

the
glebe

THE GLEBE BIA ANNUAL REPORT 2016



THANK YOU TO ALL OUR MEMBERS,
OUR PARTNERS, OUR SUPPLIERS,
OUR CUSTOMERS AND OUR
COMMUNITY. WE COULDN'T HAVE
DONE IT WITHOUT YOU.

intheGLEBE.ca

AGENDA

- 6:00pm Arrival
- 6:30pm Meeting Called to Order
- Approval of Agenda
 - Approval of 2015 Minutes
- 6:35pm Welcoming Remarks & Introduction
- 6:45pm Membership Engagement
- 6:55pm Overview Presentation
- 7:10pm Finance
- 2015 Audited Financial Statements
 - 2017 Budget
- 7:20pm Q&A
- 7:30pm Adjournment
Break
- 7:45pm Keynote Presentation
Michael Crockatt
Ottawa Tourism

MESSAGE FROM THE CHAIR

Dear Members,

The Glebe is a place that is close to my heart. I grew up here, went to school here, owned and operated Davidson's Jewellers for over 40 years – a business that my father started in 1939 – and I still own property in the area. It is a place that has evolved and developed over generations and I've been lucky to see it up close and personal. I believe it is the best neighbourhood in Ottawa given its history and character, village feel, loyal community and yes, its vibrant mix of businesses. Anyone who has spent time here knows how special it is and I'm certainly no exception.

I have been involved with the Glebe BIA since its inception in 2008, and the Glebe Business Group before that. The Glebe BIA was formed when the big concern was the impact the reconstruction of Bank Street would have on merchants, many of whom were independent small operators. Later, with the redevelopment of Lansdowne, the community had to grapple with a project that presented a profound transformation. These two

events in many ways defined the activities of the BIA and much of the conversation. But now, in 2016, these projects are complete and our attention has shifted to the future. We are now open for business and we want the city and the world to know it.

This past year has been a busy one, not only staging our usual events, but partnering with the CGA to install two Parklets; acquiring hardware and hanging flower baskets for the summer season; changing our tree lights to a summer version and winter version; launching a major website enabling each member to post items and events about their business and just recently launching an advertising campaign to draw visitors to your shops.

I enjoy being involved in this community and it is important to me that Glebe BIA evolve into an organization that lives up to, and even surpasses the expectations of its members. It's not just about what we do today, it's about what we pass on to the next group of leaders. This is the reason I worked with the last board to

initiate and develop a strategic plan. It was my motivation for running for another term a couple of years ago and I'm very grateful for the opportunity to be your Chair. Our board is strong and focused on our future.

As a member of OCoBIA (all BIAs represented in and around Ottawa) I must tell you that our Executive Director, Andrew Peck, is well respected and makes a tremendous contribution to the overall well-being of the Ottawa community. Not only has his vision built value and helps to ensure our area thrives and prospers, he has put together an amazing team in the office to work toward our goals of 2017 and beyond. I am very proud of where the Glebe BIA is today and believe that together, we'll be able to accomplish many more great things in the coming year. Thank you for your continued support.

Sincerely,

Judy Richards
Chair, Glebe BIA

MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Members,

This December will mark my third year with the Glebe BIA. Over this time, I have seen a tremendous amount of change, both within our organization, and throughout the neighbourhood. And given that change is inevitable, it's important to adapt accordingly and manage it in a way that leads to good things down the road.

The entrepreneurial spirit teaches us to solve problems and is premised on the idea that if there's a better way, let's find it. True entrepreneurs are people who look for solutions directed at opportunities and potential. And they also know that in order to be successful, one must begin with the end in mind, have a positive outlook and work collaboratively with others.

In the context of operating a business, it is vital to bring people together under a common vision, operationalize it and develop concepts and brands that live on in the hearts and minds of audiences. The goal is to create an experience, one that resonates, connects emotionally, is

authentic and builds relationships that are lasting and loyal. When there's a vision and a goal, there's a destination. Yet, underlying everything there needs to be a solid foundation and business model. These are the principles I try to apply to the day-to-day operations of the Glebe BIA.

In 2014, our membership voted into place a new Board of Management and signaled a desire for a renewed focus, approach and direction. This fact has informed our work in a significant way over the past couple of years. While one measure of a BIA's progress is the tangible stuff we can see such as programming, marketing initiatives, murals and flowers for example, we also have to look under the hood. For this reason, we have been keenly focused on building our organizational foundation, rooting it in in best practice and good governance. We are fully committed to delivering the value and relevance our members should expect and we marshal our resources accordingly. We have established for our members a professional association that is internally

aligned and externally focused, one set up to be sustainable beyond any board or staff member and poised to do some great things.

At this time, I can say with absolute confidence that the Glebe BIA has the capacity and resources to be one of the most effective BIAs in Ottawa. I want to thank members for their support and feedback, and the positive and ongoing contributions you all make to help build the reputation of the Glebe. We may always have challenges in front of us and we may sometimes have differing views on how best to address them, but we can all share in the knowledge that we operate in one of the greatest Canadian neighbourhoods. And leading into Ottawa 2017 and Canada's 150th, it's a pretty amazing place to be.

Sincerely,

Andrew Peck
Executive Director, Glebe BIA



A Business Improvement Area represents property owners and their tenants within a defined area and provides promotion, maintenance, advocacy and preservation of the neighbourhood.

In Ontario alone, there are hundreds of BIAs that are located primarily in downtowns and traditional commercial districts. There are hundreds more throughout the world. Under the Ontario Municipal Act, a municipality may pass a by-law designating an area as a BIA and create a Board of Management. The BIA then has the authority to undertake promotion, beautification and improvement initiatives on municipally-owned land beyond those provided by the City.

BIAs help join businesses together to build stronger and more competitive downtowns. Its primary role is to improve an area. It also provides a structure that allows separate and sometimes competing businesses to co-operate for their mutual benefit, and establishes a mechanism for long-term and assured funding for the organization. BIAs leverage these funds and invest them into activities and initiatives that serve the common good, things that individual businesses would not be able to do independently. They also allow an area to compete more effectively with other commercial areas, as well as define itself to key audiences, build its brand and strengthen its reputation to help fuel its economic development.

Funding comes from a special levy collected from businesses and commercial properties within a BIA's boundaries. This levy is based on an operating budget established by the Board of Management and subsequently passed by City Council. As per the Municipal Act of Ontario, the board of a BIA is authorized to set budgets that it believes will best serve the wants and needs of the BIA while providing value to its members. The membership itself does not sanction a budget under the Municipal Act, but rather, the board which is elected through a democratic process is charged with this responsibility and makes this determination for the entirety of the BIA.

