

TOWN OF PONOKA

# Strategic Plan 2018–2023 REFRESH



# TOWN OF PONOKA COUNCIL



**RICK BONNETT**  
Mayor



**TED DILLON**  
Councillor



**KEVIN FERGUSON**  
Councillor



**CARLA PREDIGER**  
Councillor



**CLAYTON NELSON**  
Councillor

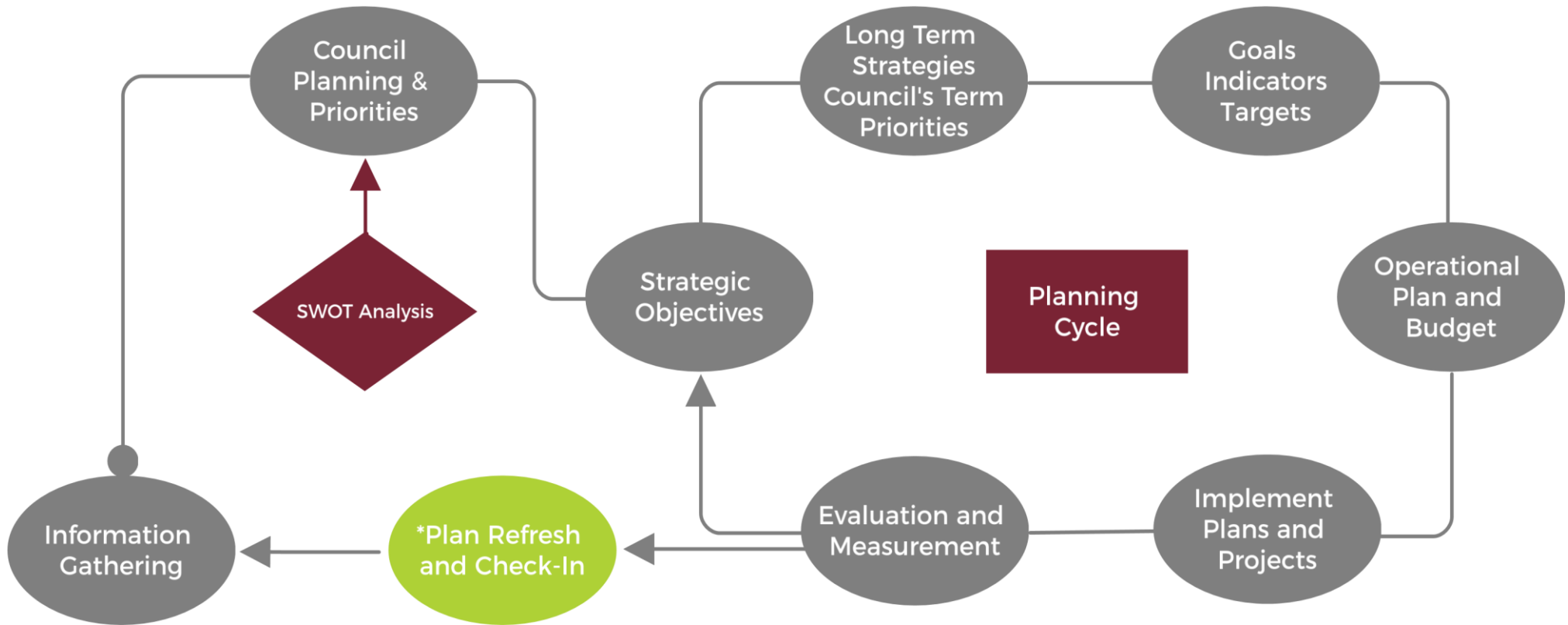


**SANDRA LYON**  
Councillor

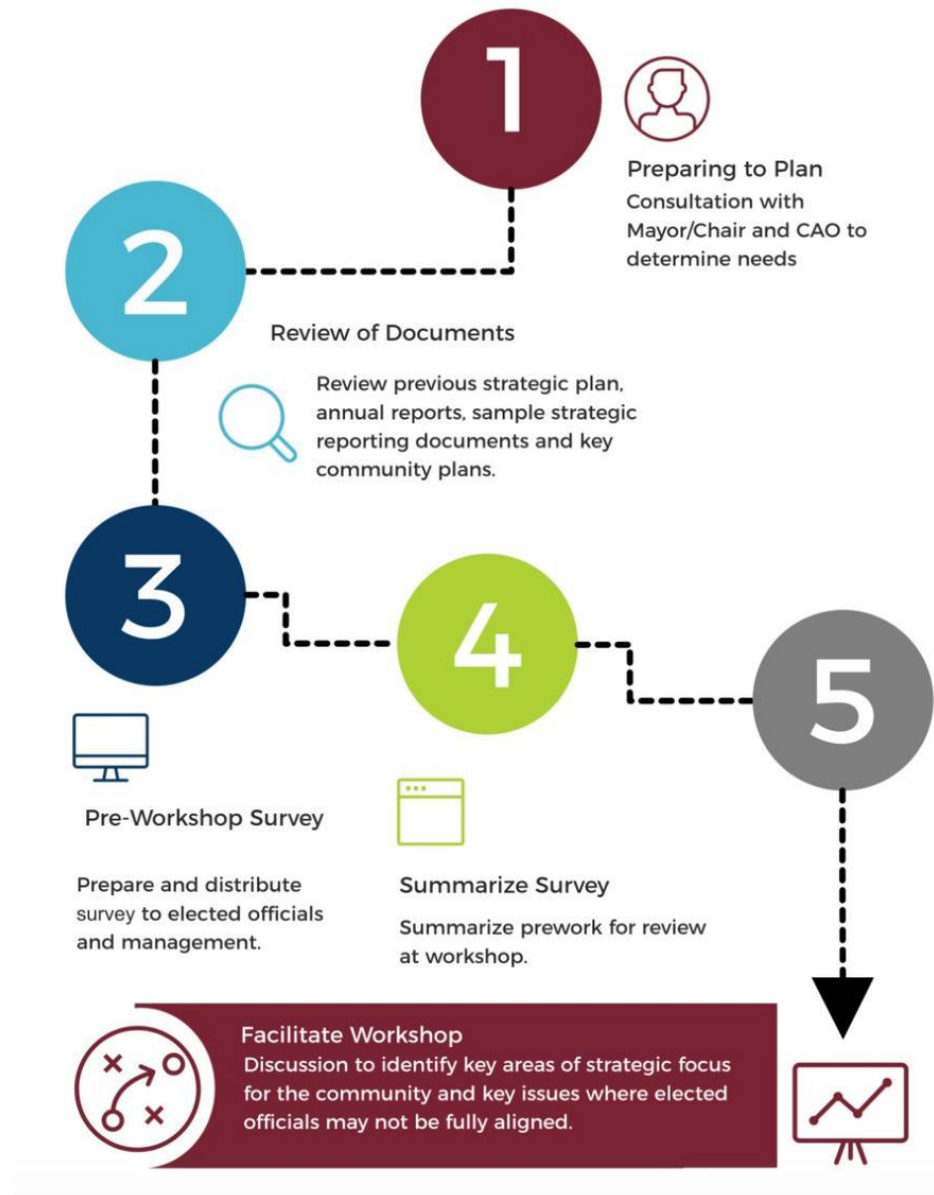


**TERI UNDERHILL**  
Councillor

How do we measure our progress?



**STRATEGIC PLAN REFRESH:** Council and senior management met for an additional two-day session in August 2020 to 'check in' on the plan. While some adjustments were made, the overall direction set by Council at the start of their term was reconfirmed and refreshed.





## VISION

To be a thriving community with a hometown feel.



## MISSION

We will provide our community accessible government and quality services in a responsible manner within a healthy environment.



## VALUES

**Integrity:** We will be honest, responsible and trustworthy.

**Service:** We have a strong commitment to serving our community.

**Excellence:** We will strive for the highest quality in all that we do.

**Respect:** We will treat others the way we would want them to treat us.

**Communication:** We will maintain transparency and open communication between the community and the Town's government.

# STRATEGIC PRIORITIES



## Governance and Service Excellence

We focus on good governance and service excellence in our delivery of cost effective services to our residents.



