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On the Road to Sustainability

Onoway Community Sustainability Plan

October 5, 2010 (version 1.0)



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2010, Town of Onoway

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Table of Contents

Acknowledgements.....	iv
Greetings from the Mayor	5
Greetings from the Chairman of the Citizens Advisory Group	5
Introduction	7
What is Sustainability and Sustainable Development?	8
The Planning Process	9
Community Engagement	10
Onoway at a Crossroads	12
A Snapshot of Onoway.....	13
The Road Ahead: A vision for Onoway’s future	14
Sustainability Principles	14
Long-term Community Indicators – Targets for 2020	15
Theme Areas	16
Theme area: Culture, Recreation and Leisure	17
Theme area: Governance.....	18
Theme area: Human Services	20
Theme area: Infrastructure.....	21
Theme area: Land Use and Community Design	23
Theme area: Local Economy	25
Sustainability Plan: Implementation and Monitoring.....	27

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The development of the Onoway Community Sustainability Plan (OCSP) has been supported by the following groups and individuals, and most importantly, by the residents of Onoway and the surrounding area who engaged in the planning process.

Citizens Advisory Group (CAG)

The Citizens Advisory Group was set up in the fall of 2009 to guide the development of the Onoway Sustainability Plan. 13 individuals, including one member of Town Council, were appointed to this committee and tasked with representing the diverse views of the residents of the Onoway community. Throughout this plan's development process, the Citizens Advisory Group met over a dozen times and collectively volunteered over 1,000 hours of their time to guide the future of the community. The members of the Citizens Advisory Group are:

Dale Krasnow, Chairman

Maureen Medori, Councillor

Donna Baldwin

Cliff Bell

Walter Coombs

Kurtis Ewanchuk

Rod Griffiths

Randy Hetherington

Robin Hill

Bernard Methot

Bernie Riopel

Bob Walker

Al Watson

OCSP Project Team

Kai C. So, Regional Sustainability Coordinator, Alberta Urban Municipalities Association

Shelly Roberts, MSP Project Assistant, Town of Onoway

Rod Griffiths, Chief Administrative Officer, Town of Onoway

This plan was made possible by financial contributions and technical expertise from the Alberta Urban Municipalities Association, Grande Alberta Economic Region, Rural Alberta Development Fund, and the Town of Onoway.



Greetings from the Mayor

The Onoway Community Sustainability Plan is a collaborative effort and shared vision of its residents, county residents and Town Administration. The Plan is based on the feedback of residents and applied through the AUMA's model of sustainability in five dimensions – culture, economy, environment, governance, and society. Together, these elements are critical to our growth and prosperity as we move forward towards being a more sustainable community.

By ensuring we follow this document and monitoring our successes along the way, we can plan and build community to be truly sustainable. This plan is not just a vision of Council and Administration, but of those who have volunteered many hours as part of the Citizens Advisory Group and the residents who took time out of their busy lives to attend the open house, participated in focus groups and surveys to provide their ideas and vision. These residents have paved the way for us and have taken an active role in leading our community to a better quality of life.

In order for the Plan to be effective, we need the involvement of all who reside in and around Onoway. Success will and can only be achieved when we are united working together to build the community we envision for ourselves, our children and future residents.

I would encourage everyone to read this plan and see how they can contribute to make this vision a reality. Let us move forward on the road to sustainability.

George Jendyk, Mayor, Town of Onoway

Greetings from the Chairman of the Citizens Advisory Group

It has been a pleasure to be a part of this committee of enthusiastic people who want to see the town of Onoway grow and prosper to its full potential. The fact that our committee consisted of a wide variety of people including those who reside in County of Lac Ste. Anne County was extremely encouraging for those of us who do live in Onoway. As a Citizens Advisory Group, along with Kai So from the Grande Alberta Economic Region, Shelly Roberts and Rod Griffiths from Town Administration, we spent many evenings coming up with thoughts and at times, creative ideas that we considered and debated to the fullest. This is a long-term plan for reference and as a base from which we can measure our accomplishments. It will need constant review and revision to keep in line with what is actually happening but at least we have a somewhere to start. It has been a pleasure serving on this committee and I hope the community at large will continue to contribute new ideas to make it a citizens' plan for our future.

Dale Krasnow, Chairman, Citizens Advisory Group





"There is no power for change greater than a community discovering what it cares about."

- Margaret J. Wheatley

Introduction

In 2009, the Town of Onoway started the process to prepare a municipal sustainability plan. This initiative was started in conjunction with a regional sustainability plan project led by the Grande Alberta Economic Region and the Alberta Urban Municipalities Association in response to the increasing concern about long-term prospects for rural communities in Alberta, to legislated requirements required of Albertan communities that participate in the federal Gas Tax Fund program¹, and to broad societal interest in pursuing a more sustainable future.

While the initiative to prepare a municipal sustainability plan has been spearheaded by the Grande Alberta Economic Region and Town Council, it is widely acknowledged that a broad interpretation of the term “community” would be used. This recognizes the many economic, social, and environmental linkages between those who choose to live in the town and those who choose to live in the area around the town.

This document, referred to as the Onoway Community Sustainability Plan, is the result of many hours of effort by community members to chart a path towards their desired future as a more sustainable community.

What is a Community Sustainability Plan?

A community sustainability plan is a long term (10 years), broad strategic guide on how a community can manage its activities and resources with the goal of creating a more sustainable community and future. It involves the creation of a common understanding of the future the community desires (the vision). It sets out actions and priorities intended to help reach the desired future. It is intended as a guide that can be used by individual community members and their households and businesses, by community organizations, by the non-profit and for-profit sectors of the local economy, and by our local government.



