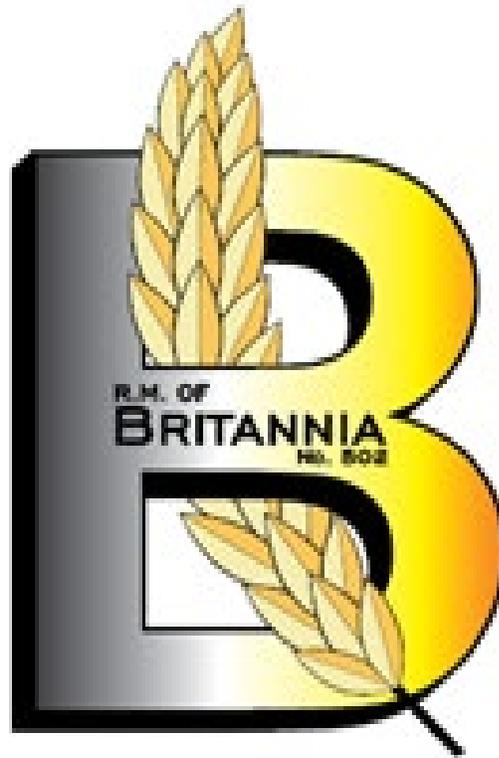


# RURAL MUNICIPALITY OF BRITANNIA NO. 502



## 2022 CORPORATE PLAN

Approved December 8, 2021 Council Motion 655/21

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# STATEMENT FROM COUNCIL

As we enter a new era, during and following the pandemic of 2020 and 2021, with declining municipal revenues, increasing community needs due to economic challenges of our residents and business community, it is more critical than ever, that we, as a community, find new ways to address the strengths, opportunities, weaknesses, and threats that we face.

As a council, we will seek through the assistance of our staff, to increase effectiveness, efficiency, and fiscal responsibility entrusted to us by the residents of our community. All of these efforts will serve to enhance the quality of life for all residents in our community, while developing ways in which to ensure the continued economic sustainability of the Rural Municipality of Britannia No. 502.

Council will continue to be governed by the fundamental values of honesty, integrity, respect, accountability, transparency and open mindedness.

Through the development of this plan, council and senior staff met on January 13, 2021, to discuss the current mission and vision, and then to proceed through an analysis of our current strengths, weaknesses, opportunities and threats in order to develop fundamental corporate goals and review objectives for the coming year(s). A subsequent review was conducted in November 2021.

This document is the culmination of our efforts and shall be used as our basis for operations moving forward, with the option to review, update and revise, on an annual basis.

We invite you to review this plan and provide comments to members of council and staff, in order that we may improve our plan together. This will ensure that we can continue to thrive well into the future.

Sincerely,

Reeve John Light and Members of Council

# OUR COMMUNITY

## Geography

The Rural Municipality (RM) of Britannia consists of 950.99 square kilometres (kms). Its boundaries extend North to the North Saskatchewan River, East (approx. 22 miles) to the RM of Eldon, West to the Saskatchewan/Alberta border and South to the RM of Wilton. Britannia's main office is located in the City of Lloydminster, at 4824 – 47<sup>th</sup> Street.



## History

The RM of Britannia is located in Treaty 6 Territory and was settled in the early 1900s by the Barr Colonists and ensuing waves of immigrants through the Land Grants of Western Canada. Britannia became incorporated as an RM on December 13, 1909. The name was derived from its predominately British inhabitant's colonial heritage, in 1903. As the municipality grew, school divisions were put into place.

## Economic Information

Agriculture, and oil and gas are the major industries.

The population of Britannia has grown since incorporation, with its current population of 2,153 residents. The population is divided between farmsteads, acreages, country residential subdivisions, and the two Hamlets of Greenstreet and Hillmond.

The RM of Britannia offers lower land and housing costs; a highly-skilled workforce; a diversified economy; a reasonably priced and reliable supply of electricity, natural gas, water, and telecommunications services; a comprehensive, quality education system; and a health care system that is second to none. The Province of Saskatchewan offers competitive labour costs and employer-provided benefits and one of the lowest corporate income tax rates in Canada for manufacturers and processors, are just some of the advantages. A clean environment, wide-open spaces, abundance of raw materials, a competitive edge, and close proximity to Lloydminster, provide the perfect environment for value-added processing and manufacturing., These are just a few of the reasons to consider when choosing to conduct business within this community.

