



Town of Pilot Butte

Saskatchewan, Canada

COMMUNITY STRATEGIC PLAN

“Vibrant, Inclusive, Sustainable, Fiscally Responsible”



July 17, 2017

Submitted to:

The Town of Pilot Butte
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Instrumental to the development of this plan were the many community members and community groups that participated in the Project's engagement activities, including the Visioning Workshop, Tea & Talks, interviews, and completing the survey.

The Strategic Plan Committee has also supported the Plan's development and provided invaluable insight and direction at key points throughout the process. The Committee's energy and commitment demonstrated throughout the process ensured the implementation of the plan in a timely and cost-effective manner. Membership of the Town's Strategic Plan Committee is as follows:

- **Peggy Chorney**, Mayor
- **Teresa Blommaert**, Councillor
- **Lydia Riopka**, Councillor
- **Brandi Morissette**, Town Manager
- **Karen Byrd**, Finance Officer & Assistant Administrator
- **Chaun McCurdy**, Director of Water Works
- **Brian Chmarney**, Director of Parks and Recreation

1.0 Introduction

The Town of Pilot Butte has undertaken the process to develop a Strategic Plan through an open and transparent public process to guide the future direction and vision of the Town. The Strategic Plan will be used by Council, Staff, and residents as a tool for building a stronger, healthy, vibrant, and sustainable community.

The Town of Pilot Butte recognized that having a Strategic Plan represents a way to maintain and enhance the Town's vitality (socially, environmentally, economically, and fiscally), while finding ways to capitalize on community assets, ideas, and potential opportunities to create and achieve the community's vision for a sustainable future.

This Strategic Plan provides an action plan that will direct the implementation of the Town's highlighted priorities. The Strategic Plan also outlines desired community, economic, and environmental sustainability initiatives as well as options and opportunities for increasing the effectiveness and efficiency of municipal operations.

The underlying philosophy of this Strategy is that the Town of Pilot Butte can develop local actions to achieve a common vision specific to the needs and aspirations of the community.

This Strategic Plan includes the following Sections:

Section 1: Introduction

Section 2: Developing the Strategic Plan

Section 3: Strategic Plan Framework

Section 4: Mission, Vision, Values

Section 5: Goals and Objectives

Section 6: Implementation Strategy

1.1 Background

The Town of Pilot Butte is home to approximately 2,137 people, an increase from 1,843 in 2011¹. Pilot Butte is located approximately 11 kilometres' northeast of Regina, Saskatchewan. Set within the rural Saskatchewan landscape, Pilot Butte is a quiet and close-knit community; but, is also in close proximity to nearby towns such as Balgonie, Emerald Park, and White City as well as the regional urban centre of Regina. Traditionally, Pilot Butte has sustained very few commercial services within the Town's boundaries namely due to its population size and close proximity to neighbouring communities, particularly Regina.

Currently, the Town of Pilot Butte is experiencing growth with four new residential developments underway with the collective capacity to bring 4,000 new residents to Pilot Butte in the coming years². In

¹ Statistics Canada. 2017. *Pilot Butte, T [Census subdivision], Saskatchewan and Canada [Country]* (table). *Census Profile*.

2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released May 3, 2017.

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed June 28, 2017).

² Town of Pilot Butte, Saskatchewan Canada. Official Community Plan, Approved September 8, 2014.

http://www.pilotbutte.ca/index.php?option=com_content&view=article&id=450:official-community-plan&catid=123&Itemid=879&highlight=WYjVZmZpY2lhbCIsIm9mZmljaWFscylsInBsYW4iLCJwbGFubmluZyIsInBsYW5zIiwicGxhbW5lZCJd (accessed January 31, 2017).

response to this fast approaching and tangible growth happening within the community, and following its Official Plan completed in 2014, the Town of Pilot Butte is undertaking this strategic planning process to help guide the future development of the community over the next 10 years. It is further understood that the Town of Pilot Butte is focused on delivering a strategic planning process that is focused on community engagement. The strategic plan will also relay a strong focus of the Town's need for bringing new and sustainable economic development opportunities and services to the community. The Strategic Planning process will likewise identify the Town's mission, vision, values, goals, objectives, and an effective brand strategy.

1.2 What is a Strategic Plan?

A Strategic Plan is a collaborative and inclusive community planning tool that identifies the desired future for the community. It highlights what the community's future will look like, how it will function, and how to achieve the vision.

The outcomes of the Strategic Plan include the establishment of a collective vision and a 10-year plan that defines ways to maximize resources and communicate identified priorities amongst Council, Town Staff, and residents. The Strategic Plan will also include an implementation strategy (see Section 6) that extends to Town operations and will be aligned with the goals and objectives of this plan and the Town of Pilot Butte.

1.3 Why Develop a Strategic Plan?

The Town of Pilot Butte is promoting a holistic view of community needs by developing a Strategic Plan within the context of a sustainability approach that considers the community, economy, natural environment, and fiscal responsibilities of the Town. The Town's primary goal is to develop a Strategic Plan that is reflective of the strategic direction of both Council and the community. The prospective outcomes of the Strategic Plan include:

- Better understand stakeholder needs and expectations
- Develop a renewed sense of purpose/future direction
- Systematic concentration of resources on key areas/ priorities
- Clarifies short, medium and long-term goals and objectives
- Enhances ability to deal with and manage change
- Clear road map for moving forward
- Mitigate potential risk through proactive planning
- Improved decision-making and management effectiveness
- Enhanced communication with staff and the public
- Strengthened coordination of activities between corporate departments
- Defines responsibilities and accountabilities

The development of the Strategic Plan is based on feedback from residents, stakeholders, Staff, and Council, as well as by balancing all aspects of the community from a sustainability perspective summarized below in Figure 1:

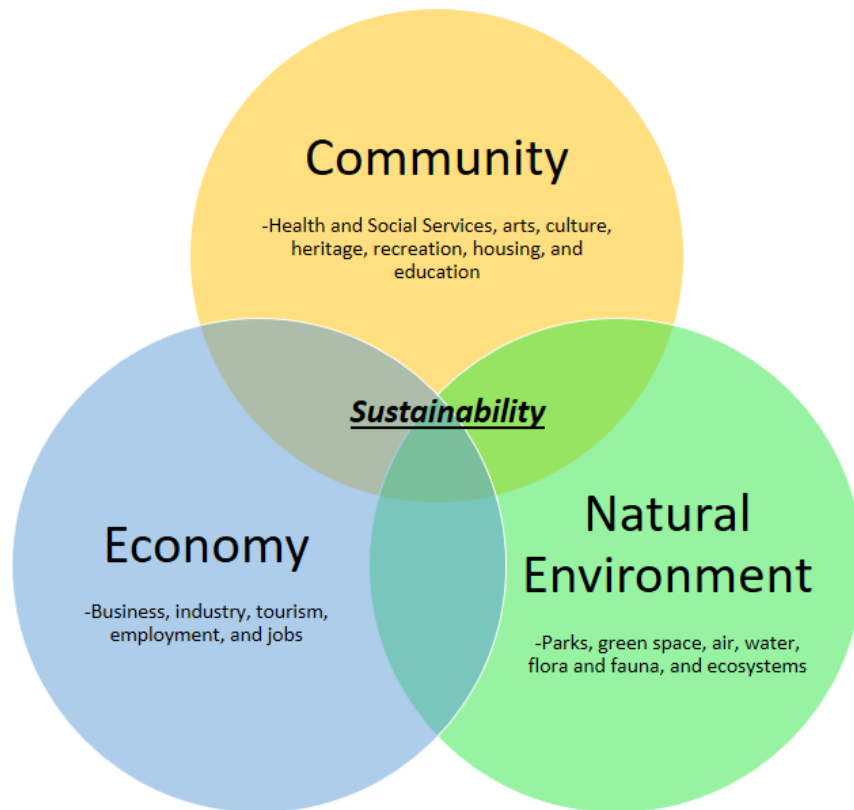


Figure 1: Example of Sustainability Perspective

Using this broad but focused sustainability perspective, the Strategic Plan looks at all aspects of community life and develops strategies that are inclusive and sustainable. This all-inclusive approach recognizes that the community's quality of life and residents' well-being is closely related to the vitality and quality of its economic services and the natural environment. Likewise, using a sustainability perspective approach further unifies the contribution of culture in building and maintaining a lively and close-knit community fabric – where people want to live, work, and visit – plays a major role in supporting social and economic health of the Town.

This sustainability approach will lead to more efficient and effective community management and development, and will ensure that the Town of Pilot Butte remains relevant and competitive in today's marketplace. The ultimate goal of the Strategic Plan is to keep the Town moving forward as a healthy, happy, and vibrant place to live, work, and play.

2.0 Developing the Strategic Plan

The process to develop the Strategic Plan included background research and community engagement activities/events to identify community needs and aspirations for the future of the Town. The research and engagement activities enabled the identification and assessment of future priorities as well as growth and development opportunities. The process touched upon community, economic, environmental, and fiscal issues as the Town of Pilot Butte focuses on its long-term evolution and sustainability.

Additional information on the key project tasks including background research and consultation activities is provided below.

2.1 Background Research

This task included collecting, reviewing and analyzing documents from a wide variety of sources, including programs, policies, relevant literature, and studies. The Town's existing assets, initiatives and programs, studies, and the Official Community Plan documents were examined. Relevant documents from the Rural Municipality of Edenwold (No. 158) and surrounding Townships were also reviewed.

2.2 Strategic Plan Committee

A seven-person Strategic Plan Committee was established to assist with the Strategic Plan planning and consultation processes. The following meetings were held to discuss the process and provide updates and guidance on the Strategic Plan development:

- **Meeting #1 (April 5, 2017)** - to establish the Town's Project Team and identify other relevant staff, to clarify the scope of work, identify the Town's expectations, objectives and outcomes for the Strategic Plan, discuss and agree upon an approach, confirm roles, responsibilities, obtain background information and insight on the history of the development of the Strategic Planning exercise, confirm the purpose of the Strategic Plan and identify preliminary issues related to the study.
- **Meeting #2 (April 26, 2017)** - to review the Strategic Planning process and present and discuss the draft Engagement Strategy. Planning for the community engagement activities.
- **Meeting #3 (June 20, 2017)** - to review the results of the public and stakeholder engagement phase, which included the workshops and public engagement activities. Review the Draft Strategic Plan template and planning for final phases of the project.
- **Meeting #4 (July 10, 2017)** - to review the Draft Strategic Plan Report prior to preparation of a presentation to the Town Council and Staff. Workshop to develop an effective brand strategy for the Town of Pilot Butte.

2.3 Engagement Strategy

An Engagement Strategy was created to identify relevant stakeholders including community partners and residents as well as to propose an innovative and engaging strategic planning approach to further involve staff, council, partners and the public in the development of the Strategic Plan. The Engagement Strategy

was created to ensure adequate steps to keep the public informed and involved in the development of the Strategic Plan. The Engagement Strategy included a detailed list of engagement activities and identified communication tools to update the community on the ongoing engagement activities and development of the Strategic Plan.

2.4 Community Engagement

The development of the Strategic Plan engaged residents, community groups, staff, partners and Council in a dialogue about their vision for the Town of Pilot Butte's future. This included a discussion about the community's strengths and opportunities that could be capitalized upon to achieve long-term sustainability.

The engagement activities with the community consisted of the following activities and events:

- Community Visioning Workshop
- Tea & Talks Events
- Stakeholder Interviews
- Community Survey
- Youth Engagement
- Council/Community Presentation

Each is briefly described below.

Community Visioning Workshop – A community visioning workshop was held at the Town of Pilot Butte Community Hall on May 4, 2017. Total attendance at the workshop was 27 participants. A brief presentation was made to the participants that included a summary of background information on strategic planning and the process of developing Pilot Butte's strategic plan. Participants participated in small group discussions on their vision, mission, values, goals, and objectives. Actions to achieve that vision, goals, and objectives were also discussed. Appendix A1 & A2 includes the agenda for the workshop with flip chart comments included, and a copy of the presentation.

Tea & Talks Events – The Tea & Talks events were designed to allow for smaller groups of individuals to participate in a less formal engagement while still providing input around key ideas to be included in the Strategic Plan. This approach was employed in order to capture individuals who may not have been able to attend the visioning workshop or other consultation activities. Four Tea & Talks events were offered to residents and stakeholders on May 9th, 17th, 25th, and 27th, 2017. There were two evening sessions, one morning session, and an early Saturday afternoon session offered. A sample agenda, the presentation, and the collated flip chart notes from the Tea & Talks events are provided in Appendix B1 & B2.

Stakeholder Interviews – Interviews were conducted with the Mayor, Councillors, members of the Strategic Plan Committee, residents and community/business stakeholders. The purpose of the interviews was to obtain participants views on the key issues facing the community including strengths, weaknesses, opportunities, and threats, and sustainability for the Town of Pilot Butte's future. A total of 20 interviews were conducted. The interview instrument is included in Appendix C.

Community Survey – A community survey was prepared and distributed by the Town that included questions on residents' satisfaction with the Town; distinguishing features of the Town and how they

could be improved; key priorities for services; and the funding of services. The survey was mailed to all Town mailboxes as well as being available on the Town website and at the Town Office. A total of 81 completed surveys were received. A sample of the Community Survey and collated responses are provided in Appendix D.

Youth Engagement – A Pizza & Talks event was also organized and held on Saturday May 27th to discuss the Vision for the Town with youth. Prior to this event on May 24-25, several Town Councillors went to Pilot Butte Public School and talked to grade 6, 7, and 8 students about the project to as well as handed out a Youth Survey. A total of 56 surveys were completed and returned. A sample of the Youth Survey and collated responses are provided in Appendix E.

Council/Community Presentation – A Council and community presentation was held on July 17, 2017 for members of Council and residents to provide their comments on the Draft Strategic Plan. The Draft Strategic Plan was also made available on the Town’s website (www.pilotbutte.ca). A copy of the presentation is provided in Appendix F.

2.5 SWOT Analysis

Throughout the engagement process community members provided input on community strengths, weaknesses, opportunities, and threats.

- **S**trengths are identified characteristics of the Town that give it an advantage over others.
- **W**eaknesses (or limitations) are characteristics that place the Town at a disadvantage relative to others.
- **O**pportunities are the external chances that could be utilized or capitalized upon to achieve the Vision.
- **T**hreats (or challenges) are the external elements that could cause challenges for the Town in achieving the Vision.

A summary of the range of key strengths, weaknesses, opportunities, and threats heard by residents are presented below.

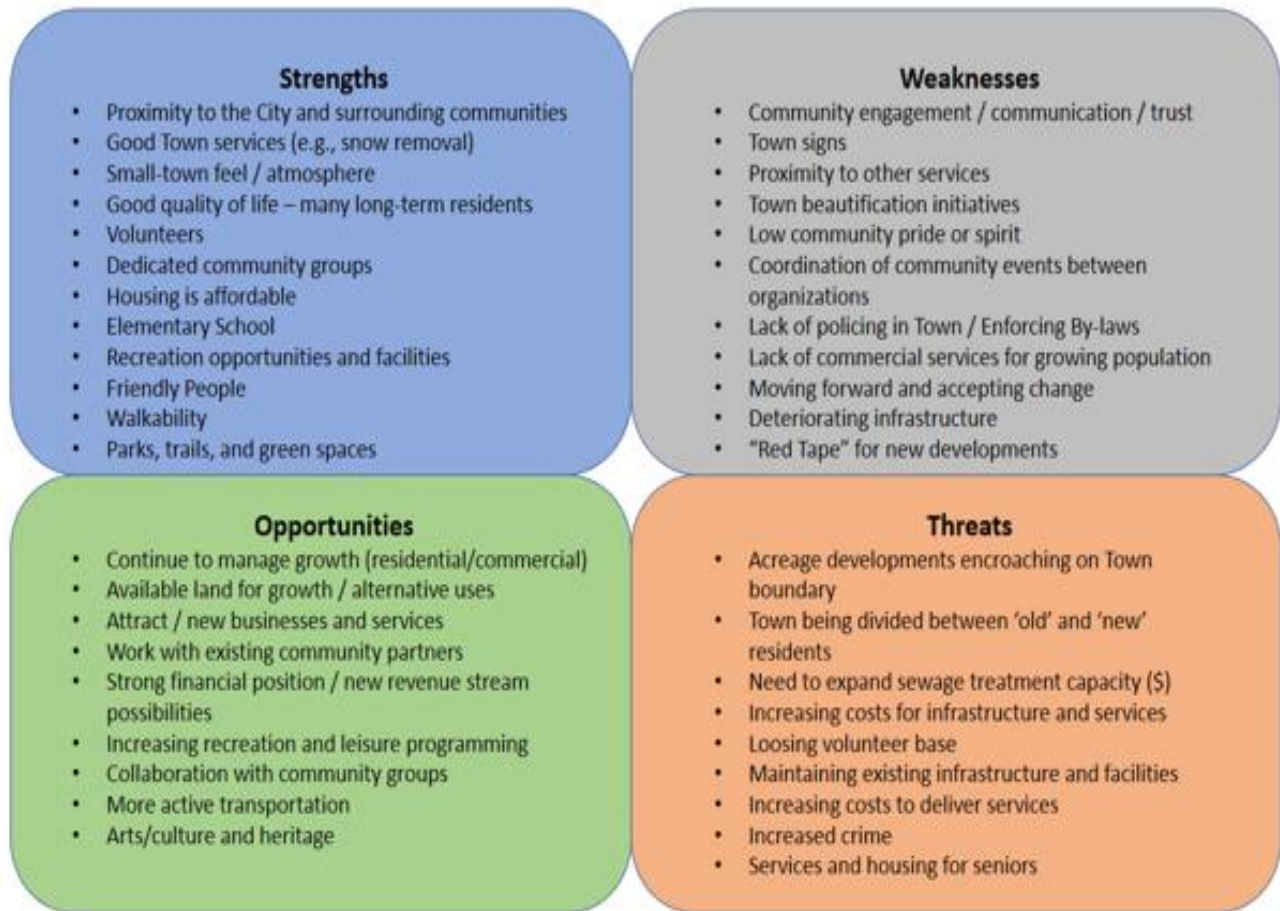


Figure 2: SWOT Analysis

2.6 Youth Engagement Summary

The Youth Survey and a Pizza & Talks event provide some very helpful and useful insights into how the Youth of Pilot Butte perceive their Town, as well as the activities and spaces they most enjoy. When asked "what do you love about Pilot Butte?", a large number of youth indicated that they love Pilot Butte because they think it is a safe town, people are friendly, its quiet being away from the City (Regina), and they can play and visit friends in many of the parks and recreation facilities. When asked "where is your favorite place to go in Pilot Butte?", the majority of responses were related to the recreation centre, sports fields, skate park, school yard, parks and play structures, and riding bikes all over Town. During the Pizza & Talks two additional questions were put forward to the Youth who attended. When asked "what do you want to see in Town?", responses included having more recreation and meeting spaces such as a gym, or a youth hang-out space, as well as creating a beach area at the pond. When asked "what do you do outside of school?", responses included a number of recreation and leisure activities such as soft ball and art classes, as well as biking and hanging out with friends in the community parks. A complete collated list of responses from the Youth Survey and Pizza & Talks event is provided below in Appendix E.

