



City of Greenwood

2024 CORPORATE STRATEGIC PLAN





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INTRODUCTION



The Smallest Incorporated City in Canada

Step back in time and visit an era of early Canadian charm. A thriving mining town in the late 1800's and early 1900's, it is still a thriving city today. Our history is what draws many people to our city, with more than 60 heritage buildings that paint the landscape, each has its own story to tell.

With abundant lakes, rivers and parks, Greenwood offers year-round fun along with an interesting Japanese history that you will want to discover in our amazing Museum. Greenwood is your historic destination along the Crowsnest Highway 3, just north of the USA border.

Strategic Planning

Strategic planning is a process to define an organization's direction, guide decision-making, and better support collaboration between Council and staff towards achieving common goals.

The Plan acts as a road map for the City of Greenwood to achieve these actions over the short, medium, and long term to better serve the needs of the community. It sets direction for potential projects over the next four years and beyond. It helps staff and Council make decisions about trade-offs, while focusing the community's available resources (finances, capacity) on key priorities.

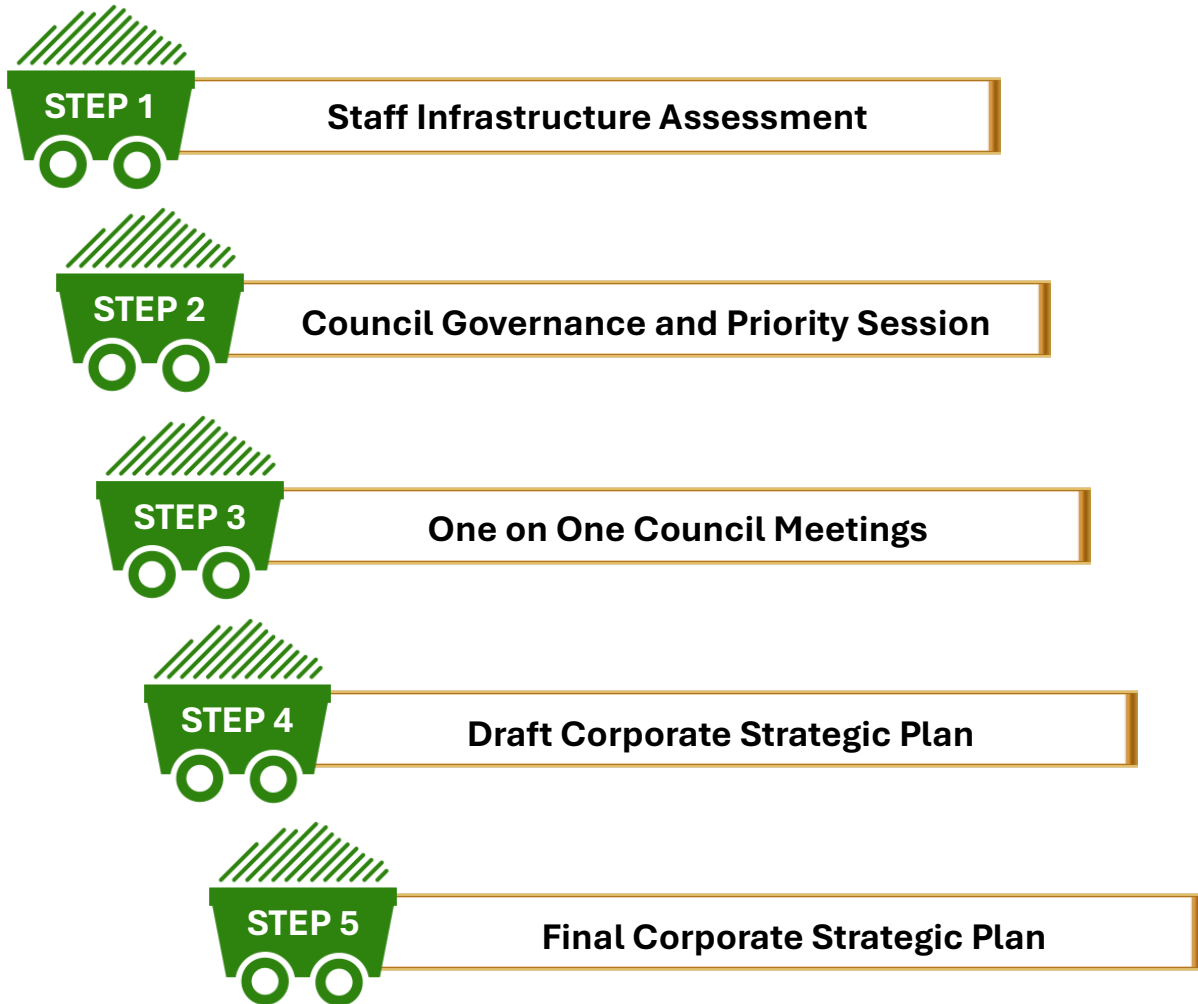
In other words, the Plan:

- Confirms the City of Greenwood's vision in moving towards its ideal future;
- Outlines the core values that guide the City's decision-making;
- Identifies strategic objectives and measures of success for the community; and
- Defines a list of short-, medium- and long-term projects and actions that are focused, purposeful and realistic based on available capacity.

The Plan is meant to be a living document that evolves over time as projects are completed and the needs of the Municipality shift.

Strategic Planning Process

The following five steps were employed to create the Corporate Strategic Plan:





COUNCIL COMMITMENTS



Mayor and Council commit to the following values and actions:

- Responsible leadership
- Accountability
- Displaying behavior that we expect from others
- Respectful debate with others
- Fiscal responsibility
- Act in the best interest of the community taxpayer
- Abide by proper meeting procedures
- Increases results and productivity
- Be mindful of other's weaknesses and be supportive of them
- Committed to being positive and give praise to staff, other councillors and community citizens
- To fully engage with members of the community to ensure they are well-informed by our long-term planning and asset management
- Bettering ourselves by becoming educated as a community leader and sharing our knowledge with others
- Strengthening our knowledge and confidence to become a strong council

City Staff Commitment

We are committed to serve this Council and the City of Greenwood with integrity, honesty, accountability, and long-term vision.



COMMUNITY SERVICES

The City of Greenwood provides a broad range of services that are essential to our health, safety and wellbeing as a community.

- **Utilities** – water and sewer
- **Emergency Services** – fire prevention, protection and suppression, heating/cooling centers, reception center, and emergency management planning
- **Transportation** – roads, snow removal, sealing, culverts, storm drainage, access/egress
- **Cemetery** – maintenance and burials
- **Administrative Services** – financial management, governance supports, policies and procedures
- **Asset Planning and Maintenance of Facilities** – city hall, powerhouse, fire hall, community hall, public works yard, sewage treatment plant, water reservoir, curling rink

In addition, the City of Greenwood provides a variety of services that enhance the quality of life for our residents.

- **Recreation** – municipal swimming pool, outdoor tennis courts, dog park, playground, parks and concession stand
- **Maintenance** – public spaces, grass mowing/trimming, and beautification
- **Bylaw Officer** – bylaw education and enactment
- **Community Services** – wellness services, community events, volunteer recognition, grant-in-aid supports for non-profits
- **Administrative Services** – IT, clerical supports, garbage tags
- **Liaison** – community organizations (non-profits), Regional District Kootenay Boundary, Province of British Columbia, other non-governmental agencies
- **Communications** – Facebook, website, public notices, newsletter
- **And much more...**

Our Crews Maintain:

Parks and Recreation:

- Ball Diamond
- Curling Rink
- Lions Park
- Dog Park
- Concession Stand (commercial kitchen)
- Picnic Tables
- Public Washroom
- Ball Diamond
- (3) Lion's Park Concession Buildings
- Garbage Cans
- Municipal Swimming Pool

Buildings/Structures:

- Fire Training Center
- Fire/Emergency Hall
- Senior's Center
- Public Work's Building
- Power Station
- Tunnel of Flags
- City Hall
- Community Hall (*Library/Art Club/Legion*)
- Health Center
- Municipal Campground/RV Park
- Cemetery
- Slag Pile/Smokestack
- Cemetery

Fleet and Equipment:

- (4) Public Works Trucks
- (2) Fire Trucks
- (2) Back-up Generators
- Garbage Truck
- (2) Mowers
- (2) Tractors
- Packer
- Service Truck
- Tools and Equipment
- Water Tender
- Dump Truck
- Back Hoe
- (2) Street Sweepers
- Fire Utility Truck
- (3) Loaders
- Emergency Pump
- Air Compressor

