

**SALMON ARM  
COMMUNITY DEVELOPMENT STRATEGY**

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**January 1999**  
*(Revised January 2001)*

**A Strategic Community  
Development Strategy  
Prepared by The  
Salmon Arm Economic  
Development Corporation  
And the Many Citizens and  
Businesses of Our Community**

# SALMON ARM COMMUNITY DEVELOPMENT STRATEGY

## *Produced with input from:*

- Salmon Arm Economic Development Corporation and its Board of Directors
- Salmon Arm Economic Development Steering Committee and its volunteers who worked on many economic, social and environmental projects
- Numerous community organizations, and regional agencies
- Simon Fraser University
- Citizens of Salmon Arm through volunteer participation and public forums
- Various research articles and market trend information concerning local, provincial, federal and world economic trends
- Human Resources Development Canada

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\*Revised as a result of positive community input in January 2001 by various community groups and agencies. (See listing of involved groups on page 3 of this document.)

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### Disclaimer:

This Strategic Plan has been requested by Human Resources Development Canada for the purpose of creating a strategic vision for Salmon Arm whereby its initiatives and actions will create investment and employment. It is not intended to be a legally enforceable document. When a contradiction with the OCP (Official Community Plan) or zoning bylaw occurs, the OCP and zoning bylaws are deemed binding over this Strategic Plan.

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The Salmon Arm Economic Development Corporation, its Board of Directors, Steering Committee volunteers, community volunteers, organizations and agencies, and the citizens of Salmon Arm wish to acknowledge and thank Human Resources Development Canada and in particular the Management and Staff of the Salmon Arm office for their support and encouragement of Salmon Arm's community economic development program. We also wish to acknowledge the contribution given over the last year by the Community Economic Development Centre at Simon Fraser University.

It is our desire and hope to continue to develop strategic alliances, partnerships, and programs with HRDC, Universities (i.e. SFU), and other community agencies and funding sources for the purpose of creating sustainable employment and investment in our community.

It is also our desire to make Salmon Arm a "model community" for community economic development, assisting other neighbouring communities and native bands where possible.

Again – thank you.

# COMMUNITY ECONOMIC DEVELOPMENT (CED)

## DEFINITION AND PRINCIPLES

Before you read this document, it is important to understand the premise on which it is developed.

This document is developed on a process known as Community Economic Development (CED). CED is a community driven process whereby citizens actively engage in planning, assisting and investing in the development of a more locally controlled economy, one that is aimed at meeting the needs of local people, particularly those who have been most marginalized by the economic system (welfare recipients, youth, the unemployed, minorities). In a 1987 report, McRobie and Ross synthesized various definitions of CED into the following: “Community Economic Development is a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives.” This description emphasizes local involvement in, and control of, the development process. **Community control** through citizen participation and local ownership is one of the foundation principles of CED. CED is different from other forms of economic development where, for example, a consultant from outside studies a community and then recommends a course of action, or when senior levels of government implement a development program based on broad policy directions rather than local conditions; or when outside industries set the conditions and terms upon which they will invest or locate in a community.

**Self-reliance** is another foundation principle of community economic development – the strategy toward building greater autonomy, self-sufficiency and internal capacity to withstand the forces of shifting global capital. The boom and bust, infusion and withdrawal of large amounts of capital can hit a community like a tidal wave, causing disruption and damage both on the way in and on the way out. By contrast, CED is an approach to development which is aimed at achieving economic stability. It gives roots to local economic activity by tying it to local markets and production to serve community needs. It is an approach that looks inward rather than outward, building on the internal strength and resources of a community.

From a **Salmon Arm** perspective, community-based economic development initiatives are aimed at enhancing community stability and diversity and to improve the self-determination of the community regarding its planning and development in the future.

# EXECUTIVE SUMMARY

## SALMON ARM ECONOMIC DEVELOPMENT CORPORATION

The Salmon Arm Economic Development Corporation was incorporated in November, 1997 to provide economic development services to the District of Salmon Arm. The Corporation is a non-profit entity and is administered and guided by a Board of Directors and an Advisory Board (Steering Committee) consisting of local economic development minded individuals representing a variety of organizations, business and cultural sectors and agencies. Its mandate is to:

- 1) Support and provide services to existing businesses and to assist local business expansion and retention.
- 2) Attract new business and industry development to our community that will enhance our economic well being.
- 3) Advocacy: To market in a consistent manner the District of Salmon Arm as a viable community in which to live and do business.
- 4) Strategic Planning: Developing strategies and programs to foster economic development and prosperity across all sectors of our economy.

The Salmon Arm Economic Development Corporation also creates opportunities for all local economic development minded groups to work together for the overall economic growth and well being of Salmon Arm.

## STRATEGIC PLANNING

This is the first attempt for the Salmon Arm Economic Development Corporation to create a Strategic Plan for the District of Salmon Arm and its stakeholders. The uncertainty of the provincial and local economy, changing social and environmental expectations, and the emerging impacts of global markets have created a need for a sound strategic approach to economic well being.

Salmon Arm's Community Development Strategy presents a vision for the future of Salmon Arm in which economic, social, and environmental development is appropriate to the community, adheres to the principle of sustainable development, and is a means to providing opportunities and benefits for all citizens of Salmon Arm and its surrounding area. The Strategy describes principles to guide economic development and contains a wide range of specific actions that will create, encourage, or assist employment, growth and investment in Salmon Arm. It is intended to accommodate the desired development philosophy of the citizens of our community.

It must be noted that this document is to be viewed as a **living document** whereby its strategies, recommendations and actions are revisited, updated, and adjusted over time based on changing economic, social and environmental conditions and needs.

It should also be noted that the strategy is not intended to simply focus on the generation of more growth. Rather, the Strategy aims to describe and encourage the kind of economic, social, and environmental growth that is most appropriate for Salmon Arm. The Strategy also aims to align with the working definition of what Community Economic Development is:

*Community Economic Development is a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives.*

The Salmon Arm Community Development Strategy is committed to the above principle which envisions that the local and surrounding economies can be improved and stimulated in a way that **enhances** our quality of life, provides ongoing **benefits** for all our citizens, and **avoids** environmental and social degradation.

This strategy is to complement Salmon Arm’s Official Community Plan. As the OCP is reviewed and revised to meet the changing needs of our community, so shall the strategies be revisited to ensure they are consistent with our ongoing and future vision. Based on the inputs of the ‘community at large’ through various public forums, public surveys, Steering Committee Task Forces, input from various interest groups, organizations, and associations, 19 major economic development initiatives surfaced. These nineteen (19) initiatives are not in any specific order of priority. It is viewed that all of these initiatives are of equal importance in order for Salmon Arm to achieve its vision of the future.

Although there are 19 major economic development initiatives, it is important to understand that the same level of intensity cannot be given to each strategic initiative. It is therefore important that stronger focus be given those **few** initiatives which have the greatest economic, social, or environmental impact on the community at particular points in time while working on all initiatives on a continuous basis for the betterment of our community. The focuses and priorities should be determined in consultation with various community organizations, agencies, steering committees, the District of Salmon Arm, the Salmon Arm Economic Development Corporation and most importantly, the citizens (stakeholders) of Salmon Arm. Initiatives may also be adopted by other organizations or agencies in the community to enhance the networking potential of community-based development for Salmon Arm.

The proposed Strategy advocates building on the recognized strengths of Salmon Arm through 19 major strategic economic development initiatives:

1. Establish Salmon Arm as a safe, modern community welcoming sustainable business.
2. Continue to build a strong light, medium industrial and high technology sector.
3. Maintain and support Salmon Arm’s Forestry sector and value-added forest-related industries.
4. Strengthen Salmon Arm’s role as a major centre of education and make maximum advantage of the economic opportunities presented by educational institutions.
5. Continue to improve and diversify Salmon Arm’s commercial retail and service-based sectors.

6. Create a supportive environment for new entrepreneurs, home based businesses, small businesses and local economic initiatives.
7. Promote the economic development potential of culture and arts in Salmon Arm.
8. Expand the tourism sector by improving Salmon Arm's ability not only to enhance and host new forms of tourism, but to attract four season destination visitors.
9. Maintain and support Salmon Arm's agricultural sector.
10. Develop and expand Salmon Arm's sports, recreation and open space resources as opportunities for economic development.
11. Develop and enhance Salmon Arm's community infrastructure and services.
12. Continue to expand Salmon Arm's role as a hub city community for business, institutional services (i.e. health care, education, etc.), and government (CSRD, Provincial Access Centre, Community Futures, etc.)
13. Identify and tap the economic opportunities associated with Salmon Arm's multiculturalism and native character.
14. Establish Salmon Arm as a major hub community centre for the film and video industry within the Columbia Shuswap Regional District and regional strategic plan.
15. Promote the economic opportunities associated with housing and services for youth and seniors and the retired sector of our community.
16. Develop and maintain a high level of community involvement and access to the economic/social development process, thereby building long-term community capacity and buy in (acceptance).
17. Advocacy: Develop and present a strong positive image and identity for Salmon Arm to aid ongoing efforts to promote and market Salmon Arm – attracting the kinds and qualities of development desirable to Salmon Arm's future.
18. First Nations: Identify and further develop the economic opportunities associated with Salmon Arm's First Nations communities.
19. To provide an environmentally friendly community, protecting our natural environment and increasing awareness of environmental issues.

For each of these initiatives, there are suggested action plans which draw on the resources of the Salmon Arm Economic Development Corporation, its advisory board, board of directors, community volunteers, and agencies (i.e. Chamber of Commerce, Shuswap Construction Industry Professionals, Community Futures, Downtown Improvement Association, Regional Economic Development, etc., etc.)

To be effective, this Strategy requires a community commitment to implementation. To date, many of these strategic initiatives are well underway by various volunteers, EDCs, agencies, organizations and the District of Salmon Arm.

**Again, it should be noted that this document is a foundation document from which ongoing strategic developments should be encouraged to evolve from.**

# 1.0 INTRODUCTION

## 1.1 Underlying Global Forces – A Broad Perspective

(See Appendices: Appendix I)

The arrival of the global village, and the market reality that business today is becoming more international around the world, means that understanding international market dynamics is key to survival and growth. As individual jurisdictions compete to be the location of healthy commercial operations, more and more the international, national and local economic parameters become inter-related.

### - **Implications for Salmon Arm:**

These forces have the following implications for Salmon Arm's future development:

- Market opportunities and competitive challenges will increasingly have to be assessed from a global perspective.
- Salmon Arm's competitive strengths and weaknesses will have to be evaluated, not only against competing locations within British Columbia, other provinces in Canada such as Alberta and the rest of Canada and North America, but also against other continents.
- The fiscal squeeze at the federal and provincial levels means that the District of Salmon Arm will have to increasingly rely on its own resources and joint efforts with business, labour, educational and other community leaders, to maintain infrastructure at competitive levels and cultivate critical skill sets in the local work force.
- Salmon Arm is feeling the effects of the downturn in the forestry and other resource sector industries. It is seeing some benefit "TODAY" from a relatively stable and growing tourism, lifestyle, industrial, and agricultural based local markets.
- British Columbia and the District of Salmon Arm will benefit from new opportunities arising from expanded international trade as the international economic system is reorganized along global lines. Existing trade links with the USA, Pacific Rim, Latin America and Europe represents a strong platform upon which to develop new export markets.

A successful implementation of a Community Development Strategy will depend on a thorough familiarity with forces driving economic restructuring at the international, national and provincial and local levels. It will depend on a flexible response to these forces and to the key success factors and local requirements of growth and strategic industries.

## 1.2 Background –Regional and the Local Economy

The Canadian economy is undergoing considerable change due to increasing competition, rising and unpredictable investment flows, rapid technological advances and trade liberalization. The implications of these changes to the Canadian economy and society are far-reaching.

Regional and local economies are more volatile and vulnerable to increasing levels of economic dislocation. Some industries are being restructured, while others face permanent decline. This has meant considerable economic dislocation, increased social problems, and rising financial costs associated with dealing with these problems, especially at the small community levels.

