



10 Year Budget 2010 - 2019



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Revenue										
BIA Levy	148,100	171,900	166,100	161,800	158,800	171,500	173,200	168,976	179,045	179,267
Expenses- Promotional										
Event Sponsorship	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,300	10,609	10,927
Very Important Visitor	2,000	2,000	2,000	2,500	2,500	2,500	2,500	2,575	2,652	2,732
Business Excellence Awards	1,000	1,000	1,000	1,250	1,250	1,250	1,250	1,288	1,326	1,366
Halloween Event	1,000	1,000	1,000	1,250	1,250	1,250	1,250	1,288	1,326	1,366
Christmas Promotion	4,000	4,000	4,000	4,000	4,500	4,500	4,500	4,635	4,774	4,917
Shop Local										
Marketing and Communication	0	10,000	10,000	10,000	5,000	5,000	14,000	5,000	5,150	5,305
Miscellaneous	2,000	2,000	2,000	2,000	2,000	2,000	5,000	5,150	5,305	5,464
Total Promotional	20,000	30,000	30,000	31,000	26,500	26,500	38,500	30,235	31,142	32,076
Expenses - Beautification										
Christmas Decorations	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,180	6,365	6,556
Christmas Power	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093
Vandalism Repair	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093
Banner Maintenance & Material	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,060	2,122	2,185
Flowerbed Maintenance & Projects	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093
Directory/Informational Signage	4,400	10,000	5,000	1,500	1,500	1,500	1,500	1,545	1,591	1,639
Total Beautification	15,400	21,000	16,000	12,500	12,500	12,500	12,500	12,875	13,261	13,659
Expenses - Marketing										
Website	2,200	2,300	2,400	2,500	2,600	2,700	2,800	2,884	2,971	3,060
Open House and Board Planning	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,545	1,591	1,639
Wharf Sign Sales and Maintenance	1,000	3,000	1,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093
Directory/Brochures	4,000	4,000	4,000	4,500	4,500	4,500	4,500	4,635	4,774	4,917
Miscellaneous										
Marketing and Advertising	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,060	2,122	2,185
Member/User Research	0	5,000	0	1,500	0	1,500	0	0	5,000	0
Total Marketing	10,700	17,800	10,900	13,000	11,600	13,200	11,800	12,154	17,519	12,894
Expenses - Administration										
Accounting and Legal	1,500	1,600	1,700	1,800	1,900	2,000	2,100	2,163	2,228	2,295
Membership Dues	500	500	500	500	500	500	500	515	530	546
Annual General Meeting	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,545	1,591	1,639
BIA Conferences and Workshops	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,575	2,652	2,732
Newsletter	,500	1,500	1,500	1,500	1,500	1,500	1,500	1,545	1,591	1,639
Staff Salaries and Benefits	73,000	74,000	75,000	76,000	77,000	78,000	79,000	81,370	83,811	86,325
Rent and Meeting Costs	8,000	8,000	8,000	8,000	9,000	9,000	9,000	9,270	9,548	9,835
Telephone and Internet	4,000	4,000	4,000	4,000	4,500	4,500	4,500	4,635	4,774	4,917
Office Supplies	3,000	3,000	3,000	3,000	3,300	3,300	3,300	3,399	3,501	3,606
Repairs and Maintenance	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,030	1,061	1,093
Furniture and Equipment	0	0	5,000	0	0	10,000	0	0	0	0
Training and Development	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,545	1,591	1,639
Insurance	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,575	2,652	2,732
Miscellaneous Administration	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,545	1,591	1,639
Total Administration	102,000	103,100	109,200	105,300	108,200	119,300	110,400	113,712	117,123	120,637
Total Expenses	148,100	171,900	166,100	161,800	158,800	171,500	173,200	168,976	179,045	179,267
Surplus (Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Downtown Improvement Association

Who is the DIA? WHO IS A MEMBER?

All property owners and business owners located in the designated downtown area are members of the Salmon Arm Downtown Improvement Association, a not for profit society governed by the Society Act and funded by a special levy agreed to by Class 5 and Class 6 property owners.

In 1974 the Salmon Arm Downtown Improvement Association (DIA) was incorporated under the British Columbia Societies Act as a result of a core group of merchants who organized in 1972 to address issues relating to the downtown business core.

From 1974 to 1988 the Association operated on a volunteer membership basis, primarily as a retail merchants group developing promotions, beautification and marketing projects to improve the business area. During this time the Association successfully worked with the District Council to establish The Downtown Parking Commission and The Downtown Revitalization Area. The Association also worked with Council and other business and tourism organizations to promote Salmon Arm.

In 1988 the DIA was the first association in the province to be established as a Business Improvement Area under the BC Municipal Act. This new act enabled property owners within a designated area to approve the collection of fees for the express purpose of promotion, beautification and

marketing of that designated area. The Municipality collects the fees through tax rolls for disbursement to the Association for projects that are approved annually by the membership of the Association and the City of Salmon Arm.

