

**2022
CORPORATE
STRATEGIC
PLAN**



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APPENDIX A - Toolkit – Project Filter Template and Project Plan Template

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TERRITORIAL ACKNOWLEDGEMENT

Mayor and Council are grateful for the land on which the City of Salmon Arm is located, which is the Traditional Territory of the Secwepemc people, with whom we share these lands where we live and work together.

MESSAGE FROM THE MAYOR

I am pleased to announce the release of the 2022 Corporate Strategic Plan for the City of Salmon Arm.

The Corporate Strategic Plan provides Council and the City with a roadmap to accomplish projects that align with our vision and contribute to the well-being and vibrancy of our city. In this updated plan, we have identified our short, medium, and long-term projects. This will allow us to anticipate future budget and capacity needs to deliver on these commitments.

Over time, it is important to periodically check in to make sure that our priority projects accurately reflect our community's evolving priorities. Updating the Corporate Strategic Plan provides the opportunity to assess the progress our City has made on key projects from the previous Strategic Plan (developed in 2013) and to plan for future projects which align with the City's vision and priorities for the next 10 years. Of the 25 projects included in our 2013 Corporate Strategic Plan, 24 were completed or are well underway, with many projects nearing completion much earlier than originally anticipated.

We are grateful to the residents of Salmon Arm for their feedback on the priority projects identified. We aim to live up to the high expectations that the community has set for us, and that we have set for ourselves.

Respectfully,

A handwritten signature in black ink, appearing to read 'Alan Harrison', with a small 'c' above the end of the signature.

Alan Harrison, Mayor of the City of Salmon Arm

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

The City of Salmon Arm is excited to announce this revised Corporate Strategic Plan which includes a refreshed vision, guiding principles, key strategic drivers, and an updated list of priority projects slated for completion over the next 10 years. The projects included in this new Corporate Strategic Plan have been carefully evaluated by Council and staff and shared with our residents to identify the City's top priorities that align with the community's vision for Salmon Arm. The Corporate Strategic Plan provides the City with an opportunity to carefully consider key priority projects so that we can focus time, energy, and financial resources that align with the City's commitment to service.

The Corporate Strategic Plan establishes a road map so that the City can plan our work and capacity requirements, while still providing flexibility to adapt to emergent needs and evolving priorities over time. Our team looks forward to the challenge of making these projects a reality for the benefit of Salmon Arm residents now and into the future.

Regards,

A handwritten signature in black ink, appearing to read 'Erin Jackson', written in a cursive style.

Erin Jackson, Chief Administrative Officer

EXECUTIVE SUMMARY

A collaborative and integrated approach has been taken in developing the City of Salmon Arm Corporate Strategic Plan (Plan) to ensure it accurately reflects the needs and interests of City Council, staff, and the community. This Plan is an update to the 2013 Corporate Strategic Plan, so key components such as the vision, guiding principles, and five strategic drivers have been revisited to ensure that they align with present-day values and context. City Council and staff collaborated over many months and invited input from the community through a survey to better understand the project priorities of Salmon Arm's residents.

This updated Plan provides a revised list of Priority Projects to be undertaken over the next 10 years. It also outlines the overall process to establish this list of projects. The Plan considers the efforts and resources required to deliver on the City's core services, while also taking into consideration how these Priority Projects relate to other support services that are provided by other levels of government and organizations within the community.

The Plan includes a practical toolkit that will assist with decision making, prioritization of initiatives, and detailed project planning. The Plan is a living document that will be updated on an on-going basis as shorter term projects are completed, new priorities and projects arise, and new Councils are elected.

The two-page summary on the following page provides a snapshot of the key elements of the Corporate Strategic Plan and a list of the key projects along with the resources (i.e., capital, staff resources) required to deliver on these projects and initiatives.



CORPORATE STRATEGIC PLAN

The City's Strategic Plan sets direction for decision making about significant projects anticipated to be undertaken in the next 10 years.

VISION

The vision for this corporate strategic plan is to establish a living document that serves as a realistic framework to deliver priority projects that are outside of the day-to-day mandate of core City services. This will enable the City to be nimble and adapt to the evolving needs of the community.

GUIDING PRINCIPLES

Guiding Principles are foundational elements to be considered throughout the decision-making processes which occur within the context of implementing this strategic plan. The Guiding Principles are:

- **Support a prosperous, vibrant, and welcoming community** - We share in the pride of our community as a "small city with big ideas." We strive to deliver core services which are the foundation of a vibrant community, healthy natural environment, and thriving local economy both now and into the future.
- **Ensure responsible stewardship of City resources** - We are committed to the responsible management of our assets which include our infrastructure, finances, environment, recreation, health, and safety. We use an approach to infrastructure development which balances financial responsibility and overall benefit to the community.
- **Clarify expectations for ourselves and the community** - Council and staff are committed to creating a common understanding with the community about where the City's time, energy, and financial resources will be focused while balancing multiple interests and expectations.
- **Convene community partners to leverage knowledge and expertise** - We work nimbly to determine where the City may best be positioned to lead, or convene and support, community partners who may be better equipped to provide leadership and / or implement projects outside the scope of core City services.
- **Provide excellence in service delivery** - We are committed to a high standard of service delivery in all our areas of service while also aspiring to meet community needs and expectations within a framework that can realistically respond to growth and changes in society.

FIVE STRATEGIC DRIVERS WILL HELP US ACHIEVE OUR VISION AND VALUES:



THE MAJORITY OF THE CITY'S CURRENT CAPACITY IS DEDICATED TO PROVIDING THE FOLLOWING CORE SERVICES IN ADDITION TO DELIVERING PRIORITY PROJECTS



CITY OF SALMON ARM: CORPORATE STRATEGIC PLAN, PRIORITY PROJECTS

Last Revision Date: September 13th, 2022

RECENT ACHIEVEMENTS & IN PROGRESS (2021 - 2022)

Corporate & Administrative

In Progress

- Poverty Reduction - Social Impact Assessment
- Major Reductions in Corporate CO² Emissions

Recent

- Visitor Information Services
- Plastic Checkout Bag Regulation

Collaborative Partnership Projects

In Progress

- Trans-Canada Highway Four Laning & New Salmon River Bridge

Recent

- Cultural Master Plan Tripartite Agreement
- BC Housing Affordable Housing & Supportive Units
- Trans-Canada Highway Safety Improvements
- Transit Service Expansion Initiatives

Planning & Infrastructure

In Progress

- Ross Street Underpass
- Water Conservation Plan
- Active Transportation Planning (RFP)
- Service Delivery Management, Policy & Framework
- Greening City Fleet (Electric & Hybrid Vehicles)

Recent

- Fire Smart Initiatives & Forest Fuel Load Mitigation

PROJECT		STRATEGIC DRIVERS					CAPITAL FUNDING			GRANT FUNDING			STAFF RESOURCES INCLUDING CONSULTANTS		
		PEOPLE	PLACES	ASSETS	ENVIRONMENT	ECONOMY	Available	Partial	Required	Potential	Applied for	Secured	Available	Partial	Required
SHORT TERM PRIORITIES (2022 - 2024)	Ⓞ Lakeshore Road Improvements	•	•	•		•			•	•			•	•	•
	Ⓞ Wastewater Pollution Control Centre Upgrade	•	•	•	•	•		•	•	•				•	•
	Ⓟ Major Planning Bylaw Review (OCP, DCC & Zoning)	•	•	•	•	•	•	•		•				•	•
	Ⓟ Asset Management Programs	•	•	•		•	•		•	•			•	•	•
	Ⓞ Canoe Beach Master Plan Initiatives	•	•	•	•	•		•	•	•				•	•
	Ⓞ Storm Water Utility	•		•	•	•			•	•				•	•
	Ⓟ Urban Indigenous Strategy / Truth & Reconciliation	•	•						•	•				•	•
	Ⓟ Long-Term Financial Plan, Dept. Strategy & Capital Plan	•	•	•	•	•				•				•	•
	Ⓞ Climate Action Initiatives	•	•	•	•	•		•	•	•		•	•	•	•
	Ⓟ Transportation Master Plan	•	•	•	•	•	•		•	•				•	•
MEDIUM TERM PRIORITIES (2025 - 2027)	Ⓞ Auto Road Connector	•	•	•	•	•	•	•	•	•				•	
	Ⓞ Blackburn Park Master Plan Initiatives		•	•		•		•	•	•				•	
	Ⓟ Community Facilities & Assets Strategic Plan	•	•	•		•		•	•	•				•	•
	Ⓟ Human Resources Strategy	•		•				•	•	•			•		•
	Ⓟ Comprehensive Information Technology Plan			•				•	•	•					•
	Ⓞ New Pool and Retrofit of Existing Recreation Centre	•	•	•		•		•	•	•				•	•
	Ⓟ Food and Urban Agricultural Plan	•	•	•		•	•	•	•	•				•	•
	Ⓞ West Bay Connector Trail	•	•	•	•	•	•	•	•	•	•	•		•	•
LONG TERM PRIORITIES (2028 - 2031)	Ⓞ 4 Avenue Connector	•	•	•			•	•	•	•					•
	Ⓞ Downtown Parkade	•	•	•		•	•	•	•	•			•		•
	Ⓞ Klahani Park Master Plan Initiatives	•	•	•			•	•	•	•			•		•
	Ⓞ Universal Water Metering & Cost Benefit Analysis	•	•	•	•	•		•	•	•			•	•	•

TERM Ⓟ = Plan Ⓞ = Capital project Ⓞ = Operational

1. PURPOSE OF THE CORPORATE STRATEGIC PLAN

The City of Salmon Arm's Corporate Strategic Plan (Plan) sets direction for decision-making around significant projects anticipated to be undertaken over the next 10 years.

