



BARRHAVEN BIA 2025 ANNUAL REPORT




AGENDA

1. Official Welcome - Andrea Steenbakkers - Executive Director
2. Remarks from our local Barrhaven Food Cupboard
3. **MOTION:** to Call the 2025 BBIA AGM to Order - Jason MacDonald, Chair
4. **MOTION:** to Adopt Today's Agenda
5. Declarations of conflicts of interest
6. **MOTION:** to Approve the 2024 BBIA AGM Minutes
7. Annual Chair's Address
8. Annual Report Slide Show
9. Presentation of Financials - Marlene L. Grant, Treasurer
 - MOTION:** to Accept the 2024 Audited Financial Statement
 - MOTION:** to Accept the 2025 Financial Report and 2026 Budget
10. Presentation of the BBIA Governance Amendments - Andrea Steenbakkers
11. Q&A
12. **MOTION:** to Close the Meeting

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Special Presentation

Legacy Awards Presentation: Honouring Barrhaven's oldest independently owned businesses whose passion, perseverance, and commitment laid the foundation for all that have followed.

BBIA 20th Anniversary Video



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
- 2024 Audited Statement
- Governance Amendments



MESSAGE FROM OUR CHAIR

Dear members, partners, and guests,

It's an honour to welcome you to the Barrhaven BIA's 2025 Annual General Meeting. This past year has been one of growth, connection, and steady progress for our business community.

From strengthening our partnerships with elected officials to expanding our member engagement programs and community events, the BBIA continues to serve as a unifying voice for Barrhaven's businesses. Our shared accomplishments, from the continued success of the I ❤️ Barrhaven campaign to the strong participation in local events, show how powerful collaboration can be.

As we look toward our 20th anniversary in 2026, we do so with confidence and pride. The BBIA is well positioned to continue shaping a vibrant and inclusive local economy that reflects the best of Barrhaven.

Thank you to our members, volunteers, and staff for your commitment and dedication throughout another successful year.

Jason MacDonald
Chair, Barrhaven BIA



MESSAGE FROM OUR EXECUTIVE DIRECTOR

2025 was a transformative year for the Barrhaven BIA — one where we focused on building the systems, partnerships, and capacity needed to serve a growing and dynamic community.

We strengthened our internal operations with new tools like MainStreetRM and Basecamp, launched our refreshed website, and expanded our event and engagement lineup to reach more members than ever before. These changes have made us more agile, more connected, and better prepared to deliver value every day.

As we approach our 20th anniversary, our focus is clear: invest in people and tools that sustain growth. In 2026, we'll introduce a new membership and events role, unveil a public art mural and gathering space, and continue leveraging data and partnerships to advocate for Barrhaven's future.

Thank you to our Board, members, and community partners for helping us move forward with purpose and optimism.

Andrea Steenbakkers
Executive Director, Barrhaven BIA



About the Barrhaven BIA

The Barrhaven BIA was created on January 1st, 2006 and was Ottawa's first suburban BIA. We currently have 638 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.



638

Member Businesses

STRATEGIC PILLARS



Public
Experience



Mobility



Marketing &
Engagement



Leadership &
Influence



Downtown
Barrhaven

PRIORITIES FOR 2025

The BBIA's work in 2025 was guided by its 5 strategic pillars:

- 1. Public Experience** – Ensuring Barrhaven is clean, safe, and welcoming for everyone.
- 2. Mobility** – Supporting improved access within and between commercial districts and neighbouring communities.
- 3. Marketing & Engagement** – Strengthening Barrhaven's identity and promoting local business success.
- 4. Leadership & Influence** – Amplifying the BIA's voice in civic, regional, and provincial conversations.
- 5. Downtown Barrhaven** – Championing the development of Barrhaven's civic and commercial core.



ADVOCACY, ECONOMIC DEVELOPMENT, & SMART GROWTH

In 2025, the BBIA continued to lead through advocacy and partnerships at all levels of government. Key priorities and outcomes included:

- Downtown Barrhaven – Ongoing engagement with Councillor David Hill and city officials to support the Civic Complex and protect timelines and funding.
- Mobility & Infrastructure – Continued advocacy for the Greenbank realignment, 416 Barnsdale interchange, and improved active transportation connections.
- Safety & Public Experience – Collaboration with the Ottawa Police Service, the Salvation Army Street Team, and the NROCRC to address crime, loitering, and social challenges. The BIA supported OPS through the CAMSafe launch and the creation of a business safety handbook.



