



**CITY OF GREENWOOD**  
**Regular Council Meeting**  
Council Chambers – Greenwood City Hall – 202 S. Government Ave.  
**Tuesday, October 15, 2024**  
6:00 pm

*We acknowledge that our gathering takes place on the unceded and traditional territory of the indigenous peoples of that region as well as the Metis people whose footprints have marked these lands.*

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**AGENDA**

**1. Call to Order**

**2. Land Acknowledgement**

**3. Adoption of Agenda:** October 15, 2024 Regular Council Meeting Agenda.

**RECOMMENDATION:**

*THAT the Regular Council Meeting agenda be adopted.*

**4. Adoption of the Minutes**

- a. September 23, 2024 Regular Meeting Minutes

Page 5-10

**RECOMMENDATION:**

*THAT the Regular Council Meeting Minutes of September 23, 2024 be adopted.*

**5. Correspondence for Information**

- a. LGMA Newsletter

Page 11-14

**RECOMMENDATION:**

*THAT Council accept item a. as correspondence for information.*

**6. Committee Reports**

- a. September 27, 2024 OCP/Zoning Advisory Committee Minutes

Page 15-18

**7. Councillor's Reports**

**8. Mayor's Report**

**9. Administrator's Report**

**RECOMMENDATION:**

*THAT Council accept the reports as information.*

**10. Accounts Payable Report** Next report December.

## 11. New and Unfinished Business

### a. Asset Management Implementation Support

Page 19-39

#### RECOMMENDATION:

*THAT the Mayor and Council approves a maximum budget of \$51,480.00 (\$46,480.00 taxes included and \$5,000.00 contingency) to implement the LandInfo Technologies Asset Management Plan Proposal.*

*AND THAT the Mayor and Council approve the consultation, education and training support proposal submitted by Christina Benty – Strategic Leadership Solutions to a maximum amount of \$31,360.00.*

*AND FURTHER THAT Council approve the City of Greenwood Asset Management Policy 2024-13 for the City of Greenwood.*

### b. Memo to Council – GovStack Website Proposal

Page 40-59

#### RECOMMENDATION:

*THAT Council approve the GHD Digital proposal for \$32,446.00 and staff sign the Digital Solutions Agreement for the implementation of the GovStack CMS and proposed add-ons (Forms, Events and Business Directory).*

*AND THAT staff build the annual cost of \$9,190.00 into all future operational budgets.*

### b. Signing Authority

#### RECOMMENDATION:

*THAT Council remove Rhonda Shangraw from signing authority.*

*AND THAT Council give Jocelyn Nega Signing Authority for the City of Greenwood.*

### c. TUP – Greenwood Board of Trade – October 31<sup>st</sup>, 2024

Page 60-62

#### RECOMMENDATION:

*THAT Council approve the Board of Trade the use of the concession and washrooms located at the Barbra Diane Colin Memorial Park on October 31, 2024.*

### d. Strategic Plan

Page 63-74

#### RECOMMENDATION:

*THAT Council approve the 2024 Corporate Strategic Plan for the city of Greenwood.*

### e. Communications Strategy/ Brand Standards

Page 75-140

#### RECOMMENDATION:

*THAT Council approves the 2024 Communications Strategy for the City of Greenwood.*

*AND THAT Council approves the Brand Standards for the City of Greenwood.*

*AND FURTHER THAT Council directs administration to register the City of Greenwood Coat of Arms with Governor General of Canada's Canadian Heraldic Authority.*

**RECOMMENDATION:**

*THAT Mayor and Council approve administration to enter into a membership agreement with Canoe Procurement and the City of Greenwood.*

*AND THAT Mayor and Council approve administration to put out a Notice of Participation for approximately two or more weeks to be trade complaint within Clause 7 of the Canadian Free Trade Agreement.*

**RECOMMENDATION:**

*THAT Mayor and Council approve the City of Greenwood Credit Card Use Policy 2024-12.*

**12. Bylaws**

**RECOMMENDATION:**

*THAT Council give First to Third reading of the City of Greenwood 2025-2029 Permissive Tax Exemption Bylaw No. 1020, 2024.*

**RECOMMENDATION:**

*THAT Council give Fourth and Final reading of the City of Greenwood Council Procedures Bylaw No. 1018, 2024.*

**RECOMMENDATION:**

*THAT Council give First to Third reading of the City of Greenwood Obsolete or Redundant Bylaws, Repeal Bylaw No. 1021, 2024.*

**RECOMMENDATION:**

*THAT Council give First to Third reading of the City of Greenwood Signage Bylaw No. 1019, 2024.*

**13. Notice of Motions**

**14. Question Period**

**Excerpt from Council Procedures Bylaw 674 Section 14**

1. Immediately prior to the adjournment of every regular meeting of Council, questions, but not statements, relating to matters dealt with at that meeting may be directed to Council by members of the public then present. All such questions shall be directed to the Mayor, and will where possible and appropriate be answered by the Mayor or a member designated by the Mayor.

2. A maximum period of 15 minutes shall be provided for considering questions from members of the public; however that maximum may be extended to 30 minutes with the unanimous consent of all Council members present.

## 15. In-Camera

*THAT: Pursuant to Section 90(1) of the Community Charter, this subject matter being considered relates to one or more of the following:*

***90(1)(c) labour relations or other employee relations;***

***90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;***

***90(1)(f) law enforcement, if the council considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment;***

***90(1)(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;***

## 16. Adjournment

RECOMMENDATION:

*THAT the Regular Council Meeting be adjourned at XX:XX pm.*



CITY OF GREENWOOD  
Minutes of the Regular Meeting of Council held on September 23, 2024

**PRESENT**

Mayor J. Bolt  
Councillors: C. Huisman, C. Rhodes, J. McLean, G. Shaw,  
Chief Administrative Officer: Dean Trumbley  
Corporate Officer: Brooke McCourt

**CALL TO ORDER**

Mayor Bolt called the meeting to order at 7:00 pm.

Acknowledgment that our gathering Takes place on the unceded and traditional territory of the indigenous peoples of that region as well as the Metis people whose footprints have marked these lands.

**ADOPTION OF AGENDA**

**Motion: C. Rhodes/ C. Huisman**

THAT the September 23, 2024 regular council agenda be adopted as amended to remove item 5, amend item h. to have it read September no October, and add item L. Asset Management Grant opportunity under New and Unfinished Business.

(179-24)

**Carried**

**ADOPTION OF MINUTES**

**Motion: J. McLean/ C. Rhodes**

THAT the minutes of August 19, 2024 Regular Council Meeting be adopted.

(180-24)

**Carried**

**CORRESPONDENCE  
FOR INFORMATION**

**Motion: G. Shaw/ J. McLean**

THAT Council accept correspondence a. through g. as information.

CAO Trumbley Spoke on item e. "City of Mission – Infrastructure Investment for Complete Communities", notifying Mayor and Council the letter the City of Mission sent out is something the city of Greenwood should consider.

(181-24)

**Carried**

**COMMITTEE REPORTS**

**Motion: J. McLean/ C. Huisman**

THAT Council accept the West Boundary Community Forest Meeting Minutes as information.

(182-24)

**Carried**

**COUNCILLOR'S REPORTS**

Clint Huisman: Verbal report presented.

CJ Rhodes: Verbal report presented.

Jessica McLean: Verbal report presented.

Gerry Shaw: Verbal report presented – On file.

**MAYOR’S REPORT:** Verbal report presented.

**ADMINISTRATION REPORT:** None.

**Motion: J. McLean/ C. Rhodes**

THAT Council accepts the reports as information.

(183-24)

**Carried**

**THIRD QUARTER  
FINANCIAL REPORT**

**Motion: G. Shaw/ C. Rhodes**

THAT Council accept the Third Quarter Report.

(184-24)

**Carried**

**NEW AND UNFINISHED  
BUSINESS**

- a. Kim Thiessen –  
Canoe Procurement  
Presentation.

**Motion: G. Shaw/ C. Rhodes**

THAT Mayor and Council approve administration to enter into a membership agreement with Canoe Procurement and the City of Greenwood.

**Councillor McLean stepped out at 7:47 PM.**

Mayor and Council discussed deferring to give more time for questions.

**Motion Retracted – Deferred until next Meeting.**

- b. Water/ Reservoir  
Update – Sean Annan,  
ISL Engineering.

**Sean Annan updated Mayor and Council on where the City of Greenwood is at with the project and where the City is headed as the project will be ramping up in October.**

Councillor Rhodes asked Sean if the city is currently on Budget for this project.

Sean Annan was able to provide the information that it is too early on in the project to tell at this time.

Councillor Huisman asked Sean if the project is expected to have an approximate number of households that it will be able to service.

Sean was not able to fully answer at this time but the work being completed in the future will be able to get the City of Greenwood that information with time.

Mayor and Council thanked Sean Annan for coming in and giving Mayor and Council an update on where City is with the project.

c. City of Greenwood –  
Christmas Party

**Motion: C. Huisman/ G. Shaw**

THAT Council approve a \$1,000.00 for management staff to organize a Christmas Party for staff, Mayor, and Council plus their partners/spouses.

Mayor Bolt discussed times are tough and that funds might be better spent going towards the community Christmas dinner.

Councillor Rhodes agreed that it is best to have the money go back into the community.

Councillor Shaw and Councillor Huisman discussed staff appreciation, the return of having staff feeling appreciated.

**Councillor McLean came back at 8:20 PM.**

Councillor McLean was updated about the debate and voiced her full support of the Staff party, discussed the connection opportunity between Council and staff.

(185-24)

**Opposed: C. Rhodes**

**Carried**

d. Memo to Council -  
Bylaw Contravention -  
302 S. Copper Ave.

**Motion: G. Shaw/ C. Huisman**

THAT the City of Greenwood Mayor and Council invite the owners, 1338851 BC LTD, to appear before the Council to make a presentation relevant to the filling of a Notice in the Land Title Office pursuant to Section 302 of the Local Government Act and Section 57 of the Community Charter. This notice will refer to a building bylaw contravention on the above referenced property and does not limit further action being taken.

Councillor Shaw requested administration make sure it is clear to property owners that they can have a representative alternatively if property owners cannot make the meeting date.

(186-24)

**Carried**

e. Memo to Council -  
Bylaw Contravention -  
309 S. Copper Ave.

**Motion: G. Shaw/ J. McLean**

THAT the City of Greenwood Mayor and Council invite the owners, 1338851 BC LTD, to appear before the Council to make a presentation relevant to the filling of a Notice in the Land Title Office pursuant to Section 302 of the Local Government Act and Section 57 of the Community Charter. This notice will refer to a building bylaw contravention on the above referenced property and does not limit further action being taken.

(187-24)

**Carried**

- f. Grant in Aid – Greenwood Heritage Society.  
(188-24)
- Motion: J. McLean/ C. Rhodes**  
THAT Council approve the Greenwood Heritage Society’s 2024 Grant in Aid request for \$10,000.00.
- Carried**
- g. City of Greenwood Procurement Policy 2021-10.  
(189-24)
- Motion: C. Huisman/ C. Rhodes**  
THAT Council approve the City of Greenwood Procurement Policy 2024-10.
- Councillor Rhodes discussed section 3.3 and asked for further clarification on delegated purchase authority.
- CAO Trumbley gave further information.
- Councillor McLean asked if the 3 quotes for projects still apply.
- CAO Trumbley gave further information laid out in the policy.
- Councillor Rhodes discussed section 3.8 (h) regarding having a *letter of clearance* prior to the final payment made added into the section as a method of finalization.
- Councillor Shaw brought up concerns about procurement that is capital projects and having Council be removed from the process as the process as always gone through Council.
- Opposed: G. Shaw  
J. McLean**
- Carried**
- h. LUO – Greenwood Elementary School.  
(190-24)
- Motion: J. McLean/ Mayor Bolt**  
THAT Council approve the Greenwood Elementary School the use of the Fire pit and Washrooms located at the Barbra Diane Colin Memorial Park for Orange Shirt Day on September 26th, 2024.
- Carried**
- i. Memo to Council – Phase 2 Office Renovations.  
(191-24)
- Motion: C. Huisman/ G. Shaw**  
THAT Council approve the Phase 2 Office Renovation budget to a maximum of \$8,000.00 to modify the existing lunchroom into the primary use being a meeting room to discuss confidential matters for Council, staff, and members of the public.
- Councillor Rhodes discussed the option to have the upstairs fixed with proper lighting to save costs of renovating.
- CAO Trumbley discussed with Councillor Rhodes the need for accessibility and that upstairs would not be a feasible option as the City would need to install an elevator for accessibility.
- Opposed: Mayor Bolt  
C. Rhodes.**
- Carried**

j. Memo to Council –  
Committee of the Whole  
Trail Run.

**Motion: C. Rhoes/ C. Huisman**

THAT Council approve a (6) six-month trial to combine the Committee of the Whole with a Regular Council Meeting every second month.

Council discussed the intent to have a combined COTW meeting on the same day as the Regular Council meeting.

CAO advised Council that the topic was brought forward by Councillor Rhodes and that administration put the proposal in for discussion, there is options for time changes, etc.

Council asked administration to send out an email with 3 options for the meeting times to combine the COTW and Regular meeting, once Council is in agreeance, administration will make sure proper notice is posted, etc.

(192-24)

**Carried**

k. Grant in Aid –  
Greenwood Public  
Library

**Motion: J. McLean/ C. Rhodes**

THAT Council approve the Greenwood Public Library's 2024 Grant in Aid request for \$8,000.00.

(193-24)

**Carried**

l. Asset Management  
Grant Opportunity –  
Late Item

**Motion: J. McLean/C. Rhodes**

THAT Mayor and Council supports the application for the Asset Management Planning Program Grant for \$25,000.00, to support the implementation of the City of Greenwood Asset Management Tool, Asset Management Training/Public Consultation Process, and the development of the Asset Management Policy.

AND THAT the City of Greenwood staff will conduct the overall grant management.

(194-24)

**Carried**

**BYLAWS**

a. Council Procedures  
Bylaw No. 1018, 2024

**Motion: J. McLean/ C. Huisman**

THAT Council give Fourth and Final reading of the City of Greenwood Council Procedures Bylaw No. 1018, 2024.

Councilor Rhodes discussed section 5.2 (c), referring to the Community Charter stating 3 hours not 2 hours for the adjournment section.

**Motion Retracted – Final adoption deferred until next Meeting.**

**NOTICE OF MOTIONS**

**None.**

**DECLASSIFIED MOTIONS  
FOR PUBLIC RECORD**

**Motion: C. Huisman/ J. McLean**

THAT Council approve the following resolutions from September 23<sup>rd</sup>, 2024 In-Camera Meeting be declassified from In-Camera and made public in the Regular Meeting Minutes of September 23<sup>rd</sup>, 2024.

***Motion: C. Rhodes/ G. Shaw***

*THAT Council direct staff to initiate a Request for Proposal to acquire External Audit Services for a 5-year term.*

*AND THAT the resolution be de-classified from the In-Camera Meeting.*

**(123-ICM-24)**

***Carried***

***Motion: C. Huisman/ G. Shaw***

*THAT Council approve the job descriptions for the City of Greenwood staff.*

*AND THAT the resolution be de-classified from the In-camera meeting.*

**(124-ICM-24)**

***Carried***

**QUESTION  
PERIOD**

**None.**

**IN-CAMERA**

**Motion: C. Rhodes/ J. McLean**

THAT Council move into in-camera at 9:25 pm pursuant to section 90(1) of the Community Charter, this subject matter being considered relates to one or more of the following:

**90(1)(c) labour relations or other employee relations;  
90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be excepted to harm the interests of the municipality;**

**(195-24)**

**Carried**

**ADJOURNMENT**

**Motion: Mayor Bolt**

THAT Council adjourn the Regular Council Meeting at 10:38 p.m.

**(196-24)**

**Carried**

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Mayor

Certified Correct

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Corporate Officer

## Brooke McCourt

**From:** Local Government Management Association of BC <office@lgma.ca>  
**Sent:** October 7, 2024 11:05 AM  
**To:** Brooke McCourt  
**Subject:** LGMA Job Circular, News, and Program Updates - Week of October 7, 2024

If you have trouble viewing this email, [click here](#)



**LGMA**  
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MANAGEMENT ASSOCIATION  
OF BRITISH COLUMBIA

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YA YOUNG ANDERSON

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## LGMA Newsletter: Week of October 7, 2024

### Corporate Officer Forum 2024 Recap

Last week, the LGMA hosted 118 participants from communities across BC at the Corporate Officer Forum. This year's event was held on the traditional and unceded territory of the Syilx Okanagan Nation in Kelowna and focused on *Harvesting Your Knowledge*, providing attendees with the opportunity to deepen their expertise, share experiences, and engage in meaningful discussions about their professional roles and challenges. In the pre-conference workshop on Honouring DRIPA and Building Relationships with First Nations, attendees were able to reflect on their roles in advancing reconciliation and strengthening relationships with First Nations communities.



We are immensely grateful for the ongoing support of our Professional Development Partners, whose contributions made this forum possible. Their commitment to advancing local government education and fostering professional growth continues to be invaluable. A heartfelt thank you to the presenters, CO Forum Advisory Committee members, volunteers, and sponsors, whose collective effort, expertise, and dedication were instrumental in bringing this event to life. It is through your

hard work and support that the Forum continues to thrive as an essential platform for professional development in local government.

CivicInfo BC & LGMA

BC Local Government Job Board

## CURRENT OPPORTUNITIES

**Job Postings**

### LGMA Training:

***Learn to facilitate constructive dialogue***  
New Coaching Essentials Online Course  
November 6 - 27

***Don't miss this learning opportunity***  
First Nations & Local Government  
Land Use Planning Regional Workshop  
November 12-14, Campbell River

### LGMA Resources:

***Resource, tools, and other helpful information***  
- Truth and Reconciliation Resources for BC Local Governments  
- Mental Health Resources for Local and First Nations Government  
- IDEA Resource Materials

***LGMA Manuals Now Available!***  
- 2024 Records and Information Management Manual, Sixth Edition  
- 2024 Guide for Approving Officers, Seventh Edition

### LGMA Chapter Activities

***Join your TOLGMA colleagues!***  
2024 TOLGMA Conference  
October 23-25  
[See all Training & Workshops](#)

### Additional News and Training:

***Navigating Employment Agreements and Employment Law Updates***  
CAMA and Lidstone & Company  
October 24

***Apply to host an intern***  
Local Government Internship Program  
Host Applications  
Application deadline is October 29

***Capilano U Spring 2025 and Fall 2025 PADM Courses***  
Local Government Administration Programs  
Spring courses start January 2025

***Connection to Care: Pre-Emptive Mental Health and Wellness Program***  
BC Municipal Safety Association

### On-Demand Fundamentals Training:

Freedom of Information  
Protection of Privacy  
Records and Information Management

[See all News & Opportunities](#)

**Update Your Profile**

It's almost time to renew your LGMA membership! To stay informed and ensure you receive important updates, please update your personal profile. Keeping your **LGMA MyAccount** current will allow you to continue receiving our weekly newsletters, as well as details about 2025 training options, job postings, and other LGMA news and opportunities.



What steps do you need to take?

- **Log into LGMA MyAccount:** [Access your profile to get started.](#)
- **Check Your Information:** Once logged in, navigate to the “Info” tab. Here, review and confirm that your job title, address, email, and organization are accurate and current.
- **Add a Secondary Email Address:** We highly recommend including a secondary email address. This will ensure we can reach you in case you change positions or if there are any updates that need your attention.

Your profile details are not just for our records—they are essential for your registration in courses and training programs. Accurate information will help facilitate your participation and enhance your overall experience with LGMA. By taking a few moments to verify and update your profile, you help us support you better in your professional journey. Thank you for being a valued member of LGMA, and we look forward to another exciting year together!

**Connect with the LGMA**



**LGMA**  
LOCAL GOVERNMENT  
MANAGEMENT ASSOCIATION  
OF BRITISH COLUMBIA

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**Local Government Management Association of BC**

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# Greenwood OCP and Zoning Bylaw: Meeting Minutes



201-3999 Henning Drive, Burnaby, BC V5C 6P9

**Project:** Greenwood OCP and ZB Update  
**Client:** City of Greenwood  
**Location:** Online and City Hall  
**Purpose:** Advisory Committee Meeting #2  
**Date:** September 27, 2024

## 1.0 In Attendance:

**Mayor and Council**  
**John Bolt, Mayor**  
**Clint Huisman, Councillor**  
**Dean Trumbley, Greenwood CAO**  
**Brooke McCourt, City, Corporate Officer**  
**Jeff Fraser, Resident**  
**Redge Gosling, Greenwood Museum**  
**Bill Hughes, RCMP Corporal**

**Spencer Condon, BC Ambulance**  
**Tony Kost, Resident**  
**Ciel Sander, Resident, and Fire Department**  
**Volunteer**  
**Courtney Laurence, ISL**  
**Brain Conger, ISL**  
**Sarah Beer, ISL**

Distribution: All Attendees and Advisory Committee Members

## 2.0 Introductions and Project Updates

- The meeting began with a brief overview, noting that the previous OCP meeting was held in September 2023 and during the first round of engagement in Fall 2024.
- Round One Engagement feedback focused on asking the community about their vision and goals for Greenwood and current challenges.
- After Round One, the project process was paused for six to seven months.
- Two key documents were discussed: the draft outline of the OCP document, including the vision statement and guiding principles and the draft recommendations for updates to the ZB.
  - The documents were distributed prior to the meeting. However, attendees were encouraged to review in detail after the meeting and for them to provide further feedback.
  - The goal statements and zoning bylaw recommendations were developed based on input from an open house and an online survey, which was open for about a month.
  - The documents were compared with those of other municipalities and communities to ensure the documents aligned with federal and provincial policies.
- ISL indicated that the day's discussion would focus on the draft OCP goals, recommendations for the ZB update, and design guidelines for downtown area.
- The housing needs report, expected in early 2025, was also addressed. Attendees expressed concerns about infrastructure capacity to support affordable housing.
- The importance of the asset management rollout and the corporate strategic plan, which outlines six key priorities and goals, was emphasized. Additionally, the small-scale housing initiatives grant has been extended to February 2028.
- Two more rounds of engagement are planned for the Greenwood OCP and Zoning Bylaw Review and Update.

## 3.0 Guiding Principles Discussion

- An attendee suggested that City communications best practices could be included as a focus under good governance.

- One question inquired whether the guiding principles followed a hierarchical structure, and it was confirmed that they did not.

## 4.0 Goals

- While the goals were seen as valid, concerns were raised about the City's ability to achieve them.
- ISL clarified that these goals should be aspirational but not set false expectations, as even larger cities struggle with similar issues.
- Concern was raised that initiatives like healthcare, childcare, and AT, with a small taxpayer base, could lead to a 30-40% increase in taxes.
- There was consensus that the community needs to understand the reality of these goals, including why some might not be achievable.
- An attendee recommended clearly stating that these are goals to strive for rather than set-in-stone promises.

## 4.1 Community Wellbeing

- The focus on community well-being was liked, and an attendee mentioned that the city has never really promoted active transportation (AT), which attendees' thought was a great addition.
- An attendee appreciated the focus on younger families who may feel deterred by the lack of City services.
- An attendee saw the list as a guide for influencing future actions.
- An attendee shared that the basics must be taken care of first, or these goals could fail.
- An attendee pointed out that such initiatives would require substantial federal and provincial support, as local resources are limited.
- An attendee mentioned the need to plan infrastructure properly, especially for parks, vehicle movement, and micromobility. Also, they felt that it would be critical to avoid significant local tax hikes.

## 4.2 Housing

- Fine homes were discussed with a desire to that the zoning bylaw supports their development. An attendee noted the provincial push for carriage homes while neglecting the infrastructure needed to support them, such as water and wastewater servicing.
- There were also concerns about how the city would manage lower-income and high-density housing without expanding the sewer system and providing fire protection.
- As the community grows, there will be a need for increased police force resources. However, attendees felt that while the province pushes for more housing, there needs to be more focus on essential services like fire protection and waste management.
- There was support for intergenerational housing, which could bring younger and older residents together.
- An attendee expressed the need for all housing to be up to FireSmart standards moving forward.

## 4.3 Economic Resiliency

- An attendee suggested expanding point 5.3 to include both business retention and attraction.
- Infrastructure to support businesses was seen as essential for economic growth.
- An attendee highlighted the difficulty in attracting businesses, especially since the city primarily attracts tourists during the summer season only. They emphasized the need to create more year-round income opportunities and to attract businesses that will stay.

- An attendee noted that visitors often look for more reasons to stop in the city. Aesthetic improvements could entice more people to spend time in the area.
- There was discussion around preserving heritage buildings and providing historical information (e.g., plaques) to attract and inform visitors.
- An attendee raised the question of how to slow down vehicle traffic through the community. It was suggested to add more parking and consider public transit opportunities to support tourism, with investment needed from the province.

#### 4.4 Cultural Heritage

- An attendee appreciated the focus on improving the city's aesthetics and making it a friendlier place, with city flags and businesses taking pride in the area.
- Tourism was identified as a critical economic driver, and attendees emphasized the importance of making the city a destination.
- An attendee shared that it is crucial to include a territory acknowledgment early in the document and to recognize and collaborate with Indigenous communities. Building strong relationships with local First Nations and communities was seen as mandatory.
- An attendee stressed that Greenwood should become more inviting to cycle tourism, given that the Trans Canada Trail runs through the city.
- An attendee saw opportunities to collaborate with the entire Boundary region to improve the Kettle Valley Rail Trail as a destination.
- An attendee reiterated the need for pedestrian crossings at downtown crosswalks, more crosswalks toward the west, safer sidewalks, and regional support in active transportation infrastructure.

#### 4.5 Environment

- An attendee stressed the need to address environmental concerns before the community grows further.
- A presentation on riverscape management by Christina Anderson was recommended as highly informative. Link to presentation: <https://kettleriver.ca/>
- Attendees discussed the need for federal and provincial funding to support water table management and flood prevention.
- There was concern about the need for long-term environmental planning.

#### 4.6 Climate Resilience

- An attendee recommended including drought prevention in the planning process.
- There was concern about the continued use of fossil fuels, and the need to transition away from fossil fuels toward renewable energy sources.

#### 4.7 Municipal Servicing and Infrastructure

- An attendee mentioned that this goal was well-developed.
- The Village of Midway's accessibility committee was mentioned as a good initiative to replicate in Greenwood.

#### 4.8 Good Governance

- An attendee suggested that Goal 4, which aims to enhance and diversify revenue, might be better suited in the economic development section.

#### 4.9 Downtown Look and Feel



- The aesthetic look of the city was seen as more of a zoning issue than a permit issue.
- An attendee pointed out that different parts of the city's downtown core have different characteristics and recommended considering two classifications for these areas.
- Concerns about provincial heritage restrictions were raised, but an attendee clarified that no such restrictions currently exist.
- An attendee expressed a desire for the city to be as open and welcoming as possible, emphasizing that even beautiful buildings would only be effective if they focused on downtown vibrancy and business improvement.
- The Greenwood Museum was highlighted as a positive example, as it remains open daily from May through October thanks to volunteers.

### 5.0 General Comments – Closing

- An attendee was pleased to re-initiate the process and looked forward to seeing the city's new branding standards take effect after October, with the hope that the OCP will align with these standards.
- ISL affirmed that they would include these standards for the OCP and Zoning Bylaw documents.
- An attendee emphasized the need to promote tourism more effectively, as many people are unaware of the city.
- An attendee noted that businesses in the region need help staying open due to staffing, housing, and transportation issues. The aging population and changes in young people's work preferences also contribute to these difficulties.
- An attendee agreed that there are no simple solutions but recognized the need to find ways to attract and retain both businesses and employees.

REPORT TO:	Mayor and Council	DATE PRESENTED:	October 15, 2024
REPORT FROM:	CAO Dean Trumbley	MEETING TYPE:	Regular
SUBJECT:	Asset Management System, Implementation Support and Policy		

**Recommendation:**

## #1

**THAT** the Mayor and Council approves a maximum budget of **\$51,480.00** (\$46,480.00 taxes included and \$5,000.00 contingency) to implement the LandInfo Technologies Asset Management Plan Proposal.

## #2

**THAT** the Mayor and Council approve the consultation, education and training support proposal submitted by Christina Benty – Strategic Leadership Solutions to a maximum amount of **\$31,360.00**.

### #3

**THAT** the Mayor and Council approve the *Policy No. 2024-13 City of Greenwood Asset Management Policy*.

### 1. Rationale:

## Policy

The purpose of this policy is to document the City of Greenwood's commitment to asset management and provide a set of principles that guide the City's Asset Management system. This policy also demonstrates to the community that Council is being proactive in exercising good stewardship, and is committed to delivering affordable services, while maintaining the City's sustainability. This policy does not intend to commit to any specific funding level; only to illustrate that asset management is supported at all levels of the organization, and the City works continually towards improving its asset management practices.

### Asset Management Consultation and Training

The below process is intensive, and the City of Greenwood would greatly benefit to educate all parties (*staff, Council and community members*) effected by this progressive management tool. It would ensure a level playing field and help everyone understand the monumental task ahead of the City of Greenwood to update and upgrade all City infrastructure. Knowledge, education and transparency is the key to any successful asset management system/plan. It helps the community set its priorities for the future.

## Asset Management System

Asset Management BC defines asset management as:

*"An integrated approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risks and provide satisfactory*

*levels of service to community users in a socially, environmentally, and economically sustainable manner”.*

The City of Greenwood has no Asset Management plans or tools in place. This includes no training for staff and Council as well as public awareness on the state of the City’s infrastructure. Additionally, there is no understanding on the cost to switch the City of Greenwood from reactionary mode to proactive when pertaining to the City’s assets (*in-ground and above*). The City of Greenwood is tackling this initiative by proposing to implement the LandInfo Technologies Asset Management system that will allow the City to effectively plan for:

- Water treatment and distribution network
- Wastewater collection and treatment
- Stormwater collection network
- Roads, sidewalks and trails
- Parks, buildings and facilities

This process is supported in (3) three phases:

Step 1: Asset Register

The first step is creating an asset register. Assets are divided into classes including water supply, wastewater collection, transportation, facilities, fleet, etc.

First, assets are recorded from existing electronic data, hard copy maps and reports. The remaining unknown assets are recorded through field surveys using Mergin Maps, an open-source mobile application. Civitas Asset Management, an open-source GIS based application together with QGIS are used to capture the data in a predefined data model.

Once the data is captured, Civitas is used to generate reports on the condition, life expectancy, replacement cost, etc. of assets. The goal is to answer the following asset management questions:

- What do we own?
- Where is it?
- What is the condition?
- What is the remaining life?

Step 2: Asset Prioritization

The second phase is prioritizing assets based on risk. This phase is intended to identify the City’s critical assets. The probability of failure and consequence of failure values are collected for all assets.

- Prioritized asset registry
- Risk-based state of infrastructure reports breaking down the asset register by risk level
- Risk heat maps showing high priority assets

Step 3: Capital and Operational Strategies

The third step is to develop operational strategies and to do medium and long-term projections, focusing on high priority assets identified in Steps 1 and 2. This will support staff to identify future capital projects (*next 5 years*) and in preparing the City’s operational and capital budgets.

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## 2. Acronyms:

CoG	City of Greenwood
CAO	Chief Administrative Officer
CO	Corporate Officer

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3. **Background:**

Local infrastructure provides the foundation for the health, well-being, and economic prosperity of communities across the country. Dependable core services, such as water, sewer, transportation networks, fire halls, recreation amenities, and more, make up the built environment and exist to provide these necessities of life that residents rely on every day. Historically, local governments have built infrastructure and acquired assets with insufficient consideration for depletion, depreciation, and amortization. As a result, politicians and citizens lack a clear understanding of the cost implications of maintaining and renewing existing infrastructure. The long-time practice of short-term decisions about investment, maintenance, and renewal is not sustainable. Managing public assets in a formalized process is no longer a luxury for local governments who have time and resources to put toward the process; it is an absolute necessity. The time has come to quantify the true cost to provide, maintain, and renew, community-owned capital assets, and balance it against the community's willingness to pay for those services and assets. As you move forward in your efforts to communicate your asset management strategy, remember that local governments and their citizens need to face their growing problems with aging infrastructure together. Residents must understand the magnitude of the problem and the financial implications so that everyone can work together to face these challenges. Citizens can no longer demand a reduction in taxes and an increase in services because local governments cannot afford to do either. Governing bodies have a stewardship responsibility as custodians of the future. In turn, citizens have a reciprocal responsibility as those who are co-creators of the system. It is not an "*us versus them*" problem. It is "*our*" problem, and therefore, it is important to build a "*we*" culture. Collectively, we must remember that we have inherited our prosperity and therefore, we have inherited the responsibilities that go with it.

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4. **Implications:**

a. **Budget:**

***LandInfo Asset Management System***

Civitas set-up	\$1,000.00
Capture Asset Inventory (Civitas/QGIS)	\$20,000.00
Create/Set-up Mergin Maps Survey	\$2,500.00
Prioritization	\$8,000.00
Operational and Capital Strategies	\$10,000.00
Sub-total	\$41,500.00
Tax	\$4,980.00
Contingency	\$5,000.00
<b>Total</b>	<b>\$51,480.00</b>

***Continued Hosting and Supports***

LandInfo Civitas Server	\$500.00/year
QGIS	Free
LandInfo Server Mergin Maps	\$280.00/year
Data Maintenance	Range \$110.00 - \$160.00/hour ( <i>frequency based</i> )

***Christina Benty – Strategic Leadership Solutions***

Training ( <i>Staff and Council</i> )	
Community Survey	\$15,000.00
Coaching for Management	
Governance and Asset Management Processes	

(3) Three Community Engagement Town Halls	\$9,000.00
Sub-Total	\$24,000.00
Expenses	\$4,000.00
Tax	\$3,360.00
<b>Total</b>	<b>\$31,360.00</b>
<b>Grand Total</b>	<b>\$82,840.00</b>

The resources to fund this project would fit under either the COVID-19, LGCAP, or Small Community Fund.

**b. Organizational Impact:**

The absence of a complex and thorough Asset Management System/Plan will continue to have the City function on a reactionary basis versus becoming proactive to improve all City infrastructure. Additionally, the majority of City asset management is based on Public Works knowledge passed down from worker to worker. This would create an updatable system that creates a corporate memory available for all staff moving forward. This will also create that critical link between City asset and budgeting processes. It will allow Mayor and Council to indicate to the public, where we are, where we are going and how we are getting there. This will also mirror other critical City processes like the OCP which understands the value of consultation in conjunction with implementation.

**c. Policy:**

Proposed *Policy No. 2024-13 City of Greenwood Asset Management Policy*

**d. Bylaws:**

NA

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**5. Alternatives:**

1. Not provide a parallel training, governance and communication process during the implementation of the LandInfo Asset Management tool.
2. Provide the above service in-house relying on City staff.

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**3. Next Steps:**

Sign the contract and/or contracts and implement the following methodologies, including but not limited to:

***LandInfo Asset Management System***

- The first step is creating an asset register. Assets are divided into classes including water supply, wastewater collection, transportation, facilities, fleet, etc.
- The second phase is prioritizing assets based on risk. The probability of failure and consequence of failure values are collected for all assets.
- The third step is to develop operational strategies and to do medium and long-term projections, focusing on high priority assets.

