



AGENDA

**City of Salmon Arm
Regular Council Meeting**

**Tuesday, May 23, 2023
1:00 p.m.**

[Public Session Begins at 2:30 p.m.]
**Council Chambers of City Hall
500 – 2 Avenue NE
Salmon Arm, BC**

Electronic Meeting Link: <https://meet.goto.com/931301501>
Phone Access: Canada: +1(647) 497-9373 / Access Code: 931-301-501

Page #	Item #	Description
	1.	CALL TO ORDER
1-2	2.	IN-CAMERA SESSION
	3.	ACKNOWLEDGEMENT OF TRADITIONAL TERRITORY <i>We acknowledge that we are gathering here on the traditional territory of the Secwepemc people, with whom we share these lands and where we live and work together.</i>
	4.	ADOPTION OF AGENDA
	5.	DISCLOSURE OF INTEREST
3-14	6. 1.	CONFIRMATION OF MINUTES Regular Council Meeting Minutes of May 8, 2023
15-18	7. 1.	COMMITTEE REPORTS Development and Planning Services Committee Meeting Minutes of May 15, 2023
19-22	2.	Downtown Parking Commission Meeting Minutes of May 16, 2023
	8.	COLUMBIA SHUSWAP REGIONAL DISTRICT UPDATE
23-26	9. 1.	STAFF REPORTS Fire Chief – Self Contained Breathing Apparatus Purchase
27-30	2.	Manager of Permits & Licensing – Lakeside Bowling Ltd. (Permanent Patio) - 1881 9 Avenue NE
31-34	3.	Director of Engineering & Public Works – Zone 5 Booster Station – Centrix Control Solutions Contract Award
35-38	4.	Director of Engineering & Public Works – RCMP Guard Room Counter Improvements – Budget Reallocation

- 39-42 5. Director of Engineering & Public Works – 30th Street SE Watermain Upgrade – Contract Award
- 43-44 6. Director of Engineering & Public Works – Elks Park – Baseball Fields Irrigation Repairs – For Information
- 45-50 7. Director of Engineering & Public Works – McGuire Lake Pathway Lighting – For Information
- 51-54 8. Chief Financial Officer - Shuswap Watershed Council – For Information
10. **INTRODUCTION OF BYLAWS**
- 55-64 1. City of Salmon Arm Zoning Amendment Bylaw No. 4580 [ZON-1265; EWDS Holdings Ltd.; 2760 Auto Road SE; R-1 to R-8] – First and Second Reading
11. **RECONSIDERATION OF BYLAWS**
- 65-68 1. City of Salmon Arm Fee for Service Amendment Bylaw No. 4587 [Building Permit Review and Inspection Fees] – Final Reading
12. **CORRESPONDENCE**
- 69-70 1. Informational Correspondence
- 71-112 2. 2022 MRDT Annual Performance Report
13. **NEW BUSINESS**
14. **PRESENTATIONS**
- 113-114 1. Presentation 4:00-4:30 (approximately)
Dr. Scott McKee – Critical Care Hospital Improvements at Shuswap Lake General Hospital (SLGH)
- 115-150 2. Presentation 4:30-4:45 (approximately)
Isha Matous-Gibbs, Urban Matters – Poverty Reduction Grant
15. **COUNCIL STATEMENTS**
16. **SALMON ARM SECONDARY YOUTH COUNCIL**
17. **NOTICE OF MOTION**
18. **UNFINISHED BUSINESS AND DEFERRED / TABLED ITEMS**
19. **OTHER BUSINESS**
20. **QUESTION AND ANSWER PERIOD**
- There are no Hearings, Statutory Public Hearings or Reconsideration of Bylaws scheduled for the evening portion of the agenda.
- 151-152 21. **ADJOURNMENT**

Item 2

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor Flynn

Seconded: Councillor Cannon

THAT: pursuant to Section 90(1)(c) labour relations or other employee relations; (d) the security of the property of the municipality; (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality; of the *Community Charter*, Council move In-Camera.

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

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Item 6.1

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Lindgren

THAT: the Regular Council Meeting Minutes of May 8, 2023, be adopted as circulated.

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

REGULAR COUNCIL

Minutes of a Regular Meeting of Council of the City of Salmon Arm held in the Council Chambers of City Hall 500 – 2 Avenue NE and by electronic means, at 1:30 p.m. and reconvened at 2:30 p.m. on Monday, May 8, 2023.

PRESENT:

Mayor A. Harrison
Councillor K. Flynn
Councillor T. Lavery (participated remotely)
Councillor L. Wallace Richmond
Councillor D. Gonella
Councillor D. Cannon (participated remotely)
Councillor S. Lindgren

Chief Administration Officer E. Jackson
Director of Corporate Services S. Wood
Director of Engineering & Public Works R. Niewenhuizen
Director of Planning & Community Services G. Buxton
Chief Financial Officer C. Van de Cappelle
Manager Permits & Licensing M. Roy
Fire Chief B. Shirley
Firefighter C. Guidos
Deputy Corporate Officer R. West

ABSENT:

1. CALL TO ORDER

Mayor Harrison called the meeting to order at 1:30 p.m.

2. IN-CAMERA SESSION

0228-2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Lindgren

THAT: pursuant to Section 90(1) (c) labour relations or other employee relations; and (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality; of the *Community Charter*, Council move In-Camera.

CARRIED UNANIMOUSLY

Council moved In-Camera at 1:30 p.m.

Council returned to Regular Session at 2:01 p.m.

Council recessed until 2:30 p.m.

3. ACKNOWLEDGEMENT OF TRADITIONAL TERRITORY

Mayor Harrison read the following statement: "We acknowledge that we are gathering here on the traditional territory of the Secwepemc people, with whom we share these lands and where we live and work together."

4. REVIEW OF AGENDA

- Late Item – 22.3 – S. Kiegerl – VP-578
- Late Item – 12.1.13 – L. Main, Councillor, Village of Silverton, Email dated May 5, 2023 – RCMP Retroactive Costs – Soliciting Input
- Late Item – 12.1.14 – A. May, VP, Larch Hills Nordic Society – Email dated May 6, 2023 – Request for Nomination – Fortis BC 2023 Community Giving Award

5. DISCLOSURE OF INTEREST

Councillor Gonella declared a conflict with Item 22.1 as his employer has a sponsorship contract with the applicant.

Councillor Flynn declared a conflict with Item 9.4, 9.5 and 22.1 as the applicant/ proponent are clients of his firm.

6. CONFIRMATION OF MINUTES

1. Regular Council Meeting Minutes of April 24, 2023

0229-2023

Moved: Councillor Gonella
Seconded: Councillor Flynn
THAT: the Regular Council Meeting Minutes of April 24, 2023, be adopted as circulated.

CARRIED UNANIMOUSLY

2. Special Council Meeting Minutes of May 1, 2023

0230-2023

Moved: Councillor Lindgren
Seconded: Councillor Wallace Richmond
THAT: the Special Council Meeting Minutes of May 1, 2023, be adopted as circulated.

CARRIED UNANIMOUSLY

7. COMMITTEE REPORTS

1. Development and Planning Services Committee Meeting Minutes of May 1, 2023

0231-2023

Moved: Councillor Lavery
Seconded: Councillor Cannon
THAT: the Development and Planning Services Committee Meeting Minutes of May 1, 2023 be received as information.

CARRIED UNANIMOUSLY

2. Social Impact Advisory Committee Meeting Minutes of April 21, 2023

0232-2023

Moved: Councillor Wallace Richmond
Seconded: Councillor Lavery
THAT: the Social Impact Advisory Committee Meeting Minutes of April 21, 2023 be received as information.

CARRIED UNANIMOUSLY

8. COLUMBIA SHUSWAP REGIONAL DISTRICT UPDATE

1. CSRD Connect - April 2023

For information.

9. STAFF REPORTS

1. Manager of Permits & Licensing - The Canooligan Lake Lounge - Patron Participation Entertainment Endorsement - 4940 Canoe Beach Drive NE

0233-2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Gonella

THAT: Council of the City of Salmon Arm has no objection to the patron participation entertainment endorsement at Lot 1, Plan KAP46897, 6-21-9 (4940 - Canoe Beach NE) for The Canooligan Lake Lounge;

AND THAT: Council of the City of Salmon Arm is opting out of the comment and public consultation process.

CARRIED UNANIMOUSLY

2. Chief Financial Officer - Uncollectible Accounts Receivable

0234-2023

Moved: Councillor Lindgren

Seconded: Councillor Flynn

THAT: Council approves the write down of a receivable in the amount of \$11,511.09 with respect to the removal and remediation of a Canoe Beach Campsite Improvement.

CARRIED UNANIMOUSLY

3. Director of Engineering & Public Works - 2023 Orthophotography

0235-2023

Moved: Councillor Lavery

Seconded: Councillor Cannon

THAT: the 2023 Budget contained in the 2023-2027 Financial Plan Bylaw be amended to reflect an Orthophoto Upgrade Project in the amount of \$23,600.00, funded from:

- Other Revenue \$4,000.00; and
- Ortho Project Reserve \$19,600.00

CARRIED UNANIMOUSLY

Councillor Flynn declared a conflict and left the meeting at 3:03 p.m.

9. STAFF REPORTS - continued

4. Director of Engineering & Public Works – 8 Avenue NE Watermain Upgrade and Canoe Beach Drive Sanitary Upgrade -Budget Amendment and Construction Tender Award

0236-2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Gonella

THAT: the 2023 Budget contained in the 2023 to 2027 Financial Plan be amended to reallocate \$80,000.00 additional funding to the 8 Avenue NE Watermain upgrade project, funded from:

- 10 Avenue SE (30 – 33 Street SE) Upgrade

AND THAT: the 2023 Budget contained in the 2023 to 2027 Financial Plan be amended to reallocate \$113,000.00 additional funding to the Canoe Beach Drive Sanitary upgrade project, funded from:

- Clares Cove Lift Station (genset and kiosk)

AND FURTHER THAT: Council approve the award of the 8 Avenue NE Watermain upgrade and Canoe Beach Drive Sanitary upgrade projects to Mounce Construction Ltd., in accordance with the terms and conditions of the tender in the amount of \$692,810.49 plus taxes as applicable.

CARRIED UNANIMOUSLY

5. Chief Administrative Officer – 2023 CWPP Fuel Management Prescription Development and Treatment Award

0237-2023

Moved: Councillor Lavery

Seconded: Councillor Gonella

THAT: the Contract for 2023 CWPP Fuel Management Prescription Development and Treatment be awarded to Forsite Consultants Ltd. for \$141,500.00 plus applicable taxes.

CARRIED UNANIMOUSLY

Councillor Flynn returned to the meeting at 3:20 p.m.

6. Director of Planning & Community Services – Priority Planning and Development Review Policy

0238-2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Lavery

THAT: Council approve Policy No. 3.21 Priority Planning and Development Review.

Amendment:

Moved: Councillor Cannon

Seconded: Councillor Gonella

THAT: Policy No. 3.21 come into effect on May 15, 2023.

DEFEATED

Councillors Flynn, Lindgren, Wallace Richmond, Lavery and Mayor Harrison Opposed

9. STAFF REPORTS - continued

- 6. Director of Planning & Community Services - Priority Planning and Development Review Policy

Main Motion:

CARRIED UNANIMOUSLY

- 7. Director of Planning & Community Services - Official Community Plan Bylaw No. 4000 Review

0239-2023

Moved: Councillor Lavery
 Seconded: Councillor Flynn
 THAT: Council accept the draft outline for the OCP review presented by Planning Department Staff on May 8, 2023 and attached to the staff report dated May 2, 2023;

 AND THAT: Council direct the preparation of a Detailed OCP Review Process Plan for Council's consideration.

CARRIED UNANIMOUSLY

10. INTRODUCTION OF BYLAWS

- 1. City of Salmon Arm Fee for Service Amendment Bylaw No. 4587 [Building Permit Review and Inspection Fees] - First, Second and Third Reading

0240-2023

Moved: Councillor Flynn
 Seconded: Councillor Gonella
 THAT: the Bylaw entitled City of Salmon Arm Fee for Service Amendment Bylaw No. 4587 be read a first, second and third time.

Councillor Lavery left the meeting at 4:08 p.m. and returned to the meeting at 4:13 p.m.

CARRIED UNANIMOUSLY

11. RECONSIDERATION OF BYLAWS

The meeting recessed at 4:17 p.m.
 The meeting reconvened at 4:24 p.m.
 Councillor Lindgren left the meeting at 4:24 p.m.

14. PRESENTATIONS

- 1. Staff Sergeant West, Salmon Arm RCMP Detachment - Quarterly Policing Report - January to March, 2023

Staff Sergeant West, Salmon Arm RCMP Detachment, provided an overview of policing activities for the period January to March, 2023 and was available to answer questions from Council.

Councillor Lindgren returned to the meeting at 4:34 p.m.
 Councillor Lindgren left the meeting at 4:42 p.m.

12. CORRESPONDENCE1. Informational Correspondence

5. T. Timoffee, Early Years Family Navigator and Outdoor Play Facilitator, Shuswap Children's Association - letter dated April 27, 2023 - Art in the Park

0241-2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Gonella

THAT: Council authorize the Shuswap Children's Association to use William Baker Park for its Art in the Park series on June 7, 14 and 21, 2023 from 9:00 a.m. to 11:30 a.m. subject to booking through the Shuswap Recreation Society and the provision of adequate liability insurance.

CARRIED UNANIMOUSLY

Councillor Lindgren returned to the meeting at 4:59 p.m.

7. D. Schultz, President, Salmon Arm Curling Club - letter dated May 3, 2023 - Letter of Support - BC Community Gaming Grant

0242-2023

Moved: Councillor Cannon

Seconded: Councillor Flynn

THAT: Council provide a letter of support to the Salmon Arm Curling Club for their submission to the BC Community Gaming Grant funding program.

CARRIED UNANIMOUSLY

6. J. Broadwell, Manager, Downtown Salmon Arm - letter dated March 23, 2023 - Request to close Hudson Street on Multicultural Day

0243-2023

Moved: Councillor Flynn

Seconded: Councillor Lindgren

THAT: Council authorize Downtown Salmon Arm, in collaboration with Shuswap Immigrant Society, to use the Ross Street Plaza and to close Hudson Avenue NE to vehicular traffic from Ross Street to Alexander Street NE, on June 27, 2023 from 2:30 to 9:00 p.m. for the 2023 Multiculturalism Day celebration subject to the provision of adequate liability insurance.

CARRIED UNANIMOUSLY

14. A. May, VP, Larch Hills Nordic Society - Email dated May 6, 2023 - Request for Nomination - Fortis BC 2023 Community Giving Award

0244-2023

Moved: Councillor Flynn

Seconded: Councillor Wallace Richmond

THAT: Council authorize staff to submit a nomination on behalf of the Larch Hills Nordic Society for the Fortis BC 2023 Community Giving Award.

CARRIED UNANIMOUSLY

12. CORRESPONDENCE - continued

1. Informational Correspondence - continued

4. C. Merrell, President, Board of Directors, Fifth Avenue Seniors Activity Centre - Copy of letter dated April 17, 2023 to BC Transit - Request for Bus Stop at 170 - 5th Avenue SE

0245-2023

Moved: Councillor Wallace Richmond

Seconded: Councillor Flynn

THAT: Council authorize staff to contact BC Transit with respect to exploring options of adding a bus stop at 170 - 5th Avenue SE (5th Avenue 50+ Activity Centre).

CARRIED UNANIMOUSLY

13. NEW BUSINESS

15. COUNCIL STATEMENTS

16. SALMON ARM SECONDARY YOUTH COUNCIL

17. NOTICE OF MOTION

18. UNFINISHED BUSINESS AND DEFERRED / TABLED ITEMS

19. OTHER BUSINESS

20. QUESTION AND ANSWER PERIOD

The Meeting recessed at 5:14 p.m.

The Meeting reconvened at 7:00 p.m.

PRESENT:

Mayor A. Harrison
Councillor L. Wallace Richmond
Councillor D. Gonella
Councillor D. Cannon (participated remotely)
Councillor K. Flynn
Councillor T. Lavery (participated remotely)
Councillor S. Lindgren

Chief Administrative Officer E. Jackson
Director of Corporate Services S. Wood
Director of Engineering and Public Works R. Niewenhuizen
Director of Planning & Community Services G. Buxton
Deputy Corporate Officer R. West

ABSENT:

21. DISCLOSURE OF INTEREST

22. HEARINGS

Councillors Flynn and Gonella declared a conflict of interest and left the meeting at 7:00 p.m.
Councillor Cannon joined the meeting at 7:03 p.m.

- 1. Development Permit Application No. DP-450 [Dhaliwal Investments Ltd./Kandola Investments Ltd./Vic Van Isle Construction 2020 Ltd.; 1160 10 Avenue SW; Commercial City Centre]

0246-2023

Moved: Councillor Lindgren

Seconded: Councillor Wallace Richmond

THAT: Development Permit No. 450 be authorized for issuance for that part of Lot 7, Section 10, Township 20, Range 10, W6M, KDYD, Plan 3991 Except Plans KAP76141 and KAP76862 (1160 10 Avenue SW) in accordance with the drawings as per Appendix 7 attached to the staff report dated April 24, 2023;

AND THAT: Issuance of Development Permit No. 450 be withheld subject to the receipt of an Irrevocable Letter of Credit in the amount of 125% of a landscaper's estimate for completion of the landscaping plan.

The Planning Official explained the proposed Development Permit Application.

L. Hendrickson, Vic Van Isle Construction 2020 Ltd., agent for the applicant, outlined the application and was available to answer questions from Council.

Submissions were called for at this time.

Following three calls for submissions and questions from Council, the Hearing closed at 7:07 p.m. and the Motion was:

CARRIED UNANIMOUSLY

Councillors Flynn and Gonella returned to the meeting at 7:14 p.m.

- 2. Development Permit Application No. DP-448 [Wonderland Investment Inc. (Beaudet, F.); 50 30 Street NE; Multi-Family Residential]

0247-2023

Moved: Councillor Lavery

Seconded: Councillor Cannon

THAT: Development Permit No. 448 be authorized for issuance for Lot 1, Section 18, Township 20, Range 9, W6M, KDYD, Plan 13368 (50 30 Street NE) in accordance with the elevations and site plan as per Appendix 5 attached to the staff report dated April 18, 2023.

The Planning Official explained the proposed Development Permit Application.

F. Beaudet, the applicant, was available to answer questions from Council.

Submissions were called for at this time.

Following three calls for submissions and questions from Council, the Hearing closed at 7:17 p.m. and the Motion was:

CARRIED UNANIMOUSLY

22. HEARINGS - continued

3. Development Variance Permit Application No. VP-578 [Lepp, L. & T.; 1091 60 Street NW; Servicing requirements]

0248-2023

Moved: Councillor Lindgren

Seconded: Councillor Flynn

THAT: Development Variance Permit No. VP-578 is authorized for issuance for Lot 1, Section 20, Township 20, Range 10, W6M, KDYD, Plan 33563 to vary Section 4.8.1, Subdivision and Development Servicing Bylaw No. 4163, as follows:

- i) waive the upgrading of the west side of 60 Street NW along the parcel frontage to the Rural Collector Road Standard (RD-8), including installation of a bike lane, shoulder and drainage ditch;
- ii) waive the requirement for the extension of 8 Avenue NW and the construction of a cul-de-sac at the entrance to the proposed property;
- iii) waive the cash-in-lieu payment for upgrading of the north side of 8 Avenue NW to a Rural Local Road Standard (RD-7) from the cul-de-sac to 65 Street NW;
- iv) waive the cash-in-lieu payment for upgrading of the east side of 65 Street NW to a Rural Local Road Standard (RD-7) along the frontage of the parcel boundary;
- v) waive the requirement for dedication along 8 Avenue NW; and
- vi) waive the requirement for dedication along 65 Street NW.

The Planning Official explained the proposed Development Permit Application.

L. Lepp, the applicant, outlined the application and was available to answer questions from Council.

Submissions were called for at this time.

Email dated May 7, 2023 - S. Kiegerl

Following three calls for submissions and questions from Council, the Hearing closed at 7:22 p.m. and the Motion was split:

- i) waive the upgrading of the west side of 60 Street NW along the parcel frontage to the Rural Collector Road Standard (RD-8), including installation of a bike lane, shoulder and drainage ditch.

CARRIED UNANIMOUSLY

- ii) waive the requirement for the extension of 8 Avenue NW and the construction of a cul-de-sac at the entrance to the proposed property;

DEFEATED UNANIMOUSLY

22. HEARINGS - continued

3. Development Variance Permit Application No. VP-578 [Lepp, L. & T.; 1091 60 Street NW; Servicing requirements] - continued

iii) waive the cash-in-lieu payment for upgrading of the north side of 8 Avenue NW to a Rural Local Road Standard (RD-7) from the cul-de-sac to 65 Street NW.

CARRIED
Councillor Lavery Opposed

iv) waive the cash-in-lieu payment for upgrading of the east side of 65 Street NW to a Rural Local Road Standard (RD-7) along the frontage of the parcel boundary.

CARRIED UNANIMOUSLY

v) waive the requirement for dedication along 8 Avenue NW.

DEFEATED UNANIMOUSLY

vi) waive the requirement for dedication along 65 Street NW.

Amendment:

Moved: Councillor Flynn
Seconded: Councillor Cannon
THAT: the required road dedication along the 65th Street NW frontage be reduced from 4.971m to 3.971m allowing for an ultimate road right of way of 18.0m.

CARRIED UNANIMOUSLY

Motion as amended:

CARRIED UNANIMOUSLY

23. STATUTORY PUBLIC HEARINGS

24. RECONSIDERATION OF BYLAWS

25. QUESTION AND ANSWER PERIOD

26. ADJOURNMENT

0249-2023 Moved: Councillor Lindgren
Seconded: Councillor Flynn
THAT: the Regular Council Meeting of May 8, 2023 be adjourned.

CARRIED UNANIMOUSLY

The meeting adjourned at 7:40 p.m.

CERTIFIED CORRECT:

CORPORATE OFFICER

MAYOR

Adopted by Council the day of May, 2023.

Item 7.1

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor Gonella

Seconded: Councillor Lavery

THAT: the Development and Planning Services Committee Meeting Minutes of May 15, 2023 be received as information.

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

DEVELOPMENT AND PLANNING SERVICES COMMITTEE

Minutes of a Meeting of the Development and Planning Services Committee of the City of Salmon Arm held in Council Chambers, City Hall, 500 – 2 Avenue NE, Salmon Arm, BC, and by electronic means on Monday, May 15, 2023.

PRESENT:

Mayor A. Harrison
Councillor T. Lavery (participated remotely)
Councillor K. Flynn
Councillor D. Cannon
Councillor D. Gonella
Councillor L. Wallace Richmond
Councillor S. Lindgren (participated remotely)

Chief Administration Officer E. Jackson
Director of Engineering & Public Works R. Niewenhuizen
Director of Planning & Community Services G. Buxton
Deputy Corporate Officer R. West

ABSENT:

1. CALL TO ORDER

Mayor Harrison called the meeting to order at 8:01 a.m.

2. ACKNOWLEDGEMENT OF TRADITIONAL TERRITORY

Mayor Harrison read the following statement: "We acknowledge that we are gathering here on the traditional territory of the Secwepemc people, with whom we share these lands and where we live and work together".

3. REVIEW OF THE AGENDA

4. DISCLOSURE OF INTEREST

5. REPORTS

1. Zoning Amendment Application No. ZON-1265 [EWDS Holdings Ltd.; 2760 Auto Road SE; R-1 to R-8]

Moved: Councillor Cannon

Seconded: Councillor Wallace Richmond

THAT: the Development and Planning Services Committee recommends to Council that a bylaw be prepared for Council's consideration, adoption of which would amend Zoning Bylaw No. 2303 by rezoning Lot A, Section 13, Township 20, Range 10, W6M, KDYD, Plan 14385 from R-1 (Single Family Residential Zone) to R-8 (Residential Suite Zone).

CARRIED UNANIMOUSLY

6. FOR INFORMATION

7. ADJOURNMENT

Moved: Councillor Flynn

Seconded: Councillor Lindgren

THAT: the Development and Planning Services Committee meeting of May 15, 2023 be adjourned.

CARRIED UNANIMOUSLY

The meeting adjourned at 8:09 a.m.

Mayor A. Harrison, Chair

Minutes received as information by Council at their Regular Meeting of

, 2023.

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Item 7.2

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor Lavery

Seconded: Councillor Cannon

THAT: the Downtown Parking Commission Meeting Minutes of May 16, 2023 be received as information.

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

CITY OF SALMON ARM

Minutes of the Downtown Parking Commission Meeting held by electronic means on Tuesday, May 16, 2023.

