b>\$232,863</b>	<b>\$238,225</b>	\$232,863

# 2022 AUDITOR'S CONCLUSION

## Independent auditor's report

To the Board Members, Members of Council, Inhabitants and Ratepayers of  
**The Wellington West Business Improvement Area**

### Qualified opinion

We have audited the financial statements of **The Wellington West Business Improvement Area** [the "BIA"], which comprise the statement of financial position as at December 31, 2022, 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, except for the possible effects of the matter described in the *Basis for qualified opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the BIA as at December 31, 2022, and its results of operations, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for qualified opinion

During the years ended December 31, 2020 and December 31, 2021, the BIA applied for and received \$12,070 and \$14,644, respectively, in government assistance from the Canada Emergency Wage Subsidy ["CEWS"] program under the COVID-19 Economic Response Plan in Canada, which has been recognized as sundry revenue in the statement of operations in each respective year. We were unable to obtain sufficient appropriate audit evidence about the BIA's eligibility for the CEWS program in order to recognize the amount in sundry revenue in the years ended December 31, 2020 or December 31, 2021. As a result, we were unable to determine whether any adjustments might be necessary to accounts payable and accrued liabilities, net financial assets, and accumulated surplus as at December 31, 2022 and December 2021, sundry revenue for the year ended December 31, 2021, and annual surplus for the years ended December 31, 2022 and December 31, 2021. Our audit opinion on the financial statements for the year ended December 31, 2021 was modified accordingly because of the possible effects of this limitation in scope.

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 qualified audit opinion.

# 2023 YEAR-END FINANCIALS

## Wellington West BIA - 2023 - YEAR-END REPORT

	2023 Budget*	Year to Date**	%			
<b>SUMMARY OF REVENUES*</b>				* Budget numbers pulled from AGM FINAL v 10.0 MAR 7 2023		
				**Unaudited results received to date. Projections based on Jan 3, 2024 interim report from City of Ottawa Finance		
2023 member levy	(475,000)	(475,636)	100%	*** Not under BIA control, based on averages of previous years		
City-assessed remissions, assessments, etc. ***	(10,500)	(10,717)	102%		Unspent Budget	59,165
Grant funding - all sources	(237,500)	(201,798)	85%		Surplus Revenue	(68,415)
Sponsorships / partnership funds	(44,500)	(10,934)	25%		Total "Surplus"	(9,250)
<b>TOTAL REVENUES</b>	<b>(767,500)</b>	<b>(699,085)</b>	<b>91%</b>			
	<i>Budget</i>	<i>Year to Date</i>	<i>%</i>	<b>2023 Budget</b>	<b>Year to Date</b>	<b>%</b>
<b>SUMMARY OF EXPENSES* - by budget area / committee</b>				<b>SUMMARY OF REVENUES</b>		
ADM - Administration	275,670	287,901	104%	(485,500)	(486,352.98)	100%
MKTG - Marketing & Events	176,000	131,275	75%	(36,000)	(10,933.50)	30%
PLACE - Placemaking & Beautification	145,205	89,281	61%	(46,000)	(12,298.40)	27%
ADVO - Advocacy & Member Services	25,125	21,849	87%	(10,500)	-	0%
RSRV - Capital & Contingency Reserves	6,000	(600)	-10%	-	-	-
HEART Programming - Grant (minus \$50k offsets)	139,500	178,629	128%	(189,500)	(189,500.00)	-
<b>TOTAL EXPENSES</b>	<b>767,500</b>	<b>708,335</b>	<b>92%</b>	<b>(767,500)</b>	<b>(699,084.88)</b>	<b>91%</b>

# PROPOSED 2024 BUDGET - OVERVIEW

## 2024 Wellington West BIA Budget

**DRAFT**

v.1.12 - JAN 10, 2023

	2024	2023	2022
<b>REVENUES</b> - Overview, all sources			
2024 WWBIA Member Levy	(475,000)	(475,000)	(525,196)
2024 Contribution from Reserves Fund	(91,350)	0	0
Estimated City adjustments ( <i>remissions, PIL, etc.</i> ) *	(10,500)	(10,500)	(5,100)
Sponsorship revenue ( <i>target</i> )	0	(44,500)	(42,500)
Grant revenue ( <i>projected</i> )	(51,085)	(48,000)	(41,000)
One-Time Federal Tourism Grant	0	(189,500)	-
<b>TOTAL REVENUES</b>	<b>(627,935)</b>	<b>(767,500)</b>	<b>(613,796)</b>

Key figures:		
Levy Increase	\$0	0.0%
Total in Reserves**	-\$195,330	
**As of January 3, 2025		
Draw From Reserves	-\$91,350	46.8%
ADMIN % of budget	42.4%	
Avg Levy/member	\$730.77	

\* Not under BIA control - based on avg. of previous years

<b>EXPENSES</b> - Overview by budget area / committee	2024	2023	2022
ADM - Administration	266,529	299,875	267,070
MKTG - Marketing & Events	177,321	176,000	178,000
PLACE - Placemaking & Beautification	178,085	121,000	131,000
ADVO - Advocacy & Member Services	-	25,125	37,726
RSRV - Contingency Reserve(s)	6,000	6,000	-
HEART Programming - Grant ( <i>minus \$50K offsets</i> )	-	139,500	-
<b>TOTAL EXPENSES</b>	<b>627,935</b>	<b>767,500</b>	<b>613,796</b>

vs.

