



2019 ANNUAL REPORT

GLEBE BUSINESS IMPROVEMENT AREA

Dear Members,

For more than a decade, the Glebe BIA has been in operation to serve its membership and contribute positively to the surrounding community. We strive to improve upon the experience of being here, to enhance what we can where we can, and to bring people together for the good of the neighbourhood, its residents and the businesses we represent.

The on-street experience is a fundamental part of how we connect with people. In recent years we have seen the placement of a suite of 17 new murals which have brought a fresh level of vibrancy to the Glebe. Three parkettes have now been constructed in partnership with the church community to create more social space. We are in the midst of developing a gateway installation for the entrance to the neighbourhood, which will serve to demarcate the area and welcome visitors. And bold, colourful pageantry, vibrant flower baskets and garden spaces continue to add to the Glebe's unmistakable charm and character.

As ambassadors for the neighbourhood, we champion the Glebe to reach audiences with comprehensive marketing and communications initiatives. From award-winning campaigns like Glebe Spree and Canadian Eats, blogs that share stories on shopping, dining and fun, to innovative programming that brings thousands of fans to the area like Marvest, we act on opportunities that will shore up the Glebe's reputation as a top-of-mind destination in the city of Ottawa.

Investments continue to be made in acquiring valuable research. Our most recent project wraps up a full year of real-time pedestrian data, providing us with a deeper understanding of key traffic patterns and the impact of major events, activities and even weather. Along with projects of the past few years, we now have a full suite of primary and

secondary analysis and other evidence to give us a greater understanding of the environment and how to better target our resources and inform decision-making.

As stewards of our reputation, we are wholly committed to bolstering the awareness of our brand and showcasing its many virtues. We do this at a local, regional, national and international level by representing our members on a variety of committees, groups and boards. These include the Ottawa Coalition of BIAs, the International Downtown Association and IDA Canada, a newly formed national leadership group and network of BIAs. These relationships provide benefits to our organization by tapping into industry expertise and best practice while amplifying our collective voice on some of the most complex issues we face.

The success we've had over the past few years reflects the engagement of our members. While we face some real challenges including public safety, an ever-increasing tax burden, a rapidly changing environment, technology, and the skyrocketing costs of doing business just to name a few, we know that we are up to the task of making things better. Ultimately, it comes down to providing an experience for our customers that is second to none. It may seem obvious, but we all know this is what attracts people, keeps them coming and with any luck, with greater frequency and for longer stays. And with better luck still, they tell and bring more people.

Thank you to our members for their continued support and engagement. Most of all, we're grateful for your participation in our efforts to strengthen the Glebe, and to promote it as the wonderful destination it is.

NOVEMBER 13, 2019

AGM AGENDA

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

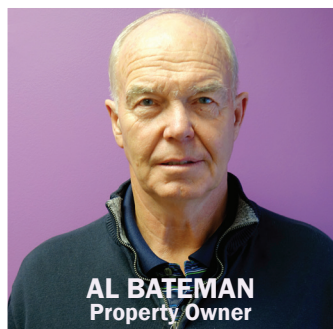
- 6:00 Arrival
- 6:20 Welcoming Remarks
- 6:40 Guest Presentation
- 7:00 Formal Meeting Called to Order
 - Approval of Agenda
 - Approval of 2018 Minutes
- 7:05 Finance
- 7:20 Year in Review
- 7:45 Adjournment
- Social & Networking