***Christina Benty – Strategic Leadership Solutions***

- Research relevant documents

- Preparation work with Staff
  - Survey development, distribution, and collation
  - Workshop with Council reviewing governance and exploring asset management processes
  - Workshop with staff on asset management integration
  - Coaching and mentoring on reducing barriers to organizational integration and maximizing opportunities
  - Follow up workshops and reflective practice with Council and staff on lessons learned
  - Designing and facilitating (3) three Community engagement meetings
- 

**1. Staff Review:**

**Prepared By:**

CAO Dean Trumbley

**Reviewed By:**

CO Brooke McCourt

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**CAO Recommendation:**

That the recommendation of the staff be approved.

*Dean Trumbley, CAO*

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**List of Attachments:**

1. LandInfo Technologies – Asset Management Proposal
2. Christina Benty Strategic Leadership Solutions – Asset Management Capacity Building Proposal
3. *Policy No. 2024-13 City of Greenwood Asset Management Policy*



## City of Greenwood, BC

### Asset Management Plan Proposal

2024-08-06

#### 1. Our Approach

LandInfo developed a three-step methodology to support smaller communities in the development of their asset management plans:



##### **Step 1: Asset Register**

The first step is creating an asset register. Assets are divided into classes including water supply, wastewater collection, transportation, facilities, fleet, etc.

First, assets are recorded from existing electronic data, hard copy maps and reports. The remaining unknown assets are recorded through field surveys using [Mergin Maps](#), an open-source mobile application. [Civitas Asset Management](#), an open-source GIS based application together with [QGIS](#) are used to capture the data in a predefined data model.

Once the data is captured, Civitas is used to generate reports on the condition, life expectancy, replacement cost, etc. of assets. The goal is to answer the following asset management questions:

- What do we own?
- Where is it?
- What is the condition?
- What is the remaining life?

Deliverables at the completion of Step 1 are:

- A fully functional database and geographic information system with the City's assets collected (in QGIS format)
- The asset inventory in spreadsheet format
- A state of infrastructure report breaking down the asset register, renewal estimates and financial projections
- Maps (PDF format) showing the location of the assets captured

### **Step 2: Asset Prioritization**

The second phase is prioritizing assets based on risk. This phase is intended to identify the City's critical assets. The probability of failure and consequence of failure values are collected for all assets. Staff knowledge is vital for this phase to be successful.

Deliverables at the completion of Step 2 are:

- Prioritized asset registry
- Risk-based state of infrastructure reports breaking down the asset register by risk level
- Risk heat maps showing high priority assets

### **Step 3: Capital and Operational Strategies**

The third step is to develop operational strategies and to do medium and long-term projections, focusing on high priority assets identified in Steps 1 and 2. This will support staff to identify future capital projects (typically for the next 5 years) and in preparing the City's operational and capital budgets.

## **2. Proposed Tasks**

Based on the information available, the following tasks are proposed:

### **Set up MyCivitas database schema**

- Create project files in PostgreSQL and QGIS
- Create user accounts

### **Capture asset inventory in Civitas/QGIS format**

- Obtain and capture the following asset groups
  - Water treatment and distribution
  - Wastewater treatment and collection
  - Road network
  - Municipal buildings and parks
  - Fleet and equipment
- Verify data with staff and update
- Review life expectancy and replacement costs and update where needed
- Print final maps and generate summary tables and graphs

### **Mergin Maps mobile survey application**

- Create project to be used on any mobile device
- Training for staff in operation of application
- Giving staff the ability to view existing infrastructure data in the field, add features, query and edit assets

### **Prioritization**

- Generate Probability of Failure (PoF) values for each asset based on remaining life (or condition)
- Workshop with staff (and Council) to determine Probability of Failure values for each asset and capture on Civitas
- Calculate risk value (based on PoF and CoF values)
- Generate risk heatmaps, tables and graphs for review and edit if required

### **Operational and capital strategies**

- Review existing capital plan and compare with high priority assets identified above
- Workshop with staff (and council) and develop a 5 year capital plan
- Generate a Asset Management planning live working document that include:
  - a summary of the state of the City's assets
  - methodology followed in prioritizing assets
  - operational strategies capital strategies as identified by staff
  - a list of capital projects (in the next 5 years) identified

## **3. Cost estimates**

The estimates below are approximate and need to be reviewed once more information is available. Aspects that will affect the costs included the quality of the available data, and support from staff with the onsite data capture

- Set up Civitas data structure and work space
  - \$1,000
- Capture asset inventory in Civitas/QGIS format
  - Between \$15,000 and \$20,000
- Create and set up Mergin Maps Survey project
  - \$2,500
- Prioritization
  - Between \$5,000 and \$8,000
- Operational and capital strategies
  - Between \$5,000 and \$10,000

All costs exclude taxes

## 4. Similar Projects

- City of Warfield
  - Landinfo has been providing asset management and GIS-related consulting services to the Village of Warfield since 2016 - including the development of an asset inventory for the following asset groups:
    - Water treatment and distribution network
    - Wastewater collection and treatment
    - Stormwater collection network
    - Roads, sidewalks and trails
    - Parks, buildings and facilities
  - See article on the approach we followed [here](#)
- City of Lumby
  - Landinfo has been providing asset management and GIS-related consulting services to the Village of Lumby since 2016. This includes the capture and maintenance of an asset inventory for the following asset groups:
    - Water treatment and distribution network
    - Wastewater collection and treatment
    - Stormwater collection network
    - Roads, sidewalks and trails
    - Parks, buildings and facilities
  - See [“Village of Lumby, Capital Program 2022 to 2026”](#) for more information.
- Village of Nakusp
  - Landinfo has been providing asset management and GIS-related consulting services to the Village of Nakusp since 2017. This includes the development of an asset inventory for the following asset groups:
    - Water treatment and distribution network
    - Wastewater collection and treatment
    - Stormwater collection network
    - Roads, sidewalks and trails
    - Parks, buildings and facilities
  - See link to [“Village of Nakusp Capital Program 2022 to 2026”](#) for more information.

## 5. Project Team and Experience

Team Member	Normal Charge-out Rate
<p><b>Tjaart Van den Berg</b> Tjaart has more than 30 years experience in the development and implementation of GIS and Management Information Systems in the municipal sector. During the last seven years, Tjaart's primary focus was to develop and support open-source Asset Management solutions for smaller communities in Canada. Tjaart is an active contributor and supporter of the use of open-source software and open data.</p> <p><b>Role:</b> Tjaart will provide project oversight and technical support throughout the project.</p>	\$150/hour
Team Member (cont.)	Normal Charge-out Rate
<p><b>Matt Delorme, P. Eng.</b> Matt is a civil/environmental engineer with 25 years of experience in design, management and consulting. Through his work with municipalities and provincial governments, Matt has developed a strong conviction that a simple, cost-conscious approach that focuses on service provision is key to the long-term sustainability of municipal infrastructure management in Canada.</p> <p><b>Role:</b> Matt will provide civil engineering support throughout the project, in particular with the development of the condition assessment framework.</p>	\$160/hour
<p><b>Edward Van den Berg</b> Edward is responsible for the development and maintenance of asset inventories for various towns in BC and Atlantic Canada. He is also actively involved in the development of Civitas Asset Management (an open-source software application to be used in the project) and is responsible for the setup and support of all LandInfo's mobile application users (Mergin Maps).</p>	\$125/hour

<p><b>Role:</b> Edward will be responsible for project management as well as setting up the Civitas database and mobile application.</p>	
<p><b>Asia Winter</b> Asia is a graduate of the GIS Advanced Diploma at BCIT with 8 years of experience in the GIS field. With technical mapping experience and a degree in Geography at the University of Winnipeg, she is passionate about applying data, programming, and mapping skills towards creating comprehensive maps.</p> <p><b>Role:</b> Asia will be responsible for the capture of all data in GIS, data analysis, and the generation of maps and summary reports.</p>	\$110/hour

## 6. Continued hosting and support

The following hosting costs will be applicable after completion of the project:

- Data hosting

The City's asset inventory will be set up and hosted on [LandInfo's Civitas server](#). Civitas is built on free open-source software. LandInfo will provide the hosting service for free until the completion of the project. However, there is a charge to host Greenwood's data after the completion of the project to continue with the service, the estimated cost is \$500.00 per year.

- QGIS

[QGIS](#) is a free open-source desktop GIS software application used across the world. QGIS has a well-established user base and is ideally suited for municipal applications. We use QGIS extensively in-house and recommend it to all our municipal clients. There is no limit to the number of QGIS licenses, and it can be downloaded [here](#).

- Mergin Maps

We will be using [Mergin Maps](#), an open-source mobile application used to capture and verify data in the field. We will set up a Mergin Maps account (on the LandInfo server) with a template to view, query, and capture data in the field on a mobile device as part

of the project. If the City wishes to continue with the service after that, LandInfo can continue to provide this service at a cost of \$280.00 per year.

- Data maintenance

Once the data is captured in GIS, it is highly recommended to update the asset inventory on a regular basis. LandInfo offers GIS and Asset Management support services to clients who lack the in-house resources to handle these tasks. The cost of this service depends on the input from staff and the frequency of updates required.

## Contact information

LandInfo Technologies Inc.  
#107 - 160 Shoreline Circle  
Port Moody, BC  
V3H 0B2  
([www.landinfotech.com](http://www.landinfotech.com))

Edward Van den Berg, Project Manager  
[evandenberg@landinfotech.com](mailto:evandenberg@landinfotech.com)  
Phone: 778 996 2554



**CHRISTINA BENTY**

STRATEGIC LEADERSHIP SOLUTIONS

# ASSET MANAGEMENT CAPACITY BUILDING

Prepared by Christina Benty  
Strategic Leadership Solutions  
Golden, BC V0A 1H0  
250-344-0921  
[christinabenty@christinabenty.com](mailto:christinabenty@christinabenty.com)

## 1. Executive Summary

**WHY:** Local infrastructure provides the foundation for the health, well-being, and economic prosperity of communities across the country. Dependable core services, such as water, sewer, transportation networks, fire halls, recreation amenities, and more, make up the built environment and exist to provide these basic necessities of life that residents rely on every day. Historically, local governments have built infrastructure and acquired assets with insufficient consideration for depletion, depreciation, and amortization. As a result, politicians and citizens lack a clear understanding of the cost implications of maintaining and renewing existing infrastructure. The long-time practice of short-term decisions about investment, maintenance, and renewal is not sustainable. Managing public assets in a formalized process is no longer a luxury for local governments who have time and resources to put toward the process; it is an absolute necessity. The time has come to quantify the true cost to provide, maintain, and renew, community-owned capital assets, and balance it against the community's willingness to pay for those services and assets. As you move forward in your efforts to communicate your asset management strategy, remember that local governments and their citizens need to face their growing problems with aging infrastructure together. Residents must understand the magnitude of the problem and the financial implications so that everyone can work together to face these challenges. Citizens can no longer demand a reduction in taxes and an increase in services because local governments cannot afford to do either. Governing bodies have a stewardship responsibility as custodians of the future. In turn, citizens have a reciprocal responsibility as those who are co-creators of the system. It is not an "us versus them" problem. It is "our" problem, and therefore, it is important to build a "we" culture. Collectively, we must remember that we have inherited our prosperity and therefore, we have inherited the responsibilities that go with it.

## 2. Topics Covered

### 1. Systems Review

- Intention
- Local Government and its core functions
- Organizational and systems map

### 2. Asset Management (AM) 101

- What is asset management?
- Why practice asset management?
- Overview of Council's role and Staff's role

### 3. Asset Management as a Decision-Making Tool

- Strategic priority setting
- Budgeting and long-term financial planning,
- Levels of service and cost recovery targets
- Organizational culture, capacity and alignment
- Iterative implementation and execution
- Community engagement

### 4. Policy Gaps

- How does asset management inform your policies?
- Key elements of an AM policy

### 5. Communication

- Internal alignment
- External engagement

### 6. Discussion Questions

- What are some of the most important services that we deliver to our citizens?
- Do we have the information we need to know that we are going to be able to continue providing these services over the long term?
- Do we know what assets provide these services? What condition they are in? When will they need to be repaired or replaced? And how much it will cost over the long term to continue providing these services?
- Which of our services absolutely must not fail or it would have a significant impact to the health, safety and quality of life for our citizens? Which of our assets provide these critical services?

- How comfortable are we in knowing that we are investing enough in these assets to ensure our most critical services are sustainable?
- Is the staff capacity commensurate with the level of effort required for an asset management strategy that is consistent with the town's strategic priorities?
- What do we need to do to ensure we can answer these questions and feel like we have the right information to be responsible managers of our community's services?

### 3. Deliverables

#### Awareness and Cognizance

Participants will improve and solidify their knowledge and skills around asset management. They will be able to articulate how sound asset management practices need to be reflected in all planning processes, entrenched in policy and embedded into corporate behavior. They will be able to identify what actions are required to implement better asset management practices that will move their local government along the maturity continuum.

#### Strategic Direction Setting

Participants will learn about their collective roles in strategic and tactical planning as well as good asset management practices that support informed decision-making. By integrating community values and strategic priorities, they will have an understanding of the trade-offs between risks, costs and services that will enable long term sustainable service delivery for current and future generations.

#### Organizational Effectiveness

Participants will develop a better understanding of the value of a cross functional team, and the importance of creating and communicating solid data to support tactical planning that is consistent with the Council's strategic priorities and asset management goals and objectives. They will have a better understanding of the importance of staff capacity that is commensurate with the level of effort required for an asset management strategy.

#### Stakeholder and Community Engagement.

Participants will have a better understanding of how to garner the interests of their stakeholders and community, so they can develop effective strategies, policies and decisions around managing infrastructure. The committee will build trust and inspire public confidence by helping to create leaders and change agents within the community.

#### 4. Professional Fees


Professional fees are based on deliverables laid out in the proposal. Not included in the fee structure is the associated fees required to host the workshops.

Service	Value
<ul style="list-style-type: none"><li>• Research relevant documents</li><li>• Preparation work with Staff</li><li>• Survey development, distribution, and collation</li><li>• Workshop with Council reviewing governance and exploring asset management processes</li><li>• Workshop with staff on asset management integration</li><li>• Coaching and mentoring on reducing barriers to organizational integration and maximizing opportunities</li><li>• Follow up workshops and reflective practice with Council and staff on lessons learned</li></ul>	\$15 000
<ul style="list-style-type: none"><li>• Designing and facilitating 2-3 Community engagement meetings @\$3000 each</li></ul>	\$6000-\$9000
<b>Total</b>	\$21 000-\$24 000
<b>Travel</b>	Local Government to cover expenses for travel, overnight accommodation as required and per diem at \$75.00 per day.  Actual cost TBA. over and above proposal rate.

#### 5. Christina Benty's Bio



Christina Benty, MA is speaker, facilitator, published author and an executive coach for governing bodies and senior management teams. She works with leaders and organizations who want to build a culture of excellence in an environment that is kinder, wiser, and more conscious. Her superpower is that she speaks about asset management with energy and enthusiasm. As former Mayor for the Town of Golden, Christina is passionate about leadership development, organizational culture, and change management. She believes in the importance of cultivating leaders who lead from the inside out.

	POLICY TITLE: Asset Management	POLICY NO: 2024-13
	AUTHORITY: Council for the Corporation of the City of Greenwood	CLASSIFICATION: Engineering and Municipal Operation
	EFFECTIVE DATE: October, 15 2024	MOTION:
	SUPERSEDES: NA	

### **1. Purpose**

The purpose of this policy is to document the City of Greenwood’s commitment to asset management and provide a set of principles that guide the City’s Asset Management system. This policy also demonstrates to the community that Council is being proactive in exercising good stewardship, and is committed to delivering affordable services, while maintaining the City’s sustainability.

This policy does not intend to commit to any specific funding level; only to illustrate that asset management is supported at all levels of the organization, and the City works continually towards improving its asset management practices.

### **2. Scope**

The six strategic priorities identified in the City’s 2024 Strategic Plan include recognition of the need for asset management for:

- a. Fire Protection
- b. Water System
- c. Sewage Treatment
- d. Building Infrastructure

The City recognizes the need for, and are committed to establishing, a long term, financially responsible, infrastructure renewal plan for all City of Greenwood assets. This is further supported as a detailed objective under “Building Infrastructure that the City will, *“Implement a “live” asset management system to establish corporate memory, long-term planning and associated costs”*. The City’s overarching commitment is to develop an asset management policy to establish the organization’s commitment to asset management with stable, long-term funding for the operation, maintenance, renewal, replacement or decommissioning of municipal assets. Integral to the City’s Strategic Plan is the effective management and maintenance of City infrastructure assets. These assets include, but are not limited to, vehicle and maintenance fleets, a safe and reliable water distribution, drainage and sanitary sewage collection systems, and accessible parks, recreation, and municipal facilities.

The City’s asset management principles and practices will provide sustainable services to support the City’s residents and business needs. This Asset Management Policy directly aligns with the City’s 2024 Strategic Plan priorities and detailed objectives.

### **3. Definitions**

**“Asset”** means a physical infrastructure owned by the City to enable service delivery including but not limited to buildings, appurtenances, underground utilities, roadworks, traffic signals, fleet, parks and parks facilities.

**“Asset Management”** means a systematic process to guide the planning, acquisition, operation and maintenance, rehabilitation, replacement, and disposal of assets. Its objective is to maximize asset service delivery potential, manage related risks, and minimize its life cycle cost, while delivering Council approved levels of service to the public in a sustainable manner.

**“Asset Management Framework”** means the corporate level system that sets out the principles and provides guidance for the implementation, operation, and maintenance of the Asset Management program.

**“Asset Management Leadership Team”** means an asset management committee, containing representation from all departments, intended to lead their departments through the asset management best practices and provide advice to Council.

**“Council”** mean the duly elected officials of the City, those being the Mayor and Councillors.

**“Council Policy”** means Policy statements that provide strategic direction on programs and services delivered by the City which impact or affect citizens or customers, and/or Policy statements that require Council’s approval because of legislative or regulatory requirements.

**“City”** means the City of Greenwood.

**“Policy”** means general statements or guidelines that are high-level in nature, as opposed to being operationally oriented, which direct a plan, course of action or decision, according to a standard or performance outcome.

#### **4.0 Policy Framework**

Asset management is a broad strategic framework that encompasses many disciplines and involves the entire organization. To guide the City, the following policy statements have been developed. Subject to available resources and approved budget, the City will:

- 1) Maintain and manage infrastructure assets at Council approved levels of service that support public safety, community well-being and community goals;
- 2) Integrate climate change into its asset management practices and decision-making.
- 3) Monitor, review and amend as required standards and service levels to ensure that they meet/support community and Council goals and objectives;
- 4) Plan for the appropriate level of asset maintenance to extend the useful life of assets;
- 5) Develop and maintain inventories of all asset infrastructure;
- 6) Adopt risk-based decision-making processes that consider the probability and consequences of asset failure;
- 7) Establish infrastructure replacement strategies through the use of full life-cycle costing principles;
- 8) Consider asset management holistically by considering the condition of other assets in the vicinity and where appropriate replace or repair multiple assets at once to avoid inefficiencies and minimize costs;
- 9) Develop plans for the provision of stable long-term asset management funding;
- 10) Incorporate asset management into planning and development decisions;
- 11) Consider and incorporate asset management in the City’s other corporate plans; and
- 12) Report to Council and citizens regularly on the status and performance of work related to the implementation of this asset management policy.

#### **4.1 Principles and Guidelines**

To achieve the goals of this Policy, the City will incorporate asset management best practices by progressively working towards:

- 1) Utilizing a corporate (i.e., City-wide/interdepartmental) approach to asset management;
- 2) Identifying and implementing strategies to eliminate asset information/condition gaps;
- 3) Utilizing total life cycle costs of assets and risk-based assessment in decision-making processes;
- 4) Identifying critical assets and the risks associated with their failure, assessing risks periodically and monitoring and addressing these risks within available resources;
- 5) Taking the necessary steps towards becoming more resilient to climate change when an asset is due to be renewed (*type of fire truck purchased to address both municipal and wildland fire-fighting conditions*);
- 6) Establishing organizational responsibility for asset inventory, condition, use, performance and replacement;

- 7) Defining and articulating service, maintenance and replacement levels and outcomes;
- 8) Building financial plans on Council approved levels of services and acceptable risk exposure levels;
- 9) Considering the criticality of services and minimizing the risks of disruption;
- 10) Managing assets sustainably while considering the City's environmental, social and economic responsibilities and the life cycle costs of assets;
- 11) Maintaining a long-term financial plan which demonstrates that the full life cycle costs of an asset are intended to be borne equitably by current and future residents;
- 12) Considering the effects of climate change in the design, renewal and replacement of assets;
- 13) Considering asset management holistically by taking into consideration the condition of other assets in the vicinity and where appropriate replacing or repairing multiple assets at once to avoid inefficiencies and minimize costs;
- 14) Reviewing and prioritizing annual asset management and capital investment plans;
- 15) Integrating corporate, financial, business, technical and budgetary planning for assets; and
- 16) Consulting with stakeholders where appropriate.

#### **4.2 Implementation**

This policy shall be implemented by staff using accepted asset management best practices and guidelines. The City shall comply with required capital asset reporting requirements and integrate the asset management program into operational practices throughout the City.

#### **4.3 Context and Integration**

Council and staff will consider this policy and integrate it in the development of corporate documents such as:

- a. Official Community Plan;
- b. City of Greenwood Strategic Plan;
- c. City of Greenwood Financial Plan; and
- d. City of Greenwood Operational Plan.

Existing plans, policies, bylaws and procedures are to be updated to include asset management considerations when revised. All new plans, policies, bylaws and procedures are to include asset management best practices.

#### **4.4 Key Roles and Responsibilities**

Asset management must be practiced at all levels of an organization, although the responsibility for asset management varies by role. The following is a list of asset management responsibilities for key roles within the City:

<b>Actions</b>	<b>Responsibilities</b>
Adopt Asset Management Policy	Council
Implement Asset Management Policy and review at set intervals	Staff and CAO
Develop and maintain asset inventories and assess infrastructure conditions and current service levels	Staff
Establish minimum acceptable levels of service	Staff and Council
Policies and budgets to incorporate Asset Management Program findings	Staff and Council
Develop and maintain infrastructure strategies including, guidelines, practices and service plans	Staff and CAO

Actions	Responsibilities
Develop and maintain financial plans for the appropriate level of maintenance, rehabilitation, extension and decommission of assets	Staff and Council
Report to citizens on status of the community's infrastructure assets and Asset Management Program. The channels may include annual citizen reports, business plans, etc.	Staff and CAO
Develop and maintain: <ul style="list-style-type: none"> <li>• Plans and budgets of asset acquisition and maintenance;</li> <li>• Plans for the maintenance, rehabilitation, extension, decommissioning, and replacement of assets;</li> <li>• Infrastructure strategies including development and service plans, using full life-cycle costing principles</li> <li>• Infrastructure condition assessments and service levels</li> <li>• Asset registry</li> </ul>	All Departments
Coordinate maintenance of assets	All Departments
Establish and manage Asset Management Leadership Team (AMLT) to: <ul style="list-style-type: none"> <li>• Lead the development of corporate asset management strategy, tools and practices and oversee their application across the organization;</li> <li>• Establish levels of service;</li> <li>• Advise/assist Council in matters related to asset management; and</li> <li>• Report to citizens and Council on status of the community's infrastructure assets and Asset Management Program.</li> </ul>	CAO and Staff

#### 4.5 Implementation, Review and Reporting

The implementation, review, and reporting regarding this policy shall be integrated within the organization. Due to the importance of this policy and asset management in general, the organization's Asset Management program, including this policy, shall be reported annually to Council and the community.

REPORT TO:	Mayor and Council	DATE PRESENTED:	October 15, 2024
REPORT FROM:	CAO Dean Trumbley	MEETING TYPE:	Regular
SUBJECT:	City of Greenwood Website – GovStack CMS		

**Recommendation:**

**THAT** the Mayor and Council approve the GHD Digital proposal for \$32,446.00 and staff sign the Digital Solutions Agreement for the implementation of the GovStack CMS and proposed add-ons (*Forms, Events and Business Directory*).

**AND THAT** staff build the annual cost of \$9,190.00 into all future operational budgets.

### 1. Rationale:

The current website is extremely outdated and difficult for staff to utilize on a day-to-day basis. It is difficult to navigate and aesthetically not pleasing.

## 2. Acronyms:

CoG	City of Greenwood
CAO	Chief Administrative Officer
CO	Corporate Officer
SaaS	Software as a Service
CMS	Content Management System
FOIPPA	BC's <i>Freedom of Information and Privacy Protection Act</i>

### 3. Background:

A well-maintained website encourages active engagement by providing forums, social media links, and event calendars that keep the community informed and involved. Interactive features such as feedback forms, contact details to staff members and surveys allow residents to communicate their needs and concerns directly to the City of Greenwood.

Regular updates on City of Greenwood news, project statuses, and community events help keep residents informed about what is happening in Greenwood. This fosters a sense of inclusion and belonging as citizens feel they are part of an informed community. Up to date information is a daunting task for City staff, having a functional and updated City website in place offers one place for all residents to go to for answers and information. Digital services like online forms are a big part of information sharing. It means residents can look up and sign up for services and events without needing to go to the city hall in office hours.

Showcasing local achievements, historical information, and cultural events on the website can instill pride and strengthen community identity. Highlighting local businesses with the help of a business or

tourism directory can help economic development. Furthermore, sharing success stories promotes a sense of shared achievements.

The City of Greenwood website should host a wealth of resources for residents and is another reason why the City of Greenwood website is in dire need to be updated. Resources can include directories of local services, guides on how to access municipal support, and educational materials about community programs. By providing these resources, the website helps residents feel supported and valued by the City of Greenwood.

A comprehensive municipal website ensures that information is easily accessible to all residents. This includes details about City of Greenwood operations, public records, agendas and meeting minutes, strategic plans, and ongoing projects. When residents have easy access to such information, they are more likely to trust the City of Greenwood.

A comprehensive City of Greenwood website will demystify processes by providing clear and concise explanations of processes, like how to apply for permits, participate in local elections, or request municipal services. This clarity reduces frustration and increases resident confidence in their government.

Many municipalities are now embracing open data initiatives, where they publish datasets related to various aspects of governance, such as crime statistics, public health records, and environmental monitoring. Nationally there has been a movement to make records openly available with the Freedom of Information and Privacy Protection Act (FOIPPA) and open records requests. By making the data as well as the process publicly available and easily accessible, this will demonstrate the City of Greenwood's commitment to transparency and allow citizens to conduct their own analyses and draw independent conclusions.

The City of Greenwood website will include tools for submitting complaints, suggestions, and requests for information. This two-way communication channel not only helps address individual concerns but also provides valuable insights for municipal improvements.

The City of Greenwood website will feature service portals where residents can access various services online, apply for permits, registering for programs, and scheduling appointments. This convenience saves time and reduces the need for in-person visits, making municipal services more accessible to everyone. The second phase of the project (2025) will be to implement eCommerce which will allow for paying taxes, water bills, fire permits, etc. online or still the citizen can still come in and pay by person.

During times of crisis, such as natural disasters or public health emergencies, the City of Greenwood website will become a critical source of up-to-date information. The website will become the first point of call for instructions on safety measures, locations of emergency shelters, and updates on the situation, ensuring that residents are well-informed and can take appropriate actions.

The City of Greenwood website will serve as educational hubs, offering information about local schools, libraries, and educational programs. It will also provide resources on community projects and civic education, helping residents understand their rights and responsibilities as community members.

A directory of local businesses, non-profits, and community organizations will be on the municipal website which fosters connections among residents and supports local economies. This directory will include contact information, service descriptions, and links to external websites, making it easier for residents and tourists to find and access local resources.

#### **CMS**

The Govstack SaaS Platform is a modular, scalable digital ecosystem built specifically for public sector organizations like the City of Greenwood, and the community members we serve. It is centered

around a powerful website builder and CMS that evolves and grows to meet the changing needs of the City of Greenwood. Govstack provides all the tools that City staff, Mayor and Council will need to better inform, engage, serve and connect with our residents online. This includes the integration of the eScribe system to immediately publish agendas, meetings, minutes, etc.

**Events**

Govstack Events is an interactive tool to help the City of Greenwood increase resident engagement by making it easier to manage communications for all City and Non-Profit events, both paid and free. Events enables the City staff to create and manage multiple calendars, view, plan and publish in collaboration with other departments, and inform city staff, residents, visitors, and business owners of community happenings.

**Business Directory**

Govstack Business Directory solution provides the City of Greenwood staff with an efficient way to build and manage a comprehensive listing of local businesses for display on municipal, tourism, and economic development websites. It utilizes a standard format that enables easy data entry and allows for a consistent presentation of information - making it easier for residents and tourists to discover local businesses in the City of Greenwood.

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**4. Implications:**

**a. Budget:**

GovStack has offered a 10% discount on the one-time costs to generate a savings of \$2,584.00 from regular price.

GovStack Standard Plan Implementation/Development (CMS, Forms and Events) with 10% off	\$21,708.00
GovStack Business Directory Implementation/Development with 10% off	\$1,548.00
<b><u>One-Time Sub-Total</u></b>	<b><u>\$23,256.00</u></b>
GovStack Standard Plan Annual Subscription (CMS, Forms and Events)	\$6,330.00
GovStack Business Directory Annual Subscription	\$2,860.00
<b><u>Annual Subscription</u></b>	<b><u>\$9,190.00</u></b>
<b><u>2024 Project Cost</u></b>	<b><u>\$32,446.00</u></b>

**b. Organizational Impact:**

Poor communications, which includes the existing outdated website, has contributed to the lack of transparency and accountability of City operations. This in return has created a mistrust in City Hall operations. It has also negatively affected the professional reputation that a municipal government should promote.

Presently, the following impacts are:

- Incomplete access to bylaws, policies and procedures
- No strategic documents available
- Difficult to navigate access to agendas and minutes
- Outdated and/or lack of information
- Not aesthetically pleasing
- Not staff friendly and a difficult CMS to access

- All forms are PDF and not user friendly (*no online capabilities*)
- No events calendar
- Poor business directory
- Not an interactive website

c. **Policy:**

Many City of Greenwood policies have a communications component or something related to posting on the municipal website (*such as form requirements*), some examples include, but are not limited to:

*Policy 1470-20 Social Media*

*Policy 2510-01 Hiring Policy*

*Policy 2024-05 Personal and Confidential Information*

*Policy 0550 – Delegation to Council*

It also should be noted that this is in line with the new City of Greenwood Communications Strategy.

d. **Bylaws:**

Same as the statement above.

5. **Alternatives:**

Work with the existing website.

Seek other platform opportunities (*i.e. GoDaddy, WIX, etc.*) and build in-house.

6. **Next Steps:**

Sign the Digital Solutions Agreement with GHD Digital and commence the contract. Estimated 14-16 weeks before the launch of the new website from contract signing.

1. **Staff Review:**

**Prepared By:**

CAO Dean Trumbley

**Reviewed By:**

CO Brooke McCourt

**CAO Recommendation:**

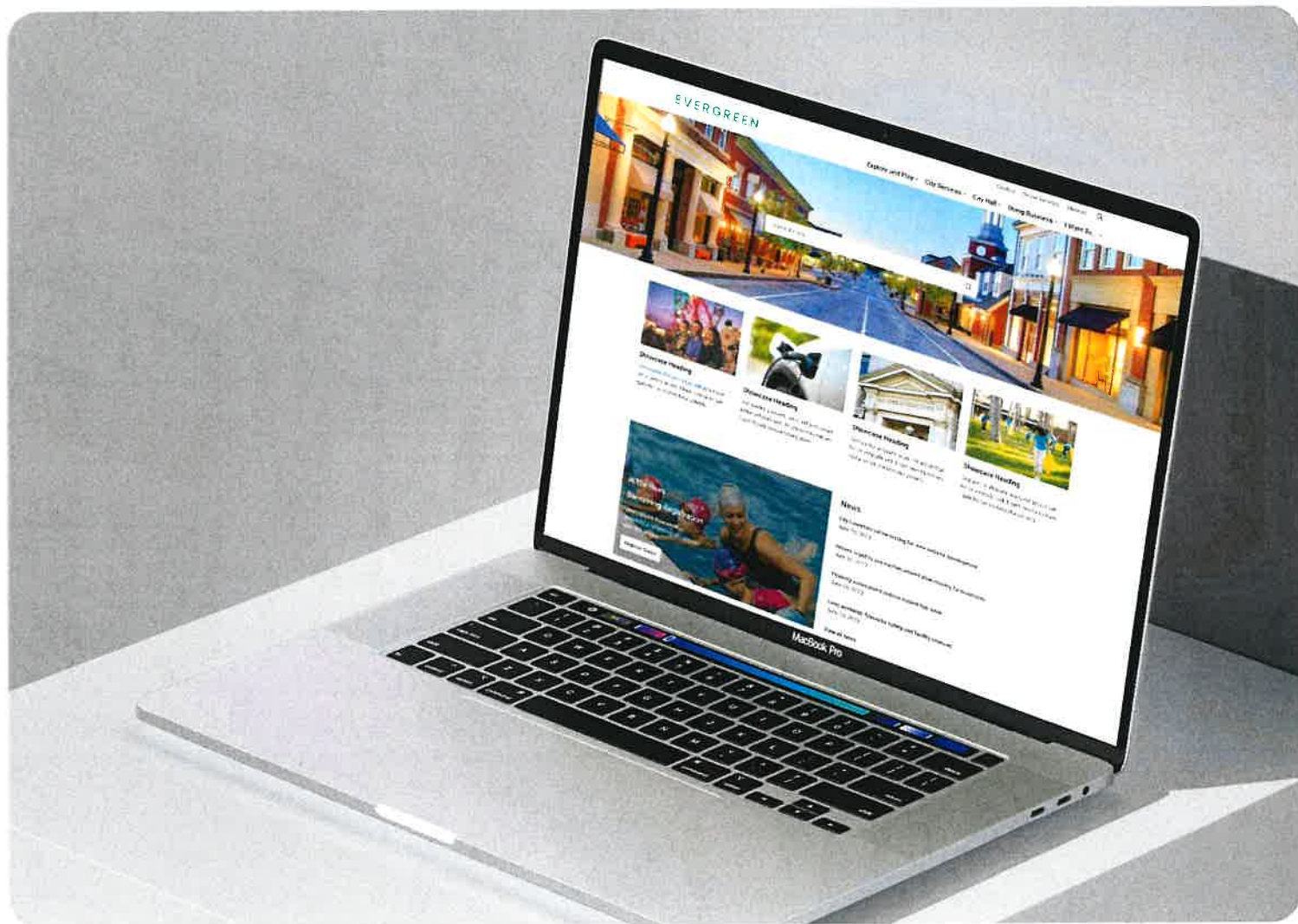
That the recommendation of the staff be approved.

