



## Village of Salmo 2015 – 2019 Strategic Plan

Area	Objective	Strategies	2015	2016	2017	2018	2019	
GOVERNANCE	<b>Improve transparency and accountability to public; build trust</b>	Implement Policy of Open Government.	✓					
		- Review information routinely disclosed	✓	✓	•	•	•	
		- Make information easier to access (eg. Minute binder, bylaw binder, etc. readily available)	✓	✓	•	•	•	
		- Release information from In Camera as soon as possible	✓	✓	•	•	•	
		Implement Auditor's Recommendations.	✓	✓	•	•	•	
		- Prepare and implement Policy on Employee Records	✓					
		- Ensure original Council minutes are signed, filed & stored	✓	✓	•	•	•	
		- Ensure regulatory filings are properly followed annually	✓	✓	•	•	•	
	<i>Proactive transparency &amp; Proactive information Protection (FOI, FIPPA, OIPC, et.)</i>	Implement new Records Management System.	✓					
		- Introduce modern LGMA records classification system	✓					
		- Record all incoming mail, direct & file it in the central filing system (CFS)	✓					
		- Ensure all documents are assigned #'s & filed CFS	✓					
		- Review the Records Management bylaw for compliance and update as necessary with recent regulations					•	
		- Renovate, improve, add confidential filing cabinets to CFS	✓					
		- Professional archival quality paper & binders for storage of original minutes and bylaws	✓					
		Timely preparation of Council agendas and packages.	✓	✓	•	•	•	
<i>Online Communications - Website</i>	Place proposed resolutions on agendas for greater transparency and efficiency of meetings.	✓	✓	•	•	•		
	Improve information available on website – <a href="http://www.salmo.ca">www.salmo.ca</a>	✓	✓	✓	•	•		
	- Event advertising on website (bulletin board)	✓						
- New Community Initiatives: Sustainable Salmo, FireSmart Salmo, Age-Friendly Salmo, BearSmart Salmo, WaterSmart Salmo	✓		✓					

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		- New promotions page	✓		✓			
		- New forms and more	✓		✓			
		Produce new, more user friendly website with greater functionality.		✓	✓			
		Post forms, more information, etc.		✓	✓			
		Consider Social Media Policy & updating Village of Salmo Facebook page		✓				
		<b>Enhance Planning, Visioning and Public Input</b>	Find any previous Master Plans that may have been drafted.	✓				
			Prepare new and updated planning documents for the Village.	✓	✓	•	•	•
	- Official Community Plan/ Integrated Community Sustainability Plan			✓	•			
	- Storm Water Management Planning			✓	✓			
	- Age-Friendly Community Planning			✓	✓			
	- FireSmart Planning			✓	✓			
	- Waste Water Treatment Plant Infrastructure Planning			✓	✓			
	- Strategic Community Energy & Emissions Planning		✓					
	- Water Master Plan							
	- Active Transportation Plan/Parks Planning				✓			
	Reinstate Public Input Period – Council meetings		✓	✓	✓	•	•	
	<i>New Official Community Plan &amp; Integrated Community Sustainability Plan (ICSP)</i>		Plan to redo the Official Community Plan (OCP) which is currently out of date and in violation of provisions of the Local Government Act – <i>need to Budget for this costly process, seek grants, etc.</i>	✓	✓	•		
		Apply for grant for this process, seek community support and input.	✓					
		<i>Annual Report</i>	Prepare In-house.	✓	✓	•	•	•

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	<b>Security &amp; Limit Liability</b>	Ensure security and proper disposition of personal employee information in Village's possession.	✓				
		- Locksmith to change and service locks, combinations, assign access to information on "need to know" basis, confidential, administrator passwords master list	✓				
		Security System improvements.	✓				
		- Panic/alarm button for frontline staff at Village Office	✓				
		- Any other suggested security measures	✓				
		- WorkSafe compliance (protection of employees)	✓				
		Budget for and deal expeditiously and effectively with outstanding labour claims against the Village.	✓				
	Ensure written contracts are in place for all services, leases, agreements, sponsorships, etc. related to the Village. Draft, negotiate and sign.	✓					
	<b>Effective law making</b>	Review existing bylaws for effectiveness, compliance and consistency with each other and Village policies, practices, etc.	✓	✓	✓	•	•
		<i>Review all Bylaws &amp; Policies</i>		✓	✓	•	•
		Update Employee Policy Manual.	✓	✓	✓	•	•
	<b>Improve Process Management – Payments</b>	Assess the way we are processing payments at the Village, consider ways to improve, further promote online payment.		✓	✓		
	<b>Asset Management</b>	Initiate a process of Asset Management in all facets of Village activity.	✓	✓	✓	•	•
		(1) IT Service and Infrastructure Audit	✓				
		(2) Machinery and Equipment Audit	•	✓			
(3) Facility and Major Infrastructure Audit		•	✓	✓	•	•	