The foundation of the Plan includes a vision statement and guiding principles coupled with five strategic drivers that emphasize the importance of People, Places, Assets, Environment, and the Economy in making Salmon Arm a vibrant, thriving community. These are described in detail in Section 0 - Foundational Aspects of the Corporate Strategic Plan.

The Plan provides a road map for City Council, staff, and the community to achieve the City's vision by anticipating and prioritizing projects that need to be completed over and above the core services provided by the City on a day-to-day basis. While delivery of core services must be the City's first priority, there are often additional projects and initiatives desired or expected by the community. However, the City's ability to advance these special projects (referred to as "Priority Projects" in the Corporate Strategic Plan) is dependent on the availability of financial resources, staff capacity, and external influences that may not be directly within the City's control. By pro-actively anticipating the long-term needs of the community and assessing potential projects in relation to their overall contribution to the City's vision, a list of short, medium, and long-term priorities has been defined.

In addition to establishing a list of priorities based on today's context, the Plan provides a framework for assessing new project opportunities that emerge over time. The Plan includes a process and set of tools that will allow for on-going collaboration and re-evaluation of projects and priorities by City Council, staff and the community annually and when new Councils are elected every four years. The Plan is meant to be a living document that evolves over time as the needs of the community change.

The Plan also enables better collaboration between City Council, staff, and the community as it provides a common vision and set of five strategic drivers that represent those matters deemed to be most important to the overall well-being of Salmon Arm and its residents.

Perhaps the most important benefit of this strategic plan is that it minimizes reactionary decision-making that can occur when community objectives are not adequately articulated or well-planned in advance of demands. The Plan enables the City to focus energy and resources on issues that are of importance to the community, effectively delivering the core services for which it is responsible while also considering new needs and initiatives as they arise.

In summary, the purpose of the Strategic Plan is to:

- Clarify core services which the City delivers, while also recognizing areas where the City can provide support outside of existing department mandates and responsibilities (i.e., Corporate Services, Financial Services, Development and Planning Services, Engineering and Public Works, Salmon Arm Recreation Society, and Emergency Services).
- Establish a list of Priority Projects and initiatives to be completed over the next 10 years using a practical framework and evaluation process for projects that are outside of the day-to-day scope of the City's core services.

- Enable City staff to focus on issues that are of importance to the community while also providing a platform to consider new initiatives as they arise.
- Minimize spontaneous or reactionary decision-making to better channel City time, energy, and resources while also identifying external partnerships and relationships which can support City priorities.
- Provide easy-to-use tools to determine project alignment with Salmon Arm's vision and the resources required for each to help Council and staff prioritize projects.

1.1. STRATEGIC PLANNING SUCCESS

The City of Salmon Arm's previous Corporate Strategic Plan was completed in 2013. It set out 25 projects. Of these projects, 24 are either complete, in progress, or have been partly addressed, in less time than was originally planned. This is because, by including projects in the Corporate Strategic Plan they become front and centre in staff and Council's planning efforts. Projects which have been completed or are ongoing include:

- Transportation related projects such as improvements to the airport, the Ross Street underpass, and the Auto Road connector,
- Park planning and implementation projects including the Canoe Beach Master Plan, Klahani Park Master Plan, and Blackburn Park upgrades, and
- Utilities projects including a water metering cost/benefit analysis, phase 1 of the Foreshore Sanitary Sewer Main replacement, and the Wastewater Pollution Control Centre relocation assessment.



2. STRATEGIC PLANNING PROCESS

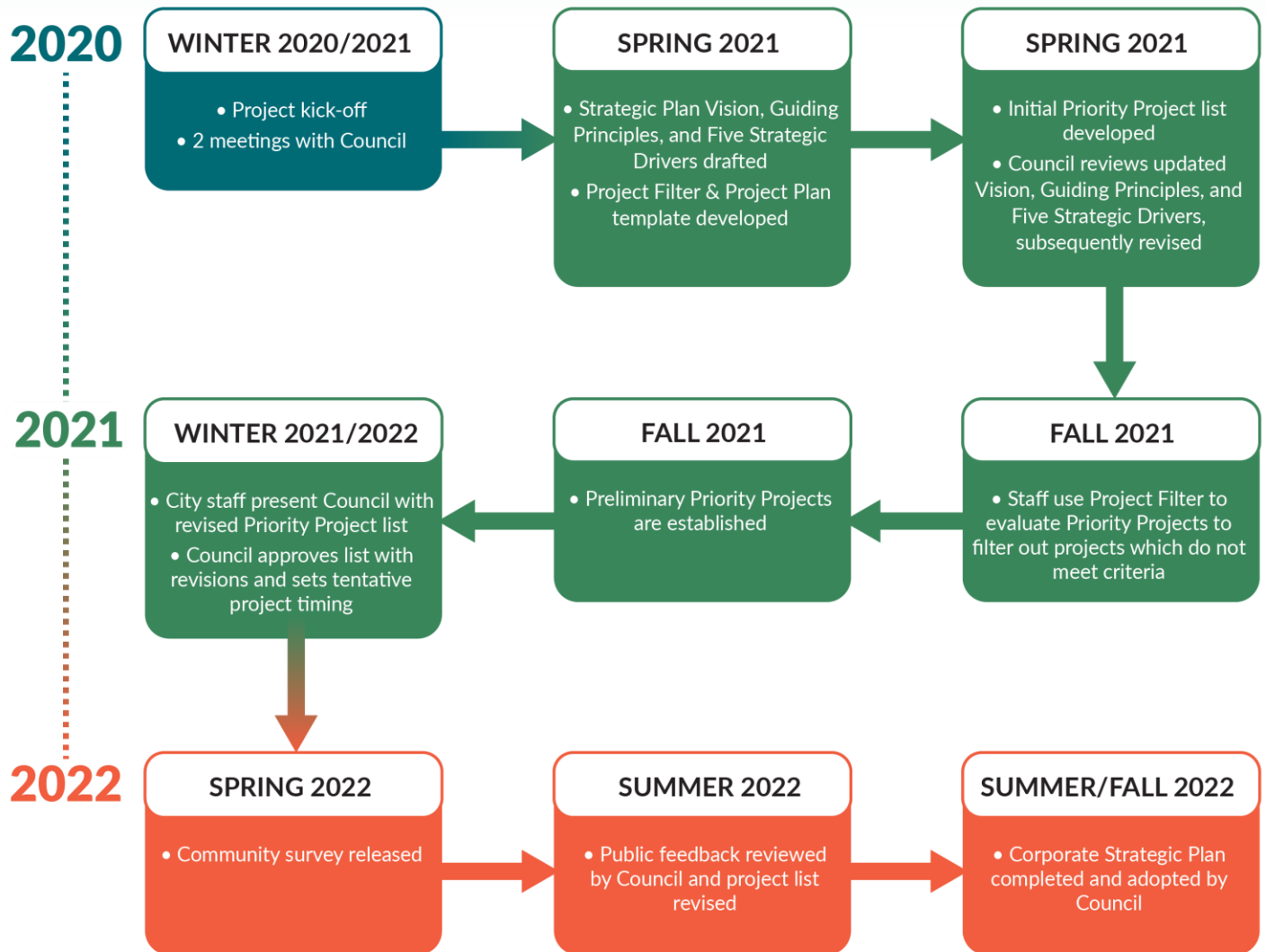
The process to develop this Corporate Strategic Plan was comprehensive and collaborative, and involved City Council, senior staff and management, and consultation with residents. The process began in December 2020, when City Council and staff engaged in two workshops where they discussed strategic planning priorities, defined the City's role in carrying out initiatives, and reviewed key components of the previous 2013 Corporate Strategic Plan. This period of stage setting and orientation was followed by revisions to the previous plan's key components including the vision and strategic drivers, while new guiding principles were developed by Council. During this time, an initial list of projects was also drafted based on input from City Council and City staff.

Once the new vision, guiding principles, and strategic drivers were finalized, a preliminary master list of projects was prepared. This master list identified projects that are considered priorities by the communities which would be delivered in addition to ongoing core services provided by the City. A Project Filter was used to evaluate each project in the master list using a point system based on its alignment with the five strategic drivers (refer to Appendix A: Toolkit – Project Filter Template and Project Plan Template). This was used to determine a draft shortlist of projects that was presented to Council and staff for comments and further discussion.

