

To: Mayor and Members of Council

July 11, 2011

Re: White City Strategic Plan

Background

Administration provided Council with the draft Final Strategic Plan at the June 27, 2011 Council Meeting. Tracey Bakkeli attended the meeting to answer any questions Council had. Since all of Council was not present to review the document, Council passed a motion tabling the item to the July 11, 2011 Council meeting to allow all Council members time to thoroughly review the Strategic Plan.

Discussion

The final draft of the Strategic Plan is attached to this report. There were no concerns or questions received from Council. If Council agrees, Council can approve the attached Plan as the official Strategic Plan for the Town of White City.

Budget Implications

None

Conclusion

A Strategic Plan for White City is an important document for Council, Staff and the Residents of the Community. This document clearly identifies the direction Council and Staff are headed. This is a living document that will be reviewed at least semi-annually and can be added to.

Recommendation

Administration recommends Council adopt the White City Strategic Plan as attached.

Respectfully submitted,

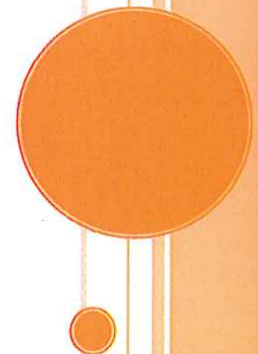


Shauna Bzdel,
Town Manager

WHITE CITY – PLANNING FOR THE FUTURE

2011-2015 Strategy

Draft – June 17, 2011



White City – Planning for the Future

VISION

White City plans and manages growth to provide peaceful living with high quality, affordable, family oriented services and wide open spaces. Its small town atmosphere with big city amenities is what community living should be - meeting the needs and enhancing the quality of life for all.

MISSION

We are committed to applying a cost effective and strategic approach to provide high quality in the following areas:

- Services and facilities that meet the needs and aspirations of our citizens;
- A safe and viable community;
- Economic, social and environmental well-being;
- Wise stewardship of public assets; and
- Good governance.

GUIDING PRINCIPLES

White City's success depends on how the council, staff and suppliers operate. The following guide all our actions.

Integrity

- We place the interests of the community before our individual interests.
- We keep our agreements while following a strict moral and ethical code.
- We behave respectfully in all circumstances.

Accountability

- We take responsibility for the results of our actions and our decisions.
- We measure our progress.
- We use best practices, and make decisions based on the best interests of the community.

Transparency

- All municipal decisions are made in a public forum and subject to citizens' scrutiny.
- We are open and transparent with our information except where legally prohibited.

Inclusiveness

- We will consider the opinions and viewpoints of all stakeholders, putting community interests first.

Responsiveness:

- We set and meet reasonable response times.
- We listen to differing views and are prepared to explain the decisions we have made and the processes we have followed.

Teamwork

- We believe that individuals who work together as a team achieve high quality results and provide exceptional service.
- We will work in a cooperative, inclusive and respectful manner towards a common set of objectives.
- We will give and receive feedback to continuously improve.

OPERATING ENVIRONMENT

Many positive factors are influencing White City. There has been increased funding from the federal and provincial governments at the same time as economic growth in Regina and the surrounding region. Proximity to Regina enhances the diversity of opportunities and services available to White City's residents. White City has attracted more citizens, updated parts of its infrastructure and added homes.

Within this positive environment, White City needs to evolve to meet increasing municipal regulatory standards, heightened expectations from residents, and infrastructure requirements.

STRATEGIC OPPORTUNITIES

Water and Sewer

Available serviced land combined with positive economic conditions provides opportunity for continued growth in White City. However, the current water and sewer utilities are at or nearing capacity. Future growth will require expansion of the facilities. The reserves identified for the utilities need to be assessed in context of future capital and operating requirements.

Recreation

White City conducted a recreation needs assessment in 2010. Significant gaps in programming, amenities and facilities were identified. As well, the lack of available volunteers limits future options.

Highways and Roads

Construction of the Global Transportation Hub west of Regina, population growth and strong economic conditions have increased traffic levels. Changes are required to provide safe access to the TransCanada Highway and improved roadways in the region

Governance and Administration

White City has doubled in population over the past 5-6 years. However, the administrative capacity has not kept pace, resulting in significant gaps in planning, policies and procedures, and bylaw enforcement.

Schools

Currently children attend elementary school in White City and high school in Balgonie. Citizens have identified the need for more schools that are more proximate.

Regional Planning

The towns of Balgonie, White City, Pilot Butte and RM of Edenwold have joined forces to share the cost of delivering services, such as fire, water treatment and waste management and recreation services. The region is expected to grow rapidly in the coming years, which will increase the need for expanded services, improved infrastructure and greater efficiency of operation.

Town Centre

White City's community plan provides the opportunity to develop a town centre, including retail and other services.

GOALS AND STRATEGIC INITIATIVES

The strategic priorities were established based on current conditions, future opportunities and White City's vision.

White City will:

1. **Accommodate growth in a manner that is sustainable, while maintaining its small town ambience**
 - a. Assess solid waste management and recycling options
 - b. Identify and implement tools to support development of a town centre
 - c. Expand the wastewater treatment facility

2. **Provide, encourage, and leverage development of facilities, amenities, and programming to enhance the quality of life for all residents.**
 - d. Lobby for an elementary school
 - e. Develop and implement a strategy to respond to the recreation and culture needs assessment
 - f. Lead construction of a multi-use recreational centre

3. **Be a safe and protected community**
 - g. Implement the Highway #1 East Functional Plan
 - h. Update and implement the Emergency Management Plan
 - i. Review the capacity of the volunteer fire department
 - j. Investigate options for increased citizen involvement in policing

4. **Provide optimal governance and administration.**
 - k. Develop and implement the strategic plan
 - l. Redesign the budget process
 - m. Develop an administrative organizational structure

5. **Be recognized as an integral component and key catalyst for regional planning and cooperation initiatives.**
 - n. Participate in the White Butte Region Planning Steering Committee
 - o. Support the Regional Level Fire Services Review
 - p. Obtain commitment to build high school
 - q. Update development levy fees

Staff has provided Council with proposed timeframes for implementing the 17 initiatives.

