




WHITE CITY
MUNICIPAL
OFFICE

14
RAMM
AVENUE EAST

White City

2022-2025 STRATEGIC PLAN

A scenic view of a park or golf course with a path, trees, and a large blue circular graphic containing text. The background shows a paved path leading through a grassy area with several trees. On the left, there are trees with reddish-brown leaves, suggesting autumn. The sky is clear and blue. A large, semi-transparent blue circle is overlaid on the right side of the image, containing white text.

White City
is located on Treaty 4 lands, the
original lands of the Cree, Objibwe,
Saulteaux, Dakota,
Nakota, Lakota and the homeland of the
Metis Nation.

**White City respects and honours the Treaties
that were made on
all territories and is committed to moving
forward in partnership
with Indigenous Nations in
the spirit of reconciliation and
collaboration.**

TABLE OF CONTENTS

Introduction

| | |
|------------------------|----|
| Fast Facts | 4 |
| Message from the Mayor | 6 |
| 2020-2024 Council | 8 |
| Executive Summary | 10 |

Strategic Priorities Plan

| | |
|----------------------------|----|
| Vision | 12 |
| Mission | 13 |
| Strategic Plan Composition | 14 |
| Values | 15 |

Strategic Focus Areas

| | |
|--|----|
| Diverse, Inclusive & Engaged Community | 16 |
| Active & Healthy Community | 17 |
| Innovative Development | 18 |
| Safe & Caring Community | 19 |
| Regional Collaboration | 20 |
| Governance & Operational Excellence | 21 |
| Measurement & Progress Reporting | 23 |



FAST FACTS

White City at a Glance:

The Town of White City is a young and vibrant community located just 10km east of the City of Regina, Saskatchewan. As one of Canada's fastest growing communities, the Town attracts families from all over the world because of its desirable location and large-lot small town feel of the community.

Incorporated:

1959

Area:

7.52km²

School District:

Prairie Valley School Division No. 208

Population:

3832

Homes:

1236

Employees:

21

Council:

1 Mayor
6 Councillors

Location:

White Butte Region of Saskatchewan, located 10km east of the City of Regina and along the banks of the mighty Chuka Creek.

Km of Park Space:

66+

Km of Walking Trails:

12+

Recreation Facilities:

19

Regional Partners:

Village of Edenwold,
Town of Pilot Butte,
Town of Balgonie, City of Regina, RM of Edenwold No. 158, RM of Sherwood No. 159.

Health Authority:

Saskatchewan Health Authority – Regina Qu'Appelle Health Region

Km of Sanitary Sewer Utility:

32

Km of Treated Water Utility:

32

Auditors:

Dudley & Company

Solicitor:

Robertson Stromberg Law

MESSAGE FROM THE MAYOR

On behalf of White City Town Council (Council), I am pleased to present our 2022-2025 Strategic Plan. This plan is the framework that is intended to guide Council and Administration in the decision-making and forward progress of the Town of White City (the Town) and direct our resources where they are needed over this term of Council.

Developing the plan has been an exciting and energizing process that began early in 2021 following the November 2020 Municipal Elections. As a new Council we are committed to ensuring the priorities for our community are shaped in partnership with our residents, which explains why our strong focus on communications and public engagement has emerged as a priority woven throughout the 2022-2025 Strategic Plan.

Providing opportunity for our citizens and staff to participate in the development process, from start to finish, has enabled us to build the

Strategic Plan with a strong foundation and positioned us to confidently make decisions on the priorities set out in the document.

Now, with the Strategic Plan as a road map, it is Council's duty to ensure the values, focus areas and objectives identified in this plan are incorporated into our decision-making through the lens of our municipal vision and mission. Administration will manage the implementation of programs, projects and initiatives, but a strong reliance on community partnerships and consistent public engagement will be paramount to reaching our goals.



This Strategic Plan, and the additional plans developed from this foundational plan, are living documents which will undergo annual reviews and adaptations to ensure that the directions established continue to grow with the Town and our community. We look forward to sharing the progress of this Strategic Plan and hearing from residents the feedback and important input to adjust and adapt to ensure we are meeting the commitment to our residents. We are committed to the vision of small town feel with active lifestyle appeal. A commitment to a vibrant and growing community that provides a safe, inclusive and innovative environment where everyone thrives.

