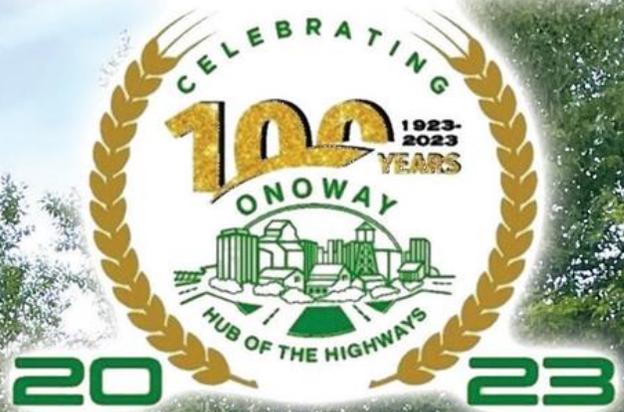


THE TOWN OF ONOWAY



**The Town of Onoway**  
**VISION ACTION PLAN**  
**2023-2032**



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# INTRODUCTION

## A message from Jennifer Thompson, Chief Administrative Officer for the Town of Onoway

I am excited and dedicated to work with my staff to implement Council's vision and strategic plan for the Town of Onoway. To present the Vision Action Plan in response to Council's direction on priorities, goals and objectives effectively creates the work plan for staff.

Council is focusing on long-term initiatives, sustainable success for the town, and resident satisfaction with service.

They particularly wanted to engage the community and understand resident wants and needs with the goal of improving quality of life. My job is to turn their vision and priorities into plans and tangible actions.

Staff are focused and dedicated to implementing Council's leadership and direction in making Onoway a sustainable community of choice to live, work and play. Following their direction, we will concentrate on financial sustainability, infrastructure, economic development, service excellence and governance priorities. We will also embrace Council's values of respect, transparency and accountability, integrity, trust, teamwork and collaboration. With my team, I will ensure that the objectives within the strategic plan are achieved thus building a strong foundation for the Town of Onoway.

The Vision Action Plan has been created to focus on actioning the priorities in the Strategic Plan which will achieve success for the Town of Onoway.

Chief Administrative Officer, Town of Onoway

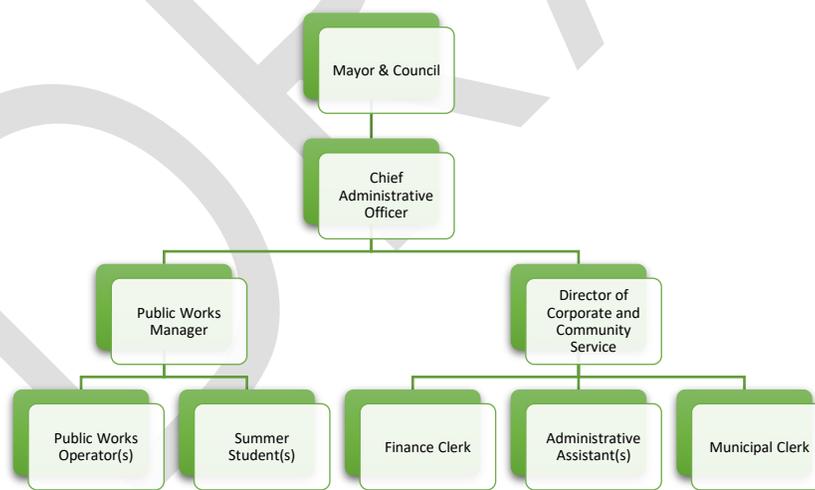




## Municipal Corporate Structure

Municipal governments are made up of a mayor and a set number of councillors elected by citizens of their representative districts or wards. Municipal council responds to the community's concerns and opportunities and plans for long-term growth and development. Council determines goals and priorities, develops and approves policies, bylaws and major projects, plans and provides services and programs, sets the municipal tax rate and approves the annual budget, all while representing the municipality.

Every council must establish, by bylaw, a position of Chief Administrative Officer (CAO). The CAO is the administrative head of the municipality. The CAO ensures that policies and programs are implemented, advises council on the operation of the municipality, and ensures appropriate staffing is in place. Councillors work with the CAO to keep informed on what the municipality is doing and will depend on the administration to provide information so they can make sound decisions.





## Vision Action Plan

A Vision Action Plan is led by the CAO. A Vision Action Plan is the document that includes detailed administrative actions that support and enable the Community Vision Plan created by the Council for the Town of Onoway. A Vision Action Plan is administration's response to Council's direction on priorities, goals, and objectives. The CAO uses the Vision Action Plan process to work with administrative staff to development tangible actions that link to priority focus areas and related goals deemed critical by Council over the next four years.

### Vision Action Plan

**Tangible and realistic action plans that make council's community vision come alive.**

The Vision Action Plan clearly articulates actions to be undertaken over a four-year timeframe furthering the achievement of Council's community vision.

The Vision Action Plan:

- Ensures consistent and aligned vision across the organization
- Provides structure and coordination toward priorities across all levels
- Clarifies action plan roles, responsibilities, deliverables, and timelines



→ Considers the allocation of financial and human resources to community priorities



## Vision Action Plans

There are various types of Vision Action Plans that may be developed by municipal Council.