Every four years, and in concert with the City's term of Council, all members of a BIA Board of Management step down from their positions and the membership elects a new board through a vote that is closely monitored by a representative(s) from the City. A BIA board can be made up of past board members or new candidates and are elected for four-year terms. In the case of the Glebe BIA, 2014 saw nineteen nominees on the ballot and resulted in a board with six new members and four being carried over from the previous term. Once elected, the incoming board appoints a Chair, Vice Chair and Treasurer and then, each year following an annual general meeting, a motion must be passed to reaffirm the sitting Chair or elect a new one. The Glebe BIA Board of Management is comprised of 10 elected volunteers and the Ward Councillor.

In an election year, to be a candidate for a position on a BIA board or to vote, one must be a tenant or owner of a ratable property currently on the City assessment roll within the boundaries of the BIA. Should a vacancy present itself during a term and between elections, as per the Municipal Act, the remaining board members appoint someone to the position.

BIAs are strategic bodies whose purpose is to create positive change in the aggregate. While they are not service providers for individual businesses, they operate within a business environment that changes every day, and know that adapting to the marketplace is essential for survival. The value of BIAs is that they provide a mechanism for organizing and financing programs that would not be available to independent business people by any other means.

What is a Business Improvement Area?



Max Anisman
Owner
Playa del Popsical
On-Street



Allan Bateman
Developer
& Property Owner
On-Street, Parking



Eva Cooper
Owner
Delilah
Vice Chair, Governance



Elizabeth Kilvert
Owner
The Unrefined Olive
Membership



Andrew Milne
Owner
bv02
Biz Development

Glebe BIA Board & Staff



Judy Richards
Property Owner
**Chair, Governance,
Biz Development**



Rebecca McKeen
Store Director
McKeen Metro Glebe
Treasurer, Parking, Biz Development



Stephane Sauve
Owner
Glebe Meat Market
On-Street



Joshua Thatcher
Store Team Leader
Whole Foods Market
Membership



David Chernushenko
City Councillor
Capital Ward



James Vince
Co-Owner
Bloomfields Flowers
On-Street



Andrew Peck
Executive Director



Trevor Greenway
Communications



Dana Thibeault
Programming & Events



Haide Rodriguez
Office Administration

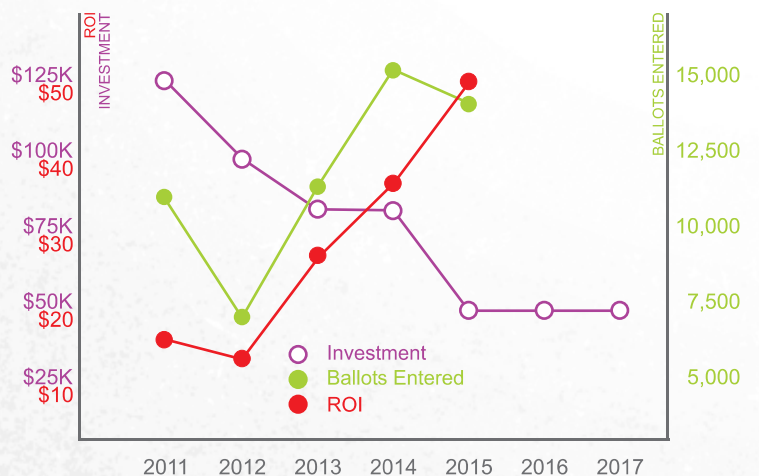
2016 YEAR IN REVIEW

Glebe Spree

- Glebe resident Elise Roberge was the 2015/16 winner of the \$10,000 shopping spree.
- Contest this year was focused on our local trade area and the budget was reduced by nearly 40%.
- With nearly 14,000 ballots submitted, we achieved our second highest participation rate ever while increasing our ROI by almost 50%.
- 133 Glebe merchants participated in Glebe Spree and the contest generated nearly 2 million online impressions during the promotion.
- More than 30 members contributed Any Day Prizes, a new component that provided daily giveaways to shoppers.
- Thank you to our primary sponsors, Metro McKeen Glebe and Scotiabank as well as Kunststadt Sports for the Early Bird Prize.



GLEBE SPREE THROUGH THE YEARS





Parklets

- Under the leadership of the Glebe Community Association, we partnered with the GCA and Underground Sound to help fund two pilot projects in the Glebe, made possible thanks to the City of Ottawa Streetside Spot program.
- The public parklets feature tables and chairs, local art and flowers, as well as bench seating for pedestrians. The parklets will be removed in the fall and reinstalled each spring.
- The pedestrian friendly spaces were designed by Carleton University architecture students and local architect Richard Corbeil.



Lady Dive Tours

- Building on our partnership, Lady Dive Tours expanded on their Lansdowne stop and introduced a Bank Street leg to their popular route that brings thousands from the downtown core and through the area each year.



Game Day in the Glebe

- On July 8, the Glebe came alive for the Ottawa RedBlacks home opener with live music, face painters, still walkers, superfans, radio stations and street teams to celebrate the occasion, animate the street and encourage fans to come early and stay late.
- A mobile photo booth was installed this year along Bank Street which captured the fun and was posted to social media. Glebe merchandise was also distributed to build even greater awareness for the area.

Mural Program

- Two new murals were approved this year through the City of Ottawa Grant Program and our ongoing partnership with Underground Sound.
- One installation has already been completed at Bank Street and Second Avenue, the second will be installed later this year.





Marvest/CityFolk

- For the second year in a row, the Glebe BIA partnered with CityFolk to present Marvest, a two-day showcase of local musical talent playing in unconventional venues throughout the neighbourhood free of charge.
- The investment saw more than 60 local bands play in more than a dozen local businesses throughout the neighbourhood.
- This year, Marvest attendance grew nearly 25% and together, CityFolk and Marvest drew 60,480 music fans to the area.
- Our collaboration with CityFolk earned us a nomination for Partnership of the Year by Ottawa Tourism.

intheGLEBE.ca

- Perhaps one of the most significant accomplishments this year was the development of a new, mobile driven, responsive and consumer friendly website that for the first time, captures the full Glebe experience.
- The site was developed by local agency bv02 and launched in June. It was designed to provide an optimum digital experience for users with all the functionality and flexibility that consumers have come to expect.
- Merchants can freely update their own sections and have the ability to develop ongoing promotions that can be tracked.
- The site offers a comprehensive self-generating events calendar that can be used by anyone running a public event in the Glebe, as well as complete information on area attractions, transportation details and more.
- All content was written to achieve maximum search engine optimization, to engage and drive traffic and to tie into our marketing programs.
- Further enhancements to the site are being made including vacancy listings, a section for doing business in the Glebe and expanded index of members.





