COMMITTEE OF THE WHOLE

TOWN OF IRRICANA

Council Chambers, Irricana Centennial Centre, 222 2 Street

Date: September 14, 2026 **Time:** 7:00PM

A. ATTENDANCE

B. CALL TO ORDER

C. AGENDA

D. PRESENTATIONS

E. MINUTES

F. CORRESPONDENCE FROM PREVIOUS MEETING

G. COMMITTEE REPORTS

H. OLD BUSINESS

I. NEW BUSINESS

Item I1: 2026 Work Plan Review & Update
Item I2: 2027 Work Plan and Base Budget Planning

J. COMMUNICATION / INFORMATION

K. CLOSED SESSION

L. ADJOURN

TOWN OF IRRICANA

Committee of the Whole Report

To: Chairperson and Committee Members

From: Chief Administrative Officer

Date: September 14, 2026

Purpose: **Provided For Information**

Subject: 2026 Work Plan Review & Update

Summary:

The 2026 Work Plan represents the Town's first formal effort to connect annual priorities with the Base Budget and broader strategic direction. With the year approaching the three-quarter mark, Administration considers implementation generally successful, although not to the level originally anticipated.

The experience reinforces the value of intentional work planning while identifying important lessons around organizational capacity, external dependencies, and prioritization that will directly inform the 2027 Work Plan.

Background

The 2026 Work Plan represents the *Town's first formal effort to connect annual work planning directly with the Base Budget process*. It builds upon improvements made through previous budget cycles and represents another step in the continued maturation of the Town's administrative and financial planning practices.

At its core, the approach is relatively simple: *the annual budget should reflect what the organization intends to accomplish, not simply what it expects to spend.* Establishing priorities in advance allows Council and Administration to better connect available financial and organizational resources with Council's Strategic Plan, adopted policies, infrastructure needs, and other organizational priorities.

The Work Plan therefore reflects a broader philosophy of *operating with intentionality*. Rather than approaching each year as a collection of individual projects or emerging tasks, the objective is to identify priorities deliberately, understand their resource requirements, establish reasonable sequencing, and provide Council and

Administration with a common understanding of where organizational effort should be focused.

This represents an important evolution in the Town's budgeting process. Increasingly, the Base Budget, Work Plan, Strategic Plan, and other guiding documents are intended to function as connected components of the same planning framework: Council establishes strategic direction; Administration translates that direction into achievable annual priorities; and the budget provides the resources necessary to execute them. The 2026 Work Plan was the first deliberate attempt to bring those pieces together within a single annual planning cycle.

With 2026 now through the three-quarter mark, there is value not only in reviewing progress against individual initiatives, but also in assessing how well this new approach worked. As the first year utilizing a formal Work Plan of this nature, lessons were expected. Those lessons are important in their own right and should directly inform development of the 2027 Work Plan and Base Budget.

Overall Work Plan Assessment

The 2026 Work Plan was deliberately ambitious. When originally presented alongside the 2026 Base Budget, Administration acknowledged that the planned workload was achievable, but remained dependent upon organizational capacity, staffing stability, external dependencies, and the Town's ability to absorb emerging priorities.

As noted when the 2026 Base Budget and Work Plan were originally presented to Council (December 5, 2026 – Item I2):

> *"The 2026 Work Plan is both appropriately ambitious and achievable, but must be understood within the context of the Town's capacity, operational environment, and external dependencies.*
>
> *The Town of Irricana has made significant advances in organizational stability, financial discipline, and service delivery over the past three years; however, capacity constraints remain a reality for a small municipality with limited staffing and growing expectations.*
>
> *The primary risks relate to organizational capacity, development timing, infrastructure pressures, and the change load inherent in modernization. With a workforce of fewer than a dozen full-time positions, even modest fluctuations in staffing, workload distribution, or emergent issues can affect timelines."*

With several months remaining in the year, Administration considers implementation of the Work Plan generally successful, although not to the level originally anticipated. Where conditions allowed, initiatives have progressed well, including several significant projects completed ahead of or substantially in accordance with expectations. Where conditions changed, Administration adjusted sequencing, redirected available capacity, or deferred work where proceeding was no longer practical.

