



Town of Picture Butte Municipal Sustainability Plan

2016-2019





Preface:

The contents of this three-year Strategic Plan updated were created by the Town Council of the Town of Picture Butte in October 2015 for the betterment of the citizens of the town and with the future of their region in mind.

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1 Message from the Mayor and Council

Picture Butte's Town Council knows that continuing to create a sustainable future for a community of which we can all be proud is a daunting challenge, one that requires us to be thoughtful, thorough and focused.

Every year, Council puts considerable effort into planning for the town's future. This year, Council chose to look ahead three years, and to think in terms of how we can all work together to achieve Picture Butte's vision of *providing sustainable*

growth that results in a safe, vibrant and inclusive community while embracing our heritage. With this in mind, we have set a series of goals for Council to achieve and we have provided your town's administration with those goals as a road map of what we consider success to be for the Town of Picture Butte.

As you read through this plan, you will see that its goals and strategies, once accomplished, will help move us toward the future we imagine in our Vision statement.

We take the concept of sustainability seriously, so you will see that this plan is built on five 'pillars of sustainability'. Successfully and consistently moving towards sustainability requires work from all of the town's staff, from Council and from the citizens of Picture Butte.

We need your help in building on this plan. We will engage with you as we proceed and will report to you as we progress. We are confident that we are on track to make Picture Butte 'Picture Perfect'.

Thank you on behalf of the entire Council of the Town of Picture Butte.

Wendy Jones, Mayor
Town of Picture Butte



Picture Butte Council: Front Row – Councillor Teresa Feist, Mayor Wendy Jones, Deputy Mayor Cathy Moore. Back Row – Councillor Henry deKok, Councillor Joe Watson



2 Introduction and Executive Summary

2.1 Background

The Town of Picture Butte's Council and administration met on October 16th and 17th, 2015 to develop a series of goals and strategies to address Council's desire to create an updated Sustainability Plan for 2016-2019. The bulk of this plan comprises the expressed desire of the town's elected officials and provides citizens, business, administration and other stakeholders with an indication of the planned future of the town.

When planning the town's future, Council reviewed several existing documents as they designed the key goals are for the town. Some of these documents included:

- Picture Butte citizen survey, 2015
- *Town of Picture Butte Strategic Planning Session, 2011 (Draft)*
- *Picture Butte Municipal Sustainability Plan, 2009*
- 2014 and 2015 Budgets and Annual Reports
- 2016 Budget Planning
- Election 2013

2.2 Integrated Planning

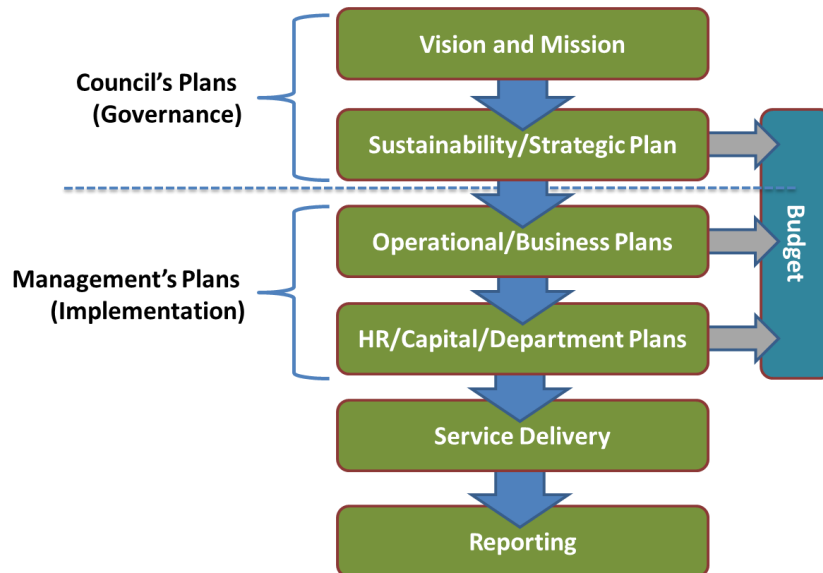
Town Council's governance role includes the mandate to provide strategic direction for the town. This strategic-level plan comprises that direction. It builds on the Municipal Sustainability Plan (MSP) and helps administration build its own operational plans.

Once Council has set the town's strategic direction, administration is able to build plans that carry out Council's direction.

In the image below, examples of administration's plans may include Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.



Municipal Governance and Management Plans



2.3 Vision and Mission

Council is looking towards the future of Picture Butte. When doing so, it is important that councillors agree on what the final destination looks like. With this in mind, Council first decides on the town's ideal future (Vision) and the general direction it will take to achieve that future (Mission). When reviewing the existing versions of the Vision and Mission, Council is in agreement that the sentiment of the statements that follow is accurate and current:

2.3.1 Vision

Providing sustainable growth that results in a safe, vibrant and inclusive community while embracing our heritage.

A community's vision provides a long-term picture of where or what the community wishes to be or become. The vision also indicates what makes Picture Butte unique.

The vision shown above was confirmed by Council in October 2015.

2.3.2 Mission

By serving Picture Butte, Town Council will continually strive to ensure a thriving and vibrant community that improves the lives of Town residents.

A town's Mission answers a question about what business the community is in. It lets readers know what Picture Butte does and who benefits. This mission was confirmed by Council.



