



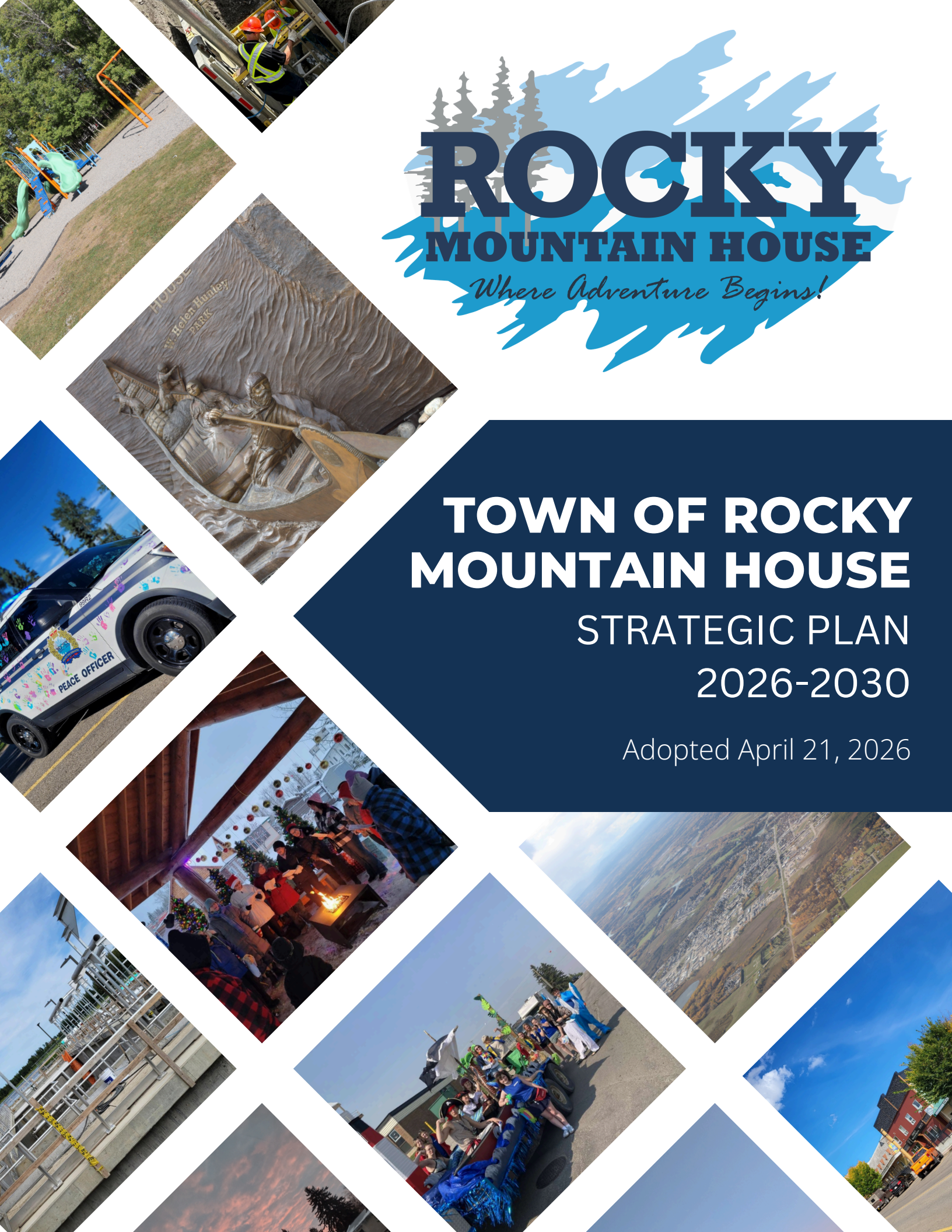
ROCKY MOUNTAIN HOUSE

Where Adventure Begins!

TOWN OF ROCKY MOUNTAIN HOUSE

STRATEGIC PLAN
2026-2030

Adopted April 21, 2026





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MISSION STATEMENT

A Mission Statement should answers the questions, *Who are we? And what do we do?* It states what the local government does now. It tells residents, businesses, nonprofits and other key interest groups what we do on a daily basis.

The Town of Rocky Mountain House acts with integrity to serve people, build relationships and pursue growth.

VISION STATEMENT

A Vision Statement should answer the question, *what do we want our community to look like in 15 years?* It tells residents what you want to achieve, and how the governing body sees itself in the future.

The Town of Rocky Mountain House is a caring, cohesive and desirable community for all.

