

2021

# Village of Fruitvale Annual Report



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## MAYOR'S MESSAGE



*Dear Fruitvale Citizens,*

*As your Mayor it is my privilege to reflect on 2021 for our Annual Report. While still negotiating through the pandemic, we were able to continue many progressive initiatives that fit nicely within our Strategic Plan. These initiatives often owe their success to the very important work of building relationships within our circle of neighbours including; Local Municipalities and the RDKB, our local representatives of the Provincial and Federal Governments, Columbia Basin Trust, Lower Columbia Affordable Housing, Lower Columbia Initiatives Corporation, Community Futures, Trail & District Chamber of Commerce, Neighbours United, and the Highway 3 Mayors' Coalition.*

*Our #1 priority continues to be building a sustainable, affordable future for Fruitvale. Taxation is everyone's concern. Our goal is to limit taxation increases in the long term by increasing sustainable housing. Sustainable housing is housing that limits the use of resources which will reduce the owner and Village costs of servicing the housing. This is the type of housing we are developing on the former middle school site. Next year will see us break ground on 31 units of affordable housing and a 37-seat daycare space on this site.*

*We also are working hard to develop a "vibe" downtown to draw more people to the downtown core. Improving everyone's quality of life will also increase traffic to businesses downtown and attract further business investment. We are doing this through the completion of our Economic Development Plan, developing Creekside Park into a nice water amenity that will be a pleasant place to hang out and cool down in the summer, developing upper Creekside Park (between the Liquor Store and the RV Park) into a nice Community space with a gazebo to hold outdoor celebrations, markets, weddings, music in the park, etc. We also have a great partnership with BV Recreation and should see ground broken next spring on the new replica Rail Station in Railway Park and the relocation of the Historic Park Siding School to Railway Park which will be another beautiful amenity downtown to improve the look and feel of our downtown core.*

*We are excited to see these projects come to fruition and continue on the path to becoming a progressive, sustainable, family and business friendly Community.*

*Mayor Steve Morissette*

# VISION, MISSION AND VALUES

## THE HEART OF THE BEAVER VALLEY

*“WHERE COMMUNITY SPIRIT IS OUR LIFESTYLE”*

### Our Community Vision

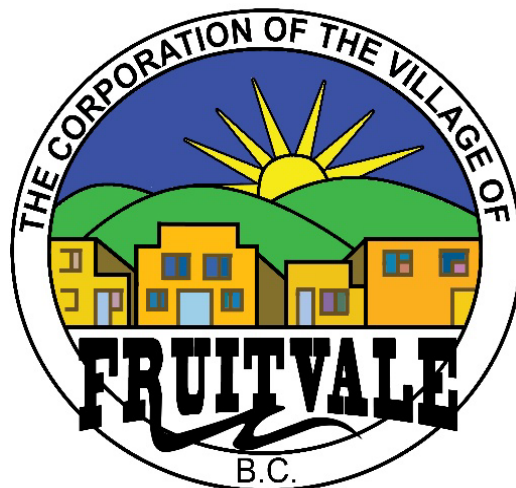
The Village of Fruitvale will be a welcoming, safe, user-friendly community that meets the needs of all ages of residents to the best of our abilities.

### 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 year 2021 continued to build on the successes of the past two years. While COVID shutdowns remained in place, an increasing population of vaccinated residents were allowing Fruitvale to reopen and look forward to returning to a new normal. Council meetings were now reopening to public attendance while continuing a virtual platform to provide options for resident

participation. Council meetings continued to be held in the Fruitvale Memorial Centre to ensure attendees were able to safely distance and ensure meetings were accessible to anyone wanting to view the proceedings in person.

Three years towards ensuring utilities are self-sustaining, the long-term sustainability of the Village saw a marked increase with over \$200,000 retained for waste water capital improvements and \$138,000 for general capital improvements. These contributions to capital provide the necessary funding to repair, replace, upgrade and expand waste water lines and treatment equipment as well as roads, parks, facilities, vehicles, equipment and storm water assets.

Council supported many regional initiatives to support collaboration while approving municipal bylaws and policies to further add strength to the Village’s sustainability.

<b>SUPPORT FOR REGIONAL INITIATIVES</b>	
BC Wrongful Death Law	Carried
Affordable Housing	Carried
Girl Guides Blue Light Campaign	Carried
Fruitvale Elementary School Refurbishment	Carried

<b>GRANT APPLICATION SUBMISSIONS AND DONATIONS</b>		
Waste Water Grit Management	Canada Infrastructure – COVID 19 Resilience Infrastructure Stream	Received
Active Transportation Network	Active Transportation Network Planning Grant	Received

Asset Management Inventory and Mapping Project	Municipal Asset Management Program Grant	Received
Community Garden Phase I	Columbia Basin Trust Outdoor Revitalization Grant	Received
Community Garden Phase II	Columbia Basin Trust Food Access and Recovery Grant	Received
Community Garden Phase I	Atco Wood Products Donation	Received
Ryder Pavilion	Canruss Medical & Safety	Received

<b>BYLAWS AND POLICIES</b>	
Living Wage Employer Policy	Carried
Animal Responsibility Bylaw	Carried
Reserve and Reserve Fund Policy	Carried
Special Interest Group Policy	Carried
Fruitvale Road Building Standard	Carried
Cemetery Bylaw Upgrade	Carried
Confidentiality Policy	Carried

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

Two committees of Council continued their selfless attention to Village projects. The Public Art Committee commissioned Fruitvale’s first public art project. The Spirit of Family art sculpture was unveiled in May 2021 developing our underground talent network into a vital part of our culture and expanding arts and culture within the Village. The Economic Development Workplan Committee continued their work delving into the economic background of Fruitvale and creating a vision for the future. Ultimately, the work will develop strategies to attract business and keep current businesses viable. Both groups are playing a key role in Fruitvale’s future and exhibit the spirit of our community. Without these selfless volunteers, Fruitvale would not be the great place it is to live, work and play.