2.4 Key Priorities

Section 5 of this plan outlines the full set of goals and strategies identified by Council. The following list contains the high priority strategies agreed to by Council. More detail on each priority strategy can be found in Section 5 of this plan.

The high priority strategies below are not ranked, but rather all of them carry the same weight. They are listed below in the Plan Reference order in which they appear in this Municipal Sustainability Plan.

Picture Butte High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	5.1.1 b	Maintain communication with Lethbridge County.
Governance	5.1.3 a	Offer non-monetary incentives that will retain and attract high quality staff.
Governance	5.1.4 b	Maintain high value for property taxes.
Social	5.3.2 a	Work with industry to create an environment that encourage the growth of rental housing units.
Social	5.3.4 a	Maintain a current fleet of emergency services vehicles.
Economy	5.4.1 a	Promote business expansion and attraction.
Economy	5.4.2 a	Promote the availability of non-residential land to potential purchasers.
Environment	5.5.2 a	Create an Infrastructure Master Plan.





3 Sustainability Pillars

3.1 Overview of Sustainability Based Planning

Good governance principles and Federal/Provincial/Municipal New Deal funding arrangements require strategic planning or Municipal Sustainability Planning to address the *Pillars of Community Sustainability* that are used and referenced throughout this plan.

Picture Butte has created its Municipal Sustainability Plan around five Pillars of Community Sustainability which are identified by both the AUMA and AAMDC. Those pillars include; Governance, Culture, Social, Economy, and Environment. An overview of what is included within each pillar follows below:

- **Governance:**

The municipal election processes, the municipality's capacity to manage resources and develop and implement sound public policy, and the mechanisms through which citizens and groups engage and interact with Council, the municipality's administration and each other.

- **Culture:**

Shared values and cultural and recreational activities that reflect the diverse traditions, customs, values, heritage, identity and history of Picture Butte.

- **Social:**

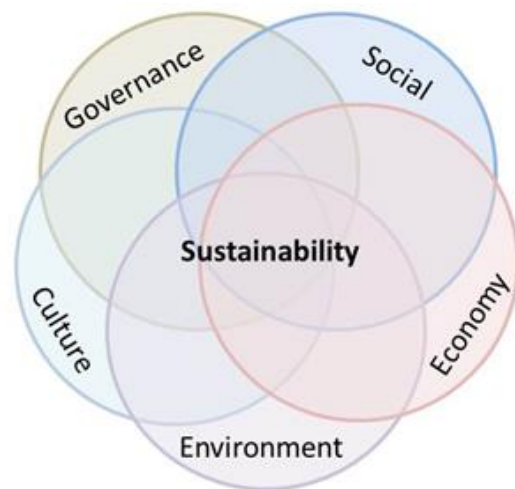
Health, well-being, safety and quality of life of individuals, families and the community.

- **Economy:**

Achieving economic vitality, growth and development that simultaneously improves quality of life and the environment. It includes employment and income levels and the health, quality and diversity of employers, businesses and non-profit organizations in the community.

- **Environment:**

Community environmental stewardship and the health, quality, diversity and abundance of local and global ecosystems, the state of the built environment and the services that support it.





3.2 Getting to Desired Outcomes

There are fundamentals that propel a community into the forefront of municipal best practices and achieving or attaining sustainability. It must know what it wants to become – its Vision. It must know what it is prepared to do to achieve the Vision – resource commitment. It must know the clients – target markets. And it needs to know how it will achieve the Vision – *strategic direction*.

Picture Butte’s strategic goals update the strategic planning completed in previous years, identifying relative strengths and weaknesses, addressing updated goals and strategies and providing short-term deliverables that can be used to measure progress on long-term goals contained in the Municipal Sustainability Plan.



3.3 Implementing Sustainability

Picture Butte’s Council and administration updated a number of issues and initiatives after reviewing previous strategic-level plans and priorities, along with the last strategic plan and other strategic documents. For 2016 and beyond, Council and administration discussed and advanced further direction about the long-term Vision of the town and how existing or revised strategies should be advocated to continue with the excitement of achieving long-term identified sustainable results.

Council is committed to providing and passing on a solid foundation of direction and policy for future Councils that will continue to build a sustainable community within the values and beliefs expressed by the citizens of Picture Butte. Such foresight can motivate current day planning to think about the impact of growing town population within 5-10 years.

Land use planning should consider what the town may look like and what types of facilities and services will be needed at a population of over 2,500, a number which is foreseeable within the typical long-term MSP planning horizon of 25 years and given the light industrial and agricultural growth in Picture Butte and its surrounding region. It is critical to think in these terms so that capacity and resources can be developed or updated in advance so that sustainability is maintained as the population grows.