- Provincial & National Leadership – Executive Director Andrea Steenbakkers joined the Ontario BIA Association’s (OBIAA) Board of Directors, sits on their Membership and Education Committee, and also represents BIAs nationally on the Board of the Business Districts of Canada (BDOC).

Through these partnerships, the BBIA strengthened Barrhaven’s reputation as a growing, connected, and forward-looking business district.

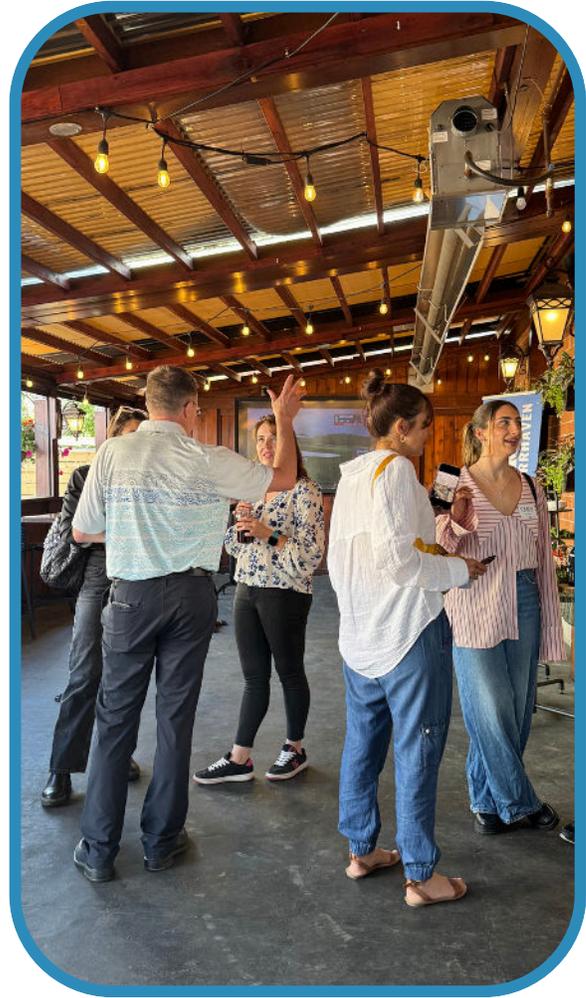


MEMBERSHIP ENGAGEMENT

2025 saw exceptional progress in membership engagement, outreach, and participation. Over 80% of members engaged actively with the BBIA through events, communications, or programs.

Direct Engagement: BBIA staff visited every member business at least twice throughout the year, providing personalized outreach, updates, and support. These visits proved invaluable to staff to better understand how our members can best be supported.

Communications: Through weekly e-newsletters and special updates via email, the BBIA achieved open rates well above industry standard. This continues to be our most effective communication tool.



Events: The BBIA hosted a record number of successful networking and community events including the Women’s Day High Tea, CAMSafe Launch Party, Patio Party, Small Business Week Lunch, and BizConnect series — creating meaningful opportunities for members to connect and collaborate.



MARKETING & PLACEMAKING

2025 was a year of creativity and expansion for the BBIA's marketing and placemaking initiatives.

Brand & Digital Growth: The I ❤️ Barrhaven brand continued to thrive, achieving significant growth on all social media platforms. The BBIA's new website expanded member visibility through its business directory, events calendar, and sponsorship listings. A new video and photography strategy was launched to highlight local businesses and events. A branding refresh was completed at the end of 2025 to update and build on the BBIA's well established brand as we head into 2026.

Campaigns & Events: Major campaigns included I ❤️ Barrhaven Month, Harvest Market, 12 Days of Giveaways, and I ❤️ the Holidays in Barrhaven — featuring more than 40 local businesses. The BBIA also continued its Event Grant Program and expanded partnerships with community organizations to grow the Barrhaven Market footprint.



