



2025 ANNUAL REPORT



For the year ending December 31, 2025

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MESSAGE FROM THE MAYOR



I acknowledge and respect the Indigenous peoples within whose traditional lands we work, live, and play on.

It is my pleasure to provide this update on municipal services in the Village of Salmo for 2025.

I am happy to report we have met our statutory requirements for our financial reporting and received a positive and unqualified audit.

As Municipal Director of the Regional District of Central Kootenay (RDCK) for Salmo, I sit on the West Kootenay Transit committee, am a board member on the Economic Trust Southern Interior – BC (ETSI-BC) and chair the Regional Advisory Committee (RAC). I am pleased to say that working on these

boards and with these committees brings greater attention for Salmo.

The Village of Salmo shares several regional services, mostly with Area G, but we also share regional parks services with Nelson, Area E and F through the RDCK.

Salmo does what Salmo does best – continues to be a welcoming community.

As we move through an ever-changing climate, we are learning how to be better stewards of this land.

Council was tasked with the Housing Legislative requirement through Bill 44 and 46, making sure we are in compliance with the Wastewater Treatment Plant, being apart of the Community Resiliency Investment Program, placed bear safe garbage cans at the Tennis Court and entrance to Big Rock, partnering with the RDCK for Floodplain Mapping and Management Bylaw Review, and searching for water leaks. We welcomed our new Chief Administrative Officer in September.

It is an honour to be a part of this community we call home. Volunteerism continues in our community with pride in all the contributions and contributors that help make our community successful. With the dedication of Council and Staff, we will continue to prosper and grow.

Sincerely,

Diana L. D. Lockwood, Mayor

REPORT FROM THE CHIEF ADMINISTRATIVE OFFICER

2025 highlights included:

- Harmonic upgrades to the Wastewater Treatment Plant have been completed.
- The process for purchasing a new E6 Fire Truck has initiated.
- The Village successfully applied for the Recreational Enhancements in Accessibility for Children grant through Columbia Basin Trust & will receive \$45,000 for additional playground equipment & accessibility enhancements to the Village's playgrounds.
- The Village successfully applied for the Small Community Wildfire Readiness Support through Columbia Basin Trust & will receive \$56,300 for equipment to plan and prepare for wildfires.
- Both the Glendale and Sayward Wells were repaired.
- The Village's Asset Management Plan project was started.
- Review of all Village fire department bylaws.
- The Village approved a temporary residence for local ambulance drivers to be located at the Village's firehall.
- Five water leaks were found and fixed resulting in a significant decrease in the amount of water being used.
- The building of a new Official Community Plan began.

Disappointments:

- Mining Heritage Exhibit is still not finalized.
- Construction of the Glendale Bridge guardrails were not started in 2025.
- The Official Community Plan was not completed in 2025.

Bylaws adopted in 2025:

- 760 Zoning Bylaw Amendment (1023 Glendale Avenue)
- 761 2025 Utility Fees
- 762 Financial Plan Bylaw 2025-2029
- 763 Annual Tax Rate Bylaw 2025
- 764 Fire Department Remuneration Amendment Bylaw
- 765 Fire Prevention Amendment Bylaw
- 766 Village of Salmo Volunteer Fire Department Amendment Bylaw
- 767 Fire Truck Loan Authorization Bylaw 2025

Village staff, along with our volunteer fire department have continued to show a strong level of dedication to their community. They are working to protect important infrastructure, beginning with the maintenance of both Village wells. A sonic scope of the Village's water lines found water leaks that the Public Works Department completed repairs on. The Volunteer Fire Department have helped complete a review of all fire bylaws & have provided Council with necessary advice to begin with the replacement of E5, the Village's secondary fire engine. The Village looks forward to an ambitious 2026 as we move through Official Community Plan, Zoning Bylaw, & Salmo Parks Master Plan discussions.

