

ByWard Market Business Improvement Area  
267 Dalhousie Street, #202  
Tel 613-562-3325  
byward-market.com



# ANNUAL REPORT

FY 2021

## MANDATE

To support and promote the health and vitality of the ByWard Market as a unique business district and meeting place for residents and visitors.

The ByWard Market is characterized by a wide variety of owner-operated businesses and a farmers' market that contribute to Ottawa's heritage, activity and animation.

## CORE ACTIVITIES

Marketing and promotion

Public and government relations

The ByWard Market serves more than 600 businesses and 247 properties

*In 2021 the Board began implementing their top strategic priorities.*

## WHAT IS A BIA?

A BIA stands for Business Improvement Area. BIA's are Local Boards of the Municipality and are governed by the Province through the Municipal Act. There are currently more than 300 BIA's in Ontario representing over 60,000 businesses. Ottawa currently has 19 BIA's.

The ByWard Market BIA was formed in 1993 and is administered by an elected 11-member Board of Management, along with the local Councillor and one full-time employee – an executive director and four part-time employees (admin, communications/marketing, events and program assist).

## BOARD MEMBERS 2019-2022

### Executive Committee

**Co-Chair**  
**Ashley Hopkins**  
Paradigm Properties

**Co-Chair**  
**Deek Labelle**  
Chateau Lafayette

**Treasurer**  
**Kizil Dunlap**  
Former Owner Cricket and Company

### Board Members

**Renée Berezowski**  
Richard Robinson

**John Borsten**  
Zak's/Zak's Cantina

**Sauna Bradley**  
Heart & Crown

**Nancy Champagne**  
Courtyard Marriott

**Elsie D'aoust**  
Chez Lucien

**Stephanie Hault**  
Former Owner  
Roadtrip/Trustfund  
(Co-Chair, Safety and Security Committee)

**Pat Nicastro**  
La Bottega

**Michael Osterer**  
Irving Rivers

**Councillor Mathieu Fleury**  
*Ex officio*

## STRATEGIC PRIORITIES

Strategic priorities allow an organization to focus its efforts for efficacy and efficiency. At the ByWard Market BIA, these strategic priorities guide the development of work plans for both the Board and staff. The Board must make strategic choices regarding the key areas where they want to make significant contributions that have lasting impact. The BIA strategic priorities were identified in 2020 through work with consultants and since then work, including new sub-committees and task forces, have been created to implement the priorities. The process is ongoing and welcomes participation from membership.



**Priority #1**  
Safety & Security



**Priority #2**  
Beautification & Cleanliness



**Priority #3**  
Advocacy & Collaboration



**Priority #4**  
Promotion

## 2021 FINANCIAL HIGHLIGHTS

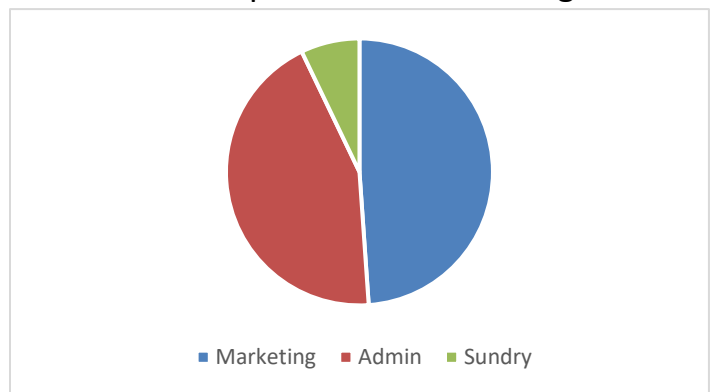
Commercial properties in the ByWard Market BIA pay millions of dollars in property taxes annually to the City of Ottawa, however, *property taxes DO NOT fund the BIA*. 100% of property taxes go directly to the City of Ottawa paying for many City services such as: emergency services (police, fire, ambulance), road maintenance, snow removal, water service and sewers, City parks, and facilities etc.

