

Downtown Kelowna Five Year Strategic Plan (2019-2023)

Vision: “Downtown Kelowna is recognized as a vibrant, healthy and thriving business community where people want to work, live and play.”

Mandate: “The Downtown Kelowna Association (DKA) plays a leadership role in fostering the continued development of the Downtown as a safe and desirable place to conduct business, live, work and play through cooperative efforts of its members and government.”

The DKA achieves its mandate through:

- (a) Advocacy on behalf of its members;
- (b) Fostering collaboration among its members and other community stakeholders; and
- (c) Introducing and executing innovative programs and events that promote Downtown Kelowna businesses and activities.

Strategies:

From January 1, 2019 to December 31, 2023, the DKA will focus on the following five key strategic areas:

1. ***Vibrant Downtown*** - Maintain a clean, safe and welcoming Downtown.
2. ***Business Development*** - Attract and encourage more mixed use business development and urban densification to Downtown.
3. ***Advocacy*** - Review annual advocacy priorities based on current trends and market conditions in the Downtown.
4. ***Marketing*** – Support Downtown by executing superior quality promotions and events that are consistently highly rated by members, valued by their consumers and attract an increased level of interest in the Downtown.
5. ***Membership Value*** - Increase our members’ knowledge and raise awareness of the valuable services, programs and advocacy provided by the DKA to the Downtown community.

Goals:

In order to deliver key results within the identified strategies, the DKA will,

1. **Vibrant Downtown**

Actively participate in creating and maintaining a clean, safe, welcoming and friendly Downtown for businesses, consumers and visitor through our On Street Services Programs.

Key Performance Indicators:

- Increased investment in Downtown On Call and Clean Team programs to expand staffing levels and increase hours of service
- On Street Services program staff are to receive ongoing training

- Investment of staff time in safety oriented committees (i.e., Partners for a Healthy Community, Coordinated Enforcement committee, Kelowna Community Action Team)
- Strong, collaborative relationships with key City of Kelowna departments, specifically but not limited to:
 - *Levy* - Community Planning and Strategic Investments
 - *Clean Team and On Call Funding* – Corporate and Protective Services
 - *Clean Team Sweeper Work* – Infrastructure Departments: Parks, Parking, Roadways and Civic Operations
 - *Bylaw* – Corporate and Protective Services
 - *Development and City Planning* – Real Estate and Planning
 - *Co-Op Advertising* – Active Living and Culture Development
- Sustained relationship development with enforcement and regulatory agencies along with service providers (i.e., RCMP, Interior Health Authority, BC Housing, Fire and Paramedics, Kelowna Gospel Mission, Metro, John Howard Society, Inn from the Cold, Living Positively, Kelowna Friendship Centre)
- Collaboratively share measurable data from Downtown On Call and Clean Team with City of Kelowna (Protective and Corporate Services, Bylaw), RCMP on a monthly basis, working towards developing a robust overview of activity
- Cooperative working relationships and engagement with Tourism Kelowna and the Chamber of Commerce

2. Business Development

(A) Actively engage with Downtown Property Developers, City Planners and Transportation Planners becoming a vital resource and support for urban densification. Support alternate transportation models (i.e., Bikeshare, bike lanes, and light rapid transit) in the Downtown to enrich the Urban Life appeal of the Downtown.

Key Performance Indicators:

- Expanded staff role with Development community, City Planners
- City refers Developers to DKA: smaller developments to meet with Executive Director and staff while larger developments are presented to Board for input and advice
- Maintain online Prospectus Map of downtown core and responsive to Developers and City's input
- Developers actively seek and regard DKA as a valued resource for commercial use advice

(B) Revitalization of Leon Avenue from Abbott to Richter resulting in a healthy, vibrant urban corridor. This will be achieved over time through various channels inclusive of the City's Journey Home strategy to address homelessness and social issues coupled with significant property development adding to the densification and commercial urbanization of the area complemented with consistent streetscaping.

Key Performance Indicators:

- Investment of Staff and Board time involved in Leon revitalization discussions

- Creation of a strategy focused on Leon Avenue revitalization and formation of Board sub-committee
- Work with City to ensure Tax incentives and Development Cost Charges are encouraging to Developers
- Development of vacant lots
- Redevelopment/renovations of older sites
- Relocation and/or Improved integration of social services facilities

3. Advocacy

Advocate for Downtown businesses (Membership) to ensure that Official Community Plans, City Bylaws, fund and resource allocation and infrastructure development support overall wellbeing of the business community.

Key Performance Indicators:

- Sustained relationship development with various City of Kelowna departments (i.e., Real Estate and Planning, Protective and Corporate Services, Bylaw, City Councillors, Mayor, City Manager, etc.)
- Collaborative relationships with Chamber of Commerce, Tourism Kelowna, Urban Development Institute, COEDC, Accelerate Okanagan, Okanagan Mainline Real Estate Board
- Staff and Board to provide input and engage in all City consultation initiatives applicable to the Downtown (i.e., Imagine Kelowna, Journey Home, Transportation and Parking Strategy sessions)

4. Marketing

Evolve promotions and events to best reflect dynamic landscape and demographic of Downtown. Ensure marketing focus generates excitement about Downtown and showcases the unique environment of Downtown with local ownership.

Key Performance Indicators:

- High consumer engagement in events and promotions
- Strong consumer and business satisfaction with events and promotions
- Sustained relationship development with Active Living and Culture department

5. Membership Value

Engage consistently with membership via multiple channels, including but not limited to, face to face meetings, DKA newsletter, social media, AGM, Downtown on Call business calls, Clean Team response calls, safety and security training, annual Business Walks and After 5 networking events.

Key Performance Indicators:

- Members proactively initiate communication with DKA
- Number of businesses that utilize our various services and programs
- Member survey results
- Participation in promotions and events
- Online Member Centre usage
- Sustained relationship development with all current and new DKA members

- Remain vigilant to changes in tenancy and business/property ownership
- Facilitate relationship building and collaboration opportunities amongst members to support business growth