## 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 with the guiding principles to work towards efficiency in service delivery, ensure strategic use of our resources, ensure security and availability of data and information and plan for the future.



Planning for the future remained a key consideration throughout 2021 and now embodied a new awareness of sustainability in service delivery. Key objectives were reopening and recreating economic stability following the COVID pandemic, moving forward with phase I of the Former Middle School Project, and securing and replacing critical assets.

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, decrease physical paper documentation while increasing efficiency through real-time on-line data entry and to prevent loss of data and information due to failures in the network and system. System upgrades began in 2021 by contracting a qualified IT Service Provider with the skills to manage the Village's information needs. Staff began developing on-line methods and resources to perform operational work and streamline processes with efforts continuing into 2022.

The Village office saw renovations to modernize the front office with a goal to protect staff and customers. Physical barriers were installed as well as improved ventilation and improved access to common areas. The improvements increase the Village's efforts to ensure staff remain safe at work during heightened health and safety risks and prepare the Village to remain open and able to support residents during future threats.

Staff worked to increase the viability and sustainability of the Village and its residents by developing plans and applying for grants to establish the Harvest Market Community Garden. The outcome of the project is to ensure residents have access to a sustainable food supply even when facing emergencies and adversities which threaten the supply chain to the Kootenays and the store-bought food supply. The garden provides an area for residents to grow their own, a Harvest Hut for storing, trading and selling garden stocks, berries for community picking and an area for intergenerational teaching and story-telling.

Grant funding enabled the Village to work towards the Economic Development Workplan and Rebranding Project. COVID restrictions threatened the viability of Fruitvale's economic sector which consists of small, privately owned business. The workplan creates a plan to attract and retain business which is vital to the prosperity of Fruitvale. Throughout 2021, the plan evolved by looking at who we are and where we want to be in the future. The plan gathered data on Fruitvale's past and present to discover what makes Fruitvale unique and the great place it has become for residents and visitors. Work on the plan and rebranding will continue into 2022 setting the plan in motion to creating a stronger, more vibrant community.

The Former Middle School Development Project moved forward with plans for phase I. In collaboration with the Lower Columbia Affordable Housing Society, funds were secured from BC Housing for an affordable housing complex. Detailed design plans for the complex were developed and phase I infrastructure servicing designs are in the development stage. Although the Village was not successful in receiving their first application for a child care facility from BC New Spaces, the Village was encouraged to submit an application to the next round of funding. Late in 2021 the announcement came that the Village was successful with their second application. Plans will proceed for the child care center in 2022.

Three business license applications were reviewed and issued to new businesses in 2021.

Thirty-two building permits were issued in 2021 with a building value of \$1,677,592

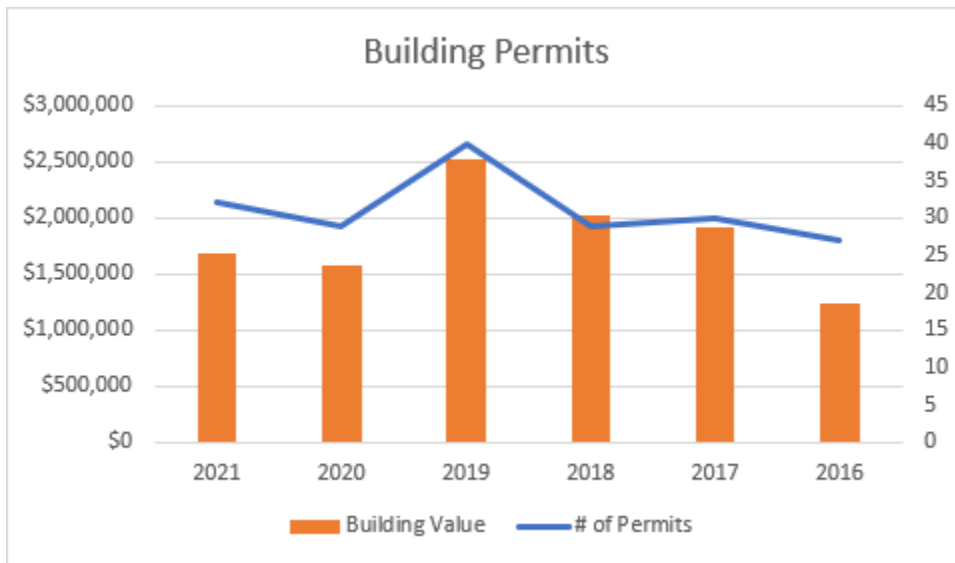


FIGURE 2: ANNUAL BUILDING PERMITS

## 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 planned in 2021 celebrated a spirit of reopening and coming together once again. The Village successfully held two 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 11<sup>th</sup> with a special tribute to those who served our country with honor and valor. Unfortunately, as we moved inside to avoid the colder weather, COVID numbers began to move upward; the 2021 Remembrance Day Ceremony could not be planned in a small space in a safe manner to protect our vulnerable populations. The annual Village cenotaph service once again had to be cancelled as Council made a bold decision to take a responsible approach to the safety and security of Fruitvale and its residents.

