

The Corporation of the
CITY OF WHITE ROCK

Regular Council Meeting
AGENDA



On Table Items - Page 196

Monday, December 7, 2020, 7:00 p.m.

City Hall Council Chambers

15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

***Live Streaming/Telecast:** Please note that all Committees, Task Forces, Council Meetings, and Public Hearings held in the Council Chamber are being recorded and broadcasted as well included on the City's website at: www.whiterockcity.ca

The City of White Rock is committed to the health and safety of our community. In keeping with Ministerial Order No. M192 from the Province of British Columbia, City Council meetings will take place without the public in attendance at this time until further notice.

T. Arthur, Director of Corporate Administration

	Pages
1. CALL MEETING TO ORDER	
1.1. FIRST NATIONS LAND ACKNOWLEDGEMENT	
<i>We would like to recognize that we are standing/working/meeting on the traditional unceded territory of the Semiahmoo First Nation, and also wish to acknowledge the broader territory of the Coast Salish Peoples.</i>	
2. ADOPTION OF AGENDA	
<u>RECOMMENDATION</u> THAT the Corporation of the City of White Rock Council adopt the agenda for its regular meeting scheduled for December 7, 2020 as circulated.	
3. ADOPTION OF MINUTES	10
<u>RECOMMENDATION</u> THAT the Corporation of the City of White Rock Council adopt the following meeting minutes as circulated:	
<ul style="list-style-type: none">• November 23, 2020	

4. QUESTION AND ANSWER PERIOD

Due to the COVID-19 global pandemic, in-person Question and Answer Period has been temporarily suspended until further notice. You may forward questions and comments to Mayor and Council by emailing ClerksOffice@whiterockcity.ca with Question and Answer Period noted in the subject line. Your questions and comments will be noted along with answers and placed on the City's website. You will be notified directly once this has been completed.

As of 8:30 a.m., December 2 there were no Question and Answer period submissions received.

Note: there are to be no questions or comments on a matter that will be the subject of a public hearing (time between the public hearing and final consideration of the bylaw).

RECOMMENDATION

THAT Council receive for information the correspondence submitted for Question and Answer Period by 8:30 a.m. December 7, 2020, **including "On-Table"** information provided with staff responses that are available at the time.

5. DELEGATIONS AND PETITIONS

5.1. DELEGATIONS

None

5.2. PETITIONS

None

6. PRESENTATIONS AND CORPORATE REPORTS

6.1. PRESENTATIONS

None

6.2. CORPORATE REPORTS

6.2.a. COVID-19 GLOBAL PANDEMIC VERBAL UPDATE

The Fire Chief to provide a verbal report regarding the COVID-19 Global Pandemic.

6.2.b. COVID-19 STAFFING UPDATE

Corporate report dated December 7, 2020 from the Director of Human Resources titled "COVID-19 Staffing Update".

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RECOMMENDATION

THAT Council receives for information the corporate report dated December 7, 2020, from the Director of Human Resources, titled "COVID-19 Staffing Update".

6.2.c. PUBLIC HEARINGS / MEETINGS FOR DEVELOPMENT APPLICATIONS 25

Corporate report dated December 7, 2020 from the Director of Planning and Development Services titled "Public Hearings / Meetings for Development Applications".

RECOMMENDATION

THAT Council direct staff to proceed with fully virtual public hearings / meetings for development applications, providing options for both written comments and verbal submissions via digital communication / phone-in access.

6.2.d. PEACE ARCH CURLING CLUB REQUEST FOR RENT RELIEF 29

Corporate report dated December 7, 2020 from the Director of Financial Services titled "Peace Arch Curling Club Request for Rent Relief".

RECOMMENDATION

THAT Council approve rent relief for the Peace Arch Curling Club in the amount of \$13,000.

6.2.e. MARINE DRIVE RETAINING WALL STABILIZATION - BIN WALL REPAIRS 32

Corporate report dated December 7, 2020 from the Director of Engineering and Municipal Operations titled "Marine Drive Retaining Wall – Bin Wall Repairs".

RECOMMENDATION

THAT Council:

1. Council approve change orders of \$210K that have been incurred for the Marine Drive Retaining Wall project, and
2. That Council approve awarding an additional \$500K to the companies currently working on the Marine Drive Retaining Wall project to reinforce retaining bin; and
3. That Council direct staff to realign capital projects in the Financial Plan to accommodate these unbudgeted increases of \$693K through the 2021 Budget Process.

6.2.f. 2021 - 2022 STRATEGIC PRIORITIES

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Follow up from the November 23, 2020 Regular Council meeting by the Chief Administrative Officer where Council ratified, with an amendment and feedback, the 2021 - 2022 Strategic Priorities. The documents presented at this time include the final updates and are for Council information prior to publication.

- 2021 - 2022 Council Strategic Priorities Update (16 pages)

Note: The following materials are attached as a further breakdown of the information by the noted category. They are all attached for information / reference purposes:

- 2021 - 2022 Council Strategic Priorities Update - Top Priority (5 pages)
- 2021 - 2022 Council Strategic Priorities Update - High Priority (6 pages)
- 2021 - 2022 Council Strategic Priorities Update - Low Priority (6 pages)
- 2021 - 2022 Council Strategic Priorities Update - Staff High Priority (3 pages)
- November 23, 2020 corporate report titled "Updated Strategic Priorities"

RECOMMENDATION

THAT Council receive the information as provided / circulated regarding the 2021 - 2022 Strategic Priorities.

7. MINUTES AND RECOMMENDATIONS OF COMMITTEES

7.1. STANDING AND SELECT COMMITTEE MINUTES

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RECOMMENDATION

THAT Council receive for information the following standing and select committee meeting minutes as circulated:

- Finance and Audit Committee - November 23, 2020;
- History and Heritage Advisory Committee - November 4, 2020; and
- Water Community Advisory Panel - November 10, 2020.

7.2. STANDING AND SELECT COMMITTEE RECOMMENDATIONS

7.2.a. Finance & Audit Committee - November 23, 2020 (Councillor Kristjanson)

7.2.a.a. Recommendation #1 - Water Utility 2021 Rates

RECOMMENDATION

THAT Staff bring forward information that compares the City's water rate to the Metro Vancouver rates.

7.2.b. Water Community Advisory Panel - November 10, 2020 (Council Representative - Councillor Trevelyan)

7.2.b.a. Recommendation #1 - Development Cost Charges Bylaw

Note: Council may want to ask staff in regard to this recommendation as to feasibility / time required and how it could impact progress for their approved strategic priorities.

RECOMMENDATION

THAT Council direct staff to expedite the process for the Development Cost Charges Bylaw for the water system separate from the other items to ensure that something is in place for upcoming development.

7.2.c. COVID-19 Recovery Task Force - December 1, 2020 (Chairperson - Councillor Manning)

These recommendations were noted as being time-sensitive by the Task Force and a request was made to add them to the December 7, 2020 Regular Council agenda for consideration. The full meeting minutes will be provided to Council at the next scheduled meeting for receipt of information.

7.2.c.a. Recommendation #1 - Promotion of White Rock Christmas Events

RECOMMENDATION

THAT Council direct staff to publicize the Christmas Events for the Peninsula Arts and Culture Alliance (PACA) Newsletter and consider placing it in the Peach Arch News utilizing the funds available from the Federal Grant.

7.2.c.b. Recommendation #2 - Support of shop White Rock campaign.

RECOMMENDATION

THAT Council endorse the Shop White Rock Campaign.

8. BYLAWS AND PERMITS

8.1. BYLAWS

- 8.1.a. BYLAW 2368 - WATER SERVICES BYLAW, 2015, NO. 2117, AMENDMENT NO. 9, BYLAW, 2020, NO. 2368** 126

Bylaw 2368 - a bylaw to amend the water service user fees. This Item received first, second and third reading at the November 23, 2020 Regular Council meeting. The bylaw is presented for consideration of final reading at this time.

RECOMMENDATION

THAT Council give final reading to "*Water Services Bylaw, 2015, No. 2117, Amendment No. 9, Bylaw, 2020, No. 2368*".

- 8.1.b. BYLAW 2369 - 2021 FEES AND CHARGES BYLAW, 2020, NO. 2369** 131

Bylaw 2369 - a bylaw to impose fees and charges for various services offered by the City that are not included in any other City Bylaw.. The Finance and Audit Committee reviewed the bylaw with a corresponding corporate report at their meeting held earlier in the evening. The bylaw is presented for consideration by Council of first, second and third reading at this time.

RECOMMENDATION

THAT Council give first, second and third reading to "*2021 Fees and Charges Bylaw, 2020, No. 2369*".

- 8.1.c. BYLAW 2367 - AFFORDABLE HOUSING RESERVE FUND BYLAW, 2020. NO. 2367** 150

Bylaw 2367 - to establish an affordable housing reserve fund. The Finance and Audit Committee reviewed the bylaw with a corresponding corporate report at their meeting held earlier in the evening. The bylaw is presented for consideration by Council of first, second and third reading at this time.

RECOMMENDATION

THAT Council give first, second and third reading to "*Affordable Housing Reserve Fund Bylaw, 2020, No. 2367*".

8.2. PERMITS

8.2.a. PERMIT TITLE

9. CORRESPONDENCE

9.1. CORRESPONDENCE - RECEIVED FOR INFORMATION

RECOMMENDATION

THAT Council receive correspondence circulated in the agenda as Items 9.1.a - 9.1.e.

9.1.a. DISTRICT OF SAANICH - NATIONAL DAY OF TRUTH AND RECONCILIATION 152

Correspondence dated November 24, 2020 from the District of Saanich who are seeking further support in regard to their letter to the Federal Minister of Indigenous Services and the British Columbia Ministry of Indigenous Relations and Reconciliation to encourage making September 30 as statutory holiday marking a national day of remembrance of residential school Survivors of Canada "National Day of Truth and Reconciliation".

Note: Further action on this item may be considered - Council may request that any item be brought forward for discussion, and may propose a motion of action on the matter.

9.1.b. METRO VANCOUVER - STUDY RESULTS REGARDING FOOD FLOWS 155

Correspondence received November 26, 2020 from Metro Vancouver to inform of results of a recent study regarding "Food Flows in Metro Vancouver". The study describes the movement of food across the regional district boundaries including imports, exports and the method used to transport the basic food commodities.

9.1.c. UNION OF BC MUNICIPALITIES - 2020 RESOLUTION REFERRED TO UBCM EXECUTIVE 165

Correspondence dated November 24, 2020 from the Union of BC Municipalities to inform that the City's resolution regarding "Farmers' Markets as Essential Services During Emergencies" was not considered at the annual UBCM convention but subsequently was at the recent November Executive meeting. Upon review, the Executive chose to follow recommendation of No Action Required noting "... *The Committee advised that no action is required on the resolution and its request, as farmers markets are listed as one of the COVID-19 Essential Services*".

9.1.d. BRITISH COLUMBIA RECONCILIATION AWARD 167

Correspondence from the Office of the Lieutenant Governor of British Columbia, in partnership with the BC Achievement Foundation announcing the launch of the British Columbia Reconciliation Award. The award will recognize individuals, groups and organizations who have demonstrated exceptional leadership, integrity, respect and commitment to furthering reconciliation with Indigenous peoples in the province or inspired others to continue reconciliation efforts.

9.1.e. PORT MOODY - FLOOD RISK MITIGATION 173

Correspondence received November 4, 2020 from the City of Port Moody to inform and request the City's support of their resolution that notes the need for flood risk mitigation by reaching out to the Minister of Environment & Climate Change Strategy, the Minister of municipal Affairs and Housing, the Minister of Agriculture and the Premier of British Columbia.

Note: Further action on this item may be considered - Council may ask that a letter of support for this item be forwarded.

10. MAYOR AND COUNCILLOR REPORTS

10.1. MAYOR'S REPORT

10.2. COUNCILLORS REPORTS

11. MOTIONS AND NOTICES OF MOTION

11.1. MOTIONS

11.1.a. MOTION FOR CONSIDERATION - COUNCILLOR FATHERS

Councillor Fathers gave the following as a Notice of Motion at the previous meeting to be considered at the December 7, 2020 regular Council meeting:

RECOMMENDATION

THAT Council directs staff to review and report back to Council, given a recent circumstance between two (2) properties (Cliff Avenue and Lee Street) on the City's process / regulations in relation to:

1. The City's Zoning Bylaw where it regulates building height (the Bylaw measures "height" on the basis of an "average natural grade); and
2. The City possibly regulating activities involving the stock-piling / relocation of soils on private property.

TRANSLINK DOUBLE DECKER BUS ROUTE #354 - TREE PRUNING

In accordance with the City's Procedure Bylaw 31.(4), Mayor Walker is giving the following Notice:

Request for Council to reconsider the following defeated resolution:

THAT Council supports TransLink's use of double decker buses on bus route #354 by endorsing the pruning and tree replacement as outlined in this corporate report.

Note: Representatives from Coast Mountain Bus Company attended the October 19, 2020 Regular Council meeting to give a presentation regarding this topic. Attached for reference and consideration purposes:

- Further communication from TransLink including information on ridership; and
- The original July 27, 2020 corporate report from the Director of Engineering and Municipal Operations titled "TransLink Double Decker Bus Route #354 – Tree Pruning"

RECOMMENDATION

~~THAT Council rescind~~ it's decision made on July 27, 2020 at their regular Council meeting to defeat the following resolution:

THAT Council supports TransLink's use of double decker buses on bus route #354 by endorsing the pruning and tree replacement as outlined in this corporate report.

RECOMMENDATION**SUBSEQUENT MOTION (SHOULD MOTION TO RESCIND THE JULY 27, 2020 VOTE IS ADOPTED)**

THAT Council supports TransLink's use of double decker buses on bus route #354 by endorsing the pruning and tree replacement as outlined in the July 27, 2020 staff corporate report.

12. RELEASE OF ITEMS FROM CLOSED COUNCIL MEETINGS**13. OTHER BUSINESS****14. CONCLUSION OF THE DECEMBER 7, 2020 REGULAR COUNCIL MEETING**

Regular Council Meeting of White Rock City Council

Minutes



November 23, 2020, 7:00 p.m.

