



# BARRHAVEN BIA 2024 ANNUAL REPORT




# AGENDA

1. Official Welcome to the Barrhaven BIA Annual General Meeting  
*Andrea Steenbakkers - Executive Director - Barrhaven BIA*
2. **MOTION:** to Call the 2024 BBIA AGM to Order  
*Jason MacDonald, Chair , Barrhaven BIA*
3. **MOTION:** to Adopt Today's Agenda
4. Declarations of conflicts of interest
5. **MOTION:** to Approve the 2023 BBIA AGM Minutes
6. Annual Chair's Address
7. Annual Report Slide Video
8. Presentation of Financials  
*Marlene Grant, Treasurer, Barrhaven BIA*  
**MOTION:** to Accept the 2023 Audited Financial Statement  
**MOTION:** to Accept the 2024 Financial Report and 2025 Budget
9. Presentation of the BBIA Governance Amendments
10. Q&A
11. **MOTION:** to Close the Meeting



## Networking Reception

*Immediately following the close of the meeting, we invite you to join us for food, drink, and networking as we celebrate this year's accomplishments.*

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## Addendums:

- BBIA Budget
- 2023 Audited Statement
- 2025-2030 Barrhaven BIA Strategic Plan
- Governance Amendments - BIA Expenditure Management Policy



# MESSAGE FROM OUR CHAIR

Dear members, elected representatives, community partners and guests,

I'm so happy to welcome you to our 2024 AGM as we take time together to reflect on the past year and look forward to the future. Tonight, we are proud to share our key focus areas as we continue to support growth and vibrancy in Barrhaven.

Our BBIA membership has grown to 620 businesses, creating a dynamic and diverse mix of retailers, restaurants, and service providers. The strength of our membership speaks to the thriving business community we've all worked hard to build. This year, we've put even more emphasis on staying connected with our members. Whether through email updates, print newsletters, in-person interactions, or networking events, we've worked hard to foster a strong sense of community. These connections help us all have a stronger, unified voice as we work to shape Barrhaven's future.

In 2024, our marketing efforts really took off with the I ❤️ Barrhaven campaign, traffic control box wraps, branded banners, and a variety of community events. These initiatives helped boost Barrhaven's visibility and create a more inviting atmosphere. We're committed to continuing these efforts, and even expanding on them, throughout 2025 and beyond.

Looking ahead, our strategic plan for 2025-2030 is focused on priorities that will enhance the public experience, improve mobility, and strengthen both marketing and leadership. A key part of our advocacy will be around growing Barrhaven's Downtown, improving transit options, and making the area more pedestrian-friendly. By focusing on these areas, we can make sure Barrhaven remains an exciting, accessible, and thriving place for businesses and residents alike.

Finally, I want to extend my deepest thanks to our board members, committee members, and staff. Your hard work and dedication are what keep the BIA strong, and it's through your efforts that we can move forward with confidence.

Thank you for your continued support, and for playing such an important role in Barrhaven's success. Together, we'll make sure our community isn't just a place to work, but a place to truly thrive.

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 620 members 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 property owners and tenants within the BIA boundary are automatically members of the Barrhaven BIA.

## Mandate

The Barrhaven Business Improvement Area (BBIA) is dedicated to enhancing the economic vitality and cultural vibrancy of Barrhaven, Ottawa's thriving suburban community. Through collaborative initiatives and community engagement, the BIA strives to create a welcoming and dynamic environment for residents, visitors, and businesses alike.

## Vision

The Barrhaven BIA is a dynamic force driving business success through innovative resources, impactful services and strong advocacy.