The draft shortlist was then shared with the community through an online survey that was circulated in March and April 2022 (refer to Appendix B: Community Survey). The survey asked residents to provide feedback on the shortlist of suggested projects. Respondents were given the opportunity to indicate preferred project timing (short-term, medium-term, and long-term, or not at all) and to provide general feedback for each project category (transportation, utilities, corporate services and administration; parks, recreation, and trails; and community planning). After considering feedback from both Council and the community, staff proceeded to finalize the list of Priority Projects. The final list of Priority Projects will be the focus for City Council and staff, in addition to their regular responsibilities, over the next 10 years. Refer to Figure 5.1: Corporate Strategic Plan, Priority Projects, or Appendix C: Strategic Plan Summary Document, for the City of Salmon Arm's list of Priority Projects. The City will also undertake Project Plans using the Project Plan Template for short and medium-term Priority Projects (refer to Appendix A).

Figure 2.1 shows the planning process undertaken to complete the Corporate Strategic Plan.

Figure 2.1: Strategic Planning Process



3. FOUNDATIONAL ASPECTS OF THE STRATEGIC PLAN

Vision, Guiding Principles and Five Strategic Drivers

This Corporate Strategic Plan and the list of Priority Projects are guided by three key foundational aspects. These are:

- 1) *Vision* – provides the overall purpose and intention of the Plan,
- 2) *Guiding Principles* – establish values that inform the strategic planning process, and
- 3) *Five Strategic Drivers* - provides a framework to inform and balance decision-making.

3.1. VISION FOR THE CORPORATE STRATEGIC PLAN

The vision guided the development of the Plan, the way in which the City Council and staff utilize the Plan, and the process through which projects have been and will be evaluated in the future.

The vision for this Corporate Strategic Plan is to establish a living document that serves as a realistic framework to deliver priority projects that are outside of the day-to-day mandate of core City services. This will enable the City to be nimble and adapt to the evolving needs of the community.

3.2. GUIDING PRINCIPLES

Guiding principles are foundational elements which inform the strategic planning process. The guiding principles for this Corporate Strategic Plan are to:

Support a prosperous, vibrant, and welcoming community – We share in the pride of our community as a “small city with big ideas.” We strive to deliver core services which are the foundation of a vibrant community, healthy natural environment, and thriving local economy both now and into the future.

Ensure responsible stewardship of City resources – We are committed to the responsible management of our assets which include our infrastructure, finances, environment, recreation, health, and safety. We use an approach to infrastructure development which balances financial responsibility and overall benefit to the community.

Clarify expectations for City staff, Council, AND the community – Council and staff are committed to creating a common understanding with the community around where the City’s time, energy, and financial resources will be focused while balancing multiple interests and expectations.

Convene community partners to leverage knowledge and expertise – We work nimbly to determine where the City may best be positioned to lead, or convene and support, community partners who are better equipped to provide leadership and/or implement projects outside the scope of core City services.

Provide excellence in service delivery – We are committed to a high standard of service delivery in all our areas of service while also aspiring to meet community needs and expectations within a framework that can realistically respond to growth and changes in society.

3.3. FIVE STRATEGIC DRIVERS

The five strategic drivers provide a lens to balance the multiple needs, interests, and desires of our community. The strategic drivers are used as an evaluation framework within the Project Filter (refer to Appendix A: Toolkit - Project Filter Template and Project Plan Template) to ensure the City considers investments and projects from a holistic perspective. This prevents one objective being advanced without considering other relevant factors.

The five strategic drivers are:

The infographic consists of five colored rounded rectangular boxes arranged in two rows. Each box contains a white icon, a title in bold, and a short description.

- PEOPLE** (Orange box): Icon of three stylized human figures. Text: "We will make Salmon Arm a great place to live."
- PLACES** (Teal box): Icon of three location pins. Text: "We will continue to foster our 'small city' lifestyle in the heart of the Shuswap."
- ASSETS** (Red box): Icon of a building. Text: "We will diligently invest in infrastructure which serves as the foundation of the community over the long term."
- ENVIRONMENT** (Green box): Icon of a fish and a leaf. Text: "We will protect and enhance our natural environment."
- ECONOMY** (Purple box): Icon of a bar chart with an upward arrow. Text: "We will support initiatives which encourage and enable economic prosperity."

Each driver is discussed in greater detail on the following pages.



People

We will make Salmon Arm a great place to live.

Salmon Arm is a great place to live because of the fantastic people who call our city home. Every day, we contribute to our community through work, play, volunteering, engaging with community groups, and through our social networks. Projects that support newcomers who may be visiting or choosing to relocate to Salmon Arm can also help foster well-being for all in our welcoming City.

The interconnectedness of our community can be encouraged through projects which enhance opportunities to develop relationships with others, support open and honest communications with the City, and create safe places for people to gather and spend their time.

Evaluation of each project for alignment with this driver is determined using the following questions:

Does this project....

- Maintain a welcoming, friendly, small town feel where residents can connect with one another?
- Reinforce Salmon Arm as a safe, healthy, and inclusive community?
- Enhance community spirit and connectedness by bringing people together?
- Provide opportunities for enhanced communications and engagement with residents?
- Provide healthy living through recreation, sports, leisure, and cultural opportunities?
- Convene conversations and reinforce relationships with community organizations and all levels of government to solve complex challenges in our city?
- Enhance mobility and experiences for all ages and stages of life for our residents?
- Foster a 'support local' mindset?
- Attract newcomers looking to be part of an innovative and desirable 'small city with big ideas'?



Places

We will continue to foster our 'small city' lifestyle in the heart of the Shuswap.

We feel a strong sense of pride, belonging and deep connections to this place that we call home. Salmon Arm continues to strive to make our community safe and comfortable through positive and enriching experiences. We will further support this sense of place through projects that help to create environments where people find meaning and happiness in our 'small city'.

Evaluation of each project for alignment with this driver is determined using the following questions:

Does this project.....

- Continue to enable Salmon Arm to serve as a hub for local and regional needs and services?
- Enhance our appeal to visitors who are drawn to the balanced lifestyle that our community offers?
- Promote a sense of belonging and inclusion in this place we call home?
- Maintain a vibrant, compact, accessible, and delightful downtown core?
- Respect the Urban Containment Boundary?
- Protect and preserve agricultural lands?
- Ensure safe and efficient transportation options within and through the community?
- Promote urban density and mixed-use development?
- Enhance connections and accessibility to the waterfront?
- Foster a neighbourhood feel and local identity for residents?
- Enable the development of a variety of housing choices to suit multiple needs?
- Attract visitors to Salmon Arm to support the local tourism industry?



Assets

We will diligently invest in infrastructure which serves as the foundation of the community over the long-term.

We pride ourselves on the excellent standard of care for our infrastructure and its capacity to support a high quality of life for all residents. This includes ensuring that our drinking water, wastewater, storm water, roads, parks, trails, and other facilities are well-managed.

We reinvest as required to minimize unexpected costs, unexpected emergency works, and risks to our health and safety.

Evaluation of each project for alignment with this driver is determined using the following questions:

Does this project....

- Meet the City's longer-term infrastructure needs and asset management objectives?
- Ensure ongoing renewal and reinvestment in physical infrastructure?
- Maintain or improve water, wastewater, sewer, and/or stormwater management infrastructure?
- Ensure connectedness and improve mobility through the community by investing in roads, greenways, trails, and sidewalks?
- Maintain or improve local traffic networks?
- Enhance our parks, waterfront, and/or recreation facilities?
- Improve access to transit?
- Promote active transportation (i.e., human-powered forms of travel such as walking or cycling, or motorized scooters/wheelchairs)?
- Enhance accessibility and safety at rail crossings?
- Ensure infrastructure is in place to support new industries?
- Meet fiscal and financial policy objectives?
- Represent the prudent use of City finances?
- Enhance overall operations and maintenance?
- Ensure effective capital investment necessary for the health and economic well-being of the community?
- Provide innovative solutions and/or technology for the long run?
- Balance and manage the risks and benefits to the community?
- Enhance services to the public through innovative approaches (e.g., use technology, communication methods)?



Environment

We will protect and enhance our natural environment.

We are a community nestled amidst astounding natural beauty and significant environmental values, and we want to continue to care for it in a number of ways. This includes considering the way we travel around our community and the way we use our parks and wild spaces, as well as how we develop our city's residential, commercial, and industrial areas.

We are committed to conserving, protecting, and reducing our city's overall impact on the environment by advancing projects that align with these values to maintain and, where possible, improve the natural environment in Salmon Arm.

Evaluation of each project for alignment with this driver is determined using the following questions:

Does this project.....

- Help us follow through on our commitment to climate action?
- Reduce greenhouse gas (GHG) emissions?
- Preserve and enhance our lakeshore areas and surface water quality?
- Respect environmentally sensitive and riparian areas?
- Protect natural ecosystems and wildlife habitat?
- Promote sustainable and low impact development?
- Enable public access and enjoyment of the outdoors while balancing environmental protection/preservation?
- Enhance public education about our natural assets including sensitive ecosystems and other natural environments?
- Address concerns and potential impacts of activities and infrastructure located within the foreshore?
- Encourage linkages via greenways and trails?
- Meet regulatory requirements, commitments, and regulations?



