



GLEBE BUSINESS IMPROVEMENT AREA 2019 ANNUAL REPORT

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.

NOVEMBER 13, 2019

AGM AGENDA

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

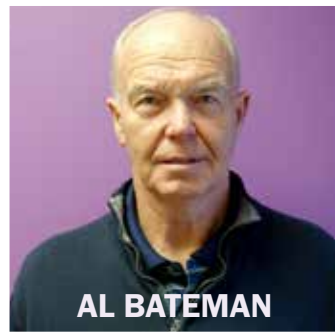
- 6:00 Arrival
- 6:20 Welcoming Remarks
- 6:35 Formal Meeting Called to Order
 - Approval of Agenda
 - Approval of 2018 Minutes
- 6:40 Presentation
- 7:05 Finance
- 7:30 Adjournment
- 7:40 Dinner & Social



THE BOARD

the
glebe

OF DIRECTORS



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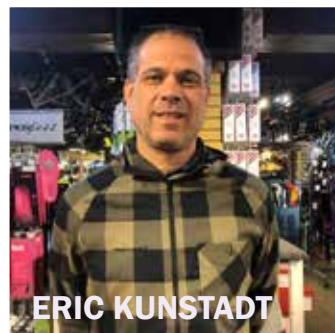
JUDY RICHARDS



ELI SAIKALEY



STEPHANE SAUVE



ERIC KUNSTADT



SHAWN MENARD



JOSHUA THATCHER

STAFF



ANDREW



HAIDE



TREVOR



DANA

The Value of Business Improvement Areas...

Business improvement areas are organizations committed to developing, managing and making places better. What began in Toronto nearly fifty years ago as a way to focus efforts and unify the voice of a local business community, BIAs have since become a model that has been replicated in neighborhoods and cities the world over. BIAs aim to preserve the true nature of their districts, build reputation and create safe, thriving areas that attract patrons and businesses while enhancing the quality of life of the communities they serve. They are economic and social anchors.

Ottawa is home to 19 BIAs and can be found in downtown, suburban and rural settings. Together they represent more than 6,400 members employing 120,000 employees and generate nearly \$7.4 million in funding that is invested back into the local economy. On-street beautification initiatives, marketing and promotional campaigns, street festivals, clean-street campaigns and public safety initiatives are but a few examples of their important work. They advocate for the interests of their members and the wider community on a host of issues and serve as catalysts for positive change.

Commonly referred to as place management organizations, business improvement areas have helped lead the advancement of a rapidly growing field that specializes in creating a sense of place and managing destinations. BIAs are embedded in the areas they steward, endeavoring to improve a location by harnessing resources through a multi-stakeholder, coordinated approach. To this end, they work with policy makers, practitioners and providers to effectively manage, develop and market places.

The activities of a business improvement area play a vital role in revitalizing and sustaining vibrant environments that go beyond what the services of a city administration can provide alone. The investments made by private-sector funding from property and business owners within the boundaries of a district, together with the professionals they employ, help create tools and strategies that impact how citizens interact with an area. BIAs recognize that strong communities are critical to the success of a city and region and their work is based on the principles of economy, inclusion, vibrancy, identity, and resilience.

Globally, there are more than 4,000 place management organizations with 2,500 in North America alone. They employ 100,000 people and pay \$3 billion in wages. On average, each organization provides \$1.2 million in services to their districts to help businesses thrive and to make the district a great place for workers, residents and visitors. The top five cities in Canada receive direct private investment of \$73 million a year through BIAs.

BIAs not only work to improve economic vitality in their communities and provide a collective voice on issues, they are officially approved bodies authorized by City Council with Councillors on their boards. BIAs are therefore a legitimate and formal part of the City's governance model.

The Glebe BIA is committed to providing value to its members, strives to live up to the highest standards and operate in a manner that maximizes creativity and best practice. We believe in the value of BIAs and their capacity to help areas contribute to the City's economy and quality of life.

2019 HIGHLIGHTS



GLEBE BIA AWARDED THREE MORE INDUSTRY AWARDS

- This past April, the Glebe BIA was honoured with three industry awards at the Ontario Business Improvement Area Association (OBIAA) National Conference.
- The Get-it-in-the-Glebe marketing campaign, Glebe Spree and Canadian Eats were all recognized.
- In the Marketing + Communications - Large category, the Glebe BIA was awarded the top prize for its Get-it-in-the-Glebe marketing campaign, which has yielded more than 40 million impressions online since its launch in 2016.
- The Glebe BIA was also recognized in the Special Events and Promotions - Large category for Glebe Spree. The 2018 initiative was the most successful to date, with a record 33,284 ballots.
- Canadian Eats was the winning program in the Special Events + Promotions – Small category. Nearly 40 restaurants participated in the promotion, with marketing efforts yielding a total of 1.7 million impressions online.
- OBIAA's BIA Achievement Awards celebrate the most successful and innovative efforts of Ontario BIAs.

