



CITY OF SALMON ARM  
CORPORATE  
STRATEGIC PLAN





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*Photos contributed by Clive Brown, Emily Anderson and Gregg Patterson*

## MESSAGE FROM THE MAYOR

Over the course of 2013, the City has worked on the preparation of the City's first ever *Corporate Strategic Plan* which sets the direction for decision making for many years to come. Often the City is faced with competing priorities, and, at times, it can be difficult to know where to focus. This plan establishes a road map that outlines our community vision, as identified in our Official Community Plan, as well as our values and strategic drivers. These are the foundation on which the plan is built. All of our existing plans and reports were reviewed, and priorities have been established that advance the initiatives that are most important to the future of Salmon Arm.

In addition, we invited residents and community organizations to participate in setting direction for the plan through comprehensive surveys that provided tremendous insights into our community's top interests. This strategic plan aligns many of those interests with projects that the City can realistically undertake in the next 10 years given our mandate to provide the core services for which we are responsible.

We are proud to share our top 25 priority projects, for the next 10 years, as well as set direction for future implementation of the plan. This strategic plan is a living document, and the tools and templates prepared through this process will be used for years to come to continue to provide a means to ensure we are taking on those projects that we can implement.

**Nancy Cooper**

Mayor of Salmon Arm

## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER (CAO)

As identified in our 2012 Annual Report, we have followed through on our commitment to develop a *Corporate Strategic Plan* for the City. This is a document that will be integral to establishing our priorities as a local government. Council and staff have worked collaboratively to identify projects that are clearly within the City's mandate as core services, and that we can implement over time. The priorities identified in this strategic plan took into consideration our financial and staff resources, as well as the level of urgency and status of external influences facing the City.

We are confident moving forward with this plan, as we are able to achieve a balance between meeting the responsibilities of the City with the priorities of the community and fiscal realities.

On behalf of City staff, I look forward to using this plan as our key decision making tool for setting priorities in terms of projects, staffing and funding.

**Carl Bannister, MCIP**

Chief Administrative Officer

## EXECUTIVE SUMMARY

A collaborative and integrated approach has been taken in developing the City of Salmon Arm *Corporate Strategic Plan* (Plan) to ensure it accurately reflects the needs and interests of City Council, staff and the community. The Plan sets out the City's vision and values, and identifies five Strategic Drivers (People, Places, Assets, Environment/Waterfront, and Economy) which inform the list of Supplementary Core Services Projects to be undertaken over the next ten years. The Plan takes into account the efforts and resources required to deliver on core services, while also considering how these services relate to other support services that are provided by other levels of government and organizations within the community.

The Plan also includes practical tools that can assist with decision making, prioritization of initiatives, and detailed project planning for future initiatives. The Plan, including the list of Supplementary Core Services Projects, is a living document that will be updated on an on-going basis as short term projects are completed, new priorities and projects arise, and new Councils are elected.

The two-page poster on the following page provides a snapshot of the key elements of the *Corporate Strategic Plan*.





# Salmon Arm

## CITY OF SALMON ARM: CORPORATE STRATEGIC PLAN

The City's Strategic Plan sets direction for decision making about significant projects anticipated to be undertaken within the next 10 years.

### VISION

Salmon Arm is a community that has a comfortable, safe lifestyle and a vibrant feeling. The community deeply values the city's magnificent natural setting with its healthy ecosystems. The city is nestled between mountains and the shore of Shuswap Lake, offering beautiful scenery, greenery, rich agricultural land, and a desirable climate.

As the regional centre of the Shuswap, Salmon Arm has an abundance of recreational, educational, commercial, tourism, health care, and cultural

opportunities and services. The strong and growing economy supports varied employment and shopping, and innovative businesses and industry.

The community is spirited, diverse and inclusive, with housing for residents of all ages and needs. Everyone works together towards a shared vision of a good quality of life for all.

In the vibrant city centre, people live, work, visit, meet, shop and spend time enjoying diverse artistic and cultural activities. Downtown's unique

urban identity combines heritage preservation, a walkable environment, and high quality, mixed-use developments.

Green space extends throughout the city, including active recreation sites, and natural parks with trails. The city abounds with safe walking and cycling opportunities, connecting neighbourhoods, the city centre, natural areas and parks.

*Source: City of Salmon Arm Official Community Plan 2011*

### VALUES

- Commitment to pragmatic leadership
- Excellence in service delivery
- Foster trusted relationships with our partners
- Respect what makes us unique
- Enable future generations to inherit a city that is vibrant, prosperous and sustainable
- Encourage citizen participation and input
- Ensure an efficient government
- Facilitate flexible and balanced planning processes

### FIVE STRATEGIC DRIVERS WILL HELP US ACHIEVE OUR VISION & VALUES:



**PEOPLE**  
We will make Salmon Arm a great place to live.



**PLACES**  
We will position Salmon Arm as the regional centre of the Shuswap.



**ASSETS**  
We will diligently reinvest in core services and infrastructure.



**ENVIRONMENT/WATERFRONT**  
We will protect and enhance our waterfront and natural assets.



**ECONOMY**  
We will bolster our economy through strategic partnerships.

THE MAJORITY OF THE CITY'S CURRENT CAPACITY IS DEDICATED TO PROVIDING THE FOLLOWING CORE SERVICES IN ADDITION TO DELIVERING SUPPLEMENTARY CORE SERVICES PROJECTS:

CORPORATE SERVICES

DEVELOPMENT SERVICES

ENGINEERING & PUBLIC WORKS

SALMON ARM RECREATION SOCIETY

EMERGENCY SERVICES



SHORT TERM

MEDIUM TERM

LONG TERM

CORE SERVICES

SUPPLEMENTARY CORE SERVICES PROJECTS

See Next Page



**CITY OF SALMON ARM:  
CORPORATE STRATEGIC PLAN,  
SUPPLEMENTARY CORE  
SERVICES PROJECTS**

Last Revision Date: November 12, 2013

		STRATEGIC DRIVERS How this project helps to advance the key objectives of our community vision.					CAPITAL FUNDING Financial resources required over and above regular operating expenses.			STAFF RESOURCES INCLUDING CONSULTANTS Additional, temporary resources required to deliver on priorities.			EXTERNAL INFLUENCES Influences that are beyond the City's control/mandate such as external regulations, partnerships, land acquisition, and such.		
TERM	PROJECT  P = Plan C = Capital project O = Operational	PEOPLE	PLACES	ASSETS	ENVIRONMENT/ WATERFRONT	ECONOMY	Available	Partial	Required	Available	Partial	Required	No	Partial	Yes
SHORT TERM PRIORITIES 2014, 2015, 2016, 2017	C Blackburn Park upgrades	•	•	•		•			○	○			○		
	P Communications strategy	•	•				----- Not Applicable -----				○	○	○		
	P Fire Underwriters survey update	•	•	•		•	----- Not Applicable -----			○		○		○	
	C Foreshore sanitary sewer main replacement			•	•	•			○	○		○			○
	O Long term financial plan update	•	•	•	•	•	----- Not Applicable -----			○		○	○		
	C Ross Street underpass	•	•	•	•	•		○		○		○			○
	O Servicing philosophy – managing development • Subdivision and development servicing bylaw (including Hillside development guidelines) • Development cost charges bylaw update		•	•		•	----- Not Applicable -----			○		○	○		
	O Stormwater management plan update and funding strategy			•	•	•	----- Not Applicable -----			○	○		○		
	C Transit improvements	•	•		•	•		○	○	○					○
MEDIUM TERM PRIORITIES 2018, 2019, 2020	C Airport improvements	•	•	•		•		○	○	○		○			○
	P Downtown parking plan		•	•	•	•	----- Not Applicable -----			○		○	○		
	O Environmental protection bylaws and development permits update (i.e. watercourses, tree protection, hazards)	•	•	•	•	•	----- Not Applicable -----			○	○		○	○	
	P Fire services review	•	•	•		•	----- Not Applicable -----			○		○	○		
	P Recreation campus redevelopment plan	•	•	•		•	----- Not Applicable -----			○		○	○		
	C Trails and greenways connections (Waterfront and Heritage Trails) and funding strategy	•	•	•	•	•			○	○	○			○	
	C Trans-Canada Highway / 20th Intersection		•	•		•		○	○	○	○				○
	P Wastewater Pollution Control Centre relocation assessment		•	•	•	•	----- Not Applicable -----			○		○	○		○
	P Water metering cost/benefit analysis			•	•	•	----- Not Applicable -----			○	○		○		
LONG TERM PRIORITIES 2021, 2022, 2023	C Auto road connector							○	○	○		○			○
	P Canoe waterfront public access redevelopment and expansion plan						----- Not Applicable -----			○		○		○	○
	C CPR 17th Ave. NE pedestrian overpass	•	•	•	•	•			○	○		○		○	○
	P Downtown waterfront public access management plan (including Marine Peace Park and Wharf)						----- Not Applicable -----			○		○		○	○
	C Industrial park servicing and infrastructure improvements								○	○		○	○		
	P Klahani Park Redevelopment plan						----- Not Applicable -----			○		○	○		
	P Little Mountain Park development plan (including relocation of Public Works yard)						----- Not Applicable -----			○		○	○		

Refer to the Corporate Strategic Plan - Project Plans document (provided under separate cover) for detailed information about these projects. Not every priority project has a Project Plan. To see if a Project Plan has been created for a particular priority, refer to the columns under Strategic Drivers. Project Plans have been created for projects that show bullets in any of the Strategic Driver columns.





500

CITY HALL



## SECTION 1 - PURPOSE OF THE CORPORATE STRATEGIC PLAN

The City's *Corporate Strategic Plan* (Plan) sets direction for decision making about significant projects anticipated to be undertaken over the next ten years. The Plan was developed by considering the City's vision and values coupled with five strategic drivers that emphasize the importance of people, places, assets, environment/waterfront and economy in making Salmon Arm a vibrant, thriving community.

The Plan provides a road map for City Council, staff and the community in achieving the City's vision by anticipating and prioritizing projects that need to be completed over and above the core services provided by the City on a day-to-day basis. While delivery of core services must be the City's first priority, there are often many additional projects and initiatives often desired or expected by the community. However, the City's ability to advance these additional or supplementary projects is dependent on the availability of financial resources, staff capacity, and external influences that may not be directly within the City's control. By pro-actively anticipating the long term needs of the community and filtering potential projects in relation to their overall contribution to the City's vision, a list of short, medium and long term priorities has emerged.

In addition to establishing a list of priorities based on today's context, the Plan provides a framework for assessing new project opportunities that will arise over time. The Plan includes a process and set of tools that will allow ongoing collaboration and re-evaluation of projects and priorities by City Council, staff and the community. The Plan is meant to be a living document that evolves over time as the needs of the community change. Ideally, the Plan will enable better collaboration between City Council, staff and the community as it provides a common vision and set of strategic drivers that represent those matters deemed to be most important to the overall health and well-being of Salmon Arm and its residents. Perhaps the most important benefit of a strategic plan is that it minimizes the ad hoc or

'knee jerk' decision making that can occur when community objectives are not adequately articulated and agreed upon. The Plan enables the City to stay focused on issues that are of significant importance to the community and to consider new issues as they arise while effectively maintaining the core services for which it is responsible.

In summary, the strategic plan:

- articulates the community's vision and values, which in turn sets the tone for municipal leadership and governance;
- identifies five strategic drivers (i.e. key objectives) that will help move the City towards its vision in an integrated way;
- outlines core services that the City is responsible for delivering as represented by the following departments: Corporate Services, Development Services, Engineering and Public Works, Salmon Arm Recreation Society and Emergency Services;
- provides a framework for decision making that filters new opportunities based on how well they align with City's vision and strategic drivers, and considers the resources available/required to implement (such as financial resources, staff capacity and external influences);
- sets out a list of Supplementary Core Services Projects that are identified as priority initiatives (in addition to the core services provided by the City on a daily basis) that should be considered in the short (next four years), medium (next seven years) and long term (next 10 years); and
- provides project plans for each supplementary core services project to provide context and identify action required for moving forward.





ROSS ST NE  
HUDSON AVE NE





## SECTION 2 – THE CITY’S VISION AND VALUES

Extensive community consultation occurred when the City’s Official Community Plan was updated in 2011. At that time, considerable thought and attention was given to preparing the following vision statement which expresses the community’s aspirations for the future of Salmon Arm. As such, this vision also provides the foundation for this *Corporate Strategic Plan*.

### VISION

Salmon Arm is a community that has a comfortable, safe lifestyle and a vibrant feeling. The community deeply values the city’s magnificent natural setting with its healthy ecosystems. The city is nestled between mountains and the shore of Shuswap Lake, offering beautiful scenery, greenery, rich agricultural land, and a desirable climate.

