



Strategic Plan

2025–2029





Message from Council

On behalf of Council, we are pleased to present the Town of Crossfield’s 2025–2029 Strategic Plan.

This plan reflects Council’s commitment to ensuring Crossfield remains a strong, welcoming, and sustainable community for both current residents and future generations. Following thoughtful discussion and careful consideration of community needs, Council has identified four key areas of focus that will guide decision-making and investment over the coming term: Reliable Infrastructure Readiness, Calculated Financial Path, Responsible Community Growth, and Safe and Connected Community.

These priorities recognize the importance of maintaining and investing in the infrastructure that supports our daily lives, ensuring sound management of public resources, planning for growth in a responsible and sustainable manner, and fostering a community where residents feel safe, supported, and connected.

This Strategic Plan provides direction for the work ahead and will help guide Administration as they develop a Corporate Business Plan that translates Council’s priorities into clear actions and measurable outcomes over the next four years.

Council remains committed to listening to residents, working collaboratively with community partners, and making decisions that strengthen Crossfield today while preparing our community for the opportunities of tomorrow.

We thank residents, businesses, and community partners for their ongoing support and engagement as we continue working together to build a vibrant and resilient Crossfield.



Vision and Mission

The vision and mission statements articulate the Town of Crossfield's long-term aspirations and the role the organization plays in serving the community. Together, they define the future the Town is working toward and the principles that guide decision-making, service delivery, and community planning.

Vision

Crossfield is a welcoming and connected community where people are proud to call home.

Mission

To serve Crossfield through responsible governance, accountable leadership, effective municipal services, and thoughtful planning that enhance quality of life, foster belonging, and support responsible growth. Together, we build a strong, connected community for today and the future.



Community Profile

The Town of Crossfield is located in south-central Alberta, approximately 50 kilometres north of Calgary and 15 kilometres north of Airdrie along Highway 2A.

Positioned within the Calgary–Edmonton Corridor, Crossfield benefits from strong regional connectivity, providing residents and businesses with access to major transportation routes, employment centres, and regional services while maintaining the character of a small, close-knit community.

As of the 2024 Municipal Census, Crossfield has a population of 4,211 residents and continues to experience steady and sustainable growth. The community attracts young families, professionals, and entrepreneurs who value its affordability, safe neighbourhoods, and strong sense of community. This growth presents opportunities for the Town to strategically plan for infrastructure, services, and economic development to support a growing population.

Crossfield offers a range of municipal services and community amenities that contribute to a high quality of life. Recreational facilities, parks, pathways, schools, and active community organizations support a vibrant and engaged community while promoting healthy, active lifestyles.

The Town's economy is supported by a diverse mix of industries, including agriculture, light industrial operations, logistics, and service-based businesses. Crossfield's strategic location within the Calgary region, combined with available land for development, provides opportunities to strengthen the local economy and support future commercial and industrial growth.

As Crossfield continues to grow, the Town remains committed to thoughtful, sustainable development that balances its rural character with the need for modern infrastructure, economic opportunity, and enhanced municipal services. Through strategic planning and community collaboration, Crossfield aims to foster a resilient, prosperous, and connected community for current and future residents.

Council's Decision-Making Principles

As Council works to advance the priorities outlined in this Strategic Plan, the following principles will guide decision-making throughout the 2025–2029 term:

Community-Focused

Decisions will prioritize the long-term well-being of Crossfield residents, supporting a high quality of life and a strong, vibrant community.

Fiscal Responsibility

Council is committed to responsible management of public resources, ensuring that investments are sustainable and provide long-term value for the community.

Long-Term Infrastructure Planning and Investment

Council will prioritize the maintenance and strategic expansion of infrastructure to meet current needs while preparing for future growth.

Responsible Community Growth

Growth will be guided in a thoughtful and sustainable manner that aligns with infrastructure capacity, financial sustainability, and the community's long-term vision.

Transparency and Accountability

Council will make decisions through open, transparent processes and remain accountable to the residents it serves.

Collaboration and Respect

Council will work constructively with residents, community organizations, regional partners, and Administration to achieve outcomes that benefit the entire community.



