

Sparks Street

ANNUAL REPORT 2021

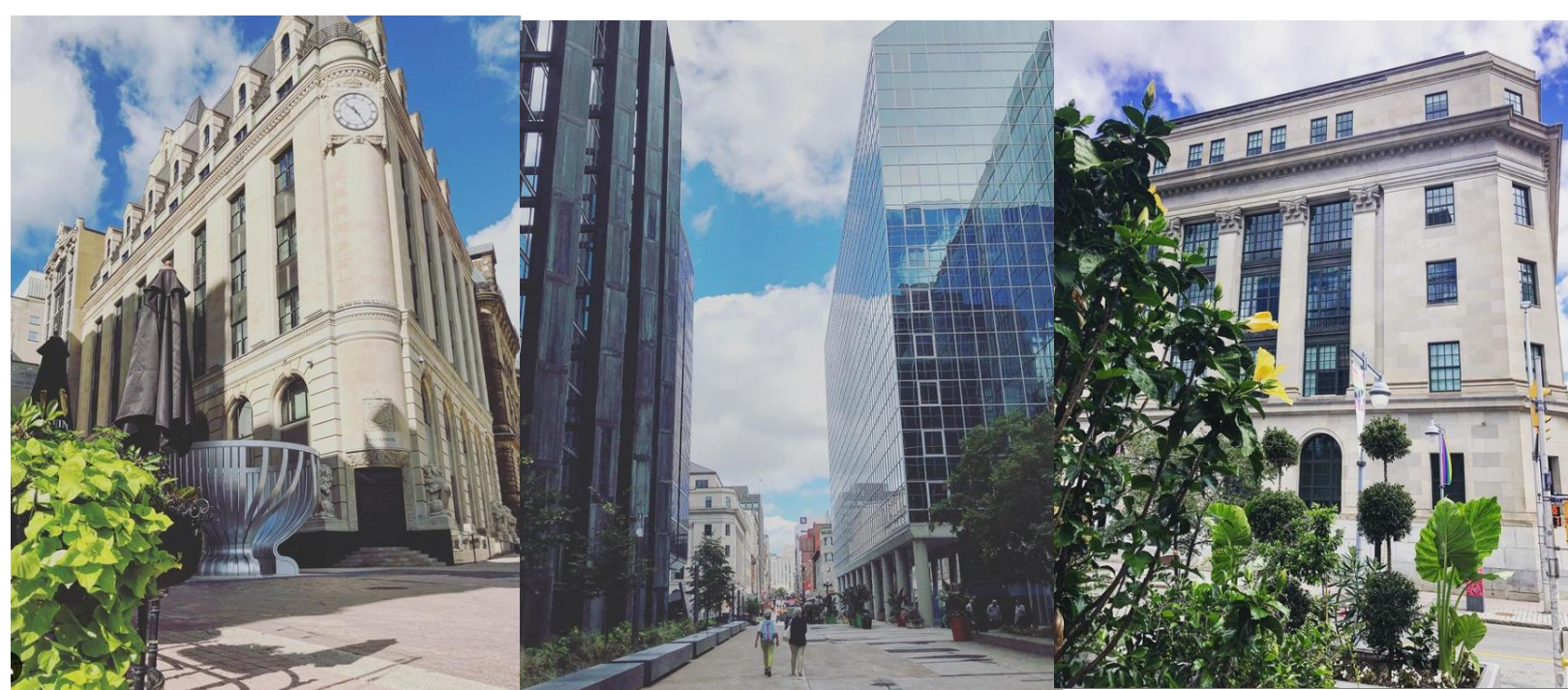


MANDATE

The Sparks Street Mall Authority (SSMA) is responsible for management of the Sparks Street Pedestrian Promenade on behalf of the City of Ottawa. Our mandate is to maintain Sparks Street as an attractive destination encompassing local and national culture by offering:

- **An exciting community mix that works collectively**, is diverse, combining financial institutions, restaurants, shops, services, entertainment and more
- **An outdoor environment where pedestrians have priority** – an oasis away from traffic, a meeting space that provides a unique experience for families, tourists, and entrepreneurs
- **Streetscape improvements and other amenities** providing pedestrian-friendly lighting, signage, street furniture, planters, and sidewalk treatment
- **An attractive destination that reflects local and national culture** and heritage with historically significant and beautiful architecture, views to Parliament Hill and cultural landmarks
- **An evolving hub that connects downtown Ottawa** – convenient and accessible, linking cultural centres and residential areas with hotels, retail, entertainment and dining destinations and residential areas of Ottawa Centre and beyond
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The SSMA manages contracts which provide high quality maintenance services for Canada's first pedestrian promenade. Effective maintenance and lifecycle management is required for this active downtown corridor which regularly hosts large scale events of local and national significance. The overall objectives of maintenance practices are to ensure public health and safety, protect and preserve assets, and provide for an enjoyable experience of Sparks Street. The SSMA is committed to planning, developing, and implementation of all programs and activities in a manner designed to minimize adverse effects on the environment and ideally enhance the environmental resources under its responsibility.



2021: A YEAR OF ECONOMIC RECOVERY

The challenges of 2020 that followed us into 2021 furthered our resolve to make Sparks Street the urban oasis that we know it to be.

2021 saw several streetscape improvements along Sparks Street. Trees returned to Sparks Street this summer with the construction of our new Green Zone. This space has been well received by the public and we will be constructing a second one in 2022. In partnership with the city, we replaced over five thousand square feet of interlock at three locations along the street this past year. Going forward, our goal is to rehabilitate the surface with appropriate materials whenever possible to improve the aesthetic for all our visitors. In addition, we installed three bottle filling stations along the street and added seven large Christmas displays turning Sparks Street into a downtown winter wonderland.

For the second year in a row, we were unable to program our normal season of events. A bright spot was musical performances all season long. Partnerships with the Ottawa Music and the Ottawa Jazz Festival brought weekend long events to the street. Working with public health officials, we plan to bring Ottawa's favourite festivals back to the street in 2022 including Winterlude this February.

Despite the challenges of the past year, we have seen signs of economic hope with the opening of three new businesses: Little Victories Coffee Roasters, J3 Beauty, and the Ottawa Bike Café. As we did this past season, Sparks Street will be waiving patio rental fees in 2022 to help support our restaurants and cafes. We dove into the world of video production to create video content to promote Sparks Street and videos for the members to promote their own businesses at no charge. Sparks Street has been selected to participate in the My Main Street Business Incubator program which will see significant investment in new and existing businesses in the area. We will provide more details in the new year. The organization along with our partners OCOBIA, OBIAA and IDA Canada continues to advocate on your behalf for additional support from all levels of government.

A new year brings with it hope and the opportunity to start fresh. We will continue to be champions for Sparks Street and you the members. If we can be of service, please let us know.

See you on Sparks Street!

Kevin McHale
Executive Director



Highlights

It was paramount in the landscape of the Coronavirus pandemic that Sparks Street followed the pillars of Risk Assessment for mass gatherings in the context of COVID-19. The capacity to apply prevention and control measures such as the case with Songs from the Shed, and limiting outdoor meetings and cancellation of our major festivals was difficult proof of that. Any decision to restrict, modify, postpone, cancel, or proceed with holding a mass gathering will continue to be based on a rigorous risk assessment exercise in accordance with local, provincial, and federal health authorities.

Canadian Heritage



Though Sparks Street was unable to host the 2021 edition of what is now considered the flagship event of the winter tourist season in Canada's Capital Region: Winterlude. We are thrilled to see its return for 2022. Canadian Heritage states that Winterlude is proud to be among the prestigious Ontario Signature Experiences as well as the 2019 Top 100 Events in Canada, according to BizBash. On average, 600,000 visitors take part in the festivities. The results of the SSBIA Winterlude 2020 Merchant Survey results showed an overall increase in member's sales, foot traffic counts, and revealed 90% of businesses experienced positive impact from the festival's location on Sparks Street.

Sparks Street was assisted with virtual programming including: in-kind marketing support, creating a virtual Cocktail and Recipe Corner with video instructionals with accompanying kits for purchase through participating establishments.





Digital Mainstreet was introduced to help Ontario's bricks and mortar businesses and the economy get through this challenging time. Digital Main Street is cost-free. It is made possible by the generous support of the Government of Canada and FedDev Ontario through the Regional Relief and Recovery Fund.

In February 2021, Sparks Street facilitated the invitation, participation, production and delivery of the DMS Video Program. Through DMS, Invest Ottawa with support from the BIA funded the production of ten small business videos. These videos were 1-3 minutes each with one professional video per business is the deliverable.

Sparks Street was thrilled to partner with Dan Rascal who, in addition to the above, produced ten minutes of b-roll footage highlighting the distinct character and features highlighting of Sparks Street. The fully edited content is now available for business members to access and use (ie. property owner members and any businesses in the area) Sparks Street now has a brand-anthem feature video highlighting a mix of business members as an excellent marketing resource. DMS Invest Ottawa also offered two professional photographers for 2-hour session BIA small businesses to book.