Economy

We will support initiatives which encourage and enable economic prosperity.

Salmon Arm is a regional hub that is well-situated to attract new businesses and industries. The well-being and vibrancy of Salmon Arm depends on a robust local economy which supports our local businesses, employment diversity, and a range of commercial and industrial activities. A variety of employment options will attract newcomers and encourage local youth to spend their adult lives in their home community.

We also work with many partners in the region to support access to services including education and health services for our residents and the surrounding area.

Evaluation of each project for alignment with this driver is determined using the following questions:

Does this project....

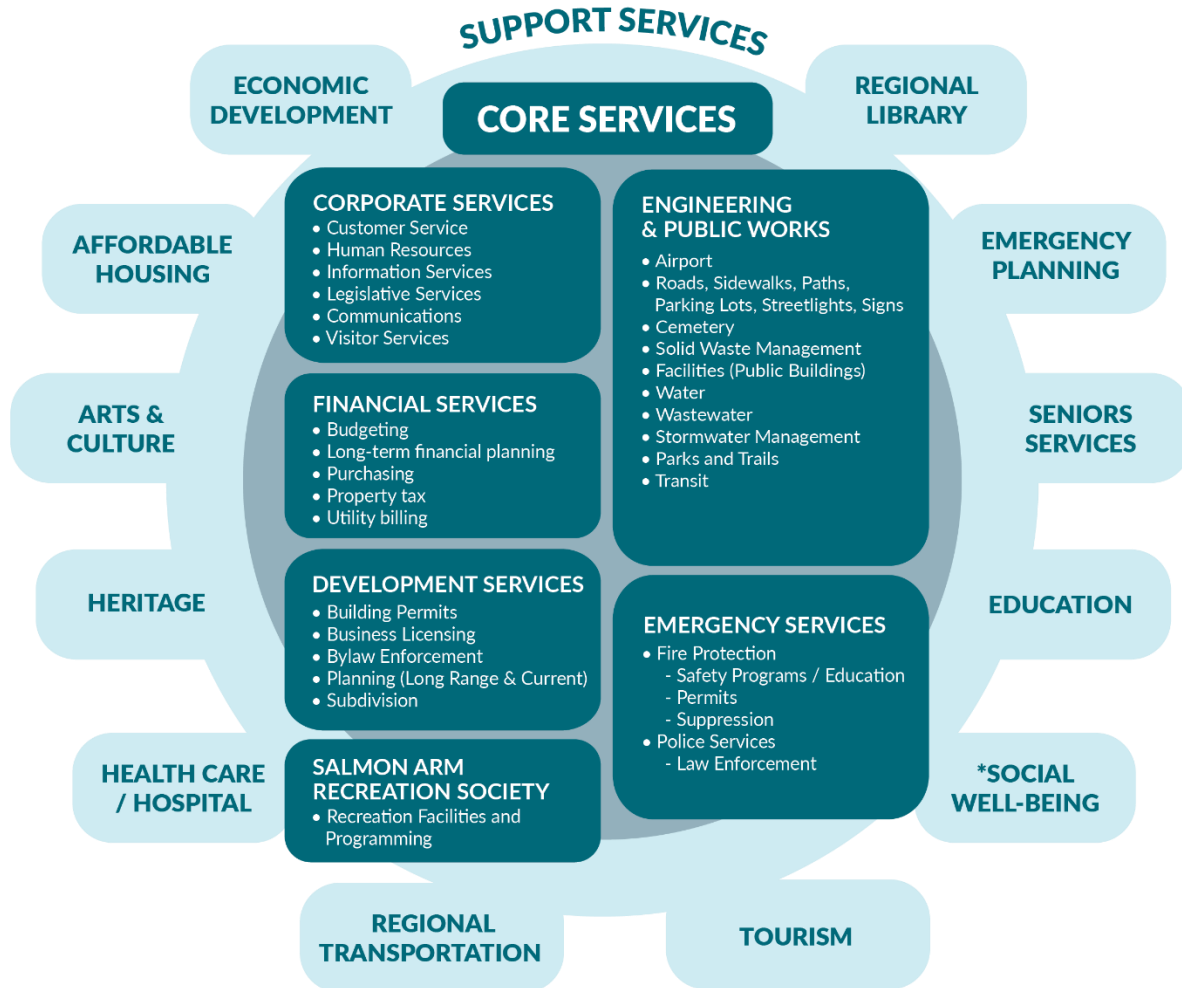
- Attract newcomers and visitors who want to contribute to and participate in our prosperous community?
- Contribute to our economic diversity and provide opportunities for new and existing businesses and industries to innovate, thrive, and invest?
- Support initiatives that create vibrant hubs (i.e., the downtown core, recreation zones, neighbourhoods)?
- Enhance relationships with neighbouring local, regional, and federal agencies and governments?
- Foster relationships with key agencies to ensure high quality health and education services?
- Work collaboratively with our First Nations neighbours and the Columbia Shuswap Regional District (CSRD) to facilitate new development opportunities?
- Work with agencies responsible for the national transportation infrastructure (e.g., air, rail, and highway) to support the safe and efficient movement of goods into and through the community?

4. UNDERSTANDING CORE SERVICES

This section outlines the responsibilities of the City and other organizations that partner with and/or coordinate services with the City in the delivery of our core and support services. The implementation of this plan will require collaboration between the City (Council and staff) and these partners who are essential to the delivery of services in our community. However, it is important to clearly distinguish the *core services* that the City is required to deliver from additional *support services* that are very important in the community, but may not be directly or exclusively within the City's mandate.

Figure 4.1 below illustrates the City of Salmon Arm's core services and support services.

Figure 4.1: Salmon Arm's Core Services and Support Services



*The City of Salmon Arm is committed to supporting social well-being in a convening role. For more information about this, refer to Section 4.2.

The City of Salmon Arm has a clear mandate of core responsibilities as illustrated in Figure 4.1 shown above. Providing these core services requires the majority of the City's resources, both annual budgets and staff time. However, there are a number of support services provided by other agencies or organizations that are essential to supporting a high quality of life in Salmon Arm. While the City is not mandated to deliver these services, support is often provided through partnerships and other agreements.

4.1. CORE SERVICES

The implementation of the Corporate Strategic Plan rests mainly with the Council and City staff. The City of Salmon Arm has a number of departments which provide core services (i.e., day-to-day responsibilities), and many of these departments will also take on additional responsibilities to manage and deliver the Priority Projects identified in this Plan. These Priority Projects will require allocation of resources that may be in addition to those reserved for day-to-day responsibilities. As shown in Figure 4.1 above, the City's departments are:

- Corporate Services: This department includes Customer Service, Human Resources, Information Services, Legislative Services, Communications, and Visitor Services.
- Financial Services: This department includes property taxation, utility billing, purchasing, receivables, payroll, budgeting, and long-term financial planning.
- Development Services: This department includes Building Permits, Business Licensing, Bylaw Enforcement, Planning, and Subdivision and Development Services.
- Salmon Arm Recreation Society: The society manages Salmon Arm recreation facilities and programming, including recreation centres, playing fields, aquatic centres, arenas, and parks
- Engineering and Public Works: This department manages the airport, vehicle and pedestrian infrastructure (including sidewalks, paths, parking lots, streetlights, and signs), cemeteries, solid waste collection and disposal, facilities including public buildings, water, wastewater, stormwater, parks and trails, and transit.
- Emergency Services:¹ Emergency Services manages Fire Protection and Police Services.

4.2. SUPPORT SERVICES

As shown in Figure 4.1, additional support services which are not the direct responsibility of the City include economic development, affordable housing, arts and culture, heritage, health care, regional transportation, tourism, social well-being, education, seniors services, emergency planning, and the regional library. These services are provided by other organizations and agencies but may be supported by, or connected to, the City in different ways.

As more responsibilities are downloaded to local governments, community expectations of services and amenities provided by the City increase. This poses a significant challenge for the City as difficult decisions must be made about where to direct precious resources. This Corporate Strategic Plan takes into consideration the efforts and resources required to deliver on core services and provides tools to assist the City in ensuring balanced and consistent decision making for additional initiatives or projects that augment the delivery of core services.

¹ Not considered a department.

In addition, the City recognizes that it can play a valuable role in convening different parties to facilitate solutions to complex problems which relate to social well-being. Although the City may not actually be responsible for providing services in that area, this has been of particular importance in the last few years. In response to this, the City carried out a project to explore its role which engaged community stakeholders. In June 2022, the City articulated its roles and responsibilities as they relate to social well-being. Where resources allow, the City plans to continue playing the role of convener as appropriate.

5. CORPORATE STRATEGIC PLAN - PRIORITY PROJECTS

Perhaps the most important outcome of the corporate strategic planning process is the list of Priority Projects shown on the next page in Figure 5.1: Corporate Strategic Plan, Priority Projects. This list identifies the Priority Projects and initiatives that will be advanced over the next 10 years and provides a snapshot summary of action required to undertake each project.