It is therefore vital that communities such as Salmon Arm understand and develop strategies and initiatives to address the changing economy we are faced with and live in. Many communities have recognized the need for new approaches to sustainable growth, prosperity, and development; many have not. Salmon Arm has, and is, initiating action to deal with the changing economy.

A strong local economy makes several important contributions to a community such as Salmon Arm including employment, opportunities for investment, and a tax base to support community infrastructure, services and social programs. The provincial government is cutting back on the support of many programs, services and opportunities, while downloading more responsibilities onto the District. Salmon Arm can influence its economic prospects and prosperity through an effective approach of Community Economic Development initiatives.

To make the best use of Salmon Arm's influence on the local economy – that is, actively to achieve the kind of economic base the community wants – the Salmon Arm Economic Development Corporation, its steering committee comprised of some twelve (12) to fifteen (15) members, from all facets of our community (see Appendix III), community volunteer groups, agencies, etc. have contributed to the preparation of this Community Development Strategy. This Strategy presents goals for economic development in Salmon Arm and an outlined set of action plans for achieving these goals. It should be noted that many of the action plans are well underway while others are yet to be addressed.

This Strategy is designed to help the community and other agencies, organizations, and citizens take positive, pro-active actions to:

- **Encourage economic development that is appropriate to Salmon Arm,** provides employment and investment opportunities, maintains the high quality of lifestyle we enjoy in harmony with nature and the environment, and respects the principles of sustainable development;
- **Take advantage of Salmon Arm's strengths,** including the strategic location on the Trans Canada Highway between Alberta and Vancouver;
- **Encourage a wide range of employment, investment, education, and lifestyle opportunities** for all the citizens of our community and surrounding areas.

This Strategy contains policies and guidelines which will guide the Salmon Arm Economic Development Corporation in developing initiatives and action plans that will enhance the local economy. These initiatives are to be implemented as funds and community resources permit.

While the Strategy focuses on actions that can be taken by the Salmon Arm Economic Development Corporation, it also notes that other organizations (such as the Chamber of Commerce, Shuswap Construction Industry Professionals, service clubs, associations, volunteers, community service agencies, education institutions, private sector business, Downtown Improvement Association, Tourism Shuswap, etc., etc.) have important roles to play in the process of shaping Salmon Arm's economic and social prosperity and future.

### 1.3 What Is A Community Development Strategy?

By definition, Community-Based Economic Development is a methodology that creates jobs in a community. It relies on the community to initiate, mentor and cooperate with individuals, companies, retailers, organizations, agencies, associations, civic leaders, etc. who will begin new ventures and bring “value added” wealth to the community. It is a “process” by which communities can and must initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity and foster the integration of economic, social and environmental objectives.

The Salmon Arm Community Development Strategy presents a vision for the **future** of our community in **economic, social and environmental** terms. It identifies a wide range of challenges that, if pursued in an entrepreneurial-like spirit, will create a wide range of opportunities for creating employment and investment in Salmon Arm that will benefit the community. **This is not an overnight quick fix; it's a process over time.**

This Strategy also articulates a fundamental attitude about economic development: that the local economy can be improved in a way that enhances the quality of life we have in Salmon Arm, provides ongoing benefits – including jobs and a stronger, diverse base – for ALL CITIZENS of our community.

The underlying operating principle of the Salmon Arm Community Development Strategy is to orchestrate the creative process which relies on mentorship, networking, working together and the hands on creation and incubation of ideas and thought. This process crosses all sectors of our economy from the arts and culture, large and small business, tourism, and social programs.

This document represents the first steps in a game plan that shows the District, the private sector, the community, government, labour, and community organizations how, through cooperation, focus and hard work we can achieve the kind of economy that the citizens of Salmon Arm desire.

A Community-Based Economic Development organization such as the Salmon Arm Economic Development Corporation can stimulate the economic development

entrepreneurial process. It can rally and encourage the use of local resources, brainpower and talent, encourage innovation, question the status quo, and recommend changes necessary to stimulate the local economy. This process is to be viewed as a journey in time, requiring nurturing and patience. This document and the initiatives either underway or yet to be dealt with are the first steps in this journey.

## 1.4 The Process

In mid-1997 a small group of business people identified that Salmon Arm was at a critical point in its economic development. Lack of economic direction, strategies and initiatives combined with government cutbacks and a slumping economy had left Salmon Arm in a very tenuous position. With heavy economic reliance on existing core industries (forestry, tourism, retirement) and the subsequent downsizing, redistribution of, and new government controls affecting our core industries, there was an urgent, and somewhat critical need for the development of a decisive and shared economic direction and initiatives for Salmon Arm.

A series of audits was performed across all sectors of our economy, community agencies, and structure, to determine where our strengths, weaknesses, challenges and opportunities lay. Subsequently an Economic Development Steering Committee, comprised of up to 21 members representing a wide range of perspectives and interests in the community, was appointed by the mayor.

This group met once a month and identified numerous community issues and initiatives that required attention. Many members of this group also volunteered to undertake “Champion” roles to address many of the issues identified.

Discussions and actions surrounded such areas as:

- What are appropriate economic development objectives for Salmon Arm?
- How do we attract new business and industry to our community?
- How do we take care of the business we have?
- What are the economic development opportunities and constraints?
- What actions could be taken to enhance economic prospects in various sectors of our economy?
- And many others.

Numerous tasks were identified, Champion Task Force leaders appointed and subcommittees organized for detailed work and implementation activities. In November of 1997, the Salmon Arm Economic Development Corporation was incorporated through funding received from Human Resources Development Canada through a Local Labour Market Partnership (LLMP). A seven-member Board of Directors was appointed from various sectors of our economy, a chairperson appointed and an Executive Director/ Senior Vice President was hired. A storefront location was established to provide ease of public and business sector access to economic development initiatives.

Throughout the year, public questionnaires and Public Forums were held, involving members of the Steering Committee, Councillors from the District of Salmon Arm, and members of the public. Input from all of the Champion Task Forces, along with the

Steering Committee and various community initiatives, has been collected which then produced this draft Strategy.

## 1.5 Overview of Document

- **Section 2.0** contains an overview of Salmon Arm’s economic base and position in the regional economy of the Columbia Shuswap Regional District.
- **Section 3.0** presents a vision of what the citizens, businesses and community of Salmon Arm would wish their community to be. Goals associated with these visions say much about the kind of economic future Salmon Arm is striving for and about the desired integration of economic development, social development, environmental safeguarding and protection of the quality of life in Salmon Arm.
- In Section 3.0, we describe Salmon Arm’s fundamental attitude regarding economic development as is seen today: that we must encourage **sustainable** development, and not development that is here today, gone tomorrow, leaving behind severe economic, social, and ecological scars. Section 3.0 also attempts to present specific economic goals for Salmon Arm, and finally, this Section presents a high level overview of how Salmon Arm’s economic development goals relate to the CSRD. To date we are aware that a Regional Growth Strategy for the Columbia Shuswap Regional District has not been developed; however, as Salmon Arm is the largest community within the CSRD, it is appropriate that we provide comment as to our influence and support of a healthy regional economy.
- **Section 4.0** presents the Community Development Strategy. An attempt has been made to detail some specific actions; however, many of these actions will be determined and identified over the next two- to three-year period.
- **Section 5.0** suggests an approach to implementation of the Strategies. As stated previously, many of the strategies are currently being addressed with specific action plans and Champion Task Force involvement. The Salmon Arm Economic Development Steering Committee and the Salmon Arm Economic Development Board of Directors and Executive Director are involved and guiding all issues.

**This document, the goals, strategies and action plans contained herein are representative of current views and assumptions. This document, to be effective, must be viewed as a “living document” that is, not to be developed, put on a shelf and forgotten. The document must be used as a base line document on which the Salmon Arm EDC, the District of Salmon Arm, the community and its citizens, constantly and at appropriate times, review, revise and establish new goals and strategies.**

Finally, a monitoring system will have to be developed to track progress. Adjustments and re-alignments to current focuses may have to be made from time to time.

## 1.6 Relationship Between the Salmon Arm Official Community Plan (OCP) and the Community Development Strategy.

The Salmon Arm Community Plan has two main purposes.

- 1) It is the District of Salmon Arm's most basic and fundamental statement about the kind of community Salmon Arm should be.
- 2) It sets out the objectives and policies which Council will follow in shaping the land use and servicing to achieve the fundamental vision.

In other words, the OCP is a broad strategy to “direct” the growth and development of the District. (Refer to OCP Plan – Bylaw 2301.) Salmon Arm's Official Community Plan acknowledges the importance of a strong economic base. It contains a wide range of commercial, industrial, and agricultural policies designed to accommodate appropriate economic development.

**The significant difference between the Official Community Plan (OCP) and the Community Development Strategy is that the OCP is more concerned with identifying the kinds of development that are appropriate and providing sufficient land and services and bylaws than it is with taking pro-active roles in improving Salmon Arm's economic base. The Salmon Arm Community Development Strategy, on the other hand, tends to amplify and implement the broad economic policies of the Official Community Plan. The Strategy aims to provide more specific direction and actions to achieving sustainable growth in Salmon Arm's future local economy, while recognizing the social and environmental goals of the community.**

Salmon Arm's Official Community Plan was up for review in 1998/99. Some of the policies and subsequent bylaws may change as a result of the change in times, social, environmental, and economic attitudes. What is important is that district council has recognized the need for a review and has sought and received input from the Salmon Arm Economic Development Corporation and its sub-committees. These recommendations, along with others, contributed to a revised OCP in 2001. At that point the Community Development Strategy should be revisited to ensure it is aligned with the directions of the revised OCP.

At the end of the day, if the Strategy and the OCP are successfully implemented, Salmon Arm's commercial, retail and industrial base will probably increase in a planned, orderly fashion. More importantly, the growth that does occur will be appropriate to Salmon Arm from a social/economic perspective and will provide a more diverse economic base creating a wider range of employment and investment opportunities.

## **2.0 SALMON ARM'S ECONOMIC BASE AND POSITION IN THE GREATER COLUMBIA SHUSWAP REGIONAL AREA**

Salmon Arm is strategically located in the heart of B.C.'s famous Shuswap Lake recreational region astride the Trans Canada Highway that links the major economic centres of Alberta to the major economic centres in BC: Vancouver, the Lower Mainland and the Interior centres of Kelowna, Vernon and Penticton. Salmon Arm also has major transportation and economic links (by either air, rail, or highway) to many northeastern USA markets.

Our core population of over 16,000 resides within a fast growing trading area of 45,000 people. Within a 125 km radius lies our expanded trading community of more than 585,000 people. With projected growth estimated at 3 per cent a year, Salmon Arm is well positioned both strategically and geographically to attain significant economic and social growth over the next decade.

As the region's leading service and trading area, Salmon Arm is constantly improving facilities and infrastructure to meet the needs of new and emerging industries. A fully serviced industrial and business park encompasses more than 50 enterprises ranging from high technology R & D manufacturing and servicing to luxury watercraft manufacturers. Land availability is an issue and will be addressed in this strategy.

Salmon Arm has the highest concentration of retail floor space in the region, containing approximately 900,000 square feet of total gross shopping space. (Figures by BC Assessment.)

The Salmon Arm Economic Development Corporation will enhance its regional profile sharing and fostering closer working relationships, joint projects (i.e. SCIP) and partnerships with surrounding communities in the region, including First Nations communities.

**For a complete profile of Salmon Arm, please refer to the attached Appendices: Appendix II.**

## 3.0 COMMUNITY DEVELOPMENT VISION AND GOALS FOR SALMON ARM

### 3.1 Sustainable / Planned Development

The Salmon Arm Community Development Strategy is founded on the principle that stimulation or improvement of the local economy can and should occur in such a way that it maintains or enhances the quality of life and lifestyle in Salmon Arm; avoids environmental damage (i.e. pollution), makes wise use of our resources; and provides “real” ongoing benefits to our community across a broad segment of human, social, and economic needs. As a “Lifestyle Community – Welcoming Business” and a community whose desire is to “Prosper Together – in Harmony with Nature”, any development that does not fulfill these conditions and those previously mentioned is not in the best long-term interest of Salmon Arm. Salmon Arm is committed to a similar concept to that of any successful business venture, being that “**sustainable development**” is the goal. By developing Salmon Arm with a vision of sustainable and planned growth, we will ensure that we do not sacrifice long-term environmental and social quality for short-term economic gain. The citizens of Salmon Arm clearly announced through public forums and surveys that there must be a balance between economic growth and development and the environment and quality of life we enjoy today. This does not mean or imply no development; however, it will require District and Regional governments, industry, development agencies and the citizens of Salmon Arm to carefully evaluate and consider all consequences of major developments. Salmon Arm citizens have identified that their desire is to attract clean, environmentally friendly industries to our community. There is no compromise to this objective.

