

# Town of Bruno

# Strategic Plan

2020-2024



# Introduction

The Strategic Plan identifies three key strategic priorities. The implementation of these priorities will be supported by council and, consequently, by its management team.

The priorities of the Strategic Plan were developed through a process of Council and management input. The Strategic Plan balances priorities against opportunities and challenges, while supporting the principles of community sustainability.

The goal of the Strategic Plan is to guide the responsible use of resources, effectiveness and efficiency in municipal service delivery and ultimately, accountability to citizens, council and stakeholders.



# Background

The Strategic Plan was developed to help the Municipality prioritize, plan and implement future actions.

By setting direction, desired outcomes and monitoring process the Strategic Plan focuses the efforts of the Municipality and its management team on continually improving the quality of life for citizens now and in the future.

The Strategic Plan will be revisited on an annual basis to ensure responsiveness to new opportunities and challenges, and as a guide for future municipal plans and initiatives.

# Term & Scope of the Strategic Plan

The strategic Plan is intended to guide and inform the actions of the municipality, with goals that reflect the priorities of council, citizens and stakeholders within a five year period of time. The Plan will be adjusted as new issues, challenges and opportunities emerge over the planning horizon of the Strategic Plan.

The Strategic Plan will incorporate the Asset Management Plans of the Town of Bruno.

## **The Strategic Plan will be used in the following ways:**

### **Align all Municipal planning decisions**

All Municipal actions will be guided by the priorities identified in the Strategic Plan. Council's evolving priorities and regular input by the management team will provide the inputs to the revision of the priorities and actions of the Strategic Plan.

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### **Provide direction for the Town plans and budgets**

The Strategic Plan in conjunction with Asset Management Plans, will guide all departmental planning and budgeting efforts.

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### **Continually monitor progress towards desired outcomes**

The priorities of the Strategic Plan and budget strategies, actions and initiatives in support of the Strategic Plan, will be monitored to gauge our success. This will be achieved through the establishment of performance indicators and targets that best represent the key issues being addressed. Performance results will serve to evaluate our progress and the next cycles of decision making.

## Why a Strategic Plan?

The management of our municipality requires the coordination of a series of activities supported by a knowledgeable staff team to advise Council on how to best direct resources in order to achieve compliance with legislation standards and meet the needs of our residents. This Plan helps us to define those directions and provides a measurable “check and balance” during the decision-making process. It ensures that the allocation of financial resources and staff time is not wasted.

This plan will enable the Council and the municipal staff with a solid overview of current priorities, timing, resource allocations and expected outcomes. It identifies who is responsible for specific outcomes and the timelines within which tasks can reasonably, all things considered, be accomplished.

### **At the onset our intended outcomes of this Strategic Plan are to:**

1. Clearly define our municipal vision and mission.
2. Establish realistic goals and objectives consistent with our vision and mission.
3. Identify strategies that will be carried out in a defined time frame within the municipalities’ capacity for implementation and align with the Town’s Asset Management Plan.
4. Create a bridge between the management team and municipal council.
5. Increase productivity from increased efficiency and effectiveness.
6. Communicate our goals and objectives to municipal residents.

The foundation of our Strategic Plan began with the development of a Vision, a Mission Statement and the definition of our municipal responsibilities. Together, members of council and the management team created:

Our Vision

A Community You're Proud to call Home  
*Small Town—Big Heart*

Our Mission

To serve the residents of the Town of Bruno affordably and efficiently.  
To promote growth and prosperity and to provide public services used by our residents and those in the local area.

Our  
Responsibilities

1. Accessible and quality infrastructure
2. Quality facilities
3. Emergency Services
4. Bylaws and bylaw enforcement
5. Economic development

Our next step was to complete a SWOT (Strength, Weakness, Opportunities, Threat) analysis for our community (SWOT Analysis found in Appendix 'A').

The issues identified in the SWOT analysis were then prioritized and re-stated as three key strategic priorities: Organizational Effectiveness, Resource Management and Community Capacity Building. Each priority was deliberated to ensure we will achieve our Vision, our Mission and our Responsibilities.

