

VISION,
MISSION,
VALUES,
STRATEGY



2021 - 2022
STRATEGIC PLAN

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INTRODUCTION 2021-2022 STRATEGIC PLAN

The Village of Ashcroft created a Strategic Plan in 2019, which provided a framework to assist Council and staff in keeping a focused and committed approach community priorities and major projects. 2019 was a transition year for the Village of Ashcroft with the retirement of long time CAO Michelle Allen and the arrival of a new CAO.

The 2019 Strategic Plan was purposely developed to complete in 2020 enabling the new CAO and Council to undertake strategic planning initiatives. The plan identified three (3) priorities for Council and staff to undertake:

1. Update the Emergency Response and Evacuation Plan - carried over to new plan
2. Storm Drainage - evolved to include storm run off, carried over to new plan
3. Portable Digital Sign - community feedback from survey indicated this is not a community priority

In addition to above noted priorities, Council and staff strived to implement or move forward project items identified by Council during the 2019 Strategic Planning session and projects identified in the Official Community Plan.

The following information provides a recap of the strategic planning discussions and outlines new priorities and objectives. Council and staff look forward to the challenges that come with the implementation of these new projects and remain committed to ensuring the goals and projects identified by Council advances the long-term sustainability of the Village of Ashcroft.

A well-drafted strategic plan is the guiding document for any organization but especially for Council. This process allows Council to build a budget around the objectives. It ensures that Council, CAO and staff are all working towards the common goals and are not easily distracted by additional unplanned projects. The CAO will use the Strategic Plan to ensure that they are meeting the organization's goals and objectives.

OUR MISSION - OUR CORE PURPOSE; WHY WE EXISTS

The Village of Ashcroft is a welcoming, safe and attractive community characterized by an exceptional climate and a strong sense of history and opportunity.

As stewards of the community, Village Council is committed to providing accountable leadership by addressing our fiscal reality through strategic planning and building effective relationships.

BUILDING PARTNERING RELATIONSHIPS	Council and staff cannot do everything alone. By initiating, nurturing and maintaining meaningful relationships with our community, our neighbours and other agencies, we can achieve common objectives and build on complementary strengths and resources.
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	<p>Council will work to build partnering relationships with:</p> <ul style="list-style-type: none"> • Residents and volunteers • Business Community • Village staff • First Nations • Neighbouring Communities • TNRD • Major industry/employers • Senior Government
<p>PROVIDING STRONG AND ACCOUNTABLE LEADERSHIP</p>	<p>One of the keys to effective leadership is to have the confidence of the community to make sound decisions on their behalf. This means maintaining the trust of the electorate by:</p> <ul style="list-style-type: none"> • Ensuring transparency through open, regular communication with the community; • Acting responsibly to ensure delivery of services meets the needs and expectations of taxpayers; • Working toward consistency on our approach; • Keeping Ashcroft as an attractive place to live.
<p>ADDRESSING OUR FISCAL REALITY</p>	<p>Balancing taxation and revenue generation with efficient operations, maintenance and service delivery costs are on-going challenges. As such, Council is looking to undertake a practical approach to ensuring fiscal responsibility while at the same time addressing necessary upgrades to Village infrastructure.</p> <p>Council will consider:</p> <ul style="list-style-type: none"> • Infrastructure need and provision of services; • Level of service desired; • Taxes and user fees; • New sources of income (e.g. boundary expansion); • Alternative sources of income (e.g. grants); • New development
<p>TAKING A PLANNED APPROACH TO OUR BUSINESS RESPONSIBILITIES</p>	<p>One of Council’s primary goals is to provide top quality services to taxpayer by setting direction and policies to assess the Village’s current finances and capital infrastructure. Given the needs and demands anticipated in the coming years, Council will undertake a business plan that includes:</p> <p><u>Management Plan</u> - reviewing current business operations and responsibilities by:</p> <ul style="list-style-type: none"> • Evaluating the Village’s core business (water, sewer roads, garbage & fire safety); • Considering new requirements as identified by other levels of government; • New Council initiatives (e.g. economic development); • Accessory business outside core responsibilities (e.g. arena, pool); <p><u>Capital Infrastructure Plan</u> - developing an investment strategy by:</p> <ul style="list-style-type: none"> • Assess and analyse infrastructure needs;