Message from the Mayor and Council

The Town of Rocky Mountain House has been built by people who know the value of hard work. Folks here get up early, put in a full day, help their neighbours and take pride in where they live. That spirit is what makes this community strong, and it is what will carry us forward to 2030 and beyond.

Council has set five priorities for ourselves. Over the next 4 years, we will focus on:



Serviced, shovel-ready land for residential, commercial and industrial uses.



Positioning for Phase 1 of a new multiplex.



Housing for all now, and in the future.



Steady infrastructure maintenance of pipes, roads and treatment plants.



Improved positive social sentiment.

These are lofty goals, but we believe, with your support, we can make it happen.



Community Values

This Strategic Plan is based on four simple but important ideas: making sure Rocky Mountain House is a good place to earn a living; that it is a great place to live; keeping myself and my fellow councillors accountable to the people who elected us; and making sure the Town as a corporate entity is around for the generations still to come.

We have identified these ideas under the banner of our Community Values. They are:

Economic Prosperity

Livability

Governance Excellence

Organizational Durability

Economic prosperity matters because people need steady jobs, strong local businesses, and confidence that this community has a future. We want to support the businesses that are already here and welcome new investment. We want to create the right conditions for diverse and sustainable economic growth. That means prioritizing shovel-ready land, planning for the future, and celebrating and supporting existing businesses and entrepreneurs. We know that when businesses do well, the whole Town does well.

But economic prosperity on its own is not enough. People want safe streets, reliable services, good recreation opportunities, attractive public spaces and neighbourhoods where families, seniors, workers, and young people all feel at home. Council wants this too: a livable community that is welcoming, connected and thriving with positivity.

The way we talk about our Town matters. For too long, the loudest voices have been focused only on what is wrong or lacking. That can really wear a town down, and I'm calling on every Town resident to join us in changing that narrative. As a Council, we want to hear people speak with pride about our community.

We have so much to celebrate, and we should be supporting one another and recognizing the hard work happening all around us. That does not mean pretending everything is perfect: a strong community does not run from its problems but faces them with honesty and kindness. When we choose to be constructive instead of cynical, proud instead of dismissive, it shows. It affects how we welcome new families, support local businesses, attract investment and work together to make things better.

*"The way we talk about our Town matters."
-Mayor Shane Boniface*

You deserve common sense from your local government. Governance excellence means being straight with people, spending money carefully and making decisions that are fair and far-sighted. It means Council and Administration will pull in the same direction to achieve our big goals.

Shane Boniface
Mayor



We also want to keep our finger on the pulse of longevity. We must keep our finances in order and take care of the roads, facilities, and services people rely on. Organizational durability means being ready for today and prepared for whatever comes next.

This plan is about finding that balance. We want to grow, in a way that makes sense for our Town and for the people who call it home. We want to protect what is good, improve what needs work, and build a future that gives the next generation every reason to stay, work, and raise a family here.

Underpinning all decisions, Council promises to adhere to fiscal responsibility, reasonable tax increases, economic, social, environmental sustainability and integrity.

This Council is committed to earning your trust and doing right by this community. That is the kind of government we believe in, and that is what this Strategic Plan is meant to demonstrate. This is our roadmap for getting there, and it starts with staying true to who we are: hardworking, grounded, and ready to get things done.



Denise Boniface
Councillor



Trevor Kalyn
Councillor



Ken Moesker
Councillor



Dale Shippelt
Councillor



Justin Sinclair
Councillor



Kevin Stalker
Councillor



ON TARGET FOR ECONOMIC PROSPERITY

We advance sustainable economic and community growth by prioritizing shovel-ready development opportunities, enabling inclusive planning, strengthening business attraction and retention, and promoting Rocky Mountain House as a competitive and desirable place to invest, live and work.

Economic Prosperity Areas of Focus



Development

that prioritizes shovel-ready land to prepare for and support residential and business growth.



Planning

that encourages diverse and sustainable growth so that all residents have a place to live and work.



Marketing

that promotes the development advantages of Rocky Mountain House so more businesses will consider locating or growing their investments in Town.



Business attraction and retention

based in relationships that fosters economic stability, innovation and resilience to create and maintain jobs and opportunities.

Guiding Documents

- Municipal Development Plan
- Land Use Bylaw
- Utility Master Plan
- Intermunicipal Development Plan
- Economic Development Strategy 2021-2025



EMBRACING LIVABILITY

We foster a vibrant, inclusive and safe community by enhancing recreational and cultural opportunities, strengthening community pride and well-being, advocating for diverse and attainable housing, and promoting proactive approaches to safety and security so residents feel connected, supported and proud to call Rocky Mountain House home.

