

2020

Village of Fruitvale Annual Report



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MAYOR'S MESSAGE

As your Mayor it is my duty and privilege to reflect on 2020 for the Village of Fruitvale's Annual Report. 2020 as we know was a very challenging year to navigate Fruitvale through a pandemic while maintaining all of our essential services and keeping the Village financially and socially viable. The year was very challenging for our staff and I would be remiss to not give kudos to our CAO Kelli Tuttle and the rest of staff for pulling us through this year with an incredible workload, thank you to all staff.

In addition to the strains put on Fruitvale by the pandemic, we continued with some large initiatives and began many smaller ones to help us meet Council's strategic plan. In large part due to the relationships we have built with strategic partners throughout the region and beyond we have been very successful in our grant applications and thus have completed or are in the process of working on many projects.

- We completed Masterplans for both the former middle school site and the adjacent park complex.
- Working with LCAHS we were successful in a funding application to build a 28-unit affordable housing complex on the middle school site.
- We were also successful with a grant application for an economic development/re-branding project for the Village.
- We successfully brought BV Recreation on board to be the lead owner/manager of the Replica Train Station to be built adjacent to the railway downtown Fruitvale as well as relocating the historic Park Siding School House to the same Railway Park.
- We were successful in an application for a Community Art Grant. A committee was struck and chose a handcrafted sculpture for placement in front of the Fruitvale Memorial Centre.
- We were successful in a grant and community sponsors along with RDKB Area A in planning for a Community Garden with a garden hut.
- We have been successful in building a financial plan that recognizes the need to build capital reserves for infrastructure projects such as roads, storm water management, and wastewater treatment.
- We successfully applied for and received a grant to purchase downtown land between our existing RV Park behind the Fruitvale Memorial Centre and the building housing the liquor store and veterinarian office.
- We successfully applied to become a Living Wage Employer.
- We joined 9 local West Kootenay Communities in committing to 100% renewable energy by 2050.

We look forward to continuing with these projects and completing more in the coming year, building Fruitvale into a progressive, family, and business friendly community.

VISION, MISSION AND VALUES

THE HEART OF THE BEAVER VALLEY

"WHERE COMMUNITY SPIRIT IS OUR LIFESTYLE"

Our Community Vision

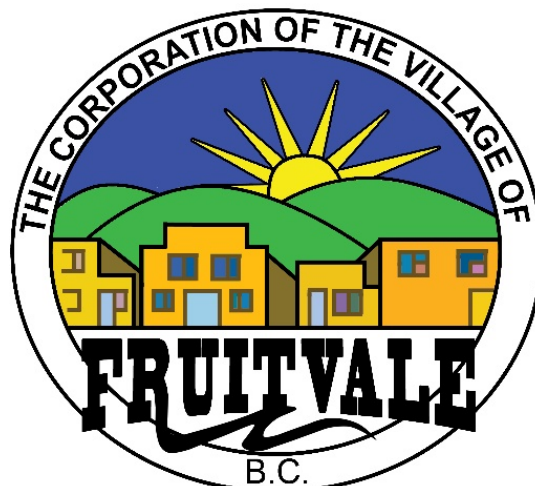
The Village of Fruitvale will be a welcoming, safe, user friendly community that meets the needs of all ages of residents to the best of our abilities.

Mission

Delivering quality services in a sustainable manner.

Our Core Values

- Boldness in decision making
- Collaboration
- Openness
- Responsiveness
- Realistic goals and communication



STRATEGIC PRIORITIES

Leading the Way

Financial Responsibility & Economic Development.

- Fiscal responsibility.
- Long-term financial responsibility.
- Economic development and growth.

Open Communication and Information.

- Initiate open communication and dialogue with our residents, neighbours and partners.
- Provide open information regarding our essential services.

Expanded Arts & Culture

- Recognize local talent and leverage this talent as our best-known strength.

Environmental Stewardship

- Become careful stewards of our environment and preserve our natural surroundings.

Strong, Resilient Community

- Build a strong, resilient community through well planned investment in priority resources.

Well Planned Future

- Inspire long-term planning for the future.

BUSINESS UNIT HIGHLIGHTS

Council



The 2020 year will remain in history as the year of the coronavirus pandemic. Council's leadership was put to the test through many abnormal situations and unique threats and challenges. Through 2020, Council's vision for the future remained steadfast, although the new environment we were now all facing added "Adapt" to the list of Council's core values.

Continuing with a focus on planning for the

future and challenging the status quo through boldness in their decision making, Council forged forward with their strategic priorities and their journey of "Leading the Way". Adapting to the challenges of COVID-19 and adding a strong focus on public safety through the pandemic, Council continued to implement their six strategic goals:

1. Financial Responsibility and Economic Development
2. Open Communication and Information
3. Expanded Arts and Culture
4. Environmental Stewardship
5. Strong, Resilient Community
6. Well Planned Future

With strong leadership and hard work, Council's decisions throughout 2020 affected all residents of the Village of Fruitvale. Council moved to on-line meetings hosting Council and Committee Meetings through Zoom Videoconferencing. The Fruitvale Memorial Hall and Fruitvale Memorial Park facilities remained closed through most of the 2020 pandemic. The RV Park was reduced to three stalls and limited to essential service workers for most of the summer season. Through a bold decision, Council supported the closure of the Municipal Administrative Office to the public. This tough decision ensured Village critical and essential service staff remained safe throughout the pandemic and able to continue to operate critical service functions related to water, sewer, garbage and emergency response.

Still in its trial period, the opening of the Fitness Gym to the general public had to be suspended. While Council debated the closure of the gym facility often, as one of the limited sources of physical activity available to residents through the COVID pandemic, the tough decision was made to keep the facility closed.

Added costs of the high level of cleaning protocols that were required to be put in place coupled with the increased costs of appointment bookings and monitoring of the facility and patrons could not be justified against the increased taxation to all tax payers. The trial general public opening will resume with the relaxation of the COVID pandemic.

The COVID pandemic revived the cliché word “sustainability”. Council gained a heightened awareness of the issues of local sustainable food sources and economic recovery to rebuild and sustain local businesses in the future. Council supported many regional initiatives for economic recovery and approved several local grant applications in support of sustainability while approving municipal bylaws and policies to further add strength to the Village’s sustainability.