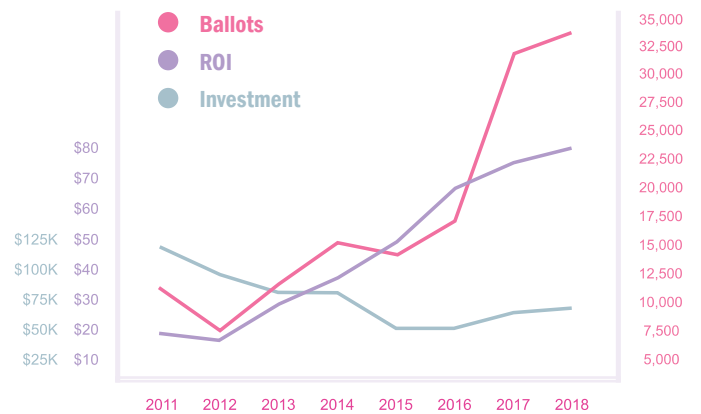


GLEBE SPREE

- Long time Glebe resident Margaret Vice was the 2018/2019 grand-prize winner.
- Glebe Spree 2018 featured a \$10,000 grand prize shopping spree, five \$1,000 cash prizes, and 30 daily prize giveaways.
- This year was the most successful contest to date, with 33,284 ballots entered into the contest – up 6% from 2017’s record high.
- This represents more than \$4.9 million in economic activity and an ROI of \$82.18 per dollar invested, a 5% increase year-over-year.
- Marketing the contest yielded more than 3.2 million impressions throughout the campaign.
- Over 95% member engagement, with nearly 170 participating businesses.
- Thank you to our sponsors McKen Metro Glebe and BMO Financial Group for their continued support, as well as to all the businesses who donated an Any Day Prize.



THE CONTEST THROUGH THE YEARS...





CANADIAN EATS IN THE GLEBE

CANADA ON A PLATE!

the
glebe

intheglebe.ca

From June 21 through Canada Day the world is invited to The Glebe to experience Canadian-inspired dishes and to taste first-hand what great Canadian food is all about!

Details and participating restaurants at canadianeats.ca



[/intheglebe](https://www.instagram.com/intheglebe)
[#canadianeats](https://twitter.com/canadianeats)



CANADIAN EATS

- Canadian Eats entered its third year in 2019, with 38 restaurants taking part in the signature promotion.
- A marketing campaign ran from June 21 to Canada Day, promoting a one-of-a-kind menu made up of nearly 40 Canadian-inspired dishes.
- The online campaign delivered over 1.5 million impressions over 10 days, with nearly 9,000 clicks through to the Canadian Eats website – an increase of 79% over the previous year.
- Click throughs to the canadianeats.ca microsite more than doubled from 3,922 in 2018 to 8,898 in 2019.
- The initiative was recognized in the Special Events + Promotions – Small category at the OBIAA Conference in April.
- Thank you to all the restaurants that participated in this year's Canadian Eats!



- Celebrating its fifth year, Marvest has become a favourite off-shoot of CityFolk that showcases showcasing local talent.
- Tens of thousands flocked to the Glebe over the two-day festival, which saw nearly 100 performances by 79 local artists, played in 28 different venues – the largest event to date.
- New this year, the Magic Marvest Bus in partnership with Lady Dive Tours, featured live music aboard the Glebe branded shuttle.
- The #Marvest hashtag was used over 230 times on social media, which in combination with our Facebook and Instagram posts, reached more than 150,000 people online and garnered _____ total impressions. Additionally, our Instagram Stories achieved more than 8,000 views.