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		Develop an asset management policy.			•		
COMMUNITY GROUPS	<b>Contractual Relations</b>	Ensure proper and written contracts exist between the Village and the many community groups it supports.	✓				
		Ensure budgets are established to support community groups and grant-in-aid requests.	✓	✓	✓	•	•
	- Increase Grant-In-Aid budget (\$1500 - \$5000/annually)	✓					
	<b>Volunteer Appreciation</b>	Seek ways to acknowledge the vital contributions of the many individuals & community groups that support the people of Salmo. - Salmo Valley Volunteer Long Service Award Policy	✓	✓	✓	•	•
FINANCIAL VIABILITY	<b>Assess and Improve the Village's financial situation</b>	Maintain Service Agreement with Nelson & review annually.	✓	✓	•	•	•
		Ensure budget considerations are included in all Council decisions.	✓	✓	•	•	•
		Make large expenditure decisions based on Asset Management projections (maintenance costs, etc.) as well as budget considerations.		✓	•	•	•
	<i>Seek Best Practices in Procurement</i>	Ensure taxpayer value & fair relations with Contractors.	✓	✓	•	•	•
	<i>Review all Contracts</i>	Review all existing service contracts for best taxpayer dollar value.	✓	✓	•	•	•
	<i>Maximize Grant Opportunities</i>	Seek employment, service and infrastructure grants were possible.	✓	✓	•	•	•
	COMMUNICATIONS/ PROMOTIONS & COMMUNITY PRIDE & ECONOMIC	<b>Improve Image of the Village</b>	Improve Village communications with the public, media, community and tourists.	✓	✓	•	•
- Improve/update Go & Do submissions			•	✓	•		
- Promotional Materials (Salmo "swag", brochures, etc.)			•	✓	✓	•	•
- Advertise Salmo (free press, interesting stories, etc. )			✓	✓	✓	•	•

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DEVELOPMENT		- Feature pieces in regional magazines like Kootenay Business	✓	✓	•	•	•
		- Street banners, upgrade, more?, create banner posting form	✓	✓	•	•	•
		Support for the arts, farmers markets, artisan fairs.	✓	✓	✓	•	•
		Investigate promotional opportunities with RDCK Destination Marketing Organizations.			✓		
	<b>Sidewalk bench sponsorship</b>	Review 2015 bench sponsorship program. Place unused benches throughout the Village.	✓	✓			
	<b>Citizen Engagement &amp; Support</b>	Seek ways to encourage civic engagement of Youth.	✓	✓	✓	•	•
		Seek ways to support Seniors in the community receive support and needed services (Age-Friendly Initiatives).	✓	✓	✓	•	•
		Encourage ongoing participation by public in civic affairs.	✓	✓	✓	•	•
	<b>Resurrection of Oldest Phone Booth in the World</b>	Consider placing and advertising.			✓		
		- Install old phone			✓		
	<b>Arts Hub/Tourist Centre</b>	Brainstorm ideas, seek funding opportunities, support projects.	✓	✓	✓		
		- consider seeking Imperial Oil contributions (\$11,000 in 2015)	✓				
	FACILITIES	<b>Maintenance and Upgrades</b>	Identify facility maintenance, upgrade and cost schedule & consider steps towards energy efficiency.	✓	✓	•	•
- Village Office (Expand Council Chambers, enhance security, appearance, IT functionality, etc.)			✓	✓	✓	•	•
- Civic Works yard, lagoon station roof, infrastructure upgrades			✓	✓	✓		
- Vehicles and Power Equipment (wells/pumps) given priority attention ( <i>back up generator at the well, under equip maint.</i> )			✓	✓	•	•	•
- Parks Maintenance Plan							•