The annual Candy Cane Lane event returned bigger and better than ever. Held at the large outdoor open space of the newly purchased land behind the Fruitvale Memorial Centre, the space provided the perfect venue for safe distancing, yet we were able to gather with our friends and neighbors for a great day. The day’s events included open air market, kid’s zone, movie in the park, food and beverages.

The fitness gym saw an upgrade to its ventilation system to ensure the gym could reopen more safely, protecting users from airborne viruses. The gym is scheduled to reopen in early 2022 with users being asked to increase cleaning of the equipment and facilities.

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 for another great year. The commitment of Council and volunteers has allowed the program to remain viable even through a difficult and changing time. Full programming is expected to return in the Fall of 2022.

The Beaver Valley Youth Action Network (BVYAN) 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 participate in regular videoconference meetings, identifying priorities for the use of CDY funds.

Due to COVID 19, BVYAN had to keep moving and changing their game plan. By doing so, a stronger online presence was developed, i.e., websites, Instagram, Facebook. The year started with outside activities and online zoom meetings. Highlights from 2021 were:

- BVYAN partnered with Red Mountain and Salmo Ski Hill to offer day ski passes through the winter months, keeping the youth active and engaged.
- BVYAN organized a 'Winter Snow Shovelling for Seniors' project. They partnered with Fruitvale Elementary School teachers and Grade 7 BVYAN youth members. The youth who volunteered shoveled local seniors' driveways and sidewalks in the community.
- BVYAN members participated in monthly meetings via Zoom and shared openly about challenges during COVID.
- Basin Youth Network (BYN) Climate Action Summit Youth were broken into breakout groups and were involved in Climate Action presentations.
- BVYAN implemented a 'Shred-It' program.



## 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 Utility Operator, 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

Public Works crews operate, maintain and repair Village infrastructure and assets. Crews provide residents with clean drinking water and ensure waste water is treated and clean before returning it to the environment. They pickup our solid waste and dispose of it properly, they keep our roads drivable and our parks enjoyable.

A Supervisory Control and Data Acquisition (SCADA) system was installed at the highway 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.

The Village was notified in 2021 that it had been successful in receiving a grant from the Investing in Canada Infrastructure Program. The 100% grant funding assists the Village in moving forward with the next steps in upgrading the waste water treatment plant. Project outcomes will add systems to remove smaller particles of solids from waste water preventing it from entering treatment systems without the risks of human intervention.

Above regular operation, maintenance and repair of Village assets, public works crews worked to build and develop the Harvest Market Community Garden, erect the public art project, prepare and assist with the paving of Pine Avenue and Columbia Gardens Road, rebuild the Ryder Pavilion located in the Fruitvale Memorial Park and assist with the upgrades to the batting cages also located in the Fruitvale Memorial Park.

## 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. To assist with building a long-term plan, funding from the Municipal Asset Management Program was received. The funds will assist the Village over the next year to develop an asset management inventory and condition assessment profile to produce a base model of capital replacements and funding requirements.

Through donations and grant funding, the former beer gardens located in the Fruitvale Memorial Park saw a much needed upgrade and transformation to the Ryder Pavilion. The new wood clad facility is a structurally safe, beautiful facility for public use all year round for outdoor events.

Following the newly developed Fruitvale Road Standard, the Pine Avenue Paving Project upgraded a major roadway accessing recreational facilities within the Village. The newly approved road standard promotes active transportation by providing an asphalt pathway on one side of the roadway and boulevard parking on the opposite side. Boulevard parking enables a bike lane along the edge of the asphalt roadway without obstacles from parked vehicles. The new standard allows for natural storm water drainage which returns water to the aquifer.

In collaboration with the Ministry of Transportation, the Village was able to repave Columbia Gardens Road. Collaborating with the provincial ministry meant the Village achieved good value for money by extending the provincial paving project of Columbia Gardens Road in Area A through the Village of Fruitvale.

Other capital projects in progress during 2021 are reviewed in the 2021 Capital Budget New Initiates chart:

Village of Fruitvale									
2021 Capital & Funding Sources									
Description	Cost 2021	Funding Source							
		Pay-as-you-go Taxation	Donations	Debenture	Grant	Deferred Revenue	Gas Tax	General Capital Reserves	Sewer Capital Reserve
Ryder Pavilion - Fruitvale Memorial Park	\$154,872		\$50,000		\$104,872				
Columbia Gardens Road Paving	\$219,804			\$219,804					
Trackless Mower/Snowblower	\$200,280							\$200,280	
Pine Avenue Paving	\$298,943						\$250,000		\$48,943
Fruitvale Memorial Park Batting Cage	\$13,990				\$13,990				
Harvest Market Community Garden	\$74,727	\$8,705			\$66,022				
Economic Development & Rebranding Project	\$60,827				\$60,827				
Public Art Project	\$27,150				\$27,150				
Media Projector - Fruitvale Memorial Centre	\$8,425	\$425			\$8,000				
Former Middle School Development Prep	\$70,550					\$70,550			
Seniors Connectivity Ipad Project	\$24,378	\$3,878			\$20,500				
<b>Total Capital New Initiatives</b>	<b>\$1,153,947</b>	<b>\$13,008</b>	<b>\$50,000</b>	<b>\$219,804</b>	<b>\$301,362</b>	<b>\$70,550</b>	<b>\$250,000</b>	<b>\$200,280</b>	<b>\$48,943</b>