Thank you to all who contributed their input, time and expertise in the development of this important document. I would like to thank those councillors who served before us and those that will do so after us. In preparation of this document, it was the work of our predecessors that provided us a strong community foundation and we hope to continue to nurture and grow that foundation for the next Council and generations to come.



Mayor Brian Fergusson
Town of White City

2020-2024 COUNCIL





**Mayor
Brian Fergusson**
Elected November 9, 2020



**Deputy Mayor
Rebecca Otitoju**
Elected October 24, 2012



**Councillor
Andrew Boschman**
Elected October 26, 2016



**Councillor
William (Bill) Krzysik**
Elected November 9, 2020



**Councillor
Kris Moen**
Elected November 9, 2020



**Councillor
Scott Moskal**
Elected October 26, 2016



**Councillor
Henry (Hal) Zorn**
Elected October 26, 2016

EXECUTIVE SUMMARY

The Strategic Plan serves as the roadmap and is used to prioritize initiatives, resources, goals, operations and projects. Strategic Planning helps local government realize a long-term vision by looking at what's going on today, where we want to be tomorrow and what steps we need to take to get there. The 2022-2025 Strategic Plan provides the key direction for White City to ensure that the organization is aware of what the community is facing today and looking forward to the opportunities of the future.

During the Strategic Planning process, six important focus areas were identified by Council and Administration:

1 DIVERSE, INCLUSIVE & ENGAGED COMMUNITY:



Council is committed to engaging our communities with a spirit of inclusivity and recognition that diverse feedback from residents is integral for creating great policy, programs and building new infrastructure. Moving forward, to increase opportunities for youth participation in government, expanding cultural programming, supporting community groups and encouraging volunteerism will support and foster the community within White City.

White City will provide enhanced focus on improving internal and external communication by leveraging new technologies and creative public engagement to support transparent and inclusive decision making.

2 ACTIVE & HEALTHY COMMUNITY:



Providing the support of active and healthy lifestyles for residents is a Council priority. Increasing recreation program opportunities for all ages and abilities supports the physical and mental well-being of our community.

The development of a Recreation Master Plan will address and identify the recreational opportunities required to meet the needs of a growing community. The Master Plan will outline and support the development of municipal facilities and programming to grow physical and mental health resources directly located within White City.



3 INNOVATIVE DEVELOPMENT:



As White City grows, Council is committed to engaging our community to develop intelligent and innovative long-term planning that enhances the local character of White City. By promoting sustainable development that will help grow our local community and local economy, Council strives to meet the vision of the municipality and retain the small-town feel while supporting the development of the Town Centre, developments that encourage aging-in-place, and environmentally friendly developments.

Completing the process to incorporate White City, Emerald Park, Park Meadows Estates, Meadow Ridge Estates, Escott/Deneve and the Great Plains Industrial Park with sufficient undeveloped land for the next 25-years into one urban community will allow the community to explore innovative and unique solutions to urban development with a long-term planning horizon that represents the community's interest as a whole.

4 SAFE & CARING COMMUNITY:



Council is committed to providing a safe and caring atmosphere for residents, businesses and visitors. This area focuses on the enhancement of the White City Fire Department and Emergency Measures Organization in coordination with the development of Crime Prevention through Environmental Design principles, planning for a municipal policing model, and supporting the development of community safety groups. Through these initiatives a feeling of security for the wellbeing of the community will be fostered throughout all levels of the organization.

5 REGIONAL COLLABORATION:



As a strong and unified urban centre, White City will continue working together with municipalities in the region toward sustainable regional growth and a strong regional focus to ensure collaborative regional planning, efficient infrastructure and shared services.

6 GOVERNANCE & OPERATIONAL EXCELLENCE:



The Town will make strategic internal investments to enhance customer service, service delivery, and resourcing to address the growing expectations brought about by recent population growth. Through a learning approach, Council is committed to a culture based on individual and team growth to increase governance and operational capacity to provide high-quality service and expertise to residents.