MURALS

- The neighbourhood saw the installation of three vibrant murals in 2019, adding to the Glebe's colourful streetscape.
- Two murals were installed through our partnerships with the City of Ottawa and Underground Sound; the first depicts a whimsical whale on the south-facing wall of Bowman's on Bank, while the second features two birds on the south wall of Shoe Plus Shoe, directly adjacent to the Fourth Avenue Baptist Church Parkette.
- A third mural, funded by the Glebe BIA and Underground Sound, depicts a rock climber on the second storey wall of Studio B Urban Hair Design.
- The Glebe BIA also coordinated the installation of a mural depicting the neighbourhood in the new "Glebe" meeting room at Ottawa Tourism's office. This project was prompted by Ottawa Tourism's call to BIAs to submit elements of Ottawa neighbourhoods to be incorporated into their recently renovated meeting rooms.
- All four murals were completed by talented local artists.





GREAT GLEBE GARAGE & SIDEWALK SALE

- Nearly 50 businesses participated as tens of thousands of people descended on the neighbourhood.
- Partnered with the Ottawa Food Bank and McKeen Metro Glebe to raise awareness for the organization while accepting food and cash donations.
- We supplied tables and barricades to merchants at no charge and distributed reusable Glebe-branded tote bags.
- In partnership with Ecology Ottawa a community hub was set up to acquire brand visibility while distributing 2,105 tree saplings.
- Thank you to Kunststadt Sports for allowing us to use their property as a staging ground.
- Thank you to all businesses who participated in this year's event!





NEIGHBOURHOOD EXPOSURE

- Provided tours to media and professionals in order to share the history of the Glebe and highlight key features of the area.
- Hosted nearly 40 place management professionals during the Ontario BIA Conference to explore the Glebe and share ideas and best practices.
- In partnership with Ottawa Tourism, the Glebe BIA hosted 10 international travel writers during Destination Canada's annual Go Media conference.
- At the request of the City, participated in tour of professionals from Sweden to showcase the neighbourhood and outline the role and function of a BIA.

GAME DAY

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PARKETTES

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- In partnership with Ecology Ottawa a community hub was set up to acquire brand visibility while distributing 2,105 tree saplings.

HANGING BASKETS & GARDENS

- Throughout the summer, Bank Street was again adorned with brightly-coloured hanging baskets bursting with flowers in various shades of pink. The baskets, in conjunction with the bright pink banners, contributed significantly to the on-street experience.
- A total of 120 hanging baskets beautified the streetscape from May to October.
- The Glebe BIA again contracted landscaping services for municipally-owned garden beds throughout the neighbourhood to complete the streetscape.





GATEWAY SIGNAGE

- This year, the Glebe BIA successfully received funding through the Main Street Revitalization Grant, funded through the Government of Ontario and administered by the City of Ottawa.
- The funds will be applied to a new gateway sign at the north end of the Glebe, marking the entrance to the Glebe and welcoming locals and visitors alike.
- A steering committee comprised of local architects, designers and community representatives was formed to help guide the process.
- In September 2019, four concepts were presented to the community for feedback through an article in the Glebe Report and installations in highly trafficked areas.
- Not sure where we will be at in the next few weeks, did we want to wait and finish this section when we know if a design has been chosen?
- Also, I think it would be better to dedicate a quarter page spread to this and use a modified version of what was in the Glebe Report? Perhaps we can discuss this.





COMMUNICATIONS

- Staff developed a formal Communications Strategy that identified measurable goals and objectives, which combined with our 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 100 blogs captured the Glebe's story and promoted the area as a destination.
- More than 100 bulletins were distributed to members and newsletter subscribers, sharing important information.

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 posted to intheGLEBE.ca.

SOCIAL

- Our Facebook audience grew 9.14% over the previous year to a total of 7,736 followers.
- More than 350 social media 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.
- Posted over 500 Tweets in 2018, resulting in more than 750,000 impressions.
- Our Twitter following grew 7.15% to a total of 4,332.
- A major push on Instagram saw our followers grow by nearly 20% in 2018 to 2,028.
- Our 400 Instagram posts garnered over 260,000 impressions.



DIGITAL MAINSTREET

- This summer, the Glebe was awarded a Digital Main Street grant to create a Digital Enhancement Program.
- Digital Main Street's objective is to help businesses improve their online presence and tap into the trends of today's digital economy.
- The program is funded by the Province of Ontario in partnership with the Ontario BIA Association and Toronto Association of BIAs.
- A Digital Specialist was hired to help Glebe businesses do an assessment and identify ways to expand their footprint online.
- Members learned how to set up an online store, run a social media advertising campaigns, how to update their website and more.
- The program was fully customizable, allowing businesses to focus on areas that best suited their individual needs.
- Throughout the program, the Digital Specialist completed XX assessments, offered one-on-one training and consultations to XX businesses, and dedicated XXX hours to helping businesses be more competitive in a constantly evolving retail environment.
- The Digital Enhancement Program was fully funded through the Digital Main Street grant and ran from July through October.



