



# Town of Bashaw

## Municipal Strategic Plan



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## 1.0 Introduction

This plan is intended to be a guiding document to provide direction to the Town staff as they prepare capital and operating budgets to reflect the funding and resources required to accomplish the goals of Council. The Municipal Strategic Plan will be reviewed annually as part of the budgeting process and administration should measure how and when the initiatives are being accomplished.

In order to achieve a sustainable future for Bashaw, the full Council and Town Chief Administrative Officer met in a facilitated session held on May 9, 2018 to take the initial steps to develop the Town of Bashaw Municipal Development Plan and the Municipal Strategic Plan. The consultant facilitated the session which focused Council's attention on those strategic priorities and associated key results which, if implemented effectively, will guide the Town towards a sustainable future.

On January 22, 2019, the Town hosted a facilitated planning session which was attended by Town residents and landowners. A community S.W.O.T. (strengths, weaknesses, opportunities, threats) analysis was prepared. The five dimensions of a sustainable community were discussed at the planning session.

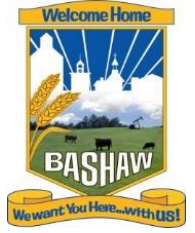




On May 27, 2019 at a second community workshop the community members identified the priorities and explored some strategies to address these issues. In order of importance the key issues identified at the workshop included:

1. Economic Development
  - a. Attracting Industry and Businesses
  - b. Promoting Tourism
2. Fiscal Responsibility
  - a. Balanced budget
  - b. Securing Stable Government Funding
  - c. Maintaining Reasonable Property Tax Rates
  - d. Adequate User Fees
3. Recreation Facilities and Programs
4. Appearance of Town
  - a. Main Street
  - b. Derelict Buildings
  - c. Junky Yards
5. Volunteer Fire Department
  - a. Maintain and Enhance
6. Safe Community
7. Infrastructure Deficit
8. Aging Population
  - a. Attracting Younger Families
  - b. Retaining Youth
9. Servicing Industrial Land
10. Maintaining Medical Clinic

On July 24, 2019 Council met as a whole to review the public input, assess priorities and develop an action plan to be included in the Strategic Plan.



## 2.0 Vision

Developed during the Council workshop, the following can best represent Council's vision.

Bashaw . . . . now and into the future . . .

- ✓ A small town that does big things
- ✓ Clean and attractive...Visually pleasing
- ✓ Friendly...Family oriented
- ✓ Environmentally appealing
- ✓ Recreation and cultural opportunities
- ✓ Safe...Healthy...Small town atmosphere
- ✓ Financially stable
- ✓ Meaningful jobs
- ✓ Opportunities for everyone



At the July 2019 planning session, Council reflected on Bashaw Town's current vision and determined that in ten years Bashaw should retain its small town atmosphere and have a growing population consisting of a variety of housing types and new commercial businesses. Recognizing the trends and developments that municipalities are facing and given where session participants believe the Town should be in the future, a suggested vision statement has been prepared. The suggested vision statement is:

***"Bashaw, Now and into the Future!"***



## 3.0 KEY ISSUES AND OPPORTUNITIES

### 3.1 Key Issues

#### 3.1.1 Economic

- Development opportunities may be lost because the Town lacks serviced land available for development.
- There is a limited commercial and industrial tax base, resulting in the Town having a significant dependence on residential properties for taxes.
- The current demand for housing in Town is limited

#### 3.1.2 Governance

- The Town should explore opportunities for additional regional partnerships.
- The Town needs to update and/or enforce their bylaws to help improve the visual perception of Bashaw.
- The Town needs to develop and implement a plan that will ensure the viability of the Town, while enabling it to address long term infrastructure and development related issues.



#### 3.1.3 Environmental

- The Town has an aging infrastructure which must continue to be maintained and upgraded to ensure safety of municipal services.
- The Town needs to examine alternatives for making the un-serviced industrial land available for development.

#### 3.1.4 Social

- The loss of the younger people in Town continues, and the community must explore ways to retain more young people.
- Volunteers are experiencing “burn out”.
- It is perceived by the community that the Town should ensure the existing medical facilities and services are maintained and or enhanced.

#### 3.1.5 Recreation and Cultural

- The Town faces high costs in maintaining and operating its recreation facilities and providing programs.
- There is a need for more cultural facilities within the community.
- Better utilization of recreation facilities is required to ensure their long term viability.



## 3.2 Key Opportunities

### 3.2.1 Economic

- The Town should build on opportunities for residential growth which may be generated from economic activity in the region.
- The Town should seek new opportunities for light industry and commercial businesses within Bashaw, to increase future job opportunities for residents.
- The Town should work with regional partners to promote tourism and development in the Buffalo Lake region.
- The Town should work with the various levels of government to bring high speed internet to the region.



