

TOWN HALL

CORPORATE STRATEGIC PLAN

Copies of the Corporate Strategic Plan are available at the front table.



WHAT IS A STRATEGIC PLAN?

- 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.



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.



LET'S UNDERSTAND WHAT SERVICES YOUR TAXES PAY FOR:

- **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



LET'S UNDERSTAND WHAT SERVICES YOUR TAXES PAY FOR:

- **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...**



THE CITY ALSO MUST 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

And much more...

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
- Backhoe
- (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*)



THE ANNUAL DILEMMA

- FOLLOWING IS THE DILEMMA FACED BY MAYOR AND COUNCIL EVERY YEAR AT THIS TIME:
- ROUGHLY \$872K IN TAXES AND FEES, HOWEVER;
 - ALL THE PREVIOUS SERVICES PROVIDED AND MAINTENANCE OF ALL THE LISTED ASSETS FALL WITHIN THE ABOVE BUDGET....
- IN ADDITION TO...
 - FIRE TRUCK (USED) \$250K
 - ADEQUATE RESERVE GROWTH
 - COMMUNITY REQUESTS (CAP. PRO.)
 - POOL REPAIR OR REPLACEMENT
 - EVENT/NP SUPPORTS (GIA)
 - AND MUCH MORE...



702 Citizens (2021) – 375 private dwellings (2021)



ITS WHY WE NEED A STRATEGIC PLAN!

NEED TO USE OUR MONEY SMARTLY...



SIX STRATEGIC PRIORITIES

“These priorities helps to align resources and efforts in a way that moves the community towards its vision.”



Fire Protection

training, recruitment & equipment



Water Systems

mapping & staged replacement



Sewage Treatment

update, increase capacity



Building Infrastructure

centralize public works & FireSmart



Communications

increase, diversify and update



Governance

update, OCP, asset management





FIRE PROTECTION

- Upgrades needed to the Fire Hall (FireSmart) **STARTED**
- Heating/cooling center in basement **STARTED**
- Update ALL department policies and procedures **WORK IN PROGRESS**
- Purchase new fire engine **STARTED**
- Establish economic development opportunities **STARTED**



WATER SYSTEMS

- Complete water reservoir project **WORK IN PROGRESS**
- Install flow meter in Anaconda system **STARTED**
- Staged process for water system replacement **STARTED**
- Pursue licensing opportunities
- Water infrastructure mapping (in-ground/above) **WORK IN PROGRESS**



SEWAGE TREATMENT

- Install flow meter system **STARTED**
- Plans for expansion to allow for increased capacity
- Sewage infrastructure mapping (in-ground/above) **WORK IN PROGRESS**
- Replacement of lift station #1
- Reestablish garbage collection



BUILDING INFRASTRUCTURE

- FireSmart critical building infrastructure
- Centralize all public works **WORK IN PROGRESS**
- Implement a “live” asset management system to establish corporate memory, establish long-term planning for replacement and associated costs **WORK IN PROGRESS**



COMMUNICATIONS

- Total revamp of the City’s website (with SEO)
- Establish townhall & “coffee with council” meetings **WORK IN PROGRESS**
- Ease of access and up-to date availability of governance documents and meeting minutes **WORK IN PROGRESS**
- Create a City of Greenwood calendar for activities



GOVERNANCE

- Move to the eScribe meeting system
- Update outdated bylaws, policies, and procedures **WORK IN PROGRESS**
- Complete the Official Community Plan
- Establish new bylaws/policies to address gaps **WORK IN PROGRESS**
- Renovations to office to address FOIPPA

DETAILED OBJECTIVES



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.



ACTION PLAN TIMELINE

NOTE: this is not an exhaustive list.

