


TOWN OF
BARRHEAD
ALBERTA

STRATEGIC PLAN

2022-2025
ADOPTED 05/24/2022





The **STRATEGIC PLAN 2022-2025** is a structured document that will provide guidance and direction to the prioritization of Town initiatives over the next four years.

Through this plan, the Town of Barrhead's Council and Administration will work towards the realization of a shared vision, through the scheduled and planned completion of each established goal and objective.

barrhead.ca/p/strategic-plan



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OUR STRATEGIC PLAN

Although distinct from yearly budgeting, capital planning, and standard operating initiatives of the Town, The strategic Plan is integral in ensuring that the allocation of funding and resources corresponds with the needs and shared vision of the community moving into the future.

This Plan outlines the priorities of Council, reflecting Council's commitment to achieving a shared vision of the Town of Barrhead and communicating what is necessary to accomplish this vision in concrete, achievable terms.



BUILDING THE PLAN

The **Strategic Plan 2022-2025** was formed through a systematic process during which members of the Town of Barrhead's Council and Administration worked to identify and plan for a shared vision for the Town's Future.

Each year, in order to ensure that the current needs of the community are being addressed, members of Town Council and Administration reassess and readjust the Strategic Plan, participating in a number of strategic planning sessions. During these sessions, members develop the **Goals and Objectives** of the strategic plan, which guide and are supported by operational planning to identify supporting actions, budgets and timelines.

OUR COMMUNITY'S STRENGTHS



During the strategic planning process, Council identified a number of **strengths** of the Town of Barrhead, in order to better understand the issues and opportunities facing our community.

- Recreational and educational opportunities for all ages
- Progressive, diverse Council that works well together
- Collaborative business community that is committed to the Town
- Active community, including volunteers, social hubs, churches, and service clubs
- Hard-working community, striving to do their best and be innovative
- Our strength is our people
- People are beginning to understand the assets present in the community
- “Hometown attitude”
- Positive image and reputation
- Strong business core, providing the ability to shop and access services locally
- Broad spectrum of healthcare services for all phases of life
- The airport is recognized as friendly and welcoming

- Sports opportunities for children; a hub for recreational programming (hockey, dance, swimming, bowling, golf, etc.)
- Access to quality of life services (ex. movies, library)
- Child-friendly, safe, and clean
- Proximity to Stony Plain, Spruce Grove, St. Albert, Edmonton, as well as lakes and Paddle River
- Stable economic base that serves the agricultural community
- Opportunity to continue developing the parks system
- Sound infrastructure, including highways, water, sewer, and electricity
- Excellent Town staff who care for the community
- Excellent parks and walking trails
- Ripple Connection for mental Health, FCSS
- People take pride in the community
- Excellent emergency response services
- Cost of housing is affordable relative to large urban neighbours
- Vibrant art community
- The Town of Barrhead is an easy community to promote





OUR VALUES

Our Strategic Plan reflects the following **values** that were identified in previous planning documents:

ENVIRONMENT	Maintaining a healthy and natural environment
INFRASTRUCTURE	Well-maintained infrastructure that meet community needs and allow growth and development for prosperity
ECONOMY	Building a strong and vibrant community by attracting, supporting and retaining businesses and residents
SOCIAL	Building social capacity and engaging citizens and partners to improve the well-being and diversity of the community
GOVERNANCE	Fiscally sustainable government focused on strategic decision-making, transparency, and inclusiveness



ACHIEVING OUR VISION

The Town of Barrhead is committed to achieving the objectives set out in the **Strategic Plan 2022-2025**.

In support of the Town's Vision, Council formed objectives with distinct achievable outcomes in an effort to realize the following comprehensive goals:

- Improve the standard of living of our residents and the sustainability of our community through effective and targeted economic development
- Support the preservation of a healthy, natural environment through the incorporation of environmentally responsible practices.
- Enhance the well-being and engagement of our community through increased community services and sustainable service delivery
- Maintain operational excellence through the ongoing assessment, development, and modernization of administrative and governance processes.
- Ensure the effective development, planning, and maintenance of municipal infrastructure to support community growth and prosperity.

GOALS & OBJECTIVES

As a member of our community, you are invited to review the strategic goals and objectives laid out within this document. We look forward to the support of our community as we work to achieve Council's shared vision of a vibrant, strong, diverse, and prosperous Town of Barrhead.