As the regional centre of the Shuswap, Salmon Arm has an abundance of recreational, educational, commercial, tourism, health care, and cultural opportunities and services. The strong and growing economy supports varied employment and shopping, and innovative businesses and industry.

The community is spirited, diverse and inclusive, with housing for residents of all ages and needs. Everyone works together towards a shared vision of a good quality of life for all.

In the vibrant city centre, people live, work, visit, meet, shop and spend time enjoying diverse artistic and cultural activities. Downtown’s unique urban identity combines heritage preservation, a walkable environment, and high quality, mixed-use developments.

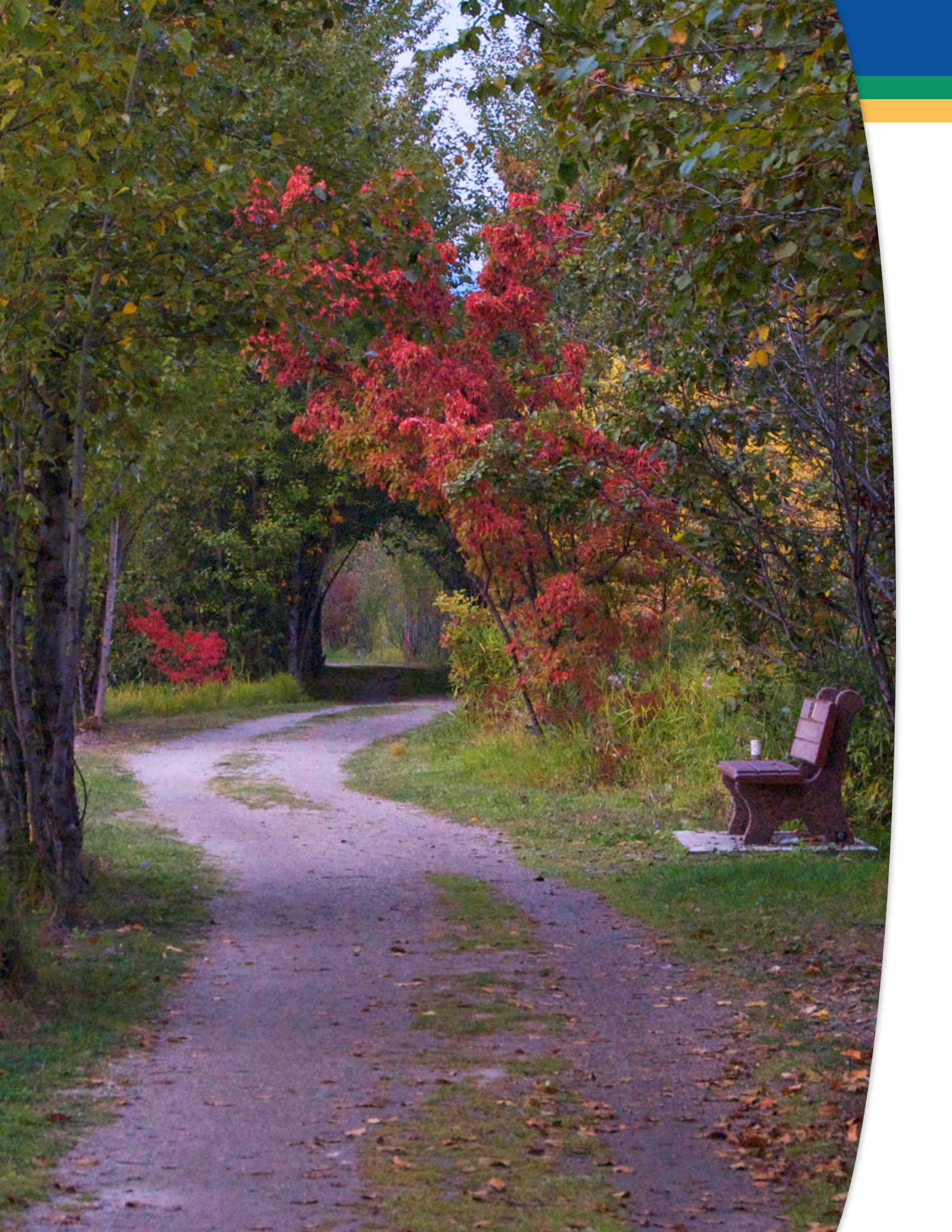
Green space extends throughout the city, including active recreation sites, and natural parks with trails. The city abounds with safe walking and cycling opportunities connecting neighbourhoods, the city centre, natural areas and parks.

In addition to having a clear vision of what Salmon Arm is striving for as a community, it is also important to consider what the City values in terms of leadership and the day-to-day operations of the City. The following operational leadership values were developed through workshops with City Council and staff. The values are a reflection of what is important to City Council and staff in delivering high quality service to the community.

### VALUES

- Commitment to pragmatic leadership
- Excellence in service delivery
- Foster trusted relationships with our partners
- Respect what makes us unique
- Enable future generations to inherit a city that is vibrant, prosperous and sustainable
- Encourage citizen participation and input
- Ensure an efficient government
- Facilitate flexible and balanced planning processes







## SECTION 3 – FIVE STRATEGIC DRIVERS

The City's vision provides a clear sense of what the community is striving for over the next 10 to 15 years, and it sets direction for policies that exist within the Official Community Plan. The main objective of the *Corporate Strategic Plan* is to translate the City's vision and policies into actions that are necessary to ensure tangible outcomes that provide real benefit to the community.

Through a series of discussions with City Council and staff, as well as a comprehensive survey of residents and community organizations\*, five key themes have emerged that will drive the City towards its vision. These strategic drivers include:

- **PEOPLE:** We will make Salmon Arm a great place to live;
- **PLACES:** We will position Salmon Arm as the regional centre for the Shuswap;
- **ASSETS:** We will diligently reinvest in core services and infrastructure;
- **ENVIRONMENT/WATERFRONT:** We will protect and enhance our waterfront and natural assets; and
- **ECONOMY:** We will bolster our economy through strategic partnerships.

These strategic drivers represent several long term objectives that need to be achieved if Salmon Arm is to realize its community vision. The strategic drivers provide a balanced framework for ensuring that the City considers its investments and projects from a holistic perspective rather than unintentionally advancing one objective at the expense of another.

Keeping these strategic drivers in mind during planning will help the City balance aspirational objectives with operational considerations, and ensure that only those priorities deemed to be of the highest benefit to the community are undertaken. One of the main benefits of considering projects through the lens of multiple strategic drivers is that it brings more clarity to the issues at hand and allows greater collaboration between City Council, staff and the community.



Each strategic driver is described in more detail in the following pages.

\*Survey results available from City Hall or on the City's website at [www.salmonarm.ca](http://www.salmonarm.ca)



# PEOPLE

We will make Salmon Arm a great place to live.



THE CITY OF SALMON ARM WELCOMES YOU TO

## Fletcher Park

EST. 1957

With contributions from the City of Salmon Arm, the Province of British Columbia and many individuals and businesses, our community came together to recreate this beautiful park for children, youth and families to enjoy.

### COMPLETED 2007

Gold Sponsors	Silver Sponsors	Bronze Sponsors
City of Salmon Arm Province of British Columbia CDL Ironsides/McGehee Canadian Tire McDonald's of Salmon Arm Salmon Arm Savings & Credit Society	Early Childhood Development Community Island's Family Blackburn Engineering Ltd. Dr. Gerry Choi Awardo: Environmental Ltd. U.S. Steel Corporation Ltd.	D&W B&W Industries Salinas Community InterCity Cameron Iron Works Ltd. Ltd. Tully Tree Services Ltd. McMillan Lumber King Nelson's Hardware and Building Materials Supply Ltd. Williams 2000 Services







## UNDERSTANDING TODAY

Communities exist to serve the needs of the people who live there, so it stands to reason that one of the City's top priorities is to make Salmon Arm a great place to live. Ideally, people of all ages and walks of life will choose to live in Salmon Arm because of the great quality of life they experience here.

Salmon Arm continues to grow with annual growth rates between 1% and 3% since the 1970s. Salmon Arm has some unique demographics. When compared with the provincial statistics, Salmon Arm has a lower proportion of residents in the 20 to 50 age category and a higher proportion of residents over 50. While an increasingly greying population could be perceived as a challenge (e.g. providing appropriate housing and health care), this in fact is an opportunity. There is tremendous capacity, energy and enthusiasm in residents aged 50+, all of whom have significant life experience and professional skills that can be of benefit to the community. In addition, despite the fact that the number of young adults and families are below the provincial average, the number of youth aged 9 to 19 living in Salmon Arm is greater than the provincial average. As such, ensuring access to sports, recreation, schools, arts, culture, diverse housing, health care and transit will be fundamental to ensuring current and future generations inherit a thriving community that meets the needs and expectations of all residents 10 to 15 years from today.

Many demands are made on the City to implement a variety of services, initiatives and projects based on the diverse needs of residents. These demands can impact the City's capacity to deliver the core services for which the City is ultimately responsible. Fortunately, Salmon Arm benefits from a thriving volunteer base and committed community organizations. By working together and ensuring the lines of communication are open between the City and community organizations, residents' needs will be better understood and met over time.

## BUILDING FOR TOMORROW

In order to realize our vision for people, we will:

- maintain a friendly, small town feel where residents can connect with one another;
- ensure that Salmon Arm is a safe and healthy community;
- create an inclusive community that serves the diverse needs of residents;
- enhance connectedness between people in the community;
- ensure a variety of housing choices for all;
- foster and enable public engagement and citizenship with residents;
- enhance our thriving arts and cultural community;
- provide enhanced recreational, sports, leisure and cultural opportunities; and
- continue to enhance relationships with community organizations.

## IMAGINING OUR FUTURE

What people will be saying in 2025

Salmon Arm is a thriving city that offers residents a high quality of life that includes diverse housing options, safe neighbourhoods, easy access to health care, good schools, excellent shopping, and abundant recreational, entertainment, arts and cultural amenities, all set within a majestic natural landscape along Shuswap Lake.

Salmon Arm is a diverse and inclusive community that offers something for everyone. It appeals to a broad range of residents including singles, students, families and seniors who appreciate living in a community with a small town feel and urban amenities.

The City's parks, green spaces and trail systems allow people to enjoy nature as they move throughout the community.

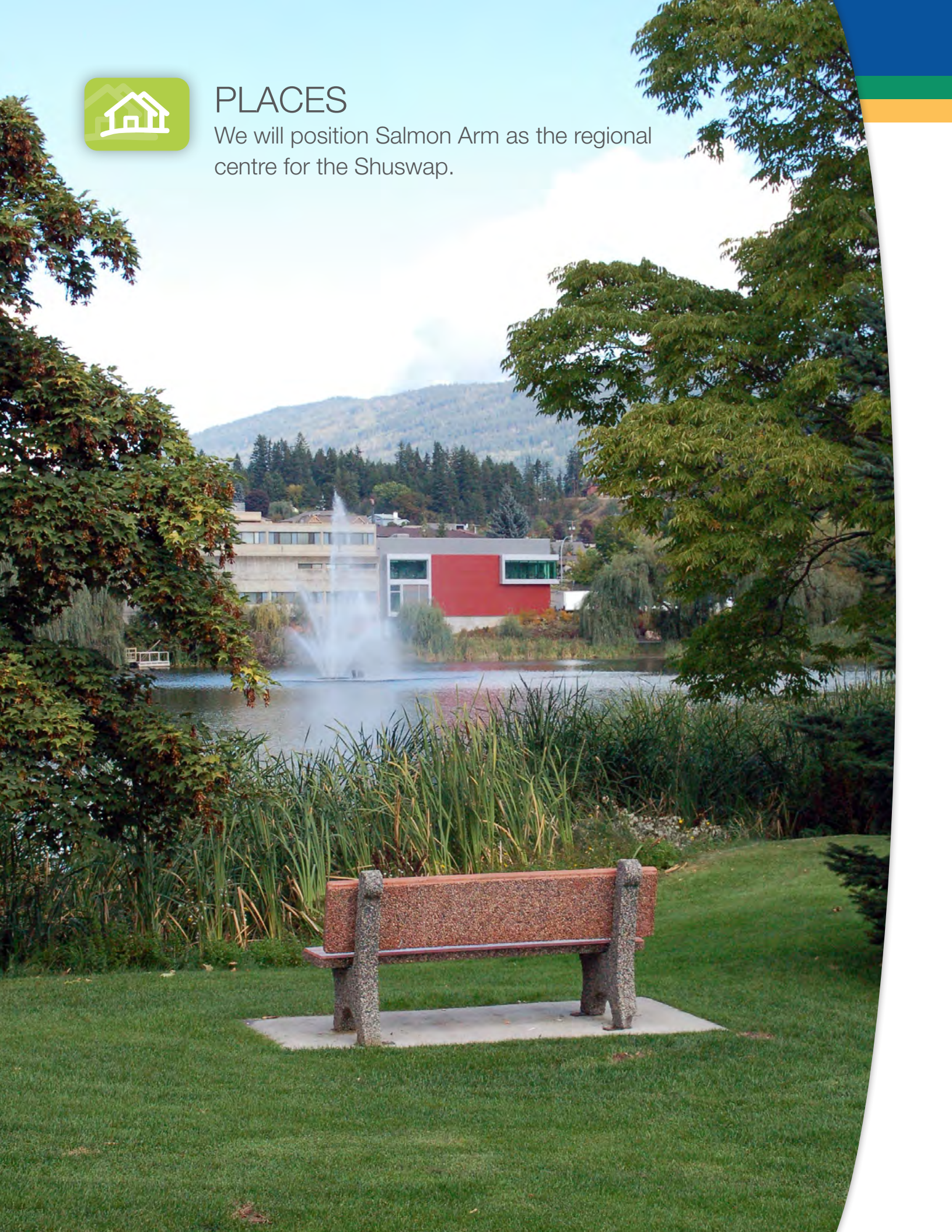
There are abundant opportunities for residents to get involved in the community. With a highly educated and engaged public, Salmon Arm benefits from the contributions of residents who serve on various committees and community groups.





