



# 2018 - 2022 Strategic Plan

## Town of Rocky Mountain House

UPDATED SEPTEMBER 12, 2018





## **MAYOR'S MESSAGE**

Town Council and staff developed strategic initiatives for the Town of Rocky Mountain House to pursue over the upcoming Council term and work has already begun. We are honoured to lead this outstanding community and are committed to ongoing progress

Town Council is committed to seeing Rocky prosper and thrive as we work with staff and the community to pursue exciting initiatives.

Strategic planning is an active process and a formal communication tool to guide decision-making. Council decisions and staff recommendations will be rooted in advancing strategic priorities. The strategic plan encourages growth by attracting potential investors, businesses and individuals to the community that support the community vision.

Town Council is committed to change and progress. We will monitor the strategic plan regularly and reconsider it annually to adjust priorities if needed. Feedback and ideas from the community are always welcome. Working together, we can become a destination of choice with many opportunities to play, stay and grow.

Sincerely yours,

Mayor Tammy Burke



Town Council (left to right): Councillors Randy Brown, Jason Alderson (Deputy Mayor), Councillor Len Phillips, Mayor Tammy Burke, Councillors Michelle Narang, Merrin Fraser, and Scott Collinson

## **COMMUNITY VISION:**

To be a destination of choice, to play, stay and grow.

## **MISSION STATEMENT:**

To provide common sense leadership rooted in openness, trust and transparency.

## **STRATEGIC GOALS**

The "Imagine Rocky" strategic planning session was used to set a direction towards a future vision for the community and to determine strategic priorities and goals to achieve that community vision.



Council will continually monitor the plan over the next four years. It is important for Council to be able to adjust the plan as unforeseen opportunities or challenges arise. This will be done on a quarterly basis. A formal review will occur each year in conjunction with the budget process.

The CAO is responsible to manage operations and align resources to advance strategic priorities. This strategic plan is not prescriptive, but rather, it provides the CAO with considerable latitude to set internal targets throughout the organization.

The 2018 Strategic Priorities for the Town of Rocky Mountain House include the following goals which are described in greater detail in the following pages:

- 1. The Town of Rocky Mountain House is maintaining our community's assets.**
- 2. The Town of Rocky Mountain House has land available for all types of development.**
- 3. The Town of Rocky Mountain House is a collaborative community.**
- 4. The Town of Rocky Mountain House has organizational capacity to deliver high quality services.**
- 5. The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.**
- 6. The Town of Rocky Mountain House is a tourism destination.**
- 7. The Town of Rocky Mountain House is an environmental leader.**



### **1. The Town of Rocky Mountain House is maintaining our community's assets.**

The Town has significant infrastructure needs. A strong effort is required to ensure good stewardship of resources. This includes creating an organizational culture of asset management awareness, training staff in asset management, confirming asset inventories and condition, and extending the useful life of assets by maintaining, replacing or constructing new infrastructure. Objectives to achieve this strategic priority include:

- a. A long-range infrastructure and financial plan is adopted by Council.
- b. A plan for Town owned land and buildings is adopted by Council and implemented.
- c. A new terminal building is constructed for the Airport.

### **2. The Town of Rocky Mountain House has land available for all types of development.**

Land development is a high priority for the Town. Growth pressures have led to a lack of housing options and limited land available for residential and non-residential growth.

Developer interest has reduced, compelling the Town to explore options to act as developer.

Objectives to achieve this strategic priority include:

- a. A new innovative and predevelopment Land Use Bylaw is adopted.
- b. Riverview Estates are developed.
- c. Investigate opportunities for innovative infill housing options.
- d. 54<sup>th</sup> Street is developed.
- e. Joint Development Agreement is signed.

### **3. The Town of Rocky Mountain House is a collaborative community.**

The Town has a longstanding positive relationship with regional neighbours and does not take this for granted. Town officials are committed to continue to work with regional partners to advance common interests and promote the many strengths of the region. The Town will work collaboratively with Clearwater County to meet legislative requirements for a new IDP and ICF.