### 3.2.2 Governance

- The Town must identify means through which to keep tax increases to a minimum while at the same time improving aging infrastructure.
- The Town must ensure user fees are reasonable while covering the costs of providing the services

### 3.2.3 Environmental

- The Town should continue to maximize available grant funding allocated to assist municipalities to deal with rehabilitation of municipal infrastructure.

### 3.2.4 Social

- In cooperation with other stakeholders, such as BDSS, the Town should examine mechanisms to enhance existing services to Town residents.



### 3.2.5 Recreation and Cultural

- The Town needs to ensure adequate funding is available to ensure the on-going operation and maintenance of the Bashaw Recreation Complex.
- The Town should work with local groups to enhance existing municipal infrastructure to provide additional cultural opportunities.



## 4.0 STRATEGIC PRIORITIES AND KEY RESULTS

Through the deliberations and discussion which focused on the issues facing the Town of Bashaw the following strategic priorities and key results organized under the Five Dimensions of a Sustainable Community were identified by members of Town Council and community residents and landowners that participated in the planning sessions.

### 4.1 Strategic Priorities - Economic

#### 4.1.1 Promote and Advocate Bashaw as a Regional Centre for Business and Tourism



##### Key Results

- An updated branding strategy will guide marketing efforts to expand awareness of the community to new residents and business opportunities.
- A coordinated marketing strategy is developed
- A regional approach to promoting the tourism and recreational opportunities in the Buffalo Lake area is developed.

#### 4.1.2 Develop a Business Attraction and Retention Strategy

##### Key Results

- The Town will have a defined strategy to retain existing businesses and attract new business opportunities to the community.
- The Town will become a hub for 'niche business' to develop.



#### 4.1.3 Market Bashaw as an Affordable Place to Live and Work

##### Key Results

- Innovative strategies to facilitate the sale of existing lots and the construction of new homes in Bashaw is developed.



## **4.2 Strategic Priorities – Governance**

### **4.2.1 The Town will be Financially Sustainable**

#### Key Results

- A long-term capital plan will be updated.
- A commitment for long term and dependable funding through the Provincial Government is secured.



### **4.2.2 The Bashaw Fire Department will Continue to Provide Excellent Service for the Region**

#### Key Results

- Work with regional partners to ensure the Bashaw Fire Department maintains updated equipment and members obtain the appropriate training.
- Complete and update of the Standard Operating Procedures.

### **4.2.3 The Appearance of the Town of Bashaw will be Improved**

#### Key Results

- The appropriate bylaws required to assist in ensuring unsightly properties are cleaned up will be developed and enforced.
- The appearance of the Main Street will be improved.



### **4.2.4 Municipal Human Resources**

#### Key Results

- A succession plan will be developed.
- Employee retention will be improved.



## 4.3 Strategic Priority – Environmental

### 4.3.1 Ensuring that Existing Municipal Infrastructure is Maintained



#### Key Results

- The capital infrastructure plan will be updated.

### 4.3.2 Investing in New Infrastructure to Accommodate Growth

#### Key Results

- The Town will explore options to improve the suitability of the available land for industrial and commercial development.
- The Town will work with regional partners and the Provincial Government to bring high speed internet to Bashaw and the surrounding area.

### 4.3.3 Making Municipal Buildings More Energy Efficient

#### Key Results

- The Town will continue to upgrade the energy efficiency of municipal buildings

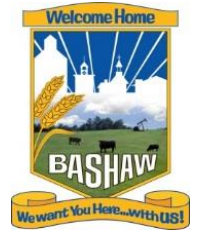
## 4.4 Strategic Priority – Social

### 4.4.1 Foster Improved Support for Volunteers

#### Key Results

- A volunteer recognition program will be developed.
- An educational program on the importance of volunteers to our community will be prepared.





#### **4.4.2 Enhancing Local Medical and Health Care Services**



##### **Key Results**

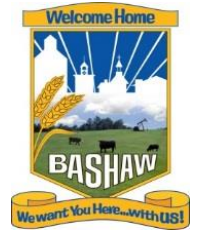
- The Town will have more opportunities for additional health professionals working in the municipality.

#### **4.4.3 Attract Seniors to Community**

##### **Key Results**

- The Town will promote Bashaw as an affordable place for seniors to live and retire.





## **4.5 Strategic Priority – Recreation and Cultural**

### **4.5.1 Maximize the Use of Recreation Facilities**

#### Key Results

- Facilities will be utilized on a year-round basis.
- Condition assessments will be prepared that guide operation and future improvements to existing community facilities.



