

Sustainable Salmo

OVERCOMING CHALLENGES IN
ASSET MANAGEMENT:
Engaging Asset Management in Small Communities

Thursday, November 9, 2017

*ASSET MANAGEMENT BC CONFERENCE:
Scalable, Doable, Achievable*

2017



SMALL RURAL COMMUNITY PLANNING & SERVICE DELIVERY CHALLENGES

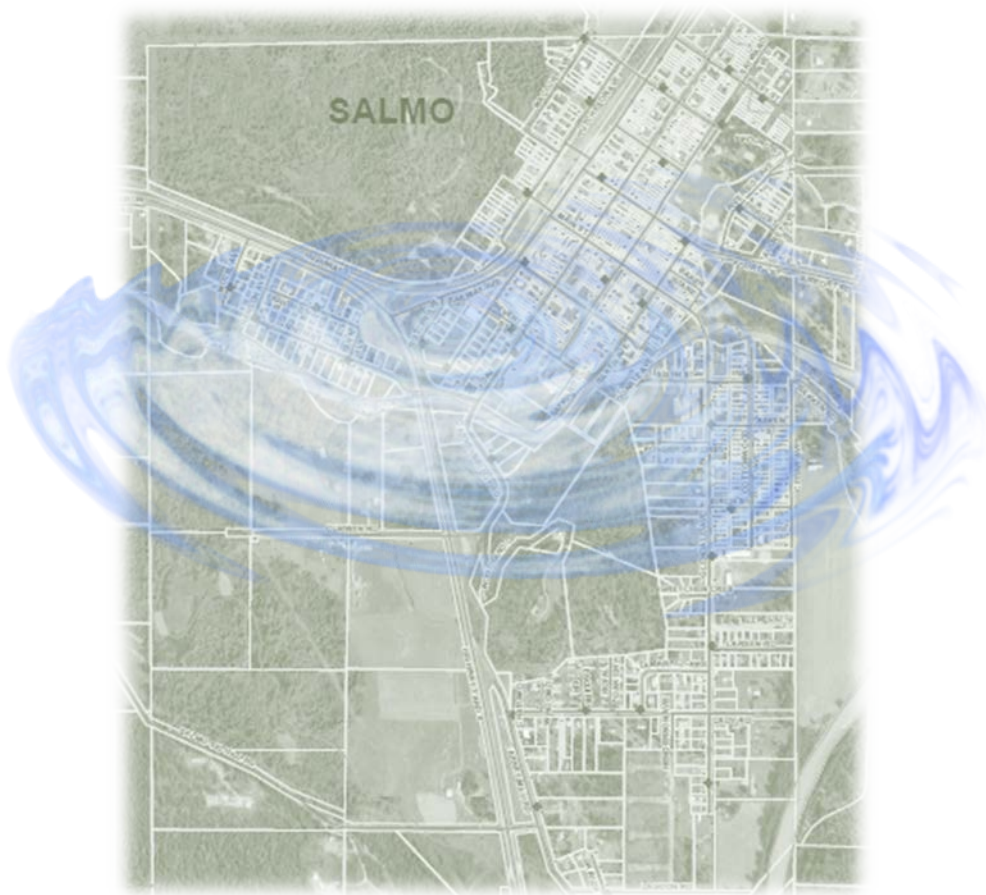
Salmo 2014: Local government in disarray

- No financial statements for two years plus deficit
- Only \$360K annual municipal tax revenue
- New Council & politically polarized community
- New staff due to constant turnover
- No central filing system, public record missing
- Historical lack of infrastructure & community planning documents



General small community challenges:

- Lack of capacity | Lack of expertise | Lack of funds
- Need for concise, up-to-date, useable planning documents
- Increasingly stringent regulatory environment
- Intensity of resistance to change



MANAGING CHANGE

All you need is
love...



TRAIN ABOUT TO LEAVE THE STATION...