The most significant disruption was the unanticipated financial reconstruction required in the first quarter (half) of the year. In hindsight, this became the Town's most important unplanned Work Plan initiative, requiring several months of concentrated effort before the organization could meaningfully advance several related priorities.

Importantly, the impact was not isolated to the financial records themselves. Completion of the reconstruction was necessary to advance the audits; completion of the audits is necessary to secure outstanding grant approvals; and those approvals are necessary before significant grant-dependent capital work, including the planned 6th Street Replacement, can proceed. Other financially connected initiatives, including Payworks, pre-authorized payments, and related system improvements, were similarly displaced while available capacity remained focused on restoring the underlying financial foundation.

This experience reinforced that not all deferrals represent the same outcome. Some initiatives were displaced by higher-priority work, some remain dependent upon external approvals or funding, and others evolved as practical experience demonstrated that additional operational learning should occur before policy was formalized. Administration does not identify any 2026 Work Plan initiative as an outright failure; however, several remain incomplete and will require deliberate decisions regarding continuation or inclusion within the 2027 Work Plan.

Importantly, the Work Plan continued to provide useful organizational discipline throughout the year. Priorities remained intentional, and both Administration and Council generally maintained focus on the work identified at the outset. The Solid Waste & Recycling RFP provides a particularly useful example: when circumstances limited progress elsewhere and capacity became available, Administration advanced a later-year initiative ahead of schedule, resulting in a successful service transition and significant ongoing financial benefit.

Lessons for 2027

Perhaps the most important lesson from 2026 relates to organizational capacity. The Work Plan was developed around an assumption that approximately 80% of available capacity could be deliberately allocated, leaving the balance available for emerging priorities and unforeseen circumstances. Experience shows that this margin was insufficient for an organization of Irricana's size, where the temporary redirection of even one or two staff resources can have cascading effects across multiple initiatives.

Administration therefore intends to develop recommendations for the 2027 Work Plan around approximately 65% of estimated organizational capacity, preserving greater flexibility for core operations, emerging priorities, and external disruption. This does not reflect a shortage of worthwhile opportunities; Administration could readily identify a considerably more ambitious program of work for 2027. Rather, it reflects a more informed understanding of the capacity required to execute priorities consistently and well.

The 2027 Work Plan will also seek to distinguish more deliberately between a smaller number of primary or signature priorities, representing initiatives Administration intends to commit to delivering, and secondary or opportunity-based initiatives that can be advanced as capacity and circumstances permit. This approach preserves ambition while recognizing that not all priorities carry equal organizational importance and provides a productive pipeline of work when opportunities arise.

A related lesson applies to initiatives dependent upon external conditions, particularly grant-dependent capital projects. These projects remain important and should continue to be positioned for execution; however, future Work Plans should be cautious about treating externally dependent initiatives as committed annual deliverables until the conditions necessary to proceed are substantially in place. Where those conditions materialize during the year, the Work Plan can be adjusted accordingly.

Overall, the experience of 2026 supports continuing to move forward with intentionality while being more disciplined about the amount of work committed at any one time. As organizational and financial stability continues to mature, future Work Plans can be scaled accordingly; in the near term, Administration recommends prioritizing consistency, completion, and sufficient organizational resilience to respond effectively when circumstances change.

Discussion Questions

To assist with the discussion, the Committee may wish to consider the following questions:

1. Does Council agree that future Work Plans should preserve greater organizational capacity for regular operations, emerging priorities, and unforeseen circumstances?
2. Is the proposed approach of planning around approximately 65 of estimated capacity appropriate, or should Administration consider a different level of planned utilization?
3. Would Council support distinguishing future Work Plans between a smaller number of primary or signature priorities and secondary initiatives that can be advanced as capacity permits?
4. How could / should grant-dependent or externally enabled projects be reflected in future Work Plans when Administration cannot control when the conditions necessary to proceed will materialize?
5. Looking at the 2026 results, are there initiatives Council believes should have received greater priority, or areas where Administration should have adjusted course differently?
6. As the Town continues to mature its planning and budgeting practices, what would Council consider a successful 2027 Work Plan: completing more initiatives, completing fewer but higher-impact priorities, or achieving a better balance between planned work and organizational flexibility?