2.7 Identifying an Effective Brand Strategy for the Town of Pilot Butte

Part of the Strategic Plan is to identify an Effective Brand Strategy for the Town of Pilot Butte. As an extension of the Implementation Strategy, the Town of Pilot Butte will be, in part, using the Vision and Actions developed as part of this Strategic Plan to build a strong and effective community brand. The overall goal of having and working towards an effective community brand comes down to identifying what is unique and special about Pilot Butte that can be used to create a (positive and singular) niche image for the Town. Identifying an “effective brand” for a small community will involve identifying something – a perception or feeling – that becomes synonymous with the name of the Town for local residents and visitors alike. To this end, creating an effective brand strategy is essentially identifying and creating a *perception* of how you want to be seen and thought of by others. It is what people are thinking and saying about you, not what you say you are, that becomes a community’s most effective brand strategy.

Below are some key considerations for creating an effective brand strategy, which Pilot Butte could consider as they move forward with the implementation phase of this Strategic Plan, as well as with continuing to manage and govern their ongoing daily operations.

In considering an effective brand strategy, the following questions could be used as a starting point for the Town of Pilot Butte to begin brainstorming the direction they wish to take their brand. For example:

- Who are the people you are hoping to attract to live, work, play, and visit Pilot Butte?
- What do you have that people cannot get or do closer to home? Alternatively, what keeps residents from leaving?
- What about Pilot Butte, space, place, or services that make the town worth a special trip?
- What about Pilot Butte sets the community apart from neighbouring towns and/or the City of Regina?

Answering these questions could give some helpful insights into narrowing down an effective brand for the community. There are also two ways to go about answering these initial questions: 1) thinking about a physical place in Pilot Butte (e.g., Butte Hill or the Rodeo and Cabaret) and/or 2) identifying an emotion, feeling, or vibe about the community (e.g., active, friendly, beautiful parks). Based on the answers from these initial questions – what makes Pilot Butte special, unique, or different – the Town will be better prepared to identify an effective branding direction for the Town.

The Town of Pilot Butte has indicated through the strategic planning process that they may wish to update their current Town slogan in the future as part of their overall branding strategy. Currently, Pilot Butte’s slogan is, “*the Town that cares*”. If the Town does decide to move forward with creating a new slogan, the following are a few central considerations, which could be helpful in starting this process:

- It is important to understand and recognize that a slogan, or ‘tag line’, is generally not a brand. Rather, slogans are only a small part of the overall brand that are used as the Town’s marketing message and support their brand.
- In terms of creating a slogan, it is equally important to keep the focus narrow and to consider the initial branding questions posed above.
- Use language that is identifiably unique to describe Pilot Butte is also recommended. As such, using words or phrases that do not specifically describe Pilot Butte, but could also describe neighbouring communities should be avoided wherever possible (e.g., using phrases like ‘best

kept secret'). Using language that is uniquely tied to the Town of Pilot Butte will generally be more memorable and/or will draw people to the Town.

- A new slogan for Pilot Butte could also be incorporated into community signage, promotional materials, and communications.
- A slogan can also be tied to and promote community tourism initiatives.

In terms of moving forward with publicly marketing a new brand and slogan, Pilot Butte could consider the timing of which to do so. It is suggested that Pilot Butte only move forward with branding their community when they are certain that they can take the necessary actions to implement it. In this example, it is better to 'under- promise and over-deliver' than to 'over-promise and under-deliver'. With this Strategic Plan, Pilot Butte can use the community's Vision of what Pilot Butte wants to be in 10 years, and the Actions identified for achieving this vision to understand their overall priority for the Town and feasibility. In effect, using the Strategic Plan and associated actions, which fit with the community's vision or 'brand', could become a prime starting point for initiating an effective brand strategy. The Strategic Plan outlines a Vision identified by the residents, which by and large the community can get behind, invest their time and energy in, and by extension become community champions for implementation of that vision.

Lastly, when creating an effective brand strategy, it is important to remain acutely aware of what could interfere with or extinguish the community's brand. First, it is very hard to please everyone. Second, the community brand needs local champions to help it succeed. And last of all, it is helpful to build on what is feasible and affordable for the Town to accomplish. Taken together, building an effective brand strategy comes down to identifying what you want to be known for, what you need to do to achieve it, and how you will communicate it.

3.0 Strategic Plan Framework

The Town of Pilot Butte's Strategic Plan has been developed based on what has been heard through the community engagement activities and the findings from the background research. The Strategic Plan is comprised of a Mission, Vision, Values, Goals, Objectives and Actions, as well as an Implementation strategy. A description of each of these elements of the Strategic Plan is outlined below.

Mission	A Mission is a statement of the purpose of an organization. The Mission provides the framework or context within which an organization functions.
Vision	The Vision is a general statement that presents a timeless inspirational view of the ideal future of the Town.
Values	Values are statements that will govern the way the Town of Pilot Butte conducts its activities and relationships in day-to-day operations.
Goals	Goals are qualitative statements that highlight key issues raised during the community strategic planning process, add depth to the vision statement, and chart the direction for the Plan.
Objectives	Objectives are more specific statements of the general goals and describe how the goals will be achieved. Each goal can have one or multiple objective(s).
Actions	Actions refer to specific tasks that need to be taken to achieve the objectives.
Implementation	The Implementation strategy includes the steps necessary to ensure that the proposed actions are implemented by the Town, and its partners, and that the Strategic Plan's progress is measured.

4.0 Mission, Vision, Values

4.1 Our Mission and Vision

A **Mission Statement** has been developed to support the Strategic Plan. This statement is designed to concretely and accurately communicate and define the purpose of the Town of Pilot Butte (as a corporation).

The **Vision Statement** is a general declaration that presents a timeless inspirational view for the ideal future of the City and supports the Mission Statement.

During the community engagement activities and events participants provided feedback on their ideal future for the Town of Pilot Butte and some key words and/or phrases that they would like reflected in the Mission and Vision in the Strategic Plan.

...Some words and phases highlighted by the community.



Our Mission

To promote and maintain our “small-Town atmosphere”, while enhancing the quality of life in Pilot Butte through measured growth, as well as providing excellent fiscal responsibility, community-focused, and environmentally sustainable services that residents value.

Participants involved in the public engagement activities identified the following key characteristics that make Pilot Butte special and create a vision for the future: ‘vibrant’, ‘inclusive’, ‘sustainable’, and ‘fiscally

responsible'. Building on these characteristics, four key concepts were developed for a Vision Statement for the Town of Pilot Butte as shown below.

Our Vision

- *Pilot Butte is a safe, inclusive and caring community of choice that is focused on supporting families, youth, and seniors*
- *Pilot Butte has a vibrant and diverse economy that supports its community's needs*
- *Pilot Butte is a sustainable community focused on maintaining, protecting, and enhancing its natural environmental, parks, and green spaces*
- *Pilot Butte is fiscally responsible and accountable in delivering a high quality of community services and maintaining infrastructure for now and in the future*

4.2 Values Statements

Values Statements will direct the way the Town of Pilot Butte conducts its activities and relationships in their day-to-day operations. The Values Statements were developed from the information provided during the community engagement activities. The Values Statements are presented below in no particular order.

1. A safe, progressive, caring, inclusive, and respectful community
2. Community-focused and 'neighbourly'; broad community outreach to engage with residents, partners, businesses, visitors, newcomers, and organizations.
3. Recognition and encouragement of volunteerism
4. Well managed and maintained public spaces, infrastructure, and services
5. Recreation, arts, culture, and leisure opportunities that are accessible for everyone
6. Open, transparent, proactive, accountable, fiscally responsible, ethical and accessible governance
7. Manage growth that is environmentally responsible and complimentary of the natural surroundings
8. Fostering and leveraging partnerships to work towards a common and sustainable future

5.0 Goals and Objectives

To determine the strategic directions of this Plan for the Town of Pilot Butte, the results of the community engagement activities, key interviews, survey results, and background research were integrated together. This section presents an overview of these findings, as well as the proposed Goals, Objectives, and Actions required to achieve the Town of Pilot Butte's Vision.

The Strategic Plan identifies 4 Goals, which follow the key characteristics that emerged from the Town's Vision – Community, Economy, Environmental, Fiscal – and are supported by 14 Objectives and 48 Actions. It is noted that the four Goals characteristics are closely linked, and many of the Goals, Objectives, and Actions are intertwined.

The four Goals for the Town of Pilot Butte's Strategic Plan have been identified as:

GOAL 1: PROVIDING A SAFE, HEALTHY, VIBRANT, AND INCLUSIVE COMMUNITY

GOAL 2: SUPPORTING ECONOMIC DIVERSITY AND GROWTH FOR THE COMMUNITY'S NEEDS

GOAL 3: CREATING AND SUSTAINING COMMUNITY INFRASTRUCTURE, PARKS, AND NATURAL SPACES

GOAL 4: FOSTERING AN EFFECTIVE AND EFFICIENT MUNICIPALITY

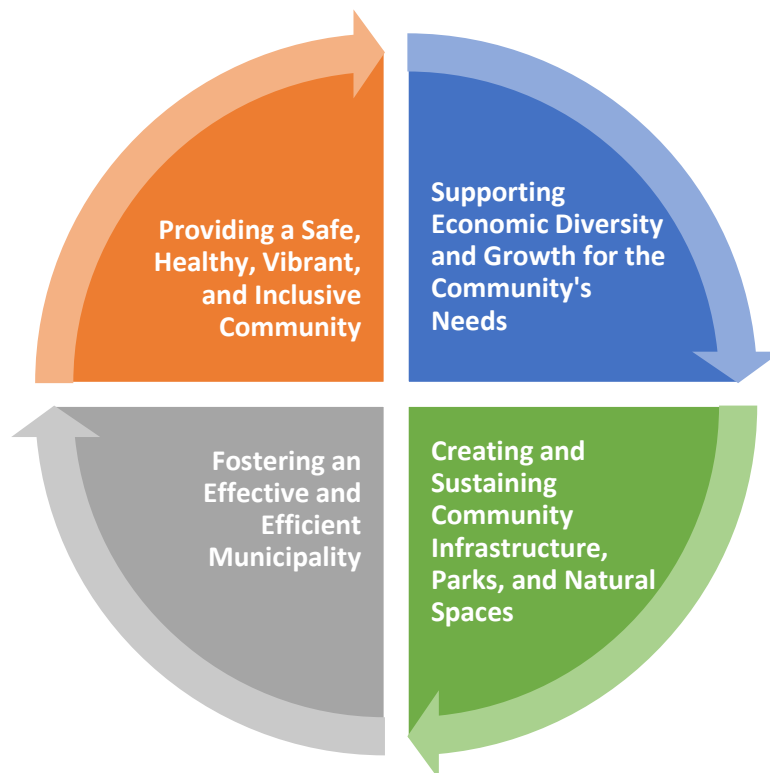


Figure 3: Community Goals

The Objectives associated with each individual Goal are outlined below:

GOAL 1: PROVIDING A SAFE, HEALTHY, VIBRANT, AND INCLUSIVE COMMUNITY

- **Objective 1.1:** Develop, support, and promote recreational and leisure programs and infrastructure to meet the needs of the community
- **Objective 1.2:** Effectively and efficiently deliver amenities and services that meet the needs of the residents
- **Objective 1.3:** Continue to develop and promote safety and active transportation (walking, biking, etc.) options to get around Town
- **Objective 1.4:** Creating community pride and continue to support and promote arts, culture, and heritage
- **Objective 1.5:** Continue to support and encourage active volunteers and community organizations
- **Objective 1.6:** Continue to support development options and growth that fits the community's needs and vision

GOAL 2: SUPPORTING ECONOMIC DIVERSITY AND GROWTH FOR THE COMMUNITY'S NEEDS

- **Objective 2.1:** Continue to support local businesses and strengthen Pilot Butte's economy
- **Objective 2.2:** Create local economic partnerships and opportunities
- **Objective 2.3:** Identify and advance tourism
- **Objective 2.4:** Promote and showcase Pilot Butte as a place to live, work, and play

GOAL 3: CREATING AND SUSTAINING COMMUNITY INFRASTRUCTURE, PARKS, AND NATURAL SPACES

- **Objective 3.1:** Protecting, preserving, and enhancing parks and natural spaces
- **Objective 3.2:** Planning, development, and maintenance of infrastructure and services for a growing community

GOAL 4: FOSTERING AN EFFECTIVE AND EFFICIENT MUNICIPALITY

- **Objective 4.1:** Improving community engagement, transparency, and communications
- **Objective 4.2:** Maintaining long-term financial sustainability

Goal 1: Providing a Safe, Healthy, Vibrant and Inclusive Community

The Town of Pilot Butte is a safe and close-knit community of 2,137³ people, located just 11km northeast of the City of Regina. At the heart of the town, which is thought of by local residents as the ‘heart-beat’ of the community, is the community-recreation complex. The community-recreation complex is home to the Town office, library, community hall, seniors’ centre, and hockey rink. Surrounding the complex are four baseball diamonds (one with lights for night games), an outdoor hockey rink/skate park, batting cages, play structures, and soccer fields connected by open green space. Updating the skate park is a current priority being looked into by the Town. The outdoor change room used in the winter for the outdoor skating rink is also converted to an art space for youth and teens to take part in a variety of artistic programming led by a community volunteer. Adjacent to the community-recreation complex is the Town’s namesake Butte Hill. The Town takes great pride in providing a high level of recreation and leisure facilities and services; traditionally with the primary focus on ice hockey, ringette, ball hockey, and baseball. Including more ‘unstructured’ and ‘cost effective’ programming for youth, seniors, and families is currently desired by many residents, which will further expand the quality and quantity of services already provided.

At present, there are several ongoing strategic initiatives, projects, and programs directed toward increasing the Town’s overall health, safety, vibrancy, and inclusivity. For example, in May 2017, the Town restructured the Recreation Director job description to be more reflective of recreation, leisure, and sports programming, as opposed to the original facilities management focus. A new Recreation Director with a strong programming background was hired with the goal of providing new and accessible recreation, leisure, and sports programming.

The Town of Pilot Butte has also released several reports for community health and sustainability. In 2014, the Official Community Plan report was approved, providing a framework and understanding of the Town’s current and potential future land uses. The report also provides an overview and recommendations for development opportunities and constraints, community growth potential, recreation and leisure facilities, and infrastructure requirements. In 2015, the Town also released the Review and Assessment of Staffing, Operations, and Effectiveness report that is geared towards increasing the Town’s operational efficiency for internal processes and staffing. Both reports are available on the Town’s website.