3.4 Continual Review

The overall capacity of the town will need to be assessed and evaluated on a continuous planning cycle basis to address the goals, strategies and action steps that drive the financial, capital and operating plans, to think about future service delivery needs in terms of a 2,500 population benchmark and to begin to enact solutions to meet future needs. Some of the steps to continue with updating the strategies in the MSP and addressing service delivery capacity follow:

1. CAO planning meetings and management meetings will be used to review draft updates to the strategic goals to further assess the priorities, articulate the goals and to put action to the priority strategies.
2. Council will be then in a position to adopt the goals, post the update on the town's website, and communicate with residents and circulate as needed. Furthermore, the MSP continues to be the foundation for administration to bring forward proposals or projects to Council in order to achieve Council's long-term direction.
3. Administration will continue to fill in the blanks, to plan annual action steps and performance measures, to update the capital and operating financial forecasts and to conduct succession planning, human resource, capacity and service delivery needs assessments.
4. Administration will prepare draft bylaws and policies where applicable to address the initiatives identified on the priorities list.
5. Council will review draft bylaws and policies that come forward so that the corporate direction is kept up-to-date and reflects current and future operating practices.
6. CAO will provide Council with an update on progress towards achieving the goals and strategies on a quarterly or semi-annual basis throughout the year in conjunction with the town's operational or financial reviews.
7. CAO and administration orients each new Council after municipal elections (or by-elections) about the guidance and direction provided in this updated Sustainability Plan.
8. With public consultation and further Council and administration review, revise and update the MSP's priority strategies in the fall of 2016 in time to synchronize with budget preparation for 2017.

Moving forward, continue with ongoing reviews, assessments and strategic direction.



4 Priority Goals and Key Strategies

Picture Butte's 2016 MSP activities, and feedback that occurs using other channels, identified a significant number of current and prospective goals and strategies. Council has distilled that number down to the following list of key deliverables for 2016 and beyond, which if successfully completed, will indicate that the town is on track to meet its strategic objectives.

The goals shown below are broken down by pillar of sustainability. It is important to note that the strategies often have a secondary impact on one or more other pillars of sustainability. Once developed, each specific deliverable associated with these strategies will have a lead accountability department within the town, while other departments may assist in a supporting role. A more extensive list of secondary goals and strategies is located in subsequent sections of this plan.

4.1 Town of Picture Butte Sustainability Pillar Matrix

The table below represents the sustainability planning pillars connected to town actions. 'Primary (▲)' means the key pillar of responsibility for a particular goal and 'Affiliated (◆)' means there is a close relationship to one or more other pillars. Goals and strategies which are assigned to one particular pillar of sustainability are also typically linked to other pillars, and as such, work on these goals is interdependent strategically and, consequently, also linked administratively.

Sustainability Pillars:

- Gov.....Governance
- CulCulture
- Soc.....Social
- Ecn.....Economy
- Env.....Environment

Picture Butte Sustainability Pillar Matrix

#	Goals Primary [▲] Affiliated [◆]	Sustainability Pillar				
		Gov	Cul	Soc	Ecn	Env
1 - Governance						
1.1	Inter-Governmental Engagement	▲			◆	◆
1.2	Statutory Documentation	▲			◆	◆
1.3	Retaining Town Staff	▲		◆		
1.4	Financial Sustainability	▲		◆	◆	
2 – Culture						
2.1	Inclusive Community	◆	▲	◆	◆	◆
2.2	Celebrating History		▲	◆	◆	
2.3	Youth Engagement	◆	▲	◆		◆



#	Goals Primary [▲] Affiliated [◆]	Sustainability Pillar				
		Gov	Cul	Soc	Ecn	Env
3 - Social						
3.1	Community Group Engagement	◆	◆	▲		
3.2	Diversity of Services	◆	◆	▲	◆	
3.3	Communicating with Residents	◆	◆	▲		
3.4	Emergency Services	◆	◆	▲		
4 - Economy						
4.1	Business Development	◆	◆	◆	▲	
4.2	Non-Residential Land Supply	◆			▲	◆
5 - Environment						
5.1	Town Beautification	◆	◆	◆	◆	▲
5.2	Infrastructure Management	◆			◆	▲
5.3	Water Licensing	◆			◆	▲



4.2 Priority Ranking of Strategies

Each strategy in the tables in Section 5 below contains a colour coded prioritized ranking of relative town strategies for 2016 and beyond as determined by Council. This ranking is used by administration to determine the relatively high, moderate and low priorities for the year as it assigns resources to Council's key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the town works toward achieving its Vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The town's CAO will report progress on priority strategies to Council on a regular basis as outlined in the Communications Process of the MSP that follows.

Council's priority rankings for 2016 are defined and colour coded as:

High Priority - Work on this Strategy must be conducted in 2016 in order for the Goal to be achieved within the scope of this Strategic Plan.

Medium Priority - When resources become available after required resources are assigned to High priority Strategies, action will be taken on this Strategy in 2016.

Low Priority - Limited action is expected on this Strategy in 2016.



4.3 2016 Council's High Priorities

Within the full list of strategies that appear in Section 5 of the MSP, Council has created a subset of 'high' ranked strategies as determined in October 2015. The individual strategies in the table immediately below are listed in order of the sustainability pillar assigned to them by Council and are not ranked in order of importance. The items on this list are all considered to be important and timely.

It is expected that the high priority strategy list will change over time as some high priority items near completion and other priorities emerge.

Within the full listing of strategies in Section 5 below, other strategies are marked with a 'moderate' priority, meaning they will be worked as resources allow or deadlines near.

'Plan Reference' refers to the section in the 2015-19 Picture Butte Municipal Sustainability Plan in which the priority strategies can be found.

Picture Butte High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	5.1.1 b	Maintain communication with Lethbridge County.
Governance	5.1.3 a	Offer non-monetary incentives that will retain and attract high quality staff.
Governance	5.1.4 b	Maintain high value for property taxes.
Social	5.3.2 a	Work with industry to create an environment that encourage the growth of rental housing units.
Social	5.3.4 a	Maintain a current fleet of emergency services vehicles.
Economy	5.4.1 a	Promote business expansion and attraction.
Economy	5.4.2 a	Promote the availability of non-residential land to potential purchasers.
Environment	5.5.2 a	Create an Infrastructure Master Plan.



