



OUR THREE HILLS

2022-2025





As we enter a new council term, it is more critical than ever that we, as a community, find creative ways to address the opportunities and challenges that we are facing. Equipped with a renewed strategic path for our future, we will seek collaborative, responsive and innovative ways to grow and promote our community as a place for all to live, work and play.

Three Hills is an attractive, vibrant place to live, grow a business, raise a family, and get an education. As residents, each member of Council is invested in the future of this community. The “Our” in Our Three Hills has been used to demonstrate our commitment as Council to our residents, regional partners, local stakeholders, and the community.

As a Council, we will: integrate our ideas, knowledge and efforts to provide the best possible services; strive for innovation, excellence and continuous improvement; be accountable and helpful because we care about how people experience the services we provide; and convey our purpose and alignment through safe and trusted spaces where we are free to do our best work.

As we continue to work for our citizens, we will continue to lead by example, achieve positive results and act fiscally responsible. We will also update and implement policies and services that align with the Town’s current and future demands and opportunities.

We invite you to review these strategic priorities and let them serve as a reminder that this is OUR Three Hills and we will thrive together.

Sincerely,
Mayor Ray Wildeman, Councillors Marilyn Sept, Byrne Lammle, Miriam Kirk and Dennis Hazelton



From our humble beginnings as a Village in 1912, the Town of Three Hills has grown to become an energetic and thriving community which offers superior quality of life to all residents.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. As a hub for indoor recreation and social activity, our Town provides residents access to curling rinks, hockey rinks and swimming pools for all to enjoy. There is never a shortage of activities and events for the whole family.

Our economy is strengthened by its diversity, a talented workforce and an entrepreneurial spirit that is second to none. We celebrate our strong agriculture base, a diverse oil industry and a thriving service sector. We welcome the opportunity to support businesses in all sectors. As a leader in the energy industry and a champion for advancing agricultural business, Our Three Hills uses our energy to power our new tomorrow.

Our Three Hills strategic priorities build upon the successes of the past, address our community's present needs, while setting out a path to achieve Council and the Community's collective vision for the future. The purpose of Our Three Hills is to provide the foundational direction for our strategic work, to guide us in our everyday operations, and to prioritize budget and resource allocations.





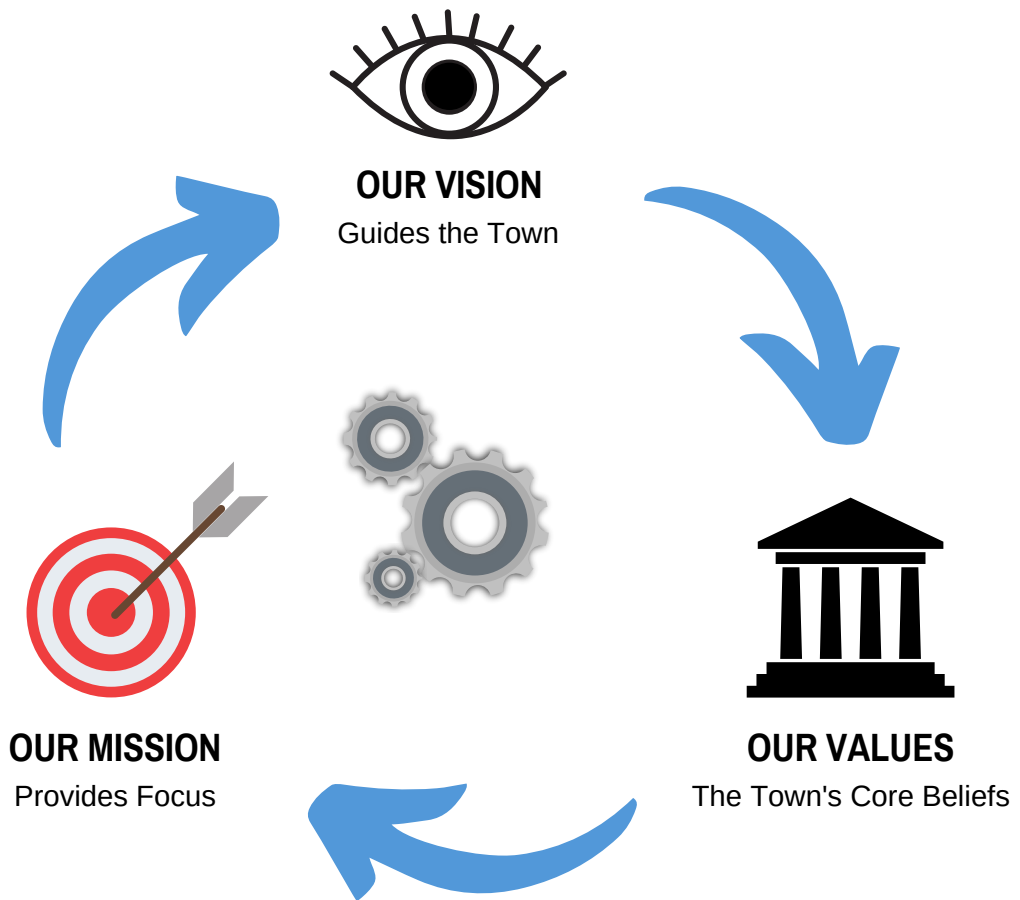
On December 8, 2021, Council and the Leadership Team came together to participate in a strategic thinking process to identify future strategies and priorities. As Our Strategic Process illustrates, this Plan is a continuation, updating and identifying new strategies and priorities while building upon the existing strategic plan, which was developed in October 2019. Planning processes are specifically designed to build upon the past. This historical context provides a solid foundation for future action.