### **4.5.2 Enhance Cultural Opportunities**

#### Key Results

- Champion's of a cultural program will be identified.



## 5.0 KEY RESULTS, STRATEGIES AND ACTIONS

### 5.1 Economic Strategies and Actions

Economic Strategic Priority 4.1.1 Promote and advocate Bashaw as a regional centre for business and tourism			
Key Results			
<ul style="list-style-type: none"> <li>An updated branding strategy will guide marketing efforts to expand awareness of the community to new attract residents and business opportunities.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Market Bashaw as a great place to live on Town Web Site and various social media networks.</li> </ul>	CAO & Staff	2 <sup>nd</sup> Quarter 2020	TBD
<ul style="list-style-type: none"> <li>Develop and Coordinate a Bashaw marketing strategy through an upgrading of the Town Web Site</li> </ul>	CAO & Staff	2 <sup>nd</sup> Quarter 2020	\$10,000
<ul style="list-style-type: none"> <li>Work with Regional Partners, Camrose County, to market the tourism opportunities surrounding Bashaw, including Buffalo Lake, Golf Courses, etc.</li> </ul>	CAO & Council	Ongoing	TBD

Economic Strategic Priority 4.1.2 Develop a business attraction and retention strategy			
Key Results			
<ul style="list-style-type: none"> <li>The Town will have a defined strategy to retain existing businesses and attract new business opportunities to the community.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Develop and Maintain an up to date inventory of local businesses by business category</li> </ul>	CAO & Staff	4 <sup>th</sup> Quarter 2019	Nil
<ul style="list-style-type: none"> <li>Develop and Maintain links for the Town business directory on the Town web site.</li> </ul>	CAO & Staff	2 <sup>nd</sup> Quarter 2020	Nil
<ul style="list-style-type: none"> <li>Development of a strategy to encourage new niche businesses</li> </ul>	CAO & Council	4 <sup>th</sup> Quarter 2020	Nil



Economic Strategic Priority 4.1.3 Market Bashaw as an affordable place to live and work			
<b>Key Results</b> <ul style="list-style-type: none"> <li>Innovative strategies to facilitate the sale of existing lots and the construction of new homes in Bashaw.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Placement of Sign on Highway Advertising Residential Lots of Sale in Bashaw</li> </ul>	CAO	2 <sup>nd</sup> Quarter 2020	\$2500
<ul style="list-style-type: none"> <li>Development of Advertisements to be placed on Town web site and Face Book</li> </ul>	CAO & Staff	4 <sup>th</sup> Quarter 2019	nil

## 5.2 Governance Strategies and Actions

Governance Strategic Priority 4.2.1 The Town will be financially sustainable			
<b>Key Results</b> <ul style="list-style-type: none"> <li>A three year capital and operational plan is maintained</li> <li>A commitment for long term funding through the Provincial Government is secured.</li> <li>An appropriate funding agreement for recreation is developed with Camrose County.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Annually update the three year capital and operation plan for the Town</li> </ul>	Council & CAO	Ongoing	Nil
<ul style="list-style-type: none"> <li>Meet with Provincial officials regarding long term funding.</li> </ul>	Council & CAO	1 <sup>st</sup> Quarter 2020	Nil

Governance Strategic Priority 4.2.2 The Bashaw Fire Department will			
<b>Key Results</b> <ul style="list-style-type: none"> <li>Fire Department Continues to Provide a High Level of Service for the Bashaw Region</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Working with regional partners to ensure the Bashaw Fire Department maintains updated equipment and members are adequately trained.</li> </ul>	CAO & Fire Chief	Ongoing	TBD
<ul style="list-style-type: none"> <li>Complete an update of the Standard Operating Procedures</li> </ul>	CAO, Fire Chief and Province	3 <sup>rd</sup> Quarter 2020	nil



Governance Strategic Priority 4.2.3 Efforts will be made to Improve the appearance of the Town			
Key Results			
<ul style="list-style-type: none"> <li>The appropriate bylaws will be developed and enforced to ensure the Administration has the appropriate tools to enforce.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Update unsightly property bylaw.</li> </ul>	CAO	1 <sup>st</sup> Quarter 2020	NIL
<ul style="list-style-type: none"> <li>Update traffic bylaw regarding the parking of commercial vehicles on residential streets.</li> </ul>	CAO	1 <sup>st</sup> Quarter 2020	NIL
<ul style="list-style-type: none"> <li>Improve awareness of complaints policy through Town Web Site and Social Media.</li> </ul>	CAO	1 <sup>st</sup> Quarter 2020	NIL