SHORT-TERM 1-2 Years

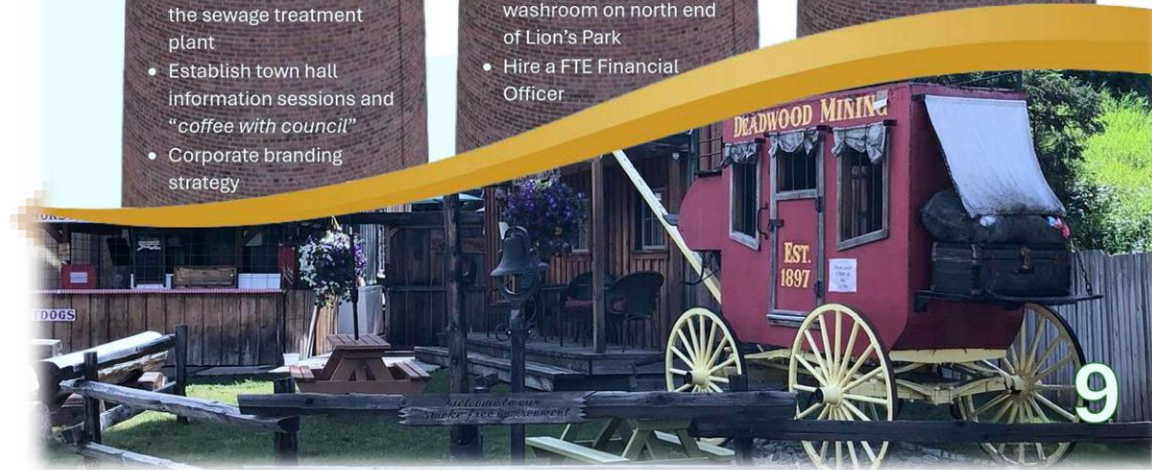
- Purchase new fire engine
- Implement phase one water system project
- Update high-risk bylaw, policies and procedures
- Complete the Official Community Plan and related bylaws
- Establish a "live" Asset Management system
- Implement the eScribe meeting software
- Renovation of City Hall for FOIPPA 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.





