

the  
glebe

# 2018 ANNUAL REPORT

## GLEBE BUSINESS IMPROVEMENT AREA





## MESSAGE FROM THE CHAIR

Dear Members,

The year 2018 marked our 10th anniversary since becoming a Business Improvement Area. During this time, we have witnessed major change and transformation, not only within our own organization, but throughout the wider community. In 2011, our neighbourhood endured a year-long reconstruction along Bank Street, which presented some real challenges for local businesses. And only a few short years later, our beloved Lansdowne Park, a city asset we've enjoyed for more than a century, went through its own renewal and was re-imagined for the pleasure of future generations. A neighbourhood that has shared a history as long and as rich as Ottawa itself is now poised for what's to come and this is exciting.

As millions continue to visit the neighbourhood, wander through our unique shops, eat in one of our many great restaurants or attend one of hundreds of sporting or cultural events – we can see that the Glebe has clearly entered a promising new era. The neighbourhood is now well-positioned as a major city destination that provides a quintessential national capital experience that is second to none. Our proximity to the downtown core, iconic attractions and the beautiful natural setting alongside the world-famous Rideau Canal, a UNESCO World Heritage Site, only serve to enhance the adventures we offer those who live, work and play here. It therefore shouldn't come as a surprise that the Glebe is the top-of-mind leisure destination in Ottawa and a place favoured by family, friends and community for all things fun.

I want to thank the entire Board for their hard work, passion and commitment to the neighbourhood, especially with what has been accomplished over the past four-year term specifically. At no time before now have we been able to demonstrate greater outcomes to the membership we represent. While there are always new challenges to face and work to be done

in the name of improvement, our focus on ensuring that the Glebe BIA remains healthy, focused and sustainable is something we are fully committed to. We are confident that the work of the BIA will continue to offer lasting value to the members we aim to support. Our efforts to build reputation, to tell the neighbourhood story, to grow and connect with audiences and to enhance the on-street experience only adds to what our committed merchants and front-line staff do day-in and day-out. This dedication contributes to the quality of life of both our residents and all those who choose to spend time here.

Thank you to our Executive Director, Andrew Peck for his forward thinking; marketing genius; and positioning of the Glebe from an entrepreneurial perspective. His dedication and belief in our BIA has taken us to new heights, not only in Ottawa but also in the International world of BIAs, with three international awards to our credit. I also have to mention our office staff, which runs like a finely-tuned Swiss watch due to the diligence of our extremely competent employees: Dana, Trevor and Haide. Thank you to all.

Finally, our BIA is only as strong as its membership. I must thank each business and property owner whose level of interest and engagement is unprecedented; your confidence and support have been crucial to the success of the Glebe BIA. Further, your ongoing feedback and ideas, your willingness to join campaigns and contests, your commitment to the community and your enthusiasm is in large part why we have been able to accomplish what we have. And we all do it with a smile on our face. I wish each and every member even greater success in the coming year.

Regards,

Judy Richards



JANUARY 23, 2019

# AGM AGENDA

- 6:00 Arrival
- 6:20 Welcoming Remarks & Introductions
- 6:35 Formal Meeting Called to Order
  - Approval of Agenda
  - Approval of 2017 Minutes
- 6:40 Introduction to the Incoming Board
- 7:05 Presentation
- 7:30 Finance
- 7:40 Adjournment
- 7:40 Dinner & Social

the  
glebe

Thank you to all our members, partners, suppliers, customers and community. We couldn't have done it without you.

[intheglebe.ca](http://intheglebe.ca)





## MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Members,

Serving this business community over the past five years has been a real privilege. I am grateful to have been a part of a team that has made such great strides. Consider some of what has been accomplished.

We are the first area in nearly two decades and outside the downtown core to have an exemption from the Retail Business Holidays Act. Together with our invaluable partners, we helped launch a new off-shoot music festival with Marvest that grows each year. In 2017 we kicked off a new food event to tie into the Canada 150 celebrations. Our partnership with Winterlude and Alterna Savings CrackUp achieved a Guinness World Record. The Great Glebe Sidewalk Sale has now become a central part of the famous main event. We have installed several new murals throughout the area, including one that was courtesy of artists who ventured here from Columbia. Three new parks have been built in concert with churches and community partners. And, major investments have been made in flowers and gardens throughout the Glebe alongside a vibrant pageantry program.

Marketing, it should come as no surprise, has been a central focus. Much of our effort is directed to build critical mass. We invested in primary and secondary research and traffic counts to inform decision making. We brought on a talented agency to help reframe the Glebe brand without losing its obvious charm. We retooled our signature campaign Glebe Spree to focus on our most loyal local audience and increased entries 457% since 2013. This was done while reducing the original budget by half, increasing our ROI exponentially. We launched the largest and most comprehensive awareness campaign for the Glebe to date. In all, we have achieved more than 36 million impressions since 2016, driving valuable traffic to our online channels.

Intheglebe.ca is another new initiative that has allowed us to better tell the Glebe story and build our social media channels. We now have an effective online presence that captures everything this area offers and what's happening at any given point in time. And much of this work has led to industry recognition including a Pinnacle Award, the highest level of achievement for a BIA, from the International Downtown Association.

We have raised the profile of our area and that of our organization in many ways. Our partnerships have never been stronger and this offers a tremendous benefit. We are a member of the Board of Directors for the International Downtown Association (IDA), one of four BIAs on IDA Canada's Leadership Group piloting the launch of a national network and have been a driving force behind the development of a strategic plan and a restructuring of our Ottawa council of 19 BIAs. These efforts allow us to highlight our area and our city, ensure that we're part of important conversations that advance the interests of our members, and promotes the value that BIAs offer as a voice of business.

It's important to recognize the dedicated staff who make magic happen. Everyone is motivated, loves their role and the environment they serve. The comradery across the board is strong and they are directionally focused as a result.

Ultimately, it must be said that the primary reason for our progress over the past few years is the level of engagement and ongoing support we receive from our member businesses. The amount of positive feedback we receive for our work is inspiring and keeps us on the right track.

We know there are many challenges that lie ahead and we are ready to address whatever comes our way. For my part, I would like all our members feel confident with the knowledge that the Glebe BIA is truly committed to representing its members. Providing value is of paramount importance and a responsibility that is taken to heart by all involved. The Glebe BIA is now built on a solid foundation that is firmly rooted in best practice, something that can be sustained and maintained over time. I believe firmly in the value that BIAs bring to communities as I have witnessed this first hand here at home and elsewhere. Place management is an emerging field unto itself and we're lucky to be part of the movement. With your continued support, there's no limit to what we can accomplish right here in one of Canada's great neighbourhoods – The Glebe.

Regards,

Andrew Peck



# 2018 HIGHLIGHTS



## GLEBE BIA AWARDED TOP INDUSTRY HONOUR

- In October 2018, the Glebe BIA was honoured with three awards at the Downtown Achievement Awards, hosted by the International Downtown Association.
- The Glebe BIA was one of eight organizations to be awarded a Pinnacle Award, the industry's highest honour, for its Glebe Spree 150 promotion.
- The Get-it-in-the-Glebe marketing campaign received a Certificate of Merit. Working closely with local agency Mediaplus Advertising, the campaign was launched to build awareness for the vast array of choice patrons have in the areas of shopping, dining and entertainment.
- The Glebe BIA was awarded another Certificate of Merit for its [intheGLEBE.ca](http://intheGLEBE.ca) online presence, recently enhanced by local design firm The Art Department. Merit awards recognize best practices in the areas of innovation, representation and sustainability.
- Downtown Achievement Awards identify outstanding improvements to urban centers by dedicated organizations around the globe.

