



DOWNTOWN ACTION PLAN

TOWN of OLIVER

March 2017



The Town of Oliver would like to acknowledge and thank the South Okanagan Chamber of Commerce for their support in producing the Downtown Oliver Action Plan, including their help in supporting both the survey and the very successful Business n' Brews engagement event.



CHAMBER OF COMMERCE
South Okanagan

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1. EXECUTIVE SUMMARY

The Downtown Action Plan outlines a range of strategic actions the Town of Oliver and partners could pursue to retain and grow existing businesses, attract new investment, and enhance the public realm in support of the ongoing effort to revitalize Downtown Oliver. These actions include policy changes, physical improvements and improvement programs, business development and retention programs, and feasibility studies.

This plan was developed over a five-month period and included significant staff, Council, business and stakeholder engagement. It was developed with the financial support of the BC Rural Dividend Fund’s Project Development stream, which helps communities undertake the preliminary work necessary to develop more thorough and targeted project proposals. The Town of Oliver provided matching funds.

Downtown revitalization was identified by Oliver Council as a core issue to explore in their 2016 Strategic Plan, and a topic to explore with residents through the recently completed Town of Oliver Official Community Plan (OCP) update. As one of the community’s most valued places, Downtown revitalization also emerged as Oliver residents’ top priority through OCP engagement.

The Action Plan is made up of 11 phased and prioritized actions organized under three interrelated strategy areas: Strategic Capacity; Business Support and Attraction; and Development. Several actions are flagged as priorities for additional funds from the current BC Rural Dividend Fund intake.

The 11 actions are organized as Quick Start (1 to 6 months), Short-term (6 to 18 months), or Medium-term (18+ months). Quick Starts are foundational actions that will help support future projects and help build community momentum for future initiatives. As the scale and scope of the actions vary, the phasing indicates when action implementation should *commence*, not the timeframe to complete them (i.e., it is not expected that all Quick Start actions will be completed within six months). The actions are detailed in *Section 5 – Opportunities and Actions*.

	Quick Start 1 to 6 months	Short-term 6 to 18 months	Medium- term 18+ months
Strategic Capacity			
1-A. Downtown Working Group	✓		
1-B. Downtown Planning and Business Forum		✓	
1-C. Town of Oliver Economic Development Strategy		✓	
Business Support and Attraction			
2-A. Oliver Brand Blueprint		✓	
2-B. Oliver Buy Local Campaign		✓	
2-C. Downtown Beautification / Animation Program			✓
2-D. New Downtown Event			✓
Development			
3-A. Downtown Parking Study	✓		
3-B. Oliver Wine Centre Feasibility Study		✓	
3-C. Downtown Development Program			✓
3-D. Main Street Enhancement Strategy			✓

2. DOWNTOWN OLIVER – THE HEART OF THE COMMUNITY

Oliver’s Town Centre, or Downtown as it is commonly referred to, is a relatively diverse, mixed-use centre that is highly valued by residents and serves as an important business and service centre. The area extends from Kootenay Street to the Okanagan River Channel and includes Main Street (Highway 97) between Veterans Avenue and Co-op Avenue and a small number of parcels on the south-east corner where Fairview Road, Station Street, and School Avenue meet. Buildings are mostly one storey, and none are more than two storeys.

Downtown Oliver has all the hallmarks of a charming mid-20th century “Main Street” community, including several treasured local establishments. The 14.4-hectare area is highly valued by residents and businesses, and is considered the heart of the community. Today Main Street has no major anchor but offers a broad mixture of land uses including a much-loved art deco movie theatre, two banks, two credit unions, a pharmacy, insurers, restaurants, a small hotel, several retail shops, a family medical clinic, real estate agencies, and several civic buildings. Off Main Street there are additional businesses, homes and apartments, a riverside park and a path along the dike. Despite these important assets, there are a significant number of vacant storefronts and undeveloped building lots.

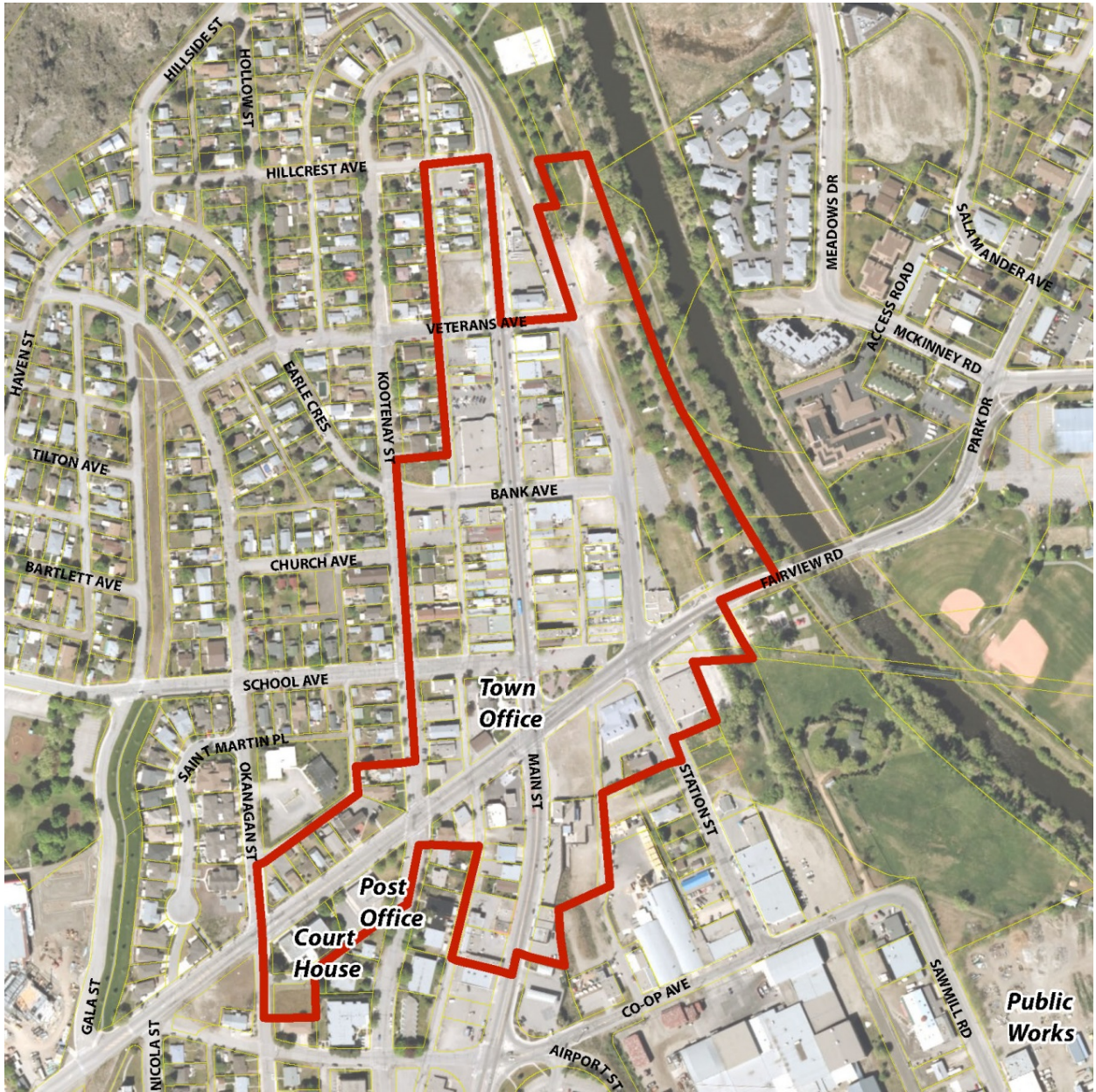
With its broad range of commercial, institutional and residential uses, the area was once a busy regional hub, offering a wide range of shopping, professional services, and other services to the larger region. But over the years, and with the growth of other regional centres, notably Penticton and Osoyoos, Oliver’s Downtown began to slow and show signs of decline. While some commercial development has occurred both in Downtown (Oliver Place Mall) and, more recently, outside of Downtown (Southwinds Crossing), the traditional and historic Downtown centre has seen extremely limited new commercial development for over 20 years. This has resulted in the significant number of existing vacant and underutilized properties, including vacant properties and buildings along Main Street (Highway 97), Kootenay Street, Station Street and Fairview Road. Station Street includes multiple empty lots. Together there are approximately 1.9 hectares of land with redevelopment potential (i.e., empty lots for sale and empty lots not on the market) in the Downtown area, or about 13% of the entire Downtown area. Based on existing zoning, the development potential in Downtown is about 325,000 square feet¹.

Figure: *Main Street Looking East from Town Hall*



¹ The development potential calculations do not include the 80-room hotel development currently in pre-development phases on the Centennial Park RV site. The estimate uses C3 Zoning’s 3.0 FAR standard, assuming parking requirements are met or payed-in-lieu. Square footage potential represents both commercial and residential. Zoning requires ground-floor commercial, with commercial or residential above.

Map: Downtown Oliver



3. PLANNING CONTEXT

Long term plans for Downtown Oliver were explored in a 2005 *Smart Growth on the Ground* process, and in the 2008 *Wine Village Core Area Concept Plan*. Both the 2005 and 2008 plans embraced the Oliver and District Community Economic Development Society's 'Wine Capital of Canada' brand for the town, and envisioned a major redevelopment of Station Street and the Town-owned land where Centennial RV park currently operates. In these visions, new mixed-use development would include three to five storey retail and residential uses, as well as a hotel and a riverside public plaza. This focus was intended to develop a connection to the Okanagan River and promote a pedestrian-friendly, mixed-use area. Due to market conditions and other factors, these plans did not materialize.

Downtown revitalization was identified by Oliver Council as a topic to explore with residents through the recently completed Town of Oliver Official Community Plan (OCP) update. As one of the community's most valued places, Downtown revitalization also emerged as Oliver residents' top priority through OCP engagement.