Beautification & Public Art: The BBIA expanded its holiday light display with over 1,500 new strings of lights and updated banners. Planning began for a public art mural and branded gathering space — a signature 2026 project celebrating Barrhaven's identity.

Communications: A new community-facing email was launched in 2025 and continues to grow with new subscribers. This will be an effective communication tool to ensure that our messaging is reaching the largest audience possible.



LEADERSHIP & INFLUENCE

The BBIA continues to be recognized as a leading voice for suburban business districts in Ottawa and across Ontario.

Strategic Partnerships: Strengthened collaboration with Councillors Hill and Lo through regular engagement and joint advocacy. Fostered partnerships with Ottawa Tourism, Invest Ottawa, and local service organizations including the Barrhaven Food Cupboard, NROCRC, Lions Club, and Legion.

Data-Driven Advocacy: Began implementation of the CUI Digital Dashboard — providing real-time business, spending, and visitor insights — and initiated work on a Federal Coworking Hub Business Case to advocate for a Government of Canada remote work centre in Barrhaven.



These initiatives position the BBIA as a trusted, informed partner in shaping the future of economic development and suburban revitalization.



LOOKING AHEAD TO 2026 - BUILDING CAPACITY

As the Barrhaven BIA approaches its 20th anniversary, 2026 will be guided by the theme 'Capacity Building – Investing in People and Tools.'

Key objectives include:

- Adding a Membership & Events Coordinator to strengthen outreach, event delivery, and CRM management.
- Continuing investments in digital systems (MainStreetRM, Basecamp, SOP manual).
- Launching the Barrhaven Business Awards.
- Delivering a public art mural and branded gathering space in partnership with local artists.
- Expanding the Main Street Metrics Data Dashboard to guide advocacy and property engagement.

By investing in its people and modernizing its tools, the BBIA will continue to strengthen its impact, deliver measurable value to members, and champion Barrhaven's role as one of Ottawa's fastest-growing economic hubs.



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 Chair	Leanne Duval	613-825-7019	leanne.duval@bmo.com
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
Member at Large	Russ Arthurs	613-825-1414	arthursr@bostonpizza.com
Member at Large	Shella Mithani	613-801-8126	smithani@oxfordlearning.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 Member John Hannon for his 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, & Amanda Ferguson-When + Where Designs.

**THE BARRHAVEN BUSINESS IMPROVEMENT AREA
 PROJECTED REVENUES AND EXPENSES FOR THE YEAR-ENDED DECEMBER 31, 2025
 2026 PROPOSED BUDGET**

	Approved Budget 2025	Projected Totals 2025	Proposed Budget 2026
Revenue			
Tax Revenue	\$ 478,400	\$ 498,247	\$ 565,200
Sundry	28,200	7,223	66,750
Payments in Lieu of taxation	250	750	750
Total Revenue	\$ 506,850	\$ 506,220	\$ 632,700
Expenses			
Advertising and Promotion	\$ 100,000	\$ 77,720	\$ 141,200
Salaries	206,000	202,625	278,750
Professional services	25,725	70,285	64,500
Office supplies	66,775	70,502	99,000
Insurance	9,000	4,440	9,000
Maintenance	38,450	56,240	33,350
Audit Fees	6,900	6,900	6,900
Security Services	100,000	-	-
Amortization	-	12,173	20,000
Total Expenses	\$ 552,850	\$ 500,883	\$ 652,700
Annual Surplus (Deficit) Unaudited	\$ (46,000)	\$ 5,336	\$ (20,000)
Unaudited Accumulated Surplus			\$ 315,317
Audited Accumulated surplus	309,981	309,981	\$ -
Audited Accumulated surplus - Capital Assets	103,307	103,307	\$ 103,307
Accumulated surplus, end of year	\$ 367,288	\$ 418,624	\$ 398,624

Variance Report for 2025 Projected:

Financial Statements

The Barrhaven Business Improvement Area

December 31, 2024



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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, 2024
- 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, 2024, 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.



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.

- 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.