### LEFT TO RIGHT:

- David Downey  
Executive Director of IDA
- Janette MacDonald  
Chair of IDA Awards Committee  
and Executive Director of  
Downtown London
- Andrew Peck  
Executive Director of Glebe BIA
- Tim Tomkins  
Chair of IDA and Executive  
Director of Times Square, NYC



## THE GLEBE BUS

- As part of our partnership with Lady Dive Tours, we wrapped a tour bus to promote the Glebe. The vibrant shuttle travelled to downtown hotels, major attractions, and various Ottawa neighbourhoods throughout the summer.
- Lady Dive continued to bring visitors to Lansdowne and the Glebe, with a stop along Bank Street on weekends and holidays during the summer months.







## GLEBE SPREE

- Centretown resident Nadine Hodgson was the 2017/2018 grand-prize winner.
- Glebe Spree 150 marked Canada's Anniversary of Confederation, featuring weekly \$1,000 cash prizes, a new Christmas Chaos weekend and a reduced \$150 contest entry figure.
- A total of 81 prizes were awarded throughout the contest, made up of 75 Any Day Prizes, five weekly cash prizes, and the grand-prize shopping spree.
- 2017 was the most successful Glebe Spree contest on record, with an unprecedented 31,557 ballots cast over the six-week campaign, a 64% increase from the previous year.
- This represents more than \$4.7 million in consumer spending and an ROI of \$78.89, a 10% increase year-over-year.
- Marketing the contest yielded more than 4.2 million impressions, a 27% increase from 2016.
- Over 95% member engagement, with more than 160 participating businesses.
- Thank you to title sponsors McKeen Metro Glebe and BMO the Glebe Branch at Lansdowne for their continued support, as well as to all the local businesses who donated an Any Day Prize.
- Since its inception, the number of entries has more than doubled and the ROI has increased roughly four-fold.





# *The Holiday Season*

- In 2017, the Help Santa Toy Parade returned to the Glebe on November 18, with thousands of families lining Bank Street for the spectacle.
- Santa Claus impersonators, sporting custom-made red-and-black plaid Santa suits, distributed Glebe Spree passports to parade attendees.
- From November to March, the large and small trees along Bank Street were wrapped with white lights, adding to the on-street experience during the holiday season and Winterlude.
- The Glebe BIA started a Winter Window Painting Program, offering matching funds for businesses to install a winter scene on their windows.







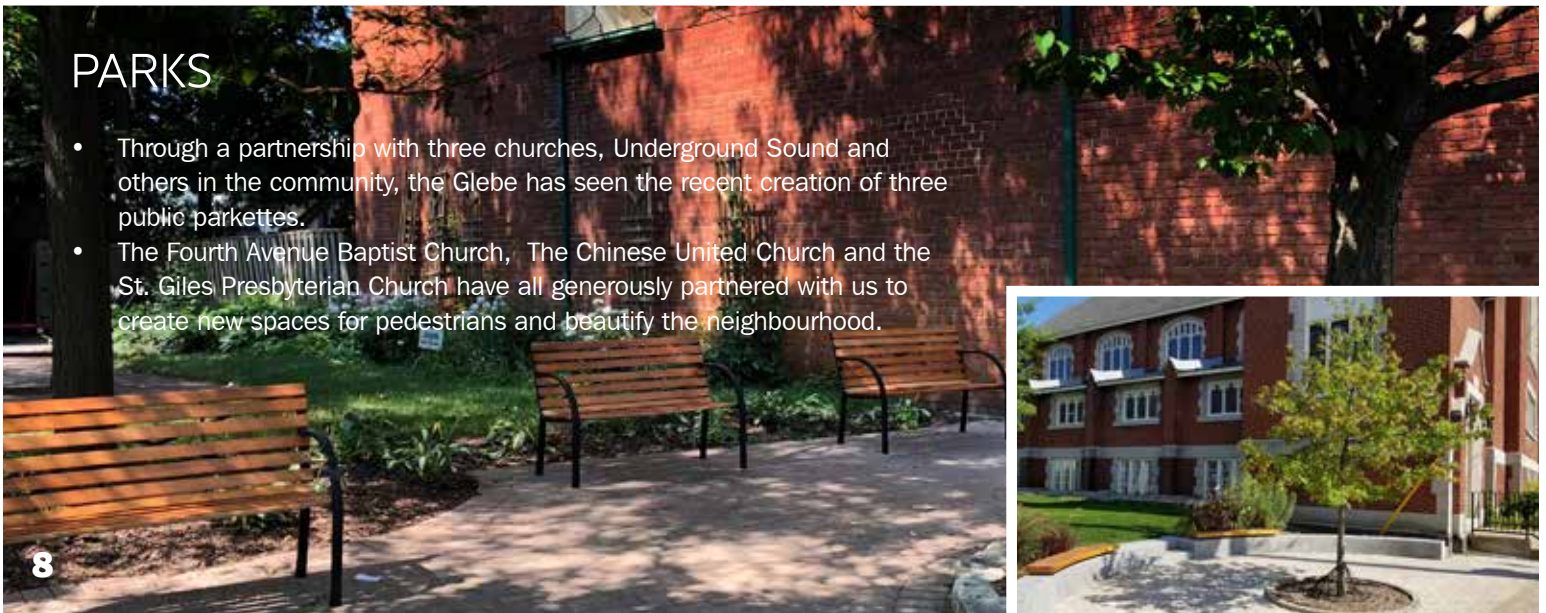
## BANNER PROGRAM

- The Banner Program saw vibrant purple Glebe banners distinguish the Glebe as a destination while adding even more colour to the streetscape.
- Throughout May, the addition of 24 tulip-inspired banners celebrated the arrival of spring and the world-renowned Canadian Tulip Festival.
- White and blue snowflake banners helped create a winter-wonderland in the Glebe from January-March, while also promoting Winterlude and Snowmania.
- From November through early January, 106 red and blue holiday banners lined Bank Street, creating a festive on-street experience during the holiday season.



## HANGING BASKETS & GARDENS

- Throughout the summer, Bank Street was again adorned with brightly-coloured hanging baskets of purple, fuchsia, yellow and white flowers with trailing greenery.
- A total of 120 hanging baskets beautified the streetscape from May to October.
- The Glebe BIA again arranged for landscaping services for municipally-owned garden beds in the Glebe, a program that will continue to evolve in the coming years. The additional landscaping services contributes greatly to the on-street experience and complements the hanging baskets.



## PARKS

- Through a partnership with three churches, Underground Sound and others in the community, the Glebe has seen the recent creation of three public parkettes.
- The Fourth Avenue Baptist Church, The Chinese United Church and the St. Giles Presbyterian Church have all generously partnered with us to create new spaces for pedestrians and beautify the neighbourhood.





- Marvest, an off-shoot of CityFolk, is a musical harvest that showcases local talent performing in over two-dozen Glebe businesses. Marvest shows are FREE! The event carries the festival atmosphere from Lansdowne Park to Bank Street, with artists performing in both conventional and unconventional venues over the two-day festival.
- 79 bands played a total of 89 performances in 26 venues over two days – the largest event to date.
- The #Marvest hashtag was used over 265 times on social media, which in combination with our Facebook posts, achieved over 190,000 impressions.





## CANADIAN TULIP FESTIVAL

- Artists were commissioned to paint five 5-foot tulips, adding to the collection from 2017. Altogether, ten tulips complemented the streetscape, leading to the official festival site at Lansdowne.
- Tulip-inspired banners were installed on 24 light standards to tie in with the international festival.
- A new Spring Window Painting Program offered matching funds to businesses.