*Dean Trumbley, CAO*

**List of Attachments:**

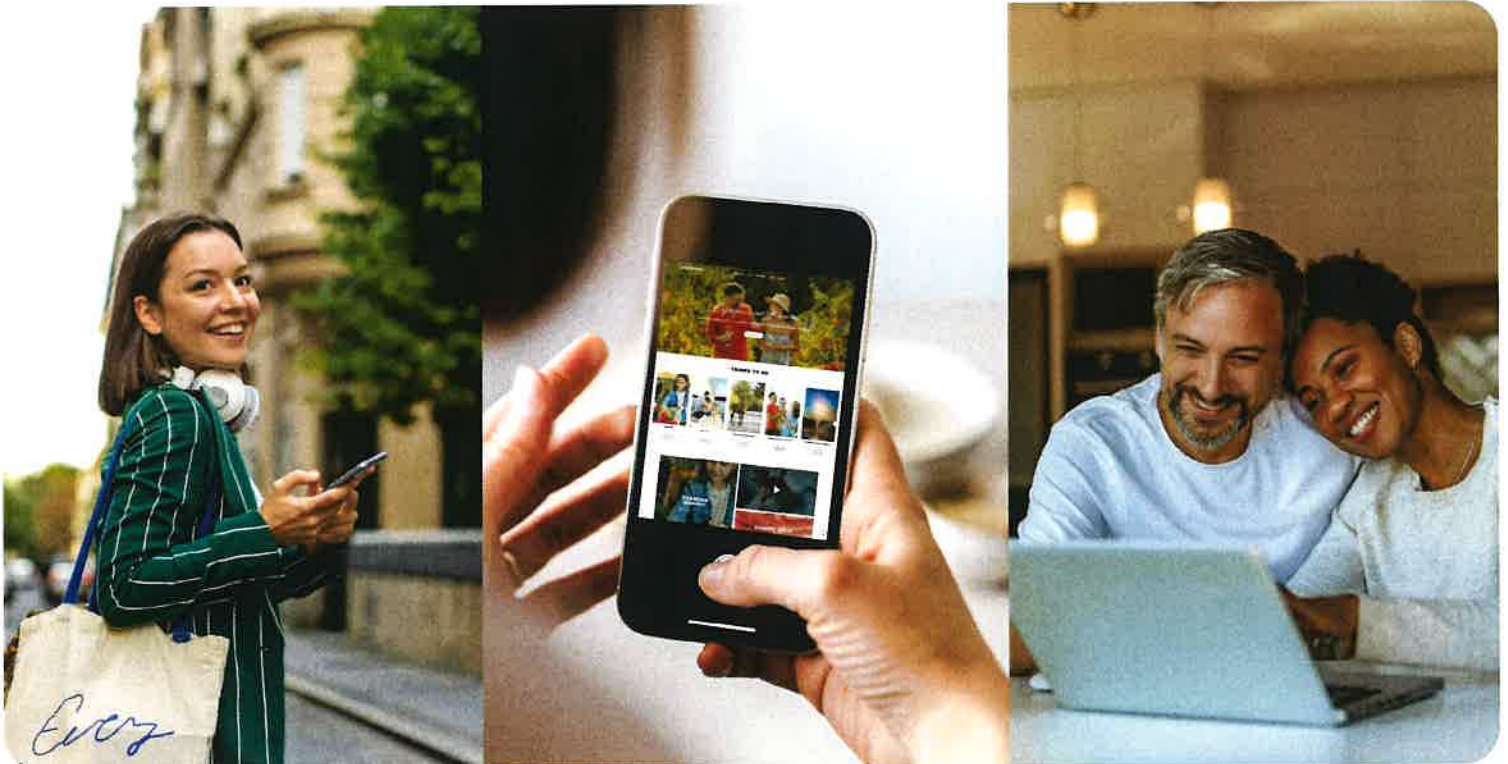
1. GovStack Contract

# Transform the way you serve and connect with your community



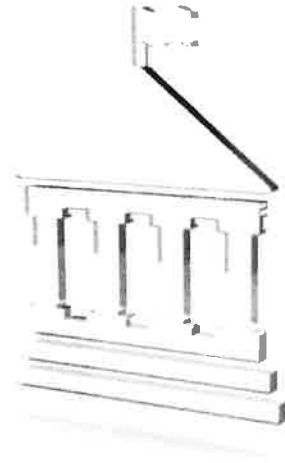
# A scalable platform that puts the control into your hands

Public sector organizations need to keep pace with the demands of their residents for online information and service delivery, especially in the face of rapid community growth. They also need to provide up-to-date information, but don't always have the technical resources to do this.



# Introducing Govstack®, a platform built for the public sector.

Govstack is a modular and scalable digital platform that enables you to engage, inform, serve, and connect with your community online, while cutting down on the cost and resources necessary to do so.



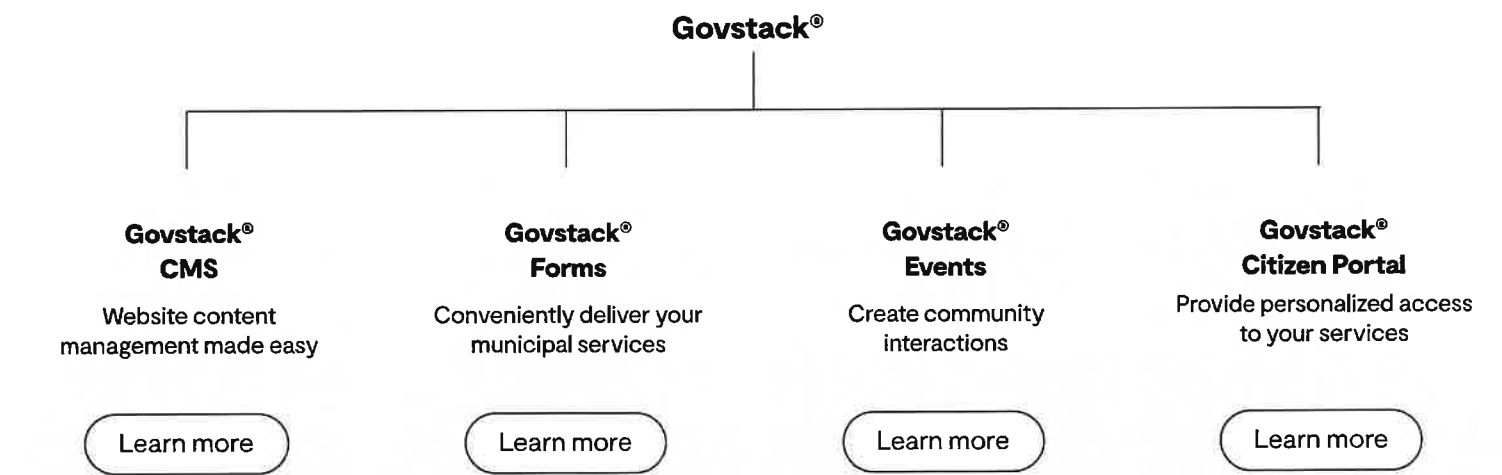
## Govstack® products →

**Govstack® Content Management System**, a robust website CMS that puts you in control of the way your content is presented.








**Govstack® Forms**, a customizable forms integration that cuts your operating costs by digitally collecting feedback, and allowing your residents to transact business online.

**Govstack® Events**, an interactive tool to easily manage your events both paid and free. Create multiple calendars, aggregate them for a single master view, plan and publish in collaboration with other departments.

**Govstack® Citizen Portal**, a personalized, citizen engagement portal that provides quick access to key information and services tailored to the unique needs of your residents, wherever and whenever they need it.



# Tailored to meet your unique needs

-  Powerful flexible intuitive Content Management System
-  Self-serve CMS with low code / no code site builder
-  Create subsites, landing pages, control CSS and brand
-  Easy to update and publish content with workflows and rollbacks
-  Powerful and flexible forms
-  Timely updates, Notification and Alerts system
-  Secure, reliable and accessible WCAG 2.1 Level AA



Here are a handful of leading cities we work with and their impact on their residents

27%

450k

#3

## Why Govstack®?

### ① Grow as you go

Evolve with the needs of your community and your organization

### ② Power with one password

Increase efficiency and centralize your systems on a single platform to deliver city services to your residents through secure, single sign-on (SSO) access.

### ③ Increase transparency and improve trust

Provide your residents with timely information, automated email notifications and feedback forms to enhance trust and foster connection.

### ④ Reduce your inquiry cost methods

We understand the pressures and expectations for Council to provide faster, easier, and cost-effective services to the public. And we also recognize the labor shortages that challenge the public sector. That's why we made Govstack, value-driven platform that helps you optimize your workforce and reduce costs, while meeting the online service expectations of your community.



# Features of the platform

Figure 1.2 - Govstack template

## General

- Subsites
- Multilingual support
- Accessibility
- Responsive on all devices

## CMS

- Website themes
- Website advanced search
- Upcoming calendar events feed
- Events calendar
- Recent news
- News listing page
- News article detail page
- Contact Directory
- Alert banners & pop-ups
- Embedded social media feeds
- News subscriptions
- Forms

## CMS Back Office (Admin view)

- CMS access with single sign-on
- Site builder
- Preview mode editable across multiple device screens
- Calendar events widget
- News widget
- News article
- News subscriptions
- Alerts
- Contact Directory management
- Landing pages
- Search engine optimization (SEO)



# Govstack® packages

Most popular

Product	Govstack® Standard	Govstack® Premium	Govstack® Enterprise
<b>Platform</b>	<ul style="list-style-type: none"> <li>→ Single sign-on (SSO) up to 50 monthly active users (MAU)</li> </ul>	<ul style="list-style-type: none"> <li>→ SSO up to 100 Municipal Administrative User</li> <li>→ Flexible branding design changes (CSS)</li> </ul>	<ul style="list-style-type: none"> <li>→ SSO with custom # Municipal Administrative User</li> </ul>
<b>CMS</b>	<ul style="list-style-type: none"> <li>→ Website theme</li> <li>→ Content management</li> <li>→ Site builder</li> <li>→ Google Search</li> <li>→ News &amp; Subscriptions</li> <li>→ GHD issued SSL/TLS certificates</li> </ul>	<ul style="list-style-type: none"> <li>→ Standard package +</li> <li>→ Secured pages</li> <li>→ Design access</li> </ul>	<ul style="list-style-type: none"> <li>→ Includes Premium</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>→ 2 Calendars</li> <li>→ 2 views (Events, Council, Tourism etc.)</li> <li>→ Public Submission with approvals</li> <li>→ Event email notifications</li> </ul>	<ul style="list-style-type: none"> <li>→ Standard features +</li> <li>→ 5 Calendars</li> <li>→ 3 views (Events, Council, Tourism etc.)</li> <li>→ Registration with eCommerce</li> <li>→ Aggregate calendar</li> </ul>	<ul style="list-style-type: none"> <li>→ Includes Premium</li> </ul>
<b>Forms</b>	<ul style="list-style-type: none"> <li>→ 50 forms</li> <li>→ 20,000 submissions</li> <li>→ Reports</li> <li>→ Workflows</li> <li>→ Status tracking</li> <li>→ *eCommerce (add-on)</li> </ul>	<ul style="list-style-type: none"> <li>→ Standard features +</li> <li>→ 200 Forms</li> <li>→ 40,000 submissions</li> <li>→ eCommerce</li> <li>→ Fillable PDF generation</li> <li>→ Administrative workflow pages</li> </ul>	<ul style="list-style-type: none"> <li>→ Custom # submissions based on population</li> <li>→ Approvals</li> </ul>
<b>Citizen Portal</b>	Add on	Add on	Add on

Part 4    PRODUCTS & SERVICES

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Products & Services

Line Item	Description	Quantity	Fee
<b>Govstack Standard Plan (CMS, Forms, Events) - Implementation</b>	<ul style="list-style-type: none"><li>- Setup and Configuration</li><li>- Project Management</li><li>- Sample sitemap from a similar organization and a tip sheet of site navigation best practices</li><li>- Website Branding</li><li>- Access to regularly scheduled training webinars, unlimited registration for your organization's domain</li><li>- Go live activities</li></ul>	<b>1</b>	<b>CA\$21,708.00</b> after 10% discount

Line Item	Description	Quantity	Fee
<b>Govstack Standard Plan (CMS, Forms, Events) - Subscription</b>	<p><b>Platform:</b></p> <ul style="list-style-type: none"> <li>- Single Sign-on (SSO)</li> <li>- 1 identity per user to access all applications</li> <li>- Maximum of 50 MAU (Monthly Active Users)</li> </ul> <p><b>CMS:</b></p> <ul style="list-style-type: none"> <li>- Website Theme</li> <li>- Content Management</li> <li>- Site Builder</li> <li>- Google Search</li> <li>- 3rd party fees apply</li> <li>- News &amp; Subscriptions</li> <li>- GHD issued SSL/TLS certificates Included</li> <li>- All products use GHD managed certificates with 256-bit encryption. GHD does not support customer issued certificates.</li> <li>- Accessible WCAG 2.1 Level AA</li> </ul> <p><b>Events:</b></p> <ul style="list-style-type: none"> <li>- 2 Calendars</li> <li>- Available Views: Events, Council, and Tourism</li> <li>- Public Submission with approvals</li> <li>- Event email notifications</li> <li>- eScribe (3rd party fee applies)</li> </ul> <p><b>Forms:</b></p> <ul style="list-style-type: none"> <li>- 50 Forms</li> <li>- 20,000 submissions (total per year)</li> <li>- Reports</li> <li>- Workflow Automation</li> <li>- Status Tracking</li> </ul> <p><b>Standard Support</b></p> <ul style="list-style-type: none"> <li>- Named Contacts: Designate 2 members of your team authorized to contact Customer support and log tickets</li> <li>- Email and Online Portal: Access to our online support portal: <ul style="list-style-type: none"> <li>~ Create and review your tickets</li> <li>~ View ticket priority</li> <li>~ Update ticket notes or status</li> <li>~ Close or re-open resolved tickets</li> <li>~ View tickets for your entire organization</li> </ul> </li> <li>- Portal URL: <a href="https://www.govstack.com/learning-centre">https://www.govstack.com/learning-centre</a></li> </ul>	1	<b>CA\$6,330.00 / year for 3 years</b>

Line Item	Description	Quantity	Fee
	<p>- Online Resource Centre: Access to product knowledge articles, news, release notes:  <a href="https://www.govstack.com/learning-centre/">https://www.govstack.com/learning-centre/</a></p> <p>- After Hours Priority Phone Support for Severity 1 &amp; 2 Incidents</p>		
<b>Govstack Business Directory Solution – Implementation</b>	<p>- Requires Govstack CMS</p> <p>- Setup and Configuration (does not include adding businesses to the directory)</p> <p>- Project Management</p> <p>- Training</p> <p>- Go live activities</p>	<b>1</b>	<b>CA\$1,548.00</b> after 10% discount
<b>Govstack Business Directory Solution – Subscription</b>	<p>Note: Requires Govstack CMS</p> <p>The Govstack Business Directory solution provides municipal staff with an efficient way to build and manage a comprehensive database of local businesses for display on municipal, tourism, and economic development websites.</p> <p>Listings can include the business name, address, telephone, fax, website, contact email, hours of operation, and includes an automatically generated map of the location.</p> <p>Residents and visitors can easily find local businesses in the community based on specific criteria, such as Sector, Areas of Service, and Amenities.</p>	<b>1</b>	<b>CA\$2,860.00 / year</b> for 3 years
<b>Annual subtotal</b>			<b>CA\$9,190.00</b>
<b>One-time subtotal</b>			<b>CA\$23,256.00</b> after CA\$2,584.00 discount

DocuSigned by:  
**Roland Griesmayer** Total  
 92C036A329D7450...

**CA\$32,446.00**

**License Term: 0 months**

**Payment Terms: Net 30 days, CAD \*Applicable taxes and annual increase the greater of 5% and Consumer Price Index not included**

**Quote Expiry Date: October 18, 2024**

**Comments:**

#### **Contact Details**

#### **Customer Contact**

**greenwoodcity.ca**

**Dean Trumbley**

**CAO**

**cao@greenwoodcity.ca**

**, British Columbia, Canada**

#### **Contact Us:**

**Joshua Foster**

**Account Executive**

**joshua.foster2@ghd.com**

**+15193400668**



## DIGITAL SOLUTIONS AGREEMENT →

### Part 1 PURPOSE

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Please see attached Govstack Quote.

### Part 2 ACCEPTANCE CRITERIA

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Looks and functions like the selected theme and has been updated based on the logo and brand guidelines provided by the customer. Is responsive to different screen sizes and orientations. Is developed following the practices and guidelines outlined by the WCAG 2.0 level AA standard. All included products and AddOns are installed and configured based on the preferences confirmed by the customer during initiation. Blank pages and navigation based on the approved sitemap are setup. Training was provided for the CMS and all included products and AddOns. A User Acceptance Testing (UAT) phase has been completed on the website and all included products and AddOns. A GoLive Plan has been provided to the customer.

### Part 3 DELIVERY SCHEDULE

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Schedule will be provided upon approval of this Statement of Work.

## Part 5 EXCLUSIONS, ASSUMPTIONS, AND ADDITIONAL TERMS

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### 1. Exclusions

- Content writing, editing, or maintenance by GHD
- Sitemap creation or revisions by GHD unless included in quote
- User set-up and permission configuration by GHD
- Integrations into third-party software not identified in scope
- Additional products, modules, or features that are not included in the selected Govstack plan, or as Add Ons under this quote
- Website clean-up assistance such as adding/editing images, photo galleries, tables, accordions, and alt text, or fixing broken links, spelling mistakes, or content-related accessibility errors.

### 2. Assumptions

- Customer will choose from the library of available Govstack themes, and the website will be delivered with the standard homepage and interior page layout for that theme.
- Customer will use GHD's Identity Provider for user accounts
- Customer will be responsible for ensuring all content is accessible, including uploaded documents
- Delivery will include no more than 10 meetings between customer and GHD [Standard only]
- Close Out will be within 6 months of Kickoff
- If content migration see **Schedule A**

### 3. Additional terms

Please see attached Govstack Quote.

**Part 6 PAYMENT SCHEDULE**

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- 1. An invoice will be issued to the Customer by GHD for all Implementation or One-Time fees 30% on signing, 60% CMS Handoff, 10% on Delivery.
- 2. An invoice will be issued to the Customer by GHD for 1 Year's Annual fees 30 days following Effective Date of this Agreement.

\*DSA does not include applicable taxes.

**Part 7 CHANGE REQUESTS**

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The fees quoted are based on GHD executing the services on a specific, mutually agreed upon, schedule that allows both GHD and Customer reasonable time to perform their tasks. Any deviation from the scope or schedule could result in corresponding changes to the estimated price, dates, responsibilities, or other provisions of the project. Changes that have material impact to any of the foregoing will be accommodated with a Change Order form or a separate Statement of Work as deemed appropriate by both parties. GHD will make reasonable efforts to mitigate the costs associated with the change, with Customer bearing only that portion of costs that cannot be mitigated or otherwise avoided.

GHD's our attached Terms and Conditions are applicable to this Digital Solutions Agreement and incorporated herein by reference. The offer to perform the Statement of Work for the fees quoted shall expire if not accepted and signed by an authorized representative of Customer on Quote Expiry Date.

IN WITNESS WHEREOF, GHD and Customer have caused this Agreement to be executed by their authorized representatives as of the date of last signature below ("**Effective Date**").

**Customer**

**GHD digital**

\_\_\_\_\_  
Dean Trumbley

\_\_\_\_\_  
**Ali Carden, PMP | A GHD Principal**  
Vice President & Global Practice Director,  
Products and Platforms

**1. Products.** (a) GHD Digital (hereinafter “GHD”), subject to this Agreement, shall grant the Customer as identified in the Digital Solutions Agreement (“DSA”) a limited, non-exclusive license to use or access GHD’s digital solutions (hereinafter the “Product(s)”) which are identified and described by the DSA. The DSA shall be governed by these terms and conditions, any Third Party Terms, and any documents incorporated by reference (the “Terms”); together with the DSA, the “Agreement”) “GHD” together with Customer, shall be referred to individually as a “Party” and jointly as the “Parties”). (b) Customer acknowledges GHD may utilize vendors or third parties to process data or provide Third Party Content or additional functionality to Products. “GHD vendors” as used herein means the third parties contracted with GHD to provide any portion of the Products subject to these Terms. “Authorized End Users” shall mean Administrative Users and Public Users. “Administrative Users” shall mean any of Customer’s employees, representatives, consultants, contractors, or agents who are authorized to use the Product and have been supplied user identifications and passwords by Customer or on Customer’s behalf to use or otherwise access the Products in the manner permitted by this Agreement. “Public Users” shall mean any individuals not affiliated with Customer, such as members of the public, authorized by Customer to use or otherwise access the Products in the manner permitted by this Agreement. “Third Party Terms” shall mean any terms and conditions of third parties and/or GHD vendors which are applicable to the use or access of the Product.

**2. Proprietary Rights.** (a) “IP” means all intellectual property throughout the world, including: copyrights, derivative software and products, graphical user interfaces, screen layouts, trade secrets, trademarks and service marks (including all goodwill), domain names, social media sites, patents, inventions, modifications, improvements, customizations, bug fixes, upgrades, designs, logos and trade dress, moral rights, publicity rights, and privacy rights. “Intellectual Property Rights” means all rights in the IP whether existing under statute or at common law or equity, now or hereafter recognized and any application or right to apply for any of the rights referred to herein and all renewals, extensions, and restorations of the foregoing. (b) Each Party shall retain ownership of their IP and Intellectual Property Rights existing as of the Effective Date, development or acquired independently of this Agreement, or created during the term of this Agreement, and nothing in this Agreement shall assign any ownership thereof to the other Party. (c) Customer retains all ownership of any IP owned by Customer prior to the date of this Agreement or created by Customer during the term of this Agreement. (d) Customer acknowledges that, unless otherwise specified in this Agreement or the Product, all IP in the Products other than the IP provided by Customer is the property of GHD and that all, GHD domains, designs, templates, formats, pricing, documentation, manuals, software listings, source code, or object code relating to the Products may constitute trade secret, proprietary and/or confidential information of GHD. Any IP such as information, text, graphics, data, links, or other materials appearing in the Product (“Third Party Content”) which is not owned by GHD or Client is subject to Third Party Terms. GHD grants to Customer and Authorized End Users a nonexclusive, non-assignable, nontransferable, non-sublicensable, revocable license to use and access the Products, pursuant to the terms of this Agreement and the End User License Agreement, as applicable. (e) Unless authorized by this Agreement, Customer shall not (i) license, grant, sell, resell, transfer, assign, distribute or otherwise commercially exploit or make available the Products in any way to any third party, other than an Authorized End User; (ii) modify or make derivative works based upon the Products, disassemble, reverse compile, or reverse engineer any part of the Products; or (iii) create Internet “links” to the Products or “frame” or “mirror” any part of the Products, including any content contained in the Products. (f) Customer’s exposure to the Products may result in Customer developing or suggesting IP or other improvements or changes related to the Products (“Feedback”). Customer grants to GHD a worldwide, perpetual, irrevocable, royalty-free license to use, distribute, disclose, and make and incorporate into its services any suggestion, enhancement request, recommendation, correction, or other Feedback provided by Customer or Authorized End Users relating to the operation of the Products. (g) With Customer’s prior written consent, GHD may use Customer’s name, logo, and/or trademark in connection with certain promotional materials, including brochures, websites, press releases, advertising, and other materials promoting the Products, which GHD may disseminate to the public. Customer may withdraw authorization for such use at any time by providing thirty (30) days written notice as provided in Section 23 below.

**3. Data Use.** (a) As between the Parties, Customer owns all right, title, and interest, including all Intellectual Property Rights, in and to Customer Data. “Customer Data” shall mean Customer information, data, and other content, in any form or medium, that is submitted, posted, or otherwise transmitted by or on behalf of a Customer or Authorized End Users. Customer shall be responsible for, and GHD may rely upon, the accuracy and completeness of all requirements, programs, instructions, reports, data, and other information furnished by Customer to GHD pursuant to this Agreement. As necessary to provide Product to Customer, Customer grants to GHD a non-exclusive, royaltyfree, perpetual, irrevocable, worldwide license to access, revise, reproduce, distribute, host, store, manage, process, display, and otherwise use Customer Data and perform all acts with respect to Customer Data, as necessary to provide the Products to Customer, prevent or address Customer’s technical problems with the Products, and meet all other purposes for Customer set forth herein. GHD shall have no obligation to validate any content of the Customer Data for content, correctness, usability, or for any other purpose. Customer shall comply with any reasonable demand by GHD to correct, discontinue, or remedy any violation of applicable laws or regulations pertaining to the Customer Data. (b) Customer agrees that GHD may use Customer Data to add insight, analytics, and data science to the Products and/or to provide or suggest additional solutions and services to Customer.

(c) Notwithstanding anything to the contrary in this Agreement, Client authorizes GHD to compile Aggregated Data, and such Aggregated Data shall be proprietary to GHD. “Aggregated Data” means any non-personally identifiable, technical, statistical, or analytical data, including Customer Data, gathered, or generated directly by the Product or by use of the Product, that GHD collects, gathers, and aggregates periodically as part of its ordinary business operations. Aggregated Data may be used by GHD for any reason, including, on a non-attributed basis to monitor and improve its products and services, for benchmarking purposes of providing additional products and services, or to provide customized services or technologies to its customers. To the extent an assignment of aggregated or de-identified Customer Data is needed to permit GHD to obtain ownership of the right, title, and interest in, to or under, any or all of the aggregated or de-identified Customer Data, Client hereby assigns and transfers the right, title, and interest in, to, and under such aggregated and de-identified Customer Data to GHD. (d) Customer agrees Customer Data stored by GHD will remain within the Customer’s country of origin. Third Parties may Process (as defined herein) Customer Data as set forth in the applicable Third Party Terms. To facilitate user login, Customer acknowledges and agrees that limited encrypted Customer Data consisting of name, username, and/or email address, may be Processed and stored in Canada, regardless of Customer location. (e) Customer’s bandwidth and disk usage shall be limited to the service levels set forth in the DSA. Any exceedance of these levels by Customer shall be subject to additional fees.

**4. Data Protection, Privacy, and Cookies.** (a) Customer agrees that GHD may store some or all Customer Data on systems which may run on a third party cloud storage provider, including but not limited to Azure Cloud. (b) For purposes of data privacy and protection laws, GHD is the data processor and Customer is the data controller of Customer Data and Authorized End Users’ information. Customer represents and warrants that it has complied and will comply with all applicable local, state, national, and foreign laws related to data privacy and the transmission of technical or personal data, including personally identifiable information, and has obtained and/or owns all rights, permissions, and consents necessary in the Customer Data and Authorized End Users’ information necessary to meet all purposes and relevant obligations set forth herein. Customer is responsible for providing privacy notices in relation to data privacy and protection laws to Authorized End Users. (c) If GHD receives, has possession or custody of, access to, or control over, any Customer Data which includes Personal Information then GHD will comply with all applicable laws and regulations in connection with its receipt, use, handling, Processing, access to and storage of Personal Information. “Personal Information” means information Customer (directly or indirectly, including through another party) shares with, discloses to, allows, or provides access to GHD, that identifies, relates to, describes, is capable of being associated with, or could reasonably be linked, directly or indirectly, with a particular individual or household, or as Personal Information may otherwise be defined by law. “Processed” or “Processing” means any operation or set of operations that are performed on data or on sets of data, whether or not by automated means. (d) The Product may include cookies on services and use them to recognize user when returning to the Product. Authorized End Users may set their browser so that it does not accept cookies. Cookies must be enabled on the Authorized End User’s web browser, however, if user wishes to access certain personalized features of the Product. (e) GHD’s relevant policies, which are hereby incorporated into this Agreement, are located at:

Privacy Policy: <https://www.ghd.com/en/privacy-policy.aspx>

Personal Information Processing Addendum:

[https://www.ghd.com/en/resources/trustcenter/PersonalInformationProcessingAddendum\\_1\\_0.pdf](https://www.ghd.com/en/resources/trustcenter/PersonalInformationProcessingAddendum_1_0.pdf)

(f) Customer shall be responsible to comply with all applicable laws in regard to information collected by Customer from Authorized End Users through the use of a Customer created form within the Product.

**5. Data Retention.** (a) The Products are not intended to be a data retention tool. Customer shall be responsible for compliance with any applicable data retention laws and shall maintain independent archives of data which is required to be retained by such laws. (b) During the term of this Agreement, GHD shall retain Customer Data within the Product for a minimum of one (1) year, except for Customer Data in the Events module, which shall be retained for a minimum of three (3) years. Following the expiration or termination of this Agreement, GHD shall not be required to retain Customer Data and GHD shall remove such Customer Data from GHD systems within a reasonable period of time. Prior to the removal of Customer Data from GHD systems, Customer may, for an agreed upon fee, elect to download such Customer Data in a mutually agreed format or extend the data retention. Notwithstanding the foregoing, data retention shall be extended as required by applicable laws. (c) A data destruction certificate certifying Customer Data (not including Aggregated Statistics) has been destroyed from GHD hardware and software shall be provided at the Customer’s written request at a cost of five hundred (\$500) dollars, in the currency set forth in the DSA. (d) GHD maintains a daily backup of its systems for thirty (30) days. In certain circumstances, it may be possible to restore data that has been inadvertently deleted by Customer. A request to restore data can be made to Customer support. Fees may be applied to restore deleted content. (e) Provided GHD retains Customer Data for the agreed upon duration, GHD shall have no liability arising from a failure to maintain Customer Data.

**6. Data Security.** GHD will maintain industry standard administrative, technical, and physical safeguards, including but not limited to PCI DSS and ISO 27001 compliance, to protect the security and privacy of Customer Data, in use, in transit, and at rest. These

safeguards include, but are not limited to, implementation of adequate privacy and security policies and data breach response plans that comply with industry standards and the requirements of applicable laws and the regulatory agencies responsible for enforcing them. If either Party becomes aware of any unauthorized access to or breach of the Products which includes Customer Data ("Security Incident"), such Party will promptly notify the other in writing of the Security Incident and include the following information: (i) the nature of the Personal Information compromised and how the Security Incident occurred; (ii) the timing of the Security Incident; (iii) the steps taken by the impacted Party to resolve the Security Incident; and (iv) the measures to be undertaken and implemented to prevent a reoccurrence of the Security Incident. In the event of a Security Incident, GHD reserves the right to shut down the Product(s) to protect the Parties with reasonable notice to Customer and with no liability to GHD for these or other remedial actions.

**7. Term and Payment.** (a) The term of the license granted to Customer shall be set forth in the DSA and shall continue until the Agreement is terminated or expires pursuant to Section 15. Unless otherwise provided for in the DSA, upon expiration of the initial term, the term will continue with automatic renewals for additional one (1) year terms, unless written notice of cancellation is delivered by one Party to the other thirty (30) days prior to the expiration date. GHD reserves the right to update these Terms at the expiration of each term. (b) Beginning on the first-year anniversary of the Effective Date and on each succeeding anniversary of the Effective Date during the term of this agreement, and for each renewal term, GHD shall be entitled to include a price increase in accordance with preceding month's Consumer Price Index as found on <https://www.statcan.gc.ca/en/start>. GHD will provide reasonable notice to Customer of price increases and any update in the Terms. Continued use of the Product beyond the expiration date shall be considered acceptance of the Terms. (c) GHD shall invoice Customer on a periodic basis for the applicable fees as set forth in the DSA. Customer agrees to pay such invoices within thirty (30) calendar days after the date of the applicable invoice. Unpaid invoices will be subject to a charge of one (1.0%) percent per month on any outstanding balance. (d) GHD shall provide Customer with notice of the unpaid invoices and if payment has not been made by Customer within thirty (30) days of such notice, GHD reserves the right without liability to suspend the Products or Customer's access to the Products. (e) In addition to the rates or charges for the Products specified in the DSA, Customer shall pay all local, federal, and state/provincial sales tax, goods and services tax, value added tax, and other taxes applicable to the provision of the Products.

**8. Customer Responsibilities.** (a) Customer shall license all third party software and obtain all hardware, at Customer's sole expense, that may be needed for Customer to operate the Products. (b) Customer shall abide by all laws, regulations, and ordinances applicable to the use of the Product, and the terms of this Agreement. Customer assumes responsibility for all acts or omissions of its Authorized End Users and agrees to indemnify and hold GHD harmless from any claim howsoever arising from the acts or omissions of its Authorized End Users. (c) Customer shall comply with any demand by GHD to correct, discontinue, or remedy any violation of applicable laws, or regulations, pertaining to Customer Data or any other content collected or used by the Products. (d) Customer may subscribe and consent to receive outage notifications, release notes, and/or other marketing material from GHD. Failure to subscribe may result in Customer not receiving information relevant to their use of the Product. (e) Unless the Customer utilizes Single Sign On ("SSO") where Customer manages their own active directory, Customer will promptly provide to GHD a list of names and other requested information to register each Administrative User to use the Products and shall notify GHD in writing as to any changes including termination of the Administrative Users. Each Administrative User will have a unique User ID for his or her access to the Products which cannot be shared nor transferred. Customer will adopt and maintain such security precautions for User IDs to prevent their disclosure to and use by unauthorized persons and will promptly take steps to remove access for such unauthorized persons and notify GHD if the security or integrity of a User ID or password has been compromised. The number of Administrative Users licensed shall be as set forth in the DSA. Customer may permanently reassign an Administrative User license from one individual to another individual by (1) notifying GHD of the Administrative User whose use of the Products is being terminated and (2) the individual to whom the Administrative User license will be reassigned. Each additional Administrative User may require an additional fee, the amount for which is specified in the DSA.

**9. Change Order.** Customer may request a modification to the DSA by written request to GHD. The requested changes will become effective only when a change order which describes the scope of the changes, the timing for the performance of any Services, and any fees resulting from the changes is executed by authorized representatives of both parties ("Change Order"). Upon execution, a Change Order will become part of this Agreement.

**10. Product Customization.** (i) GHD may provide services or Product customization ("Deliverables") set forth in the DSA. (ii) In the event that the DSA provides Deliverables to Customer for evaluation or test purposes (e.g., demo, test, or trial-versions), the Customer's right to use such version is limited to (i) internal evaluation or test purposes by Customer and, where applicable, (ii) the time period specified by GHD during implementation planning ("User Acceptance Testing" or "UAT"). Any Productive Use is strictly prohibited. "Productive Use" means an environment in which Deliverables are used for Customer's business purposes and not for test purposes. All major upgrades, modifications, and new systems must be tested by the appropriate users prior to installation of the software in production ("Production"). UAT plans include tests of all major functions, processes, and interfacing systems. Use of the Deliverables pursuant to

this section may be subject to functional restrictions and any use is at the Customer's own risk. GHD disclaims all liability arising from use of the Deliverables during UAT. (iii) Unless otherwise provided, Customer shall inspect Deliverables and conduct an acceptance test for a period of time specified by GHD ("Acceptance Period"). Customer shall review and inspect the Deliverables and shall either (i) provide acceptance or (ii) provide GHD with notice that the Deliverables do not conform to the DSA ("Deficiency"). Within thirty (30) business days of such notice GHD will provide a response or a plan of remedial action to Customer's notice of Deficiency and extend the Acceptance Period. Failure to provide notice of acceptance or rejection or a Deficiency statement to GHD at the end of the Acceptance Period constitutes acceptance by Customer. Upon acceptance, an invoice will be issued for any annual fees due and for any unpaid one-time implementation fees per the DSA. In the event the Customer finds the Deliverables do not conform to the DSA, within ninety (90) business days following acceptance, GHD will take commercially reasonable steps to remedy the Deliverables. After ninety (90) business days, any Deficiencies in the Deliverables will be remedied by GHD using commercially reasonable efforts at Customer's expense to be billed on a time and material basis pursuant to a Change Order. GHD shall retain all IP and Intellectual Property Rights in the Deliverables created by GHD under this Product Customization provision.

**11. Equipment.** GHD will not furnish equipment or materials necessary for the Product to Customer and its Authorized End Users, except as expressly provided in the DSA ("Equipment"). If Equipment is provided to Customer by GHD, all Equipment is the sole and exclusive property of GHD. Customer agrees to promptly deliver Equipment, at Customer's cost and risk of loss, to GHD at the end of the license term or earlier, as requested by GHD.

