

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



# ANNUAL REPORT

FY 2020

# TO OUR STAKEHOLDERS

## 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 2020 the Board continued work on Strategic Planning, and identified 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

### Co-Chair

**Ashley Hopkins**, Paradigm Properties

### Executive Committee

### Co-Chair

**Deek Labelle**, Chateau Lafayette

### Treasurer

**Kizil Dunlap**, Cricket and Company

**Renée Berezowski**, Richard Robinson

**John Borsten**, Zaks/Zaks Cantina

**Shauna Bradley**, Heart & Crown

**Nancy Champagne**, Courtyard Marriott

**Stephanie Hault**, Roadtrip/Trustfund  
*(Co-Chair Safety & Security Committee)*

**Pat Nicastro**, La Bottega

**Michael Osterer**, Irving Rivers

**Councillor Mathieu Fleury**

*\*\*\*Thank you to Josiah Frith who served as BIA Chair through 2019 until his resignation summer2020.*

*\*\*Thank you to Mandy Gosewich for her service on the Board in 2019 until her resignation this spring.*

# TO OUR STAKEHOLDERS

## STRATEGIC PRIORITIES

### Strategic Priorities

Identifying strategic priorities helps an organization focus its efforts to be effective and efficient. These 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 through work with consultants that included: facilitated Board retreat session, member-wide survey and over 40 stakeholder interviews.

New sub-committees and task forces will be instituted from the priorities, stay tuned over the coming weeks as we work through the process and look to the membership at large to participate.



**Priority #1**  
Safety & Security



**Priority #2**  
Beautification & Cleanliness



**Priority #3**  
Advocacy & Collaboration



**Priority #4**  
Promotion

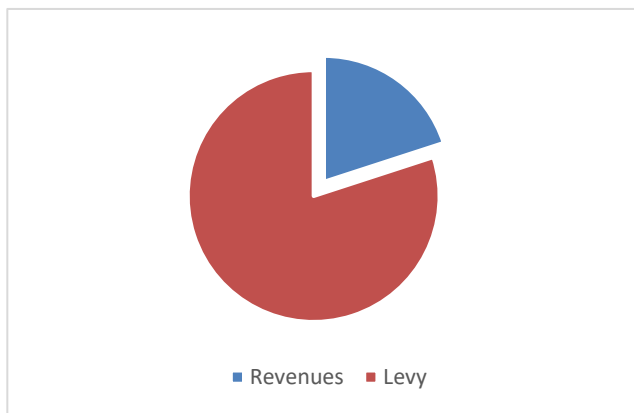
# TO OUR STAKEHOLDERS

## FINANCIAL HIGHLIGHTS

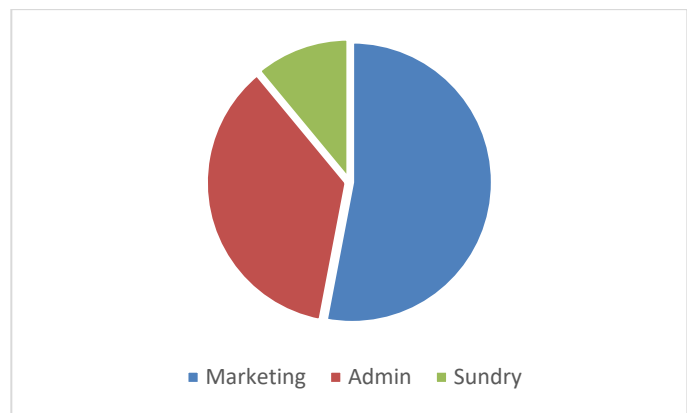
Commercial properties in the ByWard Market BIA pay millions of dollars in property taxes annually to the City of Ottawa, however, property taxes DO NOT fund the BIA. 100% of property taxes go directly to the City of Ottawa paying for many City services such as: emergency services (police, fire, ambulance), 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.