PRESENT:

Tim Lavery	Councillor, City of Salmon Arm
Bill Laird	Member at Large
Vic Hamilton	Member at Large
Regan Ready	Member at Large
Cathy Ingebrigston	Member at Large, Chair
Vera Chomyshen	DSA Representative
Jacquie Gaudreau	DSA Representative
Morgan Matheson	DSA Representative
Colin Mahood	Resource Personnel, City Bylaw Officer
Maurice Roy	Resource Personnel, Manager of Permits & Licensing, Recorder
Gabriel Bau	Resource Personnel, City Engineer
Robert Niewenhuizen	Resource Personnel, Director of Engineering & Public Works

ABSENT:

Gerald Foreman	DSA Representative
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GUEST:

The meeting was called to order at 8:00 a.m. by Chair, Cathy Ingebrigston.

1. INTRODUCTIONS AND WELCOME

2. ACKNOWLEDGEMENT OF TRADITIONAL TERRITORY

We acknowledge that we are gathering here on the traditional territory of the Secwepemc people, with whom we share these lands and where we live and work together.

3. PRESENTATIONS:

4. **APPROVAL / CHANGES / ADDITIONS TO AGENDA**

Addition of Item 7.c – Increased Parking Fines

Moved: Vera Chomyshen

Seconded: Morgan Matheson

THAT: the Downtown Parking Commission Meeting Agenda of May 16, 2023 be approved with addition.

CARRIED UNANIMOUSLY

5. **APPROVAL OF MINUTES FROM APRIL 18, 2023**

Moved: Regan Ready

Seconded: Vic Hamilton

THAT: the Downtown Parking Commission Meeting Minutes of April 18, 2023 be adopted.

CARRIED UNANIMOUSLY

6. **OLD BUSINESS ARISING FROM MINUTES**

a) **Response to Senior Resource Centre request to designate on street parking.**

Received for information. This request was denied and Rob Niewenhuizen has advised the Senior Resource Centre.

b) **Sidewalk Café Policy No. 1.13 – Review (Round 2)**

Rob Niewenhuizen continued the review of the policy with the Commission members. The Commission discussed the information and agreed on several points of amendment.

7. **NEW BUSINESS**

a) **L. Materi, Letourneau Notary Office – Change parking spot at 271 Ross Street to handicap spot**

Rob Niewenhuizen presented the request for a handicap spot at this location on Ross Street NE. The Commission rejected the request based on available accessible parking stalls and the precedent that this would establish if approved.

b) **Mapping of existing Handicap stalls**

The mapping was provided for information and review.

7. NEW BUSINESS - continued

c) **Increased Parking Fines**

Maurice Roy discussed raising parking fines to reflect the increase in the parking rates.

Moved: Regan Ready

Seconded: Vic Hamilton

THAT: the Downtown Parking Commission recommends to Council that parking fines be increased to \$50.00 with a reduction to \$25.00 if paid within 2 days.

CARRIED UNANIMOUSLY

8. OTHER BUSINESS - Correspondence (for information)

9. NEXT MEETING - Tuesday, June 20, 2023

The next meeting of the Downtown Parking Commission will be Tuesday, June 20, 2023. The Chairperson will be Jacquie Gaudreau.

10. ADJOURNMENT

Moved: Vera Chomyshen

Seconded: Bill Laird

THAT: the Downtown Parking Commission Meeting of May 16, 2023 be adjourned.

CARRIED UNANIMOUSLY

The meeting adjourned at 9:01 a.m.



Maurice Roy

Minutes received as information by Council at their Regular Meeting of

, 2023.

Item 9.1

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: Council accept the quote from Rocky Mountain Phoenix in the amount of \$329,765.00 plus taxes for the purchase of new MSA brand Self Contained Breathing Apparatus (SCBA).

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond



City of Salmon Arm *Fire Department*

MEMORANDUM

Date: May 17, 2023
To: Mayor and Council
From: Brad Shirley, Fire Chief
Re: Self Contained Breathing Apparatus purchase

STAFF RECOMMENDATION

THAT: Council accept the quote from Rocky Mountain Phoenix in the amount of \$329,765.00 plus taxes for the purchase of new MSA brand Self Contained Breathing Apparatus (SCBA)

BACKGROUND

The SCBA was identified as needing replacement as most units are 15+ years of age and repair parts are becoming obsolete. It was proposed to have them replaced over three years (2022, 2023 and 2024) at an estimated value of \$180,000, \$185,000 and \$195,000 respectively. The replacements would be funded from the Fire Building and Equipment Reserve Fund. Due to the rising cost of the equipment in 2022, the purchase was postponed until 2023 to group years 1 and 2 purchases together. The final phase will be proposed for the 2024 budget. There is currently sufficient funds in the reserve account to cover the quote.

Although there are 3 common brands of SCBAs, due to the fact the department has trained staff to repair and maintain the MSA brand, the department has some newer MSA equipment and firefighters are familiar with this brand, it was determined to stay with this brand and request quotations accordingly.

Three requests for quotations were sent out on April 27th to Rocky Mountain Phoenix, Atlas Fire & Safety equipment and Grainger Canada with a closing date of May 12th.

Atlas Fire & Safety indicated they could supply only used equipment (one year old demos) and Grainger Canada had an incomplete proposal quoting on the training section only.

Following a review by Fire Chief and Deputy Fire Chief, it was determined Rocky Mountain Phoenix has a complete and thorough submission and recommend purchasing from them. The City's fire department has conducted many transactions from this company with great success (including last year's Tower 3) who specialize in firefighting equipment and apparatus. Although the old units will be offered for sale, it is unlikely we will receive any bids due to their age and limited parts available.

Respectively submitted



Brad Shirley, Fire Chief

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Item 9.2

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: Council of the City of Salmon Arm has no objection to the creation of a permanent licensed patio at 1881 – 9th Avenue NE for the Tandoor Bar and Grill;

AND THAT: Council of the City of Salmon Arm is opting out of the comment and public consultation process.

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

CITY OF
SALMON ARM

TO: His Worship Mayor Harrison and Council

DATE: May 12, 2023

SUBJECT: Lakeside Bowling Ltd. (Permanent Patio)
1881 – 9 Avenue NE

OWNER: Parmjit Chahal

MOTION FOR CONSIDERATION:

BE IT RESOLVED THAT: Council of the City of Salmon Arm has no objection to the creation of a permanent licensed patio at 1881 – 9 Avenue NE for the Tandoor Bar and Grill.

AND THAT: Council of the City of Salmon Arm is opting out of the comment and public consultation process.

BACKGROUND:

The building on the referenced property has long served the City as a recreational bowling facility. In addition to the bowling lanes the building also contains a small lounge/restaurant which has recently been renamed the Tandoor Bar and Grill. In 2019 the lounge liquor license was expanded beyond the lounge to accommodate the serving of alcoholic beverages for those patrons viewing or engaging in the bowling activities. The current liquor license lists an occupant load of 156 persons.

The owner of the establishment has applied for a liquor license to create a permanent licensed patio at the front of the building. The creation of a patio is a structural change to the liquor license and must therefore be put before Council for a resolution. A site plan and owner's submission are attached for reference.

The general purpose is to provide a dining area outside the building for those patrons who wish outdoor seating or those who may wish to avoid the noise of the bowling alley. The patio occupant load is listed at 36 persons which would bring the total occupant load to 192 persons. There are sufficient washroom facilities to serve the proposed occupant load.

Respectfully submitted,



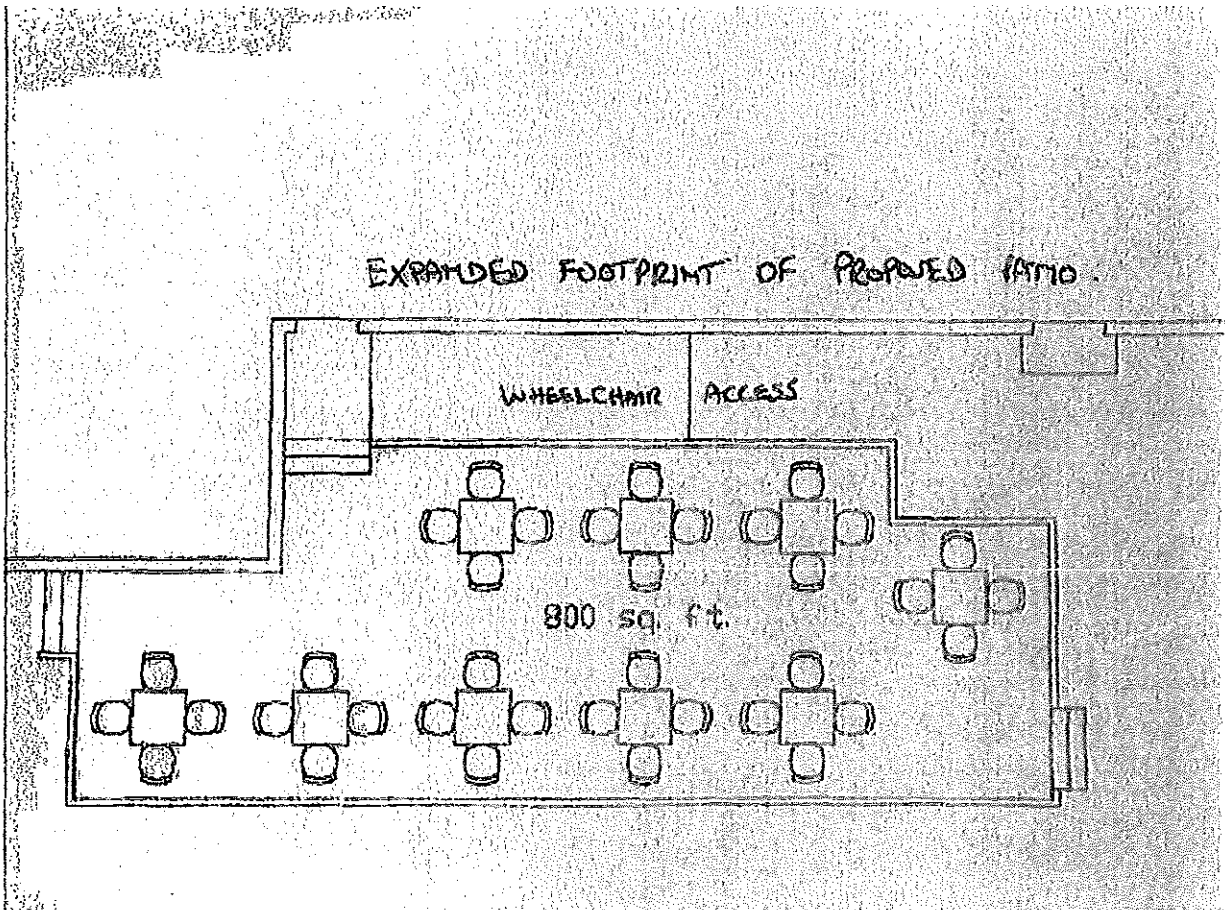
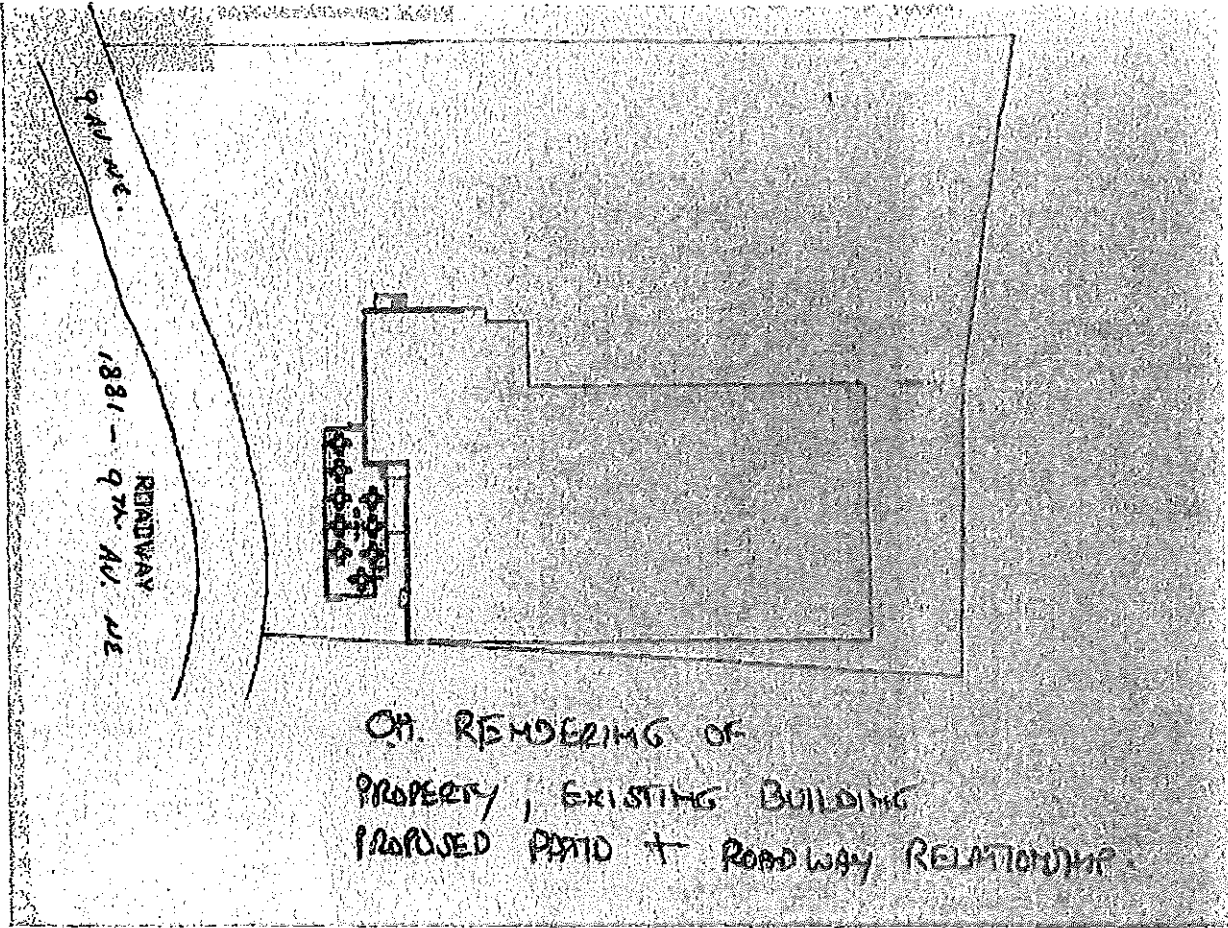
Prepared By:
Maurice Roy, RBO/CRBO
Manager of Permits & Licensing

MR:mr

attach. Site Plan / Floor Plan
Owner's Submission



Reviewed By:
Gary Buxton
Director of Planning & Community Services



Dear Mayor and Council,

We recently started up the Tandoor Bar and Grill in Salmon Arm, it has been great so far and we are getting a lot of positive feedback. We are located inside the bowling alley, and we've got some seating in the lounge but we would like to expand our seating capacity which would be very beneficial to the business as well. The property has got a large parking lot so we have plenty of space to add a patio. It will allow for our customers to enjoy their meals while seated outside and additionally without any noise from the bowling alley side.

Thank You!
Parmjit Chahal

Item 9.3

CITY OF SALMON ARMDate: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: the City's Purchasing Policy No. 7.13 be waived in the procurement of consulting services related to programming and commissioning services for the Zone 5 Booster station project to authorize sole sourcing of same to Centrix Control Solutions;

AND THAT: Council approve the award of consulting services to Centrix Control Solutions for the total quoted price of \$11,900.00 plus taxes as applicable for the Zone 5 Booster station.

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

File: 2023-49

TO: His Worship Mayor Harrison and Members of Council
FROM: Robert Niewenhuizen, Director of Engineering and Public Works
PREPARED BY: Gabriel Bau, City Engineer
DATE: May 23, 2023
SUBJECT: **ZONE 5 BOOSTER STATION – CENTRIX CONTROL SOLUTIONS
CONTRACT AWARD**

STAFF RECOMMENDATION

THAT: The City's Purchasing Policy No. 7.13 be waived in the procurement of consulting services related to programming and commissioning services for the Zone 5 Booster station project to authorize sole sourcing of same to Centrix Control Solutions.

AND THAT: Council approve the award of consulting services to Centrix Control Solutions for the total quoted price of \$11,900.00 plus taxes as applicable for the Zone 5 Booster station.

BACKGROUND

City staff would like to proceed with the award of programming and commissioning services for the Zone 5 Booster Station.

Construction of the Zone 5 Booster station is underway with completion planned by December this year. WSP is the City owner's representative, Big Rock is the main construction company and the City is responsible for programming.

Centrix Control Solutions has submitted a quote for programming and commissioning services for the Zone 5 Booster station.

STAFF COMMENTS

Staff recommend that the City waive the City's Purchasing Policy No. 7.13 in the procurement of consulting services related to the Zone 5 Booster station project to authorize sole sourcing of same to Centrix Control Solutions.

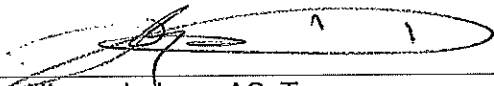
Centrix Control Solutions has provided programming and commissioning services to the City's satisfaction for the City's major infrastructure, and current quote is consistent with previous cost estimates. Centrix completed the initial programming for the original Zone 5 Booster station in the 1980's, and it is the only company familiar with the City's utility SCADA network and PLCs. As such, staff considers that involving Centrix is fiscally prudent.

The budget required to complete Zone 5 Booster station is as follows.

Current 2023 Zone 5 Booster station budget as approved	\$2,726,680.00
--	----------------

Staff recommend that Council approve the award of consulting services to Centrix Control Solutions in accordance with their quote in the amount of \$11,900.00 plus taxes as applicable for the Zone 5 Booster station.

Respectfully submitted,



Robert Niewenhuizen, AScT
Director of Engineering and Public Works

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Item 9.4

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: the 2023 Budget contained in the 2023-2027 Financial Plan Bylaw be amended to reflect additional funding in the amount of \$20,000.00, which includes the additional funds and contingency for project construction costs, reallocated from RCMP Building Major Maintenance Reserve.

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond



File: 2023-80

TO: His Worship the Mayor Harrison and Members of Council

FROM: Robert Niewenhuizen, Director of Engineering and Public Works

PREPARED BY: Darin Gerow, Manager of Roads & Parks

DATE: May 15, 2023

SUBJECT: **RCMP GUARD ROOM COUNTER IMPROVEMENTS – BUDGET REALLOCATION**

STAFF RECOMMENDATION

THAT: The 2023 Budget contained in the 2023 – 2027 Financial Plan Bylaw be amended to reflect additional funding in the amount of \$20,000.00, which includes the additional funds and contingency for project construction costs, reallocated from RCMP Building Major Maintenance Reserve.

BACKGROUND

The City of Salmon Arm has been working with RCMP staff on the safety upgrade to the Guard Room Counter. Works will include installation of a 32" x 84" door in steel frame, lexan glazing in steel frame c/w horizontal slider with slam-shut latch, and mesh panel in steel frame. These works will provide safety to the guards when completing their necessary works. Currently there is no protection from individuals.

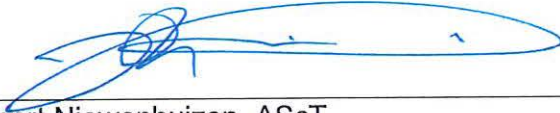
A request for quotation (RFQ) was placed on BC Bid. On May 11, 2023, we received one (1) responses, as follows:

Contractor	Price	Tax	Total
McDiarmid Construction, Salmon Arm	\$36,042.00	\$1,802.10	\$37,844.10

The quote received by McDiarmid Construction meets all the criteria, specifically past experience working in RCMP detachments and contractor security clearance. McDiarmid Construction recently completed the Cell Renovation project. Their submitted quote is over the approved 2023 budget for this project of \$20,000.00.

Staff are recommending that the 2023 Budget contained in the 2023 – 2027 Financial Plan Bylaw be amended to reflect additional funding in the amount of \$20,000.00 reallocated from RCMP Building Major Maintenance Reserve so we can award McDiarmid Construction the Guard Room Counter Improvement project and have completion by August 1, 2023

Respectfully submitted,



Robert Niewenhuizen, ASCT
Director of Engineering and Public Works

cc Chelsea Van de Cappelle. CFO

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Item 9.5

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: Council approve the award of consulting services to Lawson Engineering Ltd. for the total quoted price of \$17,455.00 plus taxes as applicable for the 30th Street SE (20 Avenue SE) Watermain upgrade design and tendering services;

AND THAT: the City's Purchasing Policy No. 7.13 be waived in the procurement of consulting services related to the 30th Street SE (20 Avenue SE) Watermain upgrade project to authorize sole sourcing of same to Lawson Engineering Ltd.

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond



File: 2023-44

TO: His Worship Mayor Harrison and Members of Council
FROM: Robert Niewenhuizen, Director of Engineering and Public Works
PREPARED BY: Gabriel Bau, City Engineer
DATE: May 23, 2023
SUBJECT: **30 ST SE WATERMAIN UPGRADE – CONTRACT AWARD**

STAFF RECOMMENDATION

THAT: Council approve the award of consulting services to Lawson Engineering Ltd for the total quoted price of \$17,455.00 plus taxes as applicable for the 30 St SE (20 Ave SE) Watermain upgrade design and tendering services.

AND THAT: The City's Purchasing Policy No. 7.13 be waived in the procurement of consulting services related to the 30 St SE (20 Ave SE) Watermain upgrade project to authorize sole sourcing of same to Lawson Engineering Ltd.

BACKGROUND

City staff would like to proceed with the design of the 30 St SE (20 Ave SE) Watermain upgrade and tender this project together with the 10 Avenue SE (30 - 33 St SE) Watermain upgrade.

10 Avenue SE (30 – 33 St SE) Watermain upgrade construction tender was cancelled in March 2023 as only one compliant bid was received and the bid was substantially over budget. Staff recommend to retender 10 Avenue SE later this year with the addition of water work at 30 St SE (20 Ave SE) Watermain upgrade.

Lawson Engineering Ltd. has completed the design of 10 Avenue SE (30 - 33 St SE) Watermain upgrade and has presented a quote for the design, tendering and construction services of the 30 St SE Watermain upgrade project, and for retendering 10 Avenue SE (30 - 33 St SE) Watermain upgrade at the same time, later this year.

The 2023 approved budget includes the necessary funds to proceed with the design of the 30 St SE (20 Ave SE) Watermain upgrade.

STAFF COMMENTS

Staff recommend to waive the City's Purchasing Policy No. 7.13 for the procurement of consulting services related to the 30 St SE (20 Ave SE) Watermain upgrade project to authorize sole sourcing of same to Lawson Engineering Ltd.

Lawson Engineering was selected in 2021 as part of a competitive process for the design of 10 Ave SE (30 - 33 St SE) Watermain. The quote received from Lawson Engineering for the design of 30 St SE (20 Ave SE) Watermain upgrade project has been reviewed and is comparable in rates to the quote for the 10 Ave SE (30 - 33 St SE) Watermain project.

TENDER AWARD – 2023 30 ST SE WATERMAIN UPGRADE – CONTRACT AWARD

Page 2

The 30 St SE (20 Ave SE) & 10 Ave SE (30 - 33 St SE) Watermain upgrade projects are directly related and to the commissioning of the new Zone 5 Booster station project, which is currently being constructed. The two projects, once completed will resolve bottleneck locations in the Zone 5 water distribution system resulting in more efficient water flow and volume.

The two projects are in close proximity and managing both projects through one consultant would be in the best interest of the City from an economy of scale, financial and logistical perspective. This will allow the projects to be tendered together and will only require one consulting firm to oversee the construction. Also to this point, staff are noticing that it is becoming more difficult to get firms to bid on small-scale projects.

Staff recommend that Council approve the award of consulting services to Lawson Engineering Ltd in accordance with their quote in the amount of \$17,455.00 plus taxes as applicable for the 30 St SE Watermain (20 Ave SE) upgrade design and tendering services.

Respectfully submitted,



Gabriel Bau, P.Eng
City Engineer

Cc Chelsea Van de Chappelle, CFO

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Item 9.6

CITY OF SALMON ARM

Date: May 23, 2023

**Elks Park – Baseball Fields Irrigation Repairs
For Information**

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

TO: His Worship the Mayor Harrison and Members of Council

FROM: Robert Niewenhuizen, Director of Engineering and Public Works

PREPARED BY: Darin Gerow, Manager of Roads & Parks

DATE: May 10, 2023

SUBJECT: **ELKS PARK – BASEBALL FIELDS IRRIGATION REPAIRS**

FOR INFORMATION

BACKGROUND

City of Salmon Arm Public Works Department currently maintains the turf of the two (2) baseball fields located at Elks Park under agreement, terminating October 31, 2023. These maintenance works include: charging & winterizing irrigation systems, mowing fields, dethatching fields, fertilizing fields and providing labour and equipment to perform the above mentioned tasks. This agreement has been in place since May 2019. Our current 2023 approved budget for Elks Maintenance is \$5,500.