STRATEGIC PRIORITIES PLAN

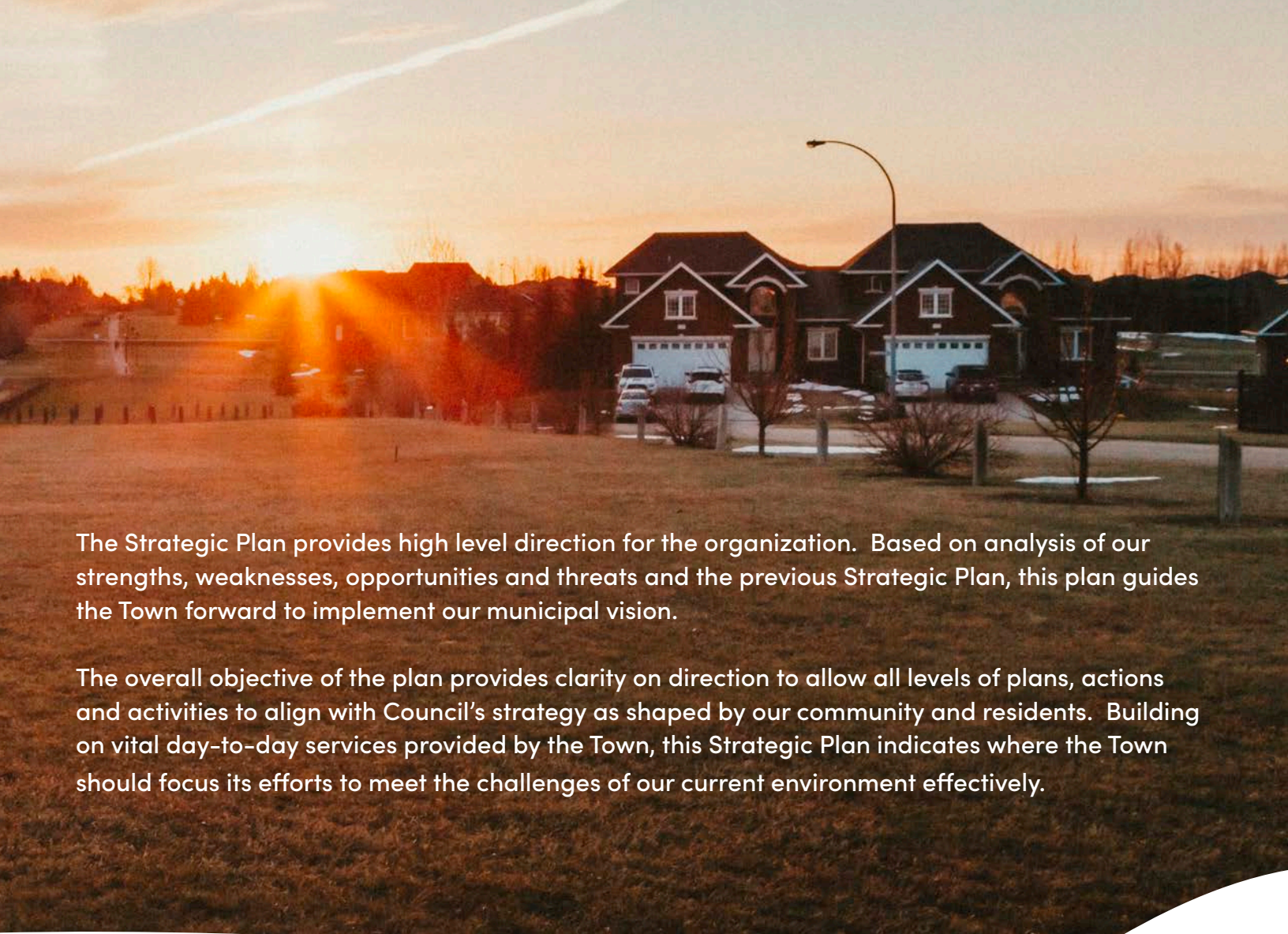
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Without leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all, is a form of planning.

GLORIA STEINEM

VISION

Small town feel with an active lifestyle appeal. A vibrant growing community that provides a safe, inclusive and innovative environment where everyone thrives.



The Strategic Plan provides high level direction for the organization. Based on analysis of our strengths, weaknesses, opportunities and threats and the previous Strategic Plan, this plan guides the Town forward to implement our municipal vision.