Derek Kwiatkowski

Chief Administrative Officer

VILLAGE OF SALMO COUNCIL

ELECTED REPRESENTATIVES 2025



Mayor Diana Lockwood



Councillor Payton McKellar



Councillor Jonathon Heatlie



Councillor Kenzie Neil



Councillor Jennifer Lins

APPOINTED OFFICERS

Chief Administrative Officer/Corporate Officer (CAO/CO)

Derek Kwiatkowski

Finance Officer

Nathan Russ

Auditors

Doane Grant Thornton LLP

Bank

Kootenay Savings Credit Union

DECLARATION AND IDENTIFICATION OF DISQUALIFIED COUNCIL MEMBERS

During the year 2025 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.

VILLAGE OFFICE

The four members of the Village office team are the communications link between Council and the public, providing advice & assistance to citizens with respect to Council/Committee processes, reporting procedures and decisions. Staff are responsible for: drafting bylaws, resolutions and agreements for the Village; maintaining minutes and overseeing record keeping for all Council and committee meetings; ensuring access to all public records (Freedom of Information); accounts payable and receivable; taxation and utility billing; overseeing general bylaw enforcement; administering, monitoring and seeking compliance with the bylaws enacted by the Mayor and Council to regulate the conduct of affairs in the Village; reviewing and advising on Building Permit applications, facilitating internal and external communications, providing legislative service, providing affirmations, and overseeing policy development.

PUBLIC WORKS

The four-person Public Works team, lead by the Public Works Foreman, is responsible for the maintenance and upkeep of Village-owned existing buildings, lands, utilities, and infrastructure. They are assisted each summer by students who are mainly responsible for parks and public spaces maintenance. The health and safety of our citizens is the top priority of the Public Works department. Some of the functions regularly performed by the Public Works crew are:



- Utilities - Maintenance and upgrades to: The municipal water distribution network comprising approximately 15 km of water mains, 552 water connections as well as 2 well sites. The sanitary sewer collection system comprising approximately 14 km of pipes with 542 connections, plus the storm water collection system.
- Roads and Sidewalks - Maintenance and upgrades to municipal traffic signals, road markings and signage; municipal curbs, sidewalks, and roads; street sweeping; snow and ice clearing.
- Parks and Green Space - Public Works maintains approximately 20 hectares of public parks including playing fields, a campground, washrooms, trails, and green space.
- Maintaining a 14-unit fleet comprised of construction, snow removal and parks equipment plus mowers, weed whackers, flood pumps and other small tools. Ensuring that all the Village's vehicles and associated municipal equipment are serviced, maintained, and inspected to meet the requirements of the Commercial Vehicle Service Enforcement Agency, allowing them to operate in a safe manner on the highways.
- Internments, grave marker placement and maintenance at the Salmo Cemetery.

FIRE PROTECTION SERVICES

The Salmo Volunteer Fire Department consists of a Fire Chief, Deputy Chief, four Captains, and 21 volunteer firefighters. The department provides fire suppression, fire investigation, and fire prevention services to residential and commercial properties, as well as rescue services including motor vehicle incident response and rope rescue for the Village of Salmo and Electoral Area G.

A total of 52 training practices were conducted in 2025, ensuring members maintain a high level of operational readiness. In 2025, the department responded to 124 incidents, representing the highest annual call volume on record and a 21% increase over the previous five-year average.

Highway rescue incidents continued to account for the largest portion of calls, representing approximately 40% of total responses this year. This trend is expected to continue, as BC Ambulance increasingly requests fire department assistance at motor vehicle incidents where initial information from callers is limited.

Limited communication coverage, particularly in areas such as the summit of Kootenay Pass, remains a significant concern for emergency responders. The department utilizes a “Garmin inReach” satellite communication device to send and receive text messages in areas without cellular service. This tool is routinely used to confirm location, advise when additional resources are not required, or request further assistance when necessary.

During the year, the department responded to one rope rescue incident and one motor vehicle incident requiring auto extrication. Critical Incident Stress Teams were brought in following two separate fatal incidents to support member well-being. Crews also responded to several significant structure fires. Mutual aid was provided to the Ymir Fire Department on two occasions, and Ymir Fire responded to our request for mutual aid with their water tender to assist Salmo crews at one incident.

Public education remains a priority. The department continues to support FireSmart initiatives in partnership with the Regional District of Central Kootenay. Fire inspections have been completed in most commercial properties within Salmo. Additionally, fire extinguisher training was delivered to School District 8 bus drivers to enhance student safety.