## MURAL PROGRAM

- Three stunning murals were brought to life this year, adding to the Glebe's vibrant streetscape.
- Two murals were installed through our partnerships with the City of Ottawa and Underground Sound; one on the second-storey wall of JD Adam Kitchen Co., with the other on the west wall of Hair on Second Avenue, adjacent to the parking garage entrance.
- A third large-scale mural by Vertigo Graffiti was installed on the side of Il Negozio Nicastrò through a partnership between the Embassy of Colombia to Canada, the Glebe BIA and Sleepwell Property Management. The piece was painted by two Colombian artists from Bogota over a two-week period.
- The partnership included a social media campaign and a live press event to officially unveil the mural, entitled "Wild Read."
- Since the creation of the Vertigo Graffiti Project in 2008, the artists have been commissioned for several large-scale works throughout Colombia and Europe, with this Ottawa mural being the first of its kind in Canada.







- In its second year, Canadian Eats featured nearly 40 Canadian-inspired dishes by local chefs and eateries.
- A contest component was added where guests received an entry ballot each time they dined.
- Sydney Bubis was the grand prize winner and was awarded \$1,000 for dinner in the Glebe along with seven guests.
- Second and third prize winners, Hannah Stewart and Bethany Sutton, were each awarded \$500 and \$250 respectively.
- The campaign delivered 1.73 million impressions, a year over year increase of 56%, and nearly 4,000 click-throughs.
- The inaugural contest received 1,081 entries over ten days.







# snowmania

- In partnership with Alterna Savings Crackup and Winterlude, five snow sculptures were erected in the Glebe during Ottawa's 40th annual winter festival.
- The largest sculpture depicted the late Gord Downie as a tribute to the great Canadian icon.
- The artist commissioned to carve the sculpture, Brian Clemence, unexpectedly passed shortly after beginning the piece. In a fitting and emotional tribute, Clemence's children – son Frédéric, daughter Marissa and son-in-law Émile Maheu – picked up their father's tools and finished what would be Brian's last work.
- The sculpture stood throughout Winterlude as a tribute to both great artists and drew extensive local and national media coverage.



## GAME DAY

- On June 21st, the Glebe was bursting with activities along Bank Street and at Lansdowne to celebrate the Ottawa REDBLACKS Home Opener.
- Programming included two live bands, stilt walkers, super fans, face painting, a balloonist and strolling entertainers.
- A mobile photobooth also allowed fans to capture their day in the Glebe and share it online through social media.



## GREAT GLEBE SIDEWALK SALE

- The Great Glebe Sidewalk Sale saw the highest number of businesses registered to participate.
- Tables and barricades were supplied to merchants at no charge, along with tote-bags and decals.
- Our partnership with Ecology Ottawa once again created a community hub during the Sidewalk Sale, where 1,689 tree saplings were distributed.
- Boston Pizza generously offered their parking lot to host the event and Kunststadt Sports provided space for the pick up and drop off of materials.
- Thank you to all members who participated!



# THANK YOU.



WELCOME CFL FANS

Thank you to the Ottawa Sports & Entertainment Group and all their staff, partners, players and friends who came together to put on a truly amazing show! Thank you to all our businesses and their front line employees who served as wonderful ambassadors for the city and to our community for rising to the occasion. The event drew hundreds of thousands and created an atmosphere that capped off an incredible year. It was truly one for the books!





# RNATION North Pole



- The 105th Annual Grey Cup Festival was a major success, with approximately 250,000 people attending the five-day event.
- As part of the national celebration, a one-of-a-kind RNation Santa's Village was installed in the Glebe and saw over 1200 visitors.
- Photos were printed on site and uploaded to social media.
- Environment Minister Catherine McKenna and Mayor Jim Watson visited the installation, as well as Ra McGuire and Scott Brown from the band Trooper.
- The installation received coverage by CTV News and CBC.
- In partnership with OSEG, The Glebe BIA helped facilitate the installation of more than 50 Grey Cup banners leading up to the event.



- Thank you as well to all the organizers and partners that made the NHL Classic outdoor hockey game at TD Place on December 16 possible. The Ottawa Senators took on the Montreal Canadiens in front of nearly 34,000 hockey fans.
- The game was part of the NHL's centennial during Canada's 150th anniversary of confederation.
- The outdoor game also boasted a weekend of activities throughout Lansdowne with interactive games, an NHL museum and more.





## GENERAL

- Working with local agency Mediaplus Advertising, we launched an enhanced version of the Get-it-in-the-Glebe campaign, which ran from May to September.
- The campaign employed YouTube video advertisements, display and mobile banner advertisements, sponsored content articles, Instagram stories and city-wide postering to build awareness of the vast array of choice patrons have in the Glebe.
- The campaign yielded over 6.3 million impressions and generated over 14,000 click-throughs to the [intheGLEBE.ca](http://intheGLEBE.ca) website.

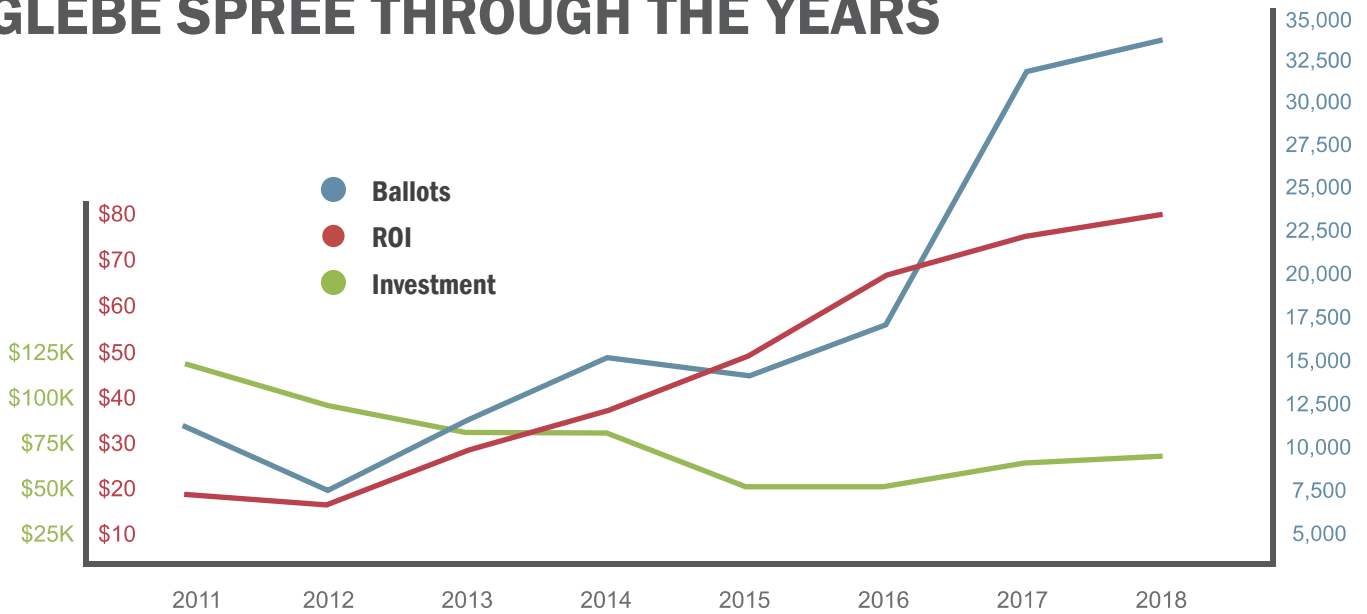
## COMMUNICATIONS

- Staff developed a formal Communications Strategy that identified measurable goals and objectives, which combined with an Analytics Dashboard, can be used to identify successes and measure year-over-year growth.
- The strategy informed our communications approach in 2018 by studying best practices, determining strategies for growing our audiences and increasing engagement.
- In addition, a new weekly newsletter – The Glebe Weekend What’s Up – drives traffic to a blog with information on upcoming events in the neighbourhood. The e-mailer is distributed every Thursday to nearly 6,000 subscribers.
- Over 200 earned media articles featured or mentioned the Glebe across all of Ottawa’s major news outlets.
- Over 90 blogs captured the Glebe’s story and promoted the area as a destination.
- More than 140 bulletins were distributed to members and newsletter subscribers, sharing important information.





