

HERITAGE STRATEGY

The City of Salmon Arm



Salmon Arm Train Station (Photo: L. Dauncey)

January 2009
Hobson & Associates

Table of Contents

I Introduction	3
1.1 A Brief History of the Development of Salmon Arm	3
1.2 Legal and Policy Context	7
1.3 Origin and Purpose of the Project	10
1.4 Approach	11
II Where are We Now	13
2.1 Key Community Organizations and Initiatives	13
2.2 Heritage and Cultural Facilities	21
2.3 Community Heritage Values	24
2.4 SWOT Analysis	25
III Proposed Heritage Strategies	26
Strategy 1: Establish the City’s Role in Heritage Conservation	27
Strategy 2: Identify the City’s Heritage Resources	29
Strategy 3: Preserve and Protect Heritage Resources	31
Strategy 4: Promote Public Awareness of Heritage	35
Strategy 5: Integrate Heritage Resources into Economic Development and Tourism Strategies	37
Strategy 6: Enhance the City’s Greenway Program	39
Strategy 7: Implement a Historic Street Names Program	42
Strategy 8: Strengthen Downtown	44
Strategy 9: Enhance Haney Heritage Park	45
IV Implementation Strategy	47
Appendices	
Appendix A: <i>LOCAL GOVERNMENT ACT</i> , Part 27 - Heritage Conservation	51
Appendix B: Members of the Heritage Commission	70
Appendix C: List of Workshop Participants	71
Appendix D: Notes from the Heritage Workshop	72
Appendix E: List of People Interviewed	78
Appendix F: Public Presentation Feedback	79
Appendix G: Salmon Arm Heritage Discovery Trail Map	81
Appendix H: Project Team	82
Sources	82

I INTRODUCTION

1.1 A Brief History of the Development of Salmon Arm



Salmon Arm Townsite c. 1909 (Photo: Okanagan Historical Society)

The City of Salmon Arm is located on the south shores of the Shuswap Lake in the heart of BC's famous Shuswap Lake recreation area. Salmon Arm takes its name from the southwest arm of the Shuswap Lake, due to the large runs of salmon that used to run in the creeks that empty into the lake. The Shuswap Lake was named after the Shuswap aboriginal people who lived a semi-nomadic life as fishermen and hunters on the south-facing sites and in the more arid and open region of the South Thompson.

Early development in the Salmon Arm area began with the Hudson Bay Company's small trading post at Kault and Chase. (Source: Ernest Doe, Centennial History of Salmon Arm, 1971, p. 4) There may have been an earlier trading post at Pierre's Point in the 1840's run by Tom Snass. The Hudson Bay Company's Brigade Trail led to the beginning of settlement of the Okanagan Valley in the 1860s. The Salmon Arm area, like other parts of the Thompson Okanagan, was opened up for settlement when the CPR came through in 1885.

T.H. Hatherly and his son James, in 1885, became the first white settlers in this area when it was rumoured that the CPR would bridge the lake from Engineer's Point to Sunnybrae. The CPR track passed through Salmon Arm in early September 1885, making the town more accessible to settlement. Other early pioneer farmers, included names like A.J. Palmer, A. J. Hedgman, Carlin, Settle, Dalton, McGuire, Fraser, Shaw and Lund, soon followed.

Early farmers only had squatters' rights to the land that they selected, until Indian reserves were created to the west of town in 1884-85. Early township surveys followed at West Salmon Arm in 1887. Unlike other parts of the Thompson Okanagan Valley, the Salmon Arm area had limited space for easy subdivision. The area continued to open up with a new road being built to connect Salmon Arm's CPR station with the Okanagan Valley in 1890. Other routes followed to link the Salmon Arm area with larger centres in order to acquire supplies.

Agriculture

Early farmers settled in the valley areas and soon began to plant fruit trees, with the widespread interest in fruit-growing in the BC interior. It was soon discovered that the fruit trees produced more fruit on the well-drained benches. The first apple trees were planted about 1893. Fruit-growing continued to increase with the formation, in 1897, of a local fruit growers' association. The first Salmon Arm agricultural fair was held in the same year. Salmon Arm began to attract attention as a fruit-growing city as early as 1904. The Salmon Arm Farmers' Exchange, for processing and marketing produce, was organized in 1907. Fruit packing houses were also built, including the 1928 Front Street plant built by E. A. Palmer.



First commercial orchard planting in McGuire Orchard, c. 1903
(Photo: Okanagan Historical Society)

In the Salmon Valley, early farmers began to turn from fruit growing to dairying and mixed farming as this area was better suited for this type of farming. The Salmon Arm Farmers Exchange (SAFE Ltd) was formed in 1913. The objective of SAFE Ltd was to establish and operate a general mercantile business in Salmon Arm and to operate boats for the transportation of produce and supplies. By 1915, there were enough dairy farmers in the valley to support forming the Salmon Arm Co-operative Creamery Association (SODICA). A processing

plant was soon built in which 28,000 pounds of butter were produced. By 1944 production had increased to 480,000 pounds of butter.

Fruit growing continued to increase until reaching its peak in 1946 when a record 400,000 boxes of apples were shipped. The fruit industry, however, was devastated in the winter of 1949-50 with the "Big Freeze". Many of the fruit trees, subjected to prolonged sub-zero temperatures, did not survive. By 1958, the last Farmers' Exchange packing house had closed down due to the lack of fruit.

In retrospect it has been argued the early promise of carefree fruit ranching contained hopes which could never be fulfilled. "Non Irrigated" didn't always mean sufficient moisture and the advertised loamy soil often turned out to be sand, too rocky or unrelenting clay with a thin band of fertile soil on top. Quarter-section homesteads were subdivided and re-subdivided, as promoters predicted a comfortable living could be had from as few as five acres "of the right sort." In reality, it usually turned out to be nothing more than subsistence agriculture. (Source: Okanagan Historical Society, Salmon Arm Branch and Denis Marshall, "Salmon Arm..... a short history")

Agriculture still plays an important role today in Salmon Arm's economy and lifestyle. This is reflected in the number and mix of farms that grow fruit and vegetables, raise dairy cattle and have more recently expanded into growing grapes. The development and importance of agritourism is increasing in importance in the Salmon Arm area, like in the rest of the Okanagan and Thompson Valleys.



Farm in the Salmon Valley (Photo: L. Dauncey)

Early Town Development

After the arrival of the first settlers, the new community built a post office and a school at Hedgman's Corner (13th Ave SW and 30th St SW) in 1890. A general store was opened shortly

afterwards in 1891. The first hotel, Cameron House (later called Coronation Hotel), and the first church (built by the Methodists at Hedgman's Corner) were erected in 1895. The first town centre school was opened in 1898. On May 15 1905, the Salmon Arm Municipality was created after a majority of the almost 1,200 residents signed a petition advocating incorporation. In the same year, Mrs. Agnes McGuire created the first townsite subdivision on 12 acres of McGuire land.

After incorporation, the municipality experienced a major growth spurt from 1905 to 1912. The new council however was continually challenged with the split over allocation of tax revenues. It was felt that the townsite was receiving more than its share of the public works money. This dispute over tax revenues for electricity, a water system and road improvements led to the incorporation of the City of Salmon Arm in 1912. R.K. Scales became Salmon Arm's first mayor. In 1913, the CPR opened a new station on the south side of the tracks, which replaced the original north side station. Salmon Arm's first Fire Hall was built in 1914. However, in 1913 the local economy took a downturn, due to the lack of incoming capital and new settlers. Salmon Arm's economy and population stayed relatively the same until the late 1950's early 1960's.

In spite of the economic downturn, many of the civic structures were built in the 1920's and 1930's. These included the 1929 City Hall on Hudson Avenue (designed by E.T. Brown of Kamloops), the 1930 Salmon Arm Courthouse (designed by architect Henry Whittaker) and the 1937 Salmon Arm Post Office (designed by chief dominion architect T.W. Fuller). The Salmon Arm General Hospital was opened in 1927 and was expanded in 1940. Community initiatives such as the construction of a new Memorial Arena, was built and financed by the Salmon Arm Community Association (now the Salmar Community Association). The Salmon Arm Community Association was able to build the Arena through revenues generated by the opening of the Salmar Theatre in 1949 in the downtown.

Modern Development

With the opening of the Rogers Pass Highway in 1962, Salmon Arm developed from a small agricultural and service centre into today's vibrant community. The highway opened up this area to tourism and increasing population, as it was discovered that this is a beautiful place to visit and live. The town has grown to accommodate the increased visitors and residents. This can be seen in the variety and number of educational, cultural and recreational facilities and organizations that can be found in Salmon Arm.

Salmon Arm's economy has diversified into a mixture of forestry, agriculture, tourism commerce, and manufacturing. A growing industry in the Salmon Arm area is agritourism, which continues Salmon Arm's agricultural beginnings with farms that include: wineries, berry farms, orchards, cheese plants, dairy farms, corn fields, pumpkin and gourd patches, canning and cider pressing and petting zoos. The area has retained a unique rural quality that is reflected in the

richness and diversity of the community. Residents have a keen sense of pride and satisfaction in protecting their quality of life. It is this balance that appeals to residents and visitors alike.

1.2 Legal and Policy Context

Heritage conservation in British Columbia is guided principally by the provisions of the *Local Government Act*. Locally, it is implemented by municipal bylaws, plans and budgets. Part 27 of the *Local Government Act* enables local governments to undertake heritage management programs, including tools that affect private property. The Community Charter further permits municipalities to take measures to work with private properties and revitalization areas to realize heritage conservation goals. (*Refer to Appendix A: Part 27 of the Local Government Act*) The two most important planning tools available to municipalities are the establishment of a Heritage Commission and the preparation of a Heritage Register. These and other tools are fully described in the document *Heritage Conservation: A Community Guide (1995)*. This document is out of print but can be found on line at the Heritage Branch website.

A community heritage commission is a body created by a local government to assist Council with the management and implementation of community heritage conservation planning and activities. A heritage commission may advise local government on matters included in its terms of reference, advise local government on matters referred to it, and undertake or support heritage activities authorized by local government.

Throughout British Columbia heritage commissions are replacing heritage advisory committees. Heritage Commissions are being used to manage grant programs for heritage restoration, to oversee the preparation of heritage registers, and to implement heritage awards and awareness programs, to name but a few of their activities. Heritage Commissions are often used to provide advice to Council on heritage planning matters, such as applications for demolition of buildings on a Heritage Register, on the negotiating of heritage revitalization agreements, and on the creation of heritage conservation areas.

A community heritage register is an official listing of properties identified by a local government as having heritage value. Inclusion of a property on a community heritage register does not constitute heritage designation or any other form of permanent heritage protection. However, an official heritage register is used as a planning tool to trigger other civic actions such as temporary withholding of an approval (*Local Government Act s. 960*), withholding of a demolition permit (*Local Government Act s. 961*), or requiring a heritage impact assessment (*Local Government Act s. 958*).

A community heritage register must describe why a local government considers a property has heritage value or heritage character. The *Local Government Act (Part 1.1)* defines heritage value

as “historical, cultural, aesthetic, scientific, or educational worth or usefulness of a property or area” and heritage character as “the overall effect produced by traits or features which give property or an area a distinctive quality or appearance”.

Sites placed on an official community heritage register are included in the British Columbia Register of Historic Places. This in turn is included in the Canadian Register of Historic Places. Each site on an official register must include three parts: a description of the historic place, a description of its heritage value, and a list of character defining elements which speak to its heritage value and which should be protected.

Heritage or landmark trees may be protected by a tree protection bylaw. Local governments may regulate the cutting, maintenance, and removal of trees. Landmark trees may be protected by a heritage designation bylaw. A tree protection bylaw may also protect a group of trees. Conservation covenants may be used to protect a natural heritage site where a private property owner is agreeable. It is registered on title and binds future owners. A development permit may also be designated in an official community plan for the protection of the natural environment.

The Salmon Arm Official Community Plan is the guiding land use and development policy document for the City. It contains a number of references to items referred to in the heritage workshop as comprising the heritage of Salmon Arm:

- 8.3.1 *The District will promote awareness of the Municipality’s heritage and will encourage:*
 - a. *sensitive integration of local Heritage themes into new development form;*
 - and*
 - b. *sensitive adaptation of built heritage for other uses.*

- 8.3.2 *The District may support the development of a registry of buildings, sites, and features with heritage significance.*

- 8.3.3 *The District recognizes the provincial designations of Heritage sites within the Municipality including:*

<i>Location</i>	<i>Name</i>	<i>Authority</i>
<i>751 Highway 97B</i>	<i>Haney Heritage House</i>	<i>Heritage Conservation Authority By-law 1973</i>
<i>70 Hudson Ave. N.E.</i>	<i>Art Gallery</i>	<i>Heritage Conservation Authority By-law 2124</i>
<i>20 Hudson Ave NE</i>	<i>Old Court House Façade</i>	<i>Heritage Conservation Bylaw No. 3196</i>

2.4.3 *Salmon Arm Bay, the Shuswap Lake foreshore, natural landscape features (e.g. Little Mountain, Mt. Ida, Larch Hills, Turner Creek, etc.) and numerous watercourses are all part of the unique natural beauty of Salmon Arm which is to be protected from future development.*

2.4.10 *The District of Salmon Arm will continue to improve community quality through the following actions:*

- a. planning for recreation and park facilities;*
- b. support for community care and assisted living facilities;*
- c. protection of heritage facilities;*
- d. providing a variety of housing choices*

6.6.4 *To preserve and build on existing strengths both in terms of buildings of merit and particularly in terms of natural features and assets.*

The Community Vision (Section: 1.3) in the Official Community Plan also contains these elements:

- *maintain a vibrant, compact and accessible downtown with a small town feel*
- *recognition of historical and cultural values including the historical and cultural attributes of First Nations*
- *quality of the natural environment*
- *cultural, educational, social, and recreational opportunities*

The City has recently created a Heritage Commission (Bylaw 3617, 2007). The Commission comprises a minimum of seven members, one of which must be from Council, three of which must be from the Salmon Arm Museum and Heritage Association and three from the general public. The Commission has been given quite broad terms of reference:

TERMS OF REFERENCE

4.1 *The Commission is appointed for the purpose of advising the Council on heritage conservation matters and undertaking and providing support for such activities as benefit and provide for the advancement of heritage conservation in the City.*

DUTIES OF COMMISSION

5.1 *The Commission will:*

- a. advise Council on any matter referred to it by the Council and, at minimum, report to Council on an annual basis; and*
- b. undertake and provide support for such heritage activities as directed by Council.*

- 5.2 *The Commission may:*
- a. *develop and implement educational and public awareness programs related to heritage conservation in the City;*
 - b. *raise funds for local heritage conservation projects; and*
 - c. *make recommendations on heritage policy and advise Council on policy issues relating to heritage property and neighbourhoods.*

1.3 Origin and Purpose of the Project

Salmon Arm has a broad range of heritage resources, both built and natural. Some of the built heritage has been preserved at the R.J. Haney Heritage Village and Museum by the Society. The first step towards the management of heritage resources has come with the formation of a Community Heritage Commission, a Council-appointed board that is enabled by the heritage provisions of the *Local Government Act*. The City now wants to further these initiatives with a Heritage Strategic Plan. This is a necessary step in developing heritage policy and a formal heritage program. The plan will provide a strategic framework and an action plan to be implemented over the next five years.

Funding for the Heritage Strategy came from the Provincial Heritage Branch and the City of Salmon Arm. Oversight of the project was provided by the Heritage Commission. (*Refer to Appendix B: Members of the Heritage Commission*) Hobson and Associates was contracted to undertake the Heritage Strategy.



R.J. Haney Heritage Village and Museum (Photo: L. Dauncey)

1.4 Approach

The project commenced in May, 2008 with the City authorizing the contract with the consultants. On June 20, 2008 a public workshop was held with heritage stakeholders to outline the key tenants for a heritage strategic plan. It was well attended by a selected cross-section of community interests. Attendance was by invitation. (*Refer to Appendix C: List of Workshop Participants*) The workshop focused on: defining “heritage” in the context of Salmon Arm, developing a vision for heritage in the future, identifying strengths, weaknesses, opportunities and threats to heritage and proposing heritage initiatives. The notes from the workshop are appended to this report. (*Refer to Appendix D: Notes from the Heritage Workshop*)

The workshop provided several important insights:

1. The community definition of heritage gives high value to the vibrant downtown core, to natural heritage, to Salmon Arm’s agricultural heritage (especially as evidenced by the cultural landscapes left by agriculture), and to the community spirit that is evident in high rates of volunteerism, a strong arts and recreational network and respect for community memories.
2. People feel heritage values are being lost in a period of rapid change and that these values need to be better articulated and protected in planning processes (while recognizing the Council is responsive to community needs/wants, i.e.: the heritage strategic plan).
3. These feelings are reflected in the four vision statements developed at the workshop; all speak to valuing Salmon Arm’s authentic natural and built (urban and rural) heritage and to letting the past inform decision-making for the future.

Drawing together the threads from the four vision statements at the workshop (*Refer to Appendix D: Notes from the Heritage Workshop*), the consultants and the Heritage Commission developed this vision for heritage in Salmon Arm:

“Salmon Arm is a rural and urban community where the natural, cultural, and built heritage is understood, valued, and integrated into public and private decisions.”

The heritage workshop included a process of identifying initiatives to support the vision statements. Ideas were generated by the group and then voted on. The five top priorities were:

1. create a Heritage Register
2. develop a Heritage Foundation for funding/grants
3. establish a connected greenway that links and interprets key historic and cultural areas
4. expand the historic street names program
5. strengthen the downtown

It was agreed that the first two priorities could be developed by the consultants at a later date and that group work would focus on items 3 to 5. The group work identified who would be involved, what resources are needed, what success would look like and timelines.

The consultants then developed draft proposals for the priorities identified at the workshop. These were discussed with the Heritage Commission and refined.

It was agreed that the heritage strategies to be included in the Strategic Plan would be the following:

1. establish the City's role in heritage conservation
2. identify the City's heritage resources
3. preserve and protect heritage resources
4. promote public awareness of heritage
5. integrate heritage resources into economic development and tourism programs
6. establish a greenway program to link and interpret key historical and cultural assets
7. develop a historic street names program
8. strengthen the downtown
9. enhance R.J. Haney Heritage Village and Museum

The consultants carried out detailed interviews with the major heritage stakeholder groups in the community. (*Refer to Appendix E: List of People Interviewed*) The results of these interviews are described in the next section of this report.

In November 2008, the consultants convened an open house to obtain public input on the draft Heritage Strategy. (*Refer to Appendix F: Public Presentation Feedback*) Subsequently, revisions were made to the document. It was then reviewed by the Heritage Commission and endorsed.