Adopted in February 2017, the new OCP includes policies that incorporate *Smart Growth on the Ground* and *Wine Village* concepts, while allowing greater flexibility in how they may be developed. Current OCP objectives (Chapter 9 Town Centre) for the area include:

- .1 *Revitalize Downtown and reinforce its role as the commercial, institutional and social heart of the community.*
- .2 *Retain existing business and institutional uses, while supporting their expansion and attracting additional cultural, entertainment, and commercial development to the area.*
- .3 *Support additional mixed-use, commercial/office/residential uses, including development that includes multi-family uses.*
- .4 *Encourage the integration of multi-family residential uses above ground floor commercial uses.*
- .5 *Support the strategic, coordinated and gradual expansion of mixed-use commercial – residential or high density residential development along Station Street.*
- .6 *Support opportunities to enhance the Town of Oliver's image as the "Wine Capital of Canada".*

Specific policies in the 2017 OCP designate Downtown for pedestrian oriented, mixed-use retail, office, food and beverage, tourist commercial, and medium and high density multi-family residential, primarily above commercial uses. Policies also encourage continued beautification efforts, the strategic use of town lands, and a coordinated parking strategy. The area is also subject to a form and character development permit area to ensure that new development meets the design objectives in the updated OCP.

Other Policies and Bylaws

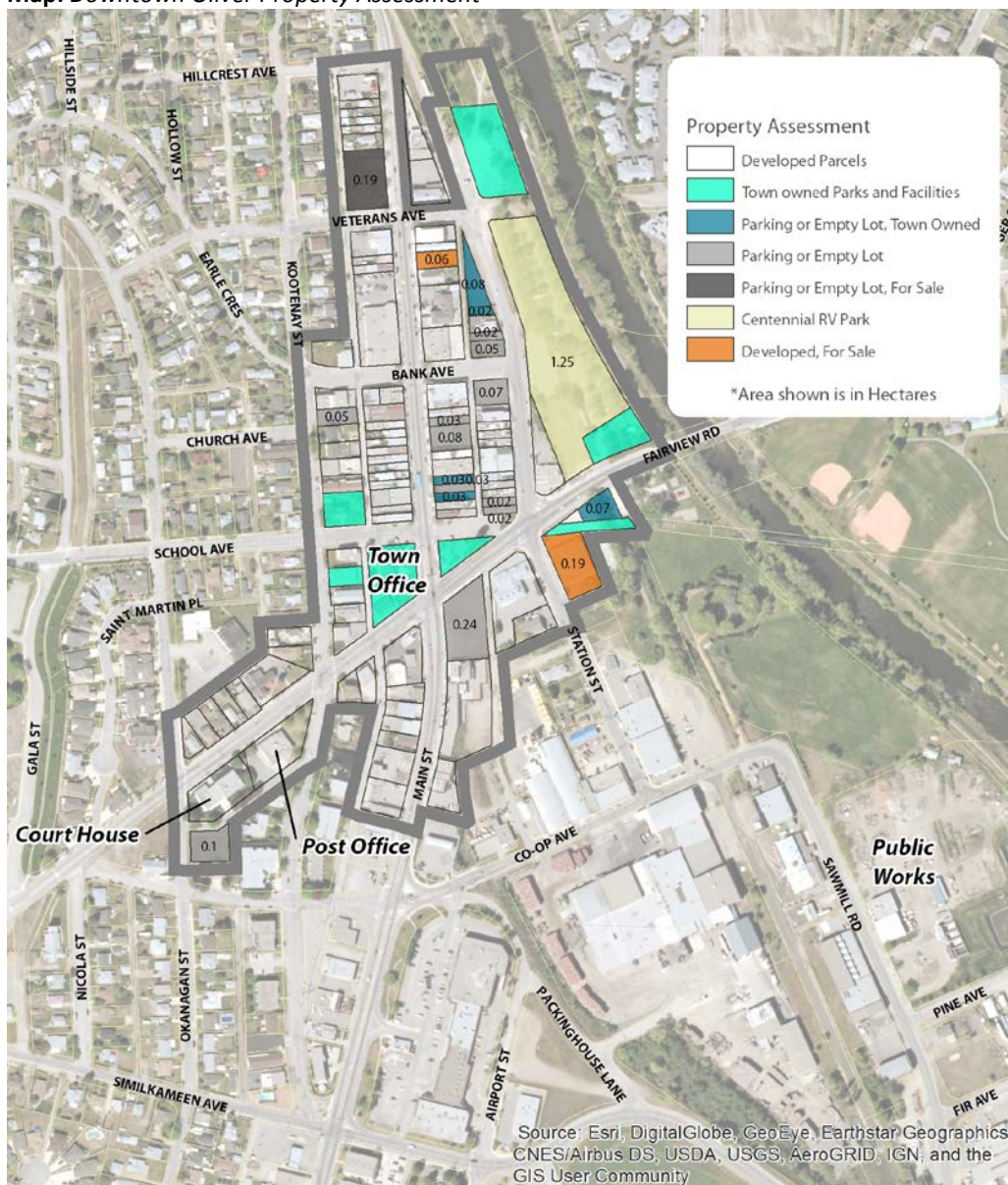
The Town of Oliver has policies in place to support investment in the downtown. The Revitalization Tax Exemption Bylaw 1328 provides tax exemptions for qualifying developments in several zones in Oliver, including a Downtown Commercial Revitalization Zone and Core Area Residential Revitalization Zone, and an Industrial Revitalization Zone.

Council’s 2015-2018 Strategic Plan also identifies Downtown revitalization as a major priority. Projects in the plan which were carried over into this Downtown Action Plan include:

- *Engage with the business community to encourage façade improvements.*
- *Work with the Chamber of Commerce and the business community to reduce vacancies in the Downtown Core.*
- *Engage the community to determine the best use of Town owned lands in the Downtown Core.*
- *Undertake a study to determine traffic calming measures to enhance the road infrastructure for vehicle, pedestrian and bicycle travel.*

The map illustrates development opportunity sites in the Downtown area. The Centennial RV Park site is in the process of being purchased and redeveloped as a four-storey, 80-room hotel with pool to be opened in May 2018. A second phase of the project could see the development of a 12,000-square foot restaurant.

Map: *Downtown Oliver Property Assessment*



4. FINDINGS

Some overarching findings on Downtown Oliver were central to the development of this Action Plan. The findings are based on a background study and assessment carried out as part of this project, along with feedback gained from business owners and operators, Oliver Council and staff, and other Downtown stakeholders and residents.

Engagement included a survey and an open house. The survey of business owners and operators was supported by the South Okanagan Chamber of Commerce. The survey was completed by 46 respondents during a six-week period in fall 2016, most of whom were business owners and operators in Downtown Oliver. The open house event was also organized with the support of the South Okanagan Chamber of Commerce to coincide with the Chamber's regularly scheduled members' social. The event was held in February 2017 at the Firehall Brewery, a local microbrewery, and attracted over 70 people. Participants provided feedback about action ideas and Downtown revitalization priorities.

The following table and summary notes highlight critical insights gathered through these engagement activities. Many more observations and ideas were offered by business owners and residents. These are captured either in the action plan or recorded in the appendix.

Figure: *Development Opportunity Site, Station Street*



Figure: Downtown Oliver Analysis of Strengths, Weaknesses, Opportunities, and Threats

<p style="text-align: center;"><u>Strengths (internal)</u></p> <ul style="list-style-type: none"> • Existing shops, services, Oliver movie theatre (only movie theatre in southern Okanagan), Okanagan river channel, parks, a diversity of housing • Historic buildings and streetscape • Supporting policies in the 2017 Official Community Plan, 2015-2018 Council Strategic Plan, Revitalization Tax Credit • Main Street improvements (landscaping, crosswalks, pedestrian environment) • The heart of wine country, accessible (vehicle, air) • Consistent visitor numbers, trending up • New Downtown developments, including residential (Oliver Crossing) and a new 80-room hotel development planned to open May 2018 on former Centennial RV Park site 	<p style="text-align: center;"><u>Weaknesses (internal)</u></p> <ul style="list-style-type: none"> • No economic development officer or Councilor with economic development portfolio • Limited collaboration/coordination between Town of Okanagan and other economic development partners (e.g., South Okanagan Chamber of Commerce, Osoyoos Indian Band, Oliver Osoyoos Winery Association, Oliver Tourism Association). <i>See additional note below.</i> • Limited uptake on existing policy incentives (e.g., Revitalization Tax Credit) • No economic development portfolio at Regional District of Okanagan-Similkameen • Declining number of local business owners/an aging cohort of local business owners with no business succession plan/desire • Non-local property owners with limited motivation to rent/lease/redevelop holdings • Loitering and perceived undesirable social uses in the Downtown area
<p style="text-align: center;"><u>Opportunities (external)</u></p> <ul style="list-style-type: none"> • New developments and projects bringing new residents to town and supporting new residential development • Wine, cider, fruit, value-added production/agritourism • New Osoyoos Indian Band developments bringing residential development and residents to town (Okanagan Correctional Facility), and tourists (Area 27 race facility) • Funding opportunities for innovative, joint (i.e., multi-partner) projects, including Rural Dividend Fund and Southern Interior Development Initiative Trust. 	<p style="text-align: center;"><u>Threats (external)</u></p> <ul style="list-style-type: none"> • Competition and new development in Osoyoos and other nearby communities • Competition and new development from Osoyoos Indian Band • Operational challenges and limited capacity of South Okanagan Chamber of Commerce (e.g., reduced membership and limited operating funds)

Summary Notes

- **Limited partnerships:** There is no collaborative economic development group, either for Downtown Oliver, the Town as a whole, or the larger area. Economic development, both in Town and around town is managed and supported by a diverse range of groups, including:

- Town of Oliver, where there is no dedicated economic development staff position or Council portfolio;
- Osoyoos Indian Band, who are the region’s principal economic development player with the development of several recent major projects, including the recently opened Okanagan Correctional Facility and Area 27 race track;
- South Okanagan Chamber of Commerce, who represent business groups throughout the larger region, including Okanagan Falls and Osoyoos;
- Oliver Osoyoos Winery Association, which represents 39 wineries in and around Oliver;
- Oliver Tourism Association, which represents the local tourism industry; and
- Regional District of Okanagan-Similkameen, who do not have a formal economic development function, but play an important role as land use manager for Electoral Area C, which surrounds Oliver on three sides.