Livability

Areas of Focus



Recreational and cultural amenities and programming

that strengthen the community's vibrancy to enhance the overall quality of life for residents and entice people to choose Rocky Mountain House.



Positive community sentiment

that creates a sense of cohesive well-being so that people are proud to live in Rocky Mountain House.



Attainable housing

that meets our diverse community needs, and advocacy for accessible housing for seniors.



Advocacy

that advances healthcare reliability and accessibility for residents.



Community safety

that focuses on prevention, enforcement and emergency mitigation so that all residents and property owners feel safe and secure.

Guiding Documents

- Recreation Master Plan
- Trail Master Plan
- Social Master Plan
- Seniors Social Needs Assessment
- Core Services Policy
- Municipal Police Model Study



COMMITTED TO
**GOVERNANCE
EXCELLENCE**

We value relationships with residents, neighbouring municipalities and higher levels of government that allow us to serve our community and advance our vision of a cohesive, desirable community for all. We commit to legislative integrity and clarity around our governance decisions and actions.

Governance Excellence

Areas of Focus



Productive regional partnerships

that reinforce common goals to strengthen the community's ability to achieve its vision.



Strong relationships with all levels of government

that further Council's advocacy efforts in support of attainable housing and healthcare.



Meaningful public engagement

that creates collaborative decisions so that people feel connected to Rocky Mountain House's direction.



Relevant bylaws and policies

that are aligned with provincial legislation and focused on municipal government areas of responsibility.

Guiding Documents

- Recreation Master Plan
- Trail Master Plan
- Social Master Plan
- Seniors Social Needs Assessment
- Core Services Policy
- Municipal Police Model Study



GUARANTEEING **ORGANIZATIONAL DURABILITY**

We ensure long-term sustainability and organizational excellence by maintaining resilient infrastructure, upholding fiscal responsibility, delivering innovative and responsive services, and leveraging technology to enhance operations and community engagement.

Organizational Durability

Areas of Focus



Infrastructure maintenance

that focuses on long-term sustainability to guarantee the costs of building and maintaining the community will not become an undue burden on future generations.



Fiscal accountability

that adheres to responsible financial policies and funding strategies so that the Town remains financially viable.



Service delivery

that pursues innovation, engagement and sufficient resources to meet local needs.



Technology advancements

that enhance the Town's operations to support more positive customer service.

Guiding Documents

- Recreation Master Plan
- Trail Master Plan
- Social Master Plan
- Seniors Social Needs Assessment
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Success indicators

These indicators will demonstrate the Town of Rocky Mountain House is meeting its Strategic Plan goals.

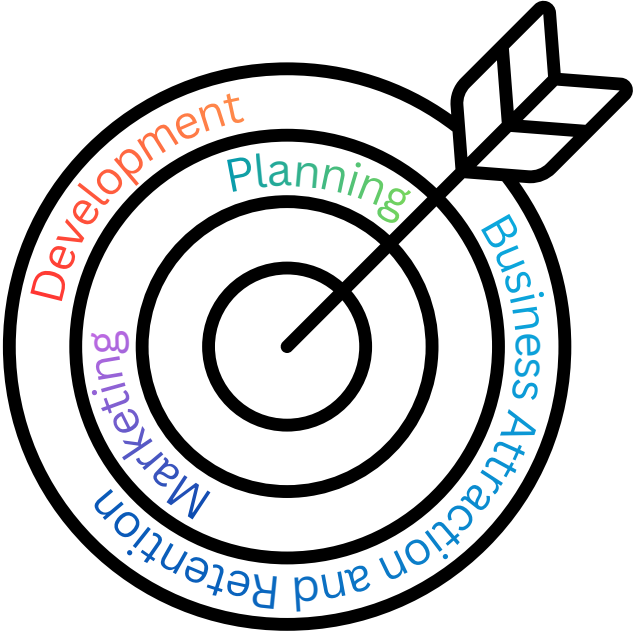
Wherever possible, these are measurable and time-specific benchmarks that will show residents that Rocky Mountain House is making progress on the direction set by Council.

The Town of Rocky Mountain House is committed to public annual reporting on these indicators.