## Relationships

We actively engage with our residents, partners, key stakeholders and neighbours.



## Growth & Economic Health

We align our processes, infrastructure and financials to incent the growth of Ponoka.

We focus on creating an environment that allows our businesses to be successful and that is attractive to new businesses and residents.



## Quality of Life

We understand that quality of life (a safe, healthy and thriving community) is what makes Ponoka a great place to live, work and play.



## Governance and Service Excellence

We focus on good governance and service excellence in our delivery of cost effective services to our residents.

### AREA OF FOCUS

Ensure we have clear, understandable and measurable service levels

Ensure robust financial planning to support effective decision making

Ensure good governance and effective utilization of Council-appointed Boards and Committees

Proactively manage our assets and infrastructure to ensure reliability and cost containment

Ensure our bylaws and policies are relevant, up to date and enforced

Focus on communicating who we are, what we do and our progress

Continue to innovate in our management of Town utilities



## Relationships

We actively engage with our residents, partners, key stakeholders and neighbours.

### AREA OF FOCUS

Continue to focus on robust two-way communication with our residents

Support the key role our volunteers play in our community

Continue to work with our neighbours to find areas of joint interest

Engage with our First Nations neighbours in a meaningful way

Recognize the Ponoka Stampede as a key element of community pride and economic development

Advocate and support the continued success and growth of our post-secondary offerings



## Growth & Economic Health

We align our processes, infrastructure and financials to incent the growth of Ponoka.

We focus on creating an environment that allows our businesses to be successful and that is attractive to new businesses and residents.

### AREA OF FOCUS

Attract people to Ponoka to live, work and play

Marketing and branding of Ponoka

Implement the Downtown Action Plan to create a vibrant and experiential place to be

Ensure we have sufficient land options to diversify our economy and land base

Leverage our infrastructure to attract businesses and workers in post COVID times



## Quality of Life

We understand that quality of life (a safe, healthy and thriving community) is what makes Ponoka a great place to live, work and play.

### AREA OF FOCUS

Take active steps to advance the Community Wellness Centre

Continue to support public safety in partnership with RCMP

Ensure we have safe road and trail transportation options in the Town

Maintain and enhance built and natural recreational amenities

Support diversity of housing options in our land use planning





# Governance and Service Excellence

AREA OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
Ensure we have clear, understandable and measurable service levels	<ul style="list-style-type: none"><li>• Complete and communicate service levels</li></ul>
Ensure robust financial planning to support effective decision making	<ul style="list-style-type: none"><li>• Develop viable capital plan</li><li>• Develop revenue strategy</li><li>• Develop long-term financial plan</li><li>• Review corporate rates and fees</li></ul>
Ensure good governance and effective utilization of Council-appointed Boards and Committees	<ul style="list-style-type: none"><li>• Review and update governance model to align with Strategic Plan refresh.</li></ul>
Proactively manage our assets and infrastructure to ensure reliability and cost containment	<ul style="list-style-type: none"><li>• Complete electrical asset upgrades</li><li>• Continue to develop Asset Management Plan</li><li>• Implement Transportation Master Plan</li><li>• Implement Urban Framework Master Plan</li><li>• Implement Master Servicing Study</li></ul>
Ensure our bylaws and policies are relevant, up to date and enforced	<ul style="list-style-type: none"><li>• Update bylaws and policies</li><li>• Conduct policy framework review</li></ul>
Focus on communicating who we are, what we do and our progress	<ul style="list-style-type: none"><li>• Complete Town Website refresh and develop Town app</li><li>• Annual Report</li><li>• Regular news releases/Hometown Weekly updates</li><li>• Social Media updates</li></ul>
Continue to innovate in our management of Town utilities	<ul style="list-style-type: none"><li>• Waste Water Treatment Facility planning</li><li>• Continue recycling program</li></ul>