Revenues Percentage



Expenditures Percentage



# TO OUR STAKEHOLDERS

## 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.

<b>Revenue</b>	<b>Budget 2019</b>	<b>Actual 2019</b>	<b>Actual 2018</b>
Tax revenue [note 3]	\$540,000	<b>\$522,894</b>	\$516,092
†††Sundry	100,000	<b>137,423</b>	141,023
Payments in lieu of taxation	-	<b>23,796</b>	22,317
<b>Total revenue</b>	<b>640,000</b>	<b>684,113</b>	<b>679,432</b>

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

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

<b>Expenses</b>	<b>Budget 2019</b>	<b>Actual 2019</b>	<b>Actual 2018</b>
Advertising and promotion	320,000	<b>232,828</b>	313,106
Salaries	182,500	<b>***208,743</b>	204,039
Professional and consulting fees	13,000	<b>66,744</b>	30,473
Office and administration	65,000	<b>48,878</b>	27,192
Rent	23,000	<b>26,693</b>	23,229
Maintenance	25,000	<b>25,971</b>	25,971
Insurance	6,500	<b>5,226</b>	4,860
Audit fees	3,000	<b>2,620</b>	2,906
Furniture and equipment	2,000	<b>116</b>	1,598
<b>Total expenses</b>	<b>640,000</b>	<b>617,819</b>	<b>633,374</b>
<b>Annual surplus</b>	<b>-</b>	<b>66,294</b>	<b>46,058</b>
Accumulated surplus, beginning of year	125,871	<b>125,871</b>	79,813
<b>Accumulated surplus, end of year</b>	<b>\$125,871</b>	<b>\$192,165</b>	<b>\$125,871</b>

\*\*\*NB \$74,000 of salaries represents budgeted Ambassador payroll

# TO OUR STAKEHOLDERS

## 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.

2020 successes included: Police Neighbourhood Resource Team, Agent Status Project, Street Ambassador Program

### External Committees

#### OCoBIA ~ Ottawa Coalition of BIAs

The Ottawa Council of BIAs rebranded as the Ottawa Coalition of BIAs, with a new governance and financial structure. In 2020 Executive Director Jasna Jennings was voted to the Board of Directors. Since 2019 Ottawa BIA's paid 1.5% of their levy towards OCoBIA.

OCoBIA 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 as required.

#### Needle Distribution and Retrieval Consultative Group

Jasna Jennings is a Board Member of the City of Ottawa's NDRCG. Members meet bi-monthly, Tuesdays from 5:30 p.m. - 7:30 p.m. at 179 Clarence Street.

#### Ottawa Tourism – Membership Committee

Jasna Jennings has been a long-standing member of the Membership Committee having served as Chair for two terms, and now as a member at large.

#### 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 Jasna Jennings (appointed by OCoBIA).

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

Jasna Jennings has been appointed by OCoBIA to represent BIA's at this table. 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.



US EMBASSY



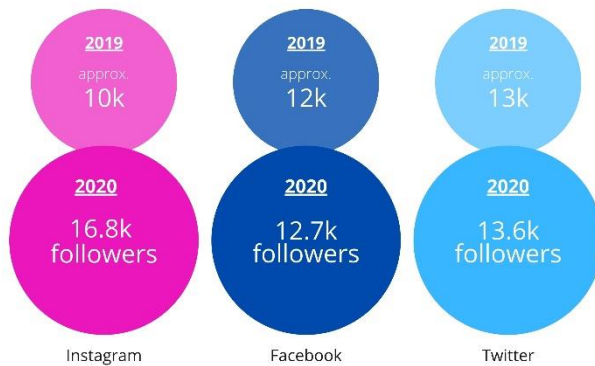
# TO OUR STAKEHOLDERS

## MARKETING & COMMUNICATIONS

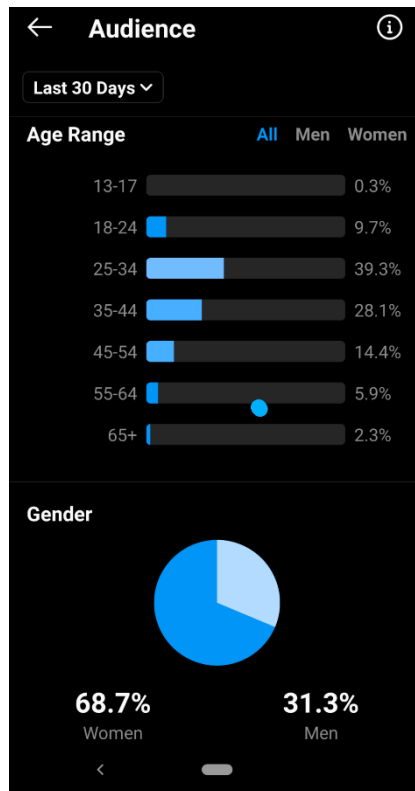
Members are continually encouraged to provide feedback on marketing efforts to help steer initiatives and direction.