The Heritage Strategy was presented to City Council in January 2009. Council endorsed the recommendations and authorized the commencement of a Heritage Registry. Financial

recommendations were forwarded to the 2008-2009 budget process. Other recommendations were referred to staff.

II WHERE ARE WE NOW

2.1 Key Community Organizations and Initiatives

There are a number of organizations which currently play key roles in the life of Salmon Arm. This section describes them and highlights current initiatives, resources and plans which may benefit the Heritage Strategy.

Committee for a Strong and Sustainable Salmon Arm (CASSSA)

The Committee for a Strong and Sustainable Salmon Arm was created in 2005 by a group of concerned citizens in reaction to two large box store and mall development proposals. CASSSA members share a vision of a strong, vital community where engaged citizens proactively contribute to the decision-making for land use, transportation, building, environmental and other policies, resulting in the best possible quality of life and sense of community for Salmon Arm citizens. CASSSA is able to undertake initiatives through volunteer work, fundraising, grants and donations.

CASSSA, while spearheading Salmon Arm's Smart Growth project, also continues to support the initiatives by other groups and individuals to preserve and create a viable and livable commercial centre and community. Projects by Salmon Arm organizations, such as the Downtown Improvement Association (DIA) and City's Downtown Traffic Study, the Shuswap Trail system and appropriate densification of the downtown by local developers are encouraged by CASSA.

Okanagan Historical Society, Salmon Arm Branch (OHS)

The Salmon Arm Branch of the Okanagan Historical Society, formed in 1989, consists of an executive of five persons and 10 directors. The mandate of the Society is to record and preserve the oral and written history of Salmon Arm and the surrounding area; its pioneers, places and happenings.

Historian, author and OHS life member Denis Marshall, who has written on behalf of the local Okanagan Historical Society, has contributed all the monies raised from his published local history books. This on-going financial contribution has helped the Salmon Arm Branch to take on a number of local heritage projects. Some of the OHS accomplishments include: the installation of an interpretative brass plaque on the Credit Union building that commemorates

the heritage site for the orchard legacy started by J.D. McGuire and C.B. Harris; the purchase of a new microfiche, film reader and printer for the museum and archives; the replacement of the original front doors on the Art Gallery building with replicated glass doors; the installation of an interpretative copper plaque on the Art Gallery building.

The OHS members also are regular volunteers at the Salmon Arm Museum and Archives. The Society's newest project that is being undertaken is a walking and driving heritage tour of Salmon Arm and area. Despite the minimal \$5.00 annual membership fee, few new younger members have been attracted to take on the task of recording Salmon Arm and area's history. This is one of the Society's biggest challenges.



Interpretive Plaque Commemorating the Orchard Legacy
(Photo: Okanagan Historical Society)

Salmar Community Association

In 1946, a committee of Salmon Arm residents was formed to determine an appropriate memorial for those who served in World War II. It was decided that an arena would both commemorate the veterans and would fill the community need for a skating and hockey facility. A committee, formed to determine how to finance the construction of the arena, decided to purchase the existing Rex Theatre. It was soon decided that a new theatre should be constructed to replace the outdated Rex Theatre. The Salmar Theatre was constructed and opened for business in 1949 by the newly incorporated Salmon Arm Community Association. With revenues gained from the Rex and Salmar Theatres, construction of the new Salmon Arm Memorial Arena began in 1956. The arena was completed and opened in 1958.

The Salmon Arm Community Association expanded its objectives to include many other worthwhile community endeavours using the Salmar Theatre revenues. Between 1978 and 1990 the Association owned and operated the Starlite Drive-In Theatre in conjunction with the Salmar Theatre. In 1987, the Association's name changed to the Salmar Community Association making the community ownership of the Salmar Theatre more obvious. After realizing that the

Association needed to expand its services to remain economically viable, it opened up the Salmar Grand Cinemas, a new multiplex facility, in 1997. The Association now operates the Salmar Classic Theatre as a venue for live performances.



Salmar Classic Theatre (Photo: L. Dauncey)

The Salmar Community Association continues to operate its community-owned facilities for the benefit of the local residents by putting 100% of its profits into theatre improvements and back into the community. The Association has taken on community projects such as the design and construction of the new Legion building on City-owned land across from the Grand Theatre. The Salmar Community Association has given out hundreds of thousands of dollars in grants to local people and groups to support health care, education, sports and the arts.

Salmon Arm Bay Nature Enhancement Society (SABNES)

The Salmon Arm Bay Nature Enhancement Society began as a committee formed by Mayor Smith, in reaction to a developer assembling lakeside (the foreshore) property for redevelopment. The Society was formally registered in 1988. The Nature Trust of BC bought much of this land as a wildlife sanctuary and leases the land to the Society to manage.

The SABNES Board is composed of six members nominated by the Ministry of Environment, the Chamber of Commerce, the Downtown Improvement Association, the City Council, the Shuswap Naturalist Club, and the local Fish and Game Club, as well as six members elected from the community at large at the Annual General Meeting. The SABNES Board tasks include: managing the trails and board walks, developing the exhibits in the Interpretive Centre, organizing volunteers and employing and supervising paid naturalists in their work of educating school groups, residents and visitors about the natural values of the area.

This area's natural heritage is promoted through the Interpretive Centre with its exhibitions, collection of stuffed and carved birds and educational materials. The waterfront and the bay area are especially important in establishing nesting areas, including the biggest colony in BC of Western and Clark's Grebes.

Salmon Arm Chamber of Commerce

The Salmon Arm Chamber of Commerce, begun as a Board of Trade in 1908, has a long history in the community. The Chamber, a non-profit organization, presently has about 375 members that are comprised of businesses, professionals and other community groups that work together to achieve a healthy economic and socio-economic environment. The Chamber's purpose is to *stimulate prosperity by promoting tourism, identifying business opportunities, and encouraging new and existing businesses*. This will help to build a healthy economy and improve the quality of life in Salmon Arm and the surrounding area.

The Chamber is funded primarily from membership fees. The Chamber is comprised of a volunteer Board of Directors, the General Manager and members. The Visitor Centre is managed by the Chamber and employs a Visitor Councilor as well as summer students.

Salmon Arm Downtown Improvement Association (DIA)

In 1974 the Salmon Arm Downtown Improvement Association began as a non-profit society whose purpose was to improve the town centre core. The Salmon Arm DIA was registered in 1988, becoming the first Business Improvement Area (BIA) in British Columbia to pool resources from property owners within a certain area for marketing, promotion and beautification projects specifically designed for the town centre area.

The DIA is governed by a Board of Directors consisting of 12 elected members and two appointed members. There are two paid staff; the manager and the events coordinator. The DIA and its activities are funded by the levy collected from its members provided through the BIA legislation. In addition to programs funded by the levy, the DIA has a variety of activities which are self-funded and sponsored.

The DIA provides leadership to promote and market the town centre, plan and assist with business development and beautification, and property enhancement initiatives. This is done in partnership with property owners, retailers, professionals, government and community groups to ensure a vibrant, prosperous and safe downtown community. New building, façade improvement and landscape *Design Guidelines for the Town Centre* have been developed to assist downtown business operators, retailers, professionals and property developers. The Revitalization Tax Exemption Program has also been developed to assist building owners and merchants make improvements on their town centre buildings. The DIA is very active in promotions and events, which help to promote awareness of the businesses and services available in downtown Salmon Arm.

Salmon Arm Economic Development Society (SAEDS)

The SAEDS is a non-profit society that was created in 1998. It is largely funded by the City of Salmon Arm through business license revenues. Additional funding comes from Federal and

Provincial sources for specific projects. The SAEDS promotes Salmon Arm as a desirable place in which to live and do business, supports existing and new businesses, plays an advocacy role in public discussions of community economic development issues and develops strategies and programs to create economic development in Salmon Arm. There are four paid staff including the Economic Development Officer, Office Manager and two Business Coaches.

About two and half years ago, the society created a strategic plan that identified the need to both attract and keep young educated people in the community through offering an authentic and diverse lifestyle with a whole range of choices. The plan recognizes that Salmon Arm, already known as a world class natural destination, should develop and be promoted as an area known for its arts and culture. Salmon Arm's identity is already based to a large extent on its lifestyle and should be promoted as such.

The SAEDS is forging partnerships with many other organizations and the City to help create and link the cultural and recreational activities in the town and region year round in order to help create and maintain a vibrant community and downtown.

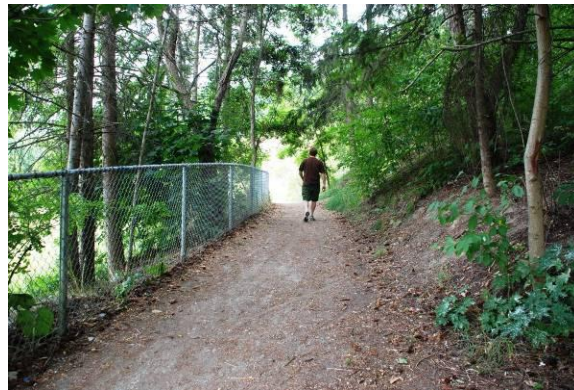
Salmon Arm Folk Music Society

Founded in 1979, the Salmon Arm Folk Music Society has grown to be the largest presenter of roots, blues, folk and world music in British Columbia's Interior region through its annual Roots and Blues Festival and annual concert series. The Society has been staging the Roots and Blues Festival at the Salmon Arm Fair Grounds since 1992. The Festival has become a prominent link on the national festival circuit and is considered among the top roots festivals in Canada. The Roots and Blues Festival also plays host each year to about 25 artisans from British Columbia and across Canada, who sell their creations in the Artisans Village. The Society's yearly concert series is primarily presented at the Salmar Classic Theatre. The purpose of the Society is to appeal to a wide spectrum of audiences and to enrich the cultural and economic fabric of the region.

Salmon Arm Greenways Committee

For the past 11 years, the Salmon Arm Greenways Committee has been building a trail and transportation network throughout the city that connects neighborhoods to neighborhoods with linkages to the town centre. The committee has no budget and has built the trail system largely through the manual labour of many volunteers and with the city park and planning departments providing materials and expertise when possible. The Greenways committee feels that the existing trail network needs maintenance work to stay usable, and funding for purchasing right of ways and easements. The committee has recently asked council to consider establishing an annual budget for building and maintaining the city's greenways and trail network, including a comprehensive trail signage program. The Greenways committee is

working in partnership with many other Salmon Arm and Shuswap organizations to create an integrated trail system in the region.



Rotary Trail leading to McGuire Lake (Photo: L. Dauncey)

Salmon Arm & Shuswap Lake Agricultural Association

The Salmon Arm & Shuswap Lake Agricultural Association was created in 1897, with the purpose to foster, promote and educate in the progress and development of agriculture, industry and commerce, domestic science, and arts and crafts. The Fall Fair began as a one-day event which included exhibits of apples, flowers, vegetables, butter and grain set up in the hall over McGuire’s store. The second Fall Fair increased the range of exhibits to include a greater variety of fruits and dairy products, fancy work, and livestock such as poultry, dairy stock and horses. The present day Fall Fair is held for three days in September.

The Active Artisans Display during the fair includes artists, spinners and weavers, woodworkers and crafters. These pursuits reflect the life and development of the community. The heritage of Salmon Arm is shown at the fair by the Memory Lane and Shuswap Pioneer Collectors’ Club displays. Memory Lane is a unique and educational section of the Fair, featuring many displays and interactive exhibits portraying life in the early part of the 1900’s.



Salmon Arm Fairgrounds (Photo: L. Dauncey)

The Agricultural Association is run by a Board of Directors, a Grounds Manager, approximately 30 conveners and many other volunteers. The Association also sees itself as provider of stewardship to maintain the grounds and buildings for the use of such community groups as Junior Hockey, Indoor Soccer, Archery, Dance Studio, Search and Rescue, 4H, Southern Interior Dressage Association, Dog Training Classes and Girl Guides. The fairgrounds and buildings are also used for community events such as Relay for Life, Roots and Blues Festival and Demolition Derby.

Shuswap Community Foundation (SCF)

The Shuswap Community Foundation was founded in 1994 with a \$2,000 "organizational grant" from the District of Salmon Arm and a "Founders Fund" of over \$70,000 contributed by more than 60 residents. The purpose of the Foundation is to build a permanent capital fund and to distribute the earnings of the fund annually to registered non-profit organizations. The Foundation made its first grant from earnings on endowed funds in 1996 (\$2,000). In total, since 1996, the Foundation has returned \$460,000 to the community in grants from fund earnings. The Shuswap Community Foundation exists to provide a vehicle by which people can support their community in perpetuity. The Foundation has over \$3.2 million in the permanent endowment fund divided approximately 35% discretionary and 65% non-discretionary. The Foundation has a volunteer board of 12 members and is run without staff. The administration expenses are covered by the corporate community.

Heritage is part of the mandate of the SCF as the Foundation holds an agency fund for the Salmon Arm Museum and Heritage Association, which includes the Peterson Family Fund. An important part of the Foundation's mission is to honour donors by keeping their memories in the community in perpetuity.

A number of non-profit organizations have chosen to build endowment funds with the Shuswap Foundation rather than establishing their own foundation. It is a cost effective option that frees an organization to pursue its mission without "re-creating the wheel" and establishing a separate foundation with the attendant responsibilities. The Shuswap Foundation also acts as an agent to administer the City of Salmon Arm's annual Grants-in-Aid to assist non-profit community groups.

Shuswap District Arts Council

The Shuswap District Arts Council helps support its art and cultural group members through awarding grants. These grants are intended to help organizations offering arts-related events to the community. The Shuswap District Arts Council is financially supported by grants from the Government of B.C., through the British Columbia Arts Council and Direct Access, Pratt-Johnson Foundation, City of Salmon Arm, donations and memberships. Membership is open to residents of the Shuswap area bounded by Chase, North Shuswap, Falkland, Enderby and Salmon Arm.

The Arts Council is also a member of the Thompson Okanagan Network of Arts Councils, Assembly of B.C. Arts Councils, B.C. Arts in Education Council and the Canadian Conference of the Arts. The Arts Council is run by a Board of Directors and has an Executive Director.

Shuswap Naturalists Club

The Shuswap Naturalists was formed in 1970 by a group of like-minded people who enjoyed nature. The Shuswap Naturalist club, a member of Nature BC, sends a large portion of its annual membership dues to Nature BC to pay for the quarterly newsletter and to support education, research and political action to protect sensitive habitat and advocate for species at risk.



View of Foreshore looking towards Peter Jannick Park (Photo: L. Dauncey)

The Club's activities include monthly meetings with guest speakers, regular outings (April to July) that focus on subjects such as flowers and birds, monitoring the bird population and any environmental issues in the Douglas Lake area (designated nationally as an Important Bird Area). The Shuswap Naturalists club recognizes its own members who have made a significant contribution. The Club was instrumental in having Peter Jannick Park created in memory of a Club member who was keenly interested in birds and was diligent in monitoring the birds in the area. The Club had a plaque made to recognize the contributions of Frank and Doris Kime who carefully monitored the grebe population since the late 1980s. The foreshore and its' migrating and resident bird population are a great tourist attraction. Some members give bird watching tours to guests of the Prestige Inn. The Shuswap Naturalists have partnered with several other organizations to educate the local politicians and the public on the importance of protecting the flood plain, wetlands and the Bay for the bird populations.

Shuswap Trail Alliance Society

"In every region and every town, indeed in every neighbourhood, there are special places which have come to symbolize the area, and the people's roots there. These places may be natural beauties or historic landmarks left by ages past. But in some form they are essential." (Source: C. Alexander, 1977, A Pattern Language p. 132)

The Shuswap Trail Alliance was formally incorporated in November 2005. This was after the initial 2004 proposal by local trail advocates to regional stakeholders on the creation of an internationally recognized natural trail and waterway network. This trail and waterway network would promote environmental stewardship, sustainable economics, and healthy living and recreation. The 2006 Shuswap Trail Strategy proposed an ambitious 5-year development strategy that would link existing trail plans throughout the Shuswap watershed. Through the Shuswap Trail Alliance, community partners – First nations, municipalities, the regional district, recreational clubs, environmental groups, businesses, industry, and community members – have come together to coordinate their efforts toward the creation of trails and greenways throughout the region.

The Shuswap Trail Alliance has an active Board of Directors (nine seats, elected through a process to ensure regional representation), an Advisory Network (invites representation from all regional stakeholder groups) to provide counsel and direction to the society, Working Committees (including marketing, fundraising, volunteer management, design and construction standards), Regional Route Teams (working in each of the six signature trail route regions) and two staff persons who look after the operation and work of the society. The Society has attracted many volunteers, sponsors and over 200 members.

The Society envisions that the trail experience will both create extended pathways to “engage the soul and reconnect with the landscape”, but will also be manageable within contemporary lifestyles and shorter trip itineraries. One of the Shuswap Trail Alliance’s goals is to be known for its authentic ecology, character and culture. This will be partially attained through connecting to regional cultural and community landmarks, events and centres such as the R.J. Haney Heritage Village and Museum and the Roots and Blues Festival.

2.2 Heritage and Cultural Facilities

This section lists the principle heritage and cultural attractions and facilities in Salmon Arm. It does not list historic buildings and other heritage resources.

R.J. Haney Heritage Village and Museum

A place where people young and old, can see, feel, smell, and hear Salmon Arm history and love it!

House, Village and Park Site

The 40-acre R J. Haney Heritage Village and Museum contains a museum and archives as well as a village comprised of 12 original, replicated and reconstructed heritage buildings in a 40-acre natural park setting. The 1910 Haney house and site was donated to the City of Salmon Arm in the mid-1980s with the intent to preserve the house and site for the public’s enjoyment. The

Haney House and site was municipally designated in 1991, recognizing its value to the community. The early twentieth century heritage village started with the Mt. Ida Methodist Church and the Broadview School being moved onto the site in 1986. More buildings have since been added creating a mainstreet. The buildings, filled with artifacts, are either arranged to simulate the period or to house collections such as the Cobweb Corners' radio tapes. Large artifacts, mostly vehicles and farm machinery are located throughout the site. As well, there are extensive gardens and a nature trail on the property. The Haney House, Village and Museum, operating from April to October, receives about 12,000 visitors a year.

The R.J. Haney Heritage Village and Museum is a successful venue for community events and as a meeting space. Events on site include: summer dinner theatre; a family Halloween party; experiential school tours; vintage car shows; dog shows; weddings; and the annual Harvest Festival. Although the site is somewhat isolated from the downtown, the events are well-promoted in the City. A large portion of the revenues from admissions and events comes from local residents who support the R.J. Haney Heritage Village and Museum.