While some groups are members of some organizations (e.g., the Oliver Tourism Association is a member of the South Okanagan Chamber of Commerce) there is limited coordination and collaboration which could result in missed opportunities, duplication of work, wasted resources, a misalignment of priorities, and competition for limited funding. It also misses an opportunity to build relationships necessary not only for Downtown revitalization, but also more effective economic development in the larger area.

Strategic Implications:

- *Establishing a mechanism for coordinating economic development and revitalization activities in Downtown Olive and the Town of Oliver should be prioritized.*
- **Community marketing and branding could be refreshed.** While the “Wine Capital of Canada” is a well-established brand that is popular with some, it could be refreshed and reviewed in coordination with a brand blueprint and larger marketing plan process. With very limited wine products in the Town of Oliver itself, there is also a rationale to understand how Oliver could better live up to its current brand. Most wineries are in Electoral Area C. Recent market research also found gaps and opportunities in Oliver’s social media marketing.

Strategic Implications:

- *An updated brand blue print and marketing program should be conducted.*
 - *Development opportunities should be considered and encouraged that support the “Wine Capital” brand.*
- **Community capacity is limited.** While there is some capacity with Downtown revitalization partners (i.e., Town of Oliver, Chamber of Commerce, local businesses), there are limitations to what they can contribute outside of current day-to-day work responsibilities. Major new initiatives, or even smaller policy and program initiatives will be constrained by the limited ability of Town of Oliver staff and other Downtown revitalization partners to take on more work.

Strategic Implications:

- *Develop partnerships with existing organizations that may add to capacity and resources (e.g., Osoyoos Indian Band).*

5. OPPORTUNITIES AND ACTIONS

The following priority actions are organized into strategy areas and identified as Quick Start (1 to 6 months), Short-term (6 to 18 months), and Medium-term (mid-2019 and beyond) projects. Quick Start Opportunities are foundational opportunities that will support future projects and build community momentum for future initiatives.

The strategy areas are: Strategic Capacity; Business Attraction and Support; and Development.

The following section provides detailed information on the Downtown Oliver Action Plan's 11 actions including:

- Rationale: A short description of why the action is being pursued
- Overview: A summary description of the action
- Timing: Action phasing (i.e., Quick Start, Short-term, Medium-term)
- Lead: An overview of action implementation responsibilities and roles
- Details: An overview of initial implementation activities and funding potentials

The actions are organized by three general themes:

- Planning and Policy Support
- Business Attraction and Retentions Support
- Development Support

	Quick Start 1 to 6 months	Short-term 6 to 18 months	Medium- term 18+ months
Strategic Capacity			
1-A. Downtown Working Group	✓		
1-B. Downtown Planning and Business Forum		✓	
1-C. Town of Oliver Economic Development Strategy		✓	
Business Support and Attraction			
2-A. Oliver Brand Blueprint		✓	
2-B. Oliver Buy Local Campaign		✓	
2-C. Downtown Beautification / Animation Program			✓
2-D. New Downtown Event			✓
Development			
3-A. Downtown Parking Study	✓		
3-B. Oliver Wine Centre Feasibility Study		✓	
3-C. Downtown Development Program			✓
3-D. Main Street Enhancement Strategy			✓

Strategic Capacity Actions

1-A. Downtown Working Group

Rationale: Downtown revitalization requires the involvement of numerous organizations and a means of collectively, efficiently and effectively collaborating on Downtown revitalization and decision-making is critical. One means of accomplishing this is by establishing a representative working group to help coordinate action implementation, support ongoing planning, and provide a venue for ongoing community collaboration in Downtown Oliver, the Town of Oliver and the broader economic area. The Working Group would include a Council representative and report regularly to Council.

Overview: A working group with representation from all key economic development and planning groups and organizations with an interest in Downtown revitalization and community economic development. A working group would help ensure Downtown projects are coordinated between revitalization partners and stakeholders, and help better take advantage of funding opportunities. Membership could include:

- Town of Oliver (staff and Council representative)
- South Okanagan Chamber of Commerce
- Oliver Tourism Association
- Oliver Osoyoos Winery Association
- Local business representatives

The committee would meet quarterly to support Downtown revitalization and Downtown Action Plan implementation, monitor community tourism, development and business trends and issues, and provide a venue for ongoing community development in the Oliver area.

Lead: The core leadership group would involve the Town of Oliver and the South Okanagan Chamber of Commerce. While this leadership team would eventually themselves become members of the Task Force, a team is required to first initiate this action.

Timing: Quick Start (1 to 6 months)

Details: This foundational activity could be supported by existing Downtown revitalization stakeholder group representatives (i.e., Town of Oliver, South Okanagan Chamber of Commerce). No additional funding is anticipated for start-up meetings, but the Town of Oliver could consider supporting future meetings (venue, meeting supplies, incidentals). Some components (e.g., refreshments) could be cost-shared by Working Group members. Initial implementation tasks include:

- Market idea to partner and stakeholder groups.
- Determine membership. Given the area's regional economic development implications, other potential members include representatives from the Osoyoos Indian Band and the Regional District of Okanagan-Similkameen.
- Develop a Terms of Reference to clarify administrative details (e.g., frequency and location of meetings, decision making process, reporting). This could be co-developed with Working Group members at first meeting.

1-B. Downtown Planning and Business Forum

Rationale: Some business owners and other project stakeholders felt that Town processes (e.g., permitting, approvals) for small business owners were sometimes protracted and overly complex. A small number also reported negative experiences with the Town with regards to their business and permitting. One of the ways that these concerns can be addressed is by clearly communicating what the Town of Oliver is doing in terms of Downtown development (including revitalization tax incentives), what has changed with regards to business processes, and what the Town is working on improving. Oliver can also continue to build relationships with the business community through renewed participation in Chamber activities (e.g., business walks, other outreach events).

This project's *Business n' Brews* engagement opportunity at the Firehall Brewery was well received and attended by the business community. Feedback from the event clearly highlighted the community's desire for more opportunities to be heard at Council and to jointly determine a path forward.

Overview: To address specific concerns around permitting, business and development processes, the Town of Oliver could conduct a review process, or forum, in partnership with the Chamber or, should it be established, the Downtown Working Group, and local business operators and owners. The forum would be an exploratory session to consider where improvements in permitting, approvals, and other business activities could potentially be made. The forum would also provide an opportunity to review and discuss economic development ideas identified by stakeholders during the development of this Action Plan, including permitting small scale industrial/shop spaces (i.e., craft/artisanal production), and targeted business attraction efforts (e.g., boutique accommodations).

Lead: Town of Oliver working with the Downtown Working Group, should the group be established and active, and the South Okanagan Chamber of Commerce.

Timing: Short-term (6 to 18 months)

Details: The internal review would be organized around a half- or full-day forum-style event with business operators and the Chamber of Commerce. Participation from the Regional District of Okanagan-Similkameen would also be required given their role in providing contract planning services for Oliver. The meeting would provide an opportunity to not only explore areas where improvements can be made, but also to highlight and leverage opportunities where Town processes are working well for the business community.

1-C. Town of Oliver Economic Development Strategy

Rationale: While Downtown is clearly valued as the “heart” of Oliver, its development and revitalization should be undertaken as part of a larger, more broadly focused economic development strategy on the Town of Oliver. The strategy would provide a clear road map for economic development in Oliver and clarify and prioritize economic development objectives (e.g., job creation, business retention and expansion, investment attraction, Downtown development) which, in turn, would allow the Town of Oliver to more effectively evaluate new opportunities as they arise, and to determine where limited staff time and economic development funds should be targeted.

Such a strategy would also provide an opportunity to engage critical economic development partners and stakeholders whose own planning work (economic and land use) has a major impact on Downtown Oliver, the Town of Oliver, and the Greater Oliver area. These partners include both local and regional groups:

- South Okanagan Chamber of Commerce, who represent business groups throughout the larger region, including Okanagan Falls and Osoyoos;
- Oliver Tourism Association, which represents the local tourism industry;
- Oliver Osoyoos Winery Association, which represents 39 wineries in and around Oliver who businesses and developments are of critical importance to Oliver, particularly given Oliver’s existing “Wine Capital of Canada” branding;
- Regional District of Okanagan-Similkameen, whose land use decisions and policies for Electoral Area C (which surrounds Oliver on three sides) have a significant impact on Oliver; and
- Osoyoos Indian Band, who are the region’s principal economic development player with the development of several recent major projects, including the 135-acre Senkulmen Business Park located to the immediate east of Oliver which is home to major regional employers, including the recently opened Okanagan Correctional Facility.

The importance of collaboration and continued relationship building with these organizations and governments was highlighted throughout community engagement carried out for this project. To be developed cooperatively with these partners and the South Okanagan Chamber of Commerce, the economic development strategy would also create a strong foundation for ongoing regional economic revitalization, and diversification in the broader Oliver area of which Downtown Oliver is the heart.

Overview: An economic development strategy would provide a more detailed roadmap for economic development in Oliver and provide a decision process to determine priorities and allocate scarce resources to achieve shared and prioritized economic development objectives. It would also help build critical relationships with regional economic development partners and help identify joint economic development opportunities to better align and coordinate economic development planning and development efforts in the larger Oliver area.

Lead: The Town of Oliver would lead the project in close collaboration with the Downtown Working Group and core local economic development partners (e.g., Chamber of Commerce). A regional advisory group representing regional economic development partners could be organized to provide input into the development of the strategy and to better align local level, Town of Oliver economic development activities with regional

initiatives. As the capacity to undertake such a project is limited with the Town of Oliver, a project consultant could carry out the project under direction of the Town staff and the Downtown Working Group.

