



Rocky Mountain House Tourism and Economic Development Board

NOVEMBER 12, 2008

Strategic Plan 2009 – 2011

Tourism & Economic Development Board
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INTRODUCTION

The Town of Rocky Mountain House established the Tourism and Economic Development Board in 1999 in an effort to facilitate the promotion, expansion and enhancement of tourism and economic development. The Board consists of a minimum of seven members and includes representation from Town Council, Rocky Mountain House and District Chamber of Commerce and Members at Large. A coordinator, designated by the Town Manager, carries out administrative duties and serves as an advisor to the Board.

The Board is responsible for preparing for the consideration of Council, a Tourism and Economic Development Plan for the Town of Rocky Mountain House and to facilitate the implementation of this plan. The Board also provides direction and advice to Town Council regarding tourism and economic development.

Since the inception of the Board, numerous projects and strategies relating to tourism and economic development have been implemented. The following Strategic Plan is intended to guide the efforts of the Board and its coordinator for the period of 2009-2011.

This strategic plan includes the following components:

- Mission – A statement identifying an organization’s reason for existence.
- Vision – A statement describing the desired future state of an organization.
- Goals – End results in which an organization sets out to achieve.
- Strategies – Provide direction as to how the organization might achieve these goals.
- Success Indicators – Key measures used to assess and monitor the progress made to fulfill the goals included in this Strategic Plan.

Goals, Strategies and Success Indicators are aligned with both the mission and vision; ensuring that the mission is achieved while efforts to fulfill the vision are also taken.

Annual Operating Plans or ongoing action plans over the next three years will be created by the coordinator, in consultation with the Board, as a result of this Strategic Plan.

<p><u>MISSION:</u></p> <p>To develop and facilitate strategies to promote, enhance and expand tourism and economic development within Rocky Mountain House.</p>	<ul style="list-style-type: none"> ❖ To ensure the public and businesses are informed regarding the services offered by the Tourism and Economic Development Coordinator and to communicate the Tourism and Economic Development Board's Strategic Plan ❖ To improve the development process to ensure a competitive advantage when attracting businesses ❖ To attract new business and industry to Rocky Mountain House & Area ❖ To improve the process for attracting more visitors to Rocky Mountain House
<p><u>VISION:</u></p> <p>To be recognized regionally as the primary organization, facilitating and coordinating tourism and economic development</p>	<ul style="list-style-type: none"> ❖ To establish credibility within the community and region regarding tourism and economic development ❖ To develop partnerships with key Tourism and Economic Development organizations ❖ To facilitate a Regional Tourism and Economic Development Plan to educate similar organizations ❖ To become a leader for best practices in economic development.

GOALS

GOAL 1

To ensure the public and businesses are informed regarding the services provided by the Tourism and Economic Development Department and to communicate the Tourism and Economic Development Board's Strategic Plan.

STRATEGIES/ACTIONS

- a. Develop a comprehensive communication system:
 - Website development – more interactive and online services, make it user friendly
 - Regular local radio spots to keep community updated regarding TEDC items and provide information to help small businesses
 - Use “fax out” system to provide current information to local businesses
 - Annual “Program Guide” advertising
 - Annual “West Country Welcome” advertising
 - Weekly “advertorials” in the Mountaineer
 - Provide newsletter to inform businesses about services TEDC offers
 - Provide information letter regarding TEDC services in Business license renewal notice
 - Provide updates regarding TEDC services in local water bills and tax notices
 - Communicate the TED Strategic Plan community at Large
- b. Develop and regularly update a service package to be provided to new and potential business owners in the community:
 - Create and regularly update information packages that:
 - a) Contain services offered by TEDC (including BRZ)
 - b) Provide answers to basic questions asked by new business community
- c. Create position for Communications Officer:
 - a) examine viability of Communications Officer Position for town by seeking information from other centers of similar size regarding the role and effectiveness of their officers
 - b) create a job description for the position based on feedback from other communities and assessment of the needs of our community
 - c) request funds for TEDB budget to support position, if deemed viable.