Museum and Archives

The Salmon Arm Museum, begun as a non-profit society in 1963, was first housed downtown in the 1967 Centennial building. The Museum was moved in 1990 to the Haney Heritage Village after a new museum character building was constructed as part of the heritage village. The museum building houses visitor services, reception, the gift shop, exhibition gallery, archives and artifact collections. The gallery area is used for on-going display depicting aspects of Salmon Arm's human and natural history. The Ernie Doe Archives houses about 37,000 artifacts, including archival records, historic photographs and maps. The museum's most valuable collections are that of three photographers who worked professionally in the Salmon Arm area from 1909 to 1918. The Museum has 955 of their glass-plate negatives in a climate control archives room. The exhibits are created from the oral and written histories compiled by the Museum's members and the Salmon Arm Branch of the Okanagan Historical Society (OHS) combined with the Museum's collection and archival material. The Archives is open to the public all year round.

Salmon Arm Museum and Heritage Association

The Salmon Arm Museum and Heritage Association manages the Museum and Archives, the village, the Haney House and the surrounding City Park. The Association is a registered non-profit society and registered charity that relies on donations, grants and revenue generating events to continue operations and capital projects. A Board of Directors, a small membership, an Advisory Committee, staff and volunteers work together to manage and operate the facility. The City of Salmon Arm gives an annual grant and some work in-kind to the Society for operating and capital costs. Other major supporters include: the BC Arts Council; Direct Access Grant through the Gaming Commission; various local businesses and service clubs; and the BC

Arts Renaissance Trust held with the Shuswap Community Foundation. Volunteers are also a very important source of funds and help at the Haney Heritage Village and Museum.

Shuswap Art Gallery Association (SAGA) and Public Art Gallery

The Shuswap Art Gallery Association was formed in 1990 with the purpose of establishing a public art gallery in Salmon Arm. In 1994, the historic Post Office, designed by Thomas W. Fuller, became SAGA's new home. The Shuswap District Arts Council, the leaseholder of the building, with SAGA maintains the heritage integrity of this important heritage site. The Gallery was run entirely by volunteers for eight years. In 2002 an administrator was hired at 8 hours per week. In 2005 that administrator became the Executive Director, and now works 18 hours per week. A volunteer bank of about 50 people is maintained for front desk hosting, fundraising, rental hosting, curating and installation of exhibitions. A Program Coordinator was hired this year at 8 hours per week. Currently, the annual operating budget of SAGA Public Art Gallery is \$80,000.

Like many non-profit groups, SAGA's key issues are operational funding, policy development and volunteer recruitment. To help with funding, the Gallery after three years of fundraising established an endowment fund through the Shuswap Community Foundation. These funds were matched by the BC Arts Renaissance Fund.

SAGA's Executive Director has identified Public Art as having value to both the community and to its artists by giving people a sense of their own history. A rich and varied selection of public artworks throughout a city enhances the sense of place and belonging which defines a healthy urban environment. It is felt that an Arts & Culture Policy is needed to create a cultural corridor downtown, to bring together artists and cultural organizations into the City planning process, to ensure that new development sets aside funds for public art and to set up a committee to develop and administer the selection, placement, maintenance and preservation of these works. It is necessary to provide for the creation of art that expresses the spirit, history, values and visions that collectively define Salmon Arm.

The Shuswap Centre (proposed)

Switzmalph Cultural Society

The Shuswap Centre will *"create a bridge between native and non-native people and cultures by promoting and enhancing understanding and cooperation between all people."*

Mary Thomas, beloved elder of the Neskonlith Band, held the vision for creating a native cultural centre for several years. Mary recognized the need to preserve and enhance the Shuswap language, culture, and to bridge understanding and co-operation between Native and non-Native people. In 1996, members of the Shuswap community and other supporters created an action plan that outlined the vision, goals and tasks that needed to be completed to

create The Shuswap Centre. The Switzmalph Cultural Society, a non-profit society, was formed to develop The Shuswap Centre. The Switzmalph Cultural Society is in the process of fundraising to develop The Shuswap Centre which would be located on property that belonged to Mary Thomas located on the edge of the city.



The Future Shuswap Centre Site (Photo: L. Dauncey)

The Shuswap Centre will be a facility that will lease space to independent ventures which may include the following activities: the Mary Thomas Learning Centre, the Kekuli Restaurant, the Trading Place, the Salmon River Watershed Project and the Neskonlith Band office. The long term goal is to have a self sustaining learning and tourism centre. The Switzmalph Cultural Society's vision for the Shuswap Centre is to provide a location for education, training and business development while building a bridge of understanding and co-operation between native and non-native people. Programs are offered and currently conducted out of modular buildings while the larger Centre is being constructed. A full size replica of an early traditional Shuswap winter village and interpretive trails are also on the property.

2.3 Community Heritage Values

The heritage workshop identified a broad community definition of heritage resources. This was reinforced in the stakeholder interviews and in the review of the strategic plans of a number of key organizations.

In particular, the community values:

- the natural setting and beauty of the community
- the vibrant downtown core
- a strong arts and cultural community
- green corridors and connections
- the intertwining of agriculture and urban lands
- orchard houses
- access to green areas near downtown

- volunteerism and a sense of public ownership
- enclaves seen in buildings and landscapes
- the historic train station
- neighbourhoods
- Haney Heritage Park
- major festivals such as Roots and Blues and the Fall Fair
- the foreshore area and its nature reserve
- agriculture in the Salmon River Valley
- the mixtures of different cultures
- the museum and archives
- the diversity of vegetation
- strong community spirit
- First Nations' heritage

This definition goes beyond the built heritage that traditionally defines a community's heritage resources. It embraces natural heritage—and extends to community memory and cultural expression. This definition is rooted in the physical context of the City and in the pattern of human settlement that has modified that context.

2.4 SWOT Analysis

The heritage workshop and interviews identified a number of heritage strengths and opportunities:

- There are easily recognizable heritage residential areas and buildings.
 - *Opportunity: There is an opportunity to conserve these areas and buildings.*
- The R.J. Haney Heritage Village and Museum Society are solid, well-organized and have good credibility.
- The downtown heritage buildings still exist; i.e. the Merchant's Block
- There are knowledgeable people, who still live in Salmon Arm, with a strong oral history tradition
- There are very good photographic and written records that exist.
- There are many regional pockets of heritage buildings and areas; i.e. South Canoe, Buckel House, Medford House, Piccadilly Area, and Auto Road.
- The Train Station, Art Gallery, the old City Hall and the Courthouse make a node of heritage buildings in the downtown.
- The Greenway Plan (in the OCP) is a network of pathways that are anchored by the Haney site, the Foreshore, the First Nation's Cultural Centre (native name).
 - *Opportunity: The OCP shows that there is a commitment/mandate by the City Council and the Public.*

- There is strong agritourism as seen in the three farms in the (Salmon Valley); Hanna farm, Laitenin farm and the Wall farm.
- The ‘Orchard Houses’ are a strength/ are important within the newer neighbourhoods built around them.
- The Turner Creek Trail is a strength (created green space through zoning).
- The downtown’s Ross Street Plaza and the new Clock Tower are strength.
 - *Opportunity: Today’s Buildings are tomorrow’s heritage!*
 - *Opportunity: Heritage buildings, sites and areas provide economic opportunities.*

There are also a number of constraints and threats to realizing heritage opportunities:

- The Haney Heritage site is underfunded.
- The buildings are made of perishable materials.
- There is a lack of maintenance on the buildings.
- There is a lack of public awareness. There is a lack of public support for preservation.
- Many of our heritage values are in ‘stories’, not in the fabric of the buildings.
- ‘Stories’ are not informing our decisions.
- There is no unified and credible strategy.
- Sometimes money drives the decisions made effecting SA’s heritage.
- Don’t have the tools to evaluate what is heritage.
- Don’t have a unified opinion (of what is heritage).
- The perception is that heritage is opposed to progress, not that it is building on it (heritage).
- There is no ‘slush fund’ at City Hall for (heritage) projects.
- There is a lack of funds to restore buildings, etc.
- There challenge is to connect new arrivals to the (history) of Salmon Arm
- There is a challenge to consider amenity-based development as giving sustainable economic benefits.
- It is hard to value the economic benefits of conservation.
- Still using the ‘automobile’ approach to design in the community.

III PROPOSED HERITAGE STRATEGIES

This section proposes a series of strategies for Salmon Arm’s heritage program. Each strategy is accompanied by a goal and a number of specific actions. The Implementation Strategy (Chapter IV) indicates who should be responsible for each action, the scale of the cost, its importance to the heritage program, and the timeline for implementation. These strategies should be accomplished within a five-year time period.

Strategy 1: Establish the City's Role in Heritage Conservation



East Entrance into the City of Salmon Arm (Photo: L. Dauncey)

At the heritage workshop, it was agreed that the City should play a significant role in heritage conservation. This strategy is seen as vital to the development of a coherent and effective heritage strategy as it will define the role the City plays in heritage conservation. Further, the City has acknowledged the importance of heritage through its inclusion in the Official Community Plan, through the creation of the Heritage Commission, and through commissioning the preparation of a Heritage Strategy. The actions under this section and the two following (Strategies 2 and 3) are the logical follow-up to these initiatives and the fundamental building blocks for future action.

The management of heritage resources should be included in civic planning and the development processes. The following should be considered as part of the management of Salmon Arm's heritage buildings: adaptive re-use of heritage buildings; identify heritage resources in planning reports and local land use plans; propose measures to retain and utilize them to meet civic goals; identify and ameliorate impacts of proposed land use changes.

It would be useful to create an enhanced museum and archival presence in the downtown. The rationale for doing so is rooted in the need to identify downtown as the heritage "core" of the City and to provide programs to explain its historic role. Most successful downtowns cluster their civic and cultural facilities to create precincts where facilities can benefit from shared resources, management, and public exposure. If new commercial, residential or civic facilities are developed downtown, it would be advantageous to integrate museum or archival display opportunities. Display space could highlight the heritage of downtown, promote special events with a heritage theme and create greater awareness of the resources, programs and events at Haney Heritage Village.

Any initiative in this area must take into consideration two factors. First, it should be opportunistic, taking advantage of plans for downtown development and for the potential to complement other civic initiatives. Second, the advantages of the present arrangement of co-managing the Museum and Archives and Haney Heritage Village must also be considered. Any changes to this arrangement must be incorporated into the Strategic Plan for the Heritage Village, including impacts on operational and capital budgets, site staffing, maintenance, and programming.

Goal:

Identify the City's role in managing civic heritage resources and provide the necessary organizational capacity and resources to do so.

Actions:

- 1.1 ***Revise the Official Community Plan:*** Include the heritage vision statement in this Strategy; include language defining heritage broadly to include natural and built heritage, festivals, and cultural activities; acknowledge the central role of downtown as a mixed use (residential and commercial) centre; support façade restoration, preservation of municipally owned heritage buildings, and streetscape improvements as central to strengthening downtown; acknowledge R. J. Haney Heritage Village as an important civic heritage resource; commit to conserving civic heritage resources. These revisions can be led by staff or consultants.
- 1.2 ***Revise the terms of reference for the Heritage Commission:*** Include responsibility for adjudicating a heritage grants program; consider adding a First Nations representative to the Commission.
- 1.3 ***Negotiate a new agreement with the Salmon Arm Museum and Heritage Association:*** Which recognizes and budgets for the City's responsibility to support four distinct activities on this municipal park: operation of the Museum and Archives, maintenance and development of the Heritage Park, management of the property as a municipal park, and hosting of community cultural activities; fund the preparation of a new strategic plan for the park which explicitly identifies and manages heritage assets on the Haney farm, including the historic Haney house, provides a new role for the site in agritourism and as a gateway to the Salmon Arm trail system. Funding could come from the Provincial Heritage Branch, through a heritage management plan grant.

- 1.4 **Undertake an analysis of the physical condition of municipally owned heritage buildings:** Develop a capital program to conserve these buildings according to the National Standards for the Conservation of Historic Buildings, include funding in the City's Ten Year Capital Plan and develop a maintenance budget for each heritage building; give priority to assessing the Art Gallery and Seniors Centre.



Salmon Arm Art Gallery (Photo: L. Dauncey)

- 1.5 **Consider creating a presence for the Salmon Arm Museum and Archives downtown:** This may be a suitable project for a public-private partnership as part of downtown redevelopment.

Strategy 2: Identify the City's Heritage Resources

The first step in heritage management is to identify heritage resources and to establish the values they have for the community. The Community Heritage Register is the established Provincial program to achieve this.

A Heritage Register is a list of sites which are valued by the community. The B.C. Heritage Branch provides grants for engaging consultants to prepare Registers. Typically, this work takes place in several phases over several years. Council may apply for funding to start this work in 2009. It is important to begin this work soon as the Province receives its funding from the Federal Government, and funding is only secured until 2010. The OCP indicates that, "The District may support the development of a registry of buildings, sites and features with heritage significance" (Source: The District of Salmon Arm OCP, section: 8.3.2).

The Heritage Commission will act as the steering committee for the Register. Members and other community volunteers will compile an initial list of potential sites. Commission members could also assist in gathering historical data and photographs from selected sites and in gaining access to private properties.

The Commission has recommended commencing a three year program. The first and second years, comprising about 15 sites each, would concentrate on residential and downtown sites. The third year would comprise about 15 agricultural and natural sites.

The first year of funding will require a budget of approximately \$15,000; the Heritage Branch will fund approximately \$12,000 for this number of sites when (as is the case in Salmon Arm), there is no existing Heritage Inventory to convert to a Register. The project will require a supplement from the City of approximately \$3000.

Once the first phase of the Register is drafted, affected property owners will be contacted by letter and advised of the role of the Register. They will also be asked to notify Council if they have any objection to being placed on the Register. (The Register is a planning tool which informs property owners, the public, and the City of heritage values implicit in a heritage site.) The Register will then be presented to City Council and will be adopted as an official Municipal Heritage Register by Council resolution.



Harris Street Potential Heritage House (Photo: L. Dauncey)

Goal:

Identify sites of heritage value to the community, consistent with the revised heritage vision.

Actions:

2.1 Initiate a Heritage Register Process: Authorize staff to initiate a Heritage Register program; seek assistance from the Heritage Branch; authorize the Heritage Commission to lead the process.

2.2 Adopt the Heritage Register after each phase is completed: Establish additions to the Register by Council Resolution. Notify property owners and the Minister responsible.

Strategy 3: Preserve and Protect Heritage Resources

The *Local Government Act* Part 27 provides a number of planning tools that the City can use to protect heritage resources. In a rapidly growing City it is important that heritage resources be identified in the planning process and that Council have the ability to assess the importance of these resources before they are lost through demolition or redevelopment. The use of temporary delays in demolition permits will allow the City to assess its options regarding preservation. Similarly, the use of heritage assessments and site inspections allows important evaluative information to be gathered.

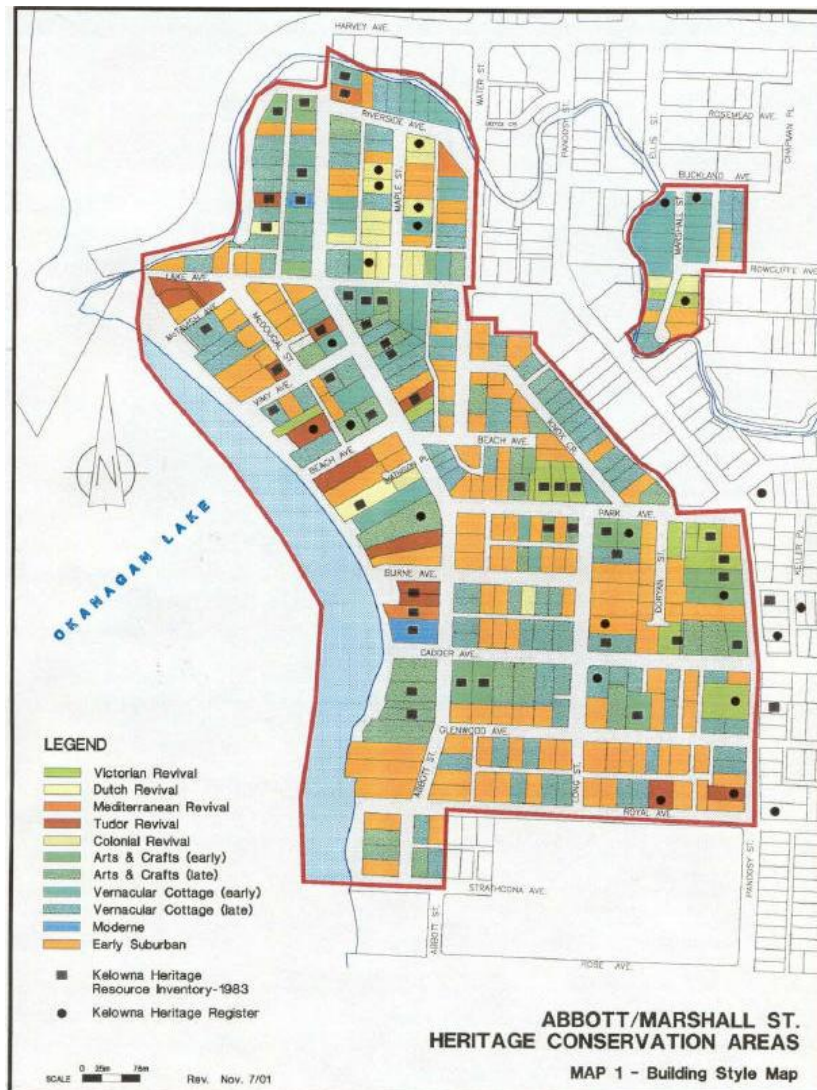
Heritage designation is a tool whereby the City can provide leadership on its own heritage properties. A designation bylaw will outline the key characteristics of a heritage site that must not be altered, except by Council approval. If accompanied by a commitment to maintain the physical integrity of public heritage assets, this step can set a standard that inspires private property owners to seek voluntary designation. Voluntary designation could be encouraged through utilizing financial and planning incentives which commensurate with the Community Charter.

The Heritage Workshop identified views and significant trees as important heritage resources. The actions in this section are intended to identify these resources for the purpose of incorporating them in future community planning and to increase public awareness of them. Examples of scenic landmarks would be views of the Fly Hills, Mt. Ida and Shuswap Lake. A strategy for preserving ecologically and aesthetically significant natural areas should be prepared and included in the Official Community Plan.

