



# ANNUAL GENERAL MEETING



November 18, 2020



# Call to Order, Introductions, and Land Acknowledgement Statement.

*Kiyo Elliott-Armstrong, Chairperson, Board of Management, The Junction BIA*

# Board & Staff of The Junction BIA

## Board Executive

- *Kiyo Elliott-Armstrong*  
(Chair, Board of Management),  
Full Stop Café
- *Adam Jamkhov* (Board Vice-Chair),  
Bank of Montreal
- *Dan Yurchuk* (Board Treasurer),  
MEDS Junction Pharmacy

## Staff

- *Carol Jolly*, Executive Director
- *Matthew Mohan*, Operations Manager
- *Saskia Rahim*, Marketing Coordinator

## Board Directors

- *Janet Di Bernardo*, Latitude 44
- *Jyhling Lee*, Property Owner
- *Heather Phillips*, ARTiculations
- *Manny Solnik*, Solnik & Solnik  
Professional Corporation
- *Councillor Gord Perks*, Ward 4  
Parkdale High-Park

## Economic Development & Culture Office (City of Toronto)

- *Marianne Szczuryk*, Economic  
Partnership Advisor
- *Danielle Davis*, Capital Projects  
Coordinator



# Declaration of Conflict of Interest and Approval of the 2019 AGM Minutes

Motion: Motion to approve the [2019 AGM Minutes](#)





# 2020 Highlights

*Kiyo Elliott-Armstrong, Chairperson, Board of Management, The Junction BIA*

# Welcome to 16 New Members!

- Amaya on Dundas, 2865 Dundas St W
- Botham's, 2867A Dundas St W
- Carmelita's, 2982 Dundas St W
- Hush Hush Bar, 2952 Dundas St W
- iRepair, 2912 Dundas St W
- Junction House Sales Gallery, 2843 Dundas St W
- Junction Yacht Club, 2880 Dundas St W
- Kanto by Tita Flips, 2986 Dundas St W
- Lebanon Express, 3050 Dundas St W
- Mask Ontario, 2879 Dundas St W
- Matchbox Cannabis, 3069 Dundas St W
- Peekaboo Tattoo, 342 High Park Ave
- Tam Restaurant, 369 Keele St
- The Hunny Pot Cannabis Co., 2903 Dundas St W
- Tumi Dumpling House, 2904 Dundas St W
- Victorious Ink, 2910 Dundas St W



# Strategic Plan 2018-2021

**Our SMART Objectives (Specific / Measurable / Achievable / Realistic / Timely)**

## **A more walkable, beautiful and clean neighbourhood.**

- Improvements outlined in the BIA 2014 Streetscape Master Plan Vision.
- Ensure regular cleaning of public spaces within the BIA boundaries.

## **Member connectivity, organizational transparency and support.**

- In-person & digital spaces for membership networking & social connections.
- Create clear resource and policy documents.
- Increase member access to BIA resources.

## **A neighbourhood brand that accurately mirrors and promotes The Junction.**

- Maintain branding consistency.
- Ensure streetscape improvements link appropriately to branding.
- Increase online presence.
- Build a memorable identity that reflects the business neighbourhood.



# 2020 Expansion Outcome

*Kiyo Elliott-Armstrong, Chairperson, Board of Management, The Junction BIA*



# 2020 Marketing & Communications

*Carol Jolly, Executive Director, The Junction BIA*



# Marketing - Audience

As of November 1, 2020, The Junction BIA has access to the following **opt-in subscribers** who we connect with regularly.

Mailing List	2,514
Instagram	9,302
Facebook	6,495
Twitter	5,673
<b>TOTAL</b>	<b>23,984 (+50%)</b>

**@TorontoJunction**  
**#JunctionTO**



As seen in The Junction today. We  
<3 humanity!



BLOGTO.COM  
Man on segway  
rescuing raccoon fro...

[Learn More](#)



# Annual Social Media Growth



Instagram Followers  
9,302 vs. 4,008 **+117%**

Instagram Engagement  
61,000 vs. 25,000 **+144%**



Facebook Fans  
6,495 vs. 5,374 **+17%**

Facebook Engagement  
35,000 vs. 34,000 **+3%**



Twitter Followers  
5,673 vs. 5,710 **-1%**

Twitter Engagement  
387 vs. 525 **-35%**

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TOTAL Fans/Followers  
20,726 vs. 15,092 **+37%**

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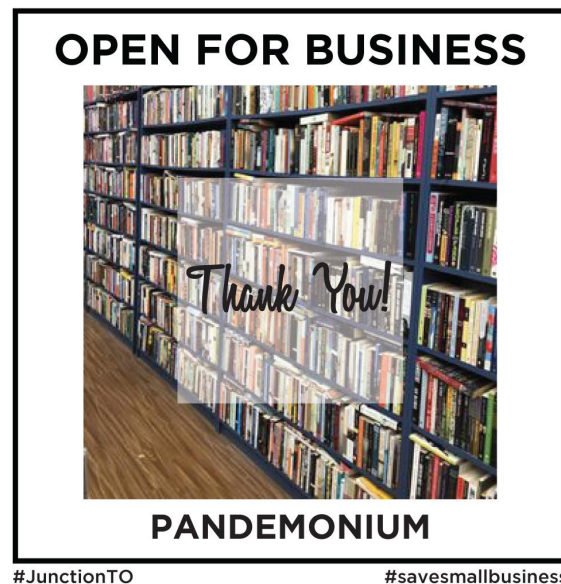
TOTAL Engagement  
96,387 vs. 59,525 **+62%**