Great Glebe Sidewalk Sale

- Once again, our merchants took to the streets to serve thousands of shoppers looking for deals at one of North America's largest garage sales, the Great Glebe Garage Sale.
- The Glebe BIA supplied tables and barricades to merchants at no cost and distributed promotional material including tote bags, water bottles, t-shirts and decals.
- Our partnership with Ecology Ottawa's Great Glebe Green Garage Sale fundraiser continued for a third year, which continues to grow and provide enhanced visibility for the Glebe brand while supporting a great cause.



Banner Program

- We continue to leverage on-street pageantry to promote the Glebe brand and highlight ongoing programming and partnerships.
- Banners have been used this year to promote FIFA, CityFolk/Marvest, the Tulip Festival, One Young World, the RedBlacks, Fury FC, 67's and Snowmania.



Hanging Baskets

- Invested in the development and installation of new hardware on half of the light standards along Bank Street.
- A total of 120 hanging flower baskets added vibrancy to the area from June to September.
- Winter baskets are currently being created and will be installed in November as part of our holiday programming.



Snowmania & Winterlude

- Earlier this year, the Glebe BIA launched Snowmania, a celebration of all things snow, which featured giant snow sculptures and snowmen throughout the Glebe.
- The Glebe BIA partnered with Alterna Savings Crackup festival to help support their activities and events in the Glebe - they have become a valued partner and we look forward to growing this relationship.
- The aim of Snowmania is to make the Glebe become the snowman capital of the world.
- The event featured snowman-making contests and encouraged engagement on social media.



Earned Media

- Over 200 articles were published in 2016 that featured or mentioned the Glebe.
- Media outlets included CBC, the Ottawa Citizen, Metro News, Ottawa Magazine, the Ottawa Business Journal, the Ottawa Sun and others.
- Subjects ranged from business features to the retail holiday exemption to RedBlacks games, concerts and parklets.

Communications

- Over 1,100 Tweets went out this year and gained more than 750 Twitter followers, total following now 3,025.
- Published over 50 blogs to the website to tell the Glebe story and share what's going on.
- On Facebook, more than 350 people liked us, our total likes now stand at 5,886.
- Over a hundred bulletins went out to members, to keep them informed.
- Posted more than 400 Instagrams and reached the 1,000 followers mark this year.



Retail Business Holidays Act Exemption

- The Glebe BIA successfully acquired an exemption for businesses in the area that will allow them the choice to remain open on six statutory days per year - New Year's Day, Family Day, Victoria Day, Canada Day, Labour Day and Thanksgiving Day.
- This was the first application of its kind since the City amalgamated, and the first time an area outside the immediate downtown core has been granted such an exemption.
- Our application made a compelling case that demonstrated the role tourism plays in the local economy and how the Glebe can contribute to the maintenance and development of tourism in Ottawa.
- Thanksgiving Day was the first day the exemption was in effect and for those businesses that opened, the feedback was very positive.



CELEBRATING 150 YEARS
CÉLÉBRONS NOS 150 ANS

Next Year's a Biggie.

Here's a taste of what's going
on in the area.

Ottawa Welcomes the World
TBC

**Canadian Tire National Ice
Skating Championships**
January 16-22

Winterlude
February 3-20

Snowmania
February 3-20

Alterna Savings Crackup
February 4-18

The Stanley Cup 125th Tribute
March 17

St. Patrick's Day Parade
March 18

JUNO Week
March 27-April 2

Canadian Tulip Festival
May 12-22

**Great Glebe Garage &
Sidewalk Sale**
May 27

Doors Open Ottawa 2017
June 3-4

RedBlacks 2017 Home Opener
July (TBC)

YOWttawa
August (TBC)

CityFolk
September 14-17

Marvest
September 15-16 (TBC)

Panda Game
October 7 (TBC)

Maker Faire
TBC

105th Grey Cup Festival
November 22-26

105th Grey Cup
November 26



SUMMARY OF PROGRESS

MEMBERSHIP

In 2016 we continued to work to create ongoing value for our members through an enhanced level of ongoing communications, more engagement opportunities, a stronger online presence and an unprecedented level of earned media.

We successfully acquired an exemption from the Retail Business Holidays Act and effectively represented our area with city staff, Council and all stakeholders. Throughout the year we assisted our members in the development of new online content and material, provided training sessions in order to set up promotions and have been communicating ongoing activities through all our channels.

The Glebe BIA continues to build and maintain strong relationships with the City and we regularly communicate matters that impact our area and its members. A comprehensive membership engagement information guide will be distributed in the coming weeks to support our businesses and help them participate more actively in ongoing activities and promotions.

This past year, in addition to our AGM, we held a general meeting and several training workshops. In 2017, our emphasis will be on supporting our area to become one of the most digital in the City. Stay tuned for opportunities to meet and learn from leading experts and trainers that can help take things to the next level for you and your staff.

By providing members with professional development, training and expertise, we will be able to help further our momentum moving forward. We will also be implementing enhanced service and sales training for employees that will help them become even stronger ambassadors and advocates for the Glebe.

GOVERNANCE

Our focus on good governance continues with the introduction of a new board development initiative for 2017. It is being designed to better allow the Glebe BIA to achieve its mission, develop sound policy and ensure its future. Leading up to the next election in 2018, we want to be attracting leaders who can continue the important work of the Glebe BIA and ensure a sustainable and smooth transition. At the core of a healthy organization is a professional board and staff who have clearly defined roles and responsibilities. For this reason, we adhere closely to the by-laws and rules of procedure to guide our work.

Our task forces operate under clear terms of reference and meet to tackle matters related to parking, on-street experience, business and economic development, governance and membership. Marketing, finance and other matters are discussed by the board as a whole to ensure that everyone is actively engaged, that all members have the opportunity to bring their perspective to the table with respect to oversight and ongoing decision making that supports staff.

We are eternally grateful to our best, local customers. For everyone else, we want maximum awareness. One that tells the Glebe story, shares what's here and informs them on just how much is going on. Once here, we'll serve their socks off and give them an experience they'll never forget. A touch of salt, a little pepper, and a lot of hot sauce. With a smile.

BIZ DEVELOPMENT

This year, a new Business Development Task Force was created to advise the board on strategies that will address our economic prospects, vacant retail and office space and help attract new enterprises to strengthen the Glebe's mix of businesses. While the work of this group is still in its infancy, it began with a review and summary of available retail and office space in the Glebe and an analysis of the costs associated with running a business here. Relevant research was conducted to better understand the perceptions of the area as well as a preliminary examination of best practice and expertise.

With the development of a series of concrete strategies, the task force hopes to help expand what the Glebe offers and identify ways to further build its value proposition. It's aim is to strengthen the neighbourhood in ways that build prosperity, preserves its character and attracts audiences to generate the critical mass needed to sustain it.