The Heritage Workshop and key interviews also identified the importance of maintaining high visual qualities on Highway 1, especially at entry points to the historic downtown. The actions recommended here are intended to increase the sense of arrival in the downtown, to differentiate it from the remainder of the commercial corridor, to complement the built form of downtown, and to define key entry points.

Heritage conservation areas are useful planning tools for preserving special characteristics of historic neighbourhoods in the change process. If such areas are created under Part 970.1 of the *Local Government Act*, the Official Community Plan must describe the special characteristics of the area that justify the designation and state the objectives of the designation. Additional planning tools are then available to Council to meet these objectives. These include requiring a Heritage Alteration Permit for subdivision, building, or alterations to a building or land. The effect of these tools is to give the City much greater control over the form and character of an area, including landscaping and the sitting, form, exterior design and finish of buildings and structures.

Example of Heritage Conservation Areas

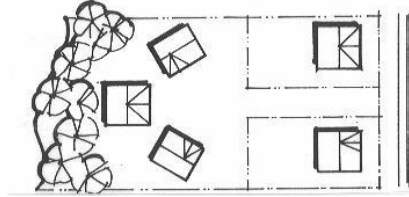


(Source: *ABBOTT STREET AND MARSHALL STREET HERITAGE CONSERVATION AREA DEVELOPMENT GUIDELINES*, City of Kelowna, 1997, revised 2002)

Example of Heritage Conservation Areas' Guidelines

4.8 Subdivision Guidelines

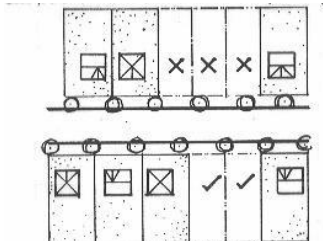
Subdivision applications are subject to conventional subdivision processing by the City.



The subdivision of land to provide new housing sites is encouraged to follow the lot pattern established for a majority of the context block, or consideration may be given for pan-handle lots to allow housing behind the existing residence.



Multiple family development and the conversion of existing single-family housing to multiple family use may be considered. If approved by Council, the new developments are encouraged to be consistent in architectural style with the original development or the dominant style of the block and screen parking areas from public view or contain the parking within the structure.



Creating narrow lots by splitting a site length-wise into two is not encouraged unless the frontage of each lot is no less than 10% narrower than the dominant lot pattern on the block.

(Source: *ABBOTT STREET AND MARSHALL STREET HERITAGE CONSERVATION AREA DEVELOPMENT GUIDELINES*, City of Kelowna, 1997, revised 2002)

The Community Charter gives municipalities “natural person” powers which enable them to protect and manage significant trees as community heritage resources. This includes the power to identify trees as significant, regulate and prohibit the cutting of significant trees, require maintenance of significant trees, require their replacement if damaged. It includes the power to assess or inspect significant trees. These powers are normally exercised through a tree preservation bylaw.

Part 27 of the *Local Government Act* gives municipalities the power to protect natural landscapes that are associated with protected heritage properties. This can include trees or other landscape features. Typically this would be exercised through a development permit area identified in the Official Community Plan.

Where private property owners are willing to voluntarily protect trees or landscape features, there are several tools available to local governments. These include the registration of conservation covenants on title and the negotiation of heritage revitalization agreements. Both tools run with the land.

Goal:

Utilize planning tools to protect heritage resources on public and private land within the City.

Actions:

3.1 ***The City will use information from the Municipal Register in its planning and building permitting and demolition permitting processes:*** Applications for demolition of buildings on the Register will be referred to the Heritage Commission for comment and subsequently referred to Council. Council will have the option of issuing a permit at this stage or invoking heritage management tools in the *Local Government Act*. These include:

- temporary delay in demolition
- requiring a heritage evaluation of a property
- heritage designation

Planning reports will identify heritage resources, encourage the adaptive re-use of heritage buildings, propose measures to retain and utilize heritage resources to meet civic goals, and identify and ameliorate impacts of proposed land use changes on heritage resources.

3.2 ***Undertake a Highway 1 Beautification Plan:*** The Plan will include identification of significant viewscales, entry features (signage, landscaping, information and interpretation), landscaping standards, sign standards, appropriate land uses, setbacks, street furniture, lighting, and pedestrian crossing points. (See also Strategy 8: Strengthening Downtown)

3.3 ***Evaluate civic heritage buildings for municipal heritage designation:*** Civic heritage buildings will be a priority for inclusion in the Municipal Heritage Register; they will subsequently be considered for designation. (See Section 1.2 for a description of heritage designation bylaws)

- 3.4 ***Undertake a heritage tree inventory:*** Identify heritage trees on public and private property; identify urban and rural streetscapes; recognize private tree preservation by issuing certificates of recognition; show leadership in the preservation of public heritage trees by implementing a municipal heritage tree management program (evaluate tree health; implement required maintenance; recognize with plaques, a heritage tree brochure, and by placing information on the City website). (Refer to Section 1.2 for a description of municipal powers to protect heritage trees)
- 3.5 ***Consider the establishment of heritage conservation areas:*** Protect neighbourhoods with distinct heritage character and with a concentration of heritage buildings; encourage neighbourhoods to identify unique characteristics which create a sense of place and develop strategies to protect them. (Refer to Section 1.2 for a description of heritage conservation areas)
- 3.6 ***Prepare aesthetic/ecological assets plan:*** Undertake a review of aesthetic assets, including significant viewsapes and a list of ecological assets which should be preserved; develop policies and strategies to preserve assets
- 3.7 ***Encourage private designations:*** Encourage private property owners to voluntarily designate properties on the Heritage Register

Strategy 4: Promote Public Awareness of Heritage

Increasing public awareness of heritage resources is an important means of creating community pride and establishing a sense of place. The Heritage Commission is strongly supportive of building greater public support for conservation through a public education program. It should also be noted that heritage cannot support cultural tourism unless heritage sites are identified and interpreted.

A number of communities in British Columbia have established heritage grant programs to encourage conservation of privately owned heritage resources. These include Victoria, Vancouver, Kelowna, and Saanich, to name but a few. These programs provide incentives for much larger private investments in conservation and also give opportunities to educate the public on appropriate conservation guidelines.

The grants program will encourage restoration and maintenance of heritage buildings. Selected sites should be on the Heritage Register. Funding will be for work that meets appropriate national standards and guidelines based on the *Standards and Guidelines for the Conservation of Historic Places in Canada*. The City will create a fund in the Shuswap Community Foundation for

this purpose. Grant applications will be adjudicated by the Commission, with the assistance of the Planning Department. Once the Commission makes grants, the Foundation will dispense them and keep accounts of funds. In addition to administering grants, the program will include public awareness of heritage resources in the community through such mechanisms as:

- sponsoring educational workshops on building restoration for property owners
- developing brochures of heritage sites and tours (walking and vehicular)
- providing on-site recognition through plaques, interpretive signage, etc.
- heritage awards (recognition and awareness of built heritage and contributions by local people to heritage in Salmon Arm)

These items will be added to the responsibilities of the Heritage Commission by amending the terms of reference. It should be noted that the OCP (8.3.1) indicates that, “the District will promote awareness of the Municipality’s heritage.”



City of Vancouver Heritage Plaque Program

(Photo: City of Vancouver website)

Goal:

Increase public awareness of the value of public and private heritage resources in the City.

Actions:

- 4.1 ***Utilize the City website to disseminate information on the City's heritage resources:***
Include the Municipal Heritage Register, the heritage tree inventory, natural areas, trails, cultural assets, and festivals.
- 4.2 ***Institute a heritage plaque program:*** This program will promote buildings on the Municipal Heritage Register.
- 4.3 ***Implement a heritage grants program:*** Consider creating a grants program for restoration of heritage buildings; empower the Heritage Foundation to adjudicate grant applications; direct Planning staff to provide technical assistance to the program; consider opportunities for partnerships with the Shuswap Community Foundation.
- 4.4 ***Encourage educational institutions to undertake research on heritage resources:***
Communicate with the School District, Okanagan College, and Thomson Rivers University to encourage them to enhance teaching of local history; encourage educational institutions to develop programs and research projects which are related to local history and heritage goals.

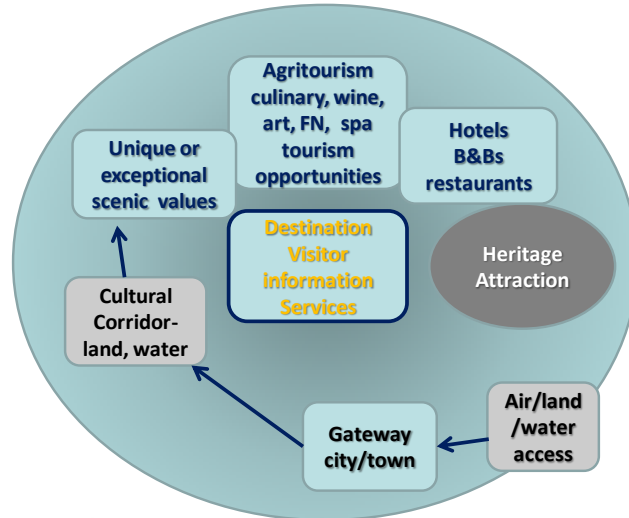
Strategy 5: Integrate Heritage Resources into Economic Development and Tourism Strategies

There are significant changes taking place in British Columbia tourism. These provide new opportunities to utilize heritage resources to attract tourists and to keep them in the community longer. While visitation to traditional heritage sites like Barkerville and Fort Steele is flat-lining or in decline, there is a new interest in experientially-based niche markets such as First Nations, agritourism (especially organics), wine tourism, gardens, and medical travel. This is partly due to the aging of the baby boom generation. This generation has a higher education and more disposable income than previous generations of travellers.

Another trend is the emergence of consumers who seek tourism opportunities closer to home. Rising fuel costs and concerns about the impacts of climate change are encouraging travellers to seek opportunities in their own regions and to seek a combination of experiences when they do travel further afield.

These trends have led marketers to develop a “competitive cluster” approach to tourism marketing. The core of the “cluster” is the comparative advantage represented by a heritage attraction’s unique characteristics and interpretive programming. The competitive cluster then

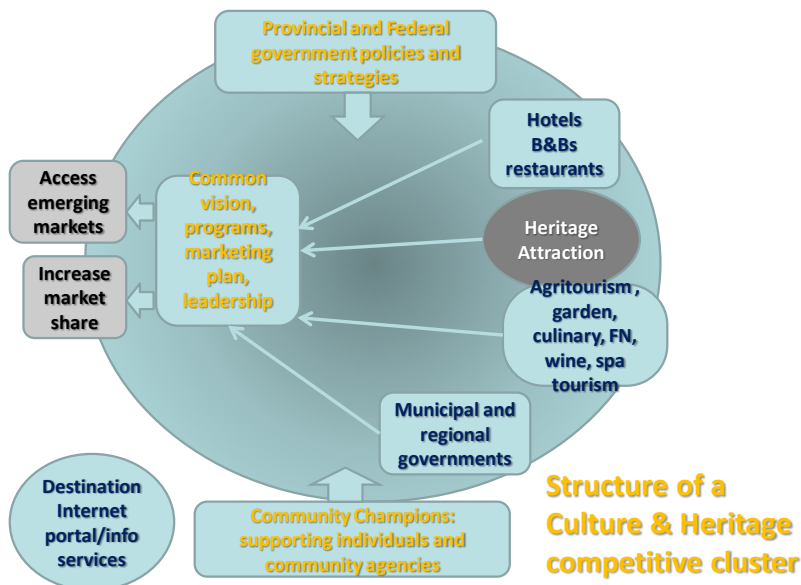
links the complementary cultural visitor services and attractions in a destination area. This is graphically shown below:



The travel experience and the Culture & Heritage competitive cluster

(Source: Dr. Brian White, PhD, *The Heritage Cluster: Building a Competitive Visitor Experience*, Heritage BC Conference, June 2008)

These relationships can be strengthened when key municipal and regional tourist organizations come together to develop a common vision, programs, marketing plan and leadership structure. This is shown conceptually below:



(Source: Dr. Brian White, PhD, *The Heritage Cluster: Building a Competitive Visitor Experience*, Heritage BC Conference, June 2008)

Heritage can also play a role in attracting a desired demographic to the City. The Salmon Arm Economic Development Society is developing a strategy to attract young entrepreneurs in their 20s and 30s to the community. This age cohort is attracted to cultural diversity, knowledge-based activities, environmental conservation, and an experiential approach to leisure. They also seek communities with a sense of place. Heritage attractions and the experiential programs and interpretation associated with them can play a role in encouraging this group to locate here.

Goal:

Utilize heritage as a tool to support economic development and tourism

Actions:

- 5.1 ***Bring together the key municipal and regional tourist organizations to develop a coordinated approach to integrating heritage resources into tourism and economic development strategies:*** These organizations will include public and private built heritage; community groups; festivals; natural heritage; trails; agricultural and craft attractions into the municipal economic development and tourism strategy. These would include many of the stakeholder organizations identified in this Heritage Strategy. Funding could come from the Ministry of Tourism Heritage and the Arts Community Tourism Foundations Program or from the UBCM Tourism Grants. The Ministry can also assist through its Experiences BC sector strategy which brings together heritage organizations, conservation groups, and heritage site operators.
- 5.2 ***Expand Heritage Week activities to include a Heritage Festival:*** This could be located downtown and be coordinated by the Downtown Improvement Association (DIA).
- 5.3 ***Integrate heritage awareness into other festivals:*** These may include the Roots and Blues Festival, the Salmon Arm Film Festival, and the Fall Agricultural Fair.

Strategy 6: Enhance the City's Greenway Program

There are several ongoing initiatives for community trails. There are also proposals to link the community to a wider network of trails in the Shuswap and beyond. The trail network envisaged in the OCP has enormous potential to provide a coherent network within the City as it links key heritage sites and historic areas. The trail system linking Haney Park to Little Mountain Park, the Community Centre, McGuire Lake, the downtown, and the waterfront is a key opportunity to link important heritage sites and to provide public education on them.

While parts of this trail have been built, there are key gaps, especially the link from Little Mountain to Haney Park, and portions of the link from Little Mountain to McGuire Park. Should these links be completed, Haney Park could realize its potential as a gateway to the City's greenway system. Further, if Haney Park could be linked to the waterfront trails through a new rural trail link, a circular greenway system could be created, linking Haney Park, downtown, and the waterfront.

The lakefront trail system provides a further opportunity to link with the Shuswap Cultural Centre on First Nations land to the west of the City and to the national wildfowl reserve to the east. In turn, these trails can ultimately link to proposed trails beyond the City. The Shuswap Trail Alliance has developed a plan for long-distance trails with opportunities for overnight stays in huts. These trails are intended to appeal to European tourists and would also feature First Nations and natural heritage interpretation. *(Refer to: Appendix G: Salmon Arm Trail System)*

It is proposed that interpretive signage be developed at nine locations:

1. West Gateway (near First Nations Road on Highway 1 or at the Shuswap Cultural Centre)
This site would orient eastbound visitors to the City's greenway system. It would include information on heritage driving tours, historic roads, and cultural attractions. Special reference would also be given to Salmon River Valley and its opportunities for cycling tours and agritourism. The signage would also provide information on the Shuswap Cultural Centre and First Nations History, as well as the history of European settlement in the area.

It is envisaged that the signage for this site and for the others listed in this section would include a series of sturdy panels with maps, photographs and text.



Kelowna Interpretive Kiosk (Photo: L. Dauncey)

2. Downtown

The Ross Street Plaza is the logical site for interpretive signage describing the history of downtown. It should include information on key downtown heritage buildings and an orientation to the heritage trail/greenway system.

3. Railway Station

This site is appropriate for interpretation of the City's links to the railway. The railway station is an important heritage site and can be interpreted in the context of Canadian railway architecture. Historic photos can show the development of industrial and commercial uses in the railway district.

4. Waterfront

This is an appropriate site to interpret the City's historic link to lake transportation. It is also an important orientation point for lakefront trails. The natural history of the waterfront and the lake is another theme that can be developed here.

5. Fairgrounds

The fairgrounds have a rich agricultural history and a more recent association with festivals. Nearby heritage sites include Jackson School, the old arena, and the drill hall. The site also offers good views of Mt. Ida. These features and the Mt. Ida fire could be interpreted here. It should be noted that the Mt. Ida fire was identified at the heritage strategy workshop as an important historical event in the community.

6. McGuire Lake

This location is an important link between downtown and the community centre, by way of the Turner Creek trail. The natural history and cultural use of this site could be interpreted. In addition, this may be a suitable site to interpret the orchard history of the City.

7. Community Centre

This site is appropriate as a focal point for interpreting the City's sporting history and for recognizing the role of volunteer organizations in developing civic facilities. It is also linked to McGuire Lake and Little Mountain Park by trails.

8. Little Mountain Park

This is an appropriate place to interpret the natural history and geography of the City.

9. Haney Heritage Park's East Gateway

The northeast corner of this park is strategically located at the corner of Highway 97B and Highway 1. It is well placed to orient visitors to the City and its greenway system. It

also has potential as a site for a farmers and crafters market. It could be connected by trail to the Haney homestead and to Haney Heritage Village.

As the proposed network of routes connecting heritage and cultural sites includes both off-road and on-road routes, it will be important to develop a way-finding system. The overall system should be mapped at each site. Along the routes there will be the need for signage. This can take the form of finger signs at key road crossings, a simple symbol repeated along the routes (on existing posts and structures, or in urban areas, painted on sidewalks or roadways).

Goal:

Utilize the City's greenway program to link and interpret the City's history and heritage resources.

Actions:

- 6.1** ***Develop an interpretation program for the 9 key points on the greenway system:*** Seek funding through the Heritage Branch to develop the program and to begin a phased program of constructing interpretive kiosks.
- 6.2** ***Investigate the feasibility of constructing east and west gateways near Highway 1:*** Begin discussions with the Salmon Arm Museum and Heritage Association and the Agricultural Land Commission on the potential of developing the east gateway on Haney Heritage Park; investigate the feasibility of a west gateway and discuss with affected agencies, including the Ministry of Transportation and First Nations.
- 6.3** ***Consider improvements to the greenway system linking key heritage sites:*** Pursue rights of way to complete the greenway between Haney Park and Little Mountain; plan routes connecting the waterfront trail west from downtown across the Salmon River to the Shuswap Cultural Centre; develop a way-finding program to direct visitors along trails and along streets where these form part of the trail system; develop the greenway to a cycling standard.

Strategy 7: Implement a Historic Street Names Program

This education/awareness initiative is focused on supplementing street names and/or numbers on the current grid system with some reintroduced and/or new historic names. It should be

recognized that there have been several programs to do this in the past, especially in rural areas like Gleneden and Broadview.

