

Town of Ponoka

Integrated Community Sustainability Plan 2010



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1. Town Strategic Planning

1.1 Priority setting and Strategic plan

The Town of Ponoka (Ponoka) has regularly held priority setting or strategic planning sessions involving both the town council and administrative departments. During the strategic planning initiative that took place in January 2008, Council determined strategic plans and priorities for Ponoka. Complementary to these strategic plans and priorities are various planning documents that work hand-in-hand with the strategic priorities. Some of these planning documents include Ponoka's Economic Development Strategy; Master Servicing Study; Growth Management Study; Recreation Needs Assessment Study; and *Retooling Downtown Ponoka* (Avi Friedman plan).

1.2 Municipal Sustainability Planning

Federal/Provincial new deal funding for municipalities require strategic planning and/or an Integrated Community Sustainability Plan (ICSP) that focuses on the ***Five Pillars of Community Sustainability***:

- **Governance**
 - Leadership
 - Growth Management
 - Inter-municipal initiatives
 - Financial Planning – Debt Management

- **Environment**
 - Housing and Neighborhoods
 - Environment and Parks
 - Design
 - Utilities and Services
 - Transportation

- **Economy**
 - Growth
 - Business Attraction and Expansion
 - Tourism

- **Social**
 - Community well-being
 - Community Services – Emergency, health, and social programs

- **Culture**
 - Community culture/identity
 - Recreation, Arts, and Culture
 - Diversity Tolerance

Key Strategic Initiatives in Relation to the Five Pillars of Sustainability

Strategic Goal	Economy	Governance	Environment	Social	Culture
Infrastructure					
Multiplex				X	
Aging Buildings - RCMP, Recreation Complex, Town Hall, Library		X	X	x	X
Infrastructure Management			X		
Ag Event Centre	X			X	X
Visitor Information Centre				X	
Service Annexed Land	X	X	X		
Organizational					
Staff Service Levels		X	X		
Management/Customer Relations		x			
Managing Debt		X			
Community Development					
Annexation	X	X	X		
Long Term Community Development Plan	X	X	X		
Industrial Development/ Economic Development	X	X	X		
Community Services					
Joint Agreements				X	
Policing	X	X		X	

2. Corporate “Mission” Statement and Values

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

2.2 Value Statements of the Town of Ponoka

We believe and value:

Accountability

Provide services in a responsible, efficient, and accountable manner within available resources to the residents of Ponoka.

Quality Services

Provide essential services to the residents of Ponoka in a healthy, safe environment.

Empowerment

Promote a cooperative atmosphere of the organization, thus creating staff participation and involvement in decision making.

Initiative

Encourage initiatives to explore new ideas for the provision of services.

Open Mindedness

Provide opportunities for the citizens of Ponoka and Town Staff to have input into issues of the community.

Honesty

Conduct business in a forthright manor with fairness and integrity.

3. Governance Pillar of Sustainability

Governance for sustainability implies open, transparent, participatory local government. The financial viability of municipalities also falls under governance. Having a viable and vibrant governance structure contributes greatly to social capital and social sustainability.

3.1 The Current Reality

Leadership

The Ponoka Town Council consists of the Mayor and six councillors. The responsibility of Deputy Mayor is shared among the councillors in accordance with a rotating schedule. Members of Council have been appointed to the following Standing Committees: Finance and Human Resources; Planning, Promotion and Economic Development; Protection and Safety Services; Community Services; Social and Health Services; Transportation, Utilities, Cemetery, and Environmental Services.

There is also town council representation on other local boards and committees such as the Ponoka Economic Development Board, Airport Commission, and Ag-Events Centre Society. There is also Ponoka representation on the following external committees: Central Alberta Economic Partnership, Ponoka Stampede & Exhibition Association, and the North Red Deer River Water Services Commission.

Town Council and Administration are committed to fiscal responsibility and accountability in relation to the provision of services and efficient operation of the organization (Town of Ponoka). This includes emphasis on debt management and staff service levels. They are committed to the efficient delivery of services while respecting the revenue generating capabilities of Ponoka.

Growth Management

In 2009, Ponoka initiated a Growth Study that projected the future population development and land needs of Ponoka for 30, and 50 years into the future. To plan for this expected population growth, at a rate of 1%-1.5%, and development the Town of Ponoka recognizes the need to annex additional lands. Annexation of additional lands will allow Ponoka to provide more serviceable land for business and industrial development as well as sufficient serviced land to future residents.

