



Our Three Hills

2026 – 2030
Strategic Plan



Vibrant
Community



Strong
Economy



Sustainable
Future



Collaborative
Leadership

Our Community.
Our Future.
Our Three Hills.



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2026 – 2030
Strategic Plan



Message from Town Council

Welcome to the Town of Three Hills 2026–2030 Strategic Plan.

This plan reflects Council's shared vision for the future of our community. It establishes the priorities that will guide decision-making, investment, and service delivery over the next four years while maintaining our commitment to responsible governance, financial sustainability, and collaboration.

Together with Administration, Council is committed to building a vibrant community, supporting a strong local economy, investing in sustainable infrastructure, and ensuring Three Hills remains an exceptional place to live, work, and do business.

We invite residents, businesses, community organizations, and regional partners to join us as we work toward achieving these priorities together.

Dennis Hazelton, Mayor
On behalf of Council

Your Council



Dennis Hazelton
Mayor



Marilyn Sept
Deputy Mayor



Art Creasser
Councillor



Miriam Kirk
Councillor



Arlin Koch
Councillor



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Our Vision, Mission & Values



Our Vision

Guides the Town

To provide a **thriving** environment for our residents, businesses and organizations



Our Mission

Provides Focus

We foster a **vibrant, strong and accountable community** through responsible leadership, sustainable growth and exceptional service

Accountability
Innovation Trust
Effectiveness Fairness Belonging Growth
Respect
Integrity
Transparency Compassion Heritage Stability
Sustainability
Excellence Collaboration Honesty
Community
Stewardship Fun **Efficiency**
Adaptability Reliability



Our Community

We are committed to being a welcoming, safe community where everyone can connect, contribute and thrive together



Our Economy

We support diverse and sustainable economic growth that creates opportunity and prosperity



Our Future

We plan today for a strong and sustainable tomorrow for current and future generations



Our Leadership

We lead with integrity, transparency and accountability in all that we do



Our Three Hills

2026 – 2030

Strategic Plan

Strategic Focus Areas

Our Strategic Focus Areas represent the key areas where we will concentrate our efforts to achieve our vision and mission. These areas guide our initiatives, investments and partnerships as we work toward a strong and sustainable future for Three Hills.



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Our Community

Building a Connected,
Healthy and Welcoming Community



Strategic Direction

Three Hills is a welcoming community where residents enjoy a high quality of life, strong neighbourhoods, vibrant recreation opportunities and meaningful connections. Council is committed to supporting initiatives that build community pride, encourage healthy lifestyles and create places where people want to live, work and raise a family

Strategic Goals



Community Pride

Build an attractive,
welcoming and
engaged community



Recreation & Wellbeing

Provide recreational amenities
and gathering places that
meet the changing needs of
our community



Community Growth

Support initiatives that
encourage residential
growth while maintaining
the character of Three
Hills



Key Deliverables



Develop a long-term strategy for the enhancement or replacement of the swimming pool



Explore opportunities for a future multi-use community recreation facility



Continue community beautification initiatives throughout Three Hills



Develop a Golf Cart Bylaw to improve mobility within the community



Support residential development opportunities that increase housing availability and choice



Our Economy

*Growing Opportunity
Supporting Investment*



Strategic Direction

A strong economy creates opportunity, supports municipal services and enhances quality of life. Council is committed to creating an environment where businesses, developers and investors can succeed while positioning Three Hills as the regional hub for commerce, education and industry

Strategic Goals



Investment Ready

Prepare land, infrastructure and policies that encourage investment



Business Growth

Support existing businesses while attracting new commercial and industrial investment



Residential Growth

Increase the availability of serviced residential land to meet future housing demand



Key Deliverables



Advance commercial and industrial land development opportunities



Identify and pursue strategic residential land acquisition and servicing opportunities



Continue planning infrastructure that supports future development



Strengthen partnerships with Prairie College and other major employers



Explore the establishment of an Economic Development Committee once strategic land inventory has been established (3+ year horizon)



Our Future

*Investing Today
for Tomorrow*



Strategic Direction

Council is committed to making responsible infrastructure investments that support today's residents while preparing Three Hills for tomorrow's opportunities through proactive planning and strategic asset renewal

Strategic Goals



Infrastructure Renewal

Renew and replace critical municipal infrastructure



Growth Readiness

Invest in infrastructure that enables future residential and commercial growth



Long Term Sustainability

Plan for future infrastructure needs through responsible asset management



KEY DELIVERABLES



Coordinate Highway 583 underground infrastructure renewal with the Province's highway repaving program



Continue planning and advocacy for the regional water transmission line from the Water Treatment Plant at the Red Deer River



Advance implementation of the Infrastructure Master Plan



Develop a long-term capital strategy for priority infrastructure investments



Complete a high-level review for baseball diamond lighting and associated facility improvements



Our Leadership

*Leading with Accountability,
People and Purpose*



Strategic Direction

Council recognizes that exceptional municipal services begin with exceptional people. By investing in our employees, supporting organizational excellence and maintaining responsible governance, we will continue building a resilient organization capable of serving our community well into the future

Strategic Goals



Exceptional People

Recruit, retain, support and recognize an engaged workforce



Good Governance

Maintain transparent, accountable and responsible leadership



Organizational Excellence

Continuously improve municipal service delivery while maintaining long-term financial sustainability



Key Deliverables



Continue investing in employee recruitment, retention and succession planning



Strengthen the Finance Department through additional organizational capacity to support succession planning, legislative compliance and long-term financial sustainability