Participants in the heritage workshop felt it was important to respect the historic evolution of the City through recognition of historic street names. The actions in this section contemplate a program of converting signage in the downtown area to distinctively coloured signs which comprise dual historic and current names. In rural areas it is proposed that heritage road markers be added at strategic locations. The dual signs are more appropriate to confined urban areas like downtown cores and heritage conservation areas where consistent signage can provide visual cohesion; the separate marker option is best for rural roads and has the advantage of allowing additional historic information to be added.



Example of Signage for Rural Roads



Example of Signage for Historic Street Names



Example of Heritage Conservation Area Signage

(Photo: L. Dauncey)

Goal:

Increase awareness of the historic pattern of development in the City

Actions:

- 7.1 ***Implement the signage program:*** Convert downtown streets to the new standard; place historic route markers on selected rural roads.
- 7.2 ***Empower the Heritage Commission to oversee implementation of the program:*** The Heritage Commission will present a budget and plan to the City for consideration in the annual budget process; the Commission will provide advice to the Planning Department on the provision of historical names for new roads.

Strategy 8: Strengthen Downtown

Salmon Arm has a distinct and healthy downtown. However, it is recognized that competition is growing from outside and greater efforts must be made to improve the resilience of downtown.

From a heritage perspective, downtown contains some important heritage buildings, most notably the old Courthouse, the Art Gallery, the train station, several commercial blocks, and the old City Hall. However, much of the commercial structure is considered to be at risk due to its age, poor construction, or lack of maintenance.



View of Merchant Block (Photo: L. Dauncey)

Downtown has a strong pedestrian orientation; this is due to human scale at the street face, streetscape programs, an excellent sign bylaw and management program, a good mix of businesses, short blocks, well-maintained buildings, some good design guidelines. However, the streetscape plan should be reviewed and updated.

Downtown heritage buildings are unrecognized and unappreciated. The Heritage Register will help with awareness of building values downtown. The DIA's façade improvement program was a good initiative; however it has run out of funds and grants were too small to effect desired changes. In addition, the emphasis was not on authentic downtown streetscapes or building restoration, but more on creating a character which diminishes the uniqueness and authenticity of downtown.

Goal:

Utilize heritage resources and heritage planning tools to support downtown identity and Economic vitality

Actions:

- 8.1 **Update the streetscape plan and develop a multi-year budget for implementation:** This will be completed by the City in consultation with the Downtown Improvement Association.
- 8.2 **Review the DIA façade improvement program:** Revise the development permit guidelines to support authentic heritage restoration; provide new funding; review the BIA façade improvement program; review town centre development permit guidelines.
- 8.3 **Review the commercial tax relief program capital upgrade threshold:** Consider the benefits of reducing it for buildings on the Register.
- 8.4 **Examine the potential for enhancing arts and cultural experiences:** This would be based on downtown festivals coordination and promotion. The DIA may be interested in housing such a program.

Strategy 9: Enhance R.J. Haney Heritage Village and Museum

Haney Heritage Village is the City's most significant heritage initiative. It is a 40 acre City Park, but it also contains a genuine heritage site: the Haney House and associated farmland. Within this park is located a heritage village comprising several historic buildings that have been moved

to the site and other modern buildings in historical styles. The buildings contain both archival collections and interpretive materials.

Some years ago it was decided to move the museum and archives to the site. A new museum and archives building was constructed near the entrance to the village. A tea room has also been built. The site is open during the summer months and hosts a wide variety of community events as well as successful school programs. Considerable effort is made to create a lively heritage experience using staff in period costumes and active education programs. A successful dinner theatre also operates there.

Several years ago the site lost federal funding. This led to a reduction in staff and in opening days. The City contributes some \$90,000, about a third of total revenue. This funding is meant to assist with both the capital and operating budgets.

Despite a trend of declining attendance at B.C. heritage sites, Haney Heritage Village manages to meet revenue targets through its experiential programming of the site. However, it suffers from staff shortages, a lack of capital and operating funds, and a lack of visibility from nearby highways. Steps are being taken to enhance the entrance on Highway 97B.



R.J. Haney House (Photo: L. Dauncey)

Goal:

Help R.J. Haney Heritage Village and Museum achieve its full potential as a community heritage resource.

Actions:

- 9.1 **Review civic funding for the four functions performed by the Salmon Arm Museum and Heritage Association at Haney Heritage Village:** Staff will work with the Society to determine capital and operating needs to maintain and develop heritage assets such as the Haney House (a designated civic resource), to manage the City museum and archives, to maintain historic and reproduction buildings on the site and their associated archival collections and interpretive programs, and to act as a venue for community events, weddings, theatre and celebrations.
- 9.2 **The City will consider working with the Salmon Arm Museum and Heritage Association to implement a new strategic vision for the site:** This will include a full review of civic funding and responsibilities as part of the lease renewal, a review of the purposes in the strategic plan to provide a coherent direction from the site, the creation of heritage zones on the property, recognition of the potential for a civic gateway on the site, and consideration of an enhanced role in agritourism, food security, and education on the site.

IV IMPLEMENTATION STRATEGY

The implementation strategy laid out in this Chapter follows a logical sequence. First, the City will ensure it has the organizational capacity to manage heritage resources. Then it will put in place the policies and procedures to do so. Next, it will generate good planning information on heritage resources, then publicize that knowledge and use it to inform future decisions. Finally, it will seek resources and partnerships to manage, enhance, and interpret those resources.

External funding is available for many of the initiatives in this Strategy. The foundation document for the Heritage Strategy is the Heritage Register (Strategy 2). Funding for this work can be sought from the Provincial Heritage Branch, through the Community Heritage Register Program which provides one hundred percent of eligible costs up to \$20,000.

The Branch's Implementation Planning Program provides funds to achieve priorities identified in a Heritage Strategy. It provides eighty percent of funds up a total of \$20,000 for establishing conservation areas, revising Official Community Plans, developing regulatory and incentive programs, developing tax relief programs, creating a stewardship program for heritage properties owned by a local government, or for preparing a community heritage interpretation program.

The Branch's Conservation and Feasibility Planning Program provides up to eighty percent of costs (to a total of \$10,000) for assessing a heritage resource, preparing a maintenance program, estimating future costs, determining future functions, and preparing a site management plan. This can assist the City in assessing civic heritage buildings. (Strategy 1.4)

The Heritage Legacy Fund of British Columbia has two programs which may assist in implementing the Heritage Strategy. The Heritage Conservation Program provides up to \$25,000 for preservation, rehabilitation or restoration of a built community heritage resource. Preference is given to sites which are formally recognized through being on a Heritage Register or being designated by bylaw. The Heritage Awareness program provides up to \$10,000 for signs, historic markers, interpretive panels, brochures and driving or walking tours. (Strategy 4)

Funding for integrating heritage resources into economic development and tourism strategies is available through the Ministry of Tourism, Culture and the Arts.

The initiatives for constructing the City's greenway program (Strategy 6) may be eligible for funding under the Gas Tax Program, if they are associated with green transportation alternatives. In 2009, Salmon Arm's entitlement under this program will rise from \$352,668 to \$705,296. If used for cycling routes, they may be eligible for funding through the Locomotion funds administered by the Ministry of Transportation. Funding of up to \$1,000,000 is available to communities on a fifty-fifty basis. Should the City choose to use a public process to develop themes for the interpretation locations on the Heritage Discovery Trail, funding of up to \$10,000 is available from the Heritage Branch's Community Heritage Context Planning Program. This Program funds community heritage mapping projects which identify community heritage values through direct community participation, historical context, thematic or overview studies which describe and illustrate the growth, development, and evolution of the community, and heritage system plans that illustrate the full range of historical themes that represent a community's heritage.

In 2008, Salmon Arm was eligible for \$67,894 in funding from the UBCM Community Tourism Program. Eligible projects include the development or upgrading of tourism plans, tourism marketing through signage, websites and brochures, upgrading of visitor centres and capital projects directly related to tourism promotion. A third phase of this program can be anticipated in 2009.

The Implementation Strategy Table below provides further information on the responsibility for leadership in implementing each strategic initiative, the timeframe for implementation, and the relative costs for completion.

Items of high importance are important building blocks to the implementation of a successful heritage strategy. Those of lesser importance may require other items to be completed before

they can be initiated or they may deal with areas where there is less threat to heritage resources.

The timeframe is intended to be realistic, recognizing the limitations of staff time and available financial resources, and the fact that some items require prior planning and analysis or public education before they can be initiated.

The cost estimates are simply order of magnitude costs. The “little or none” category reflects items that can be completed by staff or volunteers. The “moderate” category reflects projects that require budget allocations from Council or external sources of funding. Despite the higher costs in this category, there are a number of sources of funding provided by the Provincial Heritage Branch to carry forward many heritage planning initiatives. The “higher” category represents the most expensive projects, several of which require land acquisition or capital expenditures.

Implementation Table

Key	
Importance	L = low M = medium H = high
Timeframe	1 = immediate 3 = within 3 years 5 = within 5 years
Cost	\$ = little or none \$\$ = moderate \$\$\$ = higher
Note: An * indicates external funding may be available	

No.	Description	Leader	Importance	Timeframe	Cost
1.1	Revise the Official Community Plan	Development Services	H	1	\$*
1.2	Revise Heritage Commission TOR	Development Services	H	1	\$
1.3	Negotiate new agreement with Haney Society	Administration	M	3	\$
1.4	Analyze condition of civic buildings	Engineering	M	3	\$\$*
1.5	Enhance museum and archives presence downtown	Heritage Commission/Haney	L	5	\$
2.1	Initiate Heritage Register process	Heritage Commission/Dev Services	H	1	\$\$*
2.2	Adopt Heritage Register after each phase	Council	H	3	\$
3.1	Use Register in planning processes	Development Services	M	3	\$
3.2	Downtown Highway 1 Beautification Plan	Eng/Development Services	M	3	\$\$\$*
3.3	Evaluate civic heritage for designation potential	Heritage Commission/Dev Services	M	3	\$
3.4	Undertake heritage tree inventory	Development Services	M	3	\$\$*
3.5	Consider heritage conservation areas	Development Services	L	5	\$\$*
3.6	Prepare aesthetic/ecological assets plan	Development Services	M	5	\$\$\$*
3.7	Encourage private designations	Development Services	L	5	\$
4.1	Place heritage info on civic website	Development Services	M	3	\$
4.2	Initiate a heritage plaque program	Heritage Commission/Dev Services	M	3	\$*
4.3	Implement a heritage grant program	Council/Heritage Commission	M	3	\$\$*
4.4	Encourage research/teaching local history	Heritage Commission	M	3	\$
5.1	Integrate heritage into economic development	SAEDS/Admin/Corp Services	H	1	\$*
5.2	Create a Heritage Festival	DIA/Museum	M	3	\$
5.3	Integrate heritage into festivals	DIA	M	3	\$
6.1	Develop greenway interpretation program	Museum/Dev Services	M	3	\$\$*
6.2	Investigate east and west gateways	Development Services	M	3	\$\$\$*
6.3	Consider improving greenway linkages	Engineering/Dev Services	M	5	\$\$*
7.1	Establish targets for signage program	Engineering/Dev Services	H	3	\$\$*
7.2	Empower HC to implement signage program	Dev Services/Heritage Commission	H	3	\$
8.1	Update Streetscape Plan	Engineering/DIA/Dev Services	L/M	3	\$\$\$
8.2	Review façade program/town centre DP guidelines	Dev Services/DIA	M	3	\$\$*
8.3	Review commercial tax relief program thresholds	Development Services/Corp Services	H	1	\$
8.4	Enhance arts/cultural experiences	DIA	M	3	\$
9.1	Review civic funding for four functions of Haney	Administration	M	3	\$\$\$
9.2	Develop new strategic vision for Haney	Haney Society/SAEDS/Admin	M	3	\$\$*

Appendix A: LOCAL GOVERNMENT ACT, Part 27 - Heritage Conservation

LOCAL GOVERNMENT ACT [RSBC 1996] CHAPTER 323

Part 27 — Heritage Conservation

Division 1 — General

Definitions

947 (1) The definitions in section 872 apply to this Part.

(2) In addition to the definitions made applicable by subsection (1), in this Part:

"alter" means to change in any manner and, without limiting this, includes

- (a) the making of an improvement, as defined in the *Builders Lien Act*, and
- (b) any action that detracts from the heritage value or heritage character of heritage property;

"approval" means a permit, licence or other authorization required under this or any other enactment administered by the local government or a delegate;

"delegate" means, in relation to a power or duty, a person given authority under section 176 (1) (e) [*corporate powers – delegation*] of this Act or section 154 [*delegation of council authority*] of the *Community Charter* to exercise that power or duty;

"heritage alteration permit" means a permit under section 972;

"heritage conservation area" means an area designated under section 970.1 (1) in an official community plan;

"heritage designation bylaw" means a bylaw under section 967;

"heritage inspection" means the physical examination of property and the research necessary to assess the heritage value and the heritage character of the property or to determine the need for conservation of the property;

"heritage revitalization agreement" means an agreement under section 966;

"real property" includes buildings, structures and other improvements affixed to the land.

(3) A regional district does not have authority under this Part and its board is not a local government for the purposes of this Part unless the regional district has adopted a bylaw to establish and operate a service under section 800.1 (2) (h) [*services related to heritage conservation*].

(4) A provision of this Part that applies to an officer or employee of a local government may apply to an officer or employee of another government with the approval of that government.

Limits on the use of this Part

948 (1) This Part must not be used to conserve natural landscapes or undeveloped land except

(a) to the extent that the exercise of power under this Part in respect of natural landscape or undeveloped land is, in the opinion of the local government, necessary for the conservation of adjacent or proximate real property that is protected heritage property,

(b) with respect to a site that has heritage value or heritage character related to human occupation or use, or

(c) with respect to individual landmarks and other natural features that have cultural or historical value.

(2) [Repealed 2003-80-58.]

(2.1) This Part must not be used to restrict a forest management activity on land that is private managed forest land under the *Private Managed Forest Land Act*.

(3) This Part must not be used to prevent a use of real property that is permitted under the applicable zoning bylaw for the property or to prevent the development of land to the density allowed in respect of that permitted use under the applicable zoning bylaw, except with regard to property that

(a) is designated by a heritage designation bylaw, or

(b) is subject to temporary heritage protection under this Part.

(4) If there is a conflict between a provision of this Part, or a permit or order made under this Part, and the *Heritage Conservation Act*, or a permit or order made under that Act, the *Heritage Conservation Act*, or the permit or order made under it, prevails.

Limit on compensation

949 Except as provided in sections 956 (7) and 969 a person is not entitled to compensation for

(a) any loss or damage, or

(b) any reduction in the value of property

that results from the performance in good faith of any duty under this Part or the exercise in good faith of any power under this Part.

Bylaw and permit procedures

950 (1) A local government may, by bylaw, define procedures under which a person may apply for an amendment to a bylaw under this Part or for the issue of a permit under this Part.

(2) If a bylaw under subsection (1) establishes a time limit for reapplication, the time limit may be varied in relation to a specific reapplication by an affirmative vote of at least 2/3 of the votes cast.

(3) Every application for a heritage alteration permit or the amendment of a bylaw under this Part must be considered by the local government or, if applicable, its delegate.

(4) The applicant or owner of property subject to a decision made by a delegate is entitled to have the local government reconsider the matter.

Repealed

951 [Repealed 1998-34-210.]

Ombudsman review of local government decisions

- 952 (1) The Ombudsman appointed under the *Ombudsman Act* may investigate complaints about decisions made by a local government under this Part or about procedures used by a local government under this Part.
- (2) Subsection (1) does not authorize the Ombudsman to investigate an issue involving compensation for reduction in the market value of real property caused by a designation under section 967.
- (3) The *Ombudsman Act*, other than section 11 (1) (a) of that Act, applies to investigations under this section and, for that purpose, the local government is deemed to be an authority as defined in that Act.
- (4) During an investigation under this section and for up to 6 months after the completion of the investigation if the Ombudsman considers the matter to be unresolved, the Ombudsman may direct that the local government or the complainant, or both, must not take any action on matters specified by the Ombudsman.
- (5) If the Ombudsman makes a recommendation under section 23 or 24 of the *Ombudsman Act* regarding an investigation under this section and no action that the Ombudsman believes adequate or appropriate is taken by the local government within a reasonable time, the Ombudsman may make a report to the Lieutenant Governor in Council of the recommendation and such additional comments as the Ombudsman considers appropriate.
- (6) On receipt of a report from the Ombudsman, the Lieutenant Governor in Council may make an order that the Lieutenant Governor in Council believes is in the public interest, and the order is binding on the local government.
- (7) Nothing in this section diminishes the authority of the Ombudsman under the *Ombudsman Act*.

Division 2 — Heritage Review

Community heritage commissions

- 953 (1) In addition to the authority under section 176 (1) (g) [*corporate powers – regional district commissions*] of this Act or section 143 [*municipal commissions*] of the *Community Charter*, a local government may designate an existing organization to act as a community heritage commission.
- (2) In relation to an organization designated under subsection (1),
- (a) when the organization is acting as a community heritage commission, the organization is deemed to be a commission established under the applicable provision referred to in subsection (1), and
 - (b) when a member of the organization is acting as a member of a community heritage commission, the member is deemed to be a member of a commission established under the applicable provision referred to in subsection (1).

Community heritage register

- 954 (1) A local government may, by resolution, establish a community heritage register that identifies real property that is considered by the local government to be heritage property.
- (2) The community heritage register
- (a) must indicate the reasons why property included in a community heritage register is considered to have heritage value or heritage character, and

(b) may distinguish between heritage properties of differing degrees and kinds of heritage value or heritage character.

(3) Within 30 days after including a property in a community heritage register or deleting property from a community heritage register, the local government must give notice of this

(a) to the owner of the heritage property in accordance with section 974, and

(b) to the minister responsible for the *Heritage Conservation Act* in accordance with section 977.

(4) The protection of heritage property is not affected by an error or omission in a community heritage register.

Heritage recognition

955 (1) A local government may recognize the heritage value or heritage character of a heritage property, an area or some other aspect of the community's heritage.

(2) The local government may have a plaque or other marker installed to indicate recognition under subsection (1), subject to the requirement that permission for this must be obtained from the owner of the property on which the marker is installed.

Heritage inspection may be ordered

956 (1) For the purposes of assessing the heritage value, heritage character or the need for conservation of real property, a local government or its delegate may order a heritage inspection of the property in any of the following circumstances:

(a) the property is or may be protected heritage property;

(b) the property is identified as heritage property in a community heritage register;

(c) the property is or may be heritage property according to criteria that the local government may, by bylaw, establish for the purposes of this Part.

