



Village of Salmo

2014 ANNUAL REPORT



For the year ended December 31, 2014

Prepared and presented at the June 23, 2015 Village of Salmo Council meeting.

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Message from the Mayor



I am pleased to provide this update regarding municipal services and operations in the Village of Salmo for the year 2014.

We continue to make progress in professionalizing our operations. Council's decision to engage a competent senior manager to meet our goal of ensuring transparency and accountability in our processes has finally put the Village on the right track.

The mandate of the Council who took office in 2014 was to build public trust and ensure tax payer dollars are used prudently. In order to do this we have engaged in a strategic planning process and have begun to review all contracts, services, equipment and infrastructure. Sharing information with the public on these initiatives is key to long term success. We have relied on regular "town hall" meetings, open Council meetings in an appropriate venue and reinstated the opportunity for the public to ask questions of Council and senior staff at each meeting.

Many of this year's initiatives were compliance oriented, ensuring financial statements were filed correctly and on time, ensuring WorksafeBC premiums were up to date, applying for and receiving GST rebates, the publication of this Annual Report. Part of our legacy must be to ensure that future Councils do not face the challenges we did on taking office. Integral to this was to return to the written direction received by the Village in 2012 and 2013 from our auditors and to diligently follow that direction. Whether it be as simple as having the standard authorizations before payments are made or the creation of a new records managements system, we have made those changes.

Over the next year you will see a shift in focus as we ensure the provision of reliable core services. This will begin with low cost in-house basics. A recent example was a compliance order issued some years ago by the WorksafeBC regarding our treatment facility. Originally budgeted at \$16,000, the new Council was able to achieve full compliance for less than \$2,000 by relying on our own staff and resources to finally initiate and complete the project. Park and cemetery maintenance and improvements, line painting and road repair are all examples of these kinds of services.

It is vitally important that the many volunteer groups who support our community flourish. To ensure this the Village provides a wide range of support for these service oriented organizations. From access to land and resources to the provision of a 250% increase to the grant-in-aid budget Council has tangibly demonstrated this commitment.

I'm encouraged by the support and level of community interest in civic affairs in our Village. No matter how necessary, change is never easy. It is however rewarding and we look forward to delivering the accountability and public services our residents deserve.

Sincerely,

A handwritten signature in blue ink that reads "Stephen B. White". The signature is fluid and cursive.

Stephen B. White, Mayor

Report from the Chief Administrative Officer



These are exciting times for the Village of Salmo. Mayor and Council have a clear mandate to focus on a return to the basics, proper processes and ensuring we are in a sustainable position to provide quality services into the future.

We are pleased to present this annual report for 2014 which shows some of the early progress that has been made in addressing concerns raised in previous auditor's reports and shows steps that have been taken to build public trust and confidence in our Village administration.

The annual report provides a summary of the activities, projects, services and financial statements to date and displays the goals and objectives set for the future. We look forward to measuring our progress next year based on the objectives and strategies set out in this document.

Council charted a bold course through the 2015 strategic planning process which is reflected in the goals and objectives for the future outlined in this report. These include the implementation of: open government practices; a comprehensive plan to update the Official Community Plan (OCP) hybridized with an Integrated Community Sustainability Plan (ICSP); written contracts in place for all contracted work; asset management planning incorporated into all facets of infrastructure and equipment renewal; systematic pursuit of grant opportunities; road, sidewalk, parks and cemetery maintenance; and long-term water distribution and wastewater system infrastructure planning and investment among others.

As public servants, we strive to provide accessible, friendly and effective procedures to address concerns and enhance communication between Council and the public. Public consultation is built into our planning and Council continues to hold town hall meetings to ensure the broadest possible range of public voices are heard.

Our Village employees take pride in delivering quality services to the community and together with your feedback and support we look forward to continual improvement.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D. Kalen-Sukra', written over a horizontal line.

Diane Kalen-Sukra

Chief Administrative Officer

Village of Salmo Council

Elected Representatives:

Mayor
Councillors

Stephen B. White
Ken Anderson
Dan Danforth
Steve Dimock
Cathy Paton



Left to Right: Councillor Dimock, Councillor Danforth, Mayor White, Councillor Paton, Councillor Anderson.