The BIA is primarily funded through the BIA levy collected from commercial property owners within the BIA boundaries. In addition to the levy, BIA staff successfully supplement a significant portion of the budget with alternative sources of revenues such as sponsorships (cash and in-kind), grants, sales and partnerships.

2021 Revenues Percentage



2021 Expenditures Percentage



## 2020 FINANCIAL PRACTICES & ANNUAL AUDIT

All financial transactions of the BIA are approved by the Treasurer, monitored by City financial officers, and reviewed annually by independent auditors appointed by the City. The audited numbers of year ending 2020 are available below:

<b>Revenue</b>	<b>Budget 2020</b>	<b>Actual 2020</b>	<b>Actual 2019</b>
Tax revenue <i>[note 3]</i>	\$566,500	<b>\$550,883</b>	\$522,894
†††Sundry	94,000	<b>127,618</b>	137,423
Payments in lieu of taxation	-	<b>26,099</b>	23,796
<b>Total revenue</b>	<b>660,500</b>	<b>704,600</b>	<b>684,113</b>

**†††Sundries include: grants, sponsorships and misc. 3<sup>rd</sup> party revenues**

**Table 1 - Statement of Operations - Expenses**

<b>Expenses</b>	<b>Budget 2020</b>	<b>Actual 2020</b>	<b>Actual 2019</b>
Advertising and promotion	302,000	<b>247,815</b>	232,828
Salaries	192,500	<b>139,246</b>	208,743
Professional and consulting fees	33,000	<b>99,256</b>	66,744
Office and administration	66,000	<b>20,073</b>	48,878
Rent	28,000	<b>30,764</b>	26,693
Maintenance	25,000	<b>26,795</b>	25,971
Insurance	7,000	<b>4,399</b>	5,226
Audit fees	3,000	<b>2,614</b>	2,620
Furniture and equipment	4,000	<b>1,300</b>	116
<b>Total expenses</b>	<b>660,500</b>	<b>572,262</b>	<b>617,819</b>
<b>Annual surplus</b>	<b>-</b>	<b>132,165</b>	<b>66,294</b>
Accumulated surplus, beginning of year	195,165	<b>192,165</b>	125,871
<b>Accumulated surplus, end of year</b>	<b>192,165</b>	<b>\$324,503</b>	<b>\$192,165</b>

\*\*\*NB a portion of salaries includes budgeted Ambassador payroll

## COMMITTEES

### Safety & Security Committee

The Safety and Security Committee meets the 2<sup>nd</sup> Tuesday of the month at 1pm all 12 months of the year. The meetings are co-chaired by BIA Member Steve Monuk, and BIA Board Member Stephanie Hault. Other attendees include: Police, By-Law, Social Service Providers, AGCO, US Embassy, Crime Prevention Ottawa and ByWard Market/Lowertown residents.

2021 successes included: Community Safety and Well Being Plan, a facilitated session to make the committee more effective, Police Neighbourhood Resource Team, Agent Status Project, Street Ambassador Program, ongoing requests and conversations with the City and other relevant bodies for increased outreach in the area, safety and security for summer road closures.

### External Committees

#### OCoBIA ~ Ottawa Coalition of BIAs

The Ottawa Coalition of BIAs is a unified voice of the 19 Business Improvement Areas within urban, suburban, and rural Ottawa. Since 2019 Ottawa BIA's paid 1.5% of their levy towards OCoBIA, which meets regularly throughout the year in addition to quarterly meetings with the Mayor. Topics include items of relevance to all BIAs as well as ad-hoc committees. OCOBIA has been a resource for BIAs throughout the pandemic streamlining information from federal and provincial governments that is top of mind for members.

#### Needle Distribution and Retrieval Consultative Group

The ByWard Market has long been a part of the Needle Distribution and Retrieval Consultative Group, typically with quarterly meetings with the City and other partners.

#### Ottawa Tourism

ByWard Market BIA and Ottawa Tourism have a long-standing collaborative relationship. In 2021, former Executive Director Jasna Jennings was elected to their Board of Directors.