2026 Work Plan Status

The following provides a high-level status update on the individual initiatives identified within the 2026 Work Plan. The original Work Plan contemplated initiatives spanning financial management, organizational development, infrastructure, planning, community services, and operational improvements throughout the year.

Skate Shack Replacement — Complete

Replacement of the Skate Shack is complete, including construction of a new gravel foundation. Interior finishing and benches were completed by the Irricana Lions, with the value of that work applied toward their lease costs at the Community Hall.

2026–2027 Grant Submission Preparation — Pending

Grant submissions have been substantially prepared but remain on hold pending completion of the Town's audited financial statements. The Province cannot approve the Town's grant applications until the required audited financials are in place, so applications will be submitted once that requirement has been satisfied.

Audit – 2024 Fiscal Year — Nearing Completion

The 2024 audit is in the final stages of completion following substantial work to reconstruct and validate the Town's financial records.

Payworks Implementation — Deferred / Substantially Prepared

Implementation was deferred to prioritize staff capacity toward bookkeeping, financial reconstruction, and completion of the Town's financial records. Implementation is approximately 80% complete, with the goal of finalizing remaining work in November–December and transitioning to Payworks for January 2027.

Development Incentives Policy — Complete

The Development Incentives Policy has been completed and rolled out, including the associated property classifications and notification process, and was utilized during the 2026 property tax cycle. Early results are encouraging, with previously idle lands beginning to activate and/or change hands, consistent with the policy's intended outcomes.

Website Redevelopment — Complete / Pending Launch

Website redevelopment is effectively complete, pending a handful of final text updates and polishing of the initial attachments. Work advanced significantly following the addition of the Communications Coordinator in mid-spring, with efforts now shifting toward launch preparation and associated communications.

Financial Controls & Reporting Package — Partially Complete / Continuing

The scope of this work evolved as significant effort was redirected toward financial reconstruction and completion of the Town's financial records. A revised financial reporting package remains targeted for 2026, while identified financial control and process improvements will carry forward as a priority within the 2027 Work Plan.

Job Description Creation & Updates — In Progress

Job descriptions have continued to be developed and updated on an as-needed basis, alongside broader work to establish consistent titles, classifications, and organizational structure. The broader review was intended as a collaborative exercise with CUPE; while that process has not yet materialized, Administration is well positioned to proceed and will provide a further opportunity for CUPE participation.

Water Meter Replacement Program — Complete

The Water Meter Replacement Program is complete, with a small number of additional replacements occurring since the primary rollout concluded. The estimated-billing framework and manual-read fee have been effective in generating further participation while ensuring the additional costs and risks associated with legacy meters are not borne by utility ratepayers broadly.

GIS Implementation — In Progress

GIS implementation continues to progress, including updated aerial imagery and development of additional mapping layers. The system is expected to be ready for regular production use by the end of 2026, with broader deployment, staff training, and continued refinement extending into 2027.

Communal Software Improvements — Complete

Both the Credit Card Payment Module and Volunteer Management Module have been implemented and are now in regular use.

Audit – 2025 Fiscal Year — Pending

The 2025 audit has been necessarily deferred pending completion of the 2024 audited financial statements. Preparatory work has occurred in parallel where possible, with the 2025 audit expected to proceed directly following completion of 2024.

Health & Safety Improvements — Complete / Implementation Ongoing

The Health & Safety Committee has been established and is meeting monthly, with facility inspection policies and procedures now in regular use. HRIS/HSE software implementation is complete, with organization-wide staff introduction and training scheduled for this fall.

Capital Project – 6th Street Replacement — Deferred

The 6th Street Replacement project has been deferred to 2027 due to its significant cost and reliance on grant funding. Construction cannot proceed until the necessary grant funding is formally approved.

Development Compliance Enforcement (Major) — Ongoing

No new major compliance files were initiated in 2026, with capacity also affected by changes to the Tri-Community Peace Officer arrangement. Administration has continued advancing significant files initiated previously, including site clearing and demolition at 309 3 Street and ongoing work to bring the local gas station property into improved compliance with municipal requirements.