Furthermore, in relation to growth and development, Ponoka recognizes the need to fully implement an Intermunicipal Development Plan with the County of Ponoka. Ponoka's latest Land-use Bylaw, implemented in 1997, is ready for review and efforts are to be undertaken to render it commensurate with the new Land-Use Framework which has been issued by the Government of Alberta.

3.2 The Goal: Description of Success

The municipal government strives to provide effective and inclusive leadership, representation, and participation in developing sustainable communities where people can live, work, and play. In addition, creation of and implementation of a long-term strategic plan that provides for the orderly and efficient development of land for housing, business, jobs, and community amenities/facilities.

STANDING COMMITTEE APPOINTMENTS

COMMITTEE
Finance and Human Resources(budget, policies, bylaws)
Union Negotiations
Assessment Review Board
Planning, Promotion and Economic Development
Subdivision and Development
West Central Planning Agency
Protection and Safety Services
Ambulance Services
Bylaw Enforcement
Fire Department
Disaster Services Committee
Battle River Management Team (RCMP)
Community Services
Ponoka Jubilee Library Board
Parkland Regional Library Board
Fort Ostell Museum
Recreation, Parks and Trails
Heritage Committee
Ponoka Ag Events Centre Society
CARTS (Central Alberta Regional Trail Society)
Social and Health Services
Family and Community Support Services Board
Rimoka Housing Foundation
Transportation, Utilities, Cemetery and Environmental Services
Airport Commission
Battle River Watershed
CP Train
External Committees
Central Alberta Economic Partnership
Ponoka Stampede & Exhibition Association (Liaison)
North Red Deer River Water Services Commission

TABLE 1 – KEY INITIATIVES AND ACTIONS - GOVERNANCE

Project Name: Management/Customer Relations		
Current Reality	Definition of Success	Actions
Management and staff strive to provide acceptable customer service. There is also an effort to practice positive internal relations among staff. For example, ensuring open communication with staff to encourage input and feedback.	Continued improvement in customer relations/service and positive internal relations resulting in increased positive customer feedback and increased staff morale.	<ol style="list-style-type: none"> 1. Organize and implement customer relations workshops. 2. Continue with prompt response and follow-up with occurrence reports. 3. Continue to organize morale building activities and practices with staff.
Project Name: Managing Debt		
Ponoka's Existing debt ratio is very low compared to other communities. There is a 5 year capital plan for that identifies funding requirements (for capital projects). This plan is reviewed and amended annually.	Implementation of the long range plan that enables infrastructure to be funded without creating too much burden on existing taxpayers while, at the same time, maintaining a reasonable debt ratio.	<ol style="list-style-type: none"> 1. Complete the infrastructure Review (annual budget). 2. Identify funding requirements over the next five to ten years. 3. Prepare funding options. 4. Analyze debt requirements and taxation levels. 5. Select plan which optimizes all areas for completion of plans that demonstrate fiscal responsibility.
Project Name: Staff Service Levels		
Presently, Ponoka staff exhibit the ability to accomplish their duties and responsibilities within the present budgetary constraints.	Maintain and/or adjust staff service levels as needed. Making sure that there is adequate staff for the identified levels of service. Tasks are being completed in a timely and efficient manner with minimal overtime along with the avoidance of employee burnout.	<ol style="list-style-type: none"> 1. Conduct a staff service levels comparison with other municipalities. 2. Interviewing departments with intend of establishing and identifying staff service levels.
Project Name: Annexation		
The Town of Ponoka has engaged a consultant, who completed the Growth Study, to assist with annexation proceedings. The Town of Ponoka has had several meetings with Ponoka County to identify land to be annexed into the Town for future growth. Several meetings have also been held with	Receive approval from the Province of Alberta to annex land from Ponoka County to the Town of Ponoka. Such additional lands will provide for the future expansion of the municipality and allow for long term planning of the infrastructure to serve the	<ol style="list-style-type: none"> 1. Hold Public Hearings. 2. Finalize the annexation of land with the County. 3. Submit application to the Province. 4. Develop and Implementation plan for the provision of services, taxation and notification to residents



potential affected landowners.

needs of the community.

of annexed land.

4. Environmental Pillar of Sustainability

4.1 The Current Reality

Housing and Neighborhoods

There are many housing options in Ponoka. These include: apartments, condominiums, duplexes, 4-plexes, 6-plexes, and single family houses. There is current inventory for all types of residential lots for building new homes and dwelling spaces. The town is in the process of finalizing its Hudson's Green Area Structure plan which will provide lands for mixed use residential area, green space, storm water management, and possibly small retail commercial.