## PLACES

We will position Salmon Arm as the regional centre for the Shuswap.







## UNDERSTANDING TODAY

The City of Salmon Arm is the regional centre of the Shuswap for several communities located outside the municipal boundaries. Residents from the Columbia Shuswap Regional District (CSR), the North Okanagan Regional District (NORD) as well as neighbouring First Nations rely on services and utilize facilities that are located within Salmon Arm related to parks and recreation, health care, education, shopping and housing options to meet a variety of needs. Salmon Arm is also a major tourist hub, especially during the summer months. While Salmon Arm's neighbours and visitors contribute to the local economy, they also increase demands on City infrastructure and services. This includes things like moving people through the community via safe and efficient transportation networks, ensuring a vibrant downtown core, providing access to the waterfront and recreation facilities.

The City of Salmon Arm has also worked hard to maintain an Urban Containment Boundary (UCB) to direct new growth and to preserve agricultural land and rural lands. This requires intensification of new development, including the encouragement of infill and increased density while ensuring efficient use of existing infrastructure to avoid costly extensions and maintenance to our water and sewer services, stormwater management and roads. These desires continually need to be balanced with other development opportunities that may emerge along Salmon Arm's fringe areas on lands governed by others including the CSR and First Nations.

## BUILDING FOR TOMORROW

In order to realize our vision for places, we will:

- work to ensure quality services such as education, shopping, health care, recreation, parks and housing are located in Salmon Arm and meet the needs of Salmon Arm residents and the surrounding region;
- maintain a vibrant, compact, accessible and attractive downtown core;
- maintain and respect the concept of the Urban Containment Boundary;
- protect and preserve agricultural lands;
- ensure safe and efficient transportation within and through the community;
- promote urban density and mixed-use development; and
- enhance connections and accessibility to the waterfront.

## IMAGINING OUR FUTURE

What people will be saying in 2025

Salmon Arm is the gateway to the Shuswap and serves as the commercial, recreational, institutional and industrial focus of the region.

Visitors and residents alike are attracted to the vibrant downtown which features a quaint and eclectic mix of local shops, eateries, businesses and neighbourhoods.

Major retailers located along the main transportation corridor provide shopping options for locals and those traveling through Salmon Arm.

Pedestrian and cyclist-friendly infrastructure makes it easy for people to access Salmon Arm's waterfront and parks through an impressive network of sidewalks, trails, and roads.

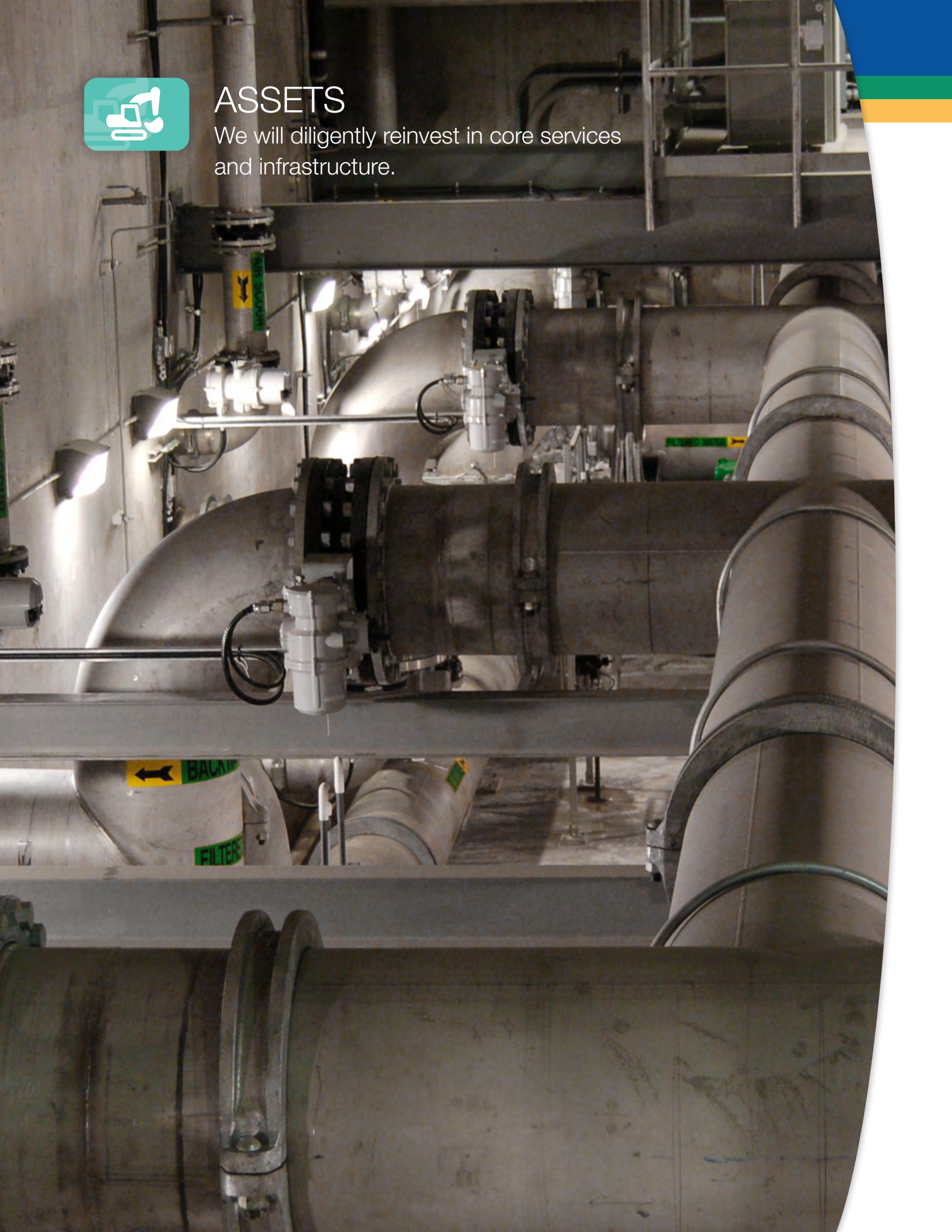
Salmon Arm protects its rural and agricultural lands through an Urban Containment Boundary that regulates the location of new development. By partnering with First Nations and the CSR, Salmon Arm maintains a balanced mix of land uses and services.





# ASSETS

We will diligently reinvest in core services and infrastructure.





## UNDERSTANDING TODAY

Salmon Arm's existing infrastructure will continue to age and deteriorate without proper maintenance and upgrades. Avoiding these responsibilities today will lead to more expensive fixes in the future that will unfairly burden future generations. This, coupled with necessary investments in new capital projects, will require the City to enhance current practices to ensure effective capital investment which is necessary to the health and economic well-being of the community.

These upgrades may require modest and consistent municipal tax/fee increases in addition to the ongoing user-pay philosophy for infrastructure renewal and reinvestment. Prudent borrowing will be necessary to ensure each generation pays its fair share of new investments and ongoing maintenance costs. This is a fiscal imperative that must be presented to the public with transparency and strong accountability measures.

Capital expenditures to maintain and upgrade infrastructure are always needed, but they are also very expensive. Because of this, the City must balance its responsibility to provide core services with other services that are not directly within the City's mandate. Effective asset management requires knowing when capital projects are required, planning for the costs of these projects, and providing adequate funding on an ongoing basis.

Given the demands on the City as the regional service centre, it is important to consider who benefits and who should help pay for infrastructure and service improvements.

## BUILDING FOR TOMORROW

In order to realize our vision for assets, we will:

- ensure on-going renewal and reinvestment in infrastructure;
- ensure connectedness and mobility through the community (roads, trails and sidewalk networks);
- maintain or improve water, sewer and stormwater management infrastructure;
- ensure effective capital investment necessary to the health and economic well-being of the community;
- provide safe, treated drinking water;
- maintain or improve local traffic networks;
- promote active transportation (i.e. walking and cycling infrastructure);
- enhance accessibility and safety at rail crossings and trails/ greenway upgrades;
- align with the City's user-pay philosophy;
- enhance parks, greenways and recreational facilities; and
- improve access to transit.

## IMAGINING OUR FUTURE

What people will be saying in 2025

Every day, Salmon Arm residents wake up knowing they can count on having clean drinking water, safe and well-maintained roads to travel on, beautiful green spaces to enjoy, sports and recreation facilities for their children to play in, and fire and police services to rely on.

Salmon Arm makes diligent and consistent investments in protecting and enhancing core services and infrastructure which is well recognized and appreciated by residents. The City ensures that residents have a good understanding of how municipal tax dollars are spent which builds accountability for the City's decision making processes related to infrastructure investments.

The City takes an integrated approach to service and infrastructure improvements, which includes input from finance, planning, engineering, and operations departments. Large-scale infrastructure projects are planned well in advance to ensure projects are adequately funded. Inconvenient and unnecessary service interruptions are avoided by planning for the regular maintenance and upgrades of City infrastructure.





# ENVIRONMENT/WATERFRONT

We will protect and enhance our waterfront and natural assets.







## UNDERSTANDING TODAY

The waterfront is at the epicenter of many of the goals Salmon Arm is trying to achieve: a vibrant city centre, environmental stewardship (water quality, ecosystems), transportation/accessibility, livability, infill/densification, greenways, and well-maintained infrastructure facilities.

The waterfront is one the community's most important assets and Salmon Arm takes stewardship of the lake's integrity and water quality very seriously. This requires ongoing diligence with respect to new and existing infrastructure and development adjacent to the lake. The need to protect this sensitive ecosystem must be balanced with a desire to maintain public access to the waterfront so that residents and visitors can enjoy this integral part of the community. This requires thoughtfully planned trails, pathways, sidewalks and roads.

Inviting people into this environmentally sensitive area also means that measures must be taken to protect water quality and respect the plants and wildlife native to this ecosystem. Public education and enforcement of any regulations related to the preservation of the waterfront and natural assets will be important moving forward. One of the key outcomes from the City's Official Community Plan was to take an inventory of sensitive ecosystems and environmental areas. The City recently completed stream and wetland inventories, and this provides useful information for the review and update of environmental protection bylaws in order to protect and enhance the community's natural environment.

## BUILDING FOR TOMORROW

**In order to realize our vision for the environment/waterfront, we will:**

- **ensure lakeshore preservation and surface water quality;**
- **respect environmentally sensitive and riparian areas;**
- **protect natural ecosystems and wildlife habitat;**
- **address concerns and potential impacts of infrastructure located within the foreshore;**
- **promote sustainable and low impact development;**
- **enhance public education about the waterfront and natural assets; and**
- **encourage linkages to natural assets via greenways and trails.**

## IMAGINING OUR FUTURE

What people will be saying in 2025

As a gateway to the Shuswap, the Salmon Arm waterfront is a hallmark of this community. The waterfront is considered by many residents to be the community's number one asset and there is a great sense of pride and ownership in protecting and preserving this ecologically sensitive area.

With spectacular views of Shuswap Lake, the waterfront is well connected to the downtown core and along the north shore to Canoe. Visitors to the area enjoy the beauty of the lake as they stroll along the boardwalk and take in the view and natural habitat for birds and fish along the greenways.