City Hall Council Chambers

15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

PRESENT:

- Mayor Walker
- Councillor Chesney
- Councillor Fathers (arrived at 7:17 p.m.)
- Councillor Johanson
- Councillor Kristjanson
- Councillor Manning
- Councillor Trevelyan

STAFF:

- Guillermo Ferrero, Chief Administrative Officer
- Tracey Arthur, Director of Corporate Administration
- Jim Gordon, Director of Engineering and Municipal Operations
- Carl Isaak, Director of Planning and Development Services
- Jacque Johnstone, Director of Human Resources
- Colleen Ponzini, Director of Financial Services
- Eric Stepura, Director of Recreation and Culture
- Ed Wolfe, Fire Chief
- Chris Zota, Manager of Information Technology
- Debbie Johnstone, Acting Deputy Corporate Officer

1. **CALL MEETING TO ORDER**

The meeting was called to order at 7:00 p.m.

1.1 **FIRST NATIONS LAND ACKNOWLEDGEMENT**

2. **ADOPTION OF AGENDA**

Motion Number: 2020-566

THAT the Corporation of the City of White Rock Council amend the November 23, 2020 regular meeting agenda by adding:

- Item 7.2.a.c. - Updated Version of Anti-Racial Discrimination and Anti-Racism Policy

AND that the agenda be adopted as amended.

Motion CARRIED

3. ADOPTION OF MINUTES

Motion Number: 2020-567

THAT the Corporation of the City of White Rock Council adopt the following meeting minutes as circulated:

- November 9, 2020.

Motion CARRIED

4. QUESTION AND ANSWER PERIOD

It was confirmed that there were no submissions for Question and Answer Period.

5. DELEGATIONS AND PETITIONS

5.1 DELEGATIONS

5.1.a YOUTH SPACE OF ALEXANDRA NEIGHBOURHOOD HOUSE - UPDATE ON YOUTH SPACE, AND HOW TO MOVE FORWARD SUPPORTING THE YOUTH OF WHITE ROCK

Councillor Fathers arrived at the meeting at 7:17 p.m.

The following discussion points were noted:

- The City of Surrey provides in kind funds in the amount of approximately \$60,000 (including access to the facility and other various services), when they started the program they also provided \$35,000 to get up and running for furniture etc.
- The City of White Rock provided funds as follows: 2018/\$10,000, 2019/\$5,000, 2020/\$5,000

Motion Number: 2020-568

THAT Council endorses the City continue to support Youth Collective, regarding the Youth Space at Alexandra Neighbourhood House at the current level of \$5,000 for 2021.

Motion CARRIED

5.2 PETITIONS

6. PRESENTATIONS AND CORPORATE REPORTS

6.1 PRESENTATIONS

6.1.a PEACE ARCH HOSPITAL AND COMMUNITY HEALTH FOUNDATION UPDATE

The delegation provided a PowerPoint that included background about the organization, outlined recent and ongoing projects, healthy community initiatives and informed in regard to COVID-19 including impacts and new focus areas.

The following discussion point was noted:

- There is not enough parking currently for the facility and there is expansion underway - this was acknowledged and is under review

6.2 CORPORATE REPORTS

6.2.a COVID-19 GLOBAL PANDEMIC VERBAL UPDATE

The Fire Chief provided a verbal report regarding the COVID-19 global pandemic giving stats for both local and globally.

On November 19, 2020 there were new Ministerial Orders issued including the mandatory use of masks.

It was noted the Festival of Lights Society are seeking approval from the Province to hold the event, at this time it is still on hold until further notice.

Motion Number: 2020-569

THAT Council write correspondence to the Province requesting to make masks to be worn as mandatory in schools at all times (when it is practical).

Motion DEFEATED

**Councillors Chesney, Fathers, Manning, Trevelyan and
Mayor Walker voted in the negative**

6.2.b COUNCIL STRATEGIC PRIORITIES

The CAO gave a PowerPoint presentation that outlined the Strategic Plan process undertaken to this point. How each priority and project impacts the organization along with a visual layout detailing information of the individual priority / project progress. Included is an estimate of time of completion.

The following discussion points were noted:

- The Official Community Plan (OCP) review, it is anticipated to be completed by the end of 2021, at this time it is 68% complete. The pandemic has impacted the required public engagement piece, staff are reviewing "On-Line" engagement to continue the process in early 2021. Council gave direction following the Sept 14 Land Use and Planning Committee meeting where the Town Centre Building Height and outside the Town Centre as well as the Waterfront and Affordable Housing are the areas that first need to have the focus.
- It was noted that although the Water Community Advisory Panel has been marked complete the requested business case has not yet been done.
- It was noted that although the Parking Task Force has been marked complete that construction parking has not yet been resolved. Staff noted this matter is now part of the City-Wide Parking Review, the RFP for this project is now out and it is anticipated to be completed in six (6) months from the start date
- It was noted that the OCP Review for the Town Centre must be done mid 2021 so a revisiting of the zoning bylaw can be moved forward. It was further noted that missing from the OCP Review should the Town Centre and outlining area become the focus will be the "non consultant areas" and "greening" the City monitoring
- It was clarified that funds have not yet been allocated (\$4M from Community Amenity Contribution - CAC) for Affordable Housing. This is an item that will be considered as part of the upcoming budget process.

- It was noted that various uses for CAC's have been noted for future discussion / would like to see priority given to projects that can be started in 2021 (including the second phase of Johnston Road)
- The "Lean Study" seems to be moved / placed as a project for 2022 / not a high priority but it is noted
- Marine Drive Task Force, number of recommendations that were deferred due to the pandemic - they will need to be brought back during the budget process
- Would like to see under "Governance Best Practices" services to the public including tracking calls, complaints and feedback and have them reviewed as to how the City is doing Staff noted this item is in the works at this time

Motion Number: 2020-570

THAT Council directs the scope for the Official Community Plan (OCP) review be reduced at this time to only the Town Centre building height and density and building heights around the Town Centre and height at the waterfront along Marine Drive.

Motion CARRIED

Note: It was clarified that this is direction is for staff to bring the noted items forward as the priority for the OCP Review

Motion Number: 2020-571

THAT Council:

1. Ratify the new 2021-2022 strategic priorities as amended and through discussion at this meeting; and
2. Direct Staff to publish the new 2021-2022 Strategic Priorities.

Motion CARRIED

7. MINUTES AND RECOMMENDATIONS OF COMMITTEES

7.1 STANDING AND SELECT COMMITTEE MINUTES

Motion Number: 2020-572

THAT Council receive for information the following standing and select committee meeting minutes as circulated:

- Land Use and Planning - November 9, 2020;
- Governance and Legislation - November 9, 2020;
- Arts and Cultural Advisory Committee - October 27, 2020;
- Public Art Advisory Committee - October 29, 2020;
- COVID-19 Recovery Task Force - November 3, 2020; and,
- Environmental Advisory Committee - November 5, 2020.

Motion CARRIED

7.2 STANDING AND SELECT COMMITTEE RECOMMENDATIONS

7.2.a Governance and Legislation Committee - November 9, 2020 (Councillor Manning)

7.2.a.a Recommendation #1 - CITY COMMITTEES

Motion Number: 2020-573

THAT Council endorse the Environmental Advisory Committee meet twice in December 2020.

Motion CARRIED

7.2.a.b Recommendation #2 - CITY COMMITTEES

Motion Number: 2020-574

THAT Council endorse: :

1) The following City's Advisory Bodies / Committee appointments be extended to March 31, 2021:

- Arts and Cultural Advisory Committee;
- Advisory Design Panel
- Economic Development Advisory Committee;
- Environmental Advisory Committee;
- History and Heritage Advisory Committee;

- Public Art Advisory Committee;
- Seniors Advisory Committee;
- Tour de White Rock Task Force;
- Water Community Advisory Panel;
- White Rock Sea Festival Task Force; and

2) Endorse that there be a full review of the City's Advisory Bodies / Committees to be conducted early in 2021 (including the work the Committees are producing and required involvement by staff to maintain the Committees).

Motion CARRIED

7.2.a.c CONTINUED POLICY REVIEW: HUMAN RESOURCES (400 SERIES) THREE (3) RECOMMENDATIONS

Motion Number: 2020-575

THAT Council endorse the following Human Resource policy as circulated:

- a. Policy 401 - Employee Recognition Program.

Motion CARRIED

Motion Number: 2020-576

THAT Council endorse the following Human Resource policy as circulated:

- a. Policy 405 - Respectful Workplace.

Motion CARRIED

Motion Number: 2020-577

THAT Council endorse the following Human Resource policy as presented "On-Table":

- a. Policy 406 - Anti-Racial Discrimination and Anti-Racism

Motion CARRIED

**7.2.a.d CONTINUED POLICY REVIEW: COUNCIL AND
ADMINISTRATION - SEVEN (7) RECOMMENDATIONS**

Motion Number: 2020-578

THAT Council endorse Policy 112 - Freedom of the City as circulated.

Motion CARRIED

Motion Number: 2020-579

THAT Council endorse Policy 129 - City News as circulated.

Motion CARRIED

Motion Number: 2020-580

THAT Council endorse Policy 130 - Operational Communications Objective as circulated.

Motion CARRIED

Motion Number: 2020-581

THAT Council endorse Policy 131 - City Website as circulated.

Motion CARRIED

Motion Number: 2020-582

THAT Council endorse Policy 132 - Communication of Council Decisions: Facebook Live as circulated.

Motion CARRIED

Motion Number: 2020-583

THAT Council endorse Policy 133 - Internal Handling of Media Requests as circulated.

Motion CARRIED

Motion Number: 2020-584

THAT Council endorse Policy 134 - Media Releases as circulated.

Motion CARRIED

7.2.a.e FILMING POLICY

Motion Number: 2020-585

THAT Council to endorse Policy 711 - Film Policy as circulated.

Motion CARRIED

**7.2.b Arts and Cultural Advisory Committee - October 27, 2020
(Councillor Manning)**

7.2.b.a Recommendation #1 - Arts and Culture Online Strategy

Motion Number: 2020-586

THAT Council direct staff to investigate developing an online strategy for Arts and Culture

Motion CARRIED

7.2.b.b Recommendation #2 - Arts and Culture Online Promotions

Motion Number: 2020-587

THAT Council direct staff to explore the cost and feasibility for online promotions for Arts and Culture with community partners

Motion CARRIED

7.2.c Public Art Advisory Committee - October 29, 2020 (Councillor Trevelyan)

7.2.c.a Recommendation #1 - White Rock Mural Policy

Motion Number: 2020-588

THAT Council direct:

1. Staff to develop a mural policy for White Rock, using best practices from other municipalities with respect to selection process and location selection; and
2. This policy be provided back to the Public Art Advisory Committee for discussion.

Motion CARRIED

7.2.d COVID-19 Recovery Task Force - November 3, 2020 (Councillor Manning)

7.2.d.a Recommendation #1 - White Rock Events Online Hub

Motion Number: 2020-589

THAT Council direct staff to investigate the best avenue for an online hub to promote virtual White Rock events.

Motion CARRIED

7.2.d.b Recommendation #2 - Local Events and Activities Promotion

Motion Number: 2020-590

THAT Council direct staff to investigate options to better promote local events and activities.

Motion CARRIED

Motion Number: 2020-591

THAT Council refers to the next meeting of the COVID-19 Recovery Task Force the topic of exploring

further ways to reach seniors in addition to online / social media for those that are not online.

Motion CARRIED

8. BYLAWS AND PERMITS

8.1 BYLAWS

8.1.a BYLAW 2368 - WATER SERVICES BYLAW, 2015, NO. 2117, AMENDMENT NO. 9, BYLAW, 2020, NO. 2368

Motion Number: 2020-592

THAT Council give first, second and third reading to "*Water Services Bylaw, 2015, No. 2117, Amendment No. 9, Bylaw, 2020, No. 2368*".

Motion CARRIED

Councillors Kristjanson and Trevelyan voted in the negative

Motion Number: 2020-593

THAT Council endorse the November 23, 2020 regular Council meeting continue past 9:30 p.m.

Motion CARRIED

8.2 PERMITS

8.2.a PERMIT TITLE

9. CORRESPONDENCE

10. MAYOR AND COUNCILLOR REPORTS

10.1 MAYOR'S REPORT

Mayor Walker noted participation in the following:

- Nov 10 and 17 South Surrey & White Rock Chamber of Commerce's "Chamber Chat"
- Nov 10 Facebook Live session with Councillor Chesney

- Nov 10 Teleconference with Ministers Robinson, Dix, Farnsworth and Dr. Henry regarding stronger COVID-19 Public Health Orders and direction that were recently implemented by the Province
- Nov 11, Honouring the Veterans through a virtual Remembrance Day event
- Nov 12, Metro Vancouver Liquid Waste Committee
- Nov 13, Metro Vancouver, Zero Waste Conference
- Nov 13, CBC radio interview regarding the City's Housing Survey
- Nov 14, Metro Vancouver Council to Council Sub-Regional Forum on Systemic Racism
- Nov 16, Closed meeting of Council followed by a Land Use and Planning Committee meeting
- Nov 17, Community Conversation "How we Gather: Connecting in a Time of Distancing" hosted by Alexandra Neighbourhood House

10.2 COUNCILLORS REPORTS

Councillor Manning noted participation in the following:

- Nov 11, Honouring the Veterans through a virtual Remembrance Day event
- Nov 14, Metro Vancouver Council to Council Sub-Regional Forum on Systemic Racism
- Nov 17, Community Conversation "How we Gather: Connecting in a Time of Distancing" hosted by Alexandra Neighbourhood House
- Nov 19, White Rock Museum Annual General Meeting

Councillor Johanson noted participation in the following:

- Nov 14, Metro Vancouver Council to Council Sub-Regional Forum on Systemic Racism

Councillor Kristjanson noted participation in the following:

- Nov 11, Honouring the Veterans through a virtual Remembrance Day event
- Nov 10 and 17 South Surrey & White Rock Chamber of Commerce's "Chamber Chat"

- Nov 19, White Rock Museum Annual General Meeting

11. MOTIONS AND NOTICES OF MOTION

11.1 MOTIONS

11.2 NOTICES OF MOTION

Councillor Fathers presented the following Notice of Motion for consideration at the December 7, 2020 regular Council meeting:

THAT Council directs staff to review and report back to Council, given a recent circumstance between two (2) properties (Cliff Avenue and Lee Street) on the City's process / regulations in relation to:

- 1. The City's Zoning Bylaw where it regulates building height (the Bylaw measures "height" on the basis of an "average natural grade); and*
- 2. The City possibly regulating activities involving the stock-piling / relocation of soils on private property.*

12. RELEASE OF ITEMS FROM CLOSED COUNCIL MEETINGS

13. OTHER BUSINESS

It was confirmed the next COVID Recovery Task Meeting December 1, 2020 where the additional motion from Council as follows will be placed on the agenda for consideration / discussion:

THAT Council refers to the next meeting of the COVID-19 Recovery Task Force the topic of exploring further ways to reach seniors in addition to online / social media for those that are not online.