Road Maintenance Program — In Progress

The 2026 Road Maintenance Program is currently underway, with work commencing in early September. The program is expected to be complete by the end of September.

Municipal Development Plan — In Progress

The Municipal Development Plan update is progressing on schedule, with community engagement and Council workshops occurring throughout 2026. The project remains targeted for completion by year-end, with the updated MDP intended to provide the Town's overarching land-use and growth framework for the years ahead.

Work Order Software — Deferred

Implementation of Work Order Software has been deferred due to resource availability and competing organizational priorities.

Development Process Overhaul — In Progress

Development processes have been reviewed and updated to address the Town's most common development needs, with work now progressing into more specialized areas. The addition of the Communications Coordinator and upcoming website launch will also support development of simple user guides and improved public-facing information as this work continues through 2026.

Valve & Hydrant Maintenance Policy — In Progress

Policy development was deferred to allow Administration to gain practical experience through targeted valve and hydrant maintenance, with particular focus on hydrants. Lessons learned from this work will inform policy development through fall/winter 2026 and potentially a related 2027 Work Plan initiative.

Social & Recreation Needs Assessment — In Progress

The addition of a volunteer-led working group expanded the original scope and resulted in a slower-than-anticipated start. The working group held its first meeting on August 25 and is now moving forward, with the SRNA expected to continue well into 2027.

2026 Founders Park Campground Operations — In Progress / Successful

The first year of municipal campground operations has been very successful, with revenues and expenses tracking as anticipated and current revenues of approximately $74,000. The on-site manager model has worked well, and the season has been extended by approximately four weeks to test demand for late-season and/or dry camping, with lessons from 2026 expected to inform the operating model for 2027.

2026 Budget Finalization — Complete

The 2026 Operating and Capital Budgets were finalized and approved by Council on May 4, 2026, followed by completion of the annual property tax process.

Building Security Update — Partially Complete / On Hold

Core hardware installations are substantially complete but have not yet been activated, with stakeholder communications and some additional installations still outstanding. Further expansion, including the Town Office and selected internal facility doors, is being considered alongside grant funding opportunities, with broader rollout effectively on hold pending funding.

Road Marking / Line Painting — In Progress

Town-owned line-painting equipment was returned to service and staff were trained to complete more straightforward markings, with initial work undertaken in August. Additional contracted work will coincide with the Road Maintenance Program through September, while policy development will follow after gaining further operational experience.

Laneway Maintenance — In Progress

The first year of a proposed three-year laneway maintenance cycle has been completed, along with responsive pothole and patch repairs as required. Policy development will follow, with Administration opting to gain operational experience before formalizing the longer-term level of service.

FCSS External Funding Update — Complete

The FCSS funding framework has been comprehensively updated, with a standardized suite of guidance, application, and funding-administration resources completed and presented to Council in August. The completed package formalizes the Town’s approach across planning, application, implementation, and reporting and incorporates current provincial direction.

Pre-Authorization Payments — Deferred

Implementation of pre-authorized payments has been deferred to 2027 due to competing organizational priorities and resource availability.

Employee Development — In Progress

The Employee Development Policy has been completed and is undergoing final review. Implementation is anticipated this fall, with the framework expected to be fully in place by the end of 2026.

Inventory and Asset Review — Deferred

Some preliminary inventory and asset review work has been undertaken; however, the comprehensive review originally contemplated was not completed. The broader initiative will be deferred to 2027.

Emergency Management — In Progress / Nearing Completion

Emergency management plans and procedures are nearing completion, awaiting final coordination with regional partners, while facility-specific plans are largely complete. The updated Emergency Management Bylaw has been drafted, with the Bylaw and formal Emergency Management Committee formation expected to come before Council later in 2026.

Solid Waste & Recycling RFP — Complete

The Solid Waste & Recycling RFP was completed ahead of the original Work Plan schedule, with the new five-year collection contract taking effect in July. The transition has been successful, delivering significant cost savings while maintaining strong service levels and receiving positive community feedback.