*\***Engagement** refer to likes, comments, shares, clicks. **Social media engagement** is more than just the accumulation of followers across **social** platforms. Businesses that focus on building their **social media engagement** can benefit from better marketing reach and ROI, and a greater brand awareness that makes it easier to attract new customers.*



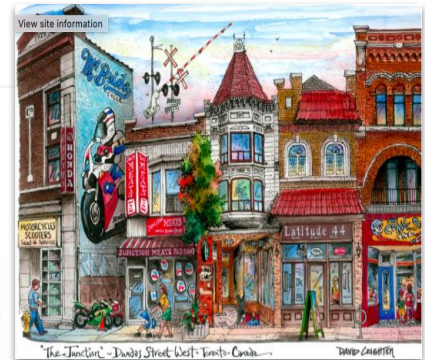
# Marketing - Digital Campaigns

- **“Open-For-Business”** - April to July; advertising businesses that remained open during the lockdown. **109K IMPRESSIONS**
- **“Share Your Love for The Junction”**  
Instagram competition where participants enter to WIN a Junction Happy Box by tagging their fave local business. **8K IMPRESSIONS**
- **“Spread Your Love”**  
Repost our Instagram template and share your TOP 5 favourite local businesses. **10K IMPRESSIONS**



# Marketing Campaigns

- **Junction Jigsaw Puzzle Fundraiser**  
Collaboration with WePieceTogether, a new non-profit formed to support local businesses. Raised to-date: \$4,025.
- **Junction Merchandise Fundraiser**  
A partnership with Axis Gear to create a wide line of Junction themed apparel and accessories. Raised to-date: \$1,375.
- **#ShopTheJunction** - Direct mail piece, transit shelter poster & digital campaign developed to counter online shopping. **7K+** Junction residents received home delivery of a Junction map and by sharing online **#ShopTheJunction** and **@TorontoJunction**.
- **Member of the Month** - spotlight on a local business written by Riley Wiley, our journalism intern. Reach: **~24K** and year-round website presence. *Currently booked until May 2021!*



**June 2020: Pretty  
Clean Shop**

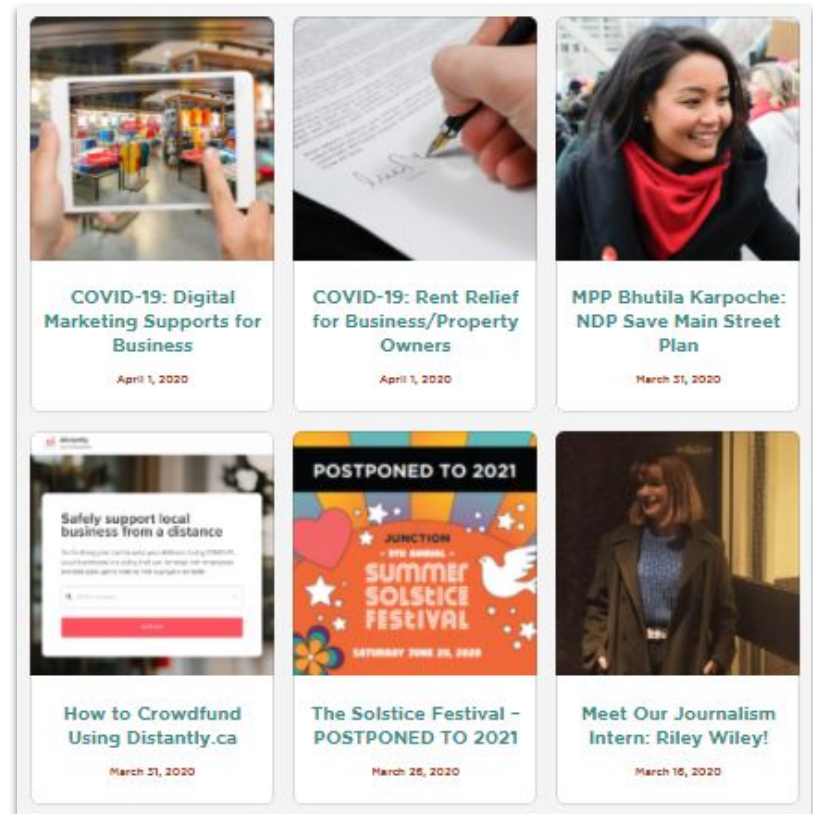
June 1, 2020



# Member Directory & Resources

Continued to develop our Member Directory and Member Resources pages on our new website:

- Worked with local volunteer photographer Adriana Luhovy to provide professional interior, exterior, and product photos of BIA businesses.
- Continued to update our Member Resource posts to provide a one-stop-shop for important opportunities and updates for members, such as grants, tips, webinars, programs and events.