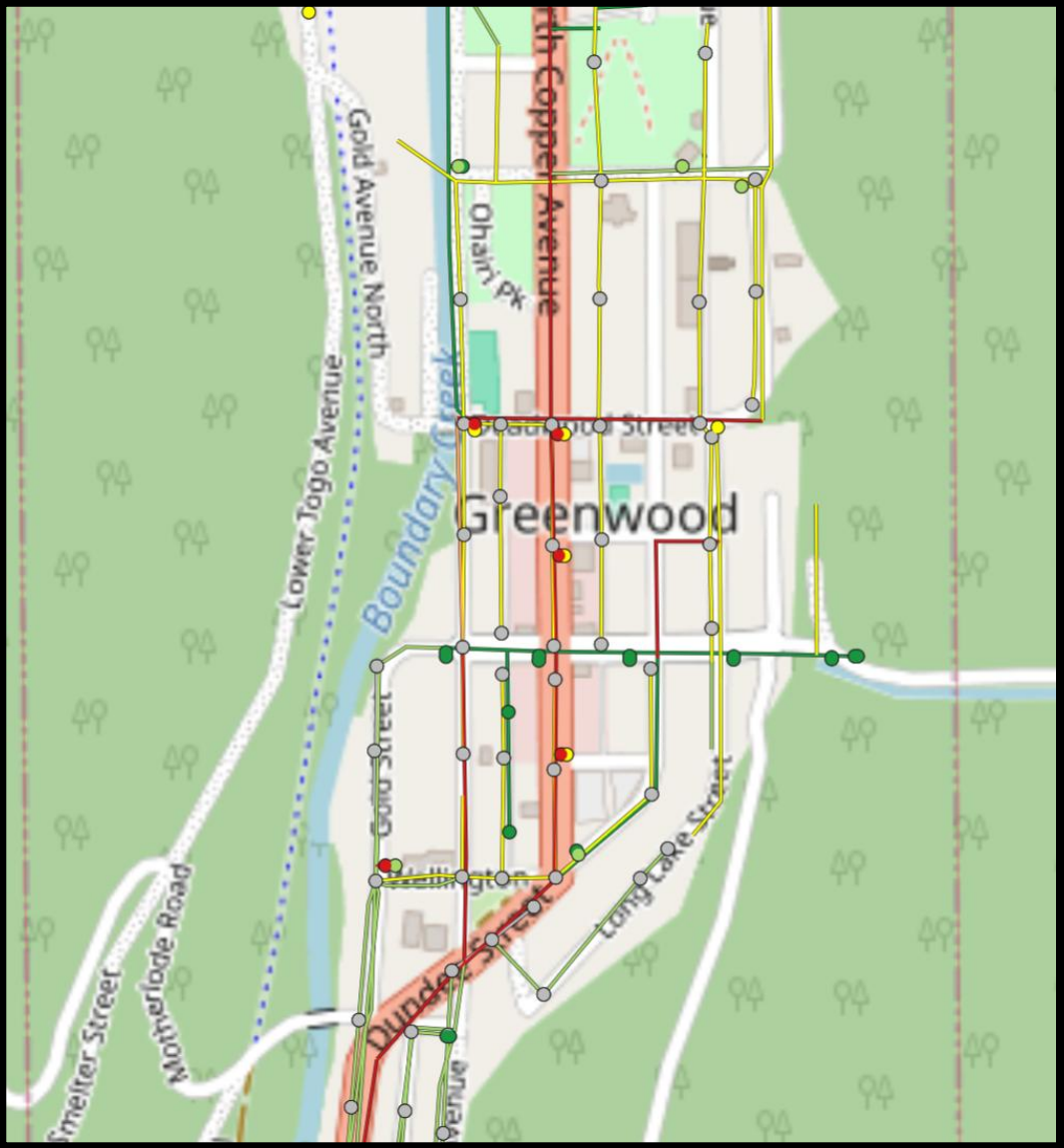
SNEAK PEEK

INTO THE CITY OF GREENWOOD OPERATIONAL PLANNING AND ASSET
MANAGEMENT TOOL

ASSET MANAGEMENT MAPPING AND INVENTORY



LEVELS OF RISK FOR EACH ASSET



METADATA ATTACHED TO EACH ASSET



Water Supply.Pipe.168470	
ID 168470	
Add asset for creating ticket	
Detail	Ticket (0)
General	
Province	British Columbia
Region	Regional District of Kootenay Boundary
Community	Greenwood
System	Water Treatment and Distribution
Asset Class	Water Supply
Asset Sub Class	Pipe
Type	Distribution Force Main
Properties	
Condition	-
Description	-
Label	-
Brand	-
Model	-
Length	203.55
Width	-
Area	-
Diameter	100
Material	AC
Capacity	-
Install Date	1974-01-01
Inspection Date	-
Contractor	-

Life	
Lifespan	65
Age	51
Remaining Years	14
Risk & Failure	
Risk Level	-
Probability of Failure	Possible
Consequence of Failure	-
Cost	
Renewal Cost	CA\$81,420.00
Annual Reserve	CA\$1,252.62
Maintenance Cost	CA\$2,544.38

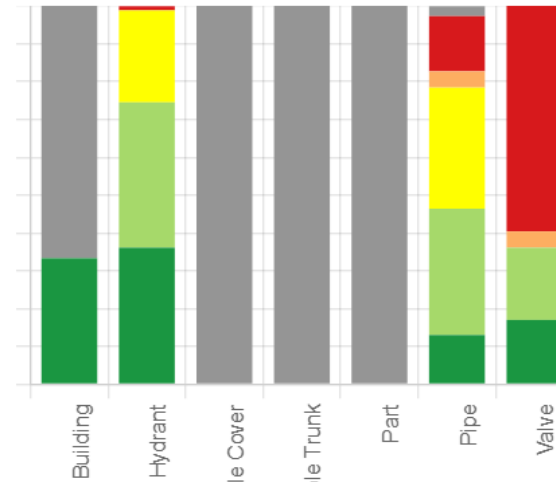


CITY-WIDE UNDERSTANDING FOR ALL ASSETS

Probability of Failure



Renewal Cost by Probability of Failure



Renewal Cost by Types



THIS IS JUST A SNAPSHOT EARLY IN THE PROJECT STAGES!