Timing: Short-term (6 to 18 months)

Details: An economic development strategy would require project funding for either internal staff or consultant time. As a joint initiative, some project funding (in-kind or cash) could be provided by Town of Oliver, but additional funds would be required. The Rural Dividend Fund's Community and Economic Development stream supports projects that implement strategies to support economic growth, including developing "economic development strategies and action plans." Other funding opportunities include the Southern Interior Development Initiative Trust.

Business Support and Attraction Actions

2-A. Oliver Brand Blueprint

Rationale: Visual branding is a cornerstone of effective communication, awareness building and marketing, and is critical to community place branding of any kind. Oliver’s existing brand, “The Wine Capital of Canada,” is known locally, but may not have broad reach, appeal or awareness outside of the community. Dating from the 1990s, it needs refreshing and revisiting, particularly given the Town’s relative lack of corresponding wine amenities/features (i.e., no info centres, tasting rooms, or specialty sales shops) outside of the annual Festival of the Grape. While the existing project logo and brand could be maintained or refined, it could also be re-imagined, incorporating brand structure and target audience insights. Currently, there is no cohesive visual identity for Downtown Oliver, or Oliver as a whole.

Overview: A Brand Blueprint and Usage Guide would establish a clear visual identity for Oliver (and by extension, Downtown Oliver) and outline its positioning, promise, key messages and brand story (i.e., the ‘elevator pitch’). The Brand Blueprint would be a ‘living document’ that evolves over time and provide a cornerstone document for communicating Oliver’s brand, building a visual identity and outlining marketing planning. The Brand Blueprint would include guidelines for maintaining brand consistency and instructions for use of a set of core brand applications (toolkit), which could include designs for brochure/rack card, posters and/or print ads, and on-line/social media components. The Brand Blueprint would support the updating of existing signage and wayfinding at points of entry to Oliver and in Downtown Oliver. Given the importance of tourism to Oliver, this work should also involve the Oliver Tourism Association.

The work would be informed by, and support, a recent marketing assessment conducted by a business student intern from Belgium. The intern’s work highlighted the need for Oliver to update branding and expand branded communication efforts to include social media.

Lead: Project consultant (branding, communication and digital design firm) under direction of Downtown Working Group.

Timing: Short-term (6 to 18 months)

Details: As a consultant-supported undertaking, the Brand Blueprint action would require project funding. The Rural Dividend Fund’s Community and Economic Development stream supports projects that implement strategies to support economic growth, including “developing marketing materials” and is a good candidate to support a Brand Blueprint action. Destination BC’s Co-operative Marketing Partnerships Program Open Pool is also good source of potential funding. Initial action activities would include:

- Engage a branding, communication and digital design firm.
- Undertake Brand Blueprint project with Downtown Working Group engagement.

2-B. Oliver Buy Local Campaign

Rationale: Local businesses strengthen communities, build resilience and foster innovation. They create good jobs, contribute to the local tax base and help keep local spending (and money) re-circulating in the community. Shop and buy local campaigns have been demonstrated to help change local spending habits and support community business. According to Canadian statistics, for every \$100 spent at a local business, \$46 is recirculated back into the local economy, a strong case for a buy local campaign.

Overview: Buy local campaigns are common marketing and revitalization tool that have been used successfully by a number of BC communities. The Town of Oliver, working with the South Okanagan Chamber of Commerce and Downtown Working Group, could work with other partners, including LOCO BC, to develop a buy local campaign for Downtown Oliver. LOCO is one of 80 North American local independent business networks of the umbrella-group BALLE (Business Alliance for Local Living Economies). LOCO organizes *Buy Local Week*, an annual celebration of local business to promote the contributions that BC businesses make to our economy and our communities. Many BC communities have undertaken a buy local campaign, or related initiatives like local sourcing programs. A local program for Oliver would help raise awareness of local businesses in Downtown Oliver (and throughout the Town) and would work to increase the market share for local business by shifting purchasing towards local businesses and helping support the flow of dollars between local businesses that create a positive economic multiplier effect. Similar food and agricultural buy local programs, including the Buy Local BC Initiative's *Buy Local! Buy Fresh!* map lists farmers and food businesses across the South Okanagan, including several Oliver area producers.

Lead: The Town of Oliver, working with the South Okanagan Chamber of Commerce and Downtown Working Group, could work with other partners, including LOCO BC, a non-profit local business alliance working to strengthen communities by encouraging a shift in local purchasing.

Timing: Short-term (6 to 18 months)

Details: Resources for initiating a Buy Local campaign are available from several local Canadian and US organizations, including LOCO BC.

2-C. Downtown Beautification / Animation Program

Rationale: Although the Town of Oliver has made significant investments and improvements to Downtown Oliver’s public realm over the years (sidewalk improvements, flowers, new pedestrian crossings and corner bulges, new lighting, etc.), the desire for additional work and initiatives was a consistent theme during engagement and consultation. Despite improvements, many storefronts are worn, while others remain vacant, which undercuts the investments. Empty lots also give the Downtown a “gap-toothed” look and are not attractive to residents or visitors alike. A broader range of beautification, mobility, and street activation/animation activities and policies could be implemented at relatively low cost that would collectively support Downtown beautification and animation.

Overview: While there are opportunities to further improve the pedestrian realm through additional physical improvements, not every idea identified through Downtown Action Plan engagement was capital intensive. Many were policy initiatives, some of which have already been identified in the 2105-2018 Council Strategic Plan, and include:

- Developing a *Downtown Sidewalk Policy* to include policies to enhance the walkability of Downtown and improve pedestrian infrastructure, and to encourage sidewalk cafes, patios and other outdoor gathering spaces. The policy could also include guidelines around patios on or abutting sidewalks with guidelines and permitting.
- Establishing community use guidelines for “pop-up” activities on Downtown lots and/or storefronts, including Town-owned lots. The guidelines would permit and encourage community groups, business groups, and others to temporarily animate use empty store fronts and/or vacant lots to exhibit or perform art pieces or shows, or host temporary businesses and/or events.
- Providing additional façade improvement incentives, particularly to support painting of storefronts.
- Supporting development of new Downtown public art, such as murals, street banners and other public art that could be part of a local competition or event.
- Better advertising of existing events.

Lead: Town of Oliver working with Downtown Working Group.

Timing: Short-term (6 to 18 months)

Details: Each of the potential components under the Downtown Beautification/Animation Program would require planning and the development of formal policy guidelines, which would be a time-consuming activity for Town Staff. They would also involve different stakeholders and partner groups. The first activity would be to prioritize program components with the Downtown Working Group.

2-D. New Downtown Event

Rationale: While the popularity of Oliver’s wine festival, Festival of Grape, continues to grow, there is no corresponding spring or winter event which could attract tourists and visitors during the slower shoulder seasons. Many residents and business owners voiced support for additional events to activate the Downtown.

Overview: Business owners, operators and other stakeholders consulted during the Downtown Action Plan project identified the need for new visitor and tourist experiences (events, attractions, itineraries) in and around Oliver that would also be attractive to residents. While some of these opportunities might lend themselves to a shorter-term undertaking, others will depend upon an individual or group willing to take on the opportunity as a business opportunity.

The action could be linked to Action 2-C Downtown Beautification/Animation Program, with new event ideas being piloted with pop-up or trial events (i.e., start small and scale up).

Lead: Downtown Working Group could look for opportunities.

Timing: Medium-term+ (18 months and beyond)

Details: Identifying new, expanded or enhanced experiences will likely occur on an ad hoc and informal level going forward, with new ideas coming from Downtown Working Group discussions and suggestions provided to them from residents, business owners and others. There are no additional costs anticipated for this task, beyond those incurred by the Downtown Working Group in tracking new experience ideas.

Key implementation tasks include:

- Setting up a system to capture new experience ideas as they arise or are presented by Working Group members and other tourism partners and stakeholders
- Making the list available to South Okanagan Chamber of Commerce for new arrivals or investors seeking tourism opportunity ideas

Development Actions

3-A. Downtown Parking Study

Rationale: Parking is widely perceived by business owners and project stakeholders as an issue for Downtown businesses, particularly during the summer tourist season. On the other hand, the Town of Oliver has waived parking requirements for new businesses based on the opposite assumption that there is sufficient parking available, both on-street and off-street. An area parking survey should be conducted in the Downtown area to determine the extent (or reality) of the perceived problem.

Overview: An area parking study would review existing quantity, location and type of parking available Downtown. The survey would also identify where there are unused or underused spaces nearby that could be shared for specific purposes. The survey would include new planned developments (e.g., new hotel development and the 25 parking spaces for Town use it will create). The survey will also give an indication of how well local Downtown zoning requirements are matching supply of parking with demand. Documenting the amount of time parking spaces are occupied and initiatives by businesses to ensure that they and their employees do not occupy prime Main Street parking spaces would provide valuable information.

The Downtown Parking Study would also consider the feasibility of using Town-owned property on Main Street for temporary parking.

Lead: The Town of Oliver's Public Works Department would lead the project.

Timing: Quick Start (1 to 6 months)

Details: It is anticipated that the study could be conducted under existing Town of Oliver work plans. Minimal funding would be required for the project. There are also opportunities for some of the survey work to be done by student interns that Oliver regularly engages during the summer months.

3-B. Oliver Wine Centre Feasibility Study

Rationale: Despite its current “Wine Capital” brand, there is very little wine-related programming or economic activity in Downtown or the Town of Oliver (i.e., no tasting rooms, limited wine sales, limited wine events or attractions). With the large number of wineries in the area (39 are in the Oliver Osoyoos Winery Association) and artisanal food and beverage producers (value-added agricultural products, beer, cider, juices, etc.) combined with a growing regional and global agritourism and culinary tourism sector, a wine centre or equivalent could be a viable attraction. There is the potential to broaden its scope as a food and wine centre, which could make such a centre a unique destination in the larger Okanagan area. With a growing interest in traditional, Indigenous foods, there is an additional opportunity to involve Osoyoos Indian Band in an initiative.

