



DOWNTOWN
Oshawa

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AFOREMENTIONED STATEMENT

Executive Summary

i) Mission Statement

The Downtown Oshawa BIA advocates for and represents Downtown businesses and property owners in an effort to improve business activity, property values and the community in general.

ii) Our Make-up

Currently the Downtown Oshawa BIA is represented by business and property owners, including Retail, Restaurants, Financial Services, Social Services and other Service Sectors. The make-up is comprised of:

- xx% Retail
- xx% Restaurants
- xx% Cultural & Entertainment
- xx% Financial Services
- xx% Social Services
- xx% Other Services

iii) Marketing Objectives

The Downtown Oshawa BIA is undertaking a comprehensive marketing plan to increase positive awareness and increase both consumer and commercial traffic within our boundaries. By doing so we are making every attempt to earn-back the confidence of a “lost” generation of customers.

Executive Summary

iv) Major Marketing Programs & Strategy

■ Brand Marketing Campaign

The Downtown Oshawa BIA will be developing a multi-media advertising campaign that leverages the full breath of our members. The initial Brand Marketing Campaign will utilize an approach that highlights our four key sectors, including retail shopping, restaurants, new residential developments and cultural & entertainment activities. Through these activities we intend to create a feeling of confidence, pride and prosperity for all members

Subsequently, throughout the year the Downtown Oshawa BIA will feature three main promotional retail activities. These activities will include:

- Annual Sidewalk Sale
- Auto Fest “Kickoff” Street Party
- Shop & Win

v) Media Mix

As for a marketing media mix, our plans will include a full list of local advertising partners with a local emphasis within the City of Oshawa as well as expanding our market reach to include all of Durham Region.

Executive Summary

vi) Keys to Success

- Proven retail marketing events (sidewalk sale, autofest and shop&win)
- Integrated advertising campaign
- Increase in shopping activity, additional long-term quality residence and the creation of a livable urban community
- Plus a measurable increase of new entrepreneurs desiring to locate with the Downtown Oshawa BIA

Situation Analysis

3.1 Market Analysis

The Downtown Oshawa Board of Management was created in 1974 to represent the designated Business Improvement Area (BIA) within the City of Oshawa. The businesses and property owners in the Downtown core are the members and their BIA fees fund beautification, promotion and marketing initiatives in whole or in cooperation with other like minded organizations.

The “four corners” connecting the streets of King & Simcoe are considered the historic downtown & major centre of commerce. This area maintained a presence for banking, retail, arts & culture and commercial activities through most of the last century.

For Downtown Oshawa, the market climate began to take a shift with the construction of the Oshawa Centre in the late 1950’ s. Additional factors to the decline of Downtown Oshawa included the introduction of one-way streets and the loss of upwards of 10,000 full-time jobs from the Downtown core.

Subsequently, Downtown Oshawa has now become a minor player in the retail environment, and has scene an abundance of retail vacancies as we move into the 21st century.

Situation Analysis

3.2 Market Trends

Recent changes in consumer mindset have scene a desire to return to a more intimate shopping experience, with a higher-level of customer service, however “Central Shopping Districts” can position themselves as an alternative to malls and the recent proliferation of large box stores.

Downtown Oshawa has also recently been designated as an “Entertainment & Cultural District” by both the City of Oshawa and in the Durham Region Official Plan (DROP).

New customer demographic trends are also pointing towards a more youthful and higher income earning consumers.

Situation Analysis

3.3 Customer Analysis

Situation Analysis

3.4 SWOT Analysis

Strengths

- GM Centre Traffic
- Durham Regional Court House
- Urban Priority Growth Centre
- Metro Links (Transit Hub)
- Strong Viable Long-Term Businesses & Services
- Centre of Business Banking
- Variety of Dining options
- Specialty Retail Stores
- Affordable Vacant Land
- Award Winning Floral & Mural Displays

Opportunities

- Introduction of New Condo Developments
- Affluent residences
- UOIT (new location)
- Cultural (Regent Theatre)
- Hotel (coming)
- Growth of Oshawa's "New" Industries – UOIT, Cancer Centre, GM R&D
- Proximity to Parkwood
- Relocation of City Staff to Downtown Oshawa
- New Entrepreneurs

Weaknesses

- Concentration of Social Services (highest in Durham Region and beyond)
- Image of a "Blue Collar" Town
- Older Properties
- Loss of Employment
- One-Way Streets
- Perception of Safety Concerns
- Negative Impact Retail Spaces
- City Regulations (sidewalk café, building permits etc)
- Lack of Federal Infrastructure Funding

Threats

- Economic Impact (US effect, Auto Industry, Rising CND \$ etc)
- Increasing Taxes
- Reluctance to Close Negative Impact Businesses
- Retail Market Saturation of Big Box Stores and National Chains

Situation Analysis

3.5 Analysis of Marketing Activities

Objectives

4.1 Board Objectives

In keeping with our mission, the Board Objectives for our 2008 marketing plans are to:

- To oversee the improvement, beatification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally; and to promote the area as a business or shopping area.
- To promote co-operation and joint planning of comprehensive Downtown improvement projects by the community-at-large.
- To revitalize and maintain the BIA as a vital local neighbourhood.