Council conducts its Regular Meetings on the second and fourth Tuesday of every month at 7:00 p.m. in the Council Chambers at the Village Office at 423 Davies Ave. (unless otherwise notified).

Appointed Officials:

Chief Administrative Officer/Corporate Officer (CAO)
Chief Financial Officer (CFO)

Diane Kalen-Sukra
Colin McClure

Auditors
Bank

L. Soligio & Associates Ltd.
Kootenay Savings Credit Union

Statement of Property Tax Exemptions

In accordance with Section 98 (2)(b) of the Community Charter, the following properties in the Village of Salmo were provided permissive property tax exemptions by Council in 2014.

Legal Description	Civic Address	Organization	Value of Permissive Exemption
Lot 24 and Lot 25, Block 22, Plan 622A, DL206A, Kootenay Land District	402 Baker Ave	Roman Catholic Bishop of Nelson	\$442.81
Lot 1 and Lot 2, Block 23, Plan 622A, DL206A, Kootenay Land District	304 Main Street	Salmo Community Memorial Church Assoc.	\$513.70
Lot 1 and Lot 2, Block 2, Plan 2599, DL206A, Kootenay Land District	12-4 th Street	Pentecostal Assemblies of Canada	\$648.56
Lot 3, Plan 15447, DL206, Kootenay Land District	430 Cady Road	Salmo Baptist Church	\$747.15
Lot 1, Plan 8548, DL206A, Kootenay Land District	117-4 th Street	Victory Church of Salmo	\$414.13
Lot 1, Plan 11031, District Lot 206, Kootenay Land District	1003 Glendale Ave	Salmo Valley Curling and Rink Assoc.	\$1556.61
Lot B, Plan EPP9579, District Lot 206 and 206A, Kootenay Land District	206-7 th Street	Salmo Valley Youth and Community Centre	\$10618.96
Parcel D (Being a Consolidation of Lots 1-3, See LB472515) Block 5, Plan 622, DL 206A, Kootenay Lake District	104 4 th Street	Salmo Square Society	\$1020.81
Lot 2, Plan NEP 71801, DL 206 and DL 206A, Kootenay Land District	730 Railway Ave	Salmo & Area Supportive Housing Society	\$435.23

Declaration and Identification of Disqualified Council Members

During the year 2014 the Village has not made, nor is the Village aware of electors of the Village of Salmo having made, an application to court for a declaration of disqualification of a person elected or appointed to office on the Council of the Village of Salmo.

2014 Municipal Services and Operations

Part I – Revenues

The Village collected \$468,904 in taxes; \$71,622 in the sale of services; \$109,155 in other revenue from own sources; \$253,117 in unconditional grants and \$601,171 in conditional grants. Water and sewer user fees totalled \$291,604.

The Village used the Small Community Funding Grant to reduce the tax burden on the business and residential properties. Without the unconditional grant of \$253,117, the Village would have needed to increase property taxes by approximately 53% to continue providing Village services at their current levels.

The total revenue collected was **\$1,836,352**. This does not include inter-fund transfers and taxes collected for other agencies, such as school, regional district or hospital taxes, etc.

Part II – Expenses

General Government

\$384,177 – 24.8% of expenditures in 2014

\$491,229 – 31.1% of expenditures in 2013

General government includes the cost of the administration, including Council operations, legal and auditing services, training, liability insurance and other general overhead expenditures.

Protective Services

\$107,380 – 6.9% of expenditures in 2014

\$145,824 – 9.3% of expenditures in 2013

Protective services include the operation of the fire department, bylaw enforcement, dog control, and emergency measures such as flood control.

Transportation Services

\$254,626 – 16.5% of expenditures in 2014

\$217,493 – 13.8% of expenditures in 2013

Transportation services include the cost of the public works shop, all the Village's equipment, winter and summer road maintenance, sidewalks and streetlights.

Environmental Health Services

\$76,698 – 5.0% of expenditures in 2014

\$92,747 – 5.9% of expenditures in 2013

Environmental health includes the cost of garbage collection and Spring and Fall clean-up.