### 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. With the restrictions imposed by the government, we have relied more on social media to create socially distanced events such as the Art Walk and Barket which generated 24,805 views and 30,843 views respectively on Google.



#MyOttawa



# TO OUR STAKEHOLDERS

## Digital Service Squad: A Free Resource for Your Business

The BIA was a successful Digital Main Street Grant Recipient. The Digital Service Squad program is designed specifically to help main street small businesses effectively use digital tools. DSS consultant John Hennessy has been contracted to work with our members.



**85**

ByWard Market BIA members are now in the DSS system

**16-21**

Ontario Grants offered and accepted

**10**

SHOPhere websites have been developed for members

**20**

businesses have engaged the services of Invest Ottawa for Future Proofing their businesses.



# TO OUR STAKEHOLDERS

## MEDIA

### The ByWard Market Buzz on CTV Morning Live

- Every other Thursday at 8:45am.
- 10x15 second commercials on CTV Morning Live bi-weekly w/ 1x 5 second sponsor line (286 total commercials) resulted in **3,232,500 impressions on Adults 18+**
- 2 weeks Digital Bonus Coverage from May 4<sup>th</sup>-17<sup>th</sup> to increase awareness during COVID – (100,000 display impressions).  
This **delivered 100,006 impressions with 203 clicks, garnering a 0.20% Click Through Rate**
- 6 weeks of 30 second commercial from May 4<sup>th</sup> to June 14<sup>th</sup> (21 total commercials) resulted in 528,000 impressions with adults 18+
- Lowertown Echo
- BIA submission in every edition

The ByWard Market continues to be featured in print and online publications and interactive channels all over the world.

In 2020, travel media ceased but the BIA was busy with media throughout the pandemic as journalists were anxious to report about the ByWard Market, to know how our members were faring and what they could do to help and support.



# TO OUR STAKEHOLDERS

## BYWARD MARKET STREET AMBASSADOR PROGRAM



- Due to the Covid-19 pandemic, Street Ambassadors did not start until the first week of July (as opposed to the usual May 1<sup>st</sup>)
- 2-ByWard Market Street Ambassadors (usually 6)
- Ambassadors were recruited as part of a partnership initiative with Operation Come Home

### Core Functions

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



### Information Kiosk

The BIA information kiosk was located at York Plaza in front of the OTTAWA letters. Over the course of the program Ambassadors recorded 28,000 people visiting the OTTAWA Letters.

### BY THE NUMBERS:

The Ambassadors worked 41 days this summer

247 total hours on duty

28,000 visitors to the Ottawa Letters

Significant number of visitors from the Greater Toronto Area and Montreal

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The most common inquiries were: Directions and Tourist Attractions & Services (museums, Parliament, festivals, tours etc \_)



### ByWard Market Clean Team

The BIA created a program and partnered with the Ottawa Mission to launch the ByWard Market Clean Team. From August through September, five mornings a week (Thurs-Mon) a team of two patrolled the streets performing light cleaning duties including: street sweeping, litter and cigarette butts pick-up. Once the program ended, Ambassador Larissa continued to perform the cleaning duties and surface operations monitoring until Christmas.

Thanks to the City of Ottawa for the loan of the “buckets” for the clean team.

# TO OUR STAKEHOLDERS

## 2020 WINTER HIGHLIGHTS

### Official Site 42<sup>nd</sup> Winterlude

29th Annual ByWard Market Winterlude Stew Cook-Off

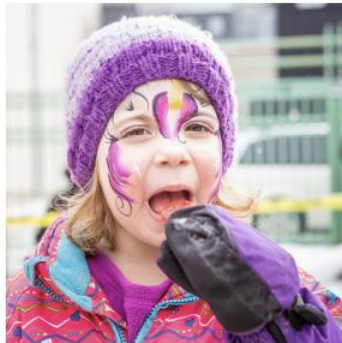
40th Accora Village Bed Race for Kiwanis

2 x CREOS Interactive Light & Sound Installations (Oscillation & Cycle)

LEGO Pop-Up & Family Fun Zone (5,000 visitors over 3 days)