SNOWMANIA

- The Glebe was named one of six official Winterlude sites in 2019.
- Five snow sculptures throughout the Glebe depicted iconic Canadian animals, including a seal, a squirrel, an owl, a beaver and a giant polar bear.
- The Glebe BIA Awarded the inaugural Snowphy Trophy to brothers Kai and Tay Reeves for their work on Vacation Victoria, a 10' snowperson they built in their back yard, by using techniques acquired from a recent science class on pullies and levers.
- The two Mutchmor students had their names engraved on the trophy and were able to display it at the school for two months.
- The Glebe BIA received 15 nominations for the Snowphy Trophy contest for the best snowman in the Glebe.

RESEARCH

- Our 2019 research built on data collection that began in 2018, in order to capture a full year of real-time pedestrian traffic data.
- Eco-Counters remained deployed at select intersections, which were identified based on recommendations from consultants at Stantec, from January through June.
- The project was funded in part through the City of Ottawa's research grant program.
- The findings from this research project, along with those from previous years, can be found on the Doing Business in the Glebe page on intheglebe.ca.



CHRISTMAS

- From November to March, the large and small trees along Bank Street will be wrapped with white lights, adding a charming ambiance to the neighbourhood during the holiday season.
- Matching funds are available to Glebe businesses to install a seasonal window display as part of the Winter Window Painting Program. Funds are limited and available on a first come, first served basis. Interested businesses are invited to contact info@intheglebe.ca for more information.
- Holiday banners will line the street from mid-November through early January to add to the festive on-street experience.



PAGAENTRY

- The Banner Program saw vibrant pink Glebe banners distinguish the Glebe as a destination, which paired beautifully with this year's hanging baskets.
- Throughout May, the addition of 24 tulip-inspired banners celebrated the arrival of spring and the world-renowned Canadian Tulip Festival.
- With the Glebe an official Winterlude destination, new Winterlude banners tied in with National Capital Region's iconic winter festival in January and February.
- From November through early January, the Bank Street corridor was lined with red and blue holiday banners, adding to the festive on-street atmosphere during a peak shopping season.

OUR PUBLIC SAFETY

The Glebe BIA regards public safety as the most vital aspect of a neighbourhood's well-being, prosperity and its ability to foster a healthy sense of community.

Crime impedes the quality of life and security of an area's residents and the front-line staff who work in its businesses. Further, it severely limits the kind of progress that is essential for ongoing economic development. Increasingly, we have seen troubling activity in the Glebe that has put at risk the safety of our citizens and the ability of our members to go about their day to day business activities. As an organization committed to strengthening the community it serves, we are in favour of and in need of policing strategies and approaches aimed at reducing crime while addressing the underlying causes for many of the complex issues that lead to unlawful conduct. The Glebe BIA will continue to do its part to work with other stakeholders and the community to build an even stronger, more cohesive, vibrant and participatory neighbourhood and city.

Our organization appreciates that the factors leading to crime are extremely complex and that as a society, we must look at underlying causes and develop appropriate measures to deal with these realities. We understand that among other reasons, social conditions can create the catalyst for criminal activity

including poverty, addiction, mental health and homelessness – each requiring their own reviews of best practice and proven strategies to solve.

Crime is a matter of law and therefore a police matter, but the Glebe BIA can play a vital role in building awareness for the larger issues of public safety and community well-being. For this reason, we will continue to monitor localized criminal activity and the causes that result in this unwanted behavior. At the same time, we can help empower and equip our members to address individually. Ongoing reporting of crimes when they occur to authorities must remain a central message when communicating with our members and residents as it is the best way to make a case for change and resources.

To this end, we will persist in advocating for more effective policing practices that are not only preventative, but effectively address crime in the moment and build a sense of confidence and security in our communities. Our collaborative efforts with other key stakeholders and organizations at a regional, provincial and national level will endure given the challenges we face often stem from social and economic circumstances requiring broader cooperation and a unified voice to address. We may be limited in what we can do on our own, but we firmly believe that our involvement can help lead to positive change that can produce better outcomes for all.



BY THE NUMBERS

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THANK YOU.