FIGURE 3: 2021 CAPITAL BUDGET NEW INITIATIVES

## PERMISSIVE TAX EXEMPTIONS

<b>SCHEDULE OF PERMISSIVE TAX EXEMPTIONS</b>									
<b>Bylaw</b>	<b>Name</b>	<b>Roll #</b>	<b>Class</b>	<b>2021 Assessed Value</b>	<b>2021 Total Assessed Value</b>	<b>2021 Municipal Rate</b>	<b>2021 Village General Taxes</b>	<b>Water &amp; Sewer Parcel Taxes</b>	<b>2021 Totals</b>
913, 2019	Beaver Valley Manor Society	52100032.050	Land - 1	183,000	1,316,000	3.42850	627.42		
			Buildings - 1	1,133,000		\$ 3,884.49	\$ 800.00	\$ 5,311.91	
913, 2019	Scout Properties	52100267.000	Land - 8	164,000	191,500	3.42850	562.27		
			Buildings - 6	27,500		\$ 226.28	\$ 800.00	\$ 1,588.56	
913, 2019	Scout Properties	52100268.000	Land - 8	200,000	343,000	3.42850	685.70		
			Buildings - 6	143,000		\$ 1,176.66	\$ 800.00	\$ 2,662.36	
913, 2019	Beaver Valley Curling Club	52100288.000	Land - 8	60,000	1,128,000	3.42850	\$ 205.71		
			Land - 6	60,000		8.22840	\$ 493.70		
			Buildings - 6	1,008,000		\$ 8,294.23	\$ 800.00	\$ 9,793.64	
912, 2019	ST. RITA'S Catholic Church (hall)	52100055.012	Land - 8	64,100	398,200	3.42850	219.77		
			Buildings - 8	334,100		\$ 1,145.46	\$ 800.00	\$ 2,165.23	
912, 2019	Beaver Valley Christian Fellowship	52100337.000	Land - 8	65,000	258,000	3.42850	222.85		
			Buildings - 8	193,000		\$ 661.70	\$ 800.00	\$ 1,684.55	
913, 2019	South Columbia Search &	52100371.100	Land - 6	56,400	251,400	8.22840	464.08		
			Buildings - 6	195,000		\$ 1,604.54	\$ 800.00	\$ 2,868.62	
<b>Grand Total</b>							<b>\$ 20,474.86</b>	<b>\$ 5,600.00</b>	<b>\$ 26,074.86</b>

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"> <li>Utility user fees cover operational costs with no subsidization from taxation</li> <li>Utility parcel taxes cover capital costs with no subsidization from general taxation</li> </ul>	<ul style="list-style-type: none"> <li>No cross subsidization by the year 2023</li> </ul>	<ul style="list-style-type: none"> <li>Solid waste user fees cover operational costs in 2019</li> <li>Plan prepared and solidified through policy to cover waste water operational costs through user fees and capital costs through parcel tax by 2023</li> </ul>
3, 4	Work towards efficiency in service delivery	<ul style="list-style-type: none"> <li>Reduced overhead costs</li> <li>Reduced duplication in processes and procedures</li> <li>Financial model to relate costs to services</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in administrative wage costs due to overtime by 2023</li> <li>Reduction in public works wage costs due to overtime by 2023</li> <li>More accurately track and attribute costs to services.</li> </ul>	<ul style="list-style-type: none"> <li>Implemented updates to the Snow Management and Ice Control Policy to reduce costs of overtime</li> <li>Reduced administrative overtime</li> <li>Eliminated unnecessary subscriptions and memberships</li> <li>Review and adapt processes to enhance the use of electronic data collection</li> <li>Planning computerized time &amp; workorder allocations to better monitor &amp; track service levels</li> <li>Electronic processing of business licenses</li> <li>Grant received for open source GIS reducing software maintenance fees</li> <li>Addition of WW SCADA reducing overtime &amp; call-outs</li> <li>2021 continued upgrading WW SCADA</li> </ul>
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"> <li>Asset management plan defining services and service levels</li> </ul>	<ul style="list-style-type: none"> <li>Asset Management Policy by 2019</li> <li>Asset Management asset grouping plans by 2023</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of Asset Management Policy</li> </ul>



				<ul style="list-style-type: none"> <li>• Service levels reductions reviewed as part of budget process</li> </ul>
3, 4, 11, 12, 13, 14, 17	Relate taxation to service levels and quality of service	<ul style="list-style-type: none"> <li>• Updated budget and financial chart of accounts forming a management accounting model</li> </ul>	<ul style="list-style-type: none"> <li>• Match revenues to expenses by 2020</li> <li>• More accurately track and attribute costs to services by 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues matched to expenses in departmental accounting model</li> <li>• Attributing costs to utility services</li> <li>• Computerized time &amp; workorder allocations to better monitor &amp; track service levels</li> <li>• Implemented computerized time entry</li> </ul>
3, 4, 11, 12, 13, 14, 17	Provide rationale for tax rate levels	<ul style="list-style-type: none"> <li>• Reporting model to better relate costs of services to revenues and service levels</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting Model that is easily interpreted by 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting costs of services to revenue collections</li> </ul>