Wood Carvers, Petting Zoo, Hygge Lounge,

Facepainting



Oscillation



Cycle



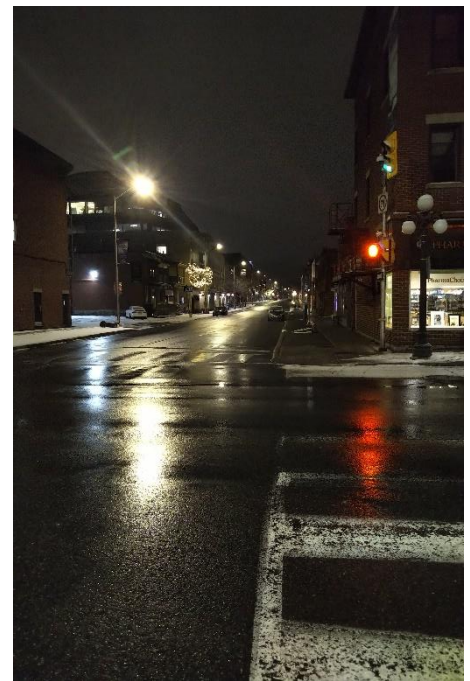
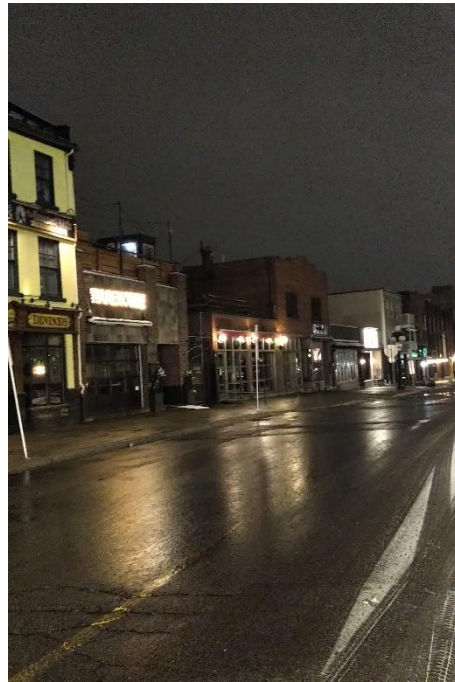
# TO OUR STAKEHOLDERS

## The COVID Effect

In the immediate shock, and as the reality of COVID took hold, the BIA like everyone else had to look at ways to “pivot”. When full-lockdown was first announced, with empty streets and boarded up businesses, the BIA turned to the arts community to help us liven up our streets with public art on our tower signs and boarded up windows.

With no events to advertise, the tower signs were transformed into pieces of art and were identified as part of our Public Art Walk, a program started to encourage people to walk the whole Market to take in public art and insta spots while in a distanced and safe outdoor environment.

As things started to slowly re-open, the BIA received significant supports from both the Councilor’s office and the City of Ottawa as they rapidly began passing by-laws and policies to assist our members in their recovery efforts. Road closures and patio expansions were put into place to accommodate distanced patios and pedestrian spaces. Road closures and patio extensions were also prolonged into the Fall in response and support as new lockdown measures and restrictions were re-introduced with the beginning of the 2<sup>nd</sup> wave.



# TO OUR STAKEHOLDERS

## SUMMER HIGHLIGHTS

### Canada Day:

3-D Chalk Art and Insta-spot  
Canada Flag Banners

### Expanded Patios and Road Closures

Clarence St (Parent to Dalhousie)  
ByWard Market (York to Clarence)  
York St (ByWard to Sussex)  
William Street Pedestrian Zone (York to George)  
Change of direction ByWard to southbound to George St.

### COVID-Wise Campaign w/ Ottawa Public Health



## ByWard Bundle Events

The ByWard Bundle Program is a dedicated fund in the BIA budget to support member led events and initiatives. In 2020 we expected to fund: *GLAD* Spring Cleaning the Capital, Barket, Capital City Cycle Fest (motorcycle event), Sausagefest and Weiner Dog Parade, and North of Nashville.

Unfortunately, due to COVID all but Barket was cancelled for 2020. We are anxious to work with our members and community partners to bring some of these events back in 2021.



For 2020, the ever-popular ByWard *Bark-et* was back for its sixth edition. Due to COVID restrictions, the one-day doggie party was extended to 4 weekly event days and a month-long promotion.

# TO OUR STAKEHOLDERS

## FALL HIGHLIGHTS

### **ByWard Market Public Realm Plan**

From a process that started back in 2012, the ByWard Market Public Realm Plan was revealed this spring. The Plan calls for drastic redevelopment of the public spaces and roadways with a focus on an expansion of the pedestrian and programming spaces of the ByWard Market. On December 1<sup>st</sup>, the Finance and Economic Development Committee of the City unanimously passed the financial requests in support of the Plan. City Council will have the final vote on the funding January 27, 2021.