The overall objective of the plan provides clarity on direction to allow all levels of plans, actions and activities to align with Council's strategy as shaped by our community and residents. Building on vital day-to-day services provided by the Town, this Strategic Plan indicates where the Town should focus its efforts to meet the challenges of our current environment effectively.

MISSION

White City Town Council and Administration's mission is to facilitate the creation and continuance of a community that residents and businesses are proud to call home and proud to support. Our mission is to be leaders and shape our community to best represent the current and future residents of White City. We will provide the small town feel our community was built on by protecting the peaceful atmosphere with wide open spaces and providing the opportunity for all residents to live their way of life.

We will appeal to a vibrant and active lifestyle by providing recreation facilities and programming, cultural opportunities and a variety of amenities to service the physical and mental needs of our residents. We will foster our growing community with sustainable, innovative and intelligent planning to attract residential development, businesses and partnership opportunities.



STRATEGIC PLAN COMPOSITION

1 VALUES

The ideas and principles by which Council and Administration will guide decision-making and actions. Action of the Town will be undertaken through the lens of our municipal values and will ensure that we are meeting the expectation set by Council, Administration and our community.

2 STRATEGIC FOCUS AREAS

The overarching areas of importance during the 2022-2025 Strategic Plan term. These focus areas play an integral role in the future success of the Town and where the municipality has a high capacity to influence changes required. Each area is supported and clarified by a descriptive statement to assist Administration and the public in interpreting Council's priorities.

3 STRATEGIC OBJECTIVES

High level objectives to which Administration will develop a Strategic Action Plan, business plans and other planning documents to support. Objectives focus on strategic matters as opposed to routine day-to-day items. Progress indicators are tied to each objective to review the progress and demonstrate action toward the progress of Council's identified objectives



EXCELLENCE

White City strives to excel by employing best business practices and delivering high quality services for our residents and municipal partners. We aim to provide a model of excellence that others choose to follow and be seen as a leader among municipalities.



RESPONSIBILITY

We strive to provide the highest level of transparency to our residents and act in a highly ethical manner in all interactions. Financial decisions are made with consideration of the fiscal sustainability of White City. We plan for the future, capitalize on opportunities and serve as responsible stewards of the public's money.



INNOVATION

We are a learning organization that grows through our experience, welcomes innovative ideas and incorporates continuous improvements into what we do and how we do it. We are dedicated to creating a forward-thinking and advanced municipality.



ENGAGEMENT

We engage and communicate with the belief that residents in our community should be involved in the municipal decision-making process. We aim to provide transparent and easily accessible information to the public to encourage high levels of citizen engagement and participation in our community.



INCLUSIVENESS

Residents are treated with equality and respect. We aspire to set cultural examples based on inclusion and the desire to create a positive community spirit that others will choose to follow. We are aware of the Truth and Reconciliation Commission of Canada calls to action and strive to implement those actions in the governance of our municipality.



COLLABORATION

We are team members and aim to build a positive team spirit by creating a safe, healthy and fair workplace. We engage our stakeholders and meaningfully implement their feedback and communicate with them on a regular basis. We welcome opportunities to collaborate with our regional and provincial partners to improve regional planning and communication with one another.

DIVERSE, INCLUSIVE & ENGAGED COMMUNITY



Our residents thrive in a community where everyone, regardless of culture, background or age, feels welcome and important. Input from residents is crucial for creating great policies, designing programs and building new infrastructure. White City is committed to regularly engaging with the community and providing an equal opportunity for every voice to be heard.

STRATEGIC OBJECTIVES

OBJECTIVES:

- ☑ Increase Opportunities for Youth to Participate in Government.
- ☑ Expand Cultural Opportunities for Residents.
- ☑ Enhance White City's Profile.
- ☑ Enhance communications with the public by being fully transparent and have residents informed of the Town's plans, actions, policies and services.
- ☑ Increase public engagement opportunities for residents.
- ☑ Support the creation of community service groups.
- ☑ Grow and encourage volunteerism in the community.

PROGRESS INDICATORS:

- ☑ Implementation of Youth Advisory Committee.
- ☑ Increased number of cultural events and programming.
- ☑ Continued partnership and support of the White City Museum resulting in more events and programming.
- ☑ Increased signage and artwork to establish and grow a unique White City identity.
- ☑ Higher number and quality of communication with residents.
- ☑ Increased public engagement on municipal projects and initiatives.
- ☑ Supporting the creation of organizations and other clubs that will bring residents of the community together.
- ☑ Development of an active volunteer network.