*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"> <li>• Model of full cost recovery for utility costs</li> <li>• Model to provide future funding specifically designated to individual assets</li> <li>• Rate Review</li> </ul>	<ul style="list-style-type: none"> <li>• Recover all utility operating costs from user fees</li> <li>• Establish future funds for replacing assets</li> <li>• Capital Plan in place based on replacing individual assets</li> <li>• Long-term operating plan in place</li> <li>• User rates and fees updated</li> <li>• Rates, Fees and Charges Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>• Solid waste user fees cover costs</li> <li>• Plan in place to cover waste water operating costs through user fees by 2023</li> <li>• Model for the collection of future capital funding through waste water parcel tax and general capital</li> <li>• Grant search for capital replacements</li> <li>• Received 100% grant for WW upgrades</li> </ul>
3, 4	Develop financial resources to replace assets in the future that are being used up today	<ul style="list-style-type: none"> <li>• Segregated capital reserve account</li> </ul>	<ul style="list-style-type: none"> <li>• Capital reserve account established</li> <li>• Capital plan and funding model</li> </ul>	<ul style="list-style-type: none"> <li>• Capital fund based on historical costs and estimated useful life</li> </ul>

3, 4, 11, 12, 13, 14, 17	<p>Ensure strategic use of our resources by:</p> <ul style="list-style-type: none"> <li>○ Proactively applying for public sector funding,</li> <li>○ Pursuing sponsorships to maximize revenue opportunities and reduce costs,</li> <li>○ Conducting operational reviews to seek out efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>● Grant funding in place to proceed with needed projects</li> <li>● Partnerships for funding regional goods and services</li> <li>● Operational review of delivery of services and projects</li> </ul>	<ul style="list-style-type: none"> <li>● Funding in place to support large projects</li> <li>● Partnerships with neighbours and regional service organizations</li> <li>● Reduced taxation for large projects</li> <li>● Operational costs of services identified and related to service levels</li> </ul>	<ul style="list-style-type: none"> <li>● Established partnerships with LCAH, FSI, RDKB Area A on Middle School Development Project</li> <li>● Established partnership with LCIC on Economic Development</li> <li>● Workplan and Re-branding Project</li> <li>● Applied for BC Housing demand loan to fund Middle School Development land purchase and master planning process</li> <li>● Applied for Rural Dividend Fund Grant to fund Economic Development Workplan</li> <li>● 18 grant application submissions in 2020</li> <li>● 5 grant application submissions in 2021</li> </ul>
3, 4	Review budget processes that ensure a sound and sustainable financial future	<ul style="list-style-type: none"> <li>● Budget and financial chart of accounts forming a management accounting model</li> </ul>	<ul style="list-style-type: none"> <li>● Match revenues to expenses by 2020</li> <li>● More accurately track and attribute costs to services by 2021</li> </ul>	<ul style="list-style-type: none"> <li>● Revenues matched to expenses in departmental accounting model</li> <li>● Attributing costs to utility services</li> <li>● Attributing costs to all services</li> </ul>

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"> <li>● Asset Management Policy</li> <li>● Segregated cash marked for capital funding from operational accounts</li> <li>● Policy relating to reserves and investments, provide mill rate stabilization fund</li> </ul>	<ul style="list-style-type: none"> <li>● Establish full Asset Management strategy by 2022</li> <li>● Ensure capital funding available and identifiable by 2019</li> <li>● Establish policy for investments and reserves by 2022</li> </ul>	<ul style="list-style-type: none"> <li>● Asset Management Policy established</li> <li>● Capital funding segregated</li> <li>● Reserve and Reserve Fund Policy established</li> </ul>

*Economic development and growth*

OCP	GOAL	MEASURABLE	TARGET	PROGRESS
16	Work with business to identify barriers to investment	<ul style="list-style-type: none"> <li>• Understand barriers</li> <li>• Goals and supports to break down the barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out funding to establish working committee and supports for business by 2020</li> <li>• Develop goals and supports for business 2021</li> <li>• Develop long-term plan to meet the goals by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project</li> <li>• Council participation in Chamber of Commerce Business Walk</li> <li>• Received Rural Dividend Fund Grant and began collecting economic data</li> </ul>
16	Promote the Village of Fruitvale through a community brand	<ul style="list-style-type: none"> <li>• Re-brand community to attract attention, visitors, businesses, investment, residents</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out funding to re-brand the community by 2020</li> <li>• Promote the Village</li> <li>• Attract investment through business and residential supports</li> </ul>	<ul style="list-style-type: none"> <li>• Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project</li> <li>• Re-branding in progress</li> </ul>
16	Develop strategies to attract business and keep current businesses viable	<ul style="list-style-type: none"> <li>• Understand barriers to investment</li> <li>• Strategies to counter barriers</li> <li>• Implementation of strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Workplan in place by 2022</li> <li>• Implementation of plan strategies by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project</li> <li>• Support for Buy Local campaign</li> <li>• Outdoor markets held in Pole Yard Lane to attract patrons to the Village's downtown core</li> </ul>
6, 7, 8, 16	Revitalize the old middle school land as a key factor in economic growth	<ul style="list-style-type: none"> <li>• Former Middle School development</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out funding for land purchase, master plan process, development phases by 2021</li> <li>• Seek out partnerships to the development process by 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Working with BC Housing to fund land purchase and master planning process</li> <li>• Received CBT grant to fund master plan</li> </ul>
6, 7, 8, 16			<ul style="list-style-type: none"> <li>• Develop a master plan for the project and site by 2020</li> <li>• Apply for related grant funding</li> </ul>	<ul style="list-style-type: none"> <li>• RFP Middle School Master Plan</li> <li>• Awarded contract Middle School Master Plan</li> </ul>