The Town of Pilot Butte has traditionally offered single family housing as the primary housing option in town. Recently however, the Town approved four new residential developments that will include a variety of housing options for new and existing residents. These new housing developments are helping to facilitate and maintain a high quality of life, create new growth, as well as a vibrant local community and economy for the Town of Pilot Butte – an essential component of a healthy and sustainable community. It was noted by some residents that the current residential construction areas are causing dust issues, and are unsightly with construction debris. Having vacant-undeveloped lots was also noted as the primary culprit for these issues. Residents want a better understanding of construction timelines, and completion

³ Statistics Canada. 2017. *Pilot Butte, T [Census subdivision], Saskatchewan and Canada [Country]* (table). *Census Profile*. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released May 3, 2017. <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed June 28, 2017).

of the current developments before land for new building sites is cleared. Having different housing and graduated living options for seniors was also discussed by residents. At present, many seniors are forced to look for housing outside of the community when looking to downsize from their single-family home – as well as be closer to services currently not offered in Pilot Butte.

It was likewise noted that residents take pride in Town beautification and, for example, want to see more flower planters and street furniture placed around town. Comments were also heard regarding a desire to see child safety swings added to play structures, as well as benches to watch your children play. It was also reported that some private yards are visibly cluttered with junk (old vehicles for example) and a number of residents expressed wanting to see them cleaned up, adding to the vibrancy and beautification of the community. Residents also recognize the importance of promoting local businesses. The new mall development and increasing housing options in Town are two of the many ways to promote healthy and active lifestyles.

Active transportation (walking, biking, etc.) is an essential component of enhancing the safety and overall health of a community. The Town of Pilot Butte, through the Sustainable Planning Advisory Committee, is currently undertaking planning studies looking at implementing walking paths and active transportation connectivity Town-wide – a need for which was echoed by many residents during the Strategic Planning engagement activities. It was also noted by many of the community's youth that walking and biking around town are two of their favorite pastimes for visiting friends, commuting to school, and play. It was also shared by residents that they like having the sidewalks incorporated into the new residential neighbourhoods and would like to see this continued into the older neighbourhoods. This would help facilitate inter-community engagement and cross-neighbourhood connections. Residents in Pilot Butte noted that they like to do a lot of walking and/or walking their dogs and currently have to walk on the street most places in town.

The walking path initiative has been ongoing since 2014, and will continue under the new 2016 elected Council. Going forward, residents noted that they would also like to see any new walking paths connect to trails– for example, the White Butte Trails, or Pilot Butte Creek – and in future be tied into the TransCanada Trail system. Part of the walking path initiative is also for increasing public safety for all residents. Residents also commented that increased policing (presence) from the RCMP and Commissionaires would be welcomed, as it would provide a greater visual sense of community safety. Hosting more community events where residents can meet and get to know one another was another suggestion heard from residents about increasing safety, sense of community, and pride. The idea of restarting the Town's welcoming committee was also raised on a number of occasions. Community members also discussed some safety concerns related to recreational vehicles driving fast through town, heavy truck routes in town, and needing reduced speed limits and traffic lights being placed on the Highway 46 accesses.

The Town of Pilot Butte has a variety of parks and green spaces spread around town, including baseball diamonds, several play structures, Butte Hill, tennis courts, the Pilot Butte Public School playground with a track and basketball courts, tennis courts, and soccer fields. On the east side of Town is a small lake with a surrounding walking path, as well as a walking path in the south end of town along Pilot Butte Creek. Adjacent to the eastern Town boundary is the White Butte Trail, which is used year-round by residents in the region for walking, dog walking, running, biking, cross-country skiing, and snowshoeing.

As in many small communities in Saskatchewan, arts, culture, and heritage play an important role in the community well-being of Pilot Butte. Residents have voiced their pride in being a quiet small-town atmosphere placed in a rural setting. While still having access to the services and employment offered in nearby Regina (and other surrounding communities), residents enjoy the quiet solitude and access to nature that cannot be found in larger urban areas. Many residents also noted their enjoyment of riding recreational vehicles and access to trail systems right from their front doors. Other residents expressed a desire for more education and promotion around the Town's history with the railroad. The Town of Pilot Butte also has many local artisans who display their wares every year in a local art fair.

Pilot Butte has many strengths and opportunities for arts and programming through continued partnerships with the library, local volunteers and organizations, and Pilot Butte Public School. However, concerns over volunteer burnout and the low interest from new/young residents to become volunteers. Also of significance is the Town of Pilot Butte's cultural heritage and connection to their annual rodeo and cabarets. The rodeo and cabarets have been annual events in Town for over 25 years. This event is a major draw for residents and tourists alike from all over Saskatchewan and farther afield. A community with vibrant arts, culture, and heritage demonstrates local pride as a desirable place to live, work, and visit. Pilot Butte could work with local organizations and partners to amplify and support more arts, culture, and heritage events and programs happening in Pilot Butte.

An important part of creating a community-based Strategic Plan and providing a safe, healthy, vibrant, and inclusive community is ensuring that there is open and transparent municipal operations and governance in-place to support required programs and services. Of specific importance is communication with residents, community organizations, neighbouring municipalities and upper tiers of government, which can directly or indirectly contribute to the health and well-being of the Town.

A communication strategy, along with the creation of a Town of Pilot Butte image, can advertise the strengths and opportunities of the Town to neighbouring municipalities, attract new residents and economic development, as well as promote local business development.

Objectives and Actions

The following Objectives and Actions have been identified for Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community:

- **Objective 1.1:** Develop, support, and promote recreational and leisure programs and infrastructure to meet the needs of the community
- **Objective 1.2:** Effectively and efficiently deliver amenities and services that meet the needs of the residents
- **Objective 1.3:** Continue to develop and promote safety and active transportation options to get around Town
- **Objective 1.4:** Creating community pride and continue to support and promote arts, culture, and heritage
- **Objective 1.5:** Continue to support and encourage active volunteers and community organizations
- **Objective 1.6:** Continue to support development options and growth that fit the community's needs and vision

Priority: High, Moderate, Low

Timing: Short Term 1-3 years; Medium Term 4-6 years; Long Term 7->10 years

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
Objective 1.1: Develop, support, and promote recreational and leisure programs and infrastructure to meet the needs of the community					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.1.1: Investigate options/ undertake a feasibility study to expand and/or repurpose the existing community-recreation complex and increase recreation facilities and assets		High	Short Term	<ul style="list-style-type: none"> Town Council Town Manager 	
1.1.2: Develop partnerships with community recreation organizations for strengthening existing and developing new programs and assets	<ul style="list-style-type: none"> Identify partners Identify if there are any gaps or overlaps in programs Review current programs and services 	High	Short Term	<ul style="list-style-type: none"> Recreation Director 	<ul style="list-style-type: none"> Town Manager
1.1.3: Identify opportunities to develop additional recreation activities and programs	<ul style="list-style-type: none"> Engage community organizations in discussions on potential additional recreational activities (e.g., more community events, etc.). Investigate regional partnerships to deliver identified activities 	Moderate	Short Term	<ul style="list-style-type: none"> Recreation Director 	
1.1.4: Market and promote existing recreational facilities, programs and services in Pilot Butte	<ul style="list-style-type: none"> Develop a marketing and promotion plan to build awareness about the programs, services, and opportunities in the community – for existing 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Recreation Director 	

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.1: Develop, support, and promote recreational and leisure programs and infrastructure to meet the needs of the community</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
	residents, attracting new residents, visitors and tourists.				
1.1.5: Update skatepark equipment		Moderate	Short Term	<ul style="list-style-type: none"> Town Manager Recreation Director 	<ul style="list-style-type: none"> Public Works Director

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.2: Effectively and efficiently deliver amenities and services that meet the needs of the residents</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.2.1: Develop social, recreational, and cultural programs and activities focused on children and youth that are affordable, accessible, and inclusive	<ul style="list-style-type: none"> Initiate engagement with community partners, organizations, and youth to explore potential programs and activities targeted to children and youth Identify gaps in current programming Assess potential for creating a community youth group or meeting place Build relationships/programming linkages between existing organizations and identified needs for children and youth 	High	Short to Medium Term	<ul style="list-style-type: none"> Recreation Director Town Council 	<ul style="list-style-type: none"> Town manager Library School Community organizations Local business partners

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
Objective 1.2: Effectively and efficiently deliver amenities and services that meet the needs of the residents					
Action	Steps	Priority	Timing	Lead Resource	Contributors
	<ul style="list-style-type: none"> Work with the School and Library on a range of initiatives that will bring children and youth together and build a stronger sense of community 				
1.2.2: Promote private sector opportunities to financially support community initiatives	<ul style="list-style-type: none"> Seek funding support from private sector companies (e.g., local and regional) for additional community activities and special events 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager Recreation Director
1.2.3: Meeting the needs of changing demographics	<ul style="list-style-type: none"> Explore opportunities for collaboration and partnerships with Seniors groups Determine if the needs of an aging population are being met in order to accommodate and retain the senior population Identify and investigate additional health and social service programs that would benefit the current population base (seniors, families, youth, etc.) Develop a strategy/plan to ensure the health and social services of various client groups are being met; identify service gaps; attract new services to fill gap(s) identified 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Town Council (Support from Planner?) 	

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.3: Continue to develop and promote safety and active transportation options to get around Town</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.3.1: Update and implement the walking paths initiative that is currently under review by the Sustainable Planning Advisory Committee	<ul style="list-style-type: none"> Review the current plan Confirm the need to update the plan and prepare policy Identify community partners, grants/funding options to support this initiative Implement required actions 	High	Short term	<ul style="list-style-type: none"> Sustainable Planning Advisory Committee 	<ul style="list-style-type: none"> Recreation Director Public Works Director Town Manager Developers Community Organizations and Partners
1.3.2: Review and update as appropriate By-laws related to health and safety (e.g., animal controls, recreation vehicles); development awareness/education, and enforcement measures	<ul style="list-style-type: none"> Review and update as appropriate the recreational vehicle by-law Develop and implement an awareness/education campaign on Town by-laws related to health and safety Work with partners (e.g., RCMP, Commissionaires) regarding by-law enforcement and monitoring 	Moderate/High	Short and Medium Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> RCMP Commissionaires School Council representative
1.3.3: Investigate opportunities and requirements needed to create trail linkages to the TransCanada Trail	<ul style="list-style-type: none"> Identify TransCanada Trail requirements Identify and promote trail use and development Identify potential funding option and community partners 	Moderate	Medium to Long Term	<ul style="list-style-type: none"> Sustainability Planning Advisory Committee 	<ul style="list-style-type: none"> Recreation Director Public Works Director Town Manager Developers

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.3: Continue to develop and promote safety and active transportation options to get around Town</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
					<ul style="list-style-type: none"> Community Organizations and Partners
1.3.4: Continue to ensure walkability and active transportation options a part of new commercial and residential developments	<ul style="list-style-type: none"> Incorporate into Official Community Plan policies Create a checklist that ensure walkable communities 	Moderate	Short term	<ul style="list-style-type: none"> Town Council Sustainability Planning Advisory Committee 	<ul style="list-style-type: none"> Town Manager and Staff
1.3.5: Promote road sharing and road safety as a community safety awareness campaign	<ul style="list-style-type: none"> Develop communication / advertising campaign Investigate / evaluate need for traffic calming zones and signage 	Moderate	Short term	<ul style="list-style-type: none"> Sustainability Planning Advisory Committee 	<ul style="list-style-type: none"> Recreation Director Town Manager School Developers Community Organizations and Partners
1.3.6 Investigate re-initiating the community watch program		Low	Short	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Community Organizations and Partners

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.4: Creating community pride and continue to support and promote arts, culture, and heritage</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.4.1: Examine potential initiatives for Town beautification	<ul style="list-style-type: none"> Examine a range of potential initiatives for creating vibrancy and beautification of public spaces 	High	Short to Medium Term	<ul style="list-style-type: none"> Town Council Community organizations and partners 	<ul style="list-style-type: none"> Public Works Director
1.4.2: Investigate ways to leverage existing public spaces and identify opportunities to enhance and promote arts and cultural events and activities year-round		Moderate	Medium Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Recreation Board
1.4.3: Encourage development of more arts and cultural programs by exploring opportunities for funding, sponsoring of programs, and available resources		Moderate	Medium Term	<ul style="list-style-type: none"> Town Council Community organizations and partners 	<ul style="list-style-type: none"> Recreation Director Local businesses Library School
1.4.4: Identify and promote current local artists and organizations	<ul style="list-style-type: none"> Develop and advertise an inventory of local artists and organizations Identify and promote events and venues that develop awareness of local artists Continue to update the on-line community calendar and utilize print and social media to present opportunities for residents and 	Moderate	Ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Community organizations and partners

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.4: Creating community pride and continue to support and promote arts, culture, and heritage</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
	visitors to participate in local arts and cultural events <ul style="list-style-type: none"> Develop regional partnerships for promoting arts and cultural events and activities in Pilot Butte 				

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.5: Continue to support and encourage active volunteers and community organizations</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.5.1: Acknowledge active and supportive volunteers through an annual event	<ul style="list-style-type: none"> Plan for annual event to recognize community volunteers and organizations Allow opportunity for organizations and volunteers to promote themselves and encourage new members Make event open to all residents and community partners as part of overall strategy to be a vibrant, active, and inclusive community 	High	Short Term and ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Recreation Director Town Manager Community partners and organizations School Library
1.5.2: Build on the strengths of existing volunteer organizations and networks	<ul style="list-style-type: none"> Encourage community organizations to communicate with each other, coordinate their activities where appropriate, and work together to develop a stronger volunteer base, and 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager and Staff Community organizations and partners

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
Objective 1.5: Continue to support and encourage active volunteers and community organizations					
Action	Steps	Priority	Timing	Lead Resource	Contributors
	achieve outcomes of mutual interest				
1.5.3 Build the volunteer pool	<ul style="list-style-type: none"> Encourage and support residents – and newcomers – to explore various organizations active in Pilot Butte Continue to maintain and make accessible a directory community of organizations, contracts, and a listing of volunteer opportunities on the revised Town website Actively advertise volunteer opportunities on website, newsletter, etc. 	Moderate	Short Term and ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Recreation Director Town Manager Community partners and organizations School Library

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
Objective 1.6: Continue to support development options and growth that fits the community's needs and vision					
Action	Steps	Priority	Timing	Lead Resource	Contributors
1.6.1: Actively work to meet the housing needs of the community	<ul style="list-style-type: none"> Review Official Plan Policies Ensure that an adequate supply and range of housing opportunities are available to meet the needs of the existing and future residents (e.g., seniors, families, young adults, accessible, range of incomes, etc.) 	Moderate	Medium and Long Term	<ul style="list-style-type: none"> Town Council (support from planner?) 	

Goal 1: Providing a Safe, Healthy, Vibrant, and Inclusive Community					
<i>Objective 1.6: Continue to support development options and growth that fits the community's needs and vision</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
	<ul style="list-style-type: none"> Work with developers to create housing designs that 'compliment' current/existing housing 				
1.6.2: Identify specific need for seniors/retirement housing and assisted living housing	<ul style="list-style-type: none"> Investigate needs and feasibility of incorporating retirement and/or assisted living housing for seniors in the community 	Moderate	Medium Term	<ul style="list-style-type: none"> Town Council (support from planner?) 	

Goal 2: Supporting Economic Diversity and Growth for the Community's Needs

The Town of Pilot Butte is located only 11 km's from the City of Regina; 7 km's from the towns of Emerald Park and White City to the south; and, 12 km's from the Town of Balgonie to the east. Centrally located within the region, Pilot Butte has many strengths and opportunities to promote economic development and growth and to attract new businesses and residents. Increased tourism may also become a spin-off of future growth in Pilot Butte. Many residents also described the Town's accessibility to major transportation hubs as a strength and opportunity.

Sound finances, low debt, and a positive balance put the Town of Pilot Butte in a strong financial position to market itself and grow its economic and employment base. The sound financial base is also a good starting point to plan for priority programs and capital works projects. In 2014, the Town completed a centralized water project, which is attractive to new businesses and residents alike. With the water project complete, Pilot Butte is currently selling water to supplement the Town of Balgonie and has capacity to sell more water to neighbouring communities. Serviced commercial and industrial space is available to attract new employers. Increasing commercial and industrial businesses would also have the added benefit of balancing the Town's predominately residential tax base. Pilot Butte being central to surrounding communities would benefit from a good regional labour force to support a growing economy.

One challenge or threat to the Town's growth potential is their wastewater treatment system and lagoon, which has reached its current capacity. In order for Pilot Butte to sustain and continue its current growth pattern, a new wastewater treatment system and lagoon expansion/relocation project will have to be undertaken. Many residents seemed to be unaware of the problem, but instead expressed some lingering frustrations regarding the centralized water project. Some residents expressed concerns with the planning process, communications and public engagement, and individual costs associated with the project. Other concerns surrounding the water project were linked to construction disruptions, property damage, and drainage issues that are still being sorted out. Standardizing communications and making planning initiatives and development processes transparent and accessible may help quell misinformation and community concerns for all future projects and planning processes. Other infrastructure challenges facing the Town in the near future will be ongoing maintenance for the aging hockey rink, possibly expanding the seniors' centre, and expanding the Town office to accommodate current and future staffing.