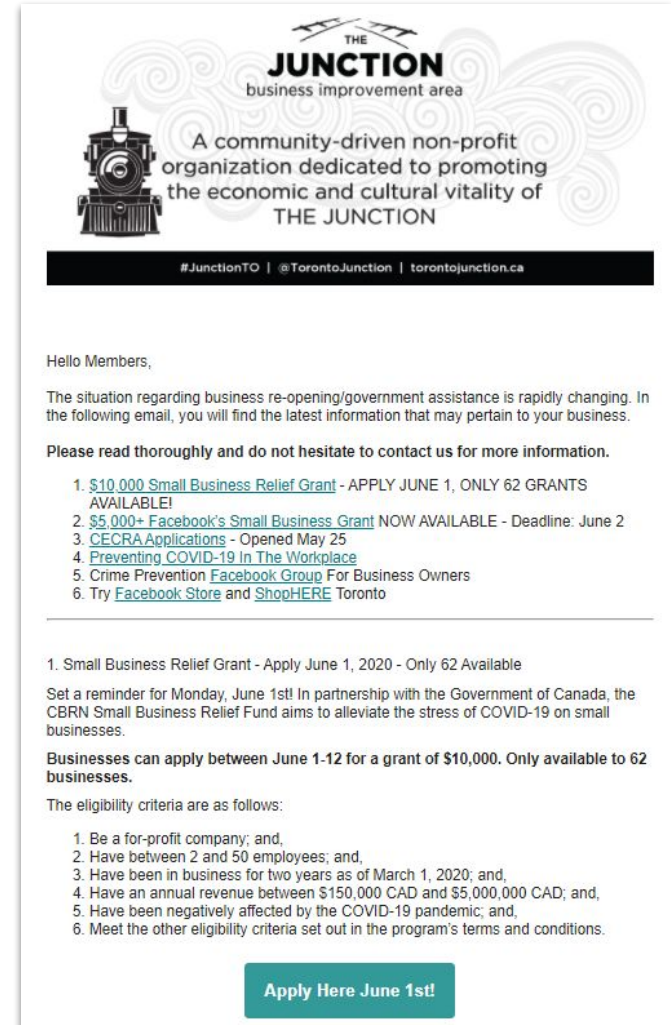




# Member Communications: COVID-19

Increased efforts in consistent communications with members during COVID-19 including:

- **Member Resources webpage:**  
Consolidation of all crucial info on BIA website for members to access indefinitely, including pages on Rent Relief, Digital Marketing Supports, and Financial/Government Supports.
- **Weekly member updates** on grants, policy changes, etc.
- **1-on-1 assistance** with members for government assistance, grants, and loans (CECRA, CEBA etc.).
- Issued **two COVID-19 Surveys** including a report shared with all levels of government.
- Frequent meetings held with TABIA and elected officials to **advocate for policy changes**.



**THE JUNCTION**  
business improvement area

A community-driven non-profit organization dedicated to promoting the economic and cultural vitality of THE JUNCTION

#JunctionTO | @TorontoJunction | torontojunction.ca

Hello Members,

The situation regarding business re-opening/government assistance is rapidly changing. In the following email, you will find the latest information that may pertain to your business.

Please read thoroughly and do not hesitate to contact us for more information.

1. [\\$10,000 Small Business Relief Grant](#) - APPLY JUNE 1, ONLY 62 GRANTS AVAILABLE!
2. [\\$5,000+ Facebook's Small Business Grant](#) NOW AVAILABLE - Deadline: June 2
3. [CECRA Applications](#) - Opened May 25
4. [Preventing COVID-19 In The Workplace](#)
5. Crime Prevention [Facebook Group](#) For Business Owners
6. Try [Facebook Store](#) and [ShopHERE](#) Toronto

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1. Small Business Relief Grant - Apply June 1, 2020 - Only 62 Available

Set a reminder for Monday, June 1st! In partnership with the Government of Canada, the CBRN Small Business Relief Fund aims to alleviate the stress of COVID-19 on small businesses.

Businesses can apply between June 1-12 for a grant of \$10,000. Only available to 62 businesses.

The eligibility criteria are as follows:

1. Be a for-profit company; and,
2. Have between 2 and 50 employees; and,
3. Have been in business for two years as of March 1, 2020; and,
4. Have an annual revenue between \$150,000 CAD and \$5,000,000 CAD; and,
5. Have been negatively affected by the COVID-19 pandemic; and,
6. Meet the other eligibility criteria set out in the program's terms and conditions.

[Apply Here June 1st!](#)

# Member Communications: Lobbying

We continue to listen to your concerns and lobby on your behalf with all three levels of government for issues including:

- Street patios & heaters (**CaféTO**).
- **Street asset replacements**, removals, additions & repairs: bike rings, garbage cans, transit shelters, notice boards, benches & newspaper boxes.
- **Increased cleanliness**: pigeons & litter.
- Support for **street-involved people**.
- Lower commercial **property taxes**.
- Lower **permit fees** - Liquor license, street marketing, Hydro-pole use.
- Construction disruptions & issues - Dundas St W/Pacific Ave.
- **Toronto Hydro issues**.
- **Better filming notifications**.
- **Safety issues** (Coffee with a Cop).
- Financial supports during **COVID-19**.

**Supporting our local small businesses**

Wednesday, May 13, 2020  
4:00 to 5:00 p.m.  
Watch live at:  
[facebook.com/BhutlaKarpoche](https://facebook.com/BhutlaKarpoche)

Hosted by  
Bhutla Karpoche

**Featuring:**

- John Kiru, TABIA
- Anna Bartula, Parkdale BIA
- Matthew Mohan, Junction BIA
- Veronica Feihl, Roncesvalles BIA
- Patricia Tucci, Baby Point Gates BIA

Video call participants (clockwise from top-left): Bhutla Karpoche, John J. Kiru, Matthew Mohan, The Junct..., Baby Point Gates BIA, Anna Bartula, Veronica Feihl.