14. CONCLUSION OF THE NOVEMBER 23, 2020 REGULAR COUNCIL MEETING

The meeting was concluded at 9:34 pm.

Mayor Walker

Tracey Arthur, Director of Corporate Administration

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: December 7, 2020
TO: Mayor and Council
FROM: Jacquie Johnstone, Director of Human Resources
SUBJECT: COVID-19 Staffing Update

RECOMMENDATION

THAT Council receives for information the corporate report dated December 7, 2020, from the Director of Human Resources, titled "COVID-19 Staffing Update" for review or inquiries.

EXECUTIVE SUMMARY

As the COVID-19 viral outbreak continues and moves through the various phases and restrictions, the City has taken a phased approach to ensure programs and services are provided to the community safely and as optimal as possible, within provincial orders and guidelines.

PREVIOUS COUNCIL DIRECTION

Not applicable.

INTRODUCTION/BACKGROUND

On March 17, 2020, the Province declared a public health emergency with the implementation of Phase 1 protective measures following the COVID-19 viral outbreak, resulting in the closures of City facilities and programs. With the program cancellations and decrease in service levels, the City adjusted by reducing staffing levels by laying off most of its temporary employees, redeploying those impacted permanent staff to essential services, and freezing recruitment for many of its vacancies. At that time, 29 temporary staff were laid off and six permanent staff were reassigned to where resources were most needed.

On May 18, 2020, the Province implemented Phase 2, allowing the City the opportunity to provide more programming and services to the community, through a variety of safety measures place, that required the City to rehire approximately 70% of the temporary staff and returning the reassigned permanent staff to their regular positions. Staffing levels have remained mostly static since then and as the Province has moved into Phase 3 of the pandemic.

Since the onset of the pandemic, the Province had suggested, and recently mandated, that employers make every effort to provide work from home options. Currently, the City has approximately 60 employees, representing about 67% of our Inside Workers, who work remotely and who on occasion, come into the workplace when operationally required.

FINANCIAL IMPLICATIONS

Overall savings in 2020 have been included in the net deficit of \$1.1M for the City that was reported by Financial Services in September 2020 which will be offset by the Covid-19 Safe Restart Grant.

LEGAL IMPLICATIONS

Not applicable.

CITIZEN/PUBLIC RELATIONSHIPS IMPLICATIONS

Not applicable.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES

Staffing actions since the onset of COVID-19 pandemic align with the City's strategic priority to operate all facilities and provide services consistent with Provincial Health orders.

OPTIONS / RISKS / ALTERNATIVES

Not applicable.

CONCLUSION

This corporate report provides an update and impact on City staffing during the COVID-19 pandemic, with emphasis on providing ongoing community services while simultaneously taking measures to ensure the health and safety of City employees and patrons.

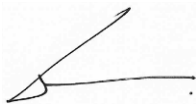
Respectfully submitted,



Jacquie Johnstone
Director of Human Resources

Comments from the Chief Administrative Officer

I concur with the recommendation of this report.



Guillermo Ferrero
Chief Administrative Officer

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: December 7, 2020

TO: Mayor and Council

FROM: Carl Isaak, Director, Planning and Development Services

SUBJECT: Public Hearings/Meetings for Development Applications

RECOMMENDATION

THAT Council direct staff to proceed with fully virtual public hearings/meetings for development applications, providing options for both written comments and verbal submissions via digital communication / phone-in access.

EXECUTIVE SUMMARY

Due to concerns about rising COVID-19 viral case counts and compliance and enforcement with escalating Provincial public health orders, on November 9, 2020, Council directed staff to defer two (2) public hearings which were to be held on November 23, 2020, pending further information and clarification about the health orders.

Public hearings, as a form of Council meeting, are currently exempt from the Province-wide public health orders that otherwise suspend in-person events and community-based gatherings, and therefore may proceed with appropriate COVID-19 safety protocols in place. The guidance from this order does recommend that these meetings be held virtually as much as possible.

The most recent public hearings/meetings in the City of White Rock occurred with members of the public attending the White Rock Community Centre (WRCC) where a remote video connection was provided to speak to Council, and the protocols at the WRCC (physical distancing, cleaning, registration of attendees, etc.) in place, adhered to the applicable COVID-19 safety procedures.

This corporate report provides further details on the health orders, and recommends that while the remote participation approach is still compliant with Provincial health orders, that Council direct staff to schedule meetings which will be conducted in a fully virtual format which allows for members of the public to contribute their input via written comment prior to the meeting or by pre-registering to speak and calling in on a phone line to be heard at the meeting. Staff consider these options to provide viable opportunities for the public to communicate to Council in a way that is technologically accessible and maximizes safety of the public and staff.

PREVIOUS COUNCIL DIRECTION

Resolution # and Date	Resolution Details
November 9, 2020 2020-537	THAT Council defer the two (2) public hearings scheduled to be held November 23, 2020 to be held at a different time due to the recent increase in numbers COVID-19.

INTRODUCTION/BACKGROUND

On November 9, 2020, Council adopted a motion deferring two (2) public hearings as a result of restrictions on public gatherings announced by the Provincial Health Officer and the Minister of Municipal Affairs and Housing. Stemming from this motion, staff have confirmed with the Province the nature of the restrictions as they relate to the hosting of statutory public hearings. The Province has confirmed that such hearings can proceed provided appropriate safety protocols are in place. The guidance has been clarified to indicate that where possible, such meetings are recommended be conducted virtually using electronic means “as much as possible.”

More recently, the City has adopted a partially virtual approach to conducting public hearings whereby members of the public are able to communicate, digitally, to Council by attending the WRCC where it is easier to support physical distancing; participants have then spoken to Council by way of a video feed between the WRCC and Council Chambers.

Moving forward, Council can direct staff to hold Public Hearings utilizing the same “remote” approach to receiving in-person comments via the WRCC or move to a fully virtual format with public attendees joining from their phones. City staff have confirmed that a fully digital approach to conducting public meetings can be accommodated by using Microsoft Teams, and other programs. In addition, participation could take place through a call-in option. The call-in option would benefit from a pre-registration process whereby those wishing to join by phone would advise the Corporate Administration staff of this intention prior to the meeting. Staff would make note of the last four (4) digits of their phone number and, in doing so, organize a list of callers wishing to speak to an application.

At this time there are five (5) applications for which the next step in the process is a statutory public hearing or a public meeting, as required by the City’s Planning Procedures Bylaw, 2017, No. 2234. These include the following proposals:

1. 15561/15569 Oxenham Avenue (rezoning to enable three lot subdivision);
2. 15496 Thrift Avenue (rezoning to enable duplex);
3. 14234 Malabar Avenue (rezoning to enable duplex);
4. 15570 Oxenham Avenue (rezoning to enable duplex); and
5. 1485 Fir Street (rezoning to enable rental apartment)

Upon receiving direction from Council to proceed with fully virtual meetings, staff would look to schedule the above-noted applications for public hearings in January 2021. It is noted that public notice of each statutory public hearing must be provided in two (2) consecutive advertisements in the Peace Arch News, necessitating a minimum of 2-3 weeks for preparation and circulation; the City provides written notice of public hearings and public meetings to all owners/occupants of properties within 100 metres of the property subject to the application.

Throughout the COVID pandemic the City has adopted virtual/digital options to enable consultation with the public and the advancement of development applications. While there have

been challenges with enabling access to electronic meetings, successful efforts have been realized to address reported issues; for example, staff have improved the form of digital Public Information Meetings to enable “one-click” access to live events. The live events have been recorded for subsequent viewing on the City’s YouTube page and digital comment forms have been prepared to make it easier for participants to offer input on the application in question. For those who have expressed concern with joining a digital meeting by way of a computer, tablet, cell phone or other, there is an ability to support a call-in option. While it is understood that members of the public commonly wish to verbally direct their comments to Council, there is always an opportunity to provide written comments on an application which will be provided to Council; staff continue to encourage this option as a way of ensuring local voices are heard by the City’s decision makers.

Staff recommend that the Public Hearings and Meetings proceed using a fully virtual format. This can be achieved by giving members of the public the opportunity to provide written input in advance of the meeting. If they wish to speak directly to Council, they would be asked to pre-register with Corporate Administration staff and call into the meeting on Microsoft Teams (using their own phone line). After those that have pre-registered to speak have had the opportunity to do so, anyone else who did not get the chance to pre-register can call in at that time.

FINANCIAL IMPLICATIONS

Not applicable.

LEGAL IMPLICATIONS

Ministerial Order M192/2020 (Local Government Meetings and Bylaw Process (COVID-19) Order No. 3) allows public hearings during the COVID-19 pandemic to be conducted by electronic means, despite any local government procedure bylaws that require public hearings be conducted with in-person opportunities for communicating with Council.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

The mailout notifications and newspaper advertisements for Public Hearings will contain details on how participants can share their input via written comments provided in advance of the meeting or speaking directly to Council in the manner approved by Council.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

This corporate report was reviewed and input was provided by the Director of Corporate Administration.

CLIMATE CHANGE IMPLICATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES

Conducting public hearings for zoning amendment applications supports the “Our Community” objective to “Guide land use decisions of Council to reflect the vision of the community.”

Utilizing a fully virtual public hearing/meeting format also supports the COVID-19 objective: “Operate all facilities and provide services consistent with Provincial Health orders.”

OPTIONS / RISKS / ALTERNATIVES

The following options are also available for Council's consideration:

1. Continue to defer scheduling public hearings until such time as the hearings can be held in-person, which may result in a backlog of public hearings at the time these resume, impacting applicants/property owners and interested residents who would need to wait longer for a decision; or
2. Direct staff to resume the public hearings in a partially virtual ("remote") format, with public attendees at the White Rock Community Centre connecting via a video stream to speak with Council. As public health orders are subject to change, it is possible that a future order may require cancelling this option or necessitate changing the format of these meetings.

CONCLUSION

On November 9, 2020, Council directed staff to defer two (2) public hearings which were originally scheduled to be held on November 23, 2020, pending further information and clarification of the health orders related to community gatherings. While public hearings are currently exempt from the Province-wide public health orders that otherwise suspend in-person events and community-based gatherings, the guidance for this order does recommend that these meetings be held virtually as much as possible.

Staff recommend that while the remote participation approach recently utilized for public hearings is still compliant with Provincial health orders, that Council direct staff to schedule meetings which will be conducted in a fully virtual format which allows for members of the public to contribute their input via written comment prior to the meeting or by pre-registering to speak and calling on a phone line to the meeting. Staff consider the noted options provide viable opportunities for the public to communicate to Council in a way that is technologically accessible and maximizes safety.

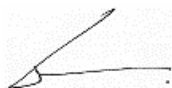
Respectfully submitted,



Carl Isaak, MCIP, RPP
Director of Planning and Development Services

Comments from the Chief Administrative Officer

I concur with the recommendation of this corporate report.



Guillermo Ferrero
Chief Administrative Officer

**THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT**



DATE: December 7, 2020

TO: Mayor and Council

FROM: Colleen Ponzini, Director, Financial Services

SUBJECT: Peace Arch Curling Club Request for Rent Relief

RECOMMENDATION

THAT Council approve rent relief for the Peace Arch Curling Club in the amount of \$13,000.

EXECUTIVE SUMMARY

At the November 9, 2020 Regular Council meeting, a delegation representing the Peace Arch Curling Club (PACC) requested rent relief of \$33K due to the closure of the PACC tenant space in the Centre for Active Living (CAL) that occurred in response to the COVID-19 pandemic. Staff were directed to review the delegation’s information and request and report back to Council on ways that the City can provide relief to the PACC to ameliorate the financial impacts they have suffered during the COVID-19 pandemic.

Staff have completed a review of the request which included lost revenues and increased costs and are recommending that a \$13K grant for relief be approved to cover the PACC’s increased costs to the City. This is consistent with the relief provided to other tenants which was based on the costs they pay to the City. As the City has not reimbursed any organization for lost revenues, it is not recommended to do so for the PACC in keeping with consistent practice.

This recommendation has been discussed with the PACC executive members and while it falls short of their request, they have indicated that the relief would be appreciated.

PREVIOUS COUNCIL DIRECTION

Motion # & Meeting Date	Motion Details
<i>November 9, 2020</i>	THAT Council directs the information provided by the delegation from the Peace Arch Curling Club be forwarded to staff to review and report back to Council, as soon as possible, in regard to ways that the City can provide relief to the group for financial impacts they have suffered due to the COVID-19 global pandemic impact.

INTRODUCTION/BACKGROUND

The PACC is requesting financial relief from the City on the basis that other tenants of the City had received rent relief at the May 11, 2020 meeting of Council. The PACC cite the May 11, 2020 corporate report which recommended relief to tenants and licenses of City property to the

total \$45K which was distributed to six (6) organizations. The recommendation in that report did not include the PACC, as it was assumed at the time that the PACC would experience a reduction in the costs paid to the City through their lease agreement if the facility remained closed. This assumption has not been realized which supports the PACC's request for relief.

The PACC pays the City an annual fee based on their actual electricity costs, plus a percentage of the maintenance and servicing costs for their leased facilities, and a one-third share of the common area costs. Common area costs are comprised of insurance, building maintenance, janitorial services, alarm monitoring, water, gas, cable and hydro for common areas in the CAL such as the lobby, washrooms, elevator and stairwells.

As noted by the PACC in their presentation to Council, their costs are expected to increase over 2019 which is largely due to unplanned maintenance that was performed during the pandemic shutdown. While it is arguable that the PACC does benefit from the maintenance, the work was done without their input and staff believe it is reasonable to alleviate the organization of these unexpected costs during the pandemic. Staff estimate the increase to be \$13K.

FINANCIAL IMPLICATIONS

The recommended grant of \$13K would be recovered through the COVID Safe Restart grant.

LEGAL IMPLICATIONS

Not Applicable.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

Not Applicable.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

The Director of Recreation and Culture has provided input on this corporate report.

CLIMATE CHANGE IMPLICATIONS

Not Applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES

Not Applicable.

OPTIONS / RISKS / ALTERNATIVES

The following alternative option is available for Council's consideration:

1. That Council not approve \$13K in rent relief for the Peace Arch Curling Club to cover their increased costs to the City.