5 Picture Butte Goals, Strategies and Performance Measures

The following pages contain the full list of goals as identified by town Council. Within each goal, are a series of strategies that contribute to achieving that goal. Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the moderate priority strategies. In some cases, low priority strategies must be achieved first.

Either Council or a town department is identified as the 'Lead Role' for particular Performance Measures associated with each goal below. Individuals' names are not used since incumbents in those roles may change over time.

5.1 Sustainability Pillar: Governance

5.1.1 Inter-Governmental Engagement

Goal: Continue to build relationships with other orders of government			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Increase the Town’s communication and interaction with other orders of government.	a) Invite the Town’s MLA to meet with Council at least once a year. b) Invite the Town’s MP to meet with Council at least once a year.	
b)	Maintain communication with Lethbridge County.	a) Host a council-to-council meeting twice a year to discuss topics of mutual interest.	
c)	Build closer relationships with local school boards.	a) Meet formally with school boards at least once a year to discuss primary and secondary education issues in Town.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Town Council meets with the region’s MLA at least once a year.	Annual	Mayor
a)	The Town’s MP meets with Council at least once a year.	Annual	Mayor
b)	Town Council and County Council meet at least once a year.	Annual	Mayor
c)	Town Council meets with both school boards at least once a year.	Annual	Mayor
High Priority		Moderate Priority	Low Priority



5.1.2 Statutory Documentation

Goal: To update the Town’s statutory documentation and keep it current			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Conduct strategic planning regularly.	a) The Town’s Municipal Sustainability Plan is reviewed and updated annually.	
b)	Review all town bylaws on a regular basis.	a) All bylaws are provided to members of Council near the start of their term. b) A schedule for bylaw review and update is provided to Council. c) All bylaws are considered current; reviewing problematic bylaws first.	
c)	Review all Town governance policies over the term of each Council.	a) All policies are provided to members of Council near the start of their term. b) A schedule for policy review is provided to Council. c) All policies are current and reviewed over the course of a Council term.	
d)	Review all other Town governance plans (infrastructure, environment)	a) Council reviews and updates governance plans based on an approved schedule.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	MSP Review takes place	2016 Q3	CAO
b)	Council members receive a full set of bylaws.	2017 Q3	CAO
b)	Council considers a bylaw review and update schedule.	2016 Q1	CAO
b)	All Town bylaws have been reviewed by Council at least once.	2018 Q3	CAO
c)	Council members receive a full set of policies.	2017 Q3	Dir. Finance
c)	Council considers a policy review and update schedule.	2016 Q1	Dir. Finance
c)	Council has reviewed and updated all governance policies.	2018 Q3	Dir. Finance
d)	Other Town plans are reviewed by Council as necessary.	2018 Q3	CAO
High Priority		Moderate Priority	Low Priority



5.1.3 Retaining Town Staff

Goal: To keep qualified staff (retain and recruit)			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Offer non-monetary incentives that will retain and attract high quality staff.	a) Town position descriptions are kept current. b) Town compensation (wage, salary and benefits) is measured against market comparators at least once every five years.	
b)	Accept that Picture Butte is a stepping stone municipality for staff, and build compensation packages with that in mind.	a) Maintain compensation at approximately the mean of surveyed municipalities.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	All Town position descriptions are current.	2016 Q4	Dir. Finance
a)	Compensation survey (wage, salary and benefit) is completed and results are provided to Council.	2017 Q2	Dir. Finance
b)	Town compensation is comparable to the mean of the surveyed municipalities.	2017 Q3	Dir. Finance
High Priority	Moderate Priority	Low Priority	



5.1.4 Financial Sustainability

Goal: To become financially sustainable			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Manage and grow Town reserves prudently.	a) A reserves policy, including identifying optimal balances, is implemented.	
b)	Maintain high value for property taxes.	a) Property taxes are as low as possible while still allowing the Town to provide needed services.	
c)	Maintain ratio of taxes at approximately 70% residential and 30% non-residential	a) A minimum tax that encourages development is considered by Council. b) Fee schedules for Town services and facilities are current and competitive. c) Tax recovery is implemented as needed.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a reserves policy, including the identification of optimal balances.	2016 Q4	CAO
b)	Citizens agree that they get good to very good value for property taxes as determined by survey.	2016 Q4	CAO and Dir. Finance
c)	Council considers a minimum tax.	2016 Q2	CAO
c)	Town fee schedules are reviewed annually by Council and revised as needed.	2016 Q3	Dir. Finance
High Priority		Moderate Priority	Low Priority



5.2 Sustainability Pillar: Culture

5.2.1 Inclusive Community

Goal: To grow an inclusive community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Increase the number and variety of volunteers contributing to Town life.	a)	Promote local service clubs' contributions to the Town.
b)	Create and host more community events in partnership with community groups	a)	Elected officials host four community consultation events per year either as individuals or as a group.
c)	Continue to enhance and sustain Town recreational facilities	a)	Town recreational facilities meet resident needs.
d)	Work in a closer partnership with the Prairie Tractor and Engine Museum	a)	Increase the number visitors to Town and the museum.
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	When asked by elected officials, service clubs are satisfied that the Town is supporting their contributions to Town life.	2017 Q1	Council
b)	Four community events hosted by the town.	2016 Q4	Council
c)	Resident survey indicates satisfaction with recreational facilities.	2016 Q3	Dir. Operations
d)	The museum is satisfied that the Town is supportive of its continued operation and growth.	2017 Q1	Dir. Finance
High Priority		Moderate Priority	Low Priority