# 620

## Member Businesses

# Priorities



Advocacy



Economic  
Development &  
Smart Growth

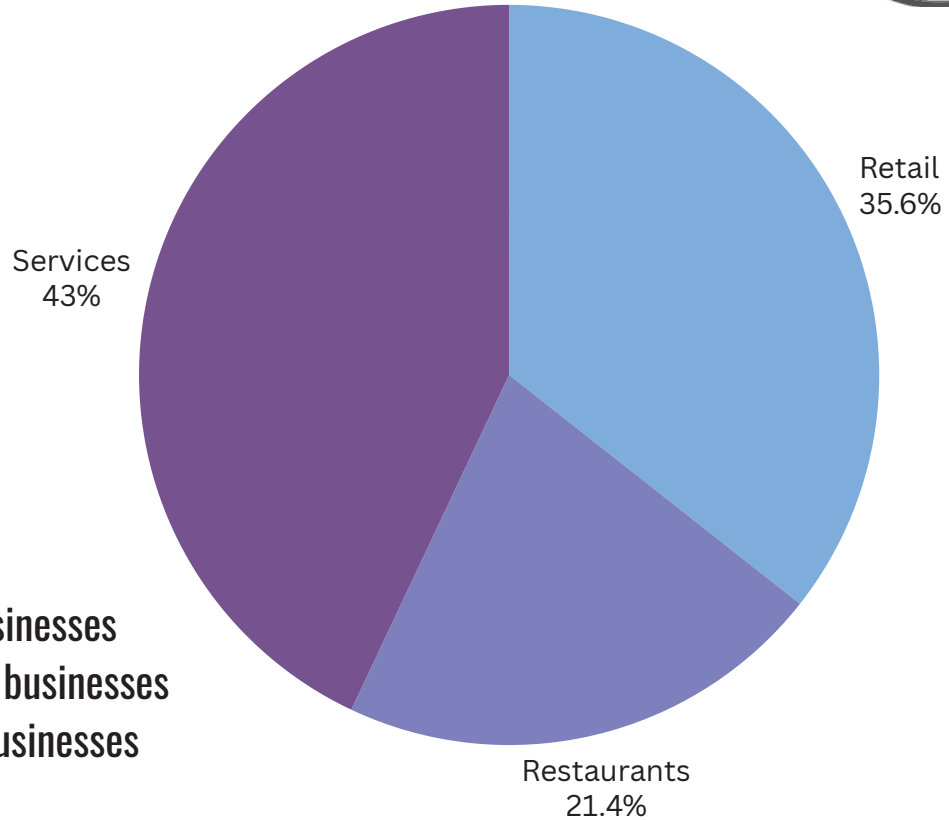


Membership  
Engagement

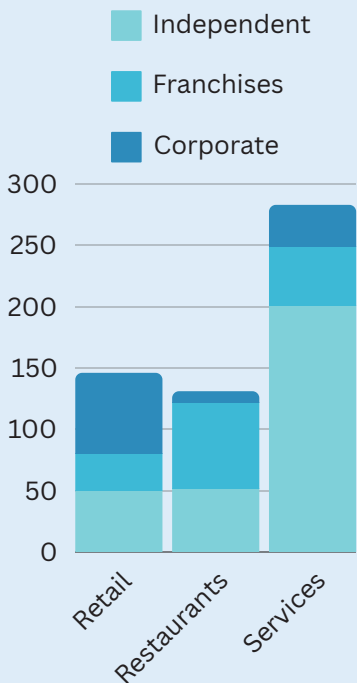


Marketing

# Barrhaven BIA Membership (By the Numbers)



**Retail** - 193 businesses  
**Restaurants** - 116 businesses  
**Services** - 233 businesses

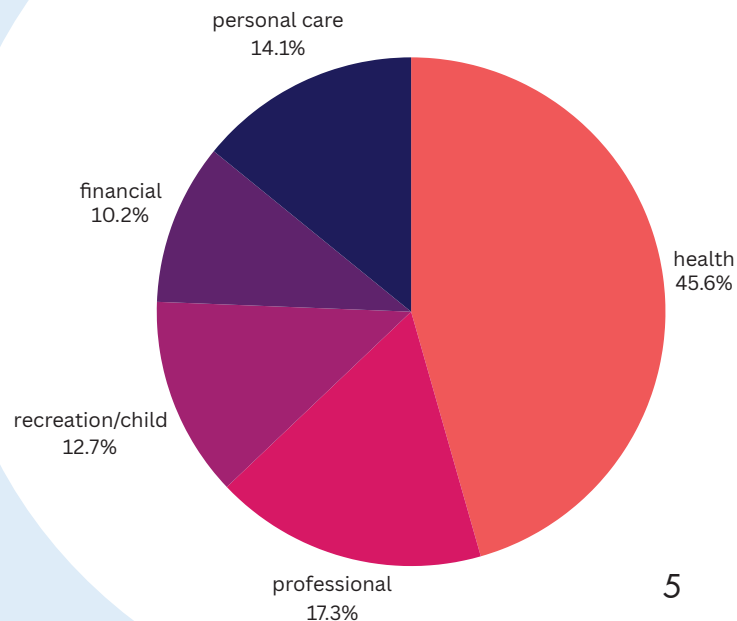


**Retail**  
 50 independent  
 30 franchises  
 66 corporate

**Restaurants**  
 52 independent  
 70 franchises  
 9 corporate

**Services**  
 201 independent  
 48 franchises  
 34 corporate

## A Closer Look at Services



# PRIORITIES FOR THE BBIA IN 2025

The Barrhaven BIA has recently approved 2025-2030 Strategic Plan which will guide our direction in 2025 and beyond. The key priorities are:

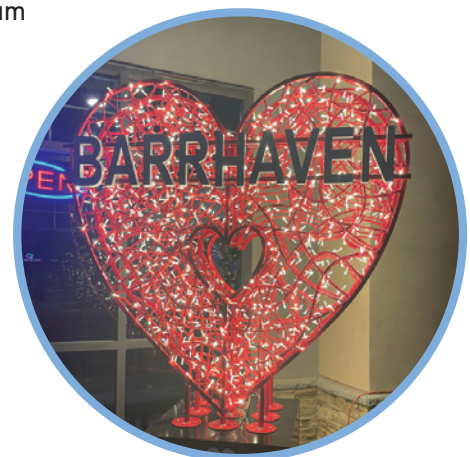
1. **Public Experience** - Barrhaven is clean, safe, and welcoming for everyone.
2. **Mobility** - Barrhaven is easier and more enjoyable to access and move within and between our commercial districts, has enhanced pedestrian, transit, and transportation facilities, and improved connections from neighbouring communities.
3. **Marketing & Engagement** - Market a business community that ignites, attracts, and cultivates a sense of place.
4. **Leadership & Influence** - The BBIA is entrusted with the responsibility to effectively lead, influence, and steward the business community and districts.
5. **Downtown Barrhaven** - The Barrhaven BIA continues to serve as a valued partner in the development of the Civic Complex, in Downtown Barrhaven. Over many years, the BBIA has invested in the promotion and protection of great transformative opportunities for the Barrhaven area, especially the core commercial area of Barrhaven.

In 2024, staff engaged with many of our members and the top priority indicated was addressing the following concerns that have escalated in the last year:

- Crime
- Youth Loitering
- Garbage Dumping
- Stunt Driving and Unofficial Car Meet Ups
- A proposed Sprung Structure on our main streets

Public experience will be the primary focus for the BBIA in 2025 with 8 key elements to be considered and investigated as possible solutions:

1. Area security guards
2. Community youth program working with area malls and schools.
3. Social programs to address social issues
4. Summarizing the Retail Safety and Security Guide to share with our membership
5. Creation of a Commercial Neighbourhood Watch Program
6. LPO monthly meetings - briefings or participation
7. CEPTED for smaller businesses
8. Analyzing crime stats to identify trends



# ADVOCACY, ECONOMIC DEVELOPMENT, & SMART GROWTH

In 2025 we will continue to work with our elected representatives to advocate for :

- Barrhaven’s Downtown and civic complex, a physical and perceived centre for Barrhaven. While the Downtown 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.
- Greenbank realignment and new bridge.
- Improved transit within Barrhaven including considering alternatives to OC Transpo.
- Barnsdale interchange on the 416 highway.
- Improved and more enjoyable pedestrian experiences within and between our commercial districts.



In addition to working locally to assist our Councillors with local growth and development-related improvements, our Executive Director Andrea Steenbakkers also serves several business organizations in various capacities. She has served on the Board of OCOBIA for 6 years, the last 3 years as its Chair. OCOBIA is the unified voice of the 18 Business Improvement Areas within urban, suburban and rural Ottawa which, when combined, represent more than 6,400 businesses and their 128,000 employees.

# ADVOCACY, ECONOMIC DEVELOPMENT, & SMART GROWTH

OBIAA, led by a Board of Directors, is a valuable tool for the more than 300 Business Improvement Areas in Ontario. It offers BIAs networking opportunities and sharing of ideas and best practices for; event coordination, marketing, beautification, economic development, advocacy, governance and more. Our Executive Director has served on the OBIAA Advocacy Committee. This group identifies and represents common issues affecting BIA's to all levels of government and is recognized as a 'go to' organization. It creates awareness of the importance of BIAs and OBIAA.



# MEMBERSHIP ENGAGEMENT

In 2024, the Barrhaven BIA continued to see high levels of engagement from our membership. We worked hard to connect with our members digitally and in-person through a variety of communications and events. We are proud of the high engagement rate that we have been able to maintain in 2024.

## Key Membership Resources:

### Email Updates for Businesses

Our weekly email updates continue to have great engagement from 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 2024.



### Print Newsletters

Print newsletters were a very effective tool for membership engagement in 2024 with deliveries in February, May, and August/September. These newsletters are a great way to connect with businesses who may not be receiving our digital communications and each delivery results in new connections. In August, BBIA staff hand-delivered the newsletters as a way to connect with owners and managers.

### In-Person Engagement

A key priority for 2024 was to engage with more of our business owners and managers in person. In August and September, through the delivery of our newsletter, staff were able to engage with many business owners at their locations. This proved to be one of the most valuable exercises of 2024.



# MEMBERSHIP ENGAGEMENT

## Networking Events

In 2024, we held numerous signature events and hosted networking opportunities to connect with our membership. It was great to see so many members take advantage of these opportunities.

- **I ♥ Barrhaven Patio Party & Networking Event** - Tuesday, June 4th, 2024 at State & Main. Over 100 guests mixed and mingled with elected officials at one of Barrhaven's newest restaurants!
- **Monthly Café and Networking (Fall Pilot)** The first Tuesday of September, October, and November, members were invited to join the BBIA for our pilot networking cafés. These events exceeded expectations and will continue in 2025 with the addition of a monthly morning café as well.