<b>REVENUES</b> - By budget area	2024	2023	2022
	0	0	0
	0	(36,000)	(30,000)
	(51,085)	(46,000)	(40,500)
	0	(10,500)	(13,000)
	0	0	0
	-	(189,500)	-
	(51,085)	(282,000)	(83,500)

# PROPOSED 2024 BUDGET - BREAKDOWN

## BUDGET BREAKDOWN - expenses (below) and revenues (right) by budget area / committee

	2024	2023	2022		2024	2023	2022
<b>ADM - Administration</b>	EXPENSE				REVENUE		
Staffing / HR costs	188,633	237,230	204,803		-	-	-
Organizational admin	16,514	12,271	9,767		-	-	-
Office rent & supplies	49,082	43,014	45,500		-	-	-
Finance & insurance costs	12,300	7,360	7,000		-	-	-
<b>ADMIN Subtotal:</b>	<b>266,529</b>	299,875	267,070		0	0	0
	2024	2023	2022		2024	2023	2022
<b>MKTG - Marketing &amp; Events</b>	EXPENSE				REVENUE		
Advertising / media / Promotions	23,000	32,000	32,000		0	0	0
Professional services / design	78,321	38,000	36,000		0	0	0
Marketing Events	67,000	75,000	80,000		0	(26,000)	(20,000)
Sponsorships	9,000	7,000	7,000		0	0	0
Cooperative marketing program	0	4,000	3,000		0	0	0
Friends of Parkdale Partnership	0	20,000	20,000		0	(10,000)	(10,000)
<b>MKTG Subtotal:</b>	<b>177,321</b>	176,000	178,000		0	(36,000)	(30,000)

# PROPOSED 2024 BUDGET - BREAKDOWN

PLACE - Placemaking & Beautification				REVENUE		
EXPENSE						
	2024	2023	2022	2024	2023	2022
2024 Public Art	30,000					
2024 Forestry Trees	20,000					
Landscaping & graffiti programs	82,085	85,000	91,000	(18,585)	(18,000)	(14,000)
Capital asset project(s) (50% City grant)	15,000	5,000	8,000	(7,500)	(5,000)	(4,500)
Research	10,000	5,000		(5,000)		
Mural & Public Art Programs			8,000			
Streetscape demonstration projects	10,000	10,000	10,000	(10,000)	(10,000)	(5,000)
Active transportation project(s) (\$10K City Parking Grant)	10,000	10,000	10,000	(10,000)	(10,000)	(10,000)
Mural cost-sharing programs	1,000	6,000	4,000	0	(3,000)	(7,000)
<b>PLACE Subtotal:</b>	<b>178,085</b>	121,000	131,000	<b>(51,085)</b>	(46,000)	(40,500)
	2024	2023	2022	2024	2023	2022
ADVO - Advocacy & Member Services				REVENUE		
EXPENSE						
	2024	2023	2022	2024	2023	2022
Member engagement - events and outreach	0	3,000	6,848	0	(1,500)	(1,500)
Member engagement - tools and content	0	5,000	8,000	-	-	-
Consulting and research	0	10,000	15,000	0	(5,000)	(7,500)
OCOBIA Contribution (fixed at 1.5 x levy)	0	7,125	7,878	-	-	-
Associate membership drive	0	-	0	0	(4,000)	(4,000)
<b>ADVO Subtotal:</b>	<b>0</b>	25,125	37,726	<b>0</b>	(10,500)	(13,000)
	2024	2023	2022	2024	2023	2022
RSRV - Contingency Reserve(s)				REVENUE		
EXPENSE						
	2024	2023	2022	2024	2023	2022
General contingency	6,000	6,000	0	-	-	-
<b>Subtotal:</b>	<b>6,000</b>	6,000	0	<b>0</b>	0	0

- VOTE:  
Motion to Approve 2024 Budget for the Wellington West Business Improvement Area as presented.
- Call for mover, seconder.
- Vote called.



*Wellington  
West* BUSINESS  
IMPROVEMENT  
AREA

---

## Confirmation of Nominees

To fill the vacancy in the 2023-  
2026 Board of Directors

# OVERVIEW OF ELECTION PROCEDURE:

- Call for nominations from the floor
- Reminder of the basics:
  - Only members may vote
  - One vote per BIA member
- If no names are put forward for the slate of nominees
  - Move forward with the board as it stands

## VOTE:

Motion to Approve the nominated candidate for the 2023-2026 term of the Board of Directors of Wellington West Business Improvement Area.

- Call for mover, seconder.
- Vote called.

**SUPPORT LOCAL**  
*Shop Hintonburg & Wellington Village*

Thank you for  
attending!

If there's any way we can  
support you please reach out

## VOTE: Motion to Adjourn

Mover / Seconder / Vote

- Feel free to stick around after adjournment if you have any questions or insights to share.
- Following this will be a presentation with a Q&A managed by the City of Ottawa Parking Department