Environment and Parks

Ponoka has approximately 5.2 km of paved trails, the majority of which are located in the Battle River Valley. There is also a 3 acre "mega" park (Lion's Centennial Park) located in the centre of Ponoka along Highway 2A. This park has covered picnic areas, washroom facilities, barbeque pits, a playground, and a stocked trout pond. There are eight other park and/or green space locations throughout Ponoka.



Design and Development

The Town's Engineering and Development Department provides administrative, inspection, and safety code services for all developments. The Town of Ponoka accepts the responsibility of ensuring that growth and development in Ponoka is sustainable and conforms to regulations outlined in the Town's Land Use Bylaw and Municipal Development Plan. Ponoka also completed a Master Services Study in 2005 and is in the process of finalizing architectural design guidelines. A Municipal Engineering Standards guideline is also in the process of being finalized. These municipal engineering standards will contribute to the consistent standards of development and infrastructure within the town.



Utilities and Services

Water Supply & Wastewater

Ponoka has ensured a sustainable source of water capable of supplying for future growth needs. Since 2006, treated water from the Red Deer River is purchased from the City of Red Deer and piped to Ponoka via a regional waterline. This water supply is capable of supporting a population of approximately 15,000.



Sewage treatment provided is provided for by means of lagoons. The current lagoon system is aerated and is adequate for a population of 7,200. Currently, upgrades are underway which will eventually be adequate to serve a population of approximately 15,000.

Waste Transfer Facility & Recycling Depot



The Town's waste transfer facility accepts solid waste, garbage, furniture, metal, white goods, drywall, plastics, branches, wood, compostable material, and tires.

Ponoka promotes recycling to minimize the impact of solid waste on its landfill. The Town operates a recycling depot to accommodate recyclables such as newsprint, cardboard, tin cans, clear glass, and #2 plastics. This service is provided for residents 24 hours per day/ 7 days a week.

Electrical Utility

Ponoka owns and operates the electrical utility system within the Town limits. As a wire service provider, it is the Town's responsibility to ensure power is delivered to all homes and businesses within town limits. Electricity is purchased from registered retailers.

Transportation

Ponoka has an effective and functional road network system. Highways 2A and 53 are the primary roadways. The highways provide for direct access to the industrial and commercial areas within the town. Alberta transportation conducted a functional study for the major roadways in the Town of Ponoka in 2005. The information from the functional study has been incorporated into a transportation network plan, which is identified in the Master Servicing Study.

To support Ponoka's residential roads, there is a maintenance program (in coordination with its infrastructure replacement program) that ensures Ponoka's roads are maintained to a suitable standard.

There is also an extensive network of trails within the community. Much is paved to promote active and healthy living. The trail system has two pedestrian bridges connecting the portion of the town that lies east of the Battle River to the Central portion of Ponoka.

4.2 The Goal: Description of Success

Housing and Neighborhoods

To ensure that land is designated and available for a variety of housing types. This will provide residents with a choice of housing type, location, and price.

Environment and Parks

The town's parks, green spaces, and environmentally valuable areas are protected as well as ensuring the provision of adequate park space throughout the community.

Design and Development

Development has a pleasing appearance with a coordinated design theme. This would result in appealing streetscapes of residential neighborhoods and commercial areas. Final completion of the Architectural Design Guidelines and Municipal Engineering Standards will contribute to the realization of this goal.

Utilities and Services

Water distribution systems are well maintained and public conservation and awareness are improved. Sanitary and sewer systems are developed to have increased capacity for future development and population growth of approximately 15,000.

Transportation

An efficient and well maintained system of transportation, for both pedestrians and automobiles, is available to the Town and area residents.