SUPPORT FOR REGIONAL INITIATIVES	
Community Skills Center - Thriving for All	Carried
Chamber of Commerce - Business Walk	Carried
Columbia Basin Broadband	Carried
Canadian Federation of Independent Business – Small Business Every Day Campaign	Carried
Living Wage Employer	Carried
Public Access Protection Society	Defeated
East End Curbside Collection-Green Bin	Carried
Trail and District United Way-Christmas Hamper	Carried
Trail and District Chamber of Commerce-Buy Local Campaign	Carried

GRANT APPLICATION SUBMISSIONS		
Harvest Central Community Garden	CBT Community Outdoor Revitalization Grant	Received
Harvest Central Community Garden	CBT Food Access & Recovery Grant	Received
Harvest Central Community Garden	Age Friendly Communities Grant	Received
Public Art	CBT Public Art Grant	Received
Public Art	RDKB-Area A Grant in Aid	Received
Creekside Park Land Acquisition	CBT Land Acquisition Grant	Received
Creekside Community Park Revitalization	Community Economic Recovery Infrastructure Program Grant	Unsuccessful
Middle School Demolition Project	Community Economic Recovery Infrastructure Program Grant	Unsuccessful
Invasive Species Project	CBT Environment Large Grant	Unsuccessful
Beaver Creek Remediation Project	CBT Environment Small Grant	Unsuccessful
Age Friendly Lunch & Coffee	CBT Community Initiatives	Received
WWTP Discharge Impact Assessment Monitoring Program	Infrastructure Planning Grant	Received
Collaborative GIS Mapping Project	FCM Municipal Asset Management Program	Received
BV Age Friendly Connectivity Project	New Horizons for Seniors	Received

Summer Student Gardener	Canada Summer Jobs Grant	Received
FMC & Village Office Energy Efficiency	Fortis Energy Assessment Program	Received
Middle School Demolition Project	Investing in Canada Infrastructure-Rural & Northern Communities	Unsuccessful
Middle School Master Plan Childcare Facility	BC New Spaces	Unsuccessful

BYLAWS AND POLICIES	
COVID-19 Management Policy	Carried
COVID-19 Restart Plan Playgrounds	Carried
COVID-19 Restart Plan FMC Fitness Gym	Carried
Memorial Bench, Picnic Table and Tree Management Policy	Carried
Municipal Ticket Information Bylaw	Carried
BV Middle School Master Plan	Carried
Haines Park Master Plan	Carried
Animal Responsibility Bylaw including Chicken and Bee Keeping	Carried
Affordable Housing Land Lease Commitment	Carried in Theory
Living Wage Employer Policy	Carried

FIGURE 1: TABLE OF COUNCIL SUPPORT, GRANT SUBMISSIONS & BYLAWS AND POLICIES

To meet the challenges imposed against Council's strategic objectives of Open Communication and Information, Council provided approval for the formation of a Public Art Committee, Economic Workplan Committee, and Haines Park User Groups Input Sharing Meetings. All meetings were held safely through virtual videoconferencing and retained the spirit of collaboration and communication. Council hosted an outdoor public open house to present the Middle School Development Project Master Plan and Haines Park Master Plan. Council strived to continue developing relationships with the Regional District of Kootenay Boundary – Area A, Lower Columbia Affordable Housing Society, Lower Columbia Initiatives Corporation, and the Trail and District Chamber of Commerce.

Administration, Financial Management and Corporate Services

The Administration, Financial Management and Corporate Services team consists of the Chief Administrative Officer/Chief Financial Officer and three full-time equivalent positions. The team provides a wide variety of administrative and support services:

- Financial management, financing and budgeting
- Payroll and accounts payable
- Taxation and utility billing
- Human resource management
- Planning and development
- Monthly newsletter
- Reception
- Policy and bylaw administration
- Council agenda and minute preparation
- Information and technology management
- Cemetery administration
- Facility rentals

The key role of the Chief Administrative Officer is ensuring that the policies, programs and other directions of the council are implemented. Direction and leadership from Council established a deep commitment for continuous improvement in the Village's administration of services and the COVID-19 pandemic pronounced opportunities for improvement.

Key objectives throughout 2020 were developing a COVID-19 Management Policy, COVID Safety Plans for all facilities and work functions and instilling the new protocols into the work environment. The top priority was and continues to be the health and safety of employees to continue to provide core essential services. Staff worked to develop alternative methods for interacting with the Public in a safe manner, receiving tax and utility payments, remaining responsive to citizens' needs and responding to emergency protocols. The challenges of COVID-19 identified the need for an upgraded virtual presence and information sharing. Attention was paid to updating information on the Village website, investigating new on-line bill payment methods and ensuring the Village of Fruitvale and Area A Newsletter was providing quality and vital information to residents.

Planning for the future remained a key consideration and now embodied a new awareness of sustainability in service delivery. Staff provided essential criteria and data to develop the Former Middle School Master Plan. A master plan for the Former Haines Park facility was developed in-house using staff resources to collect user input, develop a needs assessment and build a functional plan for annual improvements and upgrades to better utilize the park facility. An information technology upgrade and improvement plan has become imperative to secure private information collected by the Village, allow for work from home options during disasters and emergencies, and to prevent loss of data and information due to failures in the network and system. A plan was developed and system upgrades will start in 2021 by contracting a qualified IT Service Provider with the skills to manage the Village's information needs.

Eight business licenses were issued to new businesses in 2020.

Twenty-nine development permits were issued in 2020 with a building value of \$1,571,515.

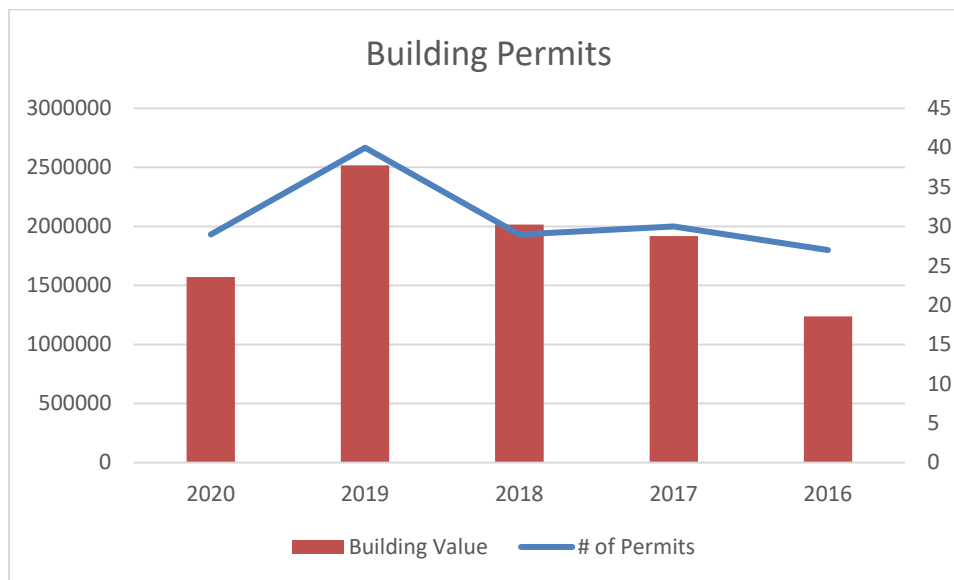


FIGURE 2: ANNUAL BUILDING PERMITS

Community Services

The Village of Fruitvale strives to host a variety of community and social events and programs. These events and programs rely on the commitment of Council and many community volunteer hours. Often supported through a regional focus with RDKB Area “A” and the BV Recreation Committee, the events and programs help strengthen our community, attract visitors and establish a welcoming community to meet the needs of residents of all ages.

