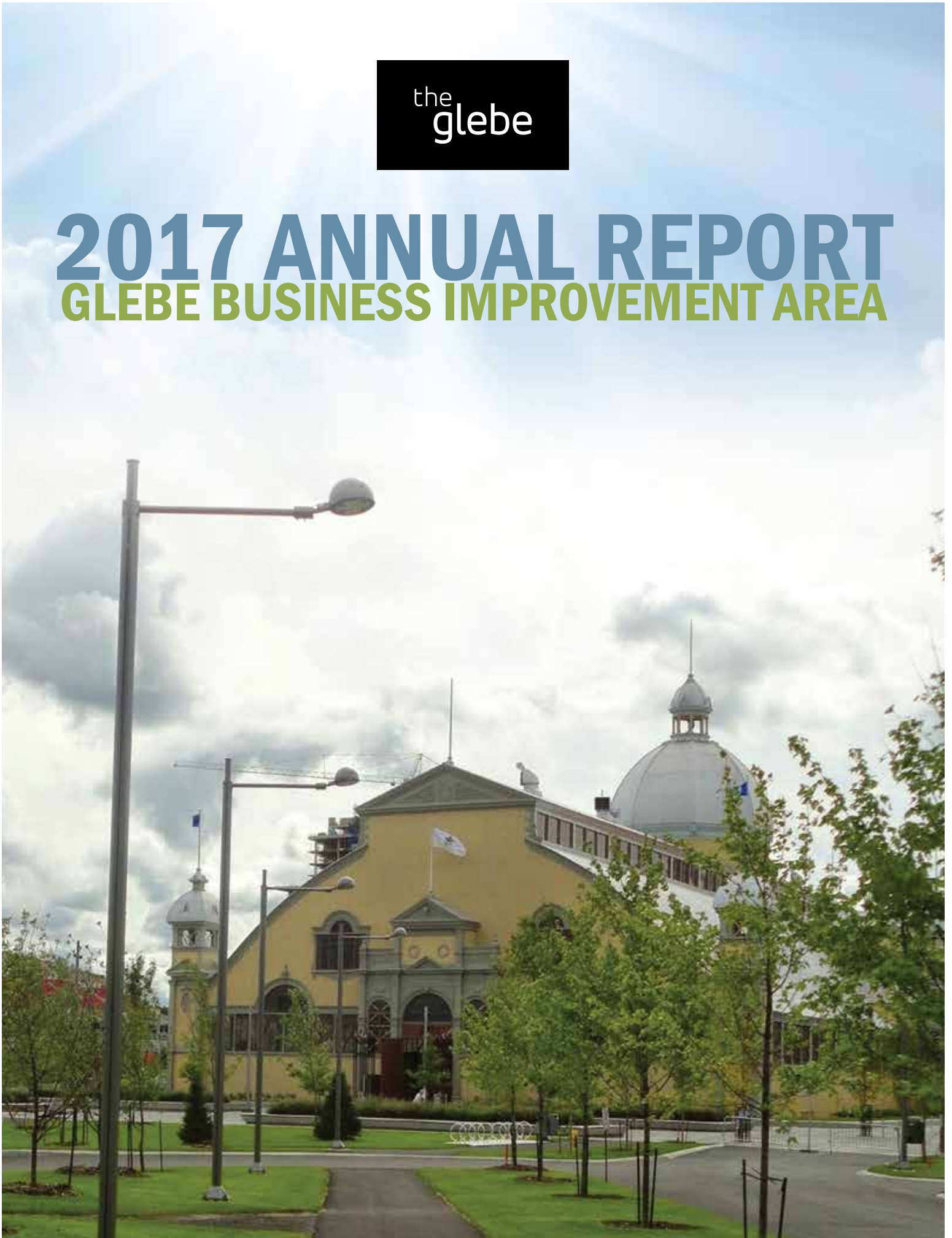


the
glebe

2017 ANNUAL REPORT

GLEBE BUSINESS IMPROVEMENT AREA



MESSAGE FROM THE CHAIR

Dear Members,

The Glebe is a neighbourhood that is dear to my heart, as I have been actively involved in the business community for as long as I can remember. What started out as a simple business group evolved into a formal Business Improvement Area (BIA) in 2008. And, what has progressed since is something we can all be proud of ten short years later – a professional organization that is efficiently staffed and operationally sound, one that now has a solid foundation and framework that can be carried on in a sustainable manner while staying true to its vision and sense of purpose.

Beyond the programming and the on-street investments, we have endeavoured to evolve our BIA into something that provides inherent value to its members. The approach we take is informed, leveraging expertise and best practice at every turn. At all times, we strive to contribute positively to the common interest of the area, using opportunity and potential as our compass.

Governance has been a key pillar behind what we've been able to accomplish over the past three years. Since the current board was elected in 2014, we have worked diligently to advance our understanding of how we fulfill our commitments, and as a local board for the City of Ottawa, ensure that we are meeting the highest standards of care in directing your BIA. Speaking from experience, I can say that our board is comprised of committed volunteers who are passionate about our community and everything the Glebe has to offer as an experience and a destination. Working together is a great privilege and I thank them for their service and insight.

Membership engagement is key to our collective success. Participation in promotions and programming such as Glebe Spree, Marvest, Canadian Eats or the Great Glebe Garage and Sidewalk Sale creates a larger experience for all who come to the Glebe. It's not just about being better, it's about being different – and these key initiatives help set us apart.

Every four years your involvement in our election process ensures that the Glebe's interests are being effectively represented

by focused, energized champions aimed at improving conditions for all members. The next election is only one short year away. Whether you cast a ballot or run for the board itself, the more we do together, the more equipped we are to face the many challenges and opportunities that lie ahead.

I would like to thank Andrew Peck, our Executive Director, who demonstrates his dedication to the Glebe in everything he does. His entrepreneurship values, vision for the future and marketing background, compounded with his boundless energy, is second to none. We are extremely fortunate to have him and his amazing staff on our team. I would also like to thank those who have partnered with us on some very exciting events, the community for their support of our businesses, the City for all their support and extra funding, and all our service providers for their ongoing support and energy. We look forward to a bright 2018!

