

2026-2030

STRATEGIC PLAN



EAST KAMLOOPS BUSINESS IMPROVEMENT ASSOCIATION

Background

In 2022, a group of business and commercial property owners in East Kamloops began looking for solutions to the challenges and concerns they were facing. Understanding the impact other BIA's were having, a steering committee was formed, and collaboration with the City of Kamloops began to establish a Business Improvement Association for Valleyview, Dallas and Campbell Creek. The East Kamloops BIA has been operational since May of 2025, with a Board of Directors overseeing the organization.

If you operate a commercial property or business within the East Kamloops BIA boundary, you're automatically a member. The BIA levy is collected through your property taxes and reinvested directly into East Kamloops through marketing campaigns, events, safety initiatives, advocacy work, and area improvements. Financial reporting is presented annually to members at our AGM.

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Who We Are

The East Kamloops BIA organization is composed of two full time staff members and a volunteer Board of Directors with financial and governance oversight. The Board is comprised of business and commercial property owners representing the diverse business mix in East Kamloops.

Board



Chair
Randy Ruygrok
Ru-Rock Construction



Vice Chair
Tory Maltais
Bosleys



Secretary Treasurer
Jason O Driscoll
Stone Hazell



Kaitlyn Anutooshkin
Hub Insurance



Lynn Vicars
Deshugh Estates Ltd



Manmeet Sra
Papa Murphys



Paul Arnold
Brogan Fire and Safety



Jorrit Koedooder
BC Wildlife Park

Staff



Clare Warner
Executive Director



Rohini Ranganatha
Marketing and Administration Coordinator



Strategic Planning Process

As a newly established organization, developing a clear strategic plan was a critical step in setting the direction for the first five years of operation. The process was designed to ensure that the organization's priorities reflect the needs, ambitions, and opportunities identified by the local business community.

A key component of this work was **member consultation**. Businesses across the district were invited to participate in a **survey to share their perspectives** on the challenges and opportunities facing East Kamloops, as well as the types of programs and advocacy they would like to see from their BIA. These insights provided an important foundation for the plan.

Strategic Planning Timeline 2026–2030



The EK BIA Board of Directors also engaged in a **strategic planning workshop** facilitated by Vantage Point, translating member feedback into a clear framework for the organization’s future. Through this process, the Board worked collaboratively to refine the Association’s vision, mission, and strategic priorities.

Together, **member input and board leadership shaped a strategic plan** that provides focus and direction as the BIA builds programs, strengthens relationships, and works to support a thriving business community in East Kamloops.

This strategic plan sets the foundation for the East Kamloops BIA’s first five years and establishes a clear path toward realizing our vision for the district. Guided by our mission and shaped by the voices of our members, the priorities outlined here will direct our efforts as we build programs, strengthen partnerships, and champion a vibrant and resilient business community in East Kamloops.

MEMBER SURVEY + BOARD VISIONING WORKSHOP + REVIEW AND FEEDBACK = STRATEGIC PLAN 2026-2030

What We Heard: Member Survey

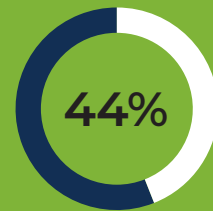
50 Responses ≈ 23% of our membership

Members were surveyed from July through to September to discover core challenges and emerging priorities.

Traffic, parking, and transportation issues were also common frustrations.



Safety is a top concern for businesses with **44% of businesses** encountering safety incidents within the last year



In 20 years members envision:

- ✓ Better transit and infrastructure
- ✓ More housing and businesses
- ✓ Green spaces and community amenities



What businesses want the BIA to focus on:

1. Community Safety
2. Marketing & promotions
3. Cleanliness
4. Networking opportunities
5. Advocacy
6. Beautification

When asked to describe East Kamloops

“the business area with good parking!”

“a modern industrial business community that provides important employment opportunities for Kamloops residents”

“A growing area transitioning from a corridor to a destination”

PRIORITY ONE:

COMMUNITY DEVELOPMENT

1



PRIORITY TWO:

ORGANIZATIONAL STRENGTH

2



PRIORITY THREE:

MEMBER ENGAGEMENT

3



PRIORITY FOUR:

IMPACTFUL PROGRAMS

4





VISION

A connected, prosperous East Kamloops community with thriving businesses and inviting public spaces.

MISSION

To champion a strong community and local economy by giving a voice to our members through advocacy and leading impactful marketing, events, and beautification initiatives.



PRIORITY ONE: COMMUNITY DEVELOPMENT

OBJECTIVES

- Advocate for the district of East Kamloops and the needs of its businesses and residents
- Improve community safety through collaboration and targeted initiatives
- Actively participate in creating the built environment to become a true town centre
- Elevate the gateway reputation by enhancing the sense of place and arrival
- Support diverse businesses to stay here, start here, and expand here

WHAT SUCCESS LOOKS LIKE

- Community and business representatives increasingly reach out to us as a leader in the community
- Progress is made towards collaborative Community Planning by engaging with members and our community
- Enhanced livability with increased transit and active transportation opportunities
- Member awareness of community safety programs and a strengthened sense of safety
- East Kamloops has strong business retention, expansion and attraction statistics, with gaps in the business mix filled.