ENGAGEMENT

OCOBIA

The Ottawa Coalition of BIAs (OCOBIA) exists to support and strengthen the work of its members and to contribute to the economic well-being and quality of life for the city of Ottawa.

Working with our colleagues, the Glebe BIA helped initiate a governance review for OCOBIA and the development of a

strategic plan. This ultimately led to a new organizational framework and the hiring of a human resource to unify the voice of Ottawa's business community and improve communication with the city of Ottawa.

The Glebe BIA is one of six members of its board of directors and participates on the communications and finance committees.

IDA CANADA

IDA Canada is comprised of a membership of urban place management organizations with representation from every province.

The Glebe BIA participated in the development and implementation of a pilot project that has led to this new national network of BIAs and likeminded organizations.

A national policy summit was hosted here in Ottawa in April to identify key issues that reflect our shared priorities going into a national election.

We are one of four Canadian BIAs on IDA Canada's National Leadership Group along with regional organizations including the Ontario BIA Association, BIA British Columbia and Downtowns Atlantic Canada.

IDA

The International Downtown Association (IDA) connects diverse practitioners who transform cities into healthy and vibrant urban places. IDA is a world leader and champion for vital and livable urban centers.

Through its network of diverse practitioners, its rich body of knowledge, and its unique capacity to nurture community-building

partnerships, IDA provides tools, intelligence and strategies for creating healthy and dynamic centers that anchor the well-being of towns, cities and regions of the world.

The Glebe BIA is a member of the board of directors and sits on IDA's Membership and Awards Committees.

WHO WE ARE

The National Network of IDA Canada represents the 500+ organizations across our country which manage Canada's business districts, making them vital places in the nation's identity and key centres of economic, cultural and social growth.

Our members are urban place management organizations, such as business improvement associations/districts/zones (BIA/BID/BIZs) and sociétés des commerces (SDCs in Québec), with representation from every province. The skilled individuals who manage these organizations are committed to positive change within their communities and look for opportunities to collaborate locally, provincially, and nationally. The organizations we represent are comprised of over 100,000 businesses from coast to coast, with a combined property assessment in the billions of dollars. We are members of the International Downtown Association (IDA).*

THE CONTEXT

Downtowns, main streets and traditional commercial areas are the economic, cultural and social hubs of Canadian cities and towns; and their strength is critical for a successful city and region.

Downtowns generally occupy less than 1% of the land area within a city but can generate 10-25% of the city's total tax base. They also attract an average of 20% of citywide construction value. Downtowns and traditional commercial areas are employment hubs, job generators and creativity and innovation centres. According to the Conference Board of Canada, the country's hub cities are a driving force of the national economy. City and town centres matter and IDA Canada wants federal politicians to better understand the critical role they play now and in our future.

CHANGING TIMES

Historically, change came about in gradual stages, but today, change is cascading all around us.

Our means of communicating and relating with each other, conducting business, and carrying out politics is rapidly changing. Our social, physical, economic, emotional and spiritual environments are quickly and radically shifting. Overlying all of these changes, as well as the five strategic priority areas we identify in this document, is the overwhelming challenge of our global climate emergency. All actions and solutions must be seen through the lens of mitigating further climate change.

OUR FUTURE

In anticipation of the fall federal election, IDA Canada is looking to federal parties to ensure their platforms demonstrate the means by which commercial areas in cities and towns can become more socially balanced, economically energized, culturally dynamic and innovatively robust and environmentally sustainable and resilient.

We are looking to our future federal government to work collaboratively to conduct more research of city and town centres and commercial areas to support the development of effective policies and programs focused on these areas. We are seeking a stronger collaboration with all three levels of government and the private sector to strengthen reinvestment in our urban cores. We are calling for enhanced engagement with our urban champions – those BIA/SDC leaders who deal with change every day on the streets and in their businesses – to identify where more effective partnerships can be established.