TABLE 2 – KEY INITIATIVES AND ACTIONS - ENVIRONMENT

Project Name: Long Term Community Development Plan		
Current Reality	Definition of Success	Actions
The Municipal Development Plan (MDP), Land Use Bylaw (LUB), and Intermunicipal Development Agreement were put in place in 1997 and are in need of review and renewal. Notably, the intermunicipal development agreement needs to be updated to an Intermunicipal Development Plan (IDP).	Update of the following plans: MDP; IDP; and LUB. The development of these plans will be commensurate with the new Land Use Framework. This would address such issues as land use zones (including area within the annexation area; infrastructure for growth; green space; trails; parks; projected growth; servicing capacity; design standards; housing mix; infill; transportation; recreational needs; schools; demographics; emergency services; and costs.	<ol style="list-style-type: none"> 1. Set Budget 2. Engage Consultants 3. Prepare Documents 4. Obtain stakeholder input 5. Obtain council approval and adopt plans
Project Name: Sewage Lagoon Upgrades		
Currently the sewage lagoons are adequate for a population of 7200. Initial phases of lagoon upgrades began in 2006. The first phase included flood proofing the lagoon while the second stage includes, raising interior berms and increasing capacity of the 60 day storage cell.	After all phases of upgrades the sewage lagoons have the capacity to service a population of approximately 15,000.	<ol style="list-style-type: none"> 1. Continue to allocate funds in future budgets 2. Ensure project is completed properly
Project Name: Water Meter Replacement program and Infrastructure Replacement Program		
There are over 500 water meters in Ponoka that still utilize the old imperial scale. There is infrastructure Replacement program through which water distribution systems are well maintained.	Update water meters to radio read meters, which will detect water leaks and thus aid in water conservation. Continue with scheduled infrastructure replacement program.	<ol style="list-style-type: none"> 1. Allocate funds in future budgets 2. Develop a prioritized plan for water meter replacement 3. Carry out plan on a 5 year basis 4. Continue with infrastructure replacement program in coordination with road maintenance program.



5. Economic Pillar of Sustainability

5.1 The Current Reality

Growth & Advantages

According to the 2006 census there was a 3.5% population growth rate over the previous five years. Ponoka has maintained fairly constant housing start rates.



Ponoka's location along the Queen Elizabeth highway 2 corridor (between the major urban centers of Red Deer and Edmonton, coupled with the presence of the CP Railway and a local Airport (which has a CANPASS¹ designation). This places Ponoka in a favorable location for business investment and attraction as well as retention and expansion.

Business Attraction and Expansion

There is a relatively healthy local economy as there have been several new business starts as well as many business expansions and some new industry. The Ponoka region encompasses upwards of 15,000 people – approximately 7,000 urban and 8,000 rural residents. Ponoka has a diverse economic base, offering opportunities in: commercial business, agriculture, healthcare, hospitality and tourism, and industry such as manufacturing, oil and gas, construction, and technology. Ponoka also has a current inventory of industrial and commercial lands for sale.



Tourism

There are excellent events and attractions in Ponoka. Most notable is the Ponoka Stampede, a seven day rodeo, which takes place between the last week of June and first week of July. Other attractions in Ponoka include: high quality golf courses, trail systems, and Fort Ostell Museum. In December, 2009 the Town completed construction of a new Visitor Information Centre, which will showcase all tourist events and attractions for the Town of Ponoka.

Construction is set to begin on a multi-layered Ag-Events Centre in 2010. Completion of this facility will provide events that will attract many people throughout the year.



¹ CANPASS – Canadian Customs
Town of Ponoka: Integrated Community Sustainability Plan

5.2 The Goal: Description of Success

Growth & Advantages

Ponoka maintains a healthy rate of population growth by attracting people to live in Ponoka. Attraction to Ponoka can be pursued by emphasizing its many competitive advantages; such as its location along the Queen Elizabeth 2 Highway corridor between the Cities of Red Deer and Edmonton.



Business Attraction and Expansion

Ponoka maintains a healthy local economy while promoting business development. This includes helping expanding and new business obtain sufficient land and/or resources. Ponoka will be 100% investment ready.

Tourism

Expand capitalization of Ponoka Stampede tourists. With the completion of the Ponoka Ag-Events Centre, Ponoka will attract additional tourists. Ponoka will then become a tourist destination every week of the year.

TABLE 3 – KEY INITIATIVES AND ACTIONS – ECONOMIC

Project Name: Ponoka Ag-Events Centre		
Current Reality	Definition of Success	Actions
The Ponoka Ag-Events Centre Design is completed and the project is in its final planning stages. Also, the majority of funding is in place.	Completion of the Ag-Events Centre. Attraction of a substantial amount of tourists on a more regular basis.	<ol style="list-style-type: none"> 1. Support Development and Promotion of Ag-Events Centre. 2. Assist in the planning process.
Project Name: Community Investment Readiness/Business Attraction & Expansion		
Ponoka has currently completed, in coordination with Central Alberta Economic Partnership (CAEP), 2 of 3 phases in become investment ready. The town is currently in the process of completing the 3rd and final phase.	Ponoka is 100% investment ready. There is a sufficient inventory of commercial and industrial lands available for both internal and external investment expansion and attraction.	<ol style="list-style-type: none"> 1. Carry out goals and objectives highlighted in Community Investment Readiness Report. Emphasize Ponoka's competitive advantages. 2. Complete purchase and servicing of raw land for expansion of industrial park. 3. Sell highway commercial lands to promote commercial development.