**12. End User Terms.** The Customer shall provide a set of terms and conditions applicable to all Authorized End Users and remain responsible for its contents (often referred to as an End User License Agreement or Terms of Service/Use, herein referenced as the "EULA"), which shall be incorporated by GHD into the Product. GHD is not liable for the contents of the Customer's EULA. However, Customer is required to include in the EULA provisions which limit risk to Customer and GHD, and which are located at: [https://www.ghd.com/en/resources/trustcenter/End\\_User\\_Licensing\\_Agreement\\_Provisions\\_1\\_0.pdf](https://www.ghd.com/en/resources/trustcenter/End_User_Licensing_Agreement_Provisions_1_0.pdf) and or available upon request (the "Mandatory Provisions"). Failure to include the Mandatory Provisions in the EULA, or mutually agreement provisions which meet the same intent, is deemed material breach of this Agreement. Customer agrees GHD is harmless for any liability arising under or in connection with the EULA, including but not limited to, failure to include the Mandatory Provisions.

**13. Third Party Integrations Fees.** Product may be used by Customer in conjunction with one or more third party services. Customer's use of third-party services in conjunction with the Product may be subject to separate fees and Third Party Terms. The functionality of third party integrations may be limited by the availability of data sources from third parties and access to data sources from the third party's vendors. In the event Customer requests third party services be integrated into the Product, the Services required will be addressed through a Change Order, which will be subject to a third party integration fee.

**14. Default.** Customer shall be in "Default" if (i) Customer or its Authorized End User breaches any of the terms of this Agreement, (ii) GHD has reasonable grounds to believe that Customer or an Authorized End User is in breach of this Agreement, or (iii) there is the institution by or against Customer of insolvency, receivership, bankruptcy proceedings or upon Customer ceasing to do business. If GHD reasonably believes Customer to be in Default, GHD shall provide Customer with notice of the nature of such Default. If the Default has not been cured by Customer within thirty (30) days of such notice, GHD shall have the right, at its sole discretion and without notice, to take such remedial actions as it deems appropriate, including without limitation: (i) suspending or terminating Customer's license to access the Products without liability for any losses or damages arising out of or in connection with such suspension or termination; (ii) restricting, downgrading, suspending, or terminating the subscription of, access to, or current or future use of the Products; (iii) removing any Customer Data that Customer or its Authorized End User has submitted, posted, or displayed; (iv) imposing other restrictions on Customer's use of any features or functions of the Products as GHD may consider appropriate in its sole discretion; and (v) any other corrective actions or penalties that may be available to GHD in law, equity, or contract. GHD shall be in Default if (i) GHD breaches any of the terms of this Agreement, or (ii) insolvency, receivership, bankruptcy proceedings initiated by GHD or upon GHD ceasing to do business. If GHD is in Default, Customer shall provide GHD with notice of the nature of such Default. If a Default, other than a breach of the Warranty obligations in Section 16 of these Terms, has not been cured by GHD within thirty (30) days of such notice, Customer shall have the right to terminate Customer's license to access the Products without further liability for payment, provided all amounts due GHD prior to the Default have been paid. If a Default is a breach of the Warranty obligations in Section 16 of these Terms and such Default has not been cured by GHD within one hundred twenty days (120) days of such notice, Customer shall have the right to suspend payment due GHD until such Default is cured. If GHD is unable or unwilling to cure the Default, GHD shall be entitled to terminate this Agreement.

**15. Termination and Suspension.** The provision of the Products shall expire as set forth in the DSA. Unless explicitly permitted by this Agreement, Customer may not terminate this Agreement during the term of the license as set forth in the DSA without written authorization from GHD. Upon expiration or earlier termination of this Agreement, Customer shall immediately discontinue use of the Product. No expiration, termination, or suspension will affect Customer's obligation to pay all fees due pursuant to the DSA. Customer shall have no right to a refund of any previously paid fees. Any suspension of

access to the Products resulting from a Default shall not constitute a termination of the Agreement. Customer's access to the Products shall resume upon Customer no longer being in Default, and upon payment by Customer any costs directly related to the restoration of access to the Products. GHD shall have the right to terminate this agreement as set forth in other provisions of this Agreement.

**16. Warranty.** (a) GHD warrants the functionality of the Product as set forth in the SLA and that the Product will meet applicable accessibility laws in place during the term of this Agreement, except that GHD has no responsibility to monitor or correct any content provided, generated, or uploaded by Customer. (b) Customer understands that the Product, or some features thereof, may be temporarily or permanently discontinued, changed, upgraded, improved, or limited, with reasonable notification to Customer. If, as a result of these changes, the Product is no longer supported by GHD, its vendors, or third parties, GHD shall have the right to terminate portions of, or the entire Agreement. (c) Customer acknowledges that use of the Products is at Customer's own risk, except as otherwise provided herein. GHD is not responsible for protection or privacy of information transferred through the Internet or any other network Customer may utilize. Sensitive data may be protected with the use of encryption that does not violate any governing laws or regulations. Customer acknowledges that GHD has no control over and accepts no responsibility for Customer Data hosted by Customer. (D) EXCEPT AS EXPRESSLY SET OUT IN SECTION 16(a), THE PRODUCTS ARE PROVIDED "AS IS" AND WITHOUT WARRANTIES, GUARANTIES, OR REPRESENTATIONS OF ANY KIND, EXPRESSED OR IMPLIED, AT COMMON LAW, BY COURSE OF CONDUCT OR USAGE IN THE TRADE, INCLUDING BUT NOT LIMITED TO ANY WARRANTIES REGARDING ACCURACY, COMPLETENESS, MERCHANTABILITY, OR FITNESS FOR ANY PARTICULAR USE OR PERFORMANCE. GHD DOES NOT WARRANT THAT THE PRODUCTS WILL MEET ALL OF CUSTOMER'S REQUIREMENTS OR THAT IT WILL OPERATE IN ALL COMBINATIONS WHICH MAY BE SELECTED FOR USE BY CUSTOMER OR THAT THE OPERATION OF THE PRODUCTS WILL BE ERROR FREE OR UNINTERRUPTED OR THAT ANY DEFECTS IN THE PRODUCTS WILL BE CORRECTED OR THAT ANY DATA IS COMPLETE OR WHOLLY ACCURATE, OR THAT THE PRODUCTS WILL FUNCTION WITHOUT FAILURE OR INTERRUPTION. (E) UPON CUSTOMER NOTIFYING GHD OF ANY ERRORS, BUGS, OR OTHER PROBLEMS IN THE PRODUCTS, GHD'S SOLE AND EXCLUSIVE RESPONSIBILITY WILL BE TO PROVIDE COMMERCIAL REASONABLE EFFORTS TO CORRECT SUCH PROBLEMS TO THE EXTENT COMMERCIAL FEASIBLE. (e) The Products may contain Third Party Content. Customer acknowledges and agrees that GHD is not responsible or liable for: (i) the availability or accuracy of such Third Party Content. Links to or use of Third Party Content does not imply any endorsement by GHD of the Third Party Content. Customer has the sole responsibility for and assumes all risk arising from Customer's use of any such Third Party Content. Customer further acknowledges that Customer's use of Third Party Content will be subject to the Third Party Terms applicable to such content.

**17. Indemnification.** (a) GHD agrees to indemnify and hold harmless Customer from and against losses, damages, liabilities, and expenses (including reasonable legal fees, court costs, and costs of investigation) to the extent they are caused by the gross negligence or willful misconduct of GHD or based on a claim that the Products infringe on any patent, copyright, trademark, or other intellectual property right of a third party; provided however, that GHD shall have no liability or obligation if the claim arises from (i) any alteration or modification to the Products by Customer or any third party not specifically authorized by GHD, (ii) any combination of the Products by Customer with other programs or data not furnished by GHD; or (iii) any use of the Products by Customer or its Authorized End Users that is prohibited by the EULA or is otherwise outside the permitted use for which the Products are intended. (b) Notwithstanding anything to the contrary contained or implied herein, the GHD Indemnitees (defined below) shall have no liability for any damages, whatsoever relating to the tools, third party software, third party products, or any products or services not developed or provided by GHD. (c) Customer agrees to indemnify and hold harmless GHD, its parents, subsidiaries, affiliates, officers, directors, employees, agents, vendors, subcontractors, and any successors or assigns (together the "GHD Indemnitees") from and against any and all losses, damages, liabilities, and expenses (including reasonable legal fees, court costs, and costs of investigation) to the extent caused by (i) any negligence or willful misconduct of Customer, (ii) Customer Data and Customer material infringement of any third party rights, or (iii) any breach by Customer of the terms of this Agreement.

**18. Limitation of Liability.** (a) TO THE MAXIMUM EXTENT PERMITTED BY LAW, FOR ANY DAMAGE CAUSED BY NEGLIGENCE, INCLUDING ERRORS, OMISSIONS, OR OTHER ACTS; OR FOR ANY DAMAGES BASED IN CONTRACT; OR FOR ANY OTHER CAUSE OF ACTION OR THEORY OF LIABILITY; THE GHD INDEMNITEES' LIABILITY SHALL BE LIMITED TO THE AMOUNT ACTUALLY PAID BY CUSTOMER TO GHD DURING THE TWELVE (12) FULL CALENDAR MONTHS IMMEDIATELY PRECEDING THE MONTH IN WHICH THE EVENT UPON WHICH LIABILITY IS PREDICATED FOR THE PRODUCTS PROVIDED BY GHD HEREUNDER. (b) EXCEPT AS EXPRESSLY SET OUT HEREIN, THE GHD INDEMNITEES SHALL NOT BE LIABLE TO CUSTOMER, TO ANYONE CLAIMING BY, THROUGH OR UNDER CUSTOMER, OR TO ANY THIRD PARTY FOR ANY LIABILITY, EXPENSE, INJURY, CLAIM, PENALTY, FINE, INTEREST, OR CAUSE OF ACTION WHATSOEVER OR HOWSOEVER ARISING, INCLUDING, WITHOUT LIMITATION, ANY LOSS OR DAMAGE, DIRECT OR INDIRECT, SPECIAL, INCIDENTAL, CONSEQUENTIAL, PUNITIVE, OR EXEMPLARY, OR FOR LOSS OF PROFIT OR REVENUES, BUSINESS INTERRUPTION, CONTRACT, GOODWILL, OR OTHER BUSINESS OR ECONOMIC LOSS, OR FOR LOST OR DAMAGED DATA, THE AVAILABILITY OF DATA, OR DAMAGE TO NETWORK, COMPUTER, SERVER, OR THE PRODUCTS.

**19. Dispute Resolution.** Both Parties agree in good faith to attempt to resolve amicably, without litigation, any dispute arising out of or relating to this Agreement provided hereunder. The matter may be submitted to the judicial system set forth in Section 20, in which event all litigation and collection expenses, witness fees, court costs, and reasonable legal fees shall be paid to the prevailing Party.

**20. Choice of Law.** If Customer resides in the United States, the laws of the State of California shall govern this Agreement, without reference to conflicts of law rules or principle. If Customer reside in Canada the laws of the Province of Ontario and the laws of Canada applicable therein shall govern this Agreement. Both GHD and Customer specifically disclaim the application of the UN Convention on Contracts for the International Sale of Goods to the interpretation or enforcement of this Agreement. Customer shall bring any action, suit, or other legal proceeding to enforce, directly or indirectly, this Agreement or any right based upon it exclusively in such courts.

**21. Contracting Entity.** The term GHD Digital used herein is a marketing name for the entities licensing the Product. For Customers located in the United States of America, the Product is licensed from GHD Services Inc, a Delaware corporation with offices at 2055 Niagara Falls Blvd., Niagara Falls, NY 14304, USA. For Customers located in the Canada, the Product is licensed from GHD Digital (Canada) Limited, formerly eSolutions Group Limited, an Ontario corporation with offices at 455 Phillip St., Waterloo, ON, N2L 3X2, CA.

**22. Force Majeure.** GHD will not be liable for any delay or failure to perform any obligation under this Agreement where the delay or failure results from any unforeseen or unavoidable cause reasonably beyond the affected Party's control ("Force Majeure"). Force Majeure may include, but is not limited to natural events, pandemic, labor, or civil disruption, governmental or legislative actions, or orders of any court or agency having jurisdiction of the Party's actions.

**23. Notice.** Notices pertaining to this Agreement shall be in writing and deemed to have been duly given if delivered by email to the respective Party's contact identified in the Agreement, or at such other address as may be changed by either Party by giving written notice thereof to the other. All notices to GHD pertaining to this Agreement shall be delivered to [digital-legal@ghd.com](mailto:digital-legal@ghd.com).

**24. Insurance.** GHD agrees to carry throughout the Term of this Agreement insurance coverage appropriate to its Products and Services. The certificates of insurance, incorporated herein by reference, confirm GHD's policy details for its commercial general liability, technology professional liability, and cyber liability insurance in effect at the Effective Date. Upon Customer's request, GHD will provide certificates of insurance stating Customer as a certificate holder.

**25. Service Levels.** The Product will meet or exceed the minimum service level standards set out in the Service Level Agreement ("SLA"), subject to change without notice, published at [https://www.ghd.com/en/resources/trustcenter/ServiceLevelAgreement\\_1\\_0.pdf](https://www.ghd.com/en/resources/trustcenter/ServiceLevelAgreement_1_0.pdf) and incorporated into this Agreement.

**26. Piggyback Clause.** This Agreement may be used by other institutions (such as state, province, local and/or public corporations or agencies) who express an interest in piggybacking on this contract in accordance with the terms and conditions of this Agreement at the pricing offered by GHD to Customer at the time of piggybacking. GHD agrees that Customer shall bear no responsibility or liability for any agreements between GHD and the other Institution(s) who desire to exercise this option.

**27. General.** (a) Third Party beneficiaries. This Agreement does not and is not intended to confer any rights or remedies upon any person other than the Parties. (b) Waiver. No failure or delay by either Party in exercising any right, power or privilege hereunder will operate as a waiver thereof, nor will any single or partial exercise of any such right, power, or privilege preclude any other or further exercise thereof. (c) Successors and Assignment. Customer may not assign, sublet, or transfer any rights under or interest (including, but without limitation, monies that are due or may become due) in this Agreement without the written consent of GHD. The obligations of the Parties under this Agreement will not terminate upon any attempted assignment that violates this Agreement. Any assignment or attempted assignment violating this Agreement is void. (d) Severability and Survival. The Parties agree that, in the event one or more of the provisions or a portion thereof of this Agreement should be declared void or unenforceable, the remaining provisions shall not be affected and shall continue in full force and effect. The Parties also agree that the obligations and representations, indemnifications, or limitations of liability contained within this Agreement shall survive the termination of this Agreement. (e) Authority. Customer represents and warrants that the individual accepting this Agreement is doing so with full and complete authority to bind Customer on whose behalf they are acting to every term of this Agreement. Acceptance of this Agreement signifies that Customer has read and agrees with all terms and conditions referenced in this Agreement. (f) Entire Agreement. The DSA, these Terms, and any documents referenced in either document constitute the complete and final agreement between GHD and Customer regarding the subject matter hereof. This Agreement supersedes all prior or contemporaneous communications, representations, undertakings, or understandings of the Parties, whether oral or written, relating to the DSA or the Products. Modifications of this Agreement shall not be binding unless made in writing and signed by an authorized representative of each Party.



# THE CORPORATION OF THE CITY OF GREENWOOD TEMPORARY USE PERMIT APPLICATION

PO Box 129  
202 S. Government Avenue  
Greenwood, BC V0H 1J0  
Phone: 250-445-6644 Fax: 250-445-6441  
Email: frontdesk.greenwoodcity@shaw.ca

## APPLICANT'S INFORMATION:

Application Date:

Oct 1<sup>st</sup> 2024

Applicant:

Greenwood Board of Trade (Desiree King)

Mailing Address:

Po Box 430  
Greenwood BC  
V0H 1J0

Telephone Number(s):

250-445-6343 778-823-0396

Registered Property Owner:

City of Greenwood

Mailing Address:

Telephone Number(s):

Applicant's Status:

☐ Individual ☐ Municipality ☐ Company (attach Cert. of Incorporation)

☒ Other, specify: Board of Trade

Current Zoning:

## SUBJECT PROPERTY AND DEVELOPMENT INFORMATION:

Proposed Term of Use:

Oct 31<sup>st</sup> 2024 1 day

(ie: years / months / days)

Start Date:

Oct 31 2024

End Date:

Oct 31 2024

Civic Address (street):

Legal Description:

(lot / block / plan)

Ball Park + Concession +  
washrooms

Property Identification #s:

(PIDs)

102 Copper Ave  
PID: 012888-010

THE CORPORATION OF THE CITY OF GREENWOOD  
TEMPORARY USE PERMIT APPLICATION

Provide a description of the existing use / development of the property:

N/A

Provide a description of the proposed temporary use of the land and buildings:

Use of concession to hand out free Hotdogs  
+ Bonfires, use of washrooms

Describe all potential impacts on adjacent landowners, the environment and local area:

light noise, foot traffic

Describe the steps that will be taken to restore the land or buildings to their original state after completion of the temporary use:

Building, washrooms and park will be  
cleaned by volunteers

Please attach additional information, as required.

**THE CORPORATION OF THE CITY OF GREENWOOD  
TEMPORARY USE PERMIT APPLICATION**

**APPLICATION CHECKLIST:**

- ☐ All sections of this application form have been completed
- ☐ Appendix A – Site Plan
- ☐ State of Title Certificate (not more than 30 days old)
- ☐ Copies of all covenants registered against the Title
- ☐ All owners listed on the Title have signed the application
- ☐ Application fee

By signing this application form, the signee confirms that the information disclosed on this form is accurate and complete. The signee warrants and represents that they have sufficient power, authority and capacity to sign on behalf of their company / corporation / community group.

Desiree King  
Applicant's Name (please print)

  
Signature

Date: Oct 1 2024

City of Greenwood.  
Registered Owner's Name (please print)

\_\_\_\_\_  
Signature

Date: \_\_\_\_\_

This information is collected pursuant to Part 14 of the Local Government Act. This information may form part of the public record and may be included in a meeting agenda that is posted online when this matter is before the Council for the City of Greenwood.



# 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.

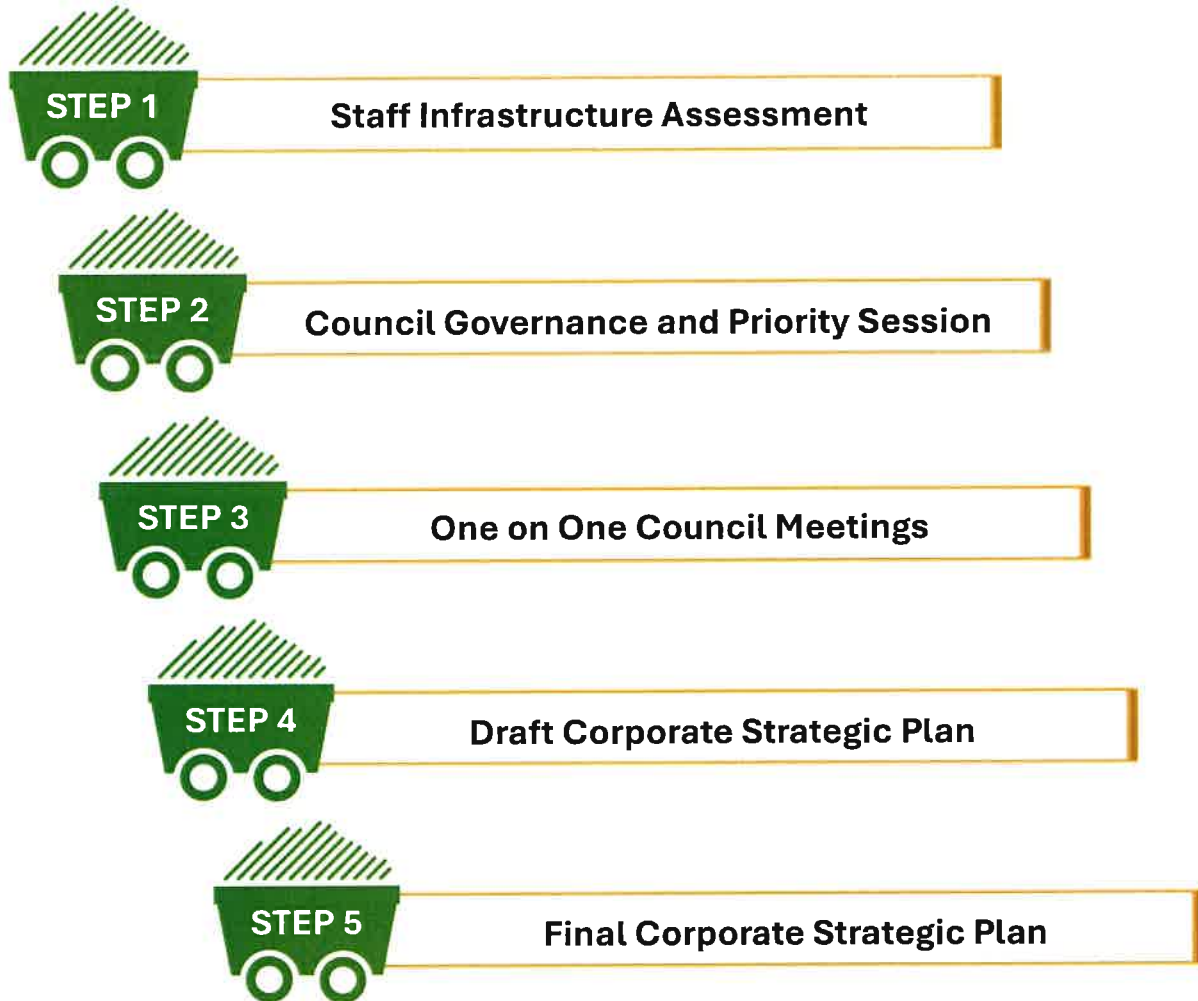
In other words, the Plan:

- 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

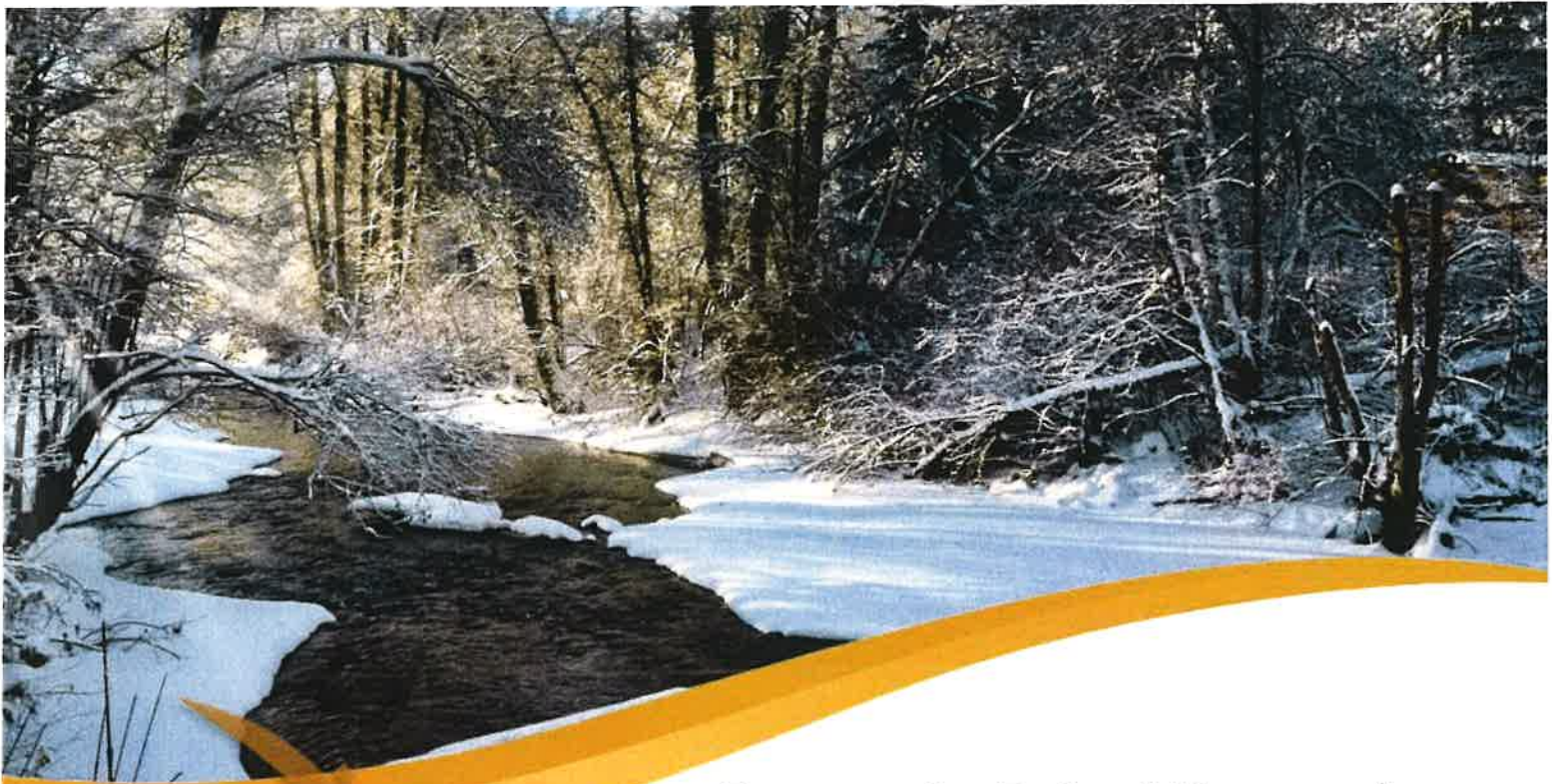
### **Transportation:**

- 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

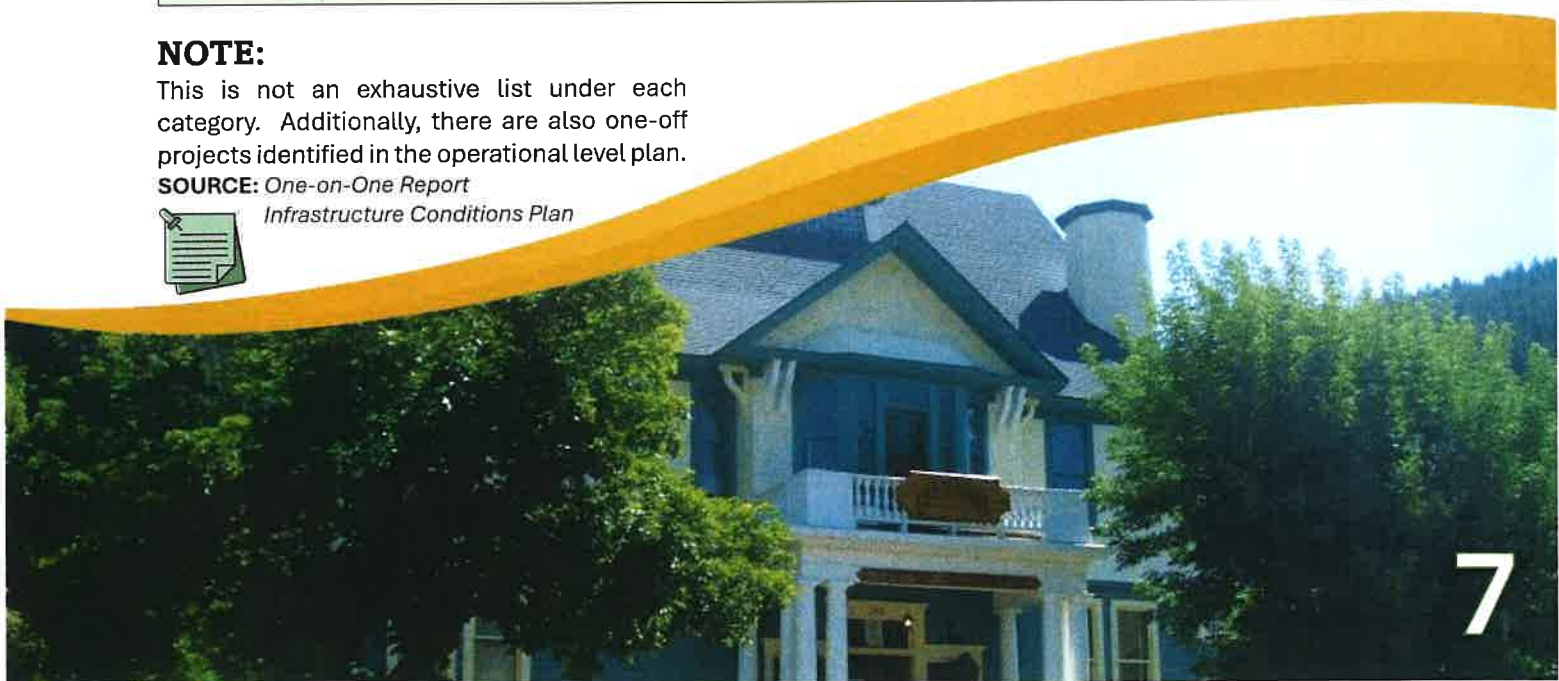
	<b>FIRE PROTECTION</b>	<ul style="list-style-type: none"> <li>• Upgrades needed to the Fire Hall (FireSmart)</li> <li>• Heating/cooling center in basement</li> <li>• Update ALL department policies and procedures</li> <li>• Purchase new fire engine</li> <li>• Establish economic development opportunities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

### 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

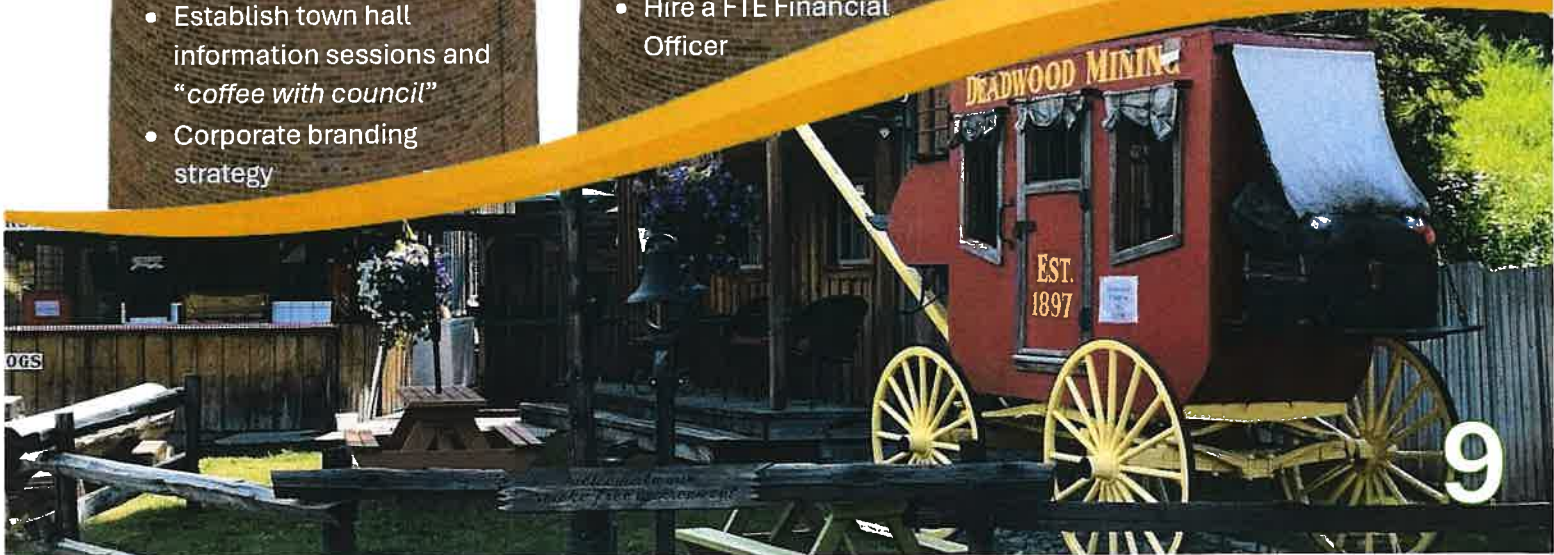
- Purchase new fire engine
- Implement phase one water system project
- Update high-risk bylaw, policies and procedures
- Complete the Official Community Plan and related bylaws
- Establish a “live” Asset Management system
- Implement the eScribe meeting software
- Renovation of City Hall for FOIPPA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

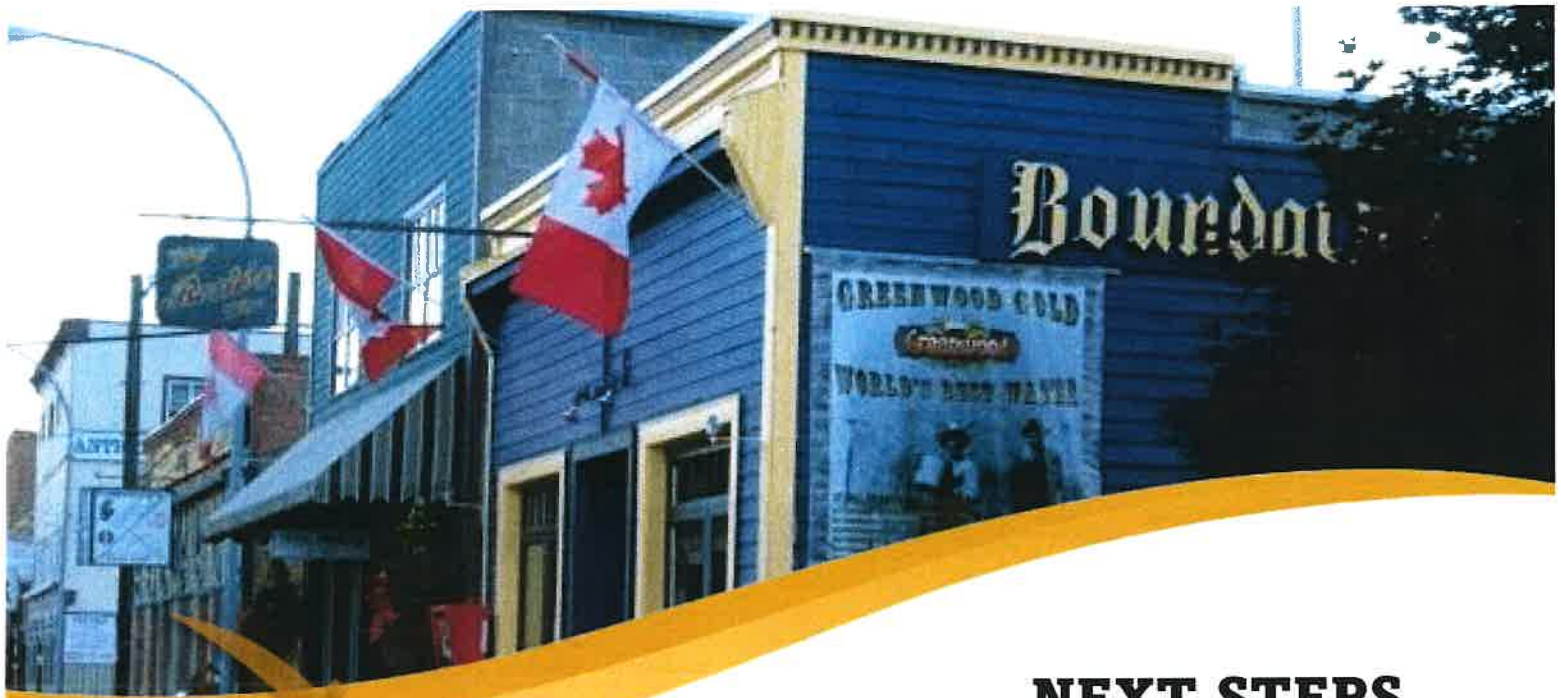
## MEDIUM-TERM 3-5 Years

- 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

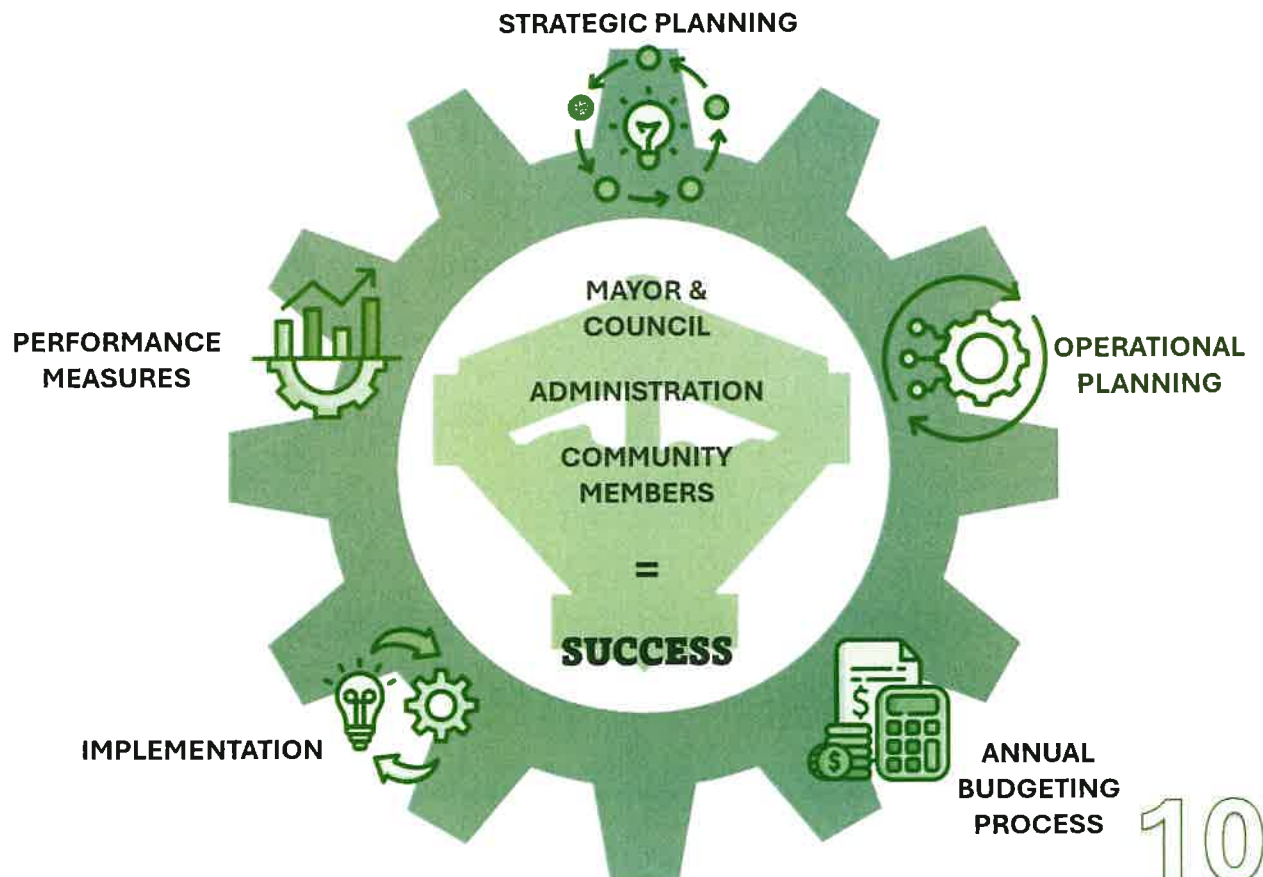




## NEXT STEPS

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.