CUPE Collective Agreement — In Progress

Preliminary discussions have begun, with Administration awaiting formal notice to bargain. The substantive bargaining process is expected to proceed largely as anticipated through October and November.

Communications Policy — In Progress

Preliminary policy development has begun on schedule and is currently proceeding alongside final website launch activities. Following the website launch, this will become the primary communications-focused initiative, with Council review anticipated late in 2026 or potentially at a January 2027 Committee of the Whole meeting prior to final adoption.

Recommendation(s)

That the Committee discuss the 2026 Work Plan, including the overall work-planning approach and progress against individual initiatives, and receive Administration's report for information.

Financial Implications

There are no financial implications associated with this report.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** the Committee receive Administration's report, for information.

Option #2:

As determined by the Committee.

Respectfully submitted,

"Doug Hafichuk"

Chief Administrative Officer

ATTACHMENTS:

Attachment 'A' – 2026 Work Plan

Item I1

Attachment 'A' – 2026 Work Plan

2026 Work Plan

(in Support of 2026 Base Budget)

December 2025					January 2026				February 2026				March 2026				Q2-2026			Q3-2026			Q4-2026		
Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC

Task	Start	End
Skate Shack Replacement	**Dec**	**Dec**
2026-2027 Grant Submission Preparation	**Dec**	**Jan**
Audit - 2024 Fiscal Year	**Dec**	**Jan**
Payworks Implementation	**Jan**	**Feb**
Development Incentives Policy	**Jan**	**Feb**
Property Classifications	*Jan*	*Feb*
Notifications & Discussions	*Feb*	*Feb*
Website Redevelopment	**Jan**	**Mar**
Testing and Finalization	*Jan*	*Mar*
Document Overhaul	*Jan*	*Mar*
Financial Controls & Reporting Package	**Jan**	**Jun**
Job Description Creation & Updates	**Jan**	**Sep**
Water Meter Replacement Program	**Jan**	**Sep**
GIS Implementation	**Jan**	**Nov**
Communal Software Improvements	**Feb**	**Mar**
Credit Card Payment Module	Feb	Mar
Volunteer Management Module	Feb	Mar
Audit - 2025 Fiscal Year	**Feb**	**May**
Health & Safety Improvements	**Feb**	**May**
Health & Safety Committee Formation	*Feb*	*Feb*
Facility Inspection Policy & Procedures	*Feb*	*Mar*
HRIS / HSE Software Implementation	*Mar*	*May*
Capital Project - 6th Street Replacement	**Feb**	**Jul**
Competitive Bids	*Feb*	*Jun*
Work Undertaken	*Jun*	*Jul*
Development Compliance Enforcement (Major)	**Feb**	**May**
Road Maintenance Program	**Feb**	**Jun**
Competitive Bids	*Feb*	*Apr*
Work Undertaken	*May*	*Jun*
Municipal Development Plan	**Mar**	**Dec**
Work Order Software	**Mar**	**Oct**
Scoping and Assessments	*Mar*	*Jul*
Deployment	*Aug*	*Sep*
Development Process Overhaul	**Mar**	**Oct**
Valve & Hydrant Maintenance Policy	**Mar**	**May**
Social and Recreation Needs Assessment	**Mar**	**Dec**
2026 Founders Park Campground Operations	**Mar**	**Oct**
2026 Budget Finalization	**Mar**	**Jun**
Property Assessments	Mar	
2026 Town Budget (Spring Finalization)		
Property Tax Notices		
Building Security Update	**Apr**	**Jun**
FOB / PAD Completion		
Stakeholder Communication and Rollout		
Road Marking / Line Painting	**Apr**	**Jul**
Road Marking Policy		
Work Undertaken		
Laneway Maintenance	**Apr**	**Jul**
Laneway Maintenance Policy		
Work Undertaken		
FCSS External Funding Update	**May**	**Jul**
Grant Funding Priority Policy		
Grant Submission 101 Session		
Pre-Authorization Payments	**Jun**	**Sep**
Employee Development	**Jun**	**Sep**
Employee Development Policy		
Employee Development Implementation		
Inventory and Asset Review	**Jul**	**Sep**
Emergency Management	**Aug**	**Nov**
Emergency Management Plans & Procedures Update		
Facility-Specific Plans & Procedures Update		
Emergency Management Bylaw		
Emergency Management (Council) Committee Formation		
Solid Waste & Recycling RFP	**Aug**	**Nov**
CUPE Collective Agreement	**Aug**	**Nov**
Communications Policy	**Sep**	**Dec**
Council Policy of External Communications		
Admin Policy & Procedure for External Communications		