Best Regards,
Judy Richards, Chair, Glebe BIA

MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Members,

Without a doubt, 2017 has been a productive year for us. And it was only made possible thanks to the hard work and positive attitude of so many. We further strengthened our brand and reputation in the hearts and minds of key audiences. We improved our streetscape with investments in murals, gardens, greenspaces and pageantry befitting of the Canada 150 and Ottawa 2017 celebrations. Signature programming such as Glebe Spree and Marvest set new all-time high participation records. And, a new food event, Canadian Eats, was launched to support our many food purveyors and galvanize the Glebe as a major destination for foodlovers.

The "Get-it-in-the-Glebe" marketing campaign (the largest ever initiated) generated millions of impressions and directed thousands of visitors to our mobile-driven website, its many

promotions and merchant pages. Our reach was further expanded through an aggressive social media strategy, which included a weekly blog aimed at capturing and sharing the total Glebe experience. Earned media throughout the year, both online and in print, has only complemented these initiatives – generating even more buzz of the area and supporting the research that affirmed the Glebe a top-of-mind leisure destination. To top it all off, our Facebook, Twitter and Instagram audiences continue to grow and our reach has never been bigger.

Beyond our immediate neighbourhood, we continue to add our voice to key conversations locally, regionally and internationally, aimed at improving our great city and bettering economic conditions closer to home. And, at no other point in our history have we had so many fruitful, strategic partnerships with such synergy and enthusiasm, geared to achieving great things. While there are

still many challenges ahead, there lies tremendous opportunity and we're in the best position yet to take advantage of them.

This past year could not have been possible without the leadership offered by a truly professional board of great people who work collaboratively for everyone's benefit. And our talented staff who are a joy to work with and make everything happen. But we need to thank, above all else, the ever-increasing and overwhelming support of our membership. When we call upon them to join the charge and participate, they do. It is this engagement that drives our success and their enthusiasm that takes us even further. It's all a BIA could ever hope for. Add to all this an incredible community - pure magic.

Sincerely,
Andrew Peck
Executive Director, Glebe BIA

AGENDA

- 6:00pm Arrival
- 6:20pm Welcoming Remarks & Introductions
- 6:40pm 105th Grey Cup Festival Presentation
- 6:55pm Membership Engagement
- 7:00pm Formal Meeting Called to Order
 - Approval of Agenda
 - Approval of 2016 Minutes
- 7:05pm Overview Presentation
- 7:20pm Finance & Governance
- 7:35pm Adjournment
- 7:35pm Food & Social

the
glebe

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

intheglebe.ca



2017 HIGHLIGHTS



GLEBE SPREE

- Glebe resident Mona Hafez was the 2016/2017 grand-prize winner.
- It was the most successful promotion to date, with over 150 businesses participating and a record 19,195 entries.
- This represented more than \$3.8 million in consumer spending with an ROI of \$71.85, up nearly 28% from 2015.
- The Glebe Spree campaign yielded over 3.6 million impressions.
- Thank you to title sponsors McKeen Metro Glebe and BMO at Lansdowne as well as Kunststadt Sports for the Early-Bird Prize.

GAME DAY

- On June 23, the Glebe was transformed into an Ottawa REDBLACKS cheering section complete with super fans, stilt walkers, live bands and face painters to celebrate team's home opener and to entice fans to come early and stay late in the Glebe.
- Programming also included a dunk tank and a mobile photo booth to allow fans to capture their day in the Glebe and share it on social media.



MURAL PROGRAM

- Through the City of Ottawa Grant Program and our ongoing partnership with Underground Sound, two new murals were installed in the Glebe – one on the Pomeroy House wall, and another on the wall of Yarn Forward at the north end of the Glebe.

THE GREAT GLEBE GARAGE & SIDEWALK SALE

- 2017 saw the largest participation of merchants to date.
- The Glebe BIA supplied tables and barricades to merchants at no charge, as well as Glebe branded tote bags and window decals.
- Our partnership with Ecology Ottawa continues to grow; a total of 2,378 trees were given away, raising nearly \$10,000 in donations.



The Glebe's eateries show off their patriotism on their plates

Local city's scores of Glebe businesses are using their menus to celebrate "What that beautiful Canadiana plate!"

VIDEO

CONNECT WITH US

EMAIL ALERTS

FOOD PHILLIPS, WINE

Food Phillips is a local restaurant in the Glebe neighborhood of Ottawa, Ontario. It is a great place to enjoy a meal and a drink. Food Phillips is a local restaurant in the Glebe neighborhood of Ottawa, Ontario. It is a great place to enjoy a meal and a drink.

CANADIAN EATS

- This past year the Glebe BIA introduced a new signature promotion – Canadian Eats – that invited local restaurants and food purveyors to put Canada on a plate for one collective Canadian Eats menu.
- Nearly 50 restaurants helped explore Canada's culinary identity.
- The event generated valuable earned media across multiple channels, and gained the attention from several local food bloggers.
- A robust social media campaign ran for the duration of the event, highlighting local chefs and restaurants throughout the Glebe and helping to better position the Glebe as a premier destination for food lovers in the city.
- The marketing campaign delivered over 1.08 million impressions and generated thousands of clicks to a Canadian Eats microsite that featured dishes and eateries.
- A Canadian Eats YouTube promotional video was viewed more than 83,000 times.
- Our social media campaign yielded over 5,000 reactions, likes and shares on Facebook and more than 800 engagements on Twitter.

Snowmania & Winterlude

- In partnership with Alterna Savings Crackup and Winterlude, snow sculptures were built throughout the Glebe, including one of the late John Candy, who was honoured with the Comedy Legend Award at the annual comedy festival.
- John Candy's family – daughter Jennifer and son Chris – visited the Glebe for a photo with the sculpture.
- The Glebe BIA supported and promoted the Alterna Savings Crackup comedy festival, which raised \$22,000 for mental health agencies.
- Once again, the Crackup Snowmania Challenge strived to break the Guinness World Record for the Most Snowmen Built in an Hour.