# City of Greenwood

**2024 COMMUNICATIONS STRATEGY**





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## MESSAGE FROM THE MAYOR

Communication is a vital part of government and a rapidly evolving field. On behalf of Council, I am proud to introduce our first formal communications strategy. In the past there were local newspapers, often more than one, in every community, with reporters and editors that insured accurate and timely information was disseminated to residents.

Today, we have fewer professional media, and many people seek their news and information through digital platforms and social media. Unfortunately, on social media, disinformation can be as common as information. It is therefore more important than ever that the City have a robust communications strategy to ensure all residents get timely and accurate information.



The Communications Strategy is a living document which employs several creative and innovative communication tactics to provide the highest quality of timely and accurate information to all our residents. The City has a large ranges of age demographics from retirees to young families. This poses communications challenges in reaching all age demographics of our community, which this communications strategy attempts to address by incorporating innovative approaches including the employment of online digital platforms.

This strategy is a living and breathing document that will adapt as communication needs change and evolve, with its progress being maintained through collaboration between City Staff, Mayor and Council, and its success continually monitored to ensure it serves our community well.

**MAYOR**

**John Bolt**



## MESSAGE FROM THE CAO



On behalf of the City, I am thrilled that Council has approved the Communications Strategy. As Chief Administrative Officer, we are entering exciting times as we move forward in implementing our Corporate Strategic Plan. Within the Corporate Strategic Plan, we outlined our top strategic priorities to assist with our efforts of creating a unified community vision and building excellence in the services we provide, including our commitment to offering high-quality customer service. This mission remains steadfast through this first formalized communications strategy as we strive to provide exceptional and transparent communication to the members of our community through a creative and innovative approach.

Throughout this strategic document, you will see our reinforced commitment to strengthening trust with our City residents and stakeholders through effective and robust communication tactics. This strategy provides the framework and guidance for staff and will serve as a benchmark to our accountability to the residents of the City of Greenwood.

The City of Greenwood must remain relevant and cut through the communication noise as we move into a digital era and understand the complex challenges of communicating with our diverse audiences. This strategy will serve as a living document, and we will continue to engage and seek feedback with residents of our community to ensure we continue to communicate both creatively and effectively. We sincerely appreciate our community's commitment to engagement, and we look forward to building a bright and well-informed future, together.

**CHIEF ADMINISTRATIVE OFFICER**

**Dean Trumbley**



# **The Strategy**

Introduction



## WELCOME TO GREENWOOD'S COMMUNICATION STRATEGY

The City of Greenwood is committed to engaging and listening to all residents and stakeholders, including full-time, part-time, seasonal, rural and urban, through a respectful, informed and ongoing dialogue. Business owners and visitors are important contributors to the conversation as well. This Communications Strategy lays the foundation for community engagement.

“

*The City of Greenwood is striving to provide exceptional and transparent communication to the citizens of Greenwood.*

”

The Strategy is a roadmap. Progress will be tracked and evaluated as each goal is achieved. Best practices embedded in the process will be applied to the next. Thus, the Strategy will provide a solid foundation for all future communication initiatives as it addresses several key challenges and opportunities, including:

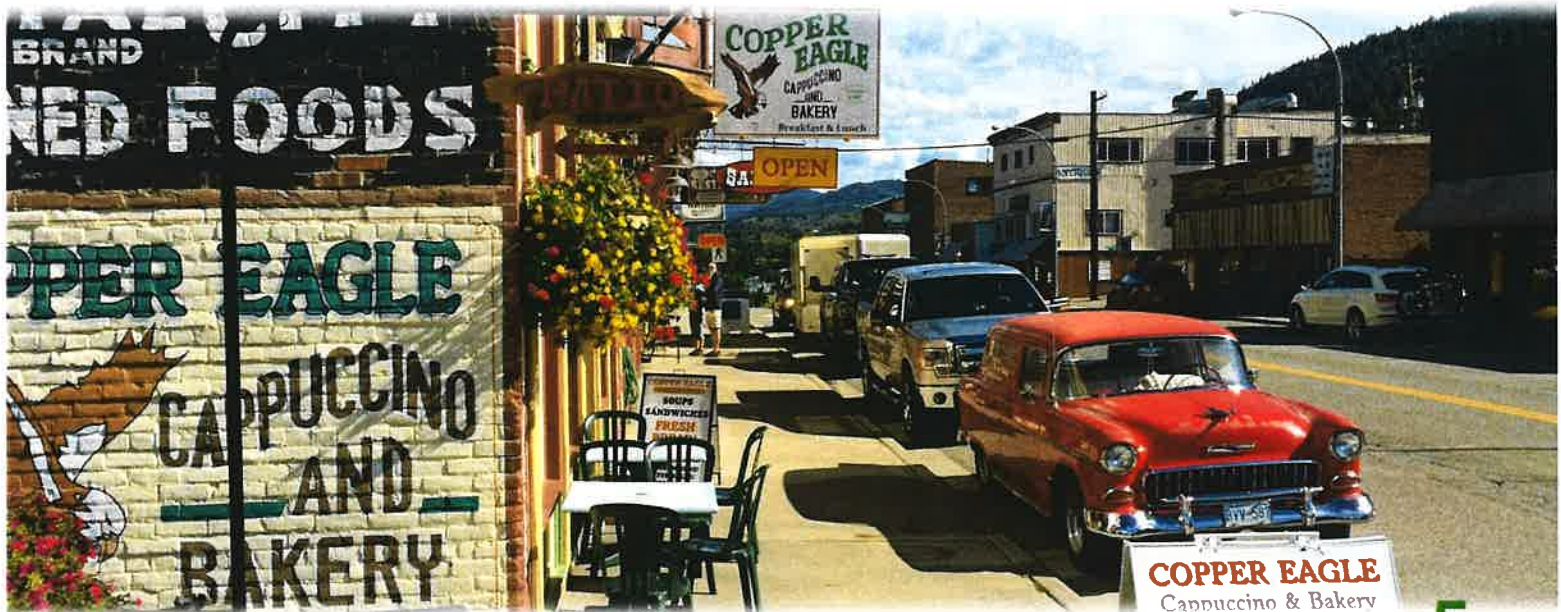
- ✓ Establish a standard and monitor compliance for inquiries and use.
- ✓ Rebuilding the City's website with a new and improved user experience.
- ✓ Enhancing the public survey process and experience.
- ✓ Increasing Council and Staff face-to-face engagement with residents.
- ✓ Launching a quarterly, print and digital City newsletter.
- ✓ Simplifying content and focus on writing in plain language.
- ✓ Communicating early and often with a proactive approach.
- ✓ Building a comprehensive email database.
- ✓ Leveraging social media with an actionable and robust plan.
- ✓ Clearly communicating City priorities.



The Strategy's four key objectives will be met through a variety of clearly mapped out tactics. Together, the objectives and tactics will create a more meaningful and open relationship between residents, stakeholders and the City – a relationship built on a foundation of respect, listening and active engagement.

*“The City of Greenwood is committed to engaging and listening to all residents and stakeholders.”*

In alignment with the Corporate Strategic Plan, the Communications Strategy follows the City's core operating values of achieving full transparency and accountability while aiming to support the communications goal set out by the City Staff, Mayor and Council, which is to foster “*an engaged community in which every voice is heard*”.





## ALIGNMENT WITH THE CORPORATE STRATEGIC PLAN

The Corporate Strategic Plan outlines six strategic priorities, which included a priority specific to communications and engagement. The Corporate Strategic Plan highlights the importance of enhancing communication efforts through a variety of tactics.

The Corporate Strategic Plan ranked communications as the fifth most important priority.

*“The Corporate Strategic Plan commits to increase, diversify and provide the most up-to-date information available.”*

Four detailed objectives were highlighted within the Corporate Strategic Plan: those being,

### DIGITAL COMMUNICATION

Total revamp of the City's website

### COMMUNITY CONNECTION

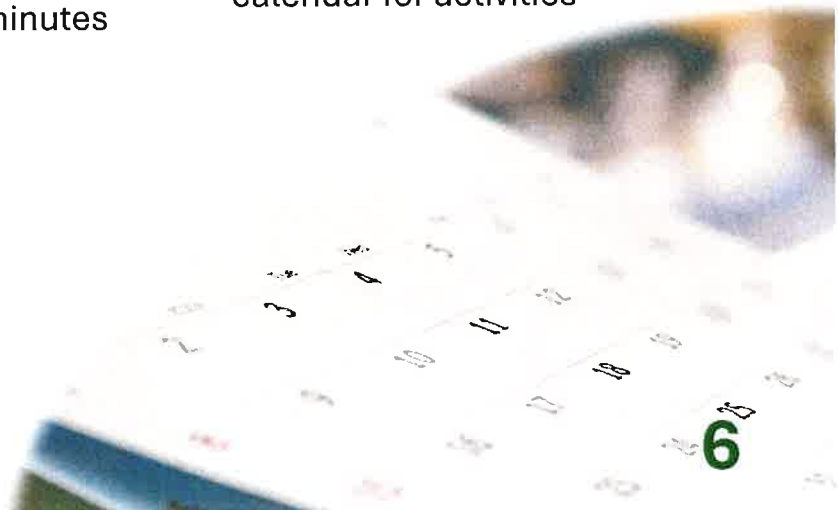
Establish townhall & “coffee with council” meetings

### ACCOUNTABILITY

Ease of access and up-to date availability of governance documents and meeting minutes

### EVENT & ACTIVITIES

Create a City of Greenwood calendar for activities





## COMMUNICATION GOAL

The Communications Strategy is aligned with the Corporate Strategic Plan. The Strategy has a single goal that underscores the importance of listening and proactive communication that includes all residents and stakeholders in the City of Greenwood.

### COMMUNICATION OBJECTIVES

The Communications Strategy is based on four objectives. The objectives are interdependent and linked to the Corporate Strategic Plan and its vision. The objectives were derived from the SWOT Analysis detailed on the next page. As the Strategy is implemented and the objectives are realized, they will strengthen one another and collectively help achieve the communication goal.

Through establishing a strong communication baseline, the City will enhance its presence and authority as being the primary source for information on City news, which will help to address the spread and concern of misinformation. In addition, through strategic communication efforts that values and prioritizes flexibility, courtesy, and respect, the City will foster a true culture of active listening and two-way engagement with the community.

The following chart details the objectives and how they will be realized:

OBJECTIVES	MEANS OF ACHIEVEMENT
<b>#1: Establish</b> a communication baseline.	Define standards against which progress will be measured.
<b>#2: Cultivate</b> communication excellence.	Consistently deliver all City communication in a factual, transparent, relevant and timely manner.
<b>#3: Develop</b> creative and multi-platform content that enhances all communication activities.	Website, social media, newsletters, posters, brochures, eScribe.
<b>#4: Foster</b> engagement and uphold public trust.	Actively listen and engage residents to instill public trust and confidence.



## SWOT ANALYSIS

As a primary step, the City of Greenwood conducted a SWOT analysis to evaluate strengths, weaknesses, opportunities, and threats related to the state of the City's current communications efforts. Conducting a SWOT analysis allows City staff to consider factors from both an internal and external perspective and aims to provide valuable insight and reflection into the formation of the Strategy as well as assist in identifying the tactics necessary to improve the City's efforts.

**S**

Strengths	Action Items
Council and staff dedicated to strengthening communication and public engagement	<ul style="list-style-type: none"> <li>• Create a Communications Strategy</li> </ul>
Clearly identified communication standards, protocols and workflow processes	<ul style="list-style-type: none"> <li>• Share with public</li> <li>• Ensure staff are trained</li> </ul>
Engaged the citizens and non-profit organizations in the City of Greenwood to constantly assess communications effectiveness	<ul style="list-style-type: none"> <li>• Leverage skills and experience</li> <li>• Deploy internally as needed</li> <li>• Seek out and act on advice</li> </ul>
Engaged media and community email distribution lists	<ul style="list-style-type: none"> <li>• Continue to develop partnerships</li> <li>• Leverage with breaking news or times of crisis</li> </ul>

**W**

Weakness	Action Items
Lack of engagement and participation amongst hard-to-reach residents	<ul style="list-style-type: none"> <li>• Create a diverse, multi-platform set of communication tools</li> </ul>
Selective resident engagement with participation focused on specific topics of interest	<ul style="list-style-type: none"> <li>• Share with public</li> <li>• Ensure staff are trained</li> </ul>
Reliance on surveys as an engagement tool	<ul style="list-style-type: none"> <li>• Leverage skills and experience</li> <li>• Deploy internally as needed</li> <li>• Seek out and act on advice</li> </ul>
Lack of face-to-face engagement with residents	<ul style="list-style-type: none"> <li>• Establish townhall and "coffee with council" meetings</li> </ul>
Low number of email addresses	<ul style="list-style-type: none"> <li>• Launch email address collection campaign</li> <li>• Improve email system</li> </ul>



O

Opportunities	Action Items
Improve and strengthen the City's website	<ul style="list-style-type: none"> <li>• Create an immersive and interactive website</li> </ul>
Increase community engagement to foster transparency and public trust	<ul style="list-style-type: none"> <li>• Work with local ski clubs, groups and associations to improve outreach</li> </ul>
Increase community involvement by engaging hard-to-reach residents	<ul style="list-style-type: none"> <li>• Leverage skills and experience</li> <li>• Seek out and act on advice</li> </ul>
Make communications a part of all City project and initiative planning	<ul style="list-style-type: none"> <li>• Strengthen project planning and workplans</li> <li>• Provide communications training to all staff</li> <li>• Proactive budgeting and resource allocation</li> </ul>
Leverage local knowledge and resident engagement to increase transparency	<ul style="list-style-type: none"> <li>• Seek feedback</li> <li>• Encourage resident participation at City gatherings</li> </ul>
Explore new methods of public engagement	<ul style="list-style-type: none"> <li>• Text messaging tool</li> <li>• Digital screens in Municipal Facilities</li> </ul>
Leverage social media	<ul style="list-style-type: none"> <li>• Draft and execute detailed strategy</li> <li>• Leverage high level of community usage</li> <li>• Encourage ongoing feedback</li> </ul>
Strengthen youth engagement	<ul style="list-style-type: none"> <li>• In-school presentations by Council and Staff</li> </ul>
Threats	Action Items
Audiences are inundated with communications and marketing resulting in engagement fatigue	<ul style="list-style-type: none"> <li>• Create a diverse, multi-platform set of communication tools</li> </ul>
Misinformation on social media	<ul style="list-style-type: none"> <li>• Focus on the City's story</li> <li>• Be forthright and respond quickly</li> <li>• Focus on facts</li> </ul>
Lack of understanding between different levels of government and their priorities and mandates	<ul style="list-style-type: none"> <li>• Leverage skills and experience</li> <li>• Deploy internally as needed</li> <li>• Seek out and act on advice</li> </ul>
Unforeseen issues that impact project timelines and resources	<ul style="list-style-type: none"> <li>• Continue Town Hall and "coffee with council" meetings</li> </ul>

T



## RESIDENTS AND COMMUNITIES

The City of Greenwood is hoping to see steady growth. In addition, as with many small rural communities in British Columbia, Greenwood is experiencing a gentrification process bringing families of all ages from the Lower Mainland and Okanagan areas. This growth has introduced a wide-spread age demographic and understanding how various audiences receive and engage with information is even more critical in developing and delivering the City's message and connecting with hard-to-reach audiences. In addition, the City communicates regularly with a variety of media outlets and government agencies.



Full-Time Residents



Seasonal Residents



Business Owners and Employees



Groups and Service Clubs



Non-Profit Organizations



Tourists and Visitors

### Generational Challenges for Communications

**Baby Boomers (1945-64)** 80% prefer face to face communications

**Generation X (1965-80)** Only 20% use their smartphones for communications

**Millennials (1981-96)** 75% would opt for the text-only approach

**Generation Z (1996-2012)** 80% utilize social media for inquiries, complaints or praise.

Thus, the City employs multiple tools and platforms to deliver its messages and news. In the first year of the Strategy, research will be undertaken to provide insights into the best means of engaging each of the groups outlined above. Over the term of the Strategy, the learnings will be refined and built upon.



## COMMUNICATION ACTIVITIES

Communication is an integral part for the City of Greenwood. Many audiences, including the public and other government entities, look to municipalities for various information. The City employs a variety of tactics to reach our audiences; those include,



Strategic Communications



Media Relations



Issues Management and Crisis Communications



Community Engagement, Public Sessions and Town Hall Meetings



Website Management



Advertising and Promotional Materials



Social Media Management



Town Brand Standards

“

*The Communication's Officer plays the central role in the City's communication efforts while supporting all operations and divisions.*

”





## THE COMMUNICATIONS TOOLKIT

To meet the diverse needs of residents and stakeholders, the City employs several communication tools and platforms. The list is subject to constant review and is modified as circumstances change or dictate.

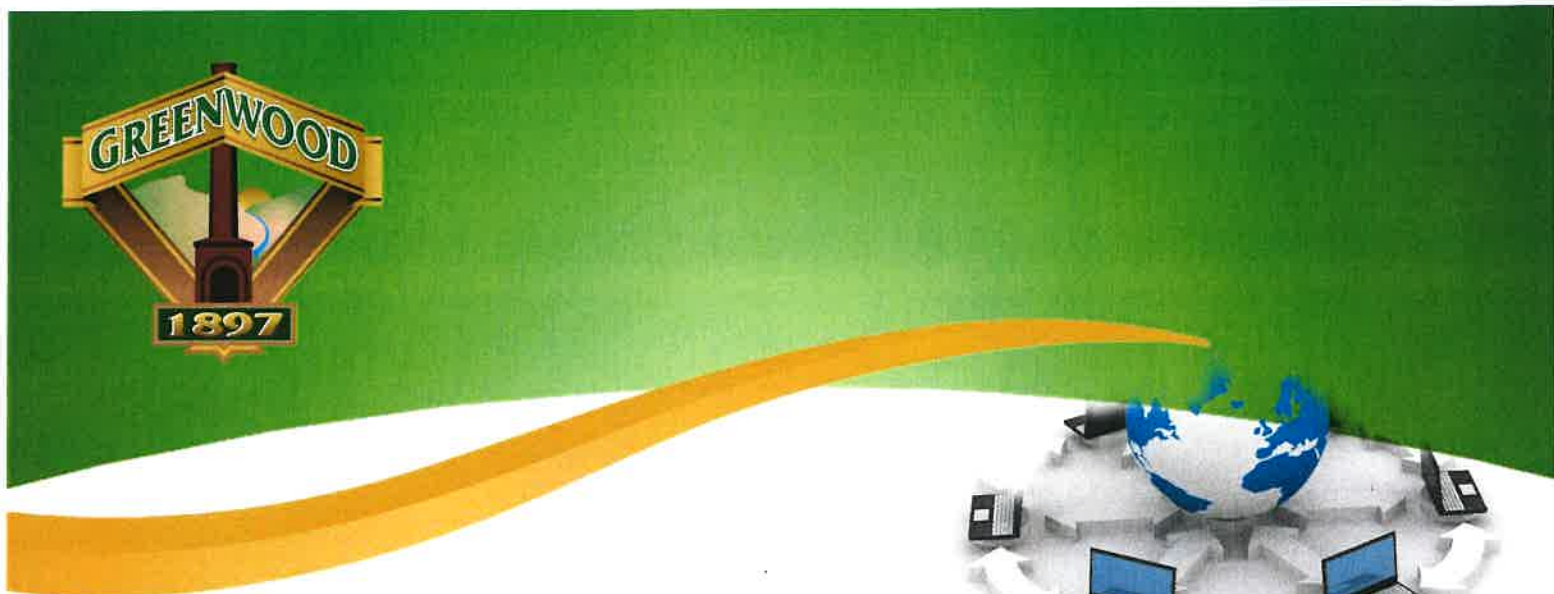
The breadth of tools encourages flexibility. The tools can be used in a multitude of combinations – spontaneously or in a measured manner, depending on the need and to whom the message is being targeted. The list of tools currently being employed includes:

- |                          |                      |                                |
|--------------------------|----------------------|--------------------------------|
| ✓ Newspaper Ads          | ✓ Press Releases     | ✓ Roadside Signage             |
| ✓ Municipal Newsletter   | ✓ TV Screens         | ✓ City Website                 |
| ✓ Social Media           | ✓ Direct Mail        | ✓ Surveys and Polls            |
| ✓ Hand Delivered Notices | ✓ Town Hall Meetings | ✓ Coffee with Council Meetings |
| ✓ Focus Groups           | ✓ City Hall          | ✓ Posters                      |

### Email Newsletters

As the City's website is under development, plans to improve the email newsletter and communication services will be implemented. Central to this is a professionally led campaign to build and maintain the City's email address database. This is key to driving the traffic to the City website.





## CITY'S WEBSITE

The City's website ([www.greenwoodcity.com](http://www.greenwoodcity.com)) serves as its primary communication tool and is often the first touchpoint for residents and stakeholders. The website is in the process of being rebuilt.

Upon relaunch, the website will:



Improve the end-user experience



Feature a new and improved design and functionality



Employ streamlined and simplified site navigation



Improve content searchability



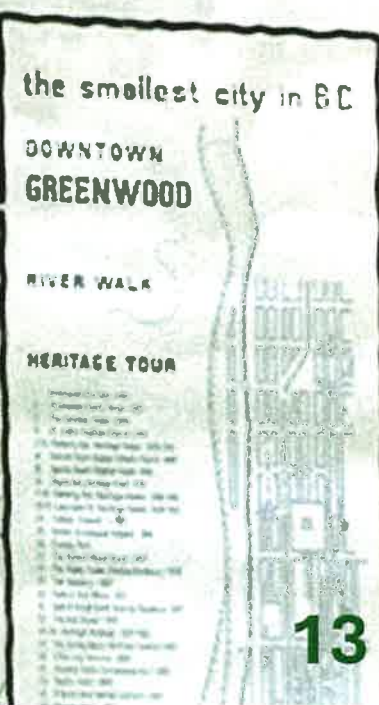
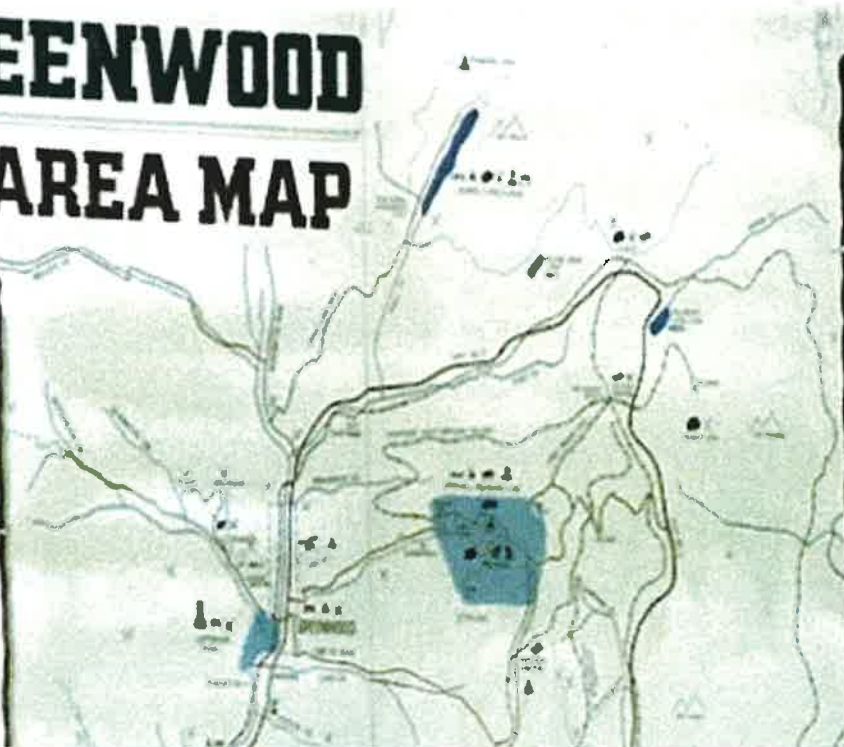
Enhanced and simplified staff processes



Provide up-to-date information including agendas, minutes and bylaws



## GREENWOOD AREA MAP





# **Operational**

Steps to Success



## OBJECTIVES

The Strategy's objectives will be achieved by following several clearly defined tactics over a five-year term. While the tactics are presented on a year-by-year basis, the City recognizes the need for flexibility within the implementation of the plan.

### 2024 - Year One

1. Develop and implement social media strategy
2. Implement email address collection campaign
3. Launch quarterly, printed and mailed City newsletter focused on storytelling
4. Launch new corporate City website
5. Secure and utilize the eScribe program linking minutes and agenda to website publishing
6. Install a digital information delivery TV at City Hall in waiting area
7. Initiate the Town Hall and Coffee with Council meetings

### 2025 - Year Two

1. Hire research firm to assist with all City surveys
2. Develop communication orientation package for new staff and Council members
3. Launch monthly e-newsletter
4. Develop issues management communications plan
5. Conduct Citizen Satisfaction survey
6. Create new resident welcome package

### 2026 - Year Three

1. Develop department-specific explainer content media (*videos, pamphlets, etc.*)
2. Conduct media relations training for leadership & Council
3. Establish youth engagement opportunities through partnerships with local schools and youth groups (*i.e. Greenwood Recreation Association*)
4. Launch resident text message communications and emergency alert tool

### 2027 - Year Four

1. Launch municipal podcast to share news and information with residents
2. Launch pilot project with City "news boxes" located in high-traffic areas to assist with newsletter and City survey distribution

### 2028 - Year Five

1. Purchase and improve use of digital screens/signage
2. Update the Communications Strategy



## FINANCIAL IMPLICATIONS

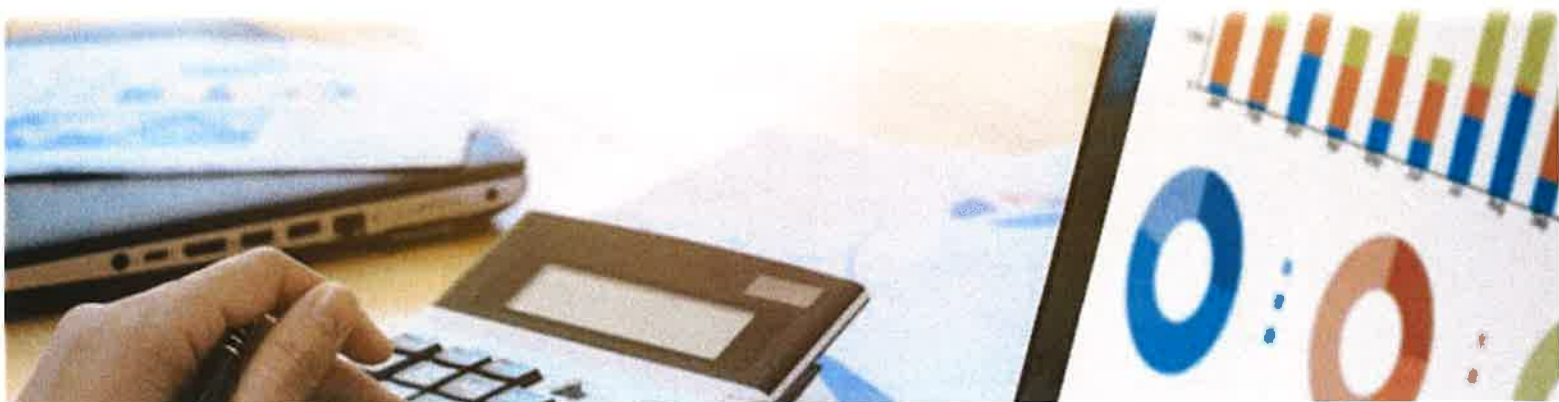
The following chart outlines the financial operating contingency that is required to implement the tactics outlined within the Strategy. The detailed financial breakdown of each tactic is included within **Appendix A: 2024 – 2028 Tactics and Deliverables**.

It is important to highlight that many of the tactics contain ongoing costs that will be carried forward into future years to continue the delivery of the service. The cost of implementing each tactic was calculated based on the experience and understanding of staff and through reviewing comparative projects and information provided by municipal partners.

These costs only represent a small percentage of the total annual communications budget for the City of Greenwood. Consolidated communications costs are contained in the City's annual budget. Changes are being implemented to improve the tracking and reporting of communications operating expenses and advertising expenses in all City of Greenwood operations.

### Year to Year Financial Requirements

	2024	2025	2026	2027	2028	
One Time Costs	\$14,495.00	\$5,500.00	\$18,000.00	\$3,500.00	\$15,000.00	
Annual Costs	\$18,500.00	\$2,400.00	\$2,000.00	\$2,500.00	\$0.00	
Forward Costs	\$0.00	\$18,500.00	\$20,900.00	\$23,400.00	\$23,400.00	
Totals	\$32,995.00	\$26,400.00	\$40,900.00	\$26,900.00	\$38,400.00	\$165,595.00





## MEASURING SUCCESS

To ensure the effectiveness of the Communications Strategy, each tactic will be tracked using the metrics below. At the end of the first year, results will be used to set a benchmark to track the success of communication efforts over the balance of the Strategy, assisting with the annual budget process and resource allocation.

OBJECTIVES	METRICS
<b>Establish</b> a communications baseline	<ul style="list-style-type: none"> <li>Email analytics (<i>open rate and conversion rate</i>)</li> <li>Number of email subscribers and average open/engagement rates</li> <li>Response time to resident inquiries</li> <li>Website analytics</li> <li>Social media analytics (<i>i.e. engagement rate, impressions, likes/favourites, comments, shares/retweets, video views, optimal post times, number of followers/subscribers, traffic to website</i>)</li> <li>Council/Committee/Meeting attendance</li> <li>Survey participation rate</li> <li>Identify opportunities for feedback</li> <li>Distribution of communication material/information</li> <li>Overall number of customer service inquiries</li> <li>Number of media releases</li> <li>Quantity of media coverage (<i>i.e. number of news articles, radio segments, interviews, etc.</i>)</li> <li>Number of phone inquiries to City Staff</li> <li>Number of City Hall in-person visits</li> </ul>
<b>Cultivate</b> corporate communications excellence	
<b>Develop</b> creative content and enhance strategic communication efforts	
<b>Foster</b> engagement and uphold public trust	



*You can't manage what you can't measure.*





## MAINTAINING PROGRESS

The following chart details how the City of Greenwood will work on its core responsibilities while assisting the other City departments (*Public Works and Fire Department*) over the course of each year covered by this Strategy.

TIMING	ACTION
Daily	<ul style="list-style-type: none"> <li>• Scan local media outlets for potential issues and coverage of City happenings/events</li> <li>• Monitor social media accounts for resident inquiries/engagement and to ensure that the platforms are reaching target audiences effectively</li> </ul>
Weekly	<ul style="list-style-type: none"> <li>• Provide a high-level update on City happenings through the weekly recap email subscribers</li> <li>• Staff website monitoring and updating information</li> <li>• Management Staff meetings to analyze the effectiveness of communication tools and strategic planning</li> </ul>
Monthly	<ul style="list-style-type: none"> <li>• Communications Officer to participate monthly at a Regular Council Meeting to ensure communication needs are being met</li> <li>• Review Q&amp;A document to assist staff in responding to public inquiries</li> <li>• Review website content, features and functionality, and menu navigation</li> </ul>
Quarterly	<ul style="list-style-type: none"> <li>• Meeting with Chief Administrative Officer and Council to provide an update on the progress of the Communication Strategy</li> <li>• Meeting with City departments (<i>Public Works and Fire Department</i>) to ensure respective communication needs are being met</li> <li>• Update media and community distribution lists</li> </ul>
Annually	<ul style="list-style-type: none"> <li>• Host annual meetings with each City department to develop communication work plans</li> <li>• Review <i>City Notice Policy (once developed)</i></li> <li>• Review use of online engagement tools</li> <li>• Local and regional media review</li> <li>• Annual communications survey</li> <li>• Review communications strategy</li> </ul>



# **APPENDIX A**

## **Tactics and Deliverables**



## 2024 – 2028 TACTICS

The following section contains a detailed summary of each tactic. Using a variation of the RACI project management system (*Responsible, Accountable, Consulting, Informing*), each tactic details a specific deliverable date and estimated financial cost. In addition, each tactic details the department, division, committee or individual that is accountable, responsible or in a supporting role to oversee and guide the implementation of the tactic.

