



## 2025 TO 2030 STRATEGIC PLAN – DECEMBER 2025 UPDATE

### ***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
06/25	Waiting to hear.
07/25	Federal Government has requested more information.
08/25	Seeking to determine schedule as to when the projects will be announced.
08/25	Information regarding Project is attached.
09/25	Intake announced for new Canada/Saskatchewan Housing Infrastructure Fund. Suggested to Catterall and Wright that they could complete this application at a minimal cost.
10/25	If we wish to proceed a resolution of Council is required. Cost for Catterall and Wright to complete an updated application and required drawings and schedules - \$ 2,500.
11/25	Application being completed by deadline. Excellent meeting with Water Security Agency that provided some clarity that the restrictions on development around a lagoon can be relaxed due to the existing infrastructure. See attached letter.
<b>12/25</b>	<b>Engineers scheduling to start the lagoon ICIP Funded portion of the project in 2026.</b>

<b>1.2</b>	<b>Engineering Assessment of Reservoir</b>
03/25	2026 Project
<b>12/25</b>	<b>Suggest this be postponed until 2027 as 2026 should be focused on Lagoon Project.</b>

<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
06/25	Estimate from Contractor to repair and chip seal Main Street and Railway Street from 2 <sup>nd</sup> Avenue to Albert Street as well as and is attached in the amount of \$ 95,082. Associated Engineering has suggested a larger area that would be more expensive than budgeted of \$ 140,000. It is suggested that the work on Main Street & Railway Street be completed to extend the longevity of the asphalt and be Year 1 of the Asphalt Program. Any remaining amount be placed in the road reserve for 2026 project.
07/25	Contractor determining date of asphalt work to be completed. Valves approved at the June Council Meeting will be installed before asphalt work is completed.
08/25	Asphalt work completed. Design specification proposal for road resurfacing program received and being reviewed for 2026 Budget.
<b>12/25</b>	<b>Public Works Foreman has provided a priority list of streets to be completed.</b>

<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.
06/25	Structural analysis expected shortly
08/25	Structural Analysis received and attached. The Arena has an estimated 20+ year life expectancy. Artificial Ice Committee will meet in fall to start process.
09/25	Received proposal from Associated Engineering to complete a Feasibility study, obtaining a 2 <sup>nd</sup> quote.
09/25	Establish a meeting date for initial discussion with the Committee.
10/25	Initial Meeting of the Committee will be held October 16, 2025.
11/25	Minutes on Agenda
<b>12/25</b>	<b>Associated Engineering proposal recommended to be accepted.</b>

<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
06/25	Being installed
08/26	Being commissioned. When operational it is anticipated the Town will expect a 55% reduction in overall utility power consumption from the 2023/24 values. Total expected power provided by solar panels per year 82,200 kwh, compared to roughly 148,100 kwh used over 12 months and a cost savings of almost \$ 16,000.
10/26	20% of solar generation being used for the dorms, however permits from SaskPower were not obtained prior to construction and there is an issue with the use of the other 80% . Associated Engineering investigating.
11/25	Agenda item.
<b>12/25</b>	<b>Letters sent to SaskPower and Associated Engineering.</b>

## 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
06/25	Area 1 has HVAC Issues not easily repaired. Obtaining estimates to ensure that area 2 HVAC can be utilized.
06/25	Waiting confirmation of windows can be installed in library area.
06/25	Pedestrian Corridor opened on 1 <sup>st</sup> Street East.
07/25	Fitness Centre - Roof top units require a catwalk and structural analyses. Unknow how expensive and would delay the project. Option 2, is the same price and is mini-split air conditioning on the ground rather than a roof top unit.
07/25	Library - Expensive to even determine feasibility to put windows in existing area. Option 2 is to place the library in the Council Chambers & Pine Room with a door between. Determining feasibility.
08/25	It is believed that the air flow and temperature of the room will be sufficient due to its location. It will be re-analyzed in spring of 2025. Flooring and equipment is on order.
09/25	Expecting structural report re library in August. Still waiting and weekly reminders to Associated Engineering.
09/25	Equipment for fitness centre ordered with 1 <sup>st</sup> delivery expected for the week of September 15, 2025 and below budget. Anticipated soft opening last two weeks of October.