Thanks to the substantial efforts of the Village Councilors assigned to the Spirit Events Portfolio, events in 2020 were planned to raise the spirits of residents while pandemic public health orders prevented social gatherings. The Village successfully held three outdoor community markets through the summer and fall. The events proved a success with a variety of vendor booths displaying items of produce, crafts, prepared foods, clothing and household accessories. The markets drew people into the downtown core in support of buying local and increasing awareness of the Village’s downtown commercial businesses.

Each year the Village of Fruitvale marks November 11th with a special tribute to those who served our country with honor and valor. Unfortunately, in 2020 the Remembrance Day Ceremony held at the Village’s cenotaph was cancelled with no COVID safe way to hold the event.

The annual Candy Cane Lane event was not able to be held due to COVID restrictions. Thanks to the brilliant minds encompassed within the Village’s Council and volunteers, an alternative Spirit Event supported by the annual donors, Beaver Valley Dynamic Aging and RDKB Area A, took shape. An inter-generational coloring contest was arranged to lift the spirits and minds of all residents from 2 to 92. The Fruitvale trivia themed coloring book attracted attention, sparked inter-generational discussions and connected us at a time of year when family is most important whether we are physically together or not.

Age Friendly has become a landmark program for the Village of Fruitvale and Beaver Valley Recreation Committee. Although the program was not able to proceed in its entirety during the pandemic, coordination of take-out lunches



proved successful. The commitment of Council and volunteers has allowed the program to remain viable even through a difficult and changing time. Council, staff and the public are eagerly awaiting the return to full programming.

The Beaver Valley Youth Action Network (YAN) is funded through the Columbia Basin Trust Community Directed Youth Fund (CDYF) which supports services for youth ages 12-18 by providing sub-regional funding to increase activities, opportunities, and services for youth in local communities. Youth participated in regular videoconference meetings, identifying priorities for the use of CDY funds. The highlights from 2020 were.

Beaver Valley Youth Action Network started the year with lots of great activities i.e.: glow skates, Salmo Ski Night. Due to COVID 19 we had to change our game plan and develop a stronger online presence i.e., websites, Instagram, Facebook.

BVYN Leadership Virtual Summit – 75 local youth from around the Basin took part. Youth were broken into breakout groups and were involved in Everyday Leadership, Seeing Beauty in Your World, Dance workout, and Climate Action presentation.



The Summer Gardener position and four Beaver Valley Youth volunteered and helped clean-up the community.

Beaver Valley YAN also participated weekly via zoom and shared openly about challenges during COVID. The Columbia Basin Youth Network Beaver Valley youth took part in the pilot project for Job Readiness hosted by Work BC. The youth learnt how to build a resume, interview skills, and basic job requirements.

The Beaver Valley Youth Action Network also partnered with Red Mountain and offered day ski passes through the winter months, to keep the youth active and engaged.

Public Works

The Village of Fruitvale Public Works Department is a small, extremely dedicated and efficient team. The team consists of 1 laborer (2 in summer with the addition of a temporary worker), 3 municipal maintenance workers, 1 lead hand, a water foreman, and a public works foreman. The team provides services and a dedication to:

- Water Treatment and Distribution
- Waste Water Treatment and Collection
- Solid Waste Collection and Disposal
- Storm Sewer Management
- Equipment Maintenance
- Building & Facilities Maintenance

- Roads & Streets
- Signs & Traffic Control
- Cemetery Maintenance & Interments
- Sweeping & Dust Control
- Parks and Irrigation

In 2020, the Village of Fruitvale Public Works Department focused on adapting its work processes to ensure the health and safety and overall well-being of the team. Crews continued to perform annual maintenance and repair of Village assets applying a focus on physical distancing and sanitizing practices.

The year began with heavy snowfalls in January keeping crews busy with snow and ice control. The heavy snow accumulations put stress on employees and equipment as crews kept up with equipment repairs while the snow continued to fall. Early spring resulted in high flow incidents as the accumulated snow began to melt and the heavy rains and warm weather gave way to rising creek levels and increased flows into the waste water treatment plant. The efforts of the Public Works staff and twenty-four hour a day monitoring of the situation ensured excess flows into the wastewater plant were diverted with no incidents being recorded. The Public Works Foreman and CAO attended weekly Emergency Management BC videoconference calls to remain current on the emerging situation in the area and ready to respond to emergencies as they were presented.

Street line painting was delayed as Staff scrambled to design a COVID safety plan for the work process which had historically been designed as a two-person, close proximity process. Several resident complaints were received regarding the faded markings and complainants were reminded that with the changing environment staff were facing, Public Health Orders were a top priority to prevent COVID from entering our community.

A Supervisory Control and Data Acquisition (SCADA) system was installed at the main waste water lift station. SCADA systems are crucial for water and waste water systems since they help to maintain efficiency, process data for smarter decisions, and communicate system issues to help mitigate downtime. The installation of the system aids in remote monitoring and interaction with the system and reduces overtime and call-outs and the resulting costs which are recovered through user rates.

A roadway paving plan and design was developed to guide future road paving projects. The design includes more effectively using boulevards to provide natural storm drainage, pathways and off street parking. The plan ensures Village standards for road construction are met and roadways provide the needed capacity for alternative modes of transportation.

Roof repairs to the Fruitvale Memorial Hall were completed. A new catch basin and culvert were installed on Mountain Street prior to paving a failed section of the roadway. A portion of Hillcrest Avenue and the entrance to Pine Avenue off Columbia Gardens Road saw paving upgrades. Dar Lane drainage and regrading was completed with the newly shaped area functioning very well during heavy rain events. Lewis Field baseball diamond received enhancements.

Capital Assets

To meet Council's strategic objective of a Well-Planned Future, staff are working hard to identify capital priorities to develop a capital planning model based on facts obtained from asset condition assessments. The capital planning model defines all Village owned assets:

- Roads and streets
- Sidewalks

- Buildings and facilities
- Vehicles and equipment
- Waste water pipelines and treatment facilities
- Storm drainage manholes, culverts, pipelines and ditches
- Parks
- Playgrounds
- Ball fields and sport courts
- Fencing
- Land and rights-of-way

and develops a long-term, holistic plan for upgrades, repair and replacement based on the usage of the asset and its current and future estimated usage and condition.