DMS Future Proof Program

It's not one-size-fits-all. Every small business is dealing with different challenges

Sparks Street worked with Invest Ottawa through the DMS Program to offer resources for The Digital Transformation Grant of \$2,500 awarded to small, independent bricks and mortar business owners. The funding to support training, advisory services, and digital technology adoption and implementation. Program support included, Business advisors, digital marketers, and professionally led student teams— for free with the goal of improving online sales and more efficient business. through three program elements:

Transformation Teams

- A dedicated team of web designers, graphic designers and digital marketers
- Create a new online business model
- Implement a new digital marketing strategy
- Create digital ads
- Develop high-end photos and videos of the business

Expertise

Your personal business advisors

- Ask questions and receive direct advice
- Connect with experts who want to help
- Get one-on-one support and guidance customized to the business

Online Learning

- Learn best practices, the latest trends, new tactics, and business models through resources and activities accessible now
- Peer roundtables
- Online training sessions
- Interactive webinars

Sparks Street Provided Grant Writing Assistance

Sparks Street partnered with Active 8 Solutions, with board approval, Active8 Solutions worked with Sparks Street BIA and its members on an ongoing basis to acquire COVID-19 relief funding for businesses from the following grant programs:

- Main Street Relief Grant for Personal Protective Equipment
- Property Tax Rebate Grant
- Energy Bill Rebate Grant
- Ontario Small Business Support Grant.

Active8 Solutions developed a COVID-19 Relief Grant Writing Program tailored to Sparks Street BIA members. The scope of this program included, but is not was not limited to, the following activities:

- Collaborating with Sparks Street BIA staff to reach out to its members to ensure clear, ongoing communication of available grant programs.
- Conducting assessments on grant program eligibilities with Sparks Street BIA members.
- Registering Sparks Street BIA members with various grant program organizations as required.
- Gathering required information from Sparks Street BIA members to complete grant program applications.
- Completing and submitting grant program applications on behalf of Sparks Street BIA members.
- Assisting Sparks Street BIA members with any additional information requests from grant program advisors or staff.
- Reporting regularly to the Sparks Street BIA on which members have applied to which grant programs, and the results of their applications.

- Completing all post-reporting requirements for successful applications.
- Researching and providing ongoing advice on other potential grant programs that may benefit Sparks Street BIA members.

Covid 19 Grant and Resource Summary

Ontario's Main Street Relief Grant: PPE Support

- One-time payment of up to \$1,000 to eligible businesses to cover the cost of PPE purchased since March 17, 2020.
- PPE can include masks, sanitizer, plexiglass dividers, signage, etc.
- Eligible businesses include retail, accommodation and food services, repair and maintenance, personal services, and laundry services.

Property Tax Rebate Grant and Energy Bill Rebate Grant

- Open to businesses in modified Stage 2 areas announced on October 9, 2020; going forward, areas categorized as either Control or Lockdown (<https://www.ontario.ca/page/covid-19-response-frameworkkeeping-ontario-safe-and-open#regions>) Includes restaurants and bars, but currently excludes retail businesses.
- Funding will cover the entire length of time that public health restrictions are in place.
- Most businesses can expect to receive their rebate payments within a few weeks of submitting a complete application.

Ontario Small Business Support Grant

- Open to small businesses who experienced a 20% or greater reduction in revenue in April 2020 compared with April 2019.
- Provides funding to a maximum of \$20,000 to help cover decreased revenue as a result of provincewide shutdowns.

Ottawa Small Business Mental Health Alliance: virtual Townhall event to engage with small business owners about mental health and experiences during this pandemic. The Townhall will include representatives from Ottawa Public Health, the Royal Ottawa and Mayor Jim Watson.

Highly Affected Sectors Credit Availability Program (HASCAP) is a newly offered Federal Government Grant open to all businesses across the country, in all sectors. This program provides federal government guaranteed low-interest loans of \$25,000 to \$1 million. This includes but is not limited to tourism, restaurants, and other sectors that rely on in-person service. Through HASCAP, the Business Development Bank of Canada (BDC) will work with participating Canadian financial institutions to offer loans of up to \$1 million. For all details, please visit: <https://www.bdc.ca/en/special-support/hascap>

Mental Health Support Webinar: Minister MacLeod is hosting a webinar with Minister Tibollo, Associate Minister of Mental Health and Addictions. This webinar will include presentations from mental health sector experts

Business Reopening Workshop: Reopening after the Provincial Shutdown webinar. The recording is also available: <https://www.ottawabot.ca/webinars/>

#Safetravels Stamp

The WTTC in conjunction with the industry, including TIAO, has created a self-certified Safe Travel Stamp based on worldwide industry protocols the WTTC has put together for every aspect of the hospitality and tourism sector. The specially designed stamp will allow travellers to recognise governments and companies around the world which have adopted health and hygiene global standardised protocols – so consumers can experience ‘Safe Travels’.

Eligible companies such as hotels, restaurants, airlines, cruise lines, tour operators, attractions, short term rentals, car rentals, outdoor shopping, transportation and airports, will be able to use the stamp once the health and hygiene protocols, outlined by WTTC, have been implemented.

TIAO asks that destinations that would like to apply for the Safe Travels Stamp to please use the POST Promise. TIAO would appreciate your commitment to encourage businesses within their destination to also apply for the stamp as well. <https://www.tiaontario.ca/cpages/safetravelstamp>

Trexity: BIA Merchants: Claim your \$250 in free deliveries from Trexity, an Ottawa company that wants to help you more easily reach your customers at home. www.trexity.com/ocobia

Canadian Healthy Communities Initiative: 1st round of applications closes March 9. Second round begins in May. \$5k-\$250K available per project, programming and services. <https://communityfoundations.ca/initiatives/canada-healthy-communities-initiative/>

COVID-19 Energy Assistance Program: Eligible small businesses and registered charities may qualify for a 1-time credit for overdue electricity or natural gas charges up to \$1500. There is no deadline; however, it is until the fund is maxed. The application is through their service provider, but the assistance information: <https://www.oeb.ca/rates-and-your-bill/covid-19-energy-assistance-programs/covid-19-energy-assistance-program-small>

Other COVID-19 Business Resources provided by Sparks Street to its Membership:

- [CANATRACE](#)
- [FREE Sparks Street BIA Grant Application Services](#)
- [Mental Health Resources for Workplaces](#)
- [Protecting your Employees' Mental Health throughout the Pandemic](#)
- [Tips for Small Business Owners to Support their Employees](#)
- [Protecting your Employees' Mental Health While Working From Home](#)
- [Business Reopening Website](#)
- [Business Reopening Tool Kit](#)
- [Sector Specific Guidelines to Help Protect Workers, Customers and General Public](#)
- [Personal and Business Asset Protection - Ottawa Police Services](#)
- [Cleaning and Disinfection for Public Settings](#)
- [Government Relief for Small Businesses](#)

- [Safe Travels Stamp](#)
- [Managing Through COVID-19: Small Business Owners Need Support Too](#)
- [BDC Support from COVID-19](#)
- [COVID-19 Information for Workplaces](#)
- [Workplace Vaccination Policy Guide](#)
- [Ontario FREE Rapid Screening Test Kits](#)
- [OBoT FREE Rapid Screening Test Kits](#)
- [Workplace COVID-19 Cases Reporting](#)

Free Webinars

- [Invest Ottawa](#)
- [OBIAA - Ontario Business Improvement Area Association](#)
- [Digital Mainstreet](#)

Ottawa Public Health and COVID-19

- [COVID-19 Public Health Measures and Advice](#)
- [OPH Vaccine 101- Information Session for Businesses](#)

Advocacy

- [Small Business Tax Sub-Class - TABIA Report](#)
- [Letter to the Premier](#)
- [Mayor Watson Small Business Support](#)
- [OCOBIA Ottawa Board of Trade RGA Letter to Premier Ford](#)

Economic Recovery

- [Storefront Maintenance Beautification Checklist](#)
- [CEBA Eligibility Expansion](#)
- [Reopening Ontario | Ontario.ca](#)
- [CEBA \(Rent Program\)](#)
- [Mental Health Checklist](#)
- [Smart Serve Training](#)
- [Federal Governments COVID-19 Economic Response Plan: Support for Canadians and Businesses](#)
- [COVID-19 \(Coronavirus Disease\) Employment and Social Development Canada](#)
- [Multilingual COVID-19 Resources](#)
- [Ontario Paid Sick Leave](#)

E-Commerce Program

Sparks Street continued to host a one-stop online shop where gift certificates through the FanSaves Gift Certificate Program. We wish to extend a major congratulations our members who have strengthened or evolved their digital

footprints with all of the many links and resources provided by our federal, provincial and municipal partners.



SMALL BUSINESSES NEED YOUR SUPPORT

During these uncertain times, many of us are unable to visit our favourite shops and restaurants. Most businesses along Sparks Street are locally owned by your friends, neighbours, and family.

If you have the capacity to support them you can do so by purchasing gift certificates for future visits or buy something that's available online.



OTHER WAYS YOU CAN SUPPORT SMALL BUSINESSES

If you don't need to order, make appointments or cannot afford items at this time you can still support small business by leaving a public review on Facebook or Google.



Patio Season on Sparks Street

Summer Season: May 1st to October 31st & Winter Season: November to April

Sparks Street instituted its Rite-Of-Way Patio Bylaw to create a more regulated and pleasant experience for operators and visitors alike. Sparks Street is committed to creating a safe and inviting pedestrian experience for its visitors to enjoy. Public amenities such as fully serviced patios play a significant role in achieving this goal.