ACTIVE & HEALTHY COMMUNITY

White City residents are provided a great quality of life. We will support the development of policies and programs to promote the physical, mental and environmental well-being of White City's residents and our community.

STRATEGIC OBJECTIVES

OBJECTIVES:

- ☑ Increase programming opportunities for all ages and abilities for the development of physical and mental well-being.
- ☑ Support and grow mental health resources directly located within White City.
- ☑ Develop new municipal facilities that offer opportunities for a variety of activities and for all ages.
- ☑ Natural public spaces are available throughout White City providing opportunities to connect with and enjoy nature and play.
- ☑ Support and expand education services within the community.
- ☑ Work with the community to develop a plan that addresses recreational opportunities to meet the needs of a growing community.

PROGRESS INDICATORS:

- ☑ Growth of self-directed leisure, winter activity, and community driven program opportunities.
- ☑ Increased programming for all demographics.
- ☑ Increased access to mental health resources within our own community.
- ☑ Continued planning and development of the Multi-Use Recreation Centre.
- ☑ Continued advocacy and planning for a high school and third elementary school located within the community.
- ☑ Continuation of the Multi-Use Pathway Improvement Project.
- ☑ Completion of a Recreation Master Plan.

INNOVATIVE DEVELOPMENT



White City is dedicated to safe, smart and accessible development. Our focus is to explore innovative and unique solutions to urban development that will support our community and enhance our resident's way of life. We encourage intelligent land-use planning to promote sustainable development and help grow our community and local economy.

STRATEGIC OBJECTIVES

OBJECTIVES:

- ☑ Support the continuing development and growth of the Town Centre.
- ☑ Complete the process to incorporate White City, Emerald Park, Park Meadows Estates, Meadow Ridge Estates, Escott/Deneve, Great Plains Industrial Park and sufficient additional land to support a well-planned and managed community for the next 25-years into one urban community.
- ☑ Encourage developments, urban design requirements, programs, and services that support aging in place.
- ☑ Approach development and planning of the community with an innovative philosophy that represents the community's interests.
- ☑ Encourage environmentally friendly developments, programs and processes.
- ☑ Introduce development and programming that takes advantage of the Saskatchewan climate and landscape.
- ☑ Provide transportation infrastructure and services that support safe, convenient, and accessible movement of people and goods throughout the town.
- ☑ Economic development to become a community with a diversified and vibrant economy.

PROGRESS INDICATORS:

- ☑ Ongoing development of a Town Centre that follows municipal development guidelines.
- ☑ Development of a Civic Centre within the Town Centre.
- ☑ Completion of the Boundary Alteration Hearing before the Saskatchewan Municipal Board.
- ☑ Diversification of housing options for seniors and young families within our community.
- ☑ Attraction of additional medical facilities to serve our residents.
- ☑ Upgrading and maintenance of infrastructure.
- ☑ Integration of alternative energy systems into future development and facility planning.
- ☑ Completion of a Transportation Master Plan.
- ☑ Completion of an Economic Development Plan.



SAFE & CARING COMMUNITY

White City is a safe and caring atmosphere for residents, visitors and businesses. The safety of residents shall be prioritized through coordination and support for police, fire, rescue, emergency, and medical services. Access to social programming and safety initiatives creates a feeling of security and safety for the physical and mental well-being for all.

STRATEGIC OBJECTIVES

OBJECTIVES:

- ☑ To be a secure and protected community where residents and visitors feel safe.
- ☑ Implement Crime Prevention Through Environmental Design (CPTED) principles.
- ☑ Develop community safety groups and programming to support a safe and caring atmosphere for residents.
- ☑ Develop a municipal bylaw enforcement and policing model that will grow to service a population of 10,000 to 14,000.
- ☑ Support the White City Fire Department in providing exceptional fire services to residents and regional partners.
- ☑ Develop and grow Emergency Measures Organization to ensure emergency preparedness in the community and region.