BANNER PROGRAM

- We continue to leverage on-street pageantry to promote the Glebe brand and highlight our partners.
- This year's banner program featured red and white Glebe banners, along with Ottawa 2017 banners, to commemorate Canada's 150th anniversary of Confederation.
- The Ottawa Sports and Entertainment Group will be producing Grey Cup Festival banners, which will be installed on 50% of the poles for the month of November.



MARVEST

- Marvest, an offshoot of CityFolk, is a musical harvest that hosts live performances in local businesses along Bank Street. Marvest shows are FREE! This signature event aims to present Ottawa with a feast of locally-produced music in both conventional and unconventional venues throughout the Glebe. It's about bringing people together in appreciation of local music.
- This year's Marvest was the biggest, most successful festival yet, with 19 Glebe venues taking part, increased from 16 in 2016.
- An estimated 25,000 people attended Marvest shows in 2017, a 25% increase from the year prior and a 63% increase from 2015.
- Marvest showcased an unprecedented 70 performances over two days, up from 54 in 2016, by 52 artists from the Ottawa-Gatineau region.
- Marvest reached over 238,000 people online through social media and received close to 5,000 engagements.
- Nearly 20 Marvest articles were written in mainstream media organizations like The Ottawa Citizen, The Ottawa Sun and CBC, as well as over 50 features written by bloggers and music writers in the city.

HANGING BASKETS & GARDENS

- For Canada 150, the Glebe's hanging baskets were adorned with red and white flowers to tie in with our Canada-inspired banners.
- A total of 120 hanging flower baskets added vibrancy to the street from June to October.
- New this year, the Glebe BIA arranged for landscaping services for several garden beds throughout the area that were receiving little or no maintenance. This modest investment contributed greatly to the on-street experience over the spring, summer and fall.



PARKLETS

- In partnership with the Glebe Community Association and Underground Sound, our two Glebe parklets were reinstalled for the spring and summer to add more pedestrian space to the area.
- The Parklets featured tables and chairs, art and bench seating for pedestrians, along with flowers planted and maintained by the Glebe BIA.

LADY DIVE TOURS

- Building on our partnership, Lady Dive Tours continued to bring visitors to Lansdowne and the Glebe with a stop along Bank Street on weekends and holidays throughout the summer.



PARKETTE

- In partnership with St. Giles Church, Rideau Glen Developments, the GCA and Underground Sound, a new park has been built beside the church at Glebe Avenue and Bank Street. It features bench seating, garden beds and trees, turning an unutilized space into a relaxing pedestrian area.



CANADIAN TULIP FESTIVAL

- The Glebe BIA remains a committed partner to the Canadian Tulip Festival, promoting and supporting their events in the Glebe.
- Commissioned artists to paint giant fiberglass tulips that were placed at key locations along Bank Street to help promote the event.
- Handed out hundreds of tulips to mothers in the Glebe on Mother's Day.

OTTAWA 2017

- The Glebe BIA partnered with Ottawa 2017 to help support initiatives and events throughout the year.
- We promoted and captured the Ottawa Welcomes The World activities at the Horticulture Building, which featured nearly 45 events staged by embassies and cultural organizations.
- Developed a new signature Canada 150 event, Canadian Eats, that engaged local chefs and restaurants and celebrated our national cuisine in the Glebe.
- Installed Canada 150 and Ottawa 2017 pageantry along Bank Street to help promote the many events in the city.
- Distributed pageantry kits to Glebe BIA merchants to help promote Ottawa 2017 events.
- Developed a special Canada 150 version of our popular holiday contest, Glebe Spree.



RESEARCH

- Leveraging funds through the City of Ottawa's Research Grant Program, we initiated a new project to track and capture vehicle, cycling and pedestrian traffic throughout 2017.
- The program is designed to provide a baseline of data that can be measured against moving forward and to provide insight into traffic patterns during various times throughout the year and over the course of a given day.
- The research leverages expertise from Stantec, Miovision and the City of Ottawa, and will be complete at the end of 2017.

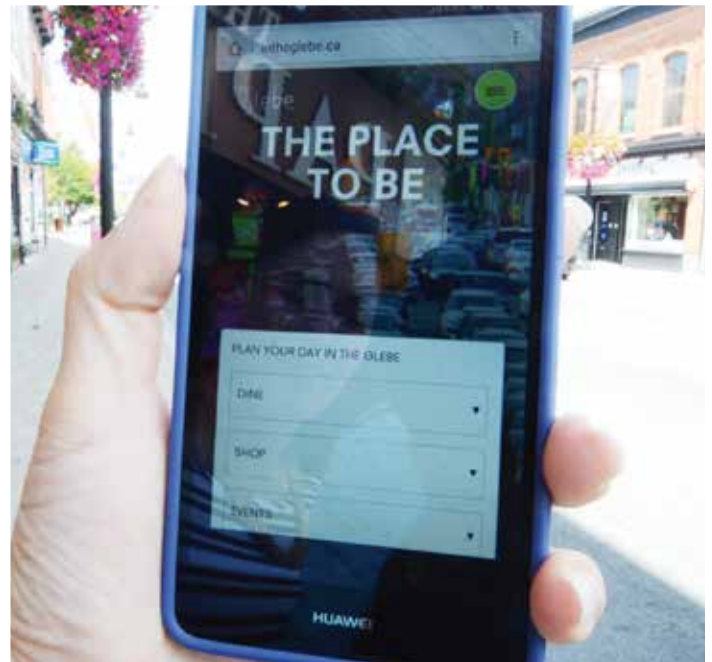


MARKETING

- Working with local advertising agency Mediaplus, the Glebe BIA launched the *Get-it-in-the-Glebe* awareness campaign over 2016/2017, our largest marketing campaign ever.
- The campaign included a series of YouTube videos, online advertisements in local media, geo-fencing and social media advertising.
- The advertising campaign delivered an impressive 17.4 million impressions, with the YouTube video ad recording over 83,000 views.