Objectives to achieve this strategic priority include:



- a. The Stronger Together Agreement is renewed.
- b. The Town is co-hosting events with First Nations.
- c. The Town is coordinating events with Parks Canada.
- d. The Town has collaborated with Educational Institutions for specialized education.

**4. The Town of Rocky Mountain House has organizational capacity to deliver high quality services.**

Organizational success largely depends on having a proper structure and internal capacity to accomplish strategic goals and deliver top quality services. Objectives to achieve this strategic priority include:

- a. A service level review is completed.
- b. The organizational structure reflects the service levels.
- c. The Town has an updated Personnel policy.

**5. The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.**

Promoting the Town and getting the word out on exciting and important initiatives requires a solid, reciprocal communication effort. Objectives to achieve this strategic priority include:

- a. The Town has a communications officer.
- b. The Town has a new website and app.
- c. The Town is live streaming Council Meetings and events.
- d. The Town has a new promotional video.

**6. The Town of Rocky Mountain House is a tourism destination.**

The Town is ideally positioned to offer a variety of tourism experiences. Significant opportunities exist to attract both indoor and outdoor sports enthusiasts. Objectives to achieve this strategic priority include:

- a. The North Saskatchewan River Park events increased in number annually.
- b. A promotional package is developed for the Airport.



- c. The 2019 Alberta masters Games were successfully hosted.

## **7. The Town of Rocky Mountain House is an environmental leader.**

The Town is known for its location in a beautiful natural area and the first community on the North Saskatchewan River. There is an expectation from our visitors, citizens and other communities that we protect this environment. The Town recognizes this and understands that we need to show environmental leadership.

- a. The Town has a waste reduction strategy.
- b. The Town has a blue box program.
- c. The Town has programs to identify the community as environmental leaders.

February 2018

The 2018 Strategic Plan for the Town of Rocky Mountain House, Alberta was compiled by the SAGE Analytics Inc. facilitation team, based on input from Town Council and staff.

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## Priority 1 Advance Asset Management

### Goal: The Town of Rocky Mountain House is maintaining our community's assets

The Town has significant infrastructure needs. A strong effort is required to ensure good stewardship of resources. This includes creating an organizational culture of asset management awareness, training staff in asset management, confirming asset inventories and condition, and extending the useful life of assets by maintaining, replacing or constructing new infrastructure.

<b>Goal: The Town of Rocky Mountain House is maintaining our community's assets.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
A long-range infrastructure and financial plan is adopted by Council	Attend an Asset Management Seminar	Council SMT	June 2018		Complete June 22	Attend seminar
	Apply for FCM asset management grant	CAO	September 2018		FCM readiness form being completed. Grant to Council on August 21. Submitted on Sept. 11	Approve grant application. Lobby FCM representative.
	Allocate funds for 2019 work in budget	SMT	December 2018		In Progress	Budget Approval
	Compile an inventory of all Town assets	SMT	September 2019	Consultant		
	Determine condition of assets	SMT	December 2019	Consultant		
	Apply for FCM asset management grant	CAO	December 2019			Approve grant application. Lobby FCM representative
	Determine life expectancy and maintenance schedule of assets	SMT	March 2020	Consultant		
	Determine replacement/maintenance costs of assets	SMT	April 2020	Consultant		
	Develop a long-term financial plan	DOCS	June 2020			
	Compile comprehensive plan for Council review	SMT	August 2020	Consultant		





	Presentation to Council	SMT/Council	October 2020			Council review
	Amendments to plan	SMT	November 2020			
	Council adopts the plan	Council	December 2020			Adopt plan