	<ul style="list-style-type: none"> • Address infrastructure upgrades required by senior government; • Identify capital projects; • Outline an affordable cost recovery strategy. <p>These two plans combined, form the Village of Ashcroft’s Asset Management Plan</p>
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OUR VISION - WHERE WE ASPIRE TO BE IN THE FUTURE¹

Ashcroft is a vibrant, active and creative community that fosters healthy well-being and a collaborative inter-generational approach to our community’s development.

GUIDING PRINCIPLES

“As Stewards of the Public Trust, we serve All Citizens in a fair and transparent manner through:

- Accountable Leadership
- Financial Sustainability
- Social Responsibility
- Balanced Decision Making.

We will act with Integrity, Fairness and Compassion.”

We Will:

- Value our Staff and invest in their development
- Plan for the maintenance and replacement of our critical infrastructure
- Manage our assets and infrastructure for today and the future
- Ensure we are fully optimizing our existing assets
- Understand the value of our natural environment and resources and make decisions consistent with these values
- Continue to pursue grants that align with our priorities
- Explore opportunities in relation to village owned lands
- Attract new residents to Ashcroft
- Attract new business/industry to Ashcroft
- Increase Tourism
- Advocate for Ashcroft with other levels of government
- Support volunteerism
- Collaborate with internal and external stakeholders
- Focus on enhancing quality of life in Ashcroft
- Explore options to diversify our funding sources
- Provide effective leadership



¹ Official Community Plan 2018 4.1

OUR ROLE IN THE COMMUNITY

The idea of local government is founded on the principle that the best people to make decisions on local services and issues are locally-elected officials. Local government powers and responsibilities are outlined in the *Local Government Act* and the *Community Charter*, which are determined by the Provincial Government of British Columbia.

Role of Council

(1) A Council is elected to provide leadership for the good governance of the municipal district and the local community.

(2) The role of a Council includes—

- acting as a representative government by taking into account the diverse needs of the local community in decision making;
- providing leadership by establishing strategic objectives and monitoring their achievement;
- maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
- advocating the interests of the local community to other communities and governments;
- acting as a responsible partner in government by taking into account the needs of other communities;
- fostering community cohesion and encouraging active participation in civic life.

Objectives of a Council

(1) The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

(2) In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives—

- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- to improve the overall quality of life of people in the local community;
- to promote appropriate business and employment opportunities;
- to ensure that services and facilities provided by the Council are accessible and equitable;
- to ensure the equitable imposition of rates and charges;
- to ensure transparency and accountability in Council decision making.

Village Responsibilities

- Legislation - bylaws, policies, meetings
- Fiscal Responsibility and Management
- Protective Services (Fire Department & Emergency Planning)
- Extended Fire Protection / Fire Rescue
- Roads and Sidewalks
- Parks and Recreational Facilities
- Sewer Treatment
- Water Treatment and Distribution
- Economic Development
- Bylaw Enforcement
- Animal Control
- Transit - Ashcroft, Cache Creek, Clinton, TNRD Area E
- Asset Management
- Infrastructure Liability
- Records Management
- Planning and Land Use
- Cemetery Services
- Garbage Collection
- Accountability - transparency & public input
- Housing Needs Assessment
- Building Inspection - TNRD

Village Optional Responsibilities

- Inter-municipal services
- Community Events
- Liaise with Societies and Associations
- Collaborate with First Nations
- Collaborate with Neighbouring Communities
- Regional District/UBCM/SILGA
- Advocate for Health Services
- Advocate for Education
- Advocate for Seniors Housing and Subsidized Housing
- Trails
- Library Services - TNRD
- Advocate for Internet/Cell Service Improvements
- Other

WHAT IS A STRATEGIC PLAN?