Not only is this a responsibility of the industries and citizens of Salmon Arm, it is also the responsibility of the District government to be responsible in its infrastructure developments, ensuring that they are sustainable, not only for economic reasons, but for environmental reasons as well (i.e. efficient sewage treatment, lighting, services planning, land use planning, municipal purchasing of products, garbage recycling, etc., etc.). All of these contribute to a sustainable Community Development Strategy for Salmon Arm. The Strategy therefore attempts to embrace the principle of quality sustainable development and provides a guideline on meeting or exceeding the integrated “**visions**” of economic, social and environmental objectives.

Salmon Arm Economic Development Corporation will be working on a continuous basis to better understand and develop appropriate criteria and indicators for sustainable development in the community.

## 3.2 Salmon Arm's "Willed Future"--

### A Community Vision for 2010

A community vision provides planners, the citizens of Salmon Arm and interested developers with a reflection of the important criteria which encompass the inherent values of our community. Development strategies can be assessed in light of the vision statements to ensure that they are appropriate for the community and contribute to the type of community most desired by its residents.

In March of 1998, community leaders, citizens, District representatives, community agencies, and associations gathered at a Public Forum to input their views on Salmon Arm. A community survey, research by Simon Fraser University, and Steering Committee discussions led to the articulation and synthesis of a community vision (or willed future) appropriate for Salmon Arm. Simon Fraser University researchers gathered this information from numerous sources.

#### **The Community vision as articulated is as follows:**

***The people of Salmon Arm recognize the unique character of their community as that of one with a small-town atmosphere, but with urban-style services and features. Development sprawl should be minimized by careful use of zoning and density requirements and, where appropriate, the encouragement of mixed-use designs. In the year 2010, Salmon Arm will be a community which:***

*... has developed extensive land use policies that balance interests of various groups (home builders, naturalists, business developers, agriculturists, etc.) and works with the Native community and their land developments, so as to complement each other.*

*...has focused on maintaining the spatial designs of a small-town, including having a downtown that continues to be the centre of the community, is pedestrian and bicycle-friendly, includes pedestrian malls and a "meeting place," and is free from vehicle parking problems by dealing with them in creative and alternative ways, including having an improved bus system that is well-designed, fairly-priced, and is promoted as a highly feasible option to driving in town.*

*...promotes actions that contribute to a strong sense of neighbourliness and attachment to the community.*

***The people of Salmon Arm recognize that they enjoy a particular lifestyle based on casualness, recreation, and enjoyment of community services and the surrounding natural areas. In the year 2010, Salmon Arm will be a community which:***

*... recognizes the inherent value of all community members, regardless of cultural backgrounds, abilities, age and economic conditions, and strives to develop lifestyle activities for all citizens.*

*...will be planned around a series of recreational and enjoyment objectives, including having improved access to the waterfront, an extensive network of greenways and*

*bikeways connecting neighbourhoods to each other and to essential community centres, and more hiking trails that highlight the specific unique areas of our natural environs in an ecologically sensitive manner.*

*... will have adequate and high quality recreation and sport facilities, a great variety of athletic opportunities and numerous clubs and associations that promote this lifestyle, as well as created neighbourhood based-parks and playgrounds which are safe, clean and well-maintained.*

*... will continue to have a vibrant and active arts and culture society that is easily accessible to the general public, and includes appropriate artistic and cultural facilities, as well as special events such as community festivals.*

*... recognizes the importance of "volunteerism" and encourages citizen involvement.*

*... recognizes historically significant areas and strives to protect and promote those areas.*

*... recognizes the historical and cultural attributes of the indigenous peoples, and works in cooperation with members of the local Native Band to promote and support Native arts and culture, including supporting the establishment of a Native cultural centre.*

*... works closely with local police services to promote crime prevention & safety.*

*... promotes the health of its residents, and supports health care industries, professionals and agencies.*

*... recognizes and highly values children, and promotes varied programs and services that foster education, play, and care; responds to the specific needs of both youth and seniors with a variety of entertainment options, personal development opportunities, and social activities.*

*...will have exceptional educational programs at all levels, from primary and secondary to post-secondary, geared to the specific needs of the community and guided by substantial community input and involving students with the community, and will have a state-of-the-art library that provides services designed on the needs of our community.*

***The people of Salmon Arm recognize and value the unique natural environment within which we live, which encompasses the mountain forests, valley floor, rivers, creeks and its exceptional waterfront region. In the year 2010, Salmon Arm will be a community which:***

*...will advocate and enforce policies that protect the natural wildlife and unique ecosystems within which we live.*

*... will strive to develop in an ecologically sensitive manner, including preserving views, access to natural areas, and park development.*

*... strives to operate with a minimum of pollution and waste, and will encourage residents and businesses to participate in innovative, accessible and effective waste management programs.*

*... educates residents about the effects of inefficient, polluting and wasteful household practices.*

*... will have clean air and drinkable water.*

***The people of Salmon Arm recognize the importance of a viable and sustainable economy that provides opportunities for all residents, while balancing those needs with respect for our environment. In the year 2010, Salmon Arm will be a community which:***

*... will protect significant timber resources for timber value (i.e. protect for future utilization and job creation).*

*... will have developed the industrial park lands in line with the pursuit of clean, well paying business opportunities, and will actively seek "clean" industrial development, such as high technology industries.*

*... will develop a communication and transportation infrastructure that facilitates better business, but reflects the desires of residents in the community, and respects the local ecosystem.*

*... will have a socially responsible business community that participates actively in the community.*

*... recognizes its tremendous potential for (year-round) tourism as a Community Development Strategy and welcomes such developments that positively promote our community and its features, while doing so in a controlled and sensitive manner.*

*... supports existing businesses in a number of ways, for example, more local trade shows, a strong "buy local" program, regular media features, and a community directory of local businesses.*

*... works in cooperation with local food producers to promote the sales of produce by local farmers to the local population (e.g.. community shared agriculture)*

*... will have established a small business incubator to provide initial and ongoing business related training and support for local entrepreneurs and business people.*

*... encourages home-based businesses and will have an active Home-Based Business Association.*

*... encourages businesses to produce goods that are purchased by local people, but also promotes and supports export development.*

*... offers proactive support programs for those who want to work but face particular challenges (e.g. a community or co-op daycare for single moms).*

*... has a network of various non-profit, government and business associations who deal with issues of poverty, homelessness, unemployment and underemployment, and strives to foster relationships and develop programs to minimize or eliminate such social problems.*

(Sources: Official Community Plan, public questionnaires, public forums, the Grebe Festival Mission Statement, Strong Communities of the 90s Report, Salmon Arm Inc., The Rose Study Report, the Chamber of Commerce Statement of Goals, 1998 Community Development Survey results.)

### 3.3 Maintaining Salmon Arm's Lifestyle Livability

Salmon Arm has a strong local economy for many reasons including its strategic location on the Shuswap Lake, its unique community layout, its parking and open spaces, nature trails, cultural and arts activities and high quality neighbourhoods and community infrastructure and services.

All this, along with its friendly proactive attitudes, make Salmon Arm a superb lifestyle community in which to live and work.

An absolute prerequisite, as identified in the community surveys and public forums, to improving or enhancing Salmon Arm's economy is maintaining the community's "small town feel", lifestyle and livability.

Nature trails, community parks and green spaces, recreational areas (e.g. marine park, Canoe Beach, nature trails) must not be allowed to deteriorate. Quality of neighbourhoods must be maintained or improved to enhance family development, livability and lifestyle.

This strategy therefore advocates a continued emphasis on maintaining and increasing the quality of lifestyle in Salmon Arm while at the same time welcoming business and industry to our community.

### 3.4 Goals of the Salmon Arm Community Development Strategy

The goals of the Strategy are to:

- 1) Attract economic activities to Salmon Arm that:
  - provide long-term benefits to Salmon Arm
  - contribute to the economic health, prosperity, and well-being of our community through economic diversity
  - provide long-term/ongoing financial and social benefits to our community
  - utilize our resources wisely
  - do not detract from the high quality lifestyle in Salmon Arm
  - do not present a threat to the environment
- 2) Encourage and assist economic development as a means of providing a better quality of life for all residents of Salmon Arm.
- 3) Continue to develop our community infrastructure necessary to attract and retain desirable forms of economic development. Infrastructure includes our fire, police, health services, utilities, land, business parks, transportation corridors, services to business (existing and future), social service programs, and so forth.
- 4) Advocacy: Develop and present a strong positive image and identity for Salmon Arm to aid ongoing efforts to promote and market Salmon Arm –

attracting the kinds and qualities of development desirable to Salmon Arm's future.

- 5) Form strategic alliances with other surrounding communities such as Sicamous, Chase, Sorrento, Adams Lake Indian Band, Neskonlith Indian Band, Shuswap Indian Band, North Shuswap, and Malakwa. Also form alliances with other communities outside our region (e.g. Kamloops, Enderby, Vernon) to share and promote economic development opportunities. The philosophy behind this is that if we can assist Sicamous, Chase, Sorrento, or other communities in prospering, Salmon Arm will also benefit and prosper. In many cases, various types of economic development activities and programs may be better positioned and suited to other communities whereas some opportunities may be better focused on Salmon Arm. A clear understanding of each community's strengths and weaknesses is desirable in developing and implementing this philosophy.
- 6) Encourage the development and provision of a broad-based range of goods and services within Salmon Arm. Allow the citizens of Salmon Arm and businesses to have the opportunity to support local enterprises.
- 7) Foster a "how can we make your project work" attitude and provide fair and efficient approval processes for development and expansion at reasonable taxation rates. Develop a business-friendly approach to business developers and community (i.e. open for business).
- 8) Foster opportunity for a wide range of employment opportunities in the community by encouraging the development of a diverse economic base and commercial/retail, industrial structure.
- 9) Support "community economic development" to ensure that Salmon Arm residents and businesses have ample opportunity and ease of access to participate in the activities of economic growth. Also ensure that ample opportunity is given to the citizens and businesses of our community to participate in the activities of District government in establishing, refining and attainment of District goals and objectives.
- 10) Maintain an appropriate "Balance" and integration of "economic", "social", and "environmental" goals and strategies.

### 3.5 Relationship to the Goals of the Columbia Shuswap Regional District

Salmon Arm has, over the past year and one half, established its own Economic Development Corporation with the assistance of funding from Human Resources Development Canada. The underlying philosophy of this development is that communities must begin to take charge of their own destiny and become more responsible for their own prosperity and well-being. The nature of a community's competitive advantage has changed dramatically. The new economy of communities is or will be largely dependent on the entrepreneurial skills of that community in managing its economic future.

Up to a year and one half ago, Regional Economic Development not only was responsible for regional growth strategies, but was responsible for economic development on a regional/local basis. This philosophy, while appropriate at the time, has shortfalls from a Salmon Arm Community Development Strategy

local economic development perspective. Activities are underway to evaluate and possibly redefine and restructure the role and objectives of Regional Economic Development. There is a significant role for Regional Economic Development to play “In Support” of the initiatives of local (District) community-based economic development activities.

Areas such as regional tourism, forestry, regional growth strategy, land/resource management planning, Trans Canada Highway Corridor planning into and out of the region and Film Commission activities are some examples of Regional Economic Development activities that can complement and strengthen Community Economic Development activities and initiatives.