STATEMENT OF PERMISSIVE TAX EXEMPTIONS

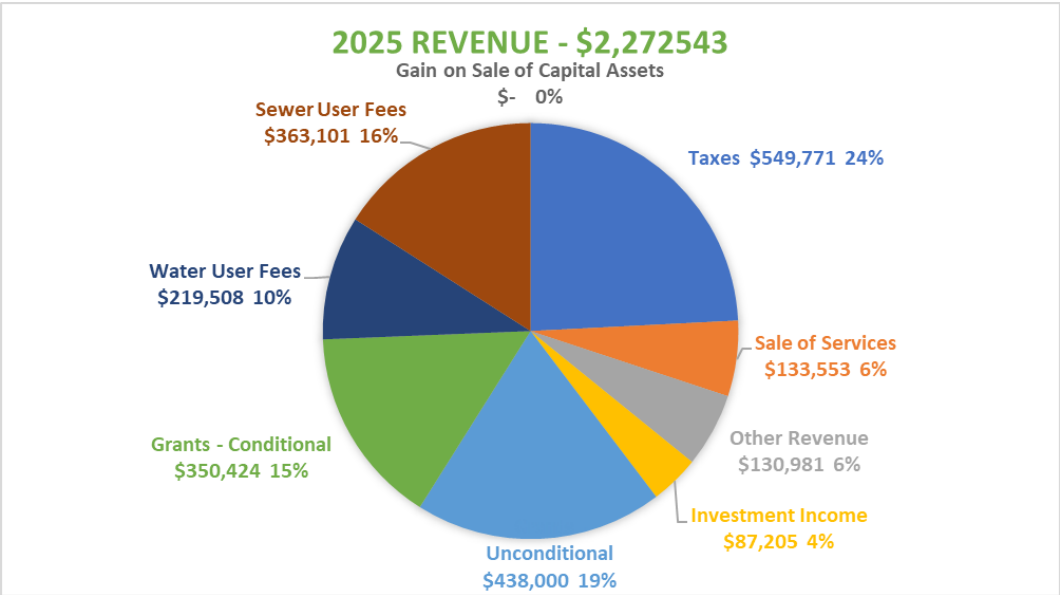
In accordance with Part 7, Division 7, Section 224(2) of the *Community Charter*, the following properties in the Village of Salmo were provided permissive property tax exemptions by Council in 2025.

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	\$317.18
Lot 1 and Lot 2, Block 23, Plan 622A, DL206A, Kootenay Land District	304 Main Street	Salmo Community Memorial Church Assoc.	\$266.37
Lot 3, Plan 15447, DL206, Kootenay Land District	430 Cady Road	Salmo Baptist Church	\$465.65
Lot 1, Plan 11031, District Lot 206, Kootenay Land District	1003 Glendale Ave	Salmo Valley Curling and Rink Association	\$4,031.01
Lot B, Plan EPP9579, District Lot 206 and 206A, Kootenay Land District	206-7 th Street	Salmo Valley Youth and Community Centre	\$10,027.27
Parcel D (Being a Consolidation of Lots 1-3, See LB472515) Block 5, Plan 622, DL 206A, Kootenay Land District	104-4 th Street	Salmo Square Society	\$1,789.33
Lot 2, Plan NEP 71801, DL 206 and DL 206A, Kootenay Land District	730 Railway Ave	Salmo & Area Supportive Housing Society	\$1,195.93
Lot A, Plan NEP75263, DL206A, Kootenay Land District	311 Railway Ave.	Salmo Community Resource Society	\$1,849.64
Parcel C (Being a Consolidation of Lots 9-12, See CA7516655) Block 21, Plan NEP622A, DL206A, Kootenay Land District	303 Fourth Street	Royal Canadian Legion	\$1,130.66
Parcel Z, Block 11, Plan NEP622, DL206A, Kootenay Land District	517 Davies Avenue	Salmo Senior Citizens Society	\$2,747.80