Public Health and Welfare services

\$9,409 – 0.6% of expenditures in 2014

\$15,184 – 1.0% of expenditures in 2013

Public health and welfare services include the operation and maintenance of the Wellness Centre and the cemetery.

Parks, recreation and cultural services

\$74,831 – 4.8% of expenditures in 2014

\$62,412 – 3.9% of expenditures in 2013

Recreation services include the operation and maintenance of KP Park, Lion's Park, Springboard Park, and the Esso lots.

Interest and other debt charges

\$63,065 – 4.1% of expenditures in 2014

\$63,063 – 4.0% of expenditures in 2013

Debt interest and fiscal services includes the interest on borrowing and bank service charges.

Water utility operations

\$142,474 – 9.2% of expenditures in 2014

\$68,027 – 4.3% of expenditures in 2013

Water utility includes water supply and distribution.

Sewer utility operations

\$175,519 – 11.4% of expenditures in 2014

\$155,055 – 9.8% of expenditures in 2013

Sanitary sewer system includes sewage collection and treatment.

Amortization

\$256,386 – 16.6% of expenditures in 2014

\$268,888 – 17.01% of expenditures in 2013

This is the amount of depreciation of the Village assets.



2014 Building Activities Summary

The Regional District of Central Kootenay provides building inspection services for the Village of Salmo. The assigned Building Official is responsible for the administration and enforcement of the Building Code and scrutinizes all building plans to ensure that the structural integrity, fire safety and plumbing are all in compliance with the Building Code and municipal bylaws.



	Total Construction Value	# Permits	Permit Fees/Renewals	Village Fees Collected
Residential - New	\$18,630	1	\$539	\$53.90
Residential – Additions/Renovations/Accessory	\$11,300	3	\$256.50	\$25.65
Mobile Homes	0	0	0	NIL
Commercial	0	0	0	NIL
Commercial – Additions/Renovations	\$67,412	5	\$972	\$97.20
Industrial (new and additional)	0	0	0	NIL
Institutional (new and additional)	0	0	0	NIL
Permit Renewals	--	2	\$150	\$15
Demolition	--	1	\$100	\$10
Total	\$97,342	12	\$2017.50	\$201.75



Progress Report for 2014

The *Community Charter* requires a progress report respecting the previous year in relation to the objectives and measures established for that year. The following objectives and measures were established for 2013.

Service	Objective	Measures/Strategy	Outcome
Administration	Succession planning for Chief Administrative Officer (CAO).	Continue staff development and training.	Unsuccessful. New CAO hired 2015.
	Agree to collective bargaining agreement with CUPE.	Negotiate collective agreement.	Union decertified.
Water	Complete looping of water system.	Tender looping project in summer of 2013.	Looping began in 2014. Completed 2015.
	Complete ICI metering of institutional buildings and trailer parks.	Install water meters.	Unsuccessful. \$30K WaterSmart grant to be returned to Columbia Basin Trust (CBT) as unused. <i>(New Council/ Administration working with CBT to repurpose and keep funds for 2015).</i>
Sewer	Improve alarm system at Wastewater Treatment Plant.	Install SCADA alarms at Wastewater Treatment Plant.	SCADA alarms installed.
	Improve measurement of wastewater treated.	Install flowmeter.	Flowmeter installed.
Environmental Health	Provide affordable garbage collection.	Put garbage contract out to tender.	New garbage contract negotiated.

Municipal Objectives and Progress Measures for the Current (2015) and Next Year (2016)

There were no municipal objectives and progress measures established by the previous Council for 2015. The new Council hopes to accomplish a wide range of initiatives. Through the strategic planning process, Council prepared the following objectives for 2016.