Since 2019, City staff have not able to charge or winterize irrigation system, dethatch or fertilize due to the lack of irrigation. Early May 2023 staff met with Elks Park caretaker to review the irrigation system. It was found to have substantial damage, including but not limited to: irrigation heads not raising, broken heads, heads not turning, not sufficient or poor pressure and broken valves. During the tests it was found the irrigation booster pump not to be turned on, once activated the pressures were sufficient and most heads were raised.

Staff have come up with a proposed plan utilizing internal staff to rectify most issues within the irrigation system to enable suitable operations to assist with turf care. Our estimated costs of repair is \$6,000.00, including all labour, equipment and materials.

It should be noted that concern were raised by Elks Park caretaker during irrigation tests, the booster pump is not usually turned on due to the heat it creates. If Elks are not willing to run the booster pump regularly, these repairs will not assist with irrigation and turf maintenance.

Staff are seeking council direction, if they wish staff to proceed with these repairs additional funding will be required in the amount of \$6000.00.

Respectfully submitted,



Robert Niewenhuizen, ASCT
Director of Engineering and Public Works

Item 9.7

CITY OF SALMON ARM

Date: May 23, 2023

**McGuire Lake Pathway Lighting
For Information**

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond



TO: His Worship the Mayor Harrison and Members of Council

FROM: Robert Niewenhuizen, Director of Engineering and Public Works

PREPARED BY: Darin Gerow, Manager of Roads & Parks

DATE: May 10, 2023

SUBJECT: **MCGUIRE LAKE PATHWAY LIGHTING**

FOR INFORMATION

BACKGROUND

At the March 27, 2023 regular council meeting council reviewed a letter from Rotary Club of Salmon Arm Daybreak Club seeking support from Mayor & Council to work with City Staff to help light the walking paths around McGuire Lake. The following was resolved at this council meeting:

The proposal to assist with pathway lighting at McGuire Lake and Blackburn Park from the Salmon Arm Daybreak Club dated March 14, 2023 be forwarded as a specific referral for consideration in the 2024 budget

And that the proposal to assist with pathway lighting at McGuire Lake and Blackburn Park from the Salmon Arm Daybreak Club dated March 14, 2023 be referred to the Environmental Advisory Committee for comments on lighting in respect to wildlife.

In 2021, Council had supported an application to the Community Economic Recovery Infrastructure program for pathway lighting at both McGuire Lake and Blackburn Park. Unfortunately these applications were not successful. The 2023 budget deliberations resulted in a \$50,000 budget being approved to initiate, and complete Phase I of the McGuire Lake pathway project. Early March, Salmon Arm Daybreak Rotary Club reached out to City Staff to discuss the feasibility for their club to partner and fundraise for the installation of pathway lighting around McGuire Lake.

Staff have received comments from the EAC working group; however, it is our understanding that last week's EAC meeting did not have quorum so we have not received an endorsed recommendation from the committee.

City Staff procured Gentech Engineering to complete design layouts, cost estimates and analysis of pathway lighting. They have proposed two different layouts, attached. One option, after many discussions with the lighting suppliers, utilizing a Luxescape Cantilever Luminaire with an animal friendly 590 nm amber light color and the other design utilizing our standard post top street light LED 3,000k ornamental light. The following information will detail each option:

Option 1 – Animal Friendly Amber

Estimated cost \$434,500:

- These lights have not been used by Salmon Arm and we do not have any history on this style. Nor do we have experience on the 'amber' style 590nm lighting,
- The design spacing has been completed based on the available lux of each light requiring a total of 34 lights,
- We are unaware of the expected lifespan of these lights,
- Rotary Daybreak Club has expressed concern with the additional costs of this style of light, and funding of project may not be feasible.

Option 2 – City of Salmon Arm Post Top Street Light

Estimated Cost \$202,812.50

- City operations have history on these lights. Due to this, we are able to reduce the spacing while keeping illumination for safe pedestrian travel with a total of 11 lights,
- LED lights are directional and have less impact on 'light pollution',
- Ease of repair, active inventory availability,
- Consistence in asset inventory.

Six bollard lights were included along the Memorial Walkway for aesthetic purposes. Bollards used for the pathway lighting in entirety would require a total of 100 to meet spacing requirements.

Staff are seeking council direction on how to proceed and would suggest the following options:

- 1) Proceed with City of Salmon Arm LED post top street light standards with participation from Salmon Arm Rotary Daybreak Club, or
- 2) Proceed with animal friendly amber lights which may result in the loss of participation with Salmon Arm Rotary Daybreak Club.

Respectfully submitted,



Robert Niewenhuizen, AScT
Director of Engineering and Public Works

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Item 9.8

CITY OF SALMON ARM

Date: May 23, 2023

**Shuswap Watershed Council
For Information**

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

**CITY OF
SALMON ARM**

Date: May 17, 2023
To: His Worship Mayor Harrison and Members of Council
From: Chelsea Van de Cappelle, Chief Financial Officer
Subject: Shuswap Watershed Council - For Information

Background:

In March 2011, the City entered into a three year (2011 - 2013) contribution agreement to support the Shuswap Lake Integrated Planning Process (SLIPP) pilot program with the Columbia Shuswap Regional District (CSRD), District of Sicamous, and Thompson-Nicola Regional District (TNRD).

It was agreed that the contributed funds would be managed through the Fraser Basin Council.

The SLIPP was a multi-party planning process for land and water use in the Shuswap Watershed. SLIPP was launched in response to the intense pressure the surrounding areas were experiencing as a result of increased development, wastewater discharge and conflicting demands on recreational resources.

The process was designed to bring land and water use planning and governance issues relating to the Shuswap Watershed to a single table and to identify cross-cutting issues in the region that could be addressed through collaboration.

The allocation of funding to SLIPP was prioritized based on the timing and sequence of strategies and activities described in the SLIPP Strategic Plan and the direction of the SLIPP Steering Committee. In addition, funds provided by the CSRD would be used only for new initiatives, not the continuation of existing work.

At the end of March 2014 the SLIPP pilot program was completed and replaced with a new successor organization, the Shuswap Watershed Council (SWC), with a more focused agenda dedicated to water quality.

An interim (April - December 2014) contribution agreement was signed to provide funding for the Shuswap Watershed Water Quality Program development year. The Water Quality Program was to enhance water quality and safe recreation activities that support human health and the local economy in the Shuswap watershed.

The agreement was renewed again for another three year term (2016 - 2018) and later amended to include the Adams Lake Indian Band. The agreement has been renewed for two further three year terms (April 2019 - March 2024).

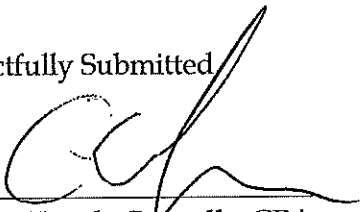
Funding:

The City's contributions towards this initiative have been allocated between the General/Water/Sewer Funds on 50/25/25 basis respectively. Historical total contributions are as follows:

Year	Amount	Year	Amount
2011	\$ 20,000	2018	\$ 40,000
2012	20,000	2019	40,000
2013	20,000	2020	40,000
2014	20,000	2021	24,320
2015	-	2022	40,000
2016	40,000	2023	40,000*
2017	40,000		

**Final contribution of current agreement, not yet paid.*

Respectfully Submitted



Chelsea Van de Cappelle, CPA

cc: Erin Jackson, Chief Administrative Officer

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Item 10.1

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: the Bylaw entitled City of Salmon Arm Zoning Amendment Bylaw No. 4580 be read a first and second time.

[ZON-1265; EWDS Holdings Ltd.; 2760 Auto Road SE; R-1 to R-8]

Vote Record

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

CITY OF SALMON ARM

To: His Worship Mayor Harrison and Members of Council

Date: May 3, 2023

Subject: Zoning Bylaw Amendment Application No. 1265

Legal: Lot A, Section 13, Township 20. Range 10, W6M, KDYD, Plan 14385
 Civic Address: 2760 Auto Road SE
 Owner/Applicant: EWDS Holdings Ltd. (David Shoemith)

STAFF RECOMMENDATION

THAT: a bylaw be prepared for Council's consideration, adoption of which would amend Zoning Bylaw No. 2303 by rezoning Lot A, Section 13, Township 20. Range 10, W6M, KDYD, Plan 14385 from R1 (Single Family Residential) to R8 (Residential Suite Zone).

PROPOSAL

To rezone a single family dwelling R1 (Single Family Residential Zone) property to R8 (Residential Suite Zone).

BACKGROUND

The subject property is approximately 0.20ha (0.50ac) in area with a single family home (Appendix 1 & 2). The subject property is designated Residential Medium Density in the City's Official Community Plan (OCP), and zoned R1 (Single Family Residential) in the Zoning Bylaw (Appendix 3 & 4).

Adjacent land uses include the following:

North:	Single Family Residence	Zoned R1
South:	Single Family Residence	Zoned A2
East:	Single Family Residence	Zoned R1
West:	Single Family Residence	Zoned R1

Policy 8.3.25 of the OCP provides for the consideration of secondary suites in all Residential (High, Medium, and Low) designated areas via a rezoning application, subject to compliance with the Zoning Bylaw and the BC Building Code. Appendix 5 illustrates a two lot subdivision proposal that has been submitted for review by the applicant. The existing single family dwelling would remain on the proposed Lot 1 and the proposed Lot 2 would be vacant. Should the rezoning be adopted the R8 zoning would apply to both proposed parcels.

Based on parcel area, the subject property has potential to meet the conditions for the development of a secondary suite or detached dwelling, including sufficient space to meet the parking requirement.

COMMENTS

Engineering Department

The Engineering Department has no concerns to the rezoning of this property.

Building Department

No concerns with the rezoning.

Fire Department

No concerns.

Public Consultation

Pursuant to the *Local Government Act* and City of Salmon Arm Zoning Bylaw, notices are mailed to land owners within a 30m radius of the application. Newspaper ads are placed in two editions of the local paper in advance of the Statutory Public Hearing. The notice outlines the proposal and advises those with an interest in the proposal to provide written submission prior to the Statutory Public Hearing and information regarding attending the Hearing. It is expected that the Hearing for this application will be held on June 12, 2023.

Planning Department

Secondary suites are supported by the previously mentioned OCP policy and the proposed layout of the unit is compliant with zoning requirements, including an additional off-street parking space for the suite. Staff support the rezoning of the subject property from R1 (Single Family Residential Zone) to R8 (Residential Suite Zone).

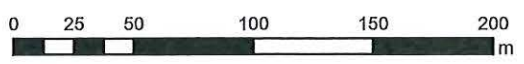
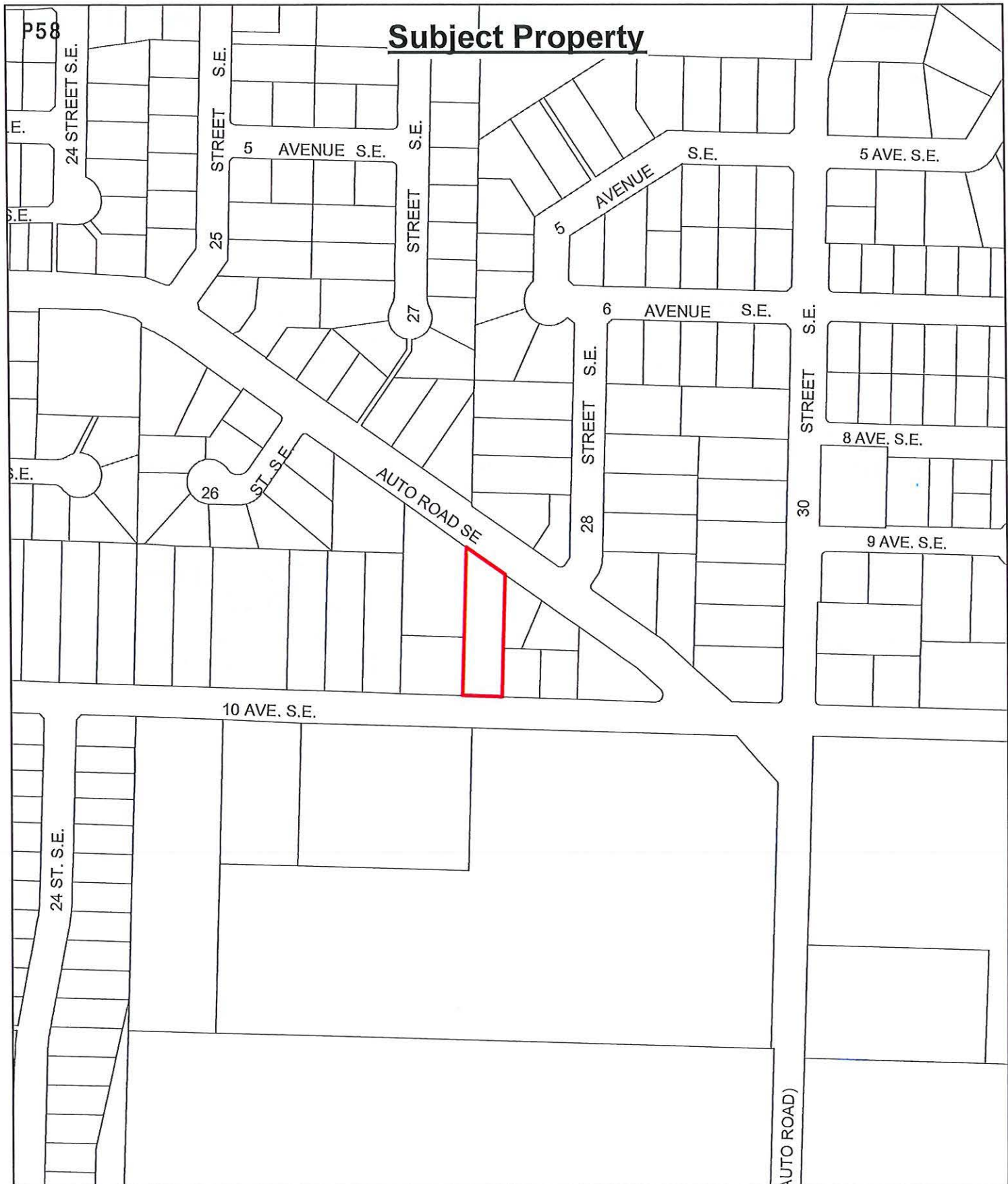


Prepared by: Melinda Smyrl, MCIP, RPP
Planner



Reviewed by: Gary Buxton, MCIP, RPP
Director of Planning and Community
Services

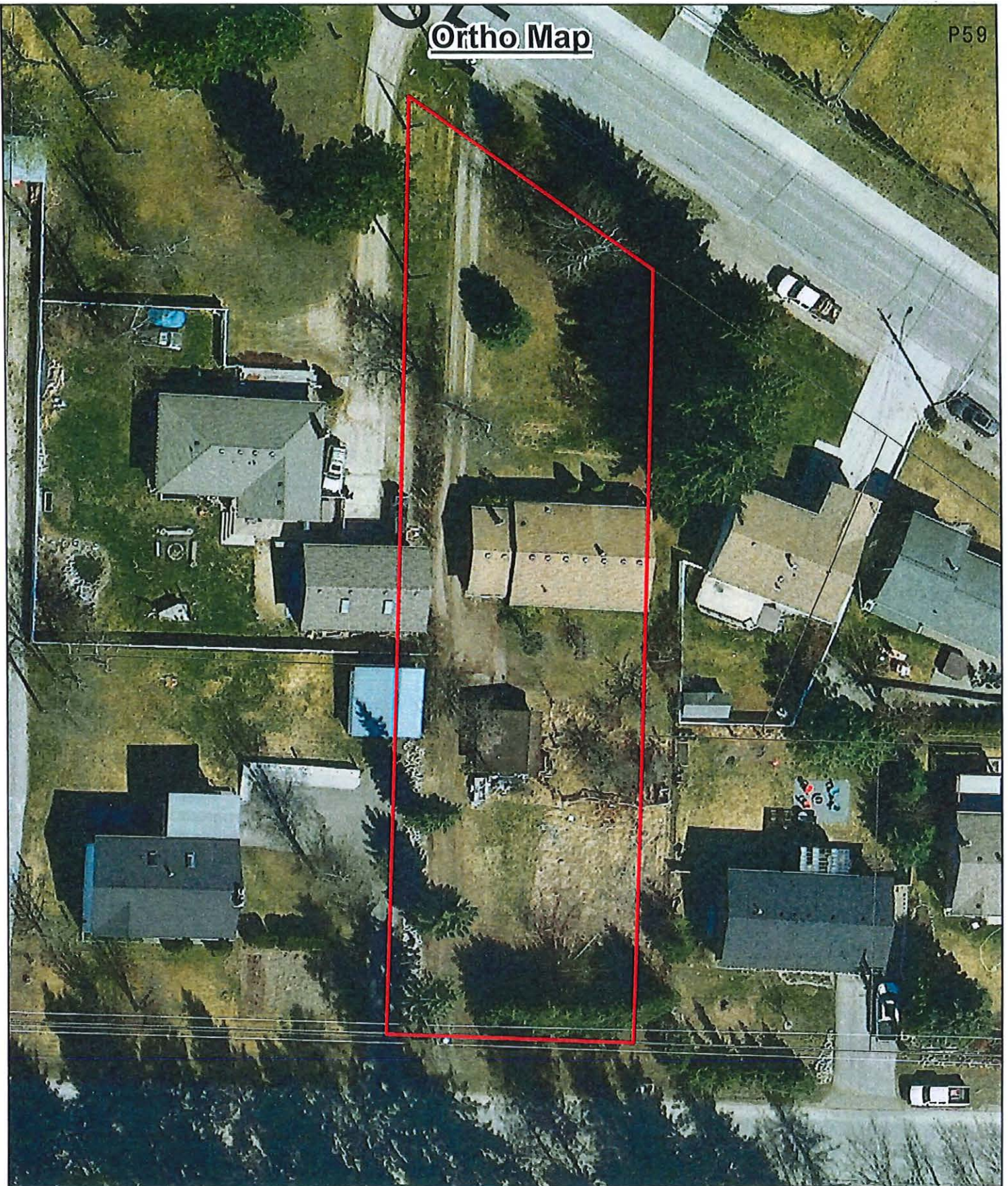
Subject Property



-  Subject Property
-  Parcels

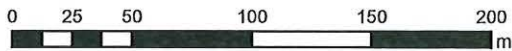
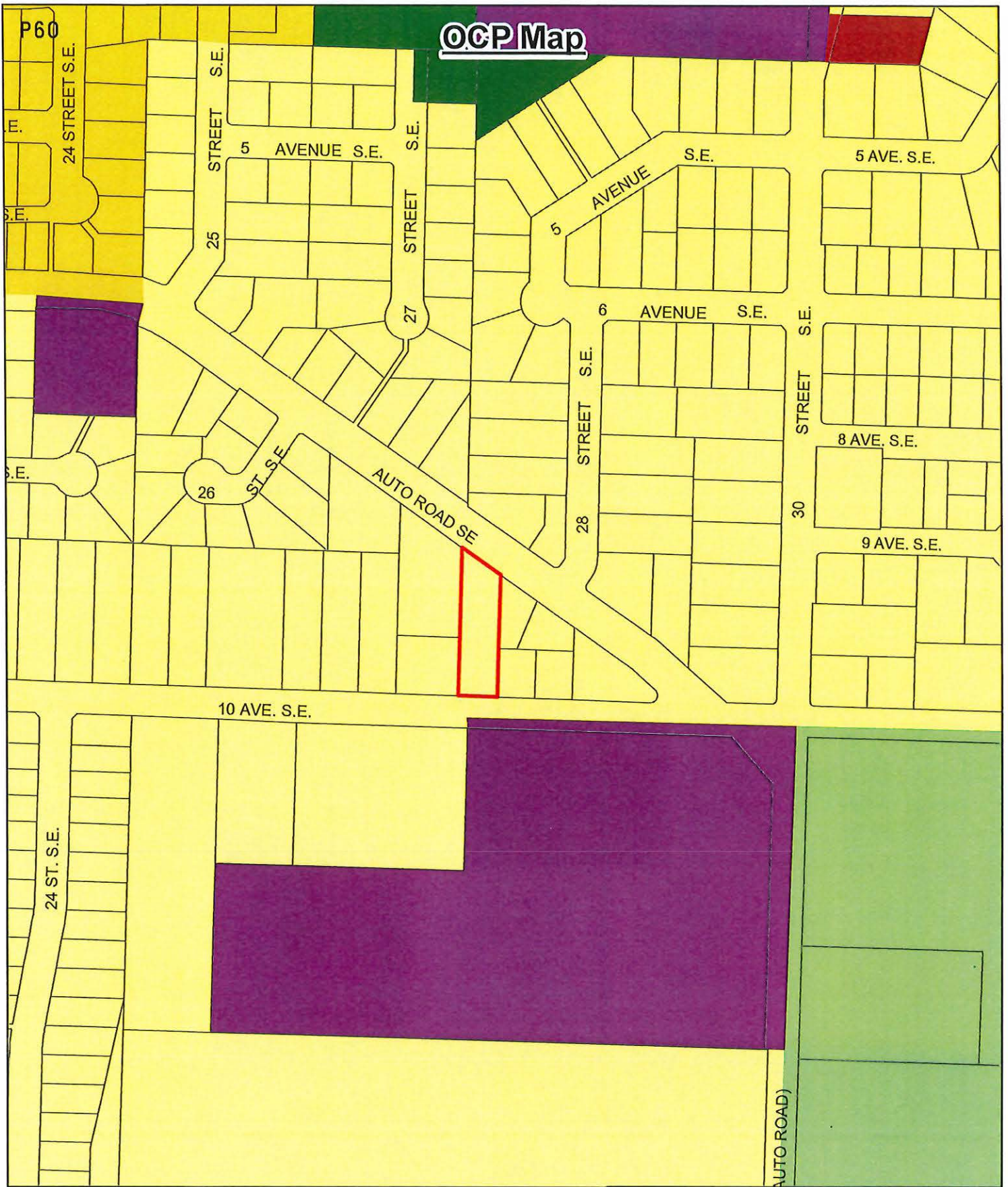
Ortho Map

P59



-  Subject Property
-  Parcels

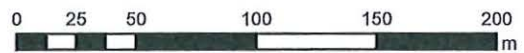
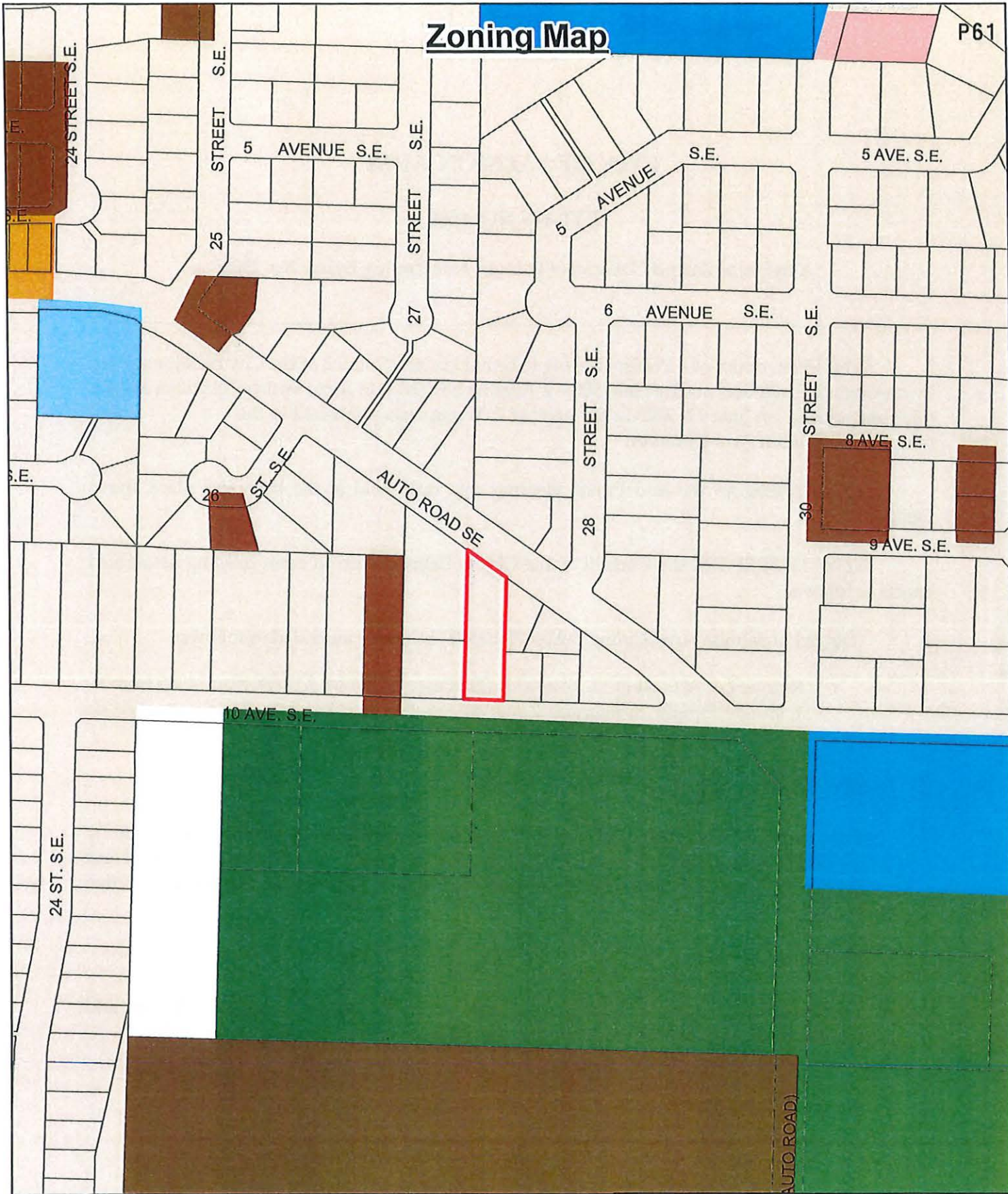
OCP Map



- Subject Property
- Parcels
- Acreage Reserve
- Park
- Institutional
- Residential - Low Density
- Residential - Medium Density
- Commercial - Neighbourhood

Zoning Map

P61



- Subject Property
- Parcels
- A-2
- C-1
- P-1
- P-3
- R-4
- R-6
- R-8
- R-1

CITY OF SALMON ARM

BYLAW NO. 4580

A bylaw to amend "District of Salmon Arm Zoning Bylaw No. 2303"

WHEREAS notice of a Public Hearing to be held by the Council of the City of Salmon Arm in the Council Chambers at City Hall, 500 - 2 Avenue NE, Salmon Arm, British Columbia and by electronic means, on June 12, 2023 at the hour of 7:00 p.m. was published in the _____ and issues of the Salmon Arm Observer;

AND WHEREAS the said Public Hearing was duly held at the time and place above mentioned;

NOW THEREFORE the Council of the City of Salmon Arm in open meeting assembled enacts as follows:

1. "District of Salmon Arm Zoning Bylaw No. 2303" is hereby amended as follows:

Rezone Lot A, Section 13, Township 20, Range 10, W6M, KDYD, Plan 14385 from R-1 (Single Family Residential Zone) to R-8 (Residential Suite Zone), attached as Schedule "A".

