



Town of Rocky Mountain House

2021-2025 Strategic Plan

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INTRODUCTION

A strategic plan for any organization or community is all about developing a written plan of action designed to achieve identified objectives (goals).

The Town of Rocky Mountain House 2021-2025 Strategic Plan is an essential tool to assist the Town Council in moving forward in the best interest of the community.

The strategic plan helps to ensure that the Council, town administration and the public are aligned in understanding what objectives the Council has prioritized for the community.

Within the plan are the Council's identified objectives and indicators of success (what success looks like) for each of the objectives as well as an updated mission statement, vision and values for the Town of Rocky Mountain House.

While the Town of Rocky Mountain House Council develops the strategic objectives in the plan, the Town Administration is tasked with developing the operational strategies to assist Council in accomplishing their identified objectives.

The strategic plan is a living document which is constantly reviewed throughout the 4-year period and updated as objectives are accomplished, and as new factors emerge requiring an update to the plan.

When the Town Council of the Town of Rocky Mountain House, with the support of the Town Administration, developed the 2021-2025 Strategic Plan, they examined and responded to the following important questions:

What excites you most about the future of Rocky Mountain House?

Where is the Town of Rocky Mountain House now?

Where does the Town want to go (what direction do we want to take)?

How do we, as a community, start moving forward in that desired direction?

How will we know when we have arrived and accomplished our objectives?

In addition to the above, the Town Council of Rocky Mountain House, with the support of the Town Administration, developed their strategic plan and assessed many factors potentially influencing the Town of Rocky Mountain House, through what is referred to as a STEEPLE analysis.

STEEPLE ANALYSIS

A STEEPLE analysis is a framework that organizations utilize to explore factors which may influence their operations such as the following:

Social factors: social environment, emerging trends, cultural changes and demographics

Technological factors: innovations, automation, technological developments

Economic factors: general economic outlook/activity, employment rates, interest rates and inflation rates

Environmental factors: environmental sustainability, climate change, waste disposal, ecological factors

Political factors: political stability/instability, shifts in political culture, impact of new or emerging policies

Legal factors: compliance with all levels of government legislation

Ethical factors: what is generally understood or accepted to be in the community's best interest

In the development of their strategic plan, the Town Council of Rocky Mountain House, with the support of the Town Administration, also explored the Town of Rocky Mountain House, through what is referred to as a SWOT analysis.

A SWOT analysis is a framework to highlight both internal and external elements influencing a community, involving the town's **s**trengths, **w**eaknesses, **o**pportunities, and **t**hreats (risks).

The Town Council's 2021-2025 Strategic Plan for the Town of Rocky Mountain House emerged from the above noted processes and the Council arrived at six stated objectives for their strategic plan which will be outlined in greater detail further in this document.

In addition to their identified objectives, the Council crafted a new mission statement, vision, and values for the Town of Rocky Mountain House.

MISSION STATEMENT

A mission statement for any organization sets out the core purpose of why an organization exists and the current reason why the organization’s work is important.

The 2021-2025 Town of Rocky Mountain House Council has stated the following as their MISSION STATEMENT:

"PROGRESSIVE LEADERSHIP SHAPING A STRONG; SUSTAINABLE COMMUNITY."

VISION STATEMENT

A vision statement for any organization is a concise statement of an organization’s future state which sets out what the organization aspires to become.

The 2021-2025 Town of Rocky Mountain House Council has stated the following as their VISION STATEMENT:

"BUILDING ON OUR RICH HISTORY; TRAILBLAZING A BRIGHT FUTURE."

VALUES STATEMENT

A values statement for any organization outlines what the enduring, core beliefs are for the organization, the guiding principles of why they do what they do and what the organization stands for.

The 2021-2025 Town of Rocky Mountain House Council has concluded that the following are their seven identified VALUES:

PROGRESSIVENESS

COMMUNITY

INCLUSIVENESS

OPPORTUNITY

INTEGRITY

ACCOUNTABILITY

RESPONSIBLE STEWARDSHIP

STRATEGIC OBJECTIVES

As referenced earlier, emerging from their strategic planning sessions, the Town Council set out the following six strategic objectives to accomplish over the next four years. It is important to note that all six objectives are of equal importance and will often be worked on concurrently. The Council's 2021-2025 strategic planning objectives are as follows:

ECONOMIC DEVELOPMENT:

Economic development for the Town of Rocky Mountain House involves programs, policies and activities that seek to improve the general economic well-being and quality of life for our community.

WASTE MANAGEMENT/ ENVIRONMENTAL LEADERSHIP:

The Town of Rocky Mountain House aspires to provide responsible and forward-thinking leadership and stewardship of all our resources.

PARTNERSHIP AND COLLABORATION:

Collaborative partnerships involve agreements and activities developed by organizations which result in the sharing of resources, knowledge, and support for mutual benefit within our community. The Town of Rocky Mountain House is determined to maximize the benefit of collaboration to create an inclusive community for all.

