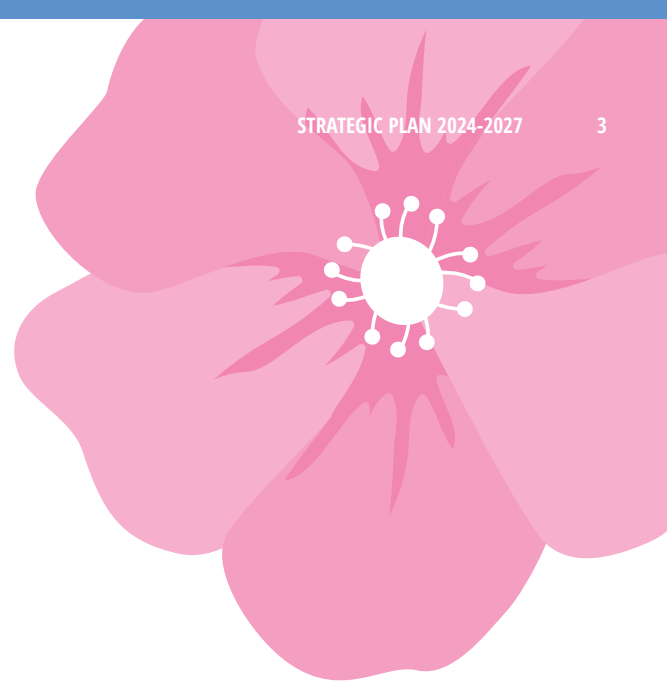




# STRATEGIC PLAN 2024-2027







## LETTER FROM MUNICIPAL DISTRICT COUNCIL

In the spring of 2023, the Municipal District of Pincher Creek Council gathered with their senior managers to determine how best to meet the needs of those who live in the Municipal District and those who work there. Out of the ideas and knowledge that the group provided, this strategic plan was built.

The plan is made up of our expressed goals for the Municipal District (MD) and provides MD residents, businesses, organizations, and other community stakeholders with an indication of where the MD of Pincher Creek is headed.

This plan is made up of pillars, goals, and tactics. The pillars are the overarching themes that Council chooses to focus on in

the community, the goals are the specific changes that Council would like to see occur over the course of this plan, and the tactics are some of the action steps that could be taken to achieve the goals.

The plan provides the MD with direction to build its own future over the years of this Council and beyond.

We know that there will be instances where this plan may have to change due to unforeseen events. The MD Council will adapt along the way. This plan is our best imagining of what a bright future looks like for our Municipal District.

Sincerely,

Reeve Dave Cox and the rest of the  
MD of Pincher Creek Council



## VISION, MISSION, AND VALUES

Looking towards the future, it is important that the MD Council agrees on what the common destination looks like. Council members decided on the ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission) province.

### VISION:

The vision is a high-level statement that expresses what the future looks like. Our vision has been crafted to be concise, easily understood, and challenging but attainable.

The Strategic Plan is intentional about where the areas of focus should be to advance our vision for the MD. It is a roadmap for continuous organizational improvement and adaptability of business, all while maintaining excellence in our core work.

*Where the Rockies meet the prairies, the MD of Pincher Creek promotes sustainable growth while taking pride in its western heritage and unique natural environment.*

### MISSION:

The mission statement communicates what the MD of Pincher Creek does and who the MD serves. As with the vision, this mission is also concise and easily understood. The mission and vision are intricately linked, as it is the mission that drives the vision.

*We are a multi-generational rural community that celebrates a mix of heritage and progress while attracting responsible development.*

### VALUES:

The values expressed below are the guiding principles that determine how the MD makes decisions, both in its public facing and internal functions.

| VALUE      | WHAT IT MEANS   |
|------------|---|
| COMMUNITY  | WE SERVE OUR COMMUNITY TO THE HIGHEST STANDARD AND TO THE BEST OF OUR ABILITY.                          |
| INNOVATION | WE ARE CREATIVE LEADERS IN OUR PURSUIT TO MOVE OUR COMMUNITY FORWARD.                                   |
| INTEGRITY  | WE ACT WITH RESPECT AND DIGNITY AND DO WHAT WE SAY WE ARE GOING TO DO.                                  |
| TRADITION  | WE RECOGNIZE AND HONOUR THE HISTORICAL SIGNIFICANCE OF THE PEOPLE AND PLACES IN OUR MUNICIPAL DISTRICT. |





## PRIORITIES FOR 2024-2025

Within the full list of goals that appear in this strategic plan, the MD Council has created a subset of high-ranked tactics that support some of the goals. The items on this list reflect the priorities that Council saw as both important and timely for the coming year.

We expect that the high priority tactic list will change over time as some high priority items near completion and new priorities emerge.