Success indicators: Economic Prosperity

The number of business licenses increases year over year.
The Town has population growth.
Council has reviewed the Core Commercial zoning in the Land Use Bylaw by December 2026.
The Town has an Economic Development marketing plan by 2027.
There are new residential front doors every year (an indicator of population and development growth).
There is a reduction in vacant commercial or industrial storefronts by December 2027.
There will be commercial, industrial and residential greenfield development by December 2028.
Council has reviewed all Area Structure Plans by 2029.

ON TARGET FOR
**ECONOMIC
PROSPERITY**



Success indicators: Livability

The Town advances the Recreation Master Plan annually.
There is a measurably improved social community sentiment by 2029.
The Town is positioned for Phase 1 of a multiplex, including site selection, detailed engineering and identified funding plan, by 2027.
There is an increase in housing options attainable for all residents.
The Town actions the Wildfire Mitigation Strategy annually.
Residents can access an array of health services in our community.
The Town has accessible community events available to all residents.
The Town promotes wellness within the community by supporting access for low-income families to recreation activities.
The Town has community-informed priorities for policing and community enforcement.

EMBRACING
LIVABILITY



Success indicators: Governance Excellence

GOVERNANCE EXCELLENCE MEASURES
There is increased public attendance at Coffee with a Councillor events.
Council has meaningful connections with and increases its availability and visibility to not-for-profit organizations that operate in our community.
Regional relationships are recognized by showcasing mutual meetings and decisions.
There is an increase in the number of residents that participate in formal engagement opportunities.
The bylaw library is reviewed and updated annually to ensure municipal bylaws are relevant and adhere to current legislation.
Invitations are issued to provincial Ministers at least three times a year to visit Rocky Mountain House.

COMMITTED TO
GOVERNANCE EXCELLENCE



Success indicators: Organizational Durability

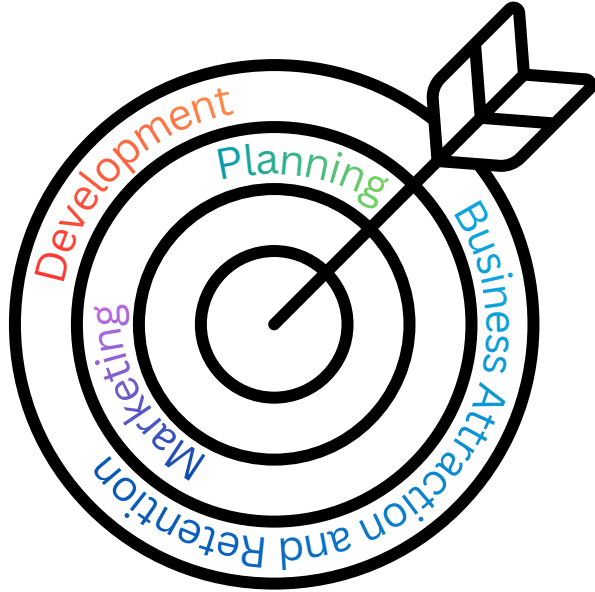
ORGANIZATIONAL DURABILITY MEASURES
The Town has an updated municipal website.
The Town has internal automated processes that enhance staff capacity.
The Town has an Energy Management Plan.
The Town has automated digital services that meet the needs of customers.
The Town maintains a passing score on the annual Municipal Indicators published by Municipal Affairs.

GUARANTEEING
ORGANIZATIONAL DURABILITY



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ON TARGET FOR
**ECONOMIC
PROSPERITY**



EMBRACING
LIVABILITY



COMMITTED TO
**GOVERNANCE
EXCELLENCE**



GUARANTEEING
**ORGANIZATIONAL
DURABILITY**







Economic Prosperity

We advance sustainable economic and community growth by prioritizing shovel-ready development opportunities, enabling inclusive planning, strengthening business attraction and retention, and promoting Rocky Mountain House as a competitive and desirable place to invest, live and work.



Areas of Focus



Development

that prioritizes shovel-ready land to prepare for and support residential and business growth.



Planning

that encourages diverse and sustainable growth so that all residents have a place to live and work.



Business attraction and retention

based in relationships that fosters economic stability, innovation and resilience to create and maintain jobs and opportunities.



Marketing

that promotes the development advantages of Rocky Mountain House so more businesses will consider locating or growing their investments in Town.

Guiding Documents

- Municipal Development Plan
- Land Use Bylaw
- Utility Master Plan
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- Economic Development Strategy 2021-2025

How we measure success

These indicators will demonstrate the Town of Rocky Mountain House is meeting its Economic Prosperity goals:

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The Town has population growth.
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There will be commercial, industrial and residential greenfield development by December 2028.
Council has reviewed all Area Structure Plans by 2029.



Join us!