Overview: Wine Centres are often a primary destination for visitors to wine-growing regions. They are often billed as the starting place for a local tour or as the one-stop option for tourists who do not have time to visit each local winery. Wine Centres represent all local offerings and can include tasting rooms, dining, museums and galleries, classes, multi-purpose event space, and other related activities. Typically, a kitchen facility and tasting area provides opportunities for visiting vintners and chefs to present and pair wines and foods and for classes.

Some centres include office space for local winery organizations, which in this case could include the Oliver Osoyoos Winery Association, and could provide additional venue/event space for Festival of the Grape, Winter in Wine Country Festival and the Half-corked Marathon. A feasibility study would examine the market potential, location requirements and options, local interest, and the business case for a Wine Centre.

Project examples include the Niagara Wine Visitor and Education Centre, Oregon Wine Education Centre and the BC Wine Information Society Sensory Centre at Okanagan College.

Lead: Project consultant under direction of Town of Oliver, but reporting to Downtown Working Group.

Timing: Medium-term (18+ months)

Details: Funding opportunities for a feasibility study include the Rural Dividend Fund and other provincial funding programs, including the Southern Interior Development Initiative Trust, which supports long-term strategic investments that would benefit the development a larger project area (like the Southern Okanagan). Other industry sources could be approached for funding, including BC Wine Authority (BC VQA).

3-C. Downtown Development Program

Rationale: Downtown Oliver is genuinely a mixed-used centre, with commercial, institutional and residential uses in the area. While there is some new residential development in the Downtown area (e.g., Oliver Crossing), additional downtown residences would be beneficial. Encouraging and facilitating mixed-use residential commercial development on Station Street and Main Street (i.e., 2 or 3 floors of residential above street level commercial) would get more people living Downtown, generate foot traffic for shops, and support and attract new businesses. The addition of new residential development would also help diversify Oliver's existing housing stock and help further establish Oliver as unique, complete small town in the region.

Overview: A Downtown Development Program would include a suite of tools and supports for enabling mixed-use, residential projects. These typically would include supports for feasibility studies and market analysis, help with securing grants and loans, development opportunity inventories, and incentives for developers to include residential uses in projects. The initial stages would be to identify and resource the best strategies for this program and establish appropriate partnerships.

Some policy initiatives have already been identified in the 2015 – 2018 Council Strategic Plan and were highlighted during Downtown Action Plan engagement, including:

- Identifying and promoting development opportunity sites. This could include existing Town-owned lots and the possibility of consolidating lots through property assembly.
- Better promotion of existing tax incentive programs for mixed use development (Oliver Crossing will take advantage of the program) and providing expedited development review and permitting for mixed use development
- Leveraging Town-owned lots for development and/or partnering with a developer on a Main Street development project. Here, a common idea was to develop a mixed-use Town Hall building on Town-owned property on Main Street with residential units above and, potentially, commercial incubator or office space. Downtown Action Plan engagement found a high level of support for the Town of Oliver to play a more active role, including a partnership position, in Downtown development on Town-owned lots.

Lead: The creation of an effective and attractive mixed-use development incentive program may require additional support and expertise. Here it may be possible to partner with professional associations (e.g. Urban Development Institute, South Okanagan Real Estate Board, NAIOP [Commercial Real Estate Development Association]) on creating a suite of development tools. The MBA programs of both UBC and SFU include a development stream, and could provide a school research project opportunity for this action.

Timing: Medium-term (18+ months)

Details: Reaching out to potential development feasibility partners would be the first step required in this opportunity. The BC Real Estate Foundation could be a source of potential funding.

3-D. Main Street Enhancement Strategy

Rationale: The long-term conflict of values with Main Street / Highway 97 continues to concern local businesses and residents. As a provincial highway, the roadway is intended to efficiently move traffic; as a Main Street, it is intended to be a safe, active, and attractive centre for public life. The Town should continue to advocate for the latter and work to establish an agreement with the Ministry of Transportation and Infrastructure (MoTI) to explore and implement traffic calming and management strategies to improve the public realm, while ensuring public safety and efficient goods and traffic movement.

Overview: A clear strategy for the design of Main Street would seek to achieve and balance the various goals of pedestrian comfort and safety, traffic efficiency, and parking access. This would include such details as lane widths, design speeds, parking strategies, pedestrian infrastructure, landscaping, traffic calming and beautification measures. Alternate local traffic routes and off-Main parking options could also be included. The work could also include a review of opportunities for a Downtown transportation hub (regional transit, shared vehicles, electric vehicle sharing, bikes, etc.).

Lead: Downtown Oliver Working Group and Town of Oliver staff in collaboration with MoTI.

Timing: Medium-term (18+ months)

Details: Engaging MoTI and other key project partners (Regional District of Okanagan-Similkameen) would be the first step. Some past efforts have been made to engage MoTI.

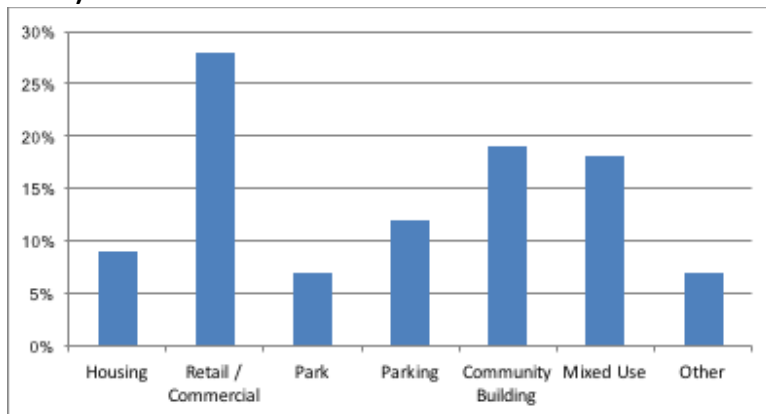
6. APPENDICES

Downtown Action Plan – Business and Brews Engagement Event

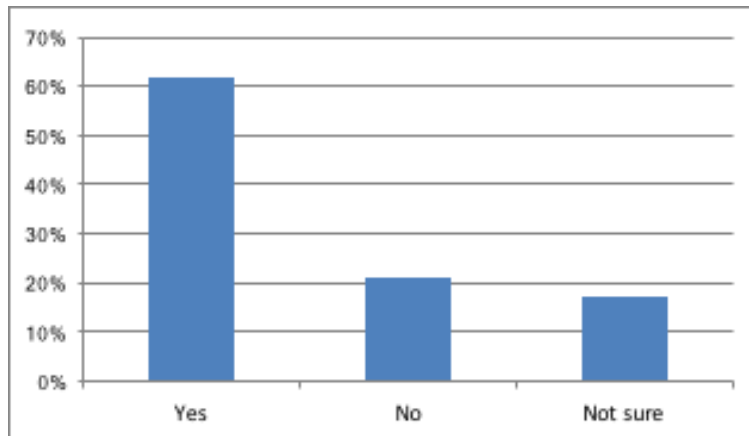
On February 15th, 2017, the South Okanagan Chamber of Commerce organized a members’ social evening at the Firehall Brewery in Oliver. With the support of the Town of Oliver, the event included snacks and a beer tasting and attracted 70 participants. The “Business and Brews” provided an overview of the Downtown Action Plan project and gave participants an opportunity to provide additional feedback using both instant polling devices and on a series of interactive poster stations.

Polling Questions

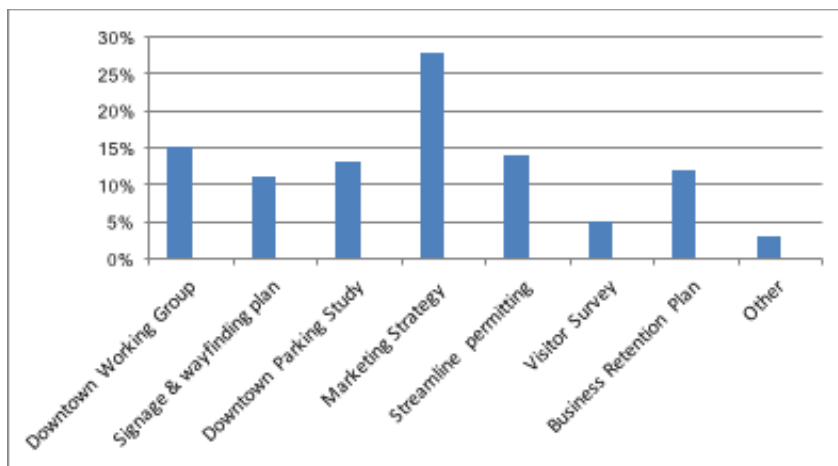
1. What would be the best use of the Town-owned empty lot on Main Street? (choose top 3 in order)



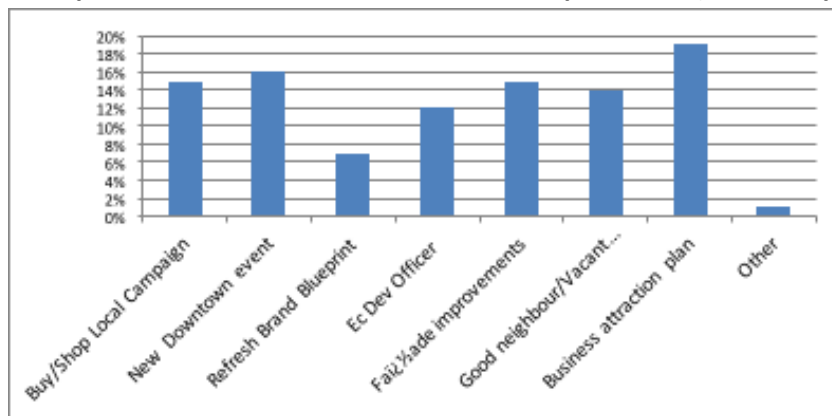
2. Should the Town invest public dollars towards developing that site?