Traditionally, the majority of Pilot Butte's residents have worked in employment centres, such as Regina and/or other neighbouring communities. Recently however, there has been a growing shift in the community with an increase in self-employment 'at-home' businesses, as well as new business growth happening in Town. The primary driver behind the new business growth in town has been the development of the new strip-mall, which was completed in 2016. Located on the west side of town, the mall is now open and housing over a dozen new businesses with several units still available to rent. To date, the mall includes a coffee shop, hair salon, child care, liquor store, and several restaurants. These new business-starts exemplify the economic stability and allure of new businesses locating in Pilot Butte.

It was indicated by residents that they would like to see more commercial growth over the next 10 years. At the same time, residents stressed that they do not want the Town to grow too quickly, and would prefer to see more services that match residents' current needs. For example, it was suggested by a number of residents that they would like to see a grocery store in Town and other services for greater

convenience. Having greater accessibility to services was also noted to be particularly important for the retention of Pilot Butte’s seniors’ population and added convenience for growing families who are always ‘on the go’.

Many residents also suggested that the Town start, for example, an Economic Development Committee, to help foster new and future commercial, industrial, and residential growth. Residents also indicated that there are strengths and opportunities for partnerships between the Town of Pilot Butte and new and existing businesses and community organizations. Creating and maintaining strategic partnerships with local businesses can help support local events and potential tourism opportunities. It was reported that the Rodeo grounds are underutilized and could provide added space for community and regional activities and events – and create additional sources of revenue for the Town and local businesses. Tourism has the potential to be a major economic driver in smaller communities such as Pilot Butte (e.g., increasing promotion in the region for people to visit Pilot Butte (Butte Hill, trails, mall, etc.), and/or, promotion of Pilot Butte’s specific community events and activities). Primarily, tourism would act as an additional economic support and promotion tool for local businesses, such as restaurants and shops, which can draw both local and visiting patrons. Community members indicated that Town signage should be renewed and can be placed more strategically along major routes to be more visible to residents and visitors alike.

The Town of Pilot Butte is also currently in the process of creating a competitive housing market and providing housing options, such as single-family homes, condo units, row houses, rental properties, and affordable housing options. At present, an average of 50 new housing units are being built in Pilot Butte each year. Residents are generally happy with this rate of growth, but would also welcome slightly more growth or housing units built each year. Development fees from the current housing developments are in large part the reason for the Town’s current strong financial position and ability to earmark funds for future initiatives and infrastructure projects.

Overall, fostering diversity of industrial, educational, health services, and commercial businesses is seen as necessary to support a growing economy.

Objectives and Actions

The following Objectives and Actions have been identified for Goal 2: Providing Economic Diversity and Growth for the Community’s Needs:

- **Objective 2.1:** Continue to support local businesses and strengthen Pilot Butte’s economy
- **Objective 2.2:** Create local economic partnerships and opportunities
- **Objective 2.3:** Identify and advance tourism
- **Objective 2.4:** Promote and showcase Pilot Butte as a place to live, work, and play

Priority: High, Moderate, Low

Timing: Short Term 1-3 years; Medium Term 4-6 years; Long Term 7->10 years

Goal					
<i>Objective 2.1: Continue to support local businesses and strengthen Pilot Butte's economy</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
2.1.1: Promote shopping locally	<ul style="list-style-type: none"> Look into starting a 'shop locally campaign, and market local retail and services Support and promote marketing local businesses regionally, and with tourism Explore opportunities to pool resources, available space, support to share resources and reduce costs for local businesses Coordinate and support a meeting amongst local business to discuss this initiative. 	High to Moderate	Ongoing	<ul style="list-style-type: none"> Town Council (new Ec. Dev. Committee?) 	
2.1.2: Identify ways to promote the use of local products and services	<ul style="list-style-type: none"> Investigate the potential interest and participation of local retailers at community events, etc. 	High to Moderate	Short Term	<ul style="list-style-type: none"> Town Manager (new Ec. Dev. Committee?) 	
2.1.3: Continue to maintain and support a directory of local skills/businesses for residents to use when considering hiring/purchasing	<ul style="list-style-type: none"> Update local skill/business directory onto new Town website Monitor and update on a regular basis (annually?) 	Moderate	Medium to Long Term	<ul style="list-style-type: none"> Town Council 	

Goal					
<i>Objective 2.2: Create local economic partnerships and opportunities</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
2.2.1: Investigate creating an Economic Development Committee	<ul style="list-style-type: none"> Identify funding and potential partners to sit on the committee Identify Term of Reference for the Committee 	High	Short Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager
2.2.2: Explore new retail and service opportunities	<ul style="list-style-type: none"> Develop an inventory and identify gaps in the range of current businesses Explore opportunities for retail and services that fill identified needs/gaps 	Moderate	Short to Medium Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Developers Community partners and organizations
2.2.3: Undertake a Town-wide review of surplus lands and structures to facilitate growth and revitalization in the community	<ul style="list-style-type: none"> Develop an inventory of vacant lands/buildings and a strategy to reduce vacancy rates and utilize land potential 	Moderate to Low	Medium Term	<ul style="list-style-type: none"> Town Manager 	
2.2.4: Identify and confirm industrial and commercial land availability, and develop a strategy to utilize available land	<ul style="list-style-type: none"> 	Moderate to Low	Medium Term	<ul style="list-style-type: none"> Town Manager 	

Goal					
<i>Objective 2.3: Identify and advance tourism</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
2.3.1: Investigate replacement / updating town signs	<ul style="list-style-type: none"> Identify strategic location to place town signs (e.g., along Hwy 46) Improve promotion of Pilot Butte as a place to visit 	High	Short to Medium Term	<ul style="list-style-type: none"> Town Council Public works 	
2.3.2: Explore potential to expand the use of rodeo grounds (e.g., markets, concerts, etc.)		Moderate	Short to Medium Term	<ul style="list-style-type: none"> Town Council 	
2.3.3: Explore ways to promote the Mall and other community based skills/businesses		Moderate	Short Term and ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Local Businesses Community partners and organization
2.3.4: Identify destinations for visitors (e.g., Butte Hill, Mall)	<ul style="list-style-type: none"> Work with partners and community organizations to select key points of interest, landmarks, etc., which visitors can readily identify Pilot Butte 	Moderate to Low	Medium to Long Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager Recreation Director Public Works Director Community partners and organizations

Goal					
<i>Objective 2.4: Promote and showcase Pilot Butte as a place to live, work, and play</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
2.4.1: Review and update the Town's Branding Strategy on an ongoing basis		High	Short and Medium Term; Ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager and Staff
2.4.3: Continue to work with local community organizations and partners and identify collaborative opportunities to showcase Pilot Butte as place to live, work, and visit		High	Ongoing	<ul style="list-style-type: none"> Town Council 	
2.4.2: Continue to strengthen relationships with surrounding Townships and the City of Regina to collaborate on shared initiatives	<ul style="list-style-type: none"> Establish meetings / working groups with regional Townships to discuss collaboration on shared initiatives 	Moderate	Medium Term	<ul style="list-style-type: none"> Town Council 	

Goal 3: Creating and Sustaining Community Infrastructure, Parks, and Natural Spaces

A primary focus for the Town of Pilot Butte has always been to maintain and ensure the longevity of the Town's infrastructure and built environment. The creation of the 2014 Official Community Plan provides Pilot Butte with the necessary tools and policy recommendations to ensure sustainable growth for both the short and long term. The Town of Pilot Butte is committed to maintaining, protecting, and enhancing its infrastructure, parks, and natural spaces through sustainable development policies and initiatives designed to meet the needs of the community today, and in the future.

Pilot Butte recognizes the importance to maintain and provide green space and parkland in order to increase the natural environment and environmental image of the Town. Maintaining parks and green spaces is also recognized by Council as a way to encourage active and healthy lifestyles and promote environmental sustainability and a vibrant community. Many residents also echoed this importance for robust community infrastructure, parks, and green spaces. Several community members also addressed their community's historical commitment to actively protect the local aquifer. Currently, there are a variety of recreational facilities, parks, and green spaces that exist in Pilot Butte for residents and visitors to enjoy an active and vibrant community. Residents enjoy a high quality of life and supportive community infrastructure that can be leveraged in promoting broader economic and residential development initiatives.

An important part of creating an economically sustainable community (discussed under Goal 2) is providing and supporting safe, healthy, and vibrant lifestyles and ensuring there are municipal operations and governance in place to foster, maintain, support and promote the required programs and services. The Town of Pilot Butte currently offers and supports a number of community programs that contribute to a high quality of life, which could be promoted, along with being a safe, welcoming, and active community. The Town can capitalize on these strengths and opportunities by promoting services and programs offered across the Town to newcomers, visitors, and interested business investors. Community members shared ideas for bringing the community together by using parks and green spaces for community BBQ's, dinners 'on the baseball diamond', dances, fun days, concerts, family reunions, markets, fairs and other activities and events. In this way, the Town also has the opportunity to strengthen current partnerships with local businesses and organizations who have expressed a vested interest in the future of the community.

As previously discussed in Goal 1 above, increasing active transportation (walking, biking, etc.) options and connectivity to walking trails make the Town more accessible and inviting for residents. Residents indicated that parks and green spaces are well used, something that was especially heard when talking with youth, and that maintaining these areas and creating access to them should be a high priority for the Town. Community members discussed having trails, walking paths, and/or sidewalks to connect the existing and new neighbourhoods, as well as to provide a link between residential, commercial, and industrial areas. Creating linkages would increase safety and promote alternative active transportation options for the community. Community members also suggested that underutilized spaces around Town be preserved as 'open community spaces' wherever possible to maintain the community's rural, natural, and small-town atmosphere. Protecting these areas can be viewed as an important way to promote a

safe, clean, and sustainable environment and to enhance community well-being. Of equal inquiry by residents was an interest to know if Council had any pre-existing plans for the Town's open spaces.

Community members have also identified infrastructure and services as a high priority for ongoing maintenance and/or enhancement, such as: snow removal, garbage and recycling collection, and road and sidewalk repair. The Town also has a strong volunteer fire service and remains committed to ongoing investments in fire equipment and assets to support the Fire Hall and overall safety of the community.

Some residents expressed frustration with garbage collection being moved from weekly to bi-weekly, and the loss of yard waste collection provided by the Town. Residents were largely unaware of the Town's reasoning for these changes and the alternative options being offered in their stead. Discussions with community members lead to such ideas as creating composting programs and recycling promotion. Other concerns heard by community members was dust caused by unpaved roads (e.g., Butte Street, and the east side of 5th Avenue) and residential construction sites, as well as localized drainage issues. Some solutions suggested for controlling dust issues and improving air quality include tree planting, paving gravel roads, cleaning up construction sites, and strategically placed fencing in new neighbourhoods – measures that would also support Town beautification. Residents also expressed – as a lower priority to the aforementioned infrastructure and services – having other recreational spaces, such as a pool, splash pad, and an off-leash dog park. Residents were generally aware and appreciative of the high-costs and maintenance required to build and operate a pool and splash pad; however, ideas were offered by residents about combining efforts and sharing costs with the Rural Municipality and surrounding communities for regional recreation facilities such as a pool or splash pad. Building a regional hockey/recreation facility was also an idea shared by residents when talking about needing to update the current community-recreation complex.

A challenge or threat to the community, which was expressed by residents, is the strain on facilities and services from residents living on acreage properties in the surrounding Rural Municipality. These residents generally have access to all of the Town's facilities and many of its services; yet, they do not pay taxes for their use. As more acreage properties are being constructed in the Rural Municipality, this will likely become an issue of greater importance for the Town to address. On the other hand, as Pilot Butte's population continues to increase this may become more of a mute issue as well. Pilot Butte remains committed to being a welcoming community and is open to everyone enjoying their community. However, undo strain should not be placed on their current residents to compensate for acreage residents, as well as visitors using the Town's facilities and services. As a member of the White Butte Planning Committee, the Town is aware of this issue and is committed to working with neighbouring Rural Municipalities, Townships, and other levels of government to discuss and monitor this issue.

Objectives and Actions

The following Objectives and Actions have been identified for Goal 3: Creating and Sustaining Community Infrastructure, Parks, and Natural Spaces:

- **Objective 3.1:** Protecting, preserving, and enhancing parks and natural spaces
- **Objective 3.2:** Planning, development, and maintenance of infrastructure and services for a growing community

Priority: High, Moderate, Low

Timing: Short Term 1-3 years; Medium Term 4-6 years; Long Term 7->10 years

Goal 3: Creating and Sustaining Community Infrastructure, Parks, and Natural Spaces					
<i>Objective 3.1: Protecting, preserving, and enhancing parks and natural spaces</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
3.1.1: Promote community involvement in initiatives related to parks and natural spaces	<ul style="list-style-type: none"> Identify and engage with community volunteers, organization, and partners to support Town initiatives related to maintenance and enhancing parks and natural spaces 	High	Ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager Recreation Director Public Works Director Community partners and organizations Developers
3.1.2: Advocate and promote protection and enhancement of parks and natural spaces	<ul style="list-style-type: none"> Develop and inventory of green spaces, and parks (existing and future) Continue to promote and advocate for green space Review and update Official Community Plan policies 	Moderate	Short Term and ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager Recreation Director Public Works Director Community partners and organizations Developers
3.1.3: Create and support a community planting program in appropriate locations		Moderate	Short to Medium Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Public Works Director Community partners and organizations Developers

Goal 3: Creating and Sustaining Community Infrastructure, Parks, and Natural Spaces
Objective 3.1: Protecting, preserving, and enhancing parks and natural spaces

Action	Steps	Priority	Timing	Lead Resource	Contributors
3.1.4: Maintaining and expanding the trails network; linking to TransCanada Trail	<ul style="list-style-type: none"> Investigate requirements for linking existing trails to the TransCanda Trail network Identify trail maintenance and new trails required 	Moderate	Long Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager Recreation Director Public Works Director Community partners and organizations Developers

Goal 3: Creating and Sustaining Community Infrastructure, Parks, and Natural Spaces
Objective 3.2: Planning, development, and maintenance of infrastructure and services for a growing community

Action	Steps	Priority	Timing	Lead Resource	Contributors
3.2.1: Develop a strategy/plan and timelines for Water treatment plant and lagoon update	<ul style="list-style-type: none"> Identify timelines, costs, investigate funding/grants available, and community engagement measures to communicate the upcoming project 	High	Short Term	<ul style="list-style-type: none"> Water Works Director 	<ul style="list-style-type: none"> Public Works Director Town Manager Town Council
3.2.2: Development of a financial plan that explores opportunities to increase and sustain the Town's infrastructure	<ul style="list-style-type: none"> Review-revise Assessment Management Plan 	High	Short, Medium, and Long Term	<ul style="list-style-type: none"> Town Manager 	<ul style="list-style-type: none"> Water Works Director Public Works Director Town Council

Goal 3: Creating and Sustaining Community Infrastructure, Parks, and Natural Spaces
Objective 3.2: Planning, development, and maintenance of infrastructure and services for a growing community

Action	Steps	Priority	Timing	Lead Resource	Contributors
3.2.3: Paving Roads and reducing dust	<ul style="list-style-type: none"> Take an inventory of unpaved roads in Town Identify roads to be paved and timelines for paving Identify partners (e.g. developers, local industry) to support paving initiatives Communicate planning outcomes and paving schedules with community members 	High	Short Term	<ul style="list-style-type: none"> Town Council Public Works Director 	<ul style="list-style-type: none"> Developers Industry partners
3.2.4: Maintain and expand infrastructure to support the forecasted population		Moderate	Medium to Long Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Public Works Director Water Works Director Community partners and organizations Developers
3.2.5: Investigate feasibility of increasing frequency of garbage collection	<ul style="list-style-type: none"> Develop options and cost estimate for reinstating weekly garbage collection or alternative options for increasing garbage collection frequency 	Moderate	Medium Term	<ul style="list-style-type: none"> Town Council Public Works Director 	

Goal 4: Fostering an Effective and Efficient Municipality

Throughout the community engagement process, residents highlighted the importance of several key issues they would like to see the Town of Pilot Butte address or implement going forward. The key issues included ensuring that services are delivered in a cost-effective and efficient manner, policing is increased and by-laws are enforced, that new residential developments are compatible with and enhance the current community, and communication and engagement between Council, Staff, and the community be improved across the board. Residents also expressed a desire for Town Staff and Council to be more transparent and accountable with their financial and planning decisions and reporting. Many of these concerns shared by Town residents stem from past planning initiatives and financial decisions that were seen by many as poorly executed, and lacked proper public engagement and input.