A "Doing Business in the Glebe" module for our website is in its final stage of development and will be launched before the end of the year. This includes a valuable tool for property owners and management companies and their brokers – the means to independently list vacant space online with details on price, size and relevant features. This module will be turned into a complete package that will contain the research and information vital to entrepreneurs and companies considering the Glebe as a location for their operation. It will also be a handy kit for brokers looking to complement their own material.

While we look forward to seeing new businesses opening in the Glebe, we aim to support our existing members in every possible way. Through additional and ongoing marketing programs, expertise, training and information, we aim to provide additional opportunities for our members that will help them achieve their objectives.



PARKING

The primary responsibility of the Parking Task Force is to identify, define and prioritize key initiatives that will improve parking in the Glebe. It discusses ongoing challenges, assists the office on how best to address parking issues and informs and makes recommendations to the wider board.

According to the Environics research conducted this past year, the key barrier to growth for the Glebe is weak perceptions of accessibility. Residents consider “easy and convenient to get to” among the most important aspects of a shopping/dining destination, and give the Glebe particularly low ratings on this attribute. Lack of parking and congestion are identified by residents as main areas for improvement, and are also the main concern for Ottawa residents who say they are unlikely to visit the Glebe in the next six months.

When asked what they would most like to see changed or improved about the Glebe, residents are most likely to cite changes that would improve accessibility to the area. This includes more parking and reducing congestion by supporting other forms of transportation including public transit, biking and walking. These concerns are largely similar across locations and demographic segments. Notably, less recent visitors (past year or over a year ago) identify the same concerns as recent (past month) visitors. That is, the areas they would like to see changed or improved are not significantly different from those who are more recently acquainted with the Glebe.

Generally, at most times there is ample parking in the area given there are two sizeable parking facilities (Lansdowne and at Bank Street and Third Avenue), other smaller lots, as well as two hour pay and display and side street parking throughout the Glebe. However, during major events and where there is a critical mass of activity, there are clearly challenges and they are regularly monitored and addressed by key stakeholders, all who recognize the importance of continuing to developing strategies and solutions to improve matters.

Recognizing that we work within a community context, and that the needs of residents and businesses do not always align when it comes to parking, we have worked with stakeholders on the issue of side street time restrictions. It is the position of the Glebe BIA that universal, two-hour parking times throughout the Glebe would be a reasonable and effective way to balance the needs of both groups. Currently, there are one, two and three hour limits throughout the Glebe which can be confusing to visitors not familiar with the area. A single limit would simplify things, would be consistent with our pay and display restrictions and we believe, would assist the parking perception problem outlined above.

Staff parking is another matter that continues to be of concern to our members. It be a challenge for any downtown operation looking to attract staff, many of whom don't live in

the immediate area, depend on their vehicle or have shifts that start or end outside available public transportation times. The cost of parking is another consideration. Mobile applications that allow residents to provide additional, affordable parking inventory on their property may be an interesting way to address this, and while a current zoning by-law prevents this type of activity, we have started a conversation around the matter to see where it might lead.

Information available on our new website clearly outlines what people need to know about getting to the Glebe, and if they are driving, how to find parking. Going a step further, we have begun to take steps to create an accessibility map that would have the added benefit of tying into a wayfinding strategy that is currently being developed. As part of our ongoing research efforts, we are looking at ways to better track and report pedestrian and vehicle activity to better understand traffic patterns. And finally, we are working to improve signage, create new communications initiatives, ensure consistent messaging and leverage technology. While we understand that when it comes to parking there are no easy answers, our hope is that by taking a holistic approach, we'll be able to improve things in tangible ways that make a difference to our members.

We appreciate and welcome feedback. If you have ideas, suggestions or have questions about our activities and programs, give us a call at 613.680.8506 or send us an email at info@intheglebe.ca.



On-Street Experience

Preserving and upholding the visual interest and beauty of the Glebe is an ongoing, major focus of ours and this past year has been no exception. Our aim is to create a total customer experience for patrons that is visually appealing, vibrant and unique to the area.

Our graffiti program remains a core initiative that helps property owners and businesses alike. While we continue to absorb the costs of removing ongoing tags and vandalism, funding by the City of Ottawa offsets much of this expense.

This year we made a significant investment into bracket hardware for our light standards along Bank Street. We then installed hanging flower baskets which had tremendous impact from June to October. Feedback has been extremely positive and we look forward to repeating this effort again next year with specially designed arrangements for 2017. We have also invested in winter baskets as part of our Christmas program and they'll be installed in November.

Work has begun to enhance pedestrian spaces in the area. We are working with St. Giles Church, their neighbours, and other stakeholders including the Glebe Community Association (GCA) and Underground Sound to see a new pedestrian friendly garden space developed on the church property by the sidewalk. We have also partnered with the GCA on to develop an inventory of garden spaces in the area that can be maximized. We also worked with the Parks Committee to help fund the installation of two parklets through the City of Ottawa's Streetside Spots Program. These spaces contributed to on-street experience thanks to the hard work of Carleton University architecture students and a local architect.

Two new murals were approved in 2016, one has already been installed at the corner of Bank Street and Second Avenue by Bridgehead. A second mural will be installed on the wall adjacent to Yarn Forward but due to delays, won't be completed until later this year. This program has been made possible thanks to a City of Ottawa grant and the financial support of Underground Sound. In the coming year, our mural program will be opened up to allow individual businesses and property owners to propose their own ideas and concepts. We believe this will provide additional flexibility that will lead to greater participation. Murals that meet

City criteria will be partially funded through an existing program while other approved projects could be eligible for matching funds from the Glebe BIA and Underground Sound.

Our lighting program continues to evolve. The current up-lighting we installed on tree guards more than a year ago didn't have the universal impact we had hoped for in the winter, but when the leaves are in bloom it provides a nice effect. We decided to string white lights on the smaller trees seasonally to accent the street, but they will be removed in early spring to allow our young trees to expand and flourish. As well, nearly a dozen large trees will be lit throughout the area at the start of the holiday season until Winterlude comes to an end in February. The smaller trees that have not survived the winter will also be replaced in the spring.

Banners will continue to be a major part of our program to add vibrancy to the area and highlight activity in the area during major events and seasonal periods. We also continue to invest in the ongoing maintenance of the Glebe for the safety and enjoyment of its patrons. Working with the City, we monitor the cleanliness of the area closely and at times have brought in outside service providers to tidy up spaces that need additional attention.