### Priority 1 Advance Asset Management

<b>Goal: The Town of Rocky Mountain House is maintaining our community's assets.</b>							
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>	
A plan for Town owned land and buildings is adopted by Council and implemented.	Compile inventory of Town owned land and buildings.	DCS	August 2018		Inventory Compiled		
	Categorize assets based on current and future municipal use.	SMT	December 2018				
	Identify surplus municipal property.	SMT	December 2018				
	Identify lands to be considered to dispose of that is occupied by non-municipal users.	SMT	February 2019				
	Prepare report for Council.	DCS	June 2019				
	Present report to Council.	DCS	September 2019			Review plan.	
	Council review, amends if desired and adopts plan.	Council	October 2019			Decision on plan.	
	Implement plan as decided.	SMT	January 2020				



### Priority 1 Advance Asset Management

Goal: The Town of Rocky Mountain House is maintaining our community's assets.						
Success Indicator	Actions	Who	By When	Resources	Status	Council Role
A new terminal building is constructed for the Airport.	Consult with Committee and County on terminal building.	DOCS	May 2020		2019 draft budget being compiled for consideration to start concept design.	Present to County
	Work with committee on terminal building requirements and size.	DOCS	June 2020			
	Develop concept drawings and cost.	Consultant	September 2020	Consultant		
	Present to County and Town Councils for funding approval.	DOCS	January 2021			Approve funding.
	Prepare final drawings and updated cost estimate.	Consultant DOCS	January 2021	Consultant		
	Issue for tender.	Consultant DOCS	February 2021	Consultant		
	Award tender.	Council	March 2021	Consultant		Approve tender.
	Start construction.	DOCS	April 2021	Consultant		
	Construction complete.	DOCS	October 2021			



## Priority 2 Advance Land Development

**Goal: The Town of Rocky Mountain House has land available for all types of development.**

Land development is a high priority for the Town. Growth pressures have led to a lack of housing options and limited land available for residential and non-residential growth. Developer interest has reduced, compelling the Town to explore options to act as developer.

<b>Goal: The Town of Rocky Mountain House has land available for all types of development.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
A new, innovative and pro-development Land Use Bylaw is adopted.	Budget for consulting and public engagement costs.	DOPCD	December 2018		In Progress	Budget
	Develop an RFP for a consulting firm.	DOPCD	January 2019			
	Release RFP.	DOPCD	January 2019			
	Review and shortlist RFP submissions.	DOPCD	March 2019			
	Conduct interviews with potential consultants.	Council DOPCD	March 2019			Interview
	Award contract to consultant.	Council DOPCD	March 2019			Award
	Conduct public engagement exercises as required in the RFP with consultant.	Consultant DOPCD	As per proposal			Participate
	Presentation on first draft with consultant.	Consultant DOPCD	August 2019			Review
	Revise draft land use bylaw.	Consultant DOPCD	August 2019			
	Final review of Land Use Bylaw.	Council DOPCD	August 2019			Review
	Open house on draft land use bylaw.	Council DOPCD	September 2019			Participate
	First reading on land use bylaw.	Council DOPCD	October 2019			Bylaw reading
	Public Hearing	Council	November 2019			Conduct
	Adopt land use bylaw.	Council	December 2019			Pass bylaw



## Priority 2 Advance Land Development

Goal: The Town of Rocky Mountain House has land available for all types of development.							
Success Indicator	Actions	Who	By When	Resources	Status	Council Role	
Riverview Estates are developed.	Review status/stage of area (engineering, ASP etc.)	Council SMT	September 2018	Administration has reviewed. A task force has been created for land development.		Review	
	Review past approaches.	Council SMT	October 2018			Review	
	Review options for development (private, partnership or municipal).	Council SMT	October 2018			Review	
	Determine approach for development.	Council SMT	November 2018			Decision	
	Determine required actions for approach.	Council SMT	November 2018			Decision	