SOCIAL WELL-BEING:

Social well-being involves building a healthy, nurturing, and supportive community. The Town of Rocky Mountain House strives to create and deliver programs and to work with community groups to foster meaningful relationships within the community for the social health of everyone.

STRENGTHENING OUR COMMUNITY:

For a healthy and vibrant community, individuals are essential to community life and when engaged collectively, can be the engines of community transformation and social change. The Town of Rocky Mountain House wants to support, educate, and empower the citizens to become part of their community.

LONG TERM PLANNING:

The Town of Rocky Mountain House will develop long term financial plans to maintain our assets, instill community confidence and attract business to our community.

Economic development for the Town of Rocky Mountain House involves programs, polices and activities that seek to improve the general economic well-being and quality of life for our community.

Initiative	Actions	Who	By When	Current Status	Date of Completion
Have programs to promote new businesses and land development	Identify land that is shovel ready for building development and status.	DPCD	March 2022	Complete	Feb. 10, 2022
	Contact owners of the identified land to determine status and any impediments to develop.	DPCD	April 2022	Complete	April 2022
	Prepare and present a report to Council on status and impediments.	DPCD	May 2022	Complete	April 27, 2022
	Investigate incentives for new and existing businesses that may address impediments identified.	DPCD DCS	Sept. 2022	Presented at Sept. 12, 2022 COW Meeting	
	Identify brownfield land and incentives to promote development.	DPCD	Sept. 2022		
	Review and approve any incentives.	Council	Dec. 2022		
	Review and update off-site levies.	Council (budget) DEO DPCD	Dec. 2022 Dec. 2023		
	Develop a marketing program to attract business to Rocky.	DPCD	May 2023		
Increase tourism in Town	Explore event related tourism	DRCS	Review initiative in 2024		

			with Council		
	Market tourism opportunities	DPCD	Review initiative in 2023 with Council		
	Develop a marketing and promotion package for the NSRP.	DRCS	June 2022	In Progress	
	Develop a plan to assist NGOs with a concert at NSRP as community event and fundraiser.	DRCS	June 2023		
	Provide an annual Christmas tree to promote community gathering and an attraction to the community.	Council (budget) DRCS	Jan. 2022 Nov. 2022	Budget approved Tree options being reviewed	
	Highway 11 improvements for the benefit of tourists and businesses.	Council (lobby Provincial Government for project)	June 2022	In Progress	
	Explore viability of visitor information centre and the sanidump.	DPCD	June 2022	Sept. 12, 2022 review at CoW	Complete
Explore the feasibility of the JDA with the County	Provide JDA documents to Council	CAO	Dec. 2021	Complete	December 21, 2021
	Establish an economic Task Force Meeting to review JDA project.	Council/CAO	March 2022	Council tabled JDA at March 21, 22 CoW	
	Discuss JDA at an ICC meeting with County.	Council	June 2022		

2. WASTE MANAGEMENT/ENVIRONMENTAL LEADERSHIP INITIATIVES

WASTE MANAGEMENT/ ENVIRONMENTAL LEADERSHIP:

The Town of Rocky Mountain House aspires to provide responsible and forward-thinking leadership and stewardship of all our resources.

Initiative	Actions	Who	By When	Current Status	Date of Completion
Provide an environmental focused waste, recycling and reuse program.	Review the Waste Reduction Strategy and Eco-centre study to establish priorities.	CAO DEO	Jan. 2022	Complete	Jan. 10, 2022
	Review users fees in comparable municipalities.	CAO DEO	Jan. 2022	Complete fees passed by Council	April 19, 2022
	Explore a curbside blue box program as an alternative to the eco-centre	CAO DEO	Jan. 2022	Complete. Council approved program.	April 5, 2022
	Explore feasibility of the share shed.	CAO DEO	Jan. 2022	Complete	Jan. 10, 2022
	Establish service level to provided at the Eco-centre	Council	Jan. 2022	Complete	March 2, 2022
	Provide costing and plan to establish service levels at Eco-centre	CAO DEO	Feb. 2022	Complete	March 2, 2022
	Establish and promote service levels at Eco-centre.	DEO Comms Coordinator	June 2022 June 2022	Complete. Promotion ongoing.	April 27, 2022
	Develop a policy for Town facilities for recycling, organics and single use plastics.	Council (adopt policy)	June 2022		
		CAO/LC (develop policy)	May 2022		

Extended Producer Responsibility	Plan how to implement when government announces changes.	CAO	Monitor throughout 2022		
	Report to Council on EPR	CAO	Dec. 2022		

PARTNERSHIP and COLLABORATION:

Collaborative partnerships involve agreements and activities developed by organizations which result in the sharing of resources, knowledge, and support for mutual benefit within our community. The Town of Rocky Mountain House is determined to maximize the benefit of collaboration to create an inclusive community for all.