THE BOARD

the
glebe

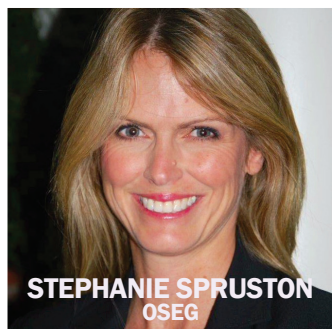
OF DIRECTORS



AL BATEMAN
Property Owner



RONALDO SAYAH
The Rens



STEPHANIE SPRUSTON
OSEG



JUDY RICHARDS
Property Owner



ELI SAIKALEY
Silver Scissors Salon



STEPHANE SAUVE
Glebe Meat Market



ERIC KUNSTADT
Kunstadt Sports



SHAWN MENARD
City Councillor



JOSHUA THATCHER
Whole Foods Market

STAFF



ANDREW
Executive Director



HAIDE
Administration



TREVOR
Communications



DANA
Programming

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 to focus efforts and unify the voice of a local business community, BIAs have since become a model that has been replicated in neighbourhoods and cities the world over. BIAs aim to preserve the true nature of their districts, build reputation and create safe, thriving areas for all. They work to attract patrons and new businesses while enhancing the quality of life of the communities they serve – they are economic and social anchors.

PLACE MAKERS

Ottawa is home to 19 BIAs found in downtown, suburban and rural settings. Together they represent more than 6,400 members employing 120,000 employees and generating 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 commercial districts, neighbourhoods and communities.

CITY BUILDERS

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, other practitioners and businesses 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.

A GLOBAL MOVEMENT

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.

A UNIFIED VOICE

BIAs work to improve economic vitality in their communities and provide a collective voice on issues. Officially approved bodies authorized by City Council with Councillors on their boards, BIAs are also a legitimate and formal part of the city's governance model. For this reason, they have the mandate and authority to speak on behalf of their members, with the added benefit and unique insight of an organization operating within the community itself.

2019 HIGHLIGHTS



GLEBE BIA AWARDED THREE MORE INDUSTRY AWARDS

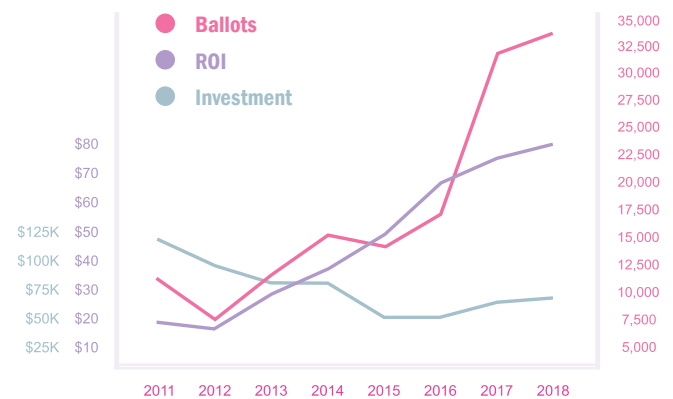
- The Glebe was recognized with three industry awards at the Ontario Business Improvement Area Association (OBIAA) National Conference in 2019.
- The Get-it-in-the-Glebe campaign, which has yielded more 40 million online impressions since 2016, won the top prize in the Marketing + Communications - Large category.
- Glebe Spree was recognized in the Special Events and Promotions – Large category, with a record 33,248 ballots entered in the 2018 contest.
- Canadian Eats was the winning program in the Special Events + Promotions – Small category, which saw nearly 40 restaurants participate in 2018 and garnered 1.7 million impressions online.



GLEBE SPREE

- Long time resident Margaret Vice was the 2018/2019 grand-prize winner of the Glebe's award-winning signature contest.
- The 2018 edition of Glebe Spree was the most successful contest to date, with 33,284 ballots entered into the draw – up 6% from 2017's record high – and an ROI of \$82.18 per dollar invested.
- Nearly \$5 million in economic activity can be linked to Glebe Spree in 2018, totalling more than \$25 million since the contest's inception.
- Since 2011, Glebe Spree entries have more than tripled and the ROI has increased by 375%.
- Marketing efforts yielded more than 3.2 million online impressions.
- This year saw over 95% of retail engagement, with nearly 170 participating businesses.
- Glebe Spree 2018 featured \$18,000 in prizes, including a \$10,000 grand prize shopping spree, five \$1,000 weekly cash prizes, and 30 daily prize giveaways.
- Thank you to our sponsors McKen Metro Glebe and BMO Financial Group for their support, as well as to all the businesses who donated an Any Day Prize.