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- 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Canada

October 23, 2025

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF FINANCIAL POSITION

As at December 31, 2024, with comparative information for 2023

Financial assets	2024	2023
Cash on deposit with the Corporation of the City of Ottawa	\$357,105	\$270,041
Cash	1,765	550
Accounts receivable	–	94
Total financial assets	358,870	270,685
Liabilities		
Accounts payable and accrued liabilities	57,795	36,249
Total liabilities	57,795	36,249
Net financial assets	301,075	234,436
Non-financial assets		
Prepaid expenses	8,906	12,274
Tangible capital assets <i>[note 4]</i>	103,307	85,244
Total non-financial assets	112,213	97,518
Accumulated surplus	\$413,288	\$331,954

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF OPERATIONS

For the year ended December 31, 2024, with comparative information for 2023

Revenue	Budget 2024	Actual 2024	Actual 2023
Tax revenue <i>[note 3]</i>	\$401,600	\$408,402	\$392,801
Other revenue <i>[note 2]</i>	13,600	31,213	29,100
Payments in lieu of taxation	250	250	250
Donations <i>[note 2]</i>	3,000	3,393	4,438
Total revenue	418,450	443,258	426,589
Expenses			
Salaries	195,800	186,493	180,224
Office supplies <i>[note 2]</i>	59,730	59,153	68,111
Maintenance	28,600	42,728	36,065
Professional services	62,320	31,765	7,701
Advertising and promotion <i>[note 2]</i>	58,000	22,819	46,578
Depreciation	–	8,723	5,584
Audit fees	5,000	5,597	5,124
Insurance	9,000	4,646	4,311
Total expenses	418,450	361,924	353,698
Annual surplus	–	81,334	72,891
Accumulated surplus, beginning of year	331,954	331,954	259,063
Accumulated surplus, end of year	\$331,954	\$413,288	\$331,954

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31, 2024, with comparative information for 2023

	Actual 2024	Actual 2023
Annual surplus	\$81,334	\$72,891
Acquisition of tangible capital assets	(26,786)	(33,750)
Depreciation of tangible capital assets	8,723	5,584
Decrease in prepaid expenses	3,368	5,396
Increase in net financial assets	66,639	50,121
Net financial assets, beginning of year	234,436	184,315
Net financial assets, end of year	\$301,075	\$234,436

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2024, with comparative information for 2023

Operating transactions	2024	2023
Annual surplus	\$81,334	\$72,891
Add item not affecting cash		
Depreciation	8,723	5,584
Changes in non-cash working capital balances related to operations		
Decrease (increase) in accounts receivable	94	(94)
Decrease in prepaid expenses	3,368	5,396
Increase (decrease) in accounts payable and accrued liabilities	21,546	(4,550)
Cash provided by operating transactions	115,065	79,227
Capital transactions		
Acquisition of tangible capital assets	(26,786)	(33,750)
Cash used in capital transactions	(26,786)	(33,750)
Change in cash and cash equivalents		
Net increase in cash and cash equivalents during the year	88,279	45,477
Cash and cash equivalents, beginning of year	270,591	225,114
Cash and cash equivalents, end of year	\$358,870	\$270,591
Cash and cash equivalents consist of		
Cash	\$1,765	\$550
Cash on deposit with the Corporation of the City of Ottawa	357,105	270,041
	\$358,870	\$270,591

See accompanying notes

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

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, 2024

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 \$243 [2023 - \$415], which were paid to related parties in return for goods and services and recognized \$529 [2023 - \$nil] 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 \$12,561 [2023 - \$23,548], reported within other revenue on the Statement of Operations; and incurred expenses with the City of \$24 [2023 - \$nil].

THE BARRHAVEN BUSINESS IMPROVEMENT AREA

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2024

3. TAX REVENUE

Tax revenue comprises the following:

	2024	2023
	\$	\$
General tax levy	421,602	414,747
Supplementary assessments	4,202	2,709
Remissions	(17,402)	(53,362)
Adjustment to prior period tax revenue	–	28,707
Tax revenue	408,402	392,801

4. TANGIBLE CAPITAL ASSETS

Tangible capital assets comprise the following:

	2024	2023
	\$	\$
Equipment	119,073	92,287
Accumulated depreciation	(15,766)	(7,043)
Net book value	103,307	85,244

Access to Information & Privacy (MFIPPA) Policy

Purpose

To ensure the BBIA meets its obligations as a local board under the **Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)**: access to records, privacy protection, security, retention, and transparency. files.ontario.ca+1

Scope

Applies to all BBIA records (paper, email, cloud files, messages, photos/video, meeting recordings) in the custody or under the control of the BBIA, including board, committees, staff, and contractors. [IPC Ontario](#)

Roles

- **Head of Institution:** Board Chair (or designate).
- **FOI Coordinator:** Executive Director (manages requests, liaises with City/IPC).
- **All Staff/Directors:** Create, safeguard, and retain records; create a training module.