## Priority 2 Advance Land Development

Goal: The Town of Rocky Mountain House has land available for all types of development.						
Success Indicator	Actions	Who	By When	Resources	Status	Council Role
Investigate opportunities for innovative infill housing development.	Identify potential infill lands that may provide opportunity.	DOPCD	June 2018		Being reviewed. Infill project started by private developer.	
	Compile report of land and possible potential.	DOPCD	September 2018			
	Present report to Council for consideration.	DOPCD	October 2018			Review
	Council decision on possible land opportunities.	Council	December 2018			Direction
	Obtain cost for determining development cost.	DOPCD				
	Approval of consultant cost.	Council				Cost approval
	Development costs and cost/benefit report complete.	DOPCD			Consultant	
	Council accepts for information. Indicator complete.	Council				Report accepted.
	Council directs to pursue opportunity. New plan developed.	Council				Decision



## Priority 2 Advance Land Development

Goal: The Town of Rocky Mountain House has land available for all types of development.						
Success Indicator	Actions	Who	By When	Resources	Status	Council Role
54 <sup>th</sup> Street is developed.	Engineering and project costs are in 2018 budget.	DOEAO	April 2018	Consultant	Complete	Approval
	Rail crossing is approved by CP.	DOEAO	July 2018	Consultant	Complete	
	Engineering commences on north portion	DOEAO	May 2018	Consultant	In progress	
	Consult with private developers on their portion.	DOEAO DOPCD CAO	May 2018		Initial contact made, formal talks started.	
	Agreement reached with private developers.	DOEAO DOPCD	July 2018			
	Engineering complete.	DOEAO	September 2018	Consultant		
	Budget approved for construction.	Council	January 2019			Approval
	Release tender package.	DOEAO	February 2019	Consultant		
	Award tender.	DOEAO Council	March 2019			Approval
	Construction commences.	DOEAO	April 2019	Consultant		
	Construction complete.	DOEAO	November 2019			





### Priority 2 Advance Land Development

Goal: The Town of Rocky Mountain House has land available for all types of development.						
Success Indicator	Actions	Who	By When	Resources	Status	Council Role
Joint Development Agreement is signed.	Review initiative with Council and Staff.	CAO DOPCS	May 2018		Documents sent to Council	Review
	Initiate preliminary discussions with County.	Council CAO	May 2018		Discussed at May Joint Council Meeting	
	Negotiate final agreement.	Council CAO DOPCS	May 2019			Negotiate
	Agreement signing ceremony.	Council	June 2019			Approve agreement.
	Joint public and press release of agreement.	Council CO	June 2019			



**Priority 3 Expand Collaboration**

**Goal: The Town of Rocky Mountain House is a collaborative community.**

The Town has a longstanding positive relationship with regional neighbours and does not take this for granted. Town officials are committed to continue to work with regional partners to advance common interests and promote the many strengths of the region. The Town will work collaboratively with Clearwater County to meet legislative requirements for a new IDP and ICF.

<b>Goal: The Town of Rocky Mountain House is a collaborative community.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Stronger Together Agreement is renewed.	Review current agreement.	Council SMT	May 2018		Reviewed complete with Council	Review
	Initiate discussions with County and Village.	Council	May 2018		Discussed at Tri-Council on Sept. 10	Establish meetings.
	Negotiate for renewed or updated agreement.	Council CAO	Fall 2018		Discussed at Tri-Council Sept. 10.	Negotiate.
	New agreement agreed upon by all parties.	Council	September 2019		All ratified existing agreement on Sept. 10.	
	Signing ceremony and public event.	Council	December 2019		N/A News release issued.  Complete	Endorse agreement.



### Priority 3 Expand Collaboration

<b>Goal: The Town of Rocky Mountain House is a collaborative community.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town is co-hosting events with First Nations.	Initiate discussions with First Nations on possible joint ventures.	DCS	June 2018			Initiate
	Review possible events for organizational impact and cost. (Such as Aboriginal Days Canada Days Alberta Masters Games)	DCS	June 2018	Play West County received 4600 to host the provincial workshops	Co hosting 2 aboriginal workshops June 15 and 16. Working with the ARC.	Review
	Select event(s) to partner on.	DCS	Sept 2018	Native Friendship Centre		Decide
	Establish partnership role with First Nation.	DCS	Sept 2018			Establish partnership role with First Nation.
	Jointly plan the event.	DCS	June 2018		Providing support for aboriginal day event.	
	Event(s) occur.	DCS DOPCD				