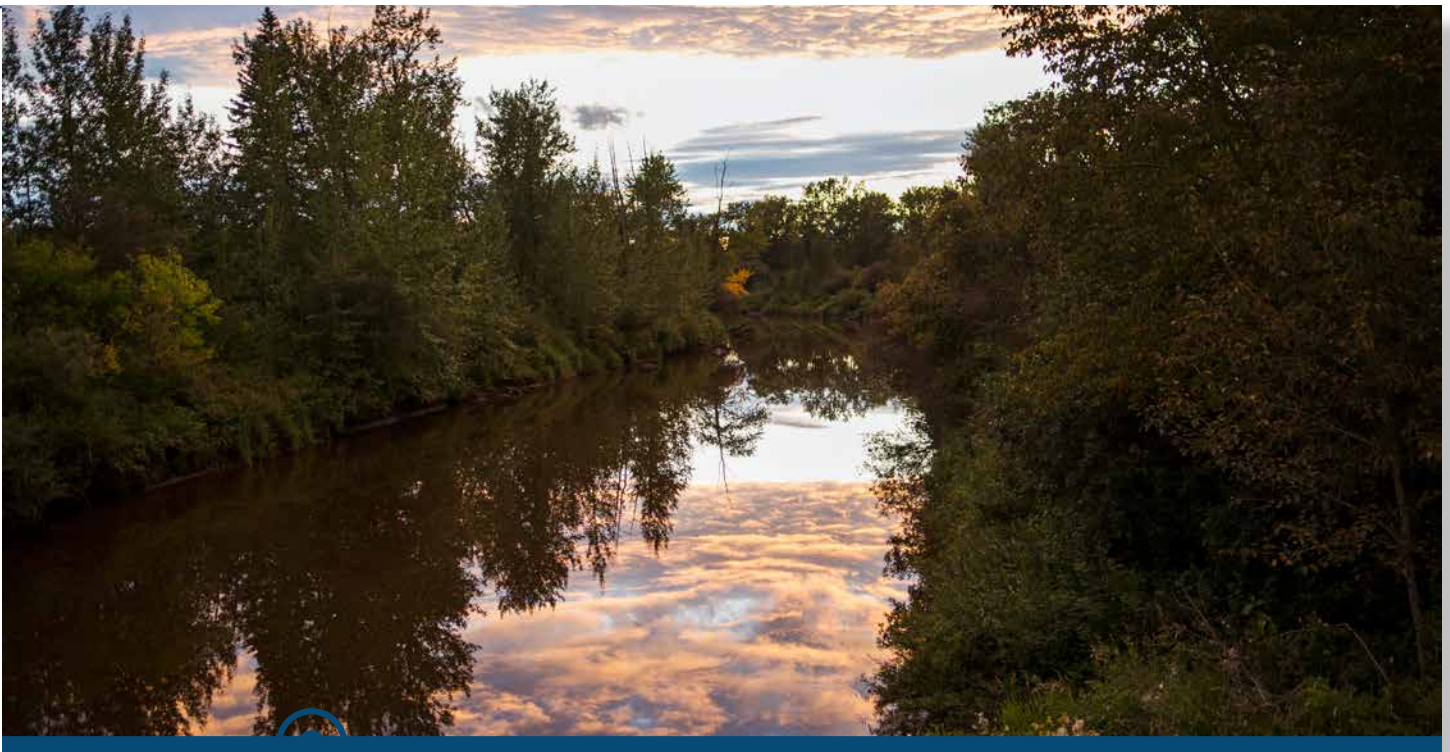
ECONOMIC DEVELOPMENT

Improve the standard of living of our residents and the sustainability of our community through effective and targeted economic development.

- Organize marketing and sale of 11 acres of commercial land
- Initiate a technology incubator
- Develop and implement a strategy to address broadband internet
- Explore tax breaks or tax incentives as part of a business attraction strategy
- Engage local tourism operators and businesses to assist in promotion of Barrhead Tourism



- Expand tourism initiatives promoting Barrhead outside of region



ENVIRONMENTAL STEWARDSHIP

Support the preservation of a healthy, natural environment through the incorporation of environmentally responsible practices.

- Assess the feasibility of Green Bin services on a cost recovery basis

- Identify resourcing to replace truck fleet with electric vehicles and provide charging stations

- Address access to reliable public transportation

- Develop a strategy for “greening” the community (environmental measures)



SERVICE DELIVERY

Enhance the well-being and engagement of our community through increased community services and sustainable service delivery.