A local government's strategic plan is a long-term vision of where a municipality wants to be in the future, as well as the steps it will take to get there. The strategic plan serves as the roadmap in prioritizing objectives and initiatives, as well as looking at important metrics and key performance indicators (KPI's) to ensure they are on the path to success.

By definition:

Strategy: A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

Planning: A basic management function involving formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources.

Therefore:

Strategic Plan: A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and the sequence of steps to achieve them using the available resources.



PLANNING PROCESS SUMMARY

Prior to Council participation in a strategic planning session, administration coordinated a staff meeting and guided staff through the strategic planning process. Staff was provided with a basic budget presentation and was asked to consider gaps in the organization, needs and wants to meet service delivery requirements and suggest items to enhance the community quality of life. The information gathered was collected and presented to Council during their planning session.

Council and Senior Staff met on Monday October 19, 2020 to:

- Review the existing Strategic Plan;
- Review status of all current projects;
- Review list of projects identified in the 2019 Annual Report;
- Review priorities listed in the Official Community Plan;
- Review staff recommendations;
- Identify current priorities not completed and should be carried over;
- Identify gaps;
- Develop list of needs to maintain service delivery and sustainability;
- Develop list of wants for the community;
- Identify priorities.

Once Council identified the top priorities, staff was asked to research costs and develop a budget for each priority, assign status ranging from critical - low and identify potential funding sources (e.g. grants, partnerships). Council met a second time to review costs, proposed budget impacts, critical need status and funding opportunities of the identified priorities on October 26, 2020, at which time after the financial impact considerations, the top seven (7) choices were named as Strategic Priorities for 2021-2022.

The 2021 - 2022 Strategic Plan will direct and implement Council's vision to the end of Council's elected term. A well-drafted strategic plan is the guiding document for any organization but especially for Council. This process allows Council to build a budget around the objectives. It ensures that Council, CAO and staff are all working towards the common goals and are not easily distracted by additional items. The CAO will use the Strategic Plan to ensure that they are meeting the organization's goals and objectives.

Council previously identified a number of projects that they would like to see advanced. These have been listed in the 2019 Annual Report as well as priorities in the Official Community Plan. Many of these have been started and are at various stages of development. A listing of these are included as Appendix A in the 2021-2022 Strategic Plan.

In addition, priorities that have been identified in the Official Community Plan have been listed in Appendix B. These items are included so that Council and staff can watch for future funding opportunities that may relate to these projects.

To ensure fulfillment of the 2021-2022 Strategic Plan, we will:

- Develop a working group for each priority consisting of Council members, staff and when needed community experts;
- Build a communication or roll out plan;
- Provide updates to Council as milestones are achieved;
- Hold the working group members accountable;
- Review regularly.



2021-2022 STRATEGIC PRIORITIES

PRIORITY #1	UPDATE EMERGENCY RESPONSE AND EVACUATION PLAN		
OBJECTIVE:	Review the existing Emergency Response Plan (ERP) and develop a more defined/detailed document		
ESTABLISH WORKING GROUP - Members of Council, Staff and Stakeholders as needed			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Working Group
STEP #2	EXISTING DOCUMENT REVIEW	TBD	Staff/Council
STEP #3:	STAKEHOLDER/COMMUNITY ENGAGEMENT	TBD	Working Group
STEP #4:	DEVELOP PLAN	TBD	Working Group
STEP #5:	REPORTING OUT/ PUBLIC EDUCATON	TBD	Staff
STEP #6:	DETERMINE MEASURABLES	TBD	Working Group
STEP #7:	REVIEW ANNUALLY		Staff/Council
The working group will establish the timelines for completion once the scope of the project is identified.			

Priority #1 is a carry over from the 2019-2020 Strategic Plan. Review of the current Emergency Response Plan (ERP) is underway but not completed. Emergency Response falls under the umbrella of the TNRD, as such, the Village will collaborate with the TNRD Emergency Management department to complete the plan update.