2. SEVERABILITY

If any part, section, sub-section, clause of this bylaw for any reason is held to be invalid by the decisions of a Court of competent jurisdiction, the invalid portion shall be severed and the decisions that it is invalid shall not affect the validity of the remaining portions of this bylaw.

3. ENACTMENT

Any enactment referred to herein is a reference to an enactment of British Columbia and regulations thereto as amended, revised, consolidated or replaced from time to time.

4. EFFECTIVE DATE

This bylaw shall come into full force and effect upon adoption of same.

5. CITATION

This bylaw may be cited as "City of Salmon Arm Zoning Amendment Bylaw No. 4580"

READ A FIRST TIME THIS	DAY OF	2023
READ A SECOND TIME THIS	DAY OF	2023
READ A THIRD TIME THIS	DAY OF	2023
ADOPTED BY COUNCIL THIS	DAY OF	2023

MAYOR

CORPORATE OFFICER

Schedule "A"



Item 11.1

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor

Seconded: Councillor

THAT: the Bylaw entitled City of Salmon Arm Fee for Service Amendment Bylaw No. 4587 be read a final time.

[Building Permit Review and Inspection Fees]

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

CITY OF SALMON ARM

BYLAW NO. 4587

A bylaw to amend "District of Salmon Arm Fee for Service Bylaw No. 2498"

WHEREAS, it is deemed desirable and expedient to alter the fees imposed by "District of Salmon Arm Fee for Service Bylaw No. 2498";

NOW THEREFORE the Council of the City of Salmon Arm, in open meeting assembled enacts as follows:

1. Schedule "B" -

a) Sentence 1.11.1 a) of Appendix 4 in Schedule B:

a)	Non-refundable building permit application fee which will be applied to the building permit fee for the first \$15,000.00 or fraction thereof	\$51.00
----	---	---------

be replaced with:

a)	Non-refundable building permit application fee which will be applied to the building permit fee for the first \$15,000.00 or fraction thereof	\$200.00
----	---	----------

b) Sentence 1.11.1 b) of Appendix 4 in Schedule B be deleted and the remaining sentences be lettered accordingly.

c) A new section is added as 1.11.1 iii) as follows:

The permit fee for priority applications pursuant to the Priority Planning and Development Review Policy that provide Purpose-built Rental Housing is reduced by 50%.

d) A new section is added as 1.11.1 iv) as follows:

The permit fee for priority applications pursuant to the Priority Planning and Development Review Policy that provide Affordable Housing is waived in its entirety.

e) Sentence 1.11.2 l) of Appendix 4 in Schedule B:

l)	Renewal of a lapsed permit	\$51.00
----	----------------------------	---------

be replaced with:

l)	Renewal of a lapsed permit	\$200.00
----	----------------------------	----------

f) Sentence 1.11.2 r) be added to Appendix 4 in Schedule B as follows:

r)	Design modification (after the applicant has been notified that the initial plan review has been completed)	25% of the fee assessed under 1.11.1 b) and 1.11.1 c)
----	---	---

g) Sentence 1.11.6 of Appendix 4 in Schedule B:

Type "C" Permits

a)	Application Fee	\$300
----	-----------------	-------

be deleted and the remaining sentences be lettered accordingly.

h) Sentence 1.11.7 i) of Appendix 4 in Schedule B:

i)	For an addition, alteration or renovation to a Single Family Dwelling or Duplex	\$1,000
----	---	---------

be replaced with:

i)	For an addition, alteration or renovation to a Single Family Dwelling or Duplex	\$1,000 OR the execution of an Owner's Acknowledgement of Responsibility Agreement
----	---	--

i) Sentence 1.11.7 ii) of Appendix 4 in Schedule B:

ii)	For a new Single Family Dwelling or Duplex	\$1,000
-----	--	---------

be replaced with:

ii)	For a new Single Family Dwelling or Duplex	\$1,000 OR the execution of an Owner's Acknowledgement of Responsibility Agreement
-----	--	--

SEVERABILITY

2. If any portion of this Bylaw is held invalid by a Court of competent jurisdiction, then that invalid portion shall be severed and the remainder of this Bylaw shall be deemed to have been adopted without the severed portion.

ENACTMENTS

3. Any enactments referred to herein is a reference to an enactment of British Columbia and regulations thereto, as amended, revised, consolidated or replaced from time to time.

EFFECTIVE DATE

- 4. This Bylaw shall come into full force and effect upon adoption of same.

CITATION

- 5. This Bylaw may be cited as the "City of Salmon Arm Fee for Service Amendment Bylaw No. 4587".

READ A FIRST TIME THIS	8 th	DAY OF	MAY	2023
READ A SECOND TIME THIS	8 th	DAY OF	MAY	2023
READ A THIRD TIME THIS	8 th	DAY OF	MAY	2023
ADOPTED BY THE COUNCIL		DAY OF		2023

MAYOR

CORPORATE OFFICER

INFORMATIONAL CORRESPONDENCE – May 23, 2023

- | | | |
|-----|---|---|
| 1. | J. Crook – Letter dated May 5, 2023 – Salmon Arm Urban Forest Strategic Planning | N |
| 2. | D. Guidoos – Email dated May 9, 2023 – Request for a Pedestrian Light between 30 th and 16 th Avenue NE | A |
| 3. | F. Kreipe – Email dated May 10, 2023 – Concerns with the Salmon Arm Downtown | A |
| 4. | P. Rhine – Email dated May 11, 2023 – We need a Small Breed Dog Park | A |
| 5. | T. Timoffee, Early Years Family Navigator and Outdoor Play Facilitator, Shuswap Children’s Association – Letter dated May 4, 2023 – Travelling Tots Playgroup - Request to use Fletcher Park June 27, 2023 | A |
| 6. | P. Wright, RCMP Musical Ride – Email dated May 10, 2023 – Request to use Safeway Fields July 1 and 2, 2023 | A |
| 7. | E. Cleaver, School Director, Maple Tree Montessori – Letter received May 16, 2023 – Request to use Blackburn Gazebo – End of School Year Potluck and Celebration – June 30, 2023 | A |
| 8. | R. Hoyte, Mayor, District of Coldstream – Copy of letter May 9, 2023 to the Honourable Ravi Kahlon, Minister of Housing – Homes for People Action Plan | N |
| 9. | A. Kang, Minister, Ministry of Municipal Affairs – Letter dated May 3, 2023 – Salmon Arm 2023 Regional Tour Follow-Up | N |
| 10. | Interior Health, Office of the Medical Health Officers – Letter dated April 14, 2023 – Recent Exemption to the Controlled Drug and Substances Act – Recommendation to Municipalities | N |
| 11. | L. MacLaren, Assistant Deputy Minister, Ministry of Energy, Mines and Low Carbon Innovation – Letter dated May 17, 2023 – Invitation for Engagement on Policy Governing the Connection of Cryptocurrency Mining Projects to Electricity Systems in BC | N |
| 12. | Shuswap Watershed Council – 2022-2023 Annual Report | N |
| 13. | FortisBC – News Release – FortisBC Receives Approval from the BCUC for Advanced Gas Meters | N |
| 14. | BC Hydro Southern Interior Community Relations – 2022 Annual Report | N |

N = No Action Required
A = Action Requested

S = Staff has Responded
R = Response Required

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Item 12.2

CITY OF SALMON ARMDate: May 23, 2023**2022 MRDT Annual Performance Report****Vote Record**

- Carried Unanimously
 - Carried
 - Defeated
 - Defeated Unanimously
- Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

SALMON ARM

MRDT Program

2022 MRDT Annual Performance Report



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Designated Recipient: City of Samlon Arm Designated Accommodation Area: City of Salmon Arm Date Prepared: May 8, 2023 MRDT Repeal Date (if applicable): May 31, 2027 Total MRDT Funds Received: \$323,303.84 Year Ending: 2022	23
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Appendix 2.2 Annual Performance Report.....	26

Executive Summary

The City of Salmon Arm is located on the shores of Shuswap Lake, on the traditional territory of the Secwepemc Nation in British Columbia's Southern Interior. Salmon Arm began collecting the 2% Municipal and Regional District Tax (MRDT) in July 2017, to support the community's vision *that Salmon Arm and the broader Shuswap region will be recognized as an all-season destination of choice for visitors from around the world*. Salmon Arm Economic Development Society (SAEDS) is the third-party service provider, acting on behalf of the City to Salmon Arm to oversee the implementation of Salmon Arm's Five Year MRDT Action Plan. Following is a summary of activities completed and lessons learned in 2022.

2022 can best be described as a year of resiliency and recovery. Having now emerged from a global pandemic, the most challenging circumstances of the last several decades for the tourism economy, we come away with new lessons learned and adaptive priorities for the future. Reflecting on Salmon Arm's 2022 tourism economy, the key takeaways include ever present community support, continuous business and resident pride and infectious community spirit.

The 2022 *BC Accommodation Overview* showed travel increases across the province in all categories, including domestic overnight visitation to BC, hotel occupancy, ADR, and RevPAR across the province. We have survived an incredibly trying time and bounced back quickly and ferociously as an industry and province.

The City of Salmon Arm, was no exception to the strong resurgence in the provincial tourism economy. Supported primarily by close-to-home and inter-provincial travellers, **2022 represents Salmon Arm's highest annual overnight stay revenue in the history of our MRDT collection**, exceedingly even pre-pandemic levels, realizing a 20% increase over 2021 figures.

Salmon Arm's MRDT Program had a productive 2022, working hand-in-hand with our stakeholder organizations and completing numerous projects, as further detailed in *Appendix 2.2*. Highlights from this past year include:

- **Event Support.** Sharp increase in the number of MRDT supported events in 2022 with 24 events receiving various categories of support. In 2022, Salmon Arm's bid to host the 55+ BC Games was successful and our community is now actively planning for the 2024 Games!
- **Visitor Services Support.** Completed projects include the installation of 23 wayfinding signs, planning for 4 downtown information pillars and 3 new city entrance signs, as well as 3 static and 1 mobile information kiosks.
- **Visitor Marketing.** Design/print of visitor resources including Salmon Arm tear sheet map. As well, the MRDT team implemented numerous digital marketing campaigns promoting shoulder and off-season visitor attraction.
- **Trail Support.** MRDT revenue supported the important work of Shuswap Trail Alliance in the planning, marketing, and signage for numerous area trails in 2022.

Although we can't predict major disruptions, such as a labor force challenges, supply chain, a pandemic or recession, we can see the data is forecasting an aggressive year ahead for travel, tourism and hospitality in BC and closer to home, in the Thompson Okanagan Region.

MRDT Program Structure

The City of Salmon Arm was approved to begin collecting the 2% Municipal & Regional District Tax (MRDT) on June 1, 2017. This report presents the goals, objectives, tasks and measurables for 2022 operations.

A primary goal of the City of Salmon Arm's MRDT 5 Year Business Plan is to deliver a collaborative program, led by tourism industry stakeholders. Following is a report which details activities undertaken directly by Salmon Arm's MRDT Committee, as well as those supported with Salmon Arm's MRDT Funding but undertaken by partnership organizations.

- **City of Salmon Arm** – Applicant and recipient of MRDT funds received from Province of BC. As detailed within the City of Salmon Arm and Salmon Arm Economic Development Society Third Party Service Agreement, on a monthly basis the City of Salmon Arm disburses 100% of MRDT funds received to the Salmon Arm Economic Development Society for implementation of the Business Plan.
- **Salmon Arm Economic Development Society** – Third Party Service Provider.
- **MRDT Committee** - Tourism industry stakeholders participating in a committee of the Salmon Arm Economic Development Society with the mandate to direct and oversee all aspects of the MRDT program, with the support of the Economic Development Manager staff position.

MRDT Committee Membership

Voting membership consists of seven members comprising:

- Four MRDT collection property representatives (Accommodators)
 - A minimum of one of the four positions will represent a property with no more than 40 units (a smaller accommodator), as long as an expression of interest is received from a smaller accommodator
- Three broader tourism stakeholder representatives
 - No more than one representative from the same organization.

Non-voting members form part of the MRDT Committee for communication and partnership purposes. Non-voting members consist of one representative (designated by the organization) from each of the following:

- City of Salmon Arm
- Shuswap Tourism
- Shuswap Recreation Society
- Shuswap Trail Alliance
- Salmon Arm Visitor Centre
- Downtown Salmon Arm
- Salmon Arm Folk Music Society
- RJ Haney Heritage Museum



Salmon Arm's Tourism Model

Salmon Arm relies on a unique model of tourism service delivery which is based on a collaborative approach. Since its implementation mid-way through 2017, the City's MRDT Program has been administered by Salmon Arm Economic Development Society under a defined governance structure.

The following principles guide the Salmon Arm MRDT governance process:

- Strong priority must be placed on the tourism industry leading decision making related to the MRDT Business Plan.
- A diverse tourism group, inclusive of both accommodators and broader tourism stakeholders is required, to ensure informed decision making.
- Small operators need to be assured representation.
- Community partners are an imperative part of the MRDT Business Plan and must inform decision making related to the MRDT Business Plan.
- Administrative costs must be kept to a minimum to ensure the majority of MRDT revenues are flowing directly into the identified initiatives.
- The Salmon Arm MRDT governance model can perhaps be considered a hybrid between the formation of a new non-profit organization and operating under an existing organization, as the SAEDS Board has agreed to delegate decision making authority to an MRDT Committee. This governance model allows for industry leadership and decision making, while at the same time ensuring minimal administrative costs as it will be operating under an existing fiscally responsible and sustainable organization.

MRDT revenue collected by Salmon Arm accommodators is remitted to the Ministry of Finance, then transferred to the City of Salmon Arm, which in turn transfers the funds to the third-party service provider, Salmon Arm Economic Development Society, for implementation of the Business Plan.

Vision

Salmon Arm and the broader Shuswap region will be recognized as an **all-season destination of choice** for visitors from around the world.

Mission

Salmon Arm's MRDT Program will increase visitation to the city and the broader Shuswap region. This will be achieved by:

- Providing/Supporting exceptional visitor services
- Expanding marketing - Telling our story/sharing our experience
- Developing/expanding industry partnerships
- Securing and hosting extraordinary events

Overall Goals, Objectives and Targets

There are 4 guiding principles which form the foundation of Salmon Arm's MRDT Business Plan:

1. "Accommodator led" MRDT program with input and support from broader tourism stakeholders;
2. Support the implementation of specific local tourism initiatives which have been identified as gaps and high ROI opportunities;
3. Support and expand the work of multiple tourism stakeholder organizations across the broader Shuswap region;
4. Collaborative approach, ensuring a strong alignment with strategic plans of partner organizations, including Shuswap Tourism's Development Plan, Thompson Okanagan Tourism Association's Tourism Strategy, and Destination BC's Strategic Plan.

Each of the following goals and objectives of Salmon Arm's MRDT Business Plan will be guided by the overarching focus of "shoulder and off-season development" and "working collaborative with partner organizations".

Primary Program Goal

Expand the tourism economy in Salmon Arm and the broader Shuswap Region, measured by increased accommodation occupancy rates.

Measurables

Identified as one of the four guiding principles of Salmon Arm's 2023 Tactical Plan is Return on Investment. We must ensure every dollar spent in the upcoming year will provide exceptional value back to Salmon Arm's tourism economy. Each of the initiatives detailed within this 2023 Tactical Plan (*Section 2*) includes a matrix detailing how success will be measured. These vary by initiative: however, the primary success measurements for Salmon Arm's MRDT program include the following:

- Increased room revenue
- Increased occupancy rates

Governance

The City of Salmon Arm is the *Applicant* and *Designated Recipient* of the 2% MRDT funds. The City has delegated administration of the MRDT program to the Salmon Arm Economic Development Society (SAEDS) under a Third Party Service Provider Agreement.

Agreement Among Partner Agencies

City of Salmon Arm	<p>The City of Salmon Arm is lead applicant.</p>
Salmon Arm Economic Development Society	<p>The City of Salmon Arm has entered into a Third Party Service Agreement with Salmon Arm Economic Development Society (SAEDS) to administer the MRDT revenue on its behalf, in accordance with the Business Plan.</p>
SAEDS MRDT Committee	<p>SAEDS has formed an MRDT Committee comprised of tourism stakeholders, which is tasked with overseeing the Business Plan implementation.</p>
Community Partner Organizations	<p>SAEDS will work closely with partner organizations including Shuswap Tourism, the City's Visitor Centre, Shuswap Trail Alliance and others, to ensure a collaborative and regionally aligned approach to the MRDT service delivery.</p>

Governance Structure

MRDT revenue collected by Salmon Arm accommodators and applicable short-term vacation rentals is remitted to the Ministry of Finance, then transferred to the City of Salmon Arm, which then transfers the funds to Salmon Arm Economic Development Society for implementation of the Business Plan.

About Salmon Arm Economic Development Society (SAEDS)

The Salmon Arm Economic Development Society is a non-profit society registered with the BC Corporate Registry. It was established on August 27, 2002 and has a 17-person Board of Directors comprised of 12 voting members and 5 non-voting members. The voting membership represents the major sectors of the local economy, including: Tourism, Construction, Commercial, Manufacturing, Business Services, Health, Forestry, Agriculture, Education, and Technology, and 5 non-voting members representing City of Salmon Arm, Columbia Shuswap Regional District, Salmon Arm Chamber of Commerce, Adams Lake Band, and Neskonlith.

The mandate of the Society is:

1. *Business Retention and Expansion*
2. *New Business Attraction and Development*
3. *Programs and Projects Designed to Enhance Resident Quality of Life, Economic Development and Prosperity in the Community.*

2022 MRDT Committee Membership

Activities of the MRDT Committee are in accordance with the *Province of British Columbia's MRDT Program Requirements, City of Salmon Arm/SAEDS MRDT Agreement, the SAEDS Board Governance and Procedures Policies* and representative of the *Five-Year MRDT Business Annual Plan and Tactical Plan*.

Voting Members	Accommodators & Broader Tourism
Shawna Mattson	Prestige Harbourfront Resort
Elizabeth Frank	Viewpoint RV Park & Cottages
Jill Power	Comfort Inn & Suites
VACANT	ACCOMMODATOR
Tovah Shantz	Shuswap Pie Company
Tammie Cassettari	Shuswap National Golf
Rebecca Scott	Gym of Rock
Non-Voting Members	Broader Tourism & Stakeholders
Sapphire Games	Visitor Centre
Erin Jackson	City of Salmon Arm
Jen Broadwell	Downtown Salmon Arm
Darby Boyd	Shuswap Recreation Society
Jen Bellhouse	The Shuswap Trail Alliance
Morgen Matheson	Shuswap Tourism
Susan Mackie/Erin Stodola	RJ Haney Village
Kevin Tobin	Salmon Arm Folk Music Society
Staff Contacts	
Lana Fitt	Salmon Arm Economic Development Society ED
Caitlin Thompson	Salmon Arm Economic Development Society Projects Coordinator

Strategies and Key Actions

Following is a list of the key strategies which were identified as the community priorities for Salmon Arm's MRDT program in 2022.

Salmon Arm's 2022 Tactical Plan is based on the following foundational principals:

1. **Flexibility.** The plan will ensure the ability to pivot quickly in order to respond to this ever-changing situation.
2. **Support.** The plan will broadly support the needs of all tourism businesses.
3. **Communication.** The plan will ensure open communication with industry and partners. In such challenging times, Salmon Arm's MRDT Program is a conduit for information sharing and support for our tourism businesses. It is essential that we ensure strong lines of communication with our tourism businesses.
4. **Return-on-Investment.** The plan will ensure every dollar spent in 2023 will provide exceptional value back to Salmon Arm's tourism economy.



Brand Positioning

SALMON ARM

SMALL CITY, BIG IDEAS

Salmon Arm is a small city with big ideas whose combination of beauty and forward thinking attracts young explorers, entrepreneurs and families of all ages. They're seeking a welcoming place that's open to innovative ways to build a life where they can do more, live more and make more of a difference. In a spectacular setting ideally situated on a key transportation crossroads, Salmon Arm offers authentic community, varied activity, real prosperity, and true opportunity.

Our wordmark embodies the many contrasts of our city like innovation and playfulness, quiet and cutting-edge, opportunity and lifestyle, nature and business, and technology and arts.



Your are here.
You are home.

Invest in your future. Expand your horizons. Choose Salmon Arm.

Salmon Arm is a bustling city in BC's interior, known for its world class businesses and an unmatched lifestyle. We welcome innovative enterprises and work hard to support the entrepreneurs who've already set up shop here. Our City is growing its reputation as a place not only great for living, but also for expanding your career. From its iconic ROOTS and BLUES Festival, thriving foodie culture and legendary network of trails, to a delightfully diverse downtown core and a laid-back lake lifestyle, Salmon Arm is a small city, with big ideas!

We know you are going to love living here as much as we do. Let us be the first to say, welcome home.

 10 MIN TO VANCOUVER	 2862 HRS ANNUAL Sunshine	 58+ BUS LOCAL Trails	 400+ KM LAKE Shoreline	 27° AVERAGE High	 -4.4° AVERAGE Low
---	--	--	--	--	---

Visit saeds.ca to find your next adventure!

SALMON ARM
SMALL CITY, BIG IDEAS





Salmon Arm is part of the Shuswap Region and actively participates as a member community in the *Shuswap Tourism* function administered by the Columbia Shuswap Regional District. Shuswap Tourism also has a highly successful Shuswap Brand.

Further details on the Shuswap Brand are below:



OUR STORY

"The Shuswap? That's that place where you go houseboating, right?" Right!

But only partially right. Houseboating's only part of our story. You see, for decades, the Shuswap region has been synonymous with houseboating. But our real story, the one we live and breathe, is comprised of real people in an incredible place, living rich and simple and authentic lives.

We shop for groceries, take the kids to games, go for walks in the woods and travel to other places. We like to go to the lake, we like to have concerts, we possess a rich heritage and we may or may not use umbrellas when it rains. We have incredible wineries, access to a myriad of recreational opportunities, host a top-notch major festival and hey, even the salmon fight their way back here year after year. These are all parts of our story.

But you might find the best part of our story is sharing a cup of tea, or a piece of pie, or digging carrots and hearing about what's happening (or



not happening) in the community as of late. Or you might get the best part of a Shuswap experience leaning on a fence post, or leaning on a speaker, or leaning on a café counter. Or you might find the best part of our story when you free your soles, swap your shoes, kick up your heels and take a step in our direction, in search of another simple spectacular Shuswap adventure.



Geographic Market

A primary market of “close to home” travellers from within British Columbia, Alberta and the Lower Mainland has been identified for the Thompson Okanagan Region.