Salmon Arm endorses a spirit of cooperation with the CSRD and Regional Economic Development. It is hoped that a review and restructuring plan is finalized quickly. Salmon Arm stands ready to participate in Regional Economic Development initiatives as part of this spirit of cooperation and mutual benefit..

## 4.0 THE COMMUNITY DEVELOPMENT STRATEGY

The completion of a Strategic Plan for a community such as Salmon Arm represents a game plan for the future of the town's prosperity and direction. It represents a serious commitment on the part of the district Council, Mayor, Administration Staff, Salmon Arm EDC, Community Agencies, and the citizens of Salmon Arm and many others to translate the plan into long-term, sustainable economic and social economic initiatives.

1. Establish Salmon Arm as a safe, modern community welcoming sustainable business.
2. Continue to build a strong light, medium industrial and high technology sector.
3. Maintain and support Salmon Arm's Forestry sector and value-added forest-related industries.
4. Strengthen Salmon Arm's role as a major centre of education and take maximum advantage of the economic opportunities presented by educational institutions.
5. Continue to improve and diversify Salmon Arm's commercial retail and service-based sectors.
6. Create a supportive environment for new entrepreneurs, home based businesses, small businesses and local economic initiatives.
7. Promote the economic development potential of culture and arts in Salmon Arm.
8. Expand the tourism sector by improving Salmon Arm's ability not only to enhance and host new forms of tourism, but to attract four season destination visitors.
9. Maintain and support Salmon Arm's agricultural sector.
10. Develop and expand Salmon Arm's sports, recreation and open space resources as opportunities for economic development.
11. Develop and enhance Salmon Arm's community infrastructure and services.
12. Continue to expand Salmon Arm's role as a hub city community for business, institutions (health care, education, etc.), and government (CSRD, Provincial Access Centre, Community Futures, etc.)
13. Identify and tap the economic opportunities associated with Salmon Arm's multiculturalism and native character.
14. Establish Salmon Arm as a major hub community centre for the film and video industry within the Columbia Shuswap Regional District and regional strategic plan.
15. Promote the economic opportunities associated with housing and services for youth and seniors and the retired sector of our community.
16. Develop and maintain a high level of community involvement and access to the economic/social development process, thereby building long-term community capacity and buy in.
17. Advocacy: Develop and present a strong positive image and identity for Salmon Arm to aid ongoing efforts to promote and market Salmon Arm – attracting the kinds and qualities of development desirable to Salmon Arm's future.
18. First Nations: Identify and develop the economic opportunities associated with Salmon Arm's First Nations communities.
19. To provide an environmentally friendly community, protecting our natural environment and increasing awareness of environmental issues.

For each of these 19 components, there are specific actions. The actions are briefly listed and then, for each action, there is a detailed plan or suggested plan which includes a work program, a tentative schedule or time frame and an identification of necessary resources.

It must be noted that over the last year, many of the components have been initiated to various degrees. As time moves forward, continued action and/or a revisiting of the components must occur. This is to ensure relevancy as time, and social/economic needs and desires change.

**It should also be noted that significant public input has been received through a public forum held on March 15, 1998 and a public questionnaire distributed prior to the forum. Information gathered must be reviewed as action plans and initiatives are developed for each strategy to ensure the “public will and ideas” are taken into consideration.**

# STRATEGY #1: AMENITIES

Establish Salmon Arm as a safe, modern, proactive community welcoming sustainable business.

## **Background:**

Through the various community forums, Steering Committee activities and public involvements, retention of our Salmon Arm lifestyle, small community “feel” and desired “standard of living” was paramount. However, at the same time it is recognized that a solid business and industrial base was also important to the health and well being of the community. The question arises as to how we can maintain this delicate balance yet prosper socially, environmentally and economically.

Much of a community’s economic and social values and prosperity which govern the overall quality of life stem from the integrity of the surrounding area of a community. Amenities contribute to economic value to local areas in that they attract workers, businesses, industries, retirees, and those seeking recreational and cultural experiences.

The influence of amenities on workers, industries and businesses is linked with the location decisions of people seeking work and quality of life:

*“Amenities exert an influence on the location, structure, and “rate” of economic growth. One of the ways this influence occurs is through the so-called people first-then jobs mechanism, in which households move to an area because they want to be there, triggering the development of businesses seeking to take advantage of the household’s labour supply and consumption demand.” (Courant, Niemi, and Whitelaw, 1997)*

People are increasingly choosing amenity-based landscapes first over employment in determining residency (Rudzitis 1993). Salmon Arm is experiencing this shift which is evident in the increasing home-based business sector which in many cases moves from being home-based into commercial/industrial enterprises and “going concerns” employing numerous skilled/talented-labour (example – Wave Rider, Newnes, Tri Crown RV, etc.).

As Salmon Arm moves into the next millenium, it will experience significant growth and opportunity as a result of amenities. With advances in transportation and telecommunication technologies, the cost of doing business in rural areas such as Salmon Arm is decreasing. Because of these technological advancements, certain types of businesses are virtually unconstrained in where they locate. Technological advances also represent exciting new business opportunities for existing residents.

This also gives recognition to the economic value and clout of the early retiree (lifestyle changers who will establish businesses), and amenities that attract tourism dollars. (Note other strategies related to tourism in this document.)

## **Action Plans:**

- 1.1 Focus on the development and retention of UP-TO-DATE amenities in Salmon Arm to attract lifestyle seekers wishing to establish businesses in our community.
- 1.2 Seek out and attract businesses which add value to or enhance community amenities (i.e. culture, tourism investment, senior investments, youth investments, etc.).
- 1.3 Recognize and nurture the relationship between amenities and economic development with the term “second pay cheque” (“one pay cheque is from work, one pay cheque is from the area’s quality of life”).
- 1.4 Parks and greenways are important amenities that were identified at the March 15, 1998 Public Forum. Develop a plan of to assess action to be taken on the identified items.
- 1.5 Map amenities of Salmon Arm – existing and potential – to provide better information to amenity-based planning and development.
- 1.6 Inventory the parks of our community to provide better information (functions, features, benefits) to potential user groups.
- 1.7 Identify future potential of District Canoe Beach property. Lease expires with current users in 2005. Re-assessment of usage should be dealt with prior to this time frame.

## STRATEGY #2: INDUSTRIAL

Continue to build a strong light, medium industrial and high technology sector. The overall **goal** associated with this strategy is to promote Salmon Arm as a progressive location for business and provide local opportunities for commerce, industry and labour to compete in the regional, national and international market place. The goal from a community perspective is to develop industries, which will create jobs and ease the tax burden on other sectors of Salmon Arm's economy.

### Background:

Salmon Arm has numerous strategic advantages that make it one of the most attractive centres in the Columbia Shuswap Regional District for a concentration of light, medium and high tech industrial activity.

- Salmon Arm is geographically centralized in the heart of the Columbia Shuswap Regional District with excellent transportation links, corridors, and networks (air, highway, rail, telecommunications) to all parts of the region as well as to Alberta, Northwestern USA and Pacific/Pacific Rim countries.
- Salmon Arm has a well-established industrial business park complemented by smaller site specific locations throughout the community. Salmon Arm has sites that appeal to those industries that require high accessibility and access to Canadian and USA markets. Sites attract users who prefer lower prices and lower profile locations.
- Salmon Arm's industrial zoning to date has allowed a high degree of flexibility in the types of industrial land uses approved. Industrial zoning regulations and approval processes are generally regarded as efficient and effective; however, there is room for improvement, especially as new industrial lands and expansion of existing lands are identified and implemented.
- Salmon Arm's existing industrial lands are becoming fully occupied. Based on the projected business growth in the Interior and in particular the Salmon Arm area, additional business park lands will be required within the next 3 to 5 years. Expansion of the existing industrial park as well as new land use development standards will be required.

Salmon Arm has attracted more than 50 enterprises into its business park location. The community boasts pollution free manufacturing and assembly plants and facilities which include world class industrial and commercial products, a newly developed business incubator and food processing facility, log home builders who export to Asia and the Pacific Rim, advanced software for computerized machinery and telecommunication products, sophisticated heavy industrial plastic components, recyclers, manufacturers of luxury coach and watercraft, automated sawmill technology and related material handling equipment.

Salmon Arm has also been able to draw high technology firms and talent to its community by its lifestyle, geographic centrality and accessibility to Vancouver, Calgary, Kelowna, Portland and Seattle.

Salmon Arm must strive to maintain, expand and enhance its role as a leading hub centre of light industrial and high tech concentration in the Columbia Shuswap Region.

### **Action Plans:**

- 2.1 Finalize the vision of directed development being drafted by the New Business Development Committee of the EDC. This vision recommends the types of businesses we wish to attract to Salmon Arm in the short to medium-term.
- 2.2 Evaluate and implement recommendations in the URBAN SYSTEMS STUDY (*District of Salmon Arm Industrial Land Use and Servicing Study* dated April, 1995) and Salmon Arm Economic Development recommendation to Council regarding the expansion of our business park/industrial lands.
- 2.3 Design and implement a marketing plan and campaign aimed at attracting targeted business opportunities in light industrial, specialized industrial, and high tech businesses to Salmon Arm.
- 2.4 Develop and maintain a regular liaison with existing manufacturers and high technology businesses to help recruit new businesses, value-added, or complementary businesses to Salmon Arm.
- 2.5 The municipal classification of lands was discovered to be inconsistent with present and possible future land use. Salmon Arm District Administration must undertake to complete this review.
- 2.6 Develop an industrial master plan to examine national and international economic trends and determine the most appropriate industrial strategy for Salmon Arm over the “long term”.
- 2.7 Prepare and distribute a high quality community profile to attract appropriate industrial developers and corporations as serviced industrial land becomes available.
- 2.8 Assess local communications and infrastructure needs of corporations and industries. Make appropriate investment in infrastructure.
- 2.9 Conduct a competitive market analysis in terms of needs and comparisons with other industrial park developments in other regions. Identify potentials.

## **STRATEGY #3: FORESTRY**

Maintain, support, and enhance Salmon Arm's Forestry sector and value-added forest-related industries.

### **Background:**

The B.C. Forest Industry is experiencing very difficult times that are seriously affecting many communities and ultimately will (and have) affected the economy of the province as a whole.

Much has been said and numerous studies and recommendations made; however, the most significant effort within our region has been undertaken by Regional Economic Development in conjunction with funding from FRBC and other sources.

Regional Economic Development, through the hiring of John McGuire and Associates, conducted a baseline study, pre-feasibility studies, and a review of government policy and programs.

From this evaluation, a list of forest-related economic development, strategies or projects emerged which were deemed to be steps that could be pursued that may provide economic development and job creation opportunities for the Shuswap forest.

From a list of 13 projects, three emerged as being worthy of immediate attention and further development – namely:

- 1) Value-added wood opportunities
- 2) The development of an agri-forestry industry
- 3) The development of a Neskonlith Cultural and Training Centre.

One that also ranked high was the development of a recreational tourism growth management strategy.

The Advisory Committee on which Salmon Arm is represented agreed to focus on the top three choices. Hence, a value-added wood products sub-committee was struck. A recommendation was adopted from the forest Community Development Strategy to hire a value-added development officer. As well, a recommendation was approved to hire a botanical forest products development officer.

Regional Economic Development has actioned these initiatives. As well, focus and attention is being given through Regional Economic Development and Community Futures on the development of the Native Cultural and Training Centre.

## **Action Plans:**

- 3.1 Support the development and implementation of these initiatives through board and sub-committee participation. Successful implementation at community levels is critical to the success of these programs.
- 3.2 Clearly resolve the focus and direction of regional economic development and the interfaces between regional EDC, community-based EDC and Salmon Arm community stakeholders. It is clearly believed that Regional EDC could assist the local community EDC and vice versa. Currently, lines of communication and territorial areas of responsibility are strained, causing some negative effects in the community of Salmon Arm.
- 3.3 Evaluate research of Regional EDC regarding replacement production of imported wood products and develop a plan of implementation.
- 3.4 Continue to support local Forest Industry companies (Federated Co-op, CAE, etc.) in their pursuit of being competitive in the global marketplace. Specifically, refer to Council of Forest Industry document “A Blueprint for Competitiveness” as a resource.

