

Village of Fruitvale

Council Strategic Plan

2019 – 2022



Introduction

The Village of Fruitvale Council was elected in October 2018. Since that time they have been working hard to identify the goals and priorities of this administration. With the future of the Village and its citizens in mind, Council has prepared this strategic plan to guide the next four years of the Village's successes.

This document is a living document that remains flexible to incorporate any emerging issues and take advantage of new initiatives as they may develop. Council is committed to leveraging opportunities and actively responding to issues as they arise.



Council: (from left to right) Councillor Bill Wenman, Councillor Vickie Fitzpatrick, Mayor Steve Morissette, Councillor Lindsay Kenny, Councillor Bert Kniss

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.



Our Core Values

Our values influence our beliefs and provision of services to ensure:

Boldness in decision making

- Challenge the status quo,
- Do what is right for the Village,
- Focus on the future.

Collaboration

- Create partnerships based on mutual trust,
- Work jointly with others to improve the Village,
- Cooperate and willingly assist others to reach objectives.

Openness

- Provide ongoing effective communication and timely responses,
- Provide improvement opportunities through communication,
- Ensure relevant information is available and easily interpreted.

Responsiveness

- Develop processes and systems that enable quick adjustment to a changing environment,
- Respond appropriately and in a timely manner to all requests and appeals.

Realistic goals and communication

- Set goals and objectives that we can reach,
- Respond to requests honestly and with integrity to avoid unrealistic expectations,
- Work within the limitations of the Village resources.

Strategic Goals



Mission:

Delivering Quality Services in a Sustainable Manner.

Financial Responsibility & Economic Development

Fiscal responsibility

- Ensure utilities are self-sustaining,
- Work towards efficiency in service delivery,
- Review services and service levels to ensure they meet citizen needs at an affordable cost,
- Relate taxation to service levels and quality of service,
- Provide rationale for tax rate levels.

Long-term financial responsibility

- Plan for the long-term sustainability of the Village,
- Develop financial resources to replace assets in the future that are being used up today,
- Ensure strategic use of our resources by:
 - Proactively applying for public sector funding,
 - Pursuing sponsorships to maximize revenue opportunities and reduce costs,
 - Conducting operational reviews to seek out efficiencies.
- Review budget processes that ensure a sound and sustainable financial future,
- Develop policies and strategies for investments, reserves, assets and mill rate stabilization.

Economic development and growth

- Work with business to identify barriers to investment,
- Promote the Village of Fruitvale through a community brand,
- Develop strategies to attract business and keep current businesses viable,
- Revitalize the old middle school land as a key factor in economic growth,
- Review our supply and access to development land and a larger assessment base to contain tax rate increases.
- Promote the continued development of the downtown core as a key factor to attracting new businesses and tourism.



Open Communication & Information

Initiate open communication and dialogue with our residents, neighbors and partners.

- Seek out opportunities to open lines of communication,
- Ensure public consultation is a part of the process,
- Develop and leverage employee, citizen, inter-community and inter-governmental relationships,
- Be open to doing things differently by making bold decisions,
- Encourage continuous dialogue.

Provide open information regarding our essential services.

- Ensure information is available to residents,
- Present information that accurately depicts Village services and how the services are to be funded.

Expanded Arts & Culture

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

- Develop our underground talent network into a vital part of our culture,
- Search out grants and other funding sources to leverage the expansion of arts and culture within the Village,
- Create spaces and events to showcase area talent.



Environmental Stewardship

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

- Reduce the use of chemicals in herbicides and pesticides applied by the Village,
- Educate and encourage citizens against chemical applications in private use,
- Develop active transportation networks to encourage carbon neutrality within the Village boundaries,
- Develop an environmental sustainability plan.
- Continue to meet and exceed the Climate Action Revenue Incentive Program objectives for a carbon neutral village.



Strong, Resilient Community

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

- Invest in employee succession planning - training and experience,
- Create a focus on health & safety,
- Steadily develop future funded operational & capital reserves,
- Ensure security and availability of data and information,
- Review and update bylaws and policies to meet the needs of the Village today and into the future,
- Prioritize investment into infrastructure assets based on facts from condition assessments and needs analysis.



Well Planned Future

Inspire long-term planning for the future

- Financial management plan,
- Asset management plan,
- Capital plan,
- Long-term operating budget,
- Environmental sustainability plan,
- Cemetery design plan,
- Fruitvale Memorial Hall upgrade plan,
- Downtown development plan,
- Economic growth plan,
- Age Friendly Community plan,
- Prepare to be shovel ready as grants and other funding opportunities arise.

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

Neighbors and Partners

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