Access to Records

- Any person may request records through the City of Ottawa MFIPPA office.
- **Timelines:** 30 calendar days to respond (extensions per MFIPPA allowed).
- **Fees:** Apply MFIPPA Reg. 823 fee schedule when applicable (copies, search/prep time).
- **Exemptions/Redactions:** Apply MFIPPA exemptions (e.g., personal privacy, third-party info, advice to board, solicitor-client). Provide a severed copy with reasons. files.ontario.ca

Privacy & Security

- Collect only what's necessary; use and disclose only for the stated purpose or as authorized by law.
- Store records in approved BBIA systems; prohibit use of personal email/cloud for BBIA business.
- **Breach Protocol:** Contain, assess risk, notify affected individuals where required, and document.
- **Third Parties:** Contracts should include MFIPPA privacy/security clauses.

Records Management

- Follow City of Ottawa records retention/disposition by-law for local boards; do not destroy records subject to an active access request, appeal, investigation, or litigation hold. [City of Ottawa](#)

Proactive Disclosure (recommended)

- Publish on website: agendas/minutes (open session), annual reports/budgets/audits. This reduces FOI volume and improves transparency. files.ontario.ca

Training & Review

- Annual MFIPPA/privacy refresher at operations planning meeting; policy reviewed after every legislative change.

Public Communications & Online Conduct (Issues, Crises, and Attacks)

Purpose

To standardize how BBIA responds to public criticism, misinformation, and harassment in traditional media and on social platforms—balancing transparency, safety, and reputation.

Principles

- Safety first; do not engage with abusive content.
- Be factual, brief, and civil; correct clear misinformation.
- Escalate quickly when there's risk to people, property, or reputation.

Team & Roles

- **Spokesperson(s):** Chair and Executive Director.
- **Monitoring Lead:** Staff member (Marketing Assistant) monitors channels and flags incidents.
- **Legal/Police Liaison:** ED coordinates when threats, hate, or defamation may be involved.

Triage Categories & Actions

1. **Constructive criticism/complaints** → Acknowledge, route to service channel, respond within 1–2 business days with facts/resources.
2. **Misinformation** (incorrect facts about BBIA actions/spending/process) → Post a short correction with a neutral tone; link to source/policy/board minutes on our site.
3. **Personal attacks/harassment/hate** → **Do not debate.** Document (screenshots/URLs), apply platform rules (hide/remove if violating our page rules), and, if necessary, report to the platform and/or police.
4. **Media inquiries** → Centralize through ED/Chair; use approved key messages; keep a dated log of what was asked/said.
5. **Legal risk (defamation/privileged matters)** → No public comment beyond neutral holding line; seek counsel.

Moderation Rules (publish on our channels)

- No hate, harassment, threats, doxxing, or profanity; no defamatory or false statements; no spam/ads.
- Posts that breach rules may be hidden/removed; repeat violators may be blocked per platform terms.
- For records: retain screenshots/exports of moderated content for our files (MFIPPA record).

[Ontario+1](#)

Response Templates

- *Holding line (general)*: “We’ve seen the comments and are reviewing. We’ll share an update here once we’ve confirmed the facts.”
- *Correction*: “For clarity: the BBIA budget is approved by the Board and City; here’s the 2025 budget summary and audit [add the link].”
- *Boundary setting*: “We welcome respectful discussion. Posts with slurs or personal attacks will be removed under our community rules.”

Documentation & Retention

- Keep a crisis log: date/time, platform, screenshots/links, our response, escalations, and outcome. Treat as a BBIA record (subject to MFIPPA). files.ontario.ca
- Align with our existing Social Media policy section and Code of Conduct expectations.