# GLEBE SPREE THROUGH THE YEARS



# MARKETING PROGRAMS

	IMPRESSIONS	CLICKS	J	F	M	A	M	J	J	A	S	O	N	D
<b>2016</b>														
Cieslok Geo-Fencing Campaign	1,111,111	7,000												
2016 Fall Awareness Campaign	6,579,232	13,338												
2016 Glebe Spree	3,589,512	10,112												
<b>TOTAL</b>	<b>11,279,855</b>	<b>30,450</b>												
<b>2017</b>														
Postmedia Native Content	265,147	8,190												
2017 Winter Awareness Campaign	11,338,849	36,914												
2017 Canadian Eats	1,112,399	2,993												
2017 Glebe Spree	4,333,500	9,135												
2017 Grey Cup Contest	17,370	341												
<b>TOTAL</b>	<b>17,067,265</b>	<b>57,573</b>												
<b>2018</b>														
2018 Valentine's Day Contest	8,425	242												
2018 Easter Contest	16,617	1,653												
2018 Mother's Day Contest	9,459	157												
2018 Awareness Campaign	6,351,498	14,245												
Lady Dive Bus Wrap														
2018 Canadian Eats	1,739,200	3,922												
2018 Glebe Spree	3,230,476	7,461												
<b>TOTAL</b>	<b>11,355,677</b>	<b>27,680</b>												
<b>GRAND TOTAL</b>	<b>39,702,797</b>	<b>115,703</b>												



## SOCIAL MEDIA

### FACEBOOK

- Our Facebook audience grew 94% over the previous year to a total of 7,823 Page Likes.
- More than 350 posts reached over 350,000 people organically and through boosted posts.
- New in 2018, we launched a series of Facebook Like & Share contests. The contests leveraged upcoming holidays and key opportunities to grow our online audience, garnering a total of 63,000 impressions and 640 page likes.

### TWITTER

- Posted over 500 Tweets in 2018, resulting in more than 750,000 impressions.
- Our Twitter following grew 10% to a total of 4,443.

### INSTAGRAM

- A major push on Instagram saw our followers grow by nearly 25% in 2018 to 2,106.
- Our 400 Instagram posts garnered over 260,000 impressions.

## INTHEGLEBE.CA

- A recent enhancement of our online presence updated the interface to better capture the neighbourhood in its entirety and highlight current promotions and events.
- The new design also offers the opportunity for members to feature up to three photos of their business on their individual merchant pages, up from the previous static image.
- Back-end enhancements made the website more user friendly for businesses to update information, upload and crop images, and post promotions.
- Website activity resulted in over 77,105 page views this year.
- 461 events were posted to the website in 2018, up 35% from 2017.
- Over 400 member promotions were posted to intheglebe.ca.



### OTTAWA'S FAVOURITE NEIGHBOURHOOD

Dining, shopping, entertainment, professional sports and more—whatever you're looking for, you can get it in the Glebe, Ottawa's favourite neighbourhood. Come discover the shops and restaurants along Bank Street and at Lansdowne. Enjoy football, soccer, hockey and concerts at TD Place. And stroll along tree-lined streets and the Rideau Canal.





# GLEBE BIA CODE OF CONDUCT

We are committed to operating at the highest possible standard while 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 Directors 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 as a whole.

## 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.

## UNITY AND TEAMWORK

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

Directors recognize that the Board of Directors 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 Directors 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 Directors 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.

## INTEGRITY

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

## OBJECTIVITY

Directors view events or persons objectively and disclose all conflicts of interests.

## PROFESSIONALISM

Directors act professionally in performing their duties and strive to improve conditions for the membership as as a whole in a community context.

## 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.

## **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 Directors.

## **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.

## **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.



**3** Marketing initiatives received international recognition in 2018.

**31,557** Glebe Spree Ballots were collected in 2017 - a new record.

**425%** Increase in the Glebe Spree's ROI since its inception.

**63,019** Number of people reached this year through Like & Share contests.

**1.7** Million impressions were generated by Canadian Eats in 2018.

# BY THE NUMBERS

**89** Performances were mounted in 26 venues during Marvest.

**6.35** Million impressions were generated in 2018 through Get-It-In-The-Glebe campaign.

**461** Events were posted onto the [intheGLEBE.ca](http://intheGLEBE.ca) website.

**93** Blogs were published online in 2018 to tell the Glebe story.

**18** New businesses opened in the Glebe over the past year.



# OUTGOING BOARD 2015-2018



CHAIR **JUDY**



BOARD **AL**



TREASURER **STEPHANE**



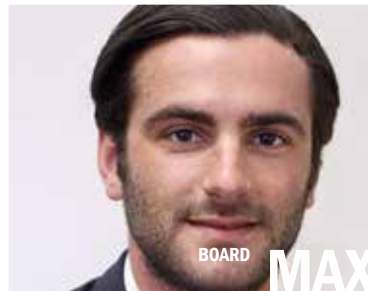
BOARD **ELI**



VICE-CHAIR **REBECCA**



BOARD **ERIC**



BOARD **MAX**



BOARD **JOSH**



BOARD **ELIZABETH**



BOARD **JAMES**



CITY COUNCILOR **DAVID**

Thank you for the opportunity to serve you over the past four years. It has been a privilege to volunteer our time for such an important organization and to contribute to the well-being of the neighbourhood itself. We wish all our members continued success in the years ahead and thank you for all your support and confidence.

## “HIRE WELL & TRUST THE TALENT.”

**Haide**  
Administration

**Trevor**  
Communications

**Dana**  
Programming





# FINANCE

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

REVENUE	2017	2018	2019
General Revenue	\$ 660,000	\$ 660,000	\$ 660,000
Grants	\$ 30,000	\$ 30,000	\$ 30,000
	\$ 690,000	\$ 690,000	\$ 690,000
<b>EXPENSES</b>			
Marketing, On-Street, Programming	\$ 351,000	\$ 342,000	\$ 324,500
Office & Administration	\$ 253,000	\$ 275,000	\$ 292,700
Professional & Consulting Fees	\$ 12,000	\$ 7,000	\$ 7,000
Rent	\$ 32,000	\$ 32,000	\$ 32,000
Interest	\$ 500	\$ 500	\$ 300
Insurance	\$ 6,000	\$ 6,000	\$ 6,000
Audit Fees	\$ 1,500	\$ 1,500	\$ 1,500
Repairs & Maintenance	\$ 34,000	\$ 26,000	\$ 26,000
	\$ 690,000	\$ 690,000	\$ 690,000

## 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, 2017, 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, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

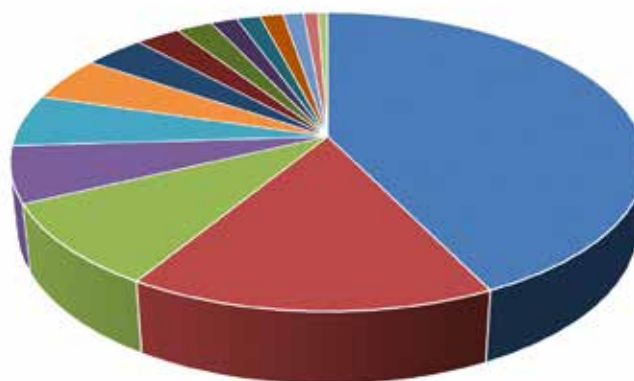
Ottawa, Canada  
August 23, 2018

*EY*

Chartered Professional Accountants  
Licensed Public Accountants



## BREAKDOWN OF 2018 EXPENSES



- 41.5% Administration
- 12.5% Marketing
- 9.4% On-Street
- 8% Glebe Spree
- 5.8% Hanging Baskets
- 4.8% Christmas
- 3.7% Marvest
- 2.8% Snowmania
- 3.2% Research
- 2.8% Mural Program
- 1.3% Memberships
- 1.3% Game Day
- 1.4% Sidewalk Sale
- 0.9% Animation
- 0.5% Digital



**IN 2019, WE ARE PROPOSING NO INCREASE OVER THE 2018 BUDGET. WE BELIEVE THAT THE CURRENT ALLOCATION ALLOWS US TO MEET THE GOALS AND OBJECTIVES OF THE ORGANIZATION WHILE PROVIDING VALUE TO ALL OUR MEMBERS.**

We continue to make investments that build brand and critical mass, and enhance the on-street experience for all those experiencing the Glebe. We remain committed to thoughtful and strategic spending that builds the area as a destination and for this purpose, have allocated a portion of our accumulated surplus to some key investments.