- Infrastructure nearing end-of-life.
- Unprecedented financial pressures.
- Lack of public understanding/apathy.
- Grants conditional upon asset management planning.

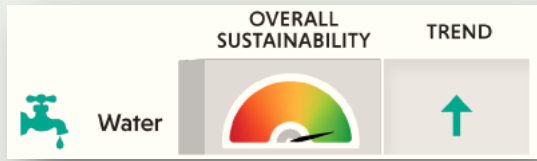


Need for good information and open government in order for there to be an objective basis for good decision-making.

➤ **ASSET MANAGEMENT PRIORITIZED IN COUNCIL'S STRATEGIC PLAN**

*“community
of
practice”*

Provincial Pilot

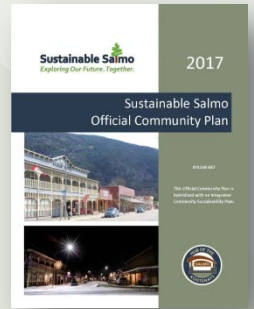


PSD

INTELLIGENCE FOR THE PUBLIC SECTOR™

COMMUNICATING
ASSET MANAGEMENT
INITIATIVE

National Pilot



CONFERENCE ON
ASSET MANAGEMENT
NOVEMBER 3 / 4, 2016



INFRASTRUCTURE MANAGEMENT
FOR SMALL COMMUNITIES
WORKSHOP

50th Anniversary
Saskatchewan
Selkirk College
Geospatial
RESEARCH
CENTRE



Train &
Communicate
AM



Build AM into
long-term
policy
documents



AM Plans per
capital class



Decision to
aggressively
pursue
planning
grants

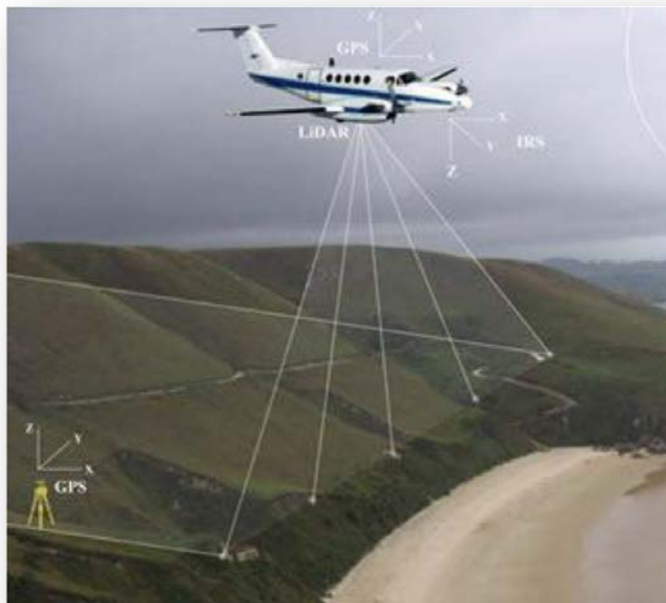


AM
prioritized
in
Strategic
Plan



Staff NAMS Training

Sustainable Saimo
Exploring Our Future. Together.



WATER & SEWER ASSET INVENTORY & CONDITION ASSESSMENT

\$140,000

+/- 10M

+/- 10CM

AM Staff Training

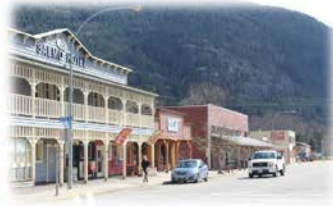
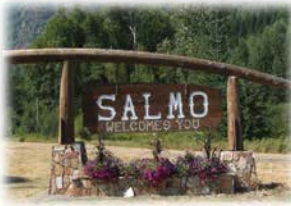
Custom software integration



White target markings will be painted on Village roads in several locations this afternoon (approx. dimensions of 1.5 m x 0.3 m) in preparation for an aerial LIDAR survey to be conducted as part of Salmo's infrastructure mapping project.