5.2.2 Celebrate History

Goal: To promote and celebrate the history of Picture Butte			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Work with Prairie Tractor Engine Museum, Library and Art Gallery to highlight regional history.	a)	Archives and historical artifacts are displayed in accessible locations for the public to enjoy.
b)	Promote signage that highlights historical facilities and events in the community.	a)	Historical signage illustrates significant people, places and events in Picture Butte's history.
c)	Update the plaques of previous Councils in the Town Office.	a)	All previous Town Councils are recognized in the Town Office.
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Two historical displays are hosted in Town each year. <i>Note: this measure is not entirely within the Town's control.</i>	2016 Q3	Dir. Operations
b)	Council plans for design, erection and promotion of historical signage.	2017 Q1	Dir. Operations
c)	All previous Councils are recognized with plaques in the Town Office, and the lighting of that recognition attracts visitors.	2016 Q4	Dir. Operations
High Priority		Moderate Priority	Low Priority



5.2.3 Youth Engagement

Goal: To engage youth in the community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Maintain lines of communication with young people.	a) Town Youth Committee is established b) The Town sponsors a survey among high school aged youth to determine what they desire and require from their Town.	
b)	Keep Town young people in the community once their secondary schooling is complete.	a) Town Council develops and maintains a closer relationship with all the school Student Councils.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Youth Committee reports to Council about young people’s needs and desires.	2017 Q2	Council
a)	First student survey is completed	2017 Q4	CAO
b)	Representative(s) of Council meet with secondary school Student Councils.	2017 Q3	Council
High Priority		Moderate Priority	Low Priority



5.3 Sustainability Pillar: Social

5.3.1 Community Group Engagement

Goal: Improve engagement between the Town and community groups			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Improve integration of different religion denominations within our community.	a) Clergy and lay leaders from all denominations represented in Town are consulted to determine how the Town can best respond to their needs.	
b)	Create better awareness and interaction amongst service groups and between them and the Town.	a) Service organizations grow and continue to add value and vibrancy to the community.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council sponsors a function that engages clergy and lay leaders.	Annually	Council
b)	Roundtable panel discussion with representation from each service organization is held, with the goal of improving interaction between the groups and with the Town.	Annually	Council
High Priority		Moderate Priority	Low Priority



5.3.2 Diversity of Housing

Goal: Provide an environment that encourages a continuum of housing that meets the needs of Town residents			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Work with industry to create an environment that encourage the growth of rental housing units.	a) Understand of what the Town can do to create an environment that encourages rental accommodation unit growth. b) The number of rental accommodation units grows.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Meet with developers to determine what they require to build more rental accommodation.	2017 Q3	CAO
a)	Complete a needs assessment to determine housing demand for the near future (five years).	2016 Q3	Dir. Operations
a)	Council considers a policy that has the goal of attracting developers to build more units of suitable rental housing.	2019 Q1	Council
High Priority		Moderate Priority	Low Priority



5.3.3 Communicating with Residents

Goal: Improve communication between council and residents.			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Engage in two-way communication with Town residents to understand their needs and desires.	a) A newsletter to inform the public of Council activities and initiatives is created and distributed. b) An annual or bi-annual community survey is administered. c) A voluntary email contact list is used to notify residents of upcoming events.	
b)	Host a series of Community Cafes that involve members of Council and the public.	a) Council hears from citizens in enough time to affect the development or update of the Municipal Sustainability Plan, Town budgets, and annual mill rates.	
c)	Endeavour to match resident recreational needs with facilities that meet those needs.	a) A clear understanding of resident and stakeholder expectations for recreational opportunities is achieved. b) Residents provide buy-in on potential future recreational and cultural opportunities.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Resources to produce the newsletter are identified and the first issue of Town newsletter is distributed.	2016 Q2	Dir. Finance
a)	Annual resident survey is improved, conducted and results are reported to Council.	2016 Q3	CAO
a)	Town information is distributed directly to residents via a voluntary email contact list that adheres to privacy legislation.	2016 Q3	Dir. Finance
b)	Three community cafes are held and then evaluated by Council to determine effectiveness.	2017 Q1	Council
c)	At least 200 residents provide input into the Recreation/Culture Master Plan.	2017 Q2	Dir. Operations
c)	At least 70 stakeholders from recreational groups include their thoughts in the Master Plan	2017 Q2	Dir. Operations
High Priority Moderate Priority Low Priority			



5.3.4 Emergency Services

Goal: To create a better relationship with all local Emergency Services			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Maintain a current fleet of emergency services vehicles.	a) Replace the Town’s fire truck b) Establish an emergency services capital equipment replacement strategy	
b)	Explore an open house with the RCMP for residents to learn about force’s roles and responsibilities.	a) Residents understand the role of the RCMP within Town limits. b) Residents are more aware of policing coverage within the Town.	
c)	Develop a closer understanding of needs for the Town and for the RCMP.	a) Lobby the RCMP at AUMA and meet with K Division	
d)	Consider revising the Town’s peace officer model to provide more service to residents.	a) An appropriate level of bylaw enforcement is in place within the Town.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	The Town is able to procure a replacement fire truck.	2019 Q3	CAO and Dir. Operations
a)	Council considers an Emergency Services Capital Equipment Replacement Strategy.	2016 Q3	Council
b)	Possibility of approaching the RCMP about an open house is explored by Council	2016 Q3	Council/CAO
b)	Citizen survey to measure the level of satisfaction with policing in Town.	2017 Q3	CAO
c)	Representatives of the Town meet with K Division representatives.	2016 Q3	Mayor
d)	Council is satisfied that an appropriate level of bylaw enforcement is in place.	2016 Q4	Council
High Priority		Moderate Priority	Low Priority