Geographic Market: A secondary market of Alberta is also a priority area. In alignment with Thompson Okanagan Tourism Association and Destination BC’s target markets, the following Explorer Quotient Audience has been identified for the Shuswap Region:

Explorer Quotient Audience (Profiles identified by Canadian Tourism Commission).

Explorer Quotient Audience

- **Authentic Experiencers** - Typically understated travellers looking for authentic, tangible engagement with destinations. With a particular interest in understanding the history of the places they visit, these experiencers have a higher than average education and an average household income, more likely to be retired with an average of 53% over the age of 55. Experience appeal for these visitors includes exhibits, architecture, historic sites/buildings and museums. They may also be interested in nature, shopping, foodie opportunities, performing arts, and water-based outdoor activities (among others).
- **Free Spirits** – Highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experimental and adventurous, they indulge in high-end experiences that are shared with others. These higher than average income earners tend to be full-time workers if they are not still students. 80% of the Free Spirits are in the 18-54 demographic. These travellers are more likely than most to be interested in shopping, dining and other food related activities, entertainment and performing arts, water-based outdoor activities, festival, events and spectator sports, outdoor and nature experiences (among others).
- **Cultural Explorers** – defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit. With a higher than average education and average household income, 43% of these travellers are between the ages of 35-54. Similar to Free Spirits, Cultural Explorers are likely to find many activities appealing to do on a long-haul vacation including nature and outdoor experiences, sightseeing, water-based outdoor activities, and festivals, events and spectator sports (among others).

2022 Tourism Sector Review & Statistics

The most notable changes in our visitor market include the following:

- Domestic travel (BC residents travelling within BC) recovered faster in 2022 than international travelers. This was clearly evident in Salmon Arm via *MobilesCAPES* data which indicates 81.6% of visitors to the Salmon Arm area from January to April 2022 were from British Columbia, 14.1% from Alberta, 1.0% from Saskatchewan and 2.0% from Ontario.
- By October 2022, room occupancy rates in BC stood strong at 75% (a 15% increase from October 2021). In BC, more than 70% of all visitors were domestic travelers.
- According to Destination BC, the final tally of international visitors to BC in 2022 will still be about 50% lower than 2019.
- Vaccine mandates and most travel restrictions, including group sizes for events and gatherings, remained in effect in the first quarter of 2022 (January-March).
- Events in Salmon Arm (including sports, conferences, cultural and entertainment) increased significantly from only 3 MRDT supported events in 2021 to 24 MRDT supported events in 2022 (770% increase). See a complete list on page 24.

What were our challenges in 2022?

- Worker shortages: most tourism-related businesses in BC, including Salmon Arm (i.e., accommodators) struggled to attract and maintain staff for the busiest months. And, with an increased demand on service providers, this impacted daily operations and hours.
- Cost Pressures/Increases: Tourism business noted significant increases to operating costs, due to higher inflation, upward wage/salary pressure, increased energy costs and steeply rising food costs.
- Climate Impacts: Forest fires and floods were amongst the most notable impacts in 2022 in BC, and in the Thompson Okanagan Region in particular. This highlights the need for business readiness in the tourism sector in all communities. Provincial messages and media coverage regarding 'where it was safe to travel' were not always clear to tourists, and at times, created confusion that affected travel.
- Transportation Challenges: Across the province there were multiple highway construction projects in 2022 to support infrastructure upgrades, and after effects of the 2021 atmospheric river in the lower mainland. Close to home, this work included construction on TCH on the West entrance to Salmon Arm.

What is the outlook in 2023 and beyond?

- If international travel numbers normalize, the BC Tourism industry can expect solid growth in visitor numbers and spending.
- Attractive growth opportunities in the industry such as sporting events, indigenous tourism, nature/eco-tourism, agricultural/wine-related in the Okanagan. An exciting example is Salmon Arm's successful bid to host the 55+ BC Games in 2024!
- Business travel, meetings and conventions saw a notable recovery in 2022.

Following is a summary of Destination BC Public Perceptions of BC's Tourism Industry from October 2022, highlighting the changes in comfort levels for travel and public support for the growth of the tourism sector in our Province:

Economic Impacts

- BC residents overwhelmingly believe that the tourism industry plays an important role in the economic well-being of the province (94%), and their individual communities (80%).
- A high proportion (79%) also agree that tourism creates career opportunities, is an important investment in growing BC's economy/communities (79%), and generates substantial tax revenues (78%).
- All age groups, over 55 (98%), 35-54 (94%), and 18-24 (86%), believe the tourism industry important to British Columbia's economy.
- Post-pandemic, there is a decrease in the percentage of residents who think the tourism industry is more stable than most other industries (26% now versus 54% in 2019) and who believe that wages in the tourism industry are higher than most other industries (19% now versus 28% in 2019).
- Looking at the tourism industry in the context of the BC economy as a whole, residents expect the largest contributors of new jobs and economic activity in their community, locally and provincially, during the next five years to be tourism and construction.

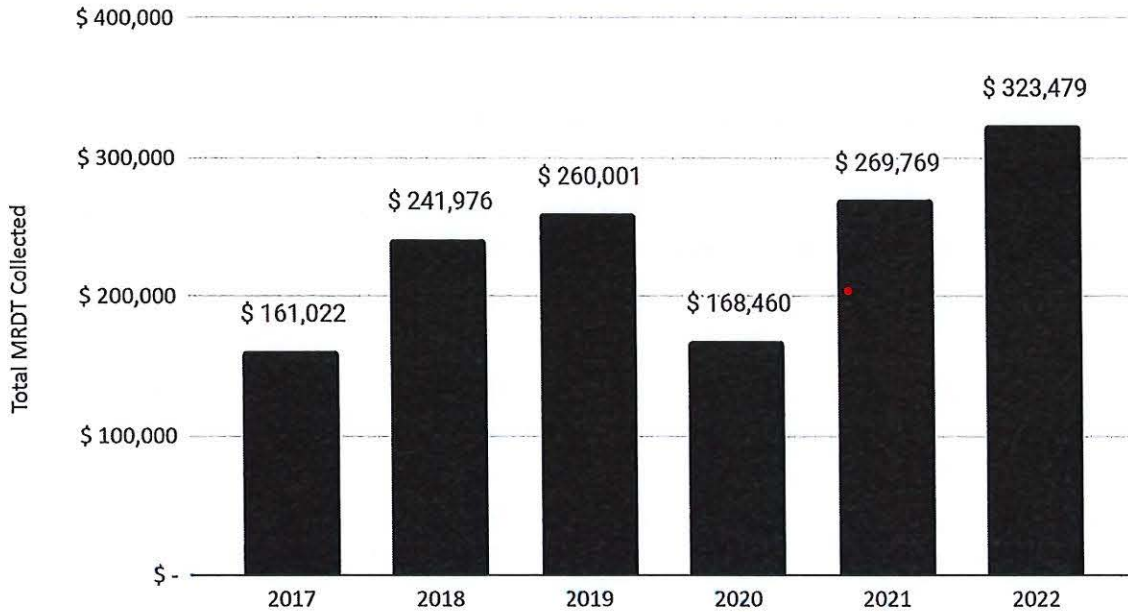
Openness To Tourism

- Over half of residents (54%) want more tourism in British Columbia in the next five years, compared to before the pandemic. Approximately 43% would like to see an increase in tourism to their individual community.
- Northern BC residents are the most likely to say they want more tourism to their community (59%), whereas Sunshine Coast / Bowen residents are the least likely (31%).
- Most BC residents believe the positive impacts of tourism outweigh the negatives (75%), and want to see tourism continue to grow in their community (66%). As well, eight in ten (79%) agree their community is a desirable place to visit, and seven in ten (72%) take pride in making visitors feel welcome to their community.

2022 Tourism Statistics – City of Salmon Arm

2022 represents Salmon Arm’s highest annual overnight stay revenue in the history of our MRDT collection, exceeding even pre-pandemic levels, realizing a 20% increase over 2021 figures.

Year Over Year MRDT Revenue - City of Salmon Arm



Salmon Arm Visitor Analysis JANUARY 1 - APRIL 30, 2022 VISITORS

- On average **81.6%** of visitors to the geo-coded Salmon Arm areas in January - April, 2022 were from British Columbia, **14.1%** from Alberta, **1.0%** from Saskatchewan and **2.0%** from Ontario.



Salmon Arm Visitor Analysis

VISITATION SUMMARY

JAN, 2022 - APRIL, 2022

98,200

Total Estimated Unique Visitors*

948,600

Visits

9.7

Average Visits per Visitor

24,500

Average Visitors Per Month

237,100

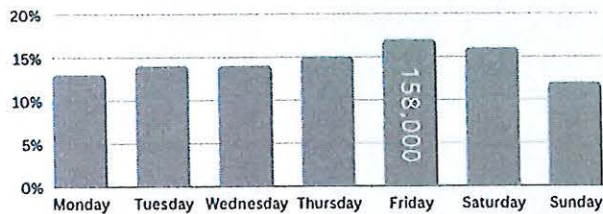
Average Visits Per Month

72%

Of Visits are on Weekdays

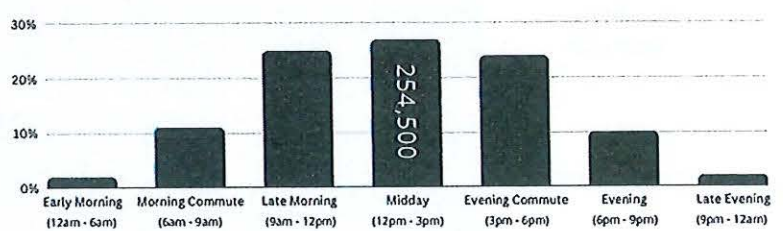
Visit Summary by Day of Week

% of Visits by Unique Visitors



Visit Summary by Daypart

% of Visits by Unique Visitors



*Unique visitors and visits represent visitors and visits to the selected location(s) during the time period including locals

VISITATION SUMMARY

JULY, 2022 - SEPTEMBER, 2022

115,900

Total Estimated Unique Visitors*

1,200,000

Visits

10.1

Average Visits per Visitor

38,600

Average Visitors Per Month

391,400

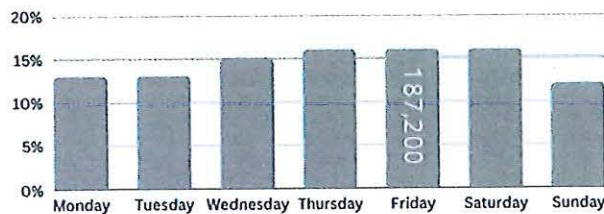
Average Visits Per Month

72%

Of Visits are on Weekdays

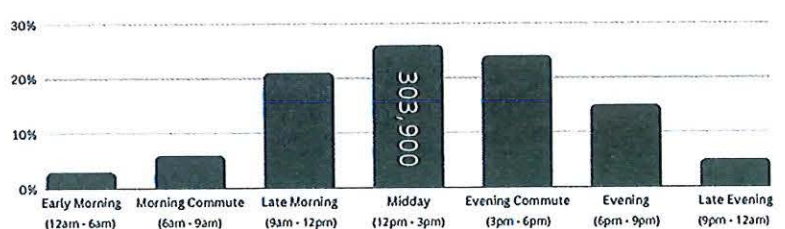
Visit Summary by Day of Week

% of Visits by Unique Visitors



Visit Summary by Daypart

% of Visits by Unique Visitors



*Unique visitors and visits represent visitors and visits to the selected location(s) during the time period including locals

KEY FINDINGS



January 1, 2022 - April 30, 2022

Total Estimated Canadian

Visitors: **98,200***

July 1, 2022 - September 30, 2022

Total Estimated Canadian Visitors:

115,900*

Category	BC Visitors - NO LOCALS Jan. 2022 - April, 2022	BC Visitors - NO LOCALS July, 2022 - Sept, 2022	AB Visitors Jan, 2022 - April, 2022	AB Visitors July, 2022 - Sept, 2022
Estimated Visitor Volume and %	<ul style="list-style-type: none"> 67,300 or 82% were from BC 	<ul style="list-style-type: none"> 71,800 or 82% were from BC 	<ul style="list-style-type: none"> 11,700 or 12% were from Alberta 	<ul style="list-style-type: none"> 12,400 or 11% were from Alberta
Top Visitor Origin Locations	<ul style="list-style-type: none"> Kamloops Vernon Columbia-Shuswap C Armstrong Kelowna Surrey 	<ul style="list-style-type: none"> Columbia-Shuswap C Kamloops Armstrong Vernon Columbia-Shuswap E North Okanagan F 	<ul style="list-style-type: none"> Calgary Edmonton Airdrie Foothills No. 31 Grande Prairie Rocky View County 	<ul style="list-style-type: none"> Calgary Edmonton Airdrie Rocky View County Parkland County Spruce Grove
Top PRIZM Segments	<ul style="list-style-type: none"> Country & Western Backcountry Boomers Family Mode Down to Earth Boomer Bliss 	<ul style="list-style-type: none"> Country & Western Backcountry Boomers Down to Earth Family Mode Indigenous Families 	<ul style="list-style-type: none"> New Country Multicultural Corners Turbo Burbs Mature & Secure Kick-Back Country 	<ul style="list-style-type: none"> Family Mode Mid-City Mellow Modern Suburbia Middle-Class Mosaic All-Terrain Families
Top EQ Types	<ul style="list-style-type: none"> Rejuvenators Virtual Travellers No Hassle Travellers 	<ul style="list-style-type: none"> Rejuvenators Virtual Travellers No Hassle Travellers 	<ul style="list-style-type: none"> Free Spirits Authentic Experiencers Rejuvenators 	<ul style="list-style-type: none"> No Hassle Travellers Free Spirits Authentic Experiencers

2022 Project Summary Chart

Destinations & Product Experience Management	
Data Collection, Distribution, Trend Identification	Compiled visitor statistics to support targeted marketing efforts.
Shuswap Trail Planning and Marketing	Expanded trail-based experiences, marketing and trail signage.
Marketing	
Expand Visitor Information	Expanded distribution of visitor information in strategic locations where visitors gather.
Expand Digital and Print Marketing Campaigns	Launched digital and print marketing campaigns including web page development, video development & distribution, blogs, travel itineraries.
Events (Sports Tourism, Agri-Tourism, Cultural Festivals, Conferences/Conventions/Seminars)	
Event Support & Expansion	Provided support to existing community events to expand the number of attendees & number of event days. Expanded the number of destination events occurring in Salmon Arm.
Shuswap Trail Planning and Marketing	Expanded trail-based marketing and trail signage.
Visitor Services	
Visitor Services Support	Mobilized and support visitor services programming and resources.
Destination & Product Recovery, Resiliency and Growth	
Trail Planning Support	Expanded trail-based marketing campaigns and support planning for future high tourism potential trail development.
Strategic Planning	Ensured a collaborative approach and alignment with plans of partner organizations, Salmon Arm's MRDT program will support a strategic planning process (i.e., establishing a partnership framework, defining how tourism organizations work together considering such factors as financial contribution and organizational branding).
Industry Readiness Support	Supported Salmon Arm tourism businesses in recovery and planning efforts.

2022 Project Highlights

Bid & Grant Applications

- 55+ BC Games (successful bid to host September 10-14, 2024)
- TOTA Grant success, resulting in Nov 3-5 Events across the Shuswap, Community and Indigenous Market, Concert & Ceremony, featuring UninterruptedVR

Signage/Pillars Project

- Installation of 23 vehicle directional signs, 10 park signs/beach signs, completing wayfinding signage and updates to signage decals
- New design and project plan for 4 downtown Pillars
- Beginning coordination and project management for Entrance Signage

Collateral/Merchandise + Map

- Updated map, business information, recoloring entire map to allow for writable surface, improvements made to visibility
- Strategic merch development to target events in 2022 including racing, biking, and family friendly items

Event Support (See more below)

- It is notable the increase to demand for events from 2021 to 2022.
- Big Spend Pilot Project (Downtown Dollars aka DD) provided to targeted events through participant bags such as BC Bike Race water bottle + DD combination

Event Marketing

- Silverbacks backboard design an 3 year sponsorship
- RootsAndBlues marketing, MC'ing, video development, Visitor Services tent, resources, signage at event and giveaway
- Reinvigoration of the Small City, Big Events Facebook page
- Digital signage (i.e., Casino & Rec Centre)

Interactive Kiosk/Digital Resources

- Vender sourcing, interviews and selection completed and project management planning for 2023 installation and software development

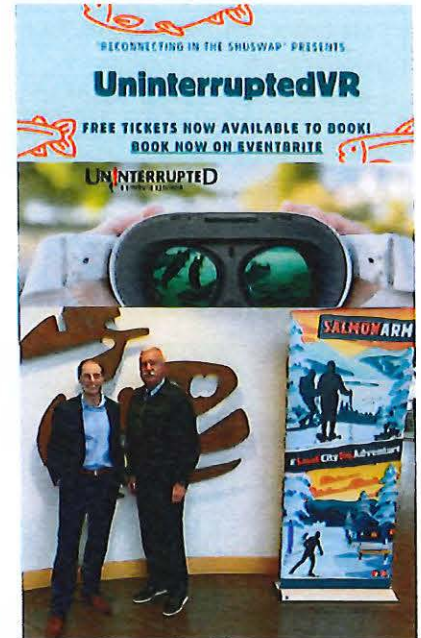
Cultural Masterplan District Development

- Including two community engagement opportunities and hosting a public open house/information session with the Arts Council and City of Salmon Arm

Community Engagement

- AGM Presentation at DSA meeting
- Attending events to support in a variety of roles including marketing, speeches and networking
- MRDT committee recruitment (successfully bringing into new members)
- Collaboration and regular coordination with Visitor Services, Downtown Salmon Arm and Shuswap Tourism
- Coordinating, planning, marketing fun extra event features such as BCBR Cheer Stations, Tennis Open RH Haney event, Reconnecting in the Shuswap MC

*A complete list of all tactics can be reviewed in *Appendix 2.2*



2022 MRDT Supported Events

1. March 19 - Salmon Arm Minor Hockey U13 BC Hockey U13 Tier 2 Provincial Championships
2. April 26 – SILGA Conference
3. April 29 – Salmon Arm Silverbacks Spring ID Camp
4. April 29 – BC Backyard Ultra
5. May 7 – Salmon Arm Boxing for Wellness
6. May 13 – Salty Dog Enduro & Street Fest
7. May 13 – Beauty in Flowers
8. May 14 - BC Fire Officers Training Conference
9. May 26 – (Project/Speaking Event) Cultural Masterplan Open House
10. June 3 – Top 20 Under 40
11. June 4 – Gathering of Gratitude
12. June 27 – Gathering Together Festival
13. July 8 – Shuswap Ultra Orientation Run
14. Aug 4 – Tennis BC Provincial Tournament
15. Aug 19- RootsAndBlues
16. Sept 2 – SASCU Tennis Open
17. Sept 18 – BC Bike Race
18. Sept 24 – Shuswap Ultra
19. Sept 30 – Salute to the Sockeye
20. Oct 1 - Poker Run – Salmon Arm Snowblazers
21. Oct 15 – PRIDE Loud & Proud
22. Nov 11-13 – Ashley Furniture Curling Tournament
23. Nov 3-5 – “Reconnecting in the Shuswap – Salmon Arm” Celebrations with Uninterrupted
24. Winter 2022 - Salmon Arm Snowblazers event facility trail head access



2022 Financial Review

January 1 – December 31, 2022

2021 Carry Fwd Funding	\$ 299,443
MRDT Revenue	\$ 323,303
Local Government Tourism Contributions	\$ 152,414
Provincial Grants	<u>\$ 239,348</u>
Total Revenue	\$ 1,014,509
MRDT Expenses	<u>\$ 418,305</u>
Ending Carry Forward	\$ 596,204
Less: Project Reserves	<u>\$ 251,302</u>
Unallocated Surplus	\$ 344,902

A full accounting of 2022 MRDT Revenue and Expenses is attached as *Appendix 2.1, Financial Report*

Conclusion

In the first quarter of 2022, we remained in the final stages of the active pandemic, still encountering travel restrictions and group size limitations which were negatively affecting tourism revenues. As we moved into the second quarter of the year, we began to see a very positive turn-around in the Spring months which provided some confidence in consistent MRDT revenues and our ability to sustain and grow program capacity. In April, we proceeded with the successful hiring of our Project Coordinator, providing an important addition to the team and increasing our ability to complete priority projects throughout this stage of recovery.

SAEDS, the MRDT Committee and partner organizations including the City of Salmon Arm, Visitor Services and Shuswap Tourism, and Downtown Salmon Arm, worked diligently to support provincial tourism messaging related to resiliency led by Destination BC. We also worked diligently to support needs of our local tourism operators in all ways possible post-pandemic recovery. We are very proud of our tourism operators and their resiliency and innovation, which was displayed in the most trying of times and continued into our time of recovery and excitement around a re-emerging travel/tourism industry in BC!

Tasks completed in 2022 mirror the strategic direction, vision, goals and objectives presented in Salmon Arm's Five-Year MRDT Business Plan. The Five-Year Plan is a community developed program which was prepared with extensive consultation and is reflective of strong accommodator and broader tourism industry support. Both the broader Five-Year Plan and the 2022 Tactical Plan align with goals and objectives within the Shuswap Tourism Development Plan, Thompson Okanagan Tourism Association Strategy and Destination BC Strategy. Our community continues to prioritize a collaborative approach to growing our tourism economy as represented in this *Annual Performance Report*.



Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report by **May 31 of each year**.

The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

Designated Recipient:	<u>City of Samlon Arm</u>
Designated Accommodation Area:	<u>City of Salmon Arm</u>
Date Prepared:	<u>May 8, 2023</u>
MRDT Repeal Date (if applicable):	<u>May 31, 2027</u>
Total MRDT Funds Received:	<u>\$323,303.84</u>
Year Ending:	<u>2022</u>

Section 1: MRDT Budget Variance Report

Designated recipients **must** complete the table as provided below. Refer to Appendix 2.3 for further expense line item descriptions.

Revenues (MRDT and Non-MRDT)	Current Year		
	Budget \$	Actual \$	Variance
Starting Carry Forward (All Net Assets - Restricted and Unrestricted) – Should match ending C/F from previous annual financial report	213,793	299,443	85,650
General MRDT (net of admin fees)	190,000	304,082	114,082
MRDT from online accommodation platforms (OAP)	10,000	19,222	9,222
Local government contribution	152,414	152,414	
Stakeholder contributions (i.e. membership fees)			
Co-op funds received (e.g. DBC coop, DMO-led projects)			
Grants - Federal			
Grants - Provincial		239,348	239,348
Grants/Fee for Service - Municipal			
Retail Sales			
Interest			
Other (please describe):			
Total Revenues (Excluding Carry Forward)	352,414	715,066	362,652

Expenses (MRDT & Non-MRDT)	Budget \$	Actual \$	Variance
Marketing			
Marketing staff – wage and benefits	35,741	68,266	32,525
Media advertising and production	38,448	57,297	18,848
Website - hosting, development, maintenance			
Social media			
Consumer shows and events	12,500		-12,500
Collateral production and distribution	15,000		-15,000
Travel media relations	5,000		-5,000
Travel trade			
Consumer-focused asset development (imagery, video, written content)	15,000		-15,000
Other (please describe): Shuswap Tourism Led Projects	152,414	152,414	
<i>Subtotal</i>	274,103	277,976	3,874
Destination & Product Experience Management			
Destination and product experience management staff – wage and benefits			
Industry development and training	10,000		-10,000
Product experience enhancement and training	68,100	19,593	-48,507
Research, evaluation, analytics,	5,000		-5,000
Other (please describe):			
<i>Subtotal</i>	83,100	19,593	63,507
Visitor Services			
Visitor Services – wage and benefits			
Visitor Services operating expenses	102,500	29,046	-73,454
Other (please describe):			
<i>Subtotal</i>	102,500	29,046	-73,454
Meetings, Conventions, Events and Sport			
Staff – wage and benefits	28,104		-28,109
Meetings, conventions, conferences, events, sport etc.	35,000	42,995	7,995
<i>Subtotal</i>	63,104	42,995	20,109
Administration			
Management and staff unrelated to program implementation - wage and benefits	35,000	35,000	
Finance staff – wage and benefits	2,400	2,638	238
Human Resources staff – wages and benefits			
Board of Directors costs			
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)			
Office lease/rent	6,000	11,056	5,056
General office expenses			
<i>Subtotal</i>	43,400	48,694	5,294

Expenses (MRDT & Non-MRDT)	Budget \$	Actual \$	Variance
Affordable Housing			
Funded by OAP Revenue			
Funded by General MRDT Revenues (if applicable)			
<i>Subtotal</i>			
Other			
All other wages and benefits not included above			
Other activities not included above (please describe)			
<i>Subtotal</i>			
Total Expenses	566,207	418,305	147,902
Total Revenue Less Total Expenses (Surplus or Deficit)	-213,793	296,761	510,554
Ending Carry Forward (Previous Year C/F plus Surplus or Deficit – Restricted and Unrestricted)	0	\$596,204	510,554

Section 2: Actual Spending by Market – LEISURE ONLY

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	277,947	100%
Alberta		
Ontario		
Other Canada <i>(please specify)</i>		
Washington State		
California		
Other USA <i>(please specify)</i>		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International <i>(Please specify)</i>		
Total	277,947	100%

By signing this form, you certify that the above information is an accurate representation of the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax. **Form MUST be signed by the Designated Recipient, not the service provider.**

Designated Recipient’s Authorized Signing Authority Name	Designated Recipient’s Authorized Signing Authority Title
Date	Designated Recipient’s Authorized Signing Authority Signature

Appendix 2.2 Annual Performance Report

Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient’s service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by May 31 of each year**.