The City is careful to ensure that new development, regardless of where it occurs in Salmon Arm, does not come at the expense of the natural ecosystems and habitat. Salmon Arm enjoys many natural assets including high quality air, plentiful water, fertile agricultural land, forests and abundant wildlife. The City is deliberate in preserving these valuable natural assets through appropriate regulations.



## ECONOMY

We will bolster our economy through strategic partnerships.







## UNDERSTANDING TODAY

As the hub for business and culture within the Shuswap region, Salmon Arm continues to thrive. The downtown and waterfront is integral to Salmon Arm's character and vibrancy, and the economy is bolstered by diverse businesses and services located throughout the City. Salmon Arm has the advantage of being located in a very popular tourist area that sees many thousands of visitors each year. The City continues to be proactive in welcoming visitors to the area in support of local tourism. Being located along the Trans-Canada Highway and Canadian Pacific rail line supports the transport of goods that benefit the local economy. Moving forward, it will be important to take steps to ensure that the community is positioned to support new business and to attract industry to Salmon Arm.

In an increasingly diverse and interdependent world, it is critical to look for opportunities to build partnerships and work with others who share common priorities and concerns. This will be integral to finding adequate, workable solutions to the many demands we see today and in our future. For example, reliance on other levels of government for education and health care services is an ongoing challenge. Maintaining these services is critical to Salmon Arm and the surrounding region and can only be achieved by effectively partnering with others including First Nations, CSRD, federal and provincial governments, community organizations and private industry.

## BUILDING FOR TOMORROW

In order to realize our vision for the economy, we will:

- support initiatives that create a vibrant downtown;
- facilitate the incubation of new businesses and industry to enable investment in Salmon Arm;
- ensure infrastructure is in place to support new industry (e.g. industrial park);
- work with agencies responsible for the national transportation infrastructure (e.g. air, rail and highway) to support the safe and efficient movement of goods into and through the community;
- celebrate our economic diversity and engage with local businesses (i.e. industrial/manufacturing sector);
- work collaboratively with our First Nations neighbours and the CSRD to enhance new development opportunities;
- foster relationships with key agencies to ensure high quality health and education services; and
- enhance relationships with neighbouring local, regional and federal agencies and governments.

## IMAGINING OUR FUTURE

What people will be saying in 2025

Salmon Arm has a thriving local economy. Commercial, industrial and institutional development is in plentiful supply. The availability of appropriately serviced industrial land is a significant contributor to Salmon Arm's economic health.

Salmon Arm has strong agricultural roots and farming continues to be a vital part of the local economy.

Tourism contributes significantly to business in the downtown core and throughout the city. Salmon Arm is an attractive prospect for businesses looking to set up shop in a centrally located community with good transportation accessibility and affordable property taxes.

The City has an efficient approvals process and has fostered strong working relationships with First Nations, other governments and agencies which are conducive to new business start-ups and land development opportunities.



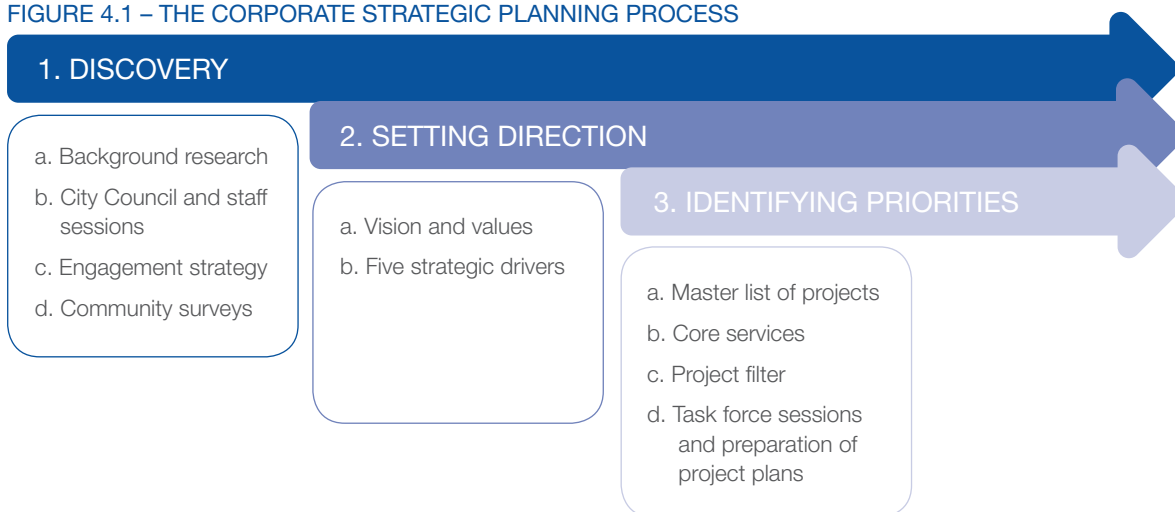




## SECTION 4 – THE CORPORATE STRATEGIC PLANNING PROCESS

The *Corporate Strategic Plan* was initiated in 2013, with the intent to begin implementation of the plan in 2014. The strategic planning process involved three key phases as shown in Figure 4.1 and described in more detail below the figure.

FIGURE 4.1 – THE CORPORATE STRATEGIC PLANNING PROCESS



### *Corporate Strategic Planning Phase 1 – Discovery*

#### **a. Background Research and Analysis**

The first step was to undertake background research and analysis of existing plans and past strategic planning sessions/retreats to identify common themes and trends. A list of all information considered in the planning process is provided in the Master List of Projects provided in Appendix 1.

#### **b. City Council and Staff Workshops**

Workshops were held with City Council and senior management staff to set direction for the vision, values and strategic drivers as well as to identify priority projects anticipated for the coming 10 to 15 years.

#### **c. Engagement Strategy**

An engagement strategy was also prepared which identified key internal and community stakeholders and the best methods of seeking input from these interested parties.

#### **d. Community Surveys**

Two community surveys were conducted - a Residents Survey and a Community Organizations

Survey. The main objective of the Residents Survey was to identify residents' top priorities to be advanced over the next 10 to 15 years relative to nine goal areas based on the City's Official Community Plan. The Community Organizations Survey was intended to identify key priorities for community organizations in Salmon Arm and to understand how each of their priorities relates to the goals identified in the City's Official Community Plan.

A total of 58 community organizations completed the Community Organizations Survey and 308 residents completed the Residents Survey. A summary of the survey results were provided in two reports: (1) *City of Salmon Arm Strategic Plan Survey Report – Part 1*, and (2) *Raw Data for Residents' Survey and Community Organizations Survey – Part 2*.<sup>\*</sup> This information was used to identify community priorities for the coming 10 to 15 years. An executive summary of the Residents and Community Organizations Surveys can be found in Appendix 2.

<sup>\*</sup>Survey results available from City Hall or on the City's website at [www.salmonarm.ca](http://www.salmonarm.ca)





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## Strategic Planning Phase 2 – Setting Direction

### a. Vision and values

As described earlier in this report, the City's vision was developed in 2011 as part of the Official Community Plan update. The City's operational and leadership values were identified through several discussions with City Council and staff. The vision and values create the foundation of the City's *Corporate Strategic Plan* and serve as a compass for decision making and prioritization of initiatives.

### b. Strategic Drivers

Through discussions with City Council and staff, as well as the comprehensive survey of residents and community organizations, five Strategic Drivers emerged which reflect the community's priorities to be considered prior to undertaking initiatives or projects that are above and beyond the City's current commitments to delivering day to day core services.

## Strategic Planning Phase 3 – Identifying Priorities

### a. Master List of Projects

A master list of initiatives and projects was compiled from existing City reports, plans, documents, strategic planning sessions/retreats, community surveys as well as City Council and staff input. A list of all the plans considered, as well as the Master List of Projects is provided in Appendix 1.

### b. Delivery of Core Services

It was important to begin the project planning process by clarifying the City's core services that are delivered by the following departments: Corporate Services, Development Services, Engineering and Public Works, Salmon Arm Recreation Society, and Emergency Services. The majority of the City's financial and staffing capacity is dedicated to fulfilling the core services for which it is responsible. The City's core services are described in more detail in Figure 5.1 of this report.

### c. Project Filter

A Project Filter, provided in Appendix 3, was developed based on the City's strategic drivers and core service responsibilities and was used as a framework for assessing the master list of projects and identifying priority projects for the next ten years. A cross section of senior City staff were brought together to complete Project Filters for each project on the Master List of Projects. The Project Filter asks a series of questions designed to assess how well an individual projects aligns with the five Strategic Drivers and the City's core services resulting in a numerical score for each project. A summary of all the projects that were evaluated and their rank order is provided in Appendix 4. The rank ordering of projects assisted City staff in deciding which projects warranted more detailed project scoping.

### d. Task Force Sessions and Preparation of Project Plans

After the project filtering process, City management staff worked collaboratively to better assess the projects that received the highest project filter scores based on their in depth understanding of the issues and opportunities surrounding each project. As a result, a total of 25 projects were identified to be considered within the Plan over the short, medium

and long term, and 17 priority projects were identified for deeper analysis through a series of Task Force meetings.

Once there was consensus on the top priority projects, Task Force teams of six to nine people, representing a cross section of senior management, were created to discuss each project. Every Task Force team included City staff that had a deep understanding of the project as well as staff that would be integral to future implementation of the project. Task Force team meetings were highly effective in terms of enabling integration between departments and staff members and provided the opportunity for in depth discussion which fostered better understanding about each priority project.

During the Task Force discussions, a Project Plan was prepared for each priority project. The Project Plan defines the context, scope and actions required to implement new projects. The Project Plan template is divided into three sections: (1) project overview, (2) project scope, and (3) project work plan. Sections 1 and 2 were completed by the senior management Task Force teams to generate common understanding of the scope and to identify key considerations. Once a decision has been made to move forward with a project, section 3 will be completed by City staff Project Leader(s) to define the specific tasks, who will be involved and how the project will be communicated. A list of all the projects that had Project Plans prepared is provided in Appendix 5. Also included in Appendix 5 is the template used to develop each Project Plan. **For more detailed information on each Project Plan for the short and medium term priority projects, please refer to the *City of Salmon Arm Strategic Plan – Project Plans* document provided under separate cover.**

Once the first draft of each Project Plan was complete, management staff established the list of priority projects to be undertaken over the next 10 years. These projects are identified in the list of Supplementary Core Services Projects discussed in Section 6.

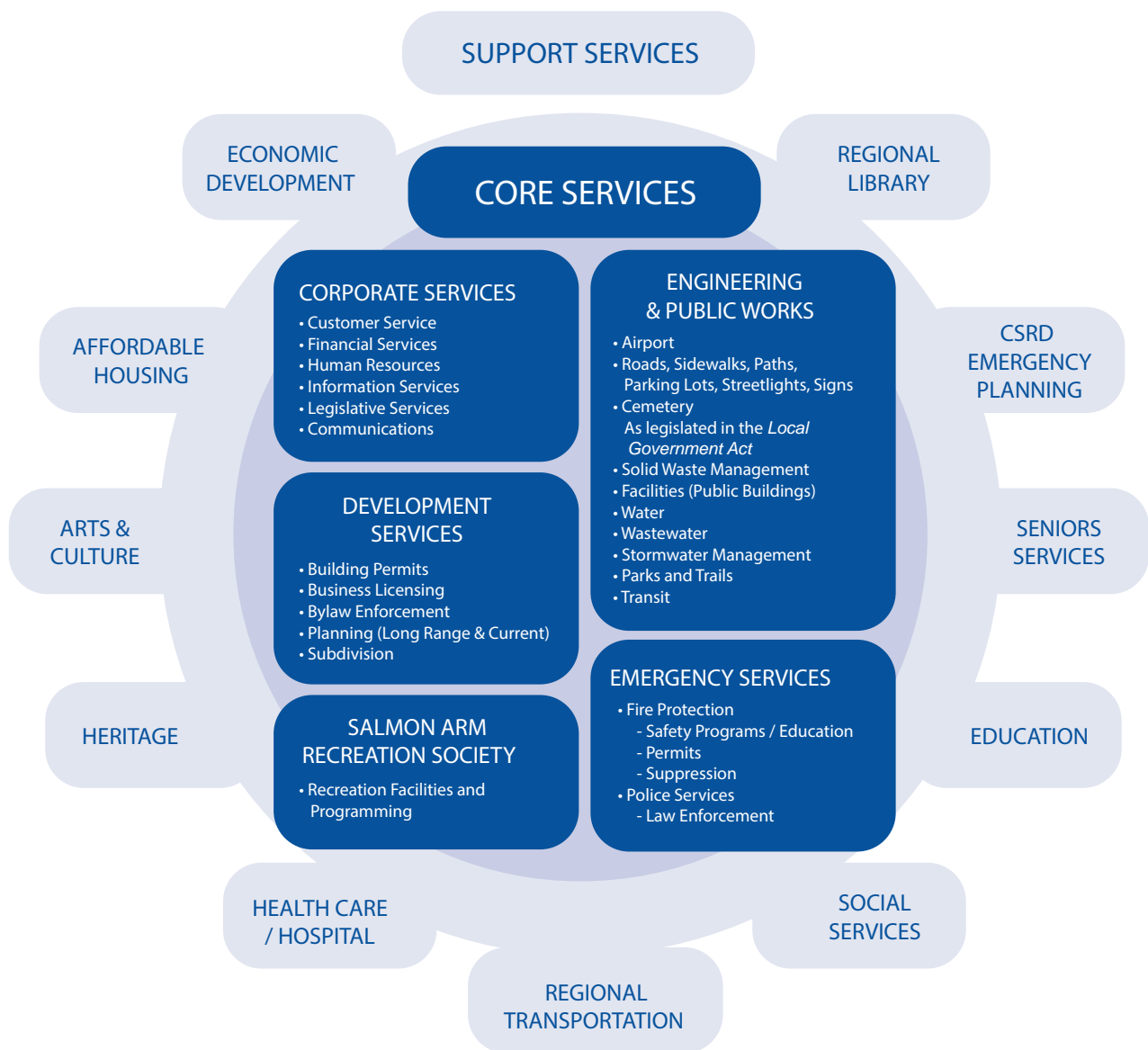




## SECTION 5 - FOCUS ON CORE SERVICES

The City has a finite amount of financial and staff resources at its disposal. At the outset of the strategic planning process it was important to clearly distinguish between those core services the City is required to deliver and additional services that are desirable for the community but may not be directly or exclusively within the City's mandate. The City's core services are noted in Figure 5.1 and described in more detail on the following page.