5.4 Sustainability Pillar: Economy

5.4.1 Business Development

Goal: To foster business development in the community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Promote business expansion and attraction.	a) Council adopts a business development strategy. b) Key business leaders are engaged to assist the Town in identifying business development opportunities.	
b)	Work with the Chamber of Commerce to promote a healthy business environment.	a) A marketing campaign co-sponsored by the Town and Chamber promotes expansion of existing businesses and attraction of new businesses. b) The Chamber is aware of Council activities that affect them. c) Distribute Council agendas and meeting minutes to local businesses.	
c)	Provide an environment that encourages residents to remain in Town.	a) A new marketing campaign promotes a ‘small town lifestyle while maintaining close proximity to Lethbridge and affordable living’.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a business development strategy.	2016 Q3	Council
a)	Council representative(s) hold three meetings a year with key business leaders.	2016 Q4	Council
b)	Chamber membership Increases. <i>Note: this measure is not within the Town’s control, however it is indicative of the Town’s desire for business growth.</i>	2017 Q1	Council
b)	Council members report regularly at Chamber meetings.	2016 Q3	Council
b)	Council documents are provided to businesses on a regular basis.	2016 Q3	CAO
c)	Town population grows over the next five years.	2019 Q4	Council
High Priority		Moderate Priority	Low Priority



5.4.2 Non-Residential Land Supply

Goal: To develop a supply of serviced commercial and industrial land			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Promote the availability of non-residential land to potential purchasers.	a) More non-residential land is purchased and developed by business.	
b)	Explore existing opportunities to purchase land.	a) Based on identified needs, the Town considers whether to purchase land for non-residential development.	
c)	Work with Lethbridge County to identify projects that could be attracted or developed cooperatively.	a) The Town and County explore mutually beneficial opportunities to develop non-residential land in the Picture Butte area.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	The inventory of serviced non-residential land available for purchase increases.	Long-term objective	CAO
b)	Council decides whether to purchase non-residential land and whether to service it based on identified needs.	2017 Q1	Council
c)	Memorandum of Understanding (or equivalent) is reached with Lethbridge County.	2017 Q3	CAO
c)	Intermunicipal Development Plan (IMDP) between the Town and the Lethbridge County is in place.	2017 Q2	CAO
High Priority Moderate Priority Low Priority			



5.5 Sustainability Pillar: Environment

5.5.1 Town Beautification

Goal: To make the Town more aesthetically pleasing			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Lead by example in keeping the Town beautiful.	a) Public greenspaces and town facilities are well kept aesthetically. b) The Town participates in the Communities in Bloom program.	
b)	Develop and erect consistent and appealing Town signage.	a) Residents notice useful wayfinding signage.	
c)	Increase bylaw enforcement of unsightly premises.	a) Bylaws such as weed control are enforced more closely.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Resident survey shows that public spaces are well kept.	2016 Q3	CAO
a)	The Town recruits a Communities in Bloom committee.	2016 Q4	Dir. Operations
b)	Resident survey shows that Town signage is attractive and useful.	2016 Q3	CAO
c)	Fewer complaints about unsightly premises are received by the Town.	2016 Q4	Bylaw Officer
High Priority		Moderate Priority	Low Priority



5.5.2 Infrastructure Management

Goal: Maintain a sustainable healthy environment through the use of appropriate infrastructure			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Create an Infrastructure Master Plan.	a) An Infrastructure Master Plan is approved by Council. b) The Town maintains safe waste water treatment that adheres to provincial standards. c) Road and sidewalk upgrades are scheduled and funded.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers an Infrastructure Master Plan.	2016 Q2	Dir. Operations
a)	Water and waste water management meets all provincial guidelines and regulations.	2017 Q2	Dir. Operations
a)	Infrastructure upgrade schedule within the Capital Replacement Plan is approved by Council.	2016 Q4	Council
High Priority	Moderate Priority	Low Priority	



5.5.3 Water Licensing

Goal: Gain new approval for an Alberta water/wastewater license			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Review the Town’s provincial water/wastewater license.	a) Funding sources are identified. b) The Town completes all requirements to attain a renewed license.	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Adequate funding to provide an ongoing sustainable water and wastewater system is secured.	2017 Q2	CAO
a)	The Town receives an updated water/wastewater license from the Province of Alberta. <i>Note: this measure is not entirely within the Town’s control.</i>	2017 Q4	Dir. Operations
High Priority		Moderate Priority	Low Priority





6 Communications Process

Picture Butte's Council and town administration will collaborate with community organizations, citizens and regional stakeholders to distribute and gain feedback about future plans. Thereafter Council will consider, and potentially adopt, the MSP.