2020 began with the Former Middle School Housing Development Project Master Plan Open House. Residents interested in contributing input into the planning process were invited to attend the open house and provide interactive input. More than sixty people were in attendance to provide a community perspective on the project. Input received was formulated into an overarching plan for the property which is



allowing the Village to move forward with grant searches and applications which were prepared and submitted throughout the remainder of 2020. The core team is excited to learn the outcomes of the grant submissions.

FORMER BEAVER VALLEY MIDDLE SCHOOL ABOUT THE MASTER PLAN



Land Use Legend + Sample Images

YELLOW	LOW DENSITY RESIDENTIAL Duplex, triplex, fourplex (ground-oriented) The intention is to achieve an affordable sale price by building 2-bedroom and 3-bedroom units to satisfy the needs of a smaller household.	
RED	MEDIUM DENSITY RESIDENTIAL Low-rise apartments (2-3 storey wood frame) The intention is to provide accessible, inclusive, and affordable rental housing for seniors, low-income families, and persons with special needs.	
BLUE	CHILD CARE Modular or integrated child care facility The intention is to allocate space for a child care facility to be built. The exact size, type, and number of spaces will be determined at a later date.	
GREEN	COMMUNITY AMENITIES Swimming pools, trails, community garden, landscaping The intention is to accommodate trails and pathways that loop around the site to provide pedestrian connectivity while meeting stormwater management needs. Programmed public amenities may be considered if funding can be secured.	
GREY	ROADS AND PUBLIC PARKING A local road dedication is included in the master plan, which will provide roadside public parking for recreational facilities. Appropriate traffic calming measures will be enforced at the time of development.	

Land Use by Area

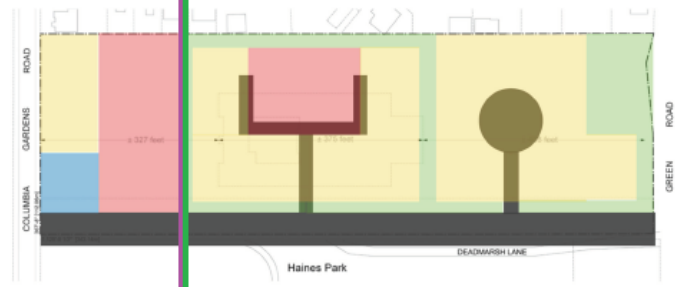
DUPLEX, TRIPLEX, FOURPLEX (APPROX. 52 NEW HOMES)		40%
APARTMENTS (APPROX. 46 NEW HOMES)		17%
CHILD CARE		3%
COMMUNITY AMENITY		15%
ROADS AND PUBLIC PARKING		25%

PHASE 1

FUTURE PHASES

Designed to:

- Increase value and development interest
- Provide a practical mix of land use
- Be developable in the short term



PHASE 1 SAMPLE LAYOUT



PHASE 1 KEY HIGHLIGHTS

1. Affordable Housing Project

The Medium Density land use designation would allow a low-rise apartment that could be designed to meet the program requirements for the BC Housing Community Housing Fund (CHF). The program primarily supports vulnerable populations such as seniors and disabled persons, but can also include singles and couples of various ages as well. It prescribes a mixed-income model of affordability, which means:

- 20% of the units will be rented at deep subsidy rates
- 50% will be rent-geared-to-income (PGI)
- 30% will be moderate income affordable housing

2. Small Scale Pilot Development

The Master Plan provides small-scale development sites off existing service lines on Columbia Gardens Road to inspire development interest from local builders that are keen to pursue community-oriented pilot projects. Per the Master Plan, up to 8 housing units could be built as either duplexes or fourplexes in the allocated area. As a pilot project, the Village could work with a local builder to target below-market sale prices to provide affordable ownership options for the community.

3. Child Care Centre

The Master Plan currently proposes a 12,700 sqft lot at the southwest corner of the site. This could accommodate a child care facility approximately 4,000 sqft in size. In order to access provincial funding for a new child care centre, the Village has initiated a Child Care Needs Assessment to support the application.

Other capital projects in progress during 2020 are reviewed in the 2020 Capital Budget New Initiatives chart:

Village of Fruitvale
2020 Capital Budget New Initiatives

Project Description	Cost	Funding Source				
		Pay-as-you-go Taxation/ In-Kind	Debenture	Grant	Deferred Revenue	Capital Reserves
Middle School Masterplan	\$55,400			\$50,000		\$5,400 Completed
Mountain Street Road Upgrades	\$60,000					\$60,000 Completed
Pine Ave Road Paving	\$50,000					\$50,000 Completed
Cemetery Landscaping and fencing	\$101,000			\$90,000	\$11,000	Completed
Haines Park Ballfield Enhancements	\$17,000			\$17,000		Completed
Haines Park Storage	\$21,000			\$21,000		Completed
Beer Garden Structure Replacement	\$60,000			\$60,000		Additional funding required
Batting Cage Improvements	\$10,000			\$10,000		In Progress
Haines Park Master Plan	\$3,000	\$3,000				Completed
Fruitvale Memorial Center Media Equipment Replacement	\$8,000			\$8,000		Additional funding required
Fruitvale Memorial Center Roof Repairs	\$10,000			\$10,000		Completed
Village Office Lighting Upgrades	\$7,000					\$7,000 Completed
Harvest Central Community Garden	\$30,000	\$4,000		\$26,000		Additional funding required
Economic Development Workplan & Rebranding Project	\$138,000	\$10,000		\$112,500	\$15,500	In Progress
Public Art Project	\$31,600	\$3,000		\$28,600		In Progress
Kootenay Ave Storm Drainage	\$125,000			\$65,000		\$60,000 Additional funding required
WW Lift Station, Pondweed, Outlet Piping	\$377,000			\$276,454		\$100,546 Grant funding required
WW SCADA Main Lift Station/Sewer Treatment Plant	\$50,000		\$50,000			\$0 Completed
WW Grit Management System	\$642,000			\$470,779		\$171,221 Grant funding required
Lagoon Platform	\$12,000		\$12,000			Additional funding required
Inflow & Infiltration Condition Assessment	\$62,000			\$50,000	\$12,000	Grant approval required
Middle School Next Planning Steps	\$43,700			\$21,850		\$21,850 In Progress
Total Capital New Initiatives	\$1,913,700	\$20,000	\$62,000	\$1,317,183	\$38,500	\$476,017

