



TOWN OF PICTURE BUTTE

Strategic Plan

2022–2026



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DIALOGUE

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Summary

In January of 2022, the Town Council and senior staff of the Town of Picture Butte participated in a two-day workshop to develop a new strategic plan. The results yielded a new vision and mission statement, five-year goals and a collection of strategies.

Process

The Town of Picture Butte chose to use a participatory process so we could share insights, debate ideas, and create a consensus around the strategic plan. Specific objectives of the process included:

- Examining recent happenings and accomplishments;
- Creating a new vision statement for the Town;
- Creating a new mission statement for the Town;
- Developing a five-year vision for the Town of Picture Butte;
- Exploring the barriers to realizing the vision and;
- Developing strategies for moving towards our vision.

The process built alignment among our group, created more clarity about the mutual priorities, and helped us create a path forward for the Town of Picture Butte.

Our Vision

Picture Butte is the Community of Choice to work, live and play in Lethbridge County.

Our Mission

Picture Butte is a thriving community dedicated to serving our people through fiscal responsibility and transparency.

Goals

We created a multi-dimensional description of our future to help define what “Community of Choice” means. The Town of Picture Butte will see the following in place in five years.

Improved quality of life: Our residents enjoy more trees, walking trails and great multi-use public spaces.

Beneficial, sustainable growth: Our community sees more residential and business growth.

Continually improved governance: The Town of Picture Butte is a strong organization that supports its employees, leaving a strong legacy for the future.

Community pride: We are proud of our community and the improvements we have made in our public infrastructure.

Better stewardship of the environment: Our care for the Town’s environment has improved because of better waste management and wastewater management systems.



Outcomes and Strategies

Strategies answer the question “How can we achieve our vision?” and form strategic directions that reveal the path forward.

Not every strategy is bold and new. We apply strategies to our obstacles to help focus on the patterns that no longer work for our organization.

Together, we can move towards our vision for the Town of Picture Butte.

GOAL 1: IMPROVED QUALITY OF LIFE

Outcome: Living in Picture Butte brings a high level of satisfaction to our residents.

We will accomplish an improved quality of life by:

- Planting more trees
- Developing more walking paths
- Enhancing our multi-use public spaces and infrastructure
- Enhancing our roadways

GOAL 2: BENEFICIAL, SUSTAINABLE GROWTH

Outcome: Our community sees more residential and business growth.

We will accomplish beneficial, sustainable growth by strategically:

- Encouraging a positive business environment through collaborating with our business community, including the chamber of commerce and community futures
- Examining regulations to reduce red tape to create favorable conditions for a prosperous business community
- Continuing to promote residential developments.

GOAL 3: CONTINUALLY IMPROVED GOVERNANCE

Outcome: The Town of Picture Butte of Alberta is a strong organization that has happy, productive, long tenured employees who leave a strong legacy for the future.

We will accomplish continually improved governance by:

- Creatively (and legally) stretching our dollars through developing an asset management plan, building maintenance programs and securing resources to make grant applications

- Investing in our staff by making staff growth and improved working conditions a bigger priority in our financial planning.
- Promoting a positive work environment by making investments in our staff and improved working conditions a bigger priority in our financial planning.

GOAL 4: INCREASED COMMUNITY PRIDE

Outcome: We are proud of our community and the improvements we have made in our public infrastructure.

We will accomplish an increase in community pride by:

- Building relationships and collaborating with community groups to ensure the Community has the resources it needs
- Improving public participation by expanding the ways in which the Town of Picture Butte communicates with our Community that creates better feedback loops and may include language translations.
- Inviting others to work with us by seeking more regional collaboration, and increasing dialogue with the Government of Alberta to achieve more sustainable funding.

GOAL 5: BETTER STEWARDSHIP OF THE ENVIRONMENT

Outcome: Our care for the Town’s environment has improved because of better waste management and wastewater treatment systems.

We will accomplish better stewardship of the environment by:

- Creatively (and legally) stretching our dollars to improving our waste management and wastewater treatment systems.
- Inviting others to work with us to help us improve our waste management and wastewater treatment systems.



Appendix 1: Strategy Map

GOAL	Improved Quality of Life	Sustainable Growth	Continually Improved Governance	Increased Community Pride	Better Stewardship of the Environment
OUTCOME	Living in Picture Butte brings a high level of satisfaction to our residents.	Our community sees more residential and business growth.	A strong, productive, organization.	We are proud of our Community and its improvements.	Care for our environment has improved.
WE WILL ACCOMPLISH OUR GOALS BY	<ul style="list-style-type: none"> Planting more trees Developing more walking paths Enhancing multi-use public spaces & infrastructure Enhance our roadways 	<ul style="list-style-type: none"> Encouraging a positive business environment Examining regulations to reduce red tape Continuing to promote residential development 	<ul style="list-style-type: none"> Developing asset management plan, building maintenance programs Securing resources for grant applications Investing in staff and improved working conditions Promoting positive work environment 	<ul style="list-style-type: none"> Building relationships, collaborating with community groups Improving public participation Inviting others to work with us 	<ul style="list-style-type: none"> Improving our waste management and wastewater treatment Systems Inviting others to work with us

Appendix 2: Goal, Outcome, Strategy

Vision	Outcome	Supporting Strategy
Improved quality of life	Living in Picture Butte brings a high level of satisfaction to our residents.	<ul style="list-style-type: none"> Planting more trees & developing more walking paths Enhancing our multi-use public spaces and infrastructure. Enhancing our roadways
Beneficial sustainable growth	Our community sees more residential and business growth.	<ul style="list-style-type: none"> Encouraging positive business environment Examining regulations to reduce red tape to create favorable conditions Continuing to develop residential developments
Continually improved governance	A strong organization that has happy, productive, long tenured employees who leave a strong legacy for the future.	<ul style="list-style-type: none"> Developing asset management and building maintenance programs Securing resources for grant applications Investing in our staff Promoting a positive work environment
Community pride	We are proud of our community and the improvements we have made in our public infrastructure.	<ul style="list-style-type: none"> Building relationships and collaborating with Community groups Improving public participation by expanding the ways in which the Town of Picture Butte communicates with our Community Inviting others into the sandbox to work together
Better stewardship of the environment	Our care for the Town's environment has improved because of better waste management and wastewater treatment systems.	<ul style="list-style-type: none"> Creatively (and Legally) stretching our dollars to improve waste management and wastewater treatment systems Inviting others into the sandbox to work with us to help improve our waste systems

Appendix 3: What is blocking us from moving toward our vision?

Obstacles create pain or paralysis and reflect previous strategies, decisions, and structures. Exploring our blocks helped the group find a doorway for change.

We need to overcome the following critical challenges to fulfill our vision.

Unpredictable funding confuses five-year planning timeframes, leading to unmet community expectations. Downloading costs and historically limited financial planning affect our ability to serve our residents.

Continuously onboarding staff has prevented continuity and keeps us from making progress. We suffer from a limited hiring pool, high management turnover and limited time for focusing on motivation and retention.

Regulatory changes force us to redirect resources away from our vision (priorities).

Low tax preference & small tax base is in tension with an escalating operating cost of amenities. Residents want us to keep taxes low, and capital for improvements isn't available.

Community service volunteer gap weakens community connection & leads to loss of incremental resources. Levels of volunteer support are diminishing because our population is aging and less engaged.

Slow return on investment dampens investor enthusiasm preventing beneficial, sustainable growth. It is difficult to attract investors because of the slower rate of return and limited space and properties.