As referenced in this document, five changes to today’s forest policy have been identified as keys to a better future:

- 1) Secure the Forestry Land Base: protecting a sizeable and secure land base for the working forest that recognizes the need to dedicate portions of our province to growing and harvesting trees.
  - 2) Modernize Forest Practices Requirements: implementing a results and incentive base approach to regulating forest practices that is in line with other jurisdictions and substitutes new certification systems for existing monitoring and auditing.
  - 3) Grow the Allowable Annual Cut: establishing a clear, unequivocal public objective to stabilize, then increase, the provincial AAC over time, together with the policies and programs that will make this happen while protecting environmental values.
  - 4) Enhance Tenure: providing secure, certain, long term system of tenure rights that encourages investment in our forests and allows for flexibility in business decisions.
  - 5) Improve Timber Pricing: developing a system of pricing public timber that yields a fair price to the government based on the ability of industry to pay.
- 3.5 There may be additional action plans as identified by the newly formed Forestry Steering Committee organized by the Salmon Arm Chamber of Commerce.

## **STRATEGY #4: EDUCATION**

Strengthen and enhance Salmon Arm's role as a major centre of education and take maximum advantage of the economic opportunities presented by educational institutions.

### **Background:**

Education is one of the most important contributors to a community's economic base and well being. Salmon Arm has a large and diverse array of primary education facilities supported by a well equipped post-secondary university college and career-related educational facilities and institutions, all of which make an invaluable and important contribution to our community.

These institutions provide direct employment in a wide variety of occupations. They contribute to Salmon Arm's ability to attract some kinds of businesses, and they draw students, to some degree, from outside the community who spend money on goods and services.

#### **Open Learning Agency**

The Open Learning Agency (OLA) is a unique, fully accredited post-secondary institution established in 1986 by the Province of British Columbia. It's primary mandate is to provide education and training opportunities ranging from basic skills through graduate degree programs for those persons who have difficulty accessing traditional educational systems. In this capacity, the Agency serves learners who participate in a broad range of programs in the home, in specialized learning centres and, increasingly, in the workplace.

Mission statement of the Open Learning Agency is to enhance the personal growth of individuals and their performance in society and in the workplace through the provision of high-quality, flexible learning products, services and systems.

The Southern Interior Division of OLA established the Salmon Arm and Sicamous Community Career Centres in 1997 funded by Human Resources Development Canada. The technology based Centres provide a wide range of career development and transition services. A goal of the Centres is to establish close links with other service providers and community partners that foster rural development and build employment capacity and diversification in the Shuswap area. A key strength of OLA is its ability to implement innovative solutions for clients through an expanding range of technologies, expertise and services. Through previous contracts, OLA has demonstrated the ability to work effectively with the unemployed sector and the business community offering unique services like videoconferencing and customized corporate training.

#### **Okanagan University College**

Okanagan University College plays a vital role in our community, not only from an economic perspective, but from an educational perspective. The area served by the campus is the Shuswap's region of School District 83 (Shuswap North Okanagan) with major population "nodes" in Salmon Arm, Sicamous, Sorrento, and Enderby. The

combined population of these communities in 1996 was 42,102, an increase of 22.8% over the 1991 census figures.

Salmon Arm's Grade XII population in 1996 totaled 428 students -- an increase of 21% over 1991 and in the case of Salmon Arm, an increase of 20% over 1995.

OUC is at a critical point in its development where it is seriously examining its structure and its level of service to the regional centres.

The six main areas which are currently being addressed in the context of developing a long-term 5-year strategic planning are (excerpts from OUC planning document):

- 1) **How to enhance and improve** the effectiveness of the "traditional" programs that OUC is currently offering. This includes:
  - Arts and Sciences (University Degree Programs).
  - Development Programs (Adult Basic Education, Special Education, Literacy Outreach, ESL, etc.)
  - Vocational Certificate Programs (Office Administration)
  - Continuing Education Program (Computer training, First Aid, International Education, Certificate programs, Vocational training)
- 2) **Priorities for adding courses and/or programs** in areas other than those mentioned above which are "mainstream" base budgeted programs available at other OUC centres, but should also be available at the Salmon Arm Campus.

Potential leading contenders are:

- A cycle of courses in Fine Arts
- Full first year (40 seats) of the Business Diploma/Degree program.

### 3) **Signature Programs.**

#### - **International Development Institute**

Through an exhaustive exercise in community consultation and internal capacity building it has been agreed that the Salmon Arm campus of OUC will work toward the creation of an 'International Development Institute'. The focus of the IDI will be;

- the creation of a 'Centre' to create curricula and resources
- sponsor conferences/workshops complimentary to the role of the Centre
- the creation of a certificate/diploma in International Development

#### - **International Education.**

International Education continues to play a vital role in the ongoing programming of the Salmon Arm campus. While study tours from Japanese institutions such as the nova Institute will continue to play a vital role in the internationalization of OUC, new programs are continually being explored. During the summer of 2000, OUC hosted a group of students from Germany and subsequently several teachers and administrators from the same institution. As well, one of the goals of the 'IDI' will be the facilitation of programs for Canadian students to pursue

abroad and the sponsorship of International students wishing to study in Canada.

- **Program and Curriculum Development**

Okanagan University College (Salmon Arm) has a long tradition of program and curriculum development. In the early 1990s two current OUC staff, Don Sawyer and Wayne Lundeberg, created the Native Adult Education Resource Centre (NAERC). This centre created education curriculum, programs and resources specific to the needs of First Nations communities. These same individuals currently spearhead a number of international development projects with sponsorship from ACCC, AUCC and CIDA.

4) **The Physical Plant / faculty / support resources.**

OUC is currently in the process of moving toward a 'cost centre' approach to allocating institutional resources. This will allow the Salmon Arm campus to allocate resources, both human and financial, according to its own identified need (within the context of institution wide goals and strategies).

5) **OUC has established classrooms downtown Spring'98.**

The 'Downtown Training Centre' was created by the Continuing Education division in order to meet the demand for local training. The DTC contains a computer lab, first aid training facility, two classrooms and offices. This facility is also available as a short term rental facility to the general community.

6) **Establish and maintain partnerships.** The Salmon Arm campus has created an impressive foundation of public and private sector partnerships. These partnerships have allowed OUC to enhance its program profile and facilitated training in the face of continuing budget constraints. Among the partnerships created;

**Public Partnerships**

- Worked with School District #83 in the purchase of hardware/software required to provide CISCO certified training for high school and OUC students.
- Advanced credit for high school courses (i.e. accounting and Intro. To computers)
- Concurrent studies whereby high achievers in high school can take post-secondary courses concurrently with their high school program
- Joint programming in the Trades area for high school students and adult (under discussion)

**Private Partnerships**

- Working with local manufacturer, CAE, in the delivery of PLC and Hydraulics training for the general public and business community
- Vitesse & CAE – Partnership between industry, National Research Council and OUC to address skills shortages in the high tech sector companies (Custom Log Homes Ltd.) in the delivery of log home construction training. OUC is the only public post-secondary institution in BC to provide log home construction training.

### **Institutional Partnerships**

- Joint delivery of a Masters program with the University of Calgary (under development)
- International development project with St. Mary's University

**Salmon Arm OUC can clearly play an important role in the local community and regional education network even though it is the smallest of the “full service” campuses of OUC.**

### **Action Plans:**

- 4.1 Assist Educational Institutions in their efforts to expand and improve programs, particularly those that are, or can be, exceptionally high calibre and that are likely to create economic spin-offs by attracting firms that will utilize the facilities, faculty and student resources.
- 4.2 Communicate to the President and Board of OUC and other providers the ongoing importance of this facility in our community and its important position in the economic matrix of Community Economic Development.
- 4.3 Emphasize the educational facilities of our community including the Salmon Arm Community Career Centre, OUC, private training centres, etc. to attract new families and businesses to Salmon Arm in any promotional materials produced about Salmon Arm.
- 4.4 Assist in helping OUC develop their 5-year strategic plan by participating in Advisory Committee forum and activities.
- 4.5 Support the local school district in its initiatives and promote our junior and senior educational promotional material about Salmon Arm.
- 4.6 Recognize and promote the importance of continuing adult education in the maintenance of a skilled, well-rounded labour force and ensure that Salmon Arm has good quality continuing education programs.
- 4.7 Explore possibilities for different types of education programs and institutions.
- 4.8 Promote Salmon Arm as a “hot bed” of lifelong diversified learning.
- 4.9 Develop recommendations as identified at the March 15, 1998 Public Forum.
- 4.10 Encourage links between students/college, high schools, etc. and small business owners as “mentors”.
- 4.11 Provide linkages between the Community Futures New Business Development Centre “incubation” program and students to encourage skills development.

## **STRATEGY #5: COMMERCIAL/RETAIL**

Continue to support, improve and diversify Salmon Arm's commercial, retail and service-based sectors.

### **Background:**

Salmon Arm is in the midst of major expansion of its retail, commercial and service sectors including the development of several key retail and commercial complexes in our waterfront area. Plans are also finalized and underway for a new shopping mall, revitalization of Centenoka Park Mall, modernization of a car dealership and a revitalization plan and implementation program for the downtown business area.

These projects, amongst others, will significantly increase the quality and quantity of retail and service space in Salmon Arm and will help increase Salmon Arm's prominence as a regional commercial centre.

In order to continue improving the retail, commercial, and services sector, Salmon Arm should not only focus on maintaining and increasing the quality of its commercial and highway commercial corridor, but begin the planning of how and where the highway commercial corridor should or will expand to.

Salmon Arm's commercial business district should be recognized as key from 30<sup>th</sup> Avenue East to 30<sup>th</sup> Avenue West. From a community perspective and to visitor potential to our community, we must promote the commercial goods and services throughout the total business community.

Salmon Arm enjoys a unique setting with respect to its downtown core, with the Trans Canada Highway being its main street. It will be important to continue a downtown core image and character. Revitalization planning and downtown beautification planning and programs will keep the downtown core alive and interesting, while attracting specialized retailers, restaurants and amenities that attract residents and visitors.

The development of Salmon Arm's waterfront is a critical component of Salmon Arm's downtown core future. A high dependency on the success of the waterfront as both a retail/commercial attraction area and a tourism attraction and access to the Shuswap Lake is the issue of "Access" across the mainline CN tracks of the transcontinental Railway. In order for this area to develop to its fullest potential, Council and community must address and resolve this accessibility issue.

### **Action Plans:**

- 5.1 Develop a mentoring program through the Salmon Arm Chamber of Commerce and the Salmon Arm Economic Development Corporation on "Taking care of and supporting existing businesses."
- 5.2 Continue planning and development efforts to reinforce Salmon Arm's Downtown core, making it not only a strong commercial centre but also a lively, attractive "urban type" centre. Current revitalization and beautification plans must continue, along with efforts to create a theme or focus for the area,

giving it a definable strong image (see: DIA Revitalization Plan). Market concepts to community to obtain community buy-in. Target time frame is 2005 (Salmon Arm's 100<sup>th</sup> anniversary).

- 5.3 Conduct a highway commercial corridor audit and present to Council recommendation for the long-range planning of our highway commercial corridor east and west of Salmon Arm.
- 5.4 Foster the working relationships between the District of Salmon Arm, Salmon Arm Downtown Improvement Association, Chamber of Commerce, Mall Associations and Salmon Arm Economic Development to support and present a unified image of our commercial community, yet promote the various uniquenesses.
- 5.5 Support the development planning and safe access to our waterfront area, both from a commercial, social, environment, and tourism perspective. The goal would be to provide a waterfront that makes full use of its potential development value, natural characteristics, aesthetics and recreational value.
- 5.6 Develop an overall community business sector image of cooperation and development to eliminate any concerns of specific area independence.
- 5.7 Conduct an import substitution study to identify business opportunities for local residents and improve self-reliance on Salmon Arm local economy (similar to the study conducted by Regional Economic Development on forest-based products).
- 5.8 Explore opportunities with signage to enhance the commercial/retail exposure and aesthetic value to businesses.
- 5.9 Explore opportunities associated with the potential of stopping the "Rocky Mountaineer" train in our community (carries 65,000 travellers through our community per annum).

