



The Town of Bonnyville
COMMUNITY VISION PLAN
2020 - 2024

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INTRODUCTION

Council's Message

One Community Vision to Foster Town Success

Establishing a community vision, clear priorities, realistic goals, and linking those to tangible actions that can be achieved and measured is a priority for the Council of the Town of Bonnyville. The Town of Bonnyville has an abundance of both opportunity and challenges, now, and in the foreseeable future. Council has embraced these challenges and is on a journey to set a clear path of action to foster Bonnyville's sustainability and future success.



Town Council

Lead, Represent, Advocate, Govern

The Town of Bonnyville Council consists of the Mayor and six members of Council. Council is responsible for the leadership, citizen representation, advocacy, and governance of the municipality.

Council Roles and Responsibilities

The **Council** is the governing body of the **municipal corporation** and the custodian of its powers, both legislative and administrative. A **councilor's** job is to work with other council members to set the overall direction of the **municipality** through their **role** as a policy maker.

ENHANCING QUALITY OF LIFE THROUGH STRATEGIC PLANNING

Municipalities are in the business of delivering one thing that carries immense value: **quality of life**. People living across Canada are impacted positively by essential and value-add services provided to them within their communities. These services are delivered directly through dedicated municipal staff and the proper management of assets within their community.

The process of strategic planning provides a **big picture roadmap** for the provision of these

municipal services and the capital assets that help to foster vibrancy and community culture. The desire for high-level services and a wide array of capital assets that support the community is illustrated in a strategic plan document, and subsequently requires both short- and long-term planning to balance risks, financial commitments, and additional needs from residents and business within the community.

Proponents of Quality of Life in a Community

- ❖ Waste management protects the environment
- ❖ Municipal bylaws provide order and protect the community
- ❖ Financial planning supports long-term financial sustainability
- ❖ Asset management rejuvenates capital assets that support resident activities and services
- ❖ Grass cutting and weed control support community beautification



STRATEGIC PLANNING AS COMMUNITY VISION PLANNING

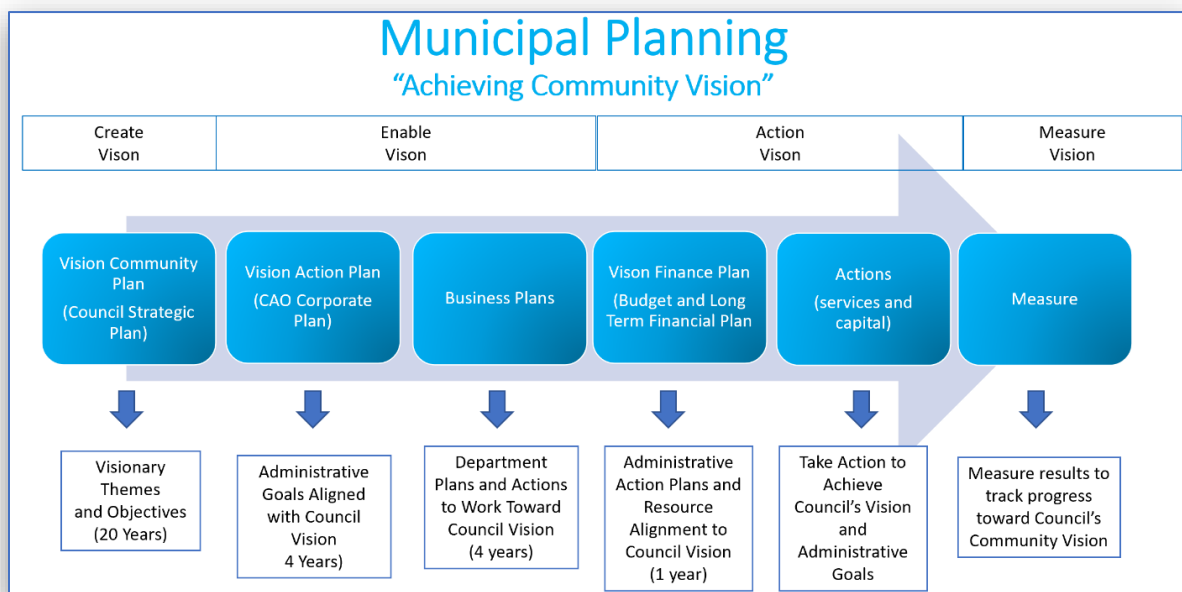
Municipal Council is responsible for orchestrating and overseeing the process of municipal strategic planning. In the process of strategic planning, Council is tasked with describing the overall future vision of their community. Thus, strategic planning may be better referred to as Community Vision Planning.