COMMUNICATIONS

- Nearly 400 articles were published in 2017 that featured or mentioned activity in the Glebe.
- Over 1,200 tweets were sent out in 2017, helping us grow our Twitter audience by 869 followers to 3,894.
- Gained over 1,000 new likes to our Facebook page for a total of 6,939 page likes. Our followers also grew to 6,827.
- Published over 65 blogs to the website that captured the Glebe story and shared what is going on in the area.
- Posted over 275 photos to Instagram and grew our audience size by over 600% to 1,601 followers.
- Over 115,000 page visits to intheGLEBE.ca so far this year, representing our best performance online to date.
- Sent over 125 bulletins to members, the public and the media to keep them informed of Glebe activities.
- Developed a thorough communications calendar and strategy to take advantage of key opportunities and major events.
- Created a social media dashboard and full online analytics spreadsheet to better understand our digital audience and identify opportunities to grow our online presence and increase our reach.



INTHEGLEBE.CA

- Website activity has been up significantly in 2017, with a record 115,377 page views - a 65% increase over 2016.
- Promotions posted by our members this year were up by 324% over 2016.
- A total of 342 events were posted to our online calendar and events page, representing a 400% increase over last year.
- Further enhancements to the intheGLEBE.ca site are in development to improve the user experience.
- A new section will provide a listing of available office and retail space in the area and make available useful research and our business attraction package.

CHRISTMAS

- Three weekends of programming were added in December, including carolers and a roaming Santa.
- Nearly 45 trees are lit throughout the Glebe for the holiday season.
- For 2017, a Glebe Winter Window Painting Program was created to offer matching funds to businesses wishing to decorate their storefront windows.
- Christmas Chaos was added to Glebe Spree to encourage shopping on a key Christmas weekend - the event offers double the stamps for every \$15 purchase.
- 2017 will see the addition of a Santa's village at Bank Street and Fifth Avenue on the last weekend in November.
- Help Santa Toy Parade will return to the area in 2017.

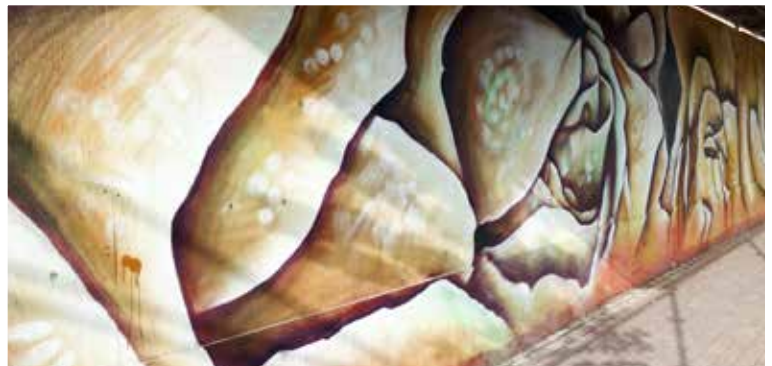


NEW PUBLICATIONS

- A *Membership Engagement Toolkit* was created at the beginning of 2017 to identify key programming opportunities for members throughout the year.
- The guide also identified ways to help build brand awareness through various marketing channels.
- A *Doing Business in the Glebe* document was also developed to help property owners, leasing agents and brokers inform potential businesses about the area.
- The business attraction package highlights key facts, features, advantages and benefits of operating a business in the Glebe.

GRAFFITI

- Removed a total of 180 graffiti tags throughout the Glebe through Goodbye Graffiti this year, representing one removed nearly every other day on average.
- In partnership with Underground Sound, installed a temporary mural to deter tagging on construction hoarding.



STATUTORY HOLIDAYS

- This past Thanksgiving Day marked the one-year anniversary since the area successfully acquired an exemption for local retailers that allowed them to remain open on six statutory days.
- Family programming and other activations were put in place on some of these days to enhance the on-street experience. The Glebe also still benefits from earned media about the exemption.



COMING (very) SOON

November 21-26 105TH ANNUAL GREY CUP AND FESTIVAL

The Grey Cup is Canada's largest single-day sporting event, one of the country's biggest celebrations, and most-cherished traditions. The game attracts a massive television audience, with usually one out of every three Canadians watching part of the game. The game will be preceded by a multi-day festival, with both events expecting to generate over \$100 million in combined economic activity for the City of Ottawa and draw hundreds of thousands of people. Help us throw the most successful Grey Cup Festival in the history of the CFL by carrying the atmosphere throughout Bank Street and Lansdowne Park.

WHAT YOU CAN DO

- Decorate your storefront with football-themed gear.
- Open early or remain open late to accommodate festivalgoers.
- Have festival schedules on-hand to distribute to patrons.
- Hold Grey Cup-themed giveaways or promotions.
- Host a spin-off event in your store.
- Install either an interior or exterior temporary football-inspired mural or window painting.
- Offer to hold purchases on-site while shoppers enjoy the festivities - or offer to ship it to them directly.

December 16 NHL100 CLASSIC

The Ottawa Senators and Montreal Canadiens will close a 100-year-old circle December 16 when they meet in the 2017 Scotiabank NHL100 Classic in an outdoor game at TD Place.

The Senators and Canadiens, two of the founding members of the NHL, met on the League's opening night, December 19, 1917. The NHL100 Classic will be the culmination of the League's Centennial celebrations and coincide with Canada's 150th celebration, the Senators 25th anniversary and the Stanley Cup's 125th birthday.

WHAT YOU CAN DO

- Decorate your storefront with hockey-themed gear.
- Wear your Ottawa Senators jerseys with pride.
- Consider extending your hours to accommodate fans.
- Post an NHL100 Classic promotion on inthelebe.ca.
- Install a temporary hockey-inspired mural, installation or window painting.
- Offer to hold purchases on-site while shoppers head to the game.



GLEBE BIA MANDATE

TO PROMOTE THE GLEBE AS A DESTINATION FOR SHOPPING, DINING AND ENTERTAINMENT, AND TO IMPROVE, BEAUTIFY AND MAINTAIN OUR CATCHMENT AREA FOR THE BENEFIT OF OUR MEMBER BUSINESSES, ITS PATRONS AND THE WIDER COMMUNITY.