6. Social Pillar of Sustainability

6.1 The Current Reality

Facilities

The Town currently has many aging facilities that require upgrading or replacement. These include: the aquaplex; culture and recreation complex; community centre; library, fire hall, police station, and town hall. Most of these buildings are not environmentally friendly.

Currently, the aquaplex is undergoing substantial mechanical upgrades. These include the installation of: new boilers; new filter tanks; a new chlorine system; and a reconfiguration of the plumbing in the mechanical rooms. These upgrades will greatly improve the efficiency and quality of mechanical operations. Substantial water savings will be achieved with improved water clarity such that the pools will not need to be drained as often.



Social Programs/Initiatives

Ponoka's Family and Community Support Services (FCSS) offer and coordinate the following services and programs for the community: home support; Life Line; a Healthy Families Program; Meals on Wheels; family counseling; Senior Resource Centre; Senior's Coffee Hour; Tools for School; Coats for the Cold; blood donor clinics; and a volunteer program. The Ponoka FCSS also funds outside agencies such as Big Brothers Big Sisters, Ponoka Emergency Tri-Services Society and Families of Children of Disabilities Utilizing Strength (F.O.C.U.S.) Support group.

Health and Emergency Services

Ponoka's ambulance service provides Advanced Life Support for emergency services, hospital transfers, and event standbys. The Ponoka Hospital & Care Centre has 34 acute care beds and a STARS helipad. Ponoka's Community Health Centre offers community health nursing, immunization, community nutrition, environmental health, home care, and rehabilitation services.

The Ponoka Fire Department consists of a fire chief (Director of Protective Services), a full time secretary and approximately 25 volunteers. The Ponoka Fire Department covers an area of approximately 500 square miles as a result of a joint agreement for fire services with Ponoka County. The fire department responds to emergency calls regarding motor vehicle accidents; grass fires; bush fires; structural fires; and first responders to dangerous goods incidents and medical assists.



Ponoka's policing services are carried out by the Royal Canadian Mounted Police (RCMP). The RCMP also runs community/educational programs such as the Drug Abuse Resistant Education (D.A.R.E.) and the Citizens on Patrol (C.O.P.) program.

Education

In Ponoka there is traditional schooling, private schooling, Christian schooling, home education, and distance and online learning available. Ponoka is in the Wolf Creek Public Schools Division.

Other than distance and/or online options there are limited local opportunities in relation to post-secondary education. Nonetheless, because of Ponoka's location, there are many regional opportunities to pursue post-secondary education.

6.2 The Goal: Description of Success

Safe and pleasant recreation and public facilities are provided to meet the present and future needs of residents. Such a goal may be realized by committing to follow an overarching plan, and in keeping with the Avi Friedman Plan, for the replacement and/or upkeep of public facilities.

The present high standard for education services, health services, emergency services, and social programs is maintained.



TABLE 4 – KEY INITIATIVES AND ACTIONS – SOCIAL

Project Name: Recreation - Multiplex		
Current Reality	Definition of Success	Actions
<p>A concept design has been drafted and a location identified. The design will be a renovation/expansion to the existing building. More knowledge about the following areas is required: operational and capital costs; funding sources; space priorities; design update; and timeline. The planning document for this project is the Recreation Needs Assessment Study.</p>	<p>Overall, improved recreational facilities for the community accompanied by increased use. Also, appropriate funding sources are identified and provided with the construction of each phase being completed in a timely manner.</p>	<ol style="list-style-type: none"> 1. Develop a timeline to move forward. 2. Establish a listing of the priorities and approximate costs. 3. Prioritize the individual items in the project to determine which ones will go forward first.
Project Name: Aging Facilities - RCMP, Town Hall		
<p>Many municipal buildings are aging (30 years plus). Because of Ponoka's growth since the construction of these buildings it is becoming difficult to accommodate existing operations. These facilities are generating expensive repairs and higher maintenance costs because of their age.</p> <p>The RCMP building is no longer large enough to house all staff and does not meet some of the Federal standards for K division buildings.</p> <p>Town Hall is aging and is characterized with inefficient design limitations. It is not handicap accessible and there are storage issues in the basement with regards to safeguarding assets and records.</p>	<p>Having in place a long range plan for financing and implementation that will enable the Town of Ponoka to update or construct buildings as required. This would also entail the completion of a requirement review for the services being provided in the aging facilities which would identify what type of building requirements these operations need.</p>	<ol style="list-style-type: none"> 1. Establish a committee (council & staff) to identify and prioritize the plans and processes for each facility. 2. Have a costing or business plan developed for long range implementation 3. Obtain council approval for plan. 4. Incorporate into the budget process over the next five years.
Project Name: Joint Agreements		
<p>There are various joint agreements with Town and various other stakeholders (for example, Ponoka County, Stampede Association, and various user groups of town facilities).</p>	<p>Develop and/or update joint agreements for all required areas. To achieve this goal would require a review of already existing agreements as well as areas in which there are no agreements.</p>	<ol style="list-style-type: none"> 1. Review existing agreements. 2. Meet with stakeholders for discussion. 3. Draft revisions. 4. Circulate for consultation and agreement. 5. Prepare final documents 6. Approval by all stakeholders.



