## Strategic Planning Panel

- Nancy Allison
- Melanie Bagley
- Duncan Baynes
- Kelsey Colpitts
- Walter Despot
- Baljit Dhaliwal
- George Elliott
- Chris Garrish
- Doug Haayer
- Marilyn Harkness
- Brad Hope
- Satinder Lidher
- Sarah Martin
- Joan McMurray
- Brian Mennell
- Judy Short

## Strategic Planning Steering Committee & Advisory Team

- George Hanson, Chair
- Walter Despot
- Chris Garrish
- Marilyn Harkness
- Brad Hope
- Carrie Tarbasket
- Susanne Theurer
- Bryn White

**Project Community Liaison/Manager:**

*Melanie Bagley*

**Strategic Planning Consultants:**

*Laurence A.G. Moss & Romella S. Glorioso*
MISSION

EXTERNAL ANALYSIS
Opportunities & Threats
Alternative Scenarios
Most Likely Scenario

INTERNAL ANALYSIS
Strengths & Weaknesses
Similkameen Valley

SWOT
Strengths, Weaknesses, Opportunities, Threats

STRATEGY

STRATEGY IMPLEMENTATION: Action Planning

Glorioso, Moss & Assocs. 2010
To establish a socio-cultural, economic and environmental sustainability strategy for the Similkameen Valley that will maintain and enhance the quality of our rural and small town lifestyle.
1. Celebrate the socio-cultural and biophysical diversity of our Valley.

2. Protect our Valley’s water, land, air quality and biodiversity.

3. Promote a diverse Valley economy with multiple opportunities.

4. Maintain a physically, culturally and spiritually healthy Similkameen Valley.

5. Propose a means to implement, monitor and evaluate our Valley’s sustainability strategy.

6. Increase the participation of Similkameen Valley residents in achieving this mission.
How will the World Impact Our Valley?

Scenario B Key Characteristics:

- **Moderate** in-migration for quality natural environment and rural lifestyle with fewer second home than primary residence amenity migrants.
- **Low** citizen’s role in governance (federal, BC & regional) for supporting sustainability.
- **Low & slow** societal value and behavioural shift for supporting sustainability.
- **Low & slow** economic development with moderate rural-urban distribution of benefits.
- **Low to moderate** First Nation’s self-determination.
- **Low to moderate** global consensus and collaborative action to address climate change with limited shift to alternative energy. Medium global warming with BC Interior temperature increased 2.4°C by 2040.

Glorioso, Moss & Assocs. 2010
Existing Similkameen Valley’s Key Strengths & Weaknesses

- **Medium to high** water quality & quantity
- **Medium to high** air quality
- **Inadequate & increasing** cost of housing
- **Medium to high** resident volunteerism
- **Low** forestry activity
- **High** quality of natural & socio-cultural amenities
- **Low to moderate** role of public planning & management
- **Medium to high** farming activity
- **High** demographic imbalance
- **Low** rural employment availability
- **Low to moderate** residents’ participation in the political process
- **Medium** economic development

Glorioso, Moss & Assocs. 2010
8 Key Valley Issues Strategy Must Address

- Adapting & mitigating climate change effects
- Attracting migrants that assist mission achievement (amenity, economic & climate change migrants)
- Conserving use of natural resources & environment (water, air, land, forest, range & wildlife)
- Increasing residents’ participation in governance
- Providing appropriate housing
- Community development of Indian Bands
- Building a Valley-wide community
- Developing sustainable economic activities

Glorioso, Moss & Assoc. 2010
**MISSION**

**EXTERNAL ANALYSIS**

Opportunities & Threats

Scenario B

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**STRATEGY**

Aims & Means

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**STRATEGY**

- **Maintain & rehabilitate** the Valley’s key attributes — its beauty, natural environment & resources & rural, small town lifestyle.

- **Build on** the Valley’s existing sustainability values & practices, including adding greater knowledge & innovation.

- **Increase** residents’ participation in local affairs to strengthen & solidify the Valley socially, culturally & economically, relying heavily on volunteers working through formal & informal organizations.

- **Attract & keep** especially environmentally responsible & economically active in-migrants, along with continuing residence of the Valley’s earlier residents.

- **Assist** especially the young & old to obtain housing appropriate to their needs & means.

- **Harness** the power of a region, wherein the Valley’s communities take advantage of the social, political & economic strengths that come from their collaboration.