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www.rockymountainhouse.com/planning

DRAFT - April 3, 2026

TOWN OF ROCKY MOUNTAIN HOUSE VALUES



ECONOMIC PROSPERITY
LIVABILITY
GOVERNANCE EXCELLENCE
ORGANIZATIONAL
DURABILITY

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Success indicators

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ECONOMIC PROSPERITY MEASURES
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ON TARGET FOR

ECONOMIC PROSPERITY

EMBRACING

LIVABILITY

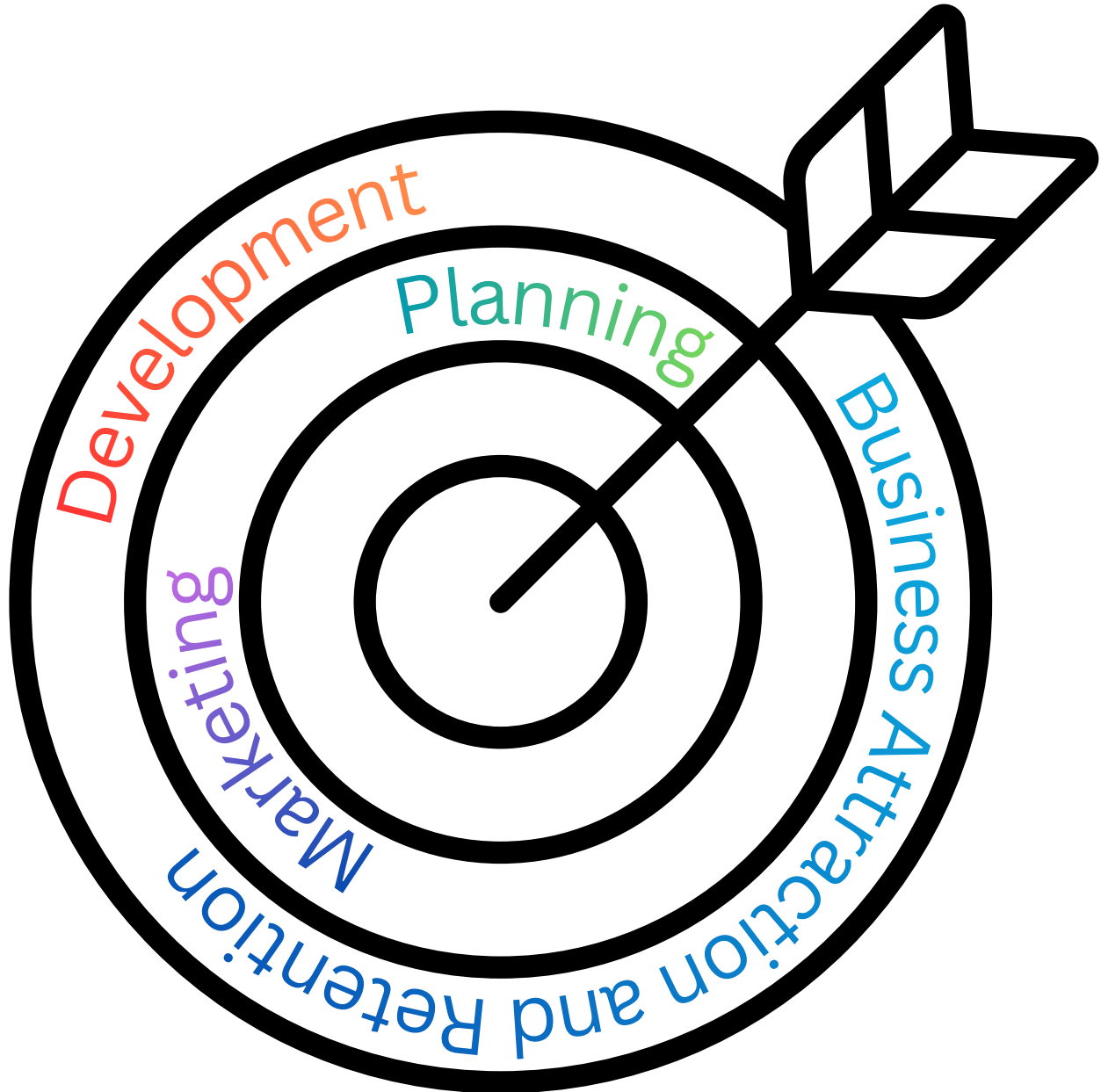
COMMITTED TO

GOVERNANCE EXCELLENCE

GUARANTEEING

ORGANIZATIONAL DURABILITY

ON TARGET FOR
**ECONOMIC
PROSPERITY**



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EMBRACING LIVABILITY



We foster a vibrant, inclusive and safe community by enhancing recreational and cultural opportunities, strengthening community pride and well-being, advocating for diverse and attainable housing, and promoting proactive approaches to safety and security so residents feel connected, supported and proud to call Rocky Mountain House home.