## 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 2024, more than 80% of our membership was actively engaged with the BBIA.**



# MARKETING

2024 was another busy year for the Barrhaven BIA in terms of marketing. Building on the successful launch of the I ❤️ Barrhaven campaign and branding in 2023, the focus was on expanding the reach while also returning to the basics with a focus on celebrating and profiling our local businesses.

## **I ❤️ Barrhaven Marketing Campaigns & Branding**

This campaign was expanded in 2024 to include our branded street banners, new traffic control box wraps designed by local high school students and the use of the branding throughout all BBIA activities.

This branding resonates with Barrhaven business owners and residents. The I ❤️ Barrhaven branding 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 has responded in such a positive way.

I ❤️ Barrhaven Month in June provided an opportunity to showcase local businesses.

To help amplify this branding campaign, the BBIA hired local celebrity & Barrhaven cheerleader Stuntman Stu for a influencer style video series. This was a highly successful campaign that resulted in significant follower growth.



## **OBIAA Marketing Award**

The Barrhaven BIA was a proud recipient of an OBIAA Marketing Award in 2024 for the I ❤️ Barrhaven campaign. The award submission



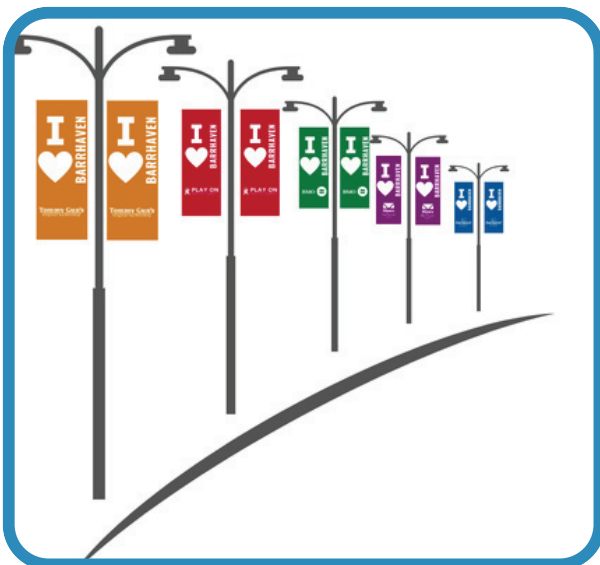
# MARKETING

## Placemaking Features

In 2024, the Barrhaven BIA wrapped 18 traffic control boxes throughout the community with designs created by students from 3 local high schools. 5 new designs were created to reflect the youth artists' experiences in Barrhaven. This was an exciting project that also attracted media attention. This project was partially funded with a grant from the City of Ottawa.

The Barrhaven BIA also continued to promote our major placemaking features that were added in 2023. Our light up hearts were moved to new locations and featured in a giveaway during Heart Month in February.

All the placemaking features continue to be very popular with the community and businesses alike. The hearts have become a symbol for the community and appear in photos and marketing campaigns regularly.



## Banners

In 2024, the Barrhaven BIA brought back the branded banner program with great success. This provided an opportunity to include the I ❤️ Barrhaven branding and refresh the existing banner inventory. 57 of the 140 banners were purchased by member businesses.

## Signage

The Barrhaven BIA continues to use our sign assets to enhance our branding efforts. With 6 gateway, 4 magnetic curbex style signs, and one large planter sign, the signs are switched out seasonally to reflect current campaigns.



# MARKETING

## BBIA Swag

In planning the I ❤️ 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. This continues to be a highly effective marketing tool and the community can't get enough.

- Bracelets continue to be very popular and have been circulated through numerous events.
- T-shirts sales continued in 2024 with proceeds going to a few local charities.
- In 2024, the Barrhaven BIA introduced 2 new swag items - a water bottle and a big cup. These have been a very popular purchase at the market events.
- Re-usable shopping bags have also been distributed for free at the market events.



# MARKETING

## Business Profiles

Business profiles were a major focus for 2024 and over 30 businesses were featured in this campaign. These posts are very popular with the community and anecdotally have a positive impact for the participating businesses as well.



## Barrhaven Farmers' Market Events

The Barrhaven BIA was proud to sponsor 2 market events this year - the I ❤️ Barrhaven Market in June and the Barrhaven Harvest Fest in September. Both events saw additional artisan vendors along with BBIA Member businesses participate. Through these events the BBIA was also able to support local charities including 3 local animal rescues and Big Brothers Big Sisters Ottawa.



## Barrhaven BIA Event Grant

In 2024, we offered an event grant to member businesses looking to hold events at their malls with their neighbours. This program was very popular in 2022 but as things return back to normal after the pandemic, businesses have been busier than ever. The Barrhaven BIA funded 2 events through this program in 2024:

Annual Community BBQ † The Nukk



# MARKETING

## I ♥ the Holidays in Barrhaven

Our holiday campaigns were back and bigger than ever in 2024. Close to 40 businesses signed up to take part in our newly revamped 12 days of giveaways to be held in early December. We also brought back our Holiday Advent Calendar - an event calendar featuring holiday events hosted by our local businesses, with great success. This is by far our biggest campaign of the year and it is always so rewarding to see the community response.

By limiting the number of giveaway days, this also frees up space to showcase more local businesses and their holiday offerings through the sharing of posts.

## Holiday Lights

For the sixth 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 15th and will stay lit throughout the holiday season.



## New Barrhaven BIA Website

In 2024, the Barrhaven BIA commissioned a new website that will launch at the end of the year. The new site will be modern and will be a great tool to both showcase our businesses and provide resources to our members.

## Looking forward to 2025

Planning is already well underway for marketing in 2025. Our goal is to build on our successes! Plans include:

- A focus on showcasing our businesses through shared member content and business profiles,
- An extensive marketing campaign to showcase our new website,
- 2 Farmers' Market events to celebrate the community,
- The development of a new community email list to highlight events and other opportunities,
- and, planning for new placemaking and marketing initiatives for 2026 in celebration of the Barrhaven BIA's 20th anniversary.



# THANK YOU TO OUR BOARD & STAFF



Executive Director	Andrea Steenbakkers	613-806-0338	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 Co-Chair	Leanne Duval	613-825-7019	leanne.duval@bmo.com
Marketing Co-Chair	John Hannon	613-835-7467	hannon@bell.net
Councillor	David Hill	613-580-2473	david.hill@ottawa.ca
Councillor	Wilson Lo	613-580-2846	wilson.lo@ottawa.ca
Member at Large	Jagdeep Perhar	613-720-4518	jagdeep@perhar.ca
Member at Large	Naina Kansal	343-547-8199	kansal.nano@gmail.com
Member at Large	Kyle Cuthbert	613-823-4747	kcuthbert@arbormemorial.ca
Member at Large	Rob Weeden	613-825-0812	mon01035@loblaw.ca
Member at Large	Julia Reid	613-699-0787	julia@playonpediatric.com
Member at Large	Laura McLellan	613-823-5152	laura.mclellan@edwardjones.com
Reserve Member	Cheryl Murphy	613-825-3931	cmurphy@barrhavenoptometric.com
Marketing Assistant	Crystal Logan	613-898-0338	marketing@barrhavenbia.ca



Thank you to former Board Members Cynthia Ladouceur and Muna Mohammed for their many years of dedicated service.

