



Village of Salmo 2015 – 2019 Strategic Plan

| Area | Objective | Strategies | 2015 | 2016 | 2017 | 2018 | 2019 | |
|--|--|--|------|------|------|------|------|--|
| GOVERNANCE | Improve transparency and accountability to public; build trust | 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 & 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 – www.salmo.ca | ✓ | ✓ | ✓ | • | • | | |
| | - 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 | | ✓ | ✓ | | | |
| | | Enhance Planning, Visioning and Public Input | 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 & 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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| | Security & Limit Liability | 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. | ✓ | ✓ | ✓ | • | • | |
| | Effective law making | Review existing bylaws for effectiveness, compliance and consistency with each other and Village policies, practices, etc. | ✓ | ✓ | ✓ | • | • |
| | <i>Review all Bylaws & Policies</i> | Prepare a bylaw directory of active, repealed, amending bylaws, etc. | | ✓ | ✓ | • | • |
| | | Update Employee Policy Manual. | ✓ | ✓ | ✓ | • | • |
| | Improve Process Management – Payments | Assess the way we are processing payments at the Village, consider ways to improve, further promote online payment. | | ✓ | ✓ | | |
| | Asset Management | 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 | Contractual Relations | 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) | ✓ | | | | |
| | Volunteer Appreciation | 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 | Assess and Improve the Village's financial situation | 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 | Improve Image of the Village | 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. | | | ✓ | | |
| | | | | | | | |
| | Sidewalk bench sponsorship | Review 2015 bench sponsorship program. Place unused benches throughout the Village. | ✓ | ✓ | | | |
| | Citizen Engagement & Support | 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. | ✓ | ✓ | ✓ | • | • |
| | Resurrection of Oldest Phone Booth in the World | Consider placing and advertising. | | | ✓ | | |
| | | - Install old phone | | | ✓ | | |
| | Arts Hub/Tourist Centre | Brainstorm ideas, seek funding opportunities, support projects. | ✓ | ✓ | ✓ | | |
| | | - consider seeking Imperial Oil contributions (\$11,000 in 2015) | ✓ | | | | |
| | FACILITIES | Maintenance and Upgrades | 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 | | | • | | |
| | | - purchase mower | | | ✓ | | |
| | KP Park – Playground | Ensure \$25,000 originally allocated for KP Park Playground still budgeted for. Grant in 2015, install of playground complete. | ✓ | | | | |
| VEHICLES & EQUIPMENT | Public Works – Maintenance & Upgrades of Village fleet | 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 | | | | | • |
| | New Snow Plow | 1999 Snow Plow substandard. Purchased new Plow Truck in 2015. | ✓ | | | | |
| | New Loader | Purchase of new/used Loader to supplement existing loader. | | | • | | |
| New Generators | Village office & Sayward Well. | | | | • | | |
| | | | | | | | |
| FIRE PROTECTION & 911 | Fire Hall – Maintenance & Upgrades | 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 | | | | • | • |
| | | - new energy efficient furnace | | | • | | |
| | Set appropriate Fire Service Levels | Set fire service levels to BC Fire Commissioners Playbook standards & ensure funding for levels & requisite training. | | ✓ | ✓ | | |
| | Review all Fire Bylaws. | | ✓ | ✓ | • | | |

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|------------------|--|--|-------------------------|---|------|------|------|---|
| | Fleet – New Fast Attack Truck | New Fast Attack Truck -Purchased in 2015. | ✓ | | | | | |
| | FireSmart Community | Work towards FireSmart Community Status. | ✓ | ✓ | • | • | • | |
| OUTSIDE SERVICES | Roads <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 nd Street - 6 th Street - Road asset management plan to upgrade roads and utilities | ✓ | ✓ | ✓ | • | • | |
| | | | ✓ | | | | | |
| | | | ✓ | ✓ | | | | |
| | | | | ✓ | | | | |
| | | | | | ✓ | | | |
| | | | | | | ✓ | | |
| | | | | | | | ✓ | |
| | | | | | | | | • |
| | | | | | | | | |
| | | | | | | | | |
| | | | Dike Maintenance | 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 | ✓ | ✓ | • | • |
| | | | | | • | | | |
| | | | ✓ | | • | • | • | |
| | | | | ✓ | | | | |
| | | | | | | • | | |
| | | | | | | | | |
| | Sewage Treatment Plan Upgrades | 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 | ✓ | ✓ | ✓ | • | • | |
| | | | | ✓ | • | • | • | |
| | | | | ✓ | ✓ | • | • | |

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|------|----------------------------------|---|------|------|------|------|------|
| | | - Operations and Maintenance manual for STP (grant application) | | ✓ | ✓ | • | • |
| | | - Lift station rehabilitation (grant application) | | ✓ | • | • | • |
| | | - Staff training (EOCP) - all operators ticketed | ✓ | | | | |
| | Water Distribution System | 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. | ✓ | ✓ | • | • | • |
| | Sidewalks | Review and improve sidewalk maintenance. | ✓ | ✓ | • | • | • |

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| | Parks – Landscaping, Beautification, Signage | Expand sidewalk network. Make community more accessible for seniors, youth, parents with strollers, pedestrians generally. | | ✓ | ✓ | • | • |
| | | 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 | Carbon Neutral ACTION Plan | 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. | ✓ | ✓ | • | • | • |
| | Strategic Community Energy & Emissions Plan (SCEEP) | 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. | | | • | | |
| | | Collaboration with major employers on work-related transportation. | | | • | | |
| Raising awareness of ride sharing and guaranteed ride home programs. | | | • | | | | |

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|-----------------------------------|--|---|---|------|------|------|------|
| Water Smart Action Plan 2015-2020 | <i>EV Charging Stations</i> | 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. | | | • | | |
| | | 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. | | | | | • |
| | | | | | | | |
| | | Water Sustainability Principles | 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. | | | ✓ | ✓ | • | • |
| | WaterSmart Ambassador | | | ✓ | ✓ | • | • |
| | | | | | | | |
| Economic Development | Hwy 6 – Improve “drive through” experience | Consider archway, signage, landscape feature, so that people turn into Salmo. | | | • | • | |
| | | Joined Community in Bloom initiative | | | ✓ | • | • |
| | | | | | | | |
| | Broadband Connectivity | Fibre optic cable. Lack of choice in service providers together with a desire for higher speed internet for small business. | | | | • | |
| | | | | | | | |

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| | Pedestrian Bridge (6th St.) | Plan for Installation. Ensure proper funding and volunteer labour in place. | | ✓ | | | |
| | | Grand opening of bridge | | | • | | |