#### City of Ottawa Parking Stakeholders Consultation Working Group (PSCWG)

This Committee is made up of City-wide stakeholders and meets quarterly. Established in 2009, the ByWard Market BIA continues to have a seat at this table and is represented by the Executive Director (appointed by OCoBIA).

#### City of Ottawa – Solid Waste Master Plan Stakeholder Consultation Group

This sounding board has been established to provide ongoing input to the Project Team at key points in the development of the City of Ottawa's Solid Waste Master Plan and to help ensure resident and stakeholder feedback is incorporated into the Waste Plan wherever possible.



## MARKETING & COMMUNICATIONS

Members are continually encouraged to provide feedback on marketing efforts to help steer initiatives and direction.

### Social Media

ByWard Market social media continues to grow each year. Efforts are made to provide engaging content that shares news, events, photos, human interest stories, and member highlights. Businesses are encouraged to interact with BIA social media accounts and the BIA will endeavor to follow, like and share as much content as possible. This year, the BIA piloted an Instagram Takeover, where local influencers took over ByWard Market social media accounts to showcase some of their favorite businesses in the area. The campaign resulted in over 300,000 impressions, over 6,000 profile visits, and a gain of 858 followers!



## MEDIA

### The ByWard Market Buzz on CTV Morning Live

10x15 second commercials on CTV Morning Live bi-weekly w/ 1x 5 second sponsor line (253 total commercials) resulted in **2,497,000 impressions on Adults 18+**

### Lowertown Echo

Had a BIA submission in every edition

### Earned Media

The BIA was featured in multiple earned media hits throughout the year including on CFRA News Talk Radio, The Globe and Mail, CBC, Narcity, and the Ottawa Business Journal.

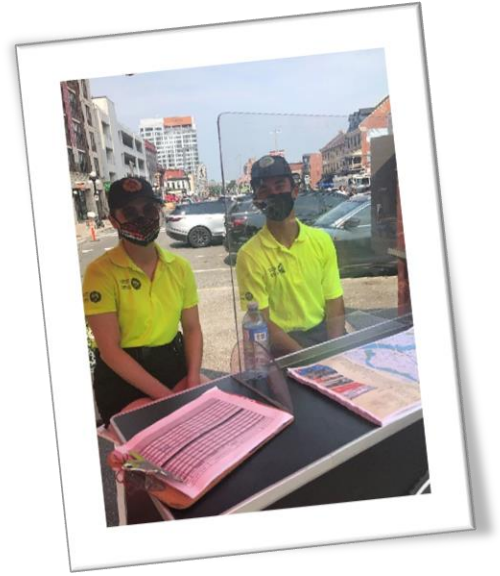




## BYWARD MARKET STREET AMBASSADOR PROGRAM



- In 2021 the ByWard Market Street Ambassador Program was BACK! This summer, 8 incredible students joined the team, serving as eyes and ears throughout the BIA – 7 days a week.
- Canada Summer Jobs funding through Employment and Social Development Canada helped offset the payroll costs of this crucial program.



### Core Functions

- Safety and Security;
- Tourism Information including brochure distribution, hotel outreach and *ByWard Market Walking Tours*;
- Surface Ops and area Audits
- Event Support

- The BIA **information kiosk** is located at York Plaza in front of the OTTAWA letters. Over the course of this year's shortened program (July-Sept) Ambassadors recorded 72,423 people visiting the OTTAWA Letters.

### BY THE NUMBERS:

The Ambassadors worked **100** days in Summer 2021

**470** total hours on duty

**72,423** visitors to the Ottawa Letters

Most common inquiries included: Directions, ByWard Brochures, Parking & Tourism Info

Ambassadors took over **2350** photos and recorded **6051** positive contacts

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### ByWard Market Clean Team



In 2020, the BIA created a program and partnered with the Ottawa Mission to launch the ByWard Market Clean Team. At the beginning of Market season 2021, the Clean Team returned. This year, LJ and Alain collected 25-plus bags of garbage over 8 weekends, diligently swept the streets for broken glass and sharps, and collected countless cigarette ends.

Thanks to the *City of Ottawa* for the loan of the "buckets" for the Clean Team.