FIGURE 5.1 – CORE SERVICES AND SUPPORT SERVICES









As illustrated in Figure 5.1, the City of Salmon Arm has a mandate of core responsibilities that include transportation (including streets and roads, transit); infrastructure (including water treatment and supply, wastewater treatment, stormwater management, solid waste collection/disposal); recreation and culture (including recreation centres, playing fields, aquatic centres, arenas and parks); emergency protection (including police and fire services); land use planning and zoning, building regulations, and regulations in a number of other areas ranging from animal control to business licensing. Providing these core services currently consumes the majority of the City's annual budget and staff time.

However, there are also other services that are essential to ensuring a high quality of life in Salmon Arm that are provided by other agencies or organizations. While the City is not mandated to deliver these services, support is often provided in the form of funding, staff resources, and permissive tax exemptions. As reflected in the City's list of

Supplementary Core Services Projects discussed in Section 6, the City is committed to working with others to serve the best interests of the community within the resources it has available.

As more responsibilities are being downloaded to local governments and as community expectations for additional services and amenities increases, the City is challenged to deliver on these "extras" in addition to their core services. This poses a significant challenge for the City as difficult decisions must be made about where to direct precious resources. The *Corporate Strategic Plan* takes into consideration the efforts and resources required to deliver on core services, while providing tools to assist the City in ensuring balanced and consistent decision making for additional initiatives or projects that augment the delivery of core services.





## SECTION 6 – SUPPLEMENTARY CORE SERVICES PROJECTS

Perhaps the most important outcome of the corporate strategic planning process is the list of Supplementary Core Services Projects shown on next page. This list identifies the priority projects and initiatives that will be advanced over the next ten years, and provides a snapshot summary of action required to undertake each project. A comprehensive process was undertaken to assess the needs of the community and to identify what projects and initiatives will be advanced over the short, medium and long term in order to meet those needs. Short term priorities are identified to be undertaken from 2014 to 2017. Medium term priorities are from 2018 to 2020, and long term priorities are from 2021 to 2023.

The Supplementary Core Services Projects list identifies the following:

- each project is identified in one of three categories:
  - Plans (P) – indicates that additional planning is required;
  - Capital (C) – identifies projects that need to be designed and constructed; or
  - Operational (O) – signifies projects that are priorities within the City's current processes and administrative responsibilities.
- how each project aligns with the five Strategic Drivers;
- the current availability of resources or influences impacting the delivery of these projects including:
  - capital funding (financial resources required over and above regular operating expenses);
  - staff resources, including consultants (additional, temporary resources required to deliver on priorities); and
  - external influences (influences that are beyond the City's control/mandate such as external regulations, partnerships, land acquisition, and such).

Project plans have been prepared for each of the short and medium term Supplementary Core Services Projects. Appendix 5 provides a list of the Project Plans that have been prepared as well as a copy of the template used for each Project Plan. Individual Project Plans for each of the short and medium term priority projects are provided under separate cover in the document titled: *City of Salmon*

*Arm Strategic Plan – Project Plans*. Currently, Project Plans have not been prepared for long term projects that are anticipated to occur beyond 2020.\*

The list of Supplementary Core Services Projects is intended to be a living document that will be reviewed on an annual basis and updated every three years as new Councils are elected. As priorities change over time, Project Plans will be developed and/or updated for those projects. This is discussed in greater detail in Section 7 – Implementation. In addition, all the templates and tools that have been created to facilitate the creation of the list of Supplementary Core Services Project are provided under separate cover in the *City of Salmon Arm – Corporate Strategic Plan Toolkit*. This toolkit will be used to facilitate the consideration and prioritization of new projects and initiatives over time.

### ***Other Projects of Community Interest***

Throughout the development of the *Corporate Strategic Plan*, the City focused on the delivery of core services projects, given the finite amount of financial and staff resources at its disposal, as noted Section 5. However, there were a number of projects and initiatives (identified through the community surveys as well as discussions with Council and staff) that were deemed to be very important to the community, yet they did not meet the core services criteria. Some of these projects include:

- Downtown Community Campus;
- Community Arts Centre;
- Salmon River bridge replacement on the Trans-Canada Highway; and
- Salmon Arm Economic Development Society Five Year Economic Development Action Plan implementation

The City recognizes that each of these projects/initiatives is important in achieving the vision, values, and five Strategic Drivers identified in this *Corporate Strategic Plan*. However, much of the leadership and facilitation of these projects falls outside the core services criteria for this Plan. The City continues to support these initiatives, including fostering partnerships and advocating as required. Delivery of these projects will be led by other organizations within the community.

\*except for CPR 17th Ave NE pedestrian overpass







**CITY OF SALMON ARM:  
CORPORATE STRATEGIC PLAN,  
SUPPLEMENTARY CORE  
SERVICES PROJECTS**

Last Revision Date: November 12, 2013

**PROJECT**

(P) = Plan (C) = Capital project (O) = Operational

TERM

		STRATEGIC DRIVERS How this project helps to advance the key objectives of our community vision.					CAPITAL FUNDING Financial resources required over and above regular operating expenses.			STAFF RESOURCES INCLUDING CONSULTANTS Additional, temporary resources required to deliver on priorities.			EXTERNAL INFLUENCES Influences that are beyond the City's control/mandate such as external regulations, partnerships, land acquisition, and such.		
		PEOPLE	PLACES	ASSETS	ENVIRONMENT/ WATERFRONT	ECONOMY	Available	Partial	Required	Available	Partial	Required	No	Partial	Yes
SHORT TERM PRIORITIES 2014, 2015, 2016, 2017	(C)	Blackburn Park upgrades	•	•	•				○	○		○			
	(P)	Communications strategy	•	•			----- Not Applicable -----				○	○	○		
	(P)	Fire Underwriters survey update	•	•	•				----- Not Applicable -----			○		○	
	(C)	Foreshore sanitary sewer main replacement			•	•			○	○		○			○
	(O)	Long term financial plan update	•	•	•	•			----- Not Applicable -----			○		○	
	(C)	Ross Street underpass	•	•	•	•			○	○		○			○
	(O)	Servicing philosophy – managing development • Subdivision and development servicing bylaw (including Hillside development guidelines) • Development cost charges bylaw update		•	•				----- Not Applicable -----			○		○	
	(O)	Stormwater management plan update and funding strategy			•	•			----- Not Applicable -----			○	○	○	
	(C)	Transit improvements	•	•		•			○	○	○			○	
MEDIUM TERM PRIORITIES 2018, 2019, 2020	(C)	Airport improvements	•	•	•			○	○	○		○			○
	(P)	Downtown parking plan		•	•	•			----- Not Applicable -----			○		○	
	(O)	Environmental protection bylaws and development permits update (i.e. watercourses, tree protection, hazards)	•	•	•	•			----- Not Applicable -----			○	○	○	
	(P)	Fire services review	•	•	•				----- Not Applicable -----			○		○	
	(P)	Recreation campus redevelopment plan	•	•	•				----- Not Applicable -----			○		○	
	(C)	Trails and greenways connections (Waterfront and Heritage Trails) and funding strategy	•	•	•	•				○	○	○		○	
	(C)	Trans-Canada Highway / 20th Intersection		•	•				○	○	○	○			○
	(P)	Wastewater Pollution Control Centre relocation assessment		•	•	•			----- Not Applicable -----			○		○	○
	(P)	Water metering cost/benefit analysis			•	•			----- Not Applicable -----			○	○	○	
LONG TERM PRIORITIES 2021, 2022, 2023	(C)	Auto road connector						○	○	○		○			○
	(P)	Canoe waterfront public access redevelopment and expansion plan						----- Not Applicable -----			○		○	○	
	(C)	CPR 17th Ave. NE pedestrian overpass	•	•	•	•			○	○		○		○	○
	(P)	Downtown waterfront public access management plan (including Marine Peace Park and Wharf)							----- Not Applicable -----			○		○	○
	(C)	Industrial park servicing and infrastructure improvements								○	○	○	○		
	(P)	Klahani Park Redevelopment plan							----- Not Applicable -----			○		○	○
	(P)	Little Mountain Park development plan (including relocation of Public Works yard)							----- Not Applicable -----			○		○	○

Refer to the Corporate Strategic Plan - Project Plans document (provided under separate cover) for detailed information about these projects.

Not every priority project has a Project Plan. To see if a Project Plan has been created for a particular priority, refer to the columns under Strategic Drivers. Project Plans have been created for projects that show bullets in any of the Strategic Driver columns.







## SECTION 7 - IMPLEMENTATION

The *Corporate Strategic Plan* provides vision and direction for the City in advancing priority projects over the next ten years and key information required to undertake those projects. Over time, circumstances change and as projects are completed the Plan will need to be updated. For example, if new funding or staff resources become available or regulations change, the list of Supplementary Core Services Projects will be updated to reflect the current situation.

It is suggested that the Plan be revisited every three years as new Councils are elected. This will provide the opportunity to share the plan with newly elected representatives, and renew the Plan based on the priorities of each new Council.