Governance Strategic Priority 4.2.4 Municipal Human Resources			
Key Results			
<ul style="list-style-type: none"> <li>A succession plan will be developed.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Ensure adequate resources for employee development and training, with encouragement for employees to complete appropriate training.</li> </ul>	CAO & Council	Ongoing	TBD
<ul style="list-style-type: none"> <li>Update Personnel Policy</li> </ul>	CAO & Staff	1 <sup>st</sup> Quarter 2020	Nil



### 5.3 Environmental/Infrastructure Strategies and Actions

Environmental and Infrastructure Strategy			
Strategic Priority 4.3.1 Ensuring that existing municipal infrastructure is maintained			
Key Results			
<ul style="list-style-type: none"> <li>The Town Infrastructure is maintained to an acceptable standard</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Continue with the plan to update the Town Infrastructure as identified in the 2013 Infrastructure Study</li> </ul>	CAO & Public Works Staff	Ongoing	NIL
<ul style="list-style-type: none"> <li>Work with the Provincial and Federal Governments to secure the funding required to complete the required infrastructure upgrades.</li> </ul>	Council & CAO	Ongoing	NIL

Environmental and Infrastructure			
Strategic Priority 4.3.2 Investing in New Infrastructure to Accommodate Growth			
Key Results			
<ul style="list-style-type: none"> <li>A plan to complete the appropriate grading of the industrial land is completed</li> <li>The Town will work with regional partners and the Provincial Government to bring high speed internet to Bashaw and the surrounding area</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Development of a Lot Grading Plan for the vacant Industrial land is completed.</li> </ul>	CAO & Engineer	4 <sup>th</sup> Quarter 2020	TBD
<ul style="list-style-type: none"> <li>The Town will lobby Provincial and Federal Government to develop high speed internet to service the Bashaw Region.</li> </ul>	Council	2020	NIL

Environmental			
Strategic Priority 4.3.3 Making municipal buildings more energy efficient			
Key Results			
<ul style="list-style-type: none"> <li>An energy analysis on all municipal buildings is prepared.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>A scoping audit of the Arena complex will be completed.</li> </ul>	CAO & Staff	2020	TBD
<ul style="list-style-type: none"> <li>Long-term retrofitting of buildings.</li> </ul>	CAO & Staff	Ongoing	TBD



## 5.4 Social Strategies and Actions

Social Strategic Priority 4.4.1 Foster improved support for volunteers			
Key Results			
<ul style="list-style-type: none"> <li>Work with BDSS to continue to support the volunteer recognition program.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Continue to support the efforts of BDSS to recognize and support volunteers in Bashaw</li> </ul>	Council	Ongoing	TBD

Social Strategic Priority 4.4.2 Ensure the Existing Medical Services are Maintained in Town			
Key Results			
<ul style="list-style-type: none"> <li>Continue to promote and encourage residents of the region to support and utilize the local medical and health care facilities in Bashaw</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Utilize the upgraded Town Web page to market and promote the local health care facilities.</li> </ul>	CAO & Staff	2020	Nil

Social Strategic Priority 4.4.3 Attract Seniors to Bashaw			
Key Results			
<ul style="list-style-type: none"> <li>Bashaw becomes known as an affordable place for seniors to move to as they retire.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>Make Contact with various housing contractors/developers who might be willing to construct ground level housing on available lots.</li> </ul>	CAO & Council	2 <sup>nd</sup> quarter 2020	TBD



## 5.5 Recreation and Cultural Strategies and Actions

Recreation and Cultural Strategic Priority 4.5.1 Maximize the Use of Recreation Facilities			
<b>Key Results</b> <ul style="list-style-type: none"> <li>▪ Facilities will be utilized on a year-round basis.</li> <li>▪ Condition assessments will be prepared that guide operation and future improvements to existing community facilities.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ Continue to work with community groups to determine alternative uses for the buildings in the off-season.</li> </ul>	CAO	Ongoing	Nil
<ul style="list-style-type: none"> <li>▪ Retain the services of a qualified professional to undertake facility condition assessments.</li> </ul>	CAO	2021	TBD
Recreation and Cultural Strategic Priority 4.5.2 Enhance Cultural Opportunities			
<b>Key Results</b> <ul style="list-style-type: none"> <li>▪ Champion's of a cultural program will be identified.</li> </ul>			
Strategies	Who	When	Budget
<ul style="list-style-type: none"> <li>▪ Work with Community leaders to identify key individuals to support and promote cultural opportunities in Town</li> </ul>	Council	Ongoing	Nil

Plan Approved by Council – September 19, 2019.