As determined by Council, the highest priorities for 2024-2025 are listed below in the order in which they appear in this plan. These high priorities include:

| GOAL   | HIGH PRIORITY TACTIC   |
|--|--|
| MAINTAIN A SUSTAINABLE TAX BASE              | DEVELOP A LONG RANGE PLAN AND PROJECTIONS FOR THE MD'S TAX BASE    |
| DECIDE WHAT TYPE OF DEVELOPMENT THE MD WANTS | DEVELOP INFRASTRUCTURE TO SUPPORT DESIRED DEVELOPMENT              |
| MAINTAIN A SAFE ROAD NETWORK                 | ENSURE THAT OPERATORS HAVE PROPER TRAINING, POLICIES AND EQUIPMENT |
| MAINTAIN A SAFE ROAD NETWORK                 | ENSURE THAT PROPER ASSET MANAGEMENT IS IN PLACE                    |

These high priority tactics are found in **bold** in the following pages.

## PILLARS, GOALS, AND TACTICS

The plan below identifies what the MD will be working on over the course of the next four years. It is divided into Pillars, Goals, and Tactics, all of which support each other.

### PILLAR:

Area of major concentration for the MD Council over the term of this strategic plan.

### GOAL:

Change over time that is supported by Council. This becomes the answer to "what does Council hope to accomplish?"

### TACTIC:

Expected activity in support of the Goal. This becomes the answer to the question "how will Council achieve the goal?." Tactics typically form the basis of an organization's Business Plan and belong within the authority of the MD's administration.



## PILLAR:

# A Strong, Diverse, and Vibrant Economy

By diversifying the MD's economy, there will be opportunity for growth that will enable residents to thrive in a wide range of primarily rural industries and occupations. These Goals provide a pathway to stronger partnerships, incentives to businesses and a foundation for the community to flourish.

## GOALS:

### Maintain a Sustainable Tax Base

#### POTENTIAL TACTICS:

- **Develop a long range plan and projections for how best to rely on the MD's tax base**
- Develop a business tracking and licensing process
- Further develop infrastructure to support desired future development
- Use the airport for the purposes of business attraction

### Work to Ensure that Youth Stay In or Return to the Community

#### POTENTIAL TACTICS:

- Create educational incentives to entice youth to remain in or return to the community

- Ensure that the lifestyle in the MD attracts young families e.g. family programs, attainable work positions and recreation opportunities

### Promote Local Heritage, Agriculture, and Tourism

#### POTENTIAL TACTICS:

- Ensure that infrastructure in the MD is sufficient to support tourism in the area
- Develop signage for roadside turnouts in the community at points of interest such as historical landmarks or windmills
- Develop signage to let tourists know when they have left the National Park and entered the MD and to ask that they respect our natural beauty

## HOW WE KNOW WHEN WE ARE SUCCESSFUL:

| GOAL   | PERFORMANCE MEASURE                                       |
|--------|---|
| GOAL 1 | CREATE A PLAN FOR THE USE OF THE MD'S TAX BASE BY Q4 2025 |
| GOAL 2 | CREATE EDUCATIONAL INCENTIVES FOR YOUTH BY Q4 2027        |
| GOAL 3 | CREATE AN INFRASTRUCTURE PLAN BY Q4 2026                  |

PILLAR:

# Investment in our Infrastructure and our Environment

The MD of Pincher Creek has a wide variety of environmental assets that need to be identified and protected for the future. The MD also has immense potential to expand on its infrastructure with careful attention paid to environmental impact.

As the MD looks towards its future development, these Goals will help ensure that we maintain the careful stewardship that we already have while we build towards the future.

*The MD of Pincher Creek has a wide variety of environmental assets that need to be identified and protected for the future.*

GOALS:

## Maintain a Safe Transportation Network

POTENTIAL TACTICS:

- **Ensure that employees have proper training, policies and equipment**
- **Ensure that appropriate asset management is in place and kept current**
- Ensure that infrastructure is maintained, repaired, and replaced as necessary throughout the MD
- Enforce infrastructure management policies that are currently in place

## Decide what Type of Development the MD Desires

POTENTIAL TACTICS:

- **Develop infrastructure that supports the type of development that benefits the MD**
- Create a planning development bylaw and related policies
- Update the Municipal Development Plan

## Engage With the Community About Environmental Issues

POTENTIAL TACTICS:

- Partner with and provide community workshops about how the MD can support them in their environmental initiatives
- Protect the environment by conducting education and enforcement in areas such as range management and riparian management
- Ensure issues such as weed control, water and waste management are managed in the most effective way possible

## Enhance Broadband Connectivity in the MD

POTENTIAL TACTICS:

- Apply for grants to assist with the cost of making broadband internet available to any residence or business
- Partner with local service providers to ensure infrastructure supports the need for high-speed broadband access throughout the MD

**HOW WE KNOW WHEN WE ARE SUCCESSFUL:**

| GOAL   | PERFORMANCE MEASURE   |
|--------|---|
| GOAL 1 | ENSURE THAT A STAFF TRAINING PROGRAM IS IN PLACE BY Q4 2025           |
| GOAL 2 | A PLANNING DEVELOPMENT BYLAW IS IN PLACE BY Q4 2026                   |
| GOAL 3 | COMMUNITY WORKSHOPS FOR ENVIRONMENTAL ISSUES ARE OCCURRING BY Q4 2027 |
| GOAL 4 | BROADBAND IS AVAILABLE IN THE MD BY Q4 2027                           |



PILLAR:

# A Community that Welcomes Everyone

The MD is a welcoming community, a place that has something for everyone. Through community programs and thoughtful development, we ensure that the MD continues to grow while still maintaining a focus on the rural feel that so many residents appreciate, expect, and honour.