## OUR MISSION AS AN ORGANIZATION

What is a Mission Statement? A mission statement is a brief statement which expresses the purpose of an organization. Why develop a mission statement? To guide the direction and decisions of the organization in what we do to accomplish what council would like to achieve, on an ongoing basis.

***To provide an effective, efficient, and fiscally responsible level of core municipal services while enhancing the quality of life for present and future generations.***

## OUR VISION AS AN ORGANIZATION

What is a Vision Statement? It is a statement of what the organization should provide, now and into the future. Why develop a Vision Statement? To provide a statement for the organization to aspire to, in everything that it does.

***To be a thriving,  
sustainable rural  
municipality in which all  
our actions are governed  
by our fundamental values  
of honesty and integrity,  
respect, accountability,  
transparency and open  
mindedness.***

# OUR CORPORATE VALUES

Our values are declarations of our core beliefs. They represent our shared accountability to each other and underpin our approach to community. We strive to balance our commitment to these values throughout our work.

## Honesty and Integrity

We act with honesty and integrity, not compromising the truth.

## Respect

We will have a mutual respect and fair understanding of the wants, needs, and expectations of our fellow council members, staff, residents, and practice open, honest, and sincere dialogue.

## Accountability

We will take responsibility for our actions, regardless of the outcome, in order to honour obligations and expectations set by residents, peers, and ourselves.

## Transparency

We will conduct business with our residents and staff embodying honest and open communications and being upfront and visible about the actions we take, while ensuring those actions are consistent with our values.

## Open Mindedness

We will be receptive to new ideas and embrace differing opinions leading to better decision making.

# CORPORATE GOALS

What does council aim to accomplish in the coming year(s) for the organization/community? Council has set the following 8 goals for

2022

## **Goal #1**

### Fiscal Responsibility

- a) Keep municipality operating in the black
- b) Reduce expenditures
  - i) Better management and planning in all operations
  - ii) Improved leadership
  - iii) Equipment utilization
  - iv) Contract services where beneficial
- c) Generate extra revenue through
  - i) Grants
  - ii) Asset sales
    - (1) Land
    - (2) Other – equipment
  - iii) Utilities
  - iv) Taxes
  - v) Other – heavy haul, other services

Key areas to consider for fiscal responsibility:

- Determine areas for efficiency/improvement;
- Determine areas for increased revenue.

## **Goal #2**

Get through pandemic – keep residents updated

Key areas to consider for getting through the pandemic:

- RM of Britannia website;
- Social media;
- Bulletin boards;
- Keep informed as a council.

### **Goal #3**

Transportation safety – intersection improvements

Key areas to consider for transportation safety:

- Make intersection sightline improvements through brush clearing;
- Improve intersections through geometrical design when necessary.

### **Goal #4**

Greenstreet Water Treatment Plant Upgrade – upgrade systems for improved efficiency, quantity and quality

Key areas to consider for Greenstreet Water Treatment Plant Upgrade

- Upgrade water treatment plant with the most modern operational systems;
- Upgrade system for increased capacity;
- Upgrade system for redundancy for increased safety and reliability;
- Ensure water quality is maintained at a high level;
- Review and implement operations that will improve efficiency;
- Utilization of grant funding obtained for this project.

### **Goal #5**

Greenstreet Waste Water Lagoon Upgrade - expand for growth

Key areas to consider for Greenstreet Waste Water Lagoon Upgrade

- Utilize available grant funding once awarded and agreement signed;
- Upgrade lagoon system to ensure long term viability of treatment;
- Increase capacity for future growth of community;
- Increase operational efficiency where possible, as part of the design.

### **Goal #6**

Hillmond Waste Water Upgrades – upgrade waste water lines

Key area to consider for Hillmond waste water system upgrades:

- Review and replace existing waste water system for longevity, reliability, function and efficiency.