LIDAR stands for **Light Detection & Ranging** and is a survey method that measures the time to a target by illuminating that target with pulsed laser light measuring the reflected pulse with a sensor.

The painted markings will be placed in locations that cannot possibly be confused with road markings that direct traffic. Please call the Village office at (250)357-9433 if you have any inquiries.



Sustainable Salmo

Exploring Our Future. Together.

JOIN US

Canada Day Launch!

Visit our **booth** on Canada Day at KP Park.

Pick up a glow-in-the-dark bracelet!



ENTER

Lifestyle Photo Contest

Enter the **Salmo lifestyle photo contest** before July 31st. Winner receives basket valued at over \$300.



SHARE

Your Vision for Salmo

Complete the survey before **July 15, 2016**. Survey available at our Canada Day booth, online or at the Village office.

Participate in one of four **working groups** to review survey results.

Participate in **public workshops** this fall to explore social, environmental, land-use, and economic issues.

See back for details.

What is Sustainable Salmo?

Sustainable Salmo is a planning process to update the Village's Official Community Plan in a way that is sustainable and inclusive. The new plan will shape our future.

Project partners include the Village of Salmo, Regional District of Central Kootenay, Fraser Basin Council, Interior Health, and Flipside Sustainability.

Salmo residents are key stakeholders in the process, and are invited to participate in a variety of ways (see above).

FOR MORE INFORMATION

Visit www.sustainablesalmo.ca



Contact the Village office at 250-357-9433 or info@salmo.ca



COMMUNITY ASSET INVENTORY & MAPPING

2016 CANADA DAY LAUNCH

Engage community in asset inventory, mapping & long-term planning.



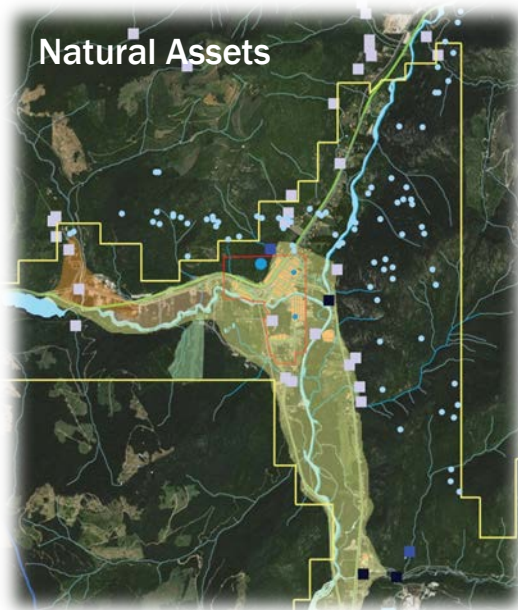
This project is jointly funded by the federal Gas Tax Strategic Priority Fund & the Village of Salmo.