A comprehensive process was undertaken to assess the needs of the community and to identify which projects and initiatives will be advanced over the short, medium, and long term. The timeline for each term is:

- Short-term priorities to be undertaken from 2022 to 2024,
- Medium-term priorities are from 2025 to 2027, and
- Long-term priorities are from 2028 to 2031.

The Priority Projects list provides the following information for each project:

- Each project is identified as:
 - Plans (P) – indicates that additional planning is required,
 - Capital (C) - identifies projects that need to be designed and constructed, or
 - Operational (O) – signifies projects that are priorities within the City's current processes and administrative responsibilities.
- How each project aligns with the five strategic drivers;
- The current availability of resources and how they influence project delivery, including:
 - Capital funding – financial resources required over and above regular operating expenses,
 - Grant funding – whether there is grant funding available for this type of project, and
 - Staff resources, including consultants – additional, temporary resources required to deliver on priorities.

Project plans have been prepared for each of the Short and Medium-term Priority Projects (refer to Appendix A: Toolkit – Project Filter Template and Project Plan Template).

The list of Priority Projects is intended to be a living document that will be reviewed on an annual basis and updated every four years as new Councils are elected (as discussed in Section 0). As priorities change over time, Project Plans will be developed and/or updated for those projects.

In addition, the templates and tools that have been created to identify Priority Projects are provided as a toolkit. This toolkit will be used to facilitate the consideration and prioritization of new projects and initiatives over time. Refer to Appendix A: Toolkit – Project Filter Template and Project Plan Template.

CITY OF SALMON ARM: CORPORATE STRATEGIC PLAN, PRIORITY PROJECTS

Last Revision Date: September 13th, 2022

RECENT ACHIEVEMENTS & IN PROGRESS (2021 - 2022)

Corporate & Administrative

In Progress

- Poverty Reduction - Social Impact Assessment
- Major Reductions in Corporate CO² Emissions

Recent

- Visitor Information Services
- Plastic Checkout Bag Regulation

Collaborative Partnership Projects

In Progress

- Trans-Canada Highway Four Laning & New Salmon River Bridge

Recent

- Cultural Master Plan Tripartite Agreement
- BC Housing Affordable Housing & Supportive Units
- Trans-Canada Highway Safety Improvements
- Transit Service Expansion Initiatives

Planning & Infrastructure

In Progress

- Ross Street Underpass
- Water Conservation Plan
- Active Transportation Planning (RFP)
- Service Delivery Management, Policy & Framework
- Greening City Fleet (Electric & Hybrid Vehicles)

Recent

- Fire Smart Initiatives & Forest Fuel Load Mitigation

PROJECT		STRATEGIC DRIVERS					CAPITAL FUNDING			GRANT FUNDING			STAFF RESOURCES INCLUDING CONSULTANTS		
		PEOPLE	PLACES	ASSETS	ENVIRONMENT	ECONOMY	Available	Partial	Required	Potential	Applied for	Secured	Available	Partial	Required
SHORT TERM PRIORITIES (2022 - 2024)	Ⓞ Lakeshore Road Improvements	•	•	•		•			•	•			•	•	•
	Ⓞ Wastewater Pollution Control Centre Upgrade	•	•	•	•	•		•	•	•				•	•
	Ⓟ Major Planning Bylaw Review (OCP, DCC & Zoning)	•	•	•	•	•	•	•		•				•	•
	Ⓟ Asset Management Programs	•	•	•		•	•		•	•			•	•	•
	Ⓞ Canoe Beach Master Plan Initiatives	•	•	•	•	•		•	•	•				•	•
	Ⓞ Storm Water Utility	•		•	•	•			•	•				•	•
	Ⓟ Urban Indigenous Strategy / Truth & Reconciliation	•	•						•	•				•	•
	Ⓟ Long-Term Financial Plan, Dept. Strategy & Capital Plan	•	•	•	•	•				•				•	•
	Ⓞ Climate Action Initiatives	•	•	•	•	•		•	•	•		•	•	•	•
	Ⓟ Transportation Master Plan	•	•	•	•	•	•		•	•				•	•
MEDIUM TERM PRIORITIES (2025 - 2027)	Ⓞ Auto Road Connector	•	•	•	•	•	•	•	•	•				•	
	Ⓞ Blackburn Park Master Plan Initiatives		•	•		•		•	•	•				•	
	Ⓟ Community Facilities & Assets Strategic Plan	•	•	•		•		•	•	•				•	•
	Ⓟ Human Resources Strategy	•		•				•	•	•		•			•
	Ⓟ Comprehensive Information Technology Plan			•				•	•	•					•
	Ⓞ New Pool and Retrofit of Existing Recreation Centre	•	•	•		•		•	•	•				•	•
	Ⓟ Food and Urban Agricultural Plan	•	•	•		•	•	•	•	•				•	•
	Ⓞ West Bay Connector Trail	•	•	•	•	•	•	•	•	•	•	•		•	•
LONG TERM PRIORITIES (2028 - 2031)	Ⓞ 4 Avenue Connector	•	•	•			•	•	•	•					•
	Ⓞ Downtown Parkade	•	•	•		•	•	•	•	•			•		•
	Ⓞ Klahani Park Master Plan Initiatives	•	•	•			•	•	•	•			•		•
	Ⓞ Universal Water Metering & Cost Benefit Analysis	•	•	•	•	•		•	•	•			•	•	•

TERM Ⓟ = Plan Ⓞ = Capital project Ⓞ = Operational

6. IMPLEMENTING THE CORPORATE STRATEGIC PLAN

The Corporate Strategic Plan sets direction for the City to advance Priority Projects over the next 10 years. Over time, as circumstances change and as projects are completed the Plan will need to be updated. For example, if new funding or staff resources become available or regulations change, the list of Priority Projects will be updated to reflect the current situation.

This section describes the annual planning process of the Plan designed to integrate with annual City financial planning and budgeting, as well as a review process every four years to inform new Councils about the Plan and revisit the Priority Projects. Figure 6.1 outlines a review process for each newly elected Council every four years. City staff will have the opportunity to share the plan with newly elected representatives so that staff and new Councils can propose new project ideas, confirm how new and existing projects align with this Corporate Strategic Plan and how projects tie into the City's annual budgeting process. This process will provide the opportunity to renew the Plan based on the priorities of each new Council.

To facilitate updates of the Corporate Strategic Plan in the coming years, tools and templates have been created. These include:

- The Project Filter
- Project Plan Template

The Project Filter and the Project Plan Template are included in Appendix A.

The 4-year review will confirm projects which should be included in the annual budget planning process, shown in Figure 6.2. This process begins in June of each year as Council and staff set priorities for the coming year based on upcoming projects set out in the Corporate Strategic Plan. These projects are included in annual budget preparations conducted by staff over the summer months of July and August. In September through to October, the planning becomes more detailed and a draft budget is submitted for review by senior department managers, followed by a review in November by Council. By December the annual budget is adopted and beginning in January, the next year Priority Projects begin to be implemented.

Figure 6.1: New Council 4-Year Review

NEW COUNCIL 4-YEAR REVIEW

It is suggested that the Plan be revisited every four years as new Councils are elected. This will provide the opportunity to share the plan with newly elected representatives, and renew the Plan based on the priorities of each new Council.