CONCLUSION

Staff have completed a review of the PACC's request for financial relief for lost revenues and increased costs that occurred during the shutdown of the Centre for Active Living facility from March 18, 2020 - October 8, 2020, and are recommending that a \$13K grant be approved to cover increased costs experienced by the PACC. This is consistent with relief provided to other tenants, also based on costs that the tenants pay to the City. While the recommended \$13K falls short of the PACC's request, they have indicated that the relief would be appreciated.


Respectfully submitted,



Colleen Ponzini, CPA, CGA
Director, Financial Services

Comments from the Chief Administrative Officer

I concur with the recommendation of this corporate report.



Guillermo Ferrero
Chief Administrative Officer

**THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT**



DATE: December 7, 2020

TO: Mayor and Council

FROM: Jim Gordon, Director, Engineering and Municipal Operations

SUBJECT: Marine Drive Retaining Wall – Bin Wall Repairs

RECOMMENDATIONS

THAT Council:

1. Council approve change orders of \$210K that have been incurred for the Marine Drive Retaining Wall project, and
2. That Council approve awarding an additional \$500K to the companies currently working on the Marine Drive Retaining Wall project to reinforce retaining bin; and
3. That Council direct staff to realign capital projects in the Financial Plan to accommodate these unbudgeted increases of \$693K through the 2021 Budget Process.

EXECUTIVE SUMMARY

The purpose of this report is to obtain Council approval on change orders to the current Marine Drive Retaining Wall Stabilization project and to obtain additional funding to complete necessary repairs to the retaining bin walls that will have to be completed within the next five years that were not included in the original project. The additional scope of work is recommended to be completed at this time to avoid additional costs in the future to remobilize equipment and replace the sidewalk and handrails, and to avoid another round of traffic impact to residents.

PREVIOUS COUNCIL DIRECTION

Resolution # and Date	Resolution Details
2020-405 July 27, 2020	THAT Council approves the award of the Marine Drive Retaining Wall Stabilization Contract to Greystone Design Management Construction Ltd. in the amount of \$1,065,846 (excluding GST).
2020-281 May 11, 2020	That Council again defers the corporate report dated May 4, 2020 from the Director of Engineering and Municipal Operations titled "Contract Award for Marine Drive Retaining Wall Stabilization" until further legal information can be provided.
2020-258 May 4, 2020	That Council defers to the next Council meeting consideration of the corporate report dated May 4, 2020, from the Director of Engineering and Municipal Operations, titled "Contract Award for Marine Drive Retaining Wall Stabilization; and

	That staff bring forward at this meeting additional information regarding the location of BNSF lands and documentation of the City's lease with BNSF that was carried over when the City of White Rock separated from the City of Surrey.
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INTRODUCTION/BACKGROUND

Retaining walls on the south side of Marine Drive, above the BNSF railway tracks, located between approximately Johnston Road and Cypress Street consist of galvanized steel bin walls and wood retaining walls reinforced with shotcrete soil anchors and small diameter grouted piles. The City retained GeoWest Engineering (GeoWest) to assess the retaining walls; it was found that retaining walls could potentially fail under seismic loading.

At the July 27, 2020 Regular Council Meeting, Council awarded the Marine Drive Retaining Wall Stabilization Contract to Greystone Design Management Construction Ltd. in the amount of \$1,065,846. The work involves 73 steel pipe pile installations, full depth road reconstruction, removal of sidewalk, and exposing the bin walls for further geotechnical investigation once the sidewalk and handrails are removed.

After removal of the sidewalk, GeoWest reviewed the metal bin walls and observed corrosion and sheared bolt connections at the back of the wall. Their condition assessment (attached as Appendix A) found that 45m of the metal bin walls are in a deteriorated condition and will need to be repaired within the next five (5) years because the bin wall will eventually fail, triggering a landslide in the surrounding retained soils, impacting the BNSF railway tracks and the adjacent Promenade.

The additional scope to remediate the metal bin walls involves the installation of 10.7m long and 15m long corrosion protected soil anchors, installing reinforced shotcrete as an upper waler to interconnect the top row of soil anchors, installing reinforced shotcrete buttress extending from the lower row of soil anchors to 0.6 m below existing grade, and fully covering the bin wall with reinforced shotcrete to provide long term stability.

This additional scope of work will need to be completed within the next five years as the bin walls will ultimately fail. However, if the additional scope were completed as part of the current project, the City benefits from cost savings because the contractor is currently mobilized on site, and sidewalk and handrail removal and reconstruction are part of the current contract.

The additional scope of work will increase the project schedule by four (4) weeks and the current one-way traffic pattern will need to be extend to mid-January.

FINANCIAL IMPLICATIONS

A summary of the current project budget, change orders and additional scope is as follows:

	Design	Construction	Total
Project Budget	100,000	1,089,000	1,189,000
Original Contract Amount	106,000	1,066,000	1,172,000
Change Orders to current scope of work	-	210,000	210,000
Subtotal Current Project	106,000	1,275,000	1,382,000
Current Project Variance	-6,000	-186,000	-193,000
Total Project with Additional Scope			
Current Project	106,000	1,275,000	1,382,000

Bin Wall Repairs (additional scope)	45,000	455,000	500,000
Total Revised Project Amount	151,000	1,731,000	1,882,000
Total Revised Variance	-51,000	-642,000	-693,000

Council’s authorization for the current change orders is necessary as per Procurement Policy #301 which states “no contract may be increased more than 15% of the original contract value without advance approval from the appropriate level of approval authority” and “for construction projects, the appropriate level of approval authority may authorize changes, including changes to the scope of the project, to a contract up to a 15% cumulative amount over the original contract value if budget funds are available for the project.”

While the construction project is currently ahead of schedule, the total approved and pending change orders is anticipated to be \$210K (19.7% of the contract price). Although traffic control during construction hours was part of the base contract, traffic control outside of construction is extra and this amounts to \$92K. The remainder relates to additional materials.

In order to accommodate the total variance of \$693K resulting from the change orders and additional scope of work, it will be necessary to realign and defer other capital projects in the 2021 budget process.

LEGAL IMPLICATIONS

Staff reviewed survey plans, legal documents and a legal opinion prepared by the City Solicitor and conclude that it is the City’s responsibility to stabilize the Marine Drive roadway and sidewalk between Johnston Road and Cypress Street.

The additional scope of work to stabilize the bin walls are needed to protect City infrastructure and to reduce risk to the travelling public. Staff will notify BNSF Railway before starting the bin wall repairs.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

Staff will notify residents along Marine Drive between Johnston Road and Cypress Avenue of the updated project schedule.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

The Director of Finance has provided input in the report.

CLIMATE CHANGE IMPLICATIONS

Not applicable.

ALIGNMENT WITH STRATEGIC PRIORITIES

Not applicable.

OPTIONS / RISKS / ALTERNATIVES

The following options are available for Council’s consideration.

1. Council approve change orders of \$210K that have been incurred for the Marine Drive Retaining Wall project.
2. That Council approve awarding an additional \$500K to the companies currently working on the Marine Drive Retaining Wall project to reinforce the retaining bin.

3. That Council direct staff to realign capital projects in the Financial Plan to accommodate these unbudgeted increases of \$693K through the 2021 Budget Process.

Option 1 is necessary for Council to approve as the change orders have already been incurred. However, Council could choose to delay the additional scope of work to the bin walls in Option 2. Staff do not recommend delaying Option 2 as there will be increased risk of failure and is likely to cost more in the future.

Staff recommend options 1, 2 and 3 and further recommend that if Council were to approve option 2, that they consider doing so at this meeting of Council as the contractor will demobilize before the year end which would negate the potential savings discussed in this report.

CONCLUSION

As part of the Marine Drive Retaining Wall Stabilization project, the City’s geotechnical engineer assessed the condition of the bin walls. The metal bin walls were found to be in a deteriorated condition. Stabilization work is required because the City is liable if the bin walls fall onto the BNSF tracks. In addition to this increase in the scope of work for this project, this report seeks Council’s approval of change orders in the amount of \$210K that have already been incurred on the project.

Respectfully submitted,



Jim Gordon, P.Eng
Director, Engineering and Municipal Operations

Comments from the Chief Administrative Officer

I concur with the recommendations of this corporate report.



Guillermo Ferrero
Chief Administrative Officer

Appendix A: GeoWest Engineering Ltd. Memorandum: November 30, 2020 Preliminary Design For 2nd Stage Stabilization Works

APPENDIX A

GeoWest Engineering Ltd. Memorandum: November 30, 2020
Preliminary Design For 2nd Stage Stabilization Works



**MEMORANDUM
DRAFT**

Attention:	Hiep Lo, ASCT, City of White Rock Rosaline Choy, P.Eng., City of White Rock Dustin Abt, City of White Rock	Date:	November 30, 2020
cc:	Brent Loates, GDM Brent Gerry, GDM Cory Schentag, EIT, GeoWest	From:	Calum Buchan, P.Eng.
Project:	Slope Stabilization Marine Drive Hump White Rock, BC	File:	GA17-1167-03
		Sent Via:	Email
Subject:	Preliminary Design for 2nd Stage Stabilization Works		

As requested, GeoWest Engineering Ltd. (GeoWest) provides our opinion with regards to the remaining design life, a preliminary cost estimate to complete the additional repairs, along with our conceptual design for the long term stabilization of Retaining Wall 1 located at the hump of Marine Drive.

Condition and Remaining Design Life

We have completed a condition assessment of the existing metal bin retaining wall. According to available information, the retaining wall was constructed 1961 or 1962. We are currently working on the report detailing the findings. However, knowing that exposed sections of the buried portions of the wall were in poor condition, the City of White Rock requested that we also provide the estimate of remaining design life in this memorandum. We have enclosed photos from our October 7, 2020 site visit. The photos reveal a deteriorated condition.

We estimate based on our observations that the remaining design life of the 6 m high metal bin retaining wall located on the steep hillside supporting Marine Drive to be not more than 10 years under normal circumstances (i.e. no moderate or major earthquakes). Based on this, we recommend that it be repaired within the next 5 years.

Conceptual Design

The existing retaining wall is unstable under seismic loading and only marginally stable under static loading, as evidenced by the ongoing movements observed along Marine Drive. Knowing that the City may decide to act immediately on completing the repairs, we developed a conceptual design for wall stabilization that consists of the following:

- Installation of 2 rows of corrosion protected soil anchors in accordance with the attached figure.
- Installation of reinforced shotcrete as an upper waler to interconnect the top row of soil anchors.
- Reinforced shotcrete buttress extending from the lower row of soil anchors to 0.6 m below existing grade.

The conceptual design is illustrated on the attached Figure 1. Our preliminary analysis indicates that the repairs will provide sufficient strength to resist both long-term static loads and the 2015 National Building Code of Canada design basis earthquake loads. This design basis earthquake has a 2% probability of

occurring over the next 50 years. The attached Figures 2 and 3 illustrate the results of our preliminary stability analysis, indicating stable conditions under both long term static (Factor of Safety = 1.6) and seismic loading (Factor of safety = 1.1).

Once fully covered with reinforced shotcrete, the retaining wall will have an estimated design life of at least 100 years. It is understood from the Contractor that shotcrete placement will not result in ripping up of the sidewalk. However, the drilling would cause significant sidewalk damage. Therefore, the Contractor suggested we review the alternative of only doing the shotcrete essential for the anchoring at this time.

We understand from preliminary communications that there is insufficient budget to complete the entire shotcreting at this stage as additional work to the current stabilization contract. Consequently, we provided the conceptual design for partial shotcrete coverage. The remaining exposed face of the bin wall should be covered with shotcrete not more than 5 years after stabilization works described in this memo are implemented.

Class B Cost Estimate

The Class B construction cost for the works shown on Figure 1 is \$255,000 plus tax. The engineering design and construction monitoring fee is estimated to be \$40,000 in addition to the construction cost (Overall cost \$295,000 plus tax). The construction cost assumes that the Contractor (GDM Construction) currently on-site completes the work immediately as an addition to their current contract. The costs do not include remobilization over the repaired sidewalk areas.

We ultimately recommend using reinforced shotcrete to stabilize the entire face of the existing retaining wall. However, we estimate that the additional cost for the reinforced shotcrete will be an additional \$200,000 (Total fee for Construction approximately \$455,000 plus tax (excluding engineering)) based on a nozzle finish. This fee would increase by about another \$100,000 if the entire face were sculpted to an architecturally appealing design (\$600,000 plus tax for high quality finish including engineering). The engineering costs will be similar for both cases, with about \$5,000 extra to cover additional quality assurance reviews and testing for the full face coverage with shotcrete.

We trust that the information provided herein meets your immediate needs. Should you require further assistance, please contact the undersigned.

GeoWest Engineering Ltd.