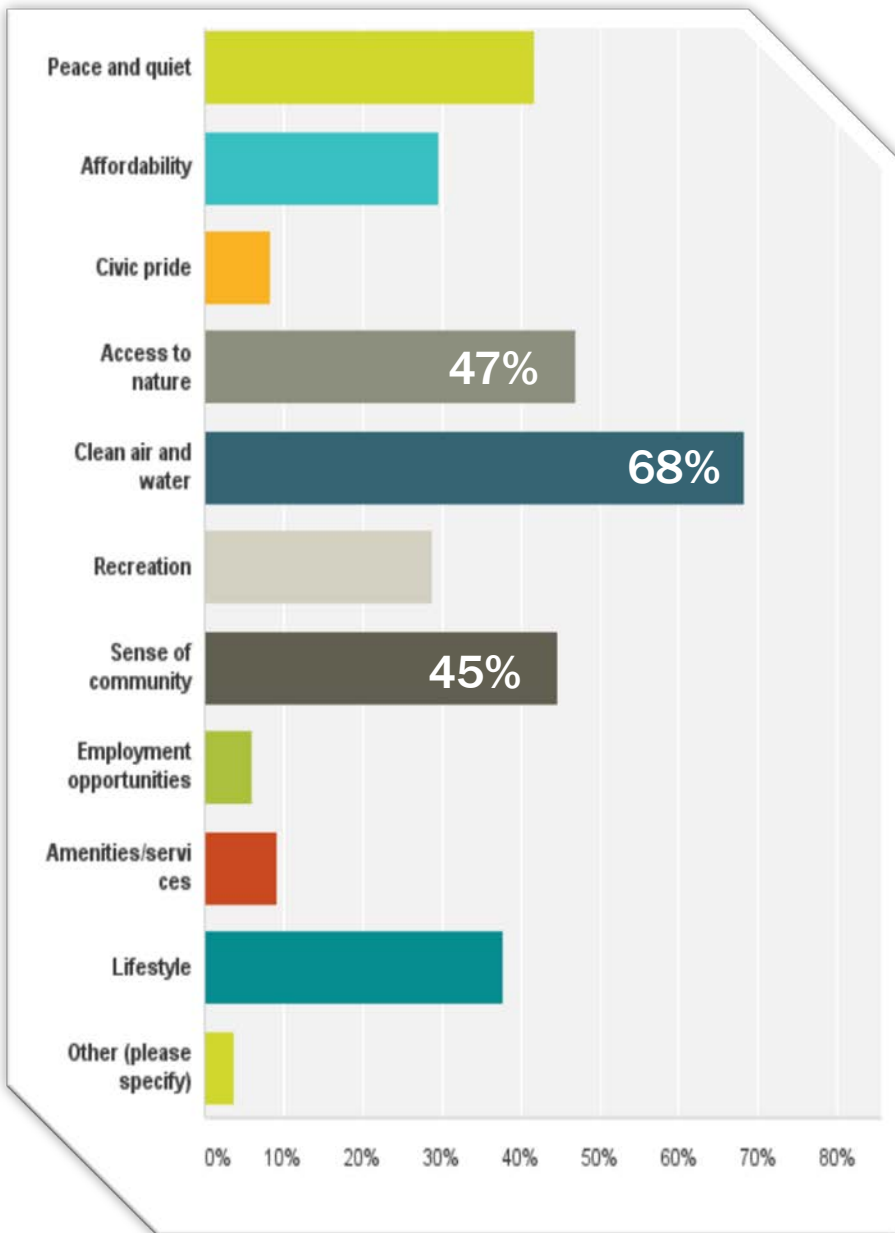


THINK ASSETS: WHAT DO YOU LOVE ABOUT SALMO?

Community Asset Inventory and Mapping

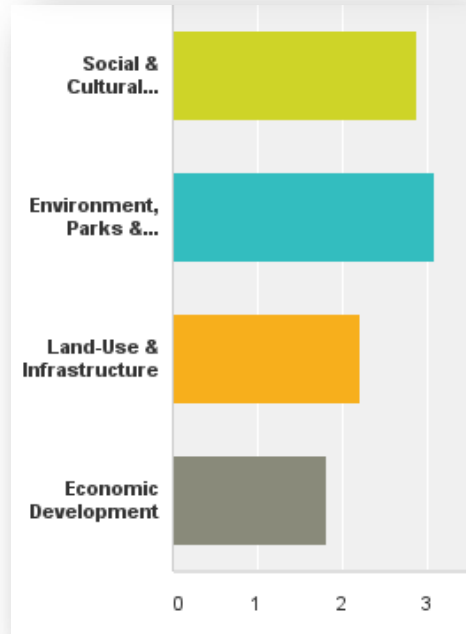
TIP: Any effective & lasting community planning has people telling their own story, envisioning their own future, and sharing that collective vision into the future.