White City – Description of Strategic Initiatives

Goals/Initiatives	Description	Completion (including what "done" looks like)	Comments
<p>1. Accommodate growth in a manner that is sustainable, while maintaining the small town ambience</p>			
<p>a. Assess solid waste management and recycling options</p>	<p>Investigate cost effective / cost neutral options</p>	<p>2012 – Decision to make changes. The contract with Loraas Disposal expires in 2012. Implementation time frame depends on option chosen. Currently member municipalities in White Butte are discussing options to provide the service to the residents as opposed to contracting the service out.</p>	<p>Study underway.</p>
<p>b. Identify and implement tools to support development of a town centre</p>	<p>Increase opportunities for residents to meet their neighbours</p>	<p>The Town has identified an area for a Town Centre in the Official Community Plan. This is for planning purposes, so developers understand the plan of the community.</p>	<p>Town's role is to encourage or support, rather than lead</p>
<p>c. Expand wastewater treatment facility</p>	<p>Upgrades to support future development</p>	<p>2011 – Current lagoon cells relined and combined, additional White City / Emerald Park shared lagoon constructed 2014 – Tertiary waste water treatment plant to be constructed which will support further development within White City / Emerald Park.</p>	<p>Tertiary waste water treatment plant dependent on funding (\$20 million +)</p>

White City – Description of Strategic Initiatives

Goals/Initiatives	Description	Completion (including what "done" looks like)	Comments
<p>2. Provide, encourage, and leverage development of facilities, amenities, and programming to enhance the quality of life for all residents.</p>			
<p>d. Lobby for elementary school</p>	<p>Monitor ongoing progress</p>	<p>Construction of school that accommodates community's needs. 2011 Budget included the next stage of the school which is the detailed design. Construction could begin in 2012, if funding is announced in the 2012 provincial budget</p>	<p>School board has announced plans to construct elementary school in White City</p>
<p>e. Develop and implement a strategy to respond to the recreation and culture needs assessment</p>	<p>Identify solutions to fill gaps identified in 2010 survey</p>	<p>2011 – Feasibility study to determine the feasibility of creating and operating the recreational programming / amenities / facilities identified in the study 2012 – Council approval of strategy</p>	<p>Parks and Recreation committee will lead strategy development</p>
<p>f. Lead construction of a multi-use recreational centre</p>		<p>Construction of the multi-use facility to be in conjunction with the new elementary school in White City.</p>	<p>Contingent on operational funding</p>

White City – Description of Strategic Initiatives

Goals/Initiatives	Description	Completion (including what "done" looks like)	Comments
3. Be a safe and protected community			
g. Implement Highway #1 East Functional Plan	Interchanges at Balgonie, White City and Pilot Butte	2011-2012 – Off ramps from Hwy 1 to Hwy 48; on ramps from Hwy 48 to Hwy 1. Recommended timeline: 2015 – Interchange at Pilot Butte & Hwy 1 Interchange at Hwy 1 & Hwy 48; 2025 – Interchange at Hwy 1 & Hwy 46.	Concept adopted, engineers selected. Town's role is to monitor progress, provide input regarding construction options
h. Update and implement Emergency Management Plan	Plan that meets legislative requirements and community needs	2011 - Communicate to public	Plan drafted (Emergency Measures Committee) and approved by Council (2010)
i. Review opportunities for regional integration of the volunteer fire department	Assess cost of fire calls and determine prices that the RM will be charged	2012 – Council approval, staff implementation	White Butte Region is also addressing this (see 5o)
j. Investigate options for increased citizen involvement in policing	Increase awareness and enforcement	2013 – council approval, staff implementation	Could include Neighbourhood Watch, Citizens on Patrol, etc.
4. Provide optimal governance and administration.			
k. Develop and implement strategic planning process	Strategic planning reintroduced 2010	2011 – Plan approved by Council.	Ongoing implementation, regular updates
l. Redesign the budget process	Changes to staff processes	2012 – Council approval, staff implementation	
m. Develop an administrative organizational structure	Changes to reporting, job descriptions, etc.	2012 – council approval, staff implementation	

White City – Description of Strategic Initiatives

Goals/Initiatives	Description	Completion (including what "done" looks like)	Comments
<p>5. Be recognized as an integral component and key catalyst for regional planning and cooperation initiatives.</p>			
<p>n. White Butte Region Planning Steering Committee participation</p>	<p>Currently highways and recreation committees</p>	<p>2012 - Stable; sustainable committee</p>	
<p>o. Regional Level Fire Services Review</p>		<p>2011 - Standardize cost of fire calls, develop inventory of assets, know costs across region</p>	
<p>p. Obtain commitment to build high school</p>	<p>Monitor ongoing progress</p>	<p>2016+ - Construction</p>	<p>Town's role is to lobby. Decision maker is school board</p>
<p>q. Update development levy fees</p>	<p>Related to off-site costs such as recreation, lagoons, water treatment, etc.</p>	<p>2011 – New fee schedule, consistent across region (White Butte). Plan to hire a consultant to conduct a review and provide costs for services that Council will adopt and charge for new developments.</p>	