**ADMINISTRATION & DIRECT BENEFIT**

All financial decisions are filtered through a lens of *direct benefit* to our members in the aggregate. Our mandate is to serve the area in its entirety and for this reason, we look to contribute in ways that will complement the individual efforts of our nearly 400 member businesses and property owners. Our goal is to invest in ways that demonstrate benefit, value and return for all.

Ottawa currently has 19 BIAs and a review of their budgets shows that on average, administration accounts for approximately 55% of their operating budgets. We continue to manage our costs prudently and in 2018 we are expected to limit our administrative costs to 41.5%. Our staffing strategy is designed to provide real and necessary capacity and deliver on communications and experience. When we take into account the direct day-in and day-out work of reaching and growing audiences and for programming, our pure administrative costs drop to approximately 28%.

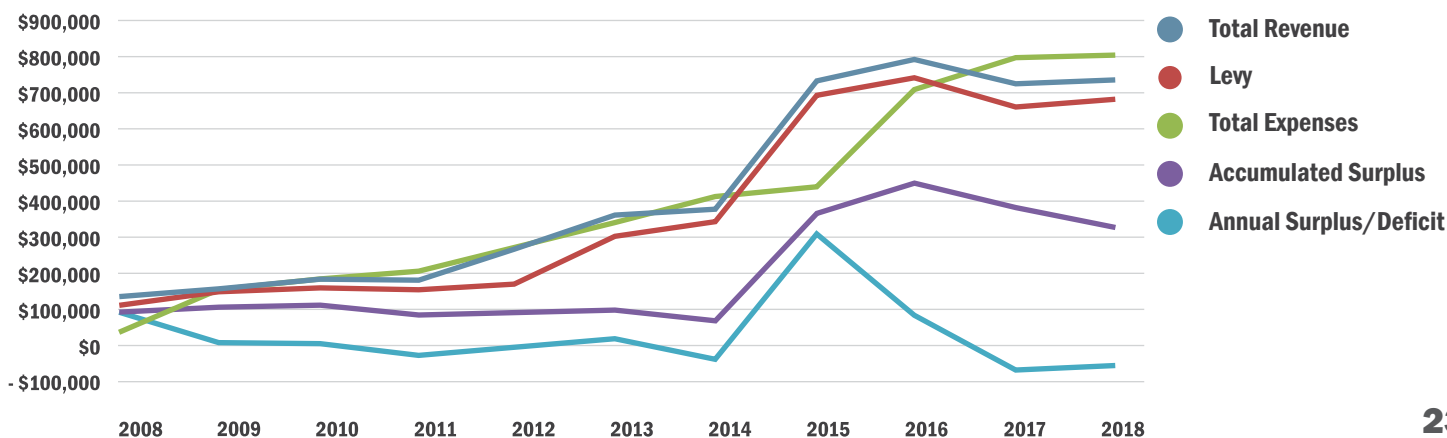
Over the past four-year term, we have developed a sustainable business model for the Glebe BIA that is firmly rooted in best practice. We aim to do what business improvement areas are designed to do with maximum effectiveness and efficiency. Our spending in the areas of marketing and promotion, programming and animation, events, on-street beautification and research to name a few, are all investments that make a positive difference in our destination development. They serve all our members, the millions of visitors we see each year and the wider community as a whole.

**SURPLUS**

Our accumulated surplus is leveraged for strategic expenditures that will advance our objectives and provide lasting value for the area. As planned for and reported to members at the 2017 annual meeting, we posted a deficit amounting to \$70,847 in 2017, which left us with an accumulated surplus of \$308,887 moving forward. Allocations were made to a special Canada 150 edition of Glebe Spree and Canadian Eats, the Get-it-in-the Glebe marketing campaign, research, new parkettes and other costs to expand our capacity. In 2018, we endeavored to build on these successes with the support of our surplus. Again we have absorbed what we could into our operating budget and expect to post a deficit of approximately \$61,756 at the end of 2018. This would leave us with a remaining surplus of approximately \$319,131 going into a new four-year term.

Moving forward, we continue to explore other investments such as gateway signage, street signs, additional on-street enhancements, as well as new research, marketing, digital initiatives, promotions and unique programming that are in line with our strategic plan.

**GLEBE BIA 2008 to 2018**













# THE BEST NEIGHBOURHOOD EVER.

the  
glebe



# BOARD NOMINEES 2019-2022



**AL BATEMAN**

Al is a current board member of the Glebe BIA and has lived and worked in the Glebe for over 40 years. He owns and has developed office and residential properties in the neighbourhood. He sat on the Business Development Task Force and the Parking Task Force. He hopes to assist the Glebe BIA as it looks to establish gateway signage at the entrance of the neighbourhood.



**RONALDO SAYAH**

Ronaldo has been in real estate for 11 years and enjoys working with his fabulous team. He thrives in having his office centrally located in the Glebe. Ronaldo embraces authenticity and technology, and encourages others to adopt this mentality. He will be honoured to be involved with the Glebe BIA, to work to promote this fabulous community and drive more business into this part of the city.



**ERIC KUNSTADT**

With 25 years entrepreneurial experience, Eric Kunstadt joined the Glebe BIA Board of Directors in 2013. He is a founder of the Kunstadt Group of Companies and continues his position as President of Kunstadt Sports and Kunstadt Realty. Superior customer service in their family-run business is important to Eric as well as contributing to the Glebe community in which he has been both a business owner and a resident.



**STEPHANIE SPRUSTON**

Stephanie Spruston has been with the Ottawa Sports and Entertainment Group since its inception, and currently holds the position of Vice President, Corporate Services & General Counsel. She is responsible for legal, corporate, labour and human relations for all of OSEG's properties, including its three teams, TD Place Stadium and Arena, its Foundation and the Lansdowne retail area. Stephanie is a graduate of Glebe Collegiate and has lived on Second Avenue with her husband and two university-aged kids since 1991.



**JUDY RICHARDS**

Judy was the owner of her family business, Davidson's Jewellers in the Glebe, for over 40 years. She is now a landlord of four retail properties in the Glebe and is the current chair of the Glebe BIA.



**JOSHUA THATCHER**

Joshua graduated with a bachelor's degree in computer science from the University of Colorado, but after years in the tech industry, Josh followed his passion of food and culinary and began working in culinary management. Beginning in restaurants, Joshua eventually became the Store Team Leader at Whole Foods Market and opened the first Whole Foods Market in Ottawa in 2014. Joshua has received multiple industry awards throughout his career.



**ELI SAIKALEY**

In 1979 Eli's hair and beauty salon, Silver Scissors, was the first to open in the Glebe. Over the years, his business has seen a lot of positive change and growth in the neighbourhood. He later opened a taco restaurant in the Glebe with his son, but a tragic fire forced both the restaurant and the salon to shut down. And while Eli could have re-established his salon elsewhere, he wanted to stay in the Glebe. Eli is enthusiastic about what the future holds for the Glebe and hopes to contribute to its continued success.