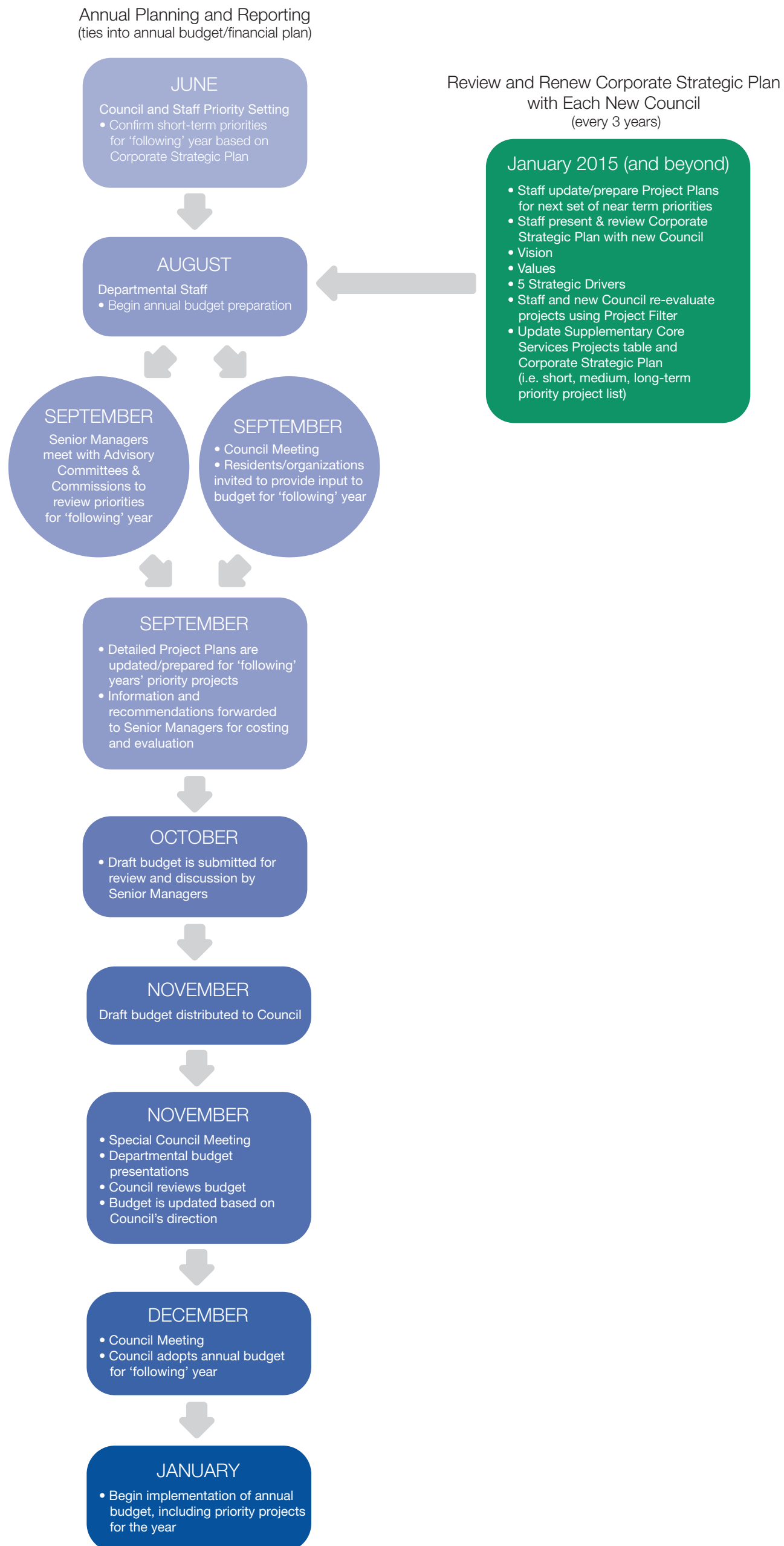
Figure 7.1 on the following page provides an outline of the process for maintaining the Plan on an ongoing basis in a way that is integrated within the City's current annual budget planning and reporting process.

To facilitate updates of the *Corporate Strategic Plan* in the coming years, tools and templates have been created. These include:

- The Project Filter (Appendix 3)
- Project Plan Template (Appendix 5)

These tools are also provided in an accompanying document titled: *City of Salmon Arm – Corporate Strategic Plan Toolkit* provided under separate cover. This toolkit will form the basis for future strategic planning.

FIGURE 7.1 – CORPORATE STRATEGIC PLAN IMPLEMENTATION OUTLINE





## Appendix 1 - Master List of Projects

The following outlines all the potential projects that were considered in the preparation of the *Corporate Strategic Plan* and identifies the plan/study/document in which these projects are identified. A legend for the acronyms is provided below:

### Legend for Acronyms and Reference Documents:

#### *Plans/Documents*

**FP** – Long Term Financial Plan (2005) - Financial Plan Memos  
**OCP** – Official Community Plan Bylaw No. 4000 (2011)  
**SAEDAP** – Salmon Arm Economic Development Action Plan (2012)  
**PRMP** – Parks and Recreation Master Plan (2012)  
**HER** – Heritage Strategy (2009)  
**ANNREP** – City of Salmon Arm Annual Report (2011)  
**GWS** – Greenways Strategy (2010)

#### *Council/Senior Management Strategic Planning Retreats/Workshops*

**CSMR** – Council and Senior Management Retreat (April 2012)  
**CSMW** – Council and Senior Management Workshop (December 2012)

#### *Community Consultation*

**SURVEY** – Strategic Plan - Residents Survey and Community Organizations Survey Results (2013)

#### *Other*

**FCW** – Future Capital Works spreadsheet (revised Sep 2012) (as provided to USL in Fall 2012)

### List of Projects Considered in the Planning Process

#### *Engineering/Public Works*

##### *Water*

- Water metering cost/benefit analysis (FP)
- Quality improvements (i.e. Metford Dam filtration) (FP)
- Upgrading of distribution system (i.e. various main, booster station and other improvements)

##### *Wastewater*

- Establish a Wastewater Management Strategy to guide decision making (CSMR, CSMW, SURVEY) to:
  - Address community perceptions (waterfront location, effluent discharge, aesthetics, and odour)
  - Define existing and future capacity/expansion
- Upgrades to the City's Water Pollution Control Centre (CSMR, CSMW, SURVEY). Proposed upgrades include:
  - technology applications (including phosphorus recovery and ultraviolet light treatment improvements)
  - broader planning initiatives (such as Liquid Waste Management Plan)
  - eventual need for major capital expenditures for treatment and disposal facilities
- Installation of collection and treatment system for industrial park (SAEDAP)
- Foreshore sanitary sewer main replacement

##### *Transportation*

- On-going road maintenance (SURVEY)
- Transportation Management Plan (OCP)
- Improve transit (SURVEY)
- Trans-Canada Highway Bridge at Salmon River (OCP, CSMR, CSMW, SURVEY)
- Trans-Canada Highway/20th Intersection (OCP, CSMR, CSMW)
- Work with MOTI to minimize the negative impacts of the Trans-Canada Highway on the community by improving safety and crossing and maintenance (OCP, SURVEY)

- Intersection upgrade on Highway 97B at 40 Avenue SE for the Industrial Park (OCP)
- Intersection improvements at Highway 97B and 10 Avenue SE (OCP)
- Intersection improvements on the Trans-Canada Highway at 50 Street NE in Canoe (OCP)
- Ross Street Underpass (OCP, CSMR, CSMW)
- Lakeshore Road sidewalk access (CSMR, CSMW, GWS)
- CP Rail Pedestrian Crossing at 17th (OCP, CSMR, CSMW)
- Airport Expansion and Taxiway upgrades (CSMW)
- Auto Road Connector (OCP)

#### *Drainage/stormwater*

- Stormwater management plan update
- Upgrading of various components
- Develop a business case for establishing a storm utility

#### *Parks/Recreation*

- Update agreement and mandate of the Recreation Society (PRMP)
- Recreation campus redevelopment plan (CSMW, PRMP, SURVEY)
- Expand joint use agreements with SD 83 for shared facilities and sports fields (PRMP, SURVEY)
- Active Recreation Infrastructure (natural areas, parks spaces, sports/recreational facilities/fields, greenways and trails)
  - Blackburn Park upgrades (PRMP, FP)
  - Klahani Park Strategic Development Plan and Improvements (incl. 4 ball diamond complex, lacrosse box, off road bike park, ) (PRMP)
  - Little Mountain Park Master Plan (relocation of Public Works yard, synthetic fields, track)(PRMP)
- Trails and Greenways Connections:
  - East/West Heritage Trail from RJ Haney Heritage Village and Museum to proposed Switzmalph Cultural Centre (PRMP, SURVEY)
  - Extend downtown foreshore trail east to Canoe and West to FN land (OCP, PRMP)
- Marine Peace Park and Wharf Strategic Management Plan (PRMP)
- Canoe waterfront redevelopment and expansion plan (PRMP)
- 75th Avenue & 50th Street Boat Launches master plan (PRMP)

#### *Planning and Development*

- Zoning Bylaw review (FP & OCP)
- Development Approval Information Bylaw (OCP)
- Downtown parking plan (SURVEY)
- Review/update environmental protection bylaws and development permits (OCP) (i.e. Shuswap Lake foreshore, water conservation and flooding)
- Hillside Development Guidelines to maintain the integrity of our hillside assets (views, ecological preservation, trees) (FP)
- Review and update City's Tree Protection Bylaw (OCP)
- Establish a waterfront bird viewing platform for residents and tourists (Survey)
- Action plan to reduce GHG/measure and report GHG emissions (OCP)
- Assessing the existing regulatory regime for new development at City Hall (i.e. be receptive to business) (CSMR, SURVEY)
- Update 2004 Agricultural Area Plan (OCP)
- Subdivision and Development Servicing Bylaw Review (OCP)
- Development Cost Charge Bylaw Review (OCP)

#### *Housing*

- Prepare housing strategy (OCP, SURVEY)

#### *Social/Cultural*

- Social Needs Assessment/Social Plan (OCP)
- Culture Master Plan (OCP) to set direction for a Community Arts Centre (OCP, CSMR, CSMW, SURVEY)



### *Economic Development*

- Economic Development Action Plan implementation (OCP, SAEDAP)
- Downtown Community Campus (SAEDAP, CSMR, CSMW, SURVEY)

### *Communications/Partnerships*

- Communications strategy (OCP, SAEDAP, CSMR, CSMW, SURVEY)
- Regular forums/"get-togethers" with FNs neighbours (CSMR)
- Enhancing relationships with CSRD including fringe area planning and recreational services

### *Protective Services*

- Fire Services Review
- Fire Underwriters Survey update

### *Other*

- Long Term Financial Plan update (FP)

## Appendix 2 - Executive Summary from the Salmon Arm Strategic Plan Survey Report

The following is an extract from the *City of Salmon Arm Strategic Plan Survey Report*. It provides an executive summary of the results of the Residents Survey and the Community Organizations survey.

For more information, refer to *City of Salmon Arm Strategic Plan Survey Report – Part 1* and *Raw Data for Residents’ Survey and Community Organizations Survey – Part 2*.

Survey results are available from City Hall or on the City’s website at [www.salmonarm.ca](http://www.salmonarm.ca).

### PART 2 – EXECUTIVE SUMMARY

Table 2.1 provides a summary of the most important priority for each goal area as identified by the majority of residents.

FIGURE 7.1 – STRATEGIC PLAN IMPLEMENTATION OUTLINE

OCP Goal Area	Most Important Priority To Focus On First Over The Next 10 – 15 Years (N=308)	Themes Related To Advancing This Priority (number of related comments)	City's Role In Advancing This Priority	Top 3 Partnerships/ Relationships	Timing	Funding
Natural Environment, Agriculture and Climate Change	Protect environmentally sensitive ecosystems (28.1%) (n=68)	<ul style="list-style-type: none"> <li>Restrict development affecting environmentally sensitive areas (26)</li> <li>Identification and inventory of environmentally sensitive areas (12)</li> <li>Protecting specific species and eco-systems (7)</li> <li>Pollution control (7)</li> <li>Awareness and education (2)</li> <li>Greenspace in the city (2)</li> </ul>	<ul style="list-style-type: none"> <li>Direct 64.1%</li> <li>Indirect 18.8%</li> <li>Support 4.7%</li> <li>Don't Know 2.5%</li> </ul>	<ul style="list-style-type: none"> <li>City 92.3%</li> <li>CSRD 83.1%</li> <li>First Nations 83.1%</li> </ul>	Short Term 50.8%	City 73.4%
Utilities and Public Works Infrastructure	Potable Water (41.0%) (n=91)	<ul style="list-style-type: none"> <li>Protect the lake and water supply from pollution (17)</li> <li>Upgrading potable water (9)</li> <li>Maintenance (5)</li> <li>Water studies (3)</li> <li>Water conservation (2)</li> </ul>	<ul style="list-style-type: none"> <li>Direct 80.0%</li> <li>Indirect 8.9%</li> <li>Support 3.3%</li> <li>Don't Know 7.8%</li> </ul>	<ul style="list-style-type: none"> <li>City 75.6%</li> <li>Province 70%</li> <li>CSRD 53.3%</li> </ul>	Short Term 49.4%	City 73.3%
	Sewage Treatment (40.5%) (n=90)	<ul style="list-style-type: none"> <li>Eliminate odours from sewage treatment</li> <li>Protect the lake and the source of drinking water</li> <li>Upgrade sewage treatment centre</li> <li>Relocate the sewage treatment plant</li> <li>Upgrade septic</li> </ul>	<ul style="list-style-type: none"> <li>Direct 89.8%</li> <li>Indirect 8.0%</li> <li>Support 0%</li> <li>Don't Know 2.3%</li> </ul>	<ul style="list-style-type: none"> <li>City 82.6%</li> <li>Province 7.4%</li> <li>CSRD 57.0%</li> </ul>	Short Term 51.1%	City 78.4%
Transportation Infrastructure	Roads (41.1%) (n=92)	<ul style="list-style-type: none"> <li>Proper maintenance (e.g. snow, potholes, paint) (24)</li> <li>Implement a bypass or alternate route for highway outside of downtown (12)</li> <li>Transit and cyclists (8)</li> <li>Traffic planning (5)</li> <li>Railway overpass and noise control (4)</li> <li>Bridge improvements (2)</li> </ul>	<ul style="list-style-type: none"> <li>Direct 86.4%</li> <li>Indirect 9.1%</li> <li>Support 2.3%</li> <li>Don't Know 2.3%</li> </ul>	<ul style="list-style-type: none"> <li>City 77.3%</li> <li>Province 9.3%</li> <li>Federal 47.7%</li> </ul>	Short Term 52.3%	Province 73.6%