*Glorioso, Moss & Assocs. 2010*
3 STRATEGIC AIMS

Sustain & rehabilitate the Valley’s environmental & natural resources health

Sustain & strengthen the Valley’s socio-cultural integrity

Increase the Valley’s sustainable economic activity

Conserving use of natural resources & environment (water, air, land, forest, range, wildlife)

Attracting migrants that assist mission achievement (amenity, economic, climate change migrants)

Increasing residents’ participation in governance

Providing appropriate housing

Community Development of Indian Bands

Building a Valley-wide Community

Developing sustainable economic activities

Adapting & mitigating climate change effects

Glorioso, Moss & Assocs. 2010
1st AIM
Sustain & strengthen the Valley’s socio-cultural integrity

- Increase involvement of Valley residents in especially strengthening local social & cultural institutions & activities ( & secondarily, in influencing senior governments decisions, through participation in elections, & volunteer community development & conservation organizations & government committees & boards).

- Attract (compete for) in-migrants having values that complement the mission objectives of sustaining the quality of its environmental amenities and small-town lifestyle.*

- Provide housing that helps the Valley develop a balanced population (children, workers and retirees).

- Strengthen a Valley-wide sense of community belonging through heightening awareness and value of Valley’s rich cultural & biological diversity and natural & cultural history.

- Undertake a demographic forecast for Scenario B.

- Identify/ establish a Valley-wide organization to lead in implementing this means, one with a strong collaboration capability.

- Develop and use educational material on social, economic and environmental benefits of collaborative community self-help and self-sufficiency.

- Expand participation through especially attracting and involving new in-migrants and youth.

- Promote the Valley as a home of people who are sustaining their socio-cultural & environmental amenities.*

- Develop a range of housing types and cost (for purchase & rent), especially targeting housing market entry-level young families and elders.

- This means needs further analysis and likely a Valley-wide regional Appropriate Housing Plan.

- Design & use formal and informal curricula, especially for school age children & new in-migrants.

- Identify/ establish a Valley-wide sponsor to promote all-Valley cultural events.

- Should be undertaken early in the Project’s Phase 3 (action planning) as it is necessary context for many of the means.
2nd AIM
Sustain & rehabilitate the Valley’s environmental & natural resources health.

Mitigate and adapt to climate change by increasing local environmental conservation, efficiency of resource use & shifting to alternative energy.

Improve water management significantly and integrate management into Valley-specific climate change (especially in Scenario B context).

Develop environmental management.

Attract (compete for) in-migrants having values that complement the Valley’s mission objectives of sustaining the quality of its environmental amenities and small-town lifestyle. (see 1st Aim)

Regulate housing & residential development for conservation of especially land, water and energy & air quality.

Increase and improve public planning.

Assess the impacts of climate change in Scenario B on forest, range and farm crops.

Increase resident and corporate conservation behaviour, including meeting BC GHG emissions targets & Valley Biodiversity Strategy standards.

Attain Valley food and water self-sufficiency/security.

Complete inventory of Valley water quality & quantity.

Formulate a Water Management Plan (including assessment & action for water impoundment and strengthening of international coordination).

Complete Valley biodiversity strategy of SOSCP, (including fitting the strategy to SS strategy).

Formulate an Environmental Management & Conservation Plan for the Valley (including biodiversity, land, water and air quality measurement capability).

Focus on building LEED compliant individual housing units and planned residential developments.

Undertake more extensive land use planning.

Greater Integration of parks and protected areas, especially for their role in sustaining biodiversity and economic development.

Greater integration of land use planning with strategic, economic and social planning, and biodiversity planning.

Glorioso, Moss & Assocs. 2010
Increase economic diversity and value.

3rd AIM

Increase the Valley’s sustainable economic activity.

Add value to particularly farming, forestry, & mining processes and products, especially expanding sustainable economic activities.

Increase access to housing, especially for market entry-level families of young in-migrants and local born. (see 1st Aim)

Formulate a Valley-wide Sustainable Economic Development Plan & a mechanism to implement it.

Attract (compete for) knowledge-intensive, innovative and resource-conserving in-migrants (from among potential amenity migrants, economic migrants, climate change migrants).

Improve knowledge-intensive components of Valley education & training (both physically located in the Valley & virtual), and workforce.

Develop higher quality eco-, agro- and cultural tourism, within a Valley-wide collaborative programme or organization.

Use attraction of the Valley’s natural & socio-cultural amenities.

Improve the quality of Valley’s telecommunications & regional airports.

Glorioso, Moss & Assocs. 2010
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Sustain & strengthen the Valley’s socio-cultural integrity

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Glorioso, Moss & Assocs. 2010

3 Aims
11 Means
Next Steps:

**Phase 3**
Action plans, programmes & projects

**SVPS**
will have stewardship of the strategy and is seeking funding for the implementation of Phase 3.

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Glorioso, Moss & Assocs. 2010