Common planning, image and retail development, linkages, and character themes should be consistent on both sides of the tracks, minimizing the separating of these areas.

## **STRATEGY #6: SMALL BUSINESS/ HOME-BASED BUSINESS**

Create a supportive environment for new entrepreneurs, home-based businesses, small businesses and local economic initiatives.

### **Background:**

The small business sector creates most of the new jobs in Canada, largely because small business is nimble and can respond quickly to opportunities. Small business also provides entrepreneurial opportunities for people who want more personal freedom or growth potential in their work, or whose former jobs have disappeared due to downsizing or technological change.

Many new ventures become viable, long-term small businesses and grow to be larger companies (e.g. CAE/Newnes, Northern Plastics, Bruce Coach, etc. to mention only a few). A community that provides a “supportive” environment for new entrepreneurs is making an investment in its future economic base and employment.

Salmon Arm is extremely fortunate in its community to have the talents and entrepreneurial spirit to foster such businesses. As well, cultural and lifestyle needs and aspirations attract such people.

Municipal Government must recognize the potential and ensure its bylaws and licensing structures are fair and supportive to new entrepreneurs and small business developers.

There are different kinds of small business, each of which has its own set of characteristics which can be encouraged in different ways. Some start in a “traditional fashion”: the owners lease or buy space and set up shop whether it be service, retail, professional or industrial.

Other kinds of small business start differently or need different kinds of encouragement:

- Home-based businesses allow people with children to work without arranging for child care, minimize operating costs, and allow people to start new businesses gradually.
- “Fledgling” businesses may be in the idea stage, or they may be a part-time venture by someone who has other employment, or an off-shoot of an existing business. These may have the potential to be “going concerns” but they may need capital, time, experience, expertise, advice, research, low cost space, or confidence before taking flight.
- Worker co-ops provide a vehicle for groups of people to share the risks and rewards of a new enterprise and also have collective control.

In Salmon Arm there are provincial, federal, and community organizations and programs to assist small business. The District of Salmon and the Salmon Arm Economic Development Corporation can help ensure these programs are accessible to Salmon Arm businesses and ensure the community and community agencies (i.e. Chamber of

Commerce, DIA, Community Futures, etc.) are supportive of small business endeavours and their ability to create wealth, employment, and pay taxes.

### **Action Plans:**

- 6.1 Establish and nurture an information network of programs and assistance for small business utilizing the resources of HRDC, Community Futures, Chamber of Commerce, Regional Economic Development, OUC, Salmon Arm Community Career Centre and Open Learning Agency, etc.
- 6.2 Work with District Council and administrative staff to review, modify or enhance the OCP (Official Community Plan) to be encouraging in its bylaws towards the development of small businesses and home-based businesses.
- 6.3 Support Community Futures in the promotion and success of the new “Incubator Facility” for small business in Salmon Arm that will be open in Nov./98. Incubators can provide reasonably-priced space, office services, advice -- in short, a nurturing environment -- for fledgling businesses that need assistance to become fully viable.
- 6.4 Review residential zoning bylaws to ensure regulations regarding home-based businesses are “reasonable and viable”.
- 6.5 Convene a meeting of interested groups to identify additional actions the municipality and community could take to support small business, co-ops, and new entrepreneurs.
- 6.6 Support and develop the employer database for Salmon Arm.
- 6.7 Develop a directory of home-based businesses in Salmon Arm and produce in print for public utilization.
- 6.8 Develop a “Life skills for surviving in small business” course for small community businesses (existing, new and to those who are considering starting a business).

# STRATEGY 7: ARTS AND CULTURE

Promote the economic development potential of culture and arts in Salmon Arm.

## **Background:**

Salmon Arm has one of the strongest cultural and arts communities in the region that offer opportunities for economic development. This strategy advocates a more pro-active approach to using Salmon Arm's cultural and arts community, resources, and facilities as opportunities for economic development.

Cultural and arts initiatives can create economic opportunities in two ways:

- direct employment for artists, performers, and many support individuals and skilled workers
- indirect contributor to the tourism sector (i.e. cultural tourism), by attracting visitors to Salmon Arm to see performances (i.e. Music Festivals) and exhibitors (i.e. Art Gallery Shows).
- Enhance the overall amenities of the community, adding to the quality of life for existing and potential residences.

## **Action Plans:**

- 7.1 Develop a cultural tourism strategy for Salmon Arm (see Strategy #8 – Tourism) which would include and integrate native cultures and participation with our community.
- 7.2 Encourage the continuation and development of such programs as the monthly “Fish Net” publication which promote Salmon Arm's cultural and arts activities.
- 7.3 Ensure that the arts and cultural strengths of our community are included in tourism initiatives. An events coordinator may be considered.
- 7.4 Ensure that through the development of our waterfront, Haney Heritage Park, downtown revitalization, marine park developments, etc. that arts and cultural facilities and amenities are built into the plans and initiatives.
- 7.5 Based on the input received at the Public Forum held on March 15, 1998 concerning Arts & Culture, develop a strategy to promote the various arts and cultural activities in our community.
- 7.6 Support the promotion of art seminars, summer schools, courses and conferences in our community.
- 7.7 Recognize the existing Societies/Arts organizations and talents to capitalize on the economic benefits associated with Arts and Culture.

- 7.8 Encourage and foster growth and development of the Arts & Culture as a viable economic industry of Salmon Arm.
- 7.9 Support existing Arts & Culture businesses to expand and grow.

## STRATEGY #8: TOURISM

Expand the tourism sector by improving Salmon Arm's ability to not only enhance and host new forms of tourism but to attract four season destination visitors.

Goal: To provide services and facilities which are attractive to tourists in order to ensure future development of the town as a regional tourism destination.

### **Background:**

Tourism and high tech are now the second and third largest industries in the province behind forestry. Tourism contributed \$7 billion to the provincial economy in 1996, representing a 75% increase from 1990. Tourism projections are estimated to continue rising, reaching \$9.8 billion in 1999 (B.C. Stats). According to Tourism B.C., the tourism sector employed 220,000 British Columbians (12.5% of our labour force) in 1995.

Salmon Arm has many visitors especially in the July, August vacation season yet it has not achieved a high profile as a visitor location in the region. As the east/west Trans Canada Highway runs through Salmon Arm, many visitors stop to eat and gas-up their vehicles, yet there is little to hold them here in terms of attractions, waterfront access, etc. Other locations such as Sorrento, Sicamous, the North Shuswap and the Sunnybrae Provincial Campsite areas, along with Pierre's Point and other facilities outside of Salmon Arm have stronger attractions to overnight visitors. Salmon Arm has no concentrations of shopping and restaurants on the waterfront. Access to the existing waterfront crossing the main line of CP Rail also presents a deterrent to visitors as well as bus tour operators. Although Salmon Arm has a cluster of heritages buildings, and an excellent program at Haney Heritage Park, the community has difficulty in the retention of visitors beyond one or possibly two-day stays.

The second important factor is that Salmon Arm is not seen as a four-seasons destination. Lack of convention facilities, well organized sports and cultural attractions (i.e. Sports Tourism, Cultural Tourism strategies) cause Salmon Arm's dependencies for retail success to be focussed only on a few summer months. Having said this, there is significant potential to organize and turn this around due to the accessibility to superior sports and recreation facilities as well as a rich, highly talented arts and cultural community. As well, seasonal festivals and nature facilities offer significant potential. Accessibility to superb golfing, skiing, hiking, and nature facilities present significant opportunities yet to be realized.

This strategy and goal contains objectives which are deemed to ensure future development of Salmon Arm as a regional tourism destination:

- Increase tourism year-round
- Maintain, enhance and market attractive "year-round" programs to increase the base of tourism offerings in Salmon Arm
- Develop partnerships with surrounding communities to promote regional tourism
- Develop Salmon Arm into a regionally recognized tourism destination.
- Promote bird-watching and viewing of the grebes.

This strategy recommends that the tourism sector be expanded by concentrating on the development of a tourism strategy for Salmon Arm which focuses not only on recreational tourism, but also expands into the areas of Sports Tourism, Heritage/Art and Cultural Tourism, Nature and Environmental Tourism, and Business/Educational Tourism.

### **Action Plans:**

- 8.1 Utilizing the Salmon Arm Economic Development Corporation, establish a Champion Task Force with representatives from the Chamber of Commerce, Downtown Improvement Association, District of Salmon Arm, the Arts/Cultural community, accommodations, attractions, festivals and events, transportation, retail/travel agencies, and recreation. This would be the makeup of a Salmon Arm Tourism Committee. Charged with the responsibility of developing a tourism strategy, and action/implementation plans for Salmon Arm.
- 8.2 Develop coordinated strategies (products, markets, objectives) and plans with the Thompson Okanagan Tourism Association to ensure synergy and cohesiveness of complementary thrusts with a minimal amount of duplication of programs.
- 8.3 Expand on and develop a Salmon Arm tourism strategy based on the public input received during the March 15, 1998 Public Forum. Develop actions and resource plans accordingly.
- 8.4 Adopt a diversified approach to tourism to appeal to a wide variety of tourism markets, thereby avoiding downturn or shifts in preferences associated with a particular sector.

# STRATEGY 9: AGRICULTURE

Maintain and support Salmon Arm's agricultural sector.

## **Background:**

Agriculture in the Salmon Arm region represents the second major resource based industry in the Shuswap (source: Shuswap Clusters). The agricultural and food clusters combines primary agricultural, fishing, trapping, food processing and distribution both at retail and wholesale levels with supporting industries such as farming, machinery, farm suppliers, education, accounting services, etc. It is estimated that agriculture and intensive livestock operations generate more than \$75 million dollars worth of business in the region and employ significant numbers of workers.

Where there is some pressure to convert valuable and productive land to non-agricultural use or break it down into smaller acreages, reducing its productive value, the district must remain committed to maintaining its agricultural base in order to preserve its soil resource, maintain diversity of employment opportunities, and retain lands in agricultural use as open, environmentally sensitive areas (i.e. Salmon River basin and Silver Creek areas).

Another important factor is the development of the employment generator (incubator) and food processing facility in the Industrial Park in Salmon Arm. This facility will provide significant opportunity to local food processing initiatives.

Within the District of Salmon Arm and surrounding areas, governments must strive to maintain, support and enhance our agricultural land resources with the view of maintaining the viability of agriculture in the Salmon Arm area.

## **Action Plans:**

- 9.1 From a District Government's position and within the Official Community Plan (OCP) of Salmon Arm, strive to maintain clear and firm policies with respect to land uses with the objective to retain and enhance the productive agricultural lands we have.
- 9.2 Support the potential of food processing industry to utilize agricultural products produced in our area.

# STRATEGY 10: RECREATION

Develop and expand Salmon Arm sports, recreation and open spaces resources as opportunities for economic development.

## **Background:**

Salmon Arm has a tremendous array of parks and modern recreation facilities (including a new multi-purpose recreation facility) that are mainly for the use of the community, but also have the potential for attracting visitors (i.e. square dancing, tournaments, ball, hockey, curling, etc.) which create employment and economic benefit.

Significant benefits and opportunities also exist with the seniors of the community as related to recreational and sporting events and attractions.

## **Action Plans:**

- 10.1 Develop a sports and culture tourism and recreational strategy for Salmon Arm (see Tourism Strategy #8).
- 10.2 Seek out and expand the attraction of tournaments to our community across all sports and recreation sectors. Adult/senior oriented tournaments in particular can inject significant money into the local economy in terms of room rentals, restaurants, and retail/commercial sales.
- 10.3 Salmon Arm has a wide range of green space facilities (ball diamonds, fair grounds, recreation community centre, curling, rink, the new multi-use recreation and convention complex, etc.) that make it a strong centre for tournaments. Its strategic location on the Trans Canada Highway also represents a positive contributing factor to sports and recreational tourism.
- 10.4 Produce a map of existing trail systems for walking, hiking, biking, and cross-country skiing and mountain biking. Identify new areas for ecologically-responsible networks.
- 10.5 Develop a theme identifying Salmon Arm as being unique and proficient in key areas of recreation.