REVIEWED BY:

Per: Calum Buchan, P.Eng., P.E., FEC
Principal, Senior Geotechnical Engineer

Dejan Jovanovic, P.Eng.
Principal, Senior Geotechnical Engineer

CB/erc

Attachment: Preliminary Bin Wall Design (Figure 1)
Analysis (Figures 2 and 3)

Photos 1 to 4



Photo 2
Close-up of the
top at the back
of the metal
bin wall



Sheared bolted connections

Photo 3

Close-up of sheared bolted connections on east side of bin at back of wall

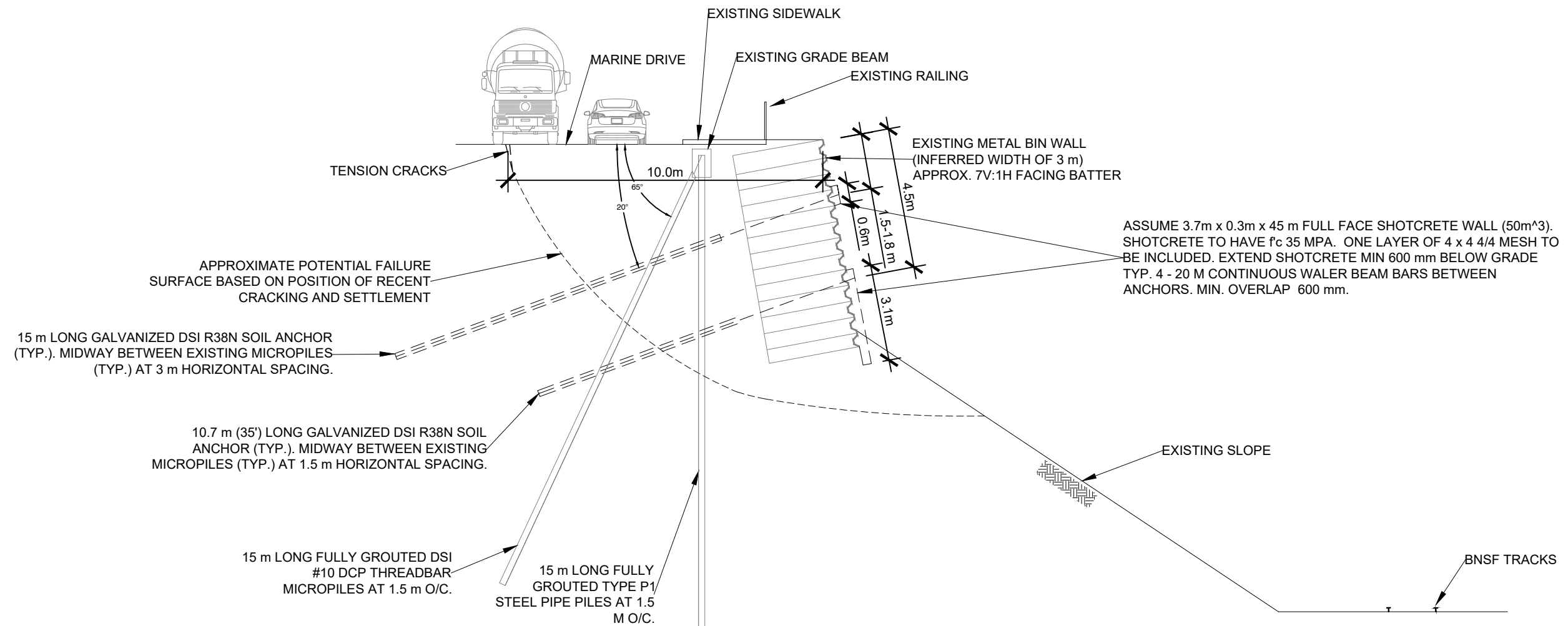


Photo 4

Corroded connection on west side of bin retaining wall at the connections along the back side of the retaining wall



DRAFT




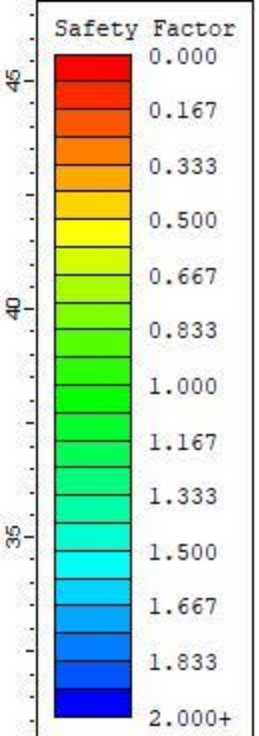
NOTES:
 THE CROSS SECTION ILLUSTRATED ON THIS FIGURE REPRESENTS A PRELIMINARY CONCEPT FOR DISCUSSION PURPOSES. IT DOES NOT CONSTITUTE A DESIGN. FURTHER ASSESSMENT IS REQUIRED.

WALL IS APPROXIMATELY 45 m IN LENGTH.

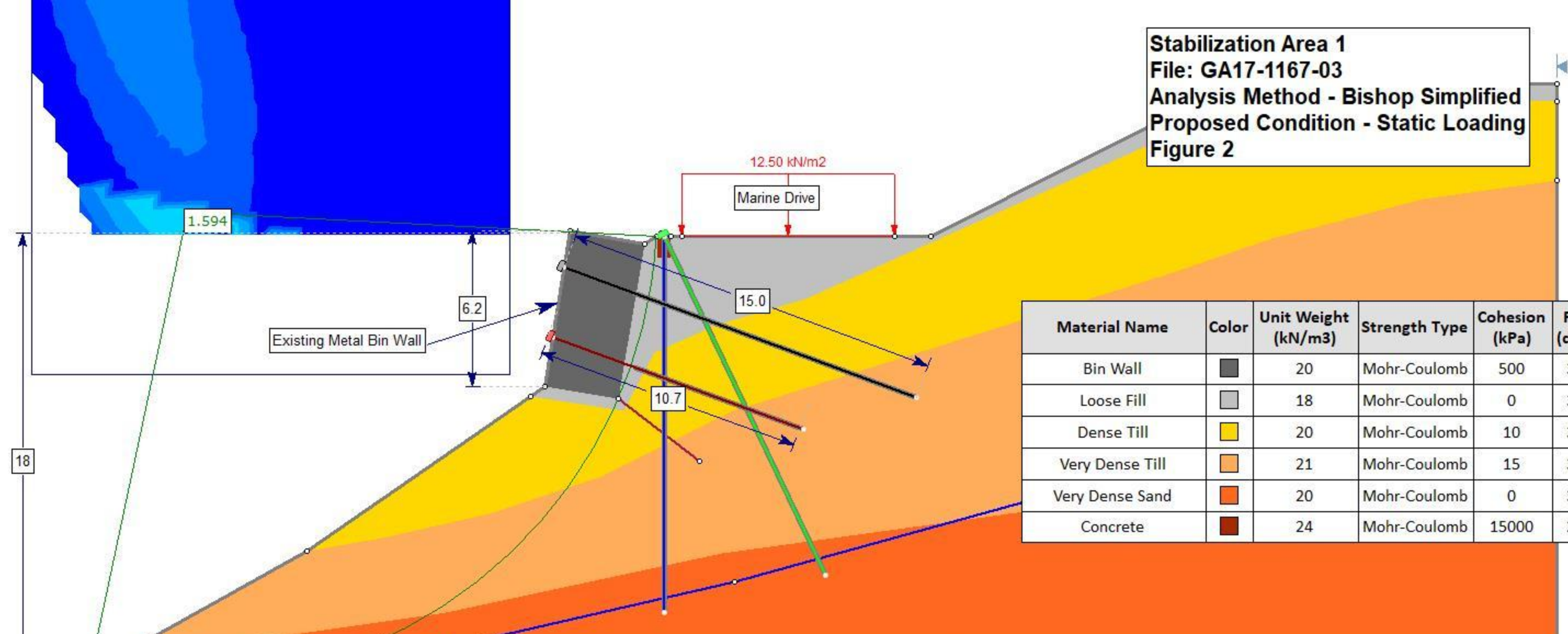
ALLOW FOR 250 x 250 x 16 mm PLATES AND MATCHING DOMED NUTS AND WEDGE WASHERS AT ANCHOR HEADS (TYP.)

CONCEPTUAL DESIGN FOR PRELIMINARY COSTING. NOT FOR CONSTRUCTION.

ADAPTED FROM: GA17-1167-00 FIGURES 1 - 4 DWG. NO: 4B DATE/REV.: SEPT. 2018 <small>This drawing is the sole property of GeoWest Engineering Ltd. and cannot be used or duplicated in any way without the expressed written consent of GeoWest. The general contractor shall verify all dimensions and report any discrepancies to GeoWest.</small>	TITLE: TYPICAL CROSS-SECTION STABILIZATION OF RW1 METAL BIN WALL	CLIENT:	GEOTECHNICAL ENGINEER: 	DESIGN: CB DATE: NOV. 2020
	PROJECT: HUMP RETAINING WALL STABILIZATION		CHECK: -- SCALE: AS SHOWN	DRAWN BY: KW FILE NO: GA17-1167-00
	ADDRESS: MARINE DRIVE, WHITE ROCK, BC			FIGURE NO: 1
	CLIENT: City of White Rock			

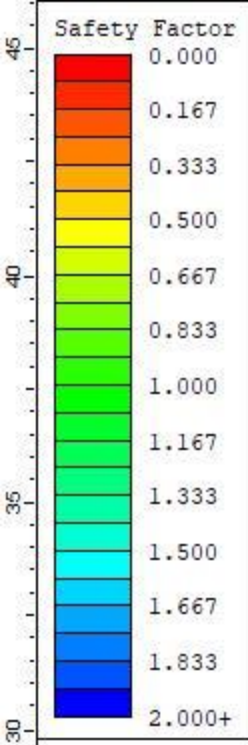


Stabilization Area 1
File: GA17-1167-03
Analysis Method - Bishop Simplified
Proposed Condition - Static Loading
Figure 2

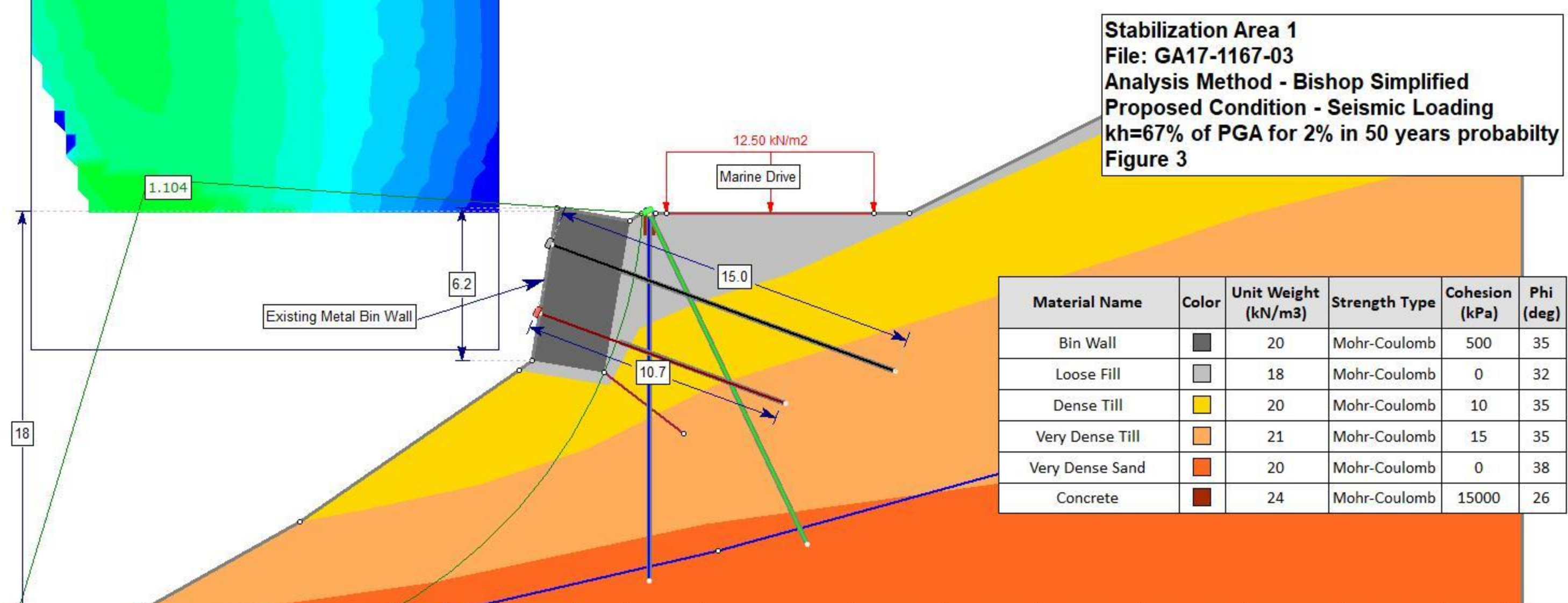


Material Name	Color	Unit Weight (kN/m ³)	Strength Type	Cohesion (kPa)	Phi (deg)
Bin Wall	Grey	20	Mohr-Coulomb	500	35
Loose Fill	Light Grey	18	Mohr-Coulomb	0	32
Dense Till	Yellow	20	Mohr-Coulomb	10	35
Very Dense Till	Orange	21	Mohr-Coulomb	15	35
Very Dense Sand	Dark Orange	20	Mohr-Coulomb	0	38
Concrete	Dark Red	24	Mohr-Coulomb	15000	26

Support Name	Color	Type	Force Application	Out-Of-Plane Spacing (m)	Tensile Capacity (kN)	Plate Capacity (kN)	Shear Capacity (kN)	Percent of Length (%)	Bond Strength (kN/m)	Failure Mode	Pile Shear Strength (kN)
4" Schedule 80	Blue	Pile/Micro Pile	Passive (Method B)	1.5						Shear	500
#10 Threadbar DCP	Green	Pile/Micro Pile	Passive (Method B)	1.5						Shear	247
R38N @ 3m O/C	Black	Grouted Tieback	Passive (Method B)	3	100	100	150	80	45		
R38N @ 1.5m O/C	Dark Red	Grouted Tieback	Passive (Method B)	1.5	100	100	150	67	45		



Stabilization Area 1
File: GA17-1167-03
Analysis Method - Bishop Simplified
Proposed Condition - Seismic Loading
kh=67% of PGA for 2% in 50 years probability
Figure 3



Material Name	Color	Unit Weight (kN/m ³)	Strength Type	Cohesion (kPa)	Phi (deg)
Bin Wall	Grey	20	Mohr-Coulomb	500	35
Loose Fill	Light Grey	18	Mohr-Coulomb	0	32
Dense Till	Yellow	20	Mohr-Coulomb	10	35
Very Dense Till	Light Orange	21	Mohr-Coulomb	15	35
Very Dense Sand	Orange	20	Mohr-Coulomb	0	38
Concrete	Dark Red	24	Mohr-Coulomb	15000	26

Support Name	Color	Type	Force Application	Out-Of-Plane Spacing (m)	Tensile Capacity (kN)	Plate Capacity (kN)	Shear Capacity (kN)	Percent of Length (%)	Bond Strength (kN/m)	Failure Mode	Pile Shear Strength (kN)
4" Schedule 80	Blue	Pile/Micro Pile	Passive (Method B)	1.5						Shear	500
#10 Threadbar DCP	Green	Pile/Micro Pile	Passive (Method B)	1.5						Shear	247
R38N @ 3m O/C	Black	Grouted Tieback	Passive (Method B)	3	100	100	150	80	45		
R38N @ 1.5m O/C	Dark Red	Grouted Tieback	Passive (Method B)	1.5	100	100	150	67	45		

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	2024	Completion	Latest Update	Priority
Our Community							43%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.							37%		Objective
→ Review the Official Community Plan (OCP)							60%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Develop and recommend a Waterfront Enhancement Strategy (WES)							75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Patio Enclosures on Marine Drive							90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
→ Waterfront Wayfinding Signage							0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program							0%	Council endorsed this project on March 9, 2020.	Low Priority
→ ATM Kiosk Removal at Martin Street							57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements							0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Miscellaneous Waterfront Enhancement Strategy Projects							5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach							0%	Council endorsed this project on March 9, 2020.	High Priority