In partnership with our patio holders, we are becoming the premiere destination in Ottawa for experiential outdoor dining. Patio holders commit to:

- Providing a clean, welcoming, well-maintained, and safe environment for all customers and visitors to Sparks Street
- Providing all customers and visitors to Sparks Street with the highest level of service
- Maintaining the hours of operations as agreed to with Sparks Street
- Keeping the Sparks Street office informed of all programming elements taking place on the patio
- When at full capacity, encouraging customers to visit other establishments on Sparks Street
- Abide by all terms and conditions in Sparks Street Patio Rite of Way By-Law

In 2021, both Summer and Winter fees were waived to assist with the economic recovery of businesses owners.



Bollard & Vehicle Policy

Sparks Street is charged with providing an outdoor environment where pedestrians have priority – an oasis away from daily traffic, a meeting space that provides a unique experience for residents and tourists. Many of Ottawa's oldest commercial buildings are located on Sparks Street. These buildings lack features such as underground parking and loading dock facilities. As such, eliminating all vehicle access to Sparks Street is not practical. The guidelines below provide businesses and property owners with the ability to receive the supplies and services that they require to be successful while maintaining a safe place for pedestrians to use and enjoy. In 2021, Lafleur successfully assisted with the daily removal of thirty bollards throughout the season. April-November.



Event & Activations

Poutinefest, Ribest and Ottawa International Buskerfest were postponed due to the Covid-19 pandemic. With many vendors, performers and exhibitors traveling from afar, we will prepare and be ready for their organic returns. We look forward to making that magic happen in our new health climate and are currently planning ways to make the pivot with an increasingly vaccinated population on 2021.

European Union Exhibit: Where Art Meets Science

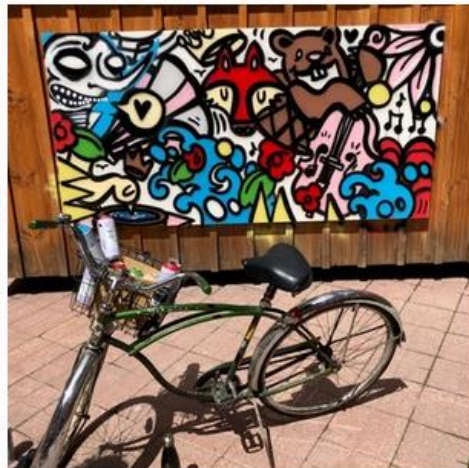
After a successful partnership in 2018, the EU returned with its pop-art exhibit captured by Copernicus Sentinels, the EU's Earth Observation Programme - 'Europe's eyes on Earth'. This exhibit is not only a beautiful display of art, but part of a larger research used to improve our quality of life on Earth. The EU's exhibit focused on the importance of research, innovation, and collaboration alongside competitiveness in addressing societal challenges and promoting sustainable development. June 3 – September 6, 2021.



Shed Mural: Music And Community

After Spark Street's successful Grant Application through the City of Ottawa's Mural And Architectural Design Feature Funding Program, we teamed up with 3 local artists who have picked up their paints and our challenge! We installed canvases over our Shed's walls so @falldowng, @sssnakebooooy, and @a2dead could created upBEAT fun art to march across our little street performing venue! giving context to our versatile shed with one panel for each side showcasing the fun and importance of music as a unifying force in our community.

The mural project aligns with the BIA's mandate to fulfill its long-standing role as an important meeting place for cultural exchange and civic celebration. We strive to be recognized as multi-cultural street of community celebration and entertainment. A vibrant pedestrian oasis amongst a beautiful heritage backdrop, filled with public activity and amenities throughout all seasons, day and night - this mural will integrate seamlessly into ongoing programming efforts. The Music and Community mural showcases, celebrates and supports the creative interpretation and presentation of music as a cultural theme in a way that is local, fun, interactive and engaging - whether the space is being actively animated or simply part of the street's visual fabric. Art, food, dance, music, story and other forms of cultural expression showcased through the Shed space with evolving collaborations that include a mix of aligned partners, local businesses and government agencies.



Songs from the Shed returned with PPE plexi – glass flair - we are thrilled to have had local talent providing tunes. It was music to Ottawa’s ears, a little normalcy amongst the pandemic noise. We proudly featured a gender balanced line up and have a fantastic photo gallery of our performance alumni . We plan to incorporate virtual elements and explore performance partnerships through our partnership with Ottawa Music Industry Coalition in 2021 with feature performances.



Green Zone Pilot

In following the Public Realm plan’s identification and public want for more greening on Sparks, we proudly implemented a new pilot space in front of the old CIBC building at 119 Sparks Street. New on the street in 2021 are wooden planter boxes home to a variety of annuals and vines that will grow up trellis. We’ve also added some honey locust trees. With the help of Ottawa landscaping experts, Lafleur De La Capitale Inc, we’ve identified plants that are known to thrive in our climate. The vines include Boston Ivy, Virginia Creeper, and Climbing Dipladenia. Other boxes are holding Petunias, Potato Vine, and Dracaena (Spike Plant) as well as four young honey locust trees.





Drinking Fountains Return to Sparks

Accessible from May to October - For the first time – public access drinking water is available and accessible to all. Ottawa's H2O continues to be some of the highest quality and safest drinking water in the world, according to a report received by the city's Standing Committee on Environmental Protection, Water and Waste Management.

Despite challenges posed by COVID-19, Ottawa residents have been given an uninterrupted supply of tap water throughout the pandemic.

Sparks Street introduced water bottle fill stations attached to some of the phone booth structures. These structures house our water and electric supply which fuel our festivals as well as these awesome little refill stations. They run on Ottawa's city drinking water which "is treated at two purification plants and subsequently distributed through more than 3,000 kilometres of water mains before arriving at your tap".

The water bottle fill stations are of a lead-free design and mechanically-activated with minimal splash. They are corrosion protected using base material constructed from marine-grade 316 stainless steel with a sealed Freeze Resistant Valve System, minimizing any chance of ground water contamination, and prevents drain water from mixing with fresh water. The units are GreenSpec listed, and installed to accessibility requirement standards.

The right to water entitles everyone to have access to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic use. Good water quality is essential to human health, social and economic development, and the ecosystem.

Sparks Street assists the City of Ottawa and the world's effort in ensuring there are sufficient and safe water supplies are available for everyone. Sparks Street's Bottle Filling Stations are actively strengthening relations with local water entities, developing solidarity in the promotion of quality drinking water and contributing to local development of additional locations.

In November 2021, Sparks Street successfully applied to the My Main Street Community Activator Program using our Reduce, Reuse, Re-hydrate campaign and elements.



OLG Free The Jazz Series on Sparks

We were SO jazzed to team up with Ottawa Jazzfest. We reached out as neighbours do, and voila – we put our heads together and came up with a fantastic and strategic partnership with our favourite mini-outdoor venue.

We helped bring live music back to Ottawa's downtown core via Spark Street's go-to new venue - The Shed!

The live, in-person concerts of '[OLG Free the Jazz Series](#)' took Thursday, August 19 - Sunday, August 22, 2021. Entry to enjoy the incredible musical talents lined up for The Shed was FREE!

There was no dedicated seating and we requested that all attendees adhered to current [COVID-19 guidelines](#) set forth by City of Ottawa public health officials. This is just one of the many events and partnerships to enjoy as our community returns to the downtown core.



OMIC City Sounds on Sparks

The Ottawa Music Industry Coalition (OMIC) with Sparks Street to bring you LIVE FREE performances across Ottawa from Orléans to Kanata! The 3 week family-friendly event ran from Friday, August 20 - Sunday, September 5, 2021 bringing local talents to the stage in our public spaces where you can visit and explore your neighbourhoods! Sparks was pleased to host August 27-28, 2021!

"As the city re-opens its economy, animating public spaces safely and attracting increased traffic to local businesses is vital to economic recovery. **City Sounds** was developed in partnership with the City of Ottawa and the [Mayor's Economic Partners Task Force](#). The Task Force was launched by Mayor Watson in March 2020 and brings together senior leaders from key business organizations to share challenges, insights and opportunities to support Ottawa's economic response, recovery and rebound from the COVID-19 pandemic. **City Sounds** brings together the music industry and local Business Improvement Areas and Associations to work collaboratively in order to animate public spaces and create economic spinoff for the benefit of small businesses. **City Sounds** also supports paid performance opportunities for Ottawa musicians eager to play for live audiences and encourages the rebound of the live entertainment sector." - OMIC



O_TAWA Letters 2.0

The O_TAWA letters on Sparks Street have had a big improvement in 2021. They are now illuminated, and the Rue Sparks Street location sign proudly accompanies this popular destination. We have had a ton of buzz, and appreciate that it animates the evenings more than ever. The lights are programming and in 2022 we will generate a policy to identify major awareness themes and associated colour for recognition.



Asphalt Art: A Nod to Retro-Sparks

Own your flaws, they're what make you unique. That goes for concrete too...at least we think so. With an increasing number of unsightly asphalt patches on Sparks Street and no capital fix in sight, we came up with an idea to throw it back to the 1960s Sparks Street. We had the idea, we just needed the right Artist! We teamed up with Style By Status, who ran with it from Metcalfe to O'Connor. We will continue to elevate this concept in 2022, as it received fantastic attention, and garnered media coverage.