(2) An order under subsection (1)

(a) must state the purpose of the heritage inspection,

(b) must specify how long the order is to remain in effect,

(c) must require the heritage inspection to be carried out in an expeditious manner,

(d) may provide that the property covered by the order is subject to temporary protection as provided in section 965 until the applicable time under subsection (3) or section 957 (5), and

(e) may include terms, conditions and specifications that the local government or delegate considers appropriate.

(3) Temporary protection under subsection (2) (d) applies until the earliest of the following, subject to an extension of this time under section 957 (5):

(a) the day after a report of the results of the heritage inspection is delivered to a regular meeting of the local government;

(b) the day the local government or its delegate informs the owner that the heritage inspection is completed or is no longer required;

(c) 30 days after the day on which the heritage inspection was ordered.

- (4) A person must not interfere with the conducting of a heritage inspection.
- (5) A person conducting a heritage inspection may perform tests and remove material samples that are necessary for the purposes of the heritage inspection, but must do this in such a manner that any alterations are as minor and inconspicuous as reasonably possible given the requirements of the heritage inspection.
- (6) On completion of a heritage inspection, the local government must
 - (a) notify the owner of the property that a heritage inspection has been conducted, if the owner was not notified of the heritage inspection before the heritage inspection, and
 - (b) make a report to the owner of what was done if, as a part of a heritage inspection, an alteration is made or material is removed.
- (7) A person whose property is damaged by a heritage inspection under subsection (1) is entitled to have the damage repaired at the expense of the local government or, if the damage cannot be repaired, to compensation from the local government.

Entry authority for a heritage inspection

- 957** (1) An order under section 956 (1) authorizes a person conducting the heritage inspection to enter land or premises identified in the order at any reasonable time for the purposes of the heritage inspection.
- (2) Before or when entering land under subsection (1), the person conducting the heritage inspection or heritage investigation must make a reasonable attempt to notify the owner or occupier of the land and, if requested, present a copy of the order to the owner or occupier.
 - (3) Except as provided in subsection (4), nothing in this section or an order made under section 956 authorizes entry into a building without the permission of the owner or occupier.
 - (4) A justice may issue a warrant authorizing a person to enter land or a building to conduct a heritage inspection ordered under section 956 (1) if the justice is satisfied that
 - (a) there are reasonable grounds to believe that entry is required to achieve the purposes of the heritage inspection, and
 - (b) there are reasonable grounds to believe that
 - (i) an emergency exists,
 - (ii) the person conducting the heritage inspection or heritage investigation has been unable to notify the owner or occupier after making a reasonable attempt to do so,
 - (iii) admission has been refused or refusal is anticipated, or
 - (iv) notification may defeat the object of the entry.
 - (5) A warrant under subsection (4) may extend the time period for which the property is protected under section 956 (2) (d) and continues in force until the purpose for which the entry is required has been satisfied.
 - (6) If a heritage inspection is conducted under a warrant under subsection (4), the person conducting the heritage inspection must be accompanied by a peace officer.

Impact assessment may be required

- 958** (1) If, in the opinion of the local government or its delegate, an approval may affect protected heritage property, the local government or delegate may require the applicant for the approval, before the approval is issued,

(a) to provide the local government or delegate, at the expense of the applicant, with information regarding the possible effects that the activity or action enabled by the approval may have on the heritage property, or

(b) to permit the local government or delegate to undertake, at the expense of the local government, studies regarding the matters referred to in paragraph (a) provided that those studies are undertaken promptly.

(2) A requirement under subsection (1) must be communicated to the applicant in writing and include specifications of the information to be provided and of the qualifications of any persons undertaking studies to produce the information.

(3) Specifications referred to in subsection (2) must not be changed by the local government or its delegate without the agreement of the applicant.

Local government requests for Provincial protection

959 (1) If, in the opinion of a local government, real property owned by the Provincial government has heritage value or heritage character, the local government may, by resolution, request that Provincial protection be provided for the property.

(2) Within 5 days after a resolution under subsection (1) is adopted, the local government must convey the resolution to the minister responsible for the *Heritage Conservation Act*.

(3) Once a request has been made under subsection (1), the property for which the protection is requested is subject to temporary protection in accordance with section 965 until the earlier of the following:

(a) the end of 30 days after the resolution authorizing the request was adopted;

(b) the minister responsible for the *Heritage Conservation Act* notifies the local government in writing that the temporary protection is ended.

(4) Despite section 14 (2) of the *Interpretation Act*, subsection (3) applies to the Provincial government.

(5) No more than one request may be made under subsection (1) with respect to any particular building, structure or site during any one 10 year period.

Division 3 — Temporary Protection

Withholding of approvals

960 (1) A local government may, by bylaw, direct or authorize the officers or employees of the local government who issue approvals to withhold the issuance of any approval for an action that, in the opinion of the person responsible for issuing the approval, would alter or cause an alteration to any of the following:

(a) protected heritage property;

(b) property subject to temporary heritage protection under another section of this Part;

(c) property in a community heritage register.

(2) A bylaw under subsection (1) may establish restrictions, limits or conditions on the duty or power to withhold approvals.

(3) If an approval is withheld under subsection (1), the matter must be referred to the local government at its next regular meeting after the approval is withheld.

(4) If an approval is referred to the local government with regard to property referred to in subsection (1) (a) or (b), the local government may authorize that the approval continue to be withheld until an action referred to in subsection (5) occurs.

(5) An approval must not be withheld under this section if one or more of the following occurs:

(a) a heritage alteration permit is issued authorizing the alteration to which the approval applies;

(b) the applicant agrees to terms and conditions satisfactory to the local government or its delegate to prevent or mitigate circumstances that may detract from the heritage value or heritage character of the property;

(c) in the case of property subject to temporary heritage protection, the protection expires;

(d) in the case of property that appears to the person responsible for issuing the approval to be protected under the *Heritage Conservation Act*, the local government is notified by the minister responsible for that Act that the requirements of that Act have been met or do not apply.

(6) Except as provided in subsection (4), nothing in this section authorizes the withholding of an approval to which an applicant would otherwise be entitled beyond the time of the meeting at which the matter is referred to the local government under subsection (3).

Withholding of demolition permits until other approvals issued

961 (1) Without limiting section 960, a local government may, by bylaw, direct or authorize the officers or employees of the local government who issue permits for demolition to withhold approval for demolition in the following circumstances:

(a) in the case of protected heritage property, until a heritage alteration permit and any other necessary approvals have been issued with respect to alteration or redevelopment of the site;

(b) in the case of real property identified in a community heritage register established under section 954, until a building permit and any other necessary approvals have been issued with respect to the alteration or redevelopment of the site.

(2) A local government may establish restrictions, limits or conditions on a duty or power under subsection (1).

(3) Nothing in this section authorizes the withholding of any approvals other than permits for demolition of heritage property.

Orders for temporary protection

962 (1) A local government may order that real property is subject to temporary protection in accordance with section 965 if the local government considers that

(a) the property is or may be heritage property, or

(b) protection of the property may be necessary or desirable for the conservation of other property that is heritage property.

(2) An order under subsection (1)

(a) must specify the time period during which the temporary protection applies, which time period may not be longer than 60 days unless the owner of the property agrees to a longer time period, and

(b) must not be made more than once in a 2 year period without the agreement of the owner of the property.

(3) An order under subsection (1) may do one or more of the following:

(a) identify landscape features that are subject to the order;

(b) specify types of alterations to property that are allowed without obtaining a heritage alteration permit;

(c) establish policies regarding the issuance of a heritage alteration permit in relation to the property.

Temporary protection by introduction of a continuing protection bylaw

963 (1) For a period of 120 days beginning on the date of first reading of a bylaw to adopt an official community plan that designates a heritage conservation area, section 971 (1) applies to all properties in the area as if the bylaw had already been adopted.

(2) For a period of 60 days beginning on the date of the first reading of a heritage designation bylaw, section 967 (3) applies as if the heritage designation bylaw had already been adopted.

(3) If the owner of property to which subsection (2) applies agrees, the local government may, by bylaw, extend the protection referred to in that subsection for a specified period longer than the 60 days referred to in that subsection.

(4) If the issue of compensation for designation is submitted to arbitration under section 969 before the heritage designation bylaw is adopted, the time period under subsection (2) is extended by the time between the submission of the matter to arbitration and the delivery of the arbitration report to the local government.

(5) If a local government defeats or decides not to proceed with a bylaw, the protection under this section ends.

Heritage control periods for temporary protection

964 (1) For the purposes of heritage conservation planning for an area identified in the bylaw, a local government may, by bylaw, declare a heritage control period with respect to the area.

(2) A bylaw under subsection (1) must specify the length of the heritage control period, which period may not be longer than one year from the date of adoption of the bylaw.

(3) A bylaw under subsection (1) may do one or more of the following:

(a) identify types of landscape features that are included in the protection under this section;

(b) specify types of alterations to property that are allowed without obtaining a heritage alteration permit;

(c) establish policies regarding the issuance of a heritage alteration permit in relation to property within the area covered by the bylaw.

(4) During a heritage control period under subsection (1), property within the area covered by the bylaw is subject to temporary protection in accordance with section 965.

(5) A heritage control period under this section may be declared once only during any 10 year period for an area or portion of an area.

Temporary protection

965 (1) While property is subject to temporary protection in accordance with this Division, except as authorized by a heritage alteration permit or as referred to in subsection (2), a person must not do any of the following to the property:

- (a) alter the exterior of a building or structure;
- (b) make a structural change to a building or structure;
- (c) move a building or structure;
- (d) alter, move or take an action that would damage a fixture or feature identified in the authorizing resolution, order or bylaw for the temporary protection;
- (e) alter, excavate or build on the property.

(2) The prohibition under subsection (1) does not apply to alterations that are, by the authorizing resolution, bylaw or order for the temporary protection, allowed to be made without a heritage alteration permit.

Division 4 — Continuing Protection

Heritage revitalization agreements

966 (1) A local government may, by bylaw, enter into a heritage revitalization agreement under this section with the owner of heritage property.

(2) A heritage revitalization agreement may do one or more of the following:

- (a) include provisions regarding the phasing and timing of the commencement and completion of actions required by the agreement;
- (b) vary or supplement provisions of one or more of the following:
 - (i) [Repealed 2000-7-181.]
 - (ii) a bylaw under Division 7, 10 or 11 of Part 26;
 - (iii) a permit under Division 9 of Part 26;
 - (iv) a bylaw or heritage alteration permit under this Part;
- (c) include other terms and conditions that may be agreed on by the local government and the owner.

(3) A heritage revitalization agreement prevails over a bylaw or permit referred to in subsection (2) (b) to the extent of any conflict.

(4) A heritage revitalization agreement may only be amended by bylaw with the consent of the owner.

(5) A local government must not require an owner to enter into or consent to the amendment of a heritage revitalization agreement as a condition of issuing any permit, licence or other authorization that may be required to enable the heritage property to be used or developed in accordance with the applicable bylaws.

(6) A local government must not enter into or amend a heritage revitalization agreement unless the agreement or amendment is approved as follows:

- (a) [Repealed 2003-72-20.]
- (b) by the Minister of Transportation and Highways, if the agreement or amendment covers land subject to section 52 (3) of the *Transportation Act*;
- (c) by the minister, if circumstances prescribed under subsection (7) apply.

(7) The minister may, by regulation, prescribe circumstances in which approval under subsection (6) (c) is required.

(8) Before entering into or amending a heritage revitalization agreement, a local government must hold a public hearing on the matter if the agreement or amendment would permit a change to the use or density of use that is not otherwise authorized by the applicable zoning of the property and, for these purposes, sections 890 to 894 apply.

(8.1) Despite section 135 [requirements for passing bylaws] of the *Community Charter*, if a public hearing on the matter has been held under subsection (8), the local government may adopt the bylaw under this section at the same meeting at which the bylaw passed third reading.

(9) Within 30 days after entering into or amending a heritage revitalization agreement, the local government must

(a) file a notice in the land title office in accordance with section 976, and

(b) give notice to the minister responsible for the *Heritage Conservation Act* in accordance with section 977.

(10) If a notice is filed under subsection (9) (a), the heritage revitalization agreement and any amendment to it is binding on all persons who acquire an interest in the land affected by the agreement.

Heritage designation protection

967 (1) A local government may, by bylaw, on terms and conditions it considers appropriate, designate real property in whole or in part as protected under this section if the local government considers that

(a) the property has heritage value or heritage character, or

(b) designation of the property is necessary or desirable for the conservation of a protected heritage property.

(2) A heritage designation bylaw may do one or more of the following:

(a) apply to a single property or to part of a property;

(b) apply to more than one property, including properties owned by different persons;

(c) apply to affixed interior building features or fixtures identified in the bylaw;

(d) apply to landscape features identified in the bylaw;

(e) establish policies or procedures regarding the provision of financial or other support for the conservation of the heritage property;

(f) specify types of alterations to the property that are allowed without a heritage alteration permit;

(g) establish policies regarding the issuance of heritage alteration permits in relation to property covered by the bylaw.

(3) Except as authorized by a heritage alteration permit or allowed under subsection (2) (f), a person must not do any of the following:

(a) alter the exterior of a building or structure protected under this section;

(b) make a structural change to a building or structure protected under this section;

(c) move a building or structure protected under this section;

- (d) alter, remove or take an action that would damage an interior feature or fixture that is identified under subsection (2) (c);
- (e) alter, remove or take an action that would damage a landscape feature that is identified under subsection (2) (d);
- (f) alter, excavate or build on land protected under this section.

Heritage designation procedure

- 968** (1) Before a heritage designation bylaw is adopted, the local government must hold a public hearing on the proposed bylaw for the purpose of allowing affected parties and the general public to make representations respecting matters contained in the proposed bylaw.
- (2) Sections 890 (2) to (3.1) and (5) to (9), 891 and 894 apply with respect to the public hearing and enactment of the heritage designation bylaw.
- (3) At least 10 days before the public hearing, a notice in the prescribed form must be given in accordance with section 974 to
- (a) all persons who, according to the records of the land title office, have a registered interest in real property that would be designated, and
 - (b) all occupiers of real property that would be designated.
- (4) A notice in the prescribed form must also be published in at least 2 consecutive issues of a newspaper, with the last publication to be at least 3 days but not more than 10 days before the public hearing.
- (5) The local government must have a report prepared regarding the property to be designated that includes information respecting the following matters:
- (a) the heritage value or heritage character of the property;
 - (b) the compatibility of conservation with the official community plan and any other community planning objectives in the area in which the property is located;
 - (c) the compatibility of conservation with lawful uses of the property and adjoining lands;
 - (d) the condition and economic viability of the property;
 - (e) the possible need for financial or other support to enable appropriate conservation.
- (6) At least 10 days before the public hearing, the report under subsection (5) must be available for public inspection at the local government office during its regular office hours.
- (7) No heritage designation bylaw is invalid for inadvertent and minor non-compliance with this section or Division 6 of this Part, or for an error or omission in the report required under subsection (5).
- (8) Within 30 days after a local government adopts or defeats a heritage designation bylaw or determines not to proceed with the bylaw, the local government must give notice of this in the prescribed form to the owners entitled to notice under subsection (3) (a).
- (9) Within 30 days after adopting a heritage designation bylaw, the local government must give notice of this
- (a) to the land title office in accordance with section 976, and
 - (b) to the minister responsible for the *Heritage Conservation Act* in accordance with section 977.

Compensation for heritage designation

- 969** (1) If a designation by a heritage designation bylaw causes, or will cause at the time of designation, a reduction in the market value of the designated property, the local government must compensate an owner of the designated property who makes an application under subsection (2), in an amount or in a form the local government and the owner agree on or, failing an agreement, in an amount or in a form determined by binding arbitration under subsection (4).
- (2) The owner of a designated property may apply to the local government for compensation for the reduction in the market value of the designated property.
- (3) An application under subsection (2)
- (a) must be made, in order for the owner to be entitled to compensation under this section, no later than one year after the heritage designation bylaw is adopted, and
 - (b) may be made before the heritage designation bylaw is adopted.
- (4) If the local government and an owner are unable to agree
- (a) that the owner is entitled to compensation, or
 - (b) on the amount or form of compensation,
- then either the local government or the owner may require the matter to be determined by binding arbitration under the *Commercial Arbitration Act*.
- (5) An arbitration under this section must be by a single arbitrator unless the local government and the owner agree to the appointment of an arbitration panel.
- (6) The arbitrator or arbitration panel, in determining whether the owner is entitled to compensation and the amount or form of compensation, must consider
- (a) financial and other support available for conservation of the designated property, and
 - (b) any other benefits that are available because of the designation of the property.
- (7) Compensation must not be paid, and an arbitration must not continue, if the local government defeats, or decides not to proceed with, the designation bylaw.
- (8) Nothing in this section authorizes the local government to give any financial or other benefit to an owner except that which is commensurate with the reduction in the market value of the designated property caused by that designation.
- (9) This section does not apply with respect to property that, immediately before the adoption of the heritage designation bylaw, is already designated under a heritage designation bylaw or under section 9 of the *Heritage Conservation Act*.

Heritage site maintenance standards

- 970** (1) A local government may, by bylaw, establish minimum standards for the maintenance of real property that is
- (a) designated as protected by a heritage designation bylaw, or
 - (b) within a heritage conservation area.
- (2) Different standards may be established under subsection (1) for different areas or for different types or classes of property.

Designation of heritage conservation areas

970.1 (1) For the purposes of heritage conservation, an official community plan may designate an area as a heritage conservation area to which section 971 (1) applies.

(2) If a heritage conservation area is designated under subsection (1),

(a) the official community plan must

(i) describe the special features or characteristics that justify the designation, and

(ii) state the objectives of the designation, and

(b) either the official community plan or a zoning bylaw must specify guidelines respecting the manner by which the objectives are to be achieved.

(3) If a heritage conservation area is designated under subsection (1), the official community plan may do one or more of the following:

(a) specify conditions under which section 971 (1) does not apply to property within the area, which may be different for different properties or classes of properties;

(b) include a schedule listing buildings, structures, land or features within the area that are to be protected heritage property under this Act;

(c) for the purposes of section 971 (3), identify features or characteristics that contribute to the heritage value or heritage character of the area.

(4) At least 10 days before the public hearing on an official community plan that includes a schedule under subsection (3) (b), the local government must give notice in accordance with section 974 to the owner of each property that is to be included in the schedule, unless the property was already included in the schedule.