Initiative	Actions	Who	By When	Status	Date of Completion
Maintain a collaborative relationship with Clearwater County	Reaffirm Stronger Together Agreement	Council	Jan. 2022	Complete	January 18, 2022
	Review the Stronger Together Agreement for modernization	Council/ICC	March 2022 (review) June 2022 (review changes)	ICC meeting March 3, 2022	
	Adopt modernized Stronger Together Agreement (if required)	Council	July 2022		
	Create a Regional Vision	Council/ICC	March 2022	ICC meeting March 31, 2022. In progress.	
	Adopt a Regional Vision	Council	April 2022		
	Have a new recreation agreement	Council/CAO	Dec. 2022		
	Have a new airport agreement	Council/CAO	Dec. 2022	Options identified by ICC. Report reviewed at ICC March 31, 2022. Ongoing discussions.	
	Strengthen Indigenous Community Partnership and	Continue to partner with Friendship Centre on Community	Council (budget) DRCS	Oct. 2022 (ongoing annually)	

Multicultural Awareness	Showcase event				
	Support and assist with National Indigenous Peoples Day	Council (budget) DRCS	June 2022 (ongoing)	Ongoing	Ongoing
	Establish Truth and Reconciliation Day as a civic holiday	Council (declare) LC (report)	Jan. 2022 Jan. 2022	Complete	Feb. 1, 2022
	Establish a list of events at First Nations and attend.	LC (establish list) Council/CAO (attend events)	March 2022 Ongoing	In progress	
	Arrange a meet and greet with the Councils of the First Nations and municipalities.	LC	June 2022	Initial meetings held	
Maintain a collaborative relationship with the School Divisions	Have new Joint Use and Planning Agreement	Council (approve) CAO/DRCS (draft)	June 2023	Administration has had initial meeting. Council/Board meetings have been established.	
Maintain a collaborative relationship with the Chamber of Commerce	Establish an annual meeting with the Chamber of Commerce Board of Directors	Council (attend) LC (arrange)	June 2022	Complete, first annual meeting held April 27, 2022	April 27, 2022

SOCIAL WELL-BEING:

Social well-being involves building a healthy, nurturing, and supportive community. The Town of Rocky Mountain House strives to create and deliver programs and to work with community groups to foster meaningful relationships within the community for the social health of everyone.

Initiative	Actions	Who	By When	Status	Date of Completion
To improve social well-being	Review Social needs Assessment and Senior Needs Assessment	Council	April 2022	Sent to Council. Discussed at March 21, 2022 CoW	March 21, 2022
	Identify any urgent needs from assessments.	Council	April 2022	Council identified need for Social/Senior Worker	March 21, 2022
	Report to Council on strategy for urgent needs.	DRCS	Sept. 2022	Scheduled for Oct. 2022 Service Level review	
	Implement plan to address urgent needs.	Council (budget) DRCS	Jan. 2023		
	Provide report on homeless shelter to Council.	DRCS	Jan. 2022	Complete. Delegation to Council on February 15, 2022	Feb. 15, 2022
	Provide report on status on Grandmother Turtle Lodge to Council.	DRCS	Jan. 2022	In progress.	

STRENGTHENING OUR COMMUNITY:

For a healthy and vibrant community, individuals are essential to community life and when engaged collectively, can be the engines of community transformation and social change. The Town of Rocky Mountain House wants to support, educate, and empower the citizens to become part of their community.

Initiative	Actions	Who	By When	Status	Date of Completion
That the Town continue and enhance our communications to the citizens.	Improve website to more user friendly.	Comms Coordinator	April 2022	Discussed at March 21, 2022 CoW. Redesign fall 2022.	Sept. 30, 2022
	Create videos to inform and educate how to communicate with the Town. Taxes Utilities rates Sewer Organics	Comms Coordinator	April 2022 <i>taxes</i> July 2022 <i>utilities</i> Sept 2022 <i>Sewer</i> Dec. 2022 <i>Organics</i>	In progress	
	Communicate Strategic Plan and Updates	Comms Coordinator	Feb. 2022	Complete will be ongoing with updates.	Jan. 19, 2022
	Educate on Two-way Comms between citizens and Town.	Comms Coordinator	June 2022	Discussed at March 21, 2022 CoW. Item covered in videos	March 21, 2022

LONG TERM PLANNING:

The Town of Rocky Mountain House will develop long term financial plans to maintain our assets, instill community confidence and attract business to our community.

Initiative	Actions	Who	By When	Status	Date of Completion
The Town will maintain our current assets and plan for future assets	A comprehensive review is completed to identify major projects in recreation, trails, facilities and infrastructure master plans.	Council, CAO and Directors	Sept 2022	In progress	
	Develop a 5-year operating plan.	DCS	Dec 2022		
	Develop a 10-year capital plan.	DCS	Dec 2022		

ACRONYMS AND ABBREVIATIONS

CAO	Chief Administrative Officer
CoW	Committee of the Whole
Comms	Communications
CWC	Clearwater County
DCS	Director of Corporate Services
DEO	Director of Engineering & Operations
DPCD	Director of Planning and Community Development
DRCS	Director of Recreation and Community Services
ICC	Intermunicipal Collaboration Committee
JDA	Joint Development Area
LC	Legislative Clerk
NGO	Non-government Organization
NSRP	North Saskatchewan River Park