We would also like to take this opportunity to thank our Marketing Committee members for their support over the past year: Charmion Barrette - Cedargrove Massage Therapy, Joe Baker - b-sharp Ottawa, Janet McCausland - Meridian Credit Union, Chris Torti - Clubhouse, & Cody McCallan- Heart and Crown

**THE BARRHAVEN BUSINESS IMPROVEMENT AREA  
PROJECTED REVENUES AND EXPENSES FOR THE YEAR-ENDED DECEMBER 31, 2024  
2025 PROPOSED BUDGET**

	<b>Approved Budget 2024</b>	<b>Projected Totals 2024</b>	<b>Proposed Budget 2025</b>
<b>Revenue</b>			
Tax Revenue	\$ 401,600	\$ 422,956	\$ 478,400
Sundry	16,600	35,630	28,200
Payments in Lieu of taxation	250	250	250
<b>Total Revenue</b>	<b>(1) \$ 418,450</b>	<b>\$ 458,836</b>	<b>\$ 506,850</b>

	<b>Approved Budget 2024</b>	<b>Projected Totals 2024</b>	<b>Proposed Budget 2025</b>
<b>Expenses</b>			
Advertising and Promotion	\$ 118,120	\$ 62,105	\$ 123,375
Salaries	195,200	196,527	206,000
Professional services	17,200	4,579	14,600
Office supplies	47,330	57,730	55,875
Insurance	9,000	9,000	9,000
Maintenance	26,600	32,966	37,100
Audit Fees	5,000	5,000	6,900
Security Services	-	-	100,000
Amortization	-	10,738	-
<b>Total Expenses</b>	<b>(2) \$ 418,450</b>	<b>\$ 378,645</b>	<b>\$ 552,850</b>

<b>Annual Surplus (Deficit) Unaudited</b>	\$ -	\$ 80,191	\$ (46,000)
<b>Unaudited Accumulated Surplus</b>			\$ 411,785
Audited Accumulated surplus	\$ 246,350	246,350	\$ -
Audited Accumulated surplus - Capital Assets	\$ 85,244	85,244	\$ -
<b>Accumulated surplus, end of year</b>	<b>\$ 331,594</b>	<b>\$ 411,785</b>	<b>\$ 365,785 (3)</b>

**Variance Report for 2024 Projected:**

- (1) Total Projected revenues increased due to Mural Grant and the sale of Banners and no significant remission this year.
- (2) Total Projected expenses declined due capitalizing banners and website purchases and members grantt program not fully utilized.
- (3) **2025 Budget**  
The tax levy is increasing from \$421,600 to \$498,400 to align with our strategic plan for 2025 - 2030 and take into account the development of commercial properties.

**Financial Statements**

**The Barrhaven Business Improvement Area**

**December 31, 2023**



**KPMG LLP**

150 Elgin Street, Suite 1800  
Ottawa, ON K2P 2P8  
Canada  
Telephone 613 212 5764  
Fax 613 212 2896

## **INDEPENDENT AUDITOR'S REPORT**

To the Board of Management and Members of The Barrhaven Business Improvement Area

### ***Opinion***

We have audited the financial statements of The Barrhaven Business Improvement Area (the Entity), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2023, 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 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 auditor's report.

We are independent of the Entity 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.



### ***Other Matter – Comparative Information***

The financial statements for the year ended December 31, 2022 were audited by another auditor who expressed an unmodified opinion on those financial statements on October 20, 2023.

### ***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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

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



Page 3

- 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 Entity'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 Entity'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 Entity 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.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. A horizontal line is drawn underneath the signature, starting from the left and extending towards the right, ending under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

August 19, 2024

# THE BARRHAVEN BUSINESS IMPROVEMENT AREA

## STATEMENT OF FINANCIAL POSITION

As at December 31, 2023, with comparative information for 2022

<b>Financial assets</b>	<b>2023</b>	<b>2022</b>
Cash on deposit with the Corporation of the City of Ottawa	<b>\$270,041</b>	\$225,011
Cash	<b>550</b>	103
Accounts receivable	<b>94</b>	-
<b>Total financial assets</b>	<b>270,685</b>	225,114
<b>Liabilities</b>		
Accounts payable and accrued liabilities <i>[note 2]</i>	<b>36,249</b>	40,799
<b>Total liabilities</b>	<b>36,249</b>	40,799
<b>Net financial assets</b>	<b>234,436</b>	184,315
<b>Non-financial assets</b>		
Prepaid expenses	<b>12,274</b>	17,670
Tangible capital assets <i>[note 4]</i>	<b>85,244</b>	57,078
<b>Total non-financial assets</b>	<b>97,518</b>	74,748
<b>Accumulated surplus</b>	<b>\$331,954</b>	\$259,063

See accompanying notes

# THE BARRHAVEN BUSINESS IMPROVEMENT AREA

## STATEMENT OF OPERATIONS

For the year ended December 31, 2023, with comparative information for 2022

<b>Revenue</b>	<b>Budget 2023</b>	<b>Actual 2023</b>	<b>Actual 2022</b>
Tax revenue <i>[note 3]</i>	\$395,000	<b>\$392,801</b>	\$342,662
Other revenue	15,500	<b>29,100</b>	25,252
Payments in lieu of taxation	250	<b>250</b>	250
Donations	3,000	<b>4,438</b>	2,750
<b>Total revenue</b>	<b>413,750</b>	<b>426,589</b>	<b>370,914</b>
<b>Expenses</b>			
Salaries	187,800	<b>180,224</b>	175,891
Office supplies	73,030	<b>68,111</b>	35,234
Advertising and promotion	83,000	<b>46,578</b>	34,427
Maintenance	53,100	<b>36,065</b>	34,144
Professional services	7,820	<b>7,701</b>	34,974
Depreciation	-	<b>5,584</b>	1,459
Audit fees	2,000	<b>5,124</b>	2,699
Insurance	7,000	<b>4,311</b>	3,431
<b>Total expenses</b>	<b>413,750</b>	<b>353,698</b>	<b>322,259</b>
<b>Annual surplus</b>	<b>-</b>	<b>72,891</b>	<b>48,655</b>
Accumulated surplus, beginning of year	259,063	<b>259,063</b>	210,408
<b>Accumulated surplus, end of year</b>	<b>\$259,063</b>	<b>\$331,954</b>	<b>\$259,063</b>

*See accompanying notes*

## THE BARRHAVEN BUSINESS IMPROVEMENT AREA

### STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31, 2023, with comparative information for 2022

	<b>Actual 2023</b>	<b>Actual 2022</b>
<b>Annual surplus</b>	<b>\$72,891</b>	\$48,655
Acquisition of tangible capital assets	<b>(33,750)</b>	(58,537)
Depreciation of tangible capital assets	<b>5,584</b>	1,459
Decrease in prepaid expenses	<b>5,396</b>	519
<b>Increase (decrease) in net financial assets</b>	<b>50,121</b>	(7,904)
Net financial assets, beginning of year	<b>184,315</b>	192,219
<b>Net financial assets, end of year</b>	<b>\$234,436</b>	\$184,315