Other projects are currently in various stages of planning. One is Glebe gateway signage we are hoping to see installed at either end of Bank Street with attractive landscaping. We are also looking to install classic, Glebe branded street signs to better delineate the neighbourhood as has been done in other parts of Ottawa and many other cities. A wayfinding initiative is in the works to help navigate the Glebe and will include directories, accessibility maps and printed material. We have also consulted with stakeholders at Lansdowne to explore how to best integrate this moving forward and to ensure that we are satisfying criteria outlined in an agreement between the Glebe BIA, the Ottawa Sports and Entertainment Group and the City of Ottawa. Collectively, we believe these projects will further complement the Glebe experience, better identify the area and distinguish it even more as a unique shopping, dining and entertainment destination worth exploring.

Marketing

This year marked the beginning of a complete rethink and overhaul of our marketing program. It began with the suspension of previous activities and the redeployment of our resources into the development of a progressive new mobile driven online presence. Thanks to the strategy and expertise of bv02, a leading digital agency located right here in the Glebe, our online presence has gone to an entirely new level. This investment was necessary in order to remain competitive, to integrate our efforts effectively with our social media, to optimize how search engines drive traffic to our site and to capture the Glebe in its entirety. This is not a Glebe BIA website; it's a site designed to motivate and engage audiences. It's about our members and about the Glebe.

We undertook a major research effort by Environics aimed at understanding our local trade area and identifying key audiences City-wide. We engaged the marketing minds of Mediaplus to generate a major awareness campaign for the Glebe - an encore performance to the great work they did for us on the 2015 Glebe Spree. Their background with Ottawa Tourism, the Rideau Centre and the Ottawa Sports and Entertainment Group, not to mention their personal connection to the Glebe (it's where they began), made them a perfect fit.

In August we launched a geo-fencing campaign using Cieslok Media to harness the opportunity presented by major events in the area. The goal was to generate awareness for our new online presence, incentivize and motivate audiences and drive traffic to inthelebe.ca where merchant incentives are profiled. This campaign is on track to deliver nearly a million impressions for us in 2016 and upwards of 8,000 visitors to our website and ultimately, to our businesses.

In October, our Awareness/Get It In The Glebe (GIITG) campaign was implemented across numerous channels. Leveraging print, online, social media, video, and digital networks, the campaign quantifies what we have here. Using numbers, the focus is on abundance. It's not just what someone gets from a single Glebe experience, it's what they can find here time and time again. As we track the results and as the campaign evolves, adjustments will be made to effectively project our merchant spread and according to what the user wants. Get It In The Glebe is designed to target key audiences as informed by our research. This is about our evolution. The campaign offers versatility and is something that can be developed long term. This marketing effort runs from October 17 to November 13 and then again in the new year from January 9 to March 5 after Glebe Spree promotion comes to an end.

Our signature contest Glebe Spree runs from November 15 to December 31. In 2015, the contest delivered nearly two million impressions and drove more than 8,000 people to the GlebeSpree.ca microsite. Nearly 140 merchants participated last year and we delivered a record return on our investment to members by taking an entirely new approach. Reducing the cost of the program by 40%, we focused our promotion on our local trade area and were more selective on which channels we used to engage contest participants. With nearly 14,000 ballots entered, it was one of our most successful efforts yet.

As we enter 2017 with a new online presence, a more focused Glebe Spree, social media activity at an all time high, a new advertising campaign, and all the earned media we have received this past year, our new approach and larger strategy is poised to reach our overarching goal – build audiences and strengthen our brand. Reputation helps everyone, and we are committed to making sure that the both the neighbourhood and Glebe merchants continue to be top-of-mind.



RESEARCH

In 2016, we embarked on a major research effort. This included primary research that saw 501 households interviewed throughout the region to gain insight into the Glebe’s standing in the minds of consumers and the perceptions associated with our brand. We also analyzed our immediate trade area — a 2km radius as defined by postal codes entered on Glebe Spree ballots.

Based on this analysis, key audiences were identified who were both our best local customers and presented the greatest opportunities city-wide. Described as the Urban Young and Upscale Families, detailed personifications were developed for each to outline their values, purchasing behaviour, preferences, residency and more. In addition, we also conducted a local membership survey to gain insight into the perceptions of our own members with respect to traffic, sales and costs associated with operating a business in the area.

Complete documents summarizing all the research was made available to members. It included an overview and summary of what was collected, how it was executed and the methodology behind each project. As well, members were provided with the opportunity to access a microsite that allows an even deeper analysis into the values, views, likes and dislikes of our key audiences. While the information was considerable, we believe the investment was extremely worthwhile given the benefit it can have to all our members and their own operations, not just the work of the Glebe BIA.

- **Glebe is a top-of-mind destination for shopping, dining and entertainment in Ottawa, on par with Centretown and well ahead of the next most commonly mentioned neighbourhoods, Byward Market, Kanata and Westboro. However, Westboro is seen as the Glebe’s closest competitor, in terms of the similarity of its offerings.**

- Not only is Glebe top-of-mind, it is also a popular destination to visit. Half (50%) of Ottawa residents report having been there in the past month, rising to three-quarters for those living in the core (i.e. closest to the Glebe). Among residents who have visited in the past year, approximately

one-quarter shop or dine in the area on a regular basis (at least monthly). These levels are consistent for stores and restaurants at Lansdowne and elsewhere in the Glebe, suggesting that both areas are similarly popular draws.

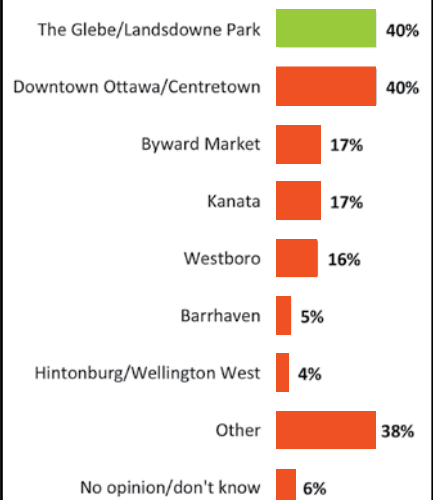
- Overall, residents hold largely positive perceptions of the Glebe. Its strengths are considered to be its variety of unique and trusted stores and restaurants, its lively and vibrant atmosphere and its strong neighbourhood feel. It receives good ratings for cleanliness and maintenance, indicating that this is not currently an issue.
- The key barrier to growth for the Glebe is weak perceptions of accessibility. Residents consider “easy and convenient to get to” among the most important aspects of a shopping/dining destination, and rated the Glebe particularly low on this attribute. Lack of parking and congestion are identified by residents as main areas for improvement, and are listed as the main concern for residents who say they are unlikely to visit the Glebe in the next six months.
- Another relatively common perception of the Glebe is that it is expensive and upscale. However, it is unclear whether this represents a barrier or an opportunity, which is likely dependent on each individual and on how specifically the Glebe is positioned.
- The Glebe is a bigger draw for core residents who are in close proximity to the Glebe, as well as younger residents (under 40). These groups are most likely to be recent visitors and to frequently shop and dine in the neighbourhood, as well as to anticipate that they will visit (again) within the next six months. In turn, both groups tend to hold more positive perceptions of the Glebe, particularly concerning convenience (core residents) and vibrancy (younger residents).