The community sustainability plan does not replace the many other plans that already exist in the community. Rather, the community sustainability plan compliments existing plans such as the Town’s Municipal Development Plan, the Land Use Bylaw, and the long-term capital plan among many others. The Onoway Community Sustainability Plan provides a common linkage for existing plans, future changes to existing plans and new plans that may be established. In this way it acts as an umbrella type plan that can be referred to and used by all in the community.

Moving towards the sustainable community described in this plan will take time, effort in the form of more detailed assessment, planning and development of programs, and patience. It will also require the

¹ The Gas Tax Fund (GTF) is formally known as the Canada – Alberta Agreement on the Transfer of Federal Gas Tax Revenues Under The New Deal for Cities and Communities (NDCC).

wise investment of resources (funding, time and volunteer effort) to implement the various actions suggested in the plan.

What is Sustainability and Sustainable Development?

A commonly referenced definition of sustainable development comes from the World Commission on Environment and Development (also known as the Brundtland Commission, 1987), which states that sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs.

When sustainable development is applied to the context of a community, sustainable development refers to creating communities that are capable of improving the quality of human life of its residents while its residents live within the carrying capacity of the local supporting eco-systems. This means balancing the demands placed on resources in a manner that enables current and future community members to enjoy an acceptable quality of life and range of opportunities.

Sustainability refers to understanding the interconnections and continuity of economic, environmental and social aspects of human society and the non-human environment. It requires a systems approach to managing issues and making decisions.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs.

Five Pillars of Sustainability

In Alberta, the Alberta Urban Municipalities Association and its member municipalities have adopted a comprehensive view of sustainability with five pillars or dimensions. The dimensions - cultural, economic, environmental, governance and social can be viewed at independently or in an integrated fashion.

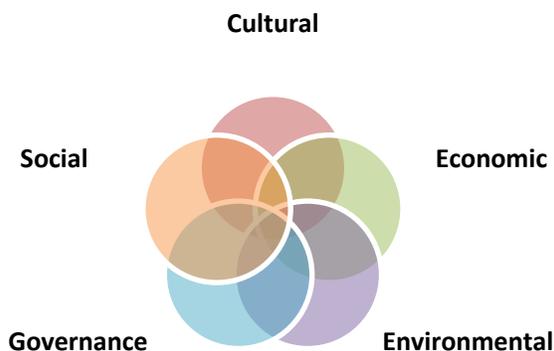


Figure 1 – 5 Pillars of Sustainability

Each of these defined pillars will act as a lens for us to evaluate current reality and future planning initiatives and the effect they have on our community. Every decision made in the community will involve consideration of several of these dimensions. For example, a decision on infrastructure policies can have social, as well as economic and environmental implications. The choices that each resident, business or Council makes will have an impact on the resources available as part of the natural environment and other limited resources such as financial capacity and human resources.

The Planning Process

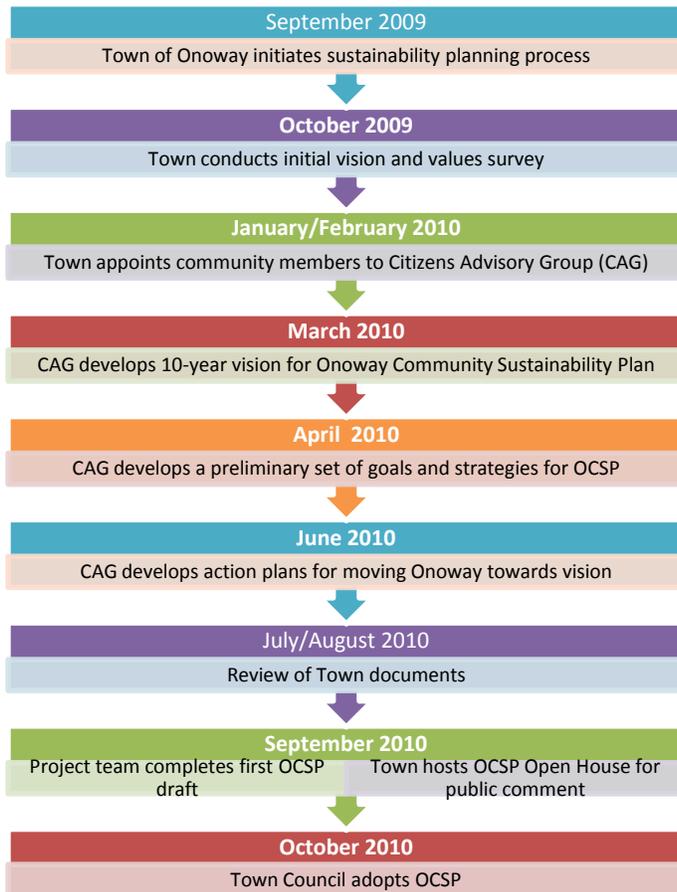


Figure 2 - The OCSP Planning Process

The planning process used to develop the Onoway Community Sustainability Plan came from the Alberta Urban Municipalities Association’s Comprehensive Guide for Municipal Sustainability Planning and encompassed a combination of community-driven strategic planning and community engagement through a variety of media.

The AUMA sustainability planning process comprised of five basic steps starting with the development of a vision for the community and strategies for a number of different community issues. It was then followed by an assessment of the current reality in the community, a proposed list of actions needed to bring the community from today to the vision and finally, the beginning of the implementation and monitoring stage.²

From February to September 2010, the Citizens Advisory Group met on numerous occasions to provide direction into the development of the OCSP. Dozens of community issues ranging from land use

planning to recreation to policing were discussed by the members of the CAG. From their input, the OCSP Project Team reviewed the town’s existing plans and policies and developed the plan content. This development process was complimented by a community open house in September 2010 that saw over 20 residents provide input into the plan. After a review of the open house feedback, the plan’s content was finalized and brought before Town Council for approval.

Documents Reviewed

Throughout the development of the Onoway Community Sustainability Plan, a number of existing Town of Onoway, Lac Ste. Anne County, and community groups’ plans, policies and other documents were reviewed to ensure that all aspects of the community were examined and considered for incorporation into the OCSP. These documents are listed on the following page.