**SHAWN MENARD**  
**City Councillor,**  
**Capital Ward**

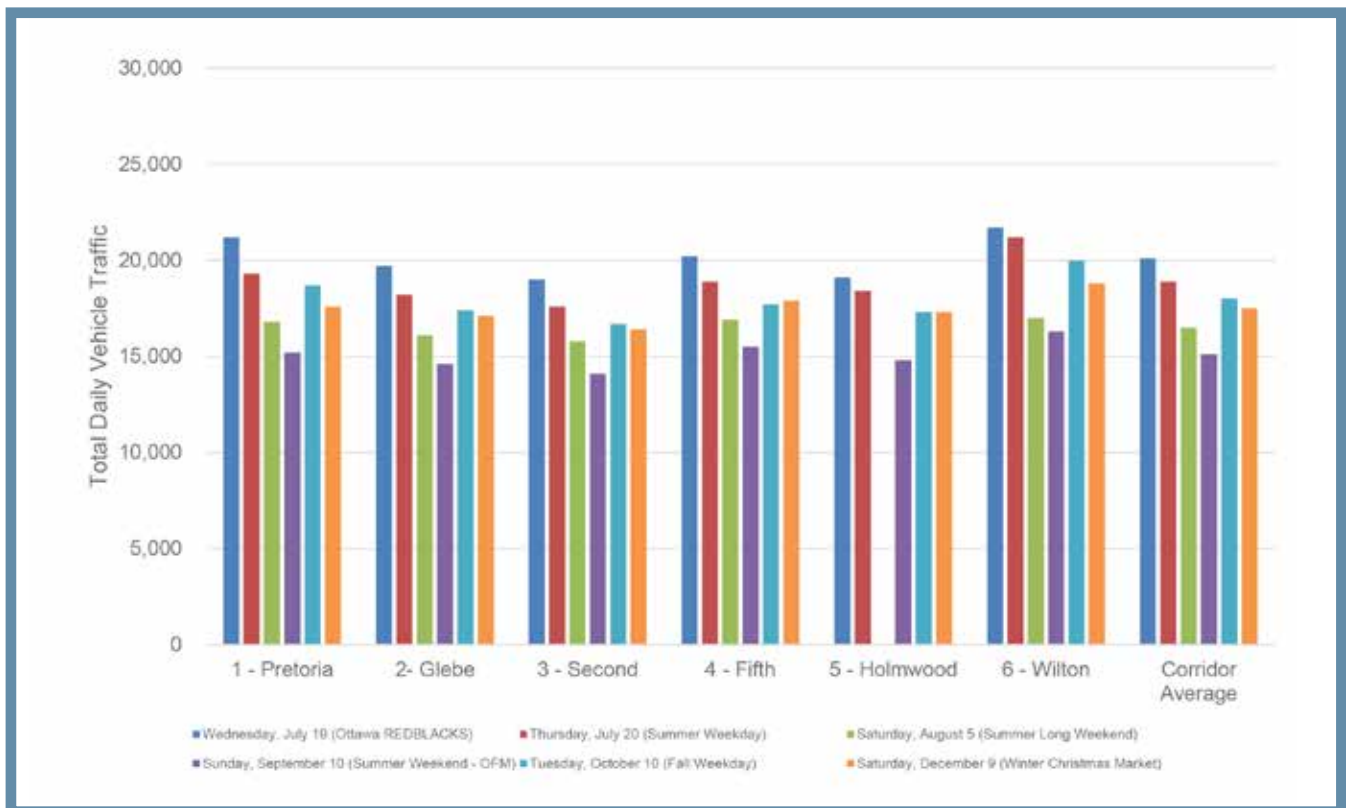
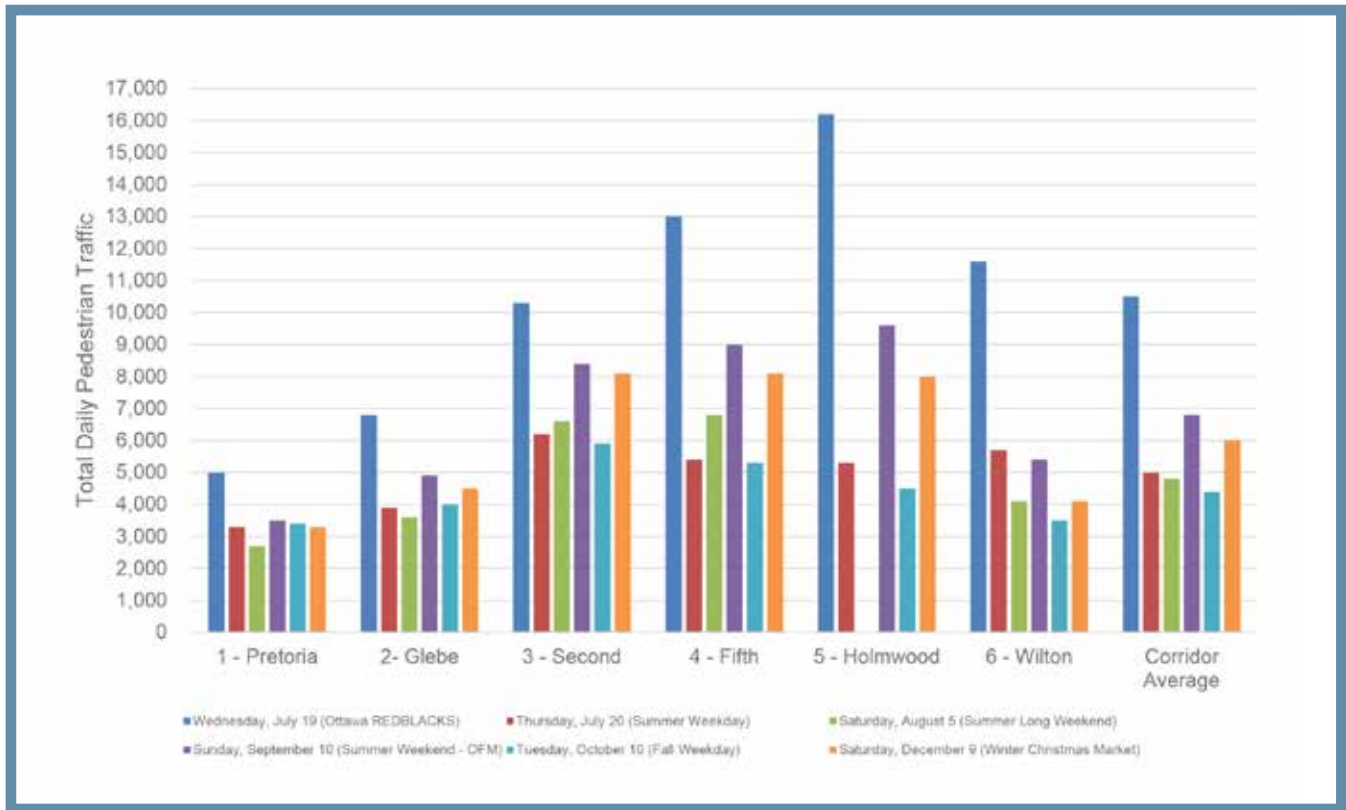
Shawn has a Masters degree in Public Policy and Administration with an undergrad in Criminology and Criminal Justice from Carleton University. He is the past president of the Alumni Association for the National Capital Region, the Carleton University Students Association and the Rideau River Residence Association. Past experience includes being a senior staff person for Canada's Big City Mayor's Caucus and the Federation of Canadian Municipalities, the Vice Chair of the City of Ottawa Pedestrian and Transit Advisory Committee, President of the Centretown Citizens' Community Association, and previously working at the Department of Justice Canada as a federal public servant. Shawn also started a business working for cities and communities from across Canada to help facilitate their goals with the federal government. As a Councillor, serving constituents and ensuring the City is a compassionate, just, sustainable, and equity focussed government will be top of mind for Shawn.



