



OSBA

STRATEGIC PLAN

2019/20 - 2021/22



EXECUTIVE SUMMARY

This is the first comprehensive strategic plan for the OSBA in several years. Past plans were more operationally focused, and as such, lacked a future vision for the area. This three year strategic plan, is meant to guide the Board and leadership team through the 2021/2022 planning cycle. We have incorporated fresh ideas, innovative thinking, and have looked to the past to help inform our future.

As part of this strategic plan, we have identified 4 top strategic initiatives that will be the guiding priorities for budgeting, planning, and execution as we move forward.

We did not revisit the vision, mission or values statements as part of this process. It was acknowledged that the current versions of those statements are in need of an update, and should be made more concise, using fewer words that have more of an impact. This will be an activity for the Board and staff to continue to think about, and workshop through at a later date.

This plan sets the OSBA in pursuit of a bold vision, with exciting initiatives that will continue to differentiate the area as one of opportunity and growth for businesses now and in the future. These plans have exciting implications for the community we serve, as they will benefit from a safer, increasingly diverse, and better activated community that makes use of under-utilized spaces, attracts exciting new ventures, and partners that will increase capacity and drive revitalization.

CURRENT STATE

New developments	Franchise vs local	Local business idea indicator	Business recruitment strategy (Marketing package)	Revitalization/ city grants/ heritage buildings
Safety/social disorder	Accessibility (transportation)			Not enough green space
		Economy	High tax/rent	Arts
Very walkable	Increased competition	Festivals		Alley development



FUTURE STATE

- Low vacancy for business space (2nd/3rd floor, main street)
- Employment hub
- Empty lots
- Safe/pedestrian driven/walkable
- Diversity
- Healthy
- Thriving
- Amphitheatre
- Parks/green space/clean/flowers/signage
- Public gathering spaces
- Increased activity (farmers market)
- Engage membership
- UofA entrepreneurs space
- Artist space/market space/electric
- Start up incubator
- Plan Whyte/collaborate on execution w/city Positive working relationships
- Bike infrastructure
- Festivals (support) – offices
- More people (ownership)
- Access to social services
- Public art
- Capture/celebrate history
- Easy access
- First choice for entertainment
- Tolerate/accepting

A background image of an aerialist performing on a rope, suspended in the air. The scene is set outdoors with a crowd of people and buildings in the background. The image is overlaid with a semi-transparent red filter. The word "MISSION" is written in white, bold, uppercase letters inside a red arrow-shaped box pointing to the right.

MISSION

To foster a thriving business and destination district that is inviting to patrons, tourists and businesses.

OSBA 2020-2022 STRATEGIC GOALS:

1

Strengthen the perception and reality of safety in the district.

2

Develop a strategy that supports a balanced business mix for the district.

3

Activate under-utilized spaces.

4

Foster a healthy and thriving business community.

1

Strengthen the perception and reality of safety in the district.

Targets:

- Enhance beautification in our district through greenery and art.
- Enhance and improve quality of streetscaping using (CPTED) principles
- Develop partnerships and strategies to promote neighbourhood cleanliness
- Enhance safety and beautification of spaces through lighting
- Maintain and enhance relationship with EPS to develop and communicate crime reduction strategies
- Reduce graffiti & vandalism through programs & initiatives
- Support and advocate for additional social services to help marginalized population
- Improve upon walkability and pedestrian safety
- Work toward ensuring all guests, staff and patrons feel welcome and inclusive

2

Develop a strategy that supports a balanced business mix for the district.

Targets:

- Develop business recruitment package
- Create a business development and recruitment committee
- Work with partners to develop a retention strategy
- Better understand current state of business mix to define gaps
- Develop relationships with property owners to advocate for business mix



3

Activate under-utilized spaces.



Targets:

- Activate and enhance McIntyre park during the winter
- Enhance alleyways as walkable corridors to add vibrancy and uniqueness
- Advocate for improved usage of Farmer's market parking lot and CP lands
- Work with partners on a plan to revitalize East Whyte/Off Whyte
- Advocate for improved sidewalks and streetscaping
- Partner with stakeholders to host pop-up events in vacant spaces
- Advocate for and support events in East Whyte

4

Foster a healthy and thriving business community.

Targets:

- Advocate for a business incubator in our district
- Create a business education program for businesses
- Partner with organizations that offer business support
- Review value and ROI on current loyalty programs
- Continue to enhance communications and relations with members to better support them
- Collaborate with festival and events to add vibrancy to district
- Promote our area as a destination shopping district