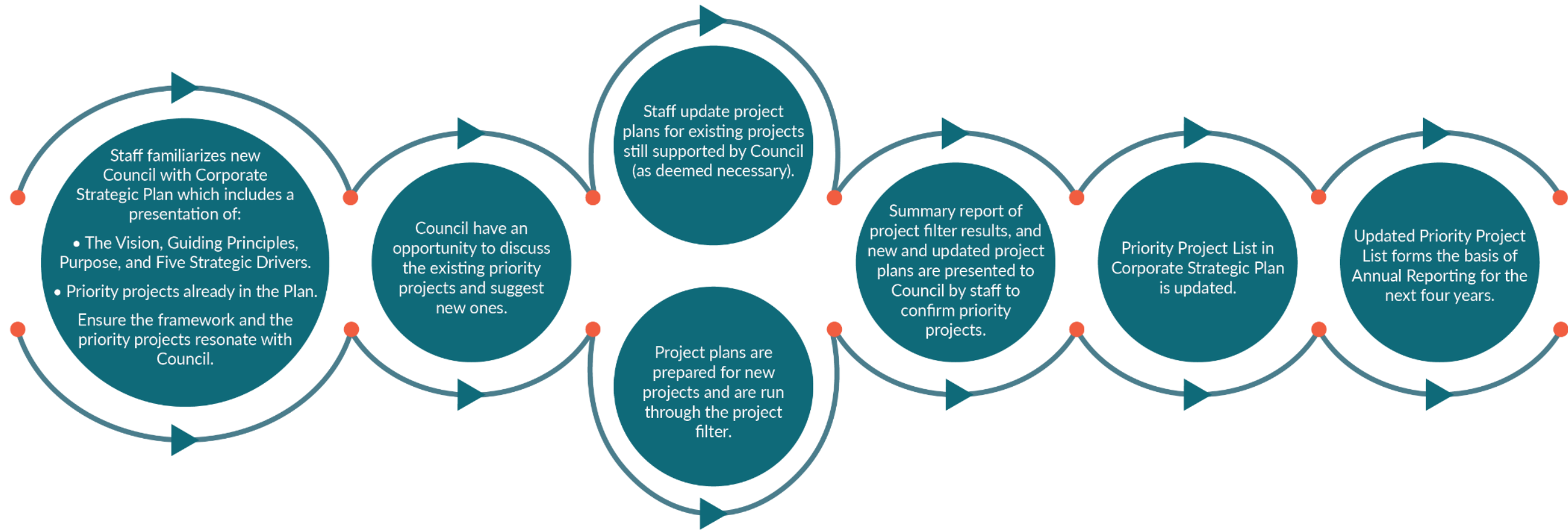
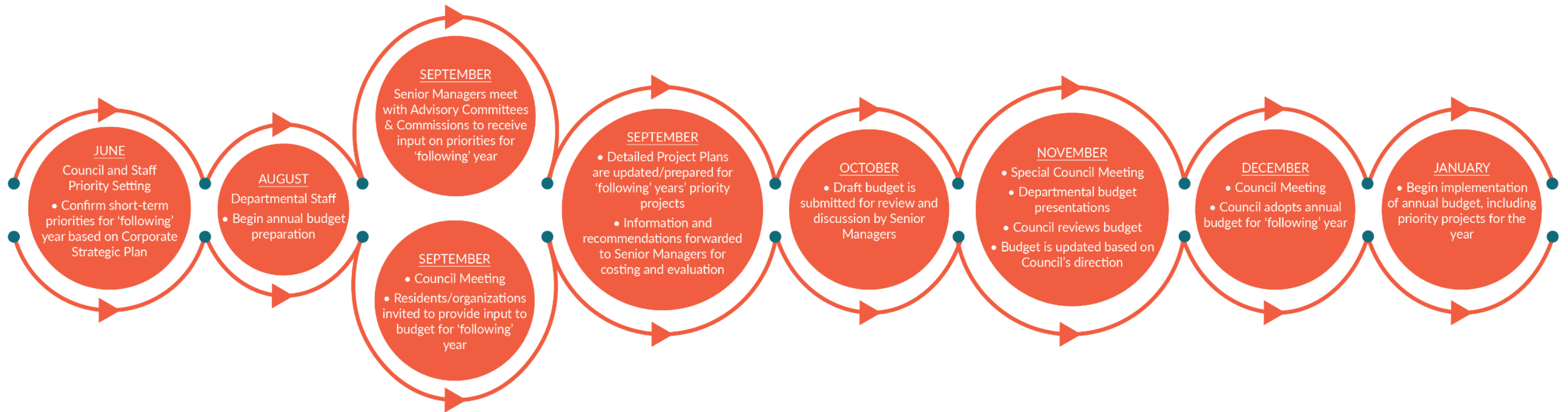


Figure 6.2: Annual Budget Planning Process

ANNUAL PLANNING & REPORTING
APPROX. SCHEDULE
(ties into annual budget/financial plan)



APPENDIX A

TOOLKIT - PROJECT FILTER TEMPLATE AND PROJECT PLAN TEMPLATE





STRATEGIC CRITERIA: Each YES answer is assigned 1 point

PEOPLE: We will make Salmon Arm a great place to live.

Does the proposed project or initiative...

- Maintain a welcoming, friendly, small town feel where residents can connect with one another?
- Reinforce Salmon Arm as a safe, healthy, and inclusive community?
- Enhance community spirit and connectedness by bringing people together?
- Provide opportunities for enhanced communications and engagement with residents?
- Provide healthy living through recreation, sports, leisure, and cultural opportunities?
- Convene conversations and reinforce relationships with community organizations and all levels of government to solve complex challenges in our city?
- Enhance mobility and experiences for all ages and stages of life for our residents?
- Foster a 'support local' mindset?
- Attract newcomers looking to be part of an innovative and desirable 'small city with big ideas'?

Enter Y or N

OTHER/COMMENT



PLACES: We will continue to foster our 'small city' lifestyle in the heart of the Shuswap.

Does the proposed project or initiative...

- Continue to enable Salmon Arm to serve as a hub for local and regional needs and services?
- Enhance our appeal to visitors who are drawn to the balanced lifestyle that our community offers?
- Promote a sense of belonging and inclusion in this place we call home?
- Maintain a vibrant, compact, accessible, and delightful downtown core?
- Respect the Urban Containment Boundary?
- Protect and preserve agricultural lands?
- Ensure safe and efficient transportation options within and through the community?
- Promote urban density and mixed-use development?
- Enhance connections and accessibility to the waterfront?
- Foster a neighbourhood feel and local identity for residents?
- Enable the development of a variety of housing choices to suit multiple needs?
- Attract visitors to Salmon Arm to support the local tourism industry?



ASSETS: We will diligently invest in infrastructure which serves as the foundation of the community over the long term.

Does the proposed project or initiative...

- Meet the City's longer-term infrastructure needs and asset management objectives?
- Ensure on-going renewal and reinvestment in physical infrastructure?
- Maintain or improve water, wastewater, sewer, and/or stormwater management infrastructure?
- Ensure connectedness and improve mobility through the community by investing in roads, greenways, trails, and sidewalks?
- Maintain or improve local traffic networks?
- Enhance our parks, waterfront, and/or recreation facilities?
- Improve access to transit?
- Promote active transportation (i.e., human-powered forms of travel such as walking or cycling, or motorized scooters/wheelchairs)?
- Enhance accessibility and safety at rail crossings?
- Ensure infrastructure is in place to support new industries?
- Meet fiscal and financial policy objectives?
- Represent the prudent use of City finances?
- Enhance overall operations and maintenance?
- Ensure effective capital investment necessary for the health and economic well-being of the community?
- Provide innovative solutions and/or technology for the long run?
- Balance and manage the risks and benefits to the community?



Enhance services to the public through innovative approaches (e.g., use technology, communication methods)?

ENVIRONMENT: We will protect and enhance our natural environment.

Does the proposed project or initiative...

Help us follow through on our commitment to climate action?

Reduce GHG emissions?

Preserve and enhance our lakeshore areas and surface water quality?

Respect environmentally sensitive and riparian areas?

Protect natural ecosystems and wildlife habitat?

Promote sustainable and low impact development?

Enable public access and enjoyment of the outdoors while balancing environmental protection/preservation?

Enhance public education about our natural assets including sensitive ecosystems and other natural environments?

Address concerns and potential impacts of activities and infrastructure located within the foreshore?

Encourage linkages via greenways and trails?

Meet regulatory requirements, commitments, and regulations?

ECONOMY: We will support initiatives which encourage and enable economic prosperity

Does the proposed project or initiative...

Attract newcomers and visitors who want to contribute to and participate in our prosperous community?

Contribute to our economic diversity and provide opportunities for new and existing businesses and industries to innovate, thrive, and invest?

Support initiatives that create vibrant hubs (i.e., the downtown core, recreation zones, neighbourhoods)?

Enhance relationships with neighbouring local, regional, and federal agencies and governments?

Foster relationships with key agencies to ensure high quality health and education services?

Work collaboratively with our First Nations neighbours and the Columbia Shuswap Regional District (CSRD) to facilitate new development opportunities?

Work with agencies responsible for the national transportation infrastructure (e.g. air, rail, and highway) to support the safe and efficient movement of goods into and through the community?

TOTAL POINTS FOR STRATEGIC CRITERIA 0

OPERATIONAL CRITERIA: Each YES answer is assigned 1 point; 5 points for questions in BLUE

Is this a core service? = 5 pts

Is this included in the City's Five Year Financial Plan? = 5 pts

Does the City have the resources to effectively execute and maintain this initiative? = 5 pts

Is this project urgent (e.g. compromises health and safety / legislated)? Scale 1 to 5 (5=urgent)

Is this fully within the City's ability to influence/execute?

Does this strengthen relationships/partnerships with other agencies and stakeholders?

Is this included in the City's Long Term Financial Plan?

Does this have the potential to generate new and/or additional revenue?

Does the community understand, need and support this project?

Will this improve customer service?

Will this foster positive community relations?