PRIORITY #2	STORM DRAINAGE / RUN OFF		
OBJECTIVE:	Review existing drainage concerns in North Ashcroft and develop a Storm Drainage and Run Off plan. Ongoing changes to weather patterns and recent severe storm events along with proposed development in North Ashcroft have made this a priority.		
ESTABLISH WORKING GROUP - Members of Council, Staff and Stakeholders			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Working Group
STEP #2:	DETERMINE AND SECURE FUNDING	TBD	Staff
STEP #3:	SELECT ENGINEER TO COMPLETE STUDY	TBD	Working Group
STEP #4:	MITIGATE EXISTING DRAINAGE ISSUES	TBD	Engineer/Staff
STEP #5:	PUBLIC EDUCATION	TBD	Working Group
STEP #6:	SOURCE FUNDING TO INSTALL STORM DRAINAGE INFRASTRUCUTRE	TBD	Engineer/Staff
The working group will establish the timelines for completion once the scope of the project is identified.			

Priority #2 is a carry over from the 2019-2020 Strategic Plan and has evolved to include storm run off calculations as required by the Subdivision Development and Servicing Bylaw (SDSB). An updated draft SDSB is complete and has undergone Legal review. The Bylaw will be brought to Council for consideration in 2020. There are two potential developments in north Ashcroft that have sparked further drainage and run off discussions. Research is underway to ensure accurate consideration of storm water flow is addressed to protect the natural environment and private property.

PRIORITY #3	POTABLE WATER TO ASHCROFT INDIAN BAND		
OBJECTIVE:	The Water Treatment Plant has the capacity to supply potable water to AIB. As the Village is expanding the project and looking at twinning the North Ashcroft Reservoir, there is an opportunity to collaborate with AIB to provide the service.		
ESTABLISH WORKING GROUP - Members of Council, Staff and AIB Council and Staff			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Working Group
STEP #2:	DETERMINE AND SECURE FUNDING	TBD	Staff
STEP #3:	WORK WITH VOA AND AIB ENGINEERS	TBD	Working Group
STEP #4:	MITIGATE EXISTING ISSUES (North Ashcroft Reservoir)	TBD	VOA Staff
STEP #5:	IMPLEMENT CONSTRUCTION PHASE	TBD	Working Group
STEP #6:	CONNECT HOMES ON RESERVE TO SYSTEM	TBD	AIB
The working group will establish the timelines for completion once the scope of the project is identified.			

Supplying potable water to the Ashcroft Indian Band has been a discussion between the two communities for years. The construction of the new Water Treatment Plant and subsequent phases of further development due to remaining grant funding have provided an opportunity for the two communities to collaborate for the supply of water from the Village to AIB. The water treatment plant has the capacity to supply water to AIB with some minor upgrades. This project would be the first project completed since both communities signed the current Protocol Agreement.

PRIORITY #4	NORTH ASHCROFT RESERVOIR		
OBJECTIVE:	Work with existing property owner to purchase property for the expansion of the North Ashcroft Reservoir.		
ESTABLISH WORKING GROUP - Members of Council, Staff			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Working Group
STEP #2:	DETERMINE BUDGET/SOURCE FUNDING	TBD	Working Group
STEP #3:	PURCHASE LAND	TBD	Staff
STEP #4:	ENGAGE ENGINEERS	TBD	Working Group
STEP #5:	DEVELOP PLANS	TBD	Working Group
STEP #6:	CONSTRUCTION PHASE	TBD	Staff
The working group will establish the timelines for completion once the scope of the project is identified.			

To meet the growing demand of water supply in North Ashcroft and in consideration of possible new subdivision developments including the provision of water to the Ashcroft Indian Band, the Village has researched the prospect of twinning the existing reservoir. During a property survey, it was determined that only the original above ground reservoir is on Village land. To rectify this issue, the property owner has been contacted, land purchase discussions are underway and the property has been surveyed.

A second reservoir is required to meet the future demand for water in North Ashcroft and AIB.

