



2017 Community Excellence Awards

Application Form - Partnerships

Please complete and return the application form by **Friday, June 23, 2017**. If you have any questions, contact UBCM at awards@ubcm.ca or (250) 356-5193.

SECTION 1: Applicant Information

Local Government: Village of Salmo

Complete Mailing Address: Box 1000, Salmo BC, V0G 1Z0

Contact Person: Diane Kalen-Sukra

Position: Chief Administrative Officer

Phone: 250.357.9433

E-mail: cao@salmo.ca

SECTION 2: Staff Contact

An invitation to attend the UBCM Community Excellence Awards Breakfast Reception will be sent out via e-mail in early September. Winners will not be named before the ceremony.

Please provide the contact information for the person in your office who should receive and reply to the invitation, on behalf of the elected officials/staff who will be in attendance at the UBCM Convention.

Staff Contact Person: Diane Kalen-Sukra

Position: Chief Administrative Officer

Phone: 250-357-9433

E-mail: cao@salmo.ca

SECTION 3: Project/Program Information

1. Name of the Project/Program:

Salmo's New Heritage Hub Arts & Cultural Corner

2. Project/Program Summary. Please provide a summary of your project/program in 150 words or less

This project is a public-private partnership between the Village of Salmo and Heritage Hub Inc. supported by Imperial Oil and RDCK funds.

The Village of Salmo is the long-term leasee of two brownfield lots owned by Imperial Oil that are facing the highway visible to all passers by and visitors to Salmo. The lots had

long remained vacant and unsightly and the Village without financial or labour resources to enhance or maintain it.

Through a unique partnership with a California private investor (HeritageSalvage.com), two successful grants (Imperial Oil & Regional District of Central Kootenay) and in-kind support from the Village together with a Village rent waiver, the corner at Main and Railway/Hwy has become a regionally significant arts and cultural hub and arts apprentice shop called "Heritage Hub".

The new arts & culture hub comes complete with a Village Art Garden, Village Art Windows (public free rotating display) and custom upholstery and leatherworks, tattoo, and salvage boutique. There were over 150 people in attendance at the grand opening on May 20th, 2017 with widespread local and BC media coverage: <http://salmo.ca/heritage-hub-arts-culture-corner-opens-up-in-salmo-may/>

3. Partners.

A) Please list all the partners involved in this initiative. (no word limit)

Village of Salmo - (leasee of brownfield lots - 423 Railway & 419 Railway)

Heritage Hub Inc. (local artists and entrepreneurs)

Heritage Salvage Inc. (California parent and investor)

Imperial Oil (owner of brownfield lots - 423 Railway & 419 Railway)

Regional District of Central Kootenay

B) Why did you choose to work with this/these particular partner(s)?

These were natural partners that evolved from Council's strategic priorities of economic development, support for the arts, improving highway appearance (encourage visitors to stop), heritage conservation and brownfield development. The partners each brought unique talent, resources and skill to the table that make this broad partnership possible.

SECTION 4: Project Details

Please answer each question in 250 words or less (our judges value directness and brevity). If you experience difficulty answering a particular question, consider the aspects of your program that may relate to the question and show us how they are linked. Remember to include measurable results whenever possible.

4. Objective. Please explain the decision-making and thought process behind your decision to take on this initiative.

Council has a very detailed 2015-2019 Strategic Plan that is brought before Council on a monthly basis and updated. See here: <http://salmo.ca/village-council/strategic-plan/>

In this plan, there is significant emphasis on economic development initiatives as well as initiatives in support of the arts. There is also a central focus on "improving the highway drive-by and encourage visitors and tourists to stop and stay". Salmo is a hub town of 1100 people that is about a half hour drive to the neighbouring communities of Nelson,

Trail, Castlegar & Creston. It has a logging and mining heritage and development permit area that requires heritage design guidelines be followed for all development in the downtown core, which this new "Heritage Hub" is located.

These two empty lots along the highway were an eye sore and without the resources to restore the old western saloon-looking building, the Village looked towards private and intermunicipal partners for this co-creation project.

The Village successfully sought a \$11500 community development grant from the RDCK to bore the envelope of the side of the building on 423 Railway Avenue and build three public Village Art windows that were viewable to pedestrians along Main Street. These windows are available for the display of local and regional artists by application and for four month rotations:<http://salmo.ca/local-artists-selected-for-village-art-window-display-grand-opening-may-20th/>

Then, funds of \$6000 were successfully sought from Imperial Oil for the development of a Village Art Garden (30 ft x 80 ft) at 419 Railway Avenue, which also runs directly along the highway and adjacent to the "Heritage Hub" building.

While this was going on, we were soliciting interest from commercial investors and the owner of Heritage Salvage in California was visiting (he was originally from the Kootenays in his youth) and expressed interest in the building as a possible tatoo, custom upholstery and salvage boutique producing high-end custom furniture, flooring and other items out of old wood and recyclable material.

This proposal fit in perfectly with Salmo's new emphasis on sustainability (see new OCP/ICSP www.sustainablesalmo.ca) and Council's strategic directions around economic development and the arts. These factors combined with the heritage look and feel of the proposal made is something the Village was willing to pursue.

Logistically, establishing Heritage Hub as a joint arts & cultural hub involved a complex partnering agreement between the Village and Heritage Hub Inc. as well as an renewed Master Agreement and consent of Imperial Oil.

5. Challenges. Please provide examples of challenges you faced in taking on this program/project and how you overcame them.

The greatest challenge was ensuring the legal interests of all parties were reflected and protected in the complex legal agreements between the Village of Salmo, Heritage Hub and Imperial Oil.

