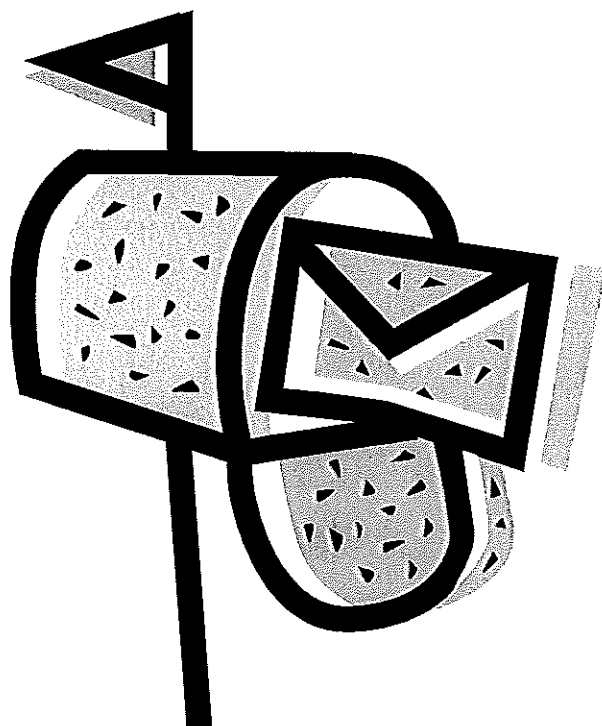


CORRESPONDENCE





Correspondence- Strategic Management Plan Outline

Kevin Siebert, a resident of White City and a member of our DAB board approached me in February for some information that could aid him in a paper he was doing for a University class. He had various options to explore and decided in the end to do a paper on Strategic Planning for White City. I asked him if he was willing to share his paper with us. Attached is a copy of his Strategic Management Plan.

Debi

Town of White City

Strategic Management Plan Outline

White City is a community located just 10 minutes drive east of the City of Regina. It is located in the Rural Municipality of Edenwold and is the fastest growing area within that municipality (Appendix A – Leader Post February 27, 2010 article).

As the fastest growing area on Regina's east side, the Town of White City finds itself in a de facto regional leadership opportunity. This five year strategic management plan recommends that White City properly adopt that role by building its administration capacity, and striving toward the 5000 residents level and gain city status.

Achieving city status provides a marketing tool with which to attract additional residents, more amenities (for example a grocery store) and more businesses. Growth also provides opportunity to provide improved and/or additional services to the residents (for example: bus/taxis services, hotel accommodations, EMS, leisure centre).

- As per statistics Canada, White City's 2006 population was 1,113. This is a little more than one fifth of the 5000 goal.
- That population figure does not take into account the four completed sub-divisions (380 lots in total) developed since 2006 (and phase one of a 4th 100 lot sub-division opened first quarter 2010).
- That population figure does not take into account the annexation opportunity for the approximately 1,100 residents in the adjoining Emerald Park.
- That population figure does not take into account the annexation opportunity for the 35 estates in Park Meadows and 24 estates in Meadow Ridge Estates developments, which also adjoins White City.
- Clear Vista, a British Columbia Limited Partnership, have purchased 660 acres adjoining White City and intends to develop that land into a planned eco-friendly residential community of up to 10,000 residents. At the February 1, 2010 White City Council meeting Clear Vista presented regarding planning, level of council support for the development and anticipated annexation by White City.

The following strategic plan provides for administration capacity building, and participation in key infrastructure committees, in the implementation year one so as to ensure White City council is positioned to apply for city status by 2015.

Strategic (five year) plan

•Vision

White City, a community where we work, play and grow together in a safe, active and healthy environment. A progressive community which retains a country living feeling.