THE CONTEST THROUGH THE YEARS...





CANADA ON A PLATE!

the
glebe

intheplebe.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



/intheplebe
#canadianeats



CANADIAN EATS

- Recognized as an award-winning promotion, Canadian Eats entered its third year in 2019.
- Dishes from nearly 40 restaurants made up a one-of-a-kind, Canadian-inspired menu leading up to Canada Day.
- The marketing campaign delivered over 1.5 million impressions over 10 days, with click throughs more than doubling from 3,922 in 2018 to 8,898 in 2019.
- The initiative was awarded top prize 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!



- The fifth year of Marvest surpassed all records from previous years, with thousands of people attending the two-day event.
- Nearly 80 local acts performed 99 shows in 28 different venues – the largest event yet.
- Lady Dive's Glebe-branded bus was converted into a mobile venue – the Magic Marvest Bus – which showcased live music on board.
- Social media posts reached more than 150,000 people online and garnered nearly 230,000 total impressions, with the #Marvest hashtag being used more than 230 times.
- Thank you to all the businesses who participated in Marvest!



MURALS

- Through our partnerships with the City of Ottawa and Underground Sound, three new vibrant murals were added to the Glebe's stunning roster of public art in 2019.
- "Uplifting" was installed on the exterior wall of Bowman's on Bank, depicting a whimsical whale soaring through the air.
- "The Start of a Fable," featuring two large ravens, brings the parkette at the Fourth Avenue Baptist Church to life.
- A third mural of a rock climber, titled "Free Solo" was mounted on the second storey of Studio B Urban Hair.
- A fourth mural representing the neighbourhood was installed at Ottawa Tourism's new "Glebe" meeting room.
- A total of 17 murals have been installed in the Glebe since 2015.





GREAT GLEBE GARAGE & SIDEWALK SALE

- Nearly 50 businesses registered to participate in the Great Glebe Garage and Sidewalk Sale on May 25, which saw tens of thousands of shoppers descend on the Glebe for Canada's largest garage sale.
- In partnership with the Ottawa Food Bank, an installation was set up outside McKen Metro Glebe to raise awareness for the organization while accepting food and cash donations.
- The Glebe BIA distributed 1,500 Glebe-branded tote bags to member businesses ahead of the event and supplied tables and barricades at no charge.
- The community hub, in partnership with Ecology Ottawa, distributed 2,105 free tree saplings at the event.
- Thank you to Kunststadt Sports for use of their property to facilitate the event, as well as to all businesses who participated!





NEIGHBOURHOOD EXPOSURE

- The Glebe BIA hosted tours to industry professionals, sharing the story of the Glebe, its features and highlights.
- During the OBIAA Conference held in Ottawa in April, 40 colleagues were offered a tour of the neighbourhood.
- In partnership with Ottawa Tourism, the Glebe BIA welcomed 10 international travel writers during Destination Canada's annual GoMedia conference.
- Provided a group of 10 professionals from Sweden an overview of the BIA and a tour of the Glebe.

GAME DAY

- To celebrate the Ottawa REDBLACKS' Home Opener, a number of activations were launched along Bank Street on June 20th.
- A mobile photo booth gave fans the opportunity to capture their day and share it on social media.
- Live music, stilt walkers, super fans, face painting and strolling entertainers carried the festive atmosphere throughout the neighbourhood.
- New this year, the Ottawa REDBLACKS launched an RNation Block Party to add to the Game Day experience in the Glebe.
- Social media coverage captured the game day excitement all season long.