# Digital Main Street

We partnered with Digital Main Street (DMS) to bring the **Digital Service Squad** to the Junction! The DSS is a FREE resource for BIA businesses to help them build their online presence, promote and sell successfully online. **1-on-1 support** by a highly-trained digital marketing specialist became more essential with COVID-19.

- Lorenzo Gonzalez and Emily Hines have worked with **64** businesses since February to enhance their digital footprint.

The **\$2,500 Digital Main Street Transformation Grant** was revived during COVID-19. With a simple application, small businesses could use these funds for enhanced digital technology to help promote and run their business, including hiring a digital marketing consultants, developing/redesigning a website, purchasing software and hardware, and more.

- **50 Junction businesses** received or will soon receive the DMS grant this year, representing a **total investment of \$125,000** to the Junction!

# Member Resources & Grants

## **\$12,500: Commercial Facade Improvement Program 2021**

Provides grant funding to commercial & industrial property owners & tenants eligible to redesign, renovate or restore commercial & industrial building facades.



## **Toronto Police Services Safety Audits**

**Email [Janet.Barr@torontopolice.on.ca](mailto:Janet.Barr@torontopolice.on.ca) to schedule a CPTED Audit Today!** 11 Division will conduct an individual assessment of your business and provide personalised crime prevention tips. This process typically takes only an hour.

## **\$2,500: Digital Main Street Transformation Grant**

**Deadline to Apply: November 30, 2020**

Assists small businesses improve how they use digital technologies to promote and run their businesses. Only 2 hours of video training required to apply.



## **Property Tax, Energy Costs, & PPE Rebate - Apply Today!**

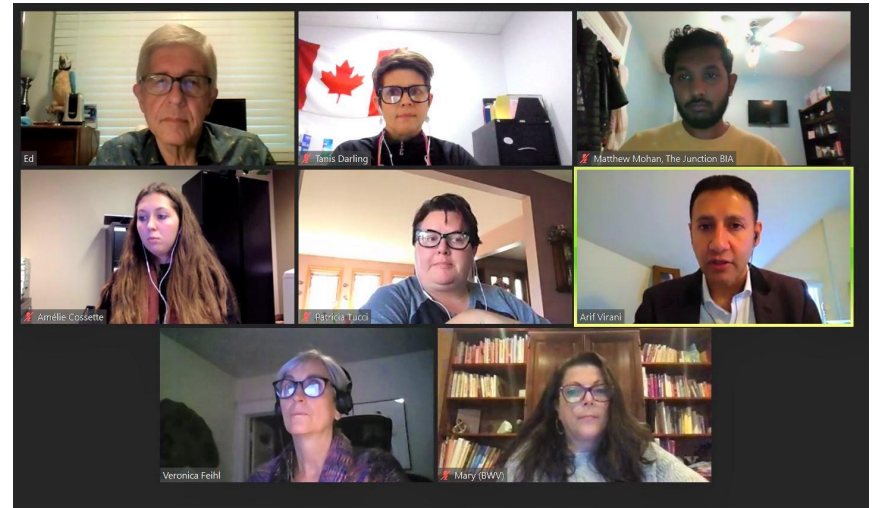
Provides grant funding to help small businesses cover the unexpected costs of PPE; and rebates for businesses required to shut down or significantly reduce services.



# Federal Government Supports

*The federal government's share of direct support measures during the COVID pandemic is 97 percent.*

- **Canada Emergency Rent Subsidy (CERS):** Provides up to 65% rent and mortgage relief to businesses. Under lockdown, businesses get an additional 25%. This means that up to 90% of rent or mortgage can be covered.
- **Canada Emergency Wage Subsidy (CEWS):** Employers who have experienced a drop in revenue due to the pandemic may be eligible for a subsidy to cover employee wages to prevent job losses and layoffs.
- **Canada Emergency Business Account (CEBA):** Provides interest-free, partially forgivable loans of up to \$40,000 for hard-hit small businesses and nonprofits.



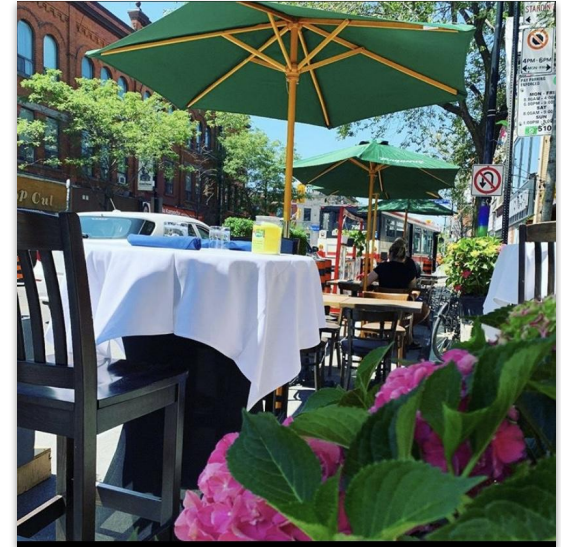


# 2020 Events & Programs

*Carol Jolly, Executive Director, The Junction BIA*

# CafèTO

- Worked with the City of Toronto to implement the CaféTO program, creating additional patio space on the street for our food & beverage businesses to conduct business safely.
- Increased foot traffic to support the entire business community.
- Ultimately, 20 businesses participated in creating over 10,000 SF of safe and visually appealing patio space.
- Response has been overwhelmingly positive