FIGURE 3: 2020 CAPITAL BUDGET NEW INITIATIVES

PERMISSIVE TAX EXEMPTIONS

SCHEDULE OF PERMISSIVE TAX EXEMPTIONS

Name	Roll #	Class	2019 Assessed Value	2019 Total Assessed Value	2019 Municipal Rate	2019 Village General Taxes	Water & Sewer Parcel Taxes	2019 Totals
Beaver Valley Manor Society (affordable housing)	521.00032.050	Land - 1	200,000		3.43840	687.68		
		Buildings - 1	985,000	1,185,000	3.43840	\$ 3,386.82	\$ 750.00	\$ 4,824.50
Scout Properties	521.00267.000	Land - 8	168,000		3.43840	592.62		
		Buildings - 6	29,200	197,200	8.52100	\$ 236.91	\$ 750.00	\$ 1,579.53
Scout Properties	521.00268.000	Land - 8	188,000		3.43840	663.17		
		Buildings - 6	153,000	341,000	8.25210	\$ 1,241.33	\$ 750.00	\$ 2,654.50
Beaver Valley Curling Club	521.00288.000	Land - 8	60,000		3.43840	\$ 211.65		
		Land - 6	60,000		8.25210	\$ 486.80		
		Buildings - 6	1,118,000	1,238,000	8.25210	\$ 9,070.67	\$ 750.00	\$ 10,469.12
St. Rita's Catholic Church (hall)	521.00055.012	Land - 8	60,600		3.43840	213.77		
		Buildings - 8	313,600	374,200	3.43840	\$ 1,106.22	\$ 750.00	\$ 2,019.99
Beaver Valley Christian Fellowship	521.00337.000	Land - 8	72,500		3.43840	255.74		
		Buildings - 8	211,000	283,500	3.43840	\$ 744.30	\$ 750.00	\$ 1,700.05
South Columbia Search & Rescue Society (training facility)	521.00371.100	Land - 6	56,400		8.25210	457.59		
		Buildings - 6	222,000	278,400	8.25210	\$ 1,801.15	\$ 750.00	\$ 2,958.74
						\$ 21,156.43	\$ 5,250.00	\$ 26,206.43

FIGURE 4: SCHEDULE OF PERMISSIVE TAX EXEMPTIONS

Strategic Goals



Mission:

Delivering Quality Services in a Sustainable Manner.

Financial Responsibility & Economic Development

Fiscal responsibility

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 11	Ensure utilities are self-sustaining	<ul style="list-style-type: none"> Utility user fees cover operational costs with no subsidization from taxation Utility parcel taxes cover capital costs with no subsidization from general taxation 	<ul style="list-style-type: none"> No cross subsidization by the year 2023 	<ul style="list-style-type: none"> Solid waste user fees cover operational costs in 2019 Plan prepared and solidified through policy to cover waste water operational costs through user fees and capital costs though parcel tax by 2023
3, 4	Work towards efficiency in service delivery	<ul style="list-style-type: none"> Reduced overhead costs Reduced duplication in processes and procedures Financial model to relate costs to services 	<ul style="list-style-type: none"> Reduction in administrative wage costs due to overtime by 2023 Reduction in public works wage costs due to overtime by 2023 More accurately track and attribute costs to services. 	<ul style="list-style-type: none"> Implemented updates to the Snow Management and Ice Control Policy to reduce costs of overtime Reduced administrative overtime Eliminated unnecessary subscriptions and memberships Review and adapt processes to enhance the use of electronic data collection Planning computerized time & workorder allocations to better monitor & track service levels Electronic processing of business licenses Grant application submission for open source GIS reducing software maintenance fees Addition of WW SCADA reducing overtime & call-outs
3, 4, 11, 12, 13, 14, 17	Review services and service levels to ensure they meet citizen needs at an affordable cost	<ul style="list-style-type: none"> Asset management plan defining services and service levels 	<ul style="list-style-type: none"> Asset Management Policy by 2019 Asset Management asset grouping plans by 2023 	<ul style="list-style-type: none"> Adoption of Asset Management Policy Service levels reductions reviewed as part of budget process

3, 4, 11, 12, 13, 14, 17	Relate taxation to service levels and quality of service	<ul style="list-style-type: none"> Updated budget and financial chart of accounts forming a management accounting model 	<ul style="list-style-type: none"> Match revenues to expenses by 2020 More accurately track and attribute costs to services by 2021 	<ul style="list-style-type: none"> Revenues matched to expenses in departmental accounting model Attributing costs to utility services Planning computerized time & workorder allocations to better monitor & track service levels
3, 4, 11, 12, 13, 14, 17	Provide rationale for tax rate levels	<ul style="list-style-type: none"> Reporting model to better relate costs of services to revenues and service levels 	<ul style="list-style-type: none"> Reporting Model that is easily interpreted by 2021 	<ul style="list-style-type: none"> Reporting costs of services to revenue collections

Long-term financial responsibility

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4	Plan for the long-term sustainability of the Village	<ul style="list-style-type: none"> Model of full cost recovery for utility costs Model to provide future funding specifically designated to individual assets Rate Review 	<ul style="list-style-type: none"> Recover all utility operating costs from user fees Establish future funds for replacing assets Capital Plan in place based on replacing individual assets Long-term operating plan in place User rates and fees updated Rates, Fees and Charges Bylaw 	<ul style="list-style-type: none"> Solid waste user fees cover costs Plan in place to cover waste water operating costs through user fees by 2023 Model for the collection of future capital funding through waste water parcel tax and general capital Grant search for capital replacements
3, 4	Develop financial resources to replace assets in the future that are being used up today	<ul style="list-style-type: none"> Segregated capital reserve account 	<ul style="list-style-type: none"> Capital reserve account established Capital plan and funding model 	<ul style="list-style-type: none"> Capital fund based on historical costs and estimated useful life
3, 4, 11, 12, 13, 14, 17	Ensure strategic use of our resources by: <ul style="list-style-type: none"> Proactively applying for public sector funding, Pursuing sponsorships to maximize revenue opportunities and reduce costs, 	<ul style="list-style-type: none"> Grant funding in place to proceed with needed projects Partnerships for funding regional goods and services Operational review of delivery of services and projects 	<ul style="list-style-type: none"> Funding in place to support large projects Partnerships with neighbours and regional service organizations Reduced taxation for large projects 	<ul style="list-style-type: none"> Established partnerships with LCAH, FSI, RDKB Area A on Middle School Development Project Established partnership with LCIC on Economic Development Workplan and Re-branding Project

	<ul style="list-style-type: none"> ○ Conducting operational reviews to seek out efficiencies 		<ul style="list-style-type: none"> • Operational costs of services identified and related to service levels 	<ul style="list-style-type: none"> • Applied for BC Housing demand loan to fund Middle School Development land purchase and master planning process • Applied for Rural Dividend Fund Grant to fund Economic Development Workplan • 18 grant application submissions in 2020
3, 4	Review budget processes that ensure a sound and sustainable financial future	<ul style="list-style-type: none"> • Budget and financial chart of accounts forming a management accounting model 	<ul style="list-style-type: none"> • Match revenues to expenses by 2020 • More accurately track and attribute costs to services by 2021 	<ul style="list-style-type: none"> • Revenues matched to expenses in departmental accounting model • Attributing costs to utility services • Attributing costs to all services