PARKETTES

- Benches and a raised flower bed were installed at the Ottawa Chinese United Church parkette in the spring, completing the Glebe's third parkette in two years.
- The side-street spot at Bank Street and Third Avenue returned for another season.
- The large bike corral replaced the side street spot at Second Avenue and Bank Street, which was donated to another community organization due to high maintenance costs.

HANGING BASKETS & GARDENS

- This year's hanging baskets featured flowers in various shades of pink.
- A total of 120 hanging baskets beautified the streetscape from May to October.
- Landscaping services were contracted to manage garden beds throughout the neighbourhood.





GATEWAY SIGNAGE

- The Glebe BIA acquired funding from 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 neighbourhood and welcoming locals and visitors alike.
- A steering committee comprised of local creative professionals and community representatives was formed to 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.
- Hundreds of people have shared comments, choosing their favourite design and offering feedback.



A realistic illustration of a red apple with a single green leaf attached to its stem. The apple is positioned in the lower-left quadrant of the slide.



GLEBE
SPREE

- 
- 62
places
to get
your fill
- 15



INTHEGLEBE.CA

- Received a Certificate of Merit Award from the International Downtown Association in October 2018.
- Several new site enhancements in 2019 focused on improving site load times and the overall user-experience, while back-end organization helped with ease of maintenance.
- Intheglebe.ca saw 60,781-page views from over 32,000 unique users.
- Nearly 600 events were posted to the online calendar in 2019, up 30% from 2018.
- Members posted more than 500 promotions online in 2019, up 33% from 2018.

COMMUNICATIONS

- Nearly 100 blogs in 2019 captured the story of the Glebe while promoting the area as a destination for fun.
- Weekly distribution of the Weekend What's Up blog to nearly 7,000 online subscribers resulted in over 22,000 click-throughs to the site.
- More than 150 earned media articles featured or mentioned the Glebe across all of Ottawa's major news networks, including coverage from international bloggers and travel writers.
- Nearly 175 bulletins were distributed to members and online subscribers to share relevant information about the neighbourhood.
- Specialized campaigns included local chef profiles for Canadian Eats and venue spotlights for Marvest businesses.

SOCIAL

FACEBOOK

- Our Facebook audience continues to grow, with a 9.6% increase in 2019 – totalling more than 8,485 followers.
- Facebook content reached more than 600,000 people online through both organic and paid boosted posts, up 72% over 2018.
- Like & Share contests reached more than 26,000 people and can be associated with more than 200 new followers.

TWITTER

- Nearly 675 tweets yielded approximately 630,000 impressions online in 2019.
- Our audience grew 7.5% to a total of 4,655 followers.
- Our profile received more than 10,000 visits in 2019.

INSTAGRAM

- Instagram continues to be our fastest growing social network, with a 42% jump in followers to 2,982.
- More than 250 photos were posted to Instagram in 2019, yielding nearly 170,000 impressions.



DIGITAL MAIN STREET

- This summer, the Glebe acquired 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 helped Glebe businesses complete an assessment and identify ways to expand their footprint online.
- Members learned how to set up an online store, run social media advertising campaigns, 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 over 60 assessments, offered one-on-one training and consultations to over 50 businesses, and dedicated 140 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.
- A Digital Guide for Businesses was developed during the program with tips and best practices for digital marketing.