Once the **Community Vision Plan** is in place, it then becomes Administration's role to assess that high-level vision. From this assessment, Administration must develop specific implementation plans that will further and enable Council's strategic vision for the community and reach the specific objectives.

Vision for the Community

Elected officials determine a vision for the community through various strategic planning exercises. A Strategic Plan, or "Community Vision Plan," identifies key priority focus areas that support the quality of life of the residents within the community.

This detailed implementation plan is known as a **Vision Action Plan**. From here, a **Vision Financial Plan** is put in place to align the municipal finances, asset management, and long-term financial planning in a way that supports the Vision Action Plan and overall Community Vision Plan.



Providing quality municipal services and a diverse capital asset base that meets the demands of the community requires realistic and strategic financial planning and effective priority-based budget processes that allow for evidence-based decision making. Unfortunately, many of these strategic municipal processes fail due to the lack of the development of an adequate corresponding Vision Financial Plan. The Financial Plan and allocation of money to specific objectives is what truly turns a Community Vision into a tangible **reality**.



What's in a Community Vision Plan?

A Community Vision Plan outlines the high-level vision of the future of a municipality and lays out the specific municipal priorities identified by Council. Often, the plan will include a few pillars or priority focus areas which showcase the overall vision thematically. Within each priority focus area may be an overall goal Council envisions achieving, as well as a list of broad, measurable objectives to be addressed in the Vision Action and Financial Plans.

The Community Vision 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.



How Does a Community Vision Plan Come Together?

Putting together a Community Vision Plan requires the identification of priority focus areas, related goals, and clear objectives. It is important that the Community Vision Plan provides momentum for the Vision Action and Financial Plans, meaning that the Community Vision Plan is ultimately going to be tested against the municipality's operational readiness and financial capacity for approval.



This is a longer process that will ultimately allow the Community Vision Plan to be actioned and achieved. The process of developing a Community Vision Plan must be grounded in the reality that all visions must relate to realistic and measurable actions that can be afforded by the Municipality.

The Community Vision Plan allows administration to consider financial realities annually within the budget process and for the incorporation of a priority-based decision-making framework on resourcing and funding allocations.

Developing a Community Vision Plan fundamentally focuses on the future of the community; what “could be”.

The exercise of creating a Community Vision Plan must also focus on other specific forward-thinking questions:

- “Where are you?”
- “Where do you want to be?”
- “How do you get there?”
- “How do you measure success?”

By answering these questions, Council can generate significant value and deliverables:

1. Comprehensive identification of real challenges and opportunities
2. An energized and focused strategic discussion grounded in reality and the evidence of the municipality's “current state”
3. A roadmap on how to turn the strategic goals and vision into reality through the municipal planning and budget process
4. A Council-driven Community Vision Plan document that speaks to Administration and to the public in a way that is clear and understandable, providing clear direction to the implementation and actions required

Supporting Residents through Community Visioning

***Residents of municipalities live, work, play, love,
and grow in their homes and in their communities.***

The exercise of creating a Community Vision Plan allows Council to exercise their representation of the public as elected officials. The Community Vision Plan outlines their interpretation of their constituents' wants and needs.



The Community Vision Plan provides the foundational and generational vision of a community, which subsequently fosters vitality, wellness, and quality of life for residents and their families.

Mission

Establish superior everyday services and capital assets that deliver on providing quality of life to Town of Bonnyville residents.

The Town of Bonnyville

The Town of Bonnyville is located in northeastern Alberta, approximately 240 kilometers northeast of the provincial capital of Edmonton. Bonnyville is a strong and vibrant community of 6,422 (2017 census).

As a major service area, the Town serves more than 10,000 people. Bonnyville is part of the Alberta HUB for the oil and gas industry with over 60 national and international companies setting up head offices within the Town. The Alberta HUB is a partnership of communities, post-secondary educational institutions and business/industry, in northeastern Alberta meant to enhance the quality of life and economic interests of this region. Bonnyville is also surrounded by natural landscapes, including Jessie lake and sprawling forests, and boasts several recreational sites and sports opportunities.