Sparks Light Court

Our newest playful pilot is an open-ended space of ambient waves of light launched in October 2021 is meant SPARK creativity, illuminate senses. It can be used as a theatre space, themed space, photo space, anything go. Big thanks to Creative Labs Inc for helping our unique vision come to...light.

Explore our shops, restaurants, services, tours, and so much more on Sparks, all while enjoying a fresh walk downtown.

Light Court can remain in place for all season, or turned off if needed to accommodate programming.



Sparks #WinterWander

It's really really Merry and Bright this year - We upped our holiday game on Sparks with Classic Displays to bring live-scale, interactive LIT art to Sparks Street! These 3D lighting displays invite you not just to capture their luminescent image, but to be a part of it and strike a pose! The installations include an Archway, Star Stack, a perfectly instagrammable Frame, a Gift Box, an Ornament, and of course, a Christmas Tree! These illuminated displays are creating a real Christmas energy on the street! Since their installation, we received media inquiries on all our trimming and we are thrilled to provide this Winter Wander, entirely free from Dec to January 4.

We also brought back the crew from Dan Rascal to do a promotional shoot for our digital content streams – promoting Sparks Street as the magical and peaceful place to be this holiday season.



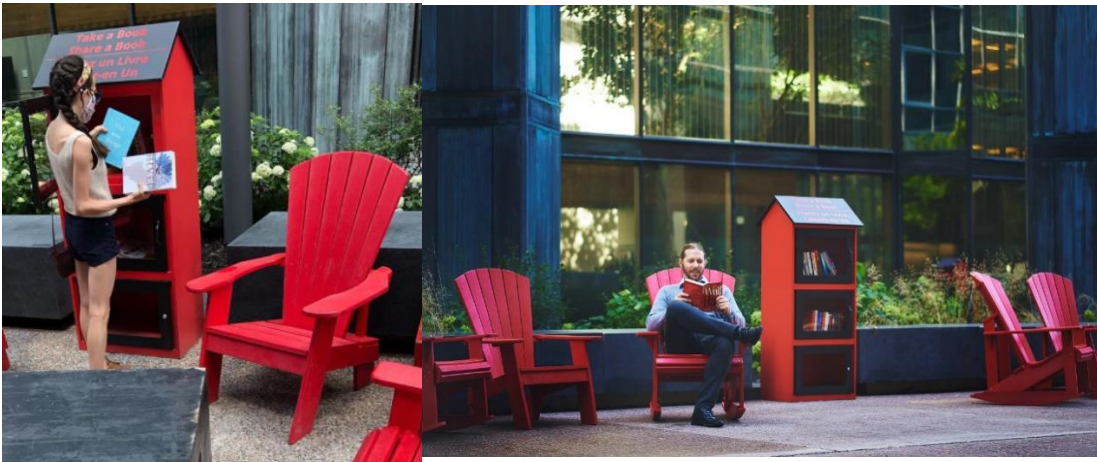
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Sparks Little Library Returns!

With a constant influx of lounging, and books. We were pleased to see the public and downtown workers enjoying new reads or dropping off some old favourites. It's thrilled for the downtown community discover a personally relevant book to read is not limited by time, space, or privilege. Through Little Free Library book exchanges, millions of books are exchanged each year, profoundly increasing access to books for readers of all ages and backgrounds



Sparks Street turned Hollywood!

Sparks Street, as with Ottawa experienced a record-breaking year in film, thanks in large part to the festive flicks that chose to film here. Sparks Street was a proud location of five of the twelve holiday movies shot in the region throughout 2021 which contributed \$17 million to Ottawa's economy, employed hundreds of locals, and showcased our stunning locations to audiences worldwide. Combined with the 18 additional feature-length films and several TV series that also shot in the area, the live-action production sector generated over \$41 million for the local economy in 2021. (Source: Ottawa Film Office)

Films shot on Sparks Street include:

- "Boyfriends of Christmas Past", Hallmark, 2021
- "The Christmas Setup", Lifetime, 2020
- Royally Wrapped for Christmas , 2021
- "A Chestnut Family Christmas", Oprah Winfrey Network, 2021
- "Christmas CEO", Hallmark, 2021

- "Christmas Unwrapped", Lifetime, 2020

Sparks Street will further engage with the Ottawa Film Office in 2022 to provide relevant location assets and resources for film industry.



A Refreshed Crosswalk

A fresh coat of paint to the ever-busy Sparks and Metcalfe intersection arrived this summer. With thanks to the municipality for the welcomed cosmetic face lift.



Here Comes the Sun on Sparks

Produced by JW Jones, Sparks Gives partner, Shepherds of Good Hope presented "Here Comes the Sun," an inspiring song featuring the voices and musical talents of musicians from across Ottawa. This song is all about the promise of a bright tomorrow after the end of a long, cold, lonely winter. What better metaphor for how challenging this pandemic has been on people experiencing homelessness in our community? As we look to the future, we need your support to ensure no one feels alone or forgotten in our community

Membership & Partners

The small business and tourism industry has been hit hard by COVID-19, forcing destinations to cut programs, festivals, and scale back. But it has also provided Sparks Street with an opportunity to rethink our strategies and investments. Sparks Street set forth foundations and leveraged new and returning relationships with local partners to rebuild and make small, strategic strides toward recovery in 2022

OCOBIA (Ottawa Coalition of BIA)



Sparks Street Executive Director, Kevin McHale, was influential and an early proponent in the establishment of OCOBIA as a Member of the Transition Board, and now a member of the official board as Treasurer. Sharing resources of Sparks Street experience, he was an early promoter and supporter, formalizing solid working relationships with the Mayor's Office and key stakeholders. He continues to sit on the Board after two years of involvement.



INSPIRED LEADERS
SHAPING CITIES



Marketing & Communications Highlights

Sparks Gives



Community connections continue to be essential and human need is at the forefront of the Coronavirus pandemic. With The Sparks Gives philanthropic initiative endeavours to support the needs of our local community by providing funding to help organizations that passionately work to improve the lives of those in the closely surrounding community of Sparks Street. We have proudly become better neighbours identifying the following twelve organizations with continued support in 2022. This program will grow over the next four years as Sparks Street expands its identity as not just a business district, but a neighbourhood in its own right.

Join us in giving a warm welcome to our 2021-2022 Partners:

- Centre 507 Outreach Program
- Centretown Emergency Food Centre
- Cornerstone Women's Shelter
- Dalhousie Food Cupboard
- Good Companions Senior's Centre
- Meals on Wheels
- Operation Come Home
- Ottawa Mission
- Salvation Army Kettle Campaign
- Salvation Army Street Outreach
- Shepherds of Good Hope
- Somerset West Community Health Centre + DOPE Response Team
- Youth Services Bureau



Promotional Campaign: December 6 – December 17, 2021

Twelve Days of #SparksGives, follow along as Sparks Street helps our core community. In small ways, we can make big change.

The Sparks Gives initiative endeavours to support the needs of our local community by providing funding to help organizations that passionately work to improve the lives of those in the closely surrounding community of Sparks Street.

To show our sincere appreciation for the work that you do, we are providing a \$250.00 cash donation to your organization in December, 2021.

The 12 Days of Sparks Gives will be a featured program initiative on all of Sparks Street's digital channels, including website rotator, Sparks Live Blog, Instagram, Facebook, and Twitter. We will be tagging Sparks Street businesses and our charitable partners on each post, one per day, during the 12 Days of the Sparks Gives program. The Gallery of Giving will remain on the blog and our Instagram as part of our December content stream.

In addition to the \$250.00 cash donation to support your fundraising goals in 2021, Sparks Street is pleased to offer the following support for your organization in 2022:

- Opportunity for your organization to execute a lunch hour outdoor event/program on Sparks Street (mutually agreed upon scope and dates)
- Digital support when executing lunch hour event on Sparks Street (Facebook, Twitter, Instagram)
- Dedicated Social Post (Facebook, Instagram, Twitter) in support of up to two fundraising and/or program initiatives
- Twelve months of logo visibility on Sparks Street Partners page with direct link to your organization

Through our programs, festivals, and events - Sparks Gives looks to identify and support the ever growing and ongoing needs of our neighbours as YOU are truly the heart of our downtown core.