2025 MUNICIPAL SERVICES AND OPERATIONS

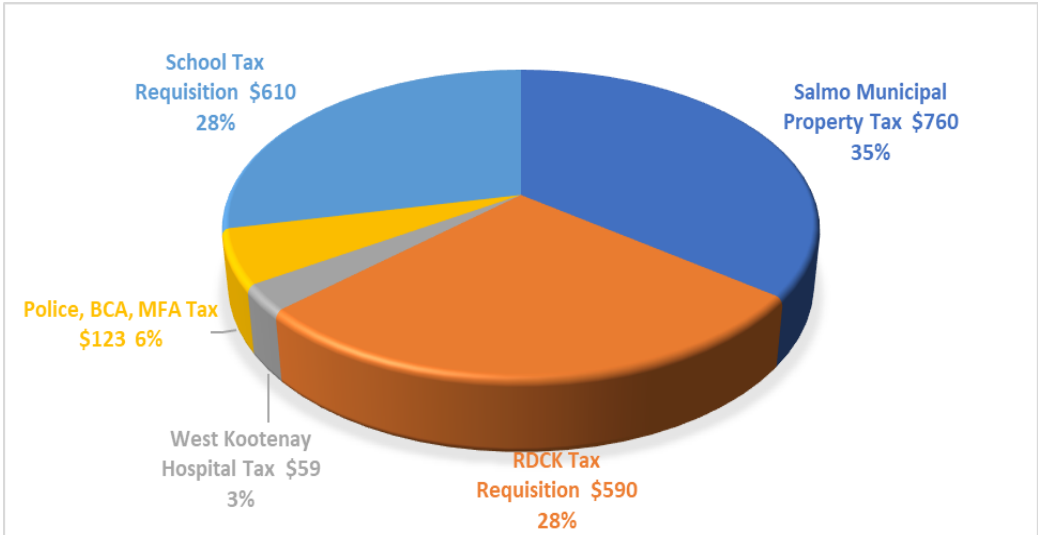
REVENUES

The Village collected \$549,771 in taxes; \$133,553 from the sale of services; \$130,981 in other revenue from own sources; \$87,205 in investment income, \$438,000 in unconditional grants and \$350,424 in conditional grants. Water and sewer user fees totalled \$582,609. No tangible assets were disposed of.