# CafèTO in the Media

## The Junction has been transformed into a patio lover's paradise

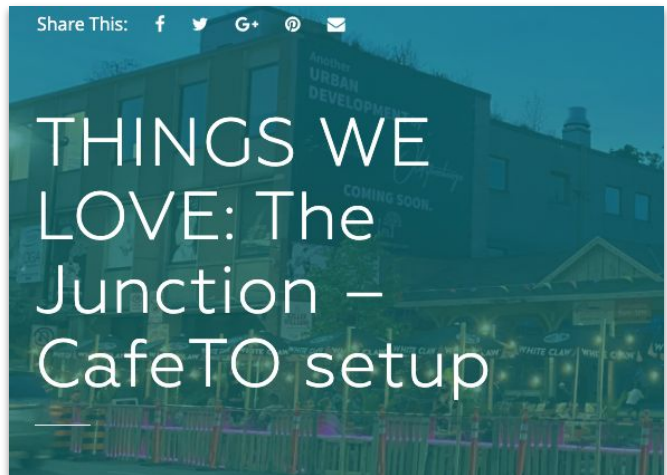
With some restaurants easing their way back into dine-in services in Toronto, others in the city have fully embraced outdoor operations thanks to the CafeTO program. Able to extend their dining services street side, many restaurants and bars in this Toronto neighbourhood now have a patio for the first time ever.

[Source: BlogTO](#)

## Toronto neighbourhood welcomes over 10,000 sq feet of new patio space

DH Toronto Staff | Jul 20 2020, 10:22 am

*Source: Daily Hive*



*Source: Nested*

## Déco

This Junction trattoria has transformed their stretch of Dundas West into a serene sidewalk terrace. Expect standard Italian favourites, like fresh pasta made with imported ingredients. Pair your meal with a glass (or bottle) from the extensive list of Tuscan wines. 2840 Dundas St. W., [decotoronto.com](http://decotoronto.com)

*Source: Toronto Life*

# CafèTO Survey Results

Survey conducted of all business owners and visitors found:

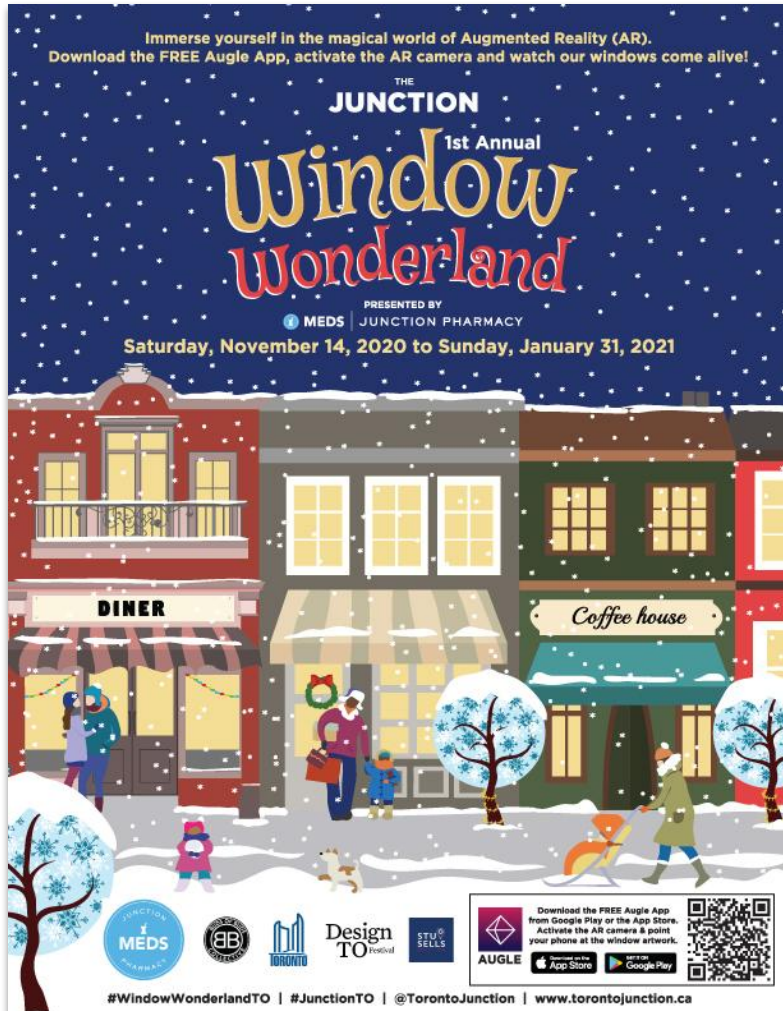
- Over 1/3rd of businesses saw an increase in revenue by an average of 60%.
- Average spend \$77 by CaféTO patrons within the Junction per visit.
- 72% of visitors discovered *other* shops and restaurants when visiting a CaféTO patio.
- Only 7% of drivers reported having trouble finding parking.
- 95% would like to see this program implemented next year, including 88% of BIA businesses.