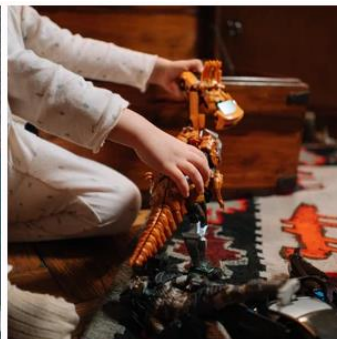
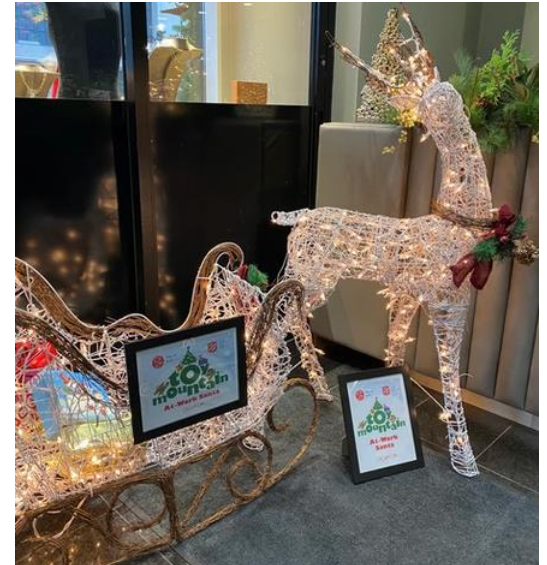


Toy Mountain on Sparks: At Work Santas

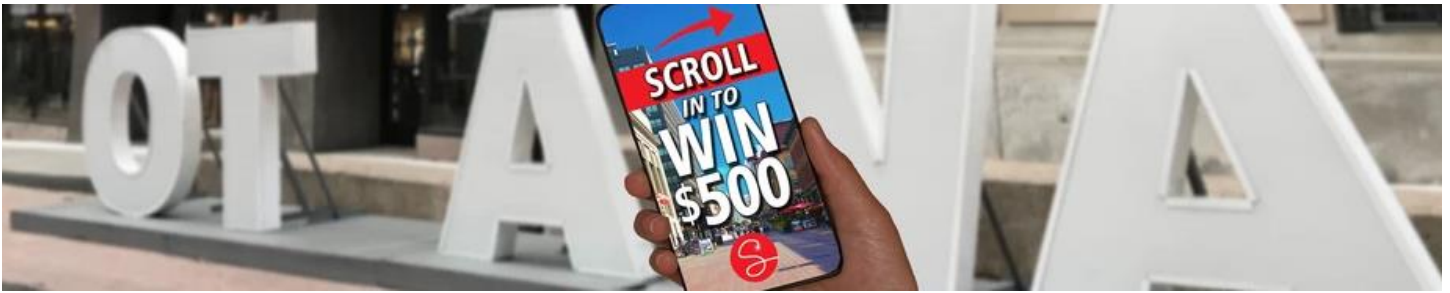
In December 2021, parks Street businesses are stepped up to help local families! Toy Mountain by becoming At-Work Santa Drop-Off Locations.

For 26 years, The Salvation Army's Ottawa Booth Centre (OBC) oversees the collection and distribution of new unwrapped toys to over 7,500 underprivileged families in the Ottawa area annually. The Salvation Army Toy Mountain staff, media partners, sponsors, and volunteers handed out bags of toys to the parents of almost 25,000 kids in 2020! The large colored bags that are distributed contain an average of three new toys and an assortment of stocking stuffers. The toys come from Ottawa-area businesses, schools, organizations, community groups with major partnership and logistics support from CTV Ottawa and iHeartRadio MOVE 100

Sparks Street BIA hosted a special Toy Mountain Drop Off Day, with Santa and delivered toys to the Toy Mountain Warehouse, located on Queen and Sparks!



Contesting



Scroll in to Win - Spring / Fall

In June Sparks Street was blooming and slowly welcoming back all our Ottawa pedestrians with a chance to win \$500 at any one of our participating local businesses! We are shined a spotlight on our fantastic Retail & Services and highlighted lots of ways to Shop Sparks....online shopping, collabs & consultations too! We featured a featured video from each business to really introduce Ottawa to the faces of Sparks Street. Contest entry was online, with a \$500 gift card to the Sparks Street small business of the winner's choosing.





The supporting digital channels we elected were our Sparkslive Web, Facebook, Twitter, Sparks Live Blog, Sponsored Instagram Ads, Radio Spots and Radio digital ads.

Scroll in to Win Spring: 1,388 Entries + 898 Bonus Instagram Entries

Scroll in To Win Fall: 645 Entries + 781 Bonus Instagram Entries + 100 Bonus Facebook Entries



TRIVIA TUESDAYS ALL SUMMER LONG

In the spirit of classic pub trivia, each Tuesday direct from one of Sparks Street's impeccable patios, we asked Ottawa to test their IQ about all things Sparks! Our question of the week was anything from the things you see, to historical & nostalgic knowledge of our amazing pedestrian street.

Sparks IQ Trivia ran July 13 – September 2 on both our Instagram and Facebook pages. That's right - double the chance to test your knowledge & win!

Enthusiasts entered each week by commenting on the #SparksIQTrivia question with their answer & follow the instructions to be automatically entered into the weekly draw for a Sparks IQ Gift Bag complete with a \$50.00 Gift card to the patio featured to enjoy the sweet, sweet taste of victory at one our fabulous restos. Every Thursday the answer & our winner was revealed through a Throwback Thursday #TBT post!

Digital Engagement:

- **Week 1:** Instagram 60
Facebook 11
- **Week 2:** Instagram 21
Facebook 7
- **Week 3:** Instagram 49
Facebook 50
- **Week 4:** Instagram 23
Facebook 10
- **Week 5:** Instagram 82
Facebook 10
- **Week 6:** Instagram 16
Facebook 4
- **Week 7:** Instagram 18
Facebook 4
- **Week 8:** Instagram 42
Facebook 9





Sparkscation Getaway

We ran with our fan favourite **Sparkscation**, which was executed in the summer with **7,780 web entries** almost 2K more than our previous year. Amazing social media engagement with two prize packages awarded. We targeted staying local, and supporting small businesses -for Ottawans looking for a full experiential downtown staycation. Included was a hotel stay, meals, activities, and some shopping! Two lucky entrants were thrilled to have been awarded the grand prizes. Here's what we included:

SPARKS STREET SPARKSCATION GETAWAY PRIZE INCLUDED:

Package 1:

- 1-night stay at the Ottawa Marriott Hotel
- Breakfast for 2 Moulin de Province KD
- Lunch for 2 at Darcy McGee's
- Dinner for 2 at Rabbit Hole
- One Shopping Gift Card for \$250.00 at the Local Business (Retail or Personal Service) of The Winner's choosing
- 4 tickets for a Haunted Walk Bubble Tour

Package 2:

- 1-night stay at the Ottawa Marriott Hotel
- Breakfast for 2 Bridgehead
- Lunch for 2 at Nate's Deli
- Dinner for 2 at Three Brewers
- One Shopping Gift Card for \$250.00 at the Local Business (Retail or Personal Service) of The Winner's choosing
- 2 bike tours from Escape Bicycle Tours

We want to thank our Members who offered up these great contest experiences and love and appreciate our followers for continuing to support our local businesses.



Get Cosy on Sparks – Gets Cosier!

In December, Sparks Street turns holiday wonderland. Still trending in Ottawa were people home for the holidays, looking to experience holiday lights. As a partner of Christmas Lights Across Canada, Sparks Street decked our blocks

with twinkling lights and Christmas trees as seen with Winter Wander. We continue to be a safe, pedestrian friendly, FREE destination for people to stroll and take in the holiday scenery with opportunity to pop in to all our great businesses to warm up and get their gift shopping started. Ottawa wants to support local businesses more than ever. Though we are not a drive-thru as ever popular in suburban areas, we offer a hyper experiential, relaxed #WinterWander walk-thru experience.

Get Cozy on Sparks Street was heavily featured in our digital content stream on all of our channels; Sparks Live Blog, Website rotator, Instagram, Facebook, and Twitter. We highlighted Sparks Street businesses who have one or all of the following:

- Exciting hot chocolate offerings for our Featured Cocoa Crawl Blog Post (could also be alcoholic)
- Decorated windows or interiors
- The ability to be open past 6:00pm (evenings and/or weekends)

Media Buy

Stingray Media (HOT 89.9 and LIVE 88.5)

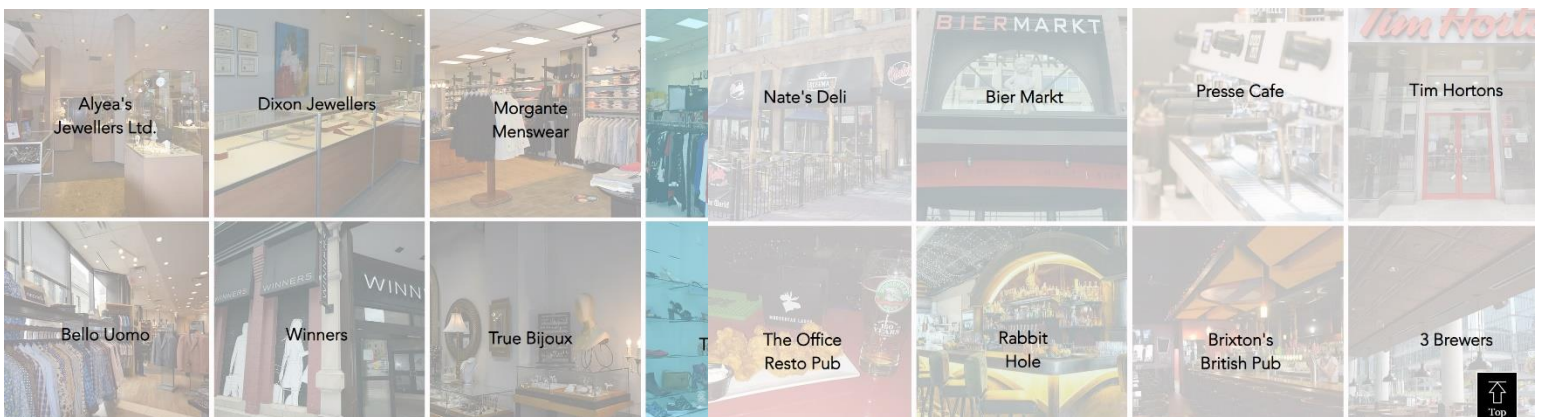
With support for major contesting and sustaining messaging driving core audiences to Sparks Street as a destination for open-air strolling, patios and supporting local we ran two multi week campaigns in 2021

- More than 1 in 3 adults under 50 heard the invitation to visit Sparks Street at least 5 times per week
- Sparks Street is also top of mind for opportunities and activations hosted by the radio station in 2021 but due to current health climate were not able to execute. We look forward to future activation
- We also had prominent programmatic digital display ads, 26 consecutive weeks

Digital

SparksLive dot com

With a virtual presence being key and critical during the Coronavirus landscape, we made sure our merchants were cleanly and visually well represented. Visuals are crucial to our successful marketing initiatives. The images we use have an enormous impact on the success of our digital footprint and other digital campaigns. In 2021, we continued to use visual assets that were relevant, reassuring, and inspiring during these challenging times.