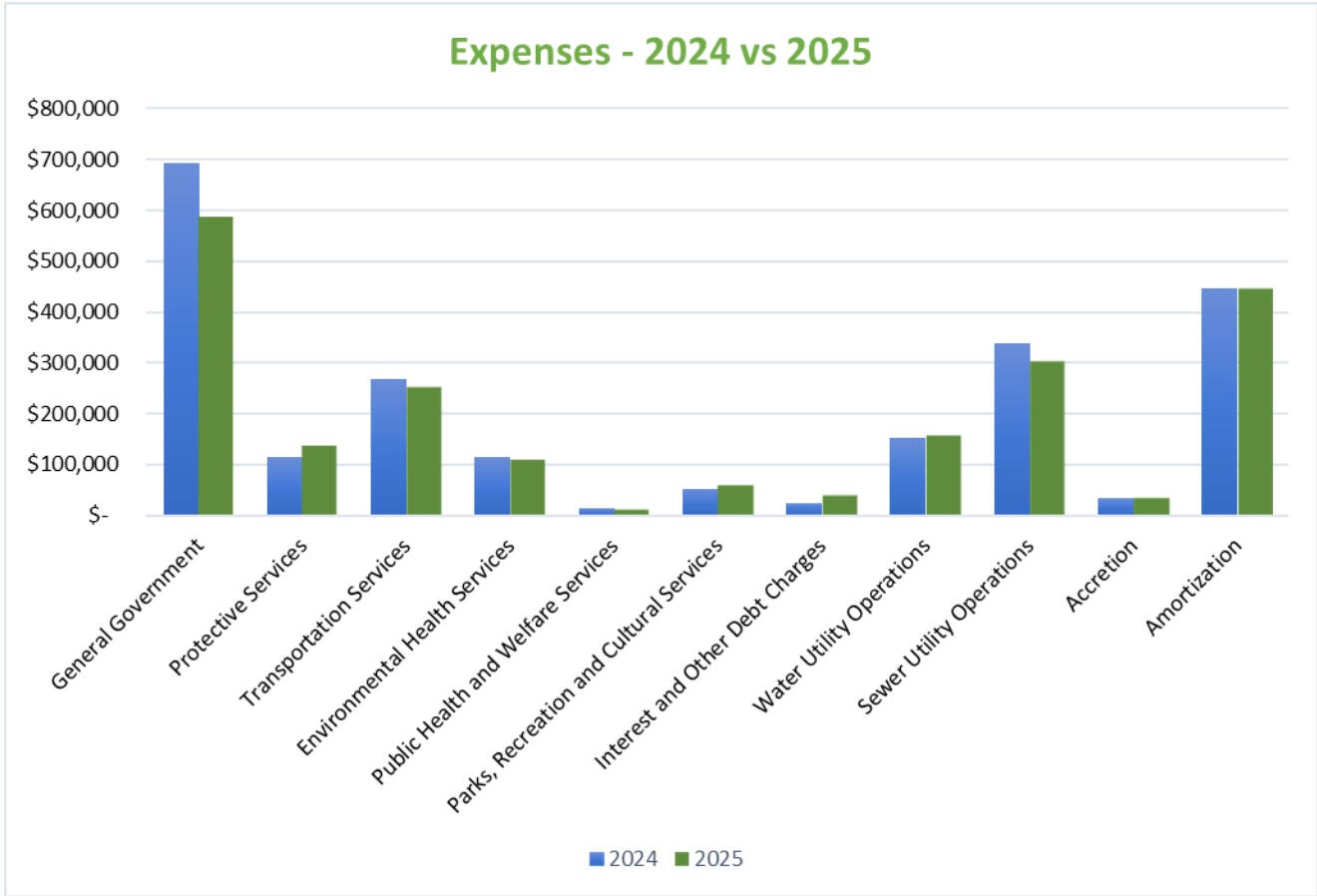
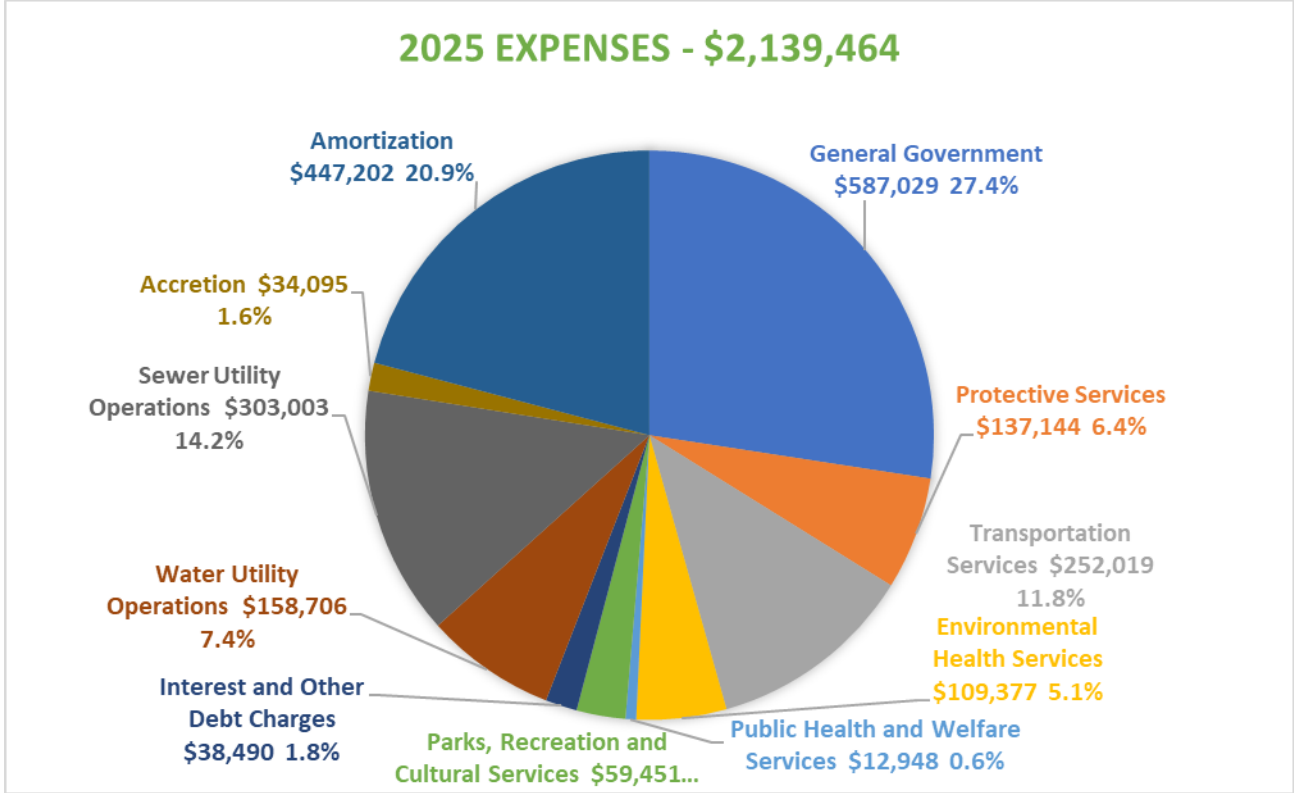
The total revenue collected does not include taxes collected for other agencies, such as schools, the regional district, hospital taxes, etc.