- Provide a medical clinic as a tool to attract and retain physicians
- Explore opportunities to provide a larger space for the museum.
- Research options for alternative or affordable housing (modular home park, tiny homes)
- Build a skateboard park or all-wheel park
- Plan and implement the Town of Barrhead Accessibility Coalition's Accessibility Challenge
- Adopt recreation planning documents (tree replacement, linear park plan)
- Complete ice plant retrofit
- Complete bowling alley renovation
- Plan and implement a Canada Day Party for the Town
- Provide pickle ball facilities within the municipality
- Assess the feasibility of a winter park for skating and cross-country skiing
- Develop and implement a strategy for expanded walking paths (Lions Park, back side of golf course, observation deck off the Rotary Trail)
- Develop a long term plan to cover the Outdoor rink adjacent to the Agrena



OPERATIONAL EXCELLENCE

Maintain operational excellence through the ongoing assessment, development, and modernization of administrative and governance processes.

- Complete review of Human Resources Department and update HR policies and processes

- Develop and adopt guidelines for employees working on private property

- Initiate a process of scheduled policy reviews and updates

- Develop and adopt a three year business plan

- Develop a facility strategy that includes the future of the ADLC location

- Appoint a dedicated Health and Safety Officer (potential partnership with the County)

- Obtain accreditation under the Safety Codes Act for construction inspections

- Develop and adopt a strategy for utility rates for non-residents (County)

- Initiate the website re-branding project

- Webcast Council meetings

- Develop and implement a Town App

- Complete the Inter-municipal Development Plan

- Develop internal communications protocol

- Develop guidelines for use of external communications channels



MUNICIPAL INFRASTRUCTURE

Ensure the effective development, planning, and maintenance of municipal infrastructure to support community growth and prosperity.

- Develop and adopt an infrastructure repair and replacement plan
- Complete wastewater condition study and wastewater repair and replacement plan
- Maintain water reservoir
- Complete road upgrades in the industrial park
- Develop and adopt a plan for sidewalk replacement and/or removal
- Develop and implement a plan for secondary emergency access roads for residential areas with only a single access road
- Organize servicing and infrastructure of 11 acres of commercial land

ACCOMPLISHMENTS

ECONOMIC DEVELOPMENT

GOAL

- Organize marketing and sale of 11 acres of commercial land
- Engage local tourism operators & businesses in promotion of Barrhead with tourism website

UPDATE

- Nov. 30/20, Town endorsed an exclusive listing agreement with Cushman & Wakefield
- The required Traffic Impact Assessment was completed in April 2022 - waiting for formal response from Alberta Transportation
- Creation of Better in Barrhead website
- Council approved budget to cover cost of programmatic advertising through 2022.

SERVICE DELIVERY

GOAL

- Build a skateboard park, or all-wheel park
- Complete bowling alley renovations
- Plan and implement a Canada Day Party for the Town of Barrhead

UPDATE

- July 13, 2021, Council, as planning authority, approved development application to establish park on Town-owned property (zoned Direct Control).
- Feb. 2022, Council authorized a design build contract - anticipate construction completion by late August 2022.
- Completed outstanding items from 2021, in 2022.
- 2023 will be last year of a 3-year construction plan by installing a new roof air handling unit
- Plan implemented for week of June 27, 2022

SERVICE DELIVERY (CON'T)

GOAL

- Access the feasibility of a winter park for skating & cross-country skiing
- Complete ice plant retrofit

UPDATE

- 20/21 season saw the installation & maintenance of skating areas at Lions Park & Denthor park with continued maintenance of existing skating area at Cecil Martin Park.
- Paddle River Golf & Country Club established cross-country skiing paths on the Town-leased area.
- Oct. 15/21, Council awarded the Agrena retro-fit upgrade tender.
- Project completion anticipated in late July, 2022.

OPERATIONAL EXCELLENCE

GOAL

- Complete the Inter-Municipal Development Plan (IDP)
- Develop and adopt a 3-year business plan
- Appoint a dedicated Health & Safety Officer
- Maintain water reservoir

UPDATE

- Nov 10/20, Council passed third reading to Bylaw No. 02-2020 adopting an IDP with the County of Barrhead.
- Council approved the 2023-2025 Three-Year Operating Plan on April 26, 2022.
- A Town employee is appointed as the Health & Safety Advisor in accordance with the Town's Joint Health and Safety Committee's Terms of Reference, as approved by Council.
- A Water Commission initiative to dredge one of the four water reservoir cells.

MUNICIPAL INFRASTRUCTURE

GOAL

- Complete wastewater condition study and wastewater repair and replacement plan

UPDATE

- Plan prepared and presented to Alberta Environment
 - Required engineering work planned for 2023 with construction during the 2025 - 2026 season.
 - Approximately 85% of Town sewer lines were video recorded with repairs/ replacements undertaken on a priority basis
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TOWN OF
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