•Values

- Country living – We remain firm to the founding principle of this community of the open space feeling by providing more room between homes than available in a typical big city development, and ample green space.
- Sustainability – We believe in growth that is sustainable and environmentally focused. This principled approach to growth is necessary in striking a healthy balance between rampant development and avoidable stagnation.
- Diversity – We believe that responsible growth is achieved by attracting newcomers and building on our strengths through diversity.
- Openness – We believe in being open to change so to encourage and create a dynamic and forward-thinking community that attracts and retains high quality businesses and newcomers.

•Mission

Our residents will enjoy a healthy, safe, active and environmentally friendly lifestyle in a community that grows in a planned manner, with sustainability in mind.

•SWOT

Strengths:

- One of White City's draws is its proximity to Regina for work, shopping and services.
- White City prides itself on fostering an open space, prairie feeling.
- White City is safe and well-protected community with an RCMP office in town.
- Access to the #1 Highway for a quick, safe commute to Regina.

Weaknesses:

- White City elementary school student population is beyond capacity for the facility.
- Increased travel on the #1 Highway makes access from White City dangerous at times.
- White City lacks some amenities (For example: grocery store, hardware store, etc.)
- Proximity to the larger Regina center dictates business decisions in locating there.

Opportunities:

- Strong organic growth opportunity, both residential and business.
- Amalgamation growth opportunity:
 1. Emerald Park,
 2. Park Meadows,
 3. Meadow Ridge Estates,
 4. Clear Vistas.
- Opportunity to lead regional developments.
- Opportunity to brand White City as a “country living” lifestyle.

Threats:

- Relationships sore with neighbouring local governments.
- National and Provincial economies endure a return to recessionary like conditions.
- Federal and/or Provincial transfer payments are reduced or cut.
- Poor regional planning: for example #1 Highway not done.
- Prairie Valley School Division reprioritizing school builds away from White City.
- Rampant development would impact the ability to keep up services to the new demands.
- Low density development can lead to long term financial strain for infrastructure updates.

•Strategic Issues

White City has experienced accelerated growth in the past four years and all indicators point to that level of growth continuing into the foreseeable future. Administration needs to increase its capacity to handle the increased demand for services and still meet the expectation of current customers. This leads to a few strategic issues:

- Take the time to take stock of the organization.
 - Focus on streamlining existing processes.
 - Remove redundancies.
 - Create an HR plan for ramping up prioritized administrative services.
- Take the time to complete strategic planning with council.
- Develop key regional relationships/partnerships.

•Goals: 2010 - 2015

1. Create a dynamic and progressive administration.
2. Foster growth and diversity in the population and economy.
3. Take a leadership role in regional partnerships.
4. Enhance infrastructure: waste water, solid waste, schools, #1 Highway access.
5. Support a sustainable and environmentally focused community

•Objectives

1. Creating a dynamic and progressive administration.
 - a) Conduct an organizational review in 2010.
 - b) Review and streamline by-laws in 2010.
 - c) Create an HR Operational Plan in 2010.
2. Foster growth and diversity in the population and economy.
 - a) Achieve opportunity to apply for city status by 2015.
 - b) Create a White City slogan and marketing plan in 2010.
 - c) Explore annexation opportunities in 2010.
 - d) Improve current services and look for opportunities to add in new ones.
 - e) Create yearly community enhancement plans (ie; walking paths, flower beds, etc).
3. Take a leadership role in regional partnerships.
 - a) Participate in the RROC White Butte Regional Planning Committee in 2010.
 - b) Lead the Wastewater Management Authority in 2010.
 - c) Participate in the Highway No 1 East Functional Planning Study in 2010.
 - d) Lead the development of a regional solid waste management committee in 2010.
4. Enhance infrastructure: waste water, solid waste, schools, #1 Highway access.
 - a) Develop waste water system plan that incorporates growth by 2014.
 - b) Promote a new #1 Highway access that meets growth needs, ongoing.
 - c) Via White City Community School Council work with the Prairie Valley School Division to build a new elementary/middle years school by 2015.
 - d) Develop a regional waste management plan in 2010 that dovetails in with the City of Regina landfill expansion plans.
5. Support a sustainable and environmentally focused community
 - a) Promote a “green” community as defined by and for local needs in 2010.