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		- Cemetery					
		- Increase maintenance	✓	✓	•	•	•
		- Cemetery Mapping Project		✓			
		- fix existing gate/wall			•		
		- install custom iron gate			•		
	<b>KP Park – Playground</b>	Ensure \$25,000 originally allocated for KP Park Playground still budgeted for. Grant in 2015, install of playground complete.	✓				
VEHICLES & EQUIPMENT	<b>Public Works – Maintenance &amp; Upgrades of Village fleet</b>	Maintain and repair all vehicles in municipal fleet; track operating costs and make provision for full life cycle cost coverage.	✓	✓	✓		
		- Asset management grant	✓				
		- Training for civic works crew on reporting	✓				
		- Consider software to streamline reporting					•
		<b>New Snow Plow</b>	1999 Snow Plow substandard. Purchased new Plow Truck in 2015.	✓			
	<b>New Loader</b>	Purchase of new/used Loader to supplement existing loader.			•		
	<b>New Generators</b>	Village office & Sayward Well.			•		
FIRE PROTECTION & 911	<b>Fire Hall – Maintenance &amp; Upgrades</b>	Create a budget for Fire Hall maintenance & repair	✓	✓			
		- new floor, doors to code, etc required			✓		
	- fix up new bridge bay to bring truck up from Civic Works				•	•	
	<b>Set appropriate Fire Service Levels</b>	Set fire service levels to BC Fire Commissioners Playbook standards & ensure funding for levels & requisite training.		✓	✓		
	Review all Fire Bylaws.		✓	✓	•		
	<b>Fleet – New Fast Attack Truck</b>	New Fast Attack Truck -Purchased in 2015.	✓				

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	<b>FireSmart Community</b>	Work towards FireSmart Community Status.	✓	✓	•	•	•	
OUTSIDE SERVICES	<b>Roads</b>  <i>Focus on Low Cost, In house, Visible, In-house Improvements</i>	Service delivery plan and budget for roads that includes annual maintenance and repairs including:	✓	✓	✓	•	•	
		- Street sweeping, storm drain maintenance, ditch cleaning, culvert repairs, road patching, sickle mowing, traffic signage, sidewalks, retaining walls, gutter cleaning of weed clumps in commercial areas	✓	✓	✓	•	•	
		Emphasis on painting lines on streets.	✓	✓	•	•	•	
		- Ensure by end of 2015 all streets have proper painted lines for both lanes and parking (in-house)	✓					
		Paving						
		- Annual pavement patching, pothole filling, etc.	✓	✓	•	•	•	
		- 2 <sup>nd</sup> Street	✓					
		- 6 <sup>th</sup> Street	✓	✓				
		- Road asset management plan to upgrade roads and utilities		✓				
		<b>Dike Maintenance</b>	Erie Creek Dike maintenance to include:					
		- Annual inspections completed fully and submitted to Ministry	✓	✓	•	•	•	
		- Update Erie Creek Dike Operation & Maintenance Manual			•			
		- Dike Remedial Work	✓		•	•	•	
		- Rip Rap Stockpile		✓				
		- Vegetation management plan				•		
<b>Sewage Treatment Plan Upgrades</b>	Seek third party study/assessment and possible improvements to STP.	✓	✓	•	•	•		
- Investigate odour during summer		✓	•	•	•			
- Seek options for additional level of filtering at STP and increase plant cost effectiveness		✓	•	•	•			
- Operations and Maintenance manual for STP (grant application)		✓	•	•	•			
- Lift station rehabilitation (grant application)		✓	•	•	•			