FIGURE 7.1 – STRATEGIC PLAN IMPLEMENTATION OUTLINE - CONTINUED

OCP Goal Area	Most Important Priority To Focus On First Over The Next 10 – 15 Years (N=308)	Themes Related To Advancing This Priority (number of related comments)	City's Role In Advancing This Priority	Top 3 Partnerships/ Relationships	Timing	Funding
Arts, Culture and Heritage	Future Community Arts Centre (38.6%) (n=78)	<ul style="list-style-type: none"> <li>• Need for a Community Arts Centre (24)</li> <li>• Important that it function as a multi-use space (9)</li> <li>• Venue (9)</li> <li>• Planning (5)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct 28.2%</li> <li>• Indirect 55.1%</li> <li>• Support 7.7%</li> <li>• Don't Know 9.0%</li> </ul>	<ul style="list-style-type: none"> <li>• Community Orgs 76.9%</li> <li>• City 76.9%</li> <li>• Province 5.4%</li> </ul>	Medium Term 46.2%	City 68.4% Province 68.4%
Economic Opportunity	Commercial business retention/ expansion (33.6%) (n=71)	<ul style="list-style-type: none"> <li>• Greater shopping selection (16)</li> <li>• Department store development (14)</li> <li>• Better access to retail shopping (9)</li> <li>• Incentives for commercial development (6)</li> <li>• Support for small, locally owned businesses (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct 47.8%</li> <li>• Indirect 29.9%</li> <li>• Support 14.9%</li> <li>• Don't Know 7.5%</li> </ul>	<ul style="list-style-type: none"> <li>• City 81.8%</li> <li>• Private 62.1%</li> <li>• Province 8.5%</li> </ul>	Short Term 77.9%	City 52.2%
Parks and Recreation	Recreational Facilities (32.9% ) (n=68)	<ul style="list-style-type: none"> <li>• New pool/aquatic centre (37)</li> <li>• Upgrade existing facilities (20)</li> <li>• New facilities (5)</li> <li>• Youth activities (4)</li> <li>• Add/improve outdoor facilities (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct 70.1%</li> <li>• Indirect 22.4%</li> <li>• Support 4.5%</li> <li>• Don't Know 3%</li> </ul>	<ul style="list-style-type: none"> <li>• City 81.5%</li> <li>• Community Orgs 63.1%</li> <li>• Province 1.5%</li> </ul>	Short Term 58.2%	City 80.0%
Social Support and Housing Diversity	Safe and Secure Community (31.2%) (n=62)	<ul style="list-style-type: none"> <li>• Policing / law enforcement / community watch (13)</li> <li>• Housing (5)</li> <li>• Street lighting, shared pathways (4)</li> <li>• Drug and alcohol abuse (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct 65.6%</li> <li>• Indirect 24.6%</li> <li>• Support 0%</li> <li>• Don't Know 9.8%</li> </ul>	<ul style="list-style-type: none"> <li>• City 71.7%</li> <li>• Province 1.7%</li> <li>• Federal 40.0%</li> </ul>	Short Term 55.9%	City 61.0%
Sustainable Community Development	Supporting a vibrant City Centre as a walkable, mixed use area (37.4%) (n=73)	<ul style="list-style-type: none"> <li>• Vibrant downtown core (15)</li> <li>• Increase parking downtown (6)</li> <li>• Urban sprawl (5)</li> <li>• Downtown community college campus (3)</li> <li>• Zoning (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct 58.8%</li> <li>• Indirect 27.9%</li> <li>• Support 8.8%</li> <li>• Don't Know 4.4%</li> </ul>	<ul style="list-style-type: none"> <li>• City 81.7%</li> <li>• Private 59.2%</li> <li>• Community Orgs 52.1%</li> </ul>	Short Term 50.0%	City 67.6%
Partnerships and Relationships	Helping community organizations and residents to work together towards the Community Vision (66.1%) (n=127)	<ul style="list-style-type: none"> <li>• Community engagement and involvement (24)</li> <li>• Planning Salmon Arm (6)</li> <li>• Involve local community first (6)</li> <li>• First Nations (3)</li> <li>• Gathering input from all residents of Salmon Arm for decision making (3)</li> <li>• This area is not important (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct 42.7%</li> <li>• Indirect 33.1%</li> <li>• Support 8.9%</li> <li>• Don't Know 5.3%</li> </ul>	<ul style="list-style-type: none"> <li>• City 76.9%</li> <li>• Community Orgs 69.4%</li> <li>• CSRD 49.6%</li> </ul>	Short Term 43.2%.	City 52.5%

Table 2.2 provides an executive summary of the Community Organizations Survey, based on the data we anticipate to be of most interest to the City.

**TABLE 2.2 – EXECUTIVE SUMMARY OF COMMUNITY ORGANIZATIONS SURVEY**

OCP Goal Area	Short Term Projects (2 yrs)	Medium Term Projects (5-7 yrs)	Long Term Projects (8-12 yrs)	Ongoing Projects
Parks and recreation	<ul style="list-style-type: none"> <li>Viewing platform at Peter Jannik Park</li> <li>Baseball fields at Blackburn Park</li> <li>Create a park next to Mino's on 10th</li> <li>New outdoor box for Lacrosse</li> <li>Master plan for recreation centre upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade Canoe Beach launch area/expand to adjacent property</li> <li>Indoor soccer arena (upgrade to fall fair arena)</li> </ul>	<ul style="list-style-type: none"> <li>Central baseball complex at Klahani Park</li> <li>Property acquisition adjacent Canoe Beach facility</li> </ul>	<ul style="list-style-type: none"> <li>Recreation centre upgrade</li> <li>Greenway Trail Development</li> </ul>
Social support and housing diversity		<ul style="list-style-type: none"> <li>Community youth centre downtown</li> </ul>		<ul style="list-style-type: none"> <li>Support Senior's quality of life</li> <li>Community investment in early childhood development</li> <li>Ensure adequate qualified staff at hospital and ancillary health care services</li> </ul>
Transportation infrastructure	<ul style="list-style-type: none"> <li>Replace Salmon River Bridge</li> <li>Seniors Fifth Ave. parking extension</li> </ul>	<ul style="list-style-type: none"> <li>Parkade 4th and 6th NE location</li> </ul>		
Arts, culture and heritage	<ul style="list-style-type: none"> <li>Fall Fair Site</li> </ul>	<ul style="list-style-type: none"> <li>Enhance Folk Music Society venue</li> <li>Heritage village and museum</li> <li>Cultural master plan</li> </ul>		<ul style="list-style-type: none"> <li>Celebrate and enhance the cultural heritage assets of the City</li> <li>Airport appreciation day (2014)</li> </ul>
Natural environment, agriculture and climate change				<ul style="list-style-type: none"> <li>Form a department of agriculture</li> <li>Agricultural support</li> <li>Ditching and draining (Farmers Inst).</li> </ul>
Economic Opportunity		<ul style="list-style-type: none"> <li>Downtown campus</li> </ul>		





# CITY OF SALMON ARM STRATEGIC PLAN: PROJECT FILTER

Last Revised Sept. 3, 2013

**STRATEGIC CRITERIA: ASSIGN 1 POINT FOR EACH YES ANSWER**

YES NO OTHER / COMMENT



**PEOPLE: To Make Salmon Arm a Great Place to Live**

**Does the proposed project or initiative...**

- Maintain a friendly, small town feel where residents can connect with one another?
- Ensure that Salmon Arm is a safe and healthy community?
- Create an inclusive community that serves the diverse needs of residents?
- Enhance connectedness between people in the community?
- Ensure a variety of housing choices for all?
- Foster and enable public engagement and citizenship with residents?
- Enhance our thriving arts and cultural community?
- Provide enhanced recreational, sports, leisure and cultural opportunities?
- Continue to enhance relationships with community organizations?



**PLACES: Positioning Salmon Arm As The Regional Centre Of The Shuswap**

**Does the proposed project or initiative...**

- Ensure quality services such as education, shopping, health care, recreation, parks and housing are located in Salmon Arm and meet needs of residents/region?
- Maintain a vibrant, compact, accessible and attractive downtown core?
- Maintain and respect the concept of the urban containment boundary?
- Protect and preserve agricultural lands?
- Ensure safe and efficient transportation within and through the community?
- Promote urban density and mixed-use development?
- Enhance connections and accessibility to the waterfront?



**ASSETS: Diligently Reinvesting In Core Services And Infrastructure**

**Does the proposed project or initiative...**

- Ensure on-going renewal and reinvestment in infrastructure?
- Ensure connectedness and mobility through the community (roads, trails and sidewalk networks)?
- Maintain or improve water, sewer and stormwater management infrastructure?
- Ensure effective capital investment necessary to the health and economic well-being of the community?
- Provide safe, treated drinking water?
- Maintain or improve local traffic networks?
- Promote active transportation (i.e. walking and cycling infrastructure)?
- Enhance accessibility and safety at rail crossings and trails/greenway upgrades?
- Align with the City's user-pay philosophy?
- Enhance parks, greenways and recreational facilities?
- Improve access to transit?



**ENVIRONMENT/WATERFRONT: To Protect And Enhance Our Waterfront And Natural Assets**

**Does the proposed project or initiative...**

- Ensure lakeshore preservation and surface water quality?
- Respect environmentally sensitive and riparian areas?
- Protect natural ecosystems and wildlife habitat?
- Address concerns and potential impacts of infrastructure located within the foreshore?
- Promote sustainable and low impact development?
- Enhance public education about the waterfront and natural assets?
- Encourage linkages to natural assets via greenways and trails?



**ECONOMY: To Bolster Our Economy Through Strategic Investments And Partnerships**

**Does the proposed project or initiative...**

- Support initiatives that create a vibrant downtown?
- Facilitate the incubation of new businesses and industry to enable investment in Salmon Arm?
- Ensure infrastructure is in place to support new industry (e.g. industrial park)?
- Work with agencies responsible for the national transportation infrastructure (e.g. air, rail and highway) to support the safe and efficient movement of goods into and through the community?
- Celebrate our economic diversity and engage with local businesses (i.e. industrial/manufacturing sector)?
- Work collaboratively with our First Nations neighbours and the CSRD to enhance new development opportunities?
- Foster relationships with key agencies to ensure high quality health and education services?
- Enhance relationships with neighbouring local, regional and federal agencies and governments?

TOTAL POINTS FOR STRATEGIC CRITERIA

**OPERATIONAL CRITERIA:**

**ASSIGN 1 POINT FOR EACH YES ANSWER & 5 POINTS FOR QUESTIONS IN RED**

YES NO OTHER / COMMENT

- Is this a core service as per strategic plan? = 5 pts
- Is this included in the City's five year financial plan? = 5 pts
- Does the City have the resources to effectively execute and maintain this initiative? = 5 pts
- Is this project urgent (e.g. compromises health and safety/legislation requirement)? Scale 1 to 5 (5 = urgent)
- Is this fully within the City's ability to influence/execute?
- Does this strengthen relationships/partnerships with other agencies and stakeholders?
- Does this have the potential to generate new and/or additional revenue?
- Does the community understand, need and support this project?
- Will this improve customer service?
- Will this foster positive community relations?
- Is there potential for grant funding (provincial/federal, other) now or in the near future?

