

THE TOWN OF ONOWAY



**STRATEGIC PLAN**  
**2023-2032**

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# Town of Onoway STRATEGIC PLAN

## THE “HUB OF THE HIGHWAYS,” THE TOWN OF ONOWAY HONOURS ITS COMMUNITY’S PAST WHILE WELCOMING ITS FUTURE.

Located in Lac Ste. Anne County, Onoway offers a country charm with urban amenities. Just 40 minutes away from Edmonton, Onoway is easily accessible by all major highway routes, allowing residents and visitors to enjoy an easy commute to any location in Central Alberta. Known for its scenic environment and welcoming neighbours, the Town of Onoway celebrates its rich history as an agricultural settlement, which was designated as a town in 2005. The hamlet and eventual village grew as its economic potential flourished, with residents enjoying the abundance that country life has to offer.

Onoway residents and visitors are surrounded by a diverse range of businesses that support their everyday needs, including medical services, education, senior transportation services, and various recreation and community groups. Our Council believes in maintaining and developing the relationships we have established with such services and local businesses to help move our community into its future.



# FOREWARD



## Council's Message

In the spirit of reconciliation, we would like to begin by acknowledging that we live, work, and play on the traditional territories of the Alexis Nakota Sioux Nation, Paul First Nation, Alexander First Nation, Metis Nation, and all people who have made their homes in the Treaty 6 region of Central Alberta.

On behalf of Onoway's Town Council, we are pleased to present our 2023-2032 Strategic Plan. As we grow as a community, we want to ensure our Town's future by continuing to provide a high quality of life for our residents. By investing within our community and our people, we are ensuring self-sufficiency and welcoming opportunities for more urban amenities.

Our 2023-2032 Strategic Plan reflects the priorities Council believes will help move our Town into its future by maintaining and updating local infrastructure while

striving to improve our local economy and service excellence. This focus and drive will help improve our communication and transparency, fostering good governance.

This year's priority focus is in five key areas:

- **FINANCIAL SUSTAINABILITY**
- **ECONOMIC AND BUSINESS GROWTH**
- **SERVICE EXCELLENCE**
- **GOOD GOVERNANCE**
- **SUSTAINABLE INFRASTRUCTURE**

We are proud to present our 2023-2032 Strategic Plan to you, the citizens of Onoway.

# ENVISIONING A Sustainable Future

**THE TOWN OF ONOWAY HAS A BRIGHT VISION OF THE FUTURE THROUGH COMMUNITY ENGAGEMENT, COLLABORATION, AND PARTNERSHIPS.**

Council represents the Town of Onoway’s residents and business owners’ best interests. Through community engagement, collaboration, and partnerships with our stakeholders, we are dedicated to serving our municipality by bringing the best amenities and developments to our community.

By investing in our financial and economic well-being, we encourage business growth and the development of our local resources. As an area that offers the best of country life, our municipality staff and services continually strive to provide excellence in our practices, offering a higher quality of life that our residents and business owners can take pride in.

Our goals, priorities, and policies encourage growth by maintaining our current infrastructure and upgrading and supporting our capital assets. As Council, we are responsible for ensuring our strategic plan comes to fruition with transparency and respect as we move into a more sustainable, bright future.

**Our strategic plan provides a long-range view of our vision for the Town of Onoway. The plan outlines how we will move into a more sustainable future by encouraging economic opportunities and local investments.**

## THE MUNICIPAL EQUATION



# STRATEGIC PLANNING



A strategic plan is a map that shows how the community can achieve its goals, foster vibrancy and support community health and culture.