There are two documents that control the activities of the DIA: The City of Salmon Arm By-law No. 3205 and the Articles of Incorporation, Societies Act, Province of British Columbia. The BC Municipal Act, By-law No. 3205, expressly stipulates that property owners of Class 5 and Class 6 properties within the designated area must agree to be assessed a special levy for a business improvement scheme. Only business properties within the designated area are included in collection of the levy for the area. It does not apply to residential properties. This levy is collected according to a mil rate on the assessed value of those Class 5 and Class 6 properties.

If you create an exceptional place, people will come. One result of this train of thought is the creation of the Town Centre Revitalization Plan. This way of thinking has resulted in the DIA partnering with the City of Salmon Arm and Downtown Parking Commission, among others, to carry out planning and development processes to make Downtown Salmon Arm THE place to be to shop, live, work or play.

Why Renew?

There's nothing like a renewal effort to remind us that any community's town centre is a work in progress. In the seven years since our last renewal process, our downtown has demonstrated its collective interest, commitment and ability to adopt the mantra of continuous improvement. From new retail and restaurants, to major restoration projects (the Old Courthouse, the Barley Station, the refurbished CPR station, the Salmon Arm Savings and Credit Union renovation, the Salmar Classic Theatre), to new construction (Java Jive retail area), improved municipal infrastructure and important community spaces (Ross Street Plaza), our downtown is in constant renewal. This renewal process is an important opportunity for property owners, merchants, business owners, professionals and, ultimately, all the residents we serve, to harness the power of community. Our ability to share resources, time and money helps to make the best of our downtown. Through these efforts, we can continue to offer memorable experiences to all who share and benefit from a vibrant downtown.



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How the DIA Benefits You & Your Business

The DIA is part of a vibrant movement towards downtown revitalization currently taking place in cities around the world. In North America, downtowns are enjoying resurgence in interest by citizens as they look for places where they can interact more with one another, walk more and drive less, and be categorized as vibrant, creative places. Currently there are more than 1,400 BIAs across North America and more than 60 in the province of British Columbia. These associations continue to build and enhance their neighbourhood's through cleanliness, safety, security, business development, promotions and event initiatives.

Individual property owners, their tenants, the City of Salmon Arm, and other stakeholders have benefited from the DIA through:

- 1. Coordinated Efforts** – Working together, everyone is able to achieve more than working alone. Whether it be addressing street issues, managing growth and development, or managing special events to increase visitation to the core, the efforts of the Association, its membership, and stakeholders has a dramatic impact in the community.
- 2. Sustainable Funding** – Through a ten year mandate, the BIA structure allows the Association to plan and execute multi-year programs. This has allowed the expansion of programs from ad hoc or seasonal to annual programs through a mix of core funding and leveraged dollars from government and corporate sources.
- 3. Self Reliance** – The BIA structure provides both the structure and mechanism for the Association to identify useful neighbourhood projects and allocate money towards those projects. Businesses benefit from the whole area coming together to leverage its resources verses each business trying to work independently.
- 4. Strong Public Image** – The activities and commitment of the Association to improve the neighbourhood through stewardship raises the profile of the downtown and creates an image of a “cared for” area in the community.
- 5. Community Benefit** – Through numerous economic development reports over the past twenty years, consensus amongst economic development professionals relate that the health of an entire community can be measured by the success of its downtown neighbourhood. A strong and vibrant downtown neighbourhood, the heart of any community regardless of size, enhances the image and economy of the entire community.

Levy Contributions

per \$1,000 of assessed value

2010 - \$1.68	2015 - \$1.94
2011 - \$1.95	2016 - \$1.96
2012 - \$1.88	2017 - \$1.91
2013 - \$1.83	2018 - \$2.03
2014 - \$1.80	2019 - \$2.03

What the DIA Does for You

Founded on the objectives of marketing and promoting the downtown through events and promotional schemes, the DIA has broadened its mandate to encompass a “neighbourhood management” philosophy. Addressing neighbourhood cleanliness, planning, public space planning and development, revitalization and beautification all took priorities in the Association’s annual planning and budgeting. Throughout the current mandate (2003 to 2009), programs and initiatives were added or adapted to meet the needs of downtown businesses, stakeholders and, ultimately, the users.

1. Marketing & Promotions

- Very Important Visitor Program
- Downtown Halloween Treat Trail
- Christmas Decorating
- DIA membership surveys
- Sponsorship of Roots and Blues Festival
- Development of new events & promotions
- Market Day
- Roots and Blues Downtown Stage
- Passport to Cure the Blues
- Merchant Matinees
- Spring Fever
- Take a Bite Out of Downtown
- Conference Shopping Program
- CPR Holiday Train Welcoming Event
- Feel the Rhythm Street Entertainment Program
- Development of DIA Gateway Banner Program
- Key stakeholder and sponsor of Salmon Arm Centennial Celebrations
- Redevelopment of Salmon Arm Business Excellence Awards
- “Do the Holidays Downtown” Advertising Campaign
- Sponsorship of Canada Day Celebrations at Marine Park
- Active member of the Olympic Torch Relay Celebration Committee

2. Revitalization & Beautification

- Street Graduation Garden
- Ross Street Plaza and Washrooms
- Development of graphic representation of Design Guidelines
- Welcome to Downtown Signage