The steps below are directed by the CAO or a designate to refine the Sustainability Plan during its rollout and to communicate the plan's objectives throughout its life:

1. Facilitator provides draft MSP copies to Council and the CAO for an initial review. Facilitator makes editorial changes from feedback.
2. Picture Butte Council accepts the MSP in principle for circulation and feedback from the public.
3. Provide MSP summaries to the public in accordance with town communications protocols.
4. After public feedback is received, department heads and facilitator recommend any changes.
5. Council reviews the final MSP for approval.
6. CAO provides quarterly or semi-annual reports to Council about the progress in meeting goals.
7. CAO and department heads include excerpts of the MSP in future operational and project reporting to town Council to provide the context of recommendations to the MSP.
8. Communicate the MSP to regional partners to identify areas of potential further collaboration.
9. Communicate excerpts of the MSP, where applicable, in government correspondence and reports to connect the plan's strategies to government policy.
10. Communicate excerpts of the MSP to stakeholders, where applicable, to connect plan strategies to stakeholder interests.



7 Glossary of Acronyms

These acronyms appear in locations through this plan:

AAMDC.....	Alberta Association of Municipal Districts and Counties
AUMA.....	Alberta Urban Municipalities Association
CAO	Chief Administrative Officer
LUB.....	Land Use Bylaw
MDP	Municipal Development Plan
MGA	Municipal Government Act (Alberta)
MLA.....	Member of Legislative Assembly (Alberta)
MP.....	Member of Parliament (Canada)
MSI	Municipal Sustainability Initiative
MSP	Municipal Sustainability Plan
RFD	Request for Decision



Appendix 1 - Environmental Overview

The Town of Picture Butte operates within an environment that includes governance, cultural, social, economic, infrastructure, and environmental factors that affect all orders of government and the citizens of the town. It is with these factors in mind that civic leadership plan for the future of the community.

Issues within the wider environment identified by Picture Butte's Town Council include what appears below.

National and International Issues that Affect Picture Butte

- The upcoming federal election offers opportunity if the change in government frees up money for infrastructure.
- Point of Original labelling is a big issue.
- Storm run-off caused by more significant rain events in recent years is a huge issue.
- Federal immigration policy could affect the population locally, particularly if the federal government opens the doors to immigrants' extended families.
- People are moving from farms to Lethbridge. The aging population in town are somewhat segregated by some retirement homes only admitting people from the relevant denominations.
- Opportunity comes from immigrants from Mexico, Ireland, and England who want to join the community. Picture Butte should concentrate on developing the relationships with the people who want to be part of the community.

Provincial Issues that Affect Picture Butte

- A relationship with the new Wildrose Party opposition MLA has not developed. Attempts have been made to include him in council discussions, yet he has chosen not to accept any invitations.
- The Municipal Government Act update will likely have changes that affect Picture Butte.
- Grants from the province have dried up.
- Commodity prices have been affected for locally produced items like beef, cereal grain, sugar beets, dairy, and sheep.
- Municipal funding for education, seniors is likely to remain under the new government because they are interested in a social agenda.
- The Trans-Pacific Partnership (TPP) trade agreement will have an effect if it is enacted because several goods included in that agreement are produced locally.
- Government perspective changes are likely changing environmental policies.
- Price of oil is a concern for two reasons. First, there are oilfield service jobs locally that are on the line, and secondly, because the province is reliant on royalties, a downturn in the industry affects money available for municipal grants.



Local and Regional Issues that Affect Picture Butte

- Provincial government may have a huge impact, but it is not yet known.
- Community fracturing: cultural issue of children from different groups often not playing or schooling together.
- Demographics change of community and culture, religion and age within the community.
- Cultural inclusion may require a change in viewpoint so that rather than the town asking the cultural groups to join us, we should join them.
- Lower enrolment for the public and separate schools, but private schools may have an impact on that in the future. Demographics are changing and the private schools are growing. The cultural segregation with home-schooling prevents integration into the town as a whole.
- Fire Department is coordinated with Lethbridge County
- Demographics of Picture Butte residents
- Relationship with Lethbridge County is strained. The regional use of the town recreation facilities by County residents is an issue since the grant that used to be provided by the County to pay for a portion of facility expenses ended. Picture Butte is not compensated fairly for the use of its facilities.
- Agriculture: beef, pork, industry...if an issue like BSE occurs, the owners don't suffer nearly as much as the residents.
- There may be increases in costs to cover new government environmental regulations.
- Waste management future is a concern. Lethbridge County has indicated they may be approximately doubling the rates for waste management. If the Lethbridge landfill is not expanded, Picture Butte does not have a plan for the future of its waste.
- Highway 25 east of Picture Butte is the 'highway to nowhere'.



Appendix 2 - SWOT 2015

Strengths and Opportunities

Picture Butte has identified where it fits within its local and regional market. This identification has shown that the town has several existing strengths and potential future opportunities. When considering how it plans for the future, Picture Butte is able to leverage these strengths and opportunities.

The lists on the next few pages were developed by Council and administration during conversations that occurred as part of the MSP creation workshop.