² A more detailed explanation of the sustainability planning process is available at www.msp.auma.ca

List of Documents Reviewed

- Lac Ste. Anne Recreation and FCSS Community Resource Information Directory, January 2010
- Interagency Needs Assessment Review for Town of Onoway/Lac Ste. Anne County, November 2009
- Onoway Arena Needs and Market Analysis, June 2010
- Onoway Public Library – Community Input Session, June 2010
- Statistics Canada – Census 2006 – Onoway Community Profile, 2008
- Town of Onoway and Lac Ste. Anne County Social and Community Services Needs Assessment, Final Report, April 2008
- Town of Onoway Business Visitation Results, 2009
- Town of Onoway Community Diversification Plan 2010-2015, February 2010
- Town of Onoway Dissolution Study, October 2008
- Town of Onoway Land Use Bylaw
- Town of Onoway Municipal Census 2010, June 2010
- Town of Onoway Municipal Development Plan Bylaw 686-09, December 2009
- Town of Onoway Municipal Sustainability Survey, October 2009
- Town SWOT Analysis, July 2010

Community Engagement

Initial community engagement came from surveys with residents of Onoway and the surrounding rural area in 2009. Further feedback was sought through meetings with interagency and focus groups with specific audiences in the community. An open house was conducted in September 2010 that presented the core elements of the plan to the community and opportunity was given to residents to vote and give their preferences for priorities in the community.

During the entire development of this plan, over XX people participated in the surveys and events hosted to gather feedback into the planning process.

Terms found in the Plan

AHS	Alberta Health Services
AUMA	Alberta Urban Municipalities Association
CAG	Citizens Advisory Group
CN	Canadian National Railway
GAER	Grande Alberta Economic Region
GTF	Gas Tax Fund
LSAC	Lac Ste. Anne County
NDCC	New Deal for Cities and Communities
ODHG	Onoway & District Historical Guild
OPL	Onoway Public Library
MSP	Municipal Sustainability Plan
NGRD	Northern Gateway Regional Division
RCMP	Royal Canadian Mounted Police

Structure of Plan and How to Use It

The Onoway Community Sustainability Plan contains several key elements that are meant to communicate the overall intent of the community’s initiative to become more sustainable in as concise a manner as possible. The major elements of the document reflect the broad steps of the process that were used to create the various strategies and action plans.

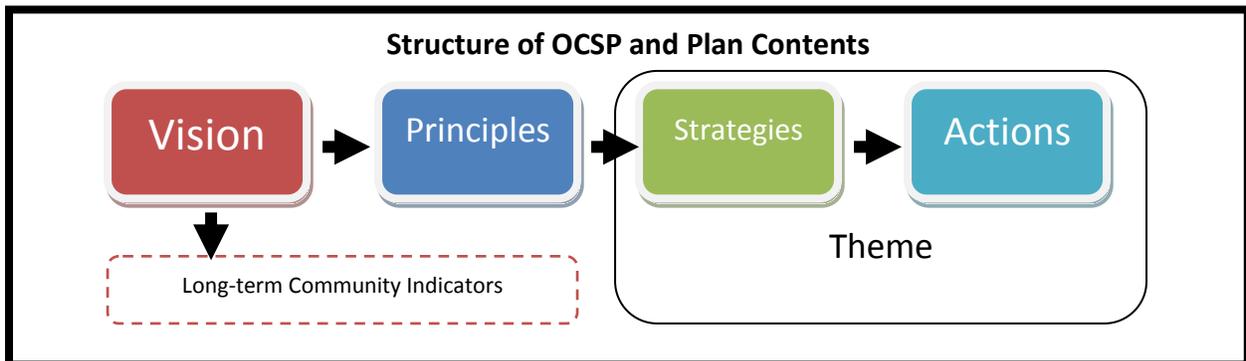
The first major element of the Onoway Community Sustainability Plan is the vision of what the Onoway community would be like in the future as it progresses to become a sustainable community. As the community looks further into the details of how to become sustainable, there will be differences of opinion on how best to proceed. The purpose of the vision is to give the community a common starting point for these discussions and a shared desire to make the vision happen.

The second major element is a series of broad strategy areas. A total of six topic areas were identified to further elaborate the community’s desired future and the creation of action plans. These six strategy areas appear in no particular order, following the vision.

The core content for each topic area consists of the following:

1. A detailed strategy that builds on the broad vision but specific to a theme area,
2. A summary of what is or what is perceived as the current reality or starting point,
3. A series of actions meant to move the community towards the desired future, and
4. A set of indicators intended to be used in measuring progress with one or more strategies over the coming years.

Plan Structure and Hierarchy



The nature of sustainability means that there is overlapping considerations in any decisions and course of action. This plan presents material in several theme areas and, while an attempt has been made to avoid too much duplication, there may be some overlapping ideas. Also, thoughts and ideas may appear in one theme area even though they have potential linkage to several others. For this reason it is important to treat the plan as a “whole” rather than just focusing on the individual topic discussions. It is important to point out that the process to prepare this plan involved many volunteers and perspectives. Research and discussions took place at a “high level” in order to capture the essence of ideas for future improvement. This means that the segments on the current reality may be more

perceived than real. It also means that each of the actions laid out in the plan are not necessarily ready to go “off the shelf.” In most cases, more detailed investigation, discussions with stakeholders and plan or program development is required before firm commitments can be made to implement or move forward on an action.

The third major element of the plan is a preliminary discussion on implementation. This can be found after the theme areas. Some of the action items put forward may require minor adjustments to achieve and others will require a substantial commitment of resources. This section provides some guidance on where to start and how to track and monitor progress over the coming years.