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		- Staff training (EOCP) - all operators ticketed	✓				
	<b>Water Distribution System</b>	Research and development of Water Master Plan.				•	•
		Prior to making a grant application or initiating major infrastructure projects we need:					
		(1) SCADA data logging to measure water flow	✓				
		(2) Copies of engineering reports describing the water system supply capacity and water demands	✓				
		(3) Copies of engineering reports analyzing the water distribution system (ie. reasoning for the proposed watermain looping projects)	✓				
		(4) Reservoir storage analysis (to assess reservoir sizing)			•		
		- Total water used each month, through a calendar year			•		
		- Total water used on the highest 3 days in the summer			•		
		- Supply capacity (pumped flow) available from each of the wells			•		
		(5) GPS Mapping of Water Distribution System			•		
		Replacement of Aging Watermains				•	•
		- change the 4" waterlines to 6" or 8"				•	•
		Replacement of water main valves.				•	•
		Consider twinning of the Reservoir Tank & Lines.				•	•
		Hydrant maintenance – in house, annual.	✓	✓	•	•	•
	<b>Sidewalks</b>	Review and improve sidewalk maintenance.	✓	✓	•	•	•
		Expand sidewalk network. Make community more accessible for seniors, youth, parents with strollers, pedestrians generally.		✓	•	•	•



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	<b>Parks – Landscaping, Beautification, Signage</b>	Improve appearance of grass boulevards and park areas, increase percentage of park areas landscaped and maintained.	✓	✓	•	•	•	
		Develop Park Maintenance Plan/Budget (for all parks).				•	•	
		Utilize summer employees, School Works students, etc.	✓	✓	✓	•	•	
		KP Park Concession Stand Plan & Construction.	✓	✓	•	•		
GREEN INITIATIVES	<b>Carbon Neutral ACTION Plan</b>	Follow recommendations of the Carbon Neutral Action plan prepared for Salmo in February 2012 by Carbon Neutral Kootenays.	✓	✓	•	•	•	
		Assign Climate Action Revenue Incentive Program (CARIP) rebate into an energy conservation fund.	✓					
	<b>Strategic Community Energy &amp; Emissions Plan (SCEEP)</b>	Promote electricity, natural gas & other energy efficiency programs.		✓	✓	•	•	
		Sustainability checklist for buildings with permit applications.			•	•	•	
		Education for developers & realtors on energy efficiency & renewable energy.			•			
		Village participation in efficient woodstove exchange program.		✓	✓	•	•	
		Help people source wood fuel (eg. from community forest).				•		
		Promote free business energy advisor assessments.		✓	✓			
		Review/amend OCP to ensure reduced emissions & GHGs targets.		✓	✓			
		Active Transportation Planning.		✓	✓			
		Improve active transportation infrastructure, eg. Pedestrian bridge.		✓	✓			
		Anti-idling campaign/bylaw.			•			
	<i>EV Charging Stations</i>	Collaboration with major employers on work-related transportation.			•			
		Raising awareness of ride sharing and guaranteed ride home programs.			•			
		Low carbon & electric vehicle fuelling/charging stations.	✓	✓	✓	•	•	
		Improve building code compliance.			•			
		Comprehensive energy efficiency retrofit campaign (eg. energy diet)				•		
		Voluntary or mandatory energy labelling of existing or new homes.			•			

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Water Smart Action Plan 2015-2020		Establish a regional energy co-operative.				•	
		Identify green economic opportunities.			✓		
		Consider revitalization tax exemption bylaw for buildings with improved energy performance.				•	
		Sign on to solar-ready building code provision.				•	
		Convert Village-owned street lights to LED		✓	•	•	
		Intercommunity transit services.			•		
		Support car share & bike share cooperatives.				•	
		Organics diversion – community garden compost.				•	
		Leverage local government assets into community cultural change.					•
	<b>Water Sustainability Principles</b>	Continue to enhance the quality and effectiveness of available water demand data.		✓	✓	•	•
		Implement water loss management best practices as an operational norm.		✓	✓	•	•
		Continue to dedicate water conservation resources to reduction at peak demand.		✓	✓	•	•
		Improve ground water mapping and monitoring.		✓	✓	•	•
Economic Development	<b>Hwy 6 – Improve “drive through” experience</b>	Consider archway, signage, landscape feature, so that people turn into Salmo.			•	•	
	<b>Broadband Connectivity</b>	Fibre optic cable. Lack of choice in service providers together with a desire for higher speed internet for small business.				•	
	<b>Pedestrian Bridge (6<sup>th</sup> St.)</b>	Plan for Installation. Ensure proper funding and volunteer labour in place.		✓			