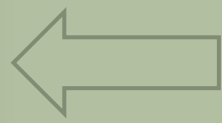
KEY COMMUNITY ASSETS

Which three of Salmo's assets do you most value?



Data used in video together with Salmo lifestyle contest photos.

KEY PRIORITY AREAS



TECHNICAL ASSET INVENTORY

Asset inventory

- Collation of Salmo reports, policies, plans
- Identification of key strengths & assets
- TWG prioritization of key Salmo assets

Community survey

- Identify key strengths and assets
- Priority visions for the future
- Establish opportunities, challenges and actions

Visualizations

- Compile & integrate data and maps
- Identify ways to address community capital & priority assets
- Create integrated, statistically-driven visualizations

CHALLENGES & OPPORTUNITES

Challenges to Overcome

Most respondents emphasized Salmo's culture, citing reputational and social challenges. Acrimony in governance, limited employment opportunities, and need for small business support.

Opportunities for Action

When asked what could be done now to begin Salmo's shift toward sustainability in 10, 20 and 50 years, the actions shown below were cited by five or more people.

SUSTAINABLE SALMO	10 years	20 years	50 years
Social & Cultural Well-Being	Promote community pride, education, youth programs	Improve education opportunities, grow the community	Provide opportunities, adopt sustainable practices, promote self reliance
Environment, Parks & Well-Being	Focus on water and nature conservation, recycling, bike and hike trails	Promote local food, compost and recycle, rezone to protect the aquifer	Advocate for a new sports facility, work toward zero-waste, protect local areas, ensure clean air and water
Land-Use & Infrastructure	Focus on flood controls, improve downtown, support renewable and public transportation	Upgrade infrastructure, improve rink/pool facilities and public transportation	Replace infrastructure, rezone for fire/water smart land use, build transportation infrastructure
Economic Development	Create jobs, build tourism, appeal to businesses, promote agriculture and green economy	Bolster employment, support tourism and local food and business development, invite green industry	Install green infrastructure to attract green industry, develop outdoor tourism plan, and expand employment opportunities

SURVEY RESPONSES

Challenges to Overcome

Opportunities for Action in 10, 20, 50 years.

*Note value of long-term thinking.

FEATURING

PEOPLE OF SALMO



WHERE ALL ROADS LEAD

PREMIERING SEPTEMBER 13, 2016 @ 7PM
PUBLIC COUNCIL MEETING
SALMO VALLEY YOUTH & COMMUNITY CENTRE



THERE IS A PLACE THAT ALL ROADS LEAD TO BUT NOT MANY KNOW. A PLACE OF EXTRAORDINARY PEOPLE AND EXTRAORDINARY BEAUTY. A PLACE THE PEOPLE OF SALMO ARE PROUD TO CALL HOME. DURING THE SUMMER OF 2016, AS PART OF THE DEVELOPMENT OF A NEW SUSTAINABLE COMMUNITY PLAN, THE PEOPLE OF SALMO TOLD THEIR STORY IN A SURVEY & LIFESTYLE PHOTO CONTEST. THE RESULTS WERE TRANSLATED INTO THIS 3 MINUTE FILM AND DESCRIBE A PLACE WHERE CLEAN AIR & WATER, ACCESS TO NATURE & SENSE OF COMMUNITY ARE PARAMOUNT. WATCH THE FILM. SHARE THE VISION.

COMMISSIONED BY THE VILLAGE OF SALMO



Over 100
Village
participants.

VIDEO
representation
of the asset
mapping survey
results.

NOTICE OF FILMING

Please be advised that as part of the Sustainable Salmo process, the Village has commissioned a professional film crew to produce a 2-3 minute video to highlight the inherent wealth that is valued by residents of the community, as described by the community in the Sustainable Salmo survey.

The survey revealed local values and priorities centred in:

- (1) Clean Water & Air
- (2) Access to Nature
- (3) Sense of Community.