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COMMITTED TO

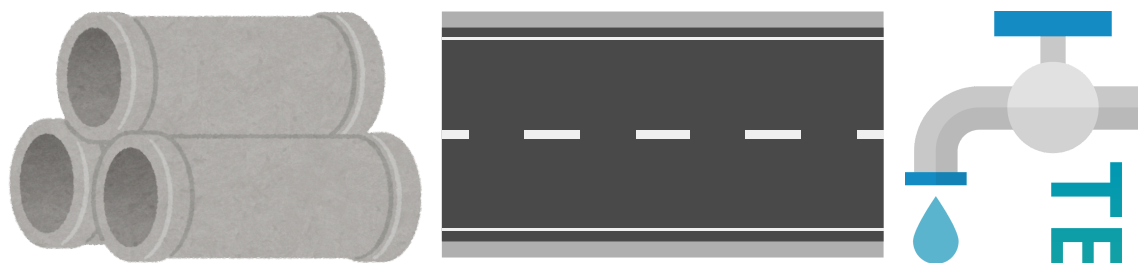
GOVERNANCE EXCELLENCE



We value relationships with residents, neighbouring municipalities and higher levels of government that allow us to serve our community and advance our vision of a cohesive, desirable community for all. We commit to legislative integrity and clarity around our governance decisions and actions.

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GUARANTEEING
**ORGANIZATIONAL
DURABILITY**



INFRASTRUCTURE
MAINTENANCE
FISCAL
ACCOUNTABILITY

TECHNOLOGY
SERVICE
DELIVERY

We value relationships with residents, neighbouring municipalities and higher levels of government that allow us to serve our community and advance our vision of a cohesive, desirable community for all. We commit to legislative integrity and clarity around our governance decisions and actions.

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Economic Prosperity

We advance sustainable economic and community growth by prioritizing shovel-ready development opportunities, enabling inclusive planning, strengthening business attraction and retention, and promoting Rocky Mountain House as a competitive and desirable place to invest, live and work.

AREAS OF FOCUS
Development that prioritizes shovel-ready land to prepare for and support residential and business growth.
Planning that encourages diverse and sustainable growth so that all residents have a place to live and work.
Business attraction and retention based in relationships that fosters economic stability, innovation and resilience to create and maintain jobs and opportunities.
Marketing that promotes the development advantages of Rocky Mountain House so more businesses will consider locating or growing their investments in the Town.

GUIDING DOCUMENTS

- Municipal Development Plan
- Land Use Bylaw
- Utility Master Plan
- Intermunicipal Development Plan
- Economic Development Strategy 2021-2025

ECONOMIC PROSPERITY MEASURES

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Livability

We foster a vibrant, inclusive and safe community by enhancing recreational and cultural opportunities, strengthening community pride and well-being, advocating for diverse and attainable housing, and promoting proactive approaches to safety and security so residents feel connected, supported and proud to call Rocky Mountain House home.

AREAS OF FOCUS
Recreational and cultural amenities and programming that strengthen the community's vibrancy to enhance the overall quality of life for residents and entice people to choose Rocky Mountain House.
Positive community sentiment that creates a sense of cohesive well-being so that people are proud to live in Rocky Mountain House.
Advocacy that advances attainable housing options to meet our diverse community needs.
Advocacy that advances health care reliability and accessibility for residents.
Community safety that focuses on prevention, enforcement and emergency mitigation so that all residents and property owners feel safe and secure.

GUIDING DOCUMENTS

- Recreation Master Plan
- Trail Master Plan
- Social Master Plan
- Seniors Social Needs Assessment
- Core Services Policy
- Municipal Police Model Study

LIVABILITY MEASURES

The Town advances the Recreation Master Plan annually.

There is a measurably improved social community sentiment by 2029.

The Town is positioned for Phase 1 of a multiplex, including site selection, detailed engineering and identified funding plan, by 2027.

There is an increase in housing options attainable for all residents.

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Residents can access an array of health services in our community.

The Town has accessible community events available to all residents.

The Town promotes wellness within the community by supporting access for low-income families to recreation activities.

The Town has community-informed priorities for policing and community enforcement.