TAX DISTRIBUTION AVERAGE SFD 2025 - Assessed Home Value \$373,810 before HOG¹ = \$2,142



¹ SFD = single family dwelling; HOG = Home Owners Grant discount

EXPENSES



GENERAL GOVERNMENT

\$587,029 – 27.4% of expenditures in 2025 - *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

\$137,144 – 6.4% of expenditures in 2025 - *Protective services include the operation of the fire department, bylaw enforcement, dog control, and emergency measures such as flood control.*

TRANSPORTATION SERVICES

\$252,019 – 11.8% of expenditures in 2025 - *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

\$109,377 – 5.1% of expenditures in 2025 - *Environmental health services include the cost of garbage collection and Spring and Fall clean-up.*

PUBLIC HEALTH AND WELFARE SERVICES

\$12,948 – 0.6% of expenditures in 2025 - *Public health and welfare services include the operation and maintenance of the Wellness Centre and the cemetery.*

PARKS, RECREATION AND CULTURAL SERVICES

\$59,451 – 2.8% of expenditures in 2025 - *Parks, recreation and cultural services include the operation and maintenance of KP Park, Lion’s Park, Springboard Park, and the Esso lots.*

INTEREST AND OTHER DEBT CHARGES

\$38,490 – 1.8% of expenditures in 2025 - *Interest and other debt interest and fiscal services includes the interest on borrowing and bank service charges.*

WATER UTILITY OPERATIONS

\$158,706 – 7.4% of expenditures in 2025 - *Water utility operations include water supply and distribution.*

SEWER UTILITY OPERATIONS

\$303,003 – 14.2% of expenditures in 2025 - *Sewer utility operations include sewage collection and treatment.*

ACCRETION

\$34,095 – 1.6% of expenditures in 2025 - *This amount reflects the incremental expense incurred from asset retirement obligations which rise over time.*

AMORTIZATION

\$447,202 – 20.9% of expenditures in 2025 - *This is the amount of annual depreciation of the Village assets.*

2025 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 BC 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. The Inspector works closely with Village staff to ensure compliance with Village Bylaws.



2025	Total Construction Value	# Permits	Permit Fees/Renewals	Village Fees Collected
Residential - New	\$0.00	0	\$0.00	\$0.00
Residential – Additions/Renovations/Accessory	\$146,350.00	9	\$2,448.50	\$244.80
Mobile Homes	\$0.00	0	\$0.00	\$20.00
Commercial	\$0.00	0	\$0.00	\$0.00
Commercial – Additions/Renos	\$263,250.00	1	\$2,801.00	\$280.10
Industrial (new and additional)	\$0.00	0	\$0.00	\$0.00
Institutional (new and additional)	\$0.00	0	\$0.00	\$0.00
Permit Renewals	\$0.00	1	\$100.00	\$10.00
Other (temporary structure, etc.)	\$0.00	4	\$175.00	\$17.50
Total	\$409,600.00	15	\$5,524.50	\$552.40

PROGRESS REPORT FOR 2025

The *Community Charter* requires a progress report respecting the previous year in relation to the objectives and measures established for that year. This chart represents objectives set for 2025.