This was followed by Peace and Quiet, Lifestyle and Affordability. These priorities and the locality lend themselves extremely well to beautiful imagery and will be captured in the video.

**THE FILMING WILL TAKE PLACE OVER 2 DAYS DURING
THE WEEK OF AUGUST 15, 2016.**

If you have a suggestion for a nice lifestyle video clip that should be incorporated please send an email to Diane Kalen-Sakra, Chief Administrative Officer at cao@salmo.ca by Wednesday, August 3, 2016.



Sustainable Salmo



This project is funded by the federal Gas Tax Strategic Priority Fund.

Sustainable Salmo
Exploring Our Future. Together.

Join us at the community workshops!

Share your vision for Salmo. Help co-create the Sustainable Salmo Plan.

- Refine priority community assets
- Prioritize opportunities & challenges
- Develop land-use & other strategies

Sustainable Salmo Planning Process

2016
Asset Inventory & Mapping
Community Survey
Lifestyle Photo Contest
Video Production
Community Workshops

2017
OCP Plan Development & Adoption

Asset mapping undertaken as part of the Sustainable Salmo project has revealed many important challenges & opportunities that will be explored during the workshops.

2016 COMMUNITY WORKSHOPS

Social & Cultural Well-Being
Tuesday, September 20th

Environment, Parks & Recreation
Tuesday, October 11th

Land-Use & Built Environment
Tuesday, November 8th

Economic Development
Thursday, December 8th

LOCATION: Salmo Valley Youth & Community Centre at 200-7th Street from 6:30pm to 8:30pm.
RSVP REQUIRED.
GET YOUR FREE TICKET TODAY AT sustainable.salmo.ca

FOR MORE INFORMATION
Visit sustainable.salmo.ca
Village@Salmo@i [E]
or 250-357-9433 | info@salmo.ca

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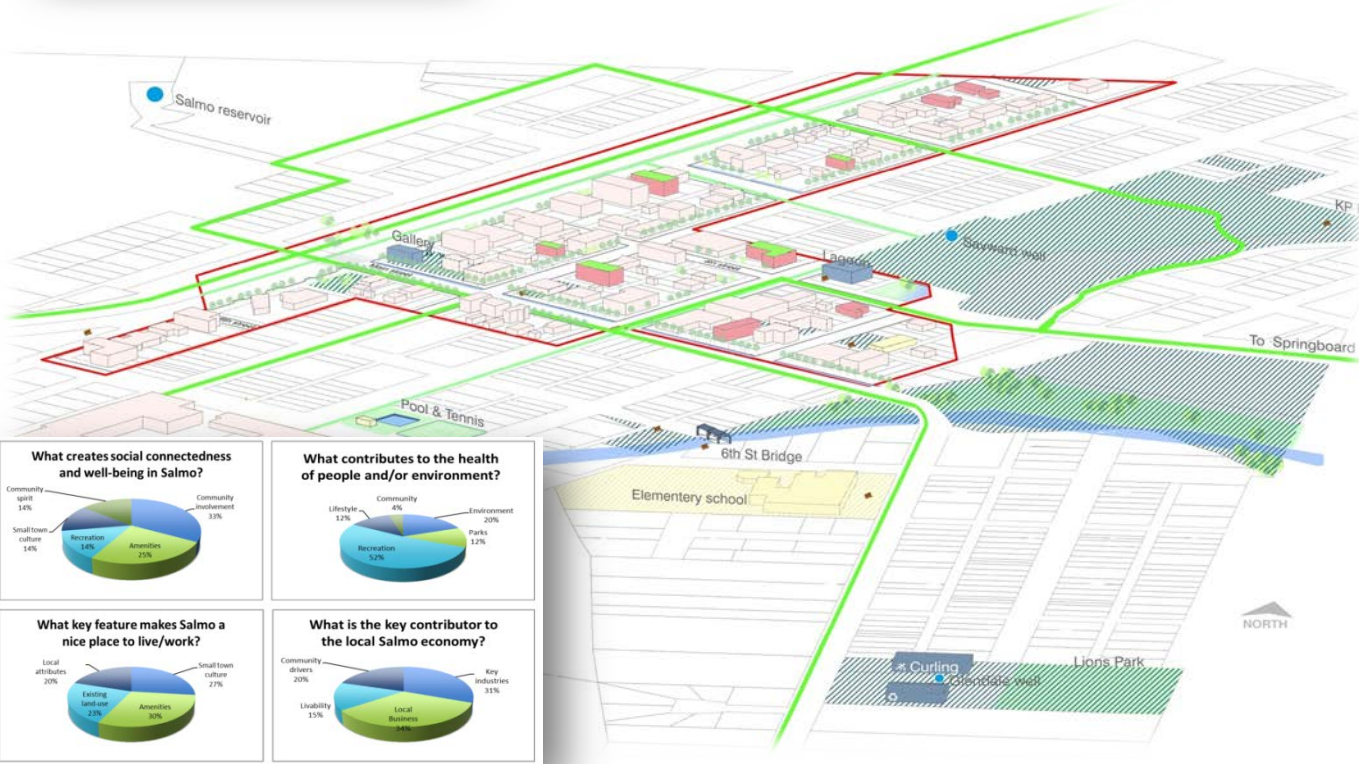


