



## 2025 TO 2030 STRATEGIC PLAN

### ***OVER THE RISE TO OUR BRIGHT FUTURE!***

Our brand is ***dynamic, thriving community*** where amenities support our growth and contribute to a high quality of life for all current and future residents. We are committed to embracing sustainable and green growth, creating an environment where developers and businesses thrive, and boldly seeking new opportunities while supporting the success of our existing businesses.

We envision a vibrant downtown, connected to ***Heritage Common Events Centre***, serving as a dynamic hub for programming, entertainment, and community gatherings—the very heart of our community. We will actively engage residents, including youth and seniors, ensuring that everyone has a voice in shaping our collective future.

Through these efforts, we will grow at ***twice the rate*** of the surrounding region, becoming a bright and shining example of a resilient, welcoming, and sustainable community.

## Our Values

**Integrity**  
**Urgency**  
**Responsibility**

**Accountability**  
**Positivity**  
**Courageous & Bold**

**Teamwork**

# OUR OBJECTIVES

## 1.0 Growth – Infrastructure/Amenities

<b>1.1</b>	<b>Engineering Assessment of New Lagoon Project</b>
01/25	Potential to apply to the Canada Housing Infrastructure Fund. Requires costs of replacement, specifications and sequencing
02/25	Catterall and Wright contracted to update plans to ensure use of current Grant and make application to the Canada Housing Infrastructure Fund.
02/25	New Costing Provided expected to cover the concerns of Bylaw of annual payments for debt to construct new Lagoon
03/25	Grant Application due 31/03/25
04/25	Grant Application Made

<b>1.2</b>	<b>Engineering Assessment of Reservoir</b>
03/25	2026 Project

<b>1.3</b>	<b>Engineering Assessment of Road Pavement Program</b>
01/25	Potential to apply to the Canada Housing Infrastructure Fund. Requires costs of replacement, specifications and sequencing
02/25	Associated Engineering advises would not fit within parameters of CHIF Grant Program.
03/25	Associated Engineering preparing pavement specifications and sequencing plan.
03/25	1 <sup>ST</sup> Year of long term, project included in 2025 Budget, funded by SP-90 previous budget amounts, Capital grant program and road reserve
05/25	1 <sup>st</sup> area determined of Railway Street from 2 <sup>nd</sup> Avenue to Main Street. Associated Engineering preparing specifications to repair soft spots and apply a lift of asphalt. Obtaining estimates from contractor to repair pot holes with asphalt and crack seal Main Street. Critical to maintain existing pavement structures

<b>1.4</b>	<b>Artificial Ice at Arena</b>
12/24	Delegation to Council requesting consideration of installing Artificial Ice at the Arena
01/25	Estimate of cost to install at Arena obtained in excess of \$ 1,000,000
02/25	Associated Engineering advises arena may not have long term longevity to warrant a large investment
02/25	Artificial Ice Committee Draft Terms of Reference created and forwarded to delegation for input.
03/25	Structural Analysis included in 2025 Budget
03/25	Meet with RM of Laird and invite to sit on Committee
04/25	Rm of Laird is interested, Terms of Reference forward for their review.
04/25	Reminder to Person that suggested this committee to review Terms of Reference. Person who suggested the project has moved.
04/25	Structural Analysis cost of \$ 9,500. \$ 15,000 included in Budget
05/24	Structural analysis being completed shortly.

<b>1.5</b>	<b>Pathways</b>
02/25	Landscape Consultant included in budget to develop preliminary plans.
03/25	Preliminary estimates created
04/25	Committee to be established to provide input into location and design.
10/25	Grant Application will be completed under the next Intake of Transportation Grant
01/26	2026 Project

<b>1.6</b>	<b>Solar Power Initiative</b>
02/24	Grant Application approved Landscape Consultant included in budget to develop preliminary plans.
05/25	To be installed
01/26	Review statistics, determine additional generation opportunities.

## 2.0 Growth – Economic Development/ Marketing/Tourism/Housing

<b>2.1</b>	<b>Heritage Common Events Centre will become self-sufficient/Growth in Amenities/Promote Facility</b>
03/25	Continue to complete upgrades.