Vision

The Town of Bonnyville is an inclusive community that fosters a culture of positivity, safety, and sustainability. It is a place that enables both residents and businesses to thrive. The Town offers all that is required for individuals and families to grow and flourish. It is a place to call home.





The Town's motto – "it's Multi-Natural" – refers to the Town's celebration of its diverse cultural heritage and rich natural resources.



Community Vision Planning:

Our Roadmap to Healthy and Happy Citizens

As Municipal Council, we must consider financial stewardship, operational excellence, transparency, and sustainability. The Town of Bonnyville provide hundreds of services every day that enhance the quality of life of our citizens.

In order to put a Community Vision Plan together, Council answered a few critical questions on behalf of the residents of Bonnyville:

Where are you?	Where do you want to be?	How do you get there?	How do you measure success?
<p>Reviewed strategic, planning, budget, and operational documents to understand the Town of Bonnyville's strategic and operational position.</p>	<p>High level identification of potential priority focus areas, goals, and values associated with Bonnyville's community vision.</p>	<p>Exploring both opportunities and challenges that may be confronted upon during the implementation of actions required to meet Bonnyville's community vision.</p>	<p>What are the realistic, measurable, and attainable objectives, taking into account both human and financial resource constraints, that will be markers of successfully achieving our community vision?</p>

As a result of these questions, the following Community Vision Plan presented herein provides the Town of Bonnyville with a roadmap to success and wellness for all residents and businesses.

2020-2024 COMMUNITY VISION PLAN BONNYVILLE

Core Values

INTEGRITY

The Town of Bonnyville approaches governance with transparency, honesty, and consideration of resident values.



RESPONSIBILITY

The Town of Bonnyville provides high-quality, efficient, and effective service utilizing best practices and a commitment to constant improvement.



COOPERATION

The Town of Bonnyville works well with regional neighbors, community groups, and other levels of government.



COMMUNITY

The Town of Bonnyville strives to be a safe, beautiful, and sustainable home that fosters a sense of community.



Identified Municipal Challenges

Population

- Loss of population
- Aging population
- Challenges of keeping and attracting youth to the community

Capital Growth and Maintenance

- New reservoir recommended within two years
- Storm water challenges - lake level is extremely high
- Large scale capital project requirements: swimming pool replacement, firehall, library

Social needs and issues

- Property crime
- Foreclosures
- Homelessness
- Community pride

Community Expectations

- Swimming pool
- Low taxes
- High levels of service
- Increased road paving and maintenance

Resource Availability

- Operating budget imbalance: reserves are covering budget shortfall
- Capital budget funding challenges

Operating Growth/Inflation

- Inflation is always a challenge
- Cost of service delivery is increasing
- Increasing service demands
- Significant slowdown in development

Priority Focus Areas



Economic Sustainability



Regional Collaboration



Recreation and Wellness



Safe Community



Service Excellence



Financial Sustainability



Community Identity



Priority Focus Area #1:



Economic Sustainability

Goal Statement

We support economic sustainability through partnerships with local business, focusing on tourism and actions to diversify the local economy.



Broad Objectives

We will:

- Explore health industry possibilities of a “medical and health hub”
- Move towards economic and residential growth through proactive relationship building, focusing on regional benefit
- Focus on business growth and attracting new business
- Pursue the retention of existing business through innovative initiative, for example a “Buy in Bonnyville” initiative
- Embrace the oil and gas sector while exploring opportunities to diversify the local economy
- Support tourism activities and strategies that showcase Bonnyville recreation, lake areas, and walking trails
- Develop a marketing strategy to support the local economy
- Work with regional neighbors and partners to develop an integrated economic development strategy focused on shared benefit
- Develop a long-term economic development strategy with tangible actions and goals

Priority Focus Area #2:



Regional Collaboration

Goal Statement

We embrace opportunities with our regional neighbors that, while recognizing Bonnyville's autonomy benefits the regional community overall.