PRIORITY #5	TRAILS MASTER PLAN		
OBJECTIVE:	Develop a Trails Master Plan and collaborate with AIB to connect trail network.		
ESTABLISH WORKING GROUP - Members of Council, Staff and AIB Council and Staff			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Staff/Council
STEP #2	SOURCE FUNDING	TBD	Working Group
STEP #3	ENGAGE TRAIL PLANNER/BUILDER	TBD	Working Group
STEP #4:	STAKEHOLDER/COMMUNITY ENGAGEMENT	TBD	Working Group
STEP #5:	DEVELOP PLAN	TBD	Working Group
STEP #6:	REVIEW ANNUALLY		Staff/Council
The working group will establish the timelines for completion once the scope of the project is identified.			

Quality of life and providing recreational opportunities is a priority for the Village. There are many existing natural trails that resident and visitors use in the area, a Trails Master Plan will provide the means to develop trail infrastructure that is planned and connects the three distinct areas of Ashcroft with trail heads. The Ashcroft Indian Band has expressed an interest in collaborating on this priority to include linking our two communities with a walking path and link existing AIB trails into the trail network.

An independent trail planner/builder will be engaged to develop the plan.

PRIORITY #6	COMMUNITY GARDEN - HERITAGE PARK AND TREE ASSESSMENT		
OBJECTIVE:	Develop a community garden near Heritage Park, assess Heritage Park and Trees		
ESTABLISH WORKING GROUP - Members of Council, Staff, Stakeholders as needed			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Staff/Council
STEP #2	SOURCE FUNDING	TBD	Working Group
STEP #3	COLLABORATE / PARTNER WITH COMMUNITY GROUPS	TBD	Working Group
STEP #4:	STAKEHOLDER/COMMUNITY ENGAGEMENT	TBD	Working Group
STEP #5:	CONSTRUCT GARDEN	TBD	Working Group
The working group will establish the timelines for completion once the scope of the project is identified.			

The ongoing development of green space as well as the maintenance and enhancement of existing green spaces in Ashcroft is a priority for Council. Heritage Park was constructed to celebrate Ashcroft’s historical roots in recognition of Ashcroft’s 50th anniversary of incorporation. To celebrate Ashcroft’s 70th anniversary in 2022 this priority will comprehensively assess all structures and trees at Heritage Park and develop plans to construct a community garden between the park and the big blue dump truck.

PRIORITY #7	ASHCROFT VOLUNTEER FIRE DEPARTMENT SUSTAINABILITY		
OBJECTIVE:	Support AVFD Sustainability		
ESTABLISH WORKING GROUP - Members of Council, Staff, Fire Department members			
Actions:		Timeline for Completion	Primary Responsibility
STEP #1:	DETERMINE SCOPE OF THE PROJECT	TBD	Working Group
STEP #2	UPDATE CONSTITUTION AND BYLAW	TBD	Working Group
STEP #3	DEVELOP OPERATIONAL PROCEDURES & GUIDELINES	TBD	Working Group
STEP #4:	DEVELOP REPORTING TEMPLATES	TBD	Working Group
STEP #5:	SOURCE GRANT FUNDING	TBD	Working Group
The working group will establish the timelines for completion once the scope of the project is identified.			

The Ashcroft Volunteer Fire Department is undergoing leadership changes and retirement of long-time members leaving the department vulnerable during the transition period. New leadership approached the Village to request support as the department continues to provide fire protection and highway rescue services to the community and surrounding area. The current Constitution and Bylaw are outdated and not reflecting the current needs or actions of the department. Updating the establishing documents, developing operational procedures, guidelines and reporting templates are daunting tasks that the Fire Department members do not have the capacity to fulfill.

The working group will provide the venue for discussion and identify ways to support the Fire Department to sustainable levels.