All designated recipients are required to fill in the sections below.

Only those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

Designated Recipient: City of Salmon Arm
 Report Completed: 08 - May - 2023
 Designated Accommodation Area: City of Salmon Arm
 Reporting period: Jan 1- Dec 31, 2022

1. Effective tourism marketing, programs and projects	
MRDT-funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue.	
Mandatory Metric	Designated Recipient Response
MRDT Revenue	\$323,303

<p>MRDT activities, tactics, investment efforts and outcomes (as per One-Year Tactical Plan)</p>	<p>Major Category: Visitor Services</p> <p>Activity Title: Visitor Services Support</p> <p>Tactic: Mobilize and Support Visitor Services</p> <p>Partners/Stakeholders: Salmon Arm Visitor Centre & Shuswap Tourism</p> <p>Description: This tactic included the following initiatives for 2022:</p> <ul style="list-style-type: none"> • Design and print of visitor collateral for distribution at visitor kiosks and other key visitor locations. • Design and installation of welcome & wayfinding signs. • Design and installation of destination location signs. • Research and planning for the installation of interactive visitor information kiosks. <p>Output Measures</p> <ul style="list-style-type: none"> • Created and printed kiosk print collateral for distribution by Visitor Services front line staff to support visitor access to visitor information (supply of high value, targeted visitor information resources). • Designed and installed 23 visitor wayfinding signs. • Designed and installed 10 destination location signs. • Completed research and planning to support the installation of interactive visitor information kiosks. • Completed research, planning and design to support the installation of 4 downtown visitor pillars. <p>Outcome Measures</p> <ul style="list-style-type: none"> • Increased visitor awareness and participation in tourism experiences. • Increased presence at events. • Increased room occupancy rates.
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	<p>Major Category: Destination & Product Recovery, Resiliency and Growth</p> <p>Activity Title: Research, Evaluation & Analytics</p> <p>Tactic: Data Collection, Trend Identification and Data Distribution</p> <p>Partners/Stakeholders: Salmon Arm Visitor Centre & Shuswap Tourism</p> <p>Description: Throughout 2022, the MRDT team secure various data sets related to visitor counts, demographics, trends and patterns. This data will assist not only our organization in strategic and project planning efforts, it will also support stakeholder organizations and tourism businesses with their information needs.</p> <p>Output Measures</p> <ul style="list-style-type: none"> • Compiled visitor statistics to support targeted marketing efforts. • Secured STR Data (overnight occupancy). • Secured PRIZM/Envionics data visitor data (Jan to Sep 2022) from TOTA. <p>Outcome MEASURES</p> <ul style="list-style-type: none"> • Supported future planning efforts for MRDT, SAEDS, and other stakeholder organizations. • Supported for tourism business sustainability and tourism business growth through informed decision making.
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Major Category: Events – Sports Tourism, Agri Tourism, Cultural Festivals, Conferences/Conventions/Seminars

Activity Title: Event Support & Attraction

Tactic:

- 1: Provide support to existing community events to expand the number of attendees and number of event days
- 2: Expand the number of destination events occurring in Salmon Arm

Partners/Stakeholders: Salmon Arm Visitor Centre, Shuswap Tourism, Downtown Salmon Arm

Description: The MRDT Project Coordinator worked to support numerous community events in Salmon Arm and the broader Shuswap Region throughout 2022. Event support included financial contribution via the MRDT Event Fund, event planning support, and/or attendee welcome packages. Further, the MRDT Project Coordinator worked in partnership with community stakeholder organizations to promote Salmon Arm for event hosting opportunities and to submit bids for the opportunity to host events in our community.

Output Measures

- Supported the assembly of the community bid for the 55+ BC Games (successfully won this bid contest for the 2024 games).
- Supported the assembly of the bid to co-host Reconnecting in the Shuswap featuring UninterruptedVR with Shuswap Tourism and regional partners via the TOTA event grant.
- Project Coordinator provided ongoing and efficient support for event planners and those seeking event funding for 24 separate events in 2022.
- Launched the Big Spend Pilot Project in partnership with Downtown Salmon Arm.
- Direct event planning and coordinating for Loud & Proud (Pride) Event and Salty Street Festival.

Outcome Measures

- Increased visitors in shoulder seasons, particularly September-October.
- Increased ability to attract and host high-quality large-scale events in Salmon Arm.
- Proven ability to win bid applications.
- Proven ability to collaborate on regional events and joint applications.
- Increased visitor and event attraction for Salmon Arm on a more national and global scale.

Major Category: Destination and Product Recovery, Resiliency and Growth

Activity Title: Trail Planning Support

Tactic: Expand trail-based marketing campaigns and support planning for future high tourism potential trail development

Partners/Stakeholders: Shuswap Trail Alliance

Description:

The following trail-based priorities were completed in the 2022 season:

1. Greenway Signage and Expanded Mapping
2. Expanded Marketing for Specific Trail-Based Experiences
3. High Tourism Potential Trail Development Planning

Output Measures:

- Updated the City of Salmon Arm mapping database and website links to the Shuswap Trails.
- Master geo-referenced web-based guide maps showing all new trail additions including the Larch Hills Traverse, Little Mountain, South Canoe, and Rubberhead networks.
- Updated embedded Shuswap Trail content on Google Earth mapping data base on a continual basis.
- 2022 Shuswap Trails content and map links to TrailForks, and the Mountain Biking BC website were updated online.
- 5,500 Mountain Bike Trail Guides were published with trail additions.
- Larch Hills Traverse/Rail Trail Connector Plan was started.

Outcome Measures

- Expanded visitor awareness of trail experiences in Salmon Arm and the Shuswap region.
- Expanded visitor access to trail maps, guides, and online information.
- Expanded trail-based visitor experiences.
- Expanded trail-based tourism visitations.

	<p>Major Category: Marketing</p> <p>Activity Title: Expanded Visitor Information</p> <p>Tactic: To create and distribute print collateral and digital marketing for visitor attraction</p> <p>Partners/Stakeholders: Shuswap Tourism, Salmon Arm Visitor Centre</p> <p>Description: Throughout 2022, the following marketing tactics were launched:</p> <ul style="list-style-type: none"> • Media Advertising & Production – Digital and print visitor attraction campaigns. • Collateral Production & Distribution – Event listings, itineraries, anchor asset map publication and distribution. • Consumer Focused Asset Development – Written content, photography, videography. • Consortium Participation – Regional marketing on provincial platform. <p>Output Measures</p> <ul style="list-style-type: none"> • Additional placemaking, event marketing at key locations and campaigns to stimulate shoulder season activities in Salmon Arm. • Asset development - photo and video including releasing the Event Video, Winter tourism video development, blogs and storytelling around hosting and attending events in Salmon Arm. • Silverbacks/Shaw Centre backboard design, printed and installed (3 years). • “Small City, Big Ideas” Facebook Page and event marketing on all SAEDS social media channels. • Experience Package Facilitation and Campaign Development. • Collateral Production, Merchandise & Maps. • Updated, re-designed and printed tear-away tourism map. • Strategic merchandise development plan tied directly to events in 2022 and activities (including event related to racing, biking, hiking, family friendly). • Seasonal Image Bank expanded. • Visitor Itineraries and Blog Posts commissioned and circulated. • Shuswap Bird Outpost via BC Bird Trail consortium with Shuswap Tourism & Sicamous Economic Development (will launch in 2023). <p>Outcome Measures</p> <ul style="list-style-type: none"> • Increased visitor awareness and participation in tourism experiences. • Increased presence at events. • Increased room occupancy rates.
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	<p>Major Category: Destination and Product Recovery, Resiliency and Growth</p> <p>Activity Title: Inter-organizational Planning</p> <p>Tactic: Strategic Planning</p> <p>Partners/Stakeholders: Shuswap Tourism, Salmon Arm Visitor Center</p> <p>Description: The following tasks were completed in 2022 through collaborative planning processes with partner organizations:</p> <ol style="list-style-type: none">1. Reviewed and defined organizational structures of key tourism organizations and prepared an umbrella organizational chart for Salmon Arm tourism service delivery including clearly defined roles and responsibilities.2. Reviewed and defined goals, objectives and action plans of tourism organizations with the goal of identifying partnership opportunities and avoiding duplication of efforts.3. Established a partnership framework, defining how tourism organizations work together considering such factors as financial contribution and organizational branding. <p>Output Measures</p> <ul style="list-style-type: none">• Clear definition of mandates and tasks for each tourism agency.• Identification of partnership opportunities and a process for working together.• On-going plan for inter-organizational communications. <p>Outcome Measures</p> <ul style="list-style-type: none">• Expanded partnership opportunities.• Increased efficiency and effectiveness of inter-organizational tourism service delivery.
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	<p>Major Category: Destination and Product Recovery, Resiliency and Growth</p> <p>Activity Title: Cultural Plan Implementation</p> <p>Tactic: Implementation of Salmon Arm’s Cultural Master Plan as per Tri-partite Agreement.</p> <p>Partners/Stakeholders: City of Salmon Arm, Shuswap District Arts Council.</p> <p>Description: In alignment with the recently established Tri-partite Agreement between the City of Salmon Arm, Shuswap District Arts Council and Salmon Arm Economic Development Society, the MRDT program supported various tactics identified with Salmon Arm’s Cultural Master Plan designed to support community place-making efforts and further cultural development. In 2022, the MRDT Program focused on the identification and marketing of distinct cultural districts within the City of Salmon Arm for the purpose of asset identification and marketing. Staff supported the strategic planning for cultural cluster identification by geographic area and related visual representations and campaigns to support awareness for visitor attraction.</p> <p>Output Measures</p> <ul style="list-style-type: none"> • Co-hosted Annual Cultural Master Plan Open House. • Strategic Planning Station at the Annual Cultural Master Plan Open House for Public Engagement – District Development Project. • Completed best practices research and community outreach regarding District Development Project. • Expanded brand exposure and placemaking initiatives throughout Salmon Arm, including community signage and planning and design for the downtown visitor pillars with seating. <p>Outcome Measures</p> <ul style="list-style-type: none"> • Increased visitor awareness and participation in tourism experiences. • Increased presence at events.
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	<p>Major Category: Destination and Product Recovery, Resiliency and Growth</p> <p>Activity Title: Industry Readiness Support</p> <p>Tactic: Support Salmon Arm Tourism Businesses in their Recovery and Resiliency Efforts</p> <p>Description: Throughout 2022, the following tactics were launched:</p> <ul style="list-style-type: none"> • Supported the tourism economy through on-going business support programs offered by SAEDS. • Boosted competitiveness and resilience through business readiness planning. This included visitor data sharing, planning support. • Advanced the digital presence of Salmon Arm tourism businesses, including on-going efforts to expand community presence on key tourism platforms. • Supported current labour market challenges in the tourism sector through marketing and promotion, raining/retraining efforts, and HR training for industry. <p>Output Measures</p> <ul style="list-style-type: none"> • Hosted Monthly Big Connect Marketing Training Workshops for Salmon Arm/Shuswap Businesses. Consistently sold out. • Partnered to support and promote the Shuswap Business Hub – business accelerator program. • In partnership with regional economic development agencies, launched the Shuswap Workforce Hub Website to support workforce planning and marketing for local businesses. • Provided one-on-one digital marketing support local tourism businesses. • Hosted Event Hosts Roundtable, collaborative regional event planning forum. • Launched numerous shop local, support local, tourist in your own town campaigns to support local business growth. <p>Outcome Measures</p> <ul style="list-style-type: none"> • Increased business sustainability and resiliency. • Expanded business exposure to local and regional residents and out-of-town visitors.
Key Learnings	<ul style="list-style-type: none"> • Worker shortages has strongly impacted the sustainability and growth of our local tourism businesses. • Cost pressures/increases are negatively impacting local tourism business including significant increases to operating costs, upward wage/salary pressure, increased energy costs and steeply rising food costs. • Beyond the pandemic, climate impacts are including forest fires and floods were amongst the most notable impacts in 2022 in BC, and in the Thompson Okanagan Region. This highlights the need for business readiness in the tourism sector in all communities.

2. Effective local-level stakeholder support and inter-community collaboration

Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments.

Mandatory Metric	Designated Recipient Response
<p>Extent of Local-level Stakeholder Engagement</p>	<p>Throughout 2022, Salmon Arm Economic Development Society undertook diverse community engagement activities to ensure stakeholders remained informed of the progress of the community’s MRDT program. The following community engagement activities were undertaken:</p> <ul style="list-style-type: none"> • One-on-one targeted business outreach • E-Newsletters • Social media posts, blogs, press releases • Community presentations • AGM Board presentation (Salmon Arm Economic Development Society) • Open house events • Industry networking events • Tourism Round-Table Meetings • Webinars, Zoom meetings

Mandatory Metric	Designated Recipient Response
<p>Community Collaboration</p>	<p>Throughout 2022, Salmon Arm Economic Development Society prioritized community collaboration as a key objective in the community’s MRDT program. Driven by necessity as well as opportunity, SAEDS worked closely with our community partners to support local businesses, responding effectively and efficiently to emergency needs. Collaborating on key message delivery, including ever-changing PHO orders and supportive government programs, served to amplify messaging and avoid confusion.</p> <p>Salmon Arm relies on a unique model of tourism service delivery which is based on a collaborative multi-agency approach. This approach is reflected in the foundation of the 5-Year MRDT Business Plan and the closely linked to the Tactical Plans. Throughout Salmon Arm and the broader region, there are a number of organizations that have worked together to build the local tourism economy. These partners include local and regional governments, established tourism functions, economic development organizations, community NPO’s, Visitor Centres and many others.</p> <p>Salmon Arm’s MRDT delivery model has been developed in a manner which ensures the MRDT program is led by the tourism industry, with established supports, communication and accountability measures to ensure its success.</p> <p>The MRDT Committee is comprised of 7 voting members (4 accommodators and 3 broader tourism stakeholders) as well as 6 non-voting members which include appointed representatives from partner organizations.</p> <p>In 2022, communication and joint planning and programing was undertaken with the following community organizations:</p> <ul style="list-style-type: none"> • The MRDT Committee • Downtown Salmon Arm • Shuswap Tourism • Shuswap Trail Alliance • Shuswap Recreation Society • RJ Haney Heritage Village • Tourism and Visitor Services

3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics:

Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC’s marketing message in key domestic and international markets.

Mandatory Metric	Designated Recipient Response
<p>Provincial Alignment</p>	<p>The 2022 <i>Tactical Plan</i> directly aligns with the <i>City of Salmon Arm’s Five-Year MRDT Business Plan</i>. The Business Plan was prepared in strategic alignment with the Salmon Arm Economic Development Society Action Plan, the Shuswap Tourism Strategy, goals and objectives defined by the Thompson Okanagan Tourism Association (TOTA) and Destination BC. Defined areas of alignment include the focus on shoulder and off-season tourism development, new experience development and identified target markets.</p> <p>Target markets defined within the <i>City of Salmon Arm’s Five-Year MRDT Business Plan</i> are reflective of the target markets within the Shuswap Tourism Development Plan and further, the target markets of both TOTA and Destination BC.</p>

4. Fiscal prudence and accountability

All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.

Mandatory Metric	Designated Recipient Response
<p>Effective Financial Management</p>	<p>As detailed in Appendix 2.1, Financial Report, Salmon Arm Economic Development Society operated within the approved 2022 tactical plan budget.</p>
<p>Streamlined Administrative Costs</p>	<p>Administrative Costs for 2022 totaled \$48,694 or 11.5% of total annual MRDT expenses.</p>

<p>Leveraging of Other Marketing Funds</p>	<p>As included in the attached Appendix 2.1, The MRDT funds were leveraged with an annual contribution from the City of Salmon Arm towards tourism marketing initiatives. In 2022, the City of Salmon Arm contributed a total of \$152,414 towards tourism marketing initiatives which were led by Shuswap Tourism.</p>
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By signing this form, you certify the accuracy and completeness of the information provided above.

<p>Designated Recipient's Authorized Signing Authority Name</p>	<p>Designated Recipient's Authorized Signing Authority Title</p>
<p>Date</p>	<p>Designated Recipient's Authorized Signing Authority Signature</p>

Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report by May 31 of each year.

The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

Please do not add lines or customize this template as the data has to be consistently consolidated across all 60+ designated accommodation areas. Please use the "Other" sections to describe any significant items not listed.

Designated Recipient:	City of Salmon Arm
Designated Accommodation Area:	Salmon Arm, BC
Date Prepared:	1-May-23
MRDT Repeal Date (if applicable):	31-May-27
Total MRDT Funds Received:	\$ 323,302.84
Year Ending:	2022

Section 1: MRDT Budget Variance Report

Designated recipients must complete the table as provided below. Refer to Appendix 2.3 for further expense line item

Revenues (MRDT and Non MRDT)	Budget \$	Actual \$	Variance
Starting Carry Forward (All Net Assets Restricted and Unrestricted)	\$ 213,793	\$ 299,443	\$ 85,650
General MRDT (net of admin fees)	\$ 190,000	\$ 304,082	\$ 114,082
MRDT from online accommodation platforms (OAP)	\$ 10,000	\$ 19,222	
Local government contribution	\$ 152,414	\$ 152,414	
Stakeholder contributions (i.e. membership dues)			
Co-op funds received (e.g. CTO; DMO-led projects)			
Grants - Federal			
Grants - Provincial		\$ 239,348	\$ 239,348
Grants/Fee for Service - Municipal			
Retail Sales			
Interest			
Other (please describe)			
Total Revenues	\$ 352,414	\$ 715,066	\$ 353,430
Expenses MRDT and Non-MRDT	Budget \$	Actual \$	Variance
Marketing			
Marketing staff – wage and benefits	\$ 35,741	\$ 68,266	\$ 32,525
Media advertising and production	\$ 38,448	\$ 57,297	\$ 18,849
Website - hosting, development, maintenance			
Social media			
Consumer shows and events	\$ 12,500		-\$ 12,500
Collateral production and distribution	\$ 15,000		-\$ 15,000
Travel media relations	\$ 5,000		-\$ 5,000
Travel trade			
Consumer focused asset development (imagery, written content, video)	\$ 15,000		-\$ 15,000
Other: Shuswap Tourism DMO Led Projects	\$ 152,414	\$ 152,414	
Subtotal	\$ 274,103	\$ 277,976	\$ 3,874
Destination & Product Experience Management			
Destination and Product Experience Management Staff – wage and benefits			
Industry development and training	\$ 10,000		-\$ 10,000
Product experience enhancement and training	\$ 68,100	\$ 19,593	-\$ 48,507
Research and evaluation	\$ 5,000		-\$ 5,000
Other (please describe)			
Subtotal	\$ 83,100	\$ 19,593	-\$ 63,507
Visitor Services			
Visitor Services - wage and benefits			
Visitor Services operating expenses	\$ 102,500	\$ 29,046	-\$ 73,454
Other (please describe)			
Subtotal	\$ 102,500	\$ 29,046	-\$ 73,454
Meetings and Conventions			
Staff - wage and benefits	\$ 28,104		-\$ 28,104
Meetings, conventions, conferences, events, sport, etc.	\$ 35,000	\$ 42,995	\$ 7,995
Subtotal	\$ 63,104	\$ 42,995	-\$ 20,109
Administration			

Should match the ending carry forward from your previous annual financial report

SUM: Rows 17 to 27 (does not include Starting Carry Forward row 15)

Management and staff unrelated to program implementation - wages and benefits	\$ 35,000	\$ 35,000	-\$ 0
Finance staff – wages and benefits	\$ 2,400	\$ 2,638	\$ 238
Human Resources staff – wages and benefits			
Board of Directors costs			
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)			
Office lease/rent	\$ 6,000	\$ 11,056	\$ 5,056
General office expenses			
Subtotal	\$ 43,400	\$ 48,694	\$ 5,294
Affordable Housing (if applicable)			
Funded by OAP Revenue			
Funded by General MRDT Revenues (if applicable)			
Subtotal	\$ -	\$ -	\$ -
Other			
All other wages and benefits not included above			
Other activities not included above (please describe)			
Subtotal	\$ -	\$ -	\$ -
Total Expenses	\$ 566,207	\$ 418,305	-\$ 147,902
Total Revenue Less Total Expenses (Surplus or Deficit)	-\$ 213,793	\$ 296,761	\$ 501,332
Ending Carry Forward (Restricted and Unrestricted)	\$ 0	\$ 596,204	\$ 501,332

Sum: Expenses Sub-Totals
 Total Revenue minus Total Expenses
 Ending Carry forward Previous Year plus Surplus or Deficit

Section 2: Actual Spend by Market - LEISURE ONLY

Geographic Market	MRDT \$ by Market	% of Total \$ by Market
BC	\$277,947	100%
Alberta		0%
Ontario		0%
Other Canada (please specify)		0%
Washington State		0%
California		0%
Other USA (please specify)		0%
Mexico		0%
China		0%
UK		0%
Germany		0%
Australia		0%
Japan		0%
Other International (Please specify)		0%
Total	\$ 277,947	100%

By signing this form, you certify that the above information is an accurate representation of the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax. Form **MUST** be signed by the Designated Recipient, not the service provider.

Designated Recipient's Authorized Signing Authority Name

Designated Recipient's Authorized Signing Authority Title

Date

Designated Recipient's Authorized Signing Authority Signature

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Item 14.1

CITY OF SALMON ARM

Date: May 23, 2023

**Dr. Scott McKee
Critical Care Hospital Improvements
at Shuswap Lake General Hospital (SLGH)**

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

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Item 14.2

CITY OF SALMON ARM

Date: May 23, 2023

Isha Matous-Gibbs, Urban Matters
Poverty Reduction Grant

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond



CITY OF SALMON ARM

Poverty Reduction, De-Stigmatization, and Awareness Campaign

May 2023

SALMON ARMurban
mattersCanadian Mental
Health Association
Shuswap-Revelstoke
Mental health for all

Acknowledgments

The City of Salmon Arm gratefully acknowledges the traditional territory of the Secwepemc people, with whom we share these lands and where this work was completed.

Special thank you to the Salmon Arm Observer, Canadian Mental Health Association Shuswap-Revelstoke, and Rise Up Indigenous Wellness Society for their support and partnership throughout this project.

This report was prepared by Urban Matters CCC Ltd. in collaboration with the City of Salmon Arm and the Social Impact Advisory Committee. Funding for this project was provided by the Union of BC Municipalities through a Poverty Reduction & Planning Grant.