Coffee Spar...



MelOnSpar...



OT_AWA 📷



Dine on Sp...



On Sparks



Giveaways!



Style

Sparks Street honed in on Instagram Highlights – increasing curation by 60% with branded icons for consistency and engagement.

Member Communication

Ongoing communication of COVID-19 Reporting, Resources and Documents to our public and membership was critical, we were able to include these in organized and easily accessible sections of our website. From News releases, useful links, to provincial regulations and bylaws - in a world scattered with information, we compiled the most pertinent and useful on this page as we progressed from the unknown multiple coloured phases of provincial health guidance and their challenging restrictions.

Weekly Membership emails (e-blasts) were executed with a 50% open rate which is hear than the average for MailChimp platform.



Happening on Sparks: November 19, 2021



Sparks Street BIA Membership Update



#BuyLocalOttawa

Ottawa Board of Trade, together with key local partners including the City of Ottawa, Ottawa Tourism, Invest Ottawa, the Ottawa Coalition of BIAs and RGA is reminding shoppers that their dollars can save their neighbours who own local businesses and have been fighting for 20+ months simply to survive.

"Put Your Money Where Your Heart Is." Visit [BuyLocalOttawa](#) to learn more and support Local Businesses this holiday season. Digital Assets to use for social media are [HERE](#).

Sparkslive Blog:

We love telling our stories. To give our visitors and residents a behind the scenes in-the-know view on all things Sparks Street. #MySparksStreet Blog saw increased in engagement in 2021, with topics covering policies, to current events, notable celebrations, to just good plain frivolous fun, like foodie tours, contests, and fun trivia facts – this is our place to open up. We will continue to use this highly sharable channel as a way to communicate all things Sparks. Since the introduction of the blog, we have seen a dramatic increase in traffic to our website.



Get Cozy on Sparks: Winter Wander



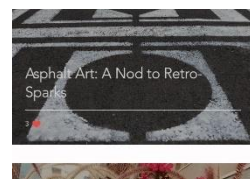
#MelOnSparks: Sparks Street Restaurant Guide!



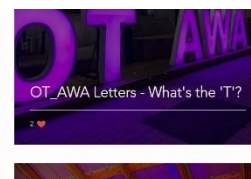
Sparks Street Green Zone



Sparks IQ: Trivia Tuesdays!



Asphalt Art: A Nod to Retro Sparks



OT_AWA Letters - What's the 'T'?



Make Waves on Sparks: Light Court



Scroll in to Win - Fall Edition!



Shed Mural Art on Sparks!



CONTEST: Scroll in to Win!



OMIC City Sounds on Sparks!



OLG Free The Jazz Series on Sparks

Sparkslive Blog Analytics

Reports > Blog Activity over Time

Report Actions ▾

About This Report

Year To Date

Previous Period ▾

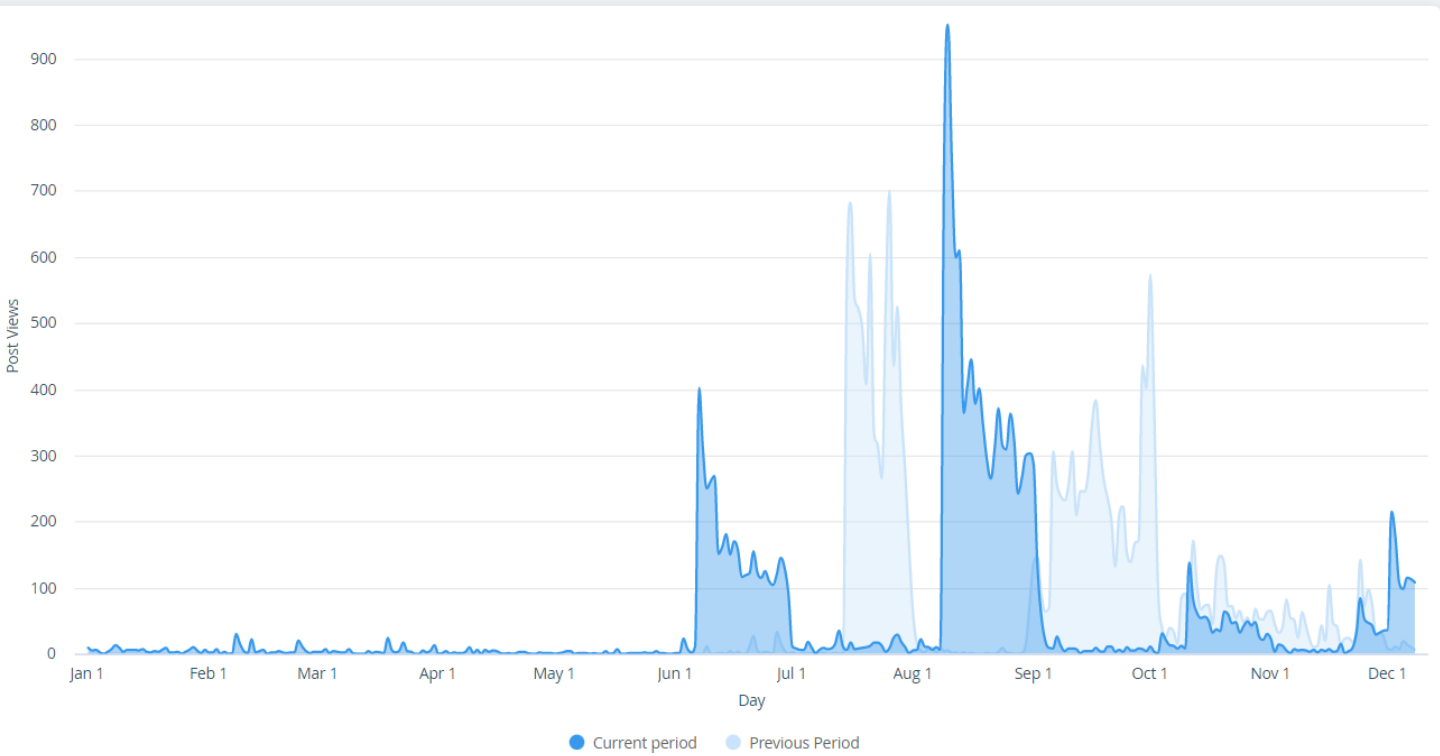
Day

Week

Month

Post Views ▾

just now ↻










Reports > Top Blog Posts

Report Actions ▾

About This Report

	Post Title	Publish Date ▾	Post Views	Unique Visitors	Comments	Likes
	12 Days of Sparks Gives 2021	Dec 06, 2021	54	21	0	1
	Toy Mountain on Sparks: Your At-Work Santas	Dec 03, 2021	42	21	0	1
	Get Cozy on Sparks: Winter Wander	Nov 23, 2021	1,086	798	0	1
	#MeOnSparks: Sparks Street Restaurant Guide!	Oct 26, 2021	44	28	0	1
	Make Waves on Sparks: Light Court	Oct 20, 2021	121	94	0	2
	Scroll in to Win - Fall Edition!	Oct 11, 2021	858	500	0	2
	Asphalt Art: A Nod to Retro-Sparks	Oct 04, 2021	88	51	0	3
	OT_AWA Letters - What's the 'T'?	Aug 30, 2021	75	41	0	2

	Post Title	Publish Date	Post Views	Unique Visitors	Comments	Likes
	OMIC City Sounds on Sparks!	Aug 23, 2021	53	38	0	2
	OLG Free The Jazz Series on Sparks	Aug 18, 2021	77	57	0	2
	Reduce Re-use Re-Hydrate on Sparks!	Aug 16, 2021	46	34	0	2
	Sparkscation Getaway!	Aug 08, 2021	9,745	5,930	0	4
	Sparks Street Green Zone	Jul 16, 2021	75	63	0	2
	Sparks IQ: Trivia Tuesdays!	Jul 13, 2021	261	139	0	2
	Shed Mural Art on Sparks!	Jun 16, 2021	43	26	0	2
	CONTEST: Scroll in to Win!	Jun 06, 2021	3,232	2,547	0	2

	Post Title	Publish Date	Post Views	Unique Visitors	Comments	Likes
	Pop-Up Art Exhibit on Sparks	Jun 03, 2021	288	234	0	3
	Ottawa Bike Café	Jun 03, 2021	56	42	0	2
	Bollards on Sparks	Mar 31, 2021	42	26	0	2
	Sparks Street Patios	Mar 19, 2021	195	154	0	2
	Winterlude Recipes	Feb 24, 2021	52	43	0	2
	Winterlude Cocktail Corner	Feb 12, 2021	39	21	0	1
	Sparks on Valentine's	Feb 08, 2021	55	38	0	1
	Winterlude goes Virtual	Jan 08, 2021	46	37	0	2