Strategic Planning Process Overview

On February 10, 2026, Council and Administration gathered for a strategic planning retreat to reflect on the Town of Crossfield’s future direction and priorities for the next four years.

The session included review of the community vision, discussion of aspirations for the community by 2029, and collaborative exercises to identify key opportunities and challenges facing the municipality.

Participants explored community and organizational strengths, weaknesses, opportunities, and threats, and reviewed initiatives currently underway across the organization. Through facilitated discussion and prioritization exercises, Council identified several areas that require focused attention and resources in order to position Crossfield for long-term success.

The outcome of this process is a set of strategic priorities that guide Council decision-making and Administration’s operational planning over the next four years.

Corporate Planning Framework and Cycle

The Town of Crossfield’s Corporate Planning Framework illustrates how Council’s vision and strategic priorities guide the work of the organization.

Council establishes the community vision and strategic direction for the term through the Strategic Plan, defining the outcomes the community is working toward.

Administration then translates Council’s priorities into action through the Corporate Business Plan. Supporting plans, strategies, statutory documents, and budget decisions align within this framework to ensure municipal initiatives and resources are coordinated and focused on delivering results for the community.

Council Strategic Direction

- Define what we are trying to achieve as a community
- Establish Council’s priorities for the term
- Municipal decision-making and investment

COMMUNITY VISION



COUNCIL’S STRATEGIC PLAN



Administrative Action Plans

- Translate Council priorities into administrative work
- Identify key initiatives and organizational focus areas
- Integrate supporting plans, strategies and policies
- Align resources and budget to deliver results

CORPORATE BUSINESS PLAN

Master Plans

Strategies & Frameworks

Statutory Plans

Budget & Other Resources

Council's Strategic Priorities

Council determined the following strategic priorities that require focused attention and action to benefit the community:

1. Reliable Infrastructure Readiness
2. Calculated Financial Path
3. Responsible Community Growth
4. Safe and Connected Community

Advancing these strategic priorities is crucial to the future success of Crossfield and requires deliberate planning, coordination, and investment.

1. Reliable Infrastructure Readiness

Reliable infrastructure readiness ensures the Town of Crossfield plans for, invests in, and maintains infrastructure in a way that supports current community needs, while preparing for future growth. Through proactive planning and responsible investment, the Town works to maintain reliable services, manage the lifecycle of critical assets, and strengthen the long-term resilience of municipal infrastructure.

Outcomes

- Ensure infrastructure planning aligns with community growth and long-term service needs.
- Maintain and enhance critical infrastructure to support safety, reliability, and quality of life.
- Replace and rehabilitate aging assets in a timely and responsible manner.
- Guide infrastructure investments through principles of sustainability, efficiency, and long-term value.
- Strengthen resilience and reduce the risk of infrastructure failure through proactive asset management.

Strategic Focus Areas

1.1 Infrastructure Planning and Growth Alignment

Ensure infrastructure planning frameworks and funding approaches align with projected growth and that development contributes appropriately to required infrastructure investments.

1.2 Long-Term Wastewater Management Strategy

Advance sustainable wastewater solutions that meet regulatory requirements and accommodate future growth.

1.3 Infrastructure Renewal and Lifecycle Investment

Prioritize ongoing investment in the rehabilitation and replacement of municipal infrastructure to maintain service reliability and extend asset life.

1.4 Asset Management Maturity

Strengthen the Town's approach to asset management, including lifecycle planning, condition monitoring, and long-term capital forecasting.

2. Calculated Financial Path

A calculated financial path reflects Council’s commitment to managing public resources with discipline, transparency, and a long-term perspective. Council ensures that financial decisions align with community priorities, support sustainable service delivery, and prepare the Town for future infrastructure needs while maintaining fiscal stability.

Outcomes

- Ensure disciplined and responsible financial management through deliberate planning and transparent decision-making.
- Align financial strategies with Council priorities to support sustainable service delivery and long-term infrastructure needs.
- Maintain fiscal stability through a sustainable long-term financial strategy and responsible reserve and debt management.
- Ensure financial governance frameworks are clear, consistent, and support effective decision-making.
- Align financial planning with long-term service delivery, infrastructure needs, and community growth.
- Provide transparent financial reporting to ensure accountability to Council and the community.