TOWN OF IRRICANA

Committee of the Whole Report

To:	Chairperson and Committee Members
From:	Chief Administrative Officer
Date:	September 14, 2026
Purpose:	**Provided For Information**
Subject:	2027 Work Plan and Base Budget Planning

Summary:

The 2026 Work Plan represents the Town's first formal effort to connect annual priorities with the Base Budget and broader strategic direction. With the year approaching the three-quarter mark, Administration considers implementation generally successful, although not to the level originally anticipated.

The experience reinforces the value of intentional work planning while identifying important lessons around organizational capacity, external dependencies, and prioritization that will directly inform the 2027 Work Plan.

Background

Development of the **2027 Work Plan and Base Budget** is underway. Building upon the Town's first formal Work Plan in 2026, Administration intends to continue strengthening the connection between Council's strategic direction, annual organizational priorities, available capacity, and the financial resources provided through the Base Budget.

As discussed through the 2026 Work Plan review (Item I1), the first year of formal work planning provided several useful lessons. In particular, Administration intends to develop the 2027 Work Plan around approximately 65% of estimated organizational project capacity, preserving greater flexibility for core operations, emerging priorities, and unforeseen circumstances. The 2027 process will also seek to distinguish between a smaller number of primary or signature priorities and secondary initiatives that can be advanced as capacity and circumstances permit.

There is no shortage of potential work. Administration has already identified approximately 30 potential initiatives for 2027, many of which are larger or more complex than initiatives included in previous years. The objective is not to advance all of them, but to deliberately narrow the field to those initiatives that offer the greatest value, align with Council's direction, and can reasonably be supported by available organizational and financial capacity.

Work Plan Development

Administration will undertake an internal work-planning session on September 17–18 to review potential initiatives, consider organizational capacity and strategic alignment, and identify those recommended for initial discussion with Council.

Recognizing Council availability through September, including the Alberta Municipalities Convention and various personal commitments, Administration recommends scheduling a 2027 Work Plan Workshop during the week of September 28. The workshop would be focused specifically on identifying potential initiatives for further consideration within the 2027 Base Budget.

Importantly, *no funding or project decisions would be made at this stage*. An initiative advancing from the September workshop would simply mean that Council considers it sufficiently worthwhile for Administration to invest additional time in developing its scope, costs, resource requirements, and other considerations. Council would also have an opportunity to identify additional priorities it would like Administration to explore for inclusion in the draft 2027 Base Budget.

This initial screening is intended to create a manageable collection of potential initiatives from which the 2027 Work Plan and Base Budget can be developed, while avoiding significant administrative effort being spent developing initiatives that ultimately have little interest or support from Council.

Strategic Initiative Development

As potential Work Plan initiatives advance beyond the initial workshop stage, Administration intends to introduce a more structured approach to initiative development and costing.

This concept is not entirely new. A *Strategic Initiative Summary Sheet* was developed and piloted during preparation of the 2024 Budget, with the intent of providing a consistent framework for documenting significant initiatives. At the time, however, the Town had not yet reached the level of organizational maturity necessary to implement the approach consistently. Financial systems, internal processes, staffing capacity, and broader work-planning practices were all continuing to develop, and the initiative was ultimately not embedded into subsequent budget cycles.

Two years later, Administration believes the organization is better positioned to take that next step. The introduction of a formal Work Plan, continued improvements to the Base Budget process, and greater organizational stability provide an appropriate foundation to incorporate structured initiative development into the Town's annual planning cycle.

For significant initiatives advancing from the September Work Plan Workshop, Administration intends to prepare a standardized summary identifying the initiative itself, strategic alignment, anticipated benefits, measures of success, risks and mitigations, delivery approach, estimated costs, available funding, and supporting financial assumptions. The existing form also provides for detailed expense and revenue information and multi-year scheduling where appropriate.