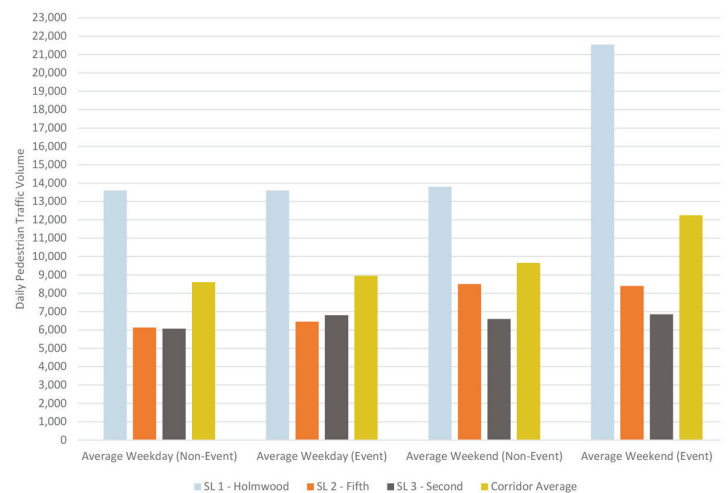


SNOWMANIA

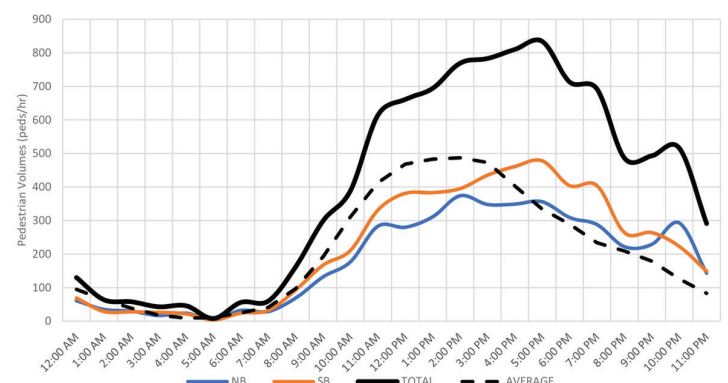
- Beginning in 2019, the Glebe was officially named one of six official Winterlude sites during the capital's annual winter festival.
- Five snow sculptures throughout the Glebe depicted iconic Canadian animals, including a polar bear that towered over 8 feet tall.
- The Glebe BIA Awarded the inaugural 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.
- With the Glebe an official Winterlude destination, new Winterlude banners tied in with National Capital Region's pageantry program.
- Come See and Hear the World, a new indoor music festival during Winterlude, took place Family Day weekend. Programming featured diverse music groups performing at four venues in the Glebe and Old Ottawa South.

RESEARCH

- Our 2019 research built on data collection from 2018 to capture a full year of real-time pedestrian data.
- Eco-Counters remained deployed from January through June at select intersections recommended by consultants at Stantec.
- The project was funded in part through the City of Ottawa's research grant program.
- Research project reports can be found on the Doing Business in the Glebe page at intheglebe.ca.



2019 MARCH BREAK (SATURDAY, MARCH 16)



CHRISTMAS

- Large and small trees along Bank Street will be wrapped with white lights from November through March.
- Matching funds are available to Glebe businesses to install a seasonal window display as part of the Winter Window Painting Program. Interested businesses are invited to contact danathibeault@intheGLEBE.ca for more information.
- The holiday pageantry program will also see festive banners installed from mid-November through early January.



PAGEANTRY

- Vibrant pink banners were designed to compliment this year's pink and white hanging baskets.
- Throughout May, the addition of 24 tulip-inspired banners celebrated the arrival of spring and the world-renowned Canadian Tulip Festival.
- From November through early January, festive red and blue holiday banners lined Bank Street 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

3

Awards in 2019 from the Ontario BIA Association for Glebe BIA marketing and communications initiatives.

81,041

Pageviews on the intheglebe.ca website, represents a 5% increase over 2018.

375%

Increase in the Glebe Spree's ROI since the start of the contest.

60%

Increase in followers across all social channels in 2019.

26,000

People reached online through Like & Follow contests.

99

Number of performances at Marvest by 78 bands in 28 venues over two days.

1.5M

Number of impressions generated during the Canadian Eats campaign.

600

Events posted to the intheglebe.ca calendar in 2019.

16

Number of new businesses opening their doors.

96

Blogs were shared online over the course of the year to tell our neighbourhood story.

33,284

Ballots collected for Glebe Spree in 2018 – a new all-time record.

3

New vibrant murals installed enhance the neighbourhood and deter graffiti.

THANK YOU.