- Two more future Town Halls will be held to reveal the entire process and system (*tool*).
- *For the first time ever:* Council, staff and community members will truly understand the state of Greenwood's assets and have the tools to move forward strategically to correct the issues.
- Shift the past practices of REACTIVE management to becoming a PROACTIVE management municipality.
- We, as a community, are shifting the narrative together.



MODE
TO COME
MORE



IMPORTANT NOTE

INCREASING COMMUNICATIONS AND ENGAGEMENT

IMPORTANT DATES

NOTE: Handouts are available here and at City Hall. However, we will also be doing a mail out at the Post Office, so make sure you are allowing to have hand-outs put into your PO Box.



IMPORTANT DATES 2025

REGULAR COUNCIL MEETINGS

- Monday February 10
- Monday February 24
- Monday March 10
- Monday March 24
- Monday April 14
- Monday April 28
- Monday May 12
- Monday May 26
- Monday June 9
- Monday June 23
- Monday July 14
- Monday August 11
- Monday September 15
- Monday October 14
- Monday October 27
- Monday November 10
- Monday November 24
- Monday December 8

Held at 7pm, City Hall
Council Chambers
202 South Government Ave

Want to view via Zoom? Have your email address added to our distribution list and we will email you a link prior to each meeting!

COMMITTEE OF THE WHOLE MEETINGS

- Monday March 10
- Monday May 12
- Monday July 14
- Monday September 15
- Monday November 10

Held 5 to 7pm, City Hall
Council Chambers
202 South Government Ave

TOWN HALLS

- January 29th - Corporate Strategy
- March 19th - Bee's & Hen's
- May 21st - Tourism Strategy
- July 23rd - Communication - How are we doing?
- September 3rd - Topic to be determined
- October 22nd - Financial Realities
- November 19th - A year in a Nutshell 2025

7:00 pm Start Time
McArthur Centre
1355 Veterans Lane

COFFEE WITH COUNCIL

- January 30th 10:30am - 11:30am @ City Hall
- February 20th 9am to 10am @ City Hall
- March 13th 9am to 10am @ City Hall
- April 17th - Time and Location to be determined
- May 15th - Time and Location to be determined
- June 19th - Time and Location to be determined
- July 17th - Time and Location to be determined
- August 21st - Time and Location to be determined
- September 11th - Time and Location to be determined

- October 23rd - Time and Location to be determined
- November 20th - Time and Location to be determined
- December 11th - Time and Location to be determined

Have you ever thought about hosting a Coffee With Council event? ☺ We'd love to partner with you! This is a fantastic opportunity to connect with the community while showcasing your space. Here's how it works: You provide the venue, and we'll take care of the coffee! ☺ Together, we can create an inviting environment for open conversations and meaningful connections. Interested? Let's chat! Send us an email at reception@greenwoodcity.ca, and we'll happily discuss the details.

Any changes to date, time or location will be communicated to the community via the City Website, Facebook, posting at City Hall and posters on community bulletin boards

250-445-6644 reception@greenwoodcity.ca

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ADDITIONAL TOWN HALLS

May 03, 2025 – Wildfire Community Preparedness Day

March or April 2025 – Asset Management II

July, August or September 2025 – Asset Management III (*the big picture – full City transparency*)

*“some proud initiatives of the new City of
Greenwood’s Communication Strategy”*

Striving towards accountability and
transparency of your Municipal Government!



REMINDER

COFFEE WITH COUNCIL

TOMORROW THURSDAY JANUARY 30, 2025, AT 10:30AM CITY HALL

NEXT COMMITTEE OF THE WHOLE

MARCH 10, 2025, AT CITY HALL COUNCIL CHAMBERS 5PM – 7PM

NEXT TOWN HALL

MARCH 19, 2025, AT MCARTHUR CENTRE AT 7PM

COMMUNITY CONSULTATION OF THE BEES AND HENS BYLAW



QUESTIONS?

**THANK YOU SO MUCH FOR YOUR TIME
AND PARTICIPATION!**

If you have further questions or would like clarification on issues discussed, please fill out the Town Hall notepad papers supplied at the front desk and leave them on the table with your name and contact information!

