



**EDMONTON  
DOWNTOWN  
BUSINESS  
ASSOCIATION**

# **EDBA 2023 Strategic Planning**

**Board Strategic Planning Outcomes**

July 2023

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# Priority Areas

# Priority Areas - REVISED

## Serving as the Leading Voice & Convening Force in Downtown Recovery

### Actions

1. Additional focus and resources should be dedicated to the EDBA's role as a connector and advocate for Downtown businesses for grants, subsidies, and other business recovery or economic development programs and resources.
2. Continue the EDBA's existing government relations efforts, with a focus on supporting initiatives that drive economic growth and residential development.
3. Leverage partnerships with Edmonton Unlimited, Explore Edmonton, EDMH, Edmonton Global, and employers and property owners making investments in Downtown.
4. Advance and introduce activities and initiatives to support resilience in the Downtown community, including cultural experiences and more accessible programming.
5. Prioritize securing additional revenue through partnerships, service agreements, and sponsorships, to meet new strategic obligations with a minimal increase to the BIA levy.
6. Engage with the COE to partner on amending the funding model for BIAs through the Provincial government, easing the burden of the BIA levy on tenant businesses and increasing engagement and contribution from property owners.

# Priority Areas - REVISED

## Ensuring the Downtown Community is Active in Solutions to Systemic Social Issues

### Actions

1. Identify the most relevant systemic social issues to Downtown and articulate the EDDBA's position and specific role for each – whether as an advisor, connector, sponsor, advocate, or as a leader and convener.
2. Continue to make measurable commitments to the EDDBA's own advancement of diversity, equity, and inclusion within the organization and in its sphere of control and influence.
3. Connect members to training resources and involvement opportunities so they may meaningfully participate in the EDDBA's efforts to address these issues.
4. Identify Downtown's most active and impactful social agencies and change agents and pursue partnerships to share data, resources, and propose solutions to overlapping issues.
5. Develop productive relationships with Indigenous organizations and governments to define desired roles in downtown recovery and to collaborate with Indigenous communities and populations to serve urban Indigenous peoples.

# Priority Areas - REVISED

## Generating Continuous Service Value for Members

### Actions

1. Develop ongoing engagement framework and feedback mechanism for the EDBA to solicit input from members on a regular basis and as issues arise.
2. Increase member data collection efforts and continue to develop a member contact CRM to ensure the member information is accurate, relevant and that it can be easily populated.
3. Expand the communications framework with goals to reach previously unengaged members and continue to inform members about regular progress by the EDBA, improvements to Downtown, and achievements by other members.
4. Create a plan to reach out to non-traditional members, including business types that have not been deeply engaged in the past and entities that might not have thought to include themselves in the BIA, such as non-profits, to ensure they can establish a relationship with the EDBA and use their services.
5. Assess the current EDBA programs to determine the specific ROI to members and where value to members can be increased, especially in the areas of cleanliness and safety.
6. Demonstrate service value of the EDBA by celebrating progress more often.

# Priority Areas - REVISED

## Creating & Promoting a Remarkable, Attractive Downtown Experience

### Actions

1. Continue to prioritize and communicate successful efforts around safety, cleanliness, and infrastructure improvements.
2. Continue to activate public space across Downtown throughout the year alongside EDBA members and partners such as UDI, Explore Edmonton, COE, Edmonton Arts Council, local festivals, and others.
3. Continue growing a network of grassroots champions and subject matter experts from across the Downtown community who amplify and carry out the EDBA's messages and vision with the public.
4. Pursue, support, and advocate for amenities, attractions and events that create immediate pedestrian traffic and result in a more vibrant and desirable urban environment for visitors, residents, investors and businesses.
5. Create high-quality, engaging content touting a positive Downtown experience.

# Decision Principles

The values and principles statements of the EDBA are distinct from the values and working principles that guide the work of the office staff.

These statements are designed to provide a decision-making lens for the EDBA when making public and external decisions. They are designed to help guide the Board and the Executive Director with difficult decisions, public debates and in building our brand as an organization.



## Long Term, Big Picture

The EDBA understands that effective leadership and being an agent of true change is a long game. We act on plans and desired outcomes, not pressure.

## Always Building Integrity and Credibility

We stand up for what we know is right, even in the face of reflexive backlash, snap criticism, and 'the haters'. We do what we say we are going to do every single time. But we know the value in acknowledging and explaining when we need to make a change.

## Evidence Powers Confidence

Every major decision the EDBA makes stems from an evidence-based, collaborative discussion. We listen carefully to all perspectives; we examine the best data available to us; we consider the impact several steps ahead; and then we decide and confidently act based on what is best for our members and our city.

## Being First; Being Bold

The EDBA has an obligation to be a catalyzing leader as we elevate our Downtown and contribute to city-building. We take calculated, strategic risks and rely on creativity and a sense of unified confidence to inspire our members, our stakeholders, and our city to understand what is possible and join us in taking action.

## Proving That Different is Good

The EDBA shows how good *different* can be for Downtown – our decisions ensure both that everyone is welcome and safe, and that our current and future members can thrive. We believe prosperity and wellbeing is cyclical, not exclusive – taking a step forward with one of these objectives allows us to support the other.

# Mission Statement

## Our New Mission Statement

**As the lead activator and advocate shaping Downtown Edmonton, we work on behalf of our member businesses to support and deliver a vibrant and remarkable Downtown experience, rooted in inclusion, diversity, prosperity, and resilience.**