7. Cultural Pillar of Sustainability

7.1 The Current Reality

Community Culture

The Town has a diverse and multi-cultural population. There are cultural initiatives such as: the Fort Ostell Museum, the Ponoka Jubilee Library, and local arts and theatre initiatives.

Ponoka and its citizens exhibit high levels of tolerance to all demographics and ethnic minorities. For example, Ponoka is proud to have been designated in 2008 by the Alberta Council on Aging as Alberta's first **Senior Friendly Community**. This initiative required individual businesses and organizations to take part in "Senior Friendly" Seminars and having facility checkups completed by senior volunteers of the community.



The Town has a historical committee and protects its significant historical sites and monuments. For example, Ponoka's **Thinking Tree** and historical **damn site**, which are both located in the Battle River Valley. The Town held public open houses in relation to its historically significant buildings and is open to guiding those property owners who qualify and are interested, in obtaining provincial historical designations.

7.2 The Goal: Description of Success

The community provides for both a physical and social atmosphere of culture through community programs (i.e. Senior Friendly) and enhanced recreation and cultural facilities. For example, expedition of civic square development, as referenced in the *Retooling downtown Ponoka* prepared by Avi Friedman; realization of such an initiative would surely contribute to Ponoka's physical culture.

TABLE 5 – KEY INITIATIVE AND ACTIONS – CULTURE

Project Name: Development of multi-use cultural facility		
Current Reality	Definition of Success	Actions
The Town is in the process of retro-fitting the former water treatment plant to fulfill the purpose of a community cultural centre.	Completion of the community cultural centre. The centre is available for use by various community and cultural groups so as to promote community culture.	<ol style="list-style-type: none"> 1. finalize plans for its potential use. 2. obtain plans for the renovation. 3. Complete Renovation within budget.

Reference and Planning Documents

Land Use Bylaw. Town of Ponoka: 1997

Master Servicing Study. Town of Ponoka. Prepared by Tagish Engineering: 2005

Municipal Development Plan. Town of Ponoka: 1997

Priority Setting Workshop Documentation. Town of Ponoka: 2008

Retooling Downtown Ponoka, AB. Prepared by Avi Friedman Consultant Inc: 2007

*Town of Ponoka: Recreation Facility Needs Assessment and Feasibility Study.
Prepared by Randall Conrad and Associates Ltd. 2007.*

*Town of Ponoka: Growth Study (2009-2061). Prepared by Armin A. Preiksaitis &
Associates Ltd. 2009.*

**SUMMARY:
FIVE PILLARS OF SUSTAINABILITY**

Summary: Governance Pillar of Sustainability

Governance Pillar of Sustainability	Theme Area	Description of Success	Current Reality	Actions		
				Immediate (0-2 yrs)	Medium-Term (2-5 yrs)	Long-Term (5+ yrs)
1	Leadership	The municipal Government provides effective and inclusive leadership, representation and participation in developing sustainable communities where people can live, work and play.	<ol style="list-style-type: none"> Members of Council are appointed to the following Standing Committees: Finance and Human Resources; Planning, Promotion and Economic Development; Protection and Safety Services; Community Services; Social and Health Services; Transportation, Utilities, Cemetery, and Environmental Services. There is a need to determine staff service levels. Ponoka has a very low debt ratio. 	<ol style="list-style-type: none"> Update policies regarding staff service levels. Continue emphasis on Positive Customer Relations Manage Debt continually. 	<ol style="list-style-type: none"> Manage debt continually. 	<ol style="list-style-type: none"> Manage debt continually.
2	Growth Management	A long-term strategic plan that provides for the orderly and efficient development of land for business, housing, jobs and community amenities and facilities.	<ol style="list-style-type: none"> There is aging Infrastructure. Need for annexation of County lands. Need for Intermunicipal Development Plan with Ponoka County The Land Use Bylaw is in need of updating. 	<ol style="list-style-type: none"> Infrastructure replacement/upgrades on annual basis. Annexation Proceedings. Proceed with Intermunicipal Development Plan Update Land-Use Bylaw commensurate with provincial Land Use Framework 	<ol style="list-style-type: none"> Review of Servicing plan for annexed Land 	