# **STRATEGY #11: COMMUNITY INFRASTRUCTURE – RETAIL, COMMERCIAL AND INDUSTRIAL**

Develop and enhance Salmon Arm’s community infrastructure and services.

## **Background:**

Adequate roads, water, sewer, energy services, communication systems, fire, police and emergency services are vital to local business and residences. Sound and well-maintained infrastructure helps keep business in town and attracts new and expanding businesses. Knowing which parts of the infrastructure are most important to existing, expanding, and relocating businesses can help in the prioritization of capital improvements and maintenance priorities.

Over the course of the next number of years, Salmon Arm will experience significant growth across all sectors of its economy. While the OCP addresses in detail the various elements associated with infrastructure, economic trends and demographics suggest that we need to address some critical infrastructure needs “now” in order for them to come on stream in a timely manner.

## **Statistics suggest the following:**

- Over the next 15 years an additional 15,000 people are expected to move to Salmon Arm proper (within District boundaries).
- The Central Okanagan Regional District to the south of us is expecting an additional 170,000 people, expanding the population to 263,000 from its 1995 population of 135,000. This will require an additional 51,000 housing units by the year 2021 (2.4% annual growth rate instead of the expected 2.1% provincial rate).
- Salmon Arm’s current trading area – shopping population of 35,000 can be expected to increase over the next 15 to 20 years to a minimum of 75,000 and possibly as high as 85,000 people.
- Retail space required per capita in metropolitan areas is 40 sq. ft. per capita and Salmon Arm’s Trading Area Population rate in 1995 was 20 sq. ft. per capita.
- Industrial land requirements per 1000 of Trading Area Population is 4.8 gross Hectare (11.86 acres) which indicates the additional land required over the next 15 to 20 years will be approximately 173 gross hectares or 428 acres.

If Salmon Arm is to maintain its strong regional role and its status as the commercial centre for the Shuswap Region the Industrial, Commercial, Office, Retail,

Accommodation, and Service facilities will need to be a minimum of double the total area currently being utilized.

- The Central Downtown and Waterfront areas can be expanded to accommodate more growth and will continue to play a strong commercial and cultural role in the community retaining this areas' position as the office and professional services centre for the region.
- Indian reserve lands west of the central core will accommodate additional commercial and service facilities.
- The existing Highway Commercial Designated Areas between 30<sup>th</sup> St. east and 30<sup>th</sup> St. west that are currently underdeveloped will absorb some of the future growth; however, due to the pent up demand created by removal of previously existing facilities combined with construction delays of the Hwy. widening this available space will fill up soon.

Planning for future growth must start soon if the community is to have organized and orderly development over the next 15 years and into the following 25 to 30 years as well.

- All of the potential expansion areas are on agricultural land and, with the exception of Indian Reserve lands, approval of the A.L.R. will be required.
- In the past we have had highway development from 30<sup>th</sup> Street East to 30<sup>th</sup> Street West, a distance of 5.5 km of highway frontage serving a shopping population from 20 to 35 thousand people. If this type of strip development is to be avoided, the future plans must provide for substantial depth in relation to the highway frontage utilized.
- Expansion of the commercial areas must consider the location of the future residential population areas and Industrial Park areas to minimize travel distance while taking advantage of the District of Salmon Arm existing and planned grid road system.
- Planned highways and frontage roads must be considered to ensure public transportation to the future Commercial and Industrial areas is safe, efficient and cost effective. To achieve these goals we need to recognize the current Dept. of Highways plans and ensure they are coordinated with both short- and long-term city goals and that they enhance the existing and proposed city roads system.
- Planning an area capable of handling substantial future growth will take 3 to 5 years as there are many issues to be dealt with, including: The Official Community Plan process, services, roads and utilities planning all with the usual public input opportunity and A.L.R. approval of the plans adopted by the community.

### **Action Plans:**

- 11.1 Available industrial lands within the current Industrial Park are becoming fully occupied. Actions should be taken to consider the recommendations of the Land Servicing study of 1995 by Urban Systems to remove and develop additional industrial park lands (rename to “Business Park”).
- 11.2 Bylaws should be put in place on any expansions of industrial lands into Cells 1 & 2 to set minimum development standards in any new Business Park land developments. All services should be considered.
- 11.3 It is estimated that our current Business (Industrial) Park has land available for the next 2 to 3 years. A feasibility study by District planning should confirm the rate of development and land availability based on current and future requirements.
- 11.4 An upgrade should be considered to the existing Industrial Park to improve its image, appearance and services.
- 11.5 Recommendations and action be undertaken and developed regarding the future planning and development of our Highway Commercial Corridor in cooperation with the Ministry of Highways.
- 11.6 Improved signage promoting the Business (Industrial) Park location be developed and placed on Hwy. 97B and on strategic Trans Canada Highway locations.
- 11.7 Additional industrial sites identified in the OCP and Urban Studies Report should be evaluated in terms of their strategic position and value to this Community Development Strategy (i.e. Bruce Coach properties, Federated properties, etc.).
- 11.8 Further develop public input ideas as identified at the Public Forum meeting held March 15, 1998

## **STRATEGY #12: SERVICES**

Continue to expand Salmon Arm's role as a hub city community for business, institutional services (i.e. health care, education, etc.), and government (CSRD, Provincial Access Centre, Community Futures, etc.).

### **Background:**

Salmon Arm is ideally located within the region to be the hub community for business, government, and institutional services. Strategically located on the Trans Canada Highway at the junction of 97B (interior corridor to Vernon, Kelowna, Penticton), it naturally is an excellent headquarters for business, government agencies, institutions (hospitals, university colleges, etc.) and organizations that serve the entire region. Currently, the service sector represents 46% of the total labour force of the community.

Although Salmon Arm is well located and positioned with many of these services, government cutbacks, re-organization and consolidation activities threaten this sector.

Salmon Arm is well positioned to seek out, attract and retain these businesses and services to our community; however, we must as a community demonstrate our strategic advantages. Salmon Arm can offer highway corridor access and visibility, ample surface parking, high exposure, opportunities to construct or occupy their own single user buildings, excellent infrastructure, telecommunications, security services, daily air service to Vancouver, etc.

It is therefore important that Salmon Arm recognize its competitive strategic advantage of location and services in order to maintain and expand its hub city presence.

Industrial business parks, a regional airport, hospital and health services, etc. all contribute to this economic opportunity.

### **Action Plans:**

- 12.1 Promote Salmon Arm more aggressively as a headquarters location for businesses and services.
- 12.2 Encourage the development of more business services and social service amenities in our community to serve the region.
- 12.3 Work in partnership with the Ministry of Highways in highway commercial corridor planning and development.
- 12.4 Salmon Arm should consider the accumulation of business sites/ business park sites with excellent highway access and visibility (97B, 97B & TCH interchange, and TCH lands on east entrance and west entrance to our community).

- 12.5 Research and develop opportunities in community planning processes to expand the inventory of sites.
- 12.6 Maintain close working liaisons with developers in the marketing of business park/industrial park and commercial sites. Identify ways in which the District could be of assistance in attracting business opportunities.
- 12.7 Work with government agencies, hospital boards, etc. to ensure that the services and institutions we have do not leave the community and, in fact, are expanded and enhanced as Salmon Arms grows and prospers.
- 12.8 Identify Salmon Arm as a “retirement community” and work with the province to secure funding for the community based on retirement initiatives and infrastructure.
- 12.9 Investigate the feasibility of a “Preventative Health Care Centre” championed by the health care community and the Holistic Practitioners Association.

## **Strategy #13: MULTICULTURALISM**

Identify and tap the economic opportunities associated with Salmon Arm's multi-cultural character.

### **Background:**

Salmon Arm, unlike many British Columbia communities, has partnered with other cultures and countries, i.e. Japanese sister city.

Opportunities exist for all communities to partner in multi-cultural development as related to overall economic development.

Areas such as specialized development of goods and services, festivals, art, and multi-cultural displays and activity centres all form part of an important element in Salmon Arm's character. As identified in the educational strategy (Strategy #4) segment, opportunity exists for multi-cultural education and training.

### **Action Plans:**

- 13.1 Assist the various ethnic groups wherever possible in their development in the area. Ensure they are always welcome at Salmon Arm Planning and Economic Development Steering and Planning initiatives.
- 13.2 Participate and assist in the development of multi-cultural endeavours.
- 13.3 Investigate the possibility of strategic alliances and partnerships in new business development initiatives.
- 13.4 Participate in and recognize special multi-cultural events and development opportunities as identified.
- 13.5 Ensure that community recreation and health care facilities and services reflect the needs of the Salmon Arm community as well as the needs of the multi-cultural communities.
- 13.6 Explore the potential of creating a tourism event based on a multi-cultural theme.
- 13.7 Throughout the diverse heritages in our community, encourage groups of multi-cultural people to celebrate their cultures.

# STRATEGY #14: FILM & VIDEO

Establish Salmon Arm as a major hub community centre for the film and video industry within the Columbia Shuswap Regional District and regional strategic plan.

## Background:

Approximately 300 feature films are made each year in North America, each with an average production cost of \$35 million US, for a total of \$10.5 billion. Add to that \$1 billion for television movies and \$3 billion for television series, and you have a total North American production market in excess of \$14.5 billion US\*, or \$20 billion Canadian. B.C.'s share is \$630 million, or less than 2%. Yet in terms of numbers, B.C. ranks fourth or fifth in North America (behind L.A., New York, Toronto and perhaps Chicago).

B.C.'s film and television industry has boomed from **eight** productions in 1980 to **ninety-two** in 1995. **Today**, it's a **\$700 million** industry (\$630M movies & TV, \$70M commercials), employing 25,000 full- and part-time workers, and contributing significantly to the health of the B.C. economy.

*\*The above information supplied by The Association of Film Commissioners International, and B.C. Ministry of Small Business, Tourism and Culture (News Release April 14, 1998 & Hollywood Power Stats)*

## Why Should a Film Commission Be Considered?

The primary responsibility of a Film Commission is to attract film and video production to its respective area, in order to accrue locally-realized benefits from hiring local crews and talent, renting local equipment, using hotel rooms, rented cars and motor homes, catering services or any number of goods and services supplied on location.

While attracting business to their area, these productions also attract visitors. Film scenes at a particular location are in themselves "soft sell" vehicles which also promote that location as a desired site for future tourism and industry.

The main reason why Salmon Arm and the Columbia Shuswap area should consider forming a Film Commission is because of its excellent geographic location and what the area can offer to production companies. This area is **unique** and easily accessible to lake views, mountain views in Revelstoke and Golden, rain forest locations on Anstey Arm and Hunakwa Lake, wilderness areas and lakes, mountain streams, waterfalls, rivers, proximity to Vancouver for equipment, accommodation for crews, catering facilities and the Salmon Arm airport for shuttling talent and crews from Vancouver.

The Columbia Shuswap area is very accessible by a variety of vehicles (motor homes, 18-wheelers, flatbeds, etc.) and film companies need this accessibility to move equipment, film crews and talent to a location site. The Trans Canada Highway will help to make this region more inviting to location scouts as it offers a major conduit for these large and numerous vehicles.

There are two Film Commissions in the immediate area – Thompson Nicola Film Commission (Kamloops) to the west and Okanagan Similkameen Film Commission (Kelowna) to the south; both have shown a keen interest in our area. The Columbia Shuswap District geographically is on the fringe of both these film commissions’ areas but offers a completely different terrain to film producers.

Film Commissions compete for business and all have one goal in common: to attract filmmakers and videographers to their respective regions, by providing services that an out-of-town producer would have great difficulty in acquiring, without their assistance. The Columbia Shuswap area may be better represented by its **own** film commission.

For producers of commercials, films and episodic television, Film Commissions today provide a gamut of free services – from scouting locations within their area to trouble-shooting with local officials to helping cut through paperwork and bureaucratic red tape. These services would be difficult to accomplish by a Film Commissioner living and working outside the Columbia Shuswap area.