03/25	Landscape Consultant included in budget to develop preliminary plans for the grounds including developing serviced campsites and area for residential development.
03/25	Create amenities to increase usage such as Fitness Centre, Library included in Budget. Feasibility Study for Golf Simulator.
04/25	Review Operating Procedures, determine potential increase of own sponsored events such as concerts, sportspersons dinners, comedians, cafeteria, internal caterer.
04/25	Enhanced Social Media presence, content creation and marketing of Heritage Common - included in 2025 budget
04/25	Promote Heritage Common space as a location for an Age in Place Seniors Home. Request for Proposals being created for the demolition or redevelopment of the Music Wing and the North
04/25	Focus efforts on attracting health care amenities for vacant rental spaces empty offices
04/25	Is the Council Chambers and Classroom perhaps the best space for the library with ample natural lighting Wheatland Regional Library requires 1,200 square foot space.
05/25	Open 1 <sup>st</sup> Street East as a Pedestrian corridor from Main Street to Heritage Common. Develop strategy to promote and link the areas.
05/25	Request for Proposals for fitness firms to provide a design and costs for the fitness centre. Area 1 - 436 square feet, Area # 2 - 759 square feet - expansion area
	Ongoing

<b>2.2</b>	<b>Marketing/Tourism/Promotion of Hepburn Business Development</b>
02/25	Strategic Plan Created
03/25	Community Marketing and Economic Development Strategy included in 2025 Budget
03/25	Meet with RM of Laird promote joint economic development industrial area on Highway 12 Industrial Area on Highway 785 East side of Hepburn by the existing acreages ability to extend water transmission lines. new residential areas and promote as bedroom community - strength
04/25	Create content, enhanced social media marketing of Community and Heritage Common , meet with developers, raise awareness of Hepburn!
04/25	Roll out of Community Marketing and Economic Development Strategy
05/25	Video Content of Mayor Baerwald being released
05/25	Fall concert proposed. Classic Rock \$ 10,000
06/25	Business/Tourism Retention and Expansion Survey commences
09/25	Welcome Signage designed and installed

09/25	Create Business Association, enhance
09/25	Create Business Incentive Program
	Ongoing

<b>2.3</b>	<b>Official Community Plan/Housing Development Plan</b>
03/25	Funds to complete Hepburn Official Community Plan included in Budget including continuum of housing. Funds for the Twin Rivers District Plan included.
03/25	Meet with RM of Laird to discuss economic development areas
05/25	Consultant to present to Council to complete official community plan.
06/25	Develop Housing Incentive Program including secondary suites
06/25	Develop Marketing Package, meet with Developers,
07/25	Planning Map to include expansion of residential areas.
09/25	Meet with RM of Laird promote joint green economic development industrial area on Highway 12 promote joint green economic development Industrial Area on Highway 785 East side of Hepburn by the existing acreages new residential areas.

### 3.0 Growth - Customer Service

<b>3.1</b>	<b>Core Business Duties/Centralized Services/Remove Duplication of Effort and Services</b>
11/24 to 01/25	Review Existing Structure, duties roles and responsibilities. Restructure and develop path Forward
12/24	Enhance Customer Service Culture.
02/25	Path Forward approved position descriptions created and presented to Staff.

02/25	Ongoing Initiative to create procedures manuals.
02/25	Ongoing cost savings/revenue generation ideas generated, feasibility reviewed and implemented where feasible and practical.
02/25	Creation of Event Assistants to provide support clients of Heritage Common Events Centre. Reduces risk, reduces risk and increases customer service and satisfaction.
03/25	Electronic Funds Transfer being implemented, 50% cost savings in cheques generated.
04/25	Contract with Information technology Supplier to provide support, in-house now difficult to provide due to complexity. Estimated Staff time savings.
04/25	Application being used to take notes and tasks to be completed.
05/25	Accounting Clerk/Administration Assistant started May 12, 2025 refined list of duties created, streamline and focus positions. One stop for parks & recreation receipting, facility billings and tracking accounts receivable.