FINANCE

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

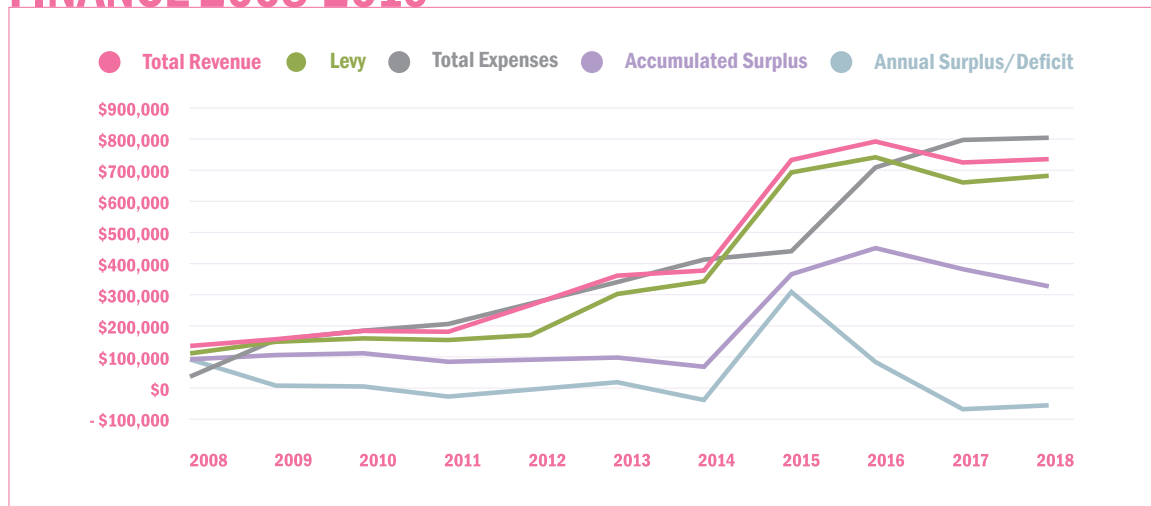
Our accumulated surplus is leveraged for strategic expenditures that will advance our objectives and provide lasting value for the area. As planned for and reported to members at the 2017 annual meeting, we posted a deficit amounting to \$70,847 in 2017, which left us with an accumulated surplus of \$308,887 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.

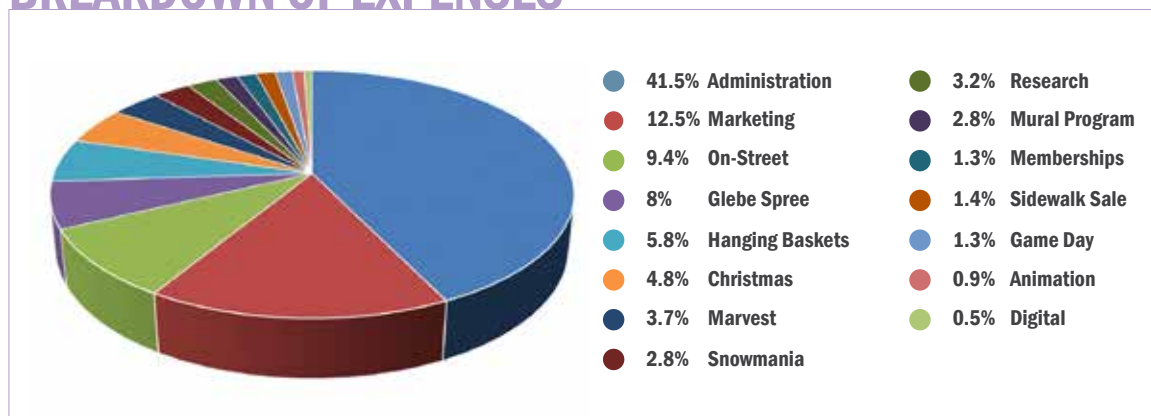
2020 BUDGET

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
EXPENSES			
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

FINANCE 2008-2019



BREAKDOWN OF EXPENSES



Glebe Shopping Spree

WIN
\$10,000
Glebe Shopping Spree
OR 1 of 5 \$1000 WEEKLY PRIZES



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. 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, 2020 with a weekly prize winner drawn for each week of the Glebe Spree.

LAUNCH

The official Glebe Spree launch is November 15th, 2019.

MATERIALS

On or before November 14th, 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
- Responsive banner ads on Google Display Network
- Native Touch (geo-fencing) mobile banners targeted to the Glebe
- Expanded direct mail via Canada Post
- Glebe Spree microsite at glebespree.ca
- Emailer targeted 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 intheaglebe.ca or the glebespree.ca microsite for regular updates. In 2019 the Glebe Spree will again feature "Any Day Prizing" featuring \$100 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**— 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 Glebe Spree will feature a special Christmas Chaos promotion the weekend of December 7 and 8 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@intheaglebe.ca or by phone at 613-680-8506. Material will be delivered within 24 hours.

SPONSORS



the
glebe

inthelebe.ca info@inthelebe.ca

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