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4	Develop policies and strategies for investments, reserves, assets and mill rate stabilization	<ul style="list-style-type: none"> • Asset Management Policy • Segregated cash marked for capital funding from operational accounts • Policy relating to reserves and investments, provide mill rate stabilization fund 	<ul style="list-style-type: none"> • Establish full Asset Management strategy by 2022 • Ensure capital funding available and identifiable by 2019 • Establish policy for investments and reserves by 2022 	<ul style="list-style-type: none"> • Asset Management Policy established • Capital funding segregated

Economic development and growth

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
16	Work with business to identify barriers to investment	<ul style="list-style-type: none"> • Understand barriers • Goals and supports to break down the barriers 	<ul style="list-style-type: none"> • Seek out funding to establish working committee and supports for business by 2020 • Develop goals and supports for business 2021 • Develop long-term plan to meet the goals by 2022 	<ul style="list-style-type: none"> • Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project • Council participation in Chamber of Commerce Business Walk

16	Promote the Village of Fruitvale through a community brand	<ul style="list-style-type: none"> • Re-brand community to attract attention, visitors, businesses, investment, residents 	<ul style="list-style-type: none"> • Seek out funding to re-brand the community by 2020 • Promote the Village • Attract investment through business and residential supports 	<ul style="list-style-type: none"> • Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project • Economic Development Workplan in progress
16	Develop strategies to attract business and keep current businesses viable	<ul style="list-style-type: none"> • Understand barriers to investment • Strategies to counter barriers • Implementation of strategies 	<ul style="list-style-type: none"> • Economic Development Workplan in place by 2022 • Implementation of plan strategies by 2022 	<ul style="list-style-type: none"> • Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project • Support for Buy Local campaign • Outdoor markets held in Pole Yard Lane to attract patrons to the Village's downtown core
6, 7, 8, 16	Revitalize the old middle school land as a key factor in economic growth	<ul style="list-style-type: none"> • Former Middle School development 	<ul style="list-style-type: none"> • Seek out funding for land purchase, master plan process, development phases by 2021 • Seek out partnerships to the development process by 2019 	<ul style="list-style-type: none"> • Working with BC Housing to fund land purchase and master planning process • Received CBT grant to fund master plan

6, 7, 8, 16			<ul style="list-style-type: none"> • Develop a master plan for the project and site by 2020 • Apply for related grant funding • Begin development of the project and site by 2021 	<ul style="list-style-type: none"> • RFP Middle School Master Plan • Awarded contract Middle School Master Plan • Collecting historical and background information regarding Middle School land • Master Plan public workshop held • Master Plan completed and approved by Council resolution • Grant applications submitted
6, 7, 16	Review our supply and access to development land and a larger assessment base to contain tax rate increases	<ul style="list-style-type: none"> • Review of current land inventory held by the Village • Review of current land inventory held by others • Strategies to increase assessment value in in-fill areas 	<ul style="list-style-type: none"> • Council review of Village owned land inventory by 2020 • Council review of potential in-fill areas by 2021 • Council review of OCP and future growth potential 	

16	Promote the continued development of the downtown core as a key factor to attracting new businesses and tourism	<ul style="list-style-type: none"> • Understand barriers • Goals and supports to break down the barriers • Re-brand community to attract attention, visitors, businesses, investment, residents 	<ul style="list-style-type: none"> • Seek out funding to establish working committee and supports for business by 2020 • Develop goals and supports for business 2021 • Develop long-term plan to meet the goals by 2022 	<ul style="list-style-type: none"> • Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project • Outdoor markets held in Pole Yard Lane to attract patrons to the Village's downtown core • Support for Buy Local campaign • Council participation in Chamber of Commerce Business Walk
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Open Communication & Information

Initiate open communication and dialogue with our residents, neighbours, and partners

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 17	Seek out opportunities to open lines of communication	<ul style="list-style-type: none"> • Council is accessible to citizens • Information is accessible and available 	<ul style="list-style-type: none"> • Council to scrutinize closed meetings • Council is available at Village functions • Social media is up-to-date, informative and relevant 	<ul style="list-style-type: none"> • Council hosted budget open house • Council planning a Middle School Master Plan open house • Website scrubbed and updated • Middle School Master Plan open house held in January 2020 • Middle School Master Plan reveal open house held in Sept., 2020 • Haines Park user group input meeting held • Haines Park Master Plan reveal open house held in 2020 • Public Art Committee formed • Economic Workplan & Rebranding Committee formed • Focus on website content as a communication tool through COVID
3, 4, 17	Ensure public consultation is a part of the process	<ul style="list-style-type: none"> • Information is accessible and available • Feedback is solicited 	<ul style="list-style-type: none"> • Establish feedback mechanisms • Use public participation mediums whenever feasible 	<ul style="list-style-type: none"> • Council hosted budget open house • Council planning a Middle School Master Plan open house • Middle School Master Plan open house held in January 2020 • Middle School Master Plan reveal open house held in Sept., 2020 • Haines Park user group input meeting held • Haines Park Master Plan reveal open house held in 2020 • Public Art Committee formed

				<ul style="list-style-type: none"> • Economic Workplan & Rebranding Committee formed •
3, 4, 17	Develop and leverage employee, citizen, inter-community and inter-governmental relationships	<ul style="list-style-type: none"> • Partnerships with neighbouring communities • Collaboration as a way of doing business • Work with other levels of government on major issues and projects • Leverage the knowledge and skills of regional support organizations 	<ul style="list-style-type: none"> • Develop partnerships to advance the Middle School Project by 2019 • Develop partnerships to advance the Economic Workplan and Re-branding project by 2020 • Establish feedback mechanisms for citizens by 2020 • Promote on-going collaboration amongst employees 	<ul style="list-style-type: none"> • Collaborate openly with employees regarding policies and procedures • Council hosted budget open house • Council planning a Middle School Master Plan open house • Involved in regional initiatives and in attendance at regional workshops • Met with Minister Selina Robinson regarding Middle School Development Project • Met with BC Housing regarding Middle School Develop Project • Employee in-house development of Haines Park Master Plan • Employee input into COVID policy and COVID plans
3, 4, 17	Be open to doing things differently by making bold decisions	<ul style="list-style-type: none"> • Mechanisms are in place to ensure future sustainability of the Village and its services • Do the right things at the right time • Prepare for the future 	<ul style="list-style-type: none"> • Review services to ensure value for money and affordability throughout Council's term • Ensure all tax payers can afford services throughout Council's term 	<ul style="list-style-type: none"> • Established taxation rates that meet current costs of services • Established waste water parcel tax policy to meet the needs of future asset replacements Opened the Fruitvale Memorial Center Gym on a trial basis and establish user fees to ensure sustainability of the facility
3, 4, 17			<ul style="list-style-type: none"> • Establish future models for services, asset repair and maintenance and funding throughout Council's term 	<ul style="list-style-type: none"> • Reviewed Snow Management and Ice Control Policy to ensure cost control and tax payers can afford the service