- d. Develop Strategic Partnerships with community stakeholders:
 - Host annual event for community stakeholders to:
 - a) inform them of TEDB services
 - b) encourage their promotion of TEDB services to their clients
 - c) update them regarding current initiatives
 - d) encourage their partnership in working towards common goals
 - e) seek feedback regarding services provided by TEDC (Include in event: Chamber of Commerce, County, BRZ, bankers, realtors, accountants, lawyers, Alberta Employment, developers)

SUCCESS INDICATORS

- Increase in number of visitors to website.
- Increase in number of verbal and written responses regarding radio spots.
- When provided with a written or telephone survey, the majority of respondents indicate that they are well informed regarding the services provided by the TEDC, and are kept current regarding local events and tourism related activities.
- Know how to access information and provide feedback regarding TED in Rocky Mountain House
- Follow up with those receiving Town packages containing general information or business development (through mail out/telephone survey) indicates that package was useful to the majority of respondents and recipients provided suggestions for improvement.
- Communication Officer position is approved by Town Council and officer is hired
- There is an increase in the number of referrals from stakeholders as indicated through a tracking system

GOAL 2

To improve our business development processes to ensure a competitive advantage when attracting businesses.

STRATEGY

Investigate best practices for development process

Assess current development process using feedback from investigation

ACTIONS

- Contact developers who had smooth and successful experience in other communities and document their feedback
- Contact communities that have been identified as having successful development processes and review how it is managed
- Research reasons why developers choose a certain community
- Create a report regarding comments from developers
- Create and implement action plan
- Create follow-up document for own community

SUCCESS INDICATOR

- Action plan implemented/incorporated
- Increase in development within community
- Receive a passing grade and positive feedback regarding process (post development) from developers
- Contacted by other communities for best practices

GOAL 3

To attract new business and industry to Rocky Mountain House & Area

STRATEGY

- Determine a type of business or industry to attract to Rocky Mountain House & Area that would enhance and diversify the economic base
- Develop a business case to identify the target industry
- Create a marketing plan to attract identified industry with other stakeholders

ACTIONS

- Hire a consultant to do a business profile analysis for the region
- Implement action/marketing plan to attract identified businesses and industry to Rocky Mountain House & Area
- Continue using and updating Regional Profile to outline competitive advantage

SUCCESS INDICATORS

- Identified business or industry locates in Rocky Mountain House & Area

GOAL 4

To improve the process for attracting more visitors to Rocky Mountain House

STRATEGY

- Encourage and support large events
- Promote Rocky Mountain House as a destination rather than a thru-way
- Create opportunities for international recognition
- Develop strategies to enhance visitor experiences in Rocky Mountain House
- Attract small conventions/conferences
- Encourage partnerships with and between local operators, attractions and Travel Alberta

ACTIONS

- Work with ad designers for promoting destination rather than thru-way.
- Work with different stakeholders in helping attract new visitors to the area. i.e.: Central AB Tourism Group
- Offer packaging/marketing workshop
- David Thompson Bi-centennial-theme town
- Support and encourage the development of North Sask River Park through input or representation on the planning stage

SUCCESS INDICATORS

- Businesses see an increase in visitor traffic
- Walk of History numbers increase
- Media coverage from outside not from within
- Local events see successful turnouts
- Packaged products are a success
- New marketing initiatives has increase visitor numbers to the area
- New multi-use venue that is available in RMH
- Being contacted by other communities or agencies for best practices

SUMMARY

The goals and strategies included in this Strategic Plan will guide the efforts of the Board and its coordinator over the next three years. Progress toward achieving these goals will be monitored by Council on an ongoing basis. Annual reviews of this plan will also ensure that this Plan remains a living document. This Plan can be used to assist the existing and future Board members in continuing the strategic planning process.

Board Members

Tammy Cote, Member at Large
Linda van Son, Member at Large
Larry Cameron, Member at Large
Shelley Bird, Member at Large
George Klesken, Chamber of Commerce
Ron Caine, Member at Large
Councillor Randy Saler, Town of Rocky Mountain House
Kiza Holstead, Member at Large
Leiv Skaalid, Member at Large

Administration Staff

Dean Schweder, Tourism and Economic Development Coordinator