Influencer Marketing

- We formed a strategic partnership with Ottawa’s top rated up and coming influencer, with an Instagram following of 21.4k+, Mel’s Hangry Table who delivered fantastic reach, Instagram coverage, and boosted engagement of our signature food offerings, patios, and interactive destinations. She featured Sparks Street in her blog posts, bucket lists, and several Instagram posts including short Reels vignettes and Tik Tok.
- In 2022 we will be exploring Influencer marketing on a micro and macro level (“micro-” and “nano-” influencers who have smaller audiences but who can speak authentically about their experiences), with the possibility of new voices to Ottawa’s Social Feeds, for example sharing of relevant, trusted, content with travel bloggers, foodies and parent bloggers that will create resonance with our visitors and align with Sparks Street’s brand identity.



melshangrytable

Message



636 posts 21.4k followers 993 following

Melissa 🍷 Ottawa Food & Tourism

Digital creator

Narcity Host

Proud 2nd GenCACNVN

Pets, Family, Food & Travel

1M+ Tiktok Views & 200K+ Reel

Recipes, eats & places to visit

melshangrytable@gmail.com

beacons.ai/melshangrytable



Ottawa's Spark Street Restaurant Guide

Rabbit Hole

Location: 208 Sparks St., Ottawa, ON K1P5C1

This is the ultimate cozy and intimate restaurant to bring your loved ones this weekend. Making the theme "right out on Sparks" perfect for this restaurant. It housed in a 192-year-old building with historical infrastructure. Serving on a patio and two floors, I recommend dining downstairs for a more intimate experience and watch the mixologists shake up your cocktail!

They are known for their crafted cocktails, oysters, charcuterie and their popular wood-fired pizza! I got the pink panther and the creamy beach cocktail and it was the perfect backdrop of sweetness. Ordering fresh oysters is a must get here and I love their charcuterie board. They have two sizes of charcuterie board for two or for a larger group.

They open Wednesday - Sunday until late. Reservation available for indoor dining only.



A Night Out on Sparks Street

Brixton British Pub

Location: 210 Sparks St., Ottawa, ON K1P 5G1

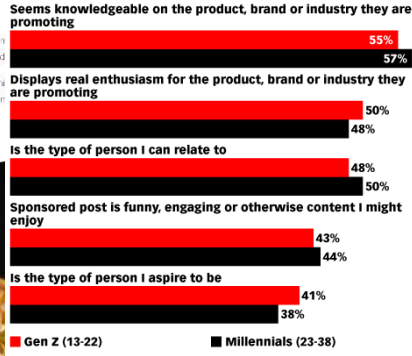
At the corner of Bank and Sparks Street, you will find the quaint, inspired British pub that offers a great mix of food and drinks. They offer a spacious outdoor patio with a fire pit, heater, umbrella's and indoor d

Visit them on Tuesdays for half price wings with a purchase of any beverage! Sometimes they extend the other days, make sure to call before you visit. Grab their signature lager exclusive to Brixton - its very on fire pit and patio to enjoy the sunset views overlooking the hustle and bustle of Sparks Street.



What Makes US Gen Z and Millennial Internet Users More Likely to Buy Products/Services that an Influencer Recommends?

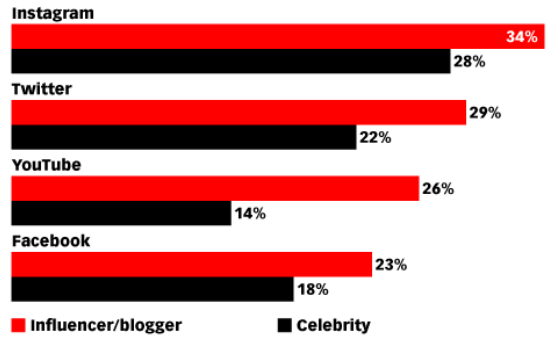
% of respondents, Sep 2019



Source: Morning Consult, "The Influencer Report: Engaging Gen Z and Millennials," Nov 5, 2019
252200 www.eMarketer.com

Daily US Social Network Users* Who Have Purchased a Product/Service Based on an Influencer/Blogger or Celebrity Recommendation, by Platform, Dec 2018

% of respondents in each group



Note: ages 13+; *daily users of each platform
Source: CivicScience as cited in company blog, Jan 16, 2019

244790 www.eMarketer.com

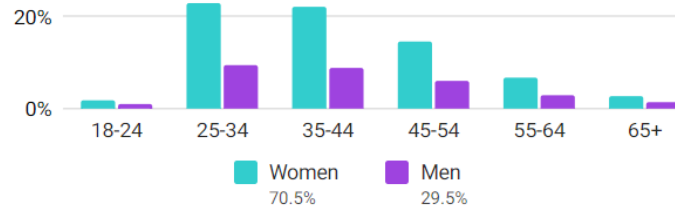
Sparks Street Social Media: Analytic Snapshots

Audience

Facebook Page likes

21.9K

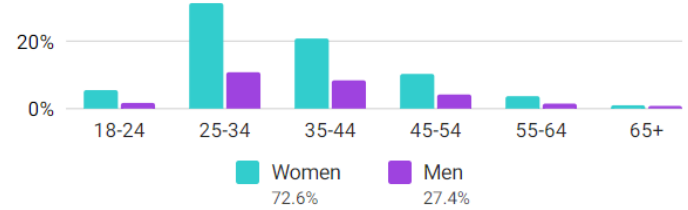
Age & gender



Instagram followers

5.5K

Age & gender



Content

Sort by: Reach



7 June 06:00
GIVEAWAY Slow your ...
Post
Reach 180.3K



9 August 06:31
Getaway!! We're in the...
Post
Reach 164.8K



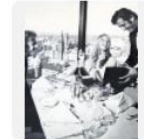
11 October 06:00
GIVEAWAY SCROLL IN...
Post
Reach 69.2K



27 July 08:15
Giveaway! Who want...
Post
Reach 13.4K

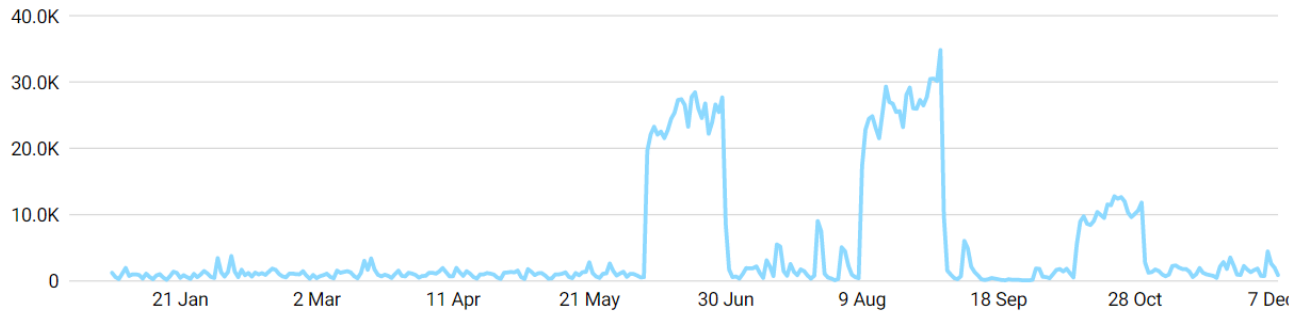


8 September 11:46
Christmas came a little early...
Post
Reach 12.4K



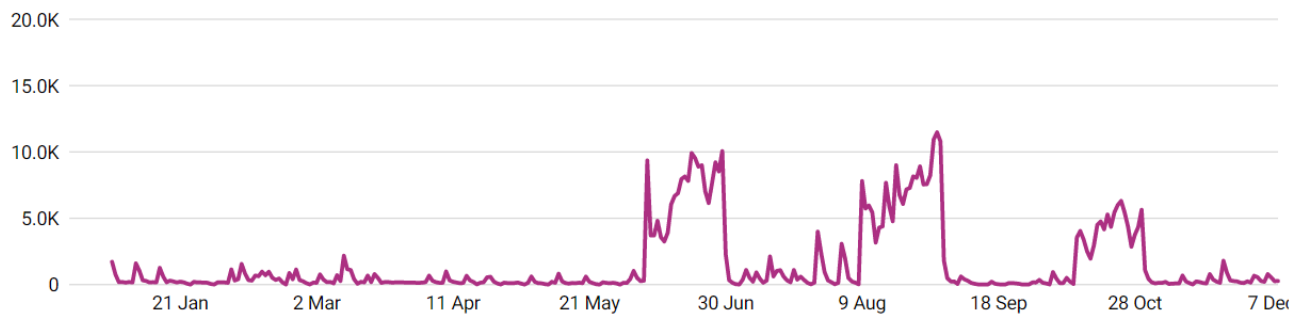
15 July 08:19
It appears you know your his...
Post
Reach 8.3K

358,923 ↓ 41.1%



Instagram reach ⓘ

127,878 ↓ 48.6%



Twitter – Annual Glance





Sparks Street
@SparksStreet

Shop. Savour. Social. Come to historic Sparks Street in Canada's Capital. Discover the unique, lively and beautiful. One block south of Parliament Hill

