



URBA Strategic Plan 2025-2027

Creating a flourishing business community in Rutland through proactive advocacy and engagement.

Fostering a clean, safe, and vibrant environment filled with energy and opportunity.



URBA's Impact

URBA exists to foster a vibrant and prosperous business community in Rutland by proactively engaging local businesses, advocating for their success, and supporting long-term economic growth, safety, and collaboration within Kelowna's Rutland area.



Community Builder

Creating a sense of belonging
and "us"ness



Valued Partner

Connecting businesses through promotions,
support programs, and networks



Empowering Growth

Optimistic about Rutland's potential for
development

Strategic Pillars 2025-2027

To transform Rutland into a thriving hub of commerce, culture, and community pride, URBA is guided by three strategic pillars. These focus our actions, align our goals, and empower both our members and our board to build lasting impact in the heart of Kelowna.



Community Revitalization & Visibility

All constituents see us building a vibrant
place to be



Strategic Development

Beautification, safety, and business
attraction



Strategic Engagement

Marketing, partnerships, and engagement

Looking Ahead: What Success Looks Like in 3–5 Years

Key Outcomes



New stakeholders and businesses are choosing Rutland

Investment is growing, and business diversity is expanding.



The gateway corridor is transformed into a vibrant, welcoming corridor

Beautification, improved infrastructure, and community pride.



Rutland has a stronger voice in city decision-making

Policy influence leads to better alignment with local needs.



A safer, cleaner, and more attractive community

Residents and visitors feel welcomed and secure.



Business community is connected and thriving

Engaged members, increased customer traffic, and long-term sustainability.



Measurable Outputs

1

2025 Milestones

- 1 part time staff is hired; increase of \$100,000 in income
- >\$50,000 new annual revenue, with 40% grants and 60% self-generated
- Launch of “Meet Me at Roxby Square” – activation concept to attract anchor businesses and foot traffic
- >15% of drivers on Hwy 33 stop to shop in Rutland

2

2026 Progress

Member engagement increases by 10%; member satisfaction of URBA and on call team increase by 10%

3

2027 Impact

- >5% average increase in member business net revenue
- Growth trend continues—sustained satisfaction, engagement, and economic uplift

Safety and Beautification

URBA will focus on a proactive approach to enhancing Rutland's appeal and safety.





Main Activities

Community Vitality

- **On-Call Team & Beautification:** Keeps public spaces clean, safe, and welcoming.
- **Roxby Square Activation:** Anchors downtown vibrancy and draws public investment.

Strategic Growth

- **Partnerships:** Build strong, aligned relationships with businesses and stakeholders.
- **Revenue Generation:** Expand funding to support and scale URBA initiatives.

Visibility & Leadership

- **Promotion & Engagement:** Boost Rutland's image; attract customers, investors, and active members.
- **Board Governance:** Succession planning and systems ensure strong, future-ready leadership.



Meet Me at Roxby Square

Rutland is evolving into a cleaner, safer, and more vibrant community, where residents feel engaged, understood, and proud of where they live. The area is increasingly seen as a desirable destination to live, work, and visit, thanks to thriving local businesses and a strong sense of community.

A key catalyst for this transformation is the vision for **Roxby Square**—a dynamic, multi-use development that will welcome a mix of residential and commercial spaces. This new hub will feature shops, restaurants, and anchor businesses that energize the area and encourage people to stop, stay, and explore. With “**Meet Me at Roxby Square**” as a unifying idea, the space is designed to attract foot traffic, support economic activity, and position Rutland as a central, connected hub within the region.



Expected Impacts

Rutland is becoming a cleaner, safer, and more vibrant community, with noticeable improvements in public spaces and resident well-being. Community members feel more engaged, understood, and connected, contributing to a stronger sense of pride and belonging. The area is increasingly attractive to both businesses and customers, leading to a thriving local economy supported by a welcoming environment. Local enterprises are growing, and the Uptown Rutland Business Association (URBA) has achieved financial sustainability, ensuring the long-term success of its initiatives. Altogether, Rutland is emerging as a desirable destination to live, work, and visit.

Vision for URBA and Rutland

Rutland is a proud, authentic and diverse community where businesses flourish.



Vibrant Hub

Thriving pedestrian shopping corridor

Business Destination

Businesses want to be in Rutland

Community Leader

URBA as example for other BIAs



Thank you!