Objective	Strategies	Progress Measures	2025 Progress
Admin & Planning			
Clean financial audits.	Compliance with all requirements including proper records management and timely regulatory filings.	Unqualified auditor’s report.	Unqualified auditor’s report & clean audit received.
Written contracts for all work.	Ensure written contracts are in place for all services, leases, agreements, sponsorships, etc.	Database of contracts, leases, and agreements populated with new and updated contracts.	Ongoing.
Continue asset management process in key areas.	Completion of new Asset Management Plan that will include new assessments of all equipment & infrastructure.	Asset management plan of Village machinery and equipment and utilities. Progress in integrating finance, administration and operations with mapping.	IT infrastructure audit complete, building assessment contract awarded.
Official Community Plan	That the Village complete a new Official Community Plan.	New Official Community Plan adopted.	Confirmed public participation policy, review began.
Zoning/Land Use Bylaw	Council to explore housing options such as secondary suites and/or additional dwelling units.	Pass new bylaw amendments.	Collaborate with the RDCK on a Regional & Local Community Needs Project.
Pursue grant funding.	Exploration of a wide range of grant opportunities. Receive grants for:	Successful grant applications.	The Village received 2 Columbia Basin Trust grants that were not planned.
Parks & Cemetery			
Upgrade of KP Park Ball Diamonds.	Groom fields, add topsoil and grass seed. Three-year program.	Improved ball diamonds	The Village agreed to begin a master plan to discuss KP Park.
Memorial Wall at cemetery	Construction complete, build policy document to wall management.	Policy framework created for wall management.	Policy completed & adopted in August 2025.
Roads			
Improve condition of roads & sidewalks through pavement repair, pothole patching, etc.	Continual replacement & repair of above-ground infrastructure.	Numerous pothole & pavement patches to improve roads.	Patched and repaired priority sidewalks and roadways.
Fire Services & Emergency Preparedness			
Wildfire/Urban Interface Fire Risk Management.	Reduce fire risk.	Community awareness of FireSmart program.	Completed the Community Wildfire Resilience Plan. Continuing with FireSmart community awareness campaign, ongoing brush clearing.
Community ready to face a natural disaster, particularly flood or wildfire	Participate in regional Emergency committee.	Risks identified.	Completed collaboration with the RDCK to create a Community Wildfire Resiliency Plan.
Water Distribution System			
Reduce water leakage in system.	Find and fix leakages in system and reduce leakage.	Continued reduction of system water loss.	The Village repaired 5 major water leaks in 2025, both wells repaired.

Objective	Strategies	Progress Measures	2025 Progress
Waste-water Treatment Plant Upgrades			
Improve the general operation and cost effectiveness of the sewage treatment plant.	Continue ongoing staff training and proper operation of plant.	Enhanced staff training opportunities; take steps to improve and invest in infrastructure.	Harmonics Upgrade completed.

LOOKING FORWARD - 2026

Priorities for 2026 include:

- Completing an Official Community Plan update,
- Completing a review of the Zoning Bylaw,
- Guardrail design and engineering for the Glendale Bridge,
- Complete Village Accessibility Plan,
- Increase resident access to GIS information,
- Complete recommendations noted in the Source Water Protection Plan,
- Complete Asset Management Planning, tying together all the individual components completed to-date into a workable multi-year plan including financial implications and funding opportunities,
- Complete all work for necessary for the Next Generation 911 changeover,
- Develop a Salmo Parks Masterplan,
- The opening of the Historical Mining Equipment Park on Railway Avenue to complement the Salmo Museum and draw visitors into our downtown core,
- Reviewing and updating outdated bylaws, including the Procedures Bylaw,
- Complete the purchase for a new fire truck,
- Planning and applying for grants to begin infrastructure renewal of the water distribution system,
- Continuing to explore ongoing economic development through land-use planning and strategic partnerships, and
- A commitment to sustainable service delivery and sustainable economic practices continues to form the core of all municipal governance and expenditure decisions.