Summary: Environmental Pillar of Sustainability

Environmental Pillar	Theme Area	Description of Success	Current Reality	Actions		
				Immediate/Short-Term (0-2 yrs)	Medium-Term (2-5 yrs)	Long-Term (5+ yrs)
1	Housing and Neighbourhoods	Land is designated for a variety of housing types to provide residents with a choice in housing form, location and price.	A current inventory exists for all types of residential lots.	1. Update Land-Use Bylaw. 2. Finalize Hudson's Green Area Structure Plan.	1. Complete Long Term Community Development Plan (This includes updated Land Use Bylaw, Municipal Development Plan, and Inter-municipal Development Plans).	
2	Environment & Parks	Our parks and environmentally valuable areas are protected and provide adequate park space in the community.	There are nine park and/or green space locations throughout Poroka. There are some green/park spaces that are groomed and some that are natural.	1. Environment and parks issues is addressed in annual budget process. 2. Finalize Hudson's Green Area Structure Plan.		
3	Design	Development has a pleasing appearance with a coordinated design theme, which results in appealing streetscapes in our residential neighbourhoods and commercial areas.	Poroka also completed a Master Services Study in 2005 and is in the process of finalizing architectural design guidelines. A Municipal Engineering Standards guideline is also in the process of being finalized. These municipal engineering standards will contribute to the consistent standards of development and infrastructure within the town.	1. Complete Architectural Design Guidelines 2. Incorporate a tree planting program. 3. Finalize Municipal Engineering Standards.	1. Install curb and gutter in all industrial park areas. Local Improvement????	
4	Utilities & Services	Water distribution systems are well maintained and public conservation and awareness is improved. Also, Sanitary and sewage systems are developed to have capacity for future development, while at the same time, operating all systems with environmental concerns in mind.	Community water is provided through the Red Deer Regional Water System. Treated water is utilized for purposes that do not require such a high quality and high cost resource.	1. Ongoing replacement of older outdated water and sewage lines. 2. Upgrading and expansion of the sewage lagoon began in 2009. 3. Begin a water meter replacement program; this will introduce radio road meters into the town of Poroka and will help detect water leaks as well as line breaks so as to reduce the amount of unwanted water loss.	1. Ongoing replacement of older outdated water and sewage lines. 2. Continue water meter replacement program until all meter in town have been replaced.	1. Ongoing replacement of older outdated water and sewage lines.
5	Transportation	An efficient and well maintained system of transportation, for both pedestrians and automobiles, is available to the Town of Poroka.	There are two major highways that go through the town (Highways 53 & 2A). Small towns often do not have extensive public transit systems; thus, personal use of vehicles is more prominent. There is also an ongoing road maintenance and upgrading program.	1. Ongoing road maintenance program 2. Trail development. A second pedestrian bridge is being constructed and should be ready for spring 2010. 3. Re-establish a trail committee 4. Support in principle the Regional Transportation Strategy (CAEP)		