Onoway at a Crossroads

A look back at the past ten years of Onoway reveals a story of a community in transition similar to many other towns and villages across Alberta.

Onoway, a community of 1,021 residents located in Central Alberta became a town in 2005. The community has deep roots as an agricultural community going back at least 100 years. Onoway has become a small hub for the East Lac Ste. Anne region, providing vital education, health, retail,

recreational and social services to residents of the town and surrounding rural areas. From 2001 to 2009, Onoway has grown along with its surrounding municipalities in the Capital Region, but have not experienced the exceptional growth in industry and population found in the larger towns and cities. This predicament, along with global trends towards increasing urbanization and national trends toward bedroom community development poses significant challenges to the ability of the Onoway community, and of the municipality to survive. Rural communities are also threatened by aging infrastructure systems, limited municipal revenue sources, increasing concentration of businesses and industries into clusters, and increasing quality of life expectations by residents.

In focus groups and surveys conducted for the Onoway Community Sustainability Plan, residents have expressed concern about the status quo, most realize that it is not working, that it is not sustainable. Citizens see tremendous opportunity for collaboration between businesses, community groups, government, and industry on making Onoway a vibrant, charming small town on the prairies.

Onoway is a growing community. It is home to two very active and high performing schools that together educate over 1,000 students each year. The town’s population has risen to 1,021 as of June 2010 despite the economic uncertainties in the local economy caused by the global recession. In a major vote of confidence, a majority of Onoway residents voted against dissolving the town to become a part of Lac Ste. Anne County in a 2008 plebiscite on the dissolution of Onoway.

As Onoway approaches its 88th birthday as a community, it is time to acknowledge the community’s successes and challenges in order to develop a plan to see Onoway become a resilient community that will see the community prosper to its centennial and beyond.



A Snapshot of Onoway

The following charts and notes provide a simple snapshot of what our community is today.



Figure 3 - Map of Onoway, East Lac Ste. Anne Region and Location in Greater Edmonton area

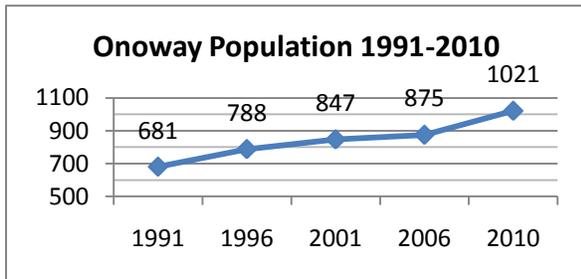


Figure 4 - Population of Onoway (source: Statistics Canada Federal Census 1991, 1996, 2001, 2006 and Municipal Census 2010)

* Our community’s trading area is home to over 8,000 people.

* Our neighbouring communities are: Lac Ste. Anne County, Alberta Beach, Gunn, Sturgeon County, Calahoo, Rich Valley, Sunrise Beach, Sandy Beach, Darwell, Genevis, and Cherhill.

* The average household income in Onoway is \$58,023, compared to a provincial average of \$73,823.

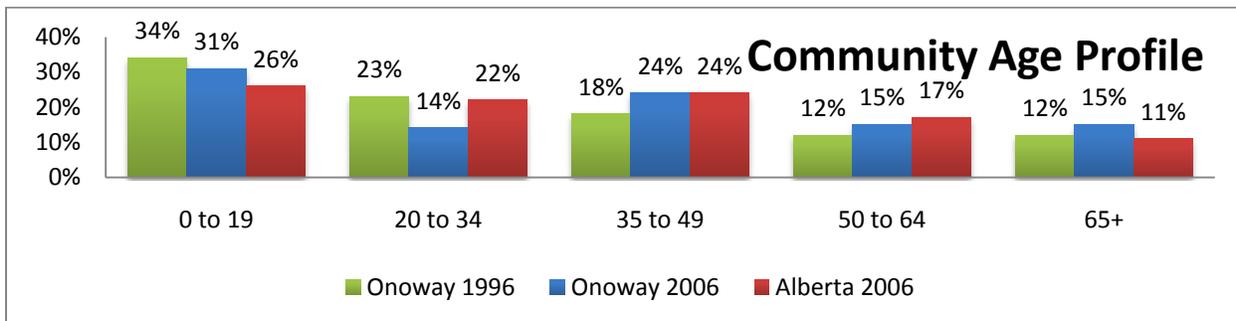


Figure 5 - Community Age Profile (source: Statistics Canada Federal Census 1996, 2006)

The Road Ahead: A vision for Onoway's future

“Onoway is a community where educational opportunities, economic prosperity and an ethic of cooperation and community involvement are pursued within the context of economic and ecological resilience and regional self-sufficiency.

Situated in the Lac Ste. Anne region, at the hub of major transportation routes, Onoway strives for balanced business development, environmentally sustainable industry, and ample recreational opportunities, while maintaining our friendly, respectful small town atmosphere.”

Sustainability Principles

Throughout the development and implementation of the Onoway Community Sustainability Plan our community will follow the internationally recognized “Melbourne Principles” for sustainable communities. The nine principles are:

1. Provide a long-term vision based on sustainability, intergenerational, social, economic and political equity, and our individuality.
2. Achieve long-term economic and social security.
3. Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
4. Minimize our ecological footprint.
5. Recognize and build on our distinctive characteristics, including human and cultural values, history and natural systems.
6. Empower people and foster participation.
7. Expand and enable cooperative networks to work towards a common, sustainable future.
8. Promote sustainable production and consumption through appropriate use of environmentally sound technologies and effective demand management.
9. Enable continual improvement based on accountability, transparency and good governance.

