

# TOWN OF BASSANO STRATEGIC PLAN

"Our vision is to be the most attractive and affordable urban community under 2,500 in Alberta where industry leaders want to invest, where tourists come for a new experience, and where people choose to live, work and play."



2019-2026

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## BACKGROUND

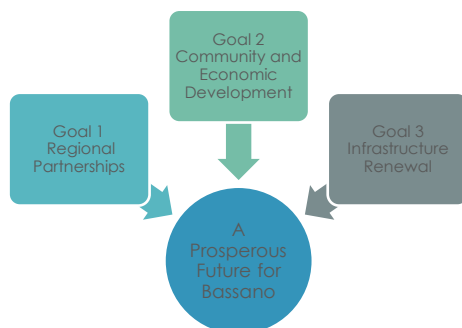
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In 2018, the Town of Bassano’s Mayor and Council undertook a comprehensive strategic planning and visionary exercise. The purpose of the exercise was to identify where the elected body wanted to see the community in the future. It enabled them to develop a shared vision and to understand how the decisions they make influence the trajectory of the community.

A plan outline was presented at a town hall meeting in mid-November to which 70 residents attended or 6.0% of the population. Public engagement at the meeting confirmed town council’s vision and plan for Bassano. Attendees expressed their desire to see improved marketing and attractions along the TransCanada highway, the importance of beautification, the need to celebrate and recognize the successes of the community, with balanced infrastructure renewal projects.

Having heard the desires of the community and reflecting on the initial plan outline, the Mayor and Council reconvened for a second time on February 20, 2019, to develop a plan of action that enables the implementation of three overarching goals.

Each year, the plan is reviewed by council to ensure it continues to meet the needs and expectations of the community. A new council was elected in October 2021, they chose to carry forward the vision and strategies for the Town.



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## HOW TO USE THE PLAN

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A Strategic Plan is a working document and must be reviewed on a regular basis to ensure the goals and action plan remain relevant and to confirm that implementation is in fact leading to the community’s desired outcomes.

Decision makers should refer to the plan before a resolution is made to substantiate that the item being considered contributes directly to the goals and objectives of the plan. Following this process ensures decision makers stay focused on achieving priorities.

All goals and action items must be prioritized, and resources need to be allocated within the municipal budget to ensure implementation can occur. While decision makers may get excited to implement every action at the same time, it is important to understand that this cannot occur. Plan implementation requires many calculations and methodical actions as each item builds off the next to create a lasting whole.

As town council and administration work through implementation, tasks and outcomes will be added as the action items grow and evolve.

*“The best way to predict the future is to create it.”  
– Peter Drucker*

# Goal 1: Regional Partnerships

## Purpose

Status quo is not an option for Bassano. Actions need to be taken to ensure the community and region is viable well into the future. A viable community is service rich, affordable, welcoming, and efficient. Regional partnerships are essential for cost savings and improved service delivery. Partnerships will contribute to the long-term viability of the region.

## End Result (Why)

The Town of Bassano will change how it does business to:

1. Enhance and/or develop partnerships to eliminate the duplication of services and free up limited resources for other initiatives.
2. Ensure the municipality meets all legislative requirements.
3. Enhance the promotion of Bassano and the Brooks Region.
4. To improve competitiveness in the market.
5. Improve the quality of life for residents and visitors.
6. Foster innovation and solve complex challenges.
7. Build relationships – promote a collaborative vision on all boards and emphasize that Bassano stands strong as the gateway to the region.

## Action Plan (G1)

Task 3	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Implementation – Intermunicipal Collaboration Framework (ICF) – Regional Emergency Services	Emergency services bylaw and agreement completion by December 31, 2020.  Policy development and implementation by December 31, 2024	Town to engage with the County of Newell, and Villages of Rosemary and Duchess to form a regional emergency management agency.  CAO to work with neighboring municipalities to develop a regional	Human capital – CAO (60 hours/annum),  Council (10-20 hours/annum).  Legal review (if required) \$2,500.  Membership costs \$5,000 - \$10,000 per annum.	1. Regional bylaw and agreement are developed, negotiated, and passed.  2. Member appointments.  3. Policy development completed	Regional bylaw and agreement complete – 2021  Plan and policy development underway - 2022  Initial training plan has been developed – July 2022

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		emergency management agency.		internally by administrations. 4. Appointees obtain training. 5. TOB meets mandatory requirements with AEMA.	
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**G1 - Task 1 – Develop and Approve an ICF with the County of Newell – Complete, 2019.**

**G1 - Task 2 – Implementation of ICF for Recreation – Complete, 2020 – program will be implemented indefinitely**

## Goal 2: Community and Economic Development

### Purpose

The people of Bassano matter which is why community and economic development is imperative to the town. Community and economic development will help build the local economy, bring greater awareness to our assets and provide value added opportunities for residents, businesses, visitors and investors.