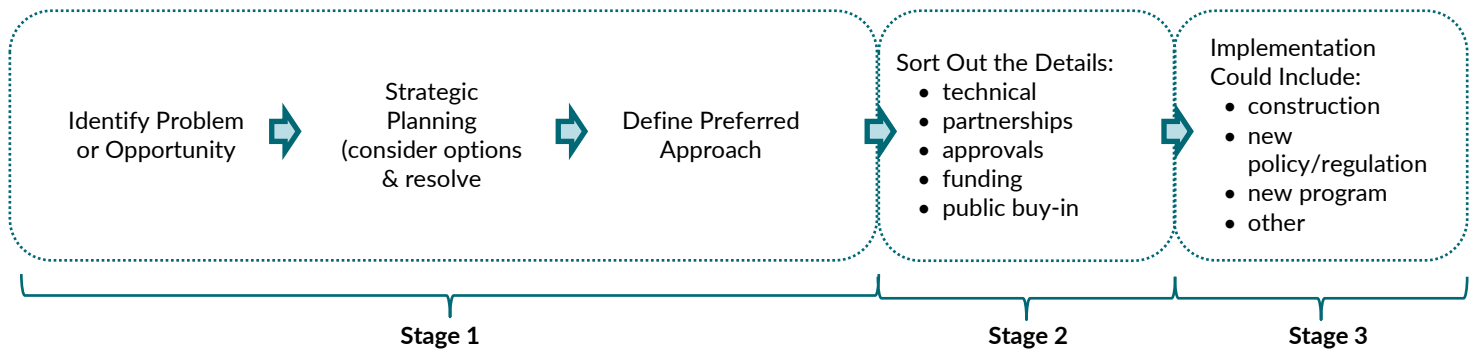
Is there potential for grant funding (Provincial/Federal, other) now or in the near future?

TOTAL POINTS FOR OPERATIONAL CRITERIA 0

TOTAL POINTS FOR PROPOSED PROJECT 0

Project Name:					
Key Driver (s): Select all that apply	People <input type="checkbox"/>	Places <input type="checkbox"/>	Assets <input type="checkbox"/>	Environment <input type="checkbox"/>	Economy <input type="checkbox"/>
Responsible Department(s)					
City Staff Project Leader(s):					
Last Revision Date:					

Please indicate what stage this project is at: Stage 1 Stage 2 Stage 3



What is this tool?

The project plan template is used to define the context, scope and actions required to implement new projects. The template is divided into three sections: (1) project overview, (2) project scope, and (3) project work plan. Sections 1 and 3 are completed by the senior management team during the early stages of an initiative in order to generate common understand of the scope and identify key considerations. Once a decision has been made to move forward with a project, section 3 is completed by the responsible staff member to define the specific tasks, who will be involved and how the project will be communicated.

Why do we need this tool?

This Plan serves as the primary planning and communication tool stating what will be delivered according to the budget, time constraints, risks, resources, and standards agreed upon for the project.

Who participates in this planning?

This tool provides the opportunity for integrated collaboration between senior staff members representing relevant City departments. This enables more accurate scoping and a better understanding about resources required to deliver on the project.

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APPENDICES

[Any relevant plans, maps, etc. related to this project will be attached as an appendix. List appendices here]

1.0 PROJECT OVERVIEW

1.1 Project Definition

[Provide a brief description of this project including history and current influences. Note: the project may not be fully defined if the template is being used for the first time. If this is the case, this template will enable senior staff to begin scoping the project. As such, the project plan template will require updating as the project becomes better defined over time.]

1.2 Scope

[Is the scope of the project well defined? If yes, move onto 1.3. If no, what needs to be undertaken to better define and/or scope this project?]

Yes Move on to 1.3 below

No What needs to be undertaken to better define and/or scope this project?

1.3 Context

[What is the current context of this project? Why is this project identified as a priority? What previous plans/strategies/input need to be considered in this project?]

1.4 Goals and objectives

[What are the desired outcomes? What specifically will be achieved?]

1.5 Achieving Our Vision and Key Drivers

[Describe how does this project advance the City's vision and key drivers/priorities as identified in the Strategic Plan?]

- People -
- Places -
- Assets -
- Environment -
- Economy -

1.6 Relevant Policies (including OCP and/or other City plans/strategies)

1.7 Opportunities

[What opportunities does this project present to the City, the community, other?]

1.8 Constraints

[What are the constraints of this project? What barriers could get in the way of achieving a successful outcome? Areas of constraint could include: budget, resource availability, technology, political dynamics, schedule, policies, and external factors]

1.9 Costs

[What are the costs of the project? What are the financial implications of this project? Have all aspects of the project been considered? Consider capital costs as well as on-going operations and maintenance.]

1.10 Urgency

[How urgent is this project and why? What are the risks of postponing this project?]

1.11 Current Project Status (internal)

2.0 PROJECT SCOPE

2.1 *Defining the scope*

2.2 *Outcomes and Measures of Success*

[What are the desired outcomes of this project (both tangible and intangible)? How will success be measured by the team, the sponsor and the community?]

2.3 *Partners*

[If the City requires partnerships for this project, who would that be? Why]

- City only (no partnerships required)
- Residents
- Property Owners
- Users
- Council committee(s)
- Community organizations (list here) _____
- First Nations Adams Lake Indian Band and/or Neskonlith Indian Band
- CSRD
- RDNO
- Provincial government
- Federal government
- Funding agencies (list here) _____
- Special interest groups
- Other _____
- Other _____

2.4 *Community*

[Does the community know about the project? Does the community understand, need and support this project?]

2.5 Stakeholders

[Who are the stakeholders? Who will be impacted? Consider residents, First Nations, community organizations, CSRD, RDNO, provincial government, federal government, funding agencies, special interest groups, other?]

- Residents
- Property Owners
- Users
- Council committee(s)
- Community organizations (list here) _____
- First Nations Adams Lake Indian Band and/or Neskonlith Indian Band
- CSRD
- RDNO
- Provincial government
- Federal government
- Funding agencies (list here) _____
- Special interest groups
- Other _____
- Other _____

2.6 Issues Analysis

[What issues may arise with this project?]

2.7 Risk Assessment

[Are there risks associated with this project? How likely is this to occur? What is the level of impact?]

2.8 Project Motivation

[What is driving this project? What is the motivation/requirement for this project?]

2.9 Schedule based on Stage (identified on page one)

[Create a schedule that outlines the key milestones and deliverables. Is immediate action required? If so, by whom?]

2.10 Budget

[Detail what this project will cost and how it will be funded including grants and other contributions from third parties (i.e. work in kind, donations, other.)]

Current costs estimates: (see section 1.9 – more detailed budget breakdown will be prepared when cost estimates are updated.)

- Property taxes
- Frontage taxes
- Fees/charges
- Long term debt
- Short term borrowing
- Development cost charges
- Reserves
- Work in kind City Community/Volunteer groups
- Public/private partnerships
- Private funding
- Donations

- Provincial grant
- Federal grant
- Unknown at this time
- Other _____
- Other _____

2.11 Procurement

[What outside services and/or resources are required? How will these services and resources be obtained/engaged?]

2.12 Scope change process

[What scope change process will be followed? How will stakeholders be informed? How will the changes be documented and shared?]

2.13 Approvals Required

[What approvals would be required? Who are the key agencies that play a role in this project?]

- City only (no external approvals required)
- Residents
- Property Owners
- Users
- Council committee(s)
- Community organizations (list here) _____
- First Nations Adams Lake Indian Band and/or Neskonlith Indian Band
- CSRD
- RDNO
- Provincial government agencies (list here) _____
- Federal government agencies (list here) _____
- Special interest groups
- Other _____
- Other _____

3.0 PROJECT WORK PLAN *(to be completed when the work is ready to proceed)*

3.1 Work breakdown structure (WBS)

The work breakdown structure (WBS) serves as an overview of the tasks, schedule, and roles and responsibilities of the people required to deliver the project. **To create the WBS list all project activities down the left column and all of the persons (including staff, Council, committee(s), consultants and other people involved in the project) across the top row. Then assign each person(s) the following responsibility rankings:**

- **Responsible** – those who do the work to achieve the task. There can be multiple responsible resources.
- **Accountable (or Approver)** - this is the resource ultimately answerable for the correct and thorough completion of the task. There must be exactly one 'A' specified for each task.
- **Consulted** – Those whose opinions are sought. Two-way communication.
- **Informed** – Those who are kept up-to-date on progress. One-way communication.

Once the WBS has been completed, distribute a copy to each person so they know what they are responsible for and how they will be kept informed throughout the project. This helps to ensure that everyone is clear about their expected contributions.

EXAMPLE

TASKS	Start Date	Completion Date	Person(s) 1 (e.g. Project Lead)	Person(s) 2 (e.g. Staff member)	Person(s) 3 (e.g. Committee)	Person(s) 4 (e.g. Council)
1. Prepare project plan			A, R	R	R	C
2. Conduct start up meeting			A, R	R	C	I
3. Obtain relevant documents			C	A, R	I	I
4. Working session with Council			A	I	I	C
etc...						

3.2 External communication

[Who will be responsible and what steps will be taken to foster proactive external communication with those who are impacted by this project?]

-

3.3 Internal communication

[Who will be responsible for communications and what steps will be taken to foster proactive internal communication with staff members, departments, committees, and Council on this project? Who will prepare the Communication Plan?]

-

3.4 Crisis communication

[In the event of a crisis who will be the official spokesperson for this project? Ensure they are aware of this responsibility and prepared to respond effectively based on the City's crisis communication policies.]