PROJECT LIST BY STATUS OF PRIORITY

Area	Description	Priority	Cost	Est. Grant	Staffing	Strat Priority Votes
Admin	Public Art Review & Policy	Critical	Staff time		Intern/CAO	2
Admin	Emergency Plan Update	Critical	Staff time		CFO/CAO	carry over
Admin	Good Neighbour Bylaw	Critical	Staff time		CAO/Intern	2
Admin	Voyent Alert System	Critical	1,200		All Admin Staff	ongoing
Collaboration	Asset management collaborative	Critical	50,000	50,000	CFO	ongoing
Collaboration	AIB Water Sharing & Trails	Critical	30,000		CAO/CFO/DPW	5
Collaboration	Intercommunity Bylaw Enforcement Officer	Critical	21,333		CAO	ongoing
Economic Development	Capacity Building & Ec Dev Officer	Critical	50,000	50,000	CAO/EDTC	ongoing
Economic Development	Business Façade	Critical	20,000	20,000	CAO/Intern/EDTC	ongoing
Economic Development	Update MOTI and Hwy. Signage	Critical	20,000.00	20,000.00	EDTC/CAO/CFO	2
Economic Development	Love Ashcroft	Critical	1,200	1,200	CAO/EDTC	ongoing
Economic Development	Grant Writer	Critical	10,500	8,000	CFO	ongoing
Environment	EV Charging Lvl2 & Fast Charger	Critical	75,000	40,000	CFO/CAO	in-progress
Equipment	Sweeper -	Critical	350,000		CFO/DPW	4
Equipment	Front end bucket for John Deer Tractor	Critical	6,000		CFO/DPW	
Fire	Fire Training/equipment	Critical	52,000	52,000	FD/CAO/CFO	ongoing
HARS	Heat Alert	Critical	25,000	25,000	CAO/Intern	ongoing
Parks & Playgrounds	Legacy Park Upgrades to Sewer & Elec & Playground	Critical	100,000		CFO/DPW	in-progress
Parks & Playgrounds	Update old fire hall	Critical	5,000		DPW/PW	
Parks & Playgrounds	Hot Tub	Critical	172,000	126,000	CFO/DPW/PW	ongoing

Parks & Playgrounds	Trails Master Plan	Critical	30,000		CFO	5
Parks & Playgrounds	Community Garden - Fencing, soil, planters & boxes, water line	Critical	35,000		CFO/DPW/PW	2
Sewage	STP Grating on Walkway	Critical	6,400		DPW/PW	
Sewage	Lift station	Critical	1,380,000	1,380,000	CFO/DPW/CAO	ongoing
Subdivision	Concluding	Critical	5,000		CAO	ongoing
Subdivision	Storm Sewer - Storm Run Off	Critical	80,000		CAO/CFO	5
Transport	Rainbow Crosswalk	Critical	7,500		DPW/PW	ongoing
Transport	Sidewalk access	Critical	10,000		DPW/PW	1
Water	Reservoir Desert Hills property	Critical	5,000		CFO/CAO	ongoing
Water	Reservoir Ladder replacement & repairs	Critical	8,000		DPW/PW	
Water	WTP Intake project	Critical	833,000	533,333	CFO/DPW	ongoing
Water	WTP Separator Project	Critical	175,000		CFO/DPW	ongoing
Water	Reservoir - Survey, Land Purchase & ALC	Critical	10,000		CAO/CFO/DPW	in-progress
Buildings	Fire Hall Roof leak between truck bay and hall	High	25,000		DPW/PW	
Buildings	Community Hall Signage -Mosaic	High	5,000		CAO	
Collaboration	Housing Needs Coordinator	High	7,000 VOA Contribution	50,0000	CAO	in - progress
Collaboration	Service Agreements/Shared Services	High			CAO/CFO/DPW	1
Parks & Playgrounds	Tree Inventory--CIB Urban	High	-		CAO/CFO/DPW	2
Parks & Playgrounds	Dog Park - Hub Initiative	High	-		CAO	
Parks & Playgrounds	Evaluation of Heritage Park	High	-		DPW/PW	3
Transport	Road Infrastructure	High	50,000		CFO/DPW	ongoing
Water	Rural Pump Station Upgrade Motor	High	6,000		DPW	