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

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 economic development.

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.

GOVERNANCE

Good governance promotes confidence in membership. We act on behalf of our members and recognize the importance of having open and ethical processes that adhere to legislation and rules of procedure. Board and staff take their responsibilities seriously and operate within a defined framework, one that reflects the broader interest of the area and best practices. The Glebe BIA has continued to invest in strengthening governance in order to ensure a sustainable, healthy and prosperous future for the Glebe BIA as an organization and for its membership as a whole.

This year, we embarked on an exercise to create a model for sustainable governance. We enlisted a local consulting firm that helped us create a strategic plan in 2014. We wanted to clearly define a process following elections to ensure that corporate knowledge is passed on from board to board, and identify areas where policies and procedures could be strengthened. The goal was simple: to be a better BIA.

While the work has only just begun, governance is being looked at from all angles. A new code of conduct policy has been developed to outline what is expected from board and staff. A set of guidelines that define the values, expectations and the commitment necessary as a volunteer director. We understand that members must be thoroughly confident that their representatives are acting in the best interest of the area and that there are mechanisms in place to guarantee board effectiveness and standards of care.

With respect to the election process, everyone wants leaders in our community to be engaged, willing and keen to volunteer their time on a productive and healthy board. To this end, a new nomination process is being developed along with a formal job description for board members. The latter will more explicitly outline the role of high-level decision making and oversight, and how it relates to the operational activities of the organization.

The membership as a whole deserves the opportunity to make choices, and they need to know that they can rely on

a democratic process that is understood by all. For this reason, the board size has also been studied given that many BIA's have been reducing their numbers for greater effectiveness and efficiency. An all too common challenge is an absence of healthy turnover and an openness to new ideas and positive change, in some cases due to acclamation when there are not enough qualified candidates to fill the roles. This can then lead to apathy and cynicism. We want to ensure the Glebe BIA remains a strong and able-bodied organization, that it represents the best of the area, is an example to other downtown associations and works for the best interests of the entire community.

As a local board for the City of Ottawa, the Glebe BIA, its board and staff are held to the highest standard. Governance is the foundation that ensures the organization is meeting its obligations to its members, maximizing performance, implementing strategy and managing risk. For this reason, we are committed to strengthening the organization for years to come through the implementation of policies and processes that guarantee a healthy and prosperous future.

MEMBERSHIP

Our primary goal in 2017 was to further engage our members, strengthen the Glebe's reputation as a premiere leisure destination and provide unquestionable value to our members. Improvement that is indisputable.

This year presented a tremendous opportunity that we have been working towards since the current board began its mandate in 2015. With millions of people descending on the nation's capital to celebrate the Canadian experience during Canada 150, our goal was to be ready to showcase our hospitality and to be great ambassadors for the city, the country and our neighbourhood. It's been an exciting time to be in the Glebe and we're lucky to have a place that is truly distinct and memorable. So Canadian.

In January we launched a membership engagement guide to help bring our local business community together and encourage collaboration around key opportunities – moments throughout the year where all of us could rally collectively to support events and activities. This resource touched on ways to strengthen our marketing programs independently and in the aggregate; things we could do to build the Glebe into a premiere destination. It was created to spark ideas that would lead to a larger experience, and to build momentum that will bring people back time and time again. From the Great Glebe Garage and Sidewalk Sale to Canadian Eats, from Marvest to Glebe Spree, we couldn't have asked for a greater level of engagement from our members and it shows in the results.

By any measure or metric, across the board we have seen improvement in every possible area. Our increased reach, membership involvement, volume of activity and our programs all tell a positive story that we can all be proud of. And a strut down the street will showcase the investments we've made in public art, gardens, parks and pageantry. It's been a productive year.

Looking ahead, we are excited to build on the momentum we have all created, continue to invest in our streetscape and activations, and add to the strong foundation that is now in place.

BIZ DEVELOPMENT

This past year we placed an emphasis on better understanding and addressing vacant office and retail space. While turnover is normal, we wanted to put in place tools that would support our property owners, brokers and leasing agents. After extensive consultation to ensure that we fully understood the challenges and opportunities they face, we created an attraction package titled *Doing Business in the Glebe*. The document presents a business case for locating in the Glebe by laying out its many features, advantages and benefits. This includes our marketing and communications initiatives, programming activities and key research that shows how we're positioned in the marketplace, including details on demographics and average expenditures. This information will soon be reflected online and will list available retail and office space in the Glebe. The full *Doing Business in the Glebe* package will also be readily downloadable.

We have been exploring ways to cultivate entrepreneurship through new partnerships with organizations, including Invest Ottawa and various learning institutions with entrepreneurship programs. We have been exploring entities that manage or create shared spaces, and have been actively promoting the Glebe as a desirable location for larger companies looking to expand their footprint. We have created a new partnership with a group that attracts hundreds of entrepreneurs to the area for quarterly networking events and have been trying to identify pop-up opportunities by connecting potential businesses with available space. We also continue to invest in research that helps us, and others, better understand how the area is evolving. That said, we know that, above all else, we need to continue to apply entrepreneurial principles and good business practice to our own organization. The more effective we are as an organization, and the more people we can attract to the Glebe, the stronger our case will be to set up shop here.

ELECTION

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 currently 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 have the authority to appoint someone to the position.

The next election for the Glebe BIA Board of Management will be held in January 2019. This date was set to encourage maximum participation in the election process and to facilitate the immediate start of an incoming board after voting has taken place. In non-election years, annual meetings will continue to be held in early November.

Should you be interested in becoming a nominee, please reach out to a sitting board member or the Glebe BIA itself to express your interest. Additional information outlining the nomination and the election process will be circulated to all members of the Glebe BIA in 2018.

