

2024-2028
STRATEGIC PLAN







Letter from **Council**

As stewards of our vibrant community, it is with great pleasure and excitement that we share the Town of Irricana's Strategic Plan for 2024-2028. This plan is a collective vision for the future, outlining our commitment to enhancing the quality of life for all who call Irricana home.

Developed through collaboration between Council and Administration, this strategic plan reflects our shared aspirations, priorities, and values. It is a roadmap for guiding our decisions, actions, and investments over the coming years.

Underpinning the strategic plan is a deep commitment to addressing the evolving needs of our community, while preserving the unique character and charm that make Irricana such a special place to live. From promoting economic development and community participation to enhancing infrastructure or creating a sense of belonging, each aspect of this plan is designed to contribute to the well-being and prosperity of our residents.

With dedication and a spirit of collaboration, we invite you to join us in shaping a tomorrow that honors our past and empowers many generations moving forward.

Sincerely,
Mayor Bryson and the rest of Town Council

Vision, Mission, and Values

To create a strategic plan, Council needs to agree on what they want the future of Irricana to look like. With this collective foresight, Council members have worked to define the municipality's long-term aspirations by creating vision and mission statements. These statements serve distinct purposes, focusing on different aspects of the community's identity and goals.

VISION

A vision statement articulates a long-term direction for the community to aspire to. It serves as a guiding statement for decision-making, fostering alignment among council members, administration, stakeholders, and residents. It steers the allocation of resources and the implementation of policies and initiatives. Our vision statement plays a crucial role in shaping the identity and character of our municipality.

TOWN OF IRRICANA'S VISION STATEMENT:

The Town of Irricana envisions a vibrant and resilient community, where safety, well-being, and families thrive.



MISSION

A mission statement communicates what the Town of Irricana does and who we serve. It articulates our commitment to serving constituents and defines our fundamental purpose to residents, stakeholders and administration. Together, the mission and vision guide the organization, helping everyone understand who we are, where we're going, and how we make choices. Specifically, our mission will guide the municipality in fulfilling its responsibilities and achieving its long-term goals.

TOWN OF IRRICANA'S MISSION STATEMENT:

We are a welcoming community dedicated to offering the simplicity and warmth of prairie living, laying a solid foundation for the future, while honouring our heritage.



VALUES

The values expressed here were chosen intentionally by Council and are the guiding principles that determine how the Town of Irricana operates, both in its public-facing and internal functions.

VALUE	WHAT IT MEANS
AMBITION	As a connected community, we will pursue progress and growth.
HONESTY	We are committed to transparency, integrity, and ethical conduct in all interactions, fostering trust, accountability, and credibility within our community.
TRADITION	We will respect and honour our rich heritage, cultural identity, and community values, while embracing innovation and evolution into the future.
WELL-BEING	We prioritize health, safety, and the prosperity of our residents to grow a supportive environment for all members of our community.

Key Areas of **Focus**, **Goals**, and High-Priority **Tactics**

This strategic plan identifies what the Town of Irricana will focus on over the next four years. It is divided into Key Areas of Focus, Goals, and High Priority Tactics, which support each other to achieve our vision and mission.

Key Area of Focus: Area of major concentration for Town of Irricana Council over the term of this strategic plan.

Goal: Change that is supported by Council. This becomes the answer to “what does Council hope to accomplish?”

High Priority Tactic: Expected high-priority activity in support of the Goal. These high-level tasks answer the question “how will Council achieve the goal?”



Council's High **Priorities** for 2024-2025

In this strategic plan, Council has selected four top priorities from the list of goals they have created. These goals are set to be addressed in the upcoming year. Council's high-priority tactic list is expected to change over time as items near completion, and new priorities emerge.

As determined by the Town of Irricana the highest priorities for 2024-2025 are listed below. These high priorities include:

GOAL	HIGH PRIORITY TACTIC
Strengthen Leadership Continuity for Mayor and Council	Educational materials and training sessions for Council
Update the Municipal Development Plan	Contract credentialed expertise to lead the process
Replace end-of-life underground infrastructure	Complete a full assessment of water and wastewater infrastructure



KEY AREA OF FOCUS: Ensuring Good Governance

As we look forward to the future of the Town of Irricana, we fully understand the need to follow a governance structure. Maintaining a good governance structure allows Council to envision the long-term future of the community for many generations to come.

GOAL 1: STRENGTHEN LEADERSHIP CONTINUITY FOR MAYOR AND COUNCIL

TACTICS

- Educational materials and training sessions for Council.
- Document the current Council and administrative procedures in use and record other relevant information important to ensuring role succession.
- Update the election bylaw and related policies to better reflect current circumstances.
- Establish a transition plan to guide activities, decision-making, and interactions with Administration following municipal elections.
- Create educational materials and conduct training sessions to equip prospective elected officials with a clear understanding of municipal governance and their roles.
- Create an orientation package covering municipal operations, key responsibilities, governance processes, and educational supports.