The negotiations took several months, which can be taxing on staff (CAO) in a small municipality and it was imperative that the proper steps were taken in accordance with the Community Charter to provide notice of provision of assistance and disposition in the granting of such a sublease to Heritage Hub.

The Council of the Village of Salmo intends to consider a resolution to grant a sub-lease and provide assistance to a business, Heritage Hub (the "Business"), pursuant to Section 21 of the Community Charter.

The assistance was made pursuant to a partnering agreement between the Heritage Hub and the Village dated July 1, 2016, and consisted of the waiver of rent for a 5-year term and use of grant funds for the construction of a Village art garden and art windows. Heritage Hub was also so contracted to provide the construction, design, financing, and maintenance to make improvements to the buildings and the lots on the land.

This challenge was overcome by the good will and diligence of the partners as there was a strong sense of acting for the good of the community in this endeavor.

6. Goals. What did you set out to accomplish with the program/project? How effectively did you meet your goals?

These goals were clearly outlined in point 4 (Objectives).

To say we met all our goals is an understatement. Not only has this Heritage Hub provided a large and visible attraction to our community right along the highway, it has also engaged local artists (

7. Benefits. Please provide examples of how this program/project benefited the community.

Successful Grand Opening drawing out over 150 people:

*<https://www.facebook.com/VillageofSalmo/photos/a.562855533739517.1073741825.391756234182782/1720539591304433/?type=3&theater>

*<https://www.facebook.com/VillageofSalmo/photos/a.562855533739517.1073741825.391756234182782/1720539547971104/?type=3&theater>

Engagement of Local Artists (able to apply to display art for free & Heritage Hub taking on tattoo and other artistic apprentices):

<https://www.facebook.com/VillageofSalmo/photos/a.391793627512376.91930.391756234182782/1722661597758899/?type=3&theater>

Attraction along the highway: completely improves and breathes life into the "face of Salmo" along the highway.

Raised the community profile: wide publicity both locally and provincially regarding this initiative.

Provided local employment: all of the labourers who worked on the building improvements (from siding, signage, radon remediation, foundation repair, drywalling, décor, deck building, etc.) were from Salmo and the surrounding area.

8. Innovation. What makes this program/project innovative and creative?

What makes this project unique is the constellation of unique partners who were able to work with the Village identify interests in common and compatible with the Village's priorities and Strategic Directions. The total improvements to the hub corner are valued at over \$120,000. This type of investment done alone would have called for a 35% tax increase and would have lacked the artistic energy and expertise. Instead, Village taxpayers have experienced no increase, yet are able to enjoy the benefits of this partnership that provides so many community benefits, while meeting the shared needs, goals and objectives of the parties.

In summary:

Imperial Oil seeks to ensure brownfield properties are useful and beautified.

RDCK seeks to support valuable community development projects.

Heritage Hub and parent company Heritage Salvage seeks a good investment opportunity in a community that is affordable, has a local government open to business and is filled with local talent.

The Village seeks to meet its strategic directions as outlined in (4) Objective, while facing the constraints of extremely limited staff and budgets.

All of these private, public and common interests of the partners were met with this innovative project.

9. Sustainability. What measures have you put in place to ensure the continued operation of this initiative? (e.g. staff time, resources, financial)

The Village Art Garden is constructed according to xeriscaping principles requiring minimal irrigation and/or maintenance.

The Village Art Windows have an established/self-sustaining and ongoing application process for local artists to display their art: <http://salmo.ca/community-initiatives/village-art-windows/> Adjudication involves one Council member, the CAO and a representative of Heritage Hub with installation and art security the responsibility of the artist (waiver signed by artist).

There is a 5 year sub-lease agreement between the Village of Salmo & Heritage Hub with the possibility of renewal ensuring the longevity of the business. All capital improvements and investment remain with the building in the case the tenants depart.

10. Best Practices. How do the processes behind the program/project, and the subsequent results, serve as an example of best practices?

A best practice when dealing with the need to make major capital, beautification or other type of community initiative when faced with municipal shortages of staff and money is to think outside the box when it comes to seeking out partners.

Be very clear about your goals, often prescribed by Council and further defined by resource limitations, and then envision the possibilities.

Throw those possibilities out to potential partners and seek commonality in interests and purpose.

And, don't give up. There is great truth in the old adage: "where there is a will, there is a way".

11. Transferability. How is this program/project transferable to other local governments?

Any municipality can engage in and benefit from partnerships with the private sector. We live in times of VERY limited municipal resources and through partnerships, the tax dollar can be stretched to the benefit of all.

12. Knowledge Sharing. What helpful advice would you share with other communities looking to embark on a similar project?

The more limited a local government's resources are, both in terms of staff capacity and budget, the more important it is to seek out partners to collaboratively carry out projects that are beneficial to the community.

Talented artists, in particular, bring an energy and vibrancy to what may otherwise be a "dry" municipal project.

Just because a partner is from the private sector, it does not mean that they can't also be committed to the broad community benefit. The key is finding the "right" business to partner with. In this case Imperial Oil was committed to beautification and usefulness of the land and Heritage Hub was committed to a flourishing (and profitable) arts centre where everyone from art apprentices to art enthusiasts to the community at large benefit.

13. Additional Information. Please share any other information you think may help support your submission.

Words do not do this remarkable collaboration justice. The pictures online at www.salmo.ca and the Village's Facebook page at www.facebook.com/VillageofSalmo showcase this successful collaboration in full colour.

SECTION 5: Signature

Applications are required to be signed by an authorized representative of the applicant.

Name: Diane Kalen-Sukra

Title: Chief Administrative Officer

Signature:



Date: June 20, 2017

Applications should be submitted as Word or PDF files. If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: awards@ubcm.ca or mail: 525 Government Street, Victoria, BC, V8V 0A8