(5) Within 30 days after the adoption of a bylaw that includes a property in or deletes a property from a schedule under subsection (3) (b) to an official community plan, the local government must

(a) file a notice in the land title office in accordance with section 976, and

(b) give notice to the minister responsible for the *Heritage Conservation Act* in accordance with section 977.

Heritage conservation areas

971 (1) If an official community plan designates a heritage conservation area, a person must not do any of the following unless a heritage alteration permit authorizing the action has been issued:

(a) subdivide land within the area;

(b) start the construction of a building or structure or an addition to an existing building or structure within the area;

(c) alter a building or structure or land within the area;

(d) alter a feature that is protected heritage property.

(2) Subsection (1) does not apply if conditions established under section 970.1 (3) (a) apply.

(3) If a heritage alteration permit is required by subsection (1), a delegate may only act in relation to such a permit if

(a) the property is protected heritage property, or

(b) the permit relates to a feature or characteristic identified under section 970.1 (3) (c).

Division 5 — Heritage Alteration Permits

Heritage alteration permits

972 (1) A local government or its delegate may issue a heritage alteration permit authorizing alterations or other actions if the authorization is required by

- (a) this Act or by a bylaw or order under this Act,
- (b) a heritage revitalization agreement, or
- (c) a covenant under section 219 of the *Land Title Act*.

(2) The heritage alteration permit may, in relation to protected heritage property or property within a heritage conservation area, vary or supplement provisions of one or more of the following:

- (a) [Repealed 2000-7-184.]
- (b) a bylaw under Division 7, 10 or 11 of Part 26;
- (c) a permit under Division 9 of Part 26;
- (d) a bylaw or heritage alteration permit under this Part.

(3) A permit issued under this section prevails over a bylaw or permit referred to in subsection (2) to the extent of any conflict.

(4) The following restrictions apply to subsection (2):

- (a) the use or density of use may not be varied;
- (b) a flood plain specification under section 910 (2) may not be varied;
- (c) in relation to property within a heritage conservation area, the permit must be in accordance with the guidelines established under section 970.1 (2) (b) for the heritage conservation area.

(5) A local government or its delegate may refuse to issue a heritage alteration permit for an action that, in the opinion of the local government or delegate, would not be consistent with the purpose of the heritage protection of the property.

(6) If the refusal to issue a heritage alteration permit prevents the use of land that is allowed under the applicable zoning bylaw or the development of land to the density that is allowed under the applicable zoning bylaw in respect of that permitted use, the local government or delegate must inform the applicant of the requirements or conditions under which a use or density proposed by the applicant in accordance with section 948 (3) would be allowed.

Requirements and conditions in a heritage alteration permit

973 (1) A heritage alteration permit may be made subject to the terms, requirements and conditions that the local government or its delegate considers consistent with the purpose of the heritage protection of the property.

(2) Without limiting subsection (1), a heritage alteration permit may include one or more of the following:

- (a) conditions respecting the sequence and timing of construction;
- (b) conditions respecting the character of the alteration or action to be authorized, including landscaping and the siting, form, exterior design and finish of buildings and structures;

(c) if the permit is required by this Part or a bylaw or order under this Part, a requirement that the applicant provide a specified amount of security, in a form satisfactory to the local government, to guarantee the performance of the terms, requirements and conditions of the permit.

(3) Interest earned on security under subsection (2) (c) becomes part of the amount of the security.

(4) If a local government considers that the holder of a heritage alteration permit has contravened or failed to comply with a term, requirement or condition of the permit, the local government may undertake and complete the works required to satisfy the term, requirement or condition, or to ameliorate the effects of the contravention or noncompliance, at the cost of the holder of the permit.

(5) The local government may recover the cost of the work undertaken under subsection (4) and the cost of incidental expenses incurred by the local government by applying the security provided under subsection (2) (c) in payment for the cost of the works and incidental expenses, with any excess to be returned to the holder of the permit.

(6) If there is no security deposit or the amount of security is insufficient, the local government may add the cost of works undertaken and incidental expenses, or the remaining costs, to the taxes payable to the local government with respect to the property for the year in which the work is performed.

(7) When a permit lapses or the actions it authorizes are completed, the local government must, subject to subsection (5), return any security provided under subsection (2) (c) to the person who provided it.

(8) If a local government delegates the power to require security under subsection (2) (c), the delegation bylaw must include guidelines for the delegate as to how the amount of security is to be determined.

Division 6 — Notices under this Part

Giving notice to owners and occupiers

974 (1) Any notice required to be given to an owner or occupier under section 970.1 (4) [*designation of heritage conservation area*] or this Part must be given to the owner or occupier in accordance with this section.

(2) A notice to an owner is sufficiently given to the owner if

(a) it is served personally on the owner,

(b) it is sent by registered mail, or by a method of delivery that provides proof of delivery, to the person's actual or last known address,

(c) in the circumstances described in subsection (4), it is published in accordance with that subsection, or

(d) it is given as authorized by regulation under section 978.

(3) A notice to an occupier is sufficiently given to the occupier if

(a) the notice is given individually to each occupier in accordance with subsection (2), or

(b) the notice is posted on or near the property in accordance with section 975.

(4) If a notice cannot be served personally on an owner or occupier and the person's actual or last known address cannot be determined after reasonable steps for the purpose have been

taken, the notice may be given by publication in 2 issues, at least one week apart, of a newspaper having general circulation

(a) in the area where the owner or occupier to be given notice was last known to reside or carry on business according to the information available to the person giving the notice, or

(b) in the area where the land to which the notice relates is situated.

(5) A notice given in accordance with subsection (2) (b) is deemed to be received on the earlier of

(a) the date the person to whom it is sent actually receives the notice, and

(b) the end of 10 days after the date on which the notice was sent.

Posting notice on protected heritage property

975 (1) A local government may authorize a person to post one or more notices on or near

(a) protected heritage property, or

(b) real property subject to temporary heritage protection under section 956, 959, 962, 963 or 964.

(2) Before or when entering land to post a notice, the local government must make a reasonable effort to inform the owner or occupier of the land.

(3) Except as authorized by the local government, a person must not alter or remove a notice posted under the authority of this section.

Notice on land titles

976 (1) A local government must file a written notice in the land title office with respect to the following real property:

(a) property that is subject to a provision under section 810.1 (1) [*repayment requirement in relation to regional district heritage exemptions*];

(a.1) property that is subject to a provision under section 225 (6) (c) [*repayment requirements in relation to tax exemptions*] of the *Community Charter* in relation to heritage property;

(b) property that is subject to a heritage revitalization agreement;

(c) property designated by a heritage designation bylaw.

(2) On receipt of a notice under subsection (1), the registrar must make a note of the filing on the title of the affected land.

(3) If a provision, agreement or bylaw referred to in subsection (1) no longer applies to property for which a notice was filed under this section, the local government must notify the land title office.

(4) On receipt of a notice under subsection (3), the registrar must cancel the note made under subsection (2).

(5) Notification to the land title office under subsection (1) or (3) must be made in a form satisfactory to the registrar.

(6) The protection of property under this Act is not affected by

(a) an inadvertent and minor error or omission in a notice given by a local government to the registrar in relation to a note on a land title,

- (b) an error or omission in a note on a land title, or
- (c) a failure by the registrar to make a note on a land title.

(7) In the event of any omission, mistake or misfeasance by the registrar or the staff of the registrar in relation to the making or cancelling of a note under this section,

- (a) the registrar is not liable and neither the Provincial government nor the Land Title and Survey Authority of British Columbia is liable vicariously,
 - (a.1) the assurance fund or the Land Title and Survey Authority of British Columbia as a nominal defendant is not liable under Part 19.1 of the *Land Title Act*, and
 - (b) the assurance fund or the minister charged with the administration of the *Land Title Act* as a nominal defendant is not liable under Part 20 of the *Land Title Act*.

(8) The Lieutenant Governor in Council may prescribe fees for the filing of notices under this section, and section 386 of the *Land Title Act* applies in respect of those fees.

Notice to minister responsible for the *Heritage Conservation Act*

977 (1) A local government must notify the minister responsible for the *Heritage Conservation Act* with respect to the following real property:

- (a) heritage property for which a tax exemption is provided under section 810 [*regional district exemptions for heritage properties*];
- (a.1) heritage property for which a tax exemption is provided under section 225 [*municipal exemptions for heritage properties*] of the *Community Charter* by reason of it being heritage property;
- (b) heritage property included under section 970.1 (3) (b) in a schedule to an official community plan;
- (c) heritage property identified in a community heritage register under section 954;
- (d) heritage property that is subject to a heritage revitalization agreement;
- (e) property designated by a heritage designation bylaw.

(2) If the provisions that require that notice must be given under subsection (1) no longer apply to any real property, the local government must notify the minister responsible for the *Heritage Conservation Act*.

(3) Notices to the minister under subsections (1) and (2) of this section or section 959 (2) must be made in a form satisfactory to that minister.

(4) The protection of property under this Act is not affected by an error or omission in a notice given under this section.

Regulations regarding notices

978 (1) The Lieutenant Governor in Council may make regulations respecting the form, content and means of giving notice

- (a) under this Part,
- (b) under section 810 (5) [*regional district exemptions for heritage properties*] of this Act, or

(c) under section 225 [partnering, heritage, riparian and other special exemption authority] of the *Community Charter* in relation to heritage property.

(2) Regulations under subsection (1) may be different for different types of notices and for different types of properties.

Division 7 — Remedies and Offences

Civil remedies in relation to heritage property

979 (1) A local government may apply to the Supreme Court for an order for compliance or restoration if a person does one or more of the following:

- (a) without the authority of a heritage alteration permit, does anything for which a heritage alteration permit is required under this Act;
- (b) fails to comply with the requirements and conditions of a heritage alteration permit;
- (c) fails to comply with a direction of the Ombudsman under section 952 (4);
- (d) fails to bring property up to the standards established under section 970.

(2) An order under subsection (1) may include one or more of the following:

- (a) a requirement that, on terms and conditions the court specifies, the person restore the property to which the matter relates to its condition before the contravention;
- (b) a requirement that the person undertake compensatory conservation work as the court considers appropriate on the property that was affected or on other property, or that conservation work be performed by others at the expense of that person;
- (c) a requirement that the person comply with a direction under section 952 (4) or with the requirements and conditions of a heritage alteration permit;
- (d) a requirement that the person carry out measures specified by the court to ameliorate the effects of the contravention or non-compliance;
- (e) an authorization that the local government may, by its employees or others at the expense of the owner, perform work regarding a matter referred to in this subsection;
- (f) any other requirement the court considers advisable.

(3) If an order is made under subsection (2) (e), the court may specify how and when the person will reimburse the local government for the cost of the work performed and the cost of incidental expenses accruing under the order.

(4) Without limiting subsection (3), the court may authorize the local government to add the cost of the work undertaken and the cost of incidental expenses under the order to the taxes payable to the local government with respect to the property for the year in which the work is performed.

(5) An order may be made under this section whether or not a person is charged with an offence under section 981 in relation to the matter.

Notice of contravention may be filed in land title office

980 (1) An officer or employee of a local government may recommend to the local government that a notice be filed in the land title office if the officer or employee discovers in the course of duties that any of the following has occurred:

(a) something for which a heritage alteration permit is required under this Act has been done without the authority of a heritage alteration permit;

(b) a person has failed to comply with the requirements and conditions of a heritage alteration permit;

(c) the terms and conditions of a heritage revitalization agreement have been contravened;

(d) a covenant registered by the local government under section 219 of the *Land Title Act* in relation to heritage property has been contravened.

(2) Sections 57 [*note against land title that building regulations contravened*] and 58 [*cancellation of note against land title*] of the *Community Charter* apply for the purposes of this section as though the person making the recommendation under subsection (1) of this section were a building inspector making a recommendation under section 57 (1) of the *Community Charter*.

(3) The authority under subsection (1) is in addition to any other action the person or local government is authorized to take in relation to the matter.

Offences and penalties

981 (1) A person who does any of the following commits an offence:

(a) without the authority of a heritage alteration permit, does anything for which a heritage alteration permit is required under this Act;

(b) fails to comply with the requirements and conditions of a heritage alteration permit;

(c) alters property in contravention of a heritage revitalization agreement.

(2) A person convicted of an offence under subsection (1) is liable,

(a) if the person is an individual, to a fine of not more than \$50 000 or to imprisonment for a term of not more than 2 years, or to both, or

(b) if the person is a corporation, to a fine of not more than \$1 000 000.

(3) If a corporation commits an offence under subsection (1), an employee, officer, director or agent of the corporation who authorized, permitted or acquiesced in the offence also commits the offence and is liable to the penalty set out in subsection (2) (a) whether or not the corporation is convicted of the offence.

(Source: Queen's Printer, Victoria, British Columbia, Canada)

Appendix B: Members of the 2008 Heritage Commission

Councillor Alan Harrison

Dave Harper

Mary Landers

Delores Mori

Bill Laird

Deborah Chapman

Dorothy Rolin

Appendix C: List of Workshop Participants

PARTICIPANTS FOR JUNE 20, 2007 HERITAGE WORKSHOP		
#	Stakeholder Group	Individual
1	Heritage Commission	Councillor Alan Harrison
2	Heritage Commission	Dave Harper
3	Heritage Commission	Mary Landers
4	Heritage Commission	Delores Mori
5	Heritage Commission	Bill Laird
6	Heritage Commission	Deborah Chapman
7	Heritage Commission	Dorothy Rolin
8	City Staff	Corey Paiement
9	Education	Doug Pearson
10	Council representative	Councillor Chad Eliason
11	Agriculture	Phil Wright
12	Historical Family	Norma Harisch
13	Community Volunteer	Ian Wickett
14	Haney Heritage Park	Doug Adams
15	CASSSA	Bill Grainger
16	Business/Tourism	Corrin Grayston
17	Downtown Improvement Association	Bill Laird
18	Heritage Home Owner	Cindy Malinowski
19	Historical Society	Garry Landers and Denis Marshall
20		
21	Architect	Bernd Hermanski and Claudia Pauli
22		
23	Environment	Joyce Henderson
24	Arts/Culture	Doug Hearn
25	Salmar	Gary Brooke
26	Shuswap Trails Alliance	Phil McIntyre-Paul
27	First Nations	Invitation letters from Mayor sent to Chiefs
28		of Neskonlith and Adams Lake

Appendix D: Notes from the Heritage Workshop

Salmon Arm Workshop Notes

June 20, 2008

INTRODUCTIONS:

HERITAGE STRATEGIC PLAN:

Outline of Plan

Power Point Presentation on Heritage Legislation, Programs and tools in BC

COMMUNITY VALUES:

WHAT MAKES SALMON ARM SPECIAL?

- Setting/natural beauty
- McGuire Lake\Close to Shuswap Lake
- Transport node; i.e. the railway, the highway, the lake, etc
- The Downtown
- The Foreshore area/a natural reserve
- Patchwork of different cultures and people; i.e. the First Nations
- High density of culturally interested people in a country setting
- Settled by farmers and orchardists; which is reflected in the buildings
- Salmon Valley; still working agricultural area
- Diversity of vegetation with great climate; very green and lush
- Success of Roots and Blues Festival, the Fall Fair and the Haney Heritage Park
- Long history of Community volunteerism
- Very strong cultural events for the size of the Community
- Lots of recreational facilities, i.e. pool, arena, sport fields, McGuire Lake- hockey
- Salmar Society; a unique organization
- Functioning Downtown core; unique
- Community Spirit

WHAT IS SALMON ARM'S HERITAGE?

- Physical beauty/ 'green'
- Nature reserve
- Vibrant downtown core
- Valuing volunteerism
- Building strength in the arts/cultural community
- Artistic expression from different periods
- Keeping waterways healthy
- Keep community spirit
- Green Corridors/Connections**
- Sense of Ownership
- Intertwining agriculture and urban
- Canoe Beach/accessible and free
- Fletcher Park/playground
- Enclaves/ seen in buildings and landscapes
- Neighbourhoods/town life

- Orchard houses (within newer subdivisions)
- Major green (areas) available near downtown
- Recreation facilities
- High consciousness of heritage values
- Train station
- Council receptive to community requests/needs/wants

WHAT ARE YOUR EXPECTATIONS OF THE HERITAGE PLAN/WORKSHOP?

- Ideas of preserving heritage in community with new development
- Feels there is a ‘vacuum’ in the heritage community (and wants to change this)
- Wants a good strong strategy for the community (as well as Haney Heritage Site)
- Wants to broaden the idea of ‘heritage’ i.e. to include Street Names (as well as buildings)
- Wants to preserve building patina and do a better job of preserving heritage/buildings
- See how can the Heritage/Historical Society can be helped with preservation
- Wants a strong plan that is useful to Council, to allow Council to be proactive vs. reactive (the demise of the McGuire House is one example of why this is needed)
- Wants to connect trail ways/greenways/environment with heritage and to the community
- Needs and wants a workable process to protect Salmon Arm’s heritage
- Wants to preserve neighbourhoods (from incompatible uses) i.e. a car lot in a older neighbourhood
- Wants a list/identification of heritage buildings/a register
- Look at the broader view of heritage i.e. trees, oral history/memories/thinking outside the box for the Strategy
- Respect the Spirit of the Community (wants Smart Growth)
- Feels Salmon Arm is not looking after their heritage (stewardship is needed)
- At Haney Heritage Park, tourism has increased over the past 20 years indicating it is working but a strong Strategic Plan is needed with a better process of conserving/preserving buildings in the rest of the community
- Agriculture and its connections with the community is major part of Salmon Arm’s heritage which is seen in the heritage Fall Fair; these connections are a ‘greater resource’ for the Salmon Arm Fair
- Although Salmon Arm is a relatively young town, it is not preserving its Heritage; this process of bringing the community together will increase awareness of its Heritage
- Preserve and enhance the Downtown, as it is the soul of the Town of Salmon Arm
- Wants input of group and how Council can do a better job of preserving its Heritage
- Wants input of the First Nations people, i.e. their stories and ideas
- Wants criteria for Heritage Designation

WHAT ARE THE KEY STAGES AND EVENTS IN THE DEVELOPMENT OF SALMON ARM?