## A STRATEGIC PLAN (SOMETIMES REFERRED TO AS A “COMMUNITY VISION PLAN”) PRESENTS KEY PRIORITY FOCUS AREAS.

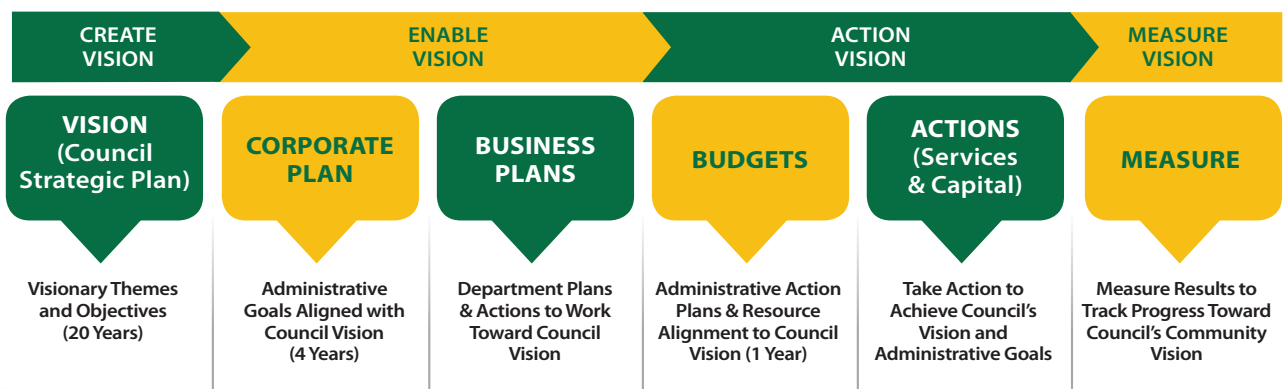
These priority focus areas are determined by Council to be most critical to sustaining and enhancing quality of life of the residents within the community. These focus areas and the general vision for the community are established through a series of planning exercises.

The Strategic Plan uses short- and long-term planning approaches to provide a realistic and task- based foundation towards the higher vision. This ensures that Council balances and mitigates any risks and considers existing commitments, contracts, and needs from residents and commercial businesses within the community.

Administration is then tasked with developing specific implementation plans that will further enable Council’s strategic vision for the community and reach the specific objectives. Finally, a financial plan allocates funding to each of the prioritized projects and services, which will serve to support the action plans and put into motion the realization of the goals outlined in the vision for the community as a whole.

## MUNICIPAL PROCESS

“Achieving Community Vision”



# THE PLANNING PROCESS

## THE STRATEGIC PLAN SETS THE STAGE FOR REAL ACTION AND REAL FINANCIAL COMMITMENTS.

While the vision is largely based on needs, wants and hopes for the community, it will ultimately be assessed against the capacity and capabilities of the municipality from both an operational and a financial perspective. The Strategic Plan must be grounded in reality and tied to realistic, feasible and measurable goals and objectives.

Creation of a Strategic Plan must focus on a few specific thought exercises:

1. **A landscape assessment (or “Municipal Scan”) to understand what the baseline is and what current operational values are;**
2. **A visioning exercise to determine what the ultimate vision or end goal for the community in the future (5-10 years) is;**
3. **An objective-setting exercise to fill in the gaps between the current status of the community and the future vision, deciding on realistic projects and tasks that get the municipality from A to B;**
4. **Deciding on key performance indicators or measures of success to determine how the plan can be kept on track as it moves ahead.**

## IMPACTS OF THIS PLANNING PROCESS

- Identify challenges and opportunities that are facing the community;
- Engagement in energized and focused strategic discussions based around a realistic view of the municipality’s current state;
- Practical and pragmatic steps link strategic goals and vision to reality through the municipal service planning and budgeting processes; and
- A vision for the community driven by Council that speaks to Administration and to the public in a way that is transparent and easy to understand providing clear direction.