- Sweeps Downtown Spring Clean-up
- Sponsorship of Green Streets
- Canada to increase downtown trees
- Street Banner Program

3. Advocacy & Membership

- Representation on Economic Development Society, Chamber of Commerce, Downtown Parking Commission, Okanagan College Advisory Board, Downtown Activity Centre, Salmon Arm Nature Bay Enhancement Society, City of Salmon Arm Social Issues Committee,
- Provincial representation on Business Improvement Areas of BC Board of Directors
- Sponsorship of Business Development Program
- Okanagan College Advisory Committee
- Development of “Community Developments” page on DIA website to act as information source for issues affecting downtown
- Sponsorship and hosting of workshops for professional development of our members
- Representation on the Downtown Parking Commission
- Development of Downtown Parking Map targeted at downtown employees
- Retail C.O.P. program
- Co-funder of Traffic Study
- JL Jackson Committee
- Joint Committee on Infogaps as related to large format retail stores
- Successfully lobbied for:
 - Continued work on Streetscaping Revitalization Tax Exemption
 - Bylaw
 - OCP Review



The Next Ten Years

Looking forward, the Association will be asking the City of Salmon Arm to approve its mandate for the next ten-year term, to 2019. The mandate is based on a business plan and budget supported by the DIA’s membership that would support growth of new and existing programs to benefit our entire neighbourhood.

The Evolution of Neighbourhood Management

The Association’s role over the current mandate saw significant change from one who was in a state of evolution to one which was maturing into an organization keen to take a leadership role as stewards of the neighbourhood. Demonstrating value for our members begins with on-street programs and ends with taking care of the neighbourhood details.

The DIA’s greatest strength and source of value for its members comes from enhancing what’s available: working along side City Council and staff to create incentives and remove barriers to investment and reinvestment in downtown properties, adding vibrancy to the neighbourhood through partnerships and public space programs such as street fairs and community events and working to keep our Association members and citizens of Salmon Arm abreast of what happens downtown.

Consistent funding, conscientious staff and board members, creativity and flexibility are key components to being able to manage the neighbourhood while meeting our members’ needs.

DIA Business Improvement Area

The current boundary of the DIA is from the foreshore area of the Salmon Arm Bay to Okanagan Ave and from 3rd Street SW to 6th Street NE.

Budgeting

Membership surveys, conversations and comments from members, as well as input from the Board of Directors helped establish a clear list of priorities for the DIA. Programs are evolved to address these issues and a budget is prepared. The DIA’s revenue from the membership levy increased an average of 1.43% per year over the last seven years, concluding with the 2009 contribution to the operation budget of \$143,065. The DIA is proposing an average annual increase of 3% per year for each of the next ten years, concluding with an annual contribution of \$179,267 in 2019. This proposed rate increase is intended to cover inflationary cost increases only and will enable the Association to deliver consistent value to its members.

See budget on the back cover for details.

Goals 2010 to 2019

1. Cleanliness & Security

- Expand the downtown cleaning program to include enhanced services in graffiti removal and public space ownership
- Explore partnerships to make downtown ‘greener’
- Implement programs and initiatives to increase the perceived safety of downtown
- Continue to lobby for increased safety initiatives related to the Trans Canada Highway and the CRP Railway
- Unimpeded access to the waterfront

2. Events & Promotions

- Explore additional events which engage the community and highlight the neighbourhood’s best attributes: shops, building, entertainment, dining and the waterfront
- Partner with new and existing events to provide expertise, potential sponsorships (in-kind or through financial contributions)
- Expand off-season events and promotions to increase the visitation to the downtown core year round
- Partner with all sport and recreational organizations to showcase the downtown whenever these organizations are hosting local events
- Install signage to draw residents and visitors into the core
- “Shop Downtown” Multi-year promotional campaign

3. Information & Engagement

- Utilize new forms of communications (e-news, text messaging, blogging, etc) to maintain contact with stakeholders, partners, members, visitors and guests.
- Enhance media relations in an effort to maintain accessibility and to share positive stories of what’s happening in the neighbourhood

- Develop and implement a marketing program for members to gain maximum exposure for their advertising budget while promoting the neighbourhood as a whole
- Increase member engagement and input through increased surveys on general and specific issues
- Continued support of programs, such as the Business Development Program, which supports the success of the downtown businesses through technical expertise and forecasting

4. Investment & Revitalization

- Development and maintenance of a Downtown Vacancy Inventory to identify available spaces for interested investors and to target investors for vacant locations in an effort to increase the lease rates and decrease the vacancy rates for the neighbourhood
- Development of a Business Recruitment and Retention Strategy for the neighbourhood to position Downtown Salmon Arm as an attractive opportunity for investment
- Explore and educate property owners on the benefits of Façade Improvement programs, building renovations and redevelopment
- Embrace Smart Growth Principles in all redevelopment initiatives

5. Monitoring & Evaluation

- Continue to monitor issues related to the neighbourhood including planning, social / street issues, economic changes, parking / transportation, development and more.
- Conduct regular evaluations of all programs and initiatives to ensure effectiveness and financial responsibility