			<ul style="list-style-type: none"> <li>• Begin development of the project and site by 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Collecting historical and background information regarding Middle School land</li> <li>• Master Plan public workshop held</li> <li>• Master Plan completed and approved by Council resolution</li> <li>• Grant applications submitted</li> <li>• Affordable Housing Grant received</li> <li>• Child Care Centre Grant received</li> <li>• Phase I subdivided</li> <li>• Infrastructure Planning in progress</li> </ul>
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"> <li>• Review of current land inventory held by the Village</li> <li>• Review of current land inventory held by others</li> <li>• Strategies to increase assessment value in in-fill areas</li> </ul>	<ul style="list-style-type: none"> <li>• Council review of Village owned land inventory by 2020</li> <li>• Council review of potential in-fill areas by 2021</li> <li>• Council review of OCP and future growth potential</li> </ul>	
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"> <li>• Understand barriers</li> <li>• Goals and supports to break down the barriers</li> <li>• Re-brand community to attract attention, visitors, businesses, investment, residents</li> </ul>	<ul style="list-style-type: none"> <li>• Seek out funding to establish working committee and supports for business by 2020</li> <li>• Develop goals and supports for business 2021</li> <li>• Develop long-term plan to meet the goals by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Applied for Rural Dividend Fund Grant to perform Economic Development Workplan and Community Re-branding Project</li> <li>• Outdoor markets held in Pole Yard Lane to attract patrons to the Village's downtown core</li> <li>• Support for Buy Local campaign</li> <li>• Council participation in Chamber of Commerce Business Walk</li> <li>• Harvest Central Community Garden.</li> </ul>

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

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

			maintenance and funding throughout Council's term	cost control and tax payers can afford the service
3, 4, 17	Encourage continuous dialogue	<ul style="list-style-type: none"> <li>• Council is accessible to citizens</li> <li>• Information is accessible and available</li> </ul>	<ul style="list-style-type: none"> <li>• Council to scrutinize closed meetings</li> <li>• Council is available at Village functions</li> <li>• Social media is up-to-date, informative and relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Council hosted budget open house</li> <li>• Council planning a Middle School Master Plan open house</li> <li>• Website scrubbed and updated</li> <li>• Middle School Master Plan open house held in January 2020</li> <li>• Middle School Master Plan reveal open house held in Sept., 2020</li> <li>• Haines Park user group input meeting held</li> <li>• Haines Park Master Plan reveal open house held in 2020</li> <li>• Public Art Committee formed</li> <li>• Economic Workplan &amp; Rebranding Committee formed</li> </ul>

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

				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"> <li>Reporting model to better relate costs of services to revenues and service levels</li> </ul>	<ul style="list-style-type: none"> <li>Establish management accounting system to attribute costs to services</li> <li>Develop meaningful and easy to understand reporting model</li> </ul>	<ul style="list-style-type: none"> <li>Revenues matched to expenses in departmental accounting model</li> <li>Attributing costs to utility services</li> <li>Modelling budget and financial reporting</li> </ul>

## 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"> <li>Events and places where local talent is displayed</li> </ul>	<ul style="list-style-type: none"> <li>Establish events to showcase local talent</li> <li>Establish venues where local talent can be displayed</li> </ul>	<ul style="list-style-type: none"> <li>First outdoor markets held displaying art and music</li> <li>Grant application for artist flags to line downtown core.</li> </ul>
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"> <li>Grants supporting arts and culture</li> </ul>	<ul style="list-style-type: none"> <li>Funding sources for expanding arts and culture</li> </ul>	<ul style="list-style-type: none"> <li>Applied for Public Art grant funding</li> <li>Researching grants to fund FMC/Creekside Park Master Plan</li> <li>Received Public Art Grant</li> <li>Grant application for artist flags to line downtown core.</li> </ul>
13	Create spaces and events to showcase area talent	<ul style="list-style-type: none"> <li>Haines Park concert stage</li> <li>Creekside Park improvements to support local arts and culture</li> <li>FMC improvements to support local arts and culture</li> <li>Economic Development Workplan supports art and culture</li> </ul>	<ul style="list-style-type: none"> <li>Concert stage included in Haines Park master plan</li> <li>Area to perform or display art included in FMC/Creekside Park master plan</li> <li>Art and culture included as part of economic development</li> </ul>	<ul style="list-style-type: none"> <li>Researching grants to fund FMC/Creekside Park Master Plan</li> <li>Purchased property as a continuation of Creekside Park as a space to host events showcasing area talent</li> </ul>



## 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"> <li>Updated Herbicide/Pesticide Policy</li> </ul>	<ul style="list-style-type: none"> <li>Update Herbicide/Pesticide Policy</li> </ul>	<ul style="list-style-type: none"> <li>Implemented a resolution of no chemical treatment for 2019</li> <li>Updated policy on herbicide and pesticide use by the Village in 2020</li> </ul>
9, 10, 15	Educate and encourage citizens against chemical applications in private use	<ul style="list-style-type: none"> <li>Education and information available on chemical alternatives and environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>Information available to the public</li> <li>Promotion of non-chemical use</li> </ul>	
5, 9, 10, 15	Develop active transportation networks to encourage carbon neutrality within the Village boundaries	<ul style="list-style-type: none"> <li>Establish a Village trail system master plan</li> <li>Develop Village roadway standards to include multi-modal transportation networks</li> </ul>	<ul style="list-style-type: none"> <li>Village trail master plan</li> <li>Village roadway standard adopted</li> </ul>	<ul style="list-style-type: none"> <li>Developed roadway paving design plan which includes boulevard use as pathway</li> <li>Pine Ave. paving using new design standards</li> <li>Applied and received BC Active Transportation Network Planning Grant</li> </ul>
5, 9, 10, 15	Develop an environmental sustainability plan	<ul style="list-style-type: none"> <li>Environmental sustainability plan and practices</li> </ul>	<ul style="list-style-type: none"> <li>Environmental sustainability plan by 2022</li> </ul>	
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"> <li>Exceed climate action neutrality targets</li> </ul>	<ul style="list-style-type: none"> <li>CARIP grant received every year</li> </ul>	<ul style="list-style-type: none"> <li>Received 2019 CARIP</li> <li>Received 2020 CARIP</li> <li>Received 2021 CARIP</li> </ul>