### Strategic Action Plan

Action plans that have a strategic emphasis in nature to provide long-term benefit to the community.

### Operational Action Plan

Operational Action Plans have a direct impact on municipal services. These plans improve, enhance, or expand services that are currently delivered by the municipality. They can take the form of special projects, changes to services, and activities related to strategic or master plans.

### New Service Action Plan

New Service Action Plans add services not currently delivered by the municipality. This is usually in response to resident wants and demands. Occasionally, New Service Action Plans will be in response to new services that are legislatively required.

### Capital Asset Action Plan



Capital Asset Action Plans consider capital assets that further council's priorities for the community. These action plans will include all costs related to capital assets including feasibility studies, financial capacity analysis, engineering, and the cost of the capital asset itself.

## Municipal Planning Framework

Municipal planning requires several stages of strategic planning processes in order to reach consensus on clearly defined goals and strategic priorities, with a formalized operating budget aligned to financially support those goals.

The first stage of planning is the development of the Community Vision Plan. This then informs the Vision Action Plan, which precedes and interacts with the Vision Finance Plan.

### Community Vision Plan

Annually, Council meets to review and update the Community Vision Plan and the areas of priority focus. This review allows for measurement of progress towards the goals identified for the community vision. Equally important, it allows for flexibility for change and a nimbleness to react to challenges and opportunities each year to match the evolving local situation. Economics, regional collaboration, resident wants, social issues and infrastructure needs are just a few examples of areas that change and evolve necessitating a municipality to be flexible and tactical in its approach to meeting the long-term goals of the community vision.



### **Vision Action Plan**

Administration develops action plans in support of the realization of Council's vision for the community. The Vision Action Plan is four years in scope and identifies key actions and projects linked to the community vision plan priorities. The purpose of the Vision Action Plan is to link tangible actions to Council's priorities and thus attainment of the community vision.

### **Vision Finance Plan**

Each year the budget process assesses division action plans against the municipality's financial and human resource capacity. Financial constraints in both the operating and capital budget coupled with human resource capacity are key considerations in the approval of Vision Action Plans within the annual budget. This review results in budget decisions and inclusion of Vision Action Plans within the budget year.

Vision Action Plans that are deemed priority are then incorporated into the annual budget.

This typically takes place four years out from the current year of operation. As a result, business plans and budgets are rolling four-year plans that identify amendments to already approved plans and identify new initiatives beyond the four-year window. When amendments are made to future plans, Council must re-analyze their corporate capacity to ensure that all planned initiatives can be completed on-time and on-budget. This often requires reprioritization of the initiatives already in the approved plans to accommodate new initiatives.



## Community Vision Plan Framework



## Vision Action Plan Impacts on Municipal Financial Management

Ultimately, a Vision Action Plan provides the steps required to inform the financial decisions that must be made to push priorities into tangible, realistic projects. These financial decisions are outlined in the subsequent Vision Finance Plan.

A Vision Finance Plan considers the impact of Vision Action Plans on the municipal budget. Municipal budgets have two main components, operating and capital. The two types of budgets



are very distinct, and both are reflective of maintaining current service levels for existing programs and services critical to the community, as well as additional resource requirements for new initiatives.

### **Operating Budget**

Strategic, Operational, and New Service Action Plans may have operating budget impacts. The operating budget provides resources for the ongoing day-to-day costs of delivering municipal services to residents. It covers items such as staff salaries, utility costs to run facilities, funding for community events, family support programs and maintenance repairs to essential infrastructure.

### **Capital Budget**

Strategic, New Service and Capital Asset Plans can have capital budget impacts. The capital budget deals with costs to develop new infrastructure and amenities and invest in long-term fixed assets required for daily service delivery. Examples include new water lines or roads, new facilities and technology, land, and vehicles.



## Town of Onoway Community Vision

The Council for the Town of Onoway participated in a process to develop a Community Vision Plan in 2023. The vision for the community is long-term in nature and paints a positive picture for the future of the Town of Onoway. Within the Community Vision Plan, Council has identified key priority focus areas to pursue. Achievement in these areas will improve the municipality's current situation, pave the way to a prosperous future, and foster a community that current and future residents will be proud to live in.

### Priority Focus Areas

Council-approved priorities that will pave the way to a positive future for the Town of Onoway.





## Town of Onoway Priority Focus Areas



### **ECONOMIC & BUSINESS GROWTH**



### **SERVICE EXCELLENCE**



### **GOOD GOVERNANCE**



### **SUSTAINABLE INFRASTRUCTURE**



### **FINANCIAL SUSTAINABILITY**



## Priority Focus Area #1:



# ECONOMIC & BUSINESS GROWTH

### Goal Statement

We support economic growth by welcoming new businesses, proactively supporting our business community, and diversifying the local economy.