***“It improves the energy of a neighbourhood, not just for bars and restaurants but for retailers too, because more people are simply interested in walking through the neighborhood when things are happening visually.” - Business Owner***

***“The Junction lacked patio options in the past and now with CaféTO I see the Junction in a whole new light, where the streets are warm, inviting, lively and attractive ... it’s a place I want to be.” - Junction Resident***

# The 1st Annual Window Wonderland



Discover **Window Wonderland**, The Junction's first annual immersive urban art-walk, presented by MEDS Junction Pharmacy. From **Nov. 14, 2020 to Jan. 31, 2021**, the Window Wonderland exhibition will transform the Junction neighbourhood into an outdoor gallery that is interactive, engaging, and magical. The exhibition will feature local artists and animators who will paint ten storefront windows brought to life by Augmented Reality (AR) to create an impressive public art display. This will be the first activation of its kind in the City of Toronto.

Window Wonderland is presented in partnership with Buds Collective, a Canadian non-profit organization based in Calgary that provides local artists and makers with opportunities, visibility, fair compensation and access to tools and resources, and with Augle, a Canadian-made art and lifestyle mobility platform, that allows users to see an enhanced point-of-view of the world through augmented reality.

Visitors can see the creations 'come to life' by downloading the Augle App and pointing their phone cameras at the large-scale artwork displayed on the windows of ten storefronts to engage with this exciting public art experience outdoors.



# WW20 Sponsors + Partners



Design  
TO Festival



ARTiculations



Bank of Montreal



Haveli Home & Decorative Arts



Kanto by Tita Flips

Latitude 44  
Gallery Framing Decor

Latitude 44 Gallery Framing  
Decor



MEDS Junction Pharmacy



MollyWagz



Pandemonium Books & Discs



Studio Cycle

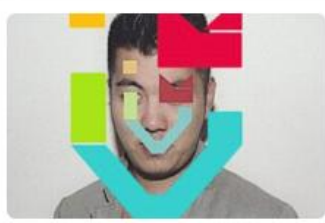
Tailwaggers

Tailwaggers



# WW20 Artists

Hired and trained 20 visual artists + 17 performing artists

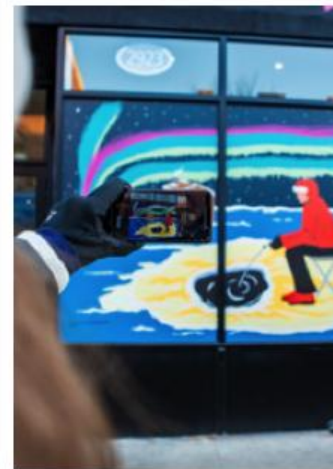


# WW20 Installation





# WW20 Exhibition





# WW20 Marketing Collateral

**WATCH THIS WINDOW COME ALIVE!**

THE JUNCTION  
1st Annual  
**Window Wonderland**  
PRESENTED BY MEDS | JUNCTION PHARMACY

Download the FREE Augle App.

Activate the AR - Augmented Reality camera.




#WindowWonderlandTO  
@TorontoJunction  
torontojunction.ca

THE JUNCTION  
1st Annual  
**Window Wonderland**  
PRESENTED BY MEDS | JUNCTION PHARMACY

Saturday, November 14, 2020 to Sunday, November 15, 2020



**AUGLE**

Download the FREE Augle App from Google Play or the App Store. Activate the AR camera & point your phone at the window artwork.

Download on the App Store | GET IT ON Google Play


Map of the Junction area showing the locations of the Window Wonderland activation points. The map includes various landmarks and businesses, with a legend indicating the activation points and parking locations.

THE JUNCTION  
1st Annual  
**Window Wonderland**  
PRESENTED BY MEDS | JUNCTION PHARMACY

Legend:  
Window Wonderland Activation  
TTC Stop  
Parking

THE JUNCTION  
1st Annual  
**Window Wonderland**  
PRESENTED BY MEDS | JUNCTION PHARMACY

Saturday, November 14, 2020 to Sunday, January 31, 2021



**WATCH THIS WINDOW COME ALIVE!**

THE JUNCTION  
1st Annual  
**Window Wonderland**  
PRESENTED BY MEDS | JUNCTION PHARMACY

Download the FREE AUGLE APP

Activate the AR - Augmented Reality camera



ENTER TO WIN GREAT PRIZES

#WindowWonderlandTO @TorontoJunction torontojunction.ca

Illustration of a hand holding a smartphone displaying the Window Wonderland app interface. The app shows a winter scene with a diner and a coffee house, and a hand pointing at the screen.

THE JUNCTION  
1st Annual  
**Window Wonderland**  
PRESENTED BY MEDS | JUNCTION PHARMACY



# 2020 Streetscaping

*Kiyo Elliott-Armstrong, Chairperson, The Junction BIA*



# Streetscaping - Landscaping

**Sidewalk Planters:** In order to reduce clutter on the street and reduce landscaping costs, we sold 30 large, black sidewalk planters to The Beach Village BIA.

**Tree Guard Plantings:** Installation and maintenance of 92 new planter boxes on new tree guards across Dundas St W. Some tree guards were relocated to increase balance of florals across the BIA.

**CaféTO Planters:** Installed and maintained 7 self-watering planter boxes with soil and long grasses across the BIA's public parklets

**Keele/Dundas Intersection:** In order to present the Junction as clean and welcoming at its busiest intersection, we invested in heavy-duty power washing all 4 corners, as well as a further landscaping in the southwest corner.