The objective is not additional documentation for its own sake. Rather, significant initiatives included within the Base Budget should be supported by sufficient information for Council to understand what is being proposed, why it is being recommended, what it is expected to cost, and what Administration is relying upon in developing those estimates. This also creates a more consistent record against which implementation and results can subsequently be evaluated.

The 2024 *Strategic Initiative Summary Sheet is included as Attachment 'A'* for context. The form will undoubtedly be refined before use in the 2027 planning process, with lessons from its initial use and the Town's subsequent organizational development informing the updated version.

Base Budget Development

Following the Work Plan Workshop, Administration would have approximately one month to further develop the selected initiatives and incorporate them into preliminary budget planning. This period would include more detailed costing, identification of internal and external funding sources, assessment of staffing and organizational requirements, and consideration of sequencing within the overall Work Plan.

A Base Budget Workshop during the week of October 26 would then provide Council with its first consolidated look at the proposed 2027 Base Budget and recommended Work Plan. At this stage, Council would be considering not simply whether an initiative is worthwhile, but whether its costs, timing, resource requirements, and relative priority justify its inclusion within the 2027 program of work.

This sequencing reflects the broader approach Administration is seeking to establish:

Work planning identifies what the organization wants to accomplish; initiative development determines what it will take; and the Base Budget determines what the municipality can responsibly support.

Following the Base Budget Workshop, Administration would incorporate Council direction and prepare the 2027 Base Budget for formal consideration at a Regular Council Meeting. Administration recommends establishing the November 16 Regular Council Meeting as the target adoption date, with the December 7 Regular Council Meeting reserved as a secondary date should additional information, amendments, or deliberation be required.

Stage	Proposed Timing	Purpose
Admin Work Planning	Sept 17-18	Review potential initiatives, develop recommendations
Council Work Plan Workshop	Week of Sept 28	Identify initiatives warranting further development
Initiative Development & Budget Preparation	October	Scope, cost, and resource chosen initiatives
Council Base Budget Workshop	Week of October 26	Review preliminary Base Budget and recommended Work Plan
Base Budget "A Date"	November 16	Formal Council consideration of Base Budget
Base Budget "B Date"	December 7	Additional consideration or adoption, if required

Looking Ahead

The proposed process represents another incremental improvement in the Town's approach to annual planning and budgeting. The objective is not to create a perfect system in a single budget cycle, but to continue building upon the improvements made in preceding years, test new approaches where appropriate, and incorporate lessons into subsequent cycles.

The 2026 Work Plan represented an important step toward more intentional annual planning. The proposed 2027 process builds upon that foundation by introducing greater discipline around which initiatives are selected, how organizational capacity is allocated, and what information supports significant budget decisions.

Administration anticipates that the process and supporting tools will continue to evolve through future budget cycles. The immediate objective for 2027 is to establish a practical and repeatable approach that provides Council with better information, gives Administration clearer direction, and further strengthens the connection between strategic priorities, organizational work, and municipal finances.

Discussion Questions

To assist with the discussion, the Committee may wish to consider the following questions:

1. Does the proposed sequencing provide Council with appropriate opportunities to influence the 2027 Work Plan before significant initiative development and costing occurs?
2. What information does Council consider most important when deciding whether a significant initiative should ultimately be included within the Base Budget?
3. Does Council support distinguishing between a smaller number of primary or signature priorities and secondary initiatives that can be advanced as capacity permits?
4. How should Council-originated priorities be introduced and evaluated alongside initiatives recommended by Administration?
5. Are there additional considerations Council would like incorporated into the proposed 2027 Work Plan and Base Budget process?

Recommendation(s)

That the Committee discuss the proposed approach and schedule for development of the 2027 Work Plan and Base Budget, provide direction regarding the proposed Council workshops, and receive Administration's report for information.

Financial Implications

There are no financial implications associated with this report.

Recommendation Motion(s):

Option #1:

Motion #1: **THAT** the Committee receive Administration's report, for information.

Option #2:

As determined by the Committee.