Our next step was to further define each of the three key strategic priorities by establishing outcomes that will maximize our planning efforts and allow us to create an annual implementation schedule.

<b>Organizational Effectiveness</b>	<b>Resource Management</b>	<b>Community Capacity Building</b>
<ul style="list-style-type: none"><li>• Maximize the effectiveness of our management team</li><li>• Engage in transparent and accountable decision-making process and actions</li><li>• Commitment to strategic planning</li><li>• Build and maintain strong strategic partnerships.</li></ul>	<ul style="list-style-type: none"><li>• Municipal financial stability, strength and viability</li><li>• Infrastructure planning and management—roads, waterworks, buildings, equipment</li><li>• Public safety, fire and emergency services</li></ul>	<ul style="list-style-type: none"><li>• A planned, accessible and sustainable community</li><li>• Building, branding and maintaining a strong local economy</li><li>• A proud place of heritage, culture and the arts</li><li>• Engaged and involved community</li></ul>

## **Our Intended Outcomes:**

Members of council and their management team further refined the outcomes so as to identify various goals, directions and initiatives. Priorities are set in Transportation Network, Water Network, Sanitary and Storm Network and Municipal Buildings and Equipment Asset Management Plans.

Priorities will be assigned through the development of implementation action plans. Those priorities may, in some years, be affected by the municipal budget and/or external factors out of the control of Town of Bruno.

## **Strategic Priority—Organizational Effectiveness**

### **Outcome—maximize the effectiveness of our management team**

- Ensure the effectiveness and regular communication of municipal objectives to management team for implementation
- Ensure that municipal human resource needs are factored into decisions on what services are to be provided and how
- Conduct an operational review to seek efficiencies, opportunities for synergies and assess resource needs and the viability of services (current Organizational chart found in Appendix 'B')
- Adhere to HR Plan to address evaluations, succession planning and individual training needs

### **Outcome—engage in transparent and accountable decision-making process and actions**

- Enhance communication between the council and the municipal residents
- Ensure municipal residence understand what is within and outside of the Town's direct control and sphere of influence
- Encourage openness in the municipal decision-making process
- Establish priorities that support the municipal service requirements of the majority of local residents

### **Outcome—commitment to strategic planning**

- Ensure the services the Town provides are adhering to Asset Management Plans
- Update plan as required
- Communicate any significant changes to municipal residents
- Consider creating an annual report designed to provide an overview on how the municipality's objectives have been met, decisions made and how funds were budgeted, allocated and spent
- Develop a summary sheet for all new proposals to council to assess key considerations and summarize status

### **Outcome—build and maintain strong strategic partnerships**

- Participate strategically in region-led and/or other events that are intended to maintain and enhance quality of life for Bruno residents.
- Engage other levels of government to ensure the interest of Bruno residents and business owners best served.

- Ensure that Bruno's interests and needs are known at the regional level.
- Nurture and grow established partnerships
- R.M of Bayne
- REACT Waste Management
- Wakaw—Humboldt Water Pipeline
- Explore new partnership opportunities

## **Strategic Priority—Resource Management**

### **Outcome—municipal financial stability, strength and viability**

- Ensure that fiscally responsible operating and capital budgets are established and maintained annually.
- Ensure the maintenance and effective management of reserve funds
- Ensure the efficient management of capital assets and municipal services to meet existing and future demands through annual review of Asset Management Plans
- Evaluate how property tax abatements are used to create both financial stability and competitive community growth.

### **Outcome—infrastructure planning and management - roads, waterworks, buildings, equipment, land**

- Review, identify and recommend technology upgrades that would create greater efficiencies e.g. GIS
- Develop longer term implementation schedules for maintenance and replacement of municipal infrastructure
- Develop policies to address municipally owned land—maintenance, acquisition, disposal

### **Outcome—public safety, fire and emergency services**

- Ensure fire service facilities can meet the needs of our service area as well as the needs of the members of the volunteer fire department
- Develop a longer term plan in consultation with the members of the fire department to address facility, equipment and departmental needs
- Enhance relationships with regional emergency service providers in adjoining jurisdictions so that cost effective and timely emergency response and support functions are maintained
- Ensure that comprehensive emergency plans are prepared and implemented