The Town of Pilot Butte is committed to working in an open and transparent manner with residents and local businesses alike. One step the Town is currently taking towards improving communications with the community is by launching a new website in July 2017. The Town is also committed to working with residents, partners, and local businesses moving forward as they work to prioritize and implement this Strategic Plan.

As the community of Pilot Butte continues to grow, staffing at the Town office will likewise need to grow to continue to provide a high level of service. Based on discussion and outcomes identified from the community engagement process, and recent and projected growth trends, the Town of Pilot Butte may consider adding the following types positions to their exiting staff: communications, community/development planner, economic development officer. In the short and medium term, the Town of Pilot Butte may also consider hiring applicable experts to assist in the implementation of the plan. As an outcome of this Strategic Plan, the Town is committed to reviewing, creating, and/or consolidating exiting town committees as appropriate to maximize the effectiveness and efficiency of implementing this plan and other ongoing initiatives.

Objectives and Actions

The following Objectives and Actions have been identified for Goal 4: Fostering and Effective and Efficient Corporation:

- **Objective 4.1:** Improving community engagement, transparency, and communications
- **Objective 4.2:** Maintaining long-term financial sustainability

Priority: High, Moderate, Low

Timing: Short Term 1-3 years; Medium Term 4-6 years; Long Term 7->10 years

Goal 4: Fostering and Effective and Efficient Corporation					
<i>Objective 4.1: Improving community engagement, transparency, and communications</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
4.1.1: Identify, create, and/or merge existing Town committees' as appropriate to increase effectiveness and efficiency to implement the Strategic Plan and other ongoing initiatives		High	Short Term and ongoing	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager Community organizations and Partners
4.1.2: Wherever possible, update and publish Pilot Butte's development and planning processes /policies		High	Short Term	<ul style="list-style-type: none"> Town Council Town Manager 	

Goal 4: Fostering and Effective and Efficient Corporation					
<i>Objective 4.2: Maintaining long-term financial sustainability</i>					
Action	Steps	Priority	Timing	Lead Resource	Contributors
4.2.1: Identify future capital investment needs and infrastructure planning	<ul style="list-style-type: none"> Identify and prioritize capital expenditures and infrastructure projects to be completed in the short and medium term 	High	Short Term	<ul style="list-style-type: none"> Town Council 	<ul style="list-style-type: none"> Town Manager

	<ul style="list-style-type: none">• Communicate capital and infrastructure projects to residents and community partners				
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6.0 Implementation Strategy

The Town of Pilot Butte's Strategic Plan combines a variety of Goals, Objectives, and Actions that work to support an overall community derived Vision. Over the next 10 years, the Town will place a strong emphasis on achieving the actions outlined in this Strategic Plan. As such, this Strategic Plan demonstrates Staff and Council's long-term commitment to strategically and sustainably shaping the Town of Pilot Butte according to input garnered from the community engagement events and activities.

The Strategic Plan should be implemented in conjunction with other Town plans, policies, and goals, as well as in partnership with local community organizations, businesses, and residents. Specific examples of plans and policies that may be affected by the Strategic Plan include the Official Community Plan (2014), and zoning by-laws.

Overall, the proposed implementation steps have been developed to ensure that clear directions are established for the Town of Pilot Butte to put the Strategic Plan into action. The Strategic Plan's Actions suggested in Section 5 above will be achieved by following the proposed Implementation Strategy steps presented in the sections below.

6.1 Integrate the Strategic Plan into Day-to-Day Operations of the Town of Pilot Butte

The implementation of the Strategic Plan is made possible with a governance and accountability structure that allows and supports the Plan to be successful. Council and Staff will be responsible for assigning and confirming responsibility for the coordination of the monitoring and implementation phases of this Plan.

To achieve implementation success of the Town of Pilot Butte's Strategic Plan, Council and Staff are committed to:

- Acting as internal champions for the Strategic Plan
- Assigning and confirming the implementation of Actions to Staff and Council, and to develop an implementation reporting mechanism or team, which includes representatives from all departments and partners
- Directing Staff to consider the implementation of the Strategic Plan when developing new plans, priorities, and preparing budgets
- Establishing collaborative cross-functional teams (Staff and community partners) to support the implementation of the Strategic Plan where appropriate
- Assigning the responsibility of compiling information and reporting to Council by way of a semi-annual report card regarding the Strategic Plan's implementation.

Another important consideration will be the need to maintain a sustainable financial position when planning and implementing the Actions identified in the Strategic Plan. Implementation must be carefully planned and staged to not place a burden on either the short or long-term financial health of the Town. Typically, smaller communities cannot afford to dedicate significant resources to implementing a Strategic Plan. The Town of Pilot Butte should take advantage of their established volunteer network and the existence of many community organizations that already support many of the proposed initiatives outlined in the Strategic Plan.

6.2 Maintain and Enhance Internal and External Partnerships

As the Town of Pilot Butte progresses with the implementation of the Strategic Plan, existing and new internal and external partnerships will need to be developed and/or enhanced. Internal partnerships are defined as those between departments, while external partnerships include community organizations, residents, businesses, and even other municipalities and levels of government. Now that the Strategic Plan has been completed, conversations around setting priorities and identifying community leads and partners for key actions can begin.

6.3 Continuing to Build Community and Council Support

Consistent support from the community and Town Council is imperative to the implementation of the Strategic Plan. If general support for the Plan is in place and well-maintained, Council, residents, and community organizations will be more likely to get involved and assist with the implementation. The Town of Pilot Butte can then ensure that the Strategic Plan is aptly incorporated into its day-to-day operations, policies and plans.

The Town of Pilot Butte is encouraged to continue sharing updates with community members, organizations, and relevant partners. Communication and awareness opportunities could include:

- Regular updates on progress and initiatives at meetings and events
- Community meetings to present the Plan to the community, to discuss key accomplishments and actions that are being implemented
- Showcasing of the Strategic Plan and progress being made on the Town's website, social media platforms, newsletters, etc.
- Providing information on the availability of the Plan online and provision of comments for consideration

6.4 Monitoring and Reporting

Even the best plan is of little use if it does not lead to action, and is not continuously referenced and updated to reflect changing internal and external realities. This Strategic Plan needs to be recognized as a '*living plan*' and must be recognized by Council, Staff, and the community as an evolving document used to guide the mission, vision, and values of the Town of Pilot Butte.

The Town of Pilot Butte should consider the need to:

- Identify key partners and establish timelines for completing the proposed actions
- Periodically review and update the Plan
- Develop and review annual action plans with Staff during budget planning processes
- Establish a process to track the progress of the Strategic Plan
- Prepare an annual report card summarizing achievements to date on implementing the Strategic Plan, and plans for the near future
- Provide report updates annually to Town residents

Appendix A1: Visioning Workshop Presentation



Strategic Planning Project Community Visioning Workshop

Town of Pilot Butte

Saskatchewan, Canada

May 4, 2017

Welcome and Introductions

Purpose of the Workshop:

- To develop a collective understanding of the Town of Pilot Butte's Strategic Planning Project
- To brainstorm a strategic Vision, Mission, Values, Goals, and Objectives for the Town of Pilot Butte
- To provide guidance on the issues and actions that the Town could take over the next 10 years



Tentative Workshop Agenda

- 6:30 p.m. Welcome and Introductions
- 6:40 p.m. What is a Strategic Plan
- 7:00 p.m. Vision Statements Brainstorming Group Exercise
- 7:30 p.m. Mission Statements Brainstorming Group Exercise
- 8:00 p.m. Values Statements Individual Exercise
- 8:15 p.m. Goals Statements Brainstorming Group Exercise
- 8:35 p.m. Objectives Statements Brainstorming Group Exercise
- 8:55 p.m. Summary and Debrief



What is a Strategic Plan?

- A tool that organizes the present based on future projections and the desired future
- A framework for sustainable decision making
- Brings together the social, cultural, environmental and economic strategies in an integrated way
- Includes the necessary procedures and operations to achieve the community's desired future
- Process involving input from community members, partners, staff, and Council



What is a Strategic Plan?

- Strategic planning is about taking control of the present to create the Town's future
- Two paths 1) Where are we going? Continue as we are (external influences); or, 2) Strategic thinking (taking control)

Where
We
Are

1)
Where
are we
going?

2) Where
we **WANT**
to be and
HOW to
get there



What are the Benefits of Strategic Planning?

- Better understand the community needs and expectations (community, economic, and environmental)
- Develop a renewed sense of purpose / future direction
- Clarifies short, medium, and long term goals and objectives
- Enhances the Town's ability to deal with and manage change
- Enhances communication with Council, Staff, and the public
- Improved decision-making and management effectiveness
- Clear road map moving forward over the next ten years



Approach to Strategic Planning

- Opportunities for Community Engagement (Collaboration and Inclusiveness)
- Function as the over-riding guiding document for all other Town initiatives (Effectiveness)
- Realistic and achievable action plans (Balance)
- Strategic Plan as management tool
- Implementation plan



Opportunities to get involved

- Visioning and Brand Strategy Workshops
- Community Survey
- Stakeholder Interviews
- Tea & Talks Workshop
 - May 9
 - May 17
 - May 25
 - May 27 (+Youth Pizza & Talks workshop)



Vision

The **Vision** is a general statement that presents a timeless inspirational view of the ideal future for the Town.

Developing a Vision:

- General statement
- Timeless, future-focused
- Inspirational
- What would you like the Town to be?

Brainstorming Session

- Discuss and brainstorm ideas for a **Vision** for the Strategic Plan
- Things to consider:
 - What words come to mind when you think about the Town's future over the next 5-10 years?
 - How do you want Pilot Butte to be perceived by others?
 - What would say to a friend who is considering moving to Pilot Butte?



Mission

A **Mission** is a statement of the purpose of an organization. The mission provides the framework or context within which an organization functions.

Developing a Mission:

- Short / Memorable
- Inspiring
- Town focused

Brainstorming Session

- Discuss and brainstorm ideas for a **Mission** for the Strategic Plan
- Things to consider:
 - Why do we exist as a Town?
 - What do you want to be remembered for?
 - What connects our community?



Values

A **Values** statement is a declaration that informs the community, staff, Council, and visitors about the Town's top priorities and what its core beliefs are.

Developing Values:

- 3-7 Values
- More than one word
- Shared Ideas

Individual Activity

- Think about and write down your ideas for regarding what you think the Town's **Values** should be.
- Things to consider:
 - What are the guiding principles that dictate how we treat each other, and visitors of our Town?



Goals

Goals are qualitative statements that highlight key issues raised during the Strategic Planning process, add depth to the vision statement and chart the direction for the plan.

Developing Goals:

- Think about key issues facing the Town
- Reflect on Vision
- Actionable statements

Brainstorming Session

- Discuss and brainstorm ideas for community **Goals** for the Strategic Plan
- Things to consider:
 - What are the key issues and/or priorities facing Pilot Butte today, and over the next 5+ years?
 - What should the Town's **Goals** be to address these key issues / priorities?
 - **Priority areas:** E.g., Community, Environment, Economy, Fiscal



Objectives

Objectives are more specific statements of the general goals and describe how the goals will be achieved. Each goal can have multiple objectives.

Developing Objectives:

- Specific
- Measurable / Evaluated
- Follow goals
- Mini vision statements

Brainstorming Session

- Discuss and brainstorm ideas for community **Objectives** for the Strategic Plan
- Things to consider:
 - How specifically will the Town achieve their goals?
 - What specifically, are the important things we must do achieve our goals and make the vision a reality?
 - **Priority areas:** E.g., Community, Environment, Economy, Fiscal



Next Steps

- **Continue Community Engagement Activities**
- **Developing the Draft Strategic Plan**
 - Draft Mission, Vision, Values, Goals, and Objectives
 - Develop Actions
- **Meeting with Staff and Council**
- **Develop Detailed Action Planning (Implementation Plan)**
- **Presentation of the Final Plan to Staff, Council, and Community**





Thank you!

Appendix A2: Visioning Workshop Summary

Vision

<ul style="list-style-type: none"> • Community of choice • Cohesive • Attractive • Vibrant • Community that thrives • Small town atmosphere • Unique • Renovated Town Hall/office/recreation centre – make the old Town office for new girls dressing rooms • Seniors club needs new/more space • Not a lot of Condos • Housing for seniors • Walking paths • Off leash dog park 	<ul style="list-style-type: none"> • Family friendly • Managed growth • Sustainable • Progressive • Environmentally responsible • Active community – programming for seniors and kids; things to do • Connectivity (space/place/people) • Maintained infrastructure • Traffic controls and traffic lights at Hwy. 46 towards rodeo grounds • People involved in the Community (how to get people involved?) • New town sign • What is the Town's projected growth?
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Mission

<ul style="list-style-type: none"> • Small Town family atmosphere • Close to the City • Crime free • Increased RCMP presence • Welcoming committee • Driving to be the community of choice • Welcoming • Citizens are actively engaged in the community • Diversity – opportunities • Leveraging opportunities 	<ul style="list-style-type: none"> • Focused on seniors – transportation? • Mission is to achieve the Town's vision • Best bedroom community around • Building a community for our children's children • Safe • Cohesive • Growing together in harmony • Promoting a healthy community • Support residents needs • Close proximity to the city (advantages and disadvantages) • Support the local community
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Values

- Opportunities? Support for community businesses
- Friendliness
- Trustworthy
- Open communication between Town Staff and residents and timely responses to their concerns
- Town spirit!
- A safe community where your neighbours matter

- Recreational opportunities for all ages and interests
- A kind and caring atmosphere
- Responsible and thoughtful spending (of taxes)
- A progressive community
- Clean yards and well kept public spaces
- Fiscally responsible government
- Transparency and open communication
- “small-town” know your neighbour
- Recreation, culture and library programs
- “affordable” taxes
- Trust in (Town’s) decision making process and input from residents
- Friendly/neighbourly, sharing and understanding
- Respect
- Transparent and fiscally responsible
- Engaged
- Fun/enjoyable/accepting/caring/looking out for each other
- Respectful and open governance
- Fiscally sound use of public funds
- Commitment and completion of projects
- Respect and consideration
- Sound governance
- Fiscally responsible
- Trustworthy
- Commitment and follow-through of projects such as the walking paths
- Built an environment that compliments nature

Goals

<ul style="list-style-type: none"> • Fostering a non-threatening / non-judgemental community • Eco-friendly leader • Community embraces differences • Nice places to go / visually appealing • Small town community • Controlled growth • Community safety • Build infrastructure for growth • More services in Town • Ensure sustainability is our goal • Wastewater treatment • Create connectivity – active transportation; mixed housing; commercial; complete neighbourhoods 	<ul style="list-style-type: none"> • Safe community (have the commissionaires and RCMP) • Clean-up community – beautification • Respectful neighbours • Community pride • Create an attractive and welcoming community – signage; community clean up day; flower planters; by-law enforcement; renew/revive greenspaces; walking path; community gardens; BBQs • Foster an engaged community • Create a community that cares – community events; neighbours meeting; parties on the street • Providing programs and services that meet the communities needs
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	<ul style="list-style-type: none"> • Focus on arts, culture, leisure in recreation programming mandate • Bring back ballroom dancing
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Objectives

<ul style="list-style-type: none"> • Leading by example • No judgement • Review current by-laws • Community maintenance • Promotion of inclusivity • Hosting block parties • Meeting people and neighbours • Having a Town welcoming committee • Volunteers • Community bingo • Market / farmers market • Square dancing • Yoga • Walking club / exercise for seniors 	<ul style="list-style-type: none"> • Creating programs for everyone – accessible to everyone • Create a composing program • Opportunities for a bio-gas plant to create electricity • Planting trees • No lawn chemicals • Have a neighbourhood watch • Flower beds – community in ‘bloom’ program • Increasing communication with residents
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Appendix B1: Tea & Talks Presentation



Strategic Planning Project Tea & Talks Workshop

Town of Pilot Butte

Saskatchewan, Canada

May 2017

Welcome and Introductions

Purpose of the Workshop:

- To develop a collective understanding of the Town of Pilot Butte's Strategic Planning Project
- To brainstorm a strategic vision, priorities, and actions for the Town of Pilot Butte
- To provide guidance on the issues and actions that the Town could take over the next 10 years



Tentative Workshop Agenda

- 1:00 p.m. Welcome and Introductions
- 1:05 p.m. Overview of Strategic Planning Project
- 1:20 p.m. Tea & Talks Discussion
- 2:30 p.m. *Break*
- 2:40 p.m. Tea & Talks Discussion (Continued)
- 3:50 p.m. Summary and Debrief



What is a Strategic Plan?