Implementation (one year operational plan)

•Goals

1. Create a dynamic and progressive administration.
2. Foster growth and diversity in the population and economy.
3. Take a leadership role in regional partnerships.
4. Enhance infrastructure: waste water, solid waste, schools, #1 Highway access.
5. Support a sustainable and environmentally focused community

•Objectives

1. Creating a dynamic and progressive administration.
 - a) Conduct an organizational review in 2010.
 - b) Review and streamline by-laws in 2010.
 - c) Create an HR Operational Plan in 2010.
2. Foster growth and diversity in the population and economy.
 - a) Achieve opportunity to apply for city status by 2015.
 - b) Create a White City slogan and marketing plan in 2010.
 - c) Explore annexation opportunities in 2010.
 - d) Improve current services and look for opportunities to add in new ones.
 - e) Create yearly community enhancement plans (ie; walking paths, flower beds, etc).
3. Take a leadership role in regional partnerships.
 - a) Participate in the RROC White Butte Regional Planning Committee in 2010.
 - b) Lead the Wastewater Management Authority in 2010.
 - c) Participate in the Highway No 1 East Functional Planning Study in 2010.
 - d) Lead the development of a regional solid waste management committee in 2010.
4. Enhance infrastructure: waste water, solid waste, schools, #1 Highway access.
 - a) Develop waste water system plan by 2014 that incorporates growth.
 - b) Promote a new #1 Highway access that meets growth needs, ongoing.
 - c) Via White City Community School Council work with the Prairie Valley School Division to build a new elementary/middle years school by 2014.
 - d) Develop a regional waste management plan in 2010 that dovetails in with the City of Regina landfill expansion plans.
5. Support a sustainable and environmentally focused community
 - a) Promote a “green” community as defined by and for local needs in 2010.

•Actions

- 1.a) Acquire consultant to conduct organizational review.
- 1.b) Acquire consultant to conduct review of town by-laws.
- 1.c) Based on organizational review, generate HR Operational Plan.

- 2.a) Apply for city status.
- 2.b) Acquire consultant and provide results to council.
- 2.c) Retain consultant to explore complex annexation dealings.
- 2.d) Ongoing dialogue between Town Administrator and Council.
- 2.e) Build into annual planning.

- 3.a) Contact Regina Regional Opportunities Commission to participate.
- 3.b) Support the implementation of the Wastewater Management Authority.

- 3.c) Town representative on the committee and putting forward White City's needs.
- 3.d) Contact RM of Edenwold, Town of Balgonie and Town of Pilot Butte.

- 4.a) Wastewater Authority be charged with the development of recommendations for infrastructure needs for 5,000 and 10,000 people.
- 4.b) Town representative on the committee and putting forward White City's needs.
- 4.c) Town representative on the committee and putting forward White City's needs.
- 4.d) Create regional solid waste committee and generate planning document that fits in with the City of Regina landfill expansion plans.

- 5.a) Explore technological options to reduce landfill/waste site.
Engage the community in ongoing cleanup initiatives
Assess Town facilities for opportunities to go "green" and access grants/funding
Develop a Green Space policy
Develop water conservation strategies
Promote pedestrian and bicycle traffic through walkways.

•Responsibility

- 1.a) Town Administrator coordinates a Consultant.
- 1.b) Town Administrator coordinates a Consultant.
- 1.c) Town Administrator to coordinate, perhaps with a consultant.

- 2.a) Town Administrator
- 2.b) Town Administrator
- 2.c) Town Administrator coordinates a Consultant.
- 2.d) Town Council and Town Administrator

- 3.a) Town Administrator
- 3.b) Town Representatives on solid waste management committee.
- 3.c) Town Committee Representative.
- 3.d) Town Councillor on solid waste management committee.

- 4.a) Wastewater Authority Committee.
- 4.b) Town Committee Representative.
- 4.c) Town Committee Representative.
- 4.d) Town Councillor on solid waste management committee.