PROGRESS INDICATORS:

- ☑ Increased lighting throughout the community.
- ☑ Video surveillance installation throughout municipal facilities to deter vandalism.
- ☑ Completion of a CPTED Guide and plan.
- ☑ Development of Safe Community Campaigns.
- ☑ Neighbourhood Watch Programs.
- ☑ Community Safety Officer.
- ☑ Completed Policing Service Requirement Review.
- ☑ Improvements to the White City Fire Hall and expansion for Emergency Medical Services (EMS) service bay.
- ☑ Complete training of all White City Firefighters to a 1001 Level 1.
- ☑ Completed Municipal Emergency Plan.

REGIONAL COLLABORATION



White City has a strong commitment to intermunicipal and regional collaboration. By working together with municipalities in the region we can create a strong base for sustainable regional growth through shared services, efficient infrastructure, and co-operative planning. White City will actively support regional initiatives that align with our goals, priorities, and values.

STRATEGIC OBJECTIVES

OBJECTIVES:

- ✔ Build cooperative and beneficial relationships with regional partners.
- ✔ Optimize strategic partnerships and collaborations with local First Nations.
- ✔ Contribute to a strong White Butte Region by actively contributing our skills, expertise, and input on regional initiatives.
- ✔ Support the growth and development of the WCRM158 Wastewater Management Authority.

PROGRESS INDICATORS:

- ✔ Improved professional relationships between councils and administrations of regional partners.
- ✔ Expansion of the Town's regional relationship network.
- ✔ Improved government relations with provincial ministries and elected officials.
- ✔ More partnership with regional neighbours to grow regional support networks for shared service provision.
- ✔ Increased autonomy of the WCRM158 Wastewater Management Authority.
- ✔ Completion of the Wastewater Expansion Project.



GOVERNANCE & OPERATIONAL EXCELLENCE

White City Council and Administration are dedicated to good governance and operational excellence. The role of being an elected official or member of the administrative team requires leadership, fiscal responsibility, effective oversight, transparency and willingness for personal and team growth. Quality services, delivered cost-effectively, are critical to the wellbeing of the Town.

STRATEGIC OBJECTIVES

OBJECTIVES:

- ☑ Develop a positive environment that encourages learning opportunities for Council and Administration related to the governance and operation of the Town.
- ☑ Implement new technology and processes to provide more convenient access to Town services and municipal information.
- ☑ Ensure excellent management of the municipality by ensuring council and administration's actions, policies and decisions implement good governance principles.
- ☑ Ensure strategic goals are understood and linked to operations.
- ☑ Create a regulatory environment that represents the community's interest.
- ☑ Be an effective and responsive administration that can meet the demands of a fast-growing community.

PROGRESS INDICATORS:

- ☑ Integration of professional development and leadership training for Council and Administration.
- ☑ Increased organizational human resource practices.
- ☑ Integration of technological innovations to enhance municipal operations.
- ☑ Responsible management of the Town's financials and other resources.
- ☑ Regular reporting and access to municipal data for the public.
- ☑ Completion of an organizational review.

“

Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.
PABLO PICASSO



Measurement and Progress Reporting

This Strategic Plan will help guide Council and Administration in carrying out their strategic objectives and ensure the appropriate resources are allocated in order to meet those priorities. White City is dedicated to the successful implementation of the focus areas and objectives. To achieve this, the Town will measure the progress of the Strategic Plan and keep the community informed of progress and results.

The Strategic Plan is a 'living document' which means it is intended to undergo an iterative review process each year to support and coordinate with yearly business planning processes and budget development.



Dedicated Updates to Residents:

Regular updates will be highlighted through the Town's Annual Report and regular progress reports to the Corporate Services Committee and Council. Regular reports from Administration will provide updates on the identified progress indicators, ongoing projects and initiatives related to the Strategic Plan, estimated timelines for completion and report on, or recommend, changes to the Plan's focus areas, objectives or activities.

Annual Strategic Plan Public Engagement:

A formal review process will be developed to ensure annual public engagement to garner input and feedback from residents on the progress of the Strategic Plan and to identify any required changes or revisions to the Plan. This will coordinate with Annual Budget Development and other long-term municipal plans.



White City

General Inquiries

Box 220 Station Main
White City SK S4L 5B1

306 781 2355 †

306 781 2194 f

townoffice@whitecity.ca

whitecity.ca