- Ensure the establishment and maintenance of road network that facilitates the movement of emergency services and all other vehicles
- Ensure public facilities and open spaces are designed to be safe and provide for appropriate emergency support services and/or equipment, lighting and visibility

## **Strategic Priority—Community Capacity Building:**

### **Outcome—a planned, accessible and sustainable community**

- Ensure all public facilities and spaces are accessible
- Develop policies to guide the future development as well as management and maintenance of current public spaces (e.g. parks, sports grounds, golf course) through annual review of Asset Management Plans

### **Outcome—building, branding and maintaining a strong local economy**

- Develop policies regarding the role of the municipality in community events, promotion and branding (e.g. signage, cherry theme)
- Consider opportunities to encourage the development of rental housing stock
- Consider strategies that may maximize business transition
- Implement and promote an economic development committee
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### **Outcome—a proud place of heritage, culture and the arts**

- Respect and honour the Town's rich history
- Define the role of the municipality with respect to heritage, culture and arts activities, projects, etc.
- Encourage key community events that help shape, identify and contribute to community spirit
- Develop policies designed to encourage a strong arts and cultural community that builds on local knowledge, history and experience

### **Outcome—an engaged and involved community**

- Develop strategies designed to increase the opportunity for engagement with the community
- Use technology, where appropriate, to expand/enhance the level of engagement as well as create on-line service delivery methods

- Engage newcomers to Bruno to participate in community activities and the municipal decision making process
- Create, encourage and to recognize the volunteer efforts of clubs, organizations and alliances with members of the community
- Encourage partnership opportunities in the delivery of leisure/community/library services

## **Next Steps**

The Council of the Town of Bruno is dedicated to the effective and efficient delivery of service to the residents of the municipality. The adoption of this strategic plan and a commitment to future strategic planning is critical.

The next step is to consider the development of further policies and implementation action plans that reflect the priorities as established in Asset Management Plans in order to maintain and enhance the quality of life for the residents of Bruno.



## **Appendix 'A'**

### **SWOT Analysis**

- Completed by members of Council and Municipal Staff

#### **Strengths:**

- No debt
- Have cash reserves and financial stability
- Relatively self-sufficient in most road and maintenance equipment
- A viable K-12 school
- A growing a viable private school/institute of faith
- A diverse population
- Catering service
- Growing population
- Good public facility—halls, library, sports grounds, golf course, rink with artificial ice, archery range, bowling alley
- WiFi and highspeed internet easily available
- Credit Union
- Fire Department and First Responders
- Strong volunteer base
- Safe, low crime rate
- Assisted living at Prairie View
- Wellness Centre
- Sagehill to promote business services
- Basic store services—pharmacy, grocery, liquor, lumber, hardware, café, fuel, insurance, farm supplies, post office and neighboring industries like feed, mining, agriculture, etc.
- 'Cherry' theme
- Proximity to services that we cannot provide is within one hour by good road
- Green space—parks and playgrounds

## **Weaknesses:**

- ageing infrastructure
- Ageing business community
- Governance: cost, lack of expertise, ongoing changes in legislation and technology
- Demands of residents that are the same as a big centre but we have a small tax base and limited resources
- Very little rental housing
- Promotion of family activities limited
- Lack of volunteers—burn out

## **Opportunities:**

- Lower cost of living compared to a city
- Lower cost of housing
- Home-based businesses easier than ever, high speed internet, post office, etc.
- Promote our town—cherry theme successful in past, opportunities with new people coming in from St. Therese
- New owners of Feed Mill—investment and expansion
- Developers to head up new lot services/housing
- Art/music/sport events

## **Threats:**

- Losing business—ageing owners, new owner prospects not obvious
- School closing could have big effect is not enough children
- Over reliance on volunteer help, volunteers getting tired
- Cost and expertise of providing services
- Town workforce: administrator and foreman critical, must maintain staff and expertise
- Apathy of population, leadership
- Lack of planning and vision to follow-up

**Appendix 'B'**  
**Town of Bruno**  
**Organizational Chart**