TOTAL POINTS FOR OPERATIONAL CRITERIA

TOTAL POINTS FOR PROPOSED PROJECT

Appendix 4 - Rank Order of Projects  
Summary of Results of June 6 Staff Workshop

People	# of Yes	Places	# of Yes	Assets	# of Yes	Environment	# of Yes	Economy	# of Yes
Improve transit	37	Intersection improvements on the Trans-Canada Highway at 50 Street NE in Canoe	26	<b>Water</b>		Marine Peace Park and Wharf Strategic Management Plan	39	Subdivision and Development Servicing Bylaw review	29
				• Upgrading of distribution system	19			Long term financial plan	27
				• Universal Metering within distribution system • Recreation centre upgrade • Greenway Trail Development	12			Update 2004 Agricultural Area Plan	24
Protective Services Core Review	33	Downtown Parking Strategy	24	<b>Wastewater</b>		Upgrade or relocate foreshore sanitary sewer main that runs from Canoe to the Water Pollution Control Centre	33	Development Cost Charge Bylaw review	18
				• Establish a Wastewater Management Strategy	26				
				• Upgrade to the City's Water Pollution Control Centre • Installation of collection and treatment system for industrial park	25 24				
Prepare housing strategy	32	Trans-Canada Highway/20th intersection	22	<b>Roads</b>		Review/update environmental protection bylaws and development permits	29	Airport expansion and taxiway upgrades	17
				• Advancement of special transportation projects	30				
				• Auto road connection to Shuswap Street	23				
				• Transportation Management Plan • Ongoing road maintenance	21 17				
Recreation Campus Master Plan	30	Trans-Canada Highway bridge at Salmon River	17	<b>Drainage/stormwater</b>		Canoe Beach Park Redevelopment and Expansion Master Plan	29	Possible expansion of the industrial park infrastructure	14
				• Upgrading of various components	25				
				• Develop a business case for establishing a storm utility • Alternative Stormwater Management plan to improve lake quality and to better manage stormwater on site	24 17				
Communications strategy	25	Work with MOTI to minimize the negative impacts of the Trans-Canada Highway on the community by improving safety and crossing and maintenance	16	<b>Parks/Recreation</b> • Update agreement and mandate of the Recreation Society	22	75th Avenue & 50th Street Boat Launches Master Plan	28	Hillside Development Guidelines to maintain the integrity of our hillside assets	10
Expand joint use agreements with SD 83 for shared facilities and sports fields	23	Zoning Bylaw/ Development Approval Information Bylaw review	11			Trails and Greenways Connections and Facilities upgrades	28	Downtown Community Campus	10
Active Recreation Infrastructure	23	Intersection upgrade on Highway 97B at 40 Ave SE for the Industrial Park	10			Ross Street Underpass	27	Economic Development Action Plan implementation	N/A*
Social Needs Assessment/ Social Plan	21	Intersection improvements at Highway 97B and 10 Avenue SE	10			Review and update City's Tree Protection Bylaw	22	Assessing the existing regulatory regime for new development at City Hall	N/A*
Culture Master Plan to set direction for a Community Arts Centre	21	Enhancing relationships with CSRD including fringe area planning and recreational services	7			Lakeshore Road sidewalk access	22		
		Regular forums with FNs neighbours	0			Action plan to reduce GHG/measure and report GHG emissions	21		
						CP Rail Pedestrian Crossing at 17th	14		
						Establish a waterfront bird viewing platform for residents and tourists	11		



## *Appendix 5 - Project Plan Template and List of Projects with Project Plans*

Project Plan Template  
Airport Improvements  
Blackburn Park upgrades  
Communications Strategy  
CPR 17 Avenue NE Pedestrian Overpass  
Downtown Parking Plan  
Environmental Protection Bylaws and Development Permits Updates  
Fire Services Review  
Foreshore Sanitary Sewer Main Replacement  
Long Term Financial Plan Update  
Recreation Campus Redevelopment Plan  
Ross Street Underpass  
Servicing Philosophy – Managing Development  
Stormwater Management Plan Update and Funding Strategy  
Trails and Greenways Connections (Waterfront and Heritage Trails) and Funding Strategy  
Trans-Canada Highway / 20 Street SW Intersection  
Transit Improvements  
Water Pollution Control Centre Relocation Assessment  
Water Metering Cost/Benefit Analysis

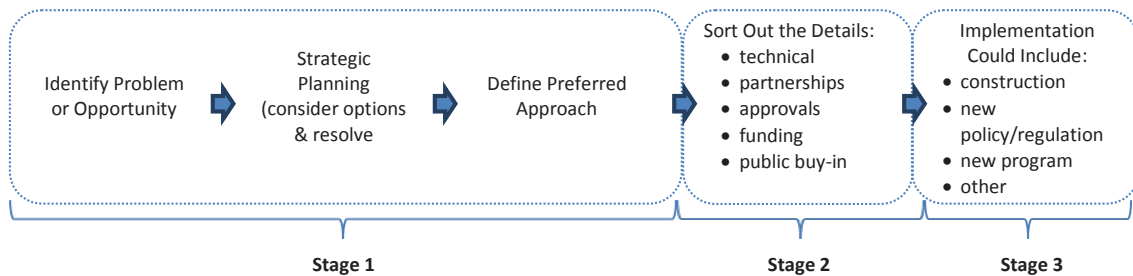
For more detailed information on these projects, please refer to the *Corporate Strategic Plan – Project Plans* document provided under separate cover.



## PROJECT PLAN TEMPLATE

<b>Project Name:</b>					
<b>Key Driver (s):</b> Select all that apply	People <input type="checkbox"/>	Places <input type="checkbox"/>	Assets <input type="checkbox"/>	Environment/Waterfront <input type="checkbox"/>	Economy <input type="checkbox"/>
<b>Responsible Department(s)</b>					
<b>City Staff Project Leader(s):</b>					
<b>Last Revision Date:</b>					

Please indicate what stage this project is at: Stage 1  Stage 2  Stage 3



### What is this tool?

The project plan template is used to define the context, scope and actions required to implement new projects. The template is divided into three sections: (1) project overview, (2) project scope, and (3) project work plan. Sections 1 and 3 are completed by the senior management team during the early stages of an initiative in order to generate common understand of the scope and identify key considerations. Once a decision has been made to move forward with a project, section 3 is completed by the responsible staff member to define the specific tasks, who will be involved and how the project will be communicated.

### Why do we need this tool?

This Plan serves as the primary planning and communication tool stating what will be delivered according to the budget, time constraints, risks, resources, and standards agreed upon for the project.

### Who participates in this planning?

This tool provides the opportunity for integrated collaboration between senior staff members representing relevant City departments. This enables more accurate scoping and a better understanding about resources required to deliver on the project.



**CITY of SALMON ARM - PROJECT PLAN**

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**APPENDICES**

*[Any relevant plans, maps, etc. related to this project will be attached as an appendix. List appendices here]*

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**1.0 PROJECT OVERVIEW**

**1.1 Project Definition**

*[Provide a brief description of this project including history and current influences. Note: the project may not be fully defined if the template is being used for the first time. If this is the case, this template will enable senior staff to begin scoping the project. As such, the project plan template will require updating as the project becomes better defined over time.]*

**1.2 Scope**

*[Is the scope of the project well defined? If yes, move onto 1.3. If no, what needs to be undertaken to better define and/or scope this project?]*

Yes  Move on to 1.3 below

No  What needs to be undertaken to better define and/or scope this project?

**1.3 Context**

*[What is the current context of this project? Why is this project identified as a priority? What previous plans/strategies/input need to be considered in this project?]*

**1.4 Goals and objectives**

*[What are the desired outcomes? What specifically will be achieved?]*

**1.5 Achieving Our Vision and Key Drivers**

*[Describe how does this project advance the City's vision and key drivers/priorities as identified in the Strategic Plan?]*

- People –
- Places –
- Assets –
- Environment/Waterfront –
- Economy –

**1.6 Relevant Policies (including OCP and/or other City plans/strategies)**

**1.7 Opportunities**

*[What opportunities does this project present to the City, the community, other?]*

**1.8 Constraints**

*[What are the constraints of this project? What barriers could get in the way of achieving a successful outcome? Areas of constraint could include: budget, resource availability, technology, political dynamics, schedule, policies, and external factors]*



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**1.9 Costs**

*[What are the costs of the project? What are the financial implications of this project? Have all aspects of the project been considered? Consider capital costs as well as on-going operations and maintenance.]*

**1.10 Urgency**

*[How urgent is this project and why? What are the risks of postponing this project?]*

**1.11 Current Project Status (internal)**

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**2.0 PROJECT SCOPE**

**2.1 Defining the scope**

**2.2 Outcomes and Measures of Success**

*[What are the desired outcomes of this project (both tangible and intangible)? How will success be measure by the team, the sponsor and the community?]*

**2.3 Partners**

*[If the City requires partnerships for this project, who would that be? Why]*

- City only (no partnerships required)
- Residents
- Property Owners
- Users
- Council committee(s)
- Community organizations (list here) \_\_\_\_\_
- First Nations  Adams Lake Indian Band and/or  Neskonlith Indian Band
- CSRD
- RDNO
- Provincial government
- Federal government
- Funding agencies (list here) \_\_\_\_\_
- Special interest groups
- Other \_\_\_\_\_
- Other \_\_\_\_\_

**2.4 Community**

*[Does the community know about the project? Does the community understand, need and support this project?]*



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**2.5 Stakeholders**

*[Who are the stakeholders? Who will be impacted? Consider residents, First Nations, community organizations, CSR, RDNO, provincial government, federal government, funding agencies, special interest groups, other?]*

- Residents
- Property Owners
- Users
- Council committee(s)
- Community organizations (list here) \_\_\_\_\_
- First Nations  Adams Lake Indian Band and/or  Neskonlith Indian Band
- CSR
- RDNO
- Provincial government
- Federal government
- Funding agencies (list here) \_\_\_\_\_
- Special interest groups
- Other \_\_\_\_\_
- Other \_\_\_\_\_

**2.6 Issues Analysis**

*[What issues may arise with this project?]*

**2.7 Risk Assessment**

*[Are there risks associated with this project? How likely is this to occur? What is the level of impact?]*

**2.8 Project Motivation**

*[What is driving this project? What is the motivation/requirement for this project?]*

**2.9 Schedule based on Stage (identified on page one)**

*[Create a schedule that outlines the key milestones and deliverables. Is immediate action required? If so, by whom?]*

**2.10 Budget**

*[Detail what this project will cost and how it will be funded including grants and other contributions from third parties (i.e. work in kind, donations, other.)]*

Current costs estimates: (see section 1.9 – more detailed budget breakdown will be prepared when cost estimates are updated.)

- Property taxes
- Frontage taxes
- Fees/charges
- Long term debt
- Short term borrowing
- Development cost charges
- Reserves
- Work in kind  City  Community/Volunteer groups

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- Public/private partnerships
- Private funding
- Donations
- Provincial grant
- Federal grant
- Unknown at this time
- Other \_\_\_\_\_
- Other \_\_\_\_\_

**2.11 Procurement**

*[What outside services and/or resources are required? How will these services and resources be obtained/engaged?]*

**2.12 Scope change process**

*[What scope change process will be followed? How will stakeholders be informed? How will the changes be documented and shared?]*

**2.13 Approvals Required**

*[What approvals would be required? Who are the key agencies that play a role in this project?]*

- City only (no external approvals required)
- Residents
- Property Owners
- Users
- Council committee(s)
- Community organizations (list here) \_\_\_\_\_
- First Nations  Adams Lake Indian Band and/or  Neskonlith Indian Band
- CSRD
- RDNO
- Provincial government agencies (list here) \_\_\_\_\_
- Federal government agencies (list here) \_\_\_\_\_
- Special interest groups
- Other \_\_\_\_\_
- Other \_\_\_\_\_



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**3.0 PROJECT WORK PLAN (to be completed when the work is ready to proceed)**

**3.1 Work breakdown structure (WBS)**

The work breakdown structure (WBS) serves as an overview of the tasks, schedule, and roles and responsibilities of the people required to deliver the project. **To create the WBS list all project activities down the left column and all of the persons (including staff, Council, committee(s), consultants and other people involved in the project) across the top row.** Then assign each person(s) the following responsibility rankings:

- **Responsible** – those who do the work to achieve the task. There can be multiple responsible resources.
- **Accountable (or Approver)** - this is the resource ultimately answerable for the correct and thorough completion of the task. There must be exactly one 'A' specified for each task.
- **Consulted** – Those whose opinions are sought. Two-way communication.
- **Informed** – Those who are kept up-to-date on progress. One-way communication.

Once the WBS has been completed, distribute a copy to each person so they know what they are responsible for and how they will be kept informed throughout the project. This helps to ensure that everyone is clear about their expected contributions.

**EXAMPLE**

TASKS	Start Date	Completion Date	Person(s) 1 (e.g. Project Lead)	Person(s) 2 (e.g. Staff member)	Person(s) 3 (e.g. Committee)	Person(s) 4 (e.g. Council)
1. Prepare project plan			A, R	R	R	C
2. Conduct start up meeting			A, R	R	C	I
3. Obtain relevant documents			C	A, R	I	I
4. Working session with Council			A	I	I	C
etc...						

**3.2 External communication**

[Who will be responsible and what steps will be taken to foster proactive external communication with those who are impacted by this project?]

-

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**3.3 Internal communication**

*[Who will be responsible for communications and what steps will be taken to foster proactive internal communication with staff members, departments, committees, and Council on this project? Who will prepare the Communication Plan?]*

- 

**3.4 Crisis communication**

*[In the event of a crisis who will be the official spokesperson for this project? Ensure they are aware of this responsibility and prepared to respond effectively based on the City's crisis communication policies.]*

-

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## **APPENDICES**

*[Attach relevant plans, maps, or other documents related to this project/initiative]*





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