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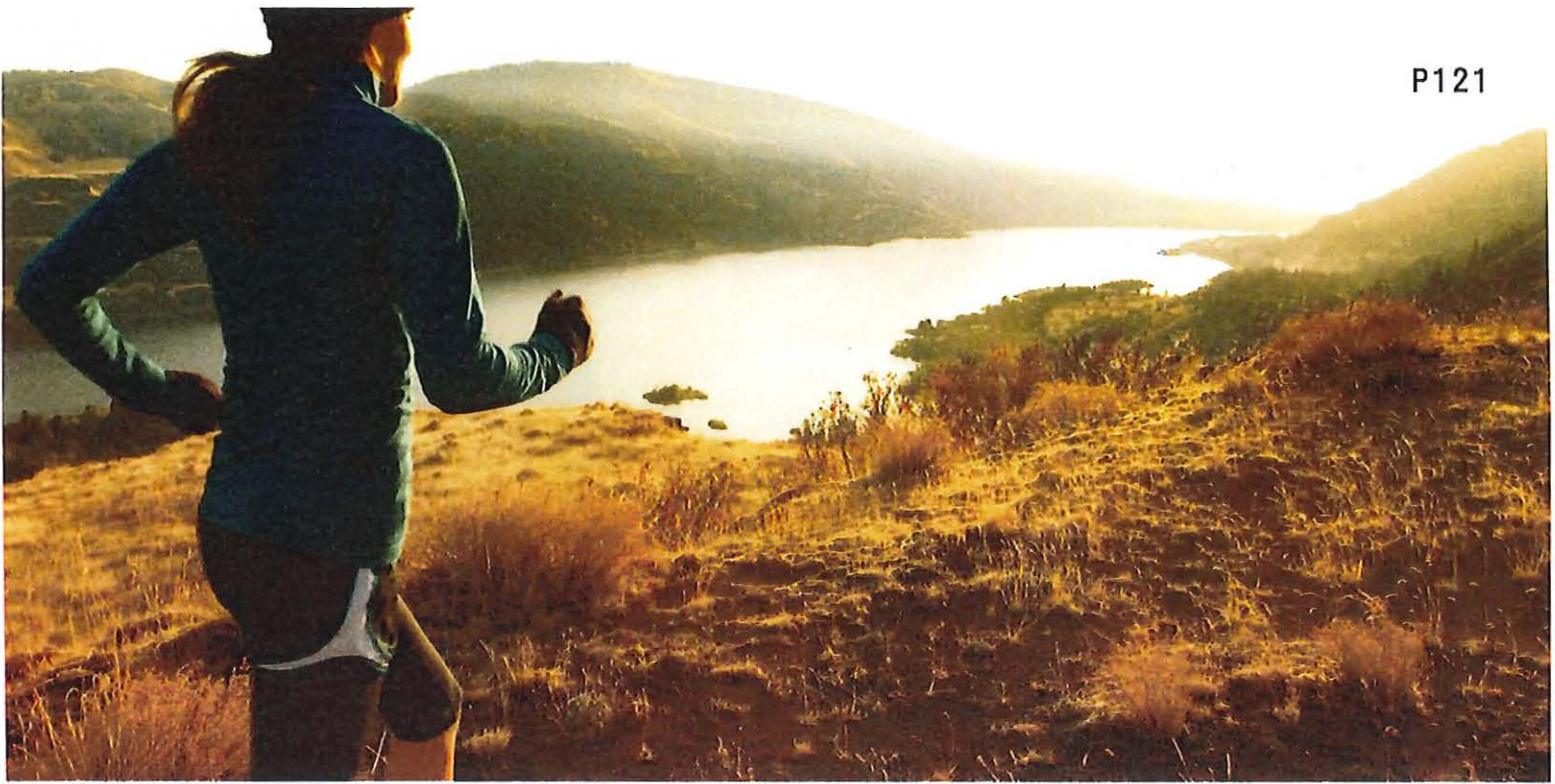


EXECUTIVE SUMMARY

Stigma towards people experiencing poverty has a negative impact on their ability to access services and seek support. The Salmon Arm Poverty Reduction, De-Stigmatization, and Awareness Campaign was developed to improve social outcomes in the community by increasing service awareness and reducing stigma. The goal was both to highlight the many community organizations who are ready to help as well as ensure that people feel safe accessing those services.

Originally, project partners proposed a social media or advertising campaign to share information about services and bust myths around poverty. Ultimately, project partners co-created a pilot-and-test approach where tactics relied more heavily on building relationships and engaging community members in important conversations about stigma. The resulting campaign was a by-Salmon Arm, for-Salmon Arm project. It became a collaborative effort of the City of Salmon Arm, Indigenous Rise Up, CMHA Shuswap-Revelstoke, the Social Impact Advisory Committee (SIAC), the Salmon Arm Observer, and the consultant team at Urban Matters CCC Ltd.

Over the course of four months, project partners came together to plan, develop, and promote content that showcased local services and organizations as well as the stories of everyday people who are experiencing poverty and stigma. Learning opportunities were also provided to the broader community in the form of workshops, where participants were able to deepen their understanding about the different factors of poverty and stigma.



Impact and Learnings

As a result, the campaign reached various important audience groups across the community. For example, tens of thousands of residents were reached through articles written in the Salmon Arm Observer. This is a testament to the power of telling a good story, but also the interest the community has in this topic. Engagement measurements show high levels of engagement with the articles, something that is difficult to achieve.

The community at large was also engaged through a workshop series. Though these workshops reached a smaller group of individuals, passion and engagement were high. A common question from participants was, “What can we do next?” Whether it was looking for ways to tell their story, or seeking places to volunteer or advocate, participants of the workshops and webinar were highly engaged and vested in the topic of anti-stigma. It is clear that there is a strong appetite for local initiatives that can help reduce poverty and improve community well-being among residents.

Additionally, dedicated anti-stigma workshops were held for people with lived and living experiences. These had a particularly deep impact. Participants reported feeling inspired and engaged. They expressed feeling seen, heard, valued – and even experiencing healing of some past trauma. The workshop provided a learning opportunity for individuals to understand their own experiences and begin to express them, sparking conversations that have continued to take place beyond the workshops. Coupled with learning and education, the empowerment of people with lived and living experience form two key aspects that lead to meaningful social change.

Considerations for Next Steps

Moving forward, the City of Salmon Arm and Social Impact Advisory Committee can continue to work with community agencies to promote services in the community and support anti-stigma efforts. This could look like:

- Continuing to promote services such as BC 211 to increase service awareness and track social service referrals
- Exploring ways to support the creation of a volunteer network, a made in Salmon Arm solution to connect community members with open volunteer positions
- Launching a project that extends the concept of using personal storytelling to bust myths and stigma about poverty
- Continuing to work with community partners to write and publish stories that address stigma as well as promote opportunities to get involved in community events and initiatives

In any future initiatives that the City chooses to pursue, one thing is clear: Salmon Arm has strong community partners and champions who are committed to creating positive social change. They bring the local knowledge, trust, and collaboration needed to meaningfully engage the community, and possess the ability to inspire people to take action. Working with trusted community partners also helps to ensure sustainable social change as strong and committed partnerships are important for maintaining momentum, sustaining initiatives beyond short-term fixes, and ultimately, creating a more inclusive community.

Campaign Reach at a Glance

Salmon Arm Observer Feature Articles:

- 7 articles written by local media
- 4 feature pages published in the Salmon Arm Observer
- 32,106 users reached online through Facebook

BC 211 Service Utilization During Campaign:

- 23 total contacts between January and April 2023

Workshop and Webinar Participation:

- 5 learning workshops offered
- 69 unique individuals attended

Background

The City of Salmon Arm is a diverse community with a range of social, demographic, cultural, and economic groups. A wide network of social support exists for its community members and the city serves as a central hub of services for the Columbia Shuswap region. However, misconceptions about poverty and homelessness exist in the community, which adversely affect social well-being and belonging.

Tension continues to rise between members of the public and those who are experiencing homelessness. Stigma and hate against individuals living in poverty have become commonplace on social media. Frustrated by the visible signs of homelessness and poverty, community members have pushed for more action by the City of Salmon Arm to address growing social issues.

At the same time, local assessments show that about 13 percent of the population in Salmon Arm is living in poverty, earning a median income of \$17,527 compared to the community-wide median of \$48,987. A 2021 Social Impact Assessment identified “lack of knowledge of available services” as the top barrier to people living in poverty from accessing services, meaning many of those who need support from social-serving organizations don’t know where and how to access the services they need.

There is a strong reluctance among those living in poverty to reach out and access services due to fear of stigma and discrimination. For example, clients may register for coupon programs at community organizations but don’t use them due to feelings of stigma and shame. The Social Impact Advisory Committee (SIAC) also recognized that there are many among the community who have hidden experiences of poverty. Many people struggle with meeting their basic needs, especially among seniors, newcomers and immigrants, and low-income families, though they may not be experiencing visible signs of poverty such as homelessness.

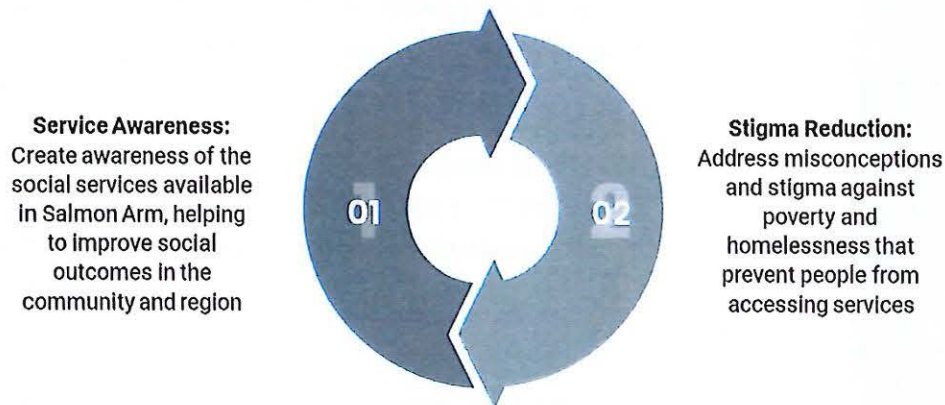
Seeing the need to address stigma around poverty and increase awareness about community services, the City of Salmon Arm and SIAC applied, and subsequently received, funding from the Union of BC Municipalities through the Poverty Reduction Planning and Action Grants to create and implement a community-wide poverty reduction campaign. Following a competitive bid process, Urban Matters CCC Ltd., was the consultant team hired to support the launch of this campaign.

“The City recognizes that it can play a valuable role in convening different parties to facilitate solutions to complex problems, although it may not actually be responsible for providing services in that area. Where resources allow, the City plans to continue playing a role in this way as needed.”

*- Social Well-Being
Roles and
Responsibilities, City of
Salmon Arm*

The Campaign

The Salmon Arm Poverty Reduction, De-Stigmatization, and Awareness Campaign was developed to improve social outcomes in the community through two pathways: increasing service awareness and reducing stigma. The goal was both to highlight the many community organizations who are ready to help as well as ensure that people feel safe accessing those services.



After discussions with the SIAC, the campaign shifted from an initial idea of launching a social media campaign to one that focused on partnerships and building capacity within the community. The approach of seeking deliberate partners to create content, spread the word, and recruit participants resulted in innovative and unique strategies. The campaign featured a series of articles in the local newspaper, the Salmon Arm Observer, and a series of workshops with current or potential community champions. The result was a pilot project that used various key tactics to achieve the project goals.

Service Awareness

This work was aimed towards community members who are experiencing stigma and hidden poverty. These are individuals or families who are not currently in crisis but do not have adequate income or support to consistently meet their basic needs. It was hoped that by sharing information about local services and stories of what poverty looks like across the community, people would be encouraged to reflect on their own needs and access the services they need.

Tactics included:

1. Publish a series of bi-weekly features to showcase the work and impact of local service providers in partnership with the Salmon Arm Observer.
2. Promotion of BC 211, a free and confidential service that helps connect people to community resources.

Stigma Reduction

This aspect of the campaign was directed towards groups who may have the ability to influence narratives in the community and spark action, thereby gradually reducing stigma. For example, people with lived and living experience hold firsthand knowledge and experience of poverty and stigma. They would be able to identify key topics for public-facing messaging and if able, share their personal stories.

Tactics included:

1. Facilitate workshops for people with lived and living experience to learn about stigma and feel empowered to deliver their own anti-stigma initiatives for the community.
2. Delivery an informational webinar for the general community to learn about the complex nature of poverty and the ongoing stigma that people experience.
3. Deliver a dedicated workshop for community leaders and changemakers to gain a deeper understanding of poverty and reflect on how they may be able to better support those living in poverty through their everyday work and impact.

Campaign Timeline

2023	January	February	March	April
Update BC 211 Listings				
Promote BC 211 in Salmon Arm Observer				
Launch weekly features in Salmon Arm Observer				
Facilitate workshops for PWLE				
Deliver community webinar and workshops				



Insights Gained

- » Access to technology is a barrier for those experiencing poverty. Campaigns focused on reaching this target audience should utilize various platforms and both print and digital methods.
- » Social media comments show the community is generally receptive to grassroots, community-led solutions to address poverty. They are more likely to show distrust and frustration towards systems and institutions.
- » Content creation and social media management take time and effort. It is important to have a dedicated resource or partner who can play a central role in content creation, social media posting, and data collection.

CAMPAIGN DELIVERY

Storytelling in the Salmon Arm Observer

Observer

Stories are a powerful tool for communication. They can inspire and motivate us and help us make sense of the world around us. In this project, it was identified early on that storytelling would have an important role in addressing stigma and creating a sense of community. This led to a partnership with the Salmon Arm Observer, one of the community's main news media platforms.

In collaboration with the Observer's knowledgeable and engaged editorial team, a series of features were developed that focused on education and storytelling around poverty. For eight weeks, a feature page was included in the Observer on a biweekly basis. Each feature page contained profiles on local organizations and services as well as interviews with those who have lived or living experience with poverty, as well as an ad for BC 211 services (see next section).

Each feature page was dedicated to a specific topic. In total, there were four feature topics:

1. Poverty and stigma in Salmon Arm
2. Food security
3. Children and youth
4. Seniors



Online Reach

Collaboration and partnership with the Salmon Arm Observer resulted in meaningful outcomes and insights. Originally, four articles were planned for the biweekly feature pages. In total, seven articles were written by local journalist Martha Wickett with support from the Observer's editorial and publishing team.

After the articles were published in the print edition, they were posted on the Observer's Facebook page. In total, seven social media posts achieved a reach of 32,106 with an average post engagement rate of 9.5 percent. (Industry experts note that a good social media engagement rate on Facebook posts ranges between 1 to 5 percent, depending on the target audience, industry, and location.)¹

Definitions:

Comment – a response that is often provided as an answer or reaction to a blog post or message on a social network.

Engagement Rate – a metric used to describe the amount of interaction (e.g., likes, shares, comments) that a piece of content receives.

Reach – the number of people who saw a particular Facebook post from your Page.

Online Engagement

Four out of the seven articles garnered a total of 29 comments. Commentors noted that they found the stories and information helpful. Some engaged in further discussion to share insights and offer ideas for support.

While many praised the work and effort of individuals and community organizations, negative comments were directed towards systemic issues within public institutions. For example, community members noted difficulties in finding appropriate medical care and the lack of emergency physicians in the community. There were also comments regarding a lack of “budget” for seniors as well as limited housing options for seniors. One commentor also noted a perceived lack of action and intervention by City Council to provide an emergency shelter for those experiencing homelessness.

Though the quantity of comments is limited (29 in total), they indicated that people are generally receptive to community-led solutions and efforts to address poverty and are more likely to show frustration towards systems and institutions.

¹Sehl, Katie, and Shannon Tien. 2019. “6 Ways to Calculate Engagement Rate on Social Media.” Hootsuite Social Media Management. April 10, 2019. <https://blog.hootsuite.com/calculate-engagement-rate/>.

Fortunately, there were no indications of hateful and stigmatizing language towards individuals experiencing poverty in any of the publicly visible comments related to the articles. It was originally noted by member organizations of the Social Impact Advisory Committee that hateful comments can be commonly found on local community pages. Throughout this campaign, project partners did not report receiving hateful comments and noted only positive reactions from their network and the community.

Medium of Communication

This service awareness campaign also leveraged both print news media as well as digital social media channels. Using both methods of communication meant community members across Salmon Arm were able to engage with the stories and information in multiple ways. During initial discussions with the SIAC, it was noted that many of those who experience poverty often lack digital literacy and access to technology. Therefore, it would be best to find alternative ways of sharing the content.



Leveraging Community Partnerships

Another added benefit of collaborating with the Salmon Arm Observer was having one central voice in the community to collect and share stories. The SIAC identified that social media content creation and posting requires time and effort to monitor consistently and effectively. Pursuing a purely digital campaign through social media, which was originally considered, meant project stakeholders and partners would need to be actively involved in sharing content and monitoring engagement.

"Such great information. Thank you for sharing, many families can benefit from this."

– Facebook comment from Salmon Arm community member

Some stakeholders and partners did not have existing or active social media accounts, which would limit reach. This is due to the nature of social media where amplification is crucial.

Though a social media campaign would have the potential to reach a wide audience, especially through paid promotions, it would require much more coordination and effort on the part of the project stakeholders and partners. It also takes a significant amount of time to establish an engaged following. Concerns about reaching only those who were already following social service organizations made this a less appealing option (i.e., preaching to the choir). Therefore, it was determined that digital communications would be a less effective method for reaching campaign goals. This decision led to a partnership with the Salmon Arm Observer.

One consideration in choosing communication channels and platforms for promotion is the ability to collect metrics and data. The Salmon Arm Observer was able to collect social media metrics through its Facebook page, which were crucial in understanding the reach and impact of the stories created. This was an above and beyond service that they provided for this campaign. It is recommended that project partners in campaigns such as this have the ability and capacity to collect data and measurements to help inform initiatives.

Ultimately, collaboration with the Salmon Arm Observer strengthened relationships between the City of Salmon Arm, the SIAC, and the local media. Together, these three entities hold strong influence in the community and can continue to champion local initiatives and shape conversations around poverty.

Data and Metrics

Week 1 – February 15

Poverty and Stigma in Salmon Arm			
Article	Interviewees	Analytics	Resources Mentioned
<p><u>'Poverty not a character flaw': Removing stigma, highlighting services in Salmon Arm crucial</u></p>	<ul style="list-style-type: none"> › Councilor Louise Wallace Richmond, City of Salmon Arm › Erin Jackson, City of Salmon Arm › Rev. Jenny Carter, First United Church 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 498 users › Post engagement: 58 › Engagement rate: 11.6% 	<ul style="list-style-type: none"> › Food with Friends Initiative, First United Church › Shuswap Family Resource and Referral Society › Shuswap Immigrant Services Society › CMHA Shuswap-Revelstoke Service Navigation Drop-in › NeighbourLink Shuswap › South Shuswap Rides

Week 2 – March 1

Food Security			
Article	Interviewees	Analytics	Resources Mentioned
<p><u>Stretching dollars in Salmon Arm: 'I never missed a meal and my son never missed a meal'</u></p>	<ul style="list-style-type: none"> › Nan Gray, community member 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 16,236 users › Post engagement: 1,987 › Engagement rate: 12.2% 	<ul style="list-style-type: none"> › Good Food Box › The Market at the Lighthouse › Rise Up Indigenous Wellness › Second Harvest Food Bank
<p><u>Shuswap Food Action: Shuswap has capacity</u></p>	<ul style="list-style-type: none"> › Serena Caner, Shuswap Food Action Society 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 766 users 	<ul style="list-style-type: none"> › Shuswap Food Action Society

<p><u>to feed everyone in region</u></p>		<ul style="list-style-type: none"> › Post engagement: 69 › Engagement rate: 9% 	<ul style="list-style-type: none"> › Shuswap Children's Association › Indigenous food sovereignty
<p><u>Access to food crucial to Salmon Arm society's work on Indigenous wellness</u></p>	<ul style="list-style-type: none"> › Launa Payne, Rise Up Indigenous Wellness › Sherrelle Anderson, Rise Up Indigenous Wellness 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 451 users › Post engagement: 22 › Engagement rate: 4.8% 	
<p><u>Solving food security and sovereignty not a solo pursuit for Adams Lake band</u></p>	<ul style="list-style-type: none"> › Mike Moyer, Adams Lake Band 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 434 users › Post engagement: 19 › Engagement rate: 4.4% 	

Week 3 – March 16

Children and Youth			
Article	Interviewees	Analytics	Resources Mentioned
<p><u>'Everyone's affected': Rising prices add to stress for Shuswap families</u></p>	<ul style="list-style-type: none"> › Tim Gibson, Shuswap Children's Association › Christine Ondang, Child Care Resource & Referral › Tracey Morland, Project Affinity and Respite Care 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 854 users › Post engagement: 118 › Engagement rate: 13.8% 	<ul style="list-style-type: none"> › Shuswap Family Centre › SAFE Society & Transition House › Shuswap Family Resource and Referral Society › Shuswap Children's

› Rachel Richardson, Supported Child Development	Association
› Kim Sinclair, Aspiral Youth Partners Association	› Shuswap Association of Community Living

Week 4 – March 29

Seniors			
Article	Interviewees	Analytics	Resources Mentioned
<u>From disillusioned to grateful: Senior resident shares view of Salmon Arm</u>	<ul style="list-style-type: none"> › Sean Sands, community member › Patti Thurston, Shuswap Family Centre › Monica Kriese, Salmon Arm and Area Community Response Network › Jane Shirley, SAFE Society › Katherine Kreller, Seniors' Resource Centre 	<p><u>Facebook</u></p> <ul style="list-style-type: none"> › Reach: 12,867 users › Post engagement: 1,383 › Engagement rate: 10.7% 	<ul style="list-style-type: none"> › Seniors Resource Centre › Seniors Mental Health (Interior Health) › Seniors Abuse and Information Line (SAIL) › Shuswap Better at Home › 5th Avenue 50 Plus Seniors' Activity Centre

Out of all the articles written and posted by the Salmon Arm Observer, this article received the most comments (18 total) on Facebook.

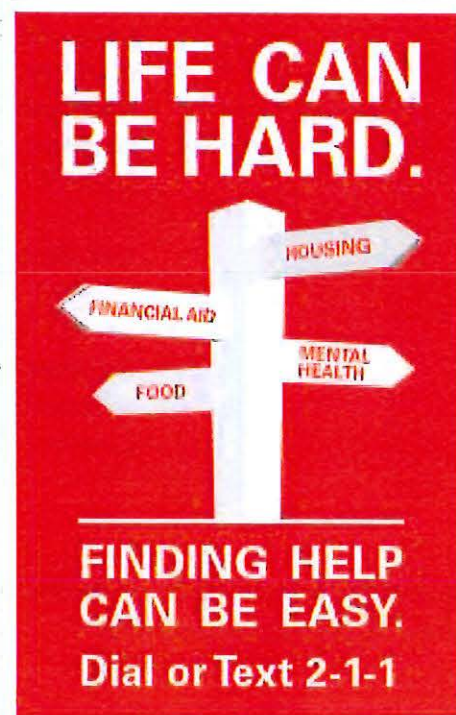
Promotion of BC 211

Formally launched in 2010, BC 211 is a centralized resource for a range of community, social, and government services. Its origins can be traced back to the “Red Book,” a physical directory containing a range of community, social, and government services that began publication in 1953. The service has run since then, with expansions to other non-emergency human services such as crisis and information lines. In 2020, the service expanded to serve all of British Columbia. In 2022, the service was integrated with United Way British Columbia.

Currently, BC 211 offers three distinct services:

1. **Information and Referral Helpline** – Provides 24/7, free, and confidential support through phone, text, email, and chat in more than 150 languages.
2. **Community Resource Listings** – Maintains a database of more than 15,500 lists for vital community programs and services, which are monitored and updated to reflect the most current information.
3. **Data Analysis** – Collects and analyzes data to determine the top needs as well as unmet needs across BC.

As a centralized resource for British Columbians, BC 211 was consistently promoted through the feature pages in the Salmon Arm Observer. A quarter-page ad was included alongside articles and service listings.



Insights Gained

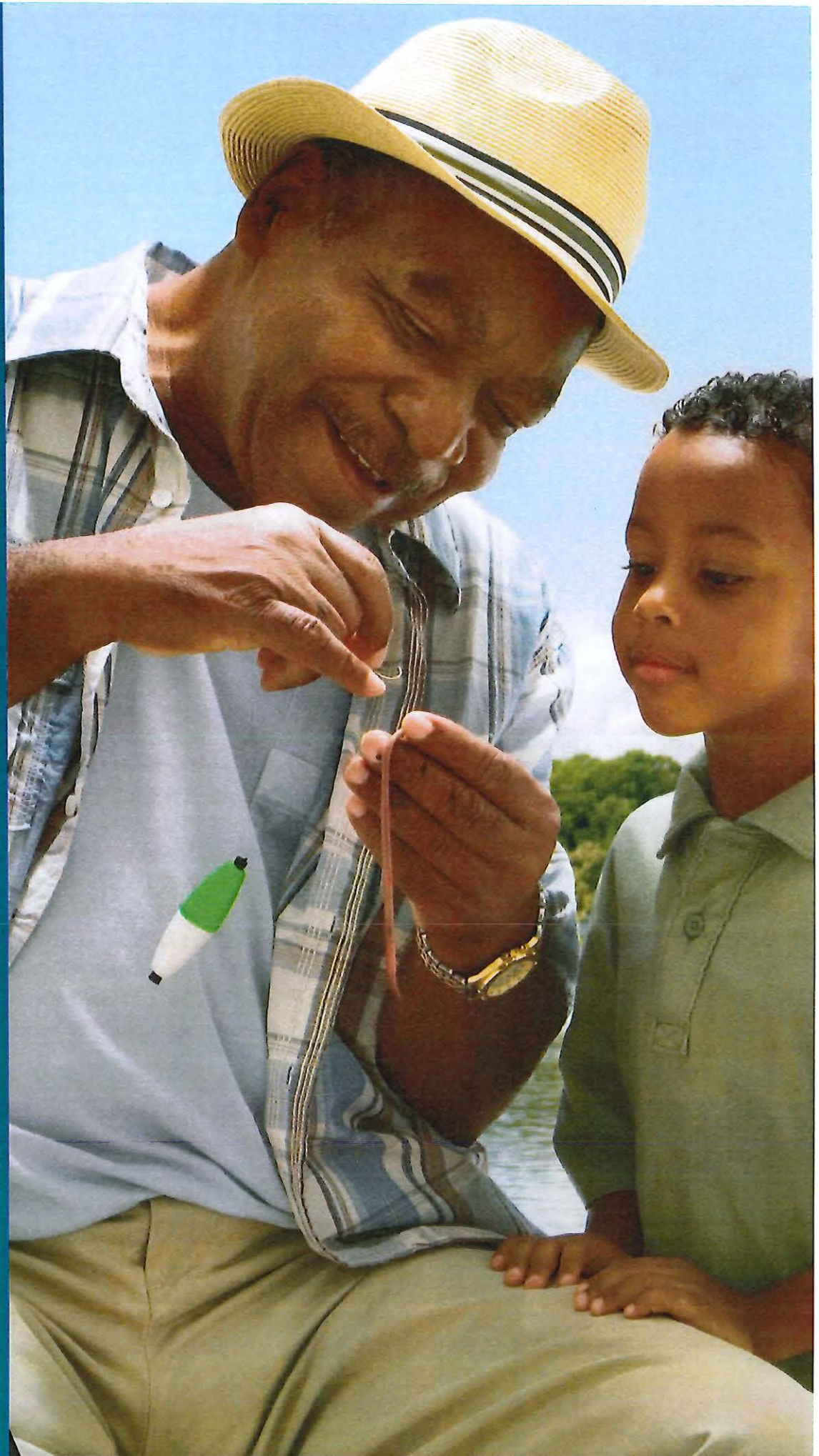
- » Providing an up-to-date, informative, and easy to use resource guide or service directory takes time and capacity. There is an opportunity to explore solutions for updating Salmon Arm listings regularly.
- » Exposure to BC 211 ads were limited to the print publication of the Salmon Arm Observer. Promotion can be expanded through other methods, such as posters and websites at various locations across the community, to broaden reach.
- » BC 211 continually seeks to improve its data collection methods. This data can be used by the City of Salmon Arm and the SIAC to identify emerging needs in the community.