### Legend

CAO:	Chief Administrative Officer
CO:	Communications Officer/Corporate Officer
COUNCIL:	City of Greenwood Council

### 2024 Tactics

1. Implement the eScribe system to improve public accountability of meetings		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$8,295.00	Q2 2024	Q4 2024

2. Develop a new City of Greenwood website with a City controlled CMS		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$15,000.00	Q3 2024	Q1 2025

3. Schedule (6) six Town Hall meetings for public information sharing		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$3,000.00	Q3 2024	Q2 2025



#### 4. Schedule monthly “Coffee with Council” meetings at various locations in Greenwood

Accountable: COUNCIL and CAO

Estimated Cost	Date Initiated	Date Achieved
\$1,500.00	Q3 2024	Q3 2025 – <i>on-going</i>

#### 5. Launch professional quarterly City of Greenwood newsletters mail-outs

Accountable: CO

Estimated Cost	Date Initiated	Date Achieved
\$3,000.00	Q4 2024	Q1 2025 – <i>on-going</i>

#### 6. Design and implement social media strategy for all City operations/platforms

Accountable: CO

Estimated Cost	Date Initiated	Date Achieved
\$1,000.00	Q3 2024	Q1 2025

#### 7. Install TV information system at City Hall in the reception area, develop various short videos for display on the television

Accountable: CO

Estimated Cost	Date Initiated	Date Achieved
\$700.00	Q3 2024	Q2 2025

#### 8. Establish an email distribution list and develop an email campaign system

Accountable: CO

Estimated Cost	Date Initiated	Date Achieved
\$500.00	Q3 2024	Q4 2024



### 9. Create and implement a Communication Strategy for the City of Greenwood

Accountable: CAO and COUNCIL

Estimated Cost	Date Initiated	Date Achieved
\$0.00	Q2 2024	Q3 2024

## 2025 Tactics

### 1. Develop a communication orientation package for staff and City Council

Accountable: CAO

Estimated Cost	Date Initiated	Date Achieved
\$0.00	Q2 2025	Q4 2025

### 2. Establish monthly e-newsletters for the City of Greenwood

Accountable: CO

Estimated Cost	Date Initiated	Date Achieved
\$2,400.00	Q2 2025	Q2 2026 <i>on-going</i>

### 3. Conduct a *Citizen Communication Satisfactions Survey*

Accountable: CAO

Estimated Cost	Date Initiated	Date Achieved
\$2,000.00	Q3 2025	Q4 2025

### 4. Develop an *Issues Management Communication Plan*

Accountable: CAO

Estimated Cost	Date Initiated	Date Achieved
\$3,500.00	Q4 2025	Q1 2026



## 2026 Tactics

1. Develop department-specific explainer content media ( <i>videos, pamphlets, etc.</i> )		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$5,000.00	Q1 2026	Q3 2026

2. Launch resident text message communications and emergency alert tool		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$5,000.00	Q1 2026	Q1 2027

3. Conduct media relations training for staff and Council		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$10,000.00	Q4 2026	Q4 2026

## 2027 Tactics

1. Launch municipal podcast to share news and information with residents		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$2,500.00	Q2 2027	Q3 2027

2. Launch pilot project with City “news boxes” located in high-traffic areas to assist with newsletter and City survey distribution		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$3,500.00	Q1 2027	Q1 2027



2028 Tactics

1. Update the Communication Strategy		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$0.00	Q1 2028	Q3 2028

2. Purchase and improve use of digital screens/signage		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$15,000.00	Q1 2028	Q4 2028

“Good fortune is what happens when opportunity meets with planning.”  
Thomas Edison





# **CONTACT**

Information



## CONTACT US

For further information on the City of Greenwood's Communications Strategy, please contact:

### **Communications**

[corporate@greenwoodcity.ca](mailto:corporate@greenwoodcity.ca)

(250) 445-6644

### **City of Greenwood**

202 South Government Avenue

PO Box 129

Greenwood, BC, Canada

V0H 1J0





# City of Greenwood

**BRAND STANDARDS**





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## **BRAND INTRODUCTION**

This manual defines graphic standards for the correct use of the City of Greenwood assets and general branding of the City of Greenwood.

The City of Greenwood is represented by the following symbols of identity: the City logo, colours, Coat of Arms, and City Flag. It is important that these symbols be treated with respect as they help create a positive, consistent, and instantly recognizable experience.

To create a consistent image for the City of Greenwood, it is important that these standards are applied as best as possible. Consistent application of our identity, colours, typography, and layout structure are vital to maintaining our brand identity. They promise a consistent experience based on our shared vision, values, and history and strengthens the connection between our staff, partners, and community. It creates a unified presence in the community with a strong impression of who the City of Greenwood is and clarifies that the City is the organization delivering the message and information.

The logo and rebranding were approved and implemented by the Council during the Council Meeting on June 10<sup>th</sup>, 2024.



# **City Logo**

## **Guidelines**



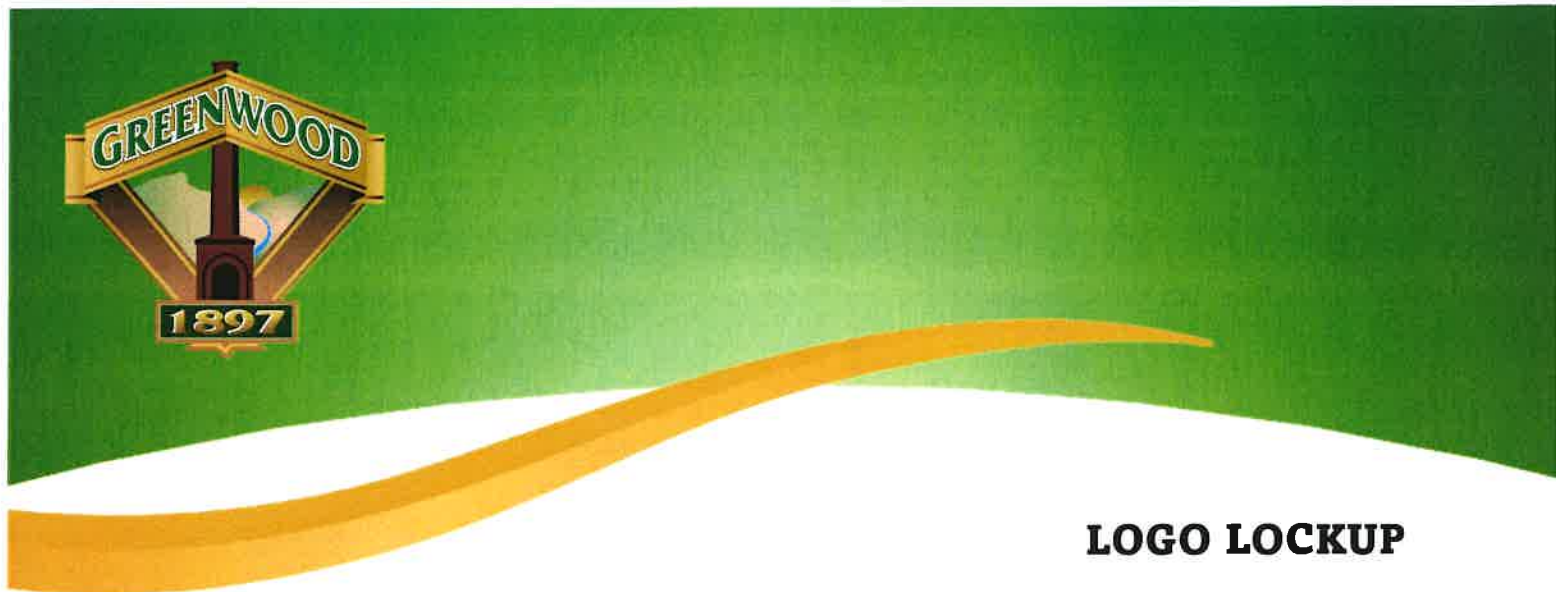
## LOGO IDENTITY

Our logo is the formal representation of our City. It needs to have visual presence and to be presented in a consistent manner. The following guidelines help ensure the logo is used properly so it communicates effectively who we are, always.

The logo design is of the copper smelter smokestack in front of the valley mountains and Boundary Creek in which the City of Greenwood resides. The “Greenwood” wordmark and City incorporation year “1897” should always be used on the upper and lower banner space holders, respectively, this will ensure corporate consistency.

The City of Greenwood logo must be used on all official materials and items owned, published, and produced by the City.

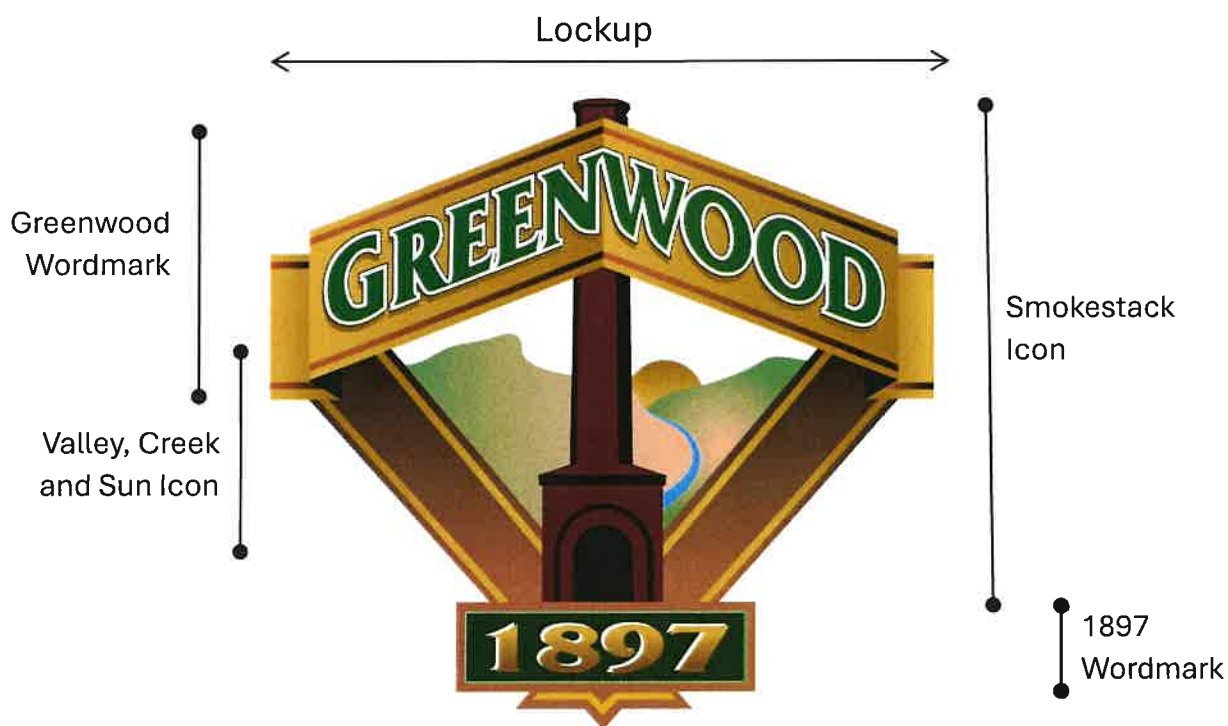




## LOGO LOCKUP

These three elements coming together form our logo LOCKUP. We ask that this lockup always remains true to what is presented here, in colour, in spacing and in orientation.

There are select cases where the wordmark and icon can be used without the moto. Those cases are generally based on size. Please refer to the minimum size guidelines in this document for clarification.





## ACCEPTABLE VARIATIONS

The City of Greenwood logo has been designed in several forms to ensure legibility in a variety of applications. There are four options to choose from: including colour or black & white, and either positive or negative.

The positive version is only to be used on lighter background colours that compliment our logo. While the negative version is only to be used on darker background colours, textures or photos. Do not place the logo on low contrast, busy or overly colourful backgrounds. In applications where legibility is challenging, please use the black and white, or black and white with a 1pt white glow option.

### POSITIVE VERSIONS



### NEGATIVE VERSIONS





## COLOUR STANDARDS

The City of Greenwood logo may be used in CMYK for print. The colour values are stated below. For electronic media, the RGB and HEX values are also provided.

Please note, it is important to use the HSL, CMYK, RGB or HEX colours above for consistency of the City's brand. That said, these colours may appear slightly different across different mediums. For example, comparing different printing methods and/or different monitor screens, etc.



Greenwood Letters



RGB 0-88-1  
Hex #005801  
HSL 85-255-44  
CMYK 81-31-90-43

Smokestack



RGB 81-13-28  
Hex #510D1C  
HSL 246-184-47  
CMYK 42-77-58-80

Trim, Sun, Banner, Year



RGB 201-160-67  
Hex #C9A043  
HSL 29-141-134  
CMYK 14-31-86-1

Mountains



RGB 168-159-116  
Hex #A89F74  
HSL 35-59-142  
CMYK 28-23-57-4

Creek



RGB 42-153-242  
Hex #2A99F2  
HSL 142-26-142  
CMYK 93-11-0-0

Smokestack Trim



RGB 0-0-0  
Hex #000000  
HSL 170-0-0  
CMYK 0-0-0-100

Greenwood Trim



RGB 255-255-255  
Hex #FFFFFF  
HSL 170-0-255  
CMYK 0-0-0-0



## PROPER SIZE AND SPACING

To give proper attention, the City of Greenwood logo must be sized appropriately and there must be adequate white/negative space between the brand and other design elements or brands (*if displayed alongside other partners/sponsors, etc.*).

Most applications of the brand will use the approved full lockup version of the logo. However, when the application limits the size of the logo to under 1.5 inches (*i.e. small promotional items*) the wordmark can be used on its own, removing the motto.



Width of 1897 banner



Min. 1.5 inches

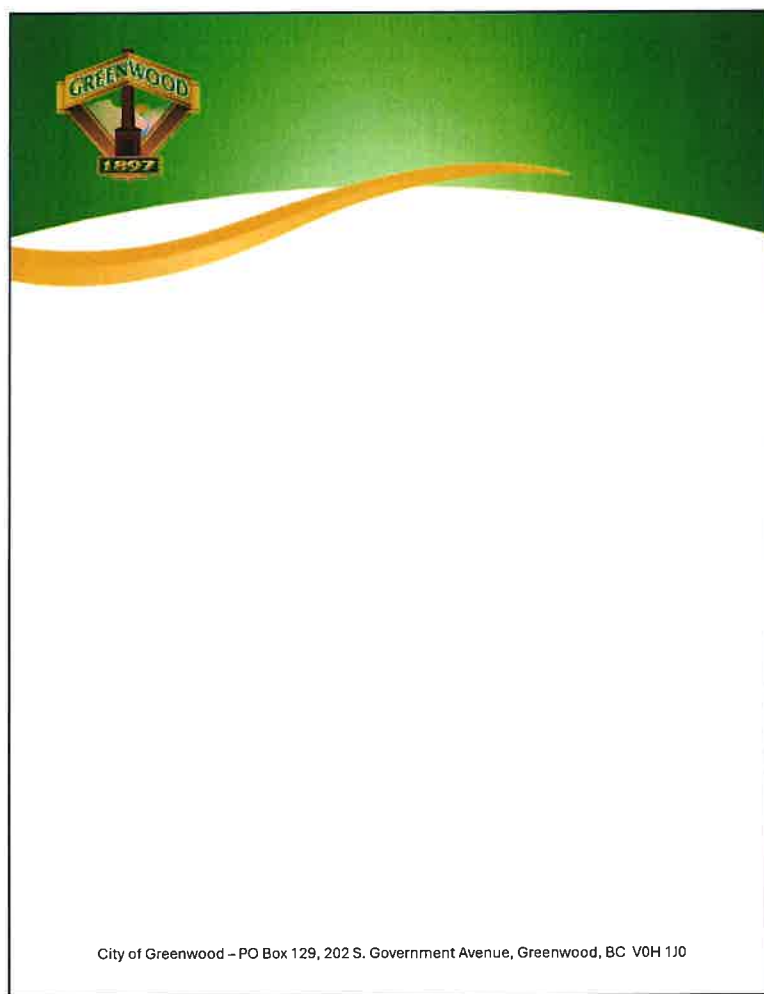
GREENWOOD  
1897

Min. .375 inches



## LOGO PLACEMENT

The City of Greenwood has a strong connect to the “green” in Greenwood and our copper mining history. Therefore, to strengthen our identity, the logo should always attempt to have the presence of the green header or footer and the copper swoosh. The logo placement should always be in the top left corner.





## UNACCEPTABLE USAGE

To maintain consistency and brand integrity, there are only a few acceptable versions of the logo. On this page are examples of logo usage, that are not acceptable. These are examples only and do not necessarily represent **ALL** the unacceptable uses of the logo



Do not stretch or squish



Do not shadow or 3D



Do not alter aspects



Do not use colours outside of brands



Do not place borders around logo



Do not add outlines or glows



Do not add elements



Do not change fonts



Do not use on busy backgrounds without enough contrast



# **Coat of Arms**

## **Guidelines**



## COAT OF ARMS IDENTITY

The Coat of Arms were officially granted on XXXX, XX, XXXX.

Green and copper are the City colours, representing the “green” in Greenwood and the copper which was mined from the ground and established the economy for the City’s inception. The sun represents the warmth and power of the community, Boundary Creek is the lifeblood of the community, and the mountains represent the test of time of Greenwood.

The pickaxe and shovel honour our strong mining past. The center of the crest is a silhouette of our steadfast symbol, the copper mining smelter smokestack dominating our mountain side as you enter the City from the south.

The bear and elk are local animals. In some Indigenous cultures, the bear is representing strength, family, vitality, courage, and health. The elk symbolizes an animal with dignity which follows the right path and helps people with good hearts.

The motto is the Latin translation of the word “*resiliency*”. This represents the strength of the community, through many tough times, remaining the “***Smallest City in Canada***”.





## USAGE AND LOCKUP

The City Coat of Arms may be used exclusively for the following purposes:

- Ceremonial applications
- Communications from the Mayor and Council
- Statutory publications

The graphic of the Coat of Arms should always be used with the wordmark “*City of Greenwood*”.



Coat of Arms  
Icon

**CITY OF GREENWOOD**

Wordmark



## ACCEPTABLE VARIATIONS

The Coat of Arms has been designed in several forms to ensure legibility in a variety of applications. There are four options to choose from: including colour or black and white, and either positive or negative.

Do not place the Coat of Arms on low contrast, busy or overly colourful backgrounds. In applications where legibility is challenging, please use the flat white, or flat black option.

### POSITIVE VERSIONS



**CITY OF GREENWOOD**



**CITY OF GREENWOOD**

### NEGATIVE VERSIONS

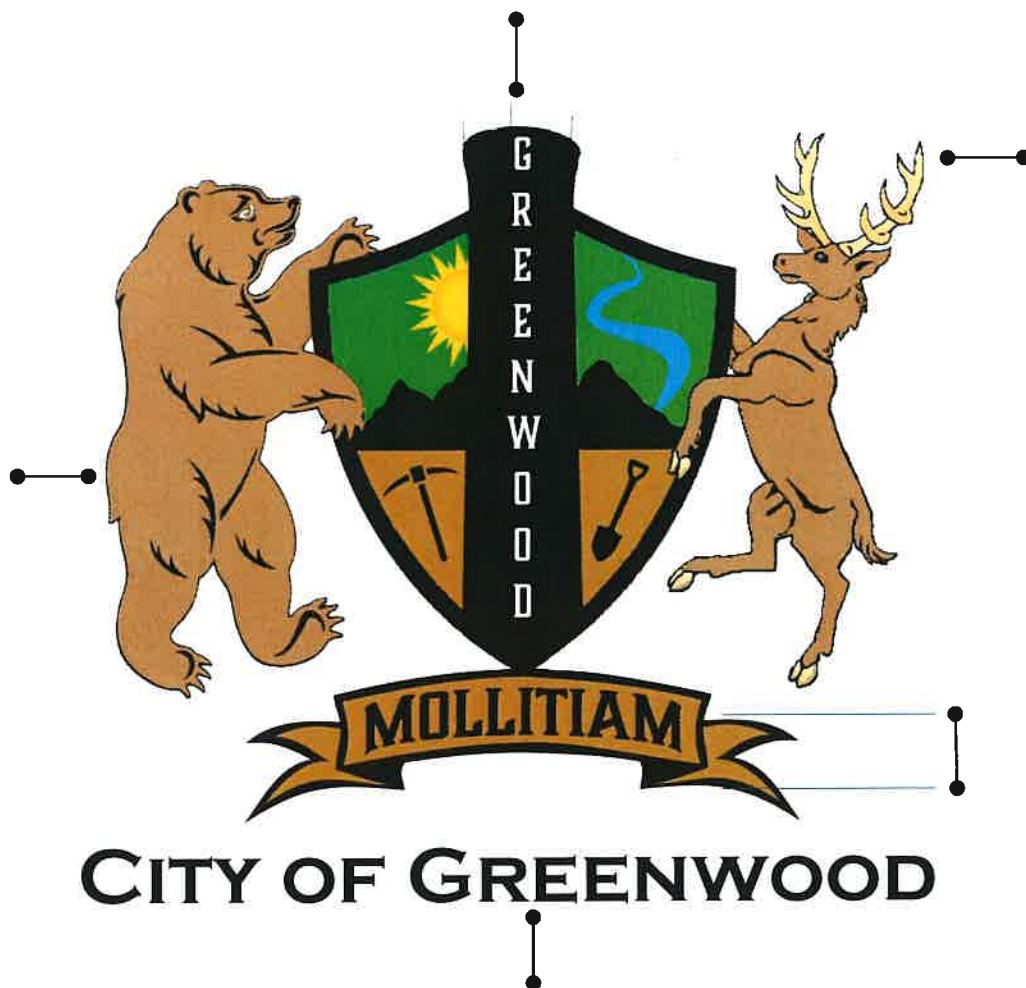


**CITY OF GREENWOOD**



## PROPER SIZING AND SPACING

The City Coat of Arms should always be isolated by a minimum amount of white space to maintain separation between the logo and other elements (*type, folds, other graphics not including background colour*) on all printed materials and applications. If possible, use more than the minimum white space to enhance presentation of the City's Coat of Arms logo.





## UNACCEPTABLE USAGE

To maintain consistency and brand integrity, there are only a few acceptable versions of the Coat of Arms. On this page are examples of usage that are not acceptable. These are examples only and do not necessarily represent **ALL** the unacceptable uses.



Do not stretch or squish



Do not shadow or 3D



Do not alter aspects



Do not use colours outside of brands



Do not place borders around logo



Do not add outlines or glows



Do not add elements



Do not change fonts



Do not use on busy backgrounds without enough contrast



# **FIRE DEPARTMENT**

Maltese Cross - Guidelines



## MALTESE CROSS IDENTITY

The City of Greenwood's Volunteer Fire Department logo consists of the standard Maltese Cross design. The Maltese Cross is a symbol of protection and indicates that the fire fighter who wears this cross is willing to lay down their life for individuals just as the crusaders sacrificed their lives for their fellow human beings so many years ago. The wordmarks on the pedals of the Maltese Cross signify the "*Greenwood Volunteer Fire Department*" in addition the wordmark celebrates the historic establishment of the department in "1897".

The center of the Maltese cross displays the standard fire fighting apparatus (*ladder, Halligan bar, pick head axe and a vintage fire fighter's helmet*). The presence of the vintage fire fighter's helmet is to honour the historic value of the City. The iconic use of the smelter smokestack in the middle of the Maltese cross is to pay homage to the City of Greenwood.





## USAGE AND LOCKUP

The City of Greenwood's Volunteer Fire Department Maltese cross (logo) may be used exclusively for the following purposes:

- Ceremonial applications
- Communications from the Fire Department (*letterhead, social media, website, etc.*)
- Presence on Fire Department apparatus and assets
- Promotional materials for fire fighter members ONLY (*i.e. hats, t-shirts, jackets, etc.*)
  - Use of the logo outside of the above stated **MUST** be approved through the Fire Chief and Chief Administrative Officer.



Greenwood  
Volunteer Fire  
Department  
Maltese Cross



## ACCEPTABLE VARIATIONS

The City of Greenwood's Volunteer Fire Department Maltese cross (*logo*) has been designed in three forms to ensure legibility in a variety of applications. There are three options to choose from: including colour or black and white, and either positive or negative.

Do not place the Volunteer Fire Department Maltese cross on low contrast, busy or overly colourful backgrounds. In applications where legibility is challenging, please use the flat white, or flat black option.

### POSITIVE VERSIONS



### NEGATIVE VERSIONS





## PROPER SIZING AND SPACING

The City Coat of Arms should always be isolated by a minimum amount of white space to maintain separation between the logo and other elements (*type, folds, other graphics not including background colour*) on all printed materials and applications. If possible, use more than the minimum white space to enhance presentation of the City's Coat of Arms logo.





## UNACCEPTABLE USAGE

To maintain consistency and brand integrity, there are only a few acceptable versions of the Volunteer Fire Department Maltese cross. On this page are examples of usage that are not acceptable. These are examples only and do not necessarily represent **ALL** the unacceptable uses.



Do not stretch or squish



Do not shadow or 3D



Do not alter aspects



Do not use colours outside of brands



Do not place borders around logo



Do not add outlines or glows



Do not add elements



Do not change fonts

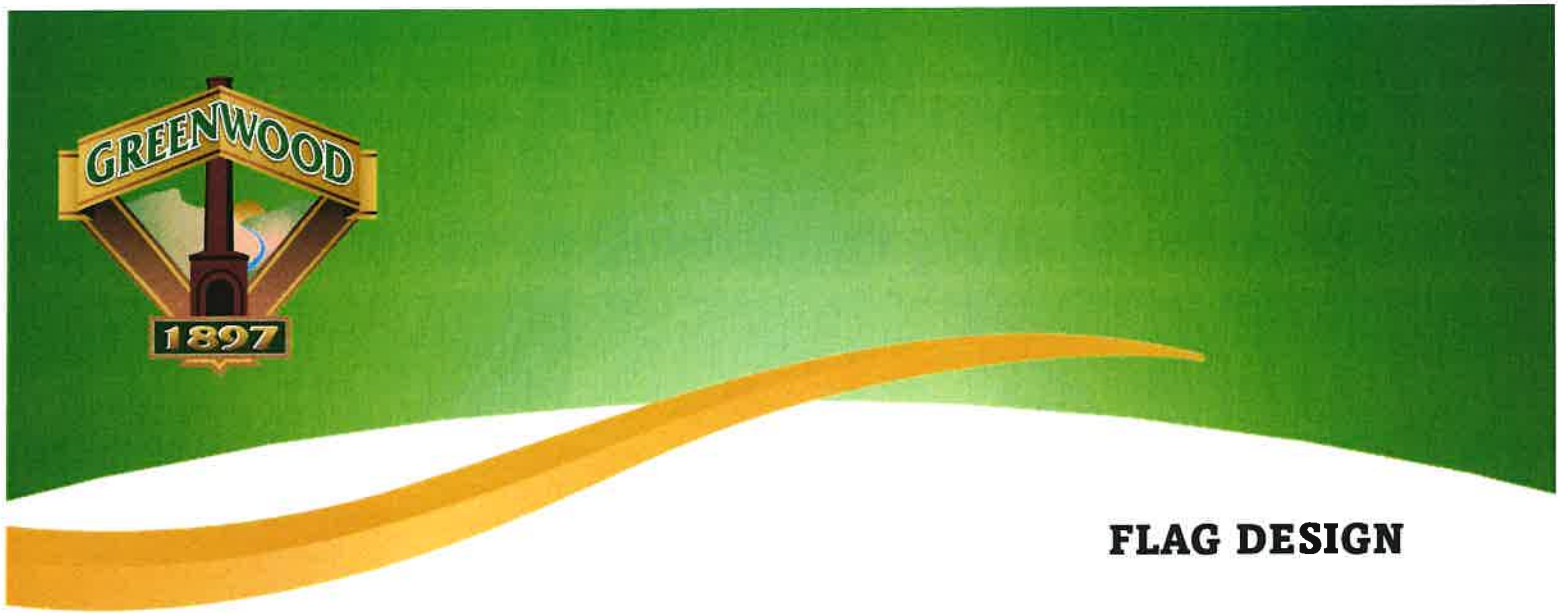


Do not use on busy backgrounds without enough contrast



# FLAG

Design



## FLAG DESIGN

1.524 meters



0.9144  
meters



# **BRAND ELEMENTS**

Guidelines



## BRAND COLOURS

Colour plays an important role in the overall experience associated with a brand. There are specific colours and colour values defined to help keep the City of Greenwood's brand consistent.



RGB 0-88-1  
Hex #005801  
CMYK 81-31-90-43



RGB 168-159-116  
Hex #A89F74  
CMYK 28-23-57-4



RGB 201-160-67  
Hex #C9A043  
CMYK 14-31-86-1



RGB 81-13-28  
Hex #510D1C  
CMYK 42-77-58-80



RGB 42-153-242  
Hex #2A99F2  
CMYK 93-11-0-0



## COLOUR MEANINGS

Colours hold significance for people and can influence emotion and meanings. Each of the City colours was selected to represent who we are as a City and will further strengthen the branding of the City of Greenwood.



**GREEN:** This colour honours the “**green**” in Greenwood. Additionally, it recognizes the beautiful forest that surround the City.



**BEIGE:** The spiritual meaning of this colour symbolizes simplicity, comfort and wisdom. This represents the lifestyle of the community.



**COPPER:** This colour represents the original economy that formed the City of Greenwood...copper mining. The smelter smokestack and slag are remnants of this historic time.



**AUBURN:** The deep red colour is associated with activity, energy and passion. This represents the resiliency of our community to never give up and survive the tests of time.



**BLUE:** This colour is in recognition of Boundary Creek which flows through the center of the City and was once the source of power via the Kootenay hydroelectric station that still exists today.



## DEPARTMENT COLOURS

The City's colours have been divided up into sub-categories to help quickly define the subject of a document or graphic



Parks and Recreation



Administration and City Hall



Public Works



Fire Protections and Emergency Services



Bylaw, Policy, Procedures and Bylaw Enforcement



## TYPOGRAPHY

Typography is another element that is used to help tell a brands' story. The City of Greenwood has selected a Balthazar (copperplate gothic) typeface that is historical and traditional.

The typeface is available from Google Fonts which makes it easily accessible. Download it free here: <https://fonts.google.com/specimen/Balthazar>.

### **Balthazar (Copperplate Gothic)**

A	B	C	D	E	F	G	H	I
J	K	L	M	N	O	P	Q	R
S	T	U	V	W	X	Y	Z	
a	b	c	d	e	f	g	h	i
j	k	l	m	n	o	p	q	r
s	t	u	v	w	x	y	z	
0	1	2	3	4	5	6	7	8
9	.	,	;	:	\$	#	'	!
"	/	?	%	&	(	)	@	



## COMPLIMENTARY SHAPES

The overall branding of the City of Greenwood works around the “green” in Greenwood and the presence of the copper swoosh. The copper swoosh cradles the City of Greenwood logo in the top left corner. Additionally, the top header should be the graded green, semi-cut rectangle as demonstrated below.

Titles are to be right justified and the body of the text is to conform to the copper swoosh. All text is to be fully justified.

**Lorem ipsum**

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

City of Greenwood – PO Box 129, 202 S. Government Avenue, Greenwood, BC V0H 1J0



# **VISUAL IDENTITY**

Guidelines

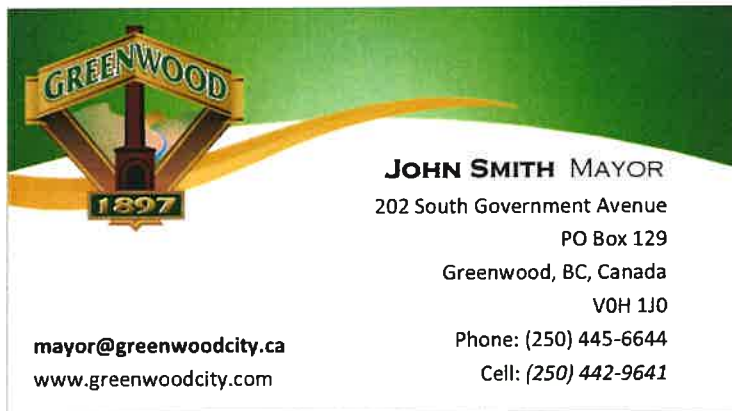


## VISUAL IDENTITY

Consistent presentation of City symbols is critical to establishing a positive and instantly recognizable “brand” for the City. The next step is consistent presentation of typefaces, colours, and designs of City communication materials including publications, websites and social media, signage, and correspondence. This broader notion of the City of Greenwood’s visual identity ensures a strong and consistent visual presence.

When utilizing the “green” header and/or footer bar set the transparency at 50%. The copper swoosh is set at 40% transparency.