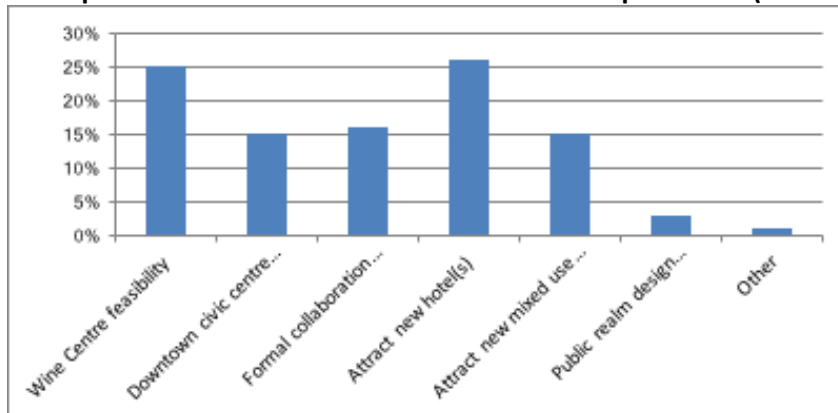
3. What potential Quick Start Actions should we prioritize? (choose top 3 in order)



4. What potential Short-term Actions should we prioritize? (choose top 3 in order)



5. What potential Medium-term+ Actions should we prioritize? (choose top 3 in order)



The event also included a series of posters where potential action ideas generated through the Downtown Action Plan Survey, staff and Council feedback, and project research were organized into general theme areas. Participants were given twelve sticky dots, each representing \$100, and asked to distribute them between the actions they thought were most investment ready. Participants were also invited to provide their own action ideas if they saw any gaps on the posters.

Planning and Policy Action Ideas

- **Working Group:** Establish a leadership group as a Downtown Task Force.
- **Plan:** Develop comprehensive (Greater) Oliver Economic Development Strategy.
- **Collaborate:** Work with the Osoyoos Indian Band on joint projects.
- **Reduce red tape:** Simplify and expedite permitting.
- **Listen:** Provide more opportunities for businesses to be heard at Council.
- **Partner:** Work with professional association to build capacity & network, (e.g., Urban Development Institute, South Okanagan Real Estate Board, NAIOP [Commercial Real Estate Development Association]).

Action Ideas	Support	Category %	Total %
Working Group	3	5%	1%
Plan	7	11%	2%
Collaborate	18	30%	4%
Reduce red tape	16	26%	3%
Listen	11	18%	2%
Partner	6	10%	1%

Business Attraction and Support Actions

- **Shop local:** Buy Local Campaign.
- **Celebrations:** Expand Downtown festivals and events.
- **Build the brand:** Additional wine-themed events, attractions, including in Town wine information and/or tasting room.
- **Build a pool:** Indoor heated **pool** and spa facility (all year round) for all ages. (added by participants)

Action Ideas	Support	Category %	Total %
Shop local	26	33%	6%
Celebration	5	6%	1%
Build the brand	26	33%	6%
+ Indoor Pool	17	21%	4%

Development Actions

- **Get more people living Downtown:** Encourage mixed-use residential commercial development on Station Street and Main Street (2 or 3 floors of residential above street level commercial)
- **Build:** Encourage new development on empty lots
- **Lead:** Build a new mixed use Town Hall on Main Street, use existing Town Hall as the Visitor's Centre (or other use – restaurant, business centre/ incubator, gallery)
- **Accommodations:** Renew and enhance efforts to attract a hotel and/or boutique accommodations
- **Mixed-use Artisan Space:** Allow small scale industrial/shop spaces
- **Centennial Park Study:** Highest and best use study of Centennial Park RV site
- **Parking:** Develop a plan and use Town-owned property for parking to get parking off Main Street

Action Ideas	Support	Category %	Total %
Get more people living Downtown	6	5%	1%
Build	33	27%	7%
Lead	4	3%	1%
Accommodations	38	31%	8%
Mixed-use Artisan Space	13	11%	3%
Centennial Park Study	8	7%	2%
Parking	18	15%	4%

Beautification Actions

- **Get people outside!** Encourage sidewalk cafes, patios and other outdoor gathering spaces.
- **Activate under-used spaces:** Promote events in empty lots, side streets, and empty store fronts.
- **Beautify storefronts:** Additional façade improvement incentives.
- **Wayfinding:** Better signage (destinations, attractions, services).
- **Green and bright:** Better lighting/greenery along Main Street.
- **Paint the town:** Downtown public art such as murals and other public art that could be part of a local competition or event.

Action Ideas	Support	Category %	Total %
Get people outside!	49	32%	11%
Activate under-used spaces	31	20%	7%
Beautify storefronts	29	19%	6%
Wayfinding	16	10%	3%
Green and bright	18	12%	4%
Paint the town	10	7%	2%

Downtown Action Plan Survey

An on-line survey was hosted for a six-week period. Approximately 46 people completed the survey,

1. Is your business in Downtown Oliver?

Response	Chart	Percentage	Count
Yes		43.5%	20
No		56.5%	26
Total Responses			46

1b. You selected “No”. What part of Oliver is your business located in?
The 13 response(s) to this question can be found in at the end of this report.

2. What sector is your business in?

Response	Chart	Percentage	Count
Retail trade		14.3%	6
Health care and social assistance		2.4%	1
Accommodation and food services		7.1%	3
Educational services		0.0%	0
Professional services (accounting, etc.)		19.0%	8
Transportation and warehousing		0.0%	0
Other (please specify)		57.1%	24
Total Responses			42

2. What sector is your business in?

- # Response
- 1. Tourism services
- 2. sign and clothing production
- 3. golf course
- 4. Real Estate, property management, strata management
- 5. Heritage Management and Education
- 6. manufacturing
- 7. brewery/tasting room
- 8. Government Office
- 9. tourism advice
- 10. Residential pools
- 11. Construction
- 12. Non-Profit
- 13. manufacturing
- 14. mini storage
- 15. winery and vineyard
- 16. tourism wine touring
- 17. Real Estate Sales & Property Management
- 18. I am a landlord, owner of a building on main street.
- 19. Alterations
- 20. winery
- 21. golf course
- 22. Publishing

- 23. Wine
- 24. Manufacturing & Retail (Food & Beverage)

3. How many employees does your business have?

Response	Chart	Percentage	Count
1-4		63.4%	26
5-9		19.5%	8
10-19		4.9%	2
20+		12.2%	5
Total Responses			41

4. How long has your business been in operation?

Response	Chart	Percentage	Count
Less than a year		15.0%	6
2-3 years		10.0%	4
4-7 years		20.0%	8
8-12 years		12.5%	5
13+ years		42.5%	17
Total Responses			40

5. Do you own or rent the building where your business operates?

Response	Chart	Percentage	Count
Own		52.4%	22
Rent		47.6%	20
Total Responses			42

5A. You selected “Own.” Are there any issues or challenges with being a building owner/landlord in Downtown Oliver?

The 10 response(s) to this question can be found at the end of this sub-section.

5B. You selected “Rent.” Are there any issues or challenges with being a renter/lessee in Downtown Oliver?

The 11 response(s) to this question can be found at the end of this sub-section.

6. How would you rate the current built environment in Downtown Oliver (i.e., the streetscape, public realm and infrastructure)?

Response	Chart	Percentage	Count
Great. Looks beautiful and functions well.		0.0%	0
Good.		5.9%	2
OK. Room for improvement		67.6%	23
Not so good.		23.5%	8
Other (please specify):		2.9%	1
Total Responses			34

6. How would you rate the current built environment in Downtown Oliver (i.e., the streetscape, public realm and infrastructure)? (Other)

Response

1. It looks tired, worn, empty... and in many cases dilapidated. There are crooked awning structures attached to buildings that look like they will come tumbling down in the next wind. Probably would never pass code. The empty buildings are an eye sore and should at least have some type of screening if the inside is unsightly. New bylaws should be put in to place for absentee landlords to keep their buildings to a set standard, signage should be regulated to a degree where it looks attractive.

7. Why did you select the answer you did for Question 6?

The 32 response(s) to this question can be found at the end of this sub-section.

8. What are Downtown Oliver’s biggest assets and strengths that it should be building on? Please choose your top 3, in order of priority.

	1	2	3	Total Responses
Location	14 (56.0%)	5 (20.0%)	6 (24.0%)	25
Historic buildings and character	8 (47.1%)	6 (35.3%)	3 (17.6%)	17
Tourist traffic	6 (30.0%)	6 (30.0%)	8 (40.0%)	20
Availability of development opportunities (i.e., land)	4 (28.6%)	8 (57.1%)	2 (14.3%)	14
Availability of commercial space	3 (37.5%)	2 (25.0%)	3 (37.5%)	8
Business-friendly local government	2 (28.6%)	2 (28.6%)	3 (42.9%)	7
Cost of doing business	2 (25.0%)	4 (50.0%)	2 (25.0%)	8
Other	0 (0.0%)	0 (0.0%)	4 (100.0%)	4

8A. You chose 'other'. What other assets or strengths should Downtown Oliver be building on?

The 2 response(s) to this question can be found at the end of this sub-section.