Barrhaven BIA Policy on Third-Party Goods and Services Opportunities

1. Purpose

This policy establishes clear guidelines for evaluating, sharing, and communicating third-party goods and services opportunities with BBIA members. It ensures that:

- Members are made aware of relevant cost-savings or group purchasing opportunities.
- The BBIA avoids liability for third-party offers.
- The BBIA maintains fairness and avoids conflicts with services already provided by its members.

2. Scope

This policy applies to all third-party requests received by the BBIA to share goods or services (e.g., insurance, HR tools, shipping, office supplies, advertising, professional services, etc.) with BBIA members.

3. Evaluation Criteria

The BBIA will consider opportunities based on the following factors:

- **Relevance:** The offer must provide demonstrable value to a wide range of BBIA members.
- **Credibility:** The provider must be a recognized, reputable organization with a clear track record.
- **Neutrality:** The offer must not unfairly compete with or disadvantage existing BBIA member businesses.
- **Alignment:** The opportunity must align with BBIA's mission to support local businesses and community growth.
- **Administrative Impact:** The opportunity should require minimal BBIA staff resources to share and promote.

The BBIA reserves the right to accept, decline, or defer opportunities at its sole discretion.

4. Sharing Mechanism

- **Designated Platform:** Approved opportunities will be posted on the BBIA website under the **Business Events & Opportunities** page (to include both group discount programs and business events).
- **Frequency:** Posts will be updated on a rolling basis as approved opportunities are received.
- **Format:** Each posting will clearly state:
 - Provider name and contact information.
 - Summary of the offer.
 - Expiry or eligibility details.
 - A **disclaimer statement** (see Section 5).

The BBIA will not distribute opportunities via individual e-blasts unless explicitly approved by the Board.

5. Disclaimer & Liability Waiver

All shared opportunities will include the following disclaimer language:

“The Barrhaven BIA is providing this information solely as a courtesy to its members. The BBIA does not endorse, guarantee, or assume responsibility for any products, services, or offers provided by third parties. Participation in any program is at the discretion of the member, and all inquiries, transactions, and liabilities remain strictly between the member and the provider. By accessing or using these offers, members release the BBIA from any and all claims, damages, or losses that may arise.”

This disclaimer must appear on all postings, newsletters, and related communications.

6. Conflict Avoidance

- Before accepting an opportunity, staff will review whether similar goods or services are already offered by BBIA members.
- If a conflict exists:
 - The BBIA may **decline** the opportunity outright, or
 - The BBIA may **seek member input** (via survey or consultation) to determine interest.
- Final approval rests with the Executive Director in consultation with the Board Executive.

7. Review & Oversight

- This policy will be reviewed and approved by the BBIA Board of Managers.
- Adjustments may be made to reflect member feedback, legal requirements, or evolving business practices.

Suggested Memo to BBIA members: Sharing Discounted Goods & Services Opportunities

How the Barrhaven BIA supports members with third-party offers

The Barrhaven BIA often receives requests from outside organizations to share discounted goods or services with our members (e.g., insurance, shipping, office supplies, training programs, etc.). We know that cost savings can be valuable, but we also want to ensure fairness, transparency, and protection for our members.

Our Approach

- **Selective Sharing**
We review each opportunity to make sure it's credible, relevant, and beneficial to a broad range of our members. Not all requests will be shared.
- **Dedicated Platform**
Approved opportunities will be posted on our website under the **Business Events & Opportunities** page, alongside other useful programs and group discounts.
- **Fairness to Members**
We take care to avoid conflicts with products or services already offered by our own members.

Important Disclaimer

The BBIA shares third-party offers **as an information service only**.

We do not endorse, guarantee, or take responsibility for the quality or terms of any third-party product, service, or discount. Participation is entirely voluntary, and any questions or issues must be handled directly with the provider.

What This Means for You

- You'll have access to a curated set of cost-saving opportunities.
- You can choose to participate or not — at your discretion.
- Your business is protected because we won't share offers that compete directly with member-provided services without consultation.

Tip: Check the BBIA website regularly for updated group discounts and business opportunities!