### Business Cards



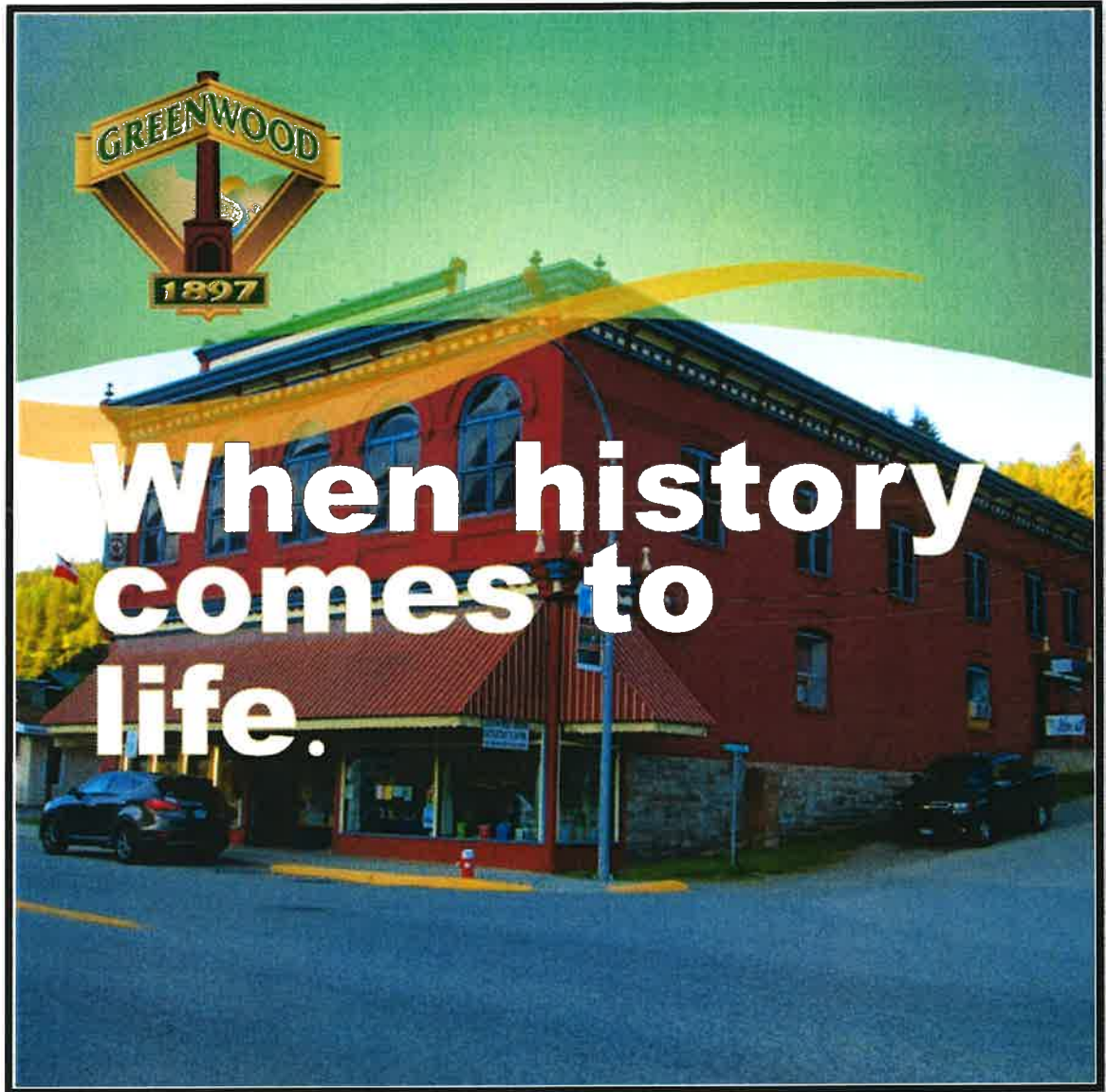
The Smallest Incorporated City in Canada

## Envelopes



## Advertisement Examples





### Community Infrastructure Signage

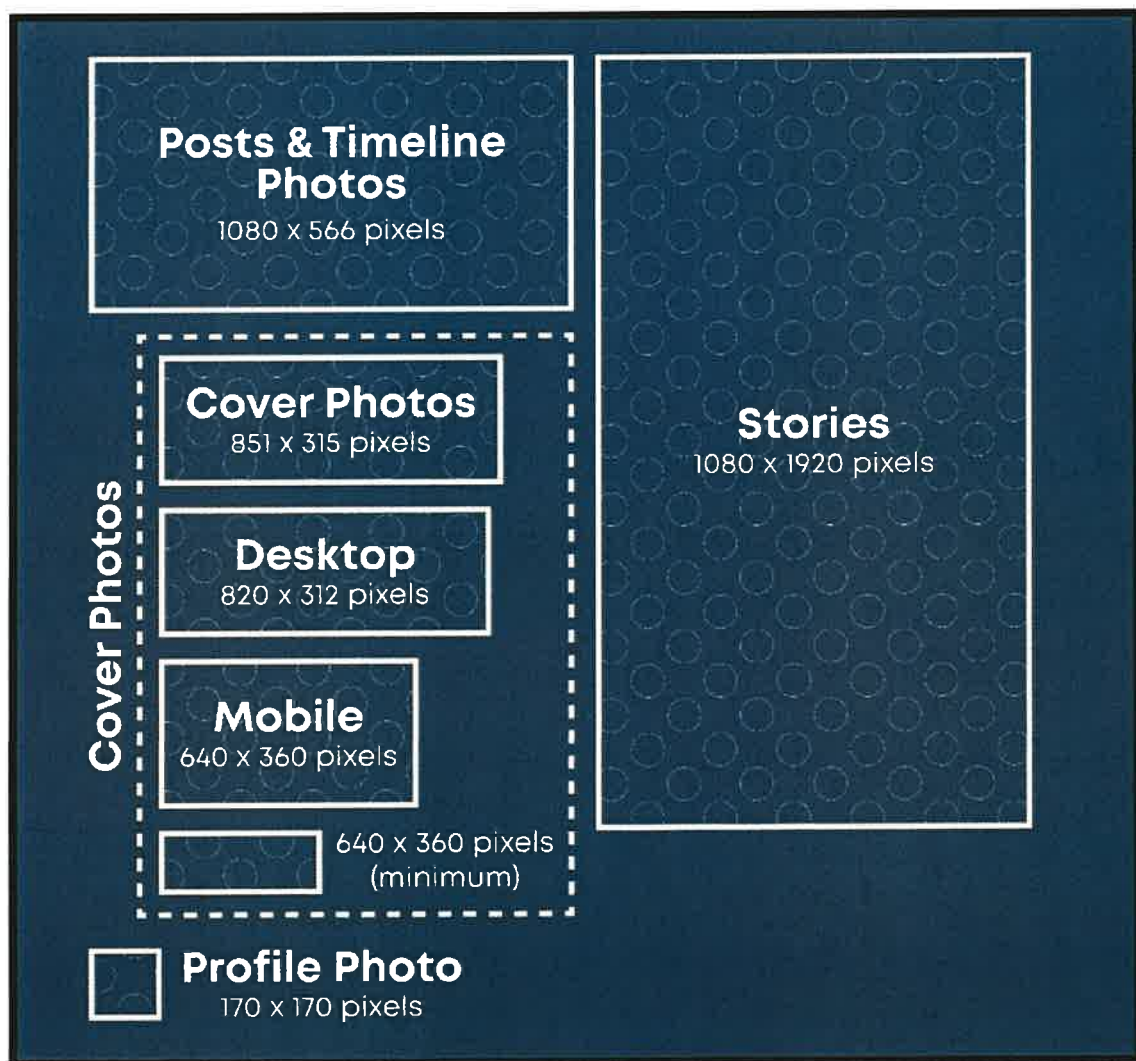




## SOCIAL MEDIA

All social media platforms, for all City operations, facilities and departments must utilize the following templates for profile and cover pictures.

### Social Media Sizes

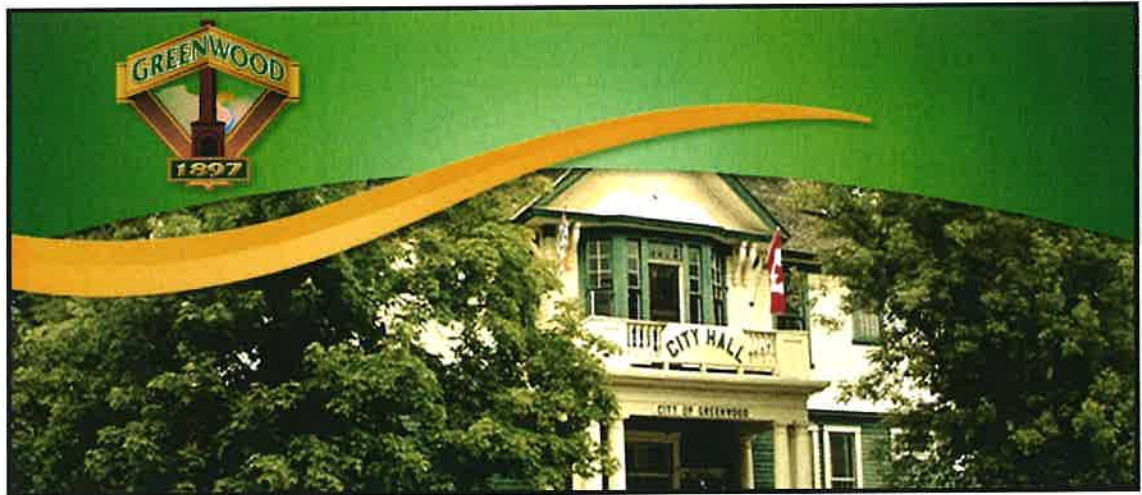




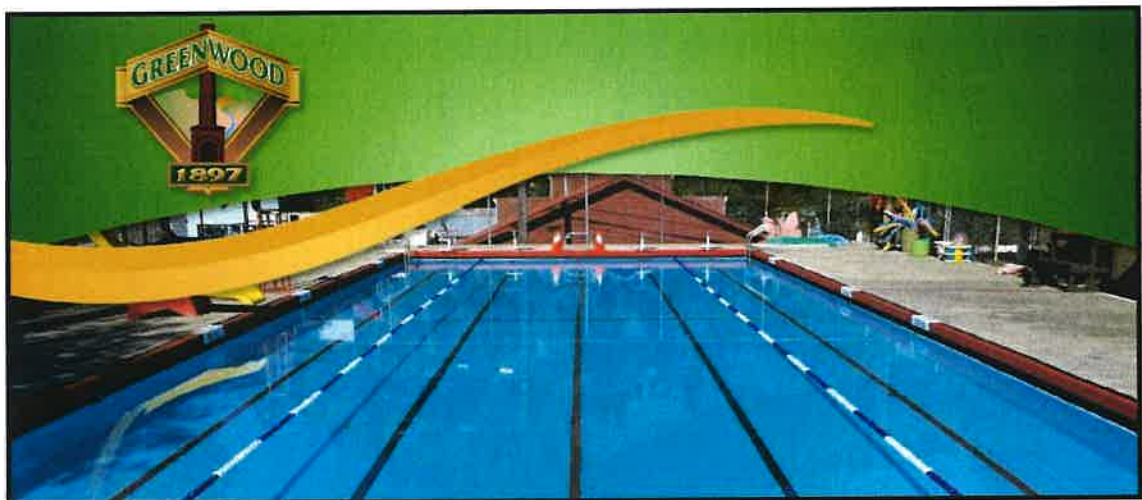
## Cover Photo Templates

**Template Composition:** Standard “green” header with overlaid copper swoosh and the City of Greenwood logo inset to accommodate enough space for visibility on both computer and mobile platforms. Applicable department background photo applied.

*EXAMPLE: City of Greenwood*



*EXAMPLE: Municipal Swimming Pool*





EXAMPLE: Greenwood Volunteer Fire Department



## Profile Picture Template

**Template Composition:** Department colour plus logo. Must ensure that the entire logo is visible within the Profile Picture when published on the social media platform.

IE: City of Greenwood



IE: Volunteer Fire Department



IE: Municipal Swimming Pool

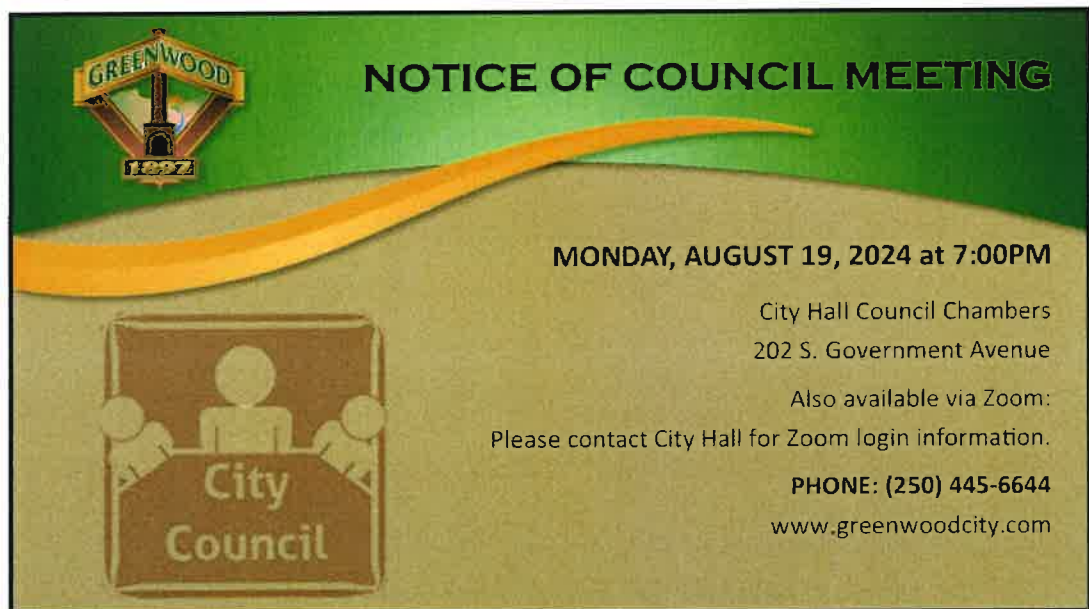


Example of logo inside FB published circle size.



## Post Graphic Examples

**Template Composition:** Standard “green” header with overlaid copper swoosh, the appropriate logo in top left (i.e. *City of Greenwood, Fire Department, etc.*) and custom picture to suit the content of the post. Text should be high contrast to departmental background colour and large, easy to read font (*Calibri font family recommended*).



**NOTICE OF COUNCIL MEETING**

**MONDAY, AUGUST 19, 2024 at 7:00PM**

City Hall Council Chambers  
202 S. Government Avenue

Also available via Zoom:  
Please contact City Hall for Zoom login information.

**PHONE: (250) 445-6644**  
[www.greenwoodcity.com](http://www.greenwoodcity.com)

The graphic features a green header with a copper swoosh. In the top left is the Greenwood City logo. Below it is a square icon with a stylized figure sitting at a desk with two other figures, labeled 'City Council'. The background is a light tan color.



**PUBLIC WORKS NOTICE**

**MONDAY, AUGUST 12, 2024**

Due to unforeseen circumstances Fortis will be doing repairs and will be shutting off ALL power in the City of Greenwood from approximately **7:00 PM - 12:00 AM**, Monday, August 12th, 2024.

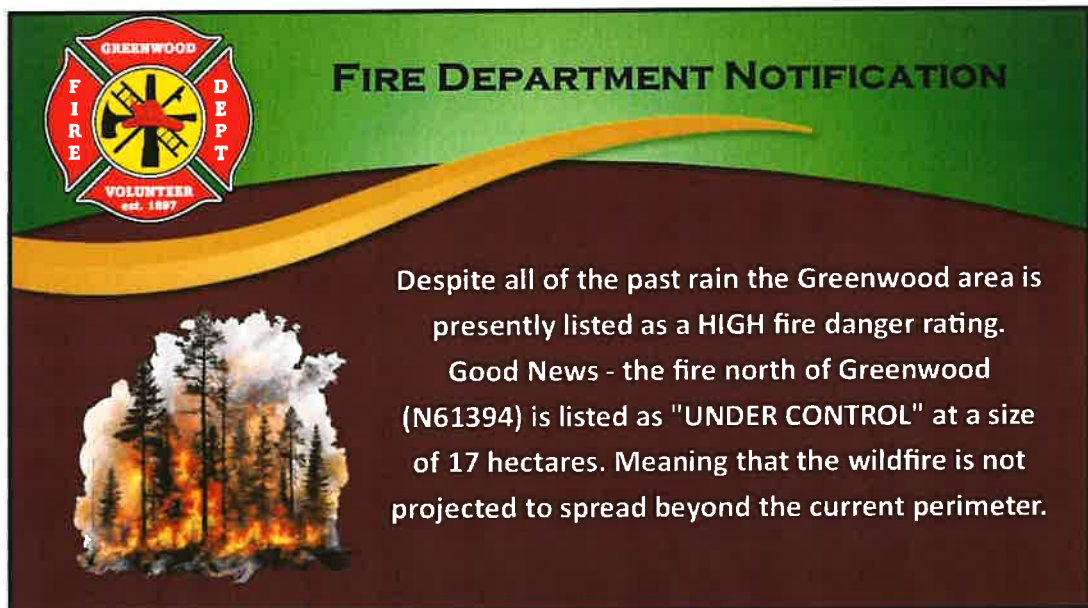
**! ALERT!**  
POWER OUTAGE

The graphic features a green header with a copper swoosh. In the top left is the Greenwood City logo. Below it is a yellow triangular warning sign with a black exclamation mark and the text 'ALERT! POWER OUTAGE'. The background is a light tan color.



### More Post Graphic Examples

If posting a letter, job posting, request for proposal, etc. that has a significant amount of text, **DO NOT** post the “*image*” of the document. Instead utilize the post picture template to draw attention to the post and then utilize the “*text*” portion of the post for the wording and links.



**GREENWOOD FIRE DEPT**  
VOLUNTEER est. 1897

## FIRE DEPARTMENT NOTIFICATION

Despite all of the past rain the Greenwood area is presently listed as a HIGH fire danger rating.

Good News - the fire north of Greenwood (N61394) is listed as "UNDER CONTROL" at a size of 17 hectares. Meaning that the wildfire is not projected to spread beyond the current perimeter.



Greenwood Municipal Swimming Pool

## SWIMMING POOL NOTIFICATION

Hey everyone! Join us for our Disney theme Day August 8th 2pm to 6:30 pm. Feel free to dress in your favorite character and join us for some fun!



# **CONTACT**

Information



## **CONTACT US**

For further information on the City of Greenwood's brand standards and help interpreting or adapting the logo and supporting graphic elements, please contact:

### **Communications**

[corporate@greenwoodcity.ca](mailto:corporate@greenwoodcity.ca)

(250) 445-6644

### **City of Greenwood**

202 South Government Avenue

PO Box 129

Greenwood, BC, Canada

V0H 1J0

## MEMBERSHIP FORM

In partnership with local municipal associations across the country, the Canoe Procurement Group of Canada works with municipal, not-for-profit, and public sector organizations secure preferential pricing and service by combining the purchasing power of its entire membership to create an economy of scale.

To join, please fill out the information below (all fields are required) and return it to your local Client Relations Manager. There is no minimum purchase required.

If your organization has existing accounts with approved suppliers in good standing, you can transfer those accounts over to your Canoe account for improved discounts. Talk to your Client Relations Manager for more details.

### BILL-TO

FULL NAME:

DATE:

POSITION:

PHONE #:

EMAIL:

ORGANIZATION:

FULL ADDRESS:

POSTAL CODE:

### SHIP-TO

FULL NAME:

DATE:

POSITION:

PHONE #:

EMAIL:

ORGANIZATION:

\*FULL ADDRESS:

POSTAL CODE:

\*Please provide a physical address. Orders cannot be shipped to PO boxes.

**SIGNATURE OF AUTHORIZED INDIVIDUAL**


(By typing your full name into the digital signature field above, you confirm the information on this form is accurate and binding.)

**PRINTED NAME OF AUTHORIZED INDIVIDUAL**

**POSITION / TITLE**

**DATE**



	POLICY TITLE: City of Greenwood Credit Card Use Policy	POLICY NO: 2024-12
	AUTHORITY: Council for the Corporation of the City of Greenwood	CLASSIFICATION: Administration
	EFFECTIVE DATE: October 15, 2024	MOTION:
	SUPERSEDES:	

### **1. Purpose**

To establish a policy and procedure for the use of the City of Greenwood's corporate credit cards.

### **2. Policy Statement**

The Corporation of the City of Greenwood issues credit cards to facilitate certain minor purchases such as authorized travelling arrangements and associated costs, authorized conference registration fees, training fees, specialized equipment parts etc. The Municipal credit cards shall only be used for the purchase of goods and services for official business of the City of Greenwood. Credit cards shall be used only in warranted circumstances.

### **3. Policy**

#### **3.1 Approval Authority**

- a. A credit card shall only be issued to an employee on approval by the Chief Administrative Officer and in accordance with this policy. A credit card shall only be issued to a Councillor by resolution of Council at a Regular Council Meeting.
- b. The CAO shall present annually to the Committee of the Whole a listing of staff/councillors that hold credit cards (including limits) issued by the City of Greenwood. If any changes are approved for operational reasons the CAO shall report these changes to the next scheduled Committee of the Whole meeting.

#### **3.2 Authorized Credit Limit**

- a. In accordance with the financial limits set within the *City of Greenwood Policy 2024-10 Procurement Policy*, the CAO shall present a list of all individual card holders and limits to the Committee of the Whole.

#### **3.3 Allowable Purchases**

- a. The allowable purchase limits shall be within the individual's purchasing authorities as outlined in the *City of Greenwood Policy 2024-10 Procurement Policy* and/or as authorized by the Chief Administrative Officer and as approved in the Municipality's budgets.

#### **3.4 Loyalty or Reward Points**

- a. Loyalty points or rewards accrued or earned using a Municipal credit card shall accrue to the City of Greenwood.

- b. Loyalty points or rewards accrued to an employee that are not directly attributed to a Municipal credit card are excluded from this policy.
- c. Redemption of loyalty points or rewards accrued under a Municipal credit card is limited to business purposes.
- d. Employees are encouraged to use a Municipal credit card instead of a personal credit card for business expenses.
- e. Authorized uses of loyalty points or rewards may include:
  - i. offset to (reduction of) the cost of future work-related travel;
  - ii. door prizes for ratepayers' meetings;
  - iii. employee gifts or awards;
  - iv. prizes for Municipality's events; and
  - v. volunteer recognition in the local not-for-profit sector.
- f. Redemption of loyalty points or rewards shall be reported at the first Committee of the Whole meeting after the points or rewards were redeemed.
- g. Access to the Municipality's rewards account shall be limited to the Chief Administrative Officer or Corporate Officer.

### **3.5 Responsibility of Credit Cardholders**

- a. An employee/councillor shall be required to enter into a Cardholder Agreement presented as **Appendix A**.
- b. The employee/councillor shall ensure that all credit card purchases are compliant with the *City of Greenwood Policy 2024-10 Procurement Policy*.
- c. A credit card shall only be used by the employee/councillor to whom the card is issued.
- d. The employee/councillor issued the credit card is responsible for its protection and custody.
- e. The employee/councillor using the credit card must submit all receipts, including documentation detailing the goods and services purchased, the associated costs, date of the purchase and the official business explanation.
- f. The above said receipts and documentation must be submitted to the Finance Clerk along with completed **Appendix B** form, in a timely manner to reconcile against the monthly credit card statement.
- g. A credit card shall not be used for cash advances, personal use or any other type of purchase not permitted under the Municipality's purchasing ordinance.
- h. Lost or stolen credit card shall be immediately reported to both the Financial Clerk and the Chief Administrative Officer.
- i. All authorized cardholders must immediately surrender their assigned credit card upon resolution of Council, or conclusion of employment, or term with the Municipality. The Municipality reserves the right to withhold the final payroll payout until the card is surrendered.

### **3.6 Non-Compliance**

- a. Violation of the policy may result in revocation of a credit card use privileges.
- b. Unauthorized use of a Municipal credit card may be subject to loss of credit card privileges and may be subject to disciplinary action for employees.
- c. An employee/councillor shall be required to reimburse the Municipality for all costs associated with improper use through direct payment and/or authorize payroll deduction for reimbursement of costs.

### 3.7 Internal Controls

- a. The Finance Clerk shall be responsible for:
  - i. Assisting and maintaining record of issuance and retrieval of credit cards and overseeing compliance with this policy.
  - ii. Accounting and payment of expenses.
  - iii. Reconciliation of receipts and documentation to the monthly statements (See **Appendix B** for example).
  - iv. Presentation of the monthly credit cards statements to the Committee of the Whole.
  - v. Maintaining a record of loyalty points that accumulate on the Municipality's credit card account, and the applications of those points.
  - vi. Referring all non-authorized use of loyalty points or rewards to the Committee of the Whole for review, denial, or approval.

#### *Sample Report to the Committee of the Whole*

Position	Credit
Chief Administrative Officer	\$10,000
Finance Clerk	\$5,000
<b>TOTAL</b>	<b>\$15,000</b>

## Appendix A

### Credit Cardholder Agreement

#### Requirements for use of the County Credit Card

1. The credit card is to be used only to make purchases at the request of and for the legitimate business benefit of the City of Greenwood.
2. The credit card must be used in accordance with the provisions of the *Policy 2024-## City of Greenwood Credit Card Use Policy* established by the City of Greenwood, as attached hereto.

An employee/councillor must immediately surrender their assigned credit card upon resolution of Council, or conclusion of employment, or term with the Municipality. The Municipality reserves the right to withhold the final payroll payout until the card is surrendered.

*Violations of these requirements shall result in revocation of use privileges. Employees or Councillors found to have inappropriately used the credit card will be required to reimburse the City of Greenwood for all costs associated with such improper use through a direct payment and/or payroll deduction. The City of Greenwood will investigate and may commence, in appropriate cases, either disciplinary actions for employees, and/or legal action against any employee/councillor found to have misused the credit card or who violates the provisions of the cardholder agreement.*

Credit Card Number: \_\_\_\_\_

Received by: \_\_\_\_\_  
*Name (Please Print)*

I acknowledge receipt of the attached *Policy 2024-## City of Greenwood Credit Card Use Policy* and agree to abide by said Policy.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

CAO Approval: \_\_\_\_\_

Date: \_\_\_\_\_

*(Below, for Finance Department Use Only)*

#### Credit Card Returned

Authorized Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Credit Card Reconciliation

Statement Date: \_\_\_\_\_ Card # (last 4 digits): \_\_\_\_\_

Totals		
--------	--	--

Date: \_\_\_\_\_

Date: \_\_\_\_\_

*Please attach all credit card receipts and submit to the Finance Clerk.*

**CORPORATION OF THE CITY OF GREENWOOD**  
**2025-2029 PERMISSIVE TAX EXEMPTION BYLAW NO. 1020, 2024**  
**A BYLAW TO EXEMPT CERTAIN PROPERTIES FROM MUNICIPAL PROPERTY TAXATION**

WHEREAS Section 224 of the Community Charter permits Council to exempt certain lands or improvements or both from municipal property taxes for a period of up to ten years;

AND WHEREAS Council also desires to exempt from taxation all church halls and land surrounding buildings of public worship and church halls, and including any minor improvements on lands surrounding principal buildings;

AND WHEREAS Council also desires to exempt from taxation certain other lands or improvements or both, as permitted by Section 224 of the *Community Charter*.

NOW THEREFORE the Council of the Corporation of the City of Greenwood, in open meeting assembled, enacts as follows:

**1. Citation**

This Bylaw may be cited as the **“2025-2029 Permissive Tax Exemption Bylaw No. 1020, 2024”**.

**2. Repeal**

2.1 THAT Bylaw No. 980, 2021 cited, for all purposes, as the “Permissive Tax Exemption Bylaw 980, 2021” and any amendments thereto, be hereby repealed.

**3. Effective Date**

This Bylaw shall come into full force and effect upon adoption.

Read a First Time this	15	day of	October , 2024.
Read a Second Time this	15	day of	October , 2024.
Read a Third Time this	15	day of	October, 2024.
Adopted by Council this	29	day of	October, 2024.

---

Mayor

Certified a true copy of Bylaw No. 1020, 2024  
On the 28 day of October, 2024.

---

Corporate Officer

# SCHEDULE A



## City of Greenwood - Permissive Tax Exemptions

PO Box 129 Greenwood, BC  
Telephone: 250-445-6644  
250-445-6441

[www.greenwoodcity.ca](http://www.greenwoodcity.ca)

V0H 1J0

The following land and/or improvements are exempt from taxation under Section 224 of the *Community Charter* by "2025-2029 Permissive Tax Exemption Bylaw No. 1020, 2024" and amendments thereto.

Folio	Property Description	Owner/Lessee	Description of Exemption	Estimate of Taxes Exempted:				
				2025	2026	2027	2028	2029
00226.010	LOT 2, PLAN 2806, DL 711, SDYD	Roman Catholic Church	All class 8 land and improvements	315	331	347	365	383
00267.005	PARCEL A, BLK 36, PLAN 34, DL 711	Evangel church	All class 8 land and improvements	1453	1526	1602	1682	1766
00026.000	LOT 1&2, BLK 6, PLAN KAP21, DL 597	City of Greenwood Lessee	All class 6 land and improvements	500	525	551	579	608
00026.020	LOT 3&4, BLK 6, PLAN KAP21, DL 597	City of Greenwood Lessee	All class 6 land and improvements	455	478	502	527	553
00026.040	LOT 5-7, BLK 6, PLAN KAP21, DL 597	City of Greenwood Lessee	All class 6 land and improvements	602	632	664	697	732
00027.000	LOT 8, BLK 6, PLAN KAP21, DL 597	City of Greenwood Lessee	All class 6 land and improvements	231	243	255	267	281
00028.000	LOT 9, BLK 6, PLAN KAP21, DL 597	City of Greenwood Lessee	All class 6 land and improvements	54	57	60	63	66
00028.025	LOT A, PLAN KAP22200, DL 597	City of Greenwood Lessee	All class 6 land and improvements	846	888	933	979	1028
00101.025	PARCEL A, (DD83911), BLK 14, PLAN 21, DL 597	Greenwood Heritage Society	All class 8 land and improvements	660	693	728	764	802
00101.025	PARCEL A, (DD83911), BLK 14, PLAN 21, DL 597	Greenwood Heritage Society	All class 6 land and improvements	3765	3953	4151	4358	4576
00380.005	PARCEL A, BLK 97, PLAN KAP70 DL 711	Route 3 Racing Club	All class 6 land and improvements	965	1013	1064	1117	1173
00380.010	PARCEL B BLK 97, PLAN KAP70 DL 711	Route 3 Racing Club	All class 6 land and improvements	965	1013	1064	1117	1173
00380.015	PARCEL C, BLK 97, PLAN KAP70 DL 711	Route 3 Racing Club	All class 6 land and improvements	965	1013	1064	1117	1173
00381.000	LOT 13-24, BLK 97, PLAN KAP70	Route 3 Racing Club	All class 6 land and improvements	927	973	1022	1073	1127
00381.000	LOT 13-24, BLK 97, PLAN KAP70	Route 3 Racing Club	All class 6 land and improvements	1422	1493	1568	1646	1728
00021.001	LOTS 10 & 11, BLK 5, PLAN 21, DL 597	Royal Canadian Legion	All class 6 land and improvements	2115	2221	2332	2449	2571
				16240	17052	17905	18800	19740

**CORPORATION OF THE CITY OF GREENWOOD  
COUNCIL PROCEDURES BYLAW NO. 1018, 2024  
A BYLAW TO REGULATE THE MEETINGS OF COUNCIL AND COMMITTEES IN THE CITY OF GREENWOOD**

WHEREAS pursuant to the *Community Charter*, Council must, by bylaw, establish general procedures to be followed by Council and committees in conducting their business;

NOW THEREFORE the Council of the Corporation of the City of Greenwood, in open meeting assembled, enacts as follows:

**1. Title**

This bylaw may be cited as the City of Greenwood “Council Procedures Bylaw No. 1018, 2024”.

**2. Definitions**

- 2.1 In this bylaw, unless the context otherwise requires:
- 2.2 “Act” means the *Community Charter*;
- 2.3 “Chairperson” means the individual presiding at a meeting of a Statutory, Standing or Select committee or Commission of Council;
- 2.4 “Corporate Administrator” means the individual appointed by Council as the Chief Administrative Officer or Corporate Officer for the City of Greenwood, or their lawful deputy;
- 2.5 “City” means the Corporation of the City of Greenwood;
- 2.6 “Code of Conduct” means the standards applicable to members of Council of the City of Greenwood, as set out in the Responsible Conduct Guiding Principles Policy, as may be amended or replaced from time to time;
- 2.7 “Committee” means a select or standing committee, or any committee composed of Council members and other individuals appointed by Council and acting in that capacity;
- 2.8 “Council” means the Council of the Corporation of the City of Greenwood;
- 2.9 “Member” means the Mayor or a Councillor;
- 2.10 “Municipal Hall” means the location at which the city has its usual business address and offices;
- 2.11 “Public Notice Posting Place” means the notice board at the City of Greenwood municipal office and/or the City website found online at <https://www.greenwoodcity.com/>;

**3. Interpretation**

- 3.1 Unless otherwise defined in this bylaw, words used herein shall have the meanings defined in the *Community Charter* or the *Local Government Act*, as applicable.

#### **4. Inaugural Meeting**

- 4.1 Following a general local election, the first Council meeting must be held on the first Monday in November in the year of the election.
- 4.2 If a quorum of Council members elected at the general election has not taken office by the date of the meeting referred to in subsection (4.1), the first Council meeting must be called by the Corporate Administrator and held as soon as reasonably possible after a quorum has taken office.

#### **5. Time and Location**

- 5.1 All Council meetings must take place at the City Council Chambers except when Council resolves to hold meetings elsewhere.
- 5.2 Regular Council meetings must:
  - a) Be held on the second and fourth Monday of each month, and
  - b) Begin at 7:00 p.m.
  - c) Adjourn at 9:00 p.m. on the day scheduled for the meeting unless Council resolves to proceed beyond that time, and
  - d) When such meeting falls on a statutory holiday, the meeting shall be held on the next day the City Office is open following which is not a statutory holiday.

#### **6. Notice of Regular Council Meetings**

- 6.1 In accordance with section 127 of the *Community Charter*, the Council must prepare annually on or before December 31<sup>st</sup>, a schedule of the dates, times and places of regular Council meetings and must make the schedule available to the public by posting it at the Public Notice Posting Place.
- 6.2 In accordance with section 127 of the *Community Charter*, the Council must give notice annually on or before December 31<sup>st</sup>, of the availability of the schedule of regular Council meetings in accordance with section 94 of the *Community Charter*.
- 6.3 Where revisions are necessary to the annual schedule of regular Council meetings, the Corporate Administrator must, as soon as possible, post as notice at the Public Notice Posting Place which indicates any revisions to the date, time and place or cancellation of a regular Council meeting.

#### **7. Notice of Special Council Meetings**

- 7.1 Except where notice of a special meeting is waived by unanimous vote of all Council members under section 127 (4) of the *Community Charter*, a notice of the date, hour, and place of a special Council meeting must be given at least 24 hours before the time of meeting, by
  - a) Posting a copy of the notice on the municipal website, and

b) Posting a copy of the notice at the Public Notice Posting Place.

7.2 The notice under subsection (7.1) must describe in general terms the purpose of the meeting and be signed by the Mayor or the Corporate Administrator.

#### **8. Designation of Member to Act in place of Mayor**

8.1 Annually in December, Council must, from amongst its members, designate Councillors to serve on a rotating basis as the member responsible for acting in the place of the Mayor when the Mayor is absent or otherwise unable to act or when the office of the mayor is vacant.

8.2 Each Councillor designated under section 8.1 must fulfill the responsibilities of the Mayor in his or her absence.

8.3 If both the Mayor and the member designated under section 8.1 are absent from the Council meeting, the Council members present must choose a Councillor to preside at the Council meeting.

8.4 The member designated under section 8.1 or chosen under section 8.3 has the same powers and duties as the Mayor in relation to the applicable matter.

#### **9. Public Attendance at Meetings**

9.1 Except where the provisions of Section 90 of the *Community Charter* apply, all meetings must be open to the public.

9.2 Where Council wishes to close a meeting to the public, it may do so by adoption of a resolution in accordance with Section 92 of the *Community Charter*.

9.3 This section applies to meetings of bodies referred to in Section 93 of the *Community Charter*, including without limitation, Committees, the Board of Variance, the court of revision, and the advisory planning commission.

#### **10. Minutes of Meetings**

10.1 Minutes of Council and Committee meetings must be kept in accordance with Section 97 of the *Community Charter*.

10.2 Minutes of Proceedings of Council must be open for public inspection at the Municipal Hall during its regular office hours.

10.3 Sub-section 10.2 does not apply to minutes of a Council meeting or that part of a Council meeting that was closed to the public under Section 90 of the *Community Charter*.

#### **11. Mayor to Open Meetings**

11.1 If a quorum is present, the Mayor must call the meeting to order. If a quorum is present but the Mayor is not present within fifteen minutes after the time at which the meeting is scheduled to begin, the acting Mayor must take the chair and call the meeting to order. If a quorum is present but neither the Mayor nor the acting Mayor are present within fifteen minutes after the time at

which the meeting is scheduled to begin, the Corporate Administrator or delegate must call the meeting to order and by resolution the Council must appoint a Councilor to act as chair for that meeting until the Mayor or acting Mayor arrives. The chair of a meeting has the powers and duties of the Mayor in respect of that meeting.

## **12. Quorum**

- 12.1 A quorum of the Council is three (3) Members present and, of a Committee, is a majority of the members present and entitled to vote.

## **13. Adjournment if no Quorum**

- 13.1 If there is no quorum of Members at the location for a meeting within 15 minutes after the scheduled time for a Council meeting, the Corporate Officer must:
- a) Record the names of the Members present and those absent; and
  - b) Adjourn the meeting until the next scheduled meeting.