**Priority 3 Expand Collaboration**

<b>Goal: The Town of Rocky Mountain House is a collaborative community.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town is coordinating events with Parks Canada	Initiate discussions with Parks Canada on possible event collaboration.	DCS DOPCD	June 2018			
	Review possible events for organizational impact and cost.	DCS DOPCD	September 2018			
	Select event(s) to collaborate on.	Council DCS	October 2018			Approval.
	Establish partnership/collaboration role with Parks Canada.	DCS	December 2018			
	Jointly plan the coordination of events.	DCS				
	Event(s) occur.					
	Review the coordinated events for future planning.	DCS	October 2019			Review



**Priority 3 Expand Collaboration**

<b>Goal: The Town of Rocky Mountain House is a collaborative community.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town has collaborated with Educational Institutions for Specialized education.	Identify potential specialized education opportunities and prioritize.	Council SMT	March 2019	Public Input		Workshop
	Identify education institutions that provide programs in the specialized field.	Council SMT	April 2019			
	Determine interest from institution to offer in Rocky.	CAO	September 2019			
	Initiate discussions on partnership for having program.	Mayor CAO	October 2019			Negotiate
	Agreement is signed.	Council	July 2020			



### Priority 4 Strengthen Organizational Capacity

**Goal: The Town of Rocky Mountain House has organizational capacity to deliver high quality services.**

Organizational success largely depends on having a proper structure and internal capacity to accomplish strategic goals and deliver top quality services.

<b>Goal: The Town of Rocky Mountain House has organizational capacity to deliver high quality services.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
A service level review is completed.	The level of service for each service is identified.	SMT	August 2018		Staff are compiling	
	Service level report is drafted.	CAO	September 2018		Completed Sept. 5/18	
	Service level report is submitted to Council.	CAO	October 2018		Submitted Sept. 7/18	Review report.
	A service level review is conducted with Council and SMT.	Council SMT	November 2018		Scheduled for Nov. 2-4/18	Review service levels.
	Service levels verified or amended by Council.	Council	November 2018			Direction on service levels.
	Service level changes reviewed for organizational impact and financial impacts.	SMT	December 2018			
	Change impact report reviewed by Council.	Council	January 2019			Review and provide direction.
	Public participation process identified.	Council	February 2019			Decide on public participation
	Public participation events or process conducted.	Council SMT	April 2019			Lead public engagement
	Final service level document is drafted.	CAO	May 2019			



	Service level plan is adopted by Council.	Council	June 2019			Adopt service levels.
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**Priority 4 Strengthen Organizational Capacity**

<b>Goal: The Town of Rocky Mountain House has organizational capacity to deliver high quality services.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The organizational structure reflects the service levels.	Review organizational structure to established service levels	SMT	January 2019			
	Draft organizational chart.	SMT CAO	February 2019			
	Amend organizational chart if required after public engagement on service level.	SMT CAO	May 2019			
	Final organizational structure is approved.	CAO	June 2019			Approval through Service Level review.
	Organizational changes are implemented.	CAO	December 2019			



**Priority 4 Strengthen Organizational Capacity**

<b>Goal: The Town of Rocky Mountain House has organizational capacity to deliver high quality services.</b>							
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>	
The Town has updated Personnel Policy	Policy is drafted to incorporate Employment Standards changes.	CAO LC	June 2018		Completed		
	Draft policy reviewed with SMT.	CAO SMT	July 2018		Completed		
	Draft policy reviewed with supervisors and managers.	CAO SMT	July 2018		Completed		
	Draft policy is reviewed by legal.	CAO	August 2018	Legal	In Progress		
	Draft policy reviewed by Council.	Council	September 2018			Review and direct on policy.	
	Draft policy amended as per Council direction.	CAO LC	October 2018				
	Final policy adopted by Council.	Council	December 2018			Adopt policy.	
	Staff orientated on new policy.	CAO SMT	January 2019				



**Priority 5 Improve Communications**

**Goal: The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.**

Promoting the Town and getting the word out on exciting and important initiatives requires a solid, reciprocal communication effort.