Broad Objectives

We will:

- Focus on intermunicipal, First Nations and Metis relationships
- Develop a shared understanding and benefits of a regional community concept
- Continue to develop of the "Intermunicipal Collaboration Framework"
- Develop a shared understanding with our regional neighbors of the enhanced strengths and increased opportunities that are realized through working together
- Recognize the benefits of shared advocacy for regional benefit
- Identify specific areas and initiatives for increased activity to work together regionally for shared benefit
- Develop cooperative marketing efforts that recognizes the combined regional population to initiate business and development attraction
- Work towards a regional tourism strategy focused on regional assets and strengths
- Identify opportunities for capital infrastructure cost sharing for projects that have regional benefit
- Identify opportunities for delivering shared services and sharing resources that benefits tax and rate payers



Priority Focus Area #3:



Recreation and Wellness

Goal Statement

We are focused on utilizing and improving the strength of Bonnyville's recreation and wellness amenities to continue the quality of life for residents and enhance our community identity.



Broad Objectives

We will:

- Inventory and communicate our abundance of recreation amenities to enhance our community identity
- Focus on our strong recreation infrastructure to develop sports hub and tournament opportunities
- Recognize recreation and wellness is one of the key positives of creating quality of life for residents in Bonnyville
- Recognize our proximity to nature, lakes and trails for their importance to the Bonnyville identity and tourism opportunities
- Link the strength of Bonnyville recreation amenities to resident retention and development attraction
- Link the strength of Bonnyville recreation amenities to a tourism strategy
- Review the life cycle of our recreation amenities and identify improvement and replacement initiatives
- Continue the enhancement of the Bonnyville identity through the linkage to our Junior A hockey team, the Pontiacs



Priority Focus Area #4:



Safe Community

Goal Statement

We recognize being a safe community is what makes Bonnyville special and foster activities, projects and assets then enhance safety for town residents and families.



Broad Objectives

We will:

- Enhance the safety of our community through proactive initiatives that involve resident discussions and engagement
- Increase awareness of safety initiatives in the community. (i.e. CPO)
- Work with the RCMP to identify actions and initiatives to enhance crime prevention
- Ensure prompt and effective responses to emergencies
- Identify opportunities to improve our long-term fire hall requirements
- Recognize the role of infrastructure and long-term capital planning to enhance community safety



Priority Focus Area #5:



Service Excellence

Goal Statement

We focus on delivering and improving high-value essential and value-add services every day to support the quality of life of residents.



Broad Objectives

We will:

- Focus on the municipal equation – municipal services deliver quality of life to residents
- Create resident awareness of the value they receive for taxes
- Continually identify which services matter the most to residents and contribute to daily quality of life
- Focus on the identification of service priorities through the budget process
- Align staff, financial and capital resources with service priorities
- Strive for service excellence through innovation and best practices
- Position results being employer choice to attract high quality staff
- Promote service excellence through the pursuit of quality professional development opportunities
- Regularly recognize and communicate our service accomplishments to Bonnyville's residents



Priority Focus Area #6:



Financial Sustainability

Goal Statement

We will continually develop short- and long-term financial strategies in support of the Community Vision Plan's objectives and the Town's future financial sustainability.



Broad Objectives

We will:

- Develop a Financial Vision Plan to support the vision action and vision community plan objectives
- Enhance our financial processes to become more strategic and abled to meet current and future resources challenges
- Develop a long-term tax strategy aligned with the municipality's financial resource requirements
- Enhance our long-term capital planning to better understand future resource requirements
- Develop plans to enhance our operational, capital, and reserve financial resources
- Analyze and pursue opportunities for regional cost sharing for capital projects and services
- Enhance financial and analytical processes to support evidence-based decision making
- Develop enhanced communication to support our residents understanding of the value they receive for taxes, rates and charges

Priority Focus Area #7:



Community Identity

Goal Statement

We will proactively take action to enhance the Town's identity and align it with our community's values.



Broad Objectives

We will:

- Undertake a comprehensive review to ensure our current slogan and branding is aligned with the community's identity
- Work with our residents to solidify the town's community identity
- Embark on proactive actions that create community awareness of the town's positive attributes
- Focus on town branding as "the place to be" in the support of tourism and economic development
- Highlight excellent recreation and wellness amenities as part of the town brand strategy
- Engage the public to better understand public perception of the town identity
- Work with our regional partners develop a regional identity that supports attraction of economic development and tourism
- Put an emphasis on community pride including increase focus on community events and gatherings
- Recognize the importance of celebrating our community pride



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