Long-term Community Indicators – Targets for 2020

<p>1. Recreation Programs</p> <p>Our community will have 20% more hours of structured recreation programming from 2010 levels.</p>	<p>2. Festivals in the Community</p> <p>Our community will be a host to 3 major festivals each year.</p>	<p>3. Visitors to Community</p> <p>Our community will increase the number of visitors to the community by 10,000 people per year.</p>
<p>4. Communications</p> <p>In 2020, 90% of Onoway residents feel that they are informed about their local government and its decision-making.</p>	<p>5. Citizen Engagement</p> <p>In 2020, 90% of our residents feel they were given opportunity to be engaged in the community's decision making.</p>	<p>6. OCSP implementation</p> <p>In 2020, the OCSP is fully integrated into the Town's operations, plans, and policies.</p>
<p>7. Health and Education Hub</p> <p>Our community will be recognized in the region as a health and education hub.</p>	<p>8. Family Community</p> <p>In 2020, 90% of Onoway residents surveyed feel that Onoway is a family-friendly community.</p>	<p>9. Seniors Support</p> <p>Onoway will provide all the services required to support a high quality of life for our community's seniors.</p>
<p>10. Waste Reduction</p> <p>Our community will reduce the amount of waste sent to the landfill by 35% per capita from 2010 levels.</p>	<p>11. Energy Conservation</p> <p>Our community will reduce the amount of energy consumed per capita by 20% from 2010 levels.</p>	<p>12. Water Use</p> <p>Our community will reduce the amount of fresh water use per capita by 35% from 2010 levels.</p>
<p>13. Housing</p> <p>In 2020, housing of all variety and price points will be available for residents and future residents.</p>	<p>14. Community Design</p> <p>By 2020, our community will have a revitalized downtown and the establishment of a common streetscape theme.</p>	<p>15. Walkable Community</p> <p>In 2020, the entire community will be walkable and accessible to pedestrians and the mobility-challenged.</p>
<p>16. Community Growth</p> <p>In 2020, our community will grow to between 1,246 and 1,517 residents.</p>	<p>17. Local Businesses</p> <p>In 2020, our community will have 30% more businesses from 2010 levels.</p>	<p>18. Bedroom Community</p> <p>In 2020, Onoway will be established as a growing residential community within the Capital Region.</p>

Theme Areas

Throughout the development of the Onoway Community Sustainability Plan, a number of community issues were examined to determine the future of the community. Because of the breadth of issues involved, issues were divided along themes that provided focus to the Citizens Advisory Group and other contributors in the development of the plan. Six themes have been identified for the CSP.

Culture, Recreation and Leisure	Governance	Human Services
Infrastructure	Land Use and Community Design	Local Economy

Culture, Recreation and Leisure refers to the arts, culture, heritage and recreation found within the community and how such activities should be supported, enhanced, and delivered, and how they will stimulate and support the transition to sustainability in Onoway.

Governance refers to how the community is governed, how leadership is cultivated in the community and how cooperation and collaboration between governments, businesses, community groups, and residents can be used toward achieving common goals.

Human Services refers to facilities, programs, and services that fulfill the educational, health, social and spiritual needs of the community.

Infrastructure refers to the physical infrastructures that provide essential services that meet the basic needs for the community. These basic services include, but are not limited to, water and wastewater, electricity, telecommunications, transportation, and waste systems.

Land Use and Community Design refers to the ways in which Onoway, as a community, develops and renews its buildings, neighbourhoods, and facilities that will contribute to making Onoway unique, liveable, and sustainable. “Land Use and Community Design” also refers to the planning and development and how it impacts the availability and affordability of housing in the community as well as how development impacts the natural environment.

Local Economy refers to how a strong, local economy can be developed and maintained, how entrepreneurship and community cooperatives form the foundation of a resilient economy and how economic wealth can be generated without significant deterioration of the natural environment.

Theme area: Culture, Recreation and Leisure

Strategies

1. Our community will develop new multi-use recreational facilities and promote the development of new recreation programs to complement the existing facilities and programs offered.
2. Our community will develop a series of annual festivals and other events to bring together our residents and to showcase the heritage and talent found in the community.
3. Our community will promote our rich heritage as a farming community and our ties to the aboriginal communities in the Lac Ste. Anne region.
4. Our community will promote itself as a regional centre and destination for culture, recreation and leisure.

Actions

Please note that actions listed below and on the following page are not placed in any order.

Actions	Lead Partner(s)	Timeline
A1. Conduct a feasibility study on whether an arts and cultural centre with theatre should be developed in Onoway.	CGRP, TWN	2013-2015
A2. Coordinate among community groups and municipalities to jointly fund a community development/recreation coordinator.	CGRP, TWN, LSAC	2011-2013
A3. Coordinate the building of new community recreation facilities among community groups to ensure that future facilities are multi-use and located in centralized locations in Onoway.	CGRP	Ongoing
A4. Coordinate the development and management of parks and recreational facilities as outlined in the Onoway Municipal Development Plan.	TWN	Ongoing
A5. Coordinate the promotion of cultural, heritage and recreation events in the community to better inform residents and visitors.	CGRP	Ongoing
A6. Create partnerships with local and regional businesses to assist in funding recreational facilities/programming.	CGRP	Ongoing
A7. Develop more cultural events and festivals in the community.	TBD	2011-2015
A8. Encourage and support community groups to have succession plans to ensure continuity of leadership and programs.	TWN	Ongoing

Legend:

TWN = Town of Onoway
REC = Recreation Groups

LSAC = Lac Ste. Anne County
CGRP = Community Groups

INTR = Interagency
CHM = Chamber of Commerce

TBD = To be determined
BIZ = Businesses

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Actions	Lead Partner(s)	Timeline
A9. Encourage volunteerism in the community.	TWN, CGRP	Ongoing
A10. Promote community recreation facilities to users outside of the community in order to maximize utilization of facilities.	REC, TWN, LSAC	Ongoing
A11. Promote local artists, artisans, and craftsmen through events, markets and displays of local talent.	TBD	Ongoing
A12. Upgrade playgrounds in the community with more modern, accessible equipment.	TWN	Ongoing
*A13. Work with LSAC to develop off-road vehicle trails outside of the urban area for off-road vehicle users.	TWN	2011-2015

