



# CITY OF SALMON ARM STRATEGIC PLAN UPDATE

## The City's Strategic Plan Sets Direction for Focused Energy and Financial Certainty

In November 2013, City Council adopted the City's Strategic Plan. The Plan was prepared collaboratively with Council, staff, community organizations and residents to reflect the needs and aspirations of the community. The Plan set out the Vision, Values and Five Strategic Drivers which inform key projects to be undertaken in the next 10 years.

So far, the plan has been highly successful in setting direction for the completion of all the short term projects identified in the Plan. These are identified as **Supplementary Core Services Projects**.

In addition, the City has also been able to figure out a way to implement some other key projects that are directly within the mandate of the City and are necessary as part of the City's Core Services. These are known as **Core Services Projects**.

The City will also be able to help move a few projects forward that are really important to the community, but are outside the direct responsibility of the City. These are known as **Community-Based Projects**.

**In addition to identifying actions to be taken on all these projects, the City has also set out a financial plan that identifies how all of these projects can be implemented. This results in:**

- Potential for 0% property tax increase to deliver on all the projects listed below. (Note: operational costs will be considered on an annual basis); and
- Decrease in the City's allowable debt ratio (from 43% to 42% in 2020).



## List of Key projects to be implemented by the City

### Supplementary Core Services Projects (Implement in next 5 years)

– These are outlined in the Strategic Plan

- Blackburn Park Upgrades
- Communications Strategy
- Fire Underwriters Survey Update
- Foreshore Sanitary Sewer Main Replacement
- Ross Street Underpass
- Servicing Philosophy Projects:
  - Subdivision Development Servicing Bylaw update
  - Development Cost Charge (DCC) Bylaw update
- Stormwater Management Plan Update and Funding Strategy
- Transit Improvements
- Airport Improvements
- Long Term Financial Plan update

**Core Services Projects** – Projects that are directly within the City's mandate.

- New Cemetery Development (2015)
- Hudson Avenue NE Revitalization (2016)
- 10 Avenue SW Frontage Road (2020)

**Community- Based Projects** – The City plays a supporting role in helping facilitate projects that are important to the community.

- Downtown Community Campus
- Potential Indoor Recreation Facility and Performing Arts Centre