	Pricing - 1 <sup>st</sup> month free, 2 <sup>nd</sup> month \$ 75.00, annual fee \$ 600 (\$ 50 per month)
09/25	<p>Staff believes that there is potential to create neighbourhood German beer gardens and pub concept at Heritage Common in conjunction with the golf simulator as most such establishments have food and beverage available and would make use of the commercial kitchen.</p> <p>A central Bar in that area also could serve the three main rental spaces, the Gym, Dining Room and Banquet Room</p> <p>We believe that the sunken area at the main entrance could be renovated to include a bar and 40 to 50 section seating area, pool table - approximately 900 sq. ft.</p> <p>The hallway to the gym approximate area of 400 sq ft may accommodate two golf simulators and a seating area for each simulator.</p> <p>Hours of operation would be 4:00 pm to 12:00 midnight, Monday to Saturday offering golf, pool, food service with a limited menu and supper specials to entice users to come for a meal.</p> <p>If Council is in favour of exploring this further, a feasibility study could be completed in conjunction with the 2026 Budget.</p>
10/25	Fitness equipment installed with the exception of the Power Body Multi Station Stack!
11/25	Soft Opening occurred on November 21, 2025.
<b>12/25</b>	<b>14 Memberships to date.</b>
<b>12/25</b>	<b>Developer reviewing Sales Agreements.</b>

<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	<p>Meet with RM of Laird promote joint economic development industrial area on Highway 12</p> <p>Industrial Area on Highway 785 East side of Hepburn by the existing acreages ability to extend water transmission lines.</p> <p>new residential areas and promote as bedroom community - strength</p>
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 released
05/25	Fall concert proposed. Classic Rock \$ 10,000
06/25	Business/Tourism Retention and Expansion Survey commences
07/25	Business Retention Survey & Marketing Plan presented to Council.
08/25	Meeting with Council to discuss results and implementation

09/25	Business Retention Survey & Marketing Plan approved and implemented. Detailed in separate report.
09/25	Welcome Signage initial design, stylized metal Elevator and block base similar to the small entrance sign. Partnering has been discussed with the Saskatoon Co-op who have a similar issue of people not being aware over what is just over the rise in Hepburn!
10/25	Defining costs and reviewing regulations regarding signage.
10/25	Create Business Incentive Program
10/25	Winter 2026 concert Ikons of Rock (Classic Rock)proposed February, 2026. Concert Costs estimate \$ 20,000, ticket costs \$ 40 per ticket. 500 to break even and capacity of 1,000 in the gym. Would go on Sale mid November, Christmas promotion
11/25	Create Business Association.
<b>12/25</b>	<b>1<sup>st</sup> Meeting of Hepburn Business Association held on December 3, 2025 with 20 people in attendance. Positive response and businesses believe a bi-monthly meeting would be positive for the business community.</b>

<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	Review proposed marketing plan with developers
08/25	Met with Trevor Remple to discuss plans for adjacent property. Looking to create one and two bedroom units and potential for Seniors to consider as transitional housing.
08/25	Discuss steps forward with Crosby Hanna re Official Community Bylaw and Zoning Bylaw
09/25	Requested Crosby Hanna to have public meeting in October, 2025 help to define next areas for Development .
10/25	Crosby Hanna reviewing and determine what is required to move forward from their end.
10/25	Determine potential lands for industrial lands areas
11/25	Planning Map to include expansion of residential areas. Waiting the next steps on Official Community Plan
<b>12/25</b>	<b>Discussions with Crosby &amp; Hanna continue, looking to move the Official Community Plan forward in 2026.</b>

<b>12/25</b>	<b>Secondary Suite Program funding opportunities.</b>
03/26	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.
09/25	Propose to have Budget completed by November 30, 2026.
10/25	Additional streamline of tasks to Administrative Assistant from Director of Events and Office Administrator: howler, Facebook, town website, Heritage Common website to contractor. Central bookings, initial inquiries, final quotes Other than the hours not in during the day, the Admin Assistant provides customer service and support to Office Administrator in financial processing. Document processing
<b>12/25</b>	<b>Additional Monthly Strategic Planning Meeting being recommended.</b>