→ Town Centre Review (with DIALOG)		80%	Staff will be contacting land owners (non-strata) in the Town Centre area to offer opportunities to meet with staff to obtain feedback on the proposed implementation of the Town Centre recommendations from the OCP Review that were advanced by the Land Use and Planning Committee on September 16, 2020. This engagement is intended to be open from November 2020 until mid-January 2021.	Top Priority
→ Building Heights outside the Town Centre		33%	On November 4, 2019, Council received a Phase 1 Engagement Summary for this topic. Due to COVID-19 restrictions on public gatherings, the intended Phase 2 public consultation for this topic has not occurred and will be modified due to the current restrictions. At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that Building Heights outside the Town Centre, particularly in the Town Centre Transition area, be prioritized over other topics within the OCP Review and accelerated in the review process.	Top Priority
→ Accessory Vacation Rentals (i.e. AirBnB) regulation		50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
→ Waterfront Commercial Zones (CR-3, CR-4)		75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
→ Coach House/ Secondary Suites in duplexes/ triplexes		0%		High Priority
→ Single Family Home zones		5%	Strategic Priorities - scheduled Sept 2020 (also Council resolution Jan. 14/Mar 11, 2019)	High Priority
→ Affordable Housing / Housing Needs Report		33%	On November 6, 2020, the Housing Needs Report project page and a related Housing Needs Survey went live on www.talkwhiterock.ca, the City's online public engagement platform. The survey will be promoted in the coming months to encourage residents and would-be residents of White Rock to share their experience and challenges with meeting their housing needs in White Rock, to inform the eventual Housing Needs Report.	Top Priority
→ Confirm the City is following best practices in governance		43%		Objective
→ Governance and Legislative Committee to continue to review all Council policies		81%		Top Priority
→ Corporate Administration Policies		0%		High Priority

→ Policy 213 - Corporate Process Regarding Requirement to E-mail Records and Back Up Data Schedule Admin		30%	Under review will be brought forward to Governance and Legislation Committee	High Priority
→ Policy 200 - General Administration)		0%	Under review will be brought forward at the next Governance and Legislation Committee meeting	High Priority
→ Policy 201-01 Coat of Arms and City Logo		0%	For the Next Governance and Legislation Committee Meeting	High Priority
→ Policy 203 - Commemorative Recognitions in City Parks		0%	For Review with Engineering staff	High Priority
→ Council Policies		95%		High Priority
→ Policy 101 Corporate Vision, Mission, and Values		25%	Will bring back to Council following completion of the Council Priorities	High Priority
→ Policy 125 White Rock Outstanding Canadians on the Peninsula Legacy Program		0%	Under review with Communications staff	High Priority
→ Policy 146 Use of City Flag Pole		50%	Under review with Communications staff	High Priority
→ City Operations Policies		95%	Two outstanding items from the Policy review are the recommendation for the reconstruction of the curb letdowns at Russell Avenue and Johnston Road (project scheduled for late 2020) and a report on timelines for remediation of identified construction issues. Three policies concerning trees are under review at the EAC, the Traffic Calming Policy will be reviewed as part of the ongoing ITIMP and the Latecomers Policy will be reviewed in conjunction with DCC Bylaw update in 2021.	High Priority
→ Policy 607 Heritage Trees		74%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
→ Policy 611 Tree Management on City Lands		77%	Environmental Advisory Committee met on Nov 19th to further discuss tree issues in detail.	High Priority
→ Policy 608 Traffic Calming		5%	Revisions to the Traffic Calming Policy will likely be made as an offshoot to the ongoing Integrated Transportation and Infrastructure Master Plan (ITIMP). The ITIMP is delayed due to restrictions on public meetings, but will resume once meetings are again permitted.	High Priority
→ Policy 612 Dangerous Tree Removal		79%	Part of tree discussions at the Environmental Advisory Committee (EAC). Last meeting on Nov 19th. Consensus of the EAC is that dangerous trees need to be removed without delay.	High Priority
→ Policy 639 Public Recreational Pathways		0%		Low Priority

	→ Policy 640 Insect and Pest Infestation on City Lands		0%		Low Priority
	→ Policy 641 Latecomers		1%	The Latecomer Policy will be reviewed in conjunction with the new DCC Bylaw in 2021.	Staff High Priority
	→ Policy 642 Dedication / Donation Program		0%		Low Priority
	→ Finance Policies		87%		High Priority
	→ Policy 504 - Towing - Unauthorized Vehicles Review		95%	This Policy will be moved to the Finance Department from Planning and Development Services, early 2021	High Priority
	→ Policy 310 Investment		25%	The investment policy is expected to be updated in 2021	High Priority
	→ Policy 316 Insurance Coverage for Contractors		25%	This policy should be replaced with an insurance limit matrix which can be used to determine contractor insurance limits. To be drafted by internal risk management staff.	High Priority
	→ Human Resources Policies		73%		High Priority
	→ 403 - Exempt Compensation		0%		High Priority
	→ 404 - Employee Code of Conduct		65%	Updates to policy being incorporated	High Priority
	→ Planning & Development Policies		97%		High Priority
	→ Policy 516 - Renovation and Relocation Policy		50%	This policy was reviewed in conjunction with Policy 514 (Tenant Relocation Policy) on January 28, 2020 and referred back to staff for additional details on how tenant compensation under Policy 514 could be paid out over a longer period of time.	High Priority
	→ Open Data		50%	Hosting platform configuration expected completion: August 30. The next step is to migrate non-spatial data from the current portal to the new one. *A P/T casual help to assist with the data curation would help move things along.	Staff High Priority
	→ Smart City Strategy		0%	Cities in Canada and around the world are transforming their digital capabilities to improve the environmental, financial, and social aspects of urban life. While White Rock has some of core elements in place, it would benefit from taking a formal and intentional approach to smart city planning. The key to success for this initiative lies in our ability to engage the community in establishing a vision and high level set of priorities.	Low Priority

→ Cultural Strategic Plan		73%	A decision was made at the November 24,2020 ACAC meeting to shift energy into creating a one year strategic plan to address the needs of the local arts community during COVID and post COVID recovery.	Staff High Priority
→ Memorial Gift of Art Policy		30%	This project will be discussed at the November 26,2020 Public Art Advisory Committee meeting.	Staff High Priority
→ Explore Rainworks sidewalk art		54%	At the request of the Public Art Advisory Committee on October 29,2020, the artist will be asked to provide drawings for consideration for Rainworks sidewalk art this winter.	Low Priority
→ Heritage Strategy & Action Plan		25%	This project will be discussed at the next History and Heritage Committee meeting to determine if the Committee still wants the City to proceed with this project. Estimated cost for a consultant to deliver this proposed Heritage Strategic Plan is \$80,000.	Low Priority
→ Heritage Home Inventory		25%	Discussion about this project took place at the History and Heritage Committee meeting held November 04, 2020.	Low Priority
→ Wayfinding Map for Tour de WR		60%	This wayfinding map is nearing completion and a draft presented to the TWR Board at their first meeting in January. The purpose of this map is to help guide people to the Tour de White Rock Road Race once this event is able to be restarted.	Staff High Priority
→ Vision 2022 for Tour de WR		33%	Staff had a discussion with the TWR Board Chair to make plans for developing a one year post COVID TWR event plan.	Staff High Priority
→ Mural Project @1350 Johnston		90%	Final jury selection of the mural artist was completed August 11, 2020. The developer will manage the project from now through completion. Jury to select the artist and art work has been disbanded with thanks from Monaco (the Developer).	Low Priority
→ Reserve Fund		0%	City Reserves are an integral part of the City's Financial sustainability. They are established through statute or Council Direction. The use of the City's Reserves are directed through the City's Financial Plan.	High Priority
→ Parks Bylaw Updates		53%	The EAC is investigating Bylaws and Policies related to trees and will make recommendations for changes to Council. This does not specifically address the Parks Regulation Bylaw. Council may request the EAC to review this Bylaw at a later date.	Low Priority

↳ Street and Traffic Bylaw Update		14%	An update of the Street and Traffic Bylaw will follow completion of the Integrated Transportation and Infrastructure Master Plan (ITIMP) in 2021 and will reflect Council direction from upcoming meetings to discuss encroachments.	Staff High Priority
→ Manage the delivery of City services efficiently and effectively		50%		Top Priority
↳ Water Community Advisory Panel		83%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority
↳ Examine water quality results from Water Treatment Plant		39%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority
↳ Implement new billing structure for Water		0%	Depending on the outcome of a review of the Water Utility rate structure, implementation to move to a new structure would likely be staged over multiple years.	Low Priority
↳ Review the billing structure for the Water Utility		25%	Water Community Advisory Panel - Review possible new billing structures that would try to align with water consumption.	Low Priority
↳ Multi-Family And Commercial Waste Pick Up		56%	Survey sent to commercial and multi family residents to determine their needs as the next step in the Solid Waste Report	Top Priority
↳ Conduct multi-family and commercial waste pick up review and analysis		60%	The consultant is currently surveying the multi-family and commercial areas to establish a baseline for service and costs to compare to other options. Report to Council in January 2021	Top Priority
↳ Consultant to prepare a report providing implications of waste pick up resulting from the analysis		51%	Consultant presented the Single Family component of the study to Council on July 27th. Staff presented and received Council approval for the purchase of two recycling trucks that will be implemented consistent with the study recommendations	Top Priority
↳ Policing Service Review		60%	A location has been identified to enable local computer storage requirements with opportunities to perform required tenant improvements in house.	High Priority
↳ Replace Legacy Financial System		0%	Need to hire the budgeted purchasing manager to have them on board prior to the project to help in the analyses	Staff High Priority
↳ Contracted Work Review		50%	Provide an analysis of contracted work the City is currently paying for	Low Priority

→ Relocate Fire Truck from Parks Yard		12%	Chief Wolfe and Jim Gordon are working on a Council report discussing options for the antique fire truck potentially using the \$350K included in the 2021 Financial Plan submission.	Staff High Priority
→ Review emergency alert systems for mass notification		90%	Committee reviewing one additional provider at the recommendation of IPREM	Top Priority
→ Select and complete the CACs projects to maximize the benefit to the community		25%		Objective
→ Community Amenity Contributions Review		67%	On November 16, 2020, the Land Use and Planning Committee is scheduled to review the existing target rates for amenity contributions, comparisons with other municipal approaches, and the relationship between Development Cost Charges and Community Amenity Contributions in financing the costs of growth.	Top Priority
→ Review Options for Adding Pickleball Courts at East Beach and/or West Beach		11%	If BNSF will not allow construction of pickleball courts on their property adjacent to the waterfront, staff will relook at the cost and community support for installing some courts at McCaud Park.	Top Priority
→ Review Options for Adding Playground/Green Space in East Beach and/or West Beach		15%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Feasibility of Installing Year Round Volleyball Nets on East Beach Foreshore		5%	Staff are researching beach volleyball courts. Beach volleyball is typically played on sandy beaches located above the tide line, not on live beaches where this activity would damage marine life.	Top Priority
→ Review Options for Using Portions of Hogg Park for Affordable Housing Project		10%	Staff are updating the development potential for the Hogg Park extension at 15463 Buena Vista Avenue for affordable housing, based on extending the development site further to the north, and are contacting potential project partners (government agencies and non-profit organizations) to assess if there are options for contributions from external sources.	Top Priority
→ Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund		94%	Staff are currently drafting an Affordable Housing Reserve Bylaw for future consideration by Council.	Top Priority
→ Update Council on Previous Centre Street Hillside Walkway Reports		50%	Staff have located minutes and a related corporate report from the Council meeting on October 20, 2014 which included discussion of the proposed Centre Street Road Allowance Improvements. This project did not proceed prior to the 2014 municipal election and was not brought forward in future Financial Plans.	Top Priority

→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront		0%	Budget of \$500K is included in the 2021 Financial Plan submission for the Centre Street walkway project.	Top Priority
→ Confirm Ability to Use Amenity Contributions for Improving Beach Access		0%		Top Priority
→ Discuss and Explore Options for White Rock Players Club Redevelopment with adjacent City land		55%	Discussions with executive members of the Players Club Theatre indicate they are not interested in a theatre expansion at this time.	Low Priority
→ Review Options for Upgrading Maccaud Park with Greener Approach		5%	Project is included in the 2021 Financial Plan with a carryover budget request of \$250K. The key to completing this project will be the filling of the Project Engineer position. Need to; consult, design, seek approvals, tender, construct and complete.	Top Priority
→ Confirm Locations for Current and Proposed Bus Shelters in Town Centre Area		0%		Top Priority
→ Review Options for Incorporating an Enclosed (Tank) Swimming Area at Pier/Wharf		9%	Staff have had a discussion with an architect (Doug Wournell) who has agreed to do some preliminary research and provide options for an enclosed swimming area for the WR waterfront.	Low Priority
→ Advocate on behalf of the community to senior levels of government and other stakeholder groups		40%		Objective
→ Vacant Property Tax		25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
→ Peace Arch Hospital Expansion		33%	Further expansions to the services provided by Peace Arch Hospital are anticipated in the coming years. Staff will continue to work with Fraser Health Authority and the Peace Arch Hospital Foundation as needed to support growth in hospital capacity in a way that is compatible with the surrounding neighbourhood and the City's infrastructure.	Low Priority
→ Homeless Reduction Strategy		0%		Low Priority
→ Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.		62%		Objective
→ Communication Protocol - Memorandum of Understanding		75%	Met with working group of City staff and SFN On July 29, 2020. Are close to finalizing a draft of the MOU, leading to a Communications Protocol document. To be approved at a scheduled Council-to-Council meeting.	Top Priority

→ Drainage Memorandum of Understanding		75%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and plans including the finalization of the drainage MOU so that infrastructure investigations could commence as per the work plan developed in Feb 2020.	High Priority
→ Water Service Agreements		95%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and also final details for the sewer and water servicing agreements. Jim to make minor changes to the water agreement to clarify the types of water meters.	Top Priority
→ Sanitary Sewer Service Agreement		95%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and also final details for the sewer and water servicing agreements. Jim to make minor changes to the water agreement to clarify the types of water meters.	High Priority
→ Relationship Rebuilding / Partnership		53%	Jim Gordon met with Chief Harley Chappell on August 12th to discuss strategies for removing the layer of paint from P'Quals , and installing and maintaining a clear graffiti protective coating. Jim noted that we planned to do this work in the tourist off season.	Top Priority
→ Totem Pole (House Post) Restoration at White Rock Elementary School Grounds		25%	This project will be discussed at the PAAC meeting on November 26, 2020.	High Priority
→ SFN Infrastructure Investigation & Assessment		14%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and plans including the finalization of the drainage MOU so that infrastructure investigations could commence as per the work plan developed in Feb 2020.	High Priority
Our Environment		40%		Goal
→ Integrate storm damage environmental capital assets into strategic planning and budgeting process		50%		Objective
↳ Protection of Semiahmoo Bay		50%	Zoom meeting set up with Shared Waters Alliance on September 4th	High Priority
→ Reduce green house gas emissions		3%		Objective
↳ Banning Single Use Plastics Report		0%	Requested Jun. 10, 2019. BC Court of Appeal struck down bylaw. Province may take lead	Low Priority
↳ Energy Step Code Implementation		5%	Building Official III position will be filled in July 2020, and will assist the Manager of Building and Bylaws in moving this forward.	High Priority