Water	Generators for remaining pump station	Medium	120,000		CFO/DPW	
Cemetery	Upgrade Irrigation & beautification	Medium	60,000		DPW/PW	
Equipment	Mower	Medium	50,000		CFO/DPW	
Equipment	Loader	Medium	250,000		CFO/DPW	
Parks & Playgrounds	Pool Shade Covers	Medium	35,000		CAO/CFO/DPW	in-progress
Sewage	UV upgrades to self cleaners	Medium	50,000		CFO/DPW	2
Storm drainage	Remediate flooding near fire hall	Medium	5,000		DPW/PW	
Buildings	Lady Minto- Fire Alarm -pull station	Low	30,000		DPW/CFO	
Buildings	Pave Apron	Low	7,000		DPW/CFO	
Buildings	Lady Minto - Automatic Door	Low	15,000		DPW/PW	
Buildings	New Fire Hall	Low	6,000,000		CFO/CAO/FC	3
Equipment	Electric Zamboni	Low	150,000		DPW/CFO	
Equipment	Replace Tanker & Rescue	Low	700,000		CFO/FC	
Parks & Playgrounds	Splash Park	Low	85,000		CAO/CFO/DPW	1
Parks & Playgrounds	Parks and Rec Coordinator	Low	50,000		CAO/CFO/DPW	2

STRATEGIC PLAN 2021 - 2022
VILLAGE OF ASHCROFT MAYOR AND COUNCIL
APPROVAL

Barbara Roden, MAYOR

Marilyn Anderson, Councillor

Jonah Anstett, Councillor

Nadine Davenport, Councillor

Deb Tuohey, Councillor

Date



Appendix A

CURRENT PROJECT LIST FROM ANNUAL REPORT

PROJECT NAME	What We Said We Would Do	What We Did
Water Treatment Plant	<ul style="list-style-type: none"> Expected to be completed by August 2019 Commissioning to take place July 2019 	<ul style="list-style-type: none"> Online and operational Project complete Remaining grant funding to be allocated to sand separator installation
Asset Management Program	<ul style="list-style-type: none"> Phase 1 completed Phase 2 underway Council and employee orientation sessions to be completed 2019/20 	<ul style="list-style-type: none"> Phase 1 Complete Planning for collaborations with neighbouring communities in 2020-2021
Housing Needs Assessment	<ul style="list-style-type: none"> Funding applications have been submitted to UBCM and NDIIT Funding requested - \$25,000 Work program and budget prepared by Urban Systems Ltd. Work to be completed by July 15, 2020 	<ul style="list-style-type: none"> Complete Implement strategies for development in 2020
Subdivision Development and Servicing Bylaw	<ul style="list-style-type: none"> Currently under review USL and Foreman have reviewed the technical specifications Work to be completed by December 31, 2019 	<ul style="list-style-type: none"> Draft Bylaw complete To be adopted by December 31, 2020
Lift Station #1 Replacement	<ul style="list-style-type: none"> Village has submitted 2 applications under the Investing in Canada Infrastructure Program Funding awards have not yet been announced Project cost - \$1,380,000 	<ul style="list-style-type: none"> Grant funding approved Project to span 2020/2022
Hot Tub Replacement	<ul style="list-style-type: none"> Application under the Investing in Canada Infrastructure Program for \$175,000 	<ul style="list-style-type: none"> Grant funding approved Project to be completed in 2021