CALL TO JOIN PUBLIC WORKSHOPS

4 monthly workshops from September – December.

Refine vision and asset priorities for each theme.

Establish vision and land-use themes for Sustainable Salmo plan.



Asset Management and Sustainable Service Delivery

Sustainable service delivery ensures that community needs are serviced, and the ways those services are delivered (in a socially, economically and environmentally responsible manner) do not compromise the ability of future generations to meet their own needs. Communities build and maintain infrastructure to provide services. Thus it is important to ensure that those services support quality of life, protect health and safety, and promote social, economic, and environmental well-being over the short and long-term. Failure to care for infrastructure, manage social and natural assets and protect the significant benefits provided by nature (e.g. clean air and water) risks degrading, or even losing the services communities enjoy and that future generations may rely on (Asset Management 80).



A comprehensive Village asset management policy and plan are currently being developed from separate plans commissioned for various capital classes. These plans will guide and inform infrastructure maintenance, renewal and replacement investments. Since existing infrastructure has the capacity to meet projected modest population growth, infrastructure maintenance and renewal is a municipal priority. Figure 12 identifies the Village's existing infrastructure.

Village civic works and services include drinking water, fire protection, wastewater (sewage) treatment, dikes, roads, residential garbage pick-up, and biannual yard waste pick-up. Recycling is provided by the Regional District of Central Okanagan. The delivery of curbside recycling is anticipated in the near future. It is a Village priority that is dependent upon funding for provision of this service through Multi-Municipals BC.

As well, the community has a number of current and proposed civic facilities and parks, along with provincial agency buildings (e.g. health centre), that are serviced by the Village (see Figure 13).

Asset Management is "an integrated process, bringing together skills, expertise, and activities of people with information about a community's physical assets and finances so that informed decisions can be made, supporting Sustainable Service Delivery." — Asset Management BC.

4.2 Asset Management and Sustainable Service Delivery

The Village's objectives are to:

- Comply with the provincial requirements regarding asset planning and management;
- Ensure sustainable service delivery through the proper management of physical, environmental, and human assets;
- Prioritize the development and implementation of asset management plans for all capital classes, to be integrated in a comprehensive asset management plan;
- Recognize and value natural assets and the role they play in the municipal infrastructure system and sustainable service delivery;
- Recognize and value human assets and the role that employees and volunteers play in sustainable service delivery; and
- Recognize the integral role that good governance, public trust, and employee morale play in sustainable service delivery.