*See accompanying notes*

# THE BARRHAVEN BUSINESS IMPROVEMENT AREA

## STATEMENT OF CASH FLOWS

For the year ended December 31, 2023, with comparative information for 2022

<b>Operating transactions</b>	<b>2023</b>	<b>2022</b>
Annual surplus	\$72,891	\$48,655
Add item not affecting cash		
Depreciation	5,584	1,459
Changes in non-cash working capital balances related to operations		
(Increase) decrease in accounts receivable	(94)	1,237
Decrease in prepaid expenses	5,396	519
(Decrease) increase in accounts payable and accrued liabilities	(4,550)	9,135
<b>Cash provided by operating transactions</b>	<b>79,227</b>	<b>61,005</b>
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(33,750)	(58,537)
<b>Cash used in capital transactions</b>	<b>(33,750)</b>	<b>(58,537)</b>
<b>Change in cash and cash equivalents</b>		
Net increase in cash and cash equivalents during the year	45,477	2,468
Cash and cash equivalents, beginning of year	225,114	222,646
<b>Cash and cash equivalents, end of year</b>	<b>\$270,591</b>	<b>\$225,114</b>
<b>Cash and cash equivalents consist of</b>		
Cash	\$550	\$103
Cash on deposit with the Corporation of the City of Ottawa	270,041	225,011
	<b>\$270,591</b>	<b>\$225,114</b>

*See accompanying notes*

# THE BARRHAVEN BUSINESS IMPROVEMENT AREA

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

### 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 Canadian public sector accounting standards.

#### **Use of Estimates**

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. Where and when required, estimates are used in areas such as the useful life of tangible capital assets, depreciation, and other revenues. These estimates and assumptions are based on the BIA's best information and judgement and actual amounts may differ significantly from these estimates.

#### **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, other pricing, market, liquidity or credit risks arising from these financial instruments.

# **THE BARRHAVEN BUSINESS IMPROVEMENT AREA**

## **NOTES TO THE FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**

### **1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

#### **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.

#### **Tangible capital assets**

Tangible capital assets are initially recorded at cost and depreciated over their estimated useful lives using the straight-line method. Capital expenditures that do not generate future economic benefits to the BIA are charged to operations in the year of acquisition.

The Christmas Lights, less residual value, are depreciated over thirty years on a straight-line basis. The signage, less residual value, is depreciated over ten years on a straight-line bases. When a new tangible asset is acquired, depreciation is recorded when the asset is put into use.

### **2. RELATED PARTY TRANSACTIONS**

The BIA purchases certain services from companies controlled by the City of Ottawa, as well as from members of the BIA's Board of Directors and company executives, in the normal course of business at the agreed-upon exchange amount.

During the year, the BIA incurred expenses of \$415 [2022 - \$1,305], which were paid to related parties in return for goods and services, and recognized \$NIL [2022 - \$500] in revenues from related parties, which was received in return for provided goods and services.

Additionally, during the year, the BIA recognized grant revenue from the City of Ottawa totaling \$23,548 [2022 - \$20,452], reported within other revenue on the Statement of Operations.

# THE BARRHAVEN BUSINESS IMPROVEMENT AREA

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2023

### 3. TAX REVENUE

Tax revenue comprises the following:

	<b>2023</b>	<b>2022</b>
	\$	\$
General tax levy	414,747	320,250
Supplementary assessments	2,709	57,720
Remissions	(53,362)	(37,055)
Prior Period Adjustment	28,707	1,747
<b>Tax revenue</b>	<b>392,801</b>	<b>342,662</b>

### 4. TANGIBLE CAPITAL ASSETS

Tangible capital assets comprise the following:

	<b>2023</b>	<b>2022</b>
	\$	\$
Equipment	92,287	58,537
Accumulated depreciation	(7,043)	(1,459)
<b>Net book value</b>	<b>85,244</b>	<b>57,078</b>



# Barrhaven BIA

**Strategic Plan 2025-2030**



## The Barrhaven BIA

*The Barrhaven Business Improvement Area (BBIA) is dedicated to enhancing the economic vitality and cultural vibrancy of Barrhaven, Ottawa's thriving suburban community. Through collaborative initiatives and community engagement, the BIA strives to create a welcoming and dynamic environment for residents, visitors, and businesses alike.*



---

## Introduction & Background

### **Barrhaven Business Improvement Area Strategic Plan Overview**

The Barrhaven Business Improvement Area is guided by a strategic plan designed to address the most pressing needs of our community over the next five years. We are committed to responding to the anticipated growth of our area while working toward our shared vision for a vibrant business community and downtown.



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Throughout the period leading up to this process, we encountered various complex challenges that many cities face today, including affordability and public safety. These issues require careful consideration as we engage with our community. Our 2025-2030 strategic plan emphasizes enhancing the experience and atmosphere of Barrhaven to ensure it remains a welcoming place for everyone.

We will start by focusing on commercial spaces, ensuring they are clean, safe, and inviting. From this solid foundation, we aim to promote local businesses and enrich our future downtown with arts, culture, and more. Additionally, we will work to improve mobility, making it easier and more enjoyable for everyone to access and navigate the various commercial areas.



---

Our plan also emphasizes the importance of balancing growth with the creation of beautiful public and commercial spaces, authentic local experiences, and the preservation of our community's character.

In summary, our strategic plan is a bold framework that will guide our organization in enhancing the vibrancy, vitality, and value of Barrhaven for everyone. We look forward to increased member and community involvement as we work together to create a Barrhaven that truly reflects our shared values and aspirations.



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# Mission, Vision and Values

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**Mission Statement:**

Defines the purpose of the BIA and how we intend to serve our members.

**Vision Statement:**

A future state that we aspire to achieve providing inspiration and direction.

**Values:**

The principles guiding our actions.

---

**Mission:** It captures the practical, desired outcome: what should happen because of what we do? Who are we serving, and who benefits from our work? It is an expression of structure and appeals to the head – our rational side.



Our mission is to **empower** Barrhaven businesses through support, promotion and advocacy, driving prosperity and fostering growth in our community.

**Vision:** It's aspirational. It's a dream that may or may not come true. Captured in a brief, inspiring sentence – think postcard, not novel – it appeals to the heart.



The Barrhaven BIA is a dynamic force driving business success through innovative resources, impactful services and strong advocacy.

**Values:** The principles that guide our actions and the compass that helps ensure we stay on the right track.



- Build trust with honesty and integrity
- Motivate others through forward-thinking leadership
- Encourage teamwork and collaboration
- Ensure accountability through openness and transparency
- Make a difference with thoughtful and deliberate decisions

**Tagline:** Encapsulating our identity, mission, or values in a brief, memorable phrase. A great tagline enhances brand recognition, communicates our unique value proposition, and resonates emotionally with our members and community.