- 5.a) Town Administrator coordinates the actions.

•Time line

- 1.a) Q1 2010.
- 1.b) Q1 2010.
- 1.c) Q2 2010.

- 2.a) Q3 2015.
- 2.b) Q2 2010.
- 2.c) Q1-Q4 2010.
- 2.d) 2010-2015.
- 2.e) Yearly in Q1.

- 3.a) Q1. 2010.
- 3.b) Q1. 2010.
- 3.c) Ongoing 2010.
- 3.d) Q1. 2010.

- 4.a) Ongoing through 2010 - 2011.
- 4.b) Ongoing 2010.
- 4.c) Ongoing 2010.
- 4.d) Q3 2010.

- 5.a) Ongoing development 2010 – 2015.
-

•Resource requirements (human, financial etc)

- 1.a) Consultant contract - \$3,000.
- 1.b) Consultant contract - \$5,000.
- 1.c) Internal staff – no budget requirements; consultant contract - \$1,500.

- 2.a) Internal staff – no budget requirements.
- 2.b) Consultant contract - \$7,000.
- 2.c) Consultant contract - \$12,000.
- 2.d) Internal staff – no budget requirements.
- 2.e) Internal staff – no budget requirements.

- 3.a) Internal staff – no budget requirements.
- 3.b) Town Representative – no or minor budget requirements.
- 3.c) Internal staff – no budget requirements.
- 3.d) Internal staff – no budget requirements.

- 4.a) Wastewater Committee – no budget requirements as self-sufficient.
- 4.b) Consultant contract – already expensed in 2.b)
- 4.c) Town Volunteer – no budget requirements.
- 4.d) Town Councillor – depending on time put into the task

- 5.a) Internal staff – no budget requirements.

Performance (five year)

•Goal

- Achieve city status for the town of White City.
- On an ongoing basis, achieve administrative and infrastructure readiness to be able to achieve and sustain that goal

•Objective/outcome

- White City Town Administration would be able to apply for city status.

•Measure

- Town of White City will have 5000 residents.

•Target

- By Q3

•Year

- 2015

Communication Plan

- It is recognized that parties may carry out their own project/committee specific communication activities. It is encouraged that such communications acknowledge the partnership and/or financial contributions by the Town of White City.
- Communications specific to this strategic plan shall not commence until the plan is approved by Council.
- It is Council's prerogative to determine if a special public forum is necessary to communicate part, or all, of the plan.
- It is intended for a hard copy of this plan will be available at the Town Office for public viewing and a copy will be placed onto the Town website.
- In the event there is a proposed news event regarding one aspect, or the whole planning document, it is advisable for a 10 working day consultation timeframe be provided before such news event.
- Where Parties agree to hold a joint event, the Parties will make best efforts to mutually agree on a date and location to facilitate the participation of the various representatives.
- In such joint events, public statements should be mutually agreed upon.
- Parties are asked to promptly share information about significant emerging media issues or inquiries relating to their project/committee and/or this strategic plan.
- The primary media contact is the Mayor, followed by the Deputy Mayor, Council Members and Town Administrator.
- Communication costs for this strategic plan are to be borne by the Town of White City.
- Communication costs for a project/committee are to be borne by that entity and expensed as normally done.
- There are times when it is appropriate to share costs and this will be dealt with on a case by case basis and based on the principle of the Party with the most involved in the project would carry most of the cost (conversely in equal representation committee then it would be normal to share the communication cost).

Appendix A

East of Regina, it's boom, boom, boom

By Tim Switzer, The Leader-Post February 27, 2010



White City mayor Bruce Evans, in front of Christopher Place, talks Friday about development in the White City area.

Photograph by: Don Healy, Leader-Post, The Leader-Post

Growing up on the family farm a few kilometres north of Balgonie, Mitch Huber never imagined this coming.

Same goes for Tracy Carnahan, who just 12 years ago was watching deer graze in the backyards of her house and the other three on her White City street.