<b>Goal: The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.</b>							
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>	
The Town has a communications officer.	Position is budget.	Council	April 2018		Complete	Council approves budget.	
	Job description is created	CAO	May 2018		Complete		
	Job is posted	LC	May 2018		Complete		
	Candidates are shortlisted.	CAO SMT	June 2018		Complete		
	Interviews are conducted.	CAO SMT	July 2018		Complete		
	Position is offered and accepted.	CAO	August 2018		Complete		
	Communication Officer starts.	CAO	September 2018		Started Aug. 1  Completed		



**Priority 5 Improve Communications**

<b>Goal: The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town has a new website and app.	Obtain proposals for new website.	CO	October 2018		In Progress	
	Place cost in draft budget.	DOCS	November 2018			
	Council approves budget.	Council	January 2019			Cost approval.
	Webhost is selected.	CO	February 2019			
	Committee selected for website development.	SMT	February 2019	Web Firm		
	Website concept is developed.	Committee	August 2019	Web Firm		
	Concept reviewed with Council.	Council	September 2019			Review and approval.
	Final changes to Website.	Committee	October 2019	Web Firm		
	Website launched.		November 2019	Web Firm		



**Priority 5 Improve Communications**

<b>Goal: The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town is live streaming Council Meetings and events.	Select equipment	DOCS	April 2018		Complete	
	Equipment costs in budget.	DOCS	April 2018		Complete	Approve costs.
	Budget approved.	Council	April 2018		Complete	Approve budget.
	Equipment ordered.	DOCS	May 2018		Complete	
	Equipment received.	DOCS	June 2018		Complete	
	Orientation on equipment.	LC SMT	August 2018		Complete	
	Trials on live streaming.	LC	September 2018		Complete	
	First Council meeting live streamed.	LC	October 2018		Complete October 9 <sup>th</sup> first meeting live	
	Events live streamed.	DCS	October 2018			



**Priority 5 Improve Communications**

<b>Goal: The Town of Rocky Mountain House communicates, engages and is responsive to our citizens.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town has a new promotional video.	Obtain costs for video.	DOPCS	September 2018			
	Costs in budget.	DOCS	October 2018			Approve costs.
	Budget approved.	Council	January 2019			Approve budget.
	Video firm selected.	DOPCS	February 2019			
	Video production started.	DOPCS	March 2019	Video Firm		
	Video draft reviewed.	Council SMT	September 2019			Review video.
	Final edits to video.	DOPCS	September 2019	Video Firm		
	Council final approval on video.	DOPCS	October 2019			Approve.
	Video released on website and social media.	CO	October 2019			



**Priority 6 Promote Tourism**

**Goal: The Town of Rocky Mountain House is a tourism destination.**

The Town is ideally positioned to offer a variety of tourism experiences. Significant opportunities exist to attract both indoor and outdoor sports enthusiasts.

<b>Goal: The Town of Rocky Mountain House is a tourism destination.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The North Saskatchewan River Park events increase in number annually.	Apply for development permit for additional events.	DCS	April 2018		Application deemed incomplete. Working on access to obtain permit.	
	Review approval from County on types of events.	DCS	June 2018			
	Identify organizations to host events.	DCS	Ongoing			
	Initiate discussions and tours with event promoters/organizers.	DCS	Ongoing		Bear Creek Folk Festival	
	Identify upgrades needed for increased usage	DCS	October 2018		Need new highway access. Engineer engaged. Some site grading completed Sept/18	
	Identify costs for upgrades and create plan.	DCS	November 2018			
	Place projects in budget for review.	DCS	November 2018			
	Projects approved.	Council	January 2019			