The strategic thinking process began by reviewing what Council and the Leadership Team feels success will look like in 2025. This was followed by a review of the Town's municipal purpose, vision, mission, and values. Establishing a common vision or understanding of our purpose and future is critical for Council's ability to appropriately provide leadership and engage the community in meaningful discussions.

The results were used to bridge current realities with Council's expectations. Strengths, weaknesses, opportunities, and threats were reviewed. Our Strategic Future was discussed based on new and foundational information. From there, Governance strategic priorities were identified.

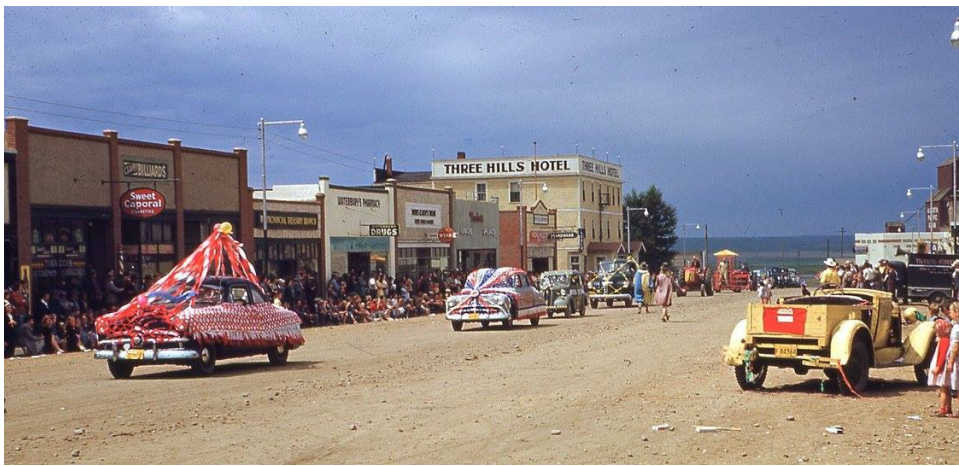
On March 24, 2023, Council and the Leadership Team participated in another collaborative strategic thinking session to review the direction of the organization. The goal was to ensure Council and the Leadership team were aligned, recognizing that priorities may have shifted over the 15 months since the last discussion. This session provided an opportunity to highlight some new areas of focus that have emerged since Council was elected in 2021. It was also an opportunity for the Leadership Team to provide an update on the status of projects, celebrate staff achievements and successes, and highlight new areas of focus.