Even five years ago when Bruce Evans was getting set to move into his second house in White City, he would not have guessed it.

But little by little over the years -- and lot by lot over the last few -- each has seen their neck of the woods along the Trans-Canada Highway east of Regina blossom to what has become one of the most booming areas in Saskatchewan.

"I've seen the turn in my lifetime," said Huber, who still farms and is now reeve of the RM of Edenwold, which surrounds the bedroom communities of White City, Balgonie and Pilot Butte (and includes Emerald Park) to the east of Regina.

"It has changed a lot. But I really expect in the next 20 years, it will change a lot more."

It's not hard to see why Huber is so sure of his prediction. In nearly every direction, the signs tell the story. Stone Pointe Estates. Westview Place. Garden of Eden. Crawford Estates.

The new developments -- some with typical suburban lots, some with large lots and some with massive five- or 10-acre lots -- are popping up at almost every corner of the three towns and are scattered throughout the rural municipality.

Currently, the combined population of the three towns and the surrounding RM is estimated to be between 8,000 and 9,000.

Projections peg the population in 20 -- or even 10 -- years to hit somewhere in the neighbourhood of 25,000 to 30,000.

Much of that could come from Clear Vistas south of White City, a proposed development which could eventually house as many as 10,000 people.

"It's definitely been (growing) a lot faster than it has in the past," said Evans, White City's mayor. "But as long as we can keep up to the services that are required to accommodate this kind of growth ... I don't know if there's a definition of what's too slow, too fast or just the right speed."

Whether it is too fast or not, there's little doubt that rapid growth leads to a series of issues.

Most in the area will agree the main concern of residents is the rather busy stretch of highway (actually, it's believed to be the busiest stretch in the province) running right through it.

With more people using the 20-kilometre length of the Trans-Canada and more people attempting to turn onto or cross it, the four municipalities and the provincial Ministry of Highways and Infrastructure have hired a consulting firm to look at the options for improving access.

While several options are to be considered, most will look at some sort of overpass interchange (or interchanges) for intersections at Hwy. 48, at what's known as the "Esso turnoff" west of Emerald Park or at the access to Pilot Butte.

"We can alter our plans to accommodate what they do, as long as they do it right," said Huber. "But we need some kind of major interchanges for safety's sake and development's sake."

After several public consultations, the study is expected to be released in the fall before the government makes a decision.

Many residents also hope to see a couple other structures go up in the coming years -- a permanent RCMP detachment and a new elementary school, both expected to be built in White City, the most-booming of the three towns.

Since the start of the 2006 school year, White City's elementary enrolment has jumped 24 per cent to 556 students while Balgonie has grown 23 per cent to 463.

While the populations of Balgonie and Pilot Butte schools are expected to remain relatively steady over the next few years, the Prairie Valley School Division estimates that there will be more than 670 students in White City by 2014 and more than 700 in 2017.

"We now have Christmas concerts two nights and then two day performances as well because you can't possibly get everyone into the gym at the same time," said Carnahan, chair of the White City School Community Council, who has a son in one of three Grade 7 classes at the school and another in one of three Grade 2 classes.

PVSD director of education Ben Grebinski said with more elementary students coming up through the ranks, Greenall High School in Balgonie will eventually have to be upgraded or be replaced with a new regional high school.

Huber and the RM are already in preliminary talks with the Town of Balgonie to set aside land where a new school could be built.

With so much growth so quickly, there are those concerned that the area could lose its rural feel. Carnahan admits White City no longer has the typical small-town atmosphere, but without big box stores popping up everywhere, it's not exactly the city either.

Evans said he occasionally hears from concerned citizens who believe the town is becoming overcrowded.

"We moved out here because we like the quieter pace and the safety of a small town," said Evans. "But when we moved out here, no one said to us, 'You'll be the last family.' I don't know that it's reasonable for people here today to say the same thing about anyone else who wants to move out here for the same reason."

Outside the towns, Huber believes the rural feel still exists -- with most country residential lots leaving plenty of space between houses -- even if there are fewer farms.