Off Leash Dog Park	<ul style="list-style-type: none"> • Memorandum of Understanding drafted and sent to dog owner group • Dog owners investigating next steps • Will report back to Council late summer or early fall • Committee withdrew request, 	<ul style="list-style-type: none"> • Draft MOU sent to dog owner group • Waiting for response • Project suspended by committee
Land Tenure for Mesa Vista Reservoir	<ul style="list-style-type: none"> • Application for Province of BC Land Tenure submitted • Advertisement and staking done July 2019 	<ul style="list-style-type: none"> • Ongoing- waiting for final approval from the Province
Residential Subdivisions	<ul style="list-style-type: none"> • Small (7-8 parcel) residential subdivision being proposed for corner of Government and Elm Streets • Large residential development (60 single family homes/50+ strata town houses) being developed for former rodeo ground area • Approving Officer Lee Dodds hired to assist with developments • SDSB under development • Large housing development will require a rezoning – still under discussion 	<ul style="list-style-type: none"> • Development ongoing but delayed • Storm drainage and culvert sizing concerns • Large development ongoing • working with the property owner • SDSB is under development to be completed in 2020
Pump Chamber Option for River Pump house	<ul style="list-style-type: none"> • Preliminary plans under development • Would permit river pumps to be accessed/serviced without the use of divers • Involves excavation into river bank and building concrete chamber in parking area 	<ul style="list-style-type: none"> • Preliminary investigation complete • Funding secured • To be completed low freshet 2021
Twinning North Ashcroft Reservoir	<ul style="list-style-type: none"> • This was identified as a priority in the Water Master Plan • Currently on the edge of being able to provide adequate fire flows – all large institutional buildings are in North Ashcroft • New housing development will put more pressure on water demands 	<ul style="list-style-type: none"> • Actively sourcing grant funding opportunities
North Ashcroft Reservoir – Securing Site	<ul style="list-style-type: none"> • Reservoir built on Desert Hills Property – outside village boundaries • No formal agreement in place • Porters willing to work with Village to secure • Survey and appraisal done – value of land \$20,000 	<ul style="list-style-type: none"> • Ongoing conversation with property owner • Move timeline for competition to 2021

	<ul style="list-style-type: none"> • Land is in ALR so may be difficult to get removed • May have to look at having an easement or right of way filed on title to protect investment 	
Heat Alert & Response System (HARS)	<ul style="list-style-type: none"> • Village chosen by Interior Health and Health Canada for pilot project • Initial guidelines, protocols and notices prepared and under review • Goal is to have draft HARS document done by July 31, 2019 	<ul style="list-style-type: none"> • Unable to implement in 2019 due to lack of extreme weather events • Move to complete in 2021
COVID-19	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Develop Safety Plans for all facilities • Public education and communication • Employee safety program

Appendix B

OFFICIAL COMMUNITY PLAN PROJECT LIST

PROJECT NAME	PRIORITY	LEADERSHIP	STATUS
Develop marketing materials for tourism	Moderate	Village - EDTC	In-progress
Restart the Chamber of Commerce	Moderate	Business Community	No Change
Review feasibility of a Mexican Sister City	Low	Village	No Change
Install visually attractive signs on Highway 1	Moderate	Village-EDTC / MOTI	In-progress
Develop an Agricultural Strategy for leveraging agriculture as an economic development driver	Moderate	BC Ministry of Agriculture	No Change
Support Urban Tree Program	Moderate	Communities in Bloom/Village	No Change
Educate residents on reducing Greenhouse Gas Emissions	Low	Village	On-going working on EV fast charger installation
Consider Adoption of Anti-Idling Program	Low	Village	No Change
Develop Trails Master Plan	Moderate	Village	Identified as Strategic Priority #5
Develop Community Energy Plan – Options for alternative energy	Moderate	Village	No Change
Review feasibility of a community compost system	Low	Village	No Change
Develop more community events	Moderate	Community Groups/Village	Ongoing
Develop a community garden	Low	Community Groups/Village	Identified as Strategic Priority #6
Develop a community food security program	Low	Community Groups/Village/Interior Health	No Change
Develop a community heritage register	Low	Village	No Change
Install gateway signage and landscape entrances to community	Low	Village	In progress
Review the feasibility of downtown revitalization tax exemption	Moderate	Village	No change

Develop a parks and recreation master plan	Moderate	Village	No Change
Upgrade pedestrian connections throughout community where feasible and warranted	Moderate		No Change To be considered during Priority #5 Development of Trails Master Plan
Review options for CP and Highway 97C crossing	Moderate	Village/MOTI/CP Rail	Explore options with CP when they are available
Implement a maximum traffic speed of 30 km/h on all non-arterial roads	Moderate	Village	No Change
Develop a Safe Routes to School program	Moderate	School District #74 (Gold Trail)/Village	No Change To be considered during Priority #5 Development of Trails Master Plan