Governance Excellence

We value relationships with residents, neighbouring municipalities and higher levels of government that allow us to serve our community and advance our vision of a cohesive, desirable community for all. We commit to legislative integrity and clarity around our governance decisions and actions.

AREAS OF FOCUS

Productive regional relationships that reinforce common goals to strengthen the community's ability to achieve its vision.

Strong relationships with all levels of government that further Council's advocacy efforts in support of attainable housing and healthcare.

Meaningful public engagement that creates collaborative decisions so that people feel connected to Rocky Mountain House's direction.

Relevant bylaws and policies that are aligned with provincial legislation and focused on municipal government areas of responsibility.

GUIDING DOCUMENTS

- Stronger Together Intermunicipal Collaboration Framework
- *Municipal Government Act*

GOVERNANCE EXCELLENCE MEASURES

There is increased public attendance at Coffee with a Councillor events.

Council increases its availability and visibility to not-forprofit organizations that operate in our community.

Council has meaningful connections to not-for-profits operating in our community.

Regional relationships are recognized by showcasing mutual meetings and decisions.

There is an increase in the number of residents that participate in formal engagement opportunities.

The bylaw library is reviewed and updated annually to ensure municipal bylaws are relevant and adhere to current legislation.

Invitations are issued to provincial Ministers at least three times a year to visit Rocky Mountain House.

Organizational Durability

We ensure long-term sustainability and organizational excellence by maintaining resilient infrastructure, upholding fiscal responsibility, delivering innovative and responsive services, and leveraging technology to enhance operations and community engagement.

AREAS OF FOCUS
Infrastructure maintenance that focuses on long-term sustainability to guarantee the costs of building and maintaining the community will not become an undue burden on future generations.
Fiscal accountability that adheres to responsible financial policies and funding strategies so that the Town remains financially viable.
Service delivery that pursues innovation, engagement and sufficient resources to meet local needs.
Technology advancements that enhance the Town’s operations to support more positive customer service.

GUIDING DOCUMENTS

- Capital Plan Guidance Report 2025
- Town Hall Feasibility Study 2022
- Town Office Building Evaluation 2011
- Utility Master Plan
- Core Services Policy
- Budget and Taxation Policy

ORGANIZATIONAL DURABILITY MEASURES

The Town has an updated municipal website.

The Town has internal automated processes that enhance staff capacity.

The Town has an Energy Management Plan.

The Town has automated digital services that meet the needs of customers.

The Town maintains a passing score on the annual Municipal Indicators published by Municipal Affairs.



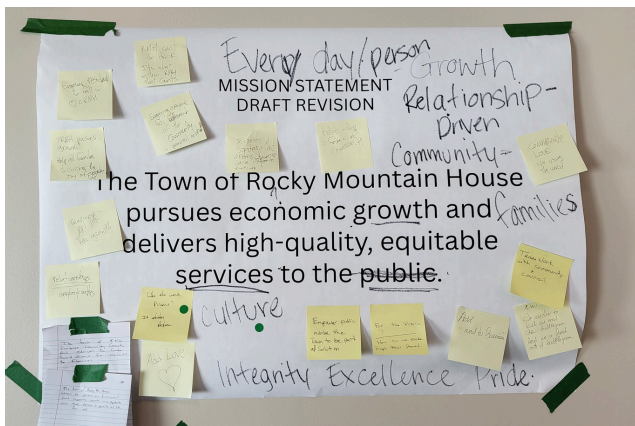
ECONOMIC PROSPERITY

We advance sustainable economic and community growth by prioritizing shovel-ready development opportunities, enabling inclusive planning, strengthening business attraction and retention, and promoting Rocky Mountain House as a competitive and desirable place to invest, live and work.

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THE PROCESS

In March 2026, The Town of Rocky Mountain House Council and senior administrative team met to review the Town's current positioning and prioritize its goals for the next 4+ years. Over two days, Council considered the strengths, weaknesses, challenges and opportunities facing the Town of Rocky Mountain House, and examined important questions, such as:



- What excites you most about the future of Rocky Mountain House?
- What does the Town of Rocky Mountain House do now?
- What do you envision for the Town of Rocky Mountain House in 10 – 15 years?
- How do we, as a community, start moving in that desired direction?
- How will we know when we have arrived and accomplished our objectives?