Strategic Focus Areas

2.1 Long-Term Financial Sustainability

Ensure the Town maintains a comprehensive financial framework that supports capital planning, reserve management, and long-term fiscal stability.

2.2 Organizational Capacity and Resource Alignment

Ensure staffing levels, service delivery capacity, and organizational resources are aligned with community growth and Council priorities.

2.3 Sustainable Service Funding

Guide the development of funding models to ensure municipal services are financially sustainable, appropriately funded, and aligned with long-term infrastructure and operational needs.

2.4 Financial Transparency and Accountability

Ensure financial reporting and communication are clear, timely, and support informed decision-making by Council and the community.





3. Responsible Community Growth

Responsible community growth ensures the Town of Crossfield plans for and manages development in a way that supports long-term prosperity while maintaining the community’s character and quality of life. Through thoughtful planning and clear policy direction, the Town will guide growth that reflects community values and supports a vibrant and resilient future.

Outcomes

- Support thoughtful and sustainable growth that respects Crossfield’s small-town character.
- Consider social, economic, and environmental impacts when making growth and development decisions.
- Guide balanced residential, commercial, and industrial development through clear and updated planning policies.
- Strengthen the Town’s readiness for investment and new development through strategic land management.
- Align growth decisions with community values and long-term priorities.
- Foster development that enhances the community’s vibrancy, livability, and long-term prosperity.

Strategic Focus Areas

3.1 Planning Policy and Regulatory Framework

Ensure planning policies and regulatory tools are current, aligned, and supportive of balanced residential, commercial, and industrial development.

3.2 Strategic Land Planning and Management

Guide the long-term planning and use of municipal lands to support development opportunities and community priorities.

3.3 Investment Readiness and Economic Positioning

Advance initiatives that strengthen the Town’s readiness to attract investment and facilitate new development through clear processes and coordinated planning.

4. Safe and Connected Community

A safe and connected community ensures that Crossfield remains a welcoming place where residents feel secure, supported, and engaged. Through strong protective services, accessible recreation opportunities, and meaningful partnerships, the Town works to foster an environment where people of all ages feel connected and proud to call Crossfield home.

Outcomes

- Maintain safe and responsive neighbourhoods through effective protective services and community safety initiatives.
- Ensure protective services and community infrastructure evolve alongside population growth.
- Provide accessible recreation opportunities and spaces for residents of all ages.
- Strengthen community connection and belonging through programs, events, and shared spaces.
- Strengthen partnerships with regional organizations and community groups to enhance services and opportunities.
- Foster overall community well-being by promoting a safe, welcoming, and supportive environment for all residents.

Strategic Focus Areas

4.1 Community Recreation Infrastructure and Amenities

Advance the development and enhancement of recreational amenities and public spaces that promote active living, youth engagement, and community connection.

4.2 Protective Services Readiness

Ensure protective services planning, resources, and infrastructure evolve to meet current and future community needs.

4.3 Community Safety and Policing Partnerships

Strengthen collaboration with policing and community safety partners to ensure coordinated supports and responsive services that meet the evolving needs of the community.

4.4 Community Wellbeing and Connection

Ensure the Town fosters community well-being through partnerships, programs, and initiatives that enhance community connection, foster a sense of belonging, and improve awareness of and access to community-based supports.





From Strategy to Action

This Strategic Plan establishes Council’s priorities and the outcomes the Town aims to achieve over the 2025–2029 term. It is intentionally focused at a strategic level to provide clear direction while allowing flexibility in how priorities are advanced.

Following the adoption of this plan, Administration will develop a Corporate Business Plan that outlines the specific initiatives, actions, and resources required to achieve these outcomes. The Corporate Business Plan will translate Council’s direction into measurable work plans, timelines, and performance indicators that guide day-to-day operations.

This approach ensures a clear alignment between Council’s strategic direction and Administration’s operational planning, while allowing the organization to remain responsive to emerging needs and opportunities.

In addition to advancing Council’s strategic priorities, the Corporate Business Plan will include a focus on operational excellence to ensure the organization’s systems, processes, and resources effectively support service delivery.