3, 4, 17	Encourage continuous dialogue	<ul style="list-style-type: none"> • Council is accessible to citizens • Information is accessible and available 	<ul style="list-style-type: none"> • Council to scrutinize closed meetings • Council is available at Village functions • Social media is up-to-date, informative and relevant 	<ul style="list-style-type: none"> • Council hosted budget open house • Council planning a Middle School Master Plan open house • Website scrubbed and updated • Middle School Master Plan open house held in January 2020 • Middle School Master Plan reveal open house held in Sept., 2020 • Haines Park user group input meeting held • Haines Park Master Plan reveal open house held in 2020 • Public Art Committee formed • Economic Workplan & Rebranding Committee formed
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Provide open information regarding our essential services

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 17	Ensure information is available to residents	<ul style="list-style-type: none"> • Current and up-to-date website and other social media • Easy to read and informative newsletter • Cooperative, friendly and informative staff • Information available to the public • Council/Public interaction 	<ul style="list-style-type: none"> • Ensure website is continually up-to-date • Design newsletter items for readability and relevance • Ensure staff is knowledgeable and informed • Present information to the public • Create events & function to support Council/Public interaction 	<ul style="list-style-type: none"> • Scrubbed website and keeping it current and relevant • Testing different newsletter layouts to improve readability • Budget Open House • Planning Middle School Development Open House • Middle School Master Plan reveal open house held in Sept., 2020 • Haines Park Master Plan reveal open house held in 2020 • Focus on website updates and newsletter content to provide current accurate information during COVID

3, 4, 17	Present information that accurately depicts Village services and how the services are to be funded	<ul style="list-style-type: none"> • Reporting model to better relate costs of services to revenues and service levels 	<ul style="list-style-type: none"> • Establish management accounting system to attribute costs to services • Develop meaningful and easy to understand reporting model 	<ul style="list-style-type: none"> • Revenues matched to expenses in departmental accounting model • Attributing costs to utility services • Modelling budget and financial reporting
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Expanded Arts & Culture

Recognize local talent and leverage this talent as our best-known strength

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
13	Develop our underground talent network into a vital part of our culture	<ul style="list-style-type: none"> • Events and places where local talent is displayed 	<ul style="list-style-type: none"> • Establish events to showcase local talent • Establish venues where local talent can be displayed 	<ul style="list-style-type: none"> • First outdoor markets held displaying art and music
13	Search out grants and other funding sources to leverage the expansion of arts and culture within the Village	<ul style="list-style-type: none"> • Grants supporting arts and culture 	<ul style="list-style-type: none"> • Funding sources for expanding arts and culture 	<ul style="list-style-type: none"> • Applied for Public Art grant funding • Researching grants to fund FMC/Creekside Park Master Plan • Received Public Art Grant •
13	Create spaces and events to showcase area talent	<ul style="list-style-type: none"> • Haines Park concert stage • Creekside Park improvements to support local arts and culture • FMC improvements to support local arts and culture • Economic Development Workplan supports art and culture 	<ul style="list-style-type: none"> • Concert stage included in Haines Park master plan • Area to perform or display art included in FMC/Creekside Park master plan • Art and culture included as part of economic development 	<ul style="list-style-type: none"> • Researching grants to fund FMC/Creekside Park Master Plan • Purchased property as a continuation of Creekside Park as a space to host events showcasing area talent

Environmental Stewardship

Become careful stewards of our environment and preserve our natural surroundings

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
9, 10, 15	Reduce the use of chemicals in herbicides and pesticides applied by the Village	<ul style="list-style-type: none"> Updated Herbicide/Pesticide Policy 	<ul style="list-style-type: none"> Update Herbicide/Pesticide Policy 	<ul style="list-style-type: none"> Implemented a resolution of no chemical treatment for 2019 Updated policy on herbicide and pesticide use by the Village in 2020
9, 10, 15	Educate and encourage citizens against chemical applications in private use	<ul style="list-style-type: none"> Education and information available on chemical alternatives and environmental issues 	<ul style="list-style-type: none"> Information available to the public Promotion of non-chemical use 	
5, 9, 10, 15	Develop active transportation networks to encourage carbon neutrality within the Village boundaries	<ul style="list-style-type: none"> Establish a Village trail system master plan Develop Village roadway standards to include multi-modal transportation networks 	<ul style="list-style-type: none"> Village trail master plan Village roadway standard adopted 	<ul style="list-style-type: none"> Developed roadway paving design plan which includes boulevard use as pathway Pine Ave. paving using new design standards
5, 9, 10, 15	Develop an environmental sustainability plan	<ul style="list-style-type: none"> Environmental sustainability plan and practices 	<ul style="list-style-type: none"> Environmental sustainability plan by 2022 	
5, 9, 10, 15	Continue to meet and exceed the Climate Action Revenue Incentive Program objectives for a carbon neutral village	<ul style="list-style-type: none"> Exceed climate action neutrality targets 	<ul style="list-style-type: none"> CARIP grant received every year 	<ul style="list-style-type: none"> Received 2019 CARIP Received 2020 CARIP

Strong, Resilient Community

Build a strong, resilient community through well planned investment in priority resources