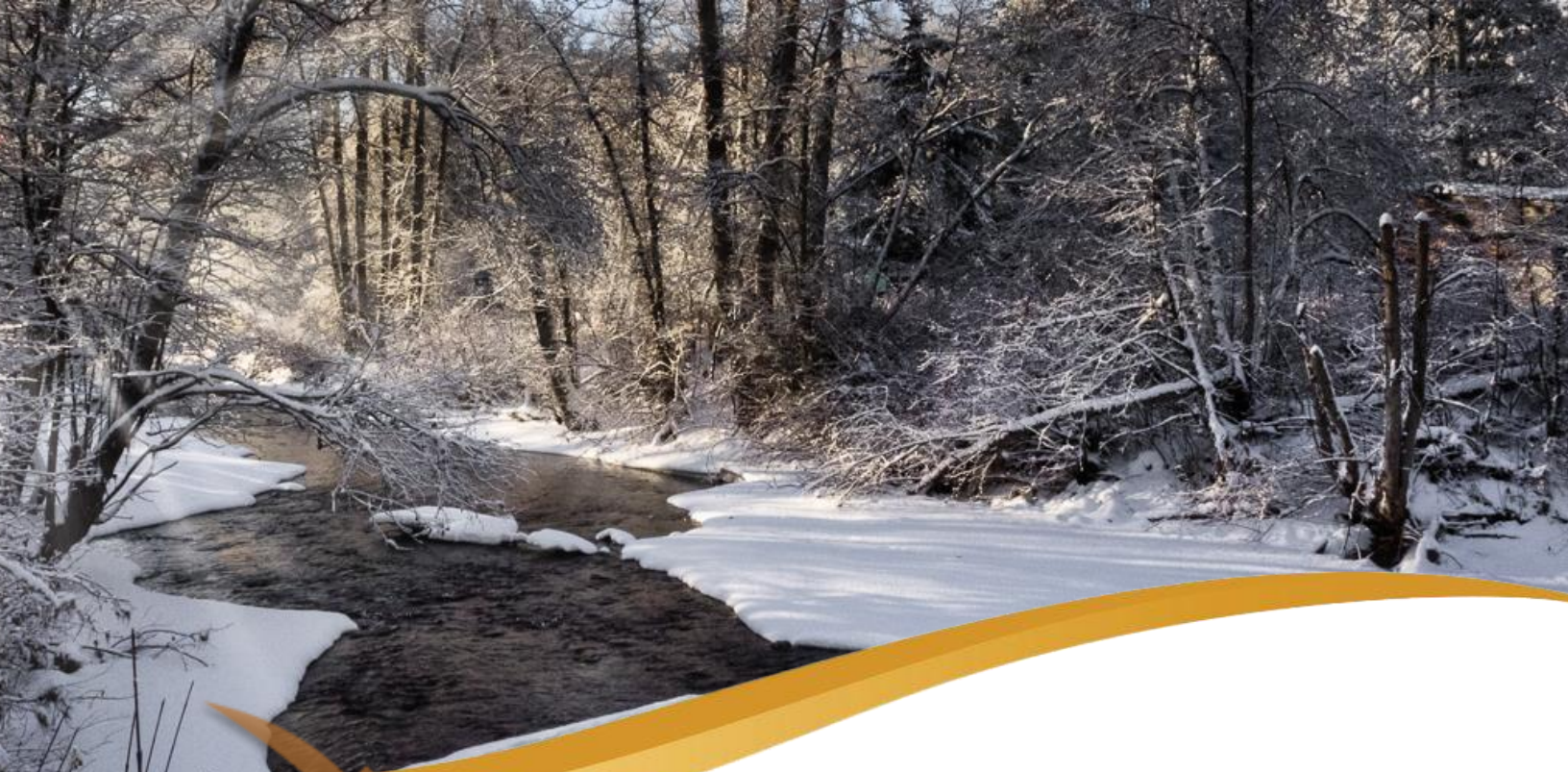
Transportation:

- 4-5 Parking Lots
- Culverts and Storm Drains
- Municipal Road System (*Paved and Gravel*)
- (3) Bridges
- Sidewalks

Water/Sewer:

- Community Water Reservoir
- Dam
- Water Plant
- (2) Sewage Lifter Stations
- (5) Community Water Wells
- Fire Hydrants
- (2) Water Systems (*Greenwood/Anaconda*)

and much more...



Strategic Priorities and Detailed Objectives



An important part of the strategic planning process is identifying key priorities that the City of Greenwood will work to achieve over the next few years. For each priority, there is a list of objectives that can help the City to achieve their goals. This helps to align resources and efforts in a way that moves the community towards its vision. The following six strategic priorities were identified by staff and Council.