We are happy to provide members interested in accessing more information and detail with access to a microsite.

The Glebe BIA’s service area captures a young, upper-middle class population that enjoys going to restaurants, live performing arts and shopping. Those living in this area are very educated with more than 75% holding a college diploma or higher. Their education levels have led them into white collar and public service occupations where they earn average household incomes of \$108K. The Glebe BIA’s service area hosts 57,965 people during work hours with above average proportion of the daytime population being at work.

WHAT NEIGHBOURHOODS IN OTTAWA COME TO MIND AS THE BEST FOR SHOPPING, RESTAURANTS AND ENTERTAINMENT?

Conclusion: The Glebe and Downtown Ottawa are considered the best neighbourhoods for shopping, restaurants and entertainment.



PRIMARY SERVICE AREA FOR THE GLEBE BIA
2KM RADIUS - AS DEFINED BY GLEBE SPREE ENTRANTS

KEY FACTS

POPULATION

59,549

DAYTIME
POPULATION

57,965



\$108K
AVERAGE HOUSE-
HOLD INCOME

AGGREGATE
EXPENDITURE
\$2.9 BILLION



\$90K
AVERAGE HOUSE-
HOLD EXPENDITURE



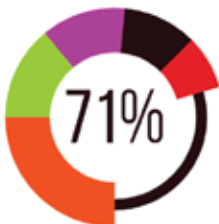
UNDER THE
AGE OF 40



LIVE IN ONE PERSON
HOUSEHOLDS



BELONG TO A
VISIBLE MINORITY



TOP 5 SPEND CATEGORIES

- 25% FOOD
- 14% HOUSEHOLD OPERATION
- 13% RECREATION
- 11% CLOTHING
- 8% HEALTH CARE



71%
LIVE IN APARTMENTS
67%
ARE RENTERS



30%
WALK TO WORK
THIS IS MORE THAN THREE
TIMES THE AVERAGE*



64%
HOLD A UNIVERSITY
EDUCATION



\$2,890
SPENT ON FOOD
FROM RESTAURANTS



\$2,943
SPENT ON CLOTHING
(MENS & WOMENS)



\$1,275
SPENT ON ALCOHOLIC
BEVERAGES

\$172

SPENT ON ART,
ANTIQUES AND
DECORATIVE WARE



\$147

SPENT ON LAUNDRY
AND DRY-CLEANING
SERVICES



\$112

SPENT ON LIVE
PERFORMING ARTS

ENVIRONICS
ANALYTICS

FINANCE

REVENUE	2015	2016	2017
General Revenue	\$ 415,000	\$ 660,000	\$ 660,000
Grants	\$ 20,000	\$ 30,000	\$ 30,000
	\$ 435,000	\$ 690,000	\$ 690,000
EXPENSES			
Marketing, On-Street, Programming	\$ 174,000	\$ 320,000	\$ 351,000
Office & Administration	\$ 184,500	\$ 274,000	\$ 253,000
Professional & Consulting Fees	\$ 12,000	\$ 27,000	\$ 12,000
Rent	\$ 25,000	\$ 25,000	\$ 32,000
Interest	-	\$ 500	\$ 500
Insurance	\$ 5,500	\$ 6,000	\$ 6,000
Audit Fees	\$ 1,500	\$ 1,500	\$ 1,500
Repairs & Maintenance	\$ 32,500	\$ 36,000	\$ 34,000
	\$ 435,000	\$ 690,000	\$ 690,000
Surplus/Deficit	\$ (0)	\$ (0)	\$ (0)

In 2017, we are proposing no increase over the 2016 budget. We believe that the current allocation allows us to meet the goals and objectives of the organization while providing value to our members.

At the end of last year, the bulk of Lansdowne was assessed by MPAC and as expected, this had a significant impact on our operating budget.

In 2015, we originally proposed to our members a modest 2% increase to the levy. This would be consistent with the City of Ottawa's goal of keeping tax increases to a minimum and together with other sources of revenue, such as grants, this would have brought our total operating budget to \$443,700.

As communicated and presented to the membership at the 2015 Annual General Meeting, the board only tentatively approved this budget pending a change in the status of Lansdowne. At that time, MPAC had not yet done an assessment of the majority of the new development, and this was expected to create a set of new circumstances that would have to be reviewed should the assessment be made before year end. And, should this occur, the Glebe BIA board would then need to reevaluate the 2016 budget with the following in mind:

- The need to provide relief on the levies paid by members who have been contributing to the Glebe BIA since its inception in 2008.
- Operational priorities and expenditures that would ensure that the needs of all contributing members are effectively met in a new environment.
- Our ability to make key investments that would further enhance the Glebe experience as a shopping, dining and entertainment destination.
- The importance of being competitive, growing our reputation and reaching and attracting key audiences.

Given the change that resulted from the assessment, and after a thorough analysis and review, a new annual operating budget for the Glebe BIA was set at \$690,000 for 2016. While the aggregate budget increased, this allowed for an average reduction of 6% for our longstanding members or a net reduction of 8% from the increase that was originally proposed and accepted at the annual meeting in 2015.

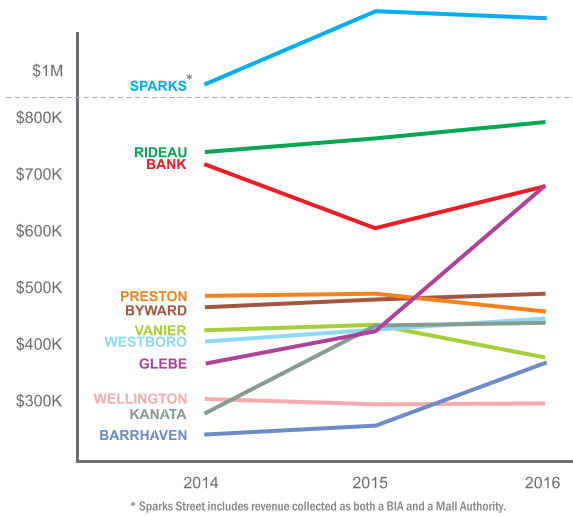
The increase reflected the demands and operational requirements of the Glebe BIA and its activities due to an expansion in the size of its membership. It is also consistent with the expectations of our many businesses and property owners and the strategic plan presented in 2014. And, as we communicated last year, now is the time to invest strategically and promote the area during a period of transition both in the Glebe and city-wide – especially as we approach 2017 and all the opportunity it affords.