Respectfully submitted,

“Doug Hafichuk”

Chief Administrative Officer

ATTACHMENTS:

Attachment ‘A’ – Strategic Initiatives Form

Item I2

Attachment ‘A’ – Strategic Initiatives Form

TOWN OF IRRICANA

STRATEGIC INITIATIVE SUMMARY SHEET

Strategic Initiative Title

Estimated Cost:	$ -	External Funding Only
Identified Funding:	$ -	
Start Date (YYYY):		Single-Year / Multi-Year
End Date (YYYY):		

Line of Service:	01-00
Delivery Method:	Internal
Initiative Type:	Capital

Details, Strategic Alignment, and Controls

01. Initiative Detail / Description

02. Connection to Strategic / Business Plan

03. Anticipated Benefits

04. How Success Will Be Determined

05. Risks and Challenges - Identified

06. Risks and Challenges - Mitigations

07. Initiative Notes, Details, Comments

Financial Information

Expenses	$ -	*Details*
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	

Revenues	$ -	*Details*
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	
00-00-00-000-00	$ -	

08. Financial Notes, Details, Comments

Financial Information - Expenses Detailed				
EXP	Expense Description	Cost	GL Assigned	Details / Notes / Supports / Basis
EXP-001		$ -	00-00-00-000-00	
EXP-002		$ -	00-00-00-000-00	
EXP-003		$ -	00-00-00-000-00	
EXP-004		$ -	00-00-00-000-00	
EXP-005		$ -	00-00-00-000-00	
EXP-006		$ -	00-00-00-000-00	
EXP-007		$ -	00-00-00-000-00	
EXP-008		$ -	00-00-00-000-00	
EXP-009		$ -	00-00-00-000-00	
EXP-010		$ -	00-00-00-000-00	
EXP-011		$ -	00-00-00-000-00	
EXP-012		$ -	00-00-00-000-00	
EXP-013		$ -	00-00-00-000-00	
EXP-014		$ -	00-00-00-000-00	
EXP-015		$ -	00-00-00-000-00	
EXP-016		$ -	00-00-00-000-00	
EXP-017		$ -	00-00-00-000-00	
EXP-018		$ -	00-00-00-000-00	
EXP-019		$ -	00-00-00-000-00	
EXP-020		$ -	00-00-00-000-01	
EXP-021		$ -	00-00-00-000-02	
EXP-022		$ -	00-00-00-000-03	
EXP-023		$ -	00-00-00-000-04	
EXP-024		$ -	00-00-00-000-05	
EXP-025		$ -	00-00-00-000-06	

Financial Information - Revenues Detailed				
REV	Revenue Description	Revenues	GL Assigned	Details / Notes / Supports / Basis
REV-001		$ -	00-00-00-000-00	
REV-002		$ -	00-00-00-000-00	
REV-003		$ -	00-00-00-000-00	
REV-004		$ -	00-00-00-000-00	
REV-005		$ -	00-00-00-000-00	
REV-006		$ -	00-00-00-000-00	
REV-007		$ -	00-00-00-000-00	
REV-008		$ -	00-00-00-000-00	
REV-009		$ -	00-00-00-000-00	
REV-010		$ -	00-00-00-000-00	
REV-011		$ -	00-00-00-000-00	
REV-012		$ -	00-00-00-000-00	
REV-013		$ -	00-00-00-000-00	
REV-014		$ -	00-00-00-000-00	
REV-015		$ -	00-00-00-000-00	
REV-016		$ -	00-00-00-000-00	
REV-017		$ -	00-00-00-000-00	
REV-018		$ -	00-00-00-000-00	
REV-019		$ -	00-00-00-000-01	
REV-020		$ -	00-00-00-000-02	
REV-021		$ -	00-00-00-000-03	
REV-022		$ -	00-00-00-000-04	
REV-023		$ -	00-00-00-000-05	
REV-024		$ -	00-00-00-000-06	
REV-025		$ -	00-00-00-000-00	

Anticipated Schedule (S=Start, F=Finish)																											
2024				2025				2026				2027				2028				2029				2030			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Commentary (Risks, Assumptions, Etc)