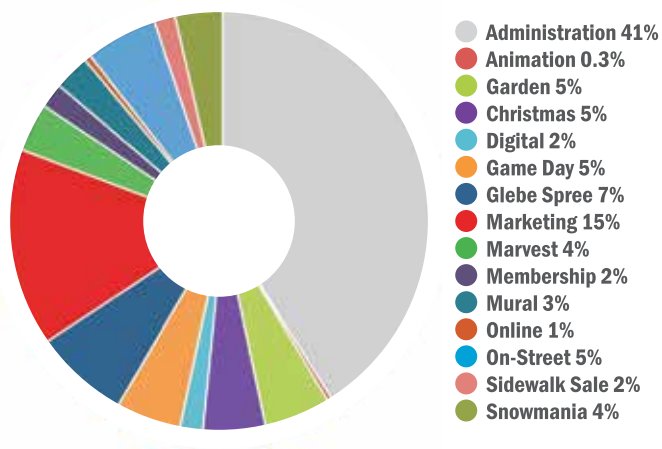
FORWARD THINKING

FINANCE

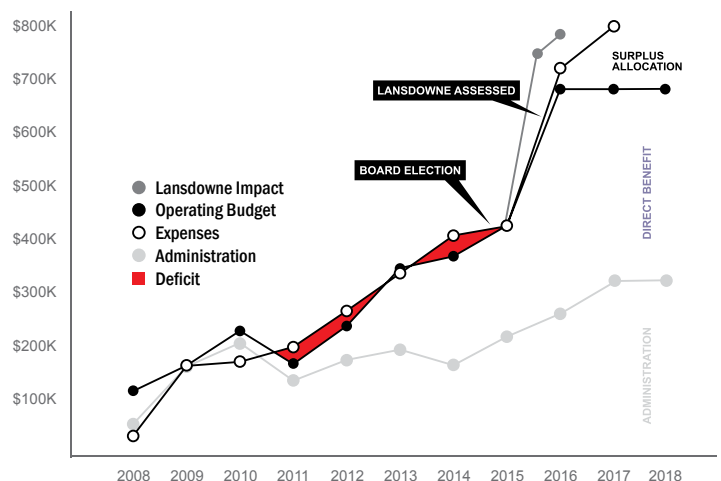
NO CHANGE TO OUR OPERATING BUDGET. WE WILL REMAIN AT \$690K FOR A THIRD YEAR.

REVENUE	2016	2017	2018
General Revenue	\$ 660,000	\$ 660,000	\$ 660,000
Grants	\$ 30,000	\$ 30,000	\$ 30,000
	\$ 690,000	\$ 690,000	\$ 690,000
EXPENSES			
Marketing, On-Street, Programming	\$ 320,000	\$ 351,000	\$ 342,000
Office & Administration	\$274,000	\$ 253,000	\$ 275,000
Professional & Consulting Fees	\$ 27,000	\$ 12,000	\$ 7,000
Rent	\$ 25,000	\$ 32,000	\$ 32,000
Interest	\$ 500	\$ 500	\$ 500
Insurance	\$ 6,000	\$ 6,000	\$ 6,000
Audit Fees	\$ 1,500	\$ 1,500	\$ 1,500
Repairs & Maintenance	\$ 36,000	\$ 34,000	\$ 26,000
	\$ 690,000	\$ 690,000	\$ 690,000
Surplus/Deficit	\$ (0)	\$ (0)	\$ (0)

2017 BREAKDOWN OF EXPENSES



2008 TO 2018 HISTORICAL ANALYSIS



IN 2018, WE ARE PROPOSING NO INCREASE OVER THE 2017 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 2015, the bulk of Lansdowne was assessed by MPAC and as expected, this had a impact on our operating budget.

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 by members at the AGM in 2015.

The increase at the time 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. As communicated each year since then, and with the support of members, we invested strategically and promoted the area aggressively during a period of transition both in the Glebe and city-wide as we headed into 2017. Results have been excellent, and we aim to build on this momentum through 2018.

THE OPERATING BUDGET OF \$690K WAS OVERWHELMINGLY SUPPORTED BY THE MEMBERSHIP IN 2016.

As evidenced by this report, we have acted boldly 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 and put in place qualified staff. Furthermore, we have been committed to thoughtful and strategic spending. We have reduced our expenditures in areas where we feel can provide greater value, such as the Glebe Spree contest and administration. And while we have allocated the surplus for key investments, we have done our best to absorb what we can into our operating budget in order to preserve resources for other opportunities.

ADMINISTRATION & DIRECT BENEFIT

As outlined at last year's Annual General Meeting, we took a hard look at how we marshaled our resources at all levels. BIAs throughout Ottawa generally split their resources equally between administrative expenditures and other operational costs. The average breakdown for BIAs in 2016 was 55% for administration and 45% for promotion, maintenance and programming. We have worked hard to keep our administrative costs to a minimum and, in 2017 we expect to limit them to 41%.

We examine all our expenditures through a lens of *direct benefit* - the impact our investments have on our members. Street beautification projects and enhancements, marketing and promotion, programming and animation, events, activities and research - these are the things that we know are going to make a positive difference for our members and community at large.

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.

SURPLUS

The Glebe BIA has been committed to developing a business model that works within the limits of its operating budget. The accumulated surplus is leveraged for strategic investments that advance our brand, provide lasting value for the area, enhance a part of the Glebe that benefits the on-street experience or futhers the effectiveness of our organization.

In 2016, we posted a surplus of \$81,522 which brought our accumulated surplus to \$451,734. As presented at last year's Annual General Meeting, we earmarked the surplus towards a number of key expenditures, which include the following:

- \$50K for hanging basket hardware on light standards
- \$150K for the *Get It In The Glebe* marketing campaign
- \$25K for primary and secondary research through Environics
- \$10K for park and greenspace enhancements
- \$30K for 2017 related programming
- \$10K for legal representation for a 2016 OMB hearing
- \$10K for street repairs
- \$15K for traffic research
- \$5K for board planning and training

We managed to absorb a significant amount of these costs into the operating budget over the past two years, and we anticipate that at the end of 2017, a deficit of approximately \$88,784 will be posted. We expect that approximately \$97,724 of our accumulated surplus will be utilized, leaving a balance of about \$354,010.