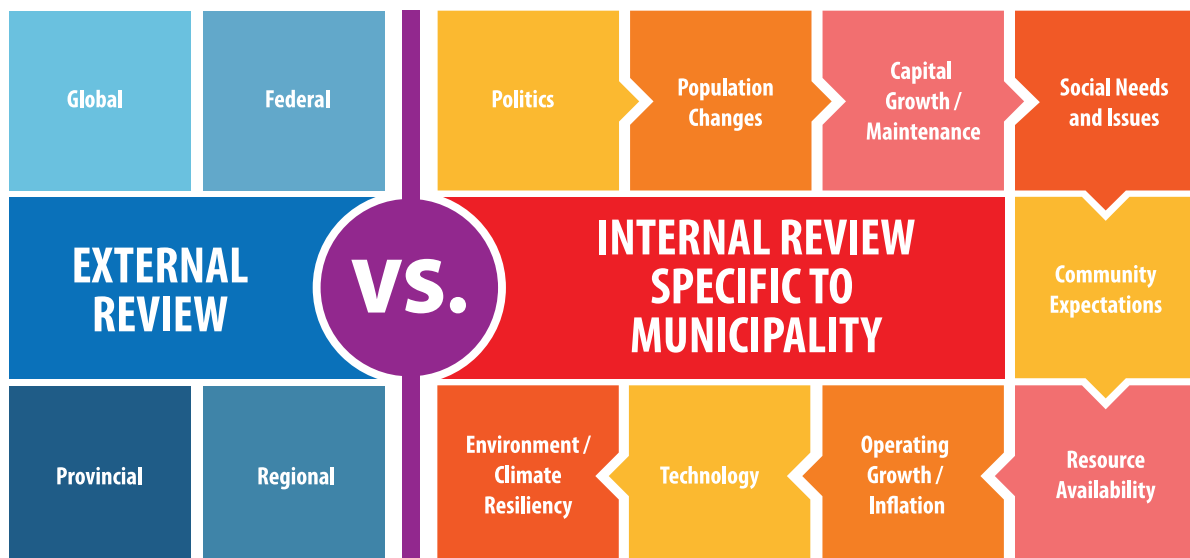
# THE MUNICIPAL SCAN

**AS YOUR MUNICIPAL COUNCIL UNDERTAKING THIS STRATEGIC PLAN PROCESS, WE HAD TO CONDUCT A REALISTIC ASSESSMENT OF THE TOWN OF ONOWAY AS IT STANDS TODAY.**

We considered the current state of the community, both positive and negative; the needs of the residents that we represent; and the historical and current challenges our municipality faces. At the same time, we considered the importance of long-term sustainability, operational capacity, and unique financial constraints and opportunities.

We also took care to consider the divisional structure of our Town specifically, which in and of itself presents a mix of unique and differing needs of the divisions that make up our beautiful municipality.

As a result of this process, we have proudly developed our 2023-2032 Strategic Plan for the Town of Onoway. This is our roadmap to prosperity and vibrancy in the community. Council will focus on our economic growth, providing recreation and wellness opportunities, an effective communication strategy, and value-added services with a standard of excellence.





# WHAT'S IN MY COMMUNITY'S STRATEGIC PLAN?

**A STRATEGIC PLAN OUTLINES THE HIGH-LEVEL VISION OF THE FUTURE OF A MUNICIPALITY AND DESCRIBES SPECIFIC MUNICIPAL PRIORITIES IDENTIFIED BY COUNCIL.**

Often, the plan will include priority focus areas which showcase the overall vision in different categories or themes.

Within each priority focus area is an overall goal statement, describing the vision for that specific focus area in the future. Affiliated with this goal statement is a list of more granular objectives or projects, which can be used to create specific action plans in order for them to be fulfilled. These plans are often described in the subsequent action and financial plans, which really bring the goal statements and focus areas to life.

The Strategic Plan provides priority-based direction for more detailed planning and budgeting of capital assets, municipal services and overall management of the municipality. A forward-thinking, realistic and well-rounded vision provides the foundation for the effective long-term planning and provision of services that support the wellness and vitality of a community.



**PRIORITY FOCUS AREAS**  
Each one represents an area of importance to the future of the municipality.

**GOAL STATEMENTS**  
A number of goals may support the achievement of one of the priority focus areas. These are the high-level aims that will help in achieving the overall vision.

**OBJECTIVES**  
Specific desired successes or outcomes that drive the action plans and financial commitments required to achieve the vision. These objectives are highlighted annually in the budget decision-making process.

# OUR VALUES



## TRUST

The Town of Onoway encourages trust among Council, Administration, residents, and local businesses, as well as through our partnerships and stakeholders, to develop strong community relationships.

## INTEGRITY

The Town of Onoway approaches governance with honesty and consideration of community values.

## TRANSPARENCY & ACCOUNTABILITY

The Town of Onoway values transparency, accountability, and responsibility in Council's and Administration's actions.

## RESPECT

The Town of Onoway respects its relationships with local partnerships and neighbouring municipalities.

## TEAMWORK & COLLABORATION

The Town of Onoway encourages teamwork and collaboration in all activities that help move our community into its future.

## ACHIEVEMENT

The Town of Onoway encourages recognition of achievements accomplished throughout the community.

# PRIORITY FOCUS AREAS

**COUNCIL IDENTIFIED FIVE PRIORITY FOCUS AREAS FOR THE TOWN OF ONOWAY.**

Council and Administration will work together to support projects and specific funding allocations that align with the Town of Onoway's desire to strive for sustainable financial stability, promote economic growth and strengthen the local business community, provide excellent service for residents, and ensure good governance as well as the sustainability of our infrastructure.