Six Strategic Priorities



1

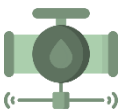
Fire Protection
training, recruitment & equipment

4



Building Infrastructure
centralize public works & FireSmart

2



Water Systems
mapping & staged replacement

5



Communications
increase, diversify and update

3



Sewage Treatment
update, increase capacity

6



Governance
update, OCP, asset management

Detailed Objectives

	<p>FIRE PROTECTION</p>	<ul style="list-style-type: none"> • Upgrades needed to the Fire Hall (FireSmart) • Heating/cooling center in basement • Update ALL department policies and procedures • Purchase new fire engine • Establish economic development opportunities
	<p>WATER SYSTEMS</p>	<ul style="list-style-type: none"> • Complete water reservoir project • Install flow meter in Anaconda system • Staged process for water system replacement • Pursue licensing opportunities • Water infrastructure mapping (in-ground/above)
	<p>SEWAGE TREATMENT</p>	<ul style="list-style-type: none"> • Install flow meter system • Plans for expansion to allow for increased capacity • Sewage infrastructure mapping (in-ground/above) • Replacement of lift station #1 • Reestablish garbage collection
	<p>BUILDING INFRASTRUCTURE</p>	<ul style="list-style-type: none"> • FireSmart critical building infrastructure • Centralize all public works • Implement a “live” asset management system to establish corporate memory, establish long-term planning for replacement and associated costs
	<p>COMMUNICATIONS</p>	<ul style="list-style-type: none"> • Total revamp of the City’s website (with SEO) • Establish townhall & “coffee with council” meetings • Ease of access and up-to date availability of governance documents and meeting minutes • Create a City of Greenwood calendar for activities
	<p>GOVERNANCE</p>	<ul style="list-style-type: none"> • Move to the eScribe meeting system • Update outdated bylaws, policies, and procedures • Complete the Official Community Plan • Establish new bylaws/policies to address gaps • Renovations to office to address FOIPPA

NOTE:

This is not an exhaustive list under each category. Additionally, there are also one-off projects identified in the operational level plan.

SOURCE: *One-on-One Report*

Infrastructure Conditions Plan





ACTION PLAN



To measure success and work towards the six priority areas identified above, an action plan was developed together with staff and Council. The projects contained within the action plan represent major projects or initiatives that require significant time and money over and above the City of Greenwood’s ongoing core operations. While the City of Greenwood will continue to seek out funding opportunities and provide services to the community in each of these areas, it may not have the staff or financial capacity to advance all identified projects at the same time.

This is why City management worked through a prioritization exercise for these projects based on the Mayor and Council’s *One-on-One Report* and staff’s *Infrastructure Conditions Plan*. City management identify the short-, medium- and long-term actions that will help the organization achieve its vision.



ACTION PLAN TIMELINE

NOTE: this is not an exhaustive list.

SHORT-TERM 1-2 Years

- Purchase new fire engine
- Implement phase one water system project
- Update high-risk bylaw, policies and procedures
- Complete the Official Community Plan and related bylaws
- Establish a “live” Asset Management system
- Implement the eScribe meeting software
- Renovation of City Hall for FOIPPA compliancy
- Implement phase one of the Fire Department economic development initiatives
- Revamp entire City website
- Flow meter installed in the sewage treatment plant
- Establish town hall information sessions and “coffee with council”
- Corporate branding strategy

MEDIUM-TERM 3-5 Years

- Upgrade and FireSmart the Fire and City Hall
- Update medium-risk bylaw, policies and procedures
- Implement phase two of the Fire Department economic development initiatives
- Centralize public works operations
- Repair or replace the municipal pool
- New City branding signage
- Establish a “beautification” grant for downtown core
- Achieve FTE for Bylaw Officer
- Install another public washroom on north end of Lion’s Park
- Hire a FTE Financial Officer

LONG-TERM 5+ Years

- Update low-risk bylaw, policies and procedures
- Upgrade and expand the sewage treatment plant
- Utilizing the prioritization system in the Asset Management system, to replace all high & medium risk infrastructure in the water system
- Establish a fully FireSmart community
- Implement phase two of the playground project
- Reestablish the curling rink as a recreational facility
- Establish proper reserves for all City infrastructure
- Repaving of the City’s road system





NEXT STEPS

To really benefit from the strategic planning process, the strategic objectives and actions need to be incorporated into annual operational planning and reporting so that they continue to guide decision-making.

The following graphic depicts a strategic planning process where the strategic plan helps guide operational activities, which helps guide the annual budgeting process, which helps guide what gets reported to the community, which then also helps guide future goals and projects.