**Empowering Business | Connecting Community**

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# Strategic Priorities 2025- 2030

## 1. PUBLIC EXPERIENCE

### Goal

*Barrhaven is clean, safe and welcoming for everyone*

## 2. MOBILITY

### Goal

*Barrhaven is easier and more enjoyable to access and move within and between our commercial districts, has enhanced pedestrian, transit and transportation facilities, and improved connections from neighbouring communities*

## 3. MARKETING & ENGAGEMENT

### Goal

*Market a business community that ignites, attracts and cultivates a sense of place*

## 4. LEADERSHIP & INFLUENCE

### Goal

*The BBIA is entrusted with the responsibility to effectively lead, influence and steward the business community and districts*

## 5. DOWNTOWN BARRHAVEN

### Goal

*The Barrhaven BIA continues to serve as a valued partner in the development of the Civic Complex, in Downtown Barrhaven. Over many years, the BBIA has invested in the promotion and protection of great transformative opportunities for the Barrhaven area, especially the core commercial area of Barrhaven*

---

## Public Experience

### Goal

*Barrhaven is clean, safe and welcoming for everyone*

A consistently clean and safe environment is the foundation of a vibrant experience. Barrhaven's expansive growth offers opportunities to enhance the area's commercial and public spaces and establish more inspiring places that welcome a wide range of businesses that add to our community's vibrancy.



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# Public Experience

## Objectives

- *Homelessness and social issues:* Those experiencing homelessness are mindfully directed to access social facilities and services, with care.
- *Safety:* Crime, racing, theft, loitering and nuisance are reduced.
- *Vibrancy & Diversity:* More people and more diverse populations accessing our businesses.
- *Welcoming:* A majority of the community perceives Barrhaven's business districts as clean, safe and welcoming.
- *Cleanliness:* Commercial and adjacent public areas are free of litter, debris and vandalism at all times.



---

# Mobility

## Goal

*Barrhaven is easier and more enjoyable to access and move within and between our commercial districts, has enhanced pedestrian, transit and transportation facilities, and improved connections from neighbouring communities*

Barrhaven's long-term success, especially for the Downtown, requires people to have a variety of alternatives to the single-occupancy vehicle for getting around safely, conveniently, reliably and enjoyably.



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# Mobility

## Objectives

- **Multi-modal Access:** Improve capacity to access downtown, business districts, residences, parks, and cultural spaces by all forms of mobility.
- **Parking:** Maximize the enjoyment and vibrancy of space by replacing surface parking in the core area with multi-use buildings and underground parking at the downtown civic building.
- **Circulation:** Attract more people to access and move easily around downtown and our adjacent business districts.



---

# Marketing & Engagement

## Goal

*Market a business community that ignites, attracts and cultivates a sense of place*

Our community has many neighbourhoods and centers of commercial activity, both large and small. As Barrhaven continues to grow, it is essential to plan for the engagement, promotion and celebration of our local businesses.

Gathering spaces, like business areas, bring Barrhaven to life with character and vibrancy. Enhancing and activating these places will require comprehensive, collaborative and strategic approaches including funding and other implementation tools.

Placemaking requires people as active participants to create vibrant and engaging places where everyone feels welcome and invited.



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# Marketing & Engagement

## Objectives

- Enhance the economic development of an area through promotion and marketing
- Create branding and marketing initiatives
- Member events planning and delivery
- Membership engagement growth- landlord and tenant
- Participate: City, partners, stakeholders
- Website expansion and new technology implementation
- Identify and implement public realm streetscape improvement opportunities
- Grant, award and funding; research and application
- Champion art and activation installations

---

# Leadership & Influence

## Goal

*The Barrhaven BIA is entrusted with the responsibility to effectively lead, influence and visibly steward the business community and districts*

It will take the collaboration and commitment of many entities across the public, private and nonprofit sectors to make this strategic plan a reality. We will collaboratively engage the Barrhaven community and a variety of civic and other partners to ensure adoption and integration into public policy and decision-making.

Cultivating ongoing support and engagement of our members will be essential to making the vision and plan come to life.



---

# Leadership & Influence

## Objectives

- **Advocacy & Research:** Annual advocacy agendas aligned with strategic priorities, goals and objectives are developed, communicated, and executed.
- **Communication:** Brand, visibility, and impact are elevated through deliberate and targeted communication to stakeholders, members, and the public.
- **Engagement:** Strategic relationships are developed and expanded to cultivate champions for Barrhaven's improvement.



---

# Downtown Barrhaven

## Goal

*The Barrhaven BIA continues to serve as a valued partner in the development of the Civic Complex, in Downtown Barrhaven. Over many years, the BBIA has invested in the promotion and protection of great transformative opportunities for the Barrhaven area, especially the core commercial area of Barrhaven.*

We need to incorporate arts and culture to make Barrhaven a complete community that attracts today's employers. This Civic Complex will greatly enhance Barrhaven's socioeconomic development and will attract creatives, and highly-skilled workers, increase the productivity of local remote and home workers, and attract new industry and investors to the area. This is an opportunity to build something that has yet to be built in Ottawa!



---

# Downtown Barrhaven

## Objectives

- *Downtown District:* Ensure Downtown Barrhaven plans are advanced, well-managed and funded.
- *Public Space:* Downtown public spaces are thoughtfully designed and actively and effectively programmed.
- *Arts & Culture:* There are a variety of flexible creative and gathering spaces downtown.
- *Diverse Residential:* Downtown's residential population grows with more thoughtfully planned, attainable, and diverse housing types and prices.



---

# Measuring Success

These key questions will guide in establishing baseline metrics for tracking progress toward the 2025-2030 Strategic Plan. This will enable us to monitor advancement, course correct as needed, and will provide consistent, transparent format for communicating success to the community.

1. Is Barrhaven clean, safe and welcoming?
  2. Is membership engagement growing?
  3. Is the business community thriving?
  4. Is the downtown civic building and district progressing?
  5. Is the community responding favourably to our efforts?
  6. Is the BBIA's funding sufficient, broad and impactful?
-

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# Next Steps

## **Create an Action Plan**

A detailed roadmap outlining the specific steps necessary to accomplish our objectives. Assign responsibilities, set timelines, and allocate resources, ensuring that each task is clearly understood and managed. By breaking down objectives into actionable items, we will maintain momentum and focus, driving our strategic plan forward with precision.

## **January 2025**

1. Operational planning session for the Board based on the new Strategic Plan
  2. Create the Action Plan
  3. Monitor and report on successes and efficiently course correct, if needed
-



# BARRHAVEN BIA

## BIA Expenditure Management Policy

### Objectives

The main purpose of this Expenditure Management Policy is to provide guidance and direction to the BIA and to ensure compatibility with the spirit and intent of related policies of the Corporation of the City of Ottawa.

The BIA operates within the municipal structure of the Corporation of the City of Ottawa and is therefore subject to the policies, procedures, and by-laws of the said corporation.

The Board of Management recognizes that this document will be revised and approved regularly to best meet the needs of the BIA and the City of Ottawa. Proposals for amendment and additions are welcomed.

### Definitions:

#### Budgeted Expenditures:

Budgeted expenditures are expenses that are approved by the Board of Management within the annual budget.