The constructive process allowed for valuable conversation and a realignment of strategies, which led to amending the priorities included in the Strategic Plan. The last few pages of this document have been updated to reflect those discussions.



Our Vision – To provide a healthy environment for our residents, businesses and organizations.

Our Mission – Foster a vibrant, strong, and collaborative community.



Our values are declarations of our core beliefs. They represent our shared accountability to each other and underpin our approach to community building. We strive to balance our commitment to these values throughout our work.

ACCOUNTABILITY: We represent the people of Three Hills by providing strong municipal leadership that is open, honest and evidence based. We take responsibility for our actions.

ADAPTABILITY: We embrace innovation and versatility, while addressing the changing needs of our community and region. We are committed to planning our future as a Town.

COLLABORATIVE: We are committed to working together to create shared values that assist in developing a healthy, strong community with local and regional partnerships. We are stronger as a region.

EXCELLENCE: Town building involves commitment to ongoing excellence, development, and innovation. The Town owns the requirements to provide exceptional levels of service to our community.

FISCAL RESPONSIBILITY: Spending decisions are made with the utmost respect for the taxpayers' dollars and the fiscal sustainability of Three Hills. We will continue to ensure that citizens receive excellent value for taxes paid and will strive to create a financial environment which helps businesses invest, innovate, grow, and prosper.

INCLUSIVE: We know, support, and trust one another. We respect and support diversity and inclusivity in our community and invite everyone in the community to participate in the development of our plans, policies, and programs.

INNOVATIVE: We take a comprehensive approach in our strategies, planning, and service delivery and promote new ideas, processes, and policies to improve our quality of life.

INTEGRITY: We act in an honest and trustworthy manner, demonstrating respect for one another and the conviction to do what is ethical.

RESPECT: We hold citizens and all those serving the community in high regard.



Council's priority setting process began with the end in mind – the preferred future. Our Strategic Future was summed up in the following six distinct areas that are of most importance to the wellbeing of our Town.

Our Complete Community

Principle: Our citizens desire a great quality of life. Council will continue to support the development of policies and programs to promote the economic, physical, and environmental, cultural, and social well-being of Three Hills' citizens. A strong community is comprised of community members who support the fundamental needs of individuals and families while promoting livable, safe, and inclusive neighborhoods. Individual and community health and well-being is important to us. In short, it's about fostering a positive lifestyle for our residents.

Our Infrastructure

Principle: Infrastructure is the cornerstone of all municipalities. Whether it is the road network, utility services, the municipal buildings, or the facilities that are built and maintained by the Town, municipal infrastructure is used and seen by residents and ratepayers every day. We know that our quality of life is supported by the availability of services, programs, and spaces where we can gather and pursue our interests. Our physical and social infrastructure is the foundation upon which we build our community.