Though there are a few existing resources and guides that contain a list of local services, promoting BC 211 was chosen for several reasons:

1. It can serve as an initial point of contact for those who are experiencing hidden and/or chronic poverty but are not necessarily in crisis, a key target audience for the project.
2. As a free, confidential, and multi-platform service, BC 211 offers an accessible way to explore a range of services with less fear of stigma and judgment compared to accessing a local, in-person service.
3. As a provincially funded service with robust staffing and capacity, BC 211 provides a sustainable way of ensuring information about available supports and services that can be updated easily and consistently.
4. It also provides dedicated marketing support to print promotional materials as well as develop graphics such as the ad placed in the Observer.

Data about service requests to BC 211 (below) shows a steady increase in its utilization in Salmon Arm since it first launched provincially in 2018. Statistics from the campaign duration show that requests for service had no significant increase compared to requests made in 2022. Therefore, we can likely infer that the newspaper advertisements did not result in any increase in usage of the BC 211 service. However, as the data for 2023 is still only the first four months, and we do not have the monthly breakdown of 2022 to compare high call rates, there may be a change in usage that is not yet detected.

Additionally, though the reach of the online articles was high, the BC 211 ad did not always appear next to the articles as online layouts were different than print layouts. This means not everyone who viewed the online articles would have viewed the BC 211 advertisement.



Data and Metrics

Requests for Service from BC 211 Originating in Salmon Arm – January to April 2023

Jan 1st to Apr 24th	
Month	Total Contacts 211
Jan-23	9
Feb-23	6
Mar-23	5
Apr-23	3
Total	23

Year	Individual	Service Provider	Affected 3rd Party
Jan-23	8	1	
Feb-23	5	1	
Mar-23	4		1
Apr-23	3		
Total	20	2	1

Requests for Service from BC 211 Originating in Salmon Arm – By year

Year	Total Contacts to 211
2018	23
2019	24
2020	67
2021	85
2022	88
2023 (January to April)	23
Total	296

Year	Individual	Service Provider	Affected 3rd Party
2018	16	6	1
2019	19	2	3
2020	58	2	7
2021	71	4	10
2022	72	6	10
2023 (January to April)	20	2	1
Total	244	21	31

Anti-Stigma Education

In conjunction with increasing awareness around available social services, the campaign also included opportunities for the community to participate in anti-stigma education. Three anti-stigma workshops were held, tailored to three distinct target audiences.

Lived Experience Workshops

The first set of workshops were tailored for people with lived and living experience of poverty. These three-hour, in-person sessions focused on dialogue and facilitated conversation about participants' personal experiences as well as approaches to de-stigmatizing poverty. They were designed to include exercises to support participants in building the skills to share their personal stories.

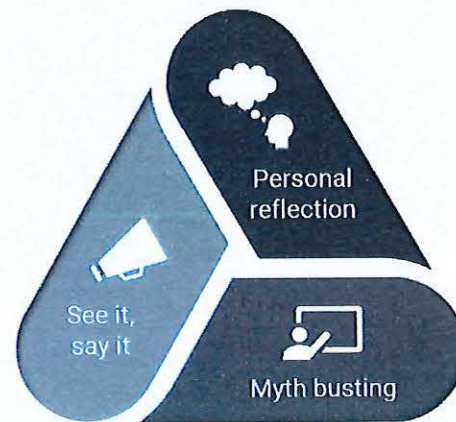
What resulted was a robust discussion about stigma and how it affects individuals. The exercises and workbook tools prepared for the workshop were not covered within the time allotted and participants appreciated the opportunity to take the workbook home and complete it independently.

Part of the approach to these workshops was to embrace fluidity. Facilitators prepared materials of possible interest and ensured there was material to teach, to reflect on, and to support participants to explore their own stories. However, each workshop was different. The content focus became tailored to each group. The facilitators did not cut off the conversation to keep the workshop on schedule, and dialogue meandered through the topics.

This conversational style was important to ensure that the workshops stayed engaging, shifted towards each group's curiosity and knowledge level, and gave room to examine challenging topics. This approach is part of a trauma-informed approach that honors and empowers participants to be active directors of their own learning.

Community Webinar and Stakeholder Workshops

Next, two virtual sessions were conducted: an informative webinar for the community at large as well as a workshop for community champions and invited stakeholders. Each of the virtual sessions were 1.5 hours long and were more informative than conversational. They were designed to cover the same content about stigma and its impacts as the Lived Experience Workshops but emphasized addressing stigma through person-first language, using destigmatizing language, and addressing internal biases and stigmas.



How to address stigma

Participants, for the most part, expressed appreciation and enjoyed the workshops. Some noted that they were glad this was being discussed as it was “sorely needed.” Participants appreciated the personal stories shared by facilitators. One concern raised by participants was that the message needed to be spread further to people who were not aware of what stigma is and how it affects people. Participants also wanted to be directed to actions they could take outside of their own attitudes and personal interactions. They were looking for places to volunteer, ways to advocate, or other active methods of continuing to break down stigma.

Insights Gained

Participants in all three workshops were highly engaged and reported learning valuable information. Participants with lived experience were particularly enthusiastic about the workshops and shared that they felt seen, heard, and understood. Some described it as healing to participate. Several individuals said they didn't know that other people were experiencing the same things or even that their experiences were being influenced by stigma, and that learning in a safe space made them feel better. The Lived Experience workshop was able to support people in seeing themselves as advocates rather than victims or targets.

Further insights include:

- » Use a trauma-informed approach to engage people with lived and living experience. This means planning ways to make engagement opportunities a safe space for sharing and providing options for follow-up support.
- » Collaborative relationships with community partners enhances the recruitment process. Local groups and organizations have built the connection and trust needed to meaningfully engage individuals. Take the time to clarify roles and commitments regularly.
- » Plan to promote engagement opportunities through various platforms and methods to ensure diverse audience groups are reached.
- » Consider and experiment with different formats for educational opportunities (e.g., full-day workshop versus two half-day workshops, self-directed options, etc.) to ensure adequate time is available to cover content and questions.
- » Virtual sessions require active conversation management. Use an array of conversation tools (e.g., Question and Answer feature, mute function, etc.) to guide the discussion and keep it on track.
- » Help participants connect their learning to action by preparing resources and opportunities and guiding them towards the next step.

WHAT WORKED WELL

Trauma-Informed Approach

Trauma-informed approaches to facilitation include recognizing that the impacts of trauma are widespread and have direct impacts on individuals and communities. Stigma towards poverty can cause trauma directly and indirectly through negative experiences such as rejection, repeatedly telling one's story through a negative lens to secure resources and service access, or perpetuating poverty due to a lack of awareness of services which could disrupt the cycle.

As part of this campaign, all workshops were designed with a trauma-informed approach.

- All workshops were prefaced with an introduction that included statements on personal safety and the availability of support during the workshop. Facilitators articulated that the topic can be highly emotional, outlined ways in which facilitators could support participants, and referenced resources for further support if needed.
- Facilitators “checked expectations at the door” to allow workshops to flow in the best way for each group. Taking a flexible approach to facilitate allowed participants in the Lived Experience workshops to direct their own experiences. Insights and experiences were encouraged, and participants shared freely.
- A “circle guardian” helped ensure people had support at any time during the workshop if desired. The guardian was a second facilitator who had the stated task of taking care of the workshop participants. They invited participants to indicate if they needed support and also had the power to pause the conversation at any point. If so, the guardian would direct the whole group to do a grounding activity (three deep breaths) before continuing the workshop. The guardian could check in on participants, keep time, add insight, and ensure the flow of the workshop. Having an option for participants to ask for some support during workshop without disrupting it is a helpful tool.

“The workshop allowed me to feel what I needed to in a healthy way.”

- Lived Experience workshop participant

- Partnering with organizations for the Lived Experience workshops ensured that participants were invited by a trusted person who was also available for follow-up if needed. This structure ensures that existing trusted relationships are leveraged for the benefit of participants.

Facilitators with Lived and Living Experience

It's important to consider the knowledge and presence of the workshop facilitator as the leader and tone setter for anti-stigma education. In this campaign, the workshop facilitator possessed lived experience of poverty and was able to draw on that experience during the webinar and workshops. By sharing personal stories throughout the classes, they were able to provide insights and relate the subject matter to real-life examples.

Timely and Relevant Content

Participants said repeatedly that the information and workshops were timely given other events in the community. An increase in visible homelessness and limits to available services for support has been a big topic in the community. This has brought out stigmas and fears on social media and other platforms. Participants were appreciative of the conversation. Some shared that they felt they had new tools to talk about difficult subjects, like homelessness.

"Thank you for the perspective and information. It really does outline the issues around stigma and barriers to anyone attempting to seek help."

- Community webinar participant

OPPORTUNITIES FOR IMPROVEMENT

Promotion and Recruitment of Workshop Participants

Promotion for the community workshops proved more challenging than expected. Though recruitment for the Lived Experience workshops was successful, it was due to the efforts of partner organizations to promote and recruit participants. They recruited from within their own programs and contacts and as a result, were able to fill workshops and reach the desired number of participants.

The initial intention was that more project partners would promote the workshops and recruit people with lived experiences. While materials for this promotion were provided, it was found that posters were not effective for recruitment, or that recruitment through word of mouth, invitation, sharing with clients, etc. was not happening. Similarly, the majority of participants in the webinar and workshop were sourced through email invitation. Promotion through the City's website did result in many attendees for the webinar.

Recruitment efforts require energy and community champions to spread the word, share the event, and personally invite people. In the future, it would be best to clarify roles for promotion and ensure that project partners know how to promote and when to do so. It would be helpful to have dedicated champions of promotion and recruitment and clarify that commitment. Materials need to be provided well in advance alongside an agreed upon promotion strategy with roles.

Content and Conversation Management

The Lived Experience workshops were not allocated adequate time to cover all of the prepared material. As a new workshop, more information was included than there was time to present. In the future, it would be recommended to extend the workshop into either a full day or two half-day events to give space for action-oriented planning and discussion. Participants of all workshops were eager to talk about solutions but there was not enough time for this.

Alternatively, a pivot in future workshops to emphasize the healing nature of understanding stigma could replace some of the content on storytelling. The individual workbook activities could be discussed with interested participants in a follow-up workshop. Participant reflections could then become part of a group or individual storytelling exercise that creates sharable materials. For virtual sessions, it's important to have proactive conversation management and be prepared to redirect conversation when needed. In this iteration, participants had the option to unmute.

However, conversations about complex social issues can be extremely personal and fraught with emotion, sometimes leading to sidetracks in conversation. In the future, using the Question-and-Answer function instead of the chat function may be more effective to keep conversations on track.

Prepare a Call to Action

Participants in all workshops were keen to know how to take action after the workshops. While facilitators provided Lived Experience participants with materials and ideas around personal storytelling and resources, participants wanted more sustained actions. The question of “what’s next?” arose at every event. This speaks to the eager and willing community of people in Salmon Arm who want to know how to improve the situation and support their community.

In the future, it would be good to consider facilitating these workshops in partnership with an organization or group that is working to do sustained anti-stigma work, or that is looking for volunteers. This would help give participants a place or path to channel their energy and actions after gaining more knowledge about poverty and stigma. These workshops would lend themselves well as an introduction to anti-stigma for volunteers, or as the first of a multi-part series that helps participants create their own content, such as a zine, social media page, or video.

Data and Metrics

Attendance and Community Participation

Date	Event	Participants
March 1	Lived Experience Workshop with Rise Up	6
March 2	Lived Experience Workshop with CMHA	9
March 3	Lived Experience Workshop with CMHA	14
April 1	Community webinar over Zoom (virtual)	20
April 3	Stakeholder workshop over Zoom (virtual)	10
Total unique individuals		69

Final Reflections and Recommendations

The Salmon Arm Poverty Reduction, De-Stigmatization, and Awareness Campaign helped improve social outcomes in several ways:

1. Facilitated healing and empowerment of individuals with lived experience by incorporating and elevating their voices in campaign activities.
2. Elevated the knowledge and voices of those with lived experience to promote empathy, community building, and personal reflection around poverty.
3. Provided community members with the knowledge they need to better address prejudice and stigma in their daily lives and become better allies to those experiencing poverty.
4. Leveraged existing resources such as the Salmon Arm Observer and helped build on the work of skilled partners, improving the system of support in the community rather than adding complexity.
5. Strengthened the relationships between the City of Salmon Arm, the Social Impact Advisory Committee, and the Salmon Arm Observer who can continue to play key roles in shaping community narratives and advocacy.
6. Increased access to and availability of information about resources by promoting local services in the Salmon Arm Observer, sharing information through articles about social serving organizations, and promoting BC 211.

The anti-stigma workshops for people with lived and living experiences had a deep impact. Participants were inspired and engaged. One participant came to the workshops twice, brought a friend the second time, and attended the public webinar. She reported that these workshops have inspired her to find her voice and become a champion. Another participant became an active volunteer at one of the partner organizations, helping to expand programming. We are told that she felt this was important because of her experience at the workshop. Conversations amongst almost all participants have continued between each other and with the partner organizations.

The campaign also tested new ways to share information about community resources. Multiple methods of communications and engagement were used to distribute information and engage the community in dialogue, including print media, social media, advertisements, and both virtual and in-person workshops. As a result, tens of thousands of residents in Salmon Arm were reached through the articles. For future projects or promotions, a multi-pronged approach seems to be a viable way to spread information in Salmon Arm.

Considerations to Address Gaps

Throughout this project three main gaps were observed that affected the outcomes of the project. While the project was successful overall, addressing these three gaps will:

1. Help continue and build on the success of this project.
2. Strengthen community preparedness to expand on this project and anti-stigma initiatives in general.
3. Continue to build awareness of services.
4. Continue to build connections, relationships, and skills of residents to support each other and their community.

Establish a Community Volunteer Organization

During the workshop series, a common comment or question from participants was, “What can we do next?” Whether it was looking for ways to tell their story, or seeking place to volunteer or advocate, participants of the workshops and webinar were highly engaged and vested in the topic of anti-stigma. There is a strong appetite for projects or tasks that can help reduce poverty and improve community wellbeing amongst Salmon Arm Residents.

However, knowing where to direct people was a challenge. There are many community organizations in the community, but their need for volunteers varies. Recruiting and training volunteers can put pressure on organizational capacity, and applying to multiple organizations to find the right fit for a volunteer can be draining on the person wishing to offer their time and skills. Finding the best use of volunteer time takes thoughtful coordination and people who can manage application, intake, training, skills assessment, and assignment for volunteers. Similarly, that person(s) can support organizations in identifying what roles they can ask for volunteer support with, determine the scope of the roles, and assist with recruitment.



February 2023
**SHUSWAP
SURVIVAL
GUIDE**

If you would like help navigating services contact
CMHA Service Navigator:

Denise Butler 250-832-8477 X102
Or email: denise.butler@cmha.bc.ca

Compiled by:
CMHA Shuswap-Revelstoke
433 Hudson Ave N.E. Box 3275
Salmon Arm, BC V1E 4S1
Tel: 250-832-8477
Fax: 250-832-8410

www.shuswap-revelstoke.cmha.bc.ca
www.facebook.com/CMHAsuswaprevelstoke/



Please note that inclusion of an organization does not indicate its endorsement by CMHA, nor does its exclusion imply lack of approval.

Contact CMHA to update any changes of service.

Salmon Arm currently does not have a volunteer coordination or volunteer bureau program outside of singular organizations. Given the expression of a desire to help, even if 50 percent of workshop participants volunteered for even four to eight each month, that is 34 volunteers providing between 136 and 272 hours of community support each month!

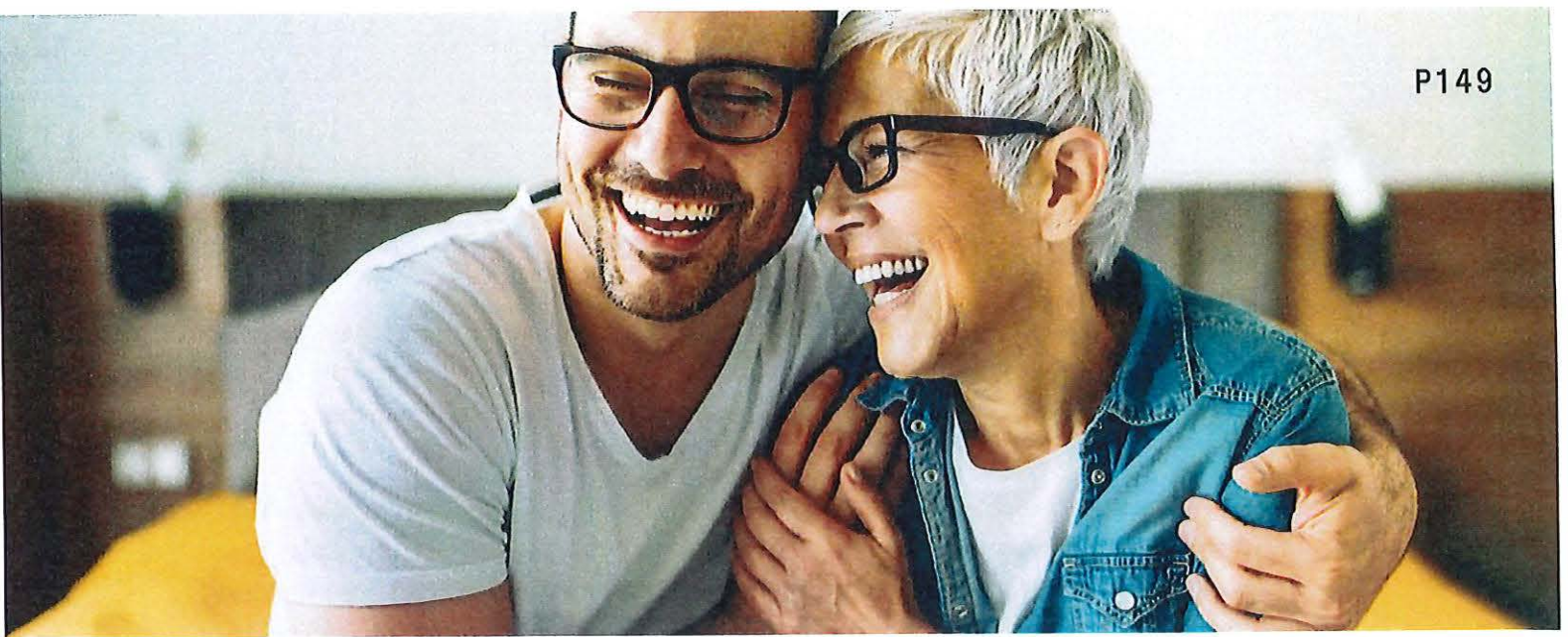
Enhance and Promote BC 211

Providing an up-to-date, informative, and easy to use resource guide or service directory remains a challenge. Locally, the CMHA produces a community services guide. This brochure is distributed by CMHA and provided online. Peers at CHMA Shuswap-Revelstoke took the lead on editing, researching, and formatting the guide. It includes resources for the Shuswap area related to medical services, food security, community supports, government services, Indigenous community supports, legal resources, municipal services, crisis support, mental health and substance use, transportation, employment, libraries, housing, and access to basic needs (like hygiene).

The ongoing challenge with print resources such as this guide is ensuring it reaches the right audience. Presently the guide is shared with agencies and online. Another challenge is that printed guides are static, capturing the resources at a moment of time rather than being able to add updates regularly. They take a lot of work to produce and distribute. These are important resources for community, though, and distribution can be supported by efforts from the SIAC and other agencies to ensure the information is printed and displayed in as many places as possible.

Alternatively, there is BC 211. However, any directory is only as good as the information provided. It is still under-utilized, according to statistics collected to date. This service utilization can be improved by:

1. **Increased promotion to a broader audience** – Other promotional means may help, such as flyers in grocery stores, recreation centers, or other areas where a wide cross-section of people may be exposed to them, or online promotion.
2. **Increased participation by local services** – Local services have the option of updating their listings as regularly as they like via email. Keeping up to date on listings requires capacity (such as an assigned staff person) but can help the public be aware of services.
3. **Further work with BC 211 to support promotion and listing updates** – This is still a relatively new service. Communication with BC 211 indicates that there is a strong desire to make this service relevant for all BC residents. The program's early origins in the Lower Mainland mean that their historical data and tracking originate from larger metropolitan areas. Adapting this service to serve smaller communities will take time. There may be opportunities to partner together and collaborate to find solutions for promotion in this new context. BC 211 is a funded program that may be able to come with resources for this type of work.



Increasing the Availability of Peer Supports

Peer driven programming is limited in availability in Salmon Arm. CMHA Learning Studios offers peer support workers and a variety of programming, and other organizations offer a range of programs where peers with shared experiences can meet and connect. However, during this campaign, no peer-led and facilitated organization or group was identified. Peer voices (those of people with lived and living experience of a subject or situation) can offer support, guidance, and unique perspectives to the community that help identify barriers and remove obstacles for people.

Peer programs could include but are not limited to:

- Peer navigator programs for accessing services
- Peer advocacy groups
- Peer support groups

Considerations for Next Steps

The City of Salmon Arm and the SIAC have identified themselves as convenors in the community related to social well-being. The responsibilities connected to this role and for continued momentum with this anti-stigma work include supporting the community through being a facilitator and communicator. Moving forward, the City of Salmon Arm and SIAC can continue to work with community agencies to promote services in the community and support anti-stigma efforts. In support of this role, the following opportunities are offered for consideration:

Promoting and Tracking Social Service Referrals

- The community can continue BC 211 promotion through the distribution of flyers or posters, available from BC 211. Posting an advertisement for their services on the City's and SIAC members' websites would help enhance visibility of the resource in the community.
- BC 211 collects data on the kinds of services that are requested, and referrals made. This information could support the SIAC in identifying emerging needs in the community. There is also an opportunity for the Committee to help share information with service providers on how to update their information and maintain accuracy on BC 211 as their services may change periodically.

Building on Momentum in the Community

- Now that this workshop has been created it can be replicated. A future project may be to extend the Stigma Busting Through Storytelling workshop concept to include writing workshops and perhaps publication of those stories. Some communities have produced online video content or other social media spaces for sharing lived experience stories.
- The Salmon Arm Observer is interested in continuing to write and publish stories that help reduce stigma on community issues. As a resource and partner, community serving organizations can reach out to the editorial team with stories, events, or opportunities for the community to get involved and keep the conversation going.
- Explore supporting a community partner or organization's volunteer network. A Salmon Arm volunteer coordination organization could help to connect interested community members with volunteer positions. This kind of structure can also increase the capacity of organizations to host volunteers by supporting with training, screening, and intake processes. Building a network of volunteers who have some training and support to take on roles in the community would help to both build organizational capacity and assist caring community members to find ways to contribute.

Overall, this pilot-and-test campaign has surfaced several key learnings that can be used for future initiatives and campaigns. By collecting data and embracing iterative improvements, the City of Salmon Arm, the SIAC, and its partner can make informed decisions that ultimately lead to more effective and successful implementations.

Item 21

CITY OF SALMON ARM

Date: May 23, 2023

Moved: Councillor Gonella

Seconded: Councillor Cannon

THAT: the Regular Council Meeting of May 23, 2023, be adjourned.

Vote Record

- Carried Unanimously
- Carried
- Defeated
- Defeated Unanimously

Opposed:

- Harrison
- Cannon
- Flynn
- Gonella
- Lavery
- Lindgren
- Wallace Richmond

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