Legend:

TWN = Town of Onoway
REC = Recreation Groups

LSAC = Lac Ste. Anne County
CGRP = Community Groups

INTR = Interagency
CHM = Chamber of Commerce

TBD = To be determined
BIZ = Businesses

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Theme area: Governance

Strategies

- Our local government and other local authorities will improve communications with residents, businesses and other stakeholders to provide greater transparency and understanding of the decision-making processes in the community.
- Our local government and other local authorities will actively engage residents, businesses and stakeholders in their decision-making processes.
- Our community will encourage partnerships and collaboration between residents, businesses, governments, community groups, and other stakeholders to achieve mutual goals and objectives.
- Our local government will be guided by the vision, strategies and actions found in the Onoway Community Sustainability Plan.

Actions

Please note that actions listed on the following are not placed in any order.

Actions	Lead Partner(s)	Timeline
B1. Communicate and celebrate our community's successes.	TWN, CHM, INTR, CGRP	Ongoing
*B2. Develop a new Town of Onoway website and community directory that allows community businesses and organizations to be featured.	TWN, INTR, CHM	2011
B3. Encourage Lac Ste. Anne County to relocate County administrative offices to Onoway.	TWN	Ongoing
B4. Encourage local leaders to run for office.	CAL	Ongoing
B5. Ensure that the Onoway Community Sustainability Plan is implemented and progress is monitored by a citizens committee on a regular basis.	CAG	Ongoing
*B6. Support a functional Onoway Chamber of Commerce to address the needs of businesses and industry in the Onoway area.	BIZ	2010-2011
B7. Host family-oriented events in the community.	OAC	Ongoing
B8. Host volunteer appreciation activities on a regular basis and recognize the value of volunteers in the community.	TWN, REC, CGRP	Ongoing
*B9. Improve the Onowaves newsletter by including more communication from Council, interagency and community groups.	TWN, INTR	Ongoing
B10. Initiate a municipal business visitation program to engage businesses and stakeholders in the community.	TWN	2012
B11. Integrate sustainability into decision-making processes in local government.	TWN	Ongoing
B12. Invite local media to attend and report on Council meetings to improve public understanding of local government operations and decision-making.	TWN	2011
*B13. Maintain existing meeting structures between the Town of Onoway and Lac Ste. Anne County for planning cooperative ventures.	TWN, LSAC	Ongoing
B14. The Town should pursue partnerships with neighbouring municipalities and First Nations for FCSS, land use planning, economic development and service delivery.	TWN	Ongoing

Legend:

TWN = Town of Onoway

LSAC = Lac Ste. Anne County

INTR = Interagency

BIZ = Businesses

CAL = Community-at-Large

CGRP = Community Groups

CHM = Chamber of Commerce

OAC = Onoway Action Committee

REC = Recreation Groups

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Theme area: Human Services

Strategies

9. Our community will establish itself as a hub for health and medical services for the East Lac Ste. Anne region.
10. Our community will continue and expand its role as the education hub in the region.
11. Our community will collaborate on youth development initiatives to provide youth with opportunities to grow.
12. Our community will be a safe, family-friendly community that provides the necessary environment and supports needed for them to grow.
13. Our community will continue to expand its programs and services for seniors to establish Onoway's role as a retirement community.

Actions

Please note that actions listed below and on the following page are not placed in any order.

Actions	Lead Partner(s)	Timeline
*C1. Work with interagency to develop a Neighbourhood Watch program in Onoway.	RCMP	2011-2014
C2. Maintain a stable complement of physicians and other medical professionals in the community.	TWN, AHS, LSAC	Ongoing
C3. Ensure an adequate level of policing in the community to reduce crime.	TWN, RCMP, LSAC	Ongoing
C4. Promote year-round programs and activities for families in the community.	TWN, FCSS, CGRP	Ongoing
C5. Support the Onoway High School in its efforts to complete its needed renovations.	TWN, LSAC, NGRD	Ongoing
C6. Build a strong learning foundation in the community through expanded early childhood development programs.	FCSS, NGRD, INTR	2011-2016
C7. Promote the Onoway Lab in medical clinics in neighbouring municipalities to promote its use.	TWN, Onoway Lab	2011-2013

Legend:

FCSS = Family and Community Support Services	CAL = Community-at-Large	AHS = Alberta Health Services
NGRD = Northern Gateway Regional Division	TWN = Town of Onoway	CGRP = Community Groups
RCMP = Royal Canadian Mounted Police	INTR = Interagency	LSAC = Lac Ste. Anne County

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Actions	Lead Partner(s)	Timeline
C8. Support local medical facilities through increased patronage.	CAL	Ongoing
C9. Educate Onoway and area residents on the medical services available in the community.	TWN, INTR	Ongoing
C10. Actively work with provincial and regional health organizations to enhance medical and family support services in Onoway.	TWN, AHS, Physician(s), HFHF	Ongoing
C11. Develop a community foundation for Onoway focused on community development.	TWN, ODAS	2011

Legend:

TWN = Town of Onoway **AHS** = Alberta Health Services **INTR** = Interagency **CAL** = Community-at-Large
ODAS = Onoway & District Ag Society **HFHF** = Healthy Families, Healthy Futures

CGRP = Community Groups

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Theme area: Infrastructure

Strategies

14. Our community will continue to develop and maintain vital infrastructure systems to ensure that the needs of residents and businesses are met.
15. Our community will encourage the development of renewable energy production.
16. Our community will explore the feasibility of intermunicipal transit systems that will connect us to neighbouring communities.

Actions

Please note that actions listed below and on the following page are not placed in any order.