Services	Objective	Strategies	Measures
Administration & Planning	Implement open government practices.	Review information from in camera as soon as possible.	Consistent review of in camera minutes for items to be released.
		Make routinely disclosed information readily available.	Front desk preparedness for requests.
	Implement 2012, 2013 and 2014 auditor's recommendations.	Compliance with all requirements including proper records management and timely regulatory filings.	Positive 2015 auditor's report.
	Ensure the public record is properly stored and easily accessible in the central filing system.	Move to modern Local Government Management Association classification system.	New central filing room with populated files in durable grade files and electronically generated filing tabs.
		All documents assigned a file number.	
	Electronic records storage.	Begin scanning documents for electronic storage.	Growth of electronic central filing system.
	Protection of personal information.	Establishment of locked fire proof confidential filing cabinets.	Reorganization of central filing system complete.
			Changed locks with established protocol for appropriate limited access.
	Begin process to update Official Community Plan (OCP) and Integrated Community Sustainability Plan (ICSP)	Apply for Gas Tax Strategic Priorities Fund grant. Commence in fall of 2015.	Concluded community consultation on new OCP & ICSP. Preparation for adoption.
	Written contracts for all work.	Ensure written contracts are in place for all services, leases,	Database of contracts, leases, agreements populated with new

		agreements, sponsorships, etc.	and updated contracts.
	Initiate process of asset management in key areas.	Grant application for asset management of Village machinery and equipment.	Complete asset management plan of Village machinery and equipment.
	Pursue grants.	Begin work on asset management policy. Exploration of a wide range of grant opportunities.	Successful grant applications.
Occupational Health & Safety	Work collaboratively with WorkSafe BC to ensure proper health and safety practices are followed and compliance with policies.	Active Health & Safety Committee. Completion of fence around lagoon work order. Installation of security/panic alarms in Village office.	Good health & safety record.
Green Initiatives	Community involvement in reduction of carbon emissions & GHGs	Secure grant for community workshop to develop plan for the Village. Community participation in a workshop to develop carbon emission & GHG reduction plan complete.	Improved carbon emission & GHG reduction measures as charted by Carbon Neutral Kootenays.
Parks & Cemetery	Installation of a playground in KP Park.	Grant application through Columbia Basin Trust.	Successful grant. Installed playground in KP Park.
	Improve appearance of grass boulevards and park areas.	Development of a parks maintenance plan.	Improved condition of parks and cemetery.
	Improve maintenance at the Salmo Cemetery.	Utilization of summer students.	Measure public response.
	Distribution of park benches throughout the Village.	Remove park benches from storage and begin placing them.	More park benches in public places.
Roads	Improve condition of roads through pavement repair,	Capitalize on highways paving project to	Numerous pot hole and pavement patches to

	pothole patching, etc.	secure discounted repairs.	improve roads.
	Large pavement projects.	Complete 2 nd street paving project. One large paving project of "poor" road as identified in Roads Upgrading Plan.	Completion of one major paving project in addition to 2 nd street highway paving.
	Address speeding in laneways.	Implementation of new Traffic Calming Request from and process.	Reduced speeding in laneways.
	Ensure that all streets have proper painted lines for both lanes and parking.	Take steps to cost – effectively paint all long-lines, x-walks and parking stalls.	Well maintained street lines with annual maintenance schedule.
Fire Services	Set and fund appropriate fire service levels.	Review fire service enabling and related bylaws. Council adoption and budgeting for fire service levels.	New fire service enabling and related bylaws. Fire services set by Village of Salmo.
	Purchase of new Fast Attack truck.	Request of Tender (RFT) for Fast Attack truck.	Replacement of Fast Attack truck to Village fleet.
	Establish annual fire hydrant maintenance.	Direct staff or contract fire hydrant maintenance services.	Annual fire hydrant maintenance completed.
Water Distribution System	Reduce water leakage in system.	Utilize WaterSmart funds to establish leakages in system and develop plan to reduce leakage.	Reduced percentage of water loss in system.
	Replacement of aging watermain and valves.	Replace aging watermain and valves.	Replaced watermain and valves.
Waste-water Treatment Plant Upgrades	Improve the general operation and cost effectiveness of the sewage treatment plant.	Ensure ongoing staff training and proper operation of plant. Seek funding for infrastructure grant to study how to improve cost effectiveness and operation of Salmo's Wastewater treatment plant.	Enhanced staff ticketed levels; successful grant application; steps to improve and invest in infrastructure.

Utilize results of study
to seek infrastructure
funding.

6th Street
Footbridge

Installation of 6th Street
footbridge.

Plan for installation.

Installed footbridge.