## Event Highlights

### Summer Patios/Road Closures

To help combat strict Covid-19 restrictions, the BIA funded street closures throughout the ByWard Market, allowing patios to expand, while creating a lively, safe, outdoor atmosphere for all. This year, the BIA improved on the previous year's closure by coming up with new strategies, which allowed both sides of York Street to remain open for the summer.



### Context is Everything (Dandelion Art Installation)

From June 15<sup>th</sup> to August 31<sup>st</sup>, Saskatoon-based artist, Monique Martin, exhibited hundreds of realistic paper dandelions in sprawling installation set up in empty spaces throughout the ByWard Market. Martin's dandelions were a hopeful symbol of resilience that encouraged perseverance during a particularly challenging time.



### ByWard Barket

In September 2021, the ever-popular ByWard *Bark-et* was back for its seventh edition. Thousands of people and their four-legged friends came out to enjoy the event, dog-friendly patios and businesses. This year, the BIA spread programming throughout the Market, including through the NCC Courtyards. As always, the fashion show was a huge hit! Special thanks to France Lavigne for all of her hard work bringing the Barket to life. Thanks also to Councillor Fleury, Renee Berezowski, and Jeff Hopper for judging the contest along with Mayor Jim Watson, who announced the winners! ByWard Barket raised over \$1,000 in donations for Ottawa Dog Rescue.



### Giant Pumpkins/Autumn Instagram Space

This year, the BIA displayed 2 giant pumpkins in the ByWard Market, both weighing over 1,000lbs! When one of the pumpkins was removed, it was replaced by an autumn Instagram space. Both the pumpkins and the Instagram space were a huge attraction for visitors to the area throughout the month of October. Thanks to outdoor vendor, Serge Cleroux, for all his logistics assistance, Ottawa Markets staff and Little Phil for his daily help.



### Fall Cleaning the Capital

Together, our volunteers collected 14 bags of garbage and recycling. Thanks to all who volunteered to help clean the ByWard Market!



### Free Carriage Rides

Always a fan favourite, we were happy to offer Free Carriage Rides on several occasions this year, including at the ByWard Market, Thanksgiving, and Christmas! People of all ages came out to see the horses and get a unique tour of the ByWard Market by carriage. Rides continued even with physical distancing requirements and this year over 750 people and 8 dogs took part!