1840-	HBC Post Tom Snass
1893-	T.H. Hatherly SunnyBrae
Nov. 1985-	CPR Finished
1893-	First Apples Planted
1893 to 1949-	Orchard Industry (at its peak with) International Sales!
1897-	First Fall Fair
1905-	Salmon Arm Municipality Incorporated
1907-	Winner of Gold Medals in London for Apples (<i>London England or Ontario??</i>)
1907-	Salmon Arm Observer and Anglican Church
1912-	Salmon Arm City Incorporated
1914-	WW1- SA Men left for war; the Women worked in the Banks

1929-	Front Street (downtown) Fire
1930/31-	Old Courthouse built
1937-	Post Office Built
1939-	WWII- SA Men left again for war
1946-	Peak Year for apples; about 500,000 boxes shipped
1949/50-	The Big Freeze
1956-	SAFE Ltd. Burned
1962-	Rogers Pass Opened
1967-	Montebello Fire
1973-	Gleneden Fire
1975-	Salmon Arm Farmers' Exchange; Packing House burned
1994-	Art Gallery Opened (in 1937 Post Office, turned Library building)
1998-	Mt. Ida Fire
	Sunwave Centre Built
2005-	Salmon Arm Centennial

SWOT ANALYSIS OF SALMON ARM'S HERITAGE:

WHAT ARE OUR HERITAGE STRENGTHS? WHAT ARE OUR OPPORTUNITIES?

- There are easily recognizable heritage residential areas and buildings.
 - *Opportunity: There is an opportunity to conserve these areas and buildings.*
- The R.J. Haney Heritage Village and Museum Society are solid, well-organized and have good credibility.
- The downtown heritage buildings still exist; i.e. the Merchant's Block
- There are knowledgeable people, who still live in Salmon Arm, with a strong oral history tradition
- There are very good photographic and written records that exist.
- There are many regional pockets of heritage buildings and areas; i.e. South Canoe, Buckel House, Medford House, Piccadilly Area, and Auto Road.
- The Train Station, Art Gallery, the old City Hall and the Courthouse make a node of heritage buildings in the downtown.
- The Greenway Plan (in the OCP) is a network of pathways that are anchored by the Haney site, the Foreshore, the First Nation's Cultural Centre (Mary Thomas, Neskonlith Band).
 - *Opportunity: The OCP shows that there is a commitment/mandate by the City Council and the Public.*
- There is strong agritourism as seen in the three farms in the (Salmon Valley); Hanna farm, Laitenin farm and the Wall farm.
- The 'Orchard Houses' are a strength/ are important within the newer neighbourhoods built around them.
- The Turner Creek Trail is a strength (created green space through zoning). **check this**
- The downtown's Hudson Plaza and the new Clock Tower are a strength.
 - *Opportunity: Today's Buildings are tomorrow's heritage!*
 - *Opportunity: Heritage buildings, sites and areas provide economic opportunities.*

WHAT ARE OUR WEAKNESSES? WHAT ARE THE CONSTRAINTS/THREATS TO ACHIEVING OUR OPPORTUNITIES?

- The Haney Heritage site is underfunded.
- The buildings are made of perishable materials.
- There is a lack of maintenance on the buildings.
- There is a lack of public awareness. There is a lack of public support for preservation.
- Many of our heritage values are in stories, not in the fabric of the buildings.

- 'Stories' are not informing our decisions.
- There is no unified and credible strategy.
- Sometimes money drives the decisions made effecting SA's heritage.
- Don't have the tools to evaluate what is heritage.
- Don't have a unified opinion (of what is heritage).
- The perception is that heritage is opposed to progress, not that it is building on it (heritage).
- There is no 'slush fund' at City Hall for (heritage) projects.
- There is a lack of funds to restore buildings, etc.
- There challenge is to connect new arrivals to the (history) of Salmon Arm
- There is a challenge to consider amenity-based development as giving sustainable economic benefits.
- It is hard to value the economic benefits of conservation.
- Still using the 'automobile' approach to design in the community.

VISION STATEMENT/KEY WORDS AND PHRASES:

- Valued
- Celebrated
- Historic
- Nature
- Encouraged
- Integrated with today's life
- Funded
- Respect
- Economically Viable
- Broad/Inclusive
- Urban and Rural
- Connected
- Authentic
- Purpose- What trying to achieve
- 'Drives Purpose'

SALMON ARM'S VISION STATEMENTS: (4 Groups)

- Salmon Arm is a community where the natural and built heritage is respected, valued, celebrated and funded.
- Salmon Arm will recognize the physical, cultural and natural values of its heritage in its decision-making, both at the public and private levels; knowledge of our heritage will be widely disseminated. Salmon Arm's past will inform current development with a consciousness of how future citizens will reflect upon it.
- Respecting our historic and natural and cultural identity in an economic and integrated manner. Respect for historic values in an urban and rural community in harmony with nature.
- Salmon Arm will value, celebrate, appreciate and understand the natural, cultural, urban/rural history that leads to preservation development and a set of bylaws. **

**Notes: Needs to include a valuing of our natural place/the environment/of nature. Trying to articulate why we live here. To identify and define the natural. Quality of life/ lifestyle- a fact of

modern attraction to Salmon Arm since the opening of the Rogers Pass. Making people aware of our heritage. Encompasses, defines appreciates the community based on the historic character of the community. Preservation development is development takes place within the defined character. About relationships and the physical manifestations of the past, the preservation of our journey, the story here

HERITAGE INITIATIVES: (Grouped and in order of Community priority)

- Create a Heritage Register (19)
- Develop a Heritage Foundation for funding/Grants Program (12)
- Establish a connected greenway that connects key historic and cultural (areas) and interpret (12)
- Expand the Historic Street Names Program (11)
- Preserve the Downtown shopping Area (10)
- Create and educate/ inform the Public on the value of Heritage Areas (6)
- Preserve the natural value of the Foreshore (5)
- Conserve the CPR Station (4)
- Develop Walking, Driving and Biking Tour (2)
- Create Residential Associations (2)
- Identify preliminary areas and buildings at risk (1)

- Keep out the Big Shopping Centre in the west end (0)
- Keep out 'badly designed' Malls (0)
- Heritage Awards; Recognition and Awareness (0)
- Research what funding is available for heritage initiatives i.e. Hotel Tax, Tourism Grants, etc. (0)
- Building Partnerships between Organizations (0)

THREE INITIATIVES: Group work (Who is involved; What resources are needed; What would success look like; Timeline)

- A. Establish a connected greenway that connects key historic and cultural (areas) and interpret
- B. Expand the Historic Street Names Program
- C. Preserve the Downtown shopping Area

- A. (Establish a)Greenway System to connect historical, cultural, natural, interpretive Centres**
 This is backbone of system; Neighbourhood connections feeding/ in connecting into 'backbone'
 1. People: Stakeholders; Property owners; Developers; Naturalists/SABNES??; City/CSRD; First Nations; Greenways Committee; Shuswap trail Alliance
 2. Resources: City Support (for money, for technical help, for materials); Funding (Provincial, Federal); Property owner cooperation; Community support/investment; Inventory/planning of greenway
 3. Success: Securing the greenway trail; signage/identification/promotion/recognition; High level of usage; Awareness of cultural/heritage; Tourists come to Salmon Arm to use trail and visits to cultural/heritage nodes
 4. Timeline: 1year (Trail, Inventory of what exists, Inventory of what is needed to connect; Priorities); Inventory of heritage resources along trail; Land acquisition; Construction where necessary; Information/promotion

- B. Expand the Historic Street Names Program**
 1. People: Council; Staff (i.e. Planning);Historical Society/ Museum; Review Panel (set up)
 2. Resources: Historic Routes book; Tax Dollars (budgeted for); Sign designs; Timeline (to identify historic areas and routes)

3. Success: Old routes and new developments; New signs (with the number and the historic name and a heritage logo); Celebrate history of the people, places and the routes; Neighbourhood identity; Trees and flowers (increased/ nicer landscaping?); Events (promotion of names, educate history of names and preserve the past).
4. Timeline: 5 per year and New Developments; Budget for signs and education; Start it now as there is already loss with one generation.

C. Preserve the Downtown shopping Area

1. People: DIA; Property owners; People who work in downtown; Chamber of Commerce; Consumer; City Council/Planning- Senior Staff
All Stakeholders unified in fight against Downtown unfriendly development!
2. Resources: Vision/decide what is the task; Public education of importance of downtown; City council 'buying in' to...; More residential use in downtown; Expand public transit; *Fostering more experience-based downtown.
3. Success: Lots of people enjoying downtown; Sidewalk cafes; evening life downtown; entertainment downtown; people 'living' downtown; streets that are covered liked a mall.
4. Timeline: 1-5 years for new initiatives

Appendix E: List of People Interviewed

**The following people have been interviewed for this report:
(in person, by telephone and/or by e-mail)**

Doug Adams, Board President, R.J. Haney Heritage Village and Museum
Neil Babiy, Economic Development Officer, Salmon Arm Economic Development Society
Tom Brighthouse, Salmon Arm Bay Nature Enhancement Society
Gary Brooke, Salmar Community Association
Deborah Chapman, Curator, R.J. Haney Heritage Village and Museum
Margaret Chrumka, SAGA Public Art Gallery
Gary Cruikshank, General Manager, R.J. Haney Heritage Village and Museum
Cindy Derkaz, President, Shuswap Community Foundation
Bill Grainger, Committee for a Strong and Sustainable Salmon Arm
Corryn Grayston, General Manager, Salmon Arm Chamber of Commerce
Joyce Henderson, Shuswap Naturalists Club
Bernd Hermanski, Architect
Sharon Jules, Switzmalph Cultural Society
Tracey Kutschker, Executive Director, SAGA Public Art Gallery
Bill Laird, Downtown Building Owner, Developer
Cindy Malinowski, Heritage Home Owner
Denis Marshall, Okanagan Historical Society, Salmon Arm Branch
Phil McIntyre-Paul, Shuswap Trail Alliance
Jennifer Moore, Manger, Downtown Improvement Association
Corey Paiement, Director of Development Services, City of Salmon Arm
Claudia Pauli, Architect
Dorothy Rolin, Vice President, Okanagan Historical Society, Salmon Arm Branch
Melinda Smyrl, Planning and Development Officer, City of Salmon Arm
Bonnie Thomas, Switzmalph Cultural Society
Louis Thomas, Switzmalph Cultural Society
Ian Wickett, Community Volunteer
Rosemary Wilson, Board member, R.J. Haney Heritage Village and Museum
Phil Wright, Salmon Arm & Shuswap Lake Agricultural Association

Appendix F: Public Presentation Feedback

On November 6, 2008, the City of Salmon Arm hosted a Public Presentation on the draft Salmon Arm Heritage Strategy. The presentation included: the vision statement, the nine proposed heritage strategies & goals, the implementation strategy table and Salmon Arm Heritage Discovery Trail Map. The public was asked to review the recommendations of the Heritage Strategy and to provide comments on a questionnaire. Eleven forms were received and all the comments were positive. Participants also provided their comments on the proposed prioritization of the Strategies and Actions and these comments were considered in the development of the Strategy.

Compilation of Public Presentation Feedback Forms:

1. Do you support the proposed community Vision for the Heritage Strategy?
 - Strongly support-9
 - Support-0
 - Do not support-0

Comments: -It appears to be very comprehensive; This is an excellent reflection of the input expressed during the community workshop and consultation; We need to preserve older buildings and retain a sense of who we were in the past, important to every community; This report ties all of the Heritage Shuswap loose ends together; Might be longer than anticipated to complete.

2. Do you support the proposed strategies for the City of Salmon Arm heritage management?
 - Strongly support-9
 - Support-0
 - Do not support-0

Comments: Excellent idea, long overdue; I would suggest some strategies- in particular, strategy 6.2 and 6.5 will need to move to higher importance given the complimentary planning processes already underway and given the significant wider public desire to see these addressed; I think they have done a good job to date and hope the momentum is not lost due to change of council after civic elections; Looks like this is a great team in place to see this vision through- now for the funding; Heritage orchards should be preserved, i.e. Turner Orchard, as orchards have historical significance, accessible by walking trail, Turner family has been in area since 1895, present day orchard which is now surrounded by houses, but was part of a much larger orchard.

3. What strategies do you feel are the most important for Salmon Arm?
 - Highest priority - 2 (5 votes), 1 (1vote), 3 (1 vote), 6 (1vote),7 (1 vote), 8 (1 vote), 9 (1 vote);
Initiate heritage register; Buildings and Harris Street

- Second priority - 6 (3 votes), 3 (2 votes), 2 (1 vote), 4 (1 vote), 5 (1 vote), 9 (1 vote);
Negotiate new agreement with Haney Society; Sell the heritage value to the public
- Third Priority - 4 (2 votes), 1 (1 vote), 3 (1 vote), 9 (1 vote);
Use register in planning process; Incentives for owners, i.e. register, tax breaks and grants

Comments: Harris Street should be designated, any new buildings/developments should be 'heritage' design; No more commercial or high density; Propose Harris Street and area maintain a 'heritage' look for all newly built homes; Do not allow more commercial encroachment; Hope an integrated approach to implementation will be possible, as the excellent table suggests, there are organizations and leaders already in place and resources to move many of these strategies forward; Bring all the stakeholders together to implement the Action Plan.

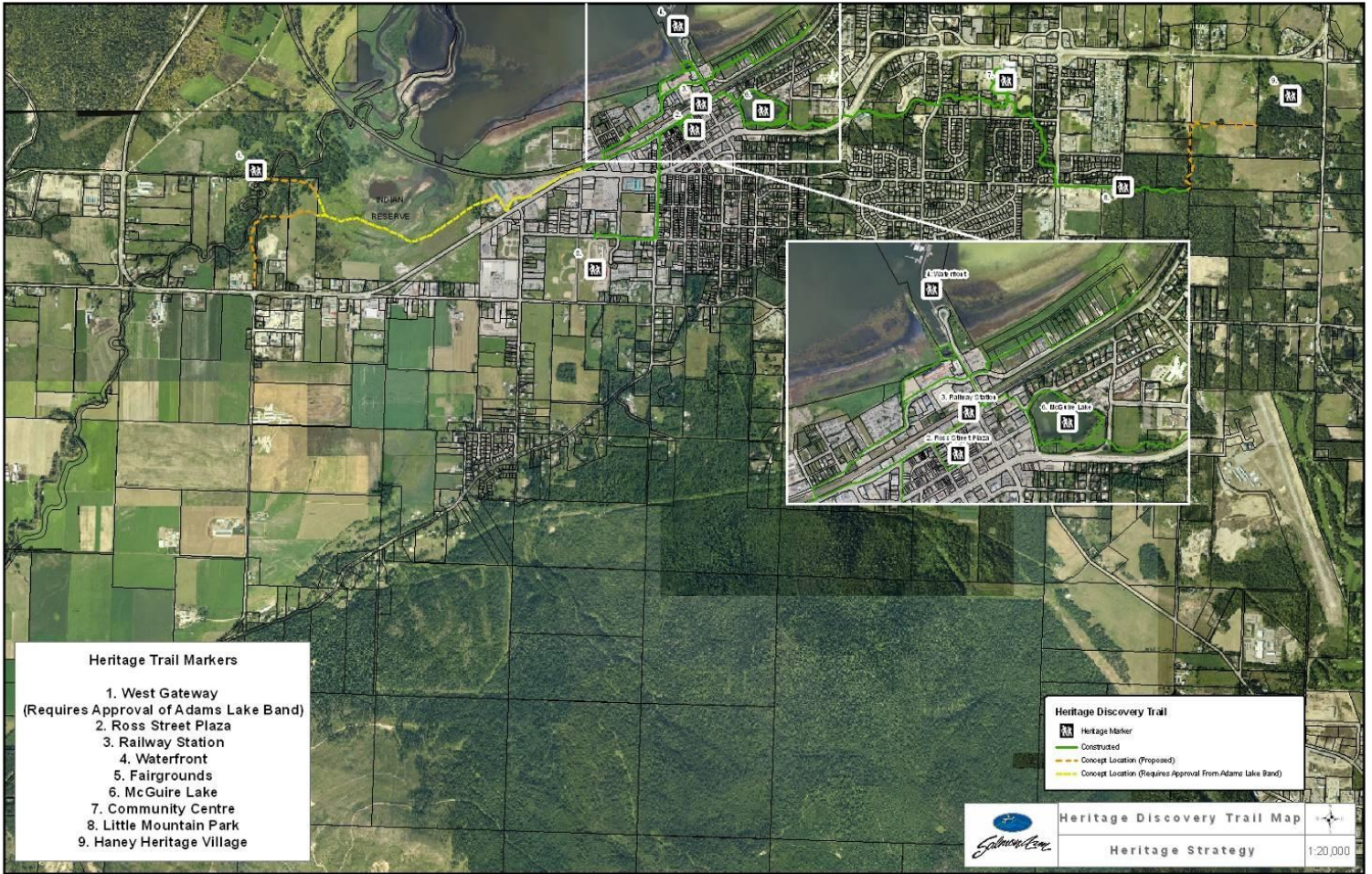
4. Do you have any comments or suggestions about today's public presentation?
Good Presentation- needs to get out to more people, schools, etc; Key community organizations should include the Greenways committee, SABNES, Switzmalph Cultural Society who are partners with the Shuswap trail Alliance; Excellent presentation, well researched, Robert Hobson is definitely a quick study; very well-presented; will help educate owners and community; Well done, Work to date has been great, Only a limited few of population know what is going on, Need a mail out with next City mail-out to keep taxpayers informed.
5. Please tell us about your own interest in our community's heritage.

Are you: (check all that apply)

- A heritage property owner/occupant? -3
- A business owner -3
- A long-time resident (> 5 years)? -7
- A new resident (< 5 years)? -1

Comments: Family has resided in area since 1890's; I have a personal interest in buildings, streetscapes (especially role of trees) and preserving connection to the past, essentially corresponds to one of the smart growth principles; Huge applause for such excellent work, Thank-you, I look forward to working toward implementation; I work at Haney Heritage Village and have a passion for preserving heritage, It is an important tool to educate up coming generations; Was raised here and truly value our wonderful heritage 'package' that makes Salmon Arm a very special place to live, Congrats to the City Council for pursuing this heritage Strategy; I would sign up to resister my house.

Appendix G: Salmon Arm Heritage Discovery Trail Map



Appendix H: Project Team

Robert Hobson, Principal, project manager, interviews and author

Lorri Dauncey, Research, interviews and production

Sources:

A Salmon Arm Scrapbook. Salmon Arm Museum and Heritage Association, Salmon Arm, 1980.

Doe, Ernest. Centennial History of Salmon Arm. 1971.

Local Government Act, Part 27- Heritage Conservation. Queen's Printer, Victoria, British Columbia, Canada.

Marshall, Denis. "Salmon Arm Timeline (a work in progress)." 2008.

Okanagan Historical Society, Salmon Arm Branch and Denis Marshall. "Salmon Arm..... a short history."

Salmon Arm's Historic Routes and the people behind the names.

<http://www.salmonarm.ca/siteengine/activepage.asp?PageID=292&bhcp=1>