Council identified four values for our community:

Economic Prosperity

This includes:

- land development
- industry diversity
- marketing
- business attraction
- planning in support of the above

Governance Excellence

This includes:

- collaboration
- good governance
- responsible fiscal planning
- beneficial partnerships

Livability

This includes:

- services
- facilities
- safety
- recreational and cultural vibrancy
- improved social sentiment

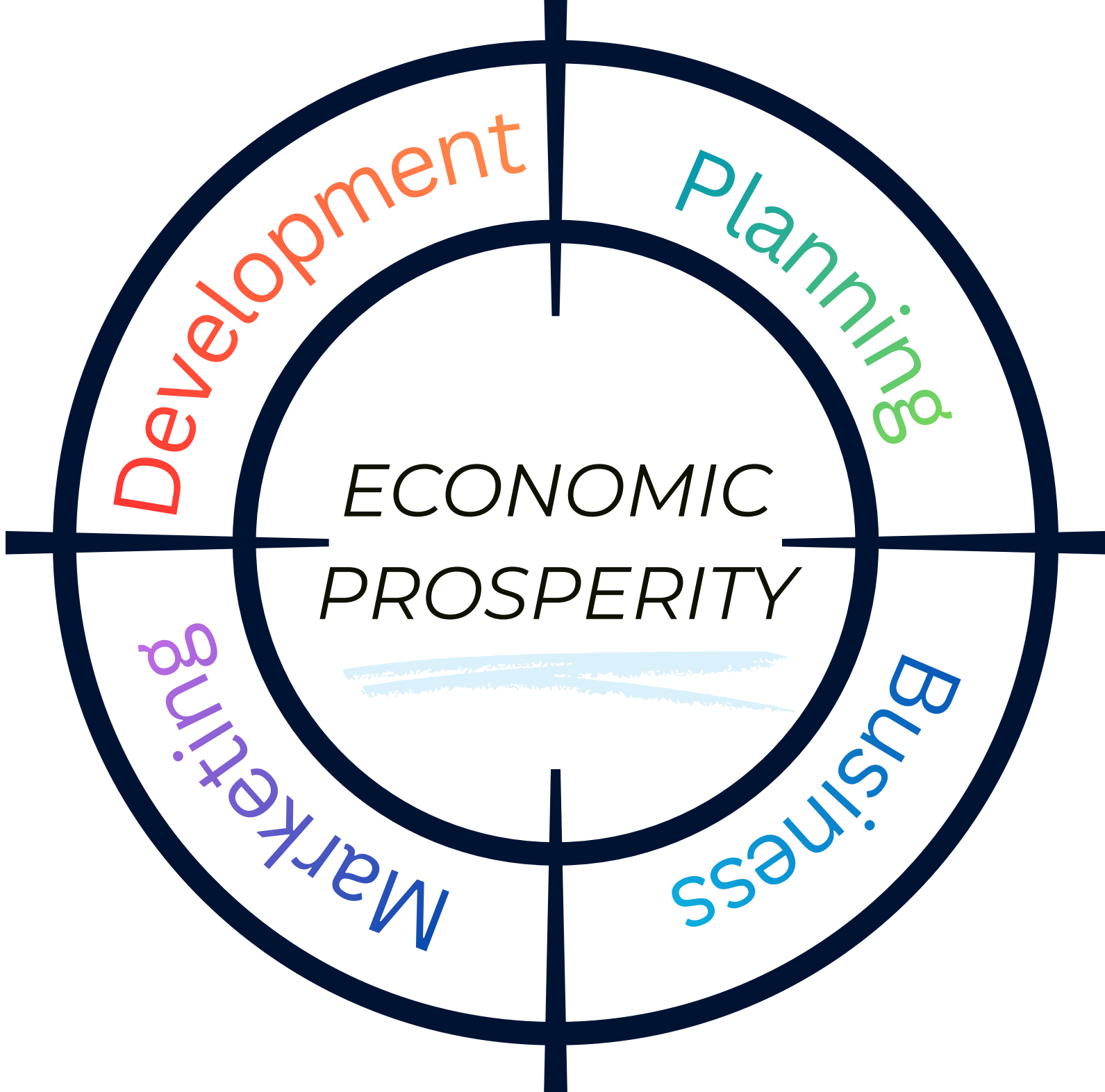
Organizational Durability

This includes:

- innovative ways to deliver services
- technology
- Accountable finance processes
- low turnover/employer of choice

These values have overlapping areas of focus and common threads, all in support of the Town's Mission, Vision and Council Priorities.

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We advance sustainable economic and community growth by prioritizing shovel-ready development opportunities, enabling inclusive planning, strengthening business attraction and retention, and promoting Rocky Mountain House as a competitive and desirable place to invest, live and work.

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