## 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"> <li>• Succession Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop succession plan</li> <li>• Educate and train employees to match the succession plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan for training and experience building for current employees</li> <li>• 2019 - 4 EOCP Courses, 4 OHS Courses, 1 Payroll Update, 1 Management</li> <li>• Course schedule delayed in 2020 due to COVID</li> <li>• 2021 – 2 EOCP Courses, 2 OHS Courses, 2 RIM Courses, 1 Payroll Update, 1 Management</li> </ul>
3, 4, 10, 17	Create a focus on health & safety	<ul style="list-style-type: none"> <li>• OHS Policy</li> <li>• Safe Work Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• OHS Policy in place by 2020</li> <li>• Confined Space procedures in place by 2020</li> <li>• Safe work procedures continually developed and updated</li> </ul>	<ul style="list-style-type: none"> <li>• Developed OHS Policy</li> <li>• Confined space entry procedures 90% complete</li> <li>• Implemented pre-trip vehicle inspection procedures</li> <li>• Confined Space entry procedures completed and restrictions lifted from all Village processes</li> <li>• Strong focus on health, safety and well-being of employees through COVID</li> <li>• COVID Management Policy implemented</li> <li>• COVID Safety Plans in place for all facilities and processes</li> </ul>
3, 4, 17	Steadily develop future funded operational & capital reserves	<ul style="list-style-type: none"> <li>• Asset Management Policy</li> <li>• Segregated cash marked for capital funding from operational accounts</li> <li>• Funding model to support future capital and operational costs</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Asset Management Policy and Strategy</li> <li>• Develop segregated cash accounts to support funding model</li> <li>• Develop Capital Plan</li> <li>• Develop long-term operational budget</li> </ul>	<ul style="list-style-type: none"> <li>• Asset Management Policy in place</li> <li>• Capital future funding included in operational budget</li> <li>• Long-term model to establish utility capital reserves and full cost recovery in place</li> </ul>

3, 4, 17	Ensure security and availability of data and information	<ul style="list-style-type: none"> <li>• Skills in Freedom of Information and Protection of Personal Privacy (FOIPP)</li> <li>• Improved network security</li> <li>• Filing structure to meet the needs of FOIPP</li> </ul>	<ul style="list-style-type: none"> <li>• FOIPP well understood by all front counter staff and administration by 2021</li> <li>• Policies and forms in place to support FOIPP by 2021</li> <li>• Policies and procedures in place to support network security by 2021</li> <li>• LGMA RIM filing system in place by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• File clean-up and storage</li> <li>• Beginning stages of RIM system developed with ongoing efforts to re-organize files</li> <li>• New IT Service Provider contracted to develop network requirements for data security and management</li> <li>• Upgrade financial software system with goal to implement work orders and stronger costing models.</li> </ul>
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"> <li>• Review and update current bylaws and policies</li> <li>• New and relevant bylaws and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Asset Management Policy</li> <li>• OHS Policy</li> <li>• Community Standards Bylaw</li> <li>• Bylaw Enforcement Bylaws and Policies</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented Asset Management, OHS Policies, Tangible Capital Asset Policy</li> <li>• Implemented Memorial Bench, Picnic Table and Tree Policy</li> <li>• Implemented Animal Responsibility Bylaw</li> <li>• Implemented Municipal Ticket Information Bylaw</li> <li>• Implemented COVID-19 Management Policy</li> <li>• Implemented Special Interest Groups Policy.</li> <li>• Implemented Living Wage Employer Policy.</li> <li>• Implemented Reserve and Reserve Fund Policy</li> <li>• Implemented Fruitvale Road Building Standard</li> <li>• Draft updates to Cemetery Bylaw</li> <li>• Implemented Confidentiality Policy.</li> </ul>

3, 4, 17		<ul style="list-style-type: none"> <li>• Repealed out-of-date bylaws and policies</li> </ul>	<ul style="list-style-type: none"> <li>• User Fees and Rates Bylaw</li> <li>• Policies to support efficient and effective services</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Snow Management and Ice Control Policy, Bullying and Harassment Policy</li> </ul>
3, 4, 11, 14, 17	<p>Prioritize investment into infrastructure assets based on facts from condition assessments and needs analysis</p>	<ul style="list-style-type: none"> <li>• Asset management policies and procedures</li> <li>• Capital Asset Plan based on condition and use of assets</li> <li>• Funding model to support Capital Asset Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Capital Asset Plan for all Village owned assets by 2021</li> <li>• Perform asset condition assessments on all major assets by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Developed preliminary Capital Asset Plan based on future replacement value and estimated useful life</li> <li>• Researching grant funding to perform condition assessments and establish electronic asset inventory</li> <li>• Planning installation of electronic asset inventory</li> <li>• Received MAMP Grant to create asset inventory and condition matrix.</li> <li>• Ryder Pavilion upgrade</li> <li>• Pine Ave. Paving Project</li> <li>• Columbia Gardens Road Paving Project.</li> </ul>