4.2 Marketing Objectives

- Promote Downtown Oshawa as central shopping district that maintain a high level of customer service within the areas of retail shopping, restaurants, new residential developments and cultural & entertainment activities.
- Our primary media focus will include to City of Oshawa, however additional efforts will be made to expand our reach beyond the City of Oshawa into the balance of Durham Region and into the GTA.

Marketing Strategy

5.1 Marketing Segmentation Strategy

The core marketing segmentation will include promotional activity that encompasses the areas of:

- Oshawa
- Whitby/Brooklin
- Clarington
- Ajax
- Pickering
- Greater Toronto Area (GTA)

5.2 Targeting Strategy

Downtown Oshawa will employ a Mass Marketing approach that will be viewed by the greatest number of consumers.

Marketing Strategy

5.3 Potential Strategies

Marketing Strategy

5.4 Core Strategy (Retail)

■ Annual Sidewalk Sale

The BIA will be paying close attention to this year's Annual Side Walk Sale for July 2008. Meetings are currently underway with our members in order that we can gain input and create excitement about this year's event. Media exposure will be gained through television, newspaper and radio media buys. New for 2008 will include on street programming on Channel 12 television.

■ Auto Fest "Kick-Off" Street Party

Again for 2008 plans are underway to celebrate Oshawa's 14th Annual Autofest event in August 2008 with the "Kick-Off" Street Party on Friday night. As in previous years, some downtown streets will be closed in order to showcase the over 400 classic cars, visual displays and our band stage located at the four corners of King & Simcoe. This event will be publicized on television, newspaper and radio. Plans will include a well-known headline band that will be sponsored by KX96 radio, and new for 2008, Rogers Television will broadcast live from the event, which will provide Downtown Oshawa with added excitement and exposure.

■ Shop & Win

After Downtown Oshawa's first successful Shop&Win program in 2007, plans are underway to make our 2008 version even bigger. Our prize pool will be increased from \$5,000 to hopefully \$10,000, as well as having an additional 100 more winners than 2007. Major changes for 2008 include marketing initiatives on both Channel 12 and Rogers Television, and additional PR through Rogers as all winners will be drawn and announced on Rogers Television "Daytime" program.

Marketing Programs

6.1 Media Mix

Downtown Oshawa will employ a media mix that utilizes a majority of mass media. Special attention will be given to include media outlets that provide added-value in addition to more traditional media buys. Local media will include:

- **Television**
 - Channel 12 (CHEX)
 - Rogers Television

- **Newspaper**
 - Oshawa Express
 - Oshawa This Week
 - SNAP Oshawa
 - Toronto Star

- **Radio**
 - CKDO
 - KX96
 - The ROCK

- **Other Media**
 - Oshawa General' s Program

Marketing Programs

6.2 Loyalty Program

Efforts will be made to create a data base of consumer names and contact information. Areas of opportunity for the collection of data include:

- Promotional Give-a-ways (i.e. Oshawa Generals Tickets)
- Shop & Win ballots

Marketing Programs

6.3 Market Research

On January 23, 2008, two 90 minute groups were held in Oshawa at the Holiday Inn with 11 participants aged 18-35 and 11 participants aged 40+. Participants in the younger group were comprised of three teenagers, two university students, three young married adults, three working single adults, and one married farmer with children. Participants in the older group were comprised of two retired participants, two participants who worked for a publishing firm, one “housewife”, one tax ombudsman, one chartered accountant, one property manager, one business analyst, one dental hygienist and one person who was currently unemployed. The purpose of these groups was to get the participants’ perspectives and opinions on the issues currently facing Oshawa, and to test some key messages and advertising concepts that will be developed into a communications campaign for the Waterfront.

Here is an excerpt from the research:

- Both groups acknowledged that one of the issues facing the city (after the state or roads/transit) is that the downtown area needs to be revitalized. Younger participants said that “It’s not safe to go down town after dark, so we avoid it.” Others spoke about a down town/waterfront area that was known for selling drugs. The younger group said “The City is trying to get better, with GM Place...but the hotel needs to be redone and there should be more development downtown.” They said that “Oshawa has a bad rep...people think ‘yuck’ when they think of Oshawa.”
- Older participants agreed that the downtown area needs to be cleaned up, with more shops, more vibrant atmosphere and better parking. They said that the older they get the harder it is to find things to do. They suggested the downtown area needs more places to go and talk, such as coffee shops (Starbucks) and a piano bar. “It’s a little lonely.”

Performance Evaluation & Monitoring

7.1 Monitoring Advertising Campaign

We will employ both qualitative and quantitative research throughout the year which will allow the Downtown Oshawa BIA to efficiently monitor the success of each facet of our marketing plan. These methods will include:

- Monitoring website traffic
- Vacancy rate comparisons
- Bi-annual member surveys
- Customer intercept surveys at key Downtown events

Performance Evaluation & Monitoring

7.2 Customer Profiling