The Village's policies are to:

- Develop an asset management policy to govern the Village's approach to infrastructure maintenance, renewal, and replacement.
- Continuously assess, develop, implement and update asset management plans according to an asset management policy.
- Integrate asset management plans into long-term financial planning to identify and address gaps between long-term costs and available funding.
- Operate and maintain effective and reliable municipal infrastructure supported by healthy natural assets.
- Seek ways to acknowledge and value the role that natural and human assets play in the delivery of quality and sustainable civic services.
- Provide a healthy and respectful working environment for employees as critical to the delivery of quality and sustainable civic services.
- Encourage the development and retention of employees as critical to the delivery of quality and sustainable civic services.

Sustainable Salmo Official Community Plan, Bylaw 687

AM
ENSHRINED
IN
OCP/ICSP

Policy on Asset
Management &
Sustainable
Service
Delivery

Recognizes
Natural &
Human Assets.

Storm Water Management

The Village manages storm water through strategically placed catch basins, dry walls, drains, and ditches. Regular maintenance of this infrastructure is critical for effective drainage and to prevent water pooling. A recent storm water study and the follow-up maintenance and construction of more storm water infrastructure has dramatically improved drainage in historically troublesome spots.

Dikes

The Village's responsibilities as a dike authority include the implementation of an on-going dike management program including inspection, patrolling emergency planning, operation, maintenance, and repairs in accordance with an approved Operations & Maintenance Manual and the acquisition and maintenance of full legal access and physical access points to the dikes. The recommended next steps include prioritizing a work plan based on risk assessment and developing a vegetation management plan.

Ecological Assets

The Sustainable Salmo consultation process showed the value that resident place on natural assets in the Village. The priority asset identified by 69 percent of Salmo residents is the aquifer, which provides all of Salmo's potable water as well as fire flow. This natural asset is critical to the delivery of quality water services as well as fire suppression and can be recognized as such in asset management planning. Similarly, wetlands provide important storm water management functions, as well as eco-system and habitat support.

Human Assets

Another critical asset identified was human capital, and includes the value placed on those who deliver civic services, from employees to volunteers (see Section 2.6). The Village employs seven permanent employees, several seasonal employees and interns. Salmo's Volunteer Fire Department has over twenty volunteer fire fighters (see photo, Section 4.3). The Village values the development and retention of its employees. Skilled and dedicated employees are the key to sustainable service delivery in Salmo.





Historic Railway Commercial District



Mini-Sustainable Neighbourhood

**WELL-
GOVERNED,
ENGAGED
COMMUNITY
ATTRACTS,
RETAINS &
THRIVES**

Asset
Management is
good for you!

Proof is in the
Pudding

20% increase in
business
licenses

24% increase in
residential home
sales

17% increase in
elementary
school
enrollment



2016/2017 Sustainable Salmo

Exploring Our Future. Together.

www.SustainableSalmo.ca



NEW HISTORIC RAILWAY COMMERCIAL DISTRICT



NEW SUSTAINABLE NEIGHBOURHOOD



DRAFT OFFICIAL COMMUNITY PLAN

SEND COMMENTS OR QUESTIONS TO INFO@SALMO.CA

OTHER HIGHLIGHTS

- Incorporates sustainability into long-term planning.
- More than doubles commercial space in the Village.
- Protects the Village's priority asset - our aquifer.
- Sets climate change and GHG reduction targets.
- Sustainable service delivery contingent upon good governance and stewardship of community assets.

The draft plan is available online or at the Village Office **Open House in Council Chambers** from Monday to Friday from 8:30am to 4:30pm until the public consultation process is complete.

For more information, please contact:

Diane Kalen-Sukra, Chief Administrative Officer

SALMO'S BRIGHT FUTURE



Diane Kalen-Sukra
CAO, Village of Salmo
cao@salmo.ca
250.357.9433



DREAMING OF A KOOTENAY CHRISTMAS?

**GET YOUR OFFICIAL
SALMO DINNER JACKET**



www.salmo.ca/promotions