- A tool that organizes the present based on future projections and the desired future
- A framework for sustainable decision making
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- Enhances communication with Council, Staff, and the public
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- Clear road map moving forward over the next ten years



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- Function as the over-riding guiding document for all other Town initiatives (Effectiveness)
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Next Steps

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- **Developing the Draft Strategic Plan**
 - Draft Mission, Vision, Values, Goals, and Objectives
 - Develop Actions
- **Meeting with Staff and Council**
- **Develop Detailed Action Planning (Implementation Plan)**
- **Presentation of the Final Plan to Staff, Council, and Community**



Tea & Talks Discussion

- 1) What are the three most important priorities in the Town of Pilot Butte.
- 2) Which of these priorities discussed above should be a primary focus in the Plan for the next 3-5 years?
- 3) What actions do you suggest be taken to address these priorities?
- 4) A sustainable future includes considerations of the social, economic and natural environments in decision making. What does a sustainable Pilot Butte mean to you?
- 5) What is your vision of Pilot Butte? What key word or phrases come to mind when thinking of a vision for the Town of Pilot Butte?
- 6) What is one thing you would say to a business owner (individual, Board) to convince them to consider Pilot Butte as a business location? And/or what would you tell someone who is considering moving to pilot butte?
- 7) Is there anything else important that we should know or consider when preparing the Strategic Plan?





Thank you!

Thank you for Attending and your Insightful Perspectives

Appendix B2: Tea & Talks Summary

TEA AND TALKS WORKSHOP

TOWN OF PILOT BUTTE - STRATEGIC PLANNING PROJECT

Tea and Talks Agenda

1) What are the three most important priorities in the Town of Pilot Butte.

Session #1	<ul style="list-style-type: none"> • New recreation centre, town office, seniors centre, Town hall • Seniors can move into the Town hall • Art programming – art in the park • Counselling services for all population demographics • Pool and swimming lessons • Ball diamond maintenance • Update hockey rink • What is the status of the old lagoon area? New purpose? • Repurpose current rec centre if a decision is made to move it – create a dance hall and seniors centre • Take out Butte Street – repurpose for recreation space / soccer facilities – think about a road to the new development • Population retention • Grocery store – helpful for seniors (limits their need to drive; keeps their independence) • Shuttle service for seniors/residents (doctor visits, car-pooling to the City, creating employment) • Policing and Town security – cars and garages being broken into lately • Have ‘eyes’ on the street (crime prevention through environmental design) • Ways to ‘get to know’ your neighbor • Need to understand the Towns development targets – how many houses? • Finish current developments, then see where to go from there • Northridge is doing a good job – has walking paths • Town needs to do its diligence for all initiatives and developments • Focus on a residential and commercial balance – a complete community – services required for the population • Limit the number of rental properties • Clean up the new residential neighbourhoods to the East and North • Establish a truck route? Do we need it? Do trucks have to come through town? How does this stress the Town’s infrastructure/roads? • Create sidewalks that lead to the communities centre / commercial areas
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	<ul style="list-style-type: none"> • Irrigation for Town/school properties – beautification – Ball facility – manage goffer holes • How can the Town work with the school on these initiatives – fund raising? Tree planting for wind shelter?
Session # 2	<ul style="list-style-type: none"> • Growth – continue to grow with residential and commercial developments • Build recreation with new facilities and programming – attractive for new families – this is why people move to PB • Focus on Infrastructure – water and wastewater; drainage issues; roads • Increase residents’ participation in community initiatives • Increase Council and Town transparency • Increase community pride
Session #3	<ul style="list-style-type: none"> • Roads – still some unpaved roads in Town – dusty – affects the look of the town • School – will there be a high school coming? • Spray park • Fencing around new neighbourhoods – beautification initiative – adds a ‘clean’ look • Increasing commercial businesses and adding a grocery store • Seniors housing and affordable housing • Off-leash dog park • Recognition of community initiatives – volunteer appreciation – community involvement and pride • Traffic controls at Hwy. 46 interchanges (lights, speed reductions) • Build a pool • recreation services and programming for all ages • increase commercial services • swings for toddlers and benches at play structures • more community green spaces • tree planting – educate residents (by-law controls) for where residents can plant trees (i.e., away from powerlines); create nature wind breaks • garbage clean-up in new developments (construction garbage and debris) – keep Town beautiful • maintain seasonal yard waste pick up • increase commercial / light industrial areas – look for ways to attract new businesses • advertising Town signage
Session #4	<ul style="list-style-type: none"> • Roads (too narrow, no sidewalks, some unpaved); create nice boulevards • ‘Outsiders’ benefiting from PB services but don’t live in out Town or support our tax base (RM acreages) • Keep focus on Hockey – major draw • More programming – yoga • New recreation centre / better utilize existing space

	<ul style="list-style-type: none"> • Volunteers – need to attract more people; reduce volunteer burnout • Increase commercial base – balance with safety (increase residents and business means more cars – don't have sidewalks) • Create a local 'hub' • Attract more home-based businesses • Focus on supporting more community events (dinners on the ball diamond, dances, concerts, etc.) • Communication between Town and residents needs to be better • Use multi-platforms for communication – online and other • Better organization and communication of community events – coordinate calendars between community organizations / associations • Need a Town communication officer • Website being upgraded and creating Town App for smart phones • Build washrooms at recreation fields – water fountains
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2) Which of these priorities discussed above should be a primary focus in the Plan for the next 3-5 years?

<p>Session #1</p> <ul style="list-style-type: none"> • Recreation programming (affordability) (5 votes) • Increasing commercial services (8 votes) • Transportation (2 votes) • New Recreation facility / upgrade current facility (16 votes) • Community safety (4 votes) • Focus on completing residential developments (9 votes) • Traffic controls / sidewalks (11 votes) • Focus on park space / beautification (15 votes) • Affordable housing (no votes)
<p>Session #2</p> <ul style="list-style-type: none"> • Growth (7 votes) • Recreation (7 votes) • Infrastructure (8 votes) • Community engagement (2 votes) • Council/Town Transparency (3 votes)
<p>Session #3</p> <ul style="list-style-type: none"> • Green spaces (3 votes) • Attract new business (5 votes) • Maintain and pave roads (5 votes) • Spray park (7 votes) • Seniors housing (3 votes)

- Hwy 46 traffic controls (10 votes)
- Recreation programming/services (10 votes)
- Off-leash dog park
- Community engagement

Session #4

- Focus on Roads (3 votes)
- Regulate cost of services being used by “outsiders” (3 votes)
- Recreation space (new or update existing) (10 votes)
- Increase commercial space (2 votes)
- Increase community events (4 votes)
- Better Town communication (2 votes)

3) What actions do you suggest be taken to address these priorities?

Session #1	<ul style="list-style-type: none"> • Build what other communities don’t have • Swimming pool • Better services than surrounding communities • Maintain Town facilities and assets • Focus on recreation space • Focus on infrastructure projects (streets, Town buildings) • Capitalize on ‘outsiders’ who come to use our facilities • High school rodeo is taking off as a popular event – how can the Town be more involved?
Session #2	<p>(Growth Actions)</p> <ul style="list-style-type: none"> • Increase wastewater treatment capacity • Focus attention on economic development opportunities – What is the Town’s strategy for Ec. Dev., hire and ED Officer? Create a regional plan? • Focus on keeping residents in Town – offer the services they need to spend their money in Town – support local businesses – don’t have to go to the City or another town. • Manage current growth – look for new ideas on growth • Increase the amount of commercial businesses in Town • Develop the commercial area on Hwy. 46 <p>(Recreation Actions)</p> <ul style="list-style-type: none"> • Community engagement to hear what people want (e.g., programming) • Town has a good ‘base’ of infrastructure for baseball and hockey – can the Town create more recreational facilities? • Offer recreation space that the City offers • Need more culture/leisure programming – programming that is accessible to everyone (low cost)

	<ul style="list-style-type: none"> • Campaign for new volunteers – volunteerism is dropping over recent years • Find new funding for increasing programming budget – facility upgrades – keep costs to residents' low • Hockey and baseball are expensive and not accessible to all kids in Town • Make sure Infrastructure priorities come before recreation <p>(Infrastructure Actions)</p> <ul style="list-style-type: none"> • Community engagement – educate residents on the issues and challenges facing the community • Looking for new grants to access - lobby federal/provincial governments • Central water is attractive to new residents (keep costs as low as possible for any new projects – water plant came at a huge expense to residents) • Create an asset management plan <p>(Engagement Actions)</p> <ul style="list-style-type: none"> • Educate the community on Town's (immediate) priorities • Volunteer burnout is an issue – need to campaign for more volunteers • Acknowledge volunteers – Annual BBQ? – create a volunteer community / comradery • Create a 'one window' community volunteer organization • Organization between all community organizations/associations needs to be better • Focus on seniors health
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- 4) A sustainable future includes considerations of the social, economic and natural environments in decision making. What does a sustainable Pilot Butte mean to you? What is your vision of Pilot Butte? What key word or phrases come to mind when thinking of a vision for the Town of Pilot Butte?

Session #1	<ul style="list-style-type: none"> • Great place to raise kids • Welcoming people / community • Good library and social networks in Town • Friendly • Active for all ages • Excellent seniors centre • Small town feel • Outdoors • Know your neighbor • Safe community
Session #2	<ul style="list-style-type: none"> • Growth while keeping small town feel – manage current and future growth • Sustainable must = affordable; housing, taxes, services • Housing is currently 50-60k less than comparable in the City

	<ul style="list-style-type: none"> • Meeting the services expectation of the residents • Active community – events and things are happening • Organized programming – walking • A positive buzz / pride amongst residents
Session #3	<ul style="list-style-type: none"> • Maintain small town feel in the community • Non-restrictive – allow ATVs etc., to drive in Town • Growth for the next generations • Seniors housing – retain seniors • Create a new sports complex with indoor pool • Hotel • Outdoor pavilions and public spaces – street furniture • Growth but not too quickly • Lobby for an ambulance station • Maintain the look of the Town – natural, meadows and green space – make sure new development don't destroy the green spaces
Session #4	<ul style="list-style-type: none"> • Small town ambiance • Quiet, slow, laidback, beautifully quiet • Walkable • Small tweaks, not full-blown change • Beach or pool area for families • Active Town • Balance of employment and leisure opportunities • Always things happening in Town • Sustainable and self-sufficient • Not a bedroom community • More regional communication

5) What is one thing you would say to a business owner (individual, Board) to convince them to consider Pilot Butte as a business location? And/or what would you tell someone who is considering moving to pilot butte?

- Community on the cusp of growth
- Many green spaces – recreation facilities, ball diamonds, commercial mall
- Small town feel
- Close to the City / but not the city
- Many services close by if not in town
- Great school
- Safe place to live
- No traffic in Town
- Free range kids – many 'eyes' looking out for one another in Town

6) Is there anything else important that we should know or consider when preparing the Strategic Plan?

- Utilize current infrastructure to market the Town
- Fix drainage issues left by Water Plant project
- Maintain garbage collection
- Mitigate risks with prudent planning on all projects
- Don't allow 'cookie cutter' housing
- Reinstate the Citizens on Patrol program
- Focus on community engagement – residents want a personal experience talking with Town staff and Council
- Don't lose the historic value of the community – old CPR Town – the Butte – Town's history book
- Safety – many break-ins lately
- Need to police loose dogs
- Make Town staff more accessible – know who to call for what issues (i.e., who do you call about garbage issues, loose dogs, etc.)
- Town FAQ section?
- Better access to Town information
- More policing coverage
- Town needs a better online presence and transparency of essential information

Thank you for Attending and your Insightful Perspectives

Appendix C: Interview Guide

STAKEHOLDER INTERVIEW QUESTIONS

TOWN OF PILOT BUTTE - STRATEGIC PLANNING PROJECT

The Town of Pilot Butte has initiated a process to develop a Strategic Plan, which looks to the future with a view to enhancing the ability of the Town to achieve long-term well-being. This project, funded by the Town of Pilot Butte, is based on examining the long-term growth, sustainability, and management of the Town's societal, economic and environmental assets. This project will utilize a community-based approach to planning the future that brings together the social, cultural, economic and environmental strategies in an integrated way. It provides a one-window approach to understanding the Town's vision for the future, and the road map for getting there.

The objectives of the project include:

- to establish a collective vision for the future
- to optimize the use of available resources
- to communicate priorities to all stakeholders, and
- extend the strategic plan to operations and be aligned with the goals and objectives of Council, its departments, residents, and local partners.

To support the planning process, a series of key informant interviews are being completed. Below are open-ended questions that will be used to start the dialogue with key staff, council and stakeholders. The discussion will go in the direction that each individual takes it. Questions should be answered from the perspective of the interviewee (level of comfort), but interviewee may also provide higher level information and comments if desired.

The results of the interviews will be aggregated and compiled into a report. Comments will not be directly attributed to interviewees. The discussions will be fairly informal, open-ended, and will last approximately 30-60 minutes.

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- Q1. What are the current strengths and opportunities for Pilot Butte?
- Q2. What are the current community weaknesses and/or threats for Pilot Butte?
- Q3. What are the three most important issues/priorities facing Pilot Butte during the next 5 to 10 years? What actions would you suggest Pilot Butte could take to address these issue(s)/priorities?
- Q4. Are there things that the Town of Pilot Butte could be doing better?
- Q5. What does a sustainable Pilot Butte mean to you?
- Q6. When you think about the future of Pilot Butte, what words or phrases come to mind?
- Q7. How could external agencies (corporations, community groups, etc.) be involved in the implementation of the Strategic Plan?
- Q8. Is there anything else important that we should know or consider when developing the Strategic Plan?

Thank you for your Time and Insightful Perspectives

Appendix D: Community Survey & Results

2017 Survey Results

Summary of 81 Surveys Returned

1 How do you generally feel about the Town of Pilot Butte as a place to live?

Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
19	56	5	1
23%	69%	6%	1%

2 What, in your opinion, would you say are the most appealing aspects about living in Pilot Butte?

Proximity to City	49	60%
Safe Environment	30	37%
Can walk just about anywhere in Town	11	14%
Sports Programs	4	5%
Other Reasons:	<ul style="list-style-type: none"> - more quiet than the city - people, close to family - short commute, friendly community - my place of work - small town feel (4) - peaceful - good, safe school - affordable housing - small town feel with city close by - simpler lifestyle - community involved events - (Rodeo, Old Timers Slo pitch) - quality lifestyle @ reasonable cost - safe secure living free of major crimes - larger lots - knowing, helping neighbours, everyone waves and you can meet with people you know at the store, gas station, pharmacy, etc. - lots of dogs barking - dirt bike up and down the street and alleys 	

3 What is your opinion of the overall quality of life in Pilot Butte? Would you say that you are

Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
18	58	3	1
22%	72%	4%	1%

4 Pilot Butte has seen an increase in development over the past 5 years. There has been an average of 50 new homes a year (including condo units) and a new commercial business area.

A With respect to the rate of the current residential growth in Pilot Butte, do you think over the next 10 years it should be:

Increased	Decreased	Remain the same	No opinion
33	18	29	2
41%	22%	36%	2%

B With respect to the rate of the current commercial growth in Pilot Butte, do you think over the next 10 years it should be:

Increased	Decreased	Remain the same	No opinion
44	8	26	1
54%	10%	32%	1%

5 One of the goals of the Town's strategic plan is to make the town sustainable for the future, with respect to the community, the economic environment and the natural environment. We would like to get your opinions on various services/programs that the Town delivers and see how to balance priorities moving forward for a sustainable Pilot Butte.