	Agreements signed for events.	DCS				



**Priority 6 Promote Tourism**

<b>Goal: The Town of Rocky Mountain House is a tourism destination.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
A promotional package is developed for the Airport	Discuss plan with committee.	DOCS	September 2019			
	Discuss plan with County.	DOCS	September 2019			
	Define aspects of promotion for tourism.	Airport Comm. and Council	October 2019			
	Select media for promotion.	Council	October 2019			
	Obtain costs for promotional package.	DOCS	November 2019			
	Costs are in draft budget.	DOCS	December 2019			
	Budget approved.	Council	January 2020			
	Firm selected.	DOCS	March 2020			
	Package started.	DOCS	April 2020			
	Draft package is reviewed.	Council	September 2020			
	Final package approved.	Council	October 2020			
	Package released.	DOCS	November 2020			



## Priority 6 Promote Tourism

<b>Goal: The Town of Rocky Mountain House is a tourism destination.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The 2019 Alberta Masters Games were successfully hosted.	Office Set up	DCS DOCS	September 2018	IT support Computers Photocopier	Complete	
	Grooming of NSRP	DOEAO	Oct 2018	Additional landscaping to improve drainage	Started	
	Marketing and communications	DOPCD	Jan 2019  April 2019 – launch program	Planning for spousal and youth activities – Marketing program		
	Assist with Games volunteer recruitment	DCS	Oct 2018	New FCSS coordinator – part of role is to assist		Promote and recruit
	Co- host games	DCS	Ongoing Monthly and Quarterly report to councils			
	Work, Guide, support, Host Games board of Directors	DCS	ongoing			
	Celebration of volunteers after Games	Councils CAO's DCS	June 2018	Plan to host an event after games		



**Priority 7 Environmental Leadership**

**Goal: The Town of Rocky Mountain House is an environmental leader.**

The Town is known for its location in a beautiful natural area and the first community on the North Saskatchewan River. There is an expectation from our visitors, citizens and other communities that we protect this environment. The Town recognizes this and understands that we need to show environmental leadership.

<b>Goal: The Town of Rocky Mountain House is an environmental leader.</b>						
<b>Success Indicator</b>	<b>Actions</b>	<b>Who</b>	<b>By When</b>	<b>Resources</b>	<b>Status</b>	<b>Council Role</b>
The Town has a waste reduction strategy.	Select process to determine how strategy is developed.	Council SMT			Discussed at Tri-Council Sept. 10	Direct



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The Town has a blue box program.	Determine a public engagement process to determine support.	Council	January 2019			Select process.
	Conduct public engagement process.	CO	February 2019			
	Review results of public engagement.	Council	April 2019			Review.
	Decide on blue box program.	Council	May 2019			Decide on initiative.
	If a go, draft RFP for provider.	DOEAO LC	June 2019			
	Release RFP	DOEAO LC	August 2019			
	Review proposals.	DOEAO	October 2019			
	Select provider and sign contract.	Council	October 2019			
	Amend utility rates.	Council DOCS	December 2019			Pass rates.
	Implement program.	DOEAO	January 2020			



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The Town has programs to identify the community as environmental leaders.	Consult with County on joint initiative	CAO	May 2018		Discussion held with County CAO. Not proceeding.	
	Apply for FCM Climate Innovation Program	CAO	June 2018			Approve application
	Receive grant	CAO	October 2018			
	Hire employee	DCS	January 2019			
	Develop GHG emission inventory	DCS	June 2019			
	Establish GHG emission target	DCS	December 2019			Approve target
	Implement GHG emission reduction activities	DCS	January 2020			Approve reduction measures
	Monitor activities for reduction	DCS	November 2020			
	Report on GHG reduction	DCS	December 2020			Approve report.



CAO – Chief Administrative officer

CO – Communications Officers

DOPCD – Director of Planning and Community Development

DOCS = Director of Corporate Services

DCS – Director of Community Services

DOEAO – Director of Engineering and Operations

LC – Legislative Clerk