Once City funding is confirmed, work will begin on detailed design and additional funding requests will be negotiated with the other levels of government. As we move through the process, on-going consultation with the BIA and its members will continue.

### **William Street Pedestrian Mall**

Construction and Streetscaping improvements were completed on the William Street Pedestrian Mall from George St. to Rideau St.



### **Traffic Box Wraps**

Thanks to the City of Ottawa BIA Mural Grant, the BIA was able to wrap traffic-boxes with heritage photos printed on anti-graffiti vinyl to help in our efforts to keep the ByWard Market graffiti free and is another great avenue to share our long rich history.



# TO OUR STAKEHOLDERS

## CHRISTMAS HIGHLIGHTS

### Holiday Box Program

We have been hard at work all year long in figuring out ways to support our local businesses. With all the restrictions imposed by the government around the holidays, we wanted to find a way to get support to our members AND get some of the best goodies that the ByWard Market has to offer out to our loyal customers. It was from this desire that the ByWard Holiday Box was birthed. With a single purchase, the ByWard Market Box offered the general public the ability to support over 20 businesses from right here in the ByWard Market.

It was a massive success! We sold out of all 100 boxes within just a week and a half. Needless to say, that this 1<sup>st</sup> edition of the ByWard Market Box will not be the last of its kind.



### Decorative Lights

Through 2020 the BIA worked hard to try and expand the decorative lights program. With no outdoor outlets to access power, the BIA often has to rely on members (and residents!) to access power from their locations, making it very challenging to light up the district. In 2020, the BIA was successful in finding more locations for decorative lights adding 8 more trees with a total of 63,100 lights on display all year long.



# TO OUR STAKEHOLDERS

## CHRISTMAS HIGHLIGHTS cont'd

### Member Christmas Decoration Program

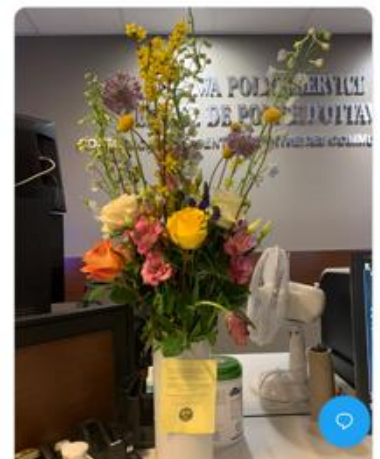
In an effort to help make the ByWard Market brighter and more festive, the Board identified \$20,000 to encourage members to decorate their storefronts. Members were reimbursed up to a maximum of \$500 for Christmas décor. Decorative lights were encouraged and décor had to be displayed in the storefront/window.



## COMMUNITY

### Thank you to our First Responders!

When the first full lock-down was announced in March, the BIA kicked into gear and bought out the stock of both Paper Papier Fleurissant and Stalk Market, then hand delivered bouquets and plants to first responders and front-line workers.





# TO OUR STAKEHOLDERS

## STAFF UPDATE

Just as all of you have been dealing with changes following this pandemic, so have we. Our staff has particularly seen much change.

### CONGRATULATIONS Christina!

**Christina Devine**, our Communications and Marketing Coordinator, has left us as she takes care of her newborn son Noah. We send her our congrats and wish her and her family nothing but the very best.



### Meet The New Guy!

Meet **Patrick Narcisse**. Patrick will be replacing Christina during her leave. He has grown up here in Ottawa having done his High School studies at l'école secondaire publique Louis Riel and he is a graduate of the Interactive Multimedia Development program at Algonquin College. He brings many years of experience having worked as a brand strategist, photographer, and videographer. We look forward to what he will produce for the BIA.

### A Little About Angelou

A little less new to the team is **Angelou Stanage**. Since moving from British Columbia to Ottawa eight years ago, she has been living and working in the ByWard Market. In 2019, she completed a Business-Accounting diploma from Algonquin college. She is now in her third year at Carleton University, working towards her Chartered Professional Accountant designation. When not at the BIA office, she can be found bartending at Chez Lucien and working as a bookkeeper/clerk at the Chateau Lafayette. Angelou takes care of the admin tasks at the BIA and we are thrilled to have her as a part of our team.



### Farewell Diane

We would like to take the time to thank Diane Belanger, who has worked for the ByWard Market BIA since 2014. Diane has recently retired, and we want to thank her for her faithful service all these years.

# TO OUR STAKEHOLDERS

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