Summary: Economic Pillar of Sustainability

Economic Pillar	Theme Area	Description of Success	Current Reality	Actions		
				Immediate/Short-Term (0-2 yrs)	Medium-Term (2-5 yrs)	Long-Term (5+ yrs)
1	Growth	Ponoka maintains a healthy rate of population growth by attracting people to live in Ponoka.	<p>1. According to census 2006 there was a 3.5% rate of population growth over 5 years.</p> <p>2. Ponoka currently has low to average residential taxes.</p> <p>3. Maintained a relatively constant housing start rates.</p>	<p>1. Promote Ponoka's quality of life to encourage people to reside in Ponoka.</p> <p>2. Control tax increases.</p> <p>3. Modernization of recreational facilities</p>		
2	Business Attraction and Expansion	Ponoka maintains a healthy local economy while promoting business development. This includes helping expanding and new business obtain sufficient land and/or resources. Ponoka will be 100% investment ready.	<p>1. Appears to be healthy local economy as there have been many business expansions and some new industry.</p> <p>2. Industrial Land Currently available for sale.</p> <p>3. Commercial land for sale</p>	<p>1. Investment Readiness - continue to support new business and industry investment in Ponoka. Promote the low at investment tradeshow. Streamline the development process.</p> <p>2. Complete purchase and servicing of raw land for expansion of industrial park. Have lots available for sale.</p> <p>3. Sell highway commercial lots to promote commercial development. Continually seek more land to develop in Highway Commercial.</p>	<p>1. Maintain an inventory of land for sale (Highway Commercial, downtown commercial, industrial, light industrial.</p> <p>2. Complete purchase and servicing of raw land for expansion of industrial park. Have lots available for sale.</p> <p>3. Sell highway commercial lots to promote commercial development. Continually seek more land to develop in Highway Commercial.</p>	<p>2. Complete purchase and servicing of raw land for expansion of industrial park. Have lots available for sale.</p> <p>3. Sell highway commercial lots to promote commercial development. Continually seek more land to develop in Highway Commercial.</p>
3	Tourism	<p>1. Expand capitalization of Ponoka Stamped tourists.</p> <p>2. Attract additional tourists with the Ponoka Ag-Events Centre.</p>	<p>Tourist attractions in Ponoka include: Ponoka Stamped, high quality golf courses, trail systems, and Fort Ostell Museum. In December, 2009 the Town completed construction of a new Visitor Information Centre, which will showcase all tourist events and attractions for the Town of Ponoka.</p>	<p>1. Support development and promotion of Ponoka Ag-Events Centre.</p> <p>2. Remain Active in tourist planning (i.e. continue with Central Alberta Tourism Initiatives).</p> <p>3. Identify and promote additional tourist events and attractions.</p> <p>4. Construction of Ag-Events Centre is planned to commence in spring of 2010.</p> <p>5. Visitor Information Center was completed in winter of 2009.</p>		

Summary: Social Pillar of Sustainability

Social Pillar	Theme Area	Description of Success	Current Reality	Actions		
				Immediate/Short-Term (0-2 yrs)	Medium-Term (2-5 yrs)	Long-Term (5+ yrs)
1	Community	Recreation, library, fire, police, education, social programs and health services are provided to meet the present and future needs of residents.	The town currently has many aging facilities that require upgrading or replacement. These include: the aquaplex, complex, recreation centre, library, firehall, police station, and Town Hall. Most of these buildings are not environmentally friendly.	<ol style="list-style-type: none"> 1. Work with RCMP to maintain strategies of an effective police force and a safe community (Emergency Services Committee). 2. Develop a plan and fund raising strategy to improve existing recreation complex according to the Recreation Needs Assessment Study. 3. Commit to follow an overarching plan regarding the upkeep and replacement of facilities infrastructure and in keeping with the Avf Friedman plan. 	<ol style="list-style-type: none"> 1. Carry out the plan and fund raising strategy to improve existing recreation complex according to the Recreation Needs Assessment Study. 2. Have an ongoing planning and fundraising strategy to continually pursue facility upgrades. 	<ol style="list-style-type: none"> 3. Planning and Development of new RCMP facility.

Summary: Cultural Pillar of Sustainability

Culture Pillar	Theme Area	Description of Success	Current Reality	Actions		
				Immediate/Short-Term (0-2 yrs)	Medium-Term (2-5 yrs)	Long-Term (5+ yrs)
1	Community Culture	The community provides for an for both a physical and social atmosphere of culture through community programs as well as enhanced recreation and cultural facilities.	The Town has a diverse and multi-cultural population. There are cultural initiatives such as: the Fort Ostell Museum, the Ponoka Jubilee Library, and local arts and theatre initiatives.	<ol style="list-style-type: none"> 1. Begin taking action on the recreational and culture complex improvements/upgrades; according to needs assessment study. 2. Expedite civic square development plan referenced in Avi Friedman plan. 3. Plan and Develop a multi-use cultural facility. 	<ol style="list-style-type: none"> 1. Continue further phases of improvement for the culture and recreational complex (multiplex) 2. Continue action on established civic square development plan. 	<ol style="list-style-type: none"> 1. Continue further phases of improvement for the culture and recreational complex (multiplex) 2. Continue action on the established civic square development plan.