Our Connectivity & Inclusivity

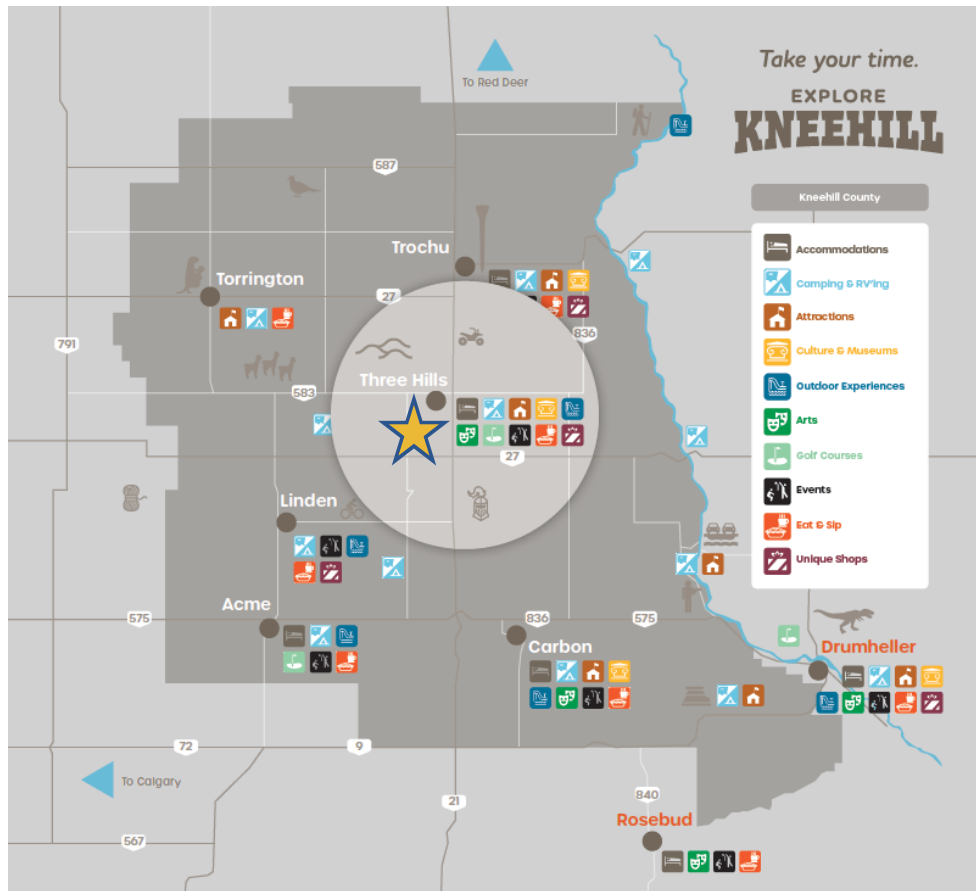
Principle: Input from citizens is crucial for creating great policies, designing new programs, and building new infrastructure. Three Hills is committed to regularly engaging with the community. We aim to build trust and foster strong relationships with all stakeholders by continuing to develop processes to communicate and create opportunities for public engagement. Dialogue with our residents, businesses and organizations inform and strengthen our decision making. Together, we own and share the future of our community.

Our Governance & Financial Responsibility

Principle: Three Hills Council is committed to good governance. We know that the role of being an Elected Official requires leadership, fiduciary duty, effective oversight, and independent authority. We recognize that quality services delivered cost-effectively are critical to the well-being of our Town. In practicing good governance, we will continue to ensure that municipal services, facilities, and programs are financially sustainable.

Council will remain fiscally prudent while continuing to meet the current needs of residents and businesses today and into the future through creative and innovative approaches. Council strives to ensure that residents and business owners and operators are satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

A community's vitality and long-term sustainability are linked to its ongoing investment in critical infrastructure. To ensure our economy remains competitive long-term, we consciously renew and invest in efficient and effective municipal infrastructure to meet the needs of our growing community. We also optimize and rehabilitate existing investments to ensure that Town infrastructure is in good repair and development programs are adequately funded.



Our Collaborative Partnerships

Principle: Three Hills is committed to intermunicipal and regional collaboration. We believe that there are many opportunities for economic, social, and environmental collaboration. Working together, municipalities in the region can achieve seamless boundaries through shared services, efficient infrastructure, and cooperative planning. Three Hills actively promotes our goals, needs, priorities and values while supporting regional initiatives designed to support sustainable growth and long-term success for all.

Our Prosperity

Principle: Resilient communities have growing local economies with strong regional, national, and international connections. They provide citizens with meaningful, year-round work, provide resources to pay for municipal services and help attract and retain citizens. Three Hills Council encourages and promotes sustainable business development to help grow our local economy.

The Town of Three Hills is open for business. We strive to provide an atmosphere that fosters economic growth and development by stimulating innovation, diversity, and investment.

Based on the number of topics and organizational capacity assessment, the strategic possibilities and long-term directions, the resulting Strategic Priorities capture Council's priorities and operational strategies at the time of the workshop.



Our Governance and Financial Responsibility

We will be progressive leaders that provide strong governance through fiscal responsibility, open communication, and strong intergovernmental relationships.