# Streetscaping - Landscaping





# Streetscaping - New Pole Wraps

This summer, we wrapped 95 light poles with a patented anti-poster, anti-glue material, giving them a long-lasting, sleek, and clean finish.

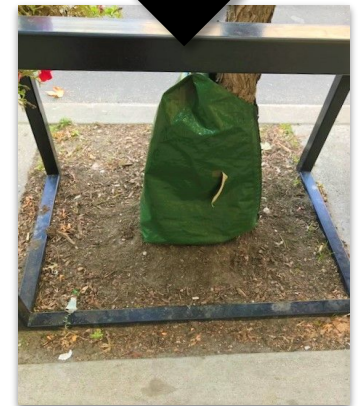
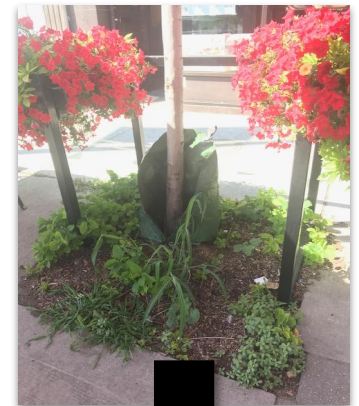
The custom wraps were printed with our signature train smoke design, featuring the whimsical element of the Junction branding at eye level.

\$87,195 Investment (incl. \$26,477 from the City)



# Beautification - Before & After

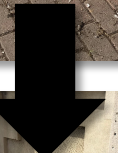
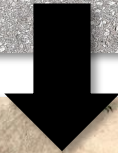
Following a successful pilot in 2019, we implemented the Junction Beautification Team project, in partnership with the Keele Community Correctional Centre – a facility that houses parolees during rehabilitation.





# Beautification - Before & After

Our team removes litter, broken glass and cigarette butts; clears graffiti from public and (occasionally) commercial property; installs decorative flags for events; removes staples from public message boards; eliminates weeds; and reports on a variety of area/asset issues. They also cleaned and sanitized the 4 public parklets installed as part of the CaféTO program.



The background of the slide is decorated with several light gray, stylized swirls or spiral patterns. These swirls are of varying sizes and are arranged in a way that they overlap and fill the background, creating a textured, decorative effect. The text is centered over this pattern.

# 2021 Proposed Plan

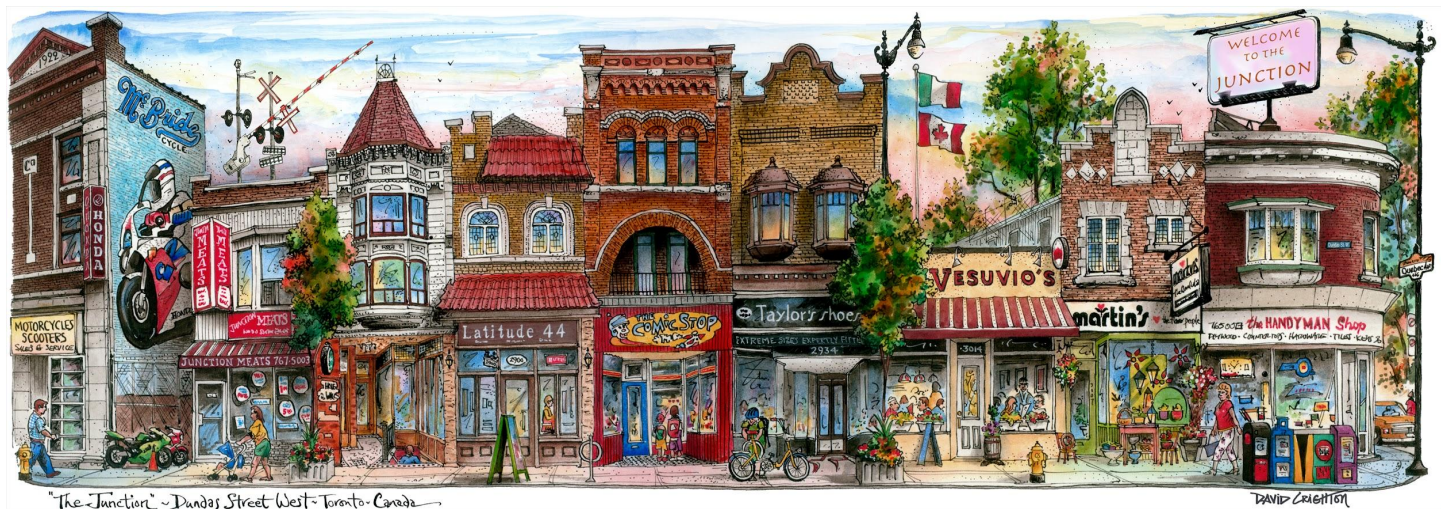


# 2021 Proposed Plan

**Marketing:** Continue to develop our website's Member Directory and Member Resources pages. Showcase members' stories in our popular Member of the Month feature (already booked until May 2021!). Grow social media following!

**CaféTO:** Will work with the City to revive the CaféTO program next Spring to ensure that the Junction stays a patio-friendly neighbourhood. Will work towards increasing business eligibility and improved safety measures.

**2nd Annual Window Wonderland:** Plan to grow the exhibition by 50% to include 15 windows and live entertainment employing 50+ local visual and performing artists. Will continue to pursue funding including corporate and government grants.