McKeen
metro GLEBE

Ottawa

UNDERGROUND
sound

BMO  **Financial Group**

Canadian Tulip Festival  **Festival canadien des tulipes**

CityFolk

WINTERLUDE
BAL DE NEIGE

67's

OTTAWA
FURY

REDBLACKS

TD  **PLACE**

Invest Ottawa **Investir Ottawa**

MARVEST
— CityFolk —

SPLASH & TOURS
Lady Dive

Orbital
TALENT INC.
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Audi
City Ottawa

OBIAA™

glebe report

OTTAWA
TOURISM • TOURISME

GNAG

GLEBE
COMMUNITY
ASSOCIATION

IDA
INSPIRED LEADERS
SHAPING CITIES

M+ MEDIAPLUS
Advertising • Interactive • Branding

OTTAWA FARMERS' MARKET
From the heart of the land

ECOLOGY
OTTAWA

ECOLOGIE
OTTAWA

The Art
Department

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 like-minded 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, together 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



Independent auditor's report

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

Opinion

We have audited the financial statements of **The Glebe Business Improvement Area** [the "BIA"], which comprise the statement of financial position as at December 31, 2018, and the statement of operations, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the BIA as at December 31, 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the BIA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the financial statements

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

In preparing the financial statements, management is responsible for assessing the BIA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the BIA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the BIA's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 BIA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the BIA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the BIA to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young LLP

Ottawa, Canada
July 23, 2019

Chartered Professional Accountants
Licensed Public Accountants



A member firm of Ernst & Young Global Limited

In 2020, we are proposing no increase over the 2019 budget. The present allocation allows us to meet the goals and objectives of the organization while providing good value to our members.

We continue to make investments that improve our streetscape, build brand and connect with audiences. We are committed to responsible spending that enhances the pedestrian experience for residents and visitors, and further develops the neighbourhood as a cherished leisure destination.

ADMINISTRATION

The Glebe BIA's mandate is to serve the needs of the area as a whole and resources are aimed at complementing the wider efforts of nearly 400 member businesses and property owners. We invest to deliver benefit, value and a tangible return for all members. In 2019, our administrative costs were consistent with local industry standards and our staffing strategy has continued to be highly effective in providing the organization with capacity, and the ability to produce results.