9. What are the challenges to building on these strengths and assets? Please choose all that apply.

Response	Chart	Percentage	Count
Cost of doing business		42.9%	15
Competitiveness of other nearby municipalities (e.g., Osoyoos, Penticton)		51.4%	18
Inflexible zoning		37.1%	13
Lack of space		5.7%	2
'Red tape' around permitting, development, etc.		51.4%	18
Lack of information on business planning		37.1%	13
Other (please specify):		37.1%	13
Total Responses			35

9. What are the challenges to building on these strengths and assets? Please choose all that apply. (Other)

Response

1. Landlords lack of care and upgrading for their lots / buildings
2. that people are just sitting on vacant spaces and land
3. no leadership
4. Convincing citizens that shopping locally is to their advantage
5. This other pertains to #11 - maybe tax break incentives to building owners on main street to be used to fix up and repair outdated windows doors sidings and most important interior commercial retail space

6. parking and curb appeal
7. lack of support from locals.
8. the town is slow to respond to new ideas and changes!
9. parking and parking costs for developers
10. Small mindedness. We so think within the box. Just because we pride ourselves on being a small town, we don't develop in a way that our children can afford to raise their children here because of lack of employment unless you agricultural based. We are a main hub of a vital highway and seem to want to keep people driving through. I remember coming across a family on a long weekend looking for a place to eat but everything was closed by 6pm. They went to the next town frustrated. Same with having a good coffee shop that is open on Saturday's. Look how busy Jo Jo's are in Osoyoos. This what we need.
11. Businesses who would like to be downtown, but the buildings are run down and unsightly
12. Lack of social communication/support for potential entrepreneurs

10. Is there anything else you can tell us about the opportunities you see for revitalizing Downtown Oliver?

The 18 response(s) to this question can be found at the end of this sub-section.

11. Please rank the following general strategy areas for supporting Downtown revitalization. Choose three in order of priority.

	1	2	3	Total Responses
Business retention and expansion	11 (35.5%)	12 (38.7%)	8 (25.8%)	31
Business attraction and investment	10 (33.3%)	12 (40.0%)	8 (26.7%)	30
Physical improvements (e.g., streetscape improvements)	5 (26.3%)	7 (36.8%)	7 (36.8%)	19
Parking, traffic management & access	8 (47.1%)	3 (17.6%)	6 (35.3%)	17
More people living in and near Downtown	4 (80.0%)	0 (0.0%)	1 (20.0%)	5
Other	0 (0.0%)	0 (0.0%)	2 (100.0%)	2

11A. In terms of business retention and expansion, where can the biggest gains be made? Choose your top three in order of priority.

	1	2	3	Total Responses
Lower business property taxes	4 (26.7%)	8 (53.3%)	3 (20.0%)	15
Simplifying permitting processes	8 (42.1%)	2 (10.5%)	9 (47.4%)	19
Better relationships between local business and Town staff	2 (20.0%)	4 (40.0%)	4 (40.0%)	10
More opportunities for businesses to be heard	6 (40.0%)	6 (40.0%)	3 (20.0%)	15
Additional façade improvement incentives	6 (35.3%)	5 (29.4%)	6 (35.3%)	17
Other	1 (50.0%)	0 (0.0%)	1 (50.0%)	2

11Ai. In terms of Downtown business retention and expansion, where else can gains be made?

The 2 response(s) to this question can be found at the end of this sub-section.

11B. In terms of business attraction and investment, where can the biggest gains be made? Choose your top three in order of priority.

	1	2	3	Total Responses
Permitting small scale industrial/shop spaces (i.e., craft/artisanal production)	12 (54.5%)	5 (22.7%)	5 (22.7%)	22
More flexible, affordable office/workshop spaces (e.g., incubator/shared office/retail space)	3 (15.8%)	8 (42.1%)	8 (42.1%)	19
Targeted business attraction efforts (e.g., hotel and/or boutique accommodations)	9 (34.6%)	10 (38.5%)	7 (26.9%)	26
Town of Oliver joint development on Town-owned property	3 (25.0%)	5 (41.7%)	4 (33.3%)	12
Other	0 (0.0%)	0 (0.0%)	1 (100.0%)	1

11Bi. In terms of Downtown business attraction and investment, where else can gains be made?

There are no responses to this question.

11C. In terms of physical improvements (e.g., streetscape improvements), where can the biggest gains be made? Choose your top three in order of priority.

	1	2	3	Total Responses
Encourage sidewalk cafes and gathering spaces	5 (41.7%)	5 (41.7%)	2 (16.7%)	12
Animate the streets – public art, pop-up events in empty lots and store fronts	0 (0.0%)	4 (57.1%)	3 (42.9%)	7
Programming to make Downtown livelier and more vibrant, including evening programming	2 (22.2%)	1 (11.1%)	6 (66.7%)	9
Façade improvements – colourful, heritage friendly	7 (70.0%)	2 (20.0%)	1 (10.0%)	10
Better signage and wayfinding - destinations, attractions, services	4 (44.4%)	2 (22.2%)	3 (33.3%)	9
Better landscaping and street greening	0 (0.0%)	4 (57.1%)	3 (42.9%)	7
Other (please specify)	0 (0.0%)	0 (0.0%)	1 (100.0%)	1

11Ci. In terms of physical improvements, where else can gains be made?

There are no responses to this question.

11D. In terms of parking, traffic management and access, where can the biggest gains be made? Choose your top three in order of priority.

	1	2	3	Total Responses
Additional pedestrian controlled lights	1 (16.7%)	0 (0.0%)	5 (83.3%)	6
Additional traffic calming measures	3 (42.9%)	4 (57.1%)	0 (0.0%)	7
Additional parking	9 (56.2%)	2 (12.5%)	5 (31.2%)	16
New parking arrangements on Main Street	2 (20.0%)	7 (70.0%)	1 (10.0%)	10
Better accessibility features for scooters, wheelchairs and people with mobility issues	1 (100.0%)	0 (0.0%)	0 (0.0%)	1
Improved and/or expanded pedestrian and bicycle features and amenities	0 (0.0%)	1 (33.3%)	2 (66.7%)	3
Other (please specify)	0 (0.0%)	1 (33.3%)	2 (66.7%)	3

11Di. In terms of parking, traffic management and access, where else can gains be made?

The 2 response(s) to this question can be found at the end of this sub-section.

11E. In terms of more people living in and near Downtown where can the biggest gains be made? Choose your top three in order of priority.

	1	2	3	Total Responses
Targeted tax-breaks (i.e., certain sectors/specific locations)	0 (0.0%)	0 (0.0%)	1 (100.0%)	1
Encourage higher density mixed use development on Station Street and Main Street (i.e., two or three floors of residential development above commercial at street level)	4 (100.0%)	0 (0.0%)	0 (0.0%)	4
Encourage new development on empty lots	0 (0.0%)	3(100.0%)	0 (0.0%)	3
Pursue joint developments with Town as partner (i.e., joint projects with developers, First Nations, etc.)	0 (0.0%)	0 (0.0%)	1 (100.0%)	1
Other (please specify)	0 (0.0%)	0 (0.0%)	1 (100.0%)	1

11Ei. In terms of more people living in and near downtown, where else can gains be made?

There are no responses to this question.

11F. What other areas should we be focusing on?

Encouraging business to develop here and somehow survive the winter with lack of tourism. We don't need more office space if we don't have businesses bringing extra employment.

12. What is your vision for the future of Downtown Oliver?

The 26 response(s) to this question can be found at the end of this sub-section.

Survey Appendix

1b. You selected "No". What part of Oliver is your business located in?

- # Response
- 1. We are in Osoyoos, but could expand to Oliver
- 2. outside of downtown area
- 3. Gallagher Lake
- 4. Osoyoos
- 5. We are on Co-op Ave
- 6. Rockcliffe Rd
- 7. home based, in residential area
- 8. Rural Oliver
- 9. RDOS
- 10. Southwinds Crossing
- 11. Road 7
- 12. outside of town doing towards willow brook
- 13. RDOS

5A. You selected "Own". Are there any issues or challenges with being a building owner/landlord in Downtown Oliver?

- # Response
- 1. does not apply
- 2. parking
- 3. no
- 4. lack of parking
- 5. red tape
- 6. Many small businesses are under financed, often closing with a few years and having to re-market their space.

7. N/A
8. no
9. Lack of parking is always a challenge downtown. Crappy buildings that have not been kept up is a problem.
10. not applicable - our business is not located in Downtown Oliver - but we come to Oliver to do business

5B. You selected “Rent”. Are there any issues or challenges with being a renter/lessee in Downtown Oliver?

- | # | Response |
|-----|---|
| 1. | Very little option for decent space at a decent price. Unclean, outdated spaces. |
| 2. | No |
| 3. | The buildings are old and will not meet code for heating, electrical etc. Most need major upgrades. |
| 4. | no |
| 5. | No |
| 6. | merchants and employees shouldn't park on main street because it is taking away from customer parking |
| 7. | It's expensive |
| 8. | Expensive rents. Few landlord options. Some building poorly maintained. |
| 9. | Parking |
| 10. | Trying to get the type of building I need that the rent isn't crazy expensive |
| 11. | No, not for us anyway |

7. Why did you select the answer you did for Question 6?

- | # | Response |
|-----|--|
| 1. | The town is doing the best they can with flowers, cleaning up etc. but run down individual buildings and empty lots make things look unappealing. |
| 2. | lots of empty buildings. building degradation.... parking is an issue. empty lots, no green scape, |
| 3. | it looks unkempt and drabby |
| 4. | Left turns, parking is bad May - Oct. Some shops have steps up into their business that are very steep. It is difficult to find parking to support downtown. |
| 5. | Our town needs to have a facelift |
| 6. | Downtown Oliver has a lot of character - some good and some that certainly could use a makeover. With a bit of guidance and help, I think downtown could look more unified and charismatic. |
| 7. | It feels a bit disjointed. Would be nice to see more business development in the original downtown core. |
| 8. | Done in bits and pieces. Walkways great. Lamp posts with flowers etc. - lovely. We have everything but the buildings on target and in line. We need to force people to take care and have some sort of 'decor' that people think is so 'cute', so nice, let's go see. you never get a 2nd chance to make a good impression. Paints cheap, worth \$40 a gallon and a \$1000 on your house. Curb appeal. |
| 9. | ? |
| 10. | There could be better lighting/greenery along the main street. |
| 11. | The landlord of the empty stores should either improve them so the store could be rented out or divide large stores so it is more affordable for two smaller business to rent them. |
| 12. | too many vacant buildings and lots |
| 13. | Many vacant unkempt lots - many buildings with no interior or exterior updates |