**STEPHANE SAUVE**

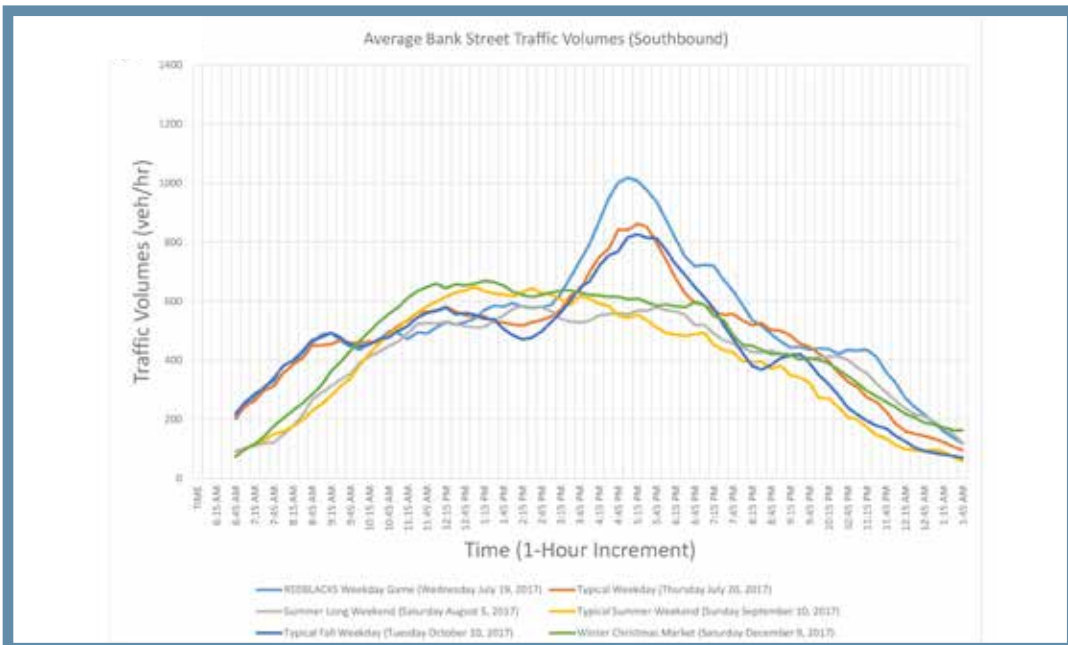
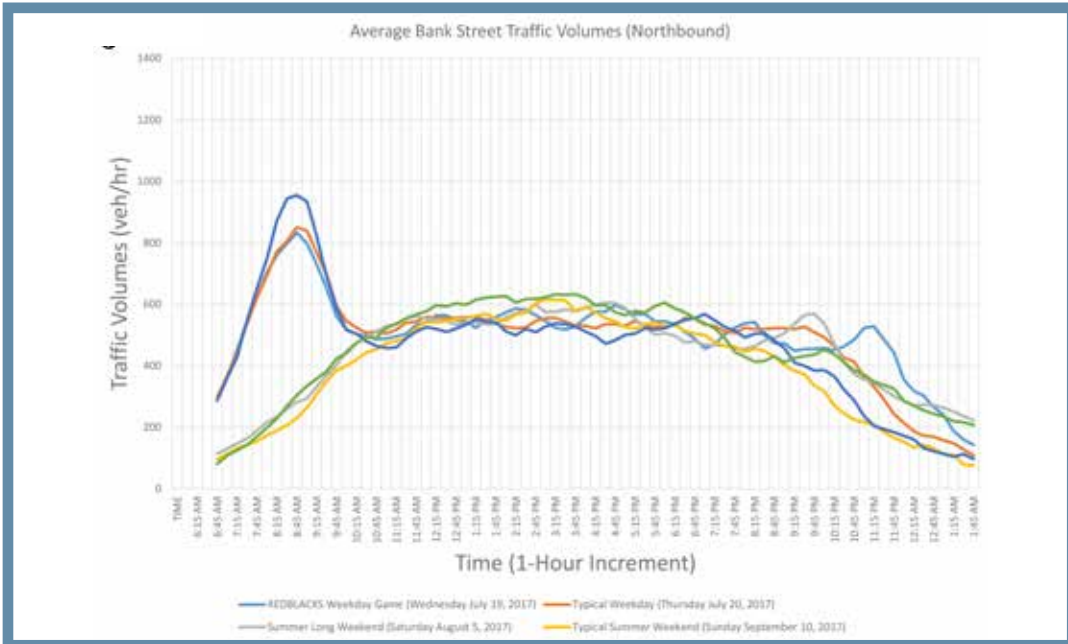
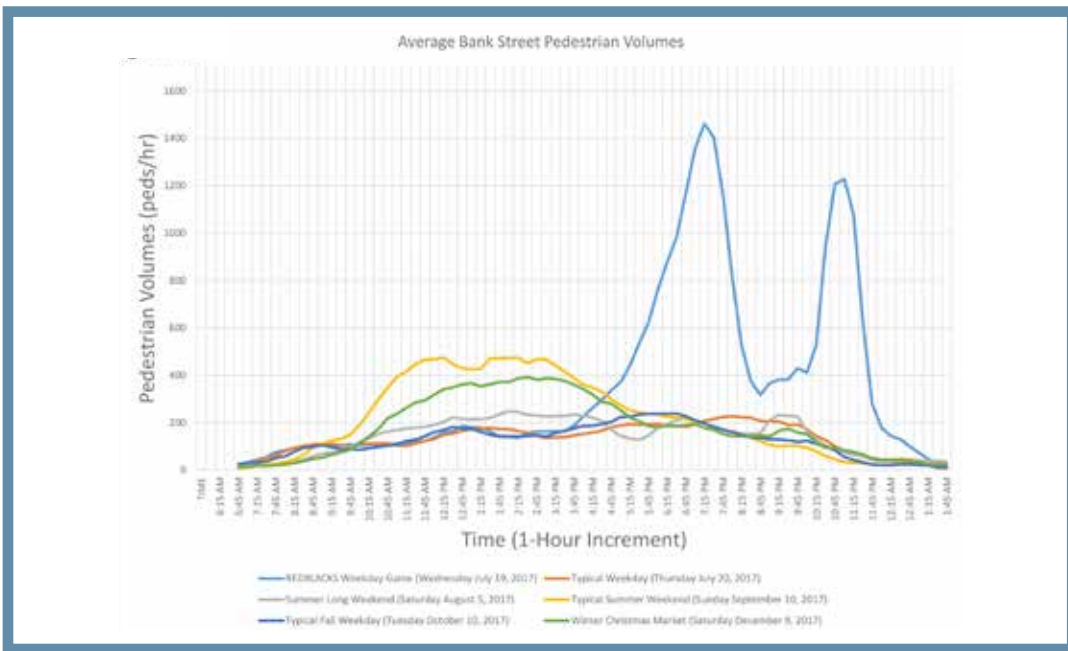
Stephane has been the owner and operator of the family-run Glebe Meat Market for over 35 years. He has spent the last six years on the Glebe BIA board, is currently the sitting treasurer and was a member of the On-Street Task Force.