## ***Goal #7***

### Land Investment

Key areas to consider for land investment:

- Review land inventory and assess marketability of land;
- Prepare land considered saleable for sale;
- Market land to generate revenue and grow local community.

## ***Goal #8***

### Water Supply

Key areas to consider for Water Supply:

- Review current water supply;
- Determine potential future water needs;
- Prepare for future water supply needs;
- Review of water well condition, operations and costs, and potential for charging for use;
- Greenstreet Water Well Flow Test.

# STRATEGIC ACTION(S)

How do we take this plan document and make things happen?

In order to make things happen, we will need to develop objectives which are precise, measurable, and time based. We will also need to develop actions that assist in the achievement of the organization's goals and annual operational plan(s).

The Chief Administrative Officer (CAO) will work with staff to develop a program of key performance milestones and provide feedback to council. This program will clearly outline:

- Who – who is responsible for the implementation;
- Why – the success indicators used to monitor progress and end results;
- What – the specific tasks and activities needed to be completed for success;
- When – the sequence of activities and target dates to accomplish success;
- How – the human, material and fiscal resources required for success.

This will be achieved by regular reporting by the Chief Administrative Officer, of progress on goals and operational plan(s) to Council.

Based upon regular reporting on goals and operational plan(s), council may choose to update, modify, or revise operational plans.

An annual review and update of the corporate plan by council will ensure it maintains its relevance as a guiding document for all operations of the organization.

An annual report to the community at the conclusion of the year, highlighting successes achieved, and items yet to be accomplished and what is planned for upcoming year(s).

# PROJECTS PLAN 2022

- a. Operating Budget Projects proposed:
  - a. Oswell Pit reclamation plan – Engineering (2021 project) \$60,000; and
  - b. Completion of water meter installation \$50,000.
- b. Capital Budget Projects proposed:
  - a. Greenstreet Water Treatment Plant (2021 project, limited expenditure in 2021 on site work to be done January to May 2022) \$550,000;
  - b. Snake Trail through section SE 31-51-25 W3M, shoulder pull and ditch cuts using own forces, estimated cost of \$100,000;
  - c. Range Road 3255 South of Township Road 522, shoulder pull and ditch cuts using own forces \$100,000;
  - d. Range Road 3270 from Township Road 523 and 0.8 km South, \$100,000;
  - e. Road oiling of Township Road 504 from SH675 to the RM of Eldon in front of residences only, estimated cost of \$100,000;
  - f. Road oiling of Range Road 3271 from North of Highway #3 for 2 miles using own forces, estimated cost of \$170,000;
  - g. Purchase of rapid response skeeter min pump for fire department (less sale of Unit#1) \$250,000;
  - h. Replacement of Unit 2015 872G JD grader with 772G with snow wing or equivalent, estimated cost of \$485,000 less residual value of \$125,000 for total estimated cost of \$360,000;
  - i. Replacement of Unit 2010 JD mower, replace with a 20' mower in order to cut full width of second pass, estimated cost of \$30,000;
  - j. Development of Big Gully Park – walking trails, picnic shelter, benches, slide, etc. estimated cost \$100,000 with grant of \$50,000 and \$50,000 parks levy;
  - k. Replacement of Unit 51 2011 Dodge one ton with truck \$120,000;
  - l. Grading/seal coat of Range Road 3253 from Township Road 514, 0.8 kms North and Township Road 514 from Range Road 3252 to 3254 for total of 4.02 kms \$1,600,000 (RIRG \$500,000);
  - m. Greenstreet Waste Water Lagoon and Pipeline project estimated costs of \$800,000 (partially funded through grants). This project would include the construction of new primary and secondary lagoon cells, and installation of a pipeline to outfall in order to eliminate overland treated discharge flow.;
  - n. Paving of Greenstreet road from Township Road 514 North to Greenstreet for 5.93 kms (50 mm thick), estimated cost of \$700,000;
  - o. Purchase of tri-axle trailer to haul skid steer/mulcher \$30,000;
  - p. Drone purchase \$10,000;
  - q. Hillmond Waste Water repairs \$100,000; and
  - r. Shop lean-to roof \$25,000.