A On a scale of 1 to 5, with 5 being the most important and 1 being least important, how would you rate the importance to you of spending Town tax dollars on the following items:

Community

Recreation Facilities

1	2	3	4	5
5	2	23	23	28
6%	2%	28%	28%	35%

Recreation programs/activities for children and youth

1	2	3	4	5
5	3	23	22	29
6%	4%	28%	27%	36%

Recreation programs/activities for adults and seniors

1	2	3	4	5
5	6	31	24	16
6%	7%	38%	30%	20%

Arts and culture facilities (e.g. Library)

1	2	3	4	5
9	7	31	16	18
11%	9%	38%	20%	22%

Arts and culture programs

1	2	3	4	5
12	9	32	12	12
15%	11%	40%	15%	15%

Active transportation initiatives (e.g. bike lanes, walkways, park trails)

1	2	3	4	5
6	8	19	23	25
7%	10%	23%	28%	31%

Affordable / Mixed Use Housing

1	2	3	4	5
26	13	23	8	9
32%	16%	28%	10%	11%

Seniors Housing / Assisted Living Facility

1	2	3	4	5
11	15	18	16	20
14%	19%	22%	20%	25%

Policing / Commissionaires

1	2	3	4	5
4	3	20	23	32
5%	4%	25%	28%	40%

Fire Services

1	2	3	4	5
	3	13	16	50
0%	4%	16%	20%	62%

Bylaw Enforcement

1	2	3	4	5
4	5	23	21	27
5%	6%	28%	26%	33%

Safety / Crime reduction

1	2	3	4	5
	4	12	19	46
0%	5%	15%	23%	57%

Public Consultation on municipal issues

1	2	3	4	5
4	9	16	22	26
5%	11%	20%	27%	32%

Town's communications with residents

1	2	3	4	5
1	4	15	25	35
1%	5%	19%	31%	43%

Economy

More support for local businesses

1	2	3	4	5
9	5	24	27	13
11%	6%	30%	33%	16%

Support additional Light Industrial Development

1	2	3	4	5
15	14	26	16	8
19%	17%	32%	20%	10%

Focus on growing community services and commercial development in town

1	2	3	4	5
9	6	17	28	19
11%	7%	21%	35%	23%

Encourage economic growth by promoting Pilot Butte as a place to live

1	2	3	4	5
11	6	23	20	19
14%	7%	28%	25%	23%

Encourage economic growth by promoting Pilot Butte as a place to visit

1	2	3	4	5
11	12	23	23	10
14%	15%	28%	28%	12%

Encourage economic growth by promoting Pilot Butte as a place to do business

1	2	3	4	5
11	7	19	28	17
14%	9%	23%	35%	21%

Sound management of municipal finances

1	2	3	4	5
2		12	25	39
2%	0%	15%	31%	48%

Natural Environment

Protect Natural areas

1	2	3	4	5
5	5	19	26	24
6%	6%	23%	32%	30%

Park Maintenance

1	2	3	4	5
4	3	6	33	33
5%	4%	7%	41%	41%

Off-leash dog park

1	2	3	4	5
28	14	16	8	14
35%	17%	20%	10%	17%

Planning studies for creating complete community initiatives

1	2	3	4	5
10	11	37	17	3
12%	14%	46%	21%	4%

Snow removal

1	2	3	4	5
	1	11	26	43
0%	1%	14%	32%	53%

Garbage collection

1	2	3	4	5
2	1	13	28	38
2%	1%	16%	35%	47%

Recycling collection

1	2	3	4	5
3	1	12	32	33
4%	1%	15%	40%	41%

Town Beautification

1	2	3	4	5
4	5	18	28	25
5%	6%	22%	35%	31%

Road and sidewalk repair and maintenance

1	2	3	4	5
	4	11	31	35
0%	5%	14%	38%	43%

B If costs have to rise to deliver the services, I prefer that:

Some services are cut	There is an increase in taxes	There will be a user fee	A combo of the three	No Opinion
8	9	17	45	3
10%	11%	21%	56%	4%

- Better Management

- Increase taxes for essential services

6. What are the top 3 recreational improvements or developments you would like to see in Pilot Butte over the next 10 years?

- 1 Indoor pool - 2
- 1 Indoor sports/pool facility or outdoor pool - 3
- 1 Spray park - 2
- 1 Swimming pool - 2
- 1 Swimming pool - 3
- 1—Indoor Pool - 5
- 1—Splash/Water Park - 20
- 1 – splash pool
- 2 A place to meet outside in the summer instead of being inside the Golden Sunset Club
- 2 Activity center
- 2 Additional Skating rink - 2
- 2 All concrete skate park - 1
- 2 Curling rink
- 2 Enlarge ice surface in the rink– Re-develop space allocation
- 2 Expanded adult recreational activities (utilize school gym)
- 2 Facility upgrade/maintenance
- 2 Fitness centre
- 2 Indoor viewing at rink & rink reno
- 2 New hall
- 2 New Multi– Purpose Rec Center - 6
- 2 New rec center
- 2 New Rink - 2
- 2 New rink - 2
- 2 New Seniors center - 2
- 2 Rec Center - 2
- 2 Sportplex divided between White City, Balgonie, Pilot Butte
- 2 Spray/Splash Park - 6
- 2 Town hall - 2
- 2 Town office/library/seniors/dressing rooms/diamond #1 - 2
- 2 Upgrades /Maintain to Rec. Center and/or hall - 2
- 2 A new comprehensive community complex to include rink, town offices, swimming pool, library, multi-use hall with adequate parking - Yorkton complex excellent example - 4
- 2 Aging and/or new infrastructure – 5
- 2 New rink/swimming pool/soccer facility with Balgonie/White City
- 2 Proper recreational facilities - upgrade
- 3 Better and more parks - 4
- 3 Community gardens
- 3 Green space
- 3 Maintain and/or town ball diamonds - 2
- 3 Park maintenance—better upkeep
- 3 Picnic area
- 3 Revamp the area
- 3 Rodeo grounds
- 3 School Track - 2
- 3 School yard grounds - 2
- 3 Swings and infant swings

- 3 Town owned Park
- 3 Beautification – cleanup and facelift
- 3 Parks and greenspaces - 3
- 3 Parks and playground structures
- 3 Land for school and parks
- 3 More funding for recreation
- 3 Maintain greenspace/parks on a regular basis
- 4 Active transportation Initiatives(Bike lanes, walk ways, trails) - 3
- 4 Benches and trees on walking paths
- 4 Completed pathways to commute through Pilot Butte
- 4 Enhanced walking paths with benches, trees, lights etc. - 7
- 4 Maintain roads & walkways for walks and bike rides
- 4 Road's and boulevards cleaned up, paved and made safer for bikes walking and kids
- 4 Walking paths - 11
- 4 Well lit walking/bike paths - 3
- 5 Art classes for adults
- 5 Better parks—actual fun stuff for kids
- 5 Better seating at ball fields and rodeo grounds
- 5 Children and adult Rec Programs - 2
- 5 Community BBQ's
- 5 Exercise classes for adults - 2
- 5 Finish developing parks
- 5 Golf course
- 5 Improve school field
- 5 Indoor Walking facility— already offered as a service - 2
- 5 Keep developing programs to keep children active and involved with the community - 2
- 5 Love baseball
- 5 Maintain present assets and programs
- 5 More Adult Rec Programs - 3
- 5 More emphasis on youth services
- 5 More pay for use of the rec centre ie: yoga, pilates
- 5 More Rec and/non sport activities for children - 2
- 5 Open the concession at the Rec Centre during games and summer activities
- 5 Pickle Ball - 2
- 5 Promoting art and Culture
- 5 more arts and culture and less sports
- 5 Community events for fundraising - 3
- 5 Something for the kids
- 5 Recreational facilities/programs
- 5 Grow arts and culture events/programs
- 5 Lack of activities – indoors – obese community
- 5 Make sure non– residents are charged user fees
- 5 Make sure we are not subsidizing the rodeo

Balance of Top 3 Recreational Improvements/Developments comments:

- A grade separation to rec grounds across highway
- Affordable homes / rentables
- Better communication about activities/registration

- Commercial business - 2
- Cover ugly & dusty development areas so town is healthy
- Limit residents accumulation of defunct automobiles, snowmobiles, lawn mowers, etc.
- Encourage back lane cleanup by residents
- Upkeep on what we have - 3
- Dog Park - 5
- Getting too big—should remain a bedroom community
- Leave as is
- Leave as is
- Sidewalks - 5
- Sidewalks on 5th St from school to Post Office - 2
- Surface water drainage / storm sewers
- Traffic lights at Highway #46
- Washroom facilities-especially at the school
- Washrooms by school

7. Do you see any challenges facing Pilot Butte at present, and/or over the next 10 years?

- Change should be based on growth – better management – 3
- Growing pains outgrowing infrastructure i.e., sewer – 7
- Maintaining low taxes and good public services – 6
- How will anything get done without raising taxes? We have lived in 4 cities across Canada & these are the highest we have paid for the least amount of services
- Access routes
- Traffic congestion and/or increased traffic – 7
- Intersections at highway #46 – too busy for traffic and town – 3
- Commercial development in the Plains means increased traffic and decreased ability to travel in & out of town. Concerned about infrastructure and safety
- New developments that are only partially housed and the landscaping is lagging too far behind the house construction – 4
- To restrict residents from funning their businesses in PB like ton trucks, trailers, equipment, parking on the streets & in front yards
- Limitations on available programs to handle increase in population in the region
- Low income development is poorly is poorly planned and laid out; duplexes look like saloons are not attractive
- Classroom space in the current school and will Balgonie be able to house all the kids? - 5
- Growing too fast and/or too big – 10
- Public safety, vandalism/policing, unsightly premises – 10
- Policing and bylaw enforcement – 4
- Drivers speeding, dirt bikes, quads, snowmobiles tearing around town
- Better young people activities to keep them off the streets
- Communication – to & from Council & town administration – 2
- Keep small town atmosphere – 4
- Overpricing the small town life
- Lower staffing town office
- No facilities re: condo or apartments for seniors for when they have to leave their home – no where to go but into another community – not good – 2
- Gaining provincial funding
- Road maintenance in wonky developments (Plains Circle)
- Green space
- We don't have a planner
- Urban sprawl
- Keeping the paved streets in good condition

- Misuse of town bylaws
- Short term – bypass construction
- Lack of concern/consideration for the quality of life of existing residents in development/construction program
- Town office succession planning
- Ability to attract new businesses be it service or retail –
- Grocery store in addition to local stores – 2
- Having local business complete with the city
- Bus route to Regina and/or White City/Emerald Park
- People who are afraid of change
- Lack of town owned land to build on and “main” street area
- Annexing more land
- Getting new residents to become involved
- Demand in the area will increase with Costco & other developments going up on the east side of Regina
- Town facilities need a major update & past council and residents never want to spend any money to make things better.
We need to get over “cheap” mentality
- Maintaining Doctor to service community

8. What do you think are the three most important issues/priorities facing Pilot Butte during the next 10 years?

#1)

- Some aging population
- Aging infrastructure
- Control development – 8
- Balance growth with maintaining small town community vibe – 7
- Restricting residents from commercial work from their house/lot
- Encouraging community growth and maintaining negative input on existing residents – 3
- Taxes a deterrent for maintaining and attracting residents – 2
- Need a concrete master plan overseeing development and expansion – 7
- Rate of new residences / available services
- Traffic safety – highway #46 – 5
- Amenities (grocery store, gas, etc.) – 5
- Policing / public safety – 4
- Making the town appealing
- Reducing staff
- Better and affordable public transportation to the city
- Pave the rest of 5th avenue toward the new developments
- Lack of activities – indoors – obese community
- Train whistle @ crossings
- Water – 2
- Dog park
- Waste water treatment – 4
- Local businesses getting needed support
- Meet the educational demands of booming town – 3
- Light standard at every alley intersection (older areas)
- Housing for seniors and retired residents
- School and/or high school – 4
- Loosing the post office to lock boxes
- New town office
- Sidewalks
- Neighbourhood watch
- Lack of town owned land to build on

- Annexing land

#2

- Mismanagement by both senior governments
- Community services – grocery, entertainment, senior/youth, holiday observances; Canada day; new years; Sask day, etc. – 4
- Have developers provide recreation facilities as part of development
- ATV/snowmobiles/speeding needs to be kept under control – 2
- Keeping property taxes within reasonable limits – 3
- Over emphasis on commercial development
- Beautification – clean up and facelift – 3
- Cost of new services based on number of homes rather than frontage size – 2
- Better street lighting
- Parks and play structures
- Recreational facilities / programs -2
- Regina too close
- Increased traffic / highway #46 access – 6
- Unsightly premises – 2
- Safety/policing – 3
- Crime / vandalism – 3
- Dog park
- Paving gravel roads in town boundaries – 2 (especially on Lafarge street)
- Sewage – 4
- Keeping a balanced budget
- Fire fighting service not adequate if there was a fire at strip mall or multi-family housing units
- Too much growth for the school to sustain – 2
- Slow growth – 2
- Curbs and sidewalks in original townsite
- Safeguarding water supply
- Staff succession planning and retention
- Manage development
- Senior housing – 2
- No real main street business area – 2
- New infrastructure – 2

#3

- Public safety, policing / vandalism, speeding, traffic – 7
- Traffic (highway, lights, stop signs) -3
- Finish paving Butte St to Highway #46
- Infrastructure – 4
- People with driveways should use them not park on the street
- Encouraging younger people to get involved in local government
- Getting people informed and involved – 3
- Integrating new residents to available programs in community, changes to volunteer
- Home businesses with construction equipment should be in residential areas
- New rink/swimming pool/soccer facility with Balgonie and While City
- Splash pool
- Parks and greenspace – 3
- Future growth
- Local grocery store – 4
- Paving streets with no taxpayers
- School – 3

- Grow arts and culture events/programs
- Planned, managed development – 3
- Small town vibe – 3
- Yield signs vs stop signs
- Affordable housing
- Sidewalks
- Keeling seniors here
- Poor maintenance & delivery of core services by town. Diminished value for tax dollars – 2
- Development of older area of Pilot Butte
- No Senior housing
- Land for school and parks
- Food production – greenhouses, etc.
- Outside and inside workers
- Bylaw enforcement
- Proper recreational facilities – upgrade
- Completing residential developments

9. What actions would you suggest that Pilot Butte could take to address these issue(s)/priorities?

- Affordability and accountability and taking care with priority affordable and necessary spending – 6
- Town planning, budgeting, business attraction, taxation controls, assessment of safety services/value application for grants loans; strategic plan – 9
- Make the developers take out a bond that the town can use if the landscaping is not taken care of. The area north of the Domo is disgraceful. Don't approve any further development until all current lots are sold and built on – 2
- Enforcement bylaws -fines and timeframes to fix issue; unsightly premises – 9
- Lobby RCMP for better and more frequent patrols / policing – 10
- Survey is good
- Examine communities similar to PB for comparison
- Develop a set of “dashboard indicators” to measure performance
- Seek residents input for growth and improvements – 3
- Resident engagement
- Create “welcoming” evenings/times @ rec centre to allow new residents to associate with organizers of various programs available in town (maybe twice a year?)
- Keep developers accountable; set consistent rules for developers and to maintain greenspace and parks
- Start campaign for new school/high school – 3
- Add lights – 3
- Community events for fundraising – 3
- Equalized taxation within town (no more grandfathered taxation)
- No idea -2
- More funding to recreation – 2
- Limit commercial development to that which adds to small town value without bringing lots of extra people in – 3
- Better and faster communication with multiple platforms -2
- Take back the boulevards to widen street and/or create walking paths
- Don't put in too many low income houses – 2
- Stop and/or limit expansion – 4
- Get rid of commissionaires and replace with night security
- Contract out some services
- More student awareness
- Give more direction
- More recreation programming
- Resources and time put towards getting gov't to build/twin highway past town
- Expand commercial development

- Contact CP about having whistle requirement removed
- Off leash dog park
- Support local business
- Maintain greenspace/parks on a regular basis add another fire/ladder truck
- More arts and culture and less sports
- Hire qualified project manager for major projects
- Take a development levy to budget for new lagoon
- Proactive vs reactive approach ie kindergarten aged children next year? – 3
- Finding innovative ways to reduce costs of services – 2
- Support what we have
- Seniors need larger space to gather in, possibly hall?
- Apply for senior government grants – 2
- More open to development that challenges and/or competes with existing businesses and/or residential – 4
- Focus on basic service before vanity projects. Return to responsible management of tax dollars – 2
- Buy property by posy office
- Rely on professional assessments. Give developers opportunities to develop residential and business ventures
- Pave where necessary
- Charge user fees required
- Clear standing / dirty water behind houses
- More progressive Council
- Sidewalks and curbing

10 A. Should a priority of the Town be to attract new development that encourages job creation?

Yes	60	74%
No	22	27%

10 B. Should the Town form an Economic Development Committee?

Yes	43	53%
No	31	38%

- Hire an Economic Development Officer

11 How satisfied are you with the following level of service provided in Pilot Butte? Please rate each question from 1 to 5, 1 being very satisfied and 5 being very dissatisfied.

Garbage service

1	2	3	4	5
33	17	4	12	14
41%	21%	5%	15%	17%

Recycling service

1	2	3	4	5
35	15	8	9	13
43%	19%	10%	11%	16%

Fire service

1	2	3	4	5
34	12	10	2	16
42%	15%	12%	2%	20%

Snow removal

1	2	3	4	5
29	21	7	13	10
36%	26%	9%	16%	12%

Library

1	2	3	4	5
24	20	11	8	10
30%	25%	14%	10%	12%

Education

1	2	3	4	5
18	17	18	8	9
22%	21%	22%	10%	11%

Street Maintenance

1	2	3	4	5
15	23	21	12	11
19%	28%	26%	15%	14%

Police service / commissions

1	2	3	4	5
12	15	30	10	12
15%	19%	37%	12%	15%

Recreational facilities

1	2	3	4	5
6	17	34	10	9
7%	21%	42%	12%	11%

Recreational programs

1	2	3	4	5
4	21	32	9	7
5%	26%	40%	11%	9%

Parks / playgrounds

1	2	3	4	5
6	18	32	15	8
7%	22%	40%	19%	10%

Pathways / walkways

1	2	3	4	5
3	15	32	18	10
4%	19%	40%	22%	12%

Town beautification

1	2	3	4	5
6	17	30	14	11
7%	21%	37%	17%	14%

Off leash dog park

1	2	3	4	5
20	6	9	8	11
25%	7%	11%	10%	14%

Cultural

1	2	3	4	5
8	6	38	9	5
10%	7%	47%	11%	6%

12 Do you currently volunteer on any local committees? If so, which one(s)?

Yes	43	53%
No	26	32%
N/A	3	4%

Which ones?	Many	8	10%
	Lion's rodeo	7	9%
	Seniors	3	4%
	Art Show	1	1%
	Photo Club	1	1%
	School	1	1%
	News and viewS	1	1%

The following are demographic questions that will help us analyze the results of the survey. You are not obliged to answer any question you do not wish to; all your responses will be kept confidential.