*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"> <li>Financial management plan</li> </ul>	<ul style="list-style-type: none"> <li>Financial management plan by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Developing financial modelling</li> </ul>
	Asset management plan	<ul style="list-style-type: none"> <li>Asset management plan</li> </ul>	<ul style="list-style-type: none"> <li>Asset management plan by 2021</li> </ul>	<ul style="list-style-type: none"> <li>Established Asset Management Policy</li> <li>Asset Inventory</li> <li>Asset Condition Assessments</li> </ul>
	Capital plan	<ul style="list-style-type: none"> <li>Capital plan</li> </ul>	<ul style="list-style-type: none"> <li>Capital plan by 2021</li> </ul>	<ul style="list-style-type: none"> <li>Developed preliminary Capital Asset Plan based on future replacement value and estimated useful life</li> <li>Asset Inventory</li> <li>Asset Condition Assessment</li> </ul>
	Long-term operating budget	<ul style="list-style-type: none"> <li>Long-term operating budget</li> </ul>	<ul style="list-style-type: none"> <li>Long-term operating budget by 2021</li> </ul>	<ul style="list-style-type: none"> <li>Establishing master plans to guide long-term budgeting</li> <li>Developing asset operational and maintenance plans</li> </ul>
	Environmental sustainability plan	<ul style="list-style-type: none"> <li>Environmental sustainability plan</li> </ul>	<ul style="list-style-type: none"> <li>Environmental sustainability plan by 2022</li> </ul>	
	Cemetery design plan	<ul style="list-style-type: none"> <li>Cemetery design plan</li> </ul>	<ul style="list-style-type: none"> <li>Cemetery design plan by 2020</li> </ul>	
	Fruitvale Memorial Hall upgrade plan	<ul style="list-style-type: none"> <li>Fruitvale Memorial Hall upgrade plan</li> </ul>	<ul style="list-style-type: none"> <li>Fruitvale Memorial Hall upgrade plan by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Researching funding opportunities for master planning</li> </ul>
	Downtown development plan	<ul style="list-style-type: none"> <li>Downtown development plan</li> </ul>	<ul style="list-style-type: none"> <li>Downtown development plan by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Applied for Rural Dividend Fund grant to fund Economic Development Workplan and Re-branding Project</li> <li>Received Rural Dividend Fund grant</li> <li>Established Economic Development Committee</li> <li>Developing Economic Development Workplan</li> </ul>

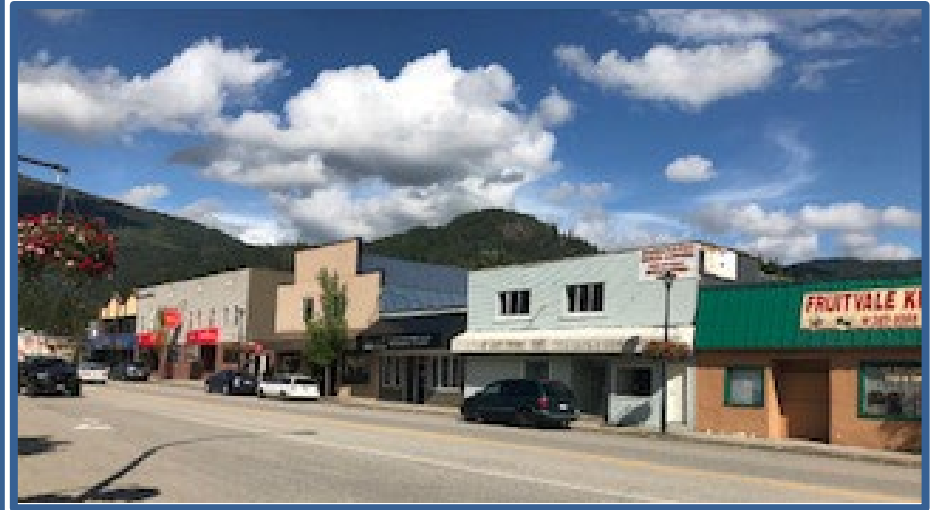
				<ul style="list-style-type: none"> <li>• Harvest Central Community Garden</li> </ul>
	Economic growth plan	<ul style="list-style-type: none"> <li>• Economic growth plan</li> </ul>	<ul style="list-style-type: none"> <li>• Economic growth plan by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Applied for Rural Dividend Fund grant to fund Economic Development Workplan and Re-branding Project</li> <li>• Received Rural Dividend Fund Grant</li> <li>• Established Economic Development Committee</li> <li>• Developing Economic Development Workplan.</li> </ul>
	Age Friendly Community plan	<ul style="list-style-type: none"> <li>• Age Friendly Community plan</li> </ul>	<ul style="list-style-type: none"> <li>• Age Friendly Community plan by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Applied for Rural Dividend Fund grant to fund Economic Development Workplan and Re-branding Project</li> <li>• Harvest Central Community Garden</li> </ul>

*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"> <li>• Projects planned and shovel ready</li> </ul>	<ul style="list-style-type: none"> <li>• Road Standards</li> <li>• Trail Master Plan</li> <li>• Haines Park Master Plan</li> <li>• FMC/Creekside Park Master Plan</li> <li>• Asset Condition Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Developed Haines Park Master Plan</li> <li>• Revived Creekside Park Master Plan</li> <li>• Developed Road Paving Standard</li> <li>• Applied for WW Asset Condition Assessment Project</li> </ul>

# 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**