1) People Resources

- Ensure we attract and retain the best people to work for our organization
- Ensure organizational resiliency and ability to adapt
- Capture internal processes and be able to transfer our knowledge base to new staff
- Continued strong relationship between Council and Administration

2) Financial Accountability and Revenue Enhancements

- Continue to provide and enhance financial information to Council and ratepayers in a timely, comprehensive, and easy manner
- Leverage other sources of revenue to minimize tax increases
- Process improvements for our operating and capital budgeting

3) Collaborative Partnerships

- Collaborative relationships with effective communication with our regional partners to improve services in the region.
- Strengthen our relationship with other levels of government advocating for the needs of Three Hills and our regions' success.

Deliverables

- ✓ a. Reviewing and updating Personnel Policies and Procedures by 2023 for continued equitable and fair treatment of staff
- ✓ b. Ongoing capacity building of staff and they are cross-trained to ensure ratepayers are not impacted by staff absences
- ✓ c. Ongoing organizational succession planning to fill key positions when needed.
- d. Fiscal Sustainability Review completed by 2024 and shared with the Community
- ✓ e. Asset management and asset condition information provided to Council
- f. Water and Sewer rate modelling completed and presented to Council by 2023
- g. A review of user fees/tax burden ratio will be provided on all Town services will be provided with budget deliberations

Our Infrastructure

We are committed to strategically maintaining, investing in, and planning safe infrastructure that contributes to the high quality of life of all residents.

1) Innovative and Proactive Approaches to Infrastructure Management

- Enhancing our asset management information to enhance proactive maintenance and construction
- Ensure both short and long-term plans are up to date and utilized to assist with planning purposes
- Provide for initiatives to ensure for controlled stormwater drainage solutions

2) Infrastructure Repair

- Well-maintained and affordable municipal infrastructure
- Continue to follow best practices and ensure legislative requirements are maintained
- Focus on problematic water distribution and sewer collection infrastructure within Town

Deliverables

- ✓ a. Wastewater lagoons are dredged by 2023, allowing for the system to function properly
- ✓ b. Completion of the new recycling space at the landfill prior to 2024
- c. Development of a comprehensive Infrastructure Master Plan
- d. Completion of a Regional Water Distribution System Study by 2024
- e. Completion of the Residual Management Facility at the Water Treatment Plant prior to mandated Alberta Environment deadlines
- ✓ f. Ongoing sidewalk and roadway repairs, maintenance, and renewal
- g. Ongoing work to implement the storm water initiatives highlighted by the previous Council
(3 of the 5 items identified have been completed)

Our Complete Community

We will build a healthy and vibrant community to support the diverse needs of residents.

1) Community Development

- Foster a sense of community belonging and inclusion
- We will work to support local businesses and user groups and their ongoing successes
- We will support initiatives to ensure attainable residential growth
- We will support initiatives to contribute to improve the ease of doing business in Three Hills

2) Connectivity with the Community

- Provide enhanced information to the community through various methodologies
- Create a positive culture regarding the Town throughout the community through telling our success stories
- Ensure the visibility of the Town is increased through marketing and promoting the Town via additional social programming and community events
- Communicate the impacts of our capital projects to the community more effectively

3) Healthy Community

- High quality recreational and social infrastructure is maintained and provided
- Enhance social programming at the various facilities and throughout the community via different events and offerings
- Focus on maximizing facility usage throughout the year
- Enhance civic engagement opportunities

Deliverables

- ✓a. Updating of the Municipal Development Plan is completed prior to 2023
- b. New website is developed and implemented by 2023 allowing for better information to be shared with the community
- ✓c. Facility usage information will be provided to Council
- d. Explore ideas for commercial/industrial land development.
- ✓e. Ensure budget is allocated to provide for planting and replacement of trees throughout Town

Additional Opportunities

Council is aware that many projects are beyond the scope of this plan; however, as other initiatives are completed and additional opportunities arise, the following initiatives are under consideration:

- Connection of the roadway network of 10th Street S with 6th Avenue S
- Income from and utilization of the lower level of the Town office
- Repainting both Town entrance signs
- Possible electronic sign added to main entrance sign at Highway 21