GOAL 2: INCREASE INTER-MUNICIPAL COLLABORATION

TACTICS

- Hold a workshop with surrounding municipalities' council members to share relevant information and experiences.
- Encourage and facilitate regular 'Council-to-Council' interactions with other municipalities, especially those within the region
- Identify opportunities to share specialized knowledge and resources that are otherwise inaccessible or too costly.

KEY AREA OF FOCUS:

Thriving Community Culture

The Town of Irricana thrives on culture and heritage. We recognize that the success of a community lies not only within its infrastructure and economy, but also its social and cultural landscape.

GOAL 1: INVEST IN QUALITY RECREATIONAL STRUCTURES

TACTICS:

- Build a shelter for the outdoor rink.
- Repair or replace the outdoor rink surface.
- Repair or replace the basketball and tennis courts.

GOAL 2: INCREASE LOCAL VOLUNTEERISM

TACTICS:

- Develop an appreciation event to honour volunteers.
- Advertise in local media for various volunteer needs.
- Partner with community groups to help membership.
- Create a volunteer garden to honour volunteers.

GOAL 3: CONVERT THE EXISTING CEMETERY INTO A PARK THAT HONOURS AND SHARES THE HISTORY OF IRRICANA

TACTICS:

- Beautify, repair and refresh gardens and pathways.
- Expand cemetery space by installing a columbarium.
- Establish a scattering garden as an alternative to traditional burial methods.
- Mark and honour unknown graves.
- Install signs featuring biographies of notable residents.
- Design a sign to display the locations of graves and notable figures within the cemetery.

GOAL 4: ALIGN RECREATION AND SOCIAL SERVICE WANTS/NEEDS WITH AVAILABLE ASSETS AND CAPABILITIES

TACTICS:

- Complete a recreation and social services needs assessment.





KEY AREA OF FOCUS:

Diverse Economic Growth

In a community like Irricana, growth is a vital lifeline that sustains vitality. It attracts new businesses, spurs job creation, and feeds the local economy ensuring a higher quality of life for residents. Growth also adds energy and diversity to the town, enriching cultural experiences, and promoting social cohesion.

GOAL 1: ENCOURAGE NEW BUSINESS

TACTICS:

- Optimize a tax incentive program.
- Expand municipal landholdings to enhance development opportunities.
- Expedite development through simplified processes and active engagement.
- Emphasize downtown beautification to encourage local business.

GOAL 2: MARKET IRRICANA

TACTICS:

- Advertise that Council is willing to work with developers.
- Ensure that quality of life in Irricana is advertised and marketed on various platforms.

GOAL 3: INCREASE RENTAL PROPERTIES

TACTICS:

- Work with a developer to construct an apartment or a seniors complex.
- Reach out to other communities to learn how they have developed similar properties.
- Research borrowing of funds to increase rental capacity in the community.

GOAL 4: PURSUE A 70% RESIDENTIAL / 30% NON-RESIDENTIAL TAX SPLIT

TACTICS:

- Incentivize commercial development through tax incentives, grants, or subsidies.
- Increase marketing and outreach efforts through targeted campaigns and outreach.
- Improve infrastructure such as roads, utilities, and transportation links to make areas more appealing for commercial and industrial development.

KEY AREA OF FOCUS:

Increasing Environmental Stewardship

The Town of Irricana is dedicated to serving our residents, businesses, and community while sustaining the surrounding ecosystems. We recognize how interconnected environmental health is with community well-being and longevity. Through proactive initiatives and responsible decision-making, we are committed to preserving and enhancing the ecological integrity of our region for present and future generations.

GOAL 1: UPDATE THE MUNICIPAL DEVELOPMENT PLAN

TACTICS:

- Contract credentialed expertise to lead the process.

GOAL 2: REPLACE END-OF-LIFE UNDERGROUND INFRASTRUCTURE

TACTICS:

- Complete a full assessment of water and wastewater infrastructure.
- Align the Town of Irricana's financial plan to support the replacement of underground utilities and water valves.
- Update the Offsite Levy Bylaw.
- Aim to reduce the Town's water loss ratio.

Conclusion

The Town of Irricana's 2024-2028 Strategic Plan provides a roadmap developed by Council members and Administration for navigating the future. Council has laid the groundwork for opportunity and will face any challenges as opportunities for growth and transformation.

Council will continue working cohesively together with Administration to achieve the priorities outlined in this plan. It is also important to acknowledge that the external environment in which our Town operates may shift. In response, this strategic plan may need to change course to remain relevant. As with any plan, regular reviews and updates are important to ensure this plan is executed to its full potential.