13 Gender	Female		Male	
	43	53%	37	46%

14 How long have you lived in Pilot Butte?

0-2 years	3-5 years	6-10 years	11-20 years	Over 20 years
14	8	11	10	38
17%	10%	14%	12%	47%
Not a resident				
0				
0%				

15 What age category do you fall in?

12-17	18-24	25-34	35-44	45-54	55-64	Over 65
0	2	13	14	10	17	20
0	2%	16%	17%	12%	21%	25%

16 How many people live in your household?

1	2	3	4	5	6
10	34	13	17	3	1
12%	42%	16%	21%	4%	1%

17 How many children are under the age of eighteen?

0	1	2	3	4	5	6
26	5	15	3	1	0	0
32%	6%	19%	4%	1%	0%	0%

18 Do you have any other comments you would like to considered in order to develop the Town's Strategic Plan?

- like the quiet.
 - maintaining control of development. Completing residential development before allowing any further development.
 - infrastructure and recreational facilities to meet the demands of growth.
 - Bylaw enforcement - operating businesses out of a residence. Many work vehicles crowding the boulevards and streets causing hazardous situations.
 - better reporting on town business either in the News and viewS or by email.
 - excessive town employees.
 - improved sports complex with a regulation sized rink and swimming pool.
 - local businesses getting needed support.
 - traffic levels in and out of town
-
- I foresee a shortage of money from the senior levels of government. Does this town have to look at means of self-support and local fund raisers?
 - Devaluation of older housing dependent upon new housing development availability
 - Don't approve of any further development until all lots are sold
 - Have developers provide recreation facilities as part of development
 - Make developers keep sand from blowing along with weed and garbage cleanup - 2
 - Also we have a maintenance department & ToFPB does not need private residents clearing the snow from the streets & piling on empty properties
 - No other comments
 - Perceived emphasis on growth has resulted in increased taxes, increased density population and decreased quality of life for residents who have chosen this community for quiet, peaceful small town environment.
 - We need to have as much of the community involved as possible so they can all see what it takes to get things done and to understand not everything is feasible. If we don't know the answers to anything out of our scope of knowledge, we need to go to the experts for help, ones with integrity.
 - Plan for steady affordable growth and services to avoid further "improvement" fees needing to be applied to homeowners
 - More open call for residents to volunteer time to do improvements rather than automatically contract out /raise taxes (55-64)
 - Kudos to the town crews—snow removal is second to none—best we have ever seen. Mowing of 1st Avenue, town entrance always so neat and inviting.
 - The Tea and Talks sessions yielded poor response. Act on the results of the survey. Communicate the action plan from the results.
 - Thank you for engaging with the community in this. Please continue to engage across multiple times and platforms!! This is amazing!!
 - Try and get local people involved somehow maybe a committee forms the ideas and then get a group of people together to make it happen. Need to improve the school grounds and track area.
 - I like it to stay small, we are not a city; keep it residential.
 - A bank.
 - Keep us informed as to what is actually happening in town, not just what you think we want to hear to shut us up.
 - Pave the rest of 5th Avenue (by Discovery Ridge and Crescent Park).
 - We like the town small. We think the current staff is doing amazing and are excited to see what's next.
 - The town needs a planner—the longer without one we will keep having repeats of the water improvement project.

- In order to keep our seniors in PB consider housing for able seniors with common area attached.
- I do not want a pathway in front of my house on 2nd Avenue.
- Survey is a good idea—getting opinions is very important.
- Ensure strategic plan is specific 4-5 plan and publicly advertised. Don't forego any opportunity to receive/lobby for grants.
- Commissionaires is a waste of taxpayers money, they can't patrol or engage in any real crime stopping. They just give out citations for unruly yards or bad parking. We need patrols at night to stop all the rampant crime.
- I would like to see Willowridge finally developed. It is stuck between farmyard and new development. Which one is it? It's only been 10 years now. Why is there still dirt roads in town?
- Keep town small—no matter where towns or cities expand, taxes seem to go up.
- Keep the fire department up to date with equipment as well as we can. I personally think this is very important.
- Focus on youth. Everyone commutes to Regina for good parks/waterparks and swimming. Have more here for kids.
- I think this survey is a very good first step.
- I would hate to see our town's aesthetic lose it's country look and feel.
- Speed bumps on 6th street by school.
- Thank you for the doggie bag service. Greatest wish is for ALL dog owners to pick up after their dogs! Citation for those who don't. Dandelion control?
- Keep people informed.
- Stay open minded and avoid personal agendas.
- More affordable homes. Senior apartments. Special condition apartments. Pilot Butte needs a large trailer or dump truck to take loads to the dump for people who have no way to get there and can't.
- Pave 9 St W/LaFargher St!!! Off leash dog park!!!! Walking paths and parks.
- I will hope to meet with Brady for a personal interview to discuss this in depth!
- I think my concern is just to balance life here—I cant see raising taxes to pay to have a huge population/development. Isn't that already going to provide your revenue. Also causes the issues I don't want raising vandalism, crime, school overcrowding. We become the innercity in the outercity.
- Keep taxes lower, cost of living lower.
- This community is growing and with growth comes change. We need to be a self-sustaining town with our own K-12 school, grocery store, bank, etc.
- Have been civically involved in several communities, the usual problem is the acceptance of existing services, the requirements are not seen.
- I would like to be a part of the park development in the Plains of Pilot Butte—Chris Lutz—lutz83@live.com
- Please clean up behind Meadow Road / Gang Nail's water.
- Walking paths join with White Butte.
- More competent town employees—both office and maintenance. More town help with residents upgrading their yards—we fix up the area around our property and then the town can dig it up or do whatever they need to and not help restore it—so why bother?
- Town office can use the existing facilities available to them. Convert the old hall or the new hall (as it is not being fully utilized) and use that, if office space is needed.
- Very disappointed with dog control and cleanup. Not enough dog and cat owners respecting other people's property. Pets need to be licensed to help pay for town workers time for cleaning up cat and dog droppings in walking trails and green spaces.
- We need a bank and Tim Horton's or dedicated coffee shop and grocery store.
- Optimistic that the Town is developing a Strategic Plan!

Appendix E: Youth Engagement Summary

What Is Your Vision for Pilot Butte?

What do you love about Pilot Butte?

<ul style="list-style-type: none"> • You can go anywhere • Safe • Not the city • The Pond • Quiet • few people • soccer and baseball fields • skate park • recreation centre • park and hockey rink • kind people in Town • tire swing at Butte Park • hockey rink • small safe quiet Town • it is clean and the skate park • nice quiet town and the school is great • biking around town • how the population in Town is growing • new stores in Town (Mall), skate park, rink • love how more people are moving to Town • quiet, the nature, the school • ball diamonds and batting cages 	<ul style="list-style-type: none"> • the Butte • It is quiet; want more street lights b/c it is dark outside at night • Hockey • Access to country side and riding ATVs/snowmobiles • Hockey and school • Safe and fun community • The community feeling • Parks and green space • Everyone is friendly • People are nice and many parks in Town • No traffic when biking around • Being able to walk almost everywhere in Town • Safe and clean and hanging out with friends • All of my friends are here • All the restaurants (bronco's, Alex pizza, subway; need a grocery store) • The Town has everything we need • Clean and no littering • Getting to ride my bike to school; walking my dog
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Where is your favorite place to go in Pilot Butte? (E.g., park, library, rink, school, visit family, etc.)

<ul style="list-style-type: none"> • skate park • baseball dugout • the Butte • School yard • Recreation centre • Skate park; really want a dog park • Ball diamonds • Hockey rink • Library and dance studio • Biking on the streets and skate park (we should get paved bike trails) • Butte Hill and school yard • Skate park and school yard to hang out with friends • The soccer field and skate park • The car wash and Subway • Hockey rink • Skate park • Biking to the corner store and school park • Soccer field and Pond lake • Playing baseball • The library to read books • The Domo and parks • Butte hill and parks 	<ul style="list-style-type: none"> • School yard to play basketball • Indoor and outdoor hockey rinks • Recreation centre, skate park, ball diamonds • Rink to play ringette • School park • Parks and climbers • The hockey rink and visiting family • The big play structure at the School park • Skate park (needs new ramps) • Hockey rink (<i>idea – build a dog park</i>) • Helicopter park – it is safe and clean and fun to play there • Parks, skate park, rink and school (I want a swimming pool and Dog park) • Skate park to hang out with friends • Hockey rink to hang out and skating events • Rink and parks (want a pool) • Going to the store and Domo for slushies
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<p><i>What do you want to see in Town?</i></p> <ul style="list-style-type: none"> • Gym • Dog park • Tim Hortons • Boxing and kick-boxing • Pool • Water park • Youth hang-out • Sports Chek • Improve the running track • Sidewalks and bike trails (<i>bike trail in White Butte Trails is too close to the gun club</i>) • Beach as part of pond – keep pond visible and not hidden by houses 	<p><i>What do you do outside of School?</i></p> <ul style="list-style-type: none"> • Soft ball • Band • Canoe • Cadets • Art class • Biking • Hang out near pond, baseball fields, and recreation centre
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Appendix F: Council Presentation



Community Strategic Plan

Vibrant, Inclusive, Sustainable, Fiscally Responsible

Town of Pilot Butte

Saskatchewan, Canada

July 17, 2017

Presentation Overview

Overview of Developing the Strategic Plan

■ **Summary of Approach, Activities, and Engagement**

Overview of the Strategic Plan Framework

■ **Mission**

■ **Vision**

■ **Values**

■ **Goal & Objectives**

■ **Implementation**



Developing the Strategic Plan

Approach

- Opportunities for Community Engagement (Collaboration and Inclusiveness)
- Function as the over-riding guiding document for all other Town initiatives (Effectiveness)
- Realistic and achievable action plans (Balance)
- Strategic Plan as management tool
- Implementation plan & effective brand strategy



Developing the Strategic Plan

Activities and Engagement

- Background Research
 - Review various programs, policies, relevant literature, etc.
- Strategic Plan Committee
 - 4 meetings; providing updates and guidance on the process
- Engagement Strategy
 - Identifying relevant stakeholders; developing a communications plan



Developing the Strategic Plan

Activities and Engagement (Con't)

- Community Engagement
 - Community Visioning Workshop
 - Tea & Talks Events (4)
 - Stakeholder Interviews
 - Community Survey
 - Youth Engagement



Developing the Strategic Plan

■ SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths

- Proximity to the City and surrounding communities
- Good Town services (e.g., snow removal)
- Small-town feel / atmosphere
- Good quality of life – many long-term residents
- Volunteers
- Dedicated community groups
- Housing is affordable
- Elementary School
- Recreation opportunities and facilities
- Friendly People
- Walkability
- Parks, trails, and green spaces

Weaknesses

- Community engagement / communication / trust
- Town signs
- Proximity to other services
- Town beautification initiatives
- Low community pride or spirit
- Coordination of community events between organizations
- Lack of policing in Town / Enforcing By-laws
- Lack of commercial services for growing population
- Moving forward and accepting change
- Deteriorating infrastructure
- "Red Tape" for new developments

Opportunities

- Continue to manage growth (residential/commercial)
- Available land for growth / alternative uses
- Attract / new businesses and services
- Work with existing community partners
- Strong financial position / new revenue stream possibilities
- Increasing recreation and leisure programming
- Collaboration with community groups
- More active transportation
- Arts/culture and heritage

Threats

- Acreage developments encroaching on Town boundary
- Town being divided between 'old' and 'new' residents
- Need to expand sewage treatment capacity (\$)
- Increasing costs for infrastructure and services
- Losing volunteer base
- Maintaining existing infrastructure and facilities
- Increasing costs to deliver services
- Increased crime
- Services and housing for seniors



Mission Statement

Our Mission

- *To promote and maintain our “small-Town atmosphere”, while enhancing the quality of life in Pilot Butte through measured growth, as well as providing excellent fiscal responsibility, community-focused, and environmentally sustainable services that residents value.*



Vision Statement

Our Vision

- *Pilot Butte is a safe, inclusive and caring community of choice that is focused on supporting families, youth, and seniors*
- *Pilot Butte has a vibrant and diverse economy that supports its community's needs*
- *Pilot Butte is a sustainable community focused on maintaining, protecting, and enhancing its natural environmental, parks, and green spaces*
- *Pilot Butte is fiscally responsible and accountable in delivering a high quality of community services and maintaining infrastructure for now and in the future*



Values Statements

- A safe, progressive, caring, inclusive, and respectful community
- Community-focused and 'neighbourly'; broad community outreach to engage with residents, partners, businesses, visitors, newcomers, and organizations.
- Recognition and encouragement of volunteerism
- Well managed and maintained public spaces, infrastructure, and services
- Recreation, arts, culture, and leisure opportunities that are accessible for everyone
- Open, transparent, proactive, accountable, fiscally responsible, ethical and accessible governance
- Manage growth that is environmentally responsible and complimentary of the natural surroundings
- Fostering and leveraging partnerships to work towards a common and sustainable future



Goals

- **GOAL 1: PROVIDING A SAFE, HEALTHY, VIBRANT, AND INCLUSIVE COMMUNITY**
- **GOAL 2: SUPPORTING ECONOMIC DIVERSITY AND GROWTH FOR THE COMMUNITY'S NEEDS**
- **GOAL 3: CREATING AND SUSTAINING COMMUNITY INFRASTRUCTURE, PARKS, AND NATURAL SPACES**
- **GOAL 4: FOSTERING AN EFFECTIVE AND EFFICIENT MUNICIPALITY**



Goal 1 & Objectives

GOAL 1: PROVIDING A SAFE, HEALTHY, VIBRANT, AND INCLUSIVE COMMUNITY

- **Objective 1.1:** Develop, support, and promote recreational and leisure programs and infrastructure to meet the needs of the community
- **Objective 1.2:** Effectively and efficiently deliver amenities and services that meet the needs of the residents
- **Objective 1.3:** Continue to develop and promote safety and active transportation (walking, biking, etc.) options to get around Town
- **Objective 1.4:** Creating community pride and continue to support and promote arts, culture, and heritage
- **Objective 1.5:** Continue to support and encourage active volunteers and community organizations
- **Objective 1.6:** Continue to support development options and growth that fits the community's needs and vision



Goal 2 & Objectives

GOAL 2: SUPPORTING ECONOMIC DIVERSITY AND GROWTH FOR THE COMMUNITY'S NEEDS

- **Objective 2.1:** Continue to support local businesses and strengthen Pilot Butte's economy
- **Objective 2.2:** Create local economic partnerships and opportunities
- **Objective 2.3:** Identify and advance tourism
- **Objective 2.4:** Promote and showcase Pilot Butte as a place to live, work, and play



Goal 3 & Objectives

GOAL 3: CREATING AND SUSTAINING COMMUNITY INFRASTRUCTURE, PARKS, AND NATURAL SPACES

- **Objective 3.1:** Protecting, preserving, and enhancing parks and natural spaces
- **Objective 3.2:** Planning, development, and maintenance of infrastructure and services for a growing community



Goal 4 & Objectives

GOAL 4: FOSTERING AN EFFECTIVE AND EFFICIENT CORPORATION

- **Objective 4.1:** Improving community engagement, transparency, and communications
- **Objective 4.2:** Maintaining long-term financial sustainability



Developing the Strategic Plan

Identifying an Effective Brand Strategy

- The Strategic Plan is good starting; concentrate on the Vision and Actions that community members have identified and raised in the strategic planning process
- Need to identify what is unique and/or special about Pilot Butte that can be harnessed to create a niche image (the brand)
- Try to identify a perception or feeling you want residents and visitors to have – something that can become synonymous when people think about Pilot Butte
- Concentrate on (changing?) what people are thinking and saying about you, not what you are thinking and saying you are
- Important – a slogan is generally not a brand, but rather a marketing message to support the overall brand



Implementation Strategy

Overview of Implementation Strategy Recommendations

- Integrate the Strategic Plan into Day-to-Day Operations of the Town of Pilot Butte
- Maintain and Enhance Internal and External Partnerships
- Continuing to Build Community and Council Support
- Monitoring and Reporting



Next Steps

- Targeting September 2017 to present the Final Strategic Plan to residents
- Open House Style Format
 - Overview of the Process
 - Results of 'what we heard'
 - Mission, Vision, Values, Goals, and Objectives
 - Actions moving forward
- Ongoing public engagement and community input



Thank you!