SUPPORTING TACTICS COULD BE

1. Clean Team Program
2. Pilot safety initiatives (Such as safety patrols or a CAP Team)
3. Advocate for the needs of business to City Council, Staff and all levels of government
4. Establish a Community Safety grant
5. Develop and advance a Town Centre / Gateway vision in partnership with the Community, City and Stakeholders

“Improve
community
safety through
collaboration
and targeted
initiatives”

PRIORITY TWO: ORGANIZATIONAL STRENGTH

OBJECTIVES

- Maintain a diverse and passionate Board of skilled leaders
- Develop and advance organizational structure while ensuring ongoing adaptability
- Establish a strong reputation as a community leader and create organizational longevity
- Retain and plan for institutional knowledge through succession planning

WHAT SUCCESS LOOKS LIKE

- Board composition reflects a mix of industries, business sizes, geographic areas, and perspectives within East Kamloops
- All board seats are filled, with strong candidate interest, ongoing recruitment pipeline and clear succession for leadership roles
- Clear governance policies, financial controls, and operational procedures are documented and followed
- Annual work plans aligned with strategic priorities and budget
- Actively participate in City, community, and economic development discussions
- Board and Executive Director have a productive, cohesive and collaborative culture

SUPPORTING TACTICS COULD BE

1. Establish Governance and Management Committee terms of reference and work plans
2. Develop a Board recruitment matrix to ensure diverse industry and geographic representation
3. Create and maintain Board orientation and onboarding programs
4. Document key policies, financial controls, and operational procedures
5. Produce an annual impact report highlighting outcomes and value to members

“Actively
participate in
City, community,
and economic
development
discussions”

PRIORITY THREE: MEMBER ENGAGEMENT

OBJECTIVES

- Achieve a high level of member engagement through outreach and effective communication
- Provide meaningful opportunities for connection and support
- Be the voice for, and effective communication to members
- Provide useful resources to support economic vitality and operational challenges
- Offer opportunities for members to engage with elected officials and civic engagement processes

WHAT SUCCESS LOOKS LIKE

- Members feel connected and have full confidence that results will be communicated, and resolutions acted upon
- High open rates and participation in surveys and feedback opportunities
- Strong and diverse attendance at EK BIA meetings and events
- Members report new relationships, collaborations, or partnerships as a result of EK BIA activities
- Members proactively reach out to the EK BIA for support, information, or collaboration
- Working groups, task forces, or roundtables are formed around priority issues
- The EK BIA becomes a trusted “go-to” source for business information

SUPPORTING TACTICS COULD BE

1. Deliver an annual member satisfaction and priorities survey
2. Host engaging and informative networking events
3. “Coffee on Us” outreach program
4. Share regular “What We Heard” updates to demonstrate responsiveness
5. Host issue-specific roundtables or working groups
6. Develop a member onboarding kit and resource hub (grants, safety tools, business supports)
7. Feature regular member spotlights through website and social channels



4

PRIORITY FOUR: IMPACTFUL PROGRAMS

OBJECTIVES

- Enhance the community and business environment through marketing and events
- Increase visits and activity through effective placemaking
- Make East Kamloops a happening place
- Position East Kamloops as a compelling stop for all commuters
- Embrace and support East Kamloops as a tourist destination

“Make East Kamloops a happening place”

WHAT SUCCESS LOOKS LIKE

- An engaging calendar of public events and robust member networking opportunities
- Dynamic and effective marketing and promotional campaigns
- Growth in social media reach, engagement, and website traffic
- Visible public realm improvements through beautification such as seasonal decor, banners, public art, and gathering spaces
- Feedback from businesses and visitors about the look and feel of the district
- Community perception of East Kamloops as active and vibrant
- Clear wayfinding, messaging, and marketing that highlight East Kamloops as a destination
- Partnerships are formed with tourism organizations, hotels, and stakeholders to promote East Kamloops

SUPPORTING TACTICS COULD BE

1. Establishing key “East Kamloops” events that resonate with the brand and district
2. Develop seasonal placemaking (banners, lighting, planters, décor) to improve district visibility and beautification year-round
3. Apply for and implement City of Kamloops Public Realm funding
4. Enhance district wayfinding (digital and physical) to highlight key services and amenities
5. Coordinate pop-up activations or temporary uses to animate underutilized spaces
6. Maintain a coordinated annual marketing and promotions calendar
7. Target campaigns to focus on amenities and unique local offerings

VALLEYVIEW

DALLAS

CAMPBELL CREEK



Glossary of Terms

Beautification: Improvements that enhance the visual appeal and attractiveness of a district, such as landscaping, banners, lighting, public art, planters, and seasonal décor. These initiatives help create a welcoming environment for businesses, residents, and visitors.

Built Environment: The human-made surroundings where people live, work, and interact. This includes buildings, streets, sidewalks, public spaces, transportation infrastructure, and other physical elements that shape how a community functions.