"Times are changing," he said. "Now I think I'm farming (the land of) eight of my neighbours that I grew up with ... that I've absorbed or bought out or rented after they retired. That's one operator instead of eight. Yeah there's a different feel than there was, but you're going to see that province-wide."

And, added Huber, with development opportunities always present, times will continue to change so long as the area can handle it. "We're open for development, but at the end of the day, it's a planned approach."



Emergency Management Operations Committee

During the last EMO committee meeting in December 2009, the agenda included a presentation of an emergency response method called Incident Command Structure.

It was agreed that the ICS was a good method of emergency response and would be adopted. Discussion regarding the future direction of developing a White City emergency plan included training on how the Town could effectively bring a plan together and also to identify people who could take on the necessary tasks.

Councillor Bjola arranged for the training. Basic Emergency Management training as presented by the provincial branch of Public Safety occurred on March 4 and 5 at the White City Community Centre. Invitations to this training were specifically sent from the Town of White City to the RM of Edenwold and towns of Pilot Butte and Balgonie to promote the development of mutual agreements as required.

Councillors Fran Passmore, Howard Slack and Carrie Bjola and town employees Debi Breuer and Dave Morow attended the training on behalf of White City.

Councillor Fran Passmore arranged for a DVD presentation titled "A guide for Elected Officials" to occur at the March 15 Council meeting. This presentation will provide information addition information for Council regarding legislated responsibilities in emergency planning and response.

Councillor Bjola is following up with EMO committee to plan a next meeting date – March 18 and 23 are proposed. Some meeting agenda items include:

- * Bring forward a compilation of emergency plan items that have been started
- * Make a list of emergency plan items still required
- * Identify individuals/teams that will develop specific sections of the emergency plan

Debi Breuer has offered to join the EMO committee to assist in bringing the emergency plan pieces together.

An update on EMO committee progress will be provided at the March 29 Council meeting.



March 15, 2010

To: Mayor and Members of Council

Re: Administration Report

1. Synrevoice Technologies Inc.

- The administration is currently trying to create a data base of e-mail addresses. At present, about half of the residents supplied us with e-mail addresses. We need a method of communications that we can either contact our residents by e-mail or by phone in case of an emergency, Town up dates, reminders, etc.
- Synrevoice Technologies Inc. has 19 years of experience dealing with schools and more recently with Municipalities.
- Pilot Butte has just recently implemented this system as a means of communication. Since November they have used it about 10 times.
- Annual cost is \$1500 base for support and system maintenance plus \$5. per broadcast recipient gives unlimited use. Using Pilot Butte as an example, the cost per year is about \$4500 – calculated as follows: \$1500 + \$5 x 600 people = \$4500.
- The company provides 1-2 hours of system training via web conference and the system has many features/choices:
 - The time sent can be preprogrammed (to avoid night time and early morning).
 - It can have DO NOT phone options – just e-mail
 - It can have special contact lists for groups such as Councillors or committees.
 - It can give the message to answering machines.
 - It can do announcements, General Broadcasting or Emergency calls

- It can be programmed to resend every 15 minutes – up to 6 times.
2. The Administration has contacted Dudley & Company to verify when our annual audit will be done. Rick, our auditor has advised Administration that our audit will be conducted in May and will contact us to confirm the date. We will have all reconciliations completed and our draft financial report done.
 3. The boil water advisory for Garden of Eden was lifted on Monday. Residents were informed with a memo delivered by maintenance staff.
 4. The reprint of the history book should arrive at the town office by March 12, 2010.
 5. Administration confirmed with the maintenance staff upcoming dates for:
 - Special leaf pick up – April 26 – April 30
 - Street Sweeping – April 26-April 30
 - Tree Branch Chipping – May 17-May 21

These dates needed to be confirmed so we can advertise in the community newsletter, which has a cutoff date of the 15th of each month for advertising.

Respectively submitted,



Debi Breuer

Assistant Administrator