



Town of Onoway

Vision Action Plan

2025-2027



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INTRODUCTION

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

The first two years of my tenure with the Town of Onoway have been a learning curve. When leadership changes, there is always a twelve-to-eighteen-month transition. There are many areas for improvement in the processes being used and staff are striving to implement best practice. I am pleased to present the updated Vision Action Plan in response to Council's direction on priorities, goals and objectives that effectively create 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.

My Staff and I embrace Council's values of respect, transparency and accountability, integrity, trust, teamwork and collaboration. Following Council's direction, we will concentrate on financial sustainability, infrastructure, economic development, service excellence and governance priorities.

I am committed to build on the strong foundation created for the Town of Onoway to implement Council's strategic priorities.

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.

A handwritten signature in blue ink that reads "Jennifer Thompson".

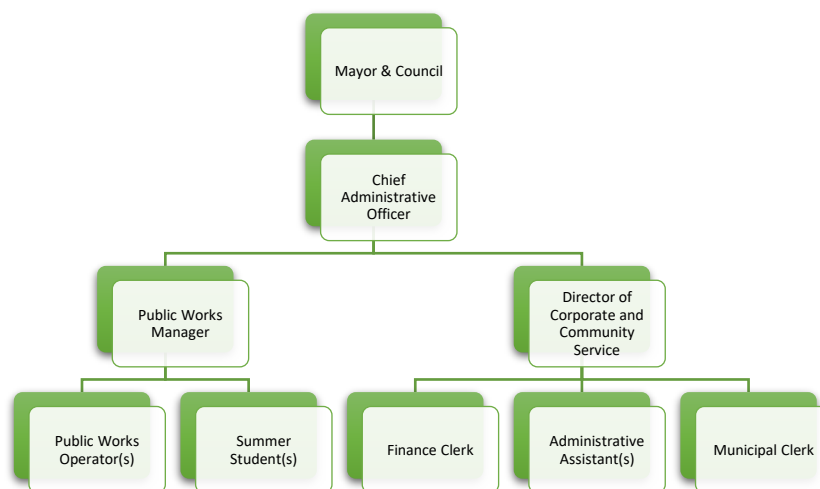
Chief Administrative Officer, Town of Onoway



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	Council Committee Bylaw that includes the Terms of Reference for economic development and tourism.	Administration, Economic Development & Tourism Committee, CAO	2025 Q1	Staff resources
Economic Development Workplan & Financial Requirements	Implementation 2025 Economic Development Workplan Onoway to live and work in.	Council, EDTC, CAO	2025	Staff Resources
Non-Residential Incentive Program	Encourage Investment in the Town of Onoway	CAO, DCCS and Council	2025 Q1	Staff Resources



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	Staff Resources
Standard Operating Procedures	Create and implement Standard Operating Procedures based on municipal best practices	All Departments	2025 - 2027	Staff Resources
Communication Plan	Develop a communications plan for internal and external customers to promote information sharing and transparency.	Administration	2025 - 2026	Staff Resources
Continue Annual Citizen Satisfaction/Budget Survey	Improve on the Annual survey to residents	Administration	2025	\$3,700



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
Council Orientation	New Council Orientation	Council	2025	\$8,000 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 2025 - 2027	Staff Resources
Strategic Plan	Review Town of Onoway Strategic Plan and update as required.	Council	2025 Q1 2025 Q4	Council & Staff Resources

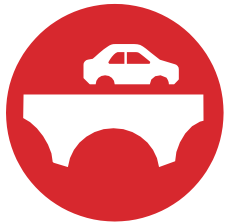


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Council Committee Bylaw	Create Council Committee Bylaw to ensure compliance with legislation	CAO	2025 Q1	Staff Resources
Consolidation of Fees and charges into a bylaw/schedule	Consolidate fees and charges currently in various bylaws into one fee bylaws/schedule	Director of Corporate and Community Services	2023 ongoing	Staff Resources
Implement Recommendations from MAP Review	With the assistance of Municipal Affairs, best practices are recommended	Administration	2025 Q3	Staff Resources



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
Roving Energy Manager Program	Work to complete energy audits. Started 2024, continuance in 2025	DCCS, Administration	2025	Grant funding & staff resources
Asset Management	Assessment of community infrastructure condition, service level, risk exposure, required projects, available resources and financial budget	All Departments	2025 – 2027	\$7,500
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	
Lagoon Hydras-Survey	Professional Report on the materials to be removed to help set a dredging program	Public Works	2025	\$18,500



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Video Inspection of Sewer Infrastructure	Assess the condition of sewer infrastructure to determine remaining useful life of main sewer lines	Public Works	2025-2026	\$50,000 per annum (2 year program)
Road Preparation for MicroSealing	Complete patching and crack seal to prepare for micro-sealing	Public Works	2025-2027	\$50,000 per year \$100,000 for microsurfacing



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
Procurement Policy	Create a current procurement policy to ensure fair and equitable practices when obtaining goods and services for the Town of Onoway	Administration	2025	
Financial Reporting Policy	Implement a Financial Reporting Policy to detail the timeline for regular financial reporting to Council	Administration	2025	
Long-Term Tax Strategy	Implement a long-term tax strategy that provides tax rate and budgetary impacts in a three-year window.	Administration	2026	



2025-2027 Vision Action Plan

Public Engagement to provide transparency to residents	Community Meeting to provide information to residents/businesses on the financial position, challenges, needs and opportunities for the Town.			
Grant Suitability	Apply for infrastructure grants			



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