-

APPENDICES

[Attach relevant plans, maps, or other documents related to this project/initiative]

APPENDIX B

COMMUNITY SURVEY



Project Ideas for Our Next Strategic Plan

1. Please consider the following **Transportation** project ideas for the City of Salmon Arm and indicate when you think each project should be carried out.

	Short-term (2023-2025)	Medium-term (2026-2028)	Long-term (2029-2031)	This project is not important
4 Ave Connector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Auto Road Connector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation Master Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lakeshore Road improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop downtown parkade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Do you have any comments about the **Transportation** project ideas?

3. Please consider the following **Utilities** project ideas for the City of Salmon Arm and indicate when you think each project should be carried out.

	Short-term (2023-2025)	Medium-term (2026-2028)	Long-term (2029-2031)	This project is not important
Wastewater Pollution Control Centre upgrade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City wide Asset Management programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Universal Water Metering & Cost Benefit Analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Storm Water Utility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Do you have any comments about the **Utilities** project ideas?

5. Please consider the following **Corporate Services and Administration** project ideas for the City of Salmon Arm and indicate when you think each project should be carried out.

	Short-term (2023-2025)	Medium-term (2026-2028)	Long-term (2029-2031)	This project is not important
Human Resources Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Update Long-term Financial Plan, Department Strategy & Capital Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comprehensive Information Technology Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Do you have any comments about the **Corporate Services and Administration** project ideas?

7. Please consider the following **Parks, Recreation, and Trails** project ideas for the City of Salmon Arm and indicate when you think each project should be carried out.

	Short-term (2023-2025)	Medium-term (2026-2028)	Long-term (2029-2031)	This project is not important
Canoe Beach Master Plan implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blackburn Park Roadway Upgrade, baseball diamonds (Master Plan next phase)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Klahani Park Master Plan next phase upgrade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation Centre retrofit (New Pool)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
West Bay Connector Trail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Facilities and Assets Strategic Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Do you have any comments about the **Parks, Recreation, and Trails** project ideas?

9. Please consider the following **Community Planning** project ideas for the City of Salmon Arm and indicate when you think each project should be carried out.

	Short-term (2023-2025)	Medium-term (2026-2028)	Long-term (2029-2031)	This project is not important
Urban Indigenous Strategy/Truth & Reconciliation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Major Planning Bylaw Review (e.g., OCP, zoning)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food and Urban Agricultural Plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate Action Initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Do you have any comments about the **Community Planning** project ideas?

About you

11. Age

- Up to 19 years
- 20-39
- 40-59
- 60-79
- 80+
- Prefer not to answer

12. Where do you live in Salmon Arm? (Please refer to the map below)

- Northwest (including Gleneden)
- Southwest (including Salmon Valley)
- Southeast (including South Broadview and South Canoe)
- Northeast (including Raven and Canoe)
- Other (please specify)

Map of Salmon Arm

13. How long have you lived here?

- Less than 5 years
- Between 5 and 10 years
- Between 10 and 15 years
- Over 15 years

14. If you have lived in Salmon Arm for less than 5 years, where did you move from?

- Elsewhere in the Interior region of BC
- The Lower Mainland
- Elsewhere in BC
- Another province
- Another country

CITY OF
SALMON ARM

APPENDIX C

STRATEGIC PLAN SUMMARY DOCUMENT



CORPORATE STRATEGIC PLAN

The City's Strategic Plan sets direction for decision making about significant projects anticipated to be undertaken in the next 10 years.

VISION

The vision for this corporate strategic plan is to establish a living document that serves as a realistic framework to deliver priority projects that are outside of the day-to-day mandate of core City services. This will enable the City to be nimble and adapt to the evolving needs of the community.

GUIDING PRINCIPLES

Guiding Principles are foundational elements to be considered throughout the decision-making processes which occur within the context of implementing this strategic plan. The Guiding Principles are:

- **Support a prosperous, vibrant, and welcoming community** - We share in the pride of our community as a "small city with big ideas." We strive to deliver core services which are the foundation of a vibrant community, healthy natural environment, and thriving local economy both now and into the future.
- **Ensure responsible stewardship of City resources** - We are committed to the responsible management of our assets which include our infrastructure, finances, environment, recreation, health, and safety. We use an approach to infrastructure development which balances financial responsibility and overall benefit to the community.
- **Clarify expectations for ourselves and the community** - Council and staff are committed to creating a common understanding with the community about where the City's time, energy, and financial resources will be focused while balancing multiple interests and expectations.
- **Convene community partners to leverage knowledge and expertise** - We work nimbly to determine where the City may best be positioned to lead, or convene and support, community partners who may be better equipped to provide leadership and / or implement projects outside the scope of core City services.
- **Provide excellence in service delivery** - We are committed to a high standard of service delivery in all our areas of service while also aspiring to meet community needs and expectations within a framework that can realistically respond to growth and changes in society.

FIVE STRATEGIC DRIVERS WILL HELP US ACHIEVE OUR VISION AND VALUES:



THE MAJORITY OF THE CITY'S CURRENT CAPACITY IS DEDICATED TO PROVIDING THE FOLLOWING CORE SERVICES IN ADDITION TO DELIVERING PRIORITY PROJECTS



CITY OF SALMON ARM: CORPORATE STRATEGIC PLAN, PRIORITY PROJECTS

Last Revision Date: September 13th, 2022

RECENT ACHIEVEMENTS & IN PROGRESS (2021 - 2022)

Corporate & Administrative

In Progress

- Poverty Reduction - Social Impact Assessment
- Major Reductions in Corporate CO² Emissions

Recent

- Visitor Information Services
- Plastic Checkout Bag Regulation

Collaborative Partnership Projects

In Progress

- Trans-Canada Highway Four Laning & New Salmon River Bridge

Recent

- Cultural Master Plan Tripartite Agreement
- BC Housing Affordable Housing & Supportive Units
- Trans-Canada Highway Safety Improvements
- Transit Service Expansion Initiatives

Planning & Infrastructure

In Progress

- Ross Street Underpass
- Water Conservation Plan
- Active Transportation Planning (RFP)
- Service Delivery Management, Policy & Framework
- Greening City Fleet (Electric & Hybrid Vehicles)

Recent

- Fire Smart Initiatives & Forest Fuel Load Mitigation

PROJECT		STRATEGIC DRIVERS					CAPITAL FUNDING			GRANT FUNDING			STAFF RESOURCES INCLUDING CONSULTANTS		
		PEOPLE	PLACES	ASSETS	ENVIRONMENT	ECONOMY	Available	Partial	Required	Potential	Applied for	Secured	Available	Partial	Required
SHORT TERM PRIORITIES (2022 - 2024)	Ⓞ Lakeshore Road Improvements	•	•	•		•			•	•			•	•	•
	Ⓞ Wastewater Pollution Control Centre Upgrade	•	•	•	•	•		•	•	•				•	•
	Ⓟ Major Planning Bylaw Review (OCP, DCC & Zoning)	•	•	•	•	•	•	•		•				•	•
	Ⓟ Asset Management Programs	•	•	•		•	•		•	•			•	•	•
	Ⓞ Canoe Beach Master Plan Initiatives	•	•	•	•	•		•	•	•				•	•
	Ⓞ Storm Water Utility	•		•	•	•			•	•				•	•
	Ⓟ Urban Indigenous Strategy / Truth & Reconciliation	•	•						•	•				•	•
	Ⓟ Long-Term Financial Plan, Dept. Strategy & Capital Plan	•	•	•	•	•				•				•	•
	Ⓞ Climate Action Initiatives	•	•	•	•	•		•	•	•		•	•	•	•
	Ⓟ Transportation Master Plan	•	•	•	•	•	•		•	•				•	•
MEDIUM TERM PRIORITIES (2025 - 2027)	Ⓞ Auto Road Connector	•	•	•	•	•	•	•	•	•				•	
	Ⓞ Blackburn Park Master Plan Initiatives		•	•		•		•	•	•				•	
	Ⓟ Community Facilities & Assets Strategic Plan	•	•	•		•		•	•	•				•	•
	Ⓟ Human Resources Strategy	•		•				•	•	•			•		•
	Ⓟ Comprehensive Information Technology Plan			•				•	•	•					•
	Ⓞ New Pool and Retrofit of Existing Recreation Centre	•	•	•		•		•	•	•				•	•
	Ⓟ Food and Urban Agricultural Plan	•	•	•		•	•	•	•	•				•	•
	Ⓞ West Bay Connector Trail	•	•	•	•	•	•	•	•	•	•	•		•	•
LONG TERM PRIORITIES (2028 - 2031)	Ⓞ 4 Avenue Connector	•	•	•			•	•	•	•					•
	Ⓞ Downtown Parkade	•	•	•		•	•	•	•	•			•		•
	Ⓞ Klahani Park Master Plan Initiatives	•	•	•			•	•	•	•			•		•
	Ⓞ Universal Water Metering & Cost Benefit Analysis	•	•	•	•	•		•	•	•			•	•	•

TERM Ⓟ = Plan Ⓞ = Capital project Ⓞ = Operational