Moving forward, we are exploring investments that include gateway signage, branded street signs, additional parkettes and other on-street enhancements, as well as more research, strategic marketing and digital initiatives. We aim to leave additional funds for the next board of directors so they can target important strategic investments over future terms.

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, 2016 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 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, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Ottawa, Canada
July 10, 2017

Ernst + Young LLP

Chartered Professional Accountants
Licensed Public Accountants



A member firm of Ernst & Young Global Limited

BEFORE AND AFTER

THIS IS A LIST OF OF WHAT'S BEEN REALIZED DURING THE CURRENT TERM. ALL NEW, ALL CREATED SINCE THE LAST ELECTION IN 2014!

- Snowmania
- Canadian Eats
- Marvest
- Get-It-In-The-Glebe Campaign
- Online: intheGLEBE.ca
- Banner Program
- Hanging Flower Baskets
- Half a Dozen Murals
- Primary and Secondary Research
- Park, Pedestrian and Garden Spaces
- Membership Engagement Guide
- Business Attraction Package
- Lighting Treatments
- Numerous Strategic Partnerships
- Representation on Key Boards and Committees
- Operations Manuals & Orientation Guides
- Governance Reviews
- Entrepreneurship Cultivation
- Statutory Holidays Exemption
- A Successful OMB Challenge

BY THE NUMBERS

19,195 Ballots collected for Glebe Spree in 2017 - a new record.

415% Increase in Glebe Spree's ROI since year one.

1.08 Million online impressions were generated by Canadian Eats.

25,000 People attended Marvest this past September - another record.

238,000 Fans reached through #Marvest hashtag.

250,000 Will have attended Ottawa Welcomes the World in 2017.

45 Trees will light the Glebe from November to March.

17.4 Million impressions thanks to the Get-it-in-the-Glebe campaign.

65% Increase in website page views over last year.

324% More member promotions were posted this year at intheGLEBE.ca.

400% Increase in the number of events posted on our site in 2017.

65 Blogs were written this year to capture the Glebe experience.

3.7 Million people will visit Lansdowne this year.

25 New businesses have opened in the Glebe in 2017 (so far).

CODE OF CONDUCT

WE ARE COMMITTED TO OPERATING AT THE HIGHEST POSSIBLE STANDARD AND SERVING OUR MEMBERSHIP AND COMMUNITY IN WAYS THAT ADVANCE THE GLEBE'S REPUTATION AND BUILDS TRUST. THE FOLLOWING POLICY WAS DEVELOPED TO ENSURE THAT OUR ORGANIZATION MEETS ITS OBLIGATIONS FOR YEARS TO COME, BOTH AS A LOCAL BOARD FOR THE CITY OF OTTAWA AND AS A PROFESSIONAL ORGANIZATION DRIVEN BY EXCELLENCE.

The Board of Management of the BIA expects of itself, its Directors, BIA members and BIA staff, ethical and business-like conduct. This commitment includes the proper use of authority and appropriate decorum by Directors when interacting with groups, individuals and the BIA office itself. Directors are to work for the advancement of the broader BIA.

Directors are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the BIA has adequate resources to advance its mission. The legal duties required by volunteer board members are:

DUTY OF DUE CARE

Directors of the BIA ensure the prudent use of all assets and provide oversight for all activities that advance the nonprofit's effectiveness and sustainability.

DUTY OF LOYALTY

Directors make decisions that are in the best interest of the BIA; not in his or her self-interest.

DUTY OF OBEDIENCE

Directors ensure that the BIA obeys applicable laws and acts in accordance with ethical practices; that the BIA adheres to its stated corporate purposes, and that its activities advance its mission.

BOARD OF MANAGEMENT UNITY AND TEAMWORK

Directors use the expertise of the Board of Management, staff and BIA members to enhance the ability of the Board of Management as a body to make wise policy.

Directors recognize that the Board of Management and staff have a common purpose: adopt a team approach to ensure the success of the BIA.

Directors acknowledge that their function as a volunteer on the Board of Management is to provide general oversight for the affairs of the BIA. While they may be consulted, they are not involved in the day to day operational activities that fall within the regular duties of staff.

Directors understand that all members of the Board of Management are equal, with no single director having more or less authority than any another, and that they have a single vote with which they can formally express their view on any board matter.

Directors are not authorized to independently manage staff of the BIA. The Executive Director reports to the board as a whole, not an individual director or the Chair.

BOARD OF MANAGEMENT INTEGRITY

Directors act openly and honestly and avoid the improper use of influences of their office.

BOARD OF MANAGEMENT OBJECTIVITY

Directors view events or persons objectively and disclose all conflicts of interests, not allowing personal gain or advantage to influence their judgment.

BOARD OF MANAGEMENT PROFESSIONALISM

Directors act professionally in performing their duties. Directors should avoid working for the advancement of themselves, their businesses or their organizations when this is to the detriment of the BIA as a whole.

AVOIDANCE OF DISCRIMINATION OR HARRASMENT

All Directors, BIA members and BIA staff are expected, at all times, to be respectful and not engage in conduct which is discriminatory or could be construed as harassment.

Discrimination means any form of unequal treatment based on a Code ground, whether imposing extra burdens or denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral, but disadvantage certain groups of people. Discrimination may take obvious forms, or it may happen in very subtle ways. Even if there are many factors affecting a decision or action, if discrimination is one factor, that is a violation of this policy. (Source: OHRC website)

Harassment means a course of comments or actions that are known, or ought reasonably to be known, to be unwelcome. It can involve words or actions that are known or should be known to be offensive, embarrassing, humiliating, demeaning or unwelcome, based on a ground of discrimination identified by this policy. Harassment can occur based on any of the grounds of discrimination. (Source: OHRC website)

All Directors, BIA members and BIA staff are expected to refrain from any form of harassment or discrimination, and cooperate fully in any investigation of a harassment or discrimination complaint.

All Directors and the Executive Director (where applicable) have the additional responsibility to act immediately on observations or allegations of harassment or discrimination.

Directors are responsible for creating and maintaining a harassment- and discrimination-free BIA, and should address harassment or discrimination as early as possible.