GOALS:

## Enhance Community Attitude and Values

POTENTIAL TACTICS:

- Improve relationships and explore partnerships with regional Indigenous bands and groups
- Regularly host 'Coffee with Council' within each Division
- Continue to support community organizations and non-profits through financial means and staff volunteer days
- Explore the volunteer fait and the MD's place at it
- Ensure that community halls are visible, well-kept, and well known around the community
- Work with health professionals to ensure that quick access to quality health care is provided to all

## Update the MD's Brand

POTENTIAL TACTICS:

- Engage with the community to understand their thoughts around what the MD means to them and how they would like to see that meaning expressed
- Ensure that any updated branding is seen and recognized throughout the community

## Ensure Effective Protective Services are Available in the Community

POTENTIAL TACTICS:

- Ensure that proper tools and equipment are supplied to MD Protective Services personnel
- Enforce bylaws more rigorously
- Maintain positive relationships with the RCMP and local EMS services
- Encourage additional volunteer involvement with the Fire Service
- Look at growing additional partnerships with regional partners to provide effective Bylaw Enforcement coverage

**HOW WE KNOW WHEN WE ARE SUCCESSFUL:**

| GOAL   | PERFORMANCE MEASURE  |
|--------|--|
| GOAL 1 | THREE NEW COMMUNITY PARTNERSHIPS ARE CREATED BY Q4 2025      |
| GOAL 2 | UPDATED BRANDING IS SEEN THROUGHOUT THE COMMUNITY BY Q4 2027 |
| GOAL 3 | TWO NEW REGIONAL SAFETY PARTNERSHIPS ARE CREATED BY Q4 2027  |





PILLAR:

# An Organization Steeped in Excellence

The MD strives to operate in the most efficient way possible while providing the services, programs, facilities, and amenities that MD residents, businesses, and organizations expect.

Through a governance structure that focuses on the future, we can best serve our residents now and in the years to come. With a drive towards achieving our vision as an MD, we provide the best governance we can.

**HOW WE KNOW WHEN WE ARE SUCCESSFUL:**

| GOAL   | PERFORMANCE MEASURE   |
|--------|---|
| GOAL 1 | BI-ANNUAL COUNCIL WORKSHOPS ARE IN PLACE BY Q4 2025                                 |
| GOAL 2 | REGIONAL PARTNERSHIP MEETINGS ARE IN PLACE BY Q4 2027                               |
| GOAL 3 | ENSURE THAT A SUCCESSION PLAN IS IN PLACE FOR COUNCIL AND ADMINISTRATION BY Q4 2027 |
| GOAL 4 | TWO NEW COMMUNICATION METHODS ARE PROVIDED TO RESIDENTS BY Q4 2025                  |

GOALS:

## Ensure that Council Remains Well Informed

POTENTIAL TACTICS:

- Provide opportunities for all members of Council to work together in free-flowing workshops outside regular Council meetings
- Ensure strong engagement between Administration and Council on governance-level issues that do, or may, affect the MD
- Provide policy updates to Council on a regular basis

## Grow Regional Relationships

POTENTIAL TACTICS:

- Reach out, support, and grow Indigenous relations
- Invite regional partners to engage regularly on a wide variety of topics that are of mutual benefit or regional interest
- Invite the Council of the Town of Pincher Creek to establish regular two-way meetings to keep lines of communication open and clear

## Ensure Succession Planning is in Place

POTENTIAL TACTICS:

- Develop a thorough on-boarding and orientation process for new members as they join Council
- Develop on-boarding for staff that gets them at their maximum effectiveness as quickly as possible
- Make the MD the best place to work in the region

## Ensure that Residents are Informed of Governance Matters

POTENTIAL TACTICS:

- Provide business licenses to businesses
- Provide a weekly advertisement in the local paper to improve on communication
- Reach out to the Chamber of Commerce and endeavour to build a mutually beneficial relationship with the board and members



# CONCLUSION

The Municipal District of Pincher Creek's 2024-2027 Strategic Plan provides a roadmap that was developed by Council members and senior Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the external environment in which the Municipal District operates will shift. In response, this strategic plan also may have to shift to remain relevant. As with any plan, regular reviews and updates will be important.











**MUNICIPAL DISTRICT  
OF PINCHERCREEK**

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