#### Non budgeted expenditures:

Non budgeted expenditures are expenses that are greater than the approved amount in the annual budget and/or new expenses not budgeted. Non budgeted expenses must be approved by a motion of the Board.

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# BARRHAVEN BIA

## Contracts

Where expenses are of a project nature requiring a signed contract, the contract must be approved by 2 signing authorities.

## Budget

1. The annual budget is typically equal to the tax levy on its members with additional revenue coming from grants and/or sponsorships.
2. The Treasurer/Executive Director creates the budget for the following year, which is approved by the board of management, received by the membership at the AGM and approved by the City of Ottawa. The BIA annual budget shall be provided to the City of Ottawa Finance Services staff in the required format no later than the third Friday in January.
3. MPAC conducts property assessments and provides assessment rolls to the City of Ottawa.
4. The City of Ottawa assigns a tax rate, calculates and collects the levy.
5. The BIA shall not borrow money and, without the prior approval of City Council, shall not incur indebtedness extending beyond the current year.
6. Upon approval of the annual budget by the Board, membership and City Council, the Executive Director may expend funds as identified in the budget, subject to the BIA procurement policy.

## Eligible Expenses

1. Eligible business expenses must meet the following criteria:
  - a. The expense(s) incurred support the mandate of the BIA and provide benefit to BIA members.
  - b. The expense(s) incurred is for a legitimate business purpose and not for personal use or for use by family members.
  - c. The expense(s) should be in accordance with the approved budget. Any expenses beyond budgeted amounts or for items not previously included in the budget require pre-approval from the Board of Directors.

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# BARRHAVEN BIA

2. Out-of-pocket expenses where the employee is seeking reimbursement must meet the criteria in Point #1 above and at least one of the following criteria:
  - a. The expense is connected to the employee's performance of work.
  - b. The expense enables an employee to perform their job duties.
  - c. Incurring the expense is required by the employer (BIA) as a condition of employment.
  - d. The expense satisfies an occupational health and safety standard.
  - e. The expense is submitted within the allotted timelines and includes the required approvals, and all required supporting documentation, as outlined in the Corporate Card & Employee Reimbursements' section.
3. The Board of Directors may be reimbursed for all reasonable, out-of-the-ordinary expenses directly related to their functions as Board members. Reimbursement for any such expenses must be approved in advance by the Board of Management.
4. Out of Pocket expenses where the Board member is seeking reimbursement must meet the criteria in Point #3 above and at least one of the following criteria:
  - a. The expense is connected to the Board's vision, mandate and goals.
  - b. The expense enables the Board member to perform their job duties.
  - c. The expense is submitted within the allotted timelines and includes the required approvals, and all required supporting documentation, as outlined in the Corporate Card & Employee Reimbursements' section.
  - d. The Board informs the ED prior to incurring the expenses to ensure eligibility and appropriate budget management.

## Gifts and Awards purchases

- a. The BIA may provide employees with gifts recognizing a milestone or event and may also wish to provide employees with recognition for a specific performance-related achievement. Gifts and recognition may be charged to BIA funds provided the appropriate approval has been acquired, and they are administered by Canada Revenue Agency rules governing gifts and rewards.
- b. While BIA employees are encouraged to contribute to gifts that mark milestones or events associated with a co-worker, it is understood that, on occasion, it is appropriate to use BIA funds for this purpose. The BIA may wish to provide an employee with recognition for a specific achievement related to their performance. It may also be

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# BARRHAVEN BIA

appropriate for the BIA to fund a gift to employees or visitors in recognition of a contribution towards a specific activity of the BIA (e.g., guest speaker).

- c. "Gifts" to employees must relate to a specific event such as a wedding, sympathy, birth of a child, or retirement, and be approved by the Executive Director. The value per gift must not exceed \$200.
- d. Low-value non-cash items may be given as gifts and are excluded when calculating the total value of gifts and awards given in the year (e.g., branded pens, mugs, t-shirts, and plaques). Cash or near-cash (e.g., prepaid card issued by a financial institution) gifts to an employee are taxable benefits and must be included in the individual's income for the year. Due to the administrative burden of tracking and reporting these gifts as taxable benefits, the BIA prohibits cash or near-cash gifts to employees.
- e. Gifting to Board Member should respect the guidelines outlined in and reflective of the "Code of Conduct for Members of Local Boards" (By-law No. 2018-399)

## Signing Authority and Payment Submission

1. All payables require a minimum of two approvals from financial signing authorities of the BIA.
2. The financial signing authorities for the BIA include the Executive Director, Chair, Vice Chair, and Treasurer.
3. All payment requests must be sent electronically with a copy of the invoice and/or receipts to [bia@ottawa.ca](mailto:bia@ottawa.ca) for processing in the City of Ottawa's payment system.
4. Payments are processed by City of Ottawa staff and issued by Electronic Funds Transfer (EFT), or cheque mailed directly from the City of Ottawa.
5. The City of Ottawa is responsible for ensuring the funds come from the correct cost centres and cost elements identified by the BIA.
6. The City of Ottawa sends a Monthly Operating Status Report to the BIA.
7. The BIA is responsible for verifying that payment requests have been processed accurately by reviewing the detailed transactions in the monthly Operating Status Report provided by the City of Ottawa's Finance staff.

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# BARRHAVEN BIA

## Corporate Card & Employee Reimbursements

1. Expense claims should be submitted monthly with all required supporting documentation.
2. The employee must submit their claim for approval within thirty calendar days after the end of the month for which the expense is being claimed.
3. Supporting documentation includes a completed Payment Without Reference (PWR) form and valid receipts for all transactions. A brief description of each expense is also required to be included on the PWR form.
4. The description for Meals & Hospitality claims must list the name of attendees. In the event of larger events, such as AGMs, all names are not required.
5. If the employee making the claim is a signing authority, they must recuse themselves from approving their own expense claim.

## Other Employee Reimbursements

1. All other Employee reimbursements should be submitted monthly, at a minimum, with all required supporting documentation.
2. The employee must submit their claim for approval within thirty calendar days after the end of the month for which the expense is being claimed.
3. Supporting documentation includes a completed Payment Without Reference (PWR) form with a description of each expense and valid receipts for all transactions.
4. The description for Meals & Hospitality claims must list the name of attendees. In the event of larger events such as AGMs, all names are not required.
5. If the employee making the claim is a signing authority, they must recuse themselves from approving their own expense claim.

## Lost Receipts:

1. The employee must make best efforts to obtain a copy of said receipt.
2. In the event that none is available they may use a "declaration of lost receipt" form (Appendix B) and attach a proof of expenditure.

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# BARRHAVEN BIA

## Procurement Policy

Upon the approval of the Annual Budget by the BIA Board, Membership and City of Ottawa, the Executive Director has approval to expend funds as identified in the budget, subject to this policy.

Expenses not identified in the budget must receive Board approval prior to incurring the expense.