All Directors should treat the BIA staff, their fellow Directors and BIA members with respect and in accordance with any and all related policies and laws.

All Directors should ensure that they do not speak on behalf of the BIA unless given permission to do so by the Chair or Board. If approached by media regarding the BIA, redirect the media to the Executive Director, the Chair or a dedicated spokesperson.

BOARD OF MANAGEMENT CONFIDENTIALITY

Directors maintain and respect the confidentiality and privacy of any information or reports obtained during Board meetings that include issues of a sensitive nature. External release of said information or reports must be authorized by the Chair or Board of Management.

BOARD OF MANAGEMENT CONFLICT OF INTEREST

Every Director shall act honestly and in good faith with a view to the best interests of the BIA in discharging his/her duties.

Directors are subject to the Municipal Conflict of Interest Act which requires they declare direct and indirect pecuniary interests, and following the declaration, that they not influence any vote or actually vote on the matter.

Directors are entitled to participate fully on matters in which they have no greater pecuniary interest than other members of the BIA.

BOARD OF MANAGEMENT MINDSET

Directors should listen respectfully to the ideas and opinions of others and be thoughtful in considering issues.

Directors should work to understand the broader community and its needs, have passion for the area and a sincere desire to create positive change and be a champion for the Glebe in its entirety.

Directors must demonstrate a willingness to commit time for board meetings, task forces, planning sessions and special events.



**KEEP
CALM
AND
FOLLOW
THE CODE OF
CONDUCT**

BIA BOARD & STAFF



GUESS WHO'S COMING TO THE GLEBE?

Join us in the Glebe during the Grey Cup weekend for free photos with Santa Claus, and experience Santa's Village like never before. Visit the events calendar at intheGLEBE.ca for details!

November 24-26
10:30am to 4:30pm
Bank & Fifth

the
glebe

Brought to you by the merchants of the Glebe and the Glebe BIA.



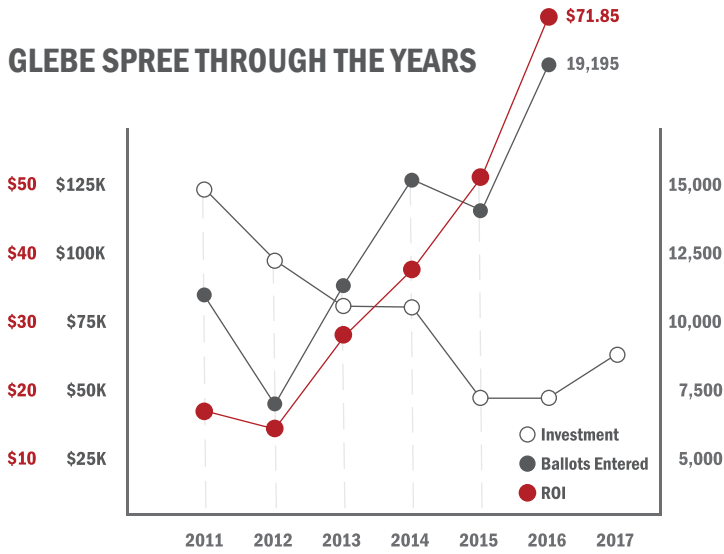
THE GLEBE. BEST NEIGHBOURHOOD EVER.





THINGS GO WELL WHEN OUR MEMBERS GET IN THE GAME!

GLEBE SPREE THROUGH THE YEARS





HOW IT WORKS

Shoppers complete a Glebe Spree passport for a chance to win a \$10,000 Grand Prize Shopping Spree or one of five weekly cash prizes. To celebrate the 150th anniversary of Confederation, this year shoppers will receive a stamp or sticker for every \$15 purchase at participating Glebe businesses or services. Once a ballot is filled with \$150 worth of stamps or stickers, it can be filled in with the entrant's contact information, given to any participating Glebe business and entered into the contest. The Grand Prize winner will be drawn on January 8th, 2018 with weekly prize winner drawn for each week of the Spree.

LAUNCH

The official Glebe Spree launch is November 15th, 2017.

MATERIALS

On or before November 13th, 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:

- Advertising in the Glebe Report
- Desktop banner ads on Google Display Network
- Native Touch (geo-fencing) mobile banners targeted to the Glebe
- Targeted direct mail via Canada Post
- Spree microsite at glebespree.ca
- Emailer targetted to past entrants
- Social media including Twitter, Facebook and Instagram
- YouTube Pre-Roll Videos
- Postering

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. In 2017 the Spree will again feature "Any Day Prizing" featuring \$50 Glebe merchant gift cards. We encourage participating retailers and business to use their own social media feeds to promote the Glebe Spree. We will continue to use the 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 & CHRISTMAS CHAOS

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.

In addition, the Spree will feature a special Christmas Chaos promotion the weekend of December 9 and 10 – one week prior to the NHL Outdoor Classic – where shoppers can also receive double stamps on their purchases.

BALLOT COLLECTION

Ballots will be collected every 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 weekly, 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



THE MOST SPREE-FUL TIME OF THE YEAR!

Always one of the Glebe's most powerful traffic generators, Glebe Spree returns this year with a special Canada 150 focus: \$15 Stickers, \$150 Ballots, plus weekly cash prizes of \$1,000 and \$50 Any Day Prizes. Two-stamp Tuesdays are back – shoppers get two \$15 stickers or stamps for every \$15 they spend. New this year: Christmas Chaos – also awarding two stamps for every \$15 purchase over this one special weekend. The entire program is supported by advertising and social media, and the more participating merchants, the more successful it will be.

For information or to participate in this year's Glebe Spree, contact Dana Thibeault at danathibeault@intheGLEBE.ca or 613-680-8506



the
glebe
merchants



No purchase necessary. Contest closes December 31, 2017, 11:59:59 ET. Open to Canadian residents over the age of majority. One Grand Prize (value \$10,000), and Five Weekly Prizes (value \$1,000 each) to be won. Skill testing question required. Visit GlebeSpree.ca to enter and for full contest details.