Actions	Lead Partner(s)	Timeline
D1. Develop an infrastructure renewal plan that prioritizes the water distribution system and maintenance of existing roadways.	TWN	2011-2020

Legend:

TWN = Town of Onoway **LSAC** = Lac Ste. Anne County **INTR** = Interagency **BIZ** = Businesses
REC = Recreation Groups **CGRP** = Community Groups **CHM** = Chamber of Commerce **H43** = Highway 43 East Waste Commission

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Actions	Lead Partner(s)	Timeline
*D2. Repair and/or replace sidewalks in poor condition to ensure sidewalk network is accessible to all.	TWN	Ongoing
*D3. Work with telecommunication providers to ensure that products and services employing current technologies are available in Onoway.	TWN	Ongoing
*D4. Ensure that a continuing safe water supply for the community and its anticipated growth is secured.	TWN	Ongoing
*D5. Install water meters for all properties and implement a progressive water rate structure to promote water conservation.	TWN	2011-2012
*D6. Gradually improve existing and build new wastewater treatment plant and ponds to ensure that the system can handle the volume of wastewater produced in the community.	TWN	Ongoing
D7. Work with members of the Highway 43 East Waste Commission to develop waste diversion initiatives to reduce waste.	TWN, H43	Ongoing
*D8. Ensure that fees for new development pay for new infrastructure and municipal services.	TWN	Ongoing
D9. Minimize water leakage in the water distribution system due to aging infrastructure.	TWN	2011-2013
D10. Work with Alberta Transportation to minimize the impact of future interchange development of Highway 43 to Onoway.	TWN, LSAC	Ongoing
*D11. Improve the safety of pedestrians and drivers in the community with the installation of traffic control arms at rail crossings.	TWN, CN Rail	2011-2013
D12. Develop the Onoway Non-Motorized Trail System with support from private sponsorship.	TWN	2011-2018
D13. Ensure snow removal on sidewalks and trails are completed in a timely manner.	TWN	Ongoing
D14. Ensure that street corners have ramps for pedestrian traffic.	TWN	2011-2015
D15. Encourage the development of renewable energy production in the community.	TWN	Ongoing

Legend:

TWN = Town of Onoway **LSAC** = Lac Ste. Anne County **INTR** = Interagency **BIZ** = Businesses
REC = Recreation Groups **CGRP** = Community Groups **CHM** = Chamber of Commerce **H43** = Highway 43 East Waste Commission

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Theme area: Land Use and Community Design

Strategies

17. Our community will revitalize its small-town atmosphere through town beautification and themed streetscaping.
18. Our community will preserve its urban forest and natural areas for future enjoyment.
19. Our community will encourage the development of a variety of housing to ensure that residents of different income classes are able to afford housing available in the community.
20. Our community will evolve to become a walkable community with transportation options available and accessible for everyone.
21. Our community will develop long-term plans to grow at a controlled growth rate between 2.5% and 3.75% to ensure that all future development can be conducted in a sustainable manner.
22. Our community will revitalize Downtown and Lac Ste. Anne Trail corridor to be vibrant and distinctive commercial areas.

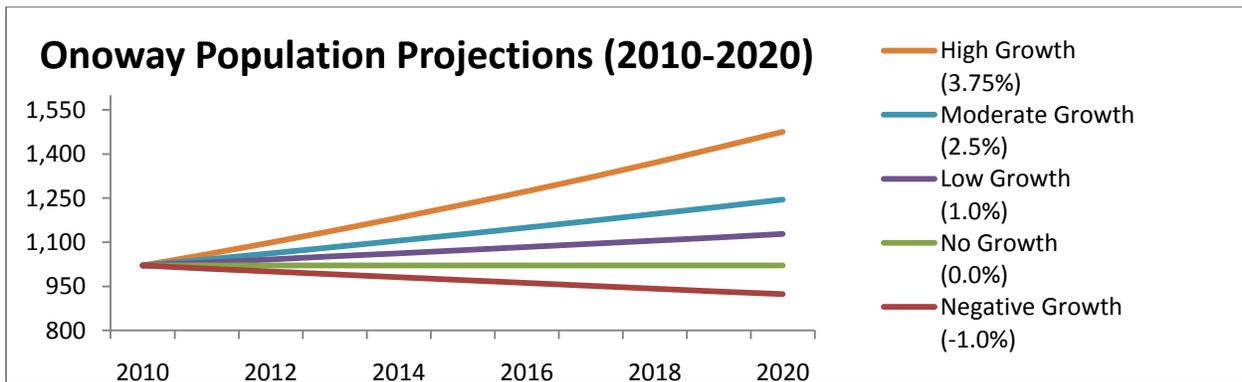


Figure 6 - Onoway Population Projections for 2010 to 2020.

Actions

Please note that actions listed below and on the following pages are not placed in any order.

Actions	Lead Partner(s)	Timeline
E1. Ensure that municipal bylaws, policies and standards are enforced on development in Onoway.	TWN	Ongoing
E2. Revise development standards to ensure that best practices for energy efficiency, water use, land disturbance, and materials use are reflected in Town development standards.	TWN	Ongoing

Legend:

TWN = Town of Onoway TBD = To be determined

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Actions	Lead Partner(s)	Timeline
E3. Discourage country residential (acreages) and other oversized lot residential developments in Onoway.	TWN	Ongoing
*E4. Require property owners to provide tidy street frontage and landscaping where appropriate.	TWN	Ongoing
*E5. Develop a streetscape theme for Onoway that reflects our small-town atmosphere and heritage and work with community to implement.	TWN, ODHG	2011-2015
*E6. Develop signage to promote the town and its amenities from the highway and within Onoway.	TWN, CHM, ODHG	2011-2012
*E7. Encourage everyone to plant more trees in the community to further cultivate an urban forest.	TWN	Ongoing
*E8. Encourage developers to develop a variety of housing styles to ensure that housing at all price points are available in Onoway.	TWN	Ongoing
*E9. Actively promote the development of owned and rental multi-family residential buildings.	TWN	Ongoing
E10. Develop initiatives to attract new residents and businesses to develop in Onoway to meet growth targets.	TWN, CHM	Ongoing
*E11. Work with developers and landowners in the urban fringe area to ensure that an adequate supply of land is available for development.	TWN	Ongoing
*E12. Preserve Onoway Creek in its natural state.	TWN	Ongoing
E13. Encourage property builders and developers to adopt green building practices when pursuing development in Onoway.	TWN	Ongoing
E14. Encourage infill development before new development in Onoway.	TWN	Ongoing
E15. Develop initiatives to encourage development on vacant lots in the community.	TWN	2011-2012
E16. Restore Centennial Park and Elks Park and re-establish it as local attractions.	CGRP, TWN	2012-2014
E17. Install water feature at Ruth Cust Park to improve its appeal as a local attraction.	TWN	2014-2017

Legend:

TWN = Town of Onoway **CGRP** = Community Groups **INTR** = Interagency **TBD** = To be determined
CHM = Chamber of Commerce **ODHG** = Onoway & District Historical Guild
* Actions identified with an asterisk are complimentary to policies found in the MDP.

Actions	Lead Partner(s)	Timeline
E18. Enhance the landscaping at Bretzlaff Park and at other local parks with native vegetation to improve urban parks aesthetics.	TWN	2015-2018
E19. Install garbage and recycling bins on major pedestrian corridors and along trail network to reduce litter.	TWN	2011-2015
E20. Work with LSAC and Onoway Fish and Game Association to preserve Salters Lake.	TWN	Ongoing

Legend:

TWN = Town of Onoway **TBD** = To be determined

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Theme area: Local Economy

Strategies

- 23. Our community will develop and promote itself as a bedroom community to the cities of the Capital Region (Edmonton, St. Albert, Spruce Grove, and Stony Plain).
- 24. Our community will encourage the establishment of a strong commercial and industrial core.
- 25. Our community will promote itself as a tourism destination rich in agri-tourism, cultural and recreational opportunities.
- 26. Our community will maintain and enhance its role as a regional hub for the East Lac Ste. Anne region.

Actions

Please note that actions listed below and on the following page are not placed in any order.

Actions	Lead Partner(s)	Timeline
*F1. Support a functional Onoway Chamber of Commerce to address the needs of businesses and industry in the Onoway area.	BIZ	Ongoing
*F2. Pursue a strategy to market Onoway as a bedroom community to the larger urban centres in the Capital Region.	CHM, TWN	Ongoing

Legend:

TWN = Town of Onoway **CHM** = Chamber of Commerce **BIZ** = Businesses

* Actions identified with an asterisk are complimentary to policies found in the MDP.

Actions	Lead Partner(s)	Timeline
F3. Encourage and facilitate local entrepreneurship through promotion of business development resources, business networking opportunities and funding for business startups.	CHM, TWN	Ongoing
F4. Work with governmental agencies and business groups to establish a business incubator in Onoway.	CHM, CFYE, TWN	Ongoing
F5. Create incentive programs for new businesses to locate in Onoway.	TWN	2011-2015
*F6. Develop a series of viable investment profiles for Onoway in order to attract desired businesses.	CHM, TWN	2011-2015
F7. Work with Lac Ste. Anne County to pursue a regional economic development strategy.	TWN, CHM	Ongoing
F8. Work with local businesses, community groups and entrepreneurs to develop local tourism attractions and operators.	TWN, CHM, GAER	Ongoing

Legend:

TWN = Town of Onoway

CHM = Chamber of Commerce

BIZ = Businesses

CFYE = Community Futures Yellowhead East

GAER = Grande Alberta Economic Region

* Actions identified with an asterisk are complimentary to policies found in the MDP.



Sustainability Plan: Implementation and Monitoring

"It is a bad plan that admits of no modification."

— Publilius Syrus, First Century BC

The success of the Onoway Community Sustainability Plan is contingent on several factors in the community. These factors include: community buy-in into the vision proposed by the plan, the integration of sustainability into the decision-making processes of the Town of Onoway, and funding as assigned by Town Council and contributions from community. The proposed OCSP implementation framework is outlined on the following page.

Plan Implementation

Once the Onoway Community Sustainability Plan is adopted, the Town of Onoway will work with community partners and residents to begin the implementation of the actions and strategies identified in the Plan. Town administration will be trained on sustainability processes and practices, and a full integration of the sustainability plan will take place with town operations through its inclusion in the Town Council strategic planning sessions, annual budgets, and business plans. This is expected to take place from 2010 to 2014.

The Onoway Community Sustainability Plan has identified a simple set of Community Indicators that will be used to measure the community's progress towards sustainability. These indicators are accompanied by a set of performance targets that the Citizens Advisory Group would like to see by 2020.

The Onoway Citizens Advisory Group has expressed concern about the need for regular monitoring of the implementation of the Onoway Community Sustainability Plan. In following up with action B5 in the OCSP, it is recommended that a new Council-appointed committee of citizens representing a diverse range of professions and backgrounds be tasked with monitoring the implementation progress and reporting such progress on a regular basis. This committee will also be responsible for reviewing the contents of the Onoway Community Sustainability Plan and present minor and major revisions to the plan on a regular basis. The monitoring program will track progress, inform decision-making, and ensure accountability while educating and engaging community members and stakeholders. It is anticipated that minor revisions will be completed every second year with a major revision taking place in 2016 and every six years thereafter so that the sustainability plan remains a living document that reflects the needs and desires of the community.

It is expected that sustainability plan implementation progress will be communicated to the community on a regular basis and that a more detailed progress report be published on an annual basis. This recommendation has been included in the Governance section of the Sustainability Plan as actions B1 and B5.