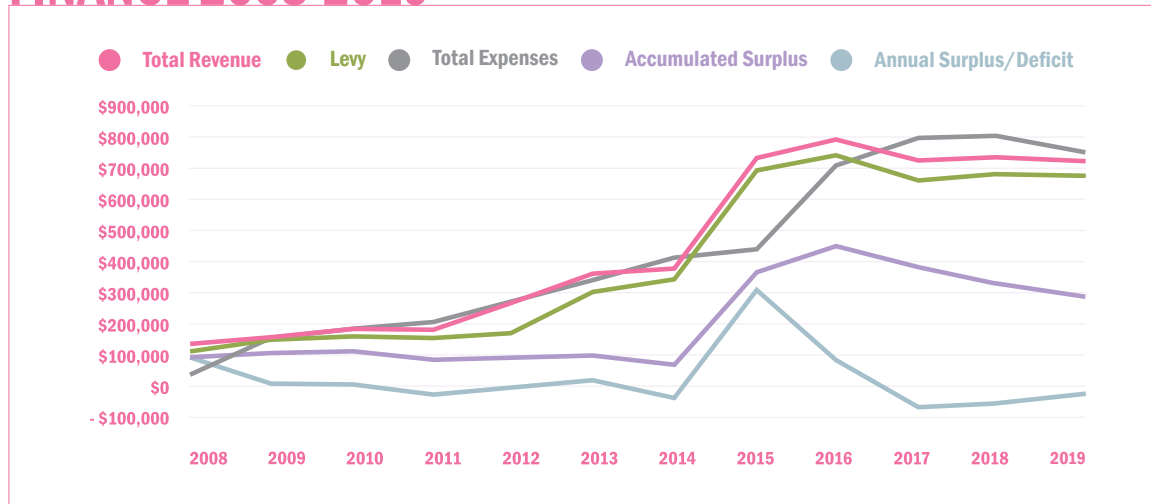
SURPLUS

Our accumulated surplus continues to be applied to strategic investments that advance objectives. As expected and as reported to members last year, the Glebe BIA posted a deficit of \$70,029 in 2018. This left an accumulated surplus of \$310,858 moving forward. In 2019, we worked to build on our momentum with the support of our surplus while absorbing what we could into our operating budget. By the end of 2019, we expect a deficit of \$25,000 which would leave us with a remaining surplus of approximately \$285,858 going into 2020. Moving forward, we are exploring new investments including gateway signage, street signs, additional on-street enhancements, as well as new research, marketing, digital initiatives, promotions and unique programming.

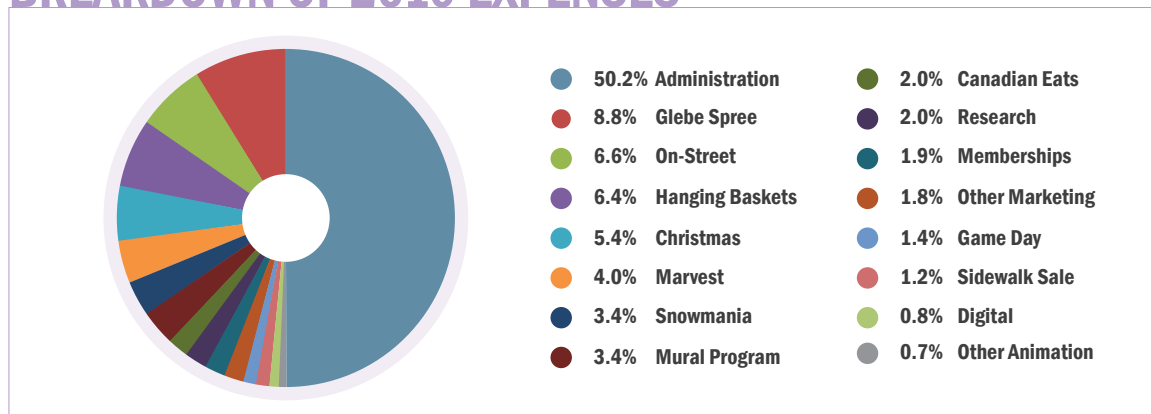
2020 BUDGET

REVENUE	2018	2019	2020
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	\$ 342,000	\$ 324,500	\$ 307,500
Office & Administration	\$ 275,000	\$ 292,700	\$ 311,000
Professional & Consulting Fees	\$ 7,000	\$ 7,000	\$ 8,500
Rent	\$ 32,000	\$ 32,000	\$ 30,500
Interest	\$ 500	\$ 300	\$ 300
Insurance	\$ 6,000	\$ 6,000	\$ 7,200
Audit Fees	\$ 1,500	\$ 1,500	\$ 1,500
Repairs & Maintenance	\$ 26,000	\$ 26,000	\$ 23,500
	\$ 690,000	\$ 690,000	\$ 690,000

FINANCE 2008-2019



BREAKDOWN OF 2019 EXPENSES





Glebe Shopping Spree



glebespree.ca



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 of \$1,000. 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 targetted to past entrants
- Social media including Twitter, Facebook and Instagram
- YouTube Pre-Roll Videos
- Postering

CONNECT

Members are encouraged to connect with InTheGlebe on Facebook, Twitter and Instagram and to visit intheglebe.ca or the glebespree.ca microsite for regular updates. In 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@intheglebe.ca or by phone at 613-680-8506. Material will be delivered within 24 hours.

SPONSORS



Audi
City Ottawa



the
glebe

intheGLEBE.ca info@intheGLEBE.ca

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