### End Result (Why)

The Town of Bassano’s message to the world is that we are open for business and partnerships. To us, being open for business and partnerships means we work to improve the experience every individual has when they enter the community and interact with the elected body, municipal employees and residents. By doing this, we aim to improve the quality of life for the populace which will lead to a more sustainable future.

### Action Plan (G2)

Action Plan (G2 continued) <b>Task 2</b>	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Beautify Bassano Initiative (BBI)	Ongoing and immediate until 2025.	<p>CAO is responsible to direct and oversee the implementation of the BBI.</p> <p>Town council is responsible for promotion of the BBI through public engagement and consultation.</p> <p>Town council is responsible to make decisions that improve the aesthetics of Bassano.</p>	<p>Human capital – CAO, administration and public works (10 – 30 hours per week per annum).</p> <p>Town council (1-3 hours per week per annum for public consultation).</p> <p>General items \$50,000 services, promotion, bylaw enforcement, revitalization.</p>	<ol style="list-style-type: none"> <li>1. Attractive/clean community.</li> <li>2. Expand volunteer committee.</li> <li>3. Less unsightly properties.</li> <li>4. Crime reduction.</li> <li>5. Renewed pride – volunteers and community members buy into</li> </ol>	<p>Action plans are being implemented.</p> <p>Volunteers are being empowered.</p> <p>Budget approved by council for implementation.</p>

		<p>Residents and volunteers must buy-in to the BBI and assist with its implementation. This can only occur if the town sets the standard and leads the way.</p> <p>Town council upholds the terms of the Community Standards Bylaw and BBI.</p>		<p>the BBI and actively work to help with its implementation.</p> <ol style="list-style-type: none"><li>6. Positive feedback from community members and visitors.</li><li>7. Improved work processes for municipal employees.</li><li>8. Efficient use of municipal resource.</li><li>9. New investments.</li><li>10. Enhanced volunteer recruitment and recognition. Greater public presence of positive outcomes of beautification activities in Bassano.</li><li>11. Beautify town entrance.</li></ol>	
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### Action Plan (G2 continued)

Task 4	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Economic Enrichment Strategy	September 30, 2020 – July 31, 2021 for strategy development.  Implementation August 2021 – December 31, 2026	CAO is responsible to direct and oversee the implementation of the economic enrichment strategy.  Town council is responsible for promotion of the economic enrichment strategy through public engagement and consultation.	Resource allocation will be on a project-by-project basis per the implementation plan as directed within the annual budget.	<ol style="list-style-type: none"> <li>1. Prepare/approval of an economic enrichment strategy</li> <li>2. Implementation of strategy.</li> </ol>	Strategy approved – August 2021

### Action Plan (G2 continued)

Task 5	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Implementation of the Recreation & Leisure Master Plan.	June 2021 – ongoing	Town council – engage with organizations to encourage partnerships to build/enhance the town.  Administration – provide support to volunteer organizations to encourage partnerships to build/enhance the town.	Human capital and financial capital fully integrated into operations and municipal budget. This is a department-by-department allocation.  1 FTE – Recreation and Community Services Liaison	<ol style="list-style-type: none"> <li>1. Complete business case to determine feasibility of Thrive.</li> <li>2. Meet with user groups to update operating agreements to include capital plans.</li> </ol>	Pool operations plan approved in 2022. Implementation underway.  Secured MCCAC lighting grants – Aug. 2022. Capital upgrade planning underway.

			<p>1 FTE – Recreation and Facilities Operator</p>	<ol style="list-style-type: none"> <li>3. Continue to engage the County of Newell to promote recreation and leisure within the region.</li> <li>4. Lighting upgrades at recreation facilities to lower operating costs.</li> <li>5. Support for community events.</li> <li>6. Implement the recreation strategy.</li> <li>7. Increased promotion of Bassano and all recreation and leisure activities.</li> <li>8. Active leadership – leading others.</li> <li>9. Prepare and implement pool operations plan.</li> <li>10. New/renewed partnerships with stakeholders to support/develop new or ongoing</li> </ol>	<p>Hosted 1<sup>st</sup> town organized community event – Small Town Smoke Down.</p> <p>Recreation survey to user groups – AMB and Rec Complex. Initial engagements underway.</p> <p>Volunteer promotion – cenotaph upgrade and partnership with library.</p> <p>Disc golf designed and funded by volunteers – installed.</p>
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				<p>projects not necessarily managed by the town (e.g. tourist booth, revitalization of buildings on main street).</p> <p>11. Increase funding coming into facilities.</p> <p>12. Capital plans for all recreation facilities.</p>	
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**G2 - Task 1 – Development Permit Simplification – Complete, 2022**

**G2 - Task 3 – Unique Project – Tiny Home Pilot Project (FAB Village Square) – Project Removed August 2022**

## Goal 3: Infrastructure Renewal

### Purpose

Infrastructure renewal is essential in Bassano. With the resources available, the town will endeavor to upgrade local infrastructure to maintain and improve services, to build the local economy and to attract investors.