As evidenced by this report, we have acted quickly with major investments into a new online presence, comprehensive research, an integrated marketing program and major on-street enhancements. We have expanded our operating capacity by hiring new staff. Furthermore, we have been committed to balancing our operating budget. We have also reduced our expenditures in areas where we feel we could provide greater value such as the Glebe Spree contest and administration.

So how do we compare to other BIAs?

In terms of our operating budget, of the 19 BIAs in the city we have traditionally been eighth in Ottawa with respect to its capacity to serve its members. We are now fourth and able to compete locally with ongoing beautification projects, programming and partnerships. Now we are much better positioned to make the Glebe a premier destination for locals and visitors alike in the City of Ottawa.

Top 11 BIA Budgets 2014 to 2016



The Cost of Administration

In setting our operating budget, moving forward, we took a hard look at how we marshal our resources at all levels. In the City of Ottawa, BIAs tend to split their resources equally between administrative expenditures and other operations. The average breakdown for BIAs in 2016 was 55% for administration and 45% for promotion, maintenance and programming. We decided to flip this around by limiting our administrative costs to 44% in 2017.

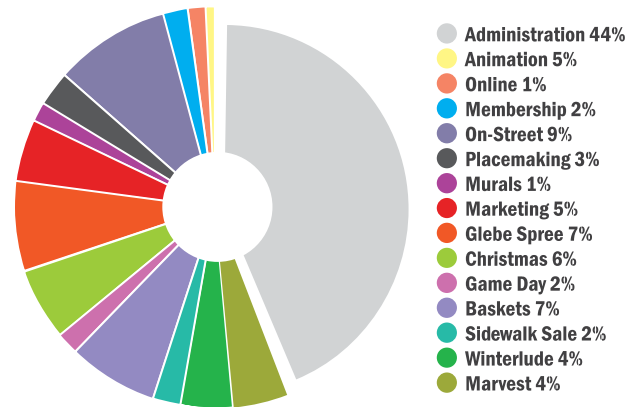
Direct Benefit

We have evaluated all our expenditures in terms of the direct benefit it has to our members and this is the reason we have endeavoured have below average administrative costs. All other expenses are invested into on-street beautification projects and enhancements, marketing, promotion, programming, events, activities and animation and research. These are the things that will benefit all our members and the area as a whole.

Furthermore, two BIA staff are wholly dedicated to activities that have ongoing, daily and often immediate impacts on the area. This is their day in and day out focus.

We believe our approach tangibly illustrates the benefit we bring to our members, and how we ensure that decisions are made through the lens of value, return and relevance.

Direct Benefit Expenditures vs. Administration

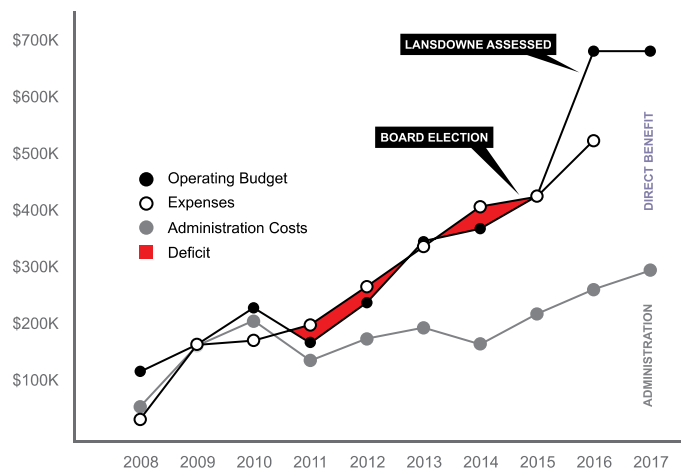


Surplus

Board and staff are committed to balanced budgets, reasonable or no increases to our operating budget and using our surplus for strategic investments that will have lasting benefit to all members throughout the Glebe. Expenditures must be realistic in terms of our annual budget and sustainable.

Our current surplus sits at \$370,212. Of this, \$304,707 was a result of supplementary revenue in 2015. \$65,505 was our accumulated surplus at the end of 2014. We still expect that there will be further changes as a result of Lansdowne and some of this may be reclaimed as remissions should there be a change in assessment classifications. For this reason, we aim to work within the limitations of our operating budget and allocate surplus money judiciously. Investments from the surplus will be attributed to one time expenditures in programming, marketing, on-street enhancements, research that benefits the entirety of the Glebe BIA.

Glebe BIA Historical Analysis



MEMBERSHIP

the
glebe

The Glebe is a highly sought after, well-established neighbourhood that continues to be a big draw for local residents and visitors alike. Its strength lies in its authenticity; a vibrant mix of businesses, personalized service, and a strong sense of community that together creates an experience that is second to none. Lansdowne and all the activity and events has added even more to the mix. We are excited for what the future holds in 2017 and beyond as we continue to further establish our area as a premiere destination.

ELEMENTS OF A TOURISM DESTINATION

Research shows that travellers want more out of life, especially during their time away. They want to immerse themselves in the local culture and look for that one-of-a-kind area that can captivate, entertain, educate and provide lasting memories. The scope, intensity, and uniqueness of these experiences will contribute strongly to the decision by travellers to spend time and money in a community.

Trends indicate that these memorable moments often result in increased word-of-mouth advertising, which has the potential to yield significant returns; research from Ogilvy, Google and TNS Global reported that 74% of consumers studied identified word-of-mouth as a key influencer in their purchasing decision.

Every level of value added to enhance visitors' experiences helps to set the Glebe apart. To achieve this, we must commit to being "stronger together" by working with community partners and other businesses on various initiatives to create a more holistic destination experience for visitors.

THE IMPACT OF EVENTS

Events and festivals are an important aspect of thriving communities, and hosting regular programming is vital to distinguishing the Glebe as a destination. Events increase foot traffic to the area, provide more opportunities to drive sales, and increase awareness of the area and local merchants through earned media. These initiatives also add vibrancy to the local community and help to create the top-of-mind awareness that can become a part of a community's brand. In addition to all of this, events also have the potential to:

- Increase spending from shoppers
- Increase awareness of the region as a travel/tourism destination
- Increase awareness around the potential for investment and commercial activity in the region
- Raise the permanent level of local interest and participation in community programming
- Enhance local pride and community spirit
- Positively influence non-local perceptions
- Promote local attractions and infrastructures





PAGEANTRY

Pageantry is a combination of elements that contribute to the overall quality or character of the event experience. The ideal pageantry program appeals to consumers through all of the five senses, using tactics such as colourful costumes and banners, music, the gustatory appeals of food and drink, and the olfactory essence of flowers or special cuisine. Pageantry is used to give event attendees and passersby a heightened sense of event awareness, as well as to generate further excitement, community spirit, civic pride, and the inclination to get involved.