14. Trees and walks are great. Empty stores. Some buildings look shabby.
15. Old awnings, old signage, mismatched themes
16. some buildings new more upkeep or just the problem of vacancy
17. extremely dated and lacking aesthetic consistency
18. Needs more parking and more affordable clothing and gift stores
19. worn down; lots of vacancies
20. Many buildings are not owned by the business owner, so having the owner pay for the upgrades is fiscally difficult at times.
21. Empty holes...owners not willing to money into their buildings
22. The downtown core is on a busy highway and not pedestrian friendly. The downtown core comes across as run down and in need of a makeover.
23. Empty stores, too many 'discount' stores, several buildings appear unkempt. However, the town does a good job of keeping the streets clean and the flower baskets are beautiful.
24. The buildings look tired and too many are vacant
25. The colourful theme that was brought in a while ago has not been carried out for every business. Seems to be a hodgepodge of style
26. The public portion - sidewalks, trees, lights - are in good repair. it is the buildings that are not and make things look worse.
27. Because the downtown looks tired, and does not reflect the spirit of the area. Not professional or welcoming
28. too many empty lots
29. it needs an up grade
30. Our town lacks luster. We are a small town and look like a fading small town. We may have historic buildings but old doesn't mean attractive. Limited choice in shopping which forces one to leave town and not spend locally. We need to add some character to our businesses. We are very dull looking for such a beautiful location.
31. It appears there are no rules or regulations that require a landlord or business owner to uphold to a set standard. I have so many other ideas that need much more space. It includes places for outdoor sitting areas for cafes and restaurants, Christmas lights and sound systems in the winter, incentives or recognition for property owners who look after their buildings, have brainstorming sessions to promote new ideas for the downtown core... lots more
32. Need businesses in the vacant spaces

8A. You chose 'other'. What other assets or strengths should Downtown Oliver be building on?

Response

1. more people - more businesses
2. We have all the above what we lack is a strong direction. We need someone to spearhead this and get it moving,

10. Is there anything else you can tell us about the opportunities you see for revitalizing Downtown Oliver?

Response

1. Place Making - create spaces and ambience where there isn't any. Contests / incentives for exterior and interior of businesses. We have so many artists there could be more murals and art work throughout the town.
2. Signage is lacking as is parking. During the summer, there is no room to move.
3. I believe that it has lots of potential to be a cute/funky town that tourists could enjoy wandering in and staying longer. An increase in sidewalk cafes, maybe a pedestrian only area with shops and vendors or a boardwalk/pathway connecting the riverfront. With the amount of people

coming here throughout the wine season, which is getting longer, I think Oliver needs to work towards capitalizing on that captive audience.

4. I have seen so much of it tried and everyone 'wimps' out. Not everyone is going to be happy but at least we can try!!!!Lack of direction. Lack of strong leadership. Lack of courage to just do something....
5. NO
6. Need new regulations for empty decrepit buildings - too many building owners have put zero investment upgrades in their buildings and want high rental rates. These two factors cause empty buildings. Empty buildings equal no business.
7. No more pawn/thrift shops
8. increase traffic
9. Kootenay street and station street should be incorporated for parking and/or highway bypass
10. Parking will be a huge detriment if business flourish unless addressed
11. A unified theme, be it style, (architecture) or colour is attractive but difficult to implement because of differences of opinion. In my opinion
12. Many initiatives already in place. i.e.: flower baskets, painting of buildings, hike & bike path. Perhaps incentive for downtown residents to renovate &/or beautify their homes could be a consideration.
13. No
14. I dislike going on Station st because it is such a problem turning left on Fairview. Here is an opportunity to put in a traffic circle.
15. Businesses need to become more approachable, i.e. the clerk at the Dollar Store told me yesterday, after I spent \$75 on Xmas decorations, that I should not have brought my Tim Horton's tea into the store. She embarrassed me in front of other customers, I'm clearly a responsible adult and I should be able to bring a cup of tea shopping.
16. Businesses need to remember that though they live here all the time, they shouldn't forget that a business's task is to create interest in one's business. So make it attractive, and make it look that way based on it being seen by new eyes every day. Let's not take making money from our local folks for granted. Just because a business is here doesn't mean we can't constantly think of our customers like they are a new lover and we put out the best for them each time.
17. Include the people who live here, who support the businesses and ask them what they would like to see and support in our community. I am one of them, as I do not own a business or building and do not live in the downtown area. I am, however a resident of Oliver and support several businesses there... and I would support more if they have the confidence and support of our property owners and town officials that the area will become an attractive and viable place to set up their new restaurant or business.
18. Side streets for street-closed markets or street dances/parties

11Ai. In terms of Downtown business retention and expansion, where else can gains be made?

Response

1. Other - a Fine for sitting on vacant buildings and Vacant land like Penticton has
2. Pride. Larger tax base.

11Di. In terms of parking, traffic management and access, where else can gains be made?

Response

1. Use some town-owned property for parking to get parking off Main St. Allows for better pedestrian use.
2. New parking arrangements on Main street would greatly enhance the downtown, but there is no street room.

12. What is your vision for the future of Downtown Oliver?

Response

1. Store fronts are almost all filled. Nice signage and lighting. Some new living spaces in the core area. Clean fresh feeling. Outside common gathering space for business people to take breaks have lunch together. Murals in the back alleys, picture covered garbage canisters, Fabulous lighting.
2. Vibrant young town with people sitting outside of restaurant eating
3. local staying local and being able to provide that
4. Full stores on main street. Options for living downtown or near downtown. Slum apartments above run-down properties downtown renovated or condemned. Left turn light at at least 1 intersection. Signs on main street point to services, i.e., Post office, Government Access, Hospital, Immigration Services.
5. More young people, families, new businesses and business owners. We are no longer the aging demographic stuck in their ways. Community open to change and improvement.
6. I hope that in the future, Oliver will have more to offer tourists, who tend to travel through Oliver, stopping at one or two fruit stands and wineries, and continuing off to larger centers like Penticton and Kelowna. Ideally, tourists will be stopping in Oliver for weekend trips, vacations, and more. But they will need hotels, events, parking, and campsites. Oliver already has a culture of small industry with orchards and vineyards - because of recent trends towards supporting small scale & artisanal operations, Oliver could really take advantage by providing small business owners (esp. artists, crafters, brewers, etc.) with incentives to set up shop here. Having small business base will bring in suppliers, transportation, and other industry options and need for those services grows.
7. I see it to be a more vibrant community of young retirees and families given the affordable housing and the increase in job opportunities. I really believe that Oliver is going to grow and needs to have a good growth plan in place to keep a sense of community and to avoid long term issues down the road.
8. 2020 bring a whole new set of demographics. Younger people who want more amenities. Why should they live here? We should be looking at more techno things. We need more rentals and less 55plus though in order to bring the younger ones here in the first place to shop our community and keep it alive and well.
9. ?
10. Having the main street full of attractive and no second-hand stores or pawn shops.
11. The biggest problem is with the buildings that are already there they need to be revitalized! Then the empty lots will fill up - you cannot attract new business to a decrepit environment - please focus on getting building owners to update their buildings this should be priority! How about tax breaks or community groups with building rallies using donated time and effort or tax dollars. Have a referendum to increase each house hold tax \$5 for downtown building improvement. We have lived here 26 years and the downtown has continued to steadily decline because the buildings that are there are NOT maintained - this needs to be number 1 focus and then we will finally attract the businesses that we are all hoping for!
12. Three years isn't long for change to happen in Oliver. Until the population changes, businesses will continue to struggle. What's missing is a critical mass of families that join in and spend not only money but time. A large segment of the family population does not spend in ways that allow businesses to thrive. Three years will have a few new families through the jail and they will help revitalize businesses but they aren't enough to make Oliver thrive. Encourage businesses like Transwest that provide living wages and opportunities for families to relocate to Oliver.

13. I see new awnings for all, new signage for all. The upper floors of the downtown businesses would be cleaned up. New businesses that are being used in the empty spots all through town.
14. 100% building occupancy.
15. I would encourage a 10-year plan
16. Younger populace, artsy, entertainers, professional retirees
17. Oliver become the 'wine capital of Canada' - Right now we are squandering the opportunity
18. It is a walkable town, more shops that are sustainable. Locals actually shopping in the downtown area.
19. Oliver is a clean, vibrant community with a very walkable downtown. Traffic is routed away from pedestrian areas to allow for cafes with sidewalk seating in a pleasant atmosphere free from vehicle noise and fumes. Boutique stores also benefit as they are more visible to pedestrian traffic than they are to vehicle traffic.
20. I would like to see Oliver develop some character possibly something like the Kootenay small towns of Nelson and Fernie.
21. I see a parking lot where the old hotel was, perhaps multi-level. I see facades all upgraded. I see benches for sitting. I see outdoor coffee in the summer. I see building inspections of some of the worst looking buildings, and mandatory improvement orders.
22. Everyone is downtown! Meetings are happening, Art is everywhere, Kids are Playing, dogs are being walked.
23. Implement the Wine Village scheme that was proposed 10 years ago, and before that in 1982
24. Even if we want to be a small town, let's have some variety of shops that locals would want to spend their money, and expand the industrial area to encourage our children to raise their children here.
25. All the points mentioned in the last question were important. I could only pick 3. I see a town where the streets are clean, colourful, busy with shop keepers showing their products, open air cafes, music being played in the street or at Christmas with a sound system to create a festive atmosphere. Lots of twinkling lights throughout the year. Building incentives for owners who look after their buildings. Higher taxes for those who don't. I see more restaurants, a hotel or two with lounges, artisans selling locally made products. Lots of flowers and places to sit. A bylaw officer should be hired to keep the parking fair and any other issues that arise.
26. Colourful, lively, and diverse main street, animated with pedestrian traffic and cyclists, sidewalk patios, music and social events. A foot-traffic, shop-local culture



DOWNTOWN ACTION PLAN