<i>MSP Pillar</i>	<i>Strengths (Internal)</i>	<i>Opportunities (External)</i>
Governance	<ul style="list-style-type: none"> ▪ Council works together well and generally shares similar intentions ▪ All council members are passionate and care about the community. ▪ Council has a good relationship with regional neighbours and citizens. ▪ The monthly meeting with Southern Alberta Mayors and Reeves is a positive relationship and is a group that can speak about similar issues. 	<ul style="list-style-type: none"> ▪ The policies can be systematically reviewed and updated. ▪ More work could be done with the county to create a relationship that is helpful rather than challenging. ▪ Perform informal communication meet and greet to consult with the Picture Butte residents. ▪ Collaborate with other towns to come up with ideas where resources could be shared even if those resources are just ideas.
Culture	<ul style="list-style-type: none"> ▪ Diverse cultural groups ▪ Good recreation facilities ▪ Good public library ▪ Good schools in both public and separate districts ▪ Numerous churches and service clubs and many support our community as a whole 	<ul style="list-style-type: none"> ▪ More community events ▪ Expand and improve events that recognize and embrace Picture Butte's cultural heritage
Social	<ul style="list-style-type: none"> ▪ Very passionate community ▪ It is an accessible community. ▪ Council and administration are responsive to the citizens. ▪ The education system is very good. ▪ Medical services (e.g. labs, doctors and dentists) are present in town. 	<ul style="list-style-type: none"> ▪ Newsletters to residents ▪ Improved interaction with the schools and school boards. ▪ FCSS program ▪ Extend welcome to schools to present to council on what is going on in the school



MSP Pillar	Strengths (Internal)	Opportunities (External)
Economy	<ul style="list-style-type: none"> ▪ Strong mixed agriculture ▪ Diversified agricultural economy for a small town – within reason. ▪ Educated workforce ▪ Climate ▪ No business tax ▪ Good value for property tax ▪ Chamber of Commerce is present. 	<ul style="list-style-type: none"> ▪ Partnership with current tourist attractions ▪ Improve support for the Chamber of Commerce
Environment	<ul style="list-style-type: none"> ▪ Council has a desire to learn and explore environmental master planning ▪ Access to ORSC (Old Man Regional Service Commission). ▪ Natural Waterfowl habitat and tourism opportunities ▪ Existing recycling program. 	<ul style="list-style-type: none"> ▪ Enhancing the recycling program ▪ Greenhouse partnership ▪ Add more age 55+ housing ▪ Add more multi-residential housing ▪ Maintaining greenspaces and trees. ▪ Creation of more greenspaces ▪ Expansion of trail network and walking trails



Weaknesses and Threats

While Picture Butte is in a strong position to grow, develop and mature further in coming years, there are obstacles to that progress. Town Council has identified these current internal weaknesses and external potential threats that could work against the town carrying out its planning. Picture Butte's Municipal sustainability Plan (MSP) takes into account how the town can manage these weaknesses and threats.

<i>MSP Pillar</i>	<i>Weaknesses (Internal)</i>	<i>Threats (External)</i>
Governance	<ul style="list-style-type: none"> Statutory Documents need to be reviewed. New councillors are often not aware of a lot of the bylaws and regulations. The council wants to stop being reactive and become proactive. The lack of relationship with the MLA is a problem. Citizens with concerns don't know how to bring them to Council. How can citizen engagement be improved? Restarting council or administration every time a person moves on, prevents a lot of progress because the position is re-filled and started from square one with training. 	<ul style="list-style-type: none"> Staff retention. Picture Butte is often seen as a career starting point, so people tend not to stay. Miscommunication through the media.
Culture	<ul style="list-style-type: none"> Limited mixing of cultural groups with each other. Lack of awareness of available facilities. Aging population that are traditionally engaged in community service and volunteerism Some cultural groups school their own children, so there is limited cultural mixing. 	<ul style="list-style-type: none"> Being able to sustain our existing cultural facilities Volunteer base is shrinking Volunteer burnout As population ages, their interests change and they may not be interested in the types of activities designed for the facilities we have. Service club membership is shrinking.



<i>MSP Pillar</i>	<i>Weaknesses (Internal)</i>	<i>Threats (External)</i>
Social	<ul style="list-style-type: none"> ▪ Lack of interaction with religious groups ▪ Forms of communication not connecting ▪ Low income, minimum wage workers ▪ High disparity between minimum wage earners and those at the top of the income scale in town. 	<ul style="list-style-type: none"> ▪ Rumors and misconceptions from the public about 'small town' issues.
Economy	<ul style="list-style-type: none"> ▪ Lack of available and serviced commercial and industrial land 	<ul style="list-style-type: none"> ▪ Lack of manufacturing sector ▪ Provincial funding for infrastructure and economic development programs.
Environment	<ul style="list-style-type: none"> ▪ Aging urban infrastructure, particularly in older parts of town. ▪ Beautification of the downtown core isn't good ▪ Shortage of multi-residential housing ▪ Odor and contamination from feedlots 	<ul style="list-style-type: none"> ▪ New waste water regulations ▪ Cost of waste management ▪ BSE, bird flu, swine flu, and other agricultural threats that are beyond the town control ▪ Integrity of reservoir and dam structure





Appendix 3 – Municipal Sustainability Plan Creation Credits

The following individuals participated in the initial creation of this MSP. Their contributions are significant and vital.

Members of Town Council

- Mayor Wendy Jones
- Councillor Cathy Moore, Deputy Mayor
- Councillor Joe Watson
- Councillor Teresa Feist
- Councillor Henry de Kok

Members of Town Administration

- CAO, Larry Davidson
- Director of Operations, Keith Davis
- Director of Finance, Patrick Lyster

Professional assistance in working with Council and administration's expertise was provided by:

External Advisors

- Ian McCormack, Strategic Steps Inc.
- Anne-Marie Pedersen, Strategic Steps Inc.