## STRATEGIC PRIORITY

# Relationships



AREA OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
<b>Continue to focus on robust two-way communication with our residents</b>	<ul style="list-style-type: none"><li>• Continue with project open houses and public engagement initiatives</li><li>• Ongoing implementation of Public Participation Policy</li><li>• Promote and respond to online service requests</li></ul>
<b>Support the key role our volunteers play in our community</b>	<ul style="list-style-type: none"><li>• Onboarding/orientation of volunteers</li><li>• Plan a volunteer recognition event</li></ul>
<b>Continue to work with our neighbours to find areas of joint interest</b>	<ul style="list-style-type: none"><li>• Explore the potential for Inter-municipal Agreements with Rimbey, Lacombe, Wetaskiwin</li><li>• Explore collaboration with Ponoka County and Rimbey - joint funding of shared services</li><li>• Schedule joint meetings with Town/County Council to maintain ongoing communications</li></ul>
<b>Engage with our First Nations neighbours in a meaningful way</b>	<ul style="list-style-type: none"><li>• Continue relationship building with our First Nations neighbours</li><li>• Collaborate with First Nations and explore initiatives of mutual benefit</li></ul>
<b>Recognize the Ponoka Stampede as a key element of community pride and economic development</b>	<ul style="list-style-type: none"><li>• Champion collaborative planning for areas south of Highway 53 and east of Highway 2A</li><li>• Complete land transfer to Stampede Association</li></ul>
<b>Advocate and support the continued success and growth of our post-secondary offerings</b>	<ul style="list-style-type: none"><li>• Continue to collaborate with local post-secondary institutions (Campus Alberta Central (RDC &amp; Olds College) and Grant MacEwan - Psych Nursing Program)</li></ul>



# Growth & Economic Health

AREA OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
Attract people to Ponoka to live, work, and play	<ul style="list-style-type: none"><li>• Continue to develop and implement the Economic Development Strategy<ul style="list-style-type: none"><li>• resident attraction campaigns</li><li>• new resident tax incentive program</li><li>• business attraction initiatives</li><li>• business tax incentive program</li></ul></li></ul>
Marketing and branding of Ponoka	<ul style="list-style-type: none"><li>• Develop Marketing Plan to support implementation of Economic Development Strategy initiatives and promotion of Town facilities and programs</li><li>• Branding refresh to support new resident and business attraction</li><li>• Establish dedicated staff resources</li></ul>
Implement the Downtown Action Plan to create a vibrant and experiential place to be	<ul style="list-style-type: none"><li>• Continue downtown capital investment</li></ul>
Ensure we have sufficient land options to diversify our economy and land base	<ul style="list-style-type: none"><li>• Develop surplus lands inventory</li><li>• Initiate purchase of Ponoka Civic Centre - fill the Civic Centre</li></ul>
Leverage our infrastructure to attract businesses and workers in post-COVID times	<ul style="list-style-type: none"><li>• Promote remote working</li><li>• Promote Telus Fibre Optic</li></ul>



## STRATEGIC PRIORITY

# Quality of Life

AREA OF FOCUS	PROJECTS AND INITIATIVES THAT SUPPORT THIS THEME
Take active steps to advance the Community Wellness Centre	<ul style="list-style-type: none"> <li>Complete Community Wellness Centre planning <ul style="list-style-type: none"> <li>Financial analysis</li> <li>Land/site servicing</li> <li>Environmental</li> <li>Master Plan</li> </ul> </li> <li>Explore Memorandum of Understanding with Ponoka County and First Nations neighbours</li> </ul>
Continue to support public safety in partnership with RCMP	<ul style="list-style-type: none"> <li>Complete RCMP building assessment</li> <li>Maintain the Police Advisory Committee</li> <li>Clarify bylaw enforcement service level expectations</li> </ul>
Ensure we have safe road and trail transportation options in the Town	<ul style="list-style-type: none"> <li>Implement Transportation Master Plan</li> <li>Continue infrastructure investment</li> <li>Create and implement multi-year parks and trail programs</li> </ul>
Maintain and enhance built and natural recreational amenities	<ul style="list-style-type: none"> <li>Maintain and enhance parks, trails, mowing</li> <li>Implement playground/park program</li> <li>Complete recreational facility upgrade programs</li> </ul>
Support diversity of housing options in our land use planning	<ul style="list-style-type: none"> <li>Endeavor to supply suitable residential lands to Habitat for Humanity</li> <li>Support local social housing initiatives</li> </ul>