### End Result (Why)

The Town of Bassano's concludes that infrastructure renewal will lead to a strong foundation to support services and growth.

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### Action Plan (G3)

Bassano must ensure it manages wastewater in accordance with its license granted through Alberta Environment and Parks. This is an essential service that must be provided to the residents.

Task 1	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Sewage Lagoon Upgrade	2017 – December 31, 2022	Administration – project management – 1000 hours  Town council – resource allocation.  External (engineers, land agents, legal counsel, Alberta Transportation, Alberta Environment and Parks)	\$7.020M (provincial/federal grants, reserves and general taxation).	1. Achieve compliance with Alberta Environment and Parks.  2. Grants have been applied for – secure external funds where applicable.  3. Project is designed.  4. Project is tendered.  5. Project is awarded.	Project is nearly complete – ribbon cutting ceremony scheduled for September 12, 2022.

				<ul style="list-style-type: none"> <li>6. Project is constructed.</li> <li>7. Project is in full operation.</li> <li>8. Operating agreement in place with NRSC.</li> <li>9. Implementation of Effluent Bylaw.</li> <li>10. Any debt is paid off.</li> </ul>	
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### Action Plan (G3) Continued

Infrastructure upgrades are a priority due. Much of the Town’s belowground and aboveground infrastructure is deteriorated or undersized and needs to be replaced. Modern design with regenerative principles shall be used where possible to upgrade the Town’s belowground and aboveground infrastructure. Priority upgrades will start from the distribution system headers to ensure belowground infrastructure is upsized to meet current day standards (11 Street East, 2<sup>nd</sup> Avenue, and 5<sup>th</sup> Avenue). The Infrastructure Master Plan will guide/influence the infrastructure project.

Task 2	Timeline	Responsibility	Resources	Measurement/Outcome	Confirmed Completion
Infrastructure Upgrade – Priority Zone 1	January 2023 – December 31, 2026	<p>Administration and public works – project management – 1000+ hours</p> <p>Town council – resource allocation.</p>	TBD – upon final reporting of the Task 1 capital funds will be directed to Task 2.	<ul style="list-style-type: none"> <li>1. Tender for engineering</li> <li>2. Award tender</li> <li>3. Design project and set budget</li> <li>4. Consult community</li> <li>5. Tender project</li> <li>6. Complete upgrades</li> </ul>	

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*The Town's capital resources will be dedicated to belowground and aboveground infrastructure upgrades as defined in Task 2 above. Upgrades should continue to follow the framework and plan.*

**G3 - Task 2, Task 3, Task 5 – projects were merged to create Task 2 above (reflective infrastructure upgrades)**

**G3 – Task 4 – Highway Redevelopment Project – Removed, August 2022**

**G3 – Task 6 – Bassano Spur Line – Removed, August 2022**

## Conclusion

### Communications Plan

1. A copy of this plan will be provided to the County of Newell as per the terms of the ICF.
2. A copy of this plan will be available to the public on the Town of Bassano’s municipal website ([www.bassano.ca](http://www.bassano.ca))
3. A copy of this plan will be available for pick-up at the Town of Bassano’s Municipal Office at 502 – 2<sup>nd</sup> Avenue, Bassano.
4. Administration will include regular progress updates regarding strategic priority outcomes in the bi-monthly newsletter.

### Town Council’s Responsibility

1. Town council will refer to this plan when making decisions that impact the community to ensure there is priority alignment.
2. Town council will complete a formal review of this plan by March 31 annually.
3. Town council will update this plan accordingly and ensure adequate resources are designated so projects can occur. If projects exceed the town’s financial capacity, the projects will be modified or removed from the plan.

### Administration’s Responsibility

1. Administration will implement this plan once it is formally approved by town council.
2. Administration will provide monthly updates regarding strategic priority outcomes at the regular council meeting.
3. Administration will assess all current and new projects to ensure they align with the town’s approved priorities.
4. Administration will notify town council immediately of issues/opportunities as they arise in relation to the priorities within this plan.

### Citizens of Bassano’s Responsibility

1. The citizens of Bassano will consult with town council and administration and assist where possible to improve the development and long-term viability of the community.
2. The citizens of Bassano will take part in community planning and development exercises.
3. The citizens of Bassano will notify town council or administration of their approval/concerns of the listed priorities listed in this plan.

### Participants

Council 2018-2021: Ron Wickson, Tom Rose, Jackie Seely, Kevin Jones, Doug Barlow, John Slomp, and Irvin Morey (Lynn MacWilliam original plan). Facilitator, Amanda Davis  
Council 2021 - : Irvin Morey, John Slomp, Mike Wetzstein, Sydney Miller, and Kevin Jones. Facilitator, Amanda Davis

### Adoption/Review

March 19, 2019 (M#50/19)	November 12, 2019 (M#259/19)	September 14, 2020 (M#224/20)	August 12, 2022 – REVIEW September 12, 2022 (M#TOB167/22)	
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