## **14. Agenda**

- 14.1 Prior to each Council meeting, the Corporate Administrator must prepare an agenda setting out all the items for consideration at that meeting.
- 14.2 The deadline for submission by the public/ Council to the Corporate Administrator of items for inclusion on the Council meeting Agenda is 12:00 noon on the Wednesday prior to the meeting.
- 14.3 The Corporate Administrator must make the Agenda available to the members of Council and the public on the Friday afternoon prior to the meeting.
- 14.4 Council must not consider any matter not listed on the agenda unless a new matter for consideration is properly introduced as a late item before the adoption of the agenda.

## **15. Order of Business at Regular Meetings**

- 15.1 Unless the Council otherwise resolves, business must be dealt with at every regular meeting in the following order:
- 1) Call to Order,
  - 2) Introduction of late items,
  - 3) Adoption of Agenda,
  - 4) Delegations/ presentations,
  - 5) Question period (If Mayor and Council have questions for Delegation),
  - 6) Adoption of the minutes of the previous meetings,
  - 7) Business arising from the minutes as adopted and In-Camera declassified resolutions brought forward for ratification and information,
  - 8) New and unfinished business,
  - 9) Correspondence
  - 10) Staff reports,
  - 11) Mayor and Councilor's reports,
  - 12) Committee Reports (Council Members Reports from Committee Meetings),
  - 13) Bylaws/ planning,

- 14) Budget/accounts,
- 15) Correspondence for information
- 16) Correspondence for information – held two weeks only,
- 17) Question period,
- 18) In-Camera (if needed),
- 19) Adjournment.

#### **16. Late Items**

- 16.1 An item of business not included on the agenda must not be considered at a Council meeting unless introduction of the late item is approved by Council at the time allocated on the Agenda for such matters or at any other time as introduced and approved by a majority of Council.
- 16.2 If Council makes a resolution under Section 16.1, information pertaining to late items must be distributed to the members.

#### **17. Petitions and Delegations**

- 17.1 Any person wishing to present a petition to a regular meeting shall inform the Corporate Officer or delegate of the subject of the petition, no later than 12:00 noon on the Wednesday preceding the date on which the next meeting is to take place.
- 17.2 Any delegation wishing to appear at a regular meeting shall inform the Corporate Officer or delegate of the subject of the delegation and the name and address of the speaker for the delegation, on the prescribed form attached to City of Greenwood Delegation Policy 2024-09, no later than noon on the Wednesday prior to the date on which the next meeting is to take place.
- 17.3 Council may limit the number of delegations per meeting to two.

#### **18. Time Allowed for Petitions and Delegations**

- 18.1 Unless the Council otherwise resolves, the maximum time for presentation of a petition or a delegation before Council is ten (10) minutes. This section does not apply to public hearings conducted by the Council under the Local Government Act.

#### **19. Question Period**

- 19.1 Immediately prior to the adjournment of every regular meeting of Council, questions, but not statements, relating to matters dealt with at that meeting may be directed to Council by members of the public then present. All such questions shall be directed to the Mayor and will where possible and appropriate be answered by the Mayor or a member designated by the Mayor.
- 19.2 The Mayor may refer any question or enquiry to the Chief Administrative Officer to look into at a future time.
- 19.3 A maximum period of 15 minutes shall be provided for considering questions from members of the public, however that maximum may be extended to 30 minutes with the unanimous consent of all Council members present.

## **20. Voting**

20.1 The following procedures apply to voting at Council meetings:

- a) When debate on a matter is closed, the presiding member must put the matter to a vote of Council members;
- b) When the Council is ready to vote, the presiding member must put the matter to a vote by stating: "Those in favor raise your hands." And then "Those opposed raise your hands";
- c) Each Council member has one vote on any question;
- d) Each Council member present at the time of a vote must vote on the matter;
- e) When the presiding member is putting the matter to a vote under paragraphs (a) and (b) a member must not
  - I. Cross or leave the room,
  - II. Make a noise or other disturbance, or
  - III. Interrupt the voting procedure under paragraph (b) unless the interrupting member is raising a point of order;
- f) After the presiding member puts the question to a vote under paragraph (b), a member must not speak to the question or make a motion concerning it;
- g) If a Council member does not indicate how he or she votes, the member is deemed to have voted in the affirmative;
- h) If the votes of the members present at a Council meeting at the time of the vote are equal for and against a motion, the motion is defeated;

## **21. Conduct and Debate**

21.1 When any Member wishes to speak in debate, he or she shall wait until no other Member is speaking and shall raise their hand and address the chair.

21.2 Except as otherwise resolved by the Council, a Member may:

- a) Speak only to a matter being debated by the Council;
- b) Speak only twice to a matter, but a Member may speak more than twice to a matter to:
  - I. Explain a material part of their speech which may have been misunderstood; or
  - II. Ask a question;
- c) speak for no more than five minutes at a time, except that Council may resolve by a simple

majority vote to permit a Member to speak longer;

- d) not speak to a matter already dealt with by the Council;
- e) not speak when called to order by the Mayor;
- f) not speak to a motion unless a motion has been moved and seconded;
- g) speak in a regular meeting of Council after the Member has raised their hand and the Mayor has recognized the Member.

21.3 If two or more Members raise their hands at the same time, the Mayor may designate the order in which each is to speak.

21.4 If the Mayor wishes to speak in a regular meeting of Council, the Mayor may do so.

21.5 If a Member has raised their hand at the same time the Mayor begins to speak, the Mayor may speak first.

21.6 A Member shall address the Mayor as “Your Worship”, or “Mayor\_\_\_\_\_” and a Member shall address a Member by that Member’s surname preceded by “Councillor”.

## **22. Resolutions and Bylaws**

22.1 A Council shall deal with resolutions, the reading of bylaws, and the adoption of bylaws on a motion put by a member and seconded by another Member.

## **23. Proposing Bylaws**

23.1 Unless the Council otherwise resolves, the Council shall not consider a proposed bylaw unless:

- a) The Corporate Officer has given a copy of it to each Member, and
- b) It is on the agenda for the meeting.

## **24. Reading and Adoption**

24.1 The presiding member of a Council meeting may

- a) Have the Corporate Officer/Chief Administrative Officer read a synopsis of each proposed bylaw or group of proposed bylaws, and then;
- b) Request a motion that the proposed bylaw or group of bylaws be read;

24.2 The reading of the bylaw may be given by stating its title and object.

24.3 A proposed bylaw may be debated and amended at any time during the first three readings unless prohibited by the *Community Charter*.

24.4 In accordance with *Community Charter*, Council may give up to three readings to a proposed bylaw at the same Council meeting.

- 24.5 Despite the *Community Charter*, and in accordance with section 890(9) of the Local Government Act Council may adopt a proposed official community plan or zoning bylaw at the same meeting at which the plan or bylaw passed third reading.

## **25. Bylaws Must be Signed**

- 25.1 After a bylaw is adopted and signed by the Corporate Officer and the presiding member of the Council meeting at which it was adopted, the Corporate Administrator must have it placed in the City's records for safekeeping.

## **26. Procedures Apply**

- 26.1 The provisions of this bylaw governing meetings of Council apply, with the necessary changes, to all Committees meetings.

## **27. Appointment of Chair**

- 27.1 Every Committee shall have a chair, appointed by the Mayor, to preside over its meetings, to the extent necessary, a Committee may by resolution create its own rules of procedure, but the provisions of this Bylaw prevail over any such rule of procedure to the extent of any conflict.

## **28. Participation in Committees**

- 28.1 A Member may attend any Committee meeting and may participate in any debate at the Committee meeting.
- 28.2 Only a person appointed to a Committee may move or second motions or vote at a Committee meeting.

## **29. Meetings of Committees**

A Committee shall meet when:

- a) its chairperson so directs;
- b) the Mayor so directs;
- c) directed to meet by resolutions of the Council; or
- d) a majority of the members of a Committee resolve.

And Notice of such meeting shall be given in accordance with Section 30.

## **30. Report to Council**

- 30.1 A Committee may report to the Council as a delegation at any regular meeting of Council.
- 30.2 A Committee shall report to the Council when directed by resolution of the Council.
- 30.3 If a Committee wishes to present a written report to the Council, its chairperson shall deliver the report to the Clerk on or before noon on the Wednesday before the next regular meeting and the Clerk shall deliver the report to the Members in typewritten form at least 48 hours before the date of the regular meeting.

### **31. Notice of Committee Meetings**

- 31.1 At least 24 hours before a meeting of a Committee, the Corporate Administrator must give public notice of the time, place and date of the meeting by way of a notice posted on the Public Notice Posting Place.
- 31.2 At least 24 hours before a regular meeting of a Committee, the Corporate Administrator must give further public notice of the meeting by:
- a) posting a copy of the agenda on the Public Notice Posting Place; and
  - b) Leaving copies of the agenda at the reception counter at Municipal Hall for the purpose of making them available to members of the public.

### **32. Electronic Meetings**

- 32.1 Members of Council or Council Committee may participate electronically in Council meetings, in accordance with Section 128(2) of the *Community Charter*, if the member is unable to attend because of illness, injury or is with leave of the Council, and provided that the Corporate Administrator is able to secure the electronic equipment to facilitate the meeting.
- 32.2 The member presiding the meeting must not participate electronically.
- 32.3 No more than two members of Council or a Council Committee at one time may participate at a meeting by means of electronic or other communication facilities.

### **33. Conflict of Interest**

#### **33.1 Disclosure of Conflict**

- 1) In accordance with Section 100 of the *Community Charter*, if a Council member or Council Committee member attending a council meeting or council committee meeting or any meetings of any other body referred to in Section of the *Community Charter*, considers that he or she is not entitled to participate in the discussion of a matter, or to vote on a question in respect of a matter, because the member has

- a) A direct or indirect pecuniary interest in the matter, or
- b) Another interest in the matter that constitutes a conflict of interest,

The member must declare this and state in general terms the reason why the member considers this to be the case.

- 2) After making a declaration under subsection (1), the Council member must not
- a) Remain or attend at any part of the meeting, during which the matter is under consideration,
  - b) Participate in any discussion of the matter at such a meeting,
  - c) Vote on a question in respect of the matter at such a meeting, or
  - d) Attempt in any way, whether before, during or after such a meeting, to influence the voting on any question in respect of matter.

### **34. Improper Conduct**

- 34.1 No member or person attending the meeting may interrupt a member who is speaking, except that a Councillor may raise a point of order.
- 34.2 No member or person attending the meeting may cause a disturbance, disrupt or in any manner delay the conduct of business at a meeting.
- 34.3 No member or person permitted or invited to speak on any matter coming before the Council or a committee may use rude or offensive language or, by tone or manner of speaking, express a point of view or opinion or make an allegation which, directly or indirectly, reflects upon the public conduct or private character of any person.
- 34.4 All cell phones must be turned off or on vibrate and there will be no answering of cellphones while in Council Chambers during a meeting.

### **35. Removal of Those Behaving Improperly**

- 35.1 The Mayor or other person presiding may expel from a meeting of Council any person he or she considers guilty of improper conduct.
- 35.2 If a person resists or disobeys an order of the Mayor or other person presiding to leave a meeting of Council, that person may be removed by the Corporate Administrator, or, if necessary, by a peace officer at the direction of the Mayor or other person presiding.
- 35.3 In addition to its application to Council meetings, the ability of the person presiding to expel persons he or she considers guilty of improper conduct also applies to primary, select or standing committees of Council.

### **36. General**

- 36.1 If any section, subsection, clause or other provision of this bylaw is held to be invalid by a decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this bylaw.
- 36.2 This bylaw may not be amended or repealed and submitted unless Council first gives notice in accordance with Section 94 of the *Community Charter*.

### **37. Repeal**

Bylaw No. 997, 2022, cited as “(City of Greenwood Council Procedures Bylaw)” is repealed.

### **38. Effective Date**

This Bylaw shall come into full force and effect (upon adoption / specific date).

Read a First Time this	19	day of	August , 2024.
Read a Second Time this	19	day of	August , 2024.
Read a Third Time this	19	day of	August , 2024.
Adopted by Council this	15	day of	October, 2024.

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Mayor

Certified a true copy of Bylaw No. 1018, 2024  
On the    day of                      , 2024.

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Corporate Officer

**CORPORATION OF THE CITY OF GREENWOOD**  
**OBSOLETE OR REDUNDANT BYLAWS, REPEAL BYLAW NO. 1021, 2024**  
**A BYLAW TO REPEAL OBSOLETE OR REDUNDANT BYLAWS**

WHEREAS Section 137 (b) of the *Community Charter* states the included power to amend or repeal must be exercised by bylaw and is subject to the same approval and other requirements, if any, as the power to adopt a new bylaw under that authority.

NOW THEREFORE the Council of the Corporation of the City of Greenwood, in open meeting assembled, enacts as follows:

**1. Citation**

This Bylaw may be cited as the **“Obsolete or Redundant Bylaws, Repeal Bylaw No. 1021, 2024”**.

**2. Repeal**

Bylaw No. 865 - Recreation Commission Bylaw
Bylaw No. 741, 1982 - Council Indemnity Bylaw
Bylaw No. 710, 1997 - City of Greenwood Emergency Measures Bylaw
Bylaw No. 161, 1946 city of Greenwood Shops Bylaw
Bylaw No. 121, 1934 Trades Licences
Bylaw No. 122, 1934 The Milk Vendors Bylaw
Bylaw No. 135, 1976 Regional District of Kootenay Boundary - Grand Forks, Greenwood and Electoral Area D Pound Bylaw
Bylaw No. 160, 1946 Copper Street sidewalk improvement Construction Bylaw
Bylaw No. 163, 1947 City of Greenwood Road Tax Bylaw
Bylaw No. 171, 1948 Greenwood School Loan Bylaw
Bylaw No. 173, 1949 Cattle Regulations and Pound Bylaw
Bylaw No. 200, 1959 Automobile Service - Stations and Automobile Service Garages Permit Bylaw
Bylaw No. 201, 1957 Shops Regulating and Closing Bylaw
Bylaw No. 222, 1961 Health Unit Confirmation Bylaw
Bylaw No. 233, 1963 - The City of Greenwood Traffic Regulation Bylaw.
Bylaw No. 241, 1963 - The Corporation of the City of Greenwood Mayor and Aldermen Renumeration Bylaw
Bylaw No. 242, 1963 - The Corporation of the City of Greenwood Auto-trailer Tax Bylaw
Bylaw No. 243, 1963 - Commercial Vehicle Licensing Bylaw
Bylaw No. 247, 1964 - Commercial Vehicle Licensing Amendment Bylaw
Bylaw No. 266, 1966 - To Prohibit the Sale and Exploding of Firecrackers and Fireworks
Bylaw No. 279, 1968 - The Corporation of the City of Greenwood Auto-Trailer Amendment Bylaw No. 279
Bylaw No. 307, 1972 - The corporation of the City of Greenwood Dog Licence and Regulation Bylaw
Bylaw No. 332, 1974 - City of Greenwood Landlord and Tenant Advisory Bureau Bylaw
Bylaw No. 371, 1976 - Dog Licence and Regulation Amendment Bylaw
Bylaw No. 399, 1977 - The Corporation of The City of Greenwood Assessment Base Bylaw
Bylaw No. 422, 1979 - N.I.P. Occupancy and Building Maintenance Standards Bylaw
Bylaw No. 449, 1980 - Greenwood Holiday Shopping Regulation Bylaw
Bylaw No. 450, 1980 - The Corporation of The City of Greenwood Assessment Base Bylaw

Bylaw No. 461, 1981 - The Parks Reservation Bylaw
Bylaw No. 469, 1982 - Greenwood Noise Control Bylaw
Bylaw No. 486, 1983 - Greenwood Volunteer Fire Department
Bylaw No. 511, 1984 - Central Kootenay Union Board of Health Confirmation Bylaw
Bylaw No. 522, 1984 - Street Paving Referendum Bylaw
Bylaw No. 526, 1984 - City of Greenwood Zoning Amendment Bylaw
Bylaw No. 537, 1985 - Street Light conversion Referendum Bylaw
Bylaw No. 559, 1986 - Emergency Program Bylaw
Bylaw No. 560, 1987 - Procedures and Fees Bylaw
Bylaw No. 577, 1988 - Reduction of the Number of Members of Council Bylaw
Bylaw No. 587, 1989 - Street Upgrading Bylaw
Bylaw No. 616, 1991 - City of Greenwood Transit Service Referendum Bylaw
Bylaw No. 664, 1994 - Freedom of Information and Protection of Privacy
Bylaw No. 694, 1997 - Deadwood Street Bridge Replacement Appropriation Bylaw
Bylaw No. 695, 1997 - Louisa Street Bridge Replacement Appropriation Bylaw
Bylaw No. 705, 1997 - City of Greenwood Bridge Closure Bylaw
Bylaw No. 710, 1997 - City of Greenwood Emergency Measures Bylaw
Bylaw No. 741, 1982 - Council Indemnity Bylaw
Bylaw No. 807, 2007 - A Bylaw in respect of the indemnification of Council, officers & employees
Bylaw No. 841, 2010 - The City of Greenwood Recreation Commission Repealing Bylaw
Bylaw No. 854 - Mail Ballot Authorization and Procedure Bylaw
Bylaw No. 878, 2013 - Fees and Charges Amendment Bylaw
Bylaw No. 910, 2016 - Garbage Collection Regulation
Bylaw No. 920, 2017 - Utilities Billing and Payment Schedule
Bylaw No. 985, 2021 - Waste Disposal Regulation Bylaw

### 3. Effective Date

This Bylaw shall come into full force and effect upon adoption.

Read a First Time this	15	day of	October, 2024.
Read a Second Time this	15	day of	October, 2024.
Read a Third Time this	15	day of	October, 2024.
Adopted by Council this	29	day of	October, 2024.

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Mayor

Certified a true copy of Bylaw No. 1021, 2024  
On the    day of                      , 2024.

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Corporate Officer

**CORPORATION OF THE CITY OF GREENWOOD**  
**SIGNAGE BYLAW NO. 1019, 2024**  
**A BYLAW TO REGULATE THE MEETINGS OF COUNCIL AND COMMITTEES IN THE CITY OF GREENWOOD**

WHEREAS Council may, pursuant to section 8(4) and 65 of the *Community Charter* and section 526 of the *Local Government Act*, regulate the erection, placement, display, alteration or movement of signs on all private property and on streets within the boundaries of the City of Greenwood.

NOW THEREFORE the Council of the Corporation of the City of Greenwood, in open meeting assembled, enacts as follows:

**1. Title**

This bylaw may be cited as the City of Greenwood “Signage Bylaw No. 1019, 2024”.

**2. Interpretation**

- 2.1 Words and phrases defined in the *British Columbia Interpretation Act*, *Motor Vehicle Act*, *Local Government Act* or any successor legislation, shall have the same meaning when used in this Bylaw unless otherwise defined in this Bylaw.
- 2.2 If any part of this Bylaw is for any reason held invalid by any court of competent jurisdiction, the invalid portion shall be severed and the severance shall not affect the validity of the remainder of this Bylaw.

**3. General Regulations**

- 3.1 No person shall obstruct or interfere with a Bylaw Enforcement Officer in the exercise of their duties.
- 3.2 A Bylaw Enforcement Officer shall have the right to enter upon the property of any owner or occupant at all reasonable times and in a reasonable manner for the purpose of inspecting to determine compliance with the provisions of this Bylaw.

**4. Definitions**

- 4.1 In this Bylaw, unless the context otherwise requires:
- 4.2 “Banner Sign” means a sign projecting from a building that is composed of lightweight material including nylon, vinyl, cloth, canvas or similar fabric which is attached to a rod at the top and bottom;
- 4.3 “Billboard Sign” means a sign of a permanent or semi-permanent kind, used or intended to be used for the purpose of advertising and that is pasted, glued, fastened, or otherwise affixed by means permitting its removal or replacement;
- 4.4 “Boulevard” means that portion of highway between the curb lines or the lateral boundary lines of a roadway and the adjoining property or between the curbs on median strips or islands, but does not include curbs, sidewalks, ditches or driveways;

- 4.5 “Canopy” means any permanently fixed structure, supported solely from the building and which projects from the face of the building and is used or intended to be used for the purpose of affording protection or shelter from the weather;
- 4.6 “Code of Conduct” means the standards applicable to members of Council of the City of Greenwood, as set out in the Responsible Conduct Guiding Principles Policy, as may be amended or replaced from time to time;
- 4.7 “Canopy Sign” mean a sign which is painted on or affixed to the interior surface of a canopy, but does not include background color;
- 4.8 “Copy” means the letters, characters, numbers or graphics which make up the message on a sign, but does not include background color;
- 4.9 “Copy Area” means, in the case of a sign having only one face, the area contained by the shortest continuous perimeter that may be drawn to circumscribe the whole of the message displayed on that face of the sign and in the case of a sign having more than one face shall mean the aggregate of the several areas contained by each perimeter;
- 4.10 “Display Area” means the area of any one face of a sign which will enclose within the area the whole of the parts of a sign used or intended to be used for the display of any message;
- 4.11 “Establishment” means a business, not-for-profit or governmental organization;
- 4.12 “Externally Illuminated Sign” means a sign illuminated from a separate lighting system that may be attached to the building itself or from the ground underneath;
- 4.13 “Fascia Sign” means a sign where the plane of its surface is parallel throughout its length to that of the building face to which is attached, but does not include a Wall Sign or Wall Mural;
- 4.14 “Fence Sign” means any sign painted, pasted or otherwise affixed to or inscribed upon any fence in the City of Greenwood;
- 4.15 “Flashing Sign” means and includes every artificially illuminated sign in which any part is illuminated either intermittently or in any other manner that creates noticeable changes in light intensity.
- 4.16 “Free-Standing Signs” means a sign that is supported independently off a building or other structure;
- 4.17 “Ground” means and includes the thickness of any and all sidewalks, paths, plazas, patios, roads, roadways, and similar improved surfaces used or intended to be used for passage of pedestrians or vehicles directly under the sign;
- 4.18 “Home Occupation Sign” means a type of Fascia Sign, Low Mount Free-Standing Sign or Projecting Sign advertising a licensed establishment being carried out in a dwelling unit;
- 4.19 “Internally Illuminated Sign” means a sign that is illuminated from behind or within the casing of the sign by a bulb or other electronic device or equipment, including exposed neon tubes. This includes signs lit with a halo effect, where the light source is placed behind individually mounted

opaque raised letters or symbols;

- 4.20 “Suspended Sign” means a sign that is suspended directly under an awning, canopy or other similar feature;
- 4.21 “Moving Sign” means a sign which moves or is intended to move;
- 4.22 “Portable Sign” means a sign that is not permanently affixed to a building or base and thus can be readily carried or transported manually, excluding Sandwich Board Signs;
- 4.23 “Projecting Sign” means a sign that is not permanently affixed to a building or base and thus can be readily carried or transported manually, excluding Sandwich Board Signs;
- 4.24 “Real Estate Sign” means a sign on a lot that advertises that the lot or lot and buildings are for sale, rent or open for viewing and does not exceed a Display Area of 0.4 square metres;
- 4.25 “Roof Sign” means any sign erected on or above a roof or parapet of a building;
- 4.26 “Sandwich Board Sign” means a free standing consisting of two boards that are hinged on their upper edges;
- 4.27 “Sign” means a visual representation of a symbol, letter, numeral, figure, word, picture, illustration, announcement, direction, logo or other attention drawing device, which advertises, identifies or communicates information or attracts the attention of the public for any purpose;
- 4.28 “Sign District” means a sign district established under this Bylaw;
- 4.29 “Temporary Sign” means any sign that is displayed or intended to be displayed for a limited period of time;
- 4.30 “Wall Mural” means any painting, drawing, sketching or other markings inscribed directly upon any wall or other integral part of a building or structure;
- 4.31 “Wall Sign” means a sign painted, pasted, or otherwise affixed to or inscribed directly upon any wall or other integral part of a building or structure, but does not include a Wall Mural;
- 4.32 “Window Area” means the area of glass, including mullions of 12.7 centimetres (5 inches) or less, of a single, window unit, set between structural materials;
- 4.33 “Window Sign” means a sign that includes any writing (letters, characters, words or numerals) logos or graphics, and is located within 20 centimetres of a window and is plainly visible from the exterior of the building;

## **5. General Regulations:**

- 5.1 With the exceptions of that which is stipulated in Section 5.6 of this Bylaw, no person shall cause, suffer or permit any sign to be placed, constructed, erected, altered or relocated except as provided for in this Bylaw.
- 5.2 Signs do not require a sign permit; however, at the discretion of the Building Official, a building

permit may be required for structural alterations or additions intended to accommodate a sign.

- 5.3 Signs shall be located on the premises containing the establishment to which they direct attention.
- 5.4 Externally illuminated signs are permitted in all Sign Districts, provided that the lighting is downcast.
- 5.5 In Sign Districts Downtown Commercial and Industrial signs may be internally illuminated provided that only the Copy of the message is illuminated, either directly or through halo effect, and the remainder of the sign is opaque. The Copy Area of illuminated letters and symbols may not exceed 50% of the Display Area on internally illuminated signs.
- 5.6 The following signs are permitted in all Sign Districts, subject to the regulations of this Bylaw:
- a) One Real Estate Sign, pertaining to the sale, lease, rental or viewing of the property on which the sign is displayed;
  - b) Any sign displayed pursuant to the Highway Act, the Motor Vehicle Act, the Local Government Act, or to any other statute of the Legislative Assembly or pursuant to any regulation, order, or bylaw made under;
  - c) Signs on private land directed toward the prevention of trespassing;
  - d) Any sign displayed for the purpose of a Federal, Provincial or Municipal election, provided that:
    - I. For a Municipal election, the candidate has filed his or her nomination papers with the Returning Officer;
    - II. The sign does not exceed an area of 1.5 square metres;
    - III. The sign is located on private property with the permission of the owner in front of whose private property the sign is placed;
    - IV. Notwithstanding Section 5.6.d.iii above, no sign may be placed in a location which may create a safety hazard to pedestrians or vehicles;
    - V. The sign shall not be posted on public property nor on a boulevard fronting public property;
    - VI. All signs shall be removed within three days after the date of the election.
  - e) Any sign displayed from a dwelling, bearing the street number and name of the person residing in the dwelling, provided that the Display Area does not exceed (2.2 square feet); and
  - f) Any sign with the purpose of directing pedestrian, vehicle and other traffic or parking on private property including any sign denoting access and parking for the disabled provided that the sign denoting access and parking for the disabled provided that the sign does not exceed 0.56 square metres (6 square feet).

## **6. Construction, Maintenance**

- 6.1 All signs shall be maintained in satisfactory condition as to be rendered safe and secure.
- 6.2 Sign and supporting structures shall be constructed of a corrosion-resistant material.
- 6.3 No sign shall be affixed to any fire escape or be erected so as to impede, obstruct, or impair the free and uninterrupted use of any fire escape, fire exit window, fire exit door or other device or passage used or intended to be used in the event of a fire.
- 6.4 No sign shall be erected or constructed so as to impede the free and uninterrupted use of any window, vent or other aperture for admitting light or air.
- 6.5 No sign shall be located, erected or lighted in such a manner as to interfere with the visibility of a traffic control device or to interfere with visibility at an access to or egress from a highway.

## **7. Signs not Permitted**

- 7.1 No person shall erect, construct, place, maintain, or suffer any of the following signs on any lands or premises of which they are the owner or occupier:
  - a) Flashing Signs;
  - b) Moving Signs;
  - c) Billboard Signs;
  - d) Roof Signs;
  - e) Portable Signs;
  - f) Wall Murals;
  - g) Wall Signs;
  - h) Fence Signs; and
  - i) Inflatable devices.

## **8. Sign Districts**

- 8.1 For the purposes of this Bylaw, the City of Greenwood is divided into seven (7) Sign Districts, the boundaries of which are shown on City of Greenwood Sign District Map, which is attached to and forms part of this Bylaw "Schedule 'A'".
- 8.2 Unless otherwise indicated in Section 9, one (1) sign of each sign type in Section 8.3 is permitted per establishment to a maximum of three (3) sign types in total. Sandwich Board Signs, Temporary Signs and Window Signs do not count toward the total.

8.3 Table of Permitted Sign Types

<b>Sign District</b>	<b>Home Occupation Sign</b>	<b>Free Standing Sign</b>	<b>Facia Sign</b>	<b>Canopy Sign</b>	<b>Suspended Sign</b>	<b>Projecting Sign</b>	<b>Banner Sign</b>	<b>Sandwich Board Sign</b>	<b>Temporary Sign</b>	<b>Window Sign</b>
<b>A</b> (Home Occupations)	✓									
<b>B</b> (Multi-Family)		✓	✓						✓	
<b>C</b> (Downtown Commercial)		✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>D</b> (Neighbourhood Commercial)		✓	✓	✓		✓	✓	✓	✓	✓
<b>E</b> (Industrial)		✓	✓	✓		✓	✓	✓	✓	✓
<b>F</b> (Institutional)		✓	✓	✓		✓		✓	✓	✓
<b>G</b> (Rural)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## **9. Sign Types**

### **9.1 Home Occupations Sign:**

- a) No sign shall exceed a Display Area of 12 square feet;
- b) No part of the sign shall exceed a height of 2.4 metres (7.9 feet) from the Ground directly underneath; and
- c) No sign shall be located on a building wall facing an interior side or rear property line.

### **9.2 Free-Standing Sign:**

- a) No sign shall be permitted on a property less than 10,000 square feet in area;
- b) No sign shall project over a street or public right of way;
- c) In the case of a sign having 2 faces, the faces must be parallel to each other and not exceed a depth of 0.3 metres (0.98 feet);
- d) Display Area of a sign shall not exceed 32 square feet;
- e) No sign shall exceed a height of 1.6 metres (6.5 feet);
- f) No sign shall be located within 3.0 metres (9.8 feet) of adjoining property lines; and
- g) **In Sign District B (Multi-Family):**
  - I. Nothing other than the name and address of the building complex shall be displayed on a sign; and
  - II. No sign shall be internally illuminated

### **9.3 Fascia Sign:**

- a) Notwithstanding Section 7.0, one Fascia Sign is permitted per establishment, per building face;
- b) The horizontal dimension of a sign shall not exceed 80% of the horizontal width of the building face on which it is mounted, with no vertical dimension being greater 0.6 metres (1.97 feet);
- c) No sign, including its fastenings and supports, shall be less than 2.1 metres (6.9 feet) from the Ground directly underneath;
- d) The Display Area of the sign shall be parallel, throughout its length, to the plane of the building to which it is attached, and no part of the sign shall be further distant than 0.15 metres (0.5 feet) from the building face.
- e) No part of a sign shall extend beyond the width or height of the wall to which it is attached; and
- f) **In Sign District B (Multi-Family):**
  - I. One sign displaying the name and address of the building complex is permitted per building; and
  - II. The Display Area of a sign shall not exceed 10 square feet.

### **9.4 Suspended Sign:**

- a) No part of the sign shall extend beyond the outer edges of the Canopy to which it is attached;
- b) In the case of a sign having two faces, the faces must be parallel to each other and not exceed a thickness of 10.16 centimeters (4 inches);
- c) The Display Area of a sign shall not exceed 6 square feet; and
- d) No part of the sign shall be less than 2.3 metres (7.5 feet) from the Ground directly underneath.

### **9.5 Canopy Sign:**

- a) Notwithstanding Section 7.0, three Canopy Signs are permitted per establishment per building face;
- b) The Copy Area of a Canopy Sign may not exceed more than 50% of the face on which it is displayed;
- c) No part of a sign shall be less than 2.4 metres (7.9 feet) from the Ground directly underneath;
- d) No part of a sign shall project above the top of the Canopy; and
- e) Any lighting mechanism shall not directly or primarily illuminate the Canopy or its signage from within or underneath the Canopy.

**9.6 Projecting Sign:**

- a) No sign shall exceed 6 square feet in area, with the width of a sign being no greater than 1.0 metres (3.2 feet);
- b) In the case of a sign having two faces, the faces must be parallel to each other and not exceed a depth of 0.15 metres (6 inches);
- c) The portion of the Display Area of the sign closest to the building face shall be no more than 0.3 metres (1.0 feet) from the building face to which it is attached; and
- d) No sign shall be higher than 3.66 metres (12 feet), nor lower than 2.4 metres (7.9 feet) from the Ground directly underneath.

**9.7 Banner Sign:**

- a) Notwithstanding Section 7.0, two Banner Signs are permitted per establishment;
- b) No sign shall exceed 16 square feet in area, with the width of the sign being no greater than 0.3 metres (1.0 feet);
- c) The portion of the Display Area of the sign closest to the building face shall be no more than 0.3 metres (1.0 feet) from the building face to which it is attached, and no portion of the sign may extend beyond 0.6 metres (2.0 feet) from the building face; and
- d) No sign shall be higher than 3.66 metres (12 feet), nor lower than 2.2 metres (7.2 feet) from the Ground directly underneath.

**9.8 Temporary Sign:**

- a) Notwithstanding Section 4, no sign shall be externally or internally illuminated;
- b) The Display Area shall not exceed 32 square feet;
- c) No sign shall be located less than 3.0 metres (9.8 feet) from any lot line; and
- d) The sign shall not be displayed for more than one month per calendar year.

**9.9 Sandwich Board Sign:**

- a) No sign shall be located on public property or municipal right of way;
- b) The Display Area of a sign shall not exceed 0.56 square metres in area (6 square feet) per face and have dimensions not exceeding 0.6 metres (1.97 feet) in width by 1.0 metres (3.2 feet) in height; and
- c) The sign shall be hinged along the sign's upper edges, with not more than two faces.

**9.10 Window Sign:**

- a) A Window Sign shall be limited to windows located on the first and second story of a building;
- b) Only Window Signs which identify the name of an establishment, including the professional designation, are permitted above the first story of a building; and
- c) Window Signs are limited to a maximum 50 percent of the Window Area in which it is placed.

**10. Removal of Abandoned Signs**

- 10.1 When a sign remains in place after the activity, business, product or service the sign advertises is no longer conducted or available on the premises on which the sign is located, such sign is considered to have been abandoned, and the owner of the premises in question shall than remove the sign with thirty (30) days from the date of written notice from the City to do so has been received. This section shall be deemed to include abandoned sign structures and supports.

**11. Exemptions**

- 11.1 Section 9.2(e) of this Bylaw does not apply to any Gas Stations within the City of Greenwood.

## **12. General**

- 12.1 If any section, subsection, clause or other provision of this Bylaw is held to be invalid by a decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Bylaw.

## **13. Effective Date**

This Bylaw shall come into full force and effect upon adoption.

Read a First Time this	15	day of	October, 2024.
Read a Second Time this	15	day of	October, 2024.
Read a Third Time this	15	day of	October, 2024.
Adopted by Council this	28	day of	October, 2024.

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Mayor

Certified a true copy of Bylaw No. 1019, 2024  
On the 28 day of October, 2024.

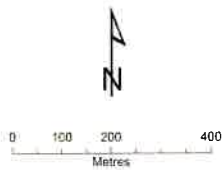
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Corporate Officer



# APPENDIX "A" of BYLAW NO. 1019, 2024

## SIGN DISTRICTS BOUNDARIES



Print Size: 16x36 in  
Date Plotted: October 01, 2024  
Cadastral Base Updated to: July 24, 2024

### Sign District

- A (Home Occupations)
- B (Multi-Family)
- C (Downtown Commercial)
- D (Neighbourhood Commercial)
- E (Industrial)
- F (Institutional)
- G (Rural)