Continue investing in employee wellness, engagement and team development



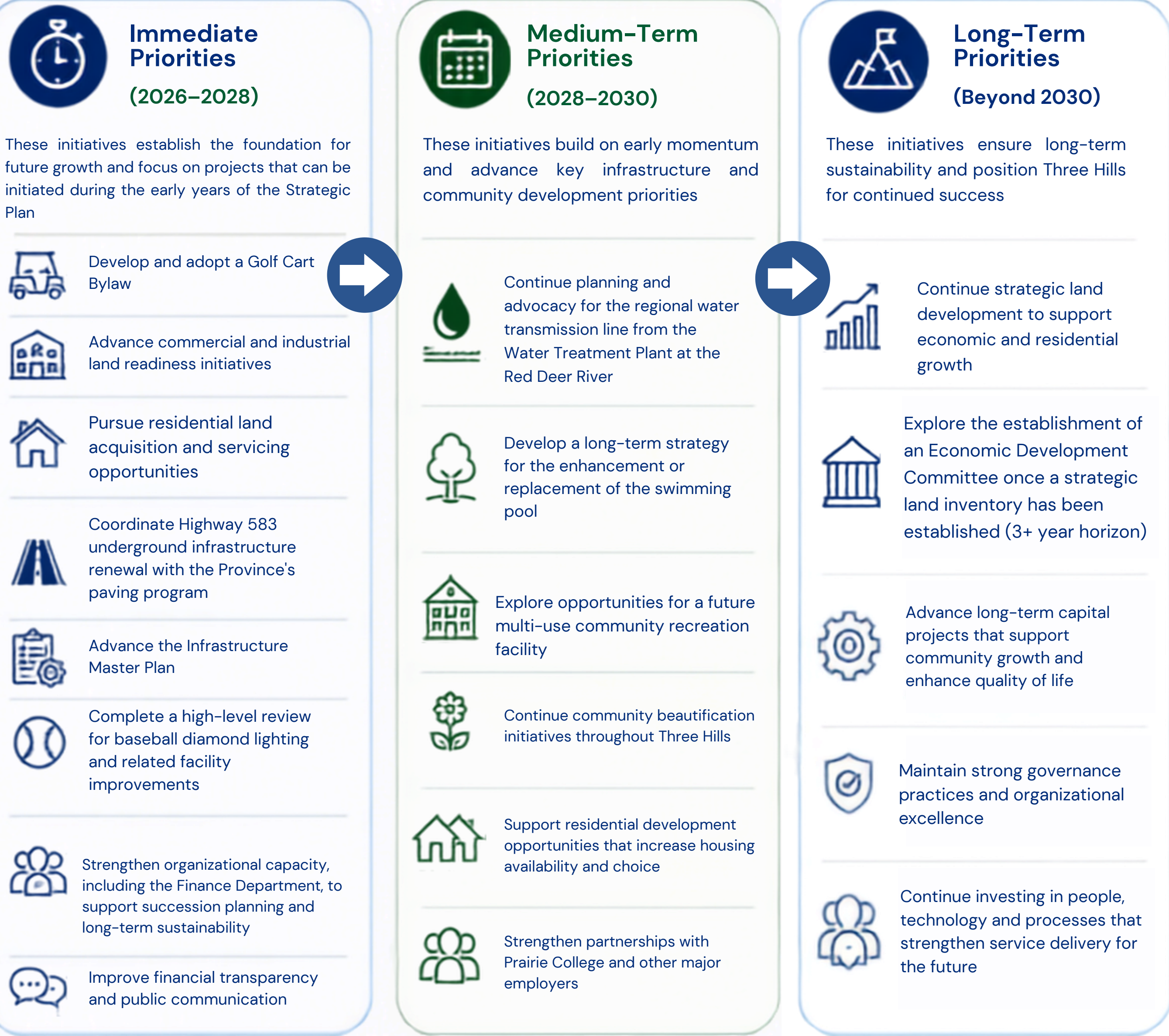
Strengthen leadership development and organizational resilience



Implementation Roadmap

2026–2030 Strategic Plan

This roadmap illustrates how Council's priorities are expected to progress over time. Some initiatives are intended to be completed during this Council term, while others establish the foundation for future Councils. The timelines are intended to guide priorities and may change as opportunities, funding and community needs evolve





How We Make It Happen

2026–2030 Strategic Plan

The success of this Strategic Plan depends on turning our priorities into action. This page outlines how we will implement the plan, who is responsible, and how progress will be monitored to ensure we deliver on our commitments

Our Implementation Process



Roles and Responsibilities



Council

- Sets strategic direction
- Approves plans and budgets aligned with the priorities
- Monitors progress and provides guidance



Administration

- Develops actions and allocates resources
- Leads implementation of initiatives
- Reports progress and recommends adjustments



Community

- Provides input and feedback
- Partners in projects and initiatives
- Helps build a stronger Three Hills for all



Monitoring and Review

Progress will be reported to Council at least yearly. A mid-term review will be conducted in 2028 to assess progress, celebrate successes and adjust priorities as needed



Our Commitment

We are committed to responsible stewardship, transparent reporting and continuous improvement to build a sustainable, vibrant and welcoming community for today and for future generations



A plan for today.
A future of opportunity.

Town of Three Hills

 PO Box 610, Three Hills, Alberta TOM 2A0

 403-443-5822 |  www.threehills.ca