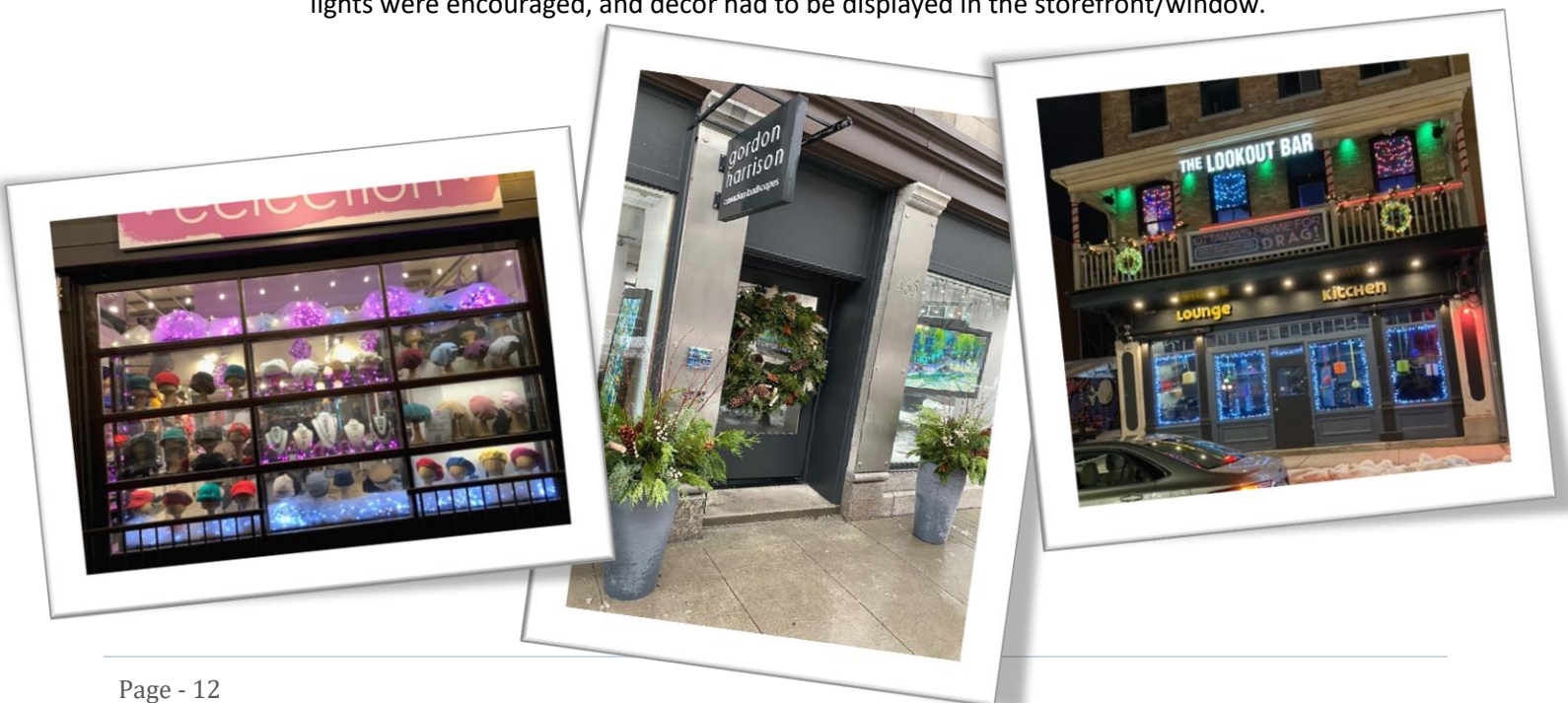
### Holiday ByWard Boxes

2021 saw the return of the ByWard Holiday Box! With looming restrictions returning, the desire was to support members and have local goodies on offer in a convenient box. This year's box supported 20 different businesses offering a wide selection of well known favourites and new treats. Once again, the boxes sold out ahead of schedule, with rave reviews.



### Winter Decor Program

To help make the ByWard Market brighter and more festive, the Board identified \$20,000 to encourage members to decorate their storefronts. Members were reimbursed up to a maximum of \$350 for Christmas décor. Decorative lights were encouraged, and décor had to be displayed in the storefront/window.



### Christmas lights and decorations

We brought more joy and holiday magic to the market by adding more Christmas trees and continuing with the Christmas lights and lamppost greenery that have become familiar. The lights and sparkle are not only a holiday treat, with many staying lit throughout the whole year.



### Digital Service Squad 3.0



In 2021, the BIA was again a successful Digital Main Street Grant Recipient. This year, the Digital Service Squad 3.0 program. This program is a free resource for small main street businesses to help them grow by adopting digital tools and strategies.

In this program, businesses can get support in building a basic web presence or enhancing their existing presence with easy-to-use tools such as website set up, Google My Business profiles, creating and enhancing social media presence, and much more. This year, we once again got to work with John Hennessy to work with our members, and this work continues into early 2022.

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## STAFF UPDATE

2021 brought many changes to the ByWard Market BIA Office Staff. We said farewell to some friends and welcomed a new teammate!



### **Welcome Kalin!**

Kalin joined the team as Executive Director at the very end of 2021! Originally from Atlantic Canada, Kalin has called Ottawa home since 2011. She comes to the BIA with lots of not for profit and lobbying experience and is currently finishing her PhD.

### **Farewells**

In 2021 the BIA said farewell to long-time Executive Director, Jasna Jennings. We would like to thank Jasna for her many years of service and contributions to the BIA and all of its members and wish her all the best.

We also said farewell to Patrick Narcisse who was working as our Communications staff person. We wish Patrick the very best in all his future endeavours.

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