The BC Film Commission has arbitrarily divided the province into seven geographic regions. According to the map, the Shuswap is currently being represented by the TNRD. However, the TNRD is not willing to represent the area as it must promote the area in which its taxpayers exist, the TNRD. The Okanagan Film Commission has also included the Shuswap on its promotional map. Yes, it appears we have a marketable commodity – locations that other regions of BC do not have.

This Strategy recommends that a serious evaluation be undertaken to assess the feasibility of either forming a Columbia Shuswap Regional Shuswap District Film Commission, located in Salmon Arm, or, form a formal strategic alliance with an established Film Commission such as the TNRD and become partners in the promotions of a larger area. There is also the possibility to take smaller steps to gain recognition and a few smaller successes before entertaining the medium to longer-term initiatives. From all of this a strategic plan should be developed.

### **Action Plans:**

- 14.1 Form or be part of a small task force of involved parties within the regional boundaries of the CSRD and conduct a feasibility analysis.
- 14.2 Begin the organization of a “location library” which depicts our area and its unique features (i.e. location photo files, weather statistics, maps, production services, etc., etc.).
- 14.3 Based on results of feasibility study, develop a strategic plan.
- 14.4 Appoint a film liaison whereby he or she becomes familiar with the film business, establishes contacts, promotes the area, attends trade shows, etc., etc.
- 14.5 Join the Association of Film Commissioners International (AFCI) and become a trained Film Commissioner. This organization is very important to assisting film development in membership areas.

#### 14.6 Develop a marketing plan and budgets.

As a final note, the economic impact on the **B.C.** economy of an **average feature film** is estimated at:

Direct spending	\$4.76 million
Provincial Sales Tax	\$176,000
Provincial Income Tax	\$499,000
Jobs	67 FTE (Full time equivalent)
Economic Impact	\$13.8 million
Employment Impact	\$147 FTE

Currently, B.C. competes with 300 film commissions from all over the world. B.C.'s direct competition in terms of production costs and infrastructure are: Toronto, Calgary, Seattle and Portland. We compete in cost only with Florida, The Carolinas, Colorado and Texas. The majority of the film and TV work is still done in Los Angeles and New York.

# STRATEGY #15: HOUSING & SERVICES FOR YOUTH AND SENIORS

Promote the economic opportunities associated with housing and services for youth, seniors and the retired sector of our community.

## **Background:**

Economic development covers many facets of a community, including social responsibility to all ages and lifestyle needs.

### **☞ Youth**

The youth of our community represent an upcoming generation that will influence the development, prosperity, and social health of Salmon Arm. They are also consumers and spenders of commerce and the future developers/participants of business and commerce in our community. In other words, they will have a significant impact on the community's future. As a result they must be recognized and encouraged to participate in community-based economic development initiatives and programs and have a hand in their design and implementation.

### **☞ Seniors**

Salmon Arm has a large retirement and growing seniors' population. The community also has many attractive locations for residential developments for seniors such as high density residential neighbourhoods near shopping malls and parks, transit and health care facilities.

There are three main kinds of opportunities associated with seniors:

- Opportunity for residential construction in market housing and in specialized housing.
- Opportunities for a wide range of senior orientated services and technologies that offer a wide range of economic opportunities and social benefits.
- Seniors provide a source of volunteers for our community organizations.

## **Action Plans:**

15.1 Evaluate the outlook for youth and seniors population growth in Salmon Arm in order to identify emerging economic opportunities or potential increased demands for specialized services which could create employment and business opportunities.

15.2 Continue to provide for the development of seniors orientated housing and activities, particularly near shopping and downtown centres and health facilities (clinics, hospitals, etc.). This can lead to construction employment and create further opportunities such as:

- Home support and personal care

- Lifestyle and financial advising
- Senior orientated retail stores
- Senior apartments with common dining and social facilities
- Health services
- Senior recreational and social centres and clubs
- Youth hostels run by youths

- 15.3 Encourage the development of new businesses or services for seniors.
- 15.4 Encourage the development of reasonably priced recreational facilities and clubs for youth and seniors (i.e. “Golden Age Club, Seniors Centres and social clubs, etc.).
- 15.5 Develop community projects handled by youth and seniors together (i.e. bike trails, walking trails, etc). Encourage more interaction between youth and seniors.
- 15.6 Develop programs to accommodate youth in our schools (i.e. day care centres, breakfast services, trade school/work experience programs, etc., etc.)
- 15.7 Encourage Seniors and youths to participate in the growth and direction of our community.

# **STRATEGY #16: COMMUNITY ECONOMIC DEVELOPMENT**

Develop and maintain a high level of community involvement and access to the community/social economic development process, thereby building long-term community capacity and buy-in.

## **Background:**

In November of 1997, Salmon Arm formed its own Economic Development Corporation. The Corporation, initially funded by Human Resources Development Canada, had four major mandates in its first year, namely:

- Develop a sustainable community based, economic development plan which identifies a wide range of opportunities for creating employment and investment in Salmon Arm.
- Establish a permanent, visible community presence (a storefront operation) which provides ease of public access and awareness: involving the community through partnership in economic development and employment and growth strategy opportunities.
- Develop partnerships with local commerce and industry, municipal, provincial and federal government agencies to develop proposals for source programs of available funding for the purpose of fostering sustainable economic development programs and employment in our community.
- Develop alliances with local and regional agencies.

These mandates have been successfully achieved. The successes and attitudes in Salmon Arm towards their community, social and economic development are very positive. Numerous new jobs and business projects have been established or are in progress.

A storefront operation for community economic development has also been established. From this operation alone, fifteen (15) new part-time, full-time and Job Creation partnerships have been created in the community, funded by HRDC.

Over the course of the next few years, the District of Salmon Arm must fully endorse and assume the ongoing responsibility of providing leadership in community-based economic development.

Fortunately, with the assistance, vision and encouragement of Human Resources Development Canada, the foundation has been established via the Salmon Arm Economic Development Corporation.

### **Action Plans:**

- 16.1 Establish a three-year contractual agreement between the Salmon Arm EDC and the District of Salmon Arm to perform the services of community-based economic development for the District, becoming less reliant on HRDC funding.
- 16.2 From the Strategic Plan, identify the most significant and highest priority strategic initiatives.
- 16.3 Establish work plans, time tables and resources to action identified initiatives.
- 16.4 Establish a tracking system to ensure results.
- 16.5 Revisit the Strategic and Initiatives Plan on a regular basis, modifying, adjusting and assessing as years pass and progress occurs.
- 16.6 Hold annual community forums to review progress, share information and create opportunities for community participation and input on economic development approaches and activities.
- 16.7 Heighten community awareness of EDC's community accomplishments. Celebrate our successes and the successes of other agencies in our community (DIA, Chamber, Community Future, etc.), developing community participation and pride.

# STRATEGY #17: ADVOCACY

Develop a high level of community spirit and attitude to write, speak and support Salmon Arm.

## **Background:**

Until most recently, Salmon Arm has not been visible or known to be much different than any other community of its size, culture and amenities within B.C. Citizens of Salmon Arm have a **treasure of a community** that embraces lifestyle, economic prosperity while respecting the environment and being in harmony with nature.

While this is all well and fine for the retired and financially secure citizen, it presents difficulty to young families and individuals seeking a balance between lifestyle and employment and raising families in a safe, healthy environment. The key words are creating a “balance” between “Business and Pleasure”.

Salmon Arm is truly a “lifestyle community welcoming business”. The community works together to prosper together in harmony with nature and the environment. The community desires clean, environmentally friendly businesses, and employment at reasonable taxation levels.

## **Action Plans:**

- 17.1 Promote Salmon Arm as a lifestyle community welcoming business by continuing to speak and write in support of Salmon Arm’s economic desires and plans.
- 17.2 Promote Salmon Arm within our community through education initiatives highlighting the economic impacts of various events and venues in our community.

## **STRATEGY #18: FIRST NATIONS**

Identify and tap the economic opportunities associated with Salmon Arm's First Nations communities.

### **Background:**

Salmon Arm, unlike many British Columbia communities, has partnered with strong ties to three first Nations Bands, namely: Adams Lake Indian Band, Little Shuswap Indian Band and the Neskonlith Indian Band. Also present in our community is a very active Metis Local.

Opportunities exist for all communities to partner in First Nations culture as related to overall economic development.

Areas such as joint land developments specialized development of goods and services, festivals, art, First Nations culture displays and activity centres, all form part of an important element in Salmon Arm's character. As identified in the educational strategy (Strategy #4) segment, opportunity exists for First Nations culture, education and training.

### **Action Plans:**

- 18.1 Assist the Adams Lake Indian band wherever possible in their development of an Economic Development corporation. Ensure they are always welcome at Salmon Arm Planning and Economic Development Steering and Planning initiatives.
- 18.2 Participate and assist in the development of First Nations culture as envisioned by Mary Thomas and family.
- 18.3 Investigate the possibility of strategic alliances and partnerships in new business development initiatives.
- 18.4 Investigate the potential of joint development of waterfront recreational and tourist facilities.
- 18.5 Participate in and recognize special First Nations events and development of opportunities as identified.
- 18.6 Ensure that community recreation and health care facilities and services reflect the needs of the Salmon Arm community as well as the needs of the First Nations Communities.
- 18.7 Explore the potential of creating a tourism cultural event based on a First Nations theme.
- 18.8 Throughout the diverse cultures in our community, encourage groups of First Nations people to celebrate their heritage.

# STRATEGY #19: THE ENVIRONMENT

To provide an environmentally friendly community, protecting our natural environment and increasing awareness of environmental issues.

## **Background:**

Salmon Arm is located on the Shuswap Lake. It boasts beautiful streams, creeks, parks, recreational and forested areas. The majority of people that move to this area come because of the quality of life Salmon Arm has to offer. This is why we need to ensure that we protect our natural environment and increase local awareness to environmental issues.

## **Action Plans:**

- 19.1 Identify unusable or difficult to develop parcels of land and earmark them for potential environmental reserve development.
- 19.2 Look at possible methods of being able to compensate land owners for access to expand walkways, trails, and environmentally protected areas, etc.
- 19.3 Identify environmentally sensitive areas within the community and ensure they are in the forefront.
- 19.4 Refer to the ROSE Study for reference and guidelines.
- 19.5 To create a sub-committee of the EDC Advisory Committee. This committee would be composed of three (3) or more members of local environmental groups whose responsibility would be to:
  - a) Identify environmental issues associated with particular sites, and the potential impacts on the site and/or community.
  - b) To work with the developer and DSA to make suggestions that would either eliminate and/or reduce detrimental or unnecessary environmental impacts on the site and/or community.
  - c) To seek out and identify undevelopable land and earmark for possible recreation areas or beautification possibilities.

## 5.0

# IMPLEMENTATION/WORKPLAN/TRACKING

The Salmon Arm Community Development Strategy is mainly a document of suggested strategic goals and initiatives with suggested actions.

The suggested actions require further expansion, more careful thought, implications and desired benefits assessed, as well as time lines and result monitoring established.

**Prior to any of these activities, it is vital that the Salmon Arm Economic Board of Directors, Steering Committee, District Council and various community stakeholders endorse the strategic initiatives in a “broad” sense.**

Once this has been accomplished, the Salmon Arm Economic Development Board of directors, and the District of Salmon Arm representatives should establish priorities. To undertake 19 initiatives would be somewhat dangerous in that the risk is that none of the strategic initiatives are accomplished well. Resources and skills to accomplish such a task are most likely not available. It may be prudent, in a priority manner, to select three or four initiatives and do them well.

There are initiatives and actions that other community organizations such as the Chamber of Commerce, DIA, Community Futures, etc. could undertake and “champion” to completion. This would be highly encouraged.

Implementation requires a “commitment” by the District both in financial and contractual terms. Other municipal groups may also be involved, such as the CSRD and Regional Economic Development, Tourism Shuswap, etc.

As stated previously, this Community Development Strategy must be dynamic in nature and should reflect changing conditions and changing priorities and reflect the work that has been completed. Changing political environment also must be factored in.