📍 Ottawa, Ontario linktr.ee/Sparkslive.com 📅 Joined April 2012

626 Following 8,010 Followers

[Edit profile](#)



The Scope Of Service Required:

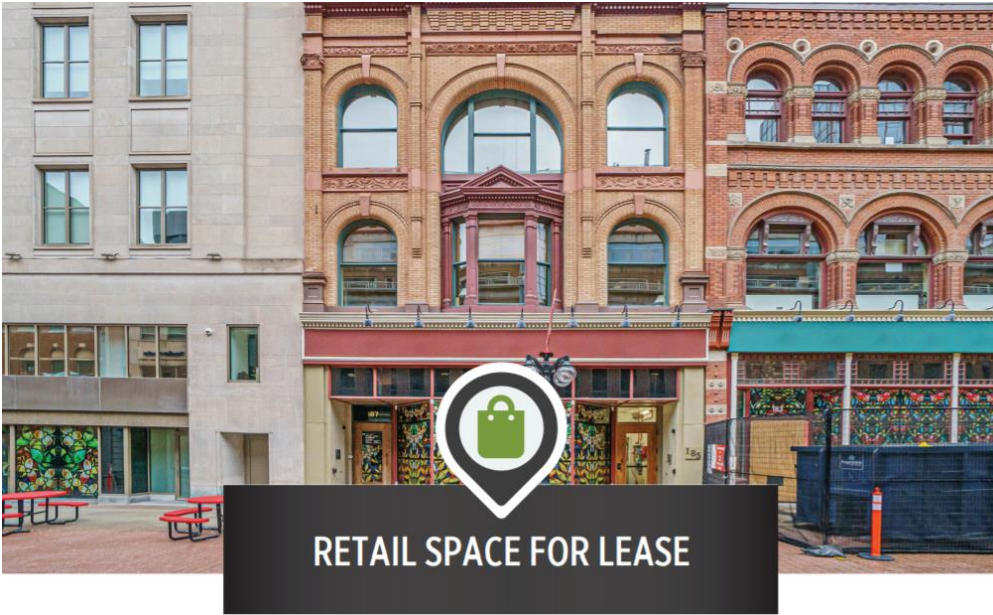
- One (1) Spring Brand Anthem Video positions Sparks Street as a hub for entertainment, culture, and good times.
- Sixty (65) high resolution photos for use in perpetuity.
- All B-roll packaged and delivered for future use/content.

Dan Kascal



On The Street In 2021

Store Frontages & Retail Space



2,787 SQ.FT.

RETAIL SPACE FOR LEASE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: MAY 2022
 PARKING: OPTIONS AVAILABLE NEARBY



924 SQ.FT.

RETAIL SPACE FOR LEASE

+ 700 SQ.FT. OF STORAGE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: MAY 2022
 PARKING: OPTIONS AVAILABLE NEARBY

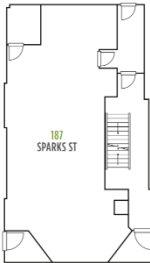


RETAIL SPACE FOR LEASE

1,115 SQ.FT.

RETAIL SPACE FOR LEASE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: IMMEDIATE
 PARKING: OPTIONS AVAILABLE NEARBY



2,093 SQ.FT.

RETAIL SPACE FOR LEASE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: IMMEDIATE
 PARKING: OPTIONS AVAILABLE NEARBY



2,231 SQ.FT.

RETAIL SPACE FOR LEASE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: MAY 2022 (EXPIRY: NOV 30, 2023)
 PARKING: OPTIONS AVAILABLE NEARBY

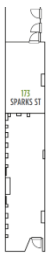


464 SQ.FT.

RETAIL SPACE FOR LEASE

+ 345 SQ.FT. OF STORAGE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: MAY 2022
 PARKING: OPTIONS AVAILABLE NEARBY

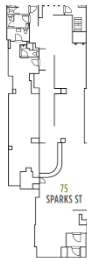


2,619 SQ.FT.

RETAIL SPACE FOR LEASE

+ 1,405 SQ.FT. OF STORAGE

SEMI-GROSS RENT: \$42.00 PSF
 ADDITIONAL COSTS: UTILITIES & PROPERTY TAXES
 AVAILABILITY: MAY 2022
 PARKING: OPTIONS AVAILABLE NEARBY



As per Section 9.3 of Tate Economic Research Inc. & Community Land Use & Economics Group, Sparks Street Retail Strategy studies have found that when pedestrians pass by as few as three contiguous vacant storefronts, they perceive that the retail component of the district has ended. Activating these 'dead zones' is imperative to rebuilding a healthy commercial base on Sparks Street.

We are pleased to see the necessary upfitting has taken place on the North Side of the Street, with active Lease Brokering facilitated through NCC, via Inside Edge Properties that began in October 2021 for 2022 occupancy.

We will continue our internal efforts for active collaboration and cooperation with property owners such as PSPC, NCC as Sparks Street looks to animate and attract pedestrian attention and encourage window-shopping with the new and exciting mixed tenancies.



Business Directory Update:

- J3 Beauty opened
- Ottawa Bike Café opened
- Little Victories Coffee opened

Financial Highlights

STATEMENT OF FINANCIAL POSITION

As at December 31, 2020, with comparative information for 2019

Table 1 - Statement of Financial Position - Financial Assets

Financial assets	2020	2019
Cash	\$23,059	\$23,185
Cash on deposit with the Corporation of the City of Ottawa	749,602	629,479
Accounts receivable	19,573	8,916
Total financial assets	792,234	661,580

Table 2 - Statement of Financial Position - Liabilities

Liabilities	2020	2019
Accounts payable and accrued liabilities <i>[note 2]</i>	35,687	38,858
Total liabilities	35,687	38,858
Net financial assets	756,547	622,722

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

Non-financial assets	2020	2019
Prepaid expenses	2,870	1,437
Tangible capital assets <i>[note 3]</i>	86,310	126,619
Total non-financial assets	89,180	128,056
Accumulated surplus	\$845,727	\$750,778

STATEMENT OF OPERATIONS

For the year ended December 31, 2020, with comparative information for 2019

Table 4 - Statement of Operations - Revenue

Revenue	Budget 2020 [note 4]	Actual 2020	Actual 2019
Tax revenue	\$241,000	\$245,810	\$227,129
Payments in lieu of taxation	241,000	236,190	219,121
Permits and concessions	80,000	1,600	80,579
Contributed services [note 6]	–	23,310	–
Sundry	56,000	48,320	66,532
Total revenue	618,000	555,230	593,361

Table 5 - Statement of Operations - Expenses

Expenses	Budget 2020 [note 4]	Actual 2020	Actual 2019 [note 5]
Maintenance	326,800	178,893	297,883
Salaries	138,650	123,082	110,850
Professional and consulting	27,500	1,893	46,654
Depreciation	–	40,309	29,651
Rent	29,000	25,477	23,612
Office	145,770	83,246	14,415
Insurance	9,600	2,013	412
Electricity and water	3,000	2,754	2,910
Audit fees	3,000	2,614	2,620
Total expenses	683,320	460,281	529,007
Annual surplus (deficit)	(65,320)	94,949	64,354
Accumulated surplus, beginning of year	750,778	750,778	686,424
Accumulated surplus, end of year	\$685,458	\$845,727	\$750,778

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31, 2020, with comparative information for 2019

Table 6 - Statement of Changes in Net Financial Assets

	Budget 2020 <i>[note 4]</i>	Actual 2020	Actual 2019
Annual surplus (deficit)	\$(65,320)	\$94,949	\$64,354
(Increase) decrease in prepaid expenses	-	(1,433)	280
Depreciation of tangible capital assets	-	40,309	29,651
Acquisition of tangible capital assets	-	-	(54,236)
Increase (decrease) in net financial assets	(65,320)	133,825	40,049
Net financial assets, beginning of year	622,722	622,722	582,673
Net financial assets, end of year	\$557,402	\$756,547	\$622,722

STATEMENT OF CASH FLOWS

For the year ended December 31, 2020, with comparative information for 2019

Table 7 - Statement of Cash Flows - Operating Activities

Operating activities	2020	2019
Annual surplus	\$94,949	\$64,354
Add item not affecting cash		
Depreciation	40,309	29,651
Changes in non-cash working capital balances related to operations		
(Increase) decrease in accounts receivable	(10,657)	8,933
(Increase) decrease in prepaid expenses	(1,433)	280
(Decrease) increase in accounts payable and accrued liabilities	(3,171)	29,927
Cash provided by operating activities	119,997	133,145

Table 8 - Statement of Cash Flows - Capital Activities

Capital activities	2020	2019
Acquisition of tangible capital assets	-	(54,236)
Cash used in capital activities	-	(54,236)

Table 9 - Statement of Cash Flows - Change in Cash and Cash Equivalents

Change in cash and cash equivalents	2020	2019
Net increase in cash and cash equivalents during the year	119,997	78,909
Cash and cash equivalents, beginning of the year	652,664	573,755
Cash and cash equivalents, end of the year	\$772,661	\$652,664

Table 10 - Statement of Cash Flows - Cash Breakdown

Cash and cash equivalents consist of	2020	2019
Cash	\$23,059	\$23,185
Cash on deposit with the Corporation of the City of Ottawa	749,602	629,479
	\$772,661	\$652,664