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 17	Invest in employee succession planning - training and experience	<ul style="list-style-type: none"> Succession Plan 	<ul style="list-style-type: none"> Develop succession plan Educate and train employees to match the succession plan 	<ul style="list-style-type: none"> Plan for training and experience building for current employees 4 EOCP Courses, 4 OHS Courses, 1 Payroll Update, 1 Management Course schedule delayed in 2020 due to COVID
3, 4, 10, 17	Create a focus on health & safety	<ul style="list-style-type: none"> OHS Policy Safe Work Procedures 	<ul style="list-style-type: none"> OHS Policy in place by 2020 Confined Space procedures in place by 2020 Safe work procedures continually developed and updated 	<ul style="list-style-type: none"> Developed OHS Policy Confined space entry procedures 90% complete Implemented pre-trip vehicle inspection procedures Confined Space entry procedures completed and restrictions lifted from all Village processes Strong focus on health, safety and well-being of employees through COVID COVID Management Policy implemented COVID Safety Plans in place for all facilities and processes
3, 4, 17	Steadily develop future funded operational & capital reserves	<ul style="list-style-type: none"> Asset Management Policy Segregated cash marked for capital funding from operational accounts Funding model to support future capital and operational costs 	<ul style="list-style-type: none"> Establish Asset Management Policy and Strategy Develop segregated cash accounts to support funding model Develop Capital Plan Develop long-term operational budget 	<ul style="list-style-type: none"> Asset Management Policy in place Capital future funding included in operational budget Long-term model to establish utility capital reserves and full cost recovery in place
3, 4, 17	Ensure security and availability of data and information	<ul style="list-style-type: none"> Skills in Freedom of Information and Protection of Personal Privacy (FOIPP) Improved network security 	<ul style="list-style-type: none"> FOIPP well understood by all front counter staff and administration by 2021 Policies and forms in place to support FOIPP by 2021 	<ul style="list-style-type: none"> File clean-up and storage Beginning stages of RIM system developed with ongoing efforts to re-organize files

		<ul style="list-style-type: none"> Filing structure to meet the needs of FOIPP 	<ul style="list-style-type: none"> Policies and procedures in place to support network security by 2021 LGMA RIM filing system in place by 2022 	<ul style="list-style-type: none"> New IT Service Provider contracted to develop network requirements for data security and management
3, 4, 17	Review and update bylaws and policies to meet the needs of the Village today and into the future	<ul style="list-style-type: none"> Review and update current bylaws and policies New and relevant bylaws and policies 	<ul style="list-style-type: none"> Asset Management Policy OHS Policy Community Standards Bylaw Bylaw Enforcement Bylaws and Policies 	<ul style="list-style-type: none"> Implemented Asset Management, OHS Policies, Tangible Capital Asset Policy Implemented Memorial Bench, Picnic Table and Tree Policy Draft Animal Responsibility Bylaw Implemented Municipal Ticket Information Bylaw Implemented COVID-19 Management Policy

Build a strong, resilient community through well planned investment in priority resources CONT

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 17		<ul style="list-style-type: none"> Repealed out-of-date bylaws and policies 	<ul style="list-style-type: none"> User Fees and Rates Bylaw Policies to support efficient and effective services 	<ul style="list-style-type: none"> Updated Snow Management and Ice Control Policy, Bullying and Harassment Policy
3, 4, 11, 14, 17	Prioritize investment into infrastructure assets based on facts from condition assessments and needs analysis	<ul style="list-style-type: none"> Asset management policies and procedures Capital Asset Plan based on condition and use of assets Funding model to support Capital Asset Plan 	<ul style="list-style-type: none"> Develop Capital Asset Plan for all Village owned assets by 2021 Perform asset condition assessments on all major assets by 2022 	<ul style="list-style-type: none"> Developed preliminary Capital Asset Plan based on future replacement value and estimated useful life Researching grant funding to perform condition assessments and establish electronic asset inventory Planning installation of electronic asset inventory

Well Planned Future

Inspire long-term planning for the future

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	Financial management plan	<ul style="list-style-type: none"> Financial management plan 	<ul style="list-style-type: none"> Financial management plan by 2022 	<ul style="list-style-type: none"> Developing financial modelling
	Asset management plan	<ul style="list-style-type: none"> Asset management plan 	<ul style="list-style-type: none"> Asset management plan by 2021 	<ul style="list-style-type: none"> Established Asset Management Policy
	Capital plan	<ul style="list-style-type: none"> Capital plan 	<ul style="list-style-type: none"> Capital plan by 2021 	<ul style="list-style-type: none"> Developed preliminary Capital Asset Plan based on future replacement value and estimated useful life
	Long-term operating budget	<ul style="list-style-type: none"> Long-term operating budget 	<ul style="list-style-type: none"> Long-term operating budget by 2021 	<ul style="list-style-type: none"> Establishing master plans to guide long-term budgeting Developing asset operational and maintenance plans
	Environmental sustainability plan	<ul style="list-style-type: none"> Environmental sustainability plan 	<ul style="list-style-type: none"> Environmental sustainability plan by 2022 	
	Cemetery design plan	<ul style="list-style-type: none"> Cemetery design plan 	<ul style="list-style-type: none"> Cemetery design plan by 2020 	
	Fruitvale Memorial Hall upgrade plan	<ul style="list-style-type: none"> Fruitvale Memorial Hall upgrade plan 	<ul style="list-style-type: none"> Fruitvale Memorial Hall upgrade plan by 2022 	<ul style="list-style-type: none"> Researching funding opportunities for master planning
	Downtown development plan	<ul style="list-style-type: none"> Downtown development plan 	<ul style="list-style-type: none"> Downtown development plan by 2022 	<ul style="list-style-type: none"> Applied for Rural Dividend Fund grant to fund Economic Development Workplan and Re-branding Project Received Rural Dividend Fund grant Established Economic Development Committee
	Economic growth plan	<ul style="list-style-type: none"> Economic growth plan 	<ul style="list-style-type: none"> Economic growth plan by 2022 	<ul style="list-style-type: none"> Applied for Rural Dividend Fund grant to fund Economic Development Workplan and Re-branding Project Received Rural Dividend Fund Grant Established Economic Development Committee

	Age Friendly Community plan	<ul style="list-style-type: none"> Age Friendly Community plan 	<ul style="list-style-type: none"> Age Friendly Community plan by 2022 	<ul style="list-style-type: none"> Applied for Rural Dividend Fund grant to fund Economic Development Workplan and Re-branding Project
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Inspire long-term planning for the future CONT

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	Prepare to be shovel ready as grants and other funding opportunities arise	<ul style="list-style-type: none"> Projects planned and shovel ready 	<ul style="list-style-type: none"> Road Standards Trail Master Plan Haines Park Master Plan FMC/Creekside Park Master Plan Asset Condition Assessments 	<ul style="list-style-type: none"> Developed Haines Park Master Plan Revived Creekside Park Master Plan Developed Road Paving Standard Applied for WW Asset Condition Assessment Project

In four years,

working as a cohesive team with administration and employees we will be known for our following achievements:



Our Residents

- Governing and leading
- Fair and equitable
- Forward thinking and bold
- We have communicated
- We have listened
- We have delivered services most needed

Community Organizations

- Support innovation
- Collaborative community partners
- We have contributed
- We leverage their knowledge, expertise, and successes

Our Business Community

- Open to doing things differently
- Fostering opportunities
- Sharing in the development of business
- Sharing community leadership
- We have enhanced relationships
- We have contributed to success

Neighbours and Partners

- We are credible, knowledgeable, responsive and participatory
- We are effective partners, leaders and advocates

FINANCIAL STATEMENTS