# 2021 Proposed Plan

**Beautification:** Launching a new general maintenance program using the services of a reputable external public space maintenance firm, Street Graffiti Solutions, to pilot a weekly Junction cleaning program.

**Landscaping:** Design, install, maintain, and remove Summer & Winter plantings for all 133 new self-watering planter boxes in 66 new tree guards, including the side streets.

**Winter Train Lights:** Hydro no longer allows us to affix GFI's to their poles without metering capability. Holiday lights to be stored until a solution can be provided.

**Expansion:** In order to better compete with neighbouring business areas, beautify major gateways to the Junction, increase our political clout, and increase the budget, we will begin pursuing an expansion of The Junction BIA east to Annette St. If successful, it will be final in 2023.





# Approval to Pursue a Major Expansion

*Kiyo Elliott-Armstrong, Chairperson, Board of Management, The Junction BIA*

**Motion: Motion to pursue a major expansion of our BIA boundary,  
east along Dundas St W to Annette Street.**



# 2019 Auditor's Report

*Rafiq Dosani, Chartered Professional Accountant*

# 2019 Auditor's Report

**THE BOARD OF MANAGEMENT FOR THE  
JUNCTION GARDENS BUSINESS IMPROVEMENT AREA  
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS  
FOR THE YEAR ENDED DECEMBER 31, 2019**

	<b>2019 \$</b>	<b>2018 \$</b>
Surplus for the year	32,874	28,875
Acquisition of tangible capital assets	(36,249)	(20,183)
Amortization of tangible capital assets	12,091	6,391
	8,716	15,083
Balance – Beginning of year	229,409	214,326
Balance – End of year	<u>238,125</u>	<u>229,409</u>

5

**THE BOARD OF MANAGEMENT FOR THE  
JUNCTION GARDENS BUSINESS IMPROVEMENT AREA  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2019**

	<b>2019 \$</b>	<b>2018 \$</b>
<b>Cash flows from operating activities</b>		
Surplus for the year	32,874	28,875
<b>Non-cash changes to operations</b>		
Add: Non-cash item Amortization of capital assets	12,091	6,391
Increase (decrease) resulting from changes in		
Accounts receivable – City of Toronto	(20,754)	4,784
Accounts receivable – other	(24,821)	18,603
Accounts payable – City of Toronto	29,269	
Accounts payable – other	<u>2,396</u>	<u>10,551</u>
<b>Cash Provided By (Used In) Operations</b>	31,055	69,204
<b>Investing activities</b>		
Purchase of tangible capital assets	(36,249)	(20,183)
<b>Cash, Beginning Of Year</b>	<u>219,216</u>	<u>170,195</u>
<b>Cash, End Of Year</b>	<u>214,022</u>	<u>219,216</u>

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# Appointment of the 2020 Auditor

*Kiyo Elliott-Armstrong, Chairperson, Board of Management, The Junction BIA*

**Motion #1: Motion to adopt the 2019 Audited Financial Statements, as presented.**

**Motion #2: Motion to appoint Rafiq Dosani as the Auditor  
for the 2020 Financial Statements.**



# 2021 Proposed Budget

*Dan Yurchuk, Treasurer, Board of Management, The Junction BIA*

# The 2021 Budget Summary

- 1 -  
Junction Gardens BIA  
2021 BIA Budget

Summary of Revenues and Expenditures	2020 Approved Budget	2020 Projected Actual	2021 Proposed Budget
	Column A	Column B	Column C
<b>Revenues</b>			
BIA Levy (includes 10% provision)	340,674	340,674	340,673
Grants - Canada Summer Jobs	12,000	7,840	12,000
Signature Events Revenue (input details in event worksheets)	31,000	41,500	15,000
Other Festival Revenue			
Other Revenue - Fundraisers; merchandise & puzzles		5,000	3,000
<b>Total Revenue</b>	<b>383,674</b>	<b>395,014</b>	<b>370,673</b>
<b>Expenditures</b> (includes 1.76% HST)			
General and Administrative	214,850	207,358	209,385
Streetscape Improvements	37,000	60,718	
Streetscape Improvements - City Loan Payment			
Amenity and Maintenance	61,000	60,668	83,950
Promotion and Communication	12,700	7,250	3,000
Festivals and Events	96,000	82,094	75,000
Provision for Tax Appeal Expenditures (10%)	30,970	(1,623)	30,970
<b>Total Expenditures</b>	<b>452,520</b>	<b>416,465</b>	<b>402,305</b>
<b>Net Revenue / (Deficit)</b> (O) = (F) - (N)	<b>(68,846)</b>	<b>(21,451)</b>	<b>(31,632)</b>

Summary of Accumulated Surplus	2020 Approved Budget	2020 Projected Actual	2021 Proposed Budget
<b>Beginning Balance</b>	<b>238,125</b>	<b>238,125</b>	<b>216,674</b>
Change in Accumulated Surplus	(68,846)	(21,451)	(31,632)
<b>Ending Balance</b>	<b>169,279</b>	<b>216,674</b>	<b>185,042</b>



# Approval of 2021 Budget

*Kiyo Elliott-Armstrong, Chairperson, Board of Management, The Junction BIA*

**Motion: Motion to approve the 2021 Budget as presented.**





**Other Business?**

***Thank you for attending!***