CPTED (Crime Prevention Through Environmental Design): A planning and design approach that reduces opportunities for crime by improving visibility, lighting, access control, and overall design of spaces. CPTED strategies help create safer and more comfortable environments for businesses and the public.

Open Rate: A marketing metric used in email communications that measures the percentage of recipients who open an email. High open rates typically indicate strong engagement and relevance of communications to members.

Placemaking: A collaborative approach to designing and activating public spaces to strengthen community identity and encourage people to gather, connect, and spend time in an area. Placemaking can include events, public art, seating areas, programming, and streetscape improvements.

Wayfinding: Tools that help people navigate and understand a place. This can include signage, maps, directional markers, and digital guides that help visitors and residents easily locate businesses, services, and destinations.

Gateway: A prominent entry point into a district that creates a strong first impression and sense of arrival. Gateway features can include signage, landscaping, public art, and design elements that signal entry into a distinct area.

Member Engagement: The level of participation, communication, and interaction between the organization and its members. Strong engagement is demonstrated through survey participation, event attendance, feedback, and collaboration.

Public Realm: Shared spaces that are open and accessible to the public, such as streets, sidewalks, plazas, parks, and gathering spaces. Improvements to the public realm help make an area more inviting, walkable, and vibrant.

Town Centre: A central area within a community that serves as a focal point for commerce, services, gathering, and civic activity.



Closing Thoughts from our Board President

As President of the East Kamloops BIA, and as someone who has lived and worked in Valleyview for decades, I have seen firsthand the evolution of our businesses—the resilience, the adaptability, and the deep commitment to community.

This strategic plan represents an important step forward. It reflects not only where we are today as a new organization, but where we are going—and how we intend to get there. At its core, this plan is about ensuring that businesses in East Kamloops are supported, represented, and positioned for long-term success.

What gives me the greatest confidence in this work is the collaboration I've witnessed among our members. These are dedicated business owners who care deeply about their community and who continue to invest in its future. That collective commitment is the foundation we are building on.

The BIA staff and Board of Directors are also grateful for the strong and growing relationship with Council and City staff. Their collaboration has been instrumental as we establish ourselves, and it will continue to be key as we move from planning into action.

East Kamloops is a dynamic and growing area, with significant opportunity ahead. Over the next five years, our focus will be on building a strong, responsive organization—one that listens, advocates effectively, and delivers meaningful value to its members. In addition, the BIA will remain flexible to changing influences and trends throughout the term of this strategic plan.

The direction is clear, the foundation is in place, and the future is bright.

We are just getting started.

Randy Ruygrok

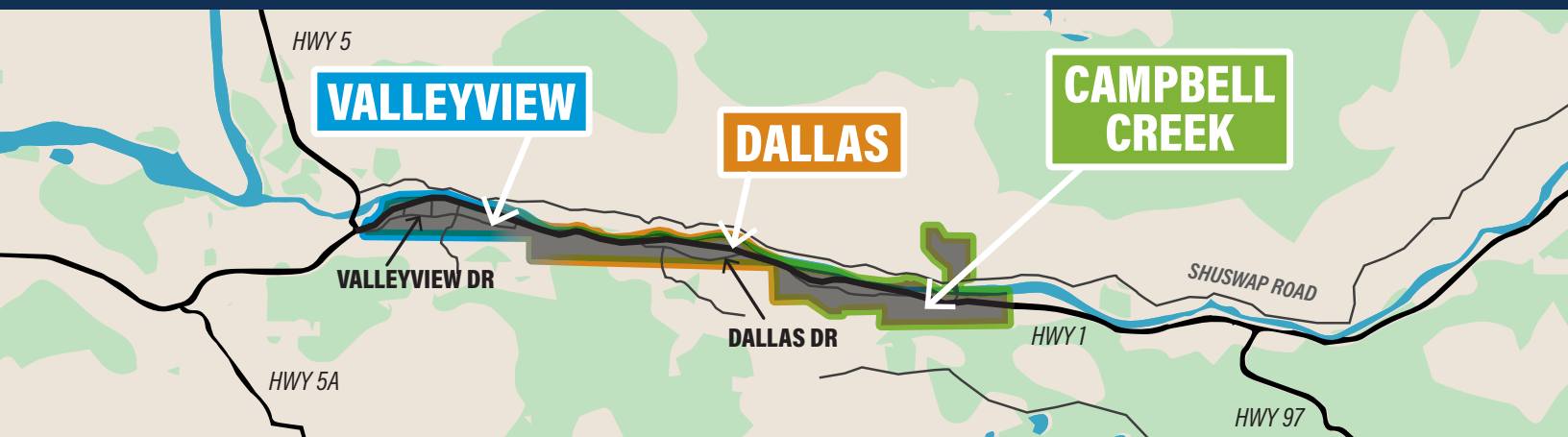
President



Next Steps and Accountability

The EKBIA Governance committee holds quarterly meetings to ensure that progress is being made towards our strategic plan. This is built upon by annual operating plans developed by the Executive Director. Through these checkpoints and key performance indicators, accountability is ensured and progress can be tracked.

BIA Boundary Map



STRATEGIC PLAN

2026-2030