Action Plan Title	Description	Department	Timeframe	Estimated Cost
Economic Development Committee	Create a terms of reference for economic development and tourism, and create a workplan in 2023 for implementation in 2024.	Administration, Economic Development & Tourism Committee, CAO	2023 - 2024	\$1,500
FCSS Streamlining	Creation of process in FCSS funding in response to changing accountability framework	Administration, Council & Director of Corporate and Community Services	2023	
Broadband	Review of current ISP providers and application to Alberta Broadband Fund for reliable high speed	Council & CAO	2023	



	internet for business, industry and residents.			
Business Promotion	Feature article of local businesses in Onowaves to promote shop local and provide information on business offerings within the Town of Onoway	Administration, EDTC	2023 ongoing	
Economic Development Workplan & Financial Requirements	Develop a workplan and budget for implementation in 2024 to promote the Town of Onoway to live and work in.	Council, EDTC, CAO	2023 – 2025	



## Priority Focus Area #2:



# SERVICE EXCELLENCE

### Goal Statement

We focus on delivering and improving high-value essential and value-add services daily to support residents' quality of life.

Action Plan Title	Description	Department	Timeframe	Estimated Cost
Policy Update	Review and update of policies to ensure consistent and fair practice.	Administration	2023 Ongoing	
Standard Operating Procedures	Create and implement Standard Operating Procedures based on municipal best practices	All Departments	2023 - 2025	
Communication Plan	Develop a communications plan for internal and external customers to promote information sharing and transparency.	Administration	2023 - 2024	
Citizen Satisfaction/Budget Survey	Develop and implement a survey with feedback that will assist in budget decision making.	Administration	2024-2025	



## Priority Focus Area #3:



# GOOD GOVERNANCE

### Goal Statement

We recognize the importance of a trustworthy, reliable, and stable municipal government and will strive to provide strong leadership and govern with priority-based decision-making.

Action Plan Title	Description	Department	Timeframe	Estimated Cost
Elected Official Training	Provide opportunities for Council to attend training and conventions to support leadership development	Council	2023 – 2027	\$14,000 per annum
Staff Professional Development & Training	Continuous education opportunities to provide staff with applicable education, certification and conference attendance to serve Onoway with municipal best practices, knowledge and skills	All departments	2023 – 2027	\$10,500 per annum
Vision Action Plan	Develop and update the Town of Onoway Vision Action Plan annually	CAO, Director of Corporate and Community Services	Ongoing Annual 2023 – 2027	



2023-2025 Vision Action Plan

Strategic Plan	Review Town of Onoway Strategic Plan and update as required.	Council	Annual Review 2023 – 2027	
Improve Municipal Capacity	Utilizing the ACP fund, intermunicipal cooperation fund to strengthen Council, intermunicipal and partnerships in the region	Council	2023 – 2024	\$30,000 (ACP Funding \$15,000)
Transition of Direct Deposit for AP	Train staff in the use of EFT payments for suppliers in order to eliminate cheque issuance.	Administration	2024	
Update Procedure Bylaw	Update procedure bylaw to incorporate legislative requirements due to amendments in the MGA	CAO	2023	
Consolidation of Fees and charges into a bylaw/schedule	Consolidate fees and charges currently into various bylaws into one fee bylaws/schedule	Director of Corporate and Community Services	2023-2024	



## Priority Focus Area #4:



# SUSTAINABLE INFRASTRUCTURE

### Goal Statement

We embrace short- and long-term capital planning and best practices for asset management that support the needs and economic vitality of the region.

Action Plan Title	Description	Department	Timeframe	Estimated Cost
Climate Resilience Capacity Building	The program will conduct a Climate Vulnerability and Risk Assessment to assist in future planning of infrastructure and reduce the risk associated with climate change.	Administration/ CAO and Public Works	2023	\$80,000 (Grant Funding)
Asset Management	Assessment of community infrastructure condition, service level, risk exposure, required projects, available resources and financial budget	All Departments	2023 – 2024	\$25,000 (2023)
Capital Plan	The 5-year capital plan will prioritize infrastructure to be renewed/built to provide sustainable infrastructure replacement and provide detailed	All Departments	2023 – 2027	



	information to the community infrastructure renewal/replacement.			
Maintenance Program	Create a maintenance program for all infrastructure to extend the useful life and assess condition of assets.	Administration & Public Works	Ongoing 2023 - 2025	

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## Priority Focus Area #5



# FINANCIAL SUSTAINABILITY

### Goal Statement

We will develop short- and long-term financial strategies in support of Onoway's vision, mission, and strategic plan to build toward the town's future financial sustainability.

Action Plan Title	Description	Department	Timeframe	Estimated Cost
Shared Regional Services	Work with regional partners to secure sustainable, cost-effective shared services	Administration	2024	
Procurement Policy	Create a current procurement policy to ensure fair and equitable practices when obtaining goods and services for the Town of Onoway	Administration	2024	
Financial Reporting Policy	Implement a Financial Reporting Policy to detail the timeline for regular financial reporting to Council	Administration	2024	
Long-Term Tax Strategy	Implement a long-term tax strategy that	Administration	2024-2025	



	provides tax rate and budgetary impacts in a three-year window.			
Multi-Year Budget	Implement a multi-year budget annually that details how tax dollars will be spent to maintain and improve municipal programs and services.	Administration	2024-2025	

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