The Executive Director has the authority to make expenditure commitments as per the approved budget as follows:

Amount	Process
\$0 - \$4999	At the discretion of the Executive Committee or Executive Director
\$5000- \$9999	Executive Committee approval required
\$10,000 + or Contracts	1. Minimum of two quotes required or rationale / justification for sole sourcing; 2. Selection of local businesses where reasonable and effective; and 3. A vote by the Board of Management

In procurement the BIA aims to:

- Promote transparency in awarding contracts.
- Treat competitors equitably and with integrity.
- Maximize efficiency.
- Ensure the purchase or lease of goods and services are at reasonable costs with a fair competition of quality delivery and after-sales service.

When practical/possible, the BIA favours:

- Rotation amongst suppliers, service providers and contractors
- Calling upon new suppliers, service providers and contractors

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# BARRHAVEN BIA

- That preference be given, when possible, to suppliers and service providers located within the BIA boundaries, provided costs are competitive with other suppliers.

BIA Board members have existing obligations under the Municipal Conflict of Interest Act to refrain from influencing or voting on a decision that would impact them or their business financially. Whenever a Board member or their business is selected as a supplier and will be paid for a service or merchandise, the expense must be approved by the BIA Board (with the relevant Board member declaring a conflict of interest and not participating in the decision).

The external Auditor for the Corporation of the City of Ottawa shall be the Auditor for each BIA and all books, documents, transactions, minutes and accounts of each BIA shall at all times be open to the external Auditor's inspection.

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# BARRHAVEN BIA

## Roles & Responsibilities

### **Executive Director**

1. Prepare all invoices and expense reimbursements to be submitted for approval. This requires outlining the account allocations to be used and attaching all the required supporting documentation.
2. Provide financial approval for BIA expenses as required. Indicating approval signifies that the expense is a valid business expense and meets the criteria to be considered an eligible expense as defined in the 'Eligible Expenses' section of this policy. Approval can be indicated via signature or email approval.
3. Submit all approved invoices and expense reimbursements to the City of Ottawa ([bia@ottawa.ca](mailto:bia@ottawa.ca)) for processing. All approvals and supporting documentation must be included when submitting to the City of Ottawa.
4. Verify that payment requests have been processed accurately by reviewing the detailed transactions in the monthly Operating Status Report provided by the City of Ottawa.
5. Respond to any audit request from city appointed auditor and or finance staff.
6. Respond to any inquiries about expenditures to Board Members.

### **BIA Employees**

1. Assist the Executive Director with the preparation of financial documentation as required.

### **Board of Directors**

1. Provide financial approval for BIA expenses as required. Indicating approval signifies that the expense is a valid business expense and meets the criteria to be considered an eligible expense as defined in the 'Eligible Expenses' section of this policy. Approval can be indicated via signature or email approval or through a motion.
2. The Treasurer shall complete a review of the monthly Operating Status Report that is provided by the City of Ottawa to ensure that the actual financial results meet expectations relative to the approved budget. Timely submission of invoices and employee

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# BARRHAVEN BIA

reimbursements is crucial so that the actual financial results within the Operating Status Report include all activities of the BIA for each monthly reporting period.

3. The Board may, on behalf of the BIA, exercise all the powers that the BIA may legally exercise in fulfillment of its objects, unless the Board is restricted by law or by the members from exercising those powers. These powers include, but are not limited to, the power:
  - a. to enter into contracts or agreements;
  - b. to execute documents;
  - c. to direct the manner in which any other person or persons may enter into contracts or agreements on behalf of the BIA;
  - d. to purchase, lease or otherwise acquire, sell, exchange or otherwise dispose of real or personal property, securities or any rights or interests for such consideration and upon such terms and conditions as the Board may consider advisable; and
  - e. ensure the purchase insurance to protect the property, rights and interests of the BIA and to indemnify the BIA, its members, the Board, and officers from any claims, damages, losses or costs arising from or related to the affairs of the BIA.

## Treasurer

1. The Treasurer shall:
  - a. cause to keep and maintain the financial records and books of the BIA;
  - b. assist the auditor in the preparation of the financial statements of the BIA;
  - c. perform any other duties that the Board may assign from time to time;
  - d. maintain or cause to be maintained an inventory of all physical assets owned or leased by the BIA; and
  - e. cause to be prepared and distributed the proposed annual budget in accordance with the requirements of the City of Ottawa.
  - f. report to the Board at regular Board meetings about the financial health of the organization.

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# BARRHAVEN BIA

## **City of Ottawa**

1. Process all payment requests that are in accordance with this policy in a timely manner. Payment requests will typically be processed within 1-2 business days of submission and will not exceed 5 business days.
2. Ensure payments are applied to the correct cost centers and cost elements as provided by the BIA, and make timely corrections as requested by the BIA.
3. Provide the official monthly Operating Status Report to the BIA by the 15<sup>th</sup> of the month for the preceding month's financial information. In addition, the City will provide unofficial reports to the BIA as requested to provide up-to-date financial information.

## **Auditor**

1. The external Auditor for the Corporation of the City of Ottawa shall be the Auditor for each BIA and all books, documents, transactions, minutes and accounts of each BIA shall at all times be open to the external Auditor's inspection.

## **Monitoring of Expenditures**

The monthly Operating Status Report provided by the City of Ottawa includes information on the "Budget versus actual" spending for the BIA. The review of this report should be an important priority for the BIA and be reviewed regularly to ensure that expenditures are within the annual budget. Late recording of expenditures means that the expenses are not fully recorded on a timely basis, causing inaccurate financial reports. The BIAs need accurate financial reporting for decision-making purposes.

Barrhaven BIA  
407-900 Greenbank Road  
Ottawa, On  
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# BARRHAVEN BIA

## Appendix A

### Corporate Card & Employee Reimbursements:

1. An employee will only be issued a credit card once the Credit Card Authorisation Form has been completed.
2. No cash advances are to be taken using the business credit card unless authorized by the Executive Director.
3. Where a business credit card is lost or stolen, then the owner of this card is to notify the Executive Director and issuing agency to ensure the card is cancelled.
4. The use of the business credit card is not to be used for personal expenses.
5. All holders of business credit cards are required to reconcile the monthly credit card statement to the expense form, attach all receipts for payments made on the credit card and have the expense statement authorized by the appropriate signing authority.
6. Upon completion and authorization of the monthly expense statement, these documents in addition to the PWR form are to be forwarded to [bia@Ottawa.ca](mailto:bia@Ottawa.ca) for payment.
7. All business credit cards are to be returned to the business when the person is requested to by the Executive Director or when they cease employment with the business.

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# BARRHAVEN BIA

## Appendix B

### LOST RECEIPT DECLARATION

If a duplicate cannot be obtained the employee/claimant must submit the following signed form with their Expense Claim for reimbursement. This form should also be submitted with Credit Card Statements if receipts have been lost and it was paid for by credit card.

**You must fill out one form per lost receipt. This form should not replace obtaining a receipt**

I, \_\_\_\_\_ hereby declare that I have lost or accidentally destroyed the original receipt. I further declare that I have not and will not use this receipt (if found) to claim reimbursement from any other source, or to support any claim for income tax deductions in the future. A detailed list of the goods or services purchased is as follows:

Employee Name:

Date of Purchase:

Amount of Purchase:

Description of goods/services purchased:

Printed Name of Claimant

Signature of Claimant Date: \_\_\_\_\_

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