# RESEARCH





# Pedestrian & Vehicle Counts



# RESEARCH

## 2km Primary Trade Area

### KEY FACTS

POPULATION

59,549

DAYTIME  
POPULATION

57,965



UNDER THE  
AGE OF 40



**\$108K**  
AVERAGE HOUSE-  
HOLD INCOME



71%  
LIVE IN APARTMENTS  
67%  
ARE RENTERS



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



64%  
HOLD A UNIVERSITY  
EDUCATION

## SPEND HIGHLIGHTS

AGGREGATE  
EXPENDITURE  
**\$2.9 BILLION**



**\$90K**  
AVERAGE HOUSE-  
HOLD EXPENDITURE



TOP 5 SPEND CATEGORIES

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



**\$2,890**  
SPENT ON FOOD  
FROM RESTAURANTS



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

**\$172**

SPENT ON ART,  
ANTIQUES AND  
DECORATIVE WARE



**\$147**

SPENT ON LAUNDRY  
AND DRY-CLEANING  
SERVICES



**\$112**  
SPENT ON LIVE  
PERFORMING ARTS

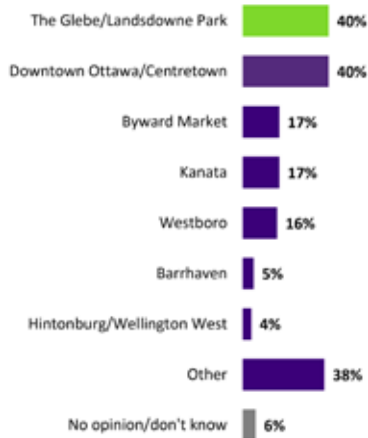


**\$1,275**  
SPENT ON ALCOHOLIC  
BEVERAGES

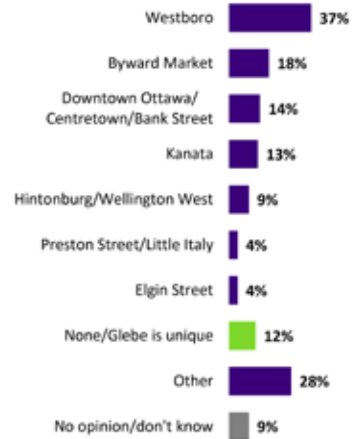


# 501 Ottawa Households Survey

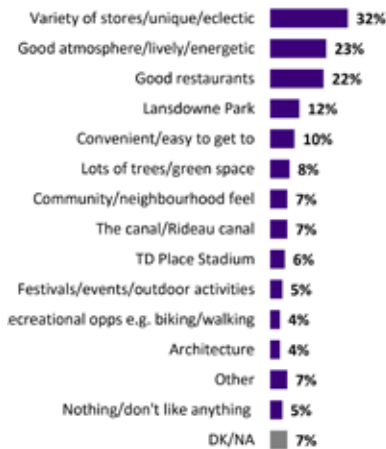
## Best neighbourhoods for shopping, restaurants and entertainment



## Other neighbourhoods for shopping, restaurants and entertainment similar to the Glebe



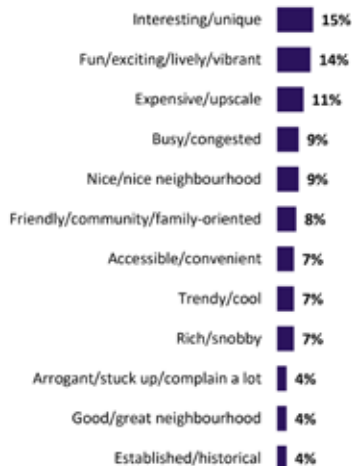
## What like most about the Glebe (unprompted)



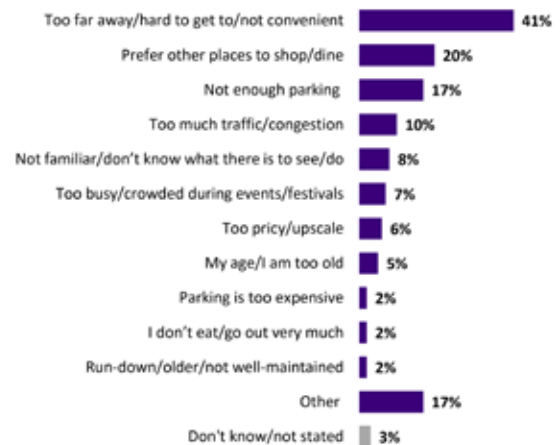
## Most desired change to the Glebe (unprompted)



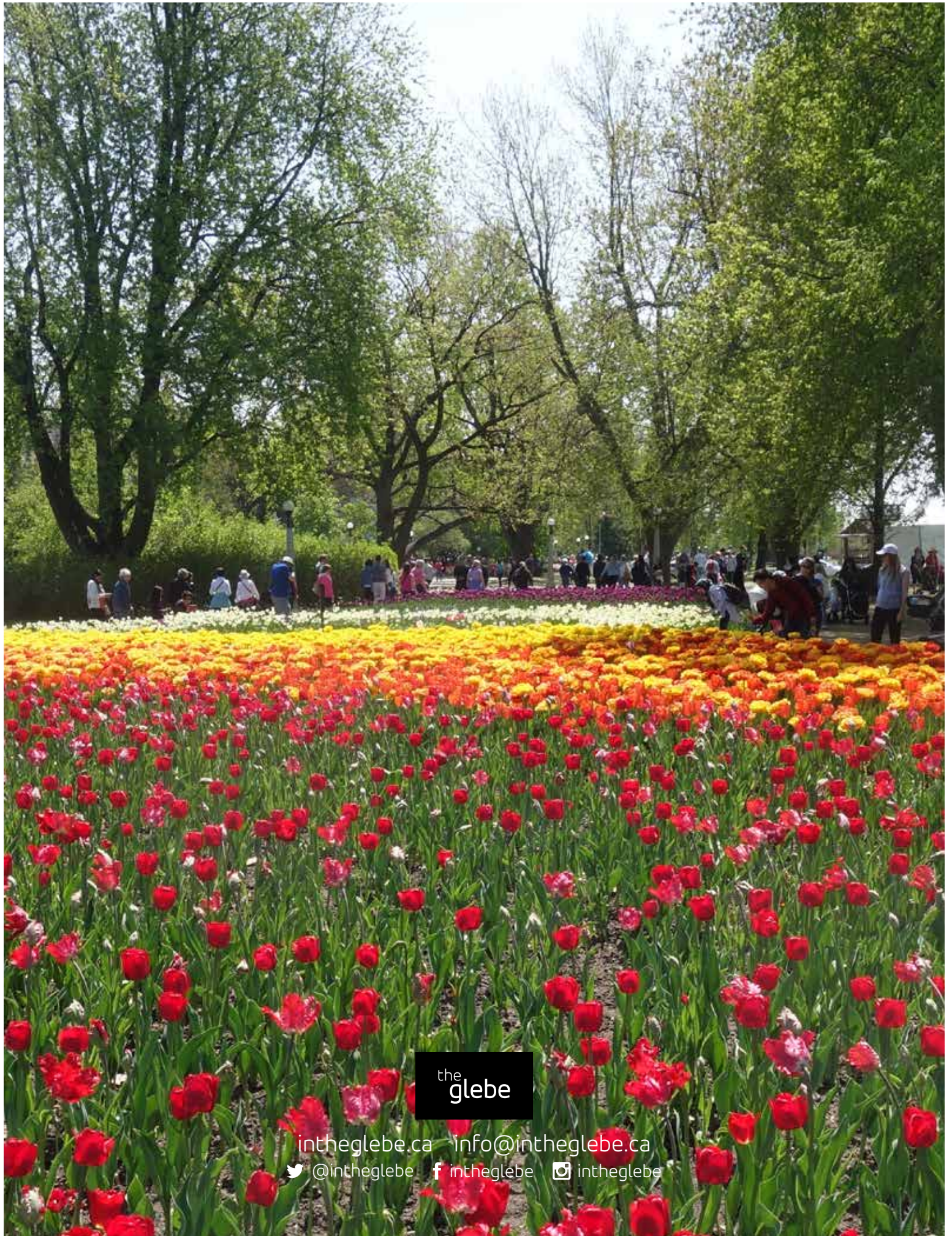
## Impressions of the Glebe - top mentions (unprompted)



## Why not likely to visit the Glebe in next six months *Among those not very/not at all likely to visit the Glebe in next six months (20% of total sample)*







the  
glebe

[inthelebe.ca](http://inthelebe.ca) [info@inthelebe.ca](mailto:info@inthelebe.ca)

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