**FINANCIAL  
SUSTAINABILITY**



**ECONOMIC  
AND BUSINESS  
GROWTH**



**SUSTAINABLE  
INFRASTRUCTURE**



**SERVICE  
EXCELLENCE**



**GOOD  
GOVERNANCE**



## GOAL STATEMENT

**WE SUPPORT ECONOMIC GROWTH BY WELCOMING NEW BUSINESSES, PROACTIVELY SUPPORTING OUR BUSINESS COMMUNITY, AND DIVERSIFYING THE LOCAL ECONOMY.**

### OBJECTIVES

#### TAKE ACTION TO PROMOTE, GROW AND SUPPORT OUR LOCAL ECONOMY

- Support and enable the new economic development committee.
- Develop a marketing strategy and action plan that focuses on business retention, growth, and attraction of new businesses to Onoway.
- Create strategies that continue to make Onoway a sustainable, connected, healthy community that is a good place to live and situate a business.

#### BE PROACTIVE IN PLANNING FOR THE FUTURE

- Create long-term capital and infrastructure plans that support sustainable economic growth.
- Investigate ways to use and develop land strategically and promote sustainable economic and business growth without compromising residents' quality of life.

#### FOCUS ON RELATIONSHIPS AND ENGAGEMENT

- Partner with regional neighbours to create economic initiatives that allow all partnerships to flourish.
- Highlight the positive benefits of locating a business to Onoway through marketing and engagement with the current and potential business community.



# GOAL STATEMENT

**WE FOCUS ON DELIVERING AND IMPROVING HIGH-VALUE ESSENTIAL AND VALUE-ADD SERVICES DAILY TO SUPPORT RESIDENTS' QUALITY OF LIFE.**



## OBJECTIVES

### FOCUS ON SERVICES THAT MATTER AND STRIVE FOR IMPROVEMENT

- Develop a service inventory and identify priority services that make living and working in Onoway attractive by consulting with residents and the business community.
- Evaluate the efficiency and accessibility of all municipal services to provide value to residents.
- Implement innovative, best practices that help Onoway provide excellent service.

### FOSTER POSITIVE ORGANIZATIONAL CULTURE

- Create a healthy and collaborative work culture at the Town of Onoway to foster staff well-being and morale.
- Celebrate and share service accomplishments and milestones with Onoway residents.
- Provide municipality staff with ongoing professional development so they can develop and deliver great programs and services.

**SERVICE EXCELLENCE**





## 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.**

### OBJECTIVES

#### EMBRACE DEMOCRACY

- Value and embrace a healthy respect for democracy through all our actions, policies, and values.
- Make our decisions with transparency and integrity as a sign of respect for our citizens.
- Lead by example in how we conduct business by matching our actions to our words and being honest in our communication.

#### WORK COLLABORATIVELY AND RESPECTFULLY

- Work collaboratively as a Council, respecting democracy and good legislative practices.
- Ensure that Council and Administration's relationship has a bedrock foundation of support, trust, and openness.
- Foster an environment of leadership with a clear direction delivered by Council to Administration with a focus on priorities.
- Be proactive in understanding all opportunities, including productive regional partnerships, potential grants, and working with other levels of government.



# 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.**

## OBJECTIVES

### IMPROVE OUR ABILITIES AND EXPERTISE

- Provide training that fosters our staff's abilities and knowledge concerning infrastructure best practices.
- Prepare to complete the necessary studies and master plans to support capital plan decisions.

### BE PROACTIVE

- Create a sustainable infrastructure maintenance and replacement schedule that is proactive rather than reactive.
- Create infrastructure standards for new residential and commercial developments.

- Explore partnerships with other levels of government or neighbouring communities for infrastructure or capital assets where feasible.

### FOCUS ON PRIORITIES

- Prioritize which capital assets need to be upgraded and support them with best practices in asset management.
- Prioritize infrastructure development or upgrade opportunities that clearly impact the economic growth and quality of life in Onoway.



**SUSTAINABLE INFRASTRUCTURE**





## 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.**

### OBJECTIVES

#### PLAN FOR THE FUTURE

- Develop a long-term tax strategy that fulfills the priorities of this strategic plan with consideration for Onoway's financial resources and infrastructure sustainability, providing value to taxpayers.
- Review long-term capital planning to better plan for future capital maintenance and replacement.
- Encourage positive residential and business growth to add to our tax base and promote financial sustainability.
- Foster relationships with regional neighbours that benefit and build up all partnerships.

#### BE COMPETITIVE AND AFFORDABLE

- Balance affordable tax rates by generating sufficient revenue to meet our operational and capital needs.
- Ensure that Onoway accesses available municipal grants at all levels of government.
- Refine our financial processes to meet current and future economic and resource challenges.

#### BE TRANSPARENT WITH THE PUBLIC

- Set up public engagement opportunities to be transparent to the community about Onoway's financial position, challenges, needs, and opportunities.
- Communicate with the public about the value and benefit they receive from their taxpayer dollars.









20  23

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