In addition, a successful community wide pageantry program has the potential to:

- Make the area more festive, attractive and memorable
- Raise awareness of the Glebe's capacity to host exciting events, entertainment, and leisure experiences
- Enhance the profile of community stakeholders and businesses
- Create a shared communal experience that unites the community
- Strengthen the Glebe's brand

The Glebe's location on a major artery is beneficial as it provides exposure to visiting traffic. A robust pageantry program increases awareness for guests passing through who may choose to stop and partake in the festivities. In addition, it can help highlight the frequency of activities in the area, constantly reminding individuals to consider the Glebe when deciding on a destination for the day.

HOW CAN YOU GET INVOLVED?

There are many ways to support community events and programming, with the majority at little or no cost. Opportunities for engagement are endless, with the following being only a few examples:

- Offer themed in-store promotions or specials related to an upcoming event. Be sure to post these promotions on www.intheglebe.ca and tag @intheglebe on Twitter so we can help spread the word!
- Help to create awareness of community wide events through your website, social media channels, and newsletters to help drive additional traffic to the event and the area as a whole.
- Take advantage of opportunities events provide to promote your products or services, including live demonstrations, offering samples, or event related coupons for future purchases.
- Host a spin-off event to attract additional visitors into your business.
- Open early or stay open late to take advantage of the increased foot traffic in the area for the event (e.g. RedBlacks games, Marvest).
- Decorate your storefront to boost awareness and contribute to the celebratory atmosphere of the event or festival.
- Look out for bulletins to stay up to date with what is going on in the area.
- Show your support for community events with in-kind donations or by volunteering.
- Join the conversation on social media during an event.
- Visit our website at www.intheglebe.ca.

Looking for some additional inspiration? Reach out to us at info@intheglebe.ca for more ways you can get involved.



Independent auditors' report

To the Board Members, Members of Council, Inhabitants and Ratepayers of
The Glebe Business Improvement Area

We have audited the accompanying financial statements of **The Glebe Business Improvement Area**, which comprise the statement of financial position as at December 31, 2015 and the statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **The Glebe Business Improvement Area** as at December 31, 2015 and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Ernst & Young LLP

Ottawa, Canada
June 14, 2016

Chartered Professional Accountants
Licensed Public Accountants



glebe spree

NOV 15-DEC 31 2016

LAUNCH

The official Glebe Spree launch is November 15, 2016.

HOW IT WORKS

Shoppers can visit a participating business or service and get a Glebe Spree passport for a chance to win \$10,000.

The Glebe Spree Passport can be used from November 15 to December 31 to collect stamps or stickers for their purchases. Shoppers receive a stamp or sticker for every \$20 purchase at participating Glebe businesses or services.

Once a ballot is filled with \$200 worth of stamps or stickers, it can be filled in with the entrant's contact information and then given to any participating Glebe business or service and entered into the contest.

The lucky winner will be drawn on January 9, 2016.

MATERIALS

On or before November 14, Glebe Spree materials will be distributed to local businesses for their participation in this year's contest. Each package of material will include a ballot box, a self-inking stamp and/or rolls of stickers and a supply of passports with ballots.

Participating businesses are to provide shoppers with a passport and an appropriate number of stamps or stickers for each purchase. When a customer presents a completed ballot, it should then be placed in the Glebe Spree ballot box.

PROMOTION

The contest will be promoted city wide through a variety of channels including:

- Half-page colour ads in the Glebe Report
- Colour banner ads in Metro Ottawa
- Desktop and Mobile banner ads on PostMedia Network (Ottawa) and MetroNews.ca/Ottawa
- Cieslock (geo-fencing) mobile banners targeted to The Glebe
- Targetted direct mail via Canada Post
- Spree microsite at glebespree.ca
- Emailer targeted to past entrants
- Social media including Twitter, Facebook and Instagram
- Exterior video boards at Lansdowne

CONNECT

Members are encouraged to connect with InTheGlebe on Facebook, Twitter and Instagram and to visit intheglebe.ca or the glebespree.ca microsite for regular updates.

We are also encouraging "Any Day" prizing where selected retailers award random prizes to shoppers throughout the promotional period. This portion of the Glebe Spree will be promoted via social media.

We encourage participating retailers and business to use their own social media feeds to promote the Glebe Spree. We have created a hashtag—[#GlebeSpree](https://twitter.com/GlebeSpree)—which we encourage participants to use in all outbound Tweets and posts related to the promotion.

TWO-STAMP TUESDAYS

Back this year is the Two-Stamp Tuesdays incentive which encourages shoppers to come to the Glebe during off-peak periods. This promotion will allow customers to receive double the stamps/stickers for their purchases every Tuesday for the duration of the contest.

EARLY BIRD PRIZE

Deadline: November 30

Thanks to Kunststadt Sports, this year Glebe Spree will again feature an Early Bird Prize to be awarded on the week of December 5. The Early Bird Prize will consist of a High Performance City Hybrid Bicycle (valued at \$500).

The winner of the early bird prize will be re-entered into the contest for a chance to win the grand prize of \$10,000.

BALLOT COLLECTION

- Ballots will be collected every other week until the end of the contest.
- Extra ballots can be downloaded at glebespree.ca

EXTRA MATERIALS AND INFORMATION

While material will be automatically replenished every other week, merchants who require additional stickers or passports may contact Dana Thibeault directly at danathibeault@intheglebe.ca or by phone at 613-680-8506. Material will be delivered within 24 hours.

SPONSORS

McKeen
metro GLEBE

BMO 

100 Marché Way #106

Kunststadt
KUNSTSTADT SPORTS



IT'S THAT TIME OF YEAR AGAIN!

GET ON BOARD WITH THIS YEAR'S GLEBE SPREE NOVEMBER 15 – DECEMBER 31, 2016

One of our most successful traffic generators and an annual Glebe tradition. All you have to do is validate customer passports for each \$20 purchase and accept completed ballots on your premises. We'll provide everything you need to participate, including window stickers, ballot boxes, and ballot validation stickers. Contact the Glebe BIA and be part of Glebe Spree 2016.

McKeen
metro GLEBE

BMO
100 Marché Way #106

Kunststrot
KUNSTADT SPORTS

win it in

the
glebe

No purchase necessary. Contest closes December 31, 2016, 11:59:59 ET. Open to Canadian residents over the age of majority. Prizes include one (1) Grand Prize (valued at \$10,000) and one (1) Early Bird Prize (valued at \$500). Skill testing question required. Visit GlebeSpree.ca to enter and for full contest details.

glebespree.ca



[/intheglebe](https://www.facebook.com/intheglebe)



[@intheglebe](https://twitter.com/intheglebe)
[#glebespree](https://twitter.com/glebespree)