↳ Protect and increase tree canopy and enhance greenspace in the community				67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
↳ Urban Forest Management Plan				25%	TBD - was brought up at Council Orientation but did not make Strategic Priorities	Low Priority
↳ Tree Management Bylaw Review				67%	Two post COVID Environmental Advisory Committee (EAC) meetings held in October. Tree Bylaw issue discussions underway and progress is being made.	High Priority
↳ Encroachments on City Right of Way				90%	Staff have been administering the Street and Traffic Bylaw provisions with respect to encroachments as per Council direction in the Fall of 2019. The Bylaw provisions are enforced at individual properties at the time of redevelopment or when new encroachments are constructed. Council will review this practice at an upcoming Governance and Legislation meeting in September 2020.	Staff High Priority
↳ Policy 607 Heritage Trees				74%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
↳ Policy 611 Tree Management on City Lands				77%	Environmental Advisory Committee met on Nov 19th to further discuss tree issues in detail.	High Priority
Our Waterfront				44%		Goal
↳ Attract visitors and residents to the Waterfront				45%		Objective
↳ Develop and recommend a Waterfront Enhancement Strategy (WES)				75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
↳ Patio Enclosures on Marine Drive				90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
↳ Waterfront Wayfinding Signage				0%	Council endorsed this project on December 16, 2019.	Low Priority
↳ Waterfront Facade Facelift Program				0%	Council endorsed this project on March 9, 2020.	Low Priority
↳ ATM Kiosk Removal at Martin Street				57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority

→ Marine Drive Sidewalk Walkability Improvements						0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Miscellaneous Waterfront Enhancement Strategy Projects						5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach						0%	Council endorsed this project on March 9, 2020.	High Priority
→ Accessory Vacation Rentals (i.e. AirBnB) regulation						50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
→ Joint Semiahmoo Days/Sea Fest						10%	This project will resume once the Sea Festival Committee starts meeting again in 2021.	High Priority
→ Support a vibrant, year-round environment where businesses can thrive						88%		Objective
→ Develop and recommend a Waterfront Enhancement Strategy (WES)						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Patio Enclosures on Marine Drive						90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
→ Waterfront Wayfinding Signage						0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program						0%	Council endorsed this project on March 9, 2020.	Low Priority
→ ATM Kiosk Removal at Martin Street						57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements						0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority

→ Miscellaneous Waterfront Enhancement Strategy Projects					5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach					0%	Council endorsed this project on March 9, 2020.	High Priority
→ Review Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)					100%	The Marine Drive Task Force concluded its review of the draft Waterfront Enhancement Strategy at its final meeting on March 11, 2020. Several recommendations from the Task Force relate to projects proposed in the Strategy, which would be future projects should Council approve moving forward with them. As the Strategy is intended to be a long-term road map, projects may also wait until the resources are available for implementation.	High Priority
→ Patio Enclosures on Marine Drive					90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
→ Waterfront Wayfinding Signage					0%	Council endorsed this project on December 16, 2019.	Low Priority
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→ Review of Waterfront Design Guidelines for East Beach and West Beach					0%	Council endorsed this project on March 9, 2020.	High Priority

→ Waterfront Commercial Zones (CR-3, CR-4)		75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
→ Minimize the impact of railroad activity on the community		0%		Objective
Our Infrastructure				
→ Select and complete the CACs projects to maximize the benefit to the community		30%		Goal
→ Community Amenity Contributions Review		67%	On November 16, 2020, the Land Use and Planning Committee is scheduled to review the existing target rates for amenity contributions, comparisons with other municipal approaches, and the relationship between Development Cost Charges and Community Amenity Contributions in financing the costs of growth.	Top Priority
→ Review Options for Adding Pickleball Courts at East Beach and/or West Beach		11%	If BNSF will not allow construction of pickleball courts on their property adjacent to the waterfront, staff will relook at the cost and community support for installing some courts at McCaud Park.	Top Priority
→ Review Options for Adding Playground/Green Space in East Beach and/or West Beach		15%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Feasibility of Installing Year Round Volleyball Nets on East Beach Foreshore		5%	Staff are researching beach volleyball courts. Beach volleyball is typically played on sandy beaches located above the tide line, not on live beaches where this activity would damage marine life.	Top Priority
→ Review Options for Using Portions of Hogg Park for Affordable Housing Project		10%	Staff are updating the development potential for the Hogg Park extension at 15463 Buena Vista Avenue for affordable housing, based on extending the development site further to the north, and are contacting potential project partners (government agencies and non-profit organizations) to assess if there are options for contributions from external sources.	Top Priority
→ Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund		94%	Staff are currently drafting an Affordable Housing Reserve Bylaw for future consideration by Council.	Top Priority

→ Update Council on Previous Centre Street Hillside Walkway Reports						50%	Staff have located minutes and a related corporate report from the Council meeting on October 20, 2014 which included discussion of the proposed Centre Street Road Allowance Improvements. This project did not proceed prior to the 2014 municipal election and was not brought forward in future Financial Plans.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront						0%	Budget of \$500K is included in the 2021 Financial Plan submission for the Centre Street walkway project.	Top Priority
→ Confirm Ability to Use Amenity Contributions for Improving Beach Access						0%		Top Priority
→ Discuss and Explore Options for White Rock Players Club Redevelopment with adjacent City land						55%	Discussions with executive members of the Players Club Theatre indicate they are not interested in a theatre expansion at this time.	Low Priority
→ Review Options for Upgrading Maccaud Park with Greener Approach						5%	Project is included in the 2021 Financial Plan with a carryover budget request of \$250K. The key to completing this project will be the filling of the Project Engineer position. Need to; consult, design, seek approvals, tender, construct and complete.	Top Priority
→ Confirm Locations for Current and Proposed Bus Shelters in Town Centre Area						0%		Top Priority
→ Review Options for Incorporating an Enclosed (Tank) Swimming Area at Pier/Wharf						9%	Staff have had a discussion with an architect (Doug Wournell) who has agreed to do some preliminary research and provide options for an enclosed swimming area for the WR waterfront.	Low Priority
→ Provide safe, reliable and sustainable infrastructure for the community while minimizing impacts on the environment						73%		Objective
↳ Integrated Transportation & Infrastructure Masterplan						45%	Staff are following up on Council direction as an outcome of the Traffic Safety Update report on September 28th. Proposals and the Corporate Report will be dovetailed into the ITIMP.	Staff High Priority
→ Ensure infrastructure required by new growth is funded by development						10%		Objective
↳ Development Cost Charges Update						10%	A key part of the updated material needed for the DCC review is the Integrated Transportation & Infrastructure Master Plan (ITIMP) that is currently in progress, albeit delayed due to COVID related consultation challenges. Likely that the detailed DCC work will start following completion of the ITIMP in Spring 2021	Staff High Priority
→ Provide a safe, accessible, centralized City facility and amenities						14%		Objective
↳ City Hall and Civic Precinct						14%	A number of reports were presented to Council in 2019. An updated seismic review was completed and report presented to Council in 2019.	Top Priority
Our Economy						31%		Goal
↳ Develop an Economic Development Strategy						33%		Objective

→ Review and update Economic Development Work Plan			0%		Low Priority
→ Implement current and subsequent revised Economic Strategy			0%		High Priority
→ Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community			6%		Objective
→ Implement current and subsequent revised Economic Strategy			0%		High Priority
→ Sign Bylaw Review			0%		Low Priority
→ Vacant Property Tax			25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
→ Business Licensing Fees and Fines Review			0%	In Strategic Priorities as Bylaw to Be Reviewed. New licensing clerk starting Jun. 2020	Low Priority
→ Improve provision of efficient and cost-effective services			23%		Objective
→ Building Permit Process Review			25%	Building Official III to assist	Staff High Priority
→ Bylaw Adjudication			15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
→ Tempest Business Licenses eApply			50%	The implementation start time depends largely on Planning and Development staff availability to work on the project. IT staff available on short notice.	Top Priority
→ Complete LEAN Study to improve efficiencies and realize cost savings			0%		Top Priority
→ Manage parking resources to meet the needs of residents, visitors and businesses			60%		Objective
→ Bylaw Adjudication			15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
→ City Wide Parking Review			25%	RFP for parking strategy has been issued. Expected to take up to 6 months from date of award of the work	Staff High Priority
→ Parking Licence Plate Recognition			0%	The rules and regulations of the parking limits need to be defined and updated prior to being able to move to license plate reader technology.	Staff High Priority
→ Fees and Charges Bylaw (increase for highway use violations)			0%		High Priority
COVID - 19			41%		Goal
→ Operate all facilities and provide services consistent with Provincial Health orders			0%	All City facility and program services safety plans are in place and currently being revised with most recent health order	Objective

→ Partner with service agencies and other community partners to provide social support for those most impacted by COVID-19						52%		Objective
→ Research and Develop Gamification Program to Connect Residents Safely						44%	Recreation and Culture staff have developed a plan to include on-line gamification in the Winter recreation program offerings.	High Priority
→ Research Feasibility of Outdoor "Comfort Stations"						13%	A discussion was held between the Director of Recreation and Culture and the Executive Director of the BIA, and it was decided to postpone the start of this project until the PHO ban on group gatherings and events is lifted.	High Priority
→ Advocate on behalf of small business and work with community groups to support the local business community during the pandemic						70%		Objective
→ Standardized Liquor Patio Hours						50%	Endorsed by Council Jul. 22, 2019. BIA/businesses have concerns. Postponed due to covid-19 economic impact	Low Priority
→ Research Feasibility of Weather Coverings for Picnic Table Areas in Memorial Park						0%	On November 9, 2020, Council approved this recommendation of the COVID-19 Recovery Task Force, which is to have staff investigate options for temporary coverings for the outdoor picnic table area in Memorial Park as well as look into a long-term solution for weather protection for outdoor public spaces on the waterfront.	Top Priority

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	2024	Completion	Latest Update	Priority
Our Community							43%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.							37%		Objective
→ Review the Official Community Plan (OCP)							60%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Town Centre Review (with DIALOG)							80%	Staff will be contacting land owners (non-strata) in the Town Centre area to offer opportunities to meet with staff to obtain feedback on the proposed implementation of the Town Centre recommendations from the OCP Review that were advanced by the Land Use and Planning Committee on September 16, 2020. This engagement is intended to be open from November 2020 until mid-January 2021.	Top Priority
→ Building Heights outside the Town Centre							33%	On November 4, 2019, Council received a Phase 1 Engagement Summary for this topic. Due to COVID-19 restrictions on public gatherings, the intended Phase 2 public consultation for this topic has not occurred and will be modified due to the current restrictions. At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that Building Heights outside the Town Centre, particularly in the Town Centre Transition area, be prioritized over other topics within the OCP Review and accelerated in the review process.	Top Priority
→ Affordable Housing / Housing Needs Report							33%	On November 6, 2020, the Housing Needs Report project page and a related Housing Needs Survey went live on www.talkwhiterock.ca , the City's online public engagement platform. The survey will be promoted in the coming months to encourage residents and would-be residents of White Rock to share their experience and challenges with meeting their housing needs in White Rock, to inform the eventual Housing Needs Report.	Top Priority
→ Confirm the City is following best practices in governance							43%		Objective
→ Governance and Legislative Committee to continue to review all Council policies							81%		Top Priority
→ Manage the delivery of City services efficiently and effectively							50%		Top Priority

→ Multi-Family And Commercial Waste Pick Up		56%	Survey sent to commercial and multi family residents to determine their needs as the next step in the Solid Waste Report	Top Priority
→ Conduct multi-family and commercial waste pick up review and analysis		60%	The consultant is currently surveying the multi-family and commercial areas to establish a baseline for service and costs to compare to other options. Report to Council in January 2021	Top Priority
→ Consultant to prepare a report providing implications of waste pick up resulting from the analysis		51%	Consultant presented the Single Family component of the study to Council on July 27th. Staff presented and received Council approval for the purchase of two recycling trucks that will be implemented consistent with the study recommendations	Top Priority
→ Review emergency alert systems for mass notification		90%	Committee reviewing one additional provider at the recommendation of IPREM	Top Priority
→ Select and complete the CACs projects to maximize the benefit to the community		25%		Objective
→ Community Amenity Contributions Review		67%	On November 16, 2020, the Land Use and Planning Committee is scheduled to review the existing target rates for amenity contributions, comparisons with other municipal approaches, and the relationship between Development Cost Charges and Community Amenity Contributions in financing the costs of growth.	Top Priority
→ Review Options for Adding Pickleball Courts at East Beach and/or West Beach		11%	If BNSF will not allow construction of pickleball courts on their property adjacent to the waterfront, staff will relook at the cost and community support for installing some courts at McCaud Park.	Top Priority
→ Review Options for Adding Playground/Green Space in East Beach and/or West Beach		15%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Feasibility of Installing Year Round Volleyball Nets on East Beach Foreshore		5%	Staff are researching beach volleyball courts. Beach volleyball is typically played on sandy beaches located above the tide line, not on live beaches where this activity would damage marine life.	Top Priority
→ Review Options for Using Portions of Hogg Park for Affordable Housing Project		10%	Staff are updating the development potential for the Hogg Park extension at 15463 Buena Vista Avenue for affordable housing, based on extending the development site further to the north, and are contacting potential project partners (government agencies and non-profit organizations) to assess if there are options for contributions from external sources.	Top Priority

→ Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund		94%	Staff are currently drafting an Affordable Housing Reserve Bylaw for future consideration by Council.	Top Priority
→ Update Council on Previous Centre Street Hillside Walkway Reports		50%	Staff have located minutes and a related corporate report from the Council meeting on October 20, 2014 which included discussion of the proposed Centre Street Road Allowance Improvements. This project did not proceed prior to the 2014 municipal election and was not brought forward in future Financial Plans.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront		0%	Budget of \$500K is included in the 2021 Financial Plan submission for the Centre Street walkway project.	Top Priority
→ Confirm Ability to Use Amenity Contributions for Improving Beach Access		0%		Top Priority
→ Review Options for Upgrading Maccaud Park with Greener Approach		5%	Project is included in the 2021 Financial Plan with a carryover budget request of \$250K. The key to completing this project will be the filling of the Project Engineer position. Need to; consult, design, seek approvals, tender, construct and complete.	Top Priority
→ Confirm Locations for Current and Proposed Bus Shelters in Town Centre Area		0%		Top Priority
→ Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.		62%		Objective
→ Communication Protocol - Memorandum of Understanding		75%	Met with working group of City staff and SFN On July 29, 2020. Are close to finalizing a draft of the MOU, leading to a Communications Protocol document. To be approved at a scheduled Council-to-Council meeting.	Top Priority
→ Water Service Agreements		95%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and also final details for the sewer and water servicing agreements. Jim to make minor changes to the water agreement to clarify the types of water meters.	Top Priority
→ Relationship Rebuilding / Partnership		53%	Jim Gordon met with Chief Harley Chappell on August 12th to discuss strategies for removing the layer of paint from P'Quals , and installing and maintaining a clear graffiti protective coating. Jim noted that we planned to do this work in the tourist off season.	Top Priority
Our Infrastructure		30%		Goal
→ Select and complete the CACs projects to maximize the benefit to the community		25%		Objective

→ Community Amenity Contributions Review		67%	On November 16, 2020, the Land Use and Planning Committee is scheduled to review the existing target rates for amenity contributions, comparisons with other municipal approaches, and the relationship between Development Cost Charges and Community Amenity Contributions in financing the costs of growth.	Top Priority
→ Review Options for Adding Pickleball Courts at East Beach and/or West Beach		11%	If BNSF will not allow construction of pickleball courts on their property adjacent to the waterfront, staff will relook at the cost and community support for installing some courts at McCaud Park.	Top Priority
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→ Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund		94%	Staff are currently drafting an Affordable Housing Reserve Bylaw for future consideration by Council.	Top Priority
→ Update Council on Previous Centre Street Hillside Walkway Reports		50%	Staff have located minutes and a related corporate report from the Council meeting on October 20, 2014 which included discussion of the proposed Centre Street Road Allowance Improvements. This project did not proceed prior to the 2014 municipal election and was not brought forward in future Financial Plans.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront		0%	Budget of \$500K is included in the 2021 Financial Plan submission for the Centre Street walkway project.	Top Priority
→ Confirm Ability to Use Amenity Contributions for Improving Beach Access		0%		Top Priority

<ul style="list-style-type: none"> Review Options for Upgrading Maccaud Park with Greener Approach 						5%	Project is included in the 2021 Financial Plan with a carryover budget request of \$250K. The key to completing this project will be the filling of the Project Engineer position. Need to; consult, design, seek approvals, tender, construct and complete.	Top Priority
<ul style="list-style-type: none"> Confirm Locations for Current and Proposed Bus Shelters in Town Centre Area 						0%		Top Priority
<ul style="list-style-type: none"> Provide a safe, accessible, centralized City facility and amenities <ul style="list-style-type: none"> City Hall and Civic Precinct 						14%		Objective
						14%	A number of reports were presented to Council in 2019. An updated seismic review was completed and report presented to Council in 2019.	Top Priority
Our Economy						31%		Goal
<ul style="list-style-type: none"> Improve provision of efficient and cost-effective services 						23%		Objective
<ul style="list-style-type: none"> Bylaw Adjudication 						15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
<ul style="list-style-type: none"> Tempest Business Licenses eApply 						50%	The implementation start time depends largely on Planning and Development staff availability to work on the project. IT staff available on short notice.	Top Priority
<ul style="list-style-type: none"> Complete LEAN Study to improve efficiencies and realize cost savings 						0%		Top Priority
<ul style="list-style-type: none"> Manage parking resources to meet the needs of residents, visitors and businesses <ul style="list-style-type: none"> Bylaw Adjudication 						60%		Objective
						15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
COVID - 19						41%		Goal
<ul style="list-style-type: none"> Advocate on behalf of small business and work with community groups to support the local business community during the pandemic 						70%		Objective
<ul style="list-style-type: none"> Research Feasibility of Weather Coverings for Picnic Table Areas in Memorial Park 						0%	On November 9, 2020, Council approved this recommendation of the COVID-19 Recovery Task Force, which is to have staff investigate options for temporary coverings for the outdoor picnic table area in Memorial Park as well as look into a long-term solution for weather protection for outdoor public spaces on the waterfront.	Top Priority

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CITY OF WHITE ROCK PLAN NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	Completion	Latest Update	Priority
Our Community						43%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.						37%		Objective
→ Review the Official Community Plan (OCP)						60%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Develop and recommend a Waterfront Enhancement Strategy (WES)						75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Patio Enclosures on Marine Drive						90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach						0%	Council endorsed this project on March 9, 2020.	High Priority
→ Accessory Vacation Rentals (i.e. AirBnB) regulation						50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
→ Waterfront Commercial Zones (CR-3, CR-4)						75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
→ Coach House/ Secondary Suites in duplexes/ triplexes						0%		High Priority
→ Single Family Home zones						5%	Strategic Priorities - scheduled Sept 2020 (also Council resolution Jan. 14/Mar 11, 2019)	High Priority
→ Confirm the City is following best practices in governance						43%		Objective
→ Governance and Legislative Committee to continue to review all Council policies						81%		Top Priority
→ Corporate Administration Policies						0%		High Priority

→ Policy 213 - Corporate Process Regarding Requirement to E-mail Records and Back Up Data Schedule Admin		30%	Under review will be brought forward to Governance and Legislation Committee	High Priority
→ Policy 200 - General Administration)		0%	Under review will be brought forward at the next Governance and Legislation Committee meeting	High Priority
→ Policy 201-01 Coat of Arms and City Logo		0%	For the Next Governance and Legislation Committee Meeting	High Priority
→ Policy 203 - Commemorative Recognitions in City Parks		0%	For Review with Engineering staff	High Priority
→ Council Policies		95%		High Priority
→ Policy 101 Corporate Vision, Mission, and Values		25%	Will bring back to Council following completion of the Council Priorities	High Priority
→ Policy 125 White Rock Outstanding Canadians on the Peninsula Legacy Program		0%	Under review with Communications staff	High Priority
→ Policy 146 Use of City Flag Pole		50%	Under review with Communications staff	High Priority
→ City Operations Policies		95%	Two outstanding items from the Policy review are the recommendation for the reconstruction of the curb letdowns at Russell Avenue and Johnston Road (project scheduled for late 2020) and a report on timelines for remediation of identified construction issues. Three policies concerning trees are under review at the EAC, the Traffic Calming Policy will be reviewed as part of the ongoing ITIMP and the Latecomers Policy will be reviewed in conjunction with DCC Bylaw update in 2021.	High Priority
→ Policy 607 Heritage Trees		74%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
→ Policy 611 Tree Management on City Lands		77%	Environmental Advisory Committee met on Nov 19th to further discuss tree issues in detail.	High Priority
→ Policy 608 Traffic Calming		5%	Revisions to the Traffic Calming Policy will likely be made as an offshoot to the ongoing Integrated Transportation and Infrastructure Master Plan (ITIMP). The ITIMP is delayed due to restrictions on public meetings, but will resume once meetings are again permitted.	High Priority
→ Policy 612 Dangerous Tree Removal		79%	Part of tree discussions at the Environmental Advisory Committee (EAC). Last meeting on Nov 19th. Consensus of the EAC is that dangerous trees need to be removed without delay.	High Priority
→ Finance Policies		87%		High Priority

→ Policy 504 - Towing - Unauthorized Vehicles Review		95%	This Policy will be moved to the Finance Department from Planning and Development Services, early 2021	High Priority
→ Policy 310 Investment		25%	The investment policy is expected to be updated in 2021	High Priority
→ Policy 316 Insurance Coverage for Contractors		25%	This policy should be replaced with an insurance limit matrix which can be used to determine contractor insurance limits. To be drafted by internal risk management staff.	High Priority
→ Human Resources Policies		73%		High Priority
→ 403 - Exempt Compensation		0%		High Priority
→ 404 - Employee Code of Conduct		65%	Updates to policy being incorporated	High Priority
→ Planning & Development Policies		97%		High Priority
→ Policy 516 - Renovation and Relocation Policy		50%	This policy was reviewed in conjunction with Policy 514 (Tenant Relocation Policy) on January 28, 2020 and referred back to staff for additional details on how tenant compensation under Policy 514 could be paid out over a longer period of time.	High Priority
→ Reserve Fund		0%	City Reserves are an integral part of the City's Financial sustainability. They are established through statute or Council Direction. The use of the City's Reserves are directed through the City's Financial Plan.	High Priority
→ Manage the delivery of City services efficiently and effectively		50%		Top Priority
→ Water Community Advisory Panel		83%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority
→ Examine water quality results from Water Treatment Plant		39%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority
→ Policing Service Review		60%	A location has been identified to enable local computer storage requirements with opportunities to perform required tenant improvements in house.	High Priority
→ Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.		62%		Objective

→ Drainage Memorandum of Understanding		75%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and plans including the finalization of the drainage MOU so that infrastructure investigations could commence as per the work plan developed in Feb 2020.	High Priority
→ Sanitary Sewer Service Agreement		95%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and also final details for the sewer and water servicing agreements. Jim to make minor changes to the water agreement to clarify the types of water meters.	High Priority
→ Totem Pole (House Post) Restoration at White Rock Elementary School Grounds		25%	This project will be discussed at the PAAC meeting on November 26, 2020.	High Priority
→ SFN Infrastructure Investigation & Assessment		14%	Guillermo Ferrero and Jim Gordon met on Teams with Chief Harley Chappell and Joanne Charles from the Semiahmoo First Nation on November 24th to discuss drainage issues and plans including the finalization of the drainage MOU so that infrastructure investigations could commence as per the work plan developed in Feb 2020.	High Priority
Our Environment				
→ Integrate storm damage environmental capital assets into strategic planning and budgeting process		50%		Objective
↳ Protection of Semiahmoo Bay		50%	Zoom meeting set up with Shared Waters Alliance on September 4th	High Priority
→ Reduce green house gas emissions		3%		Objective
↳ Energy Step Code Implementation		5%	Building Official III position will be filled in July 2020, and will assist the Manager of Building and Bylaws in moving this forward.	High Priority
→ Protect and increase tree canopy and enhance greenspace in the community		67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
→ Tree Management Bylaw Review		67%	Two post COVID Environmental Advisory Committee (EAC) meetings held in October. Tree Bylaw issue discussions underway and progress is being made.	High Priority
→ Policy 607 Heritage Trees		74%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
→ Policy 611 Tree Management on City Lands		77%	Environmental Advisory Committee met on Nov 19th to further discuss tree issues in detail.	High Priority


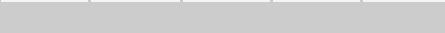

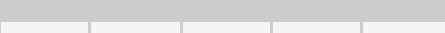





Our Waterfront											
	→ Attract visitors and residents to the Waterfront								44%	Goal	
	→ Attract visitors and residents to the Waterfront								45%	Objective	
	→ Develop and recommend a Waterfront Enhancement Strategy (WES)								75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
	→ Patio Enclosures on Marine Drive								90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
	→ Review of Waterfront Design Guidelines for East Beach and West Beach								0%	Council endorsed this project on March 9, 2020.	High Priority
	→ Accessory Vacation Rentals (i.e. AirBnB) regulation								50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
	→ Joint Semiahmoo Days/Sea Fest								10%	This project will resume once the Sea Festival Committee starts meeting again in 2021.	High Priority
	→ Support a vibrant, year-round environment where businesses can thrive								88%		Objective
	→ Develop and recommend a Waterfront Enhancement Strategy (WES)								75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
	→ Patio Enclosures on Marine Drive								90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority
	→ Review of Waterfront Design Guidelines for East Beach and West Beach								0%	Council endorsed this project on March 9, 2020.	High Priority
	→ Review Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)								100%	The Marine Drive Task Force concluded its review of the draft Waterfront Enhancement Strategy at its final meeting on March 11, 2020. Several recommendations from the Task Force relate to projects proposed in the Strategy, which would be future projects should Council approve moving forward with them. As the Strategy is intended to be a long-term road map, projects may also wait until the resources are available for implementation.	High Priority
	→ Patio Enclosures on Marine Drive								90%	As of December 1, 2020, one restaurant operator has approached the City in response to this initiative and undertaken minor (no permit required) upgrades to their sidewalk patio area to provide a more comfortable space for patrons during the winter season.	High Priority

↳ Review of Waterfront Design Guidelines for East Beach and West Beach				0%	Council endorsed this project on March 9, 2020.	High Priority
↳ Waterfront Commercial Zones (CR-3, CR-4)				75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
Our Economy				31%		Goal
↳ Develop an Economic Development Strategy				33%		Objective
↳ Implement current and subsequent revised Economic Strategy				0%		High Priority
↳ Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community				6%		Objective
↳ Implement current and subsequent revised Economic Strategy				0%		High Priority
↳ Manage parking resources to meet the needs of residents, visitors and businesses				60%		Objective
↳ Fees and Charges Bylaw (increase for highway use violations)				0%		High Priority
COVID - 19				41%		Goal
↳ Partner with service agencies and other community partners to provide social support for those most impacted by COVID-19				52%		Objective
↳ Research and Develop Gamification Program to Connect Residents Safely				44%	Recreation and Culture staff have developed a plan to include on-line gamification in the Winter recreation program offerings.	High Priority
↳ Research Feasibility of Outdoor "Comfort Stations"				13%	A discussion was held between the Director of Recreation and Culture and the Executive Director of the BIA, and it was decided to postpone the start of this project until the PHO ban on group gatherings and events is lifted.	High Priority

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CITY OF WHITE ROCK PLAN NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	2024	Completion	Latest Update	Priority
Our Community							43%		Goal
→ Guide land use decisions of Council to reflect the vision of the community.							37%		Objective
→ Review the Official Community Plan (OCP)							60%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Develop and recommend a Waterfront Enhancement Strategy (WES)							75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Waterfront Wayfinding Signage							0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program							0%	Council endorsed this project on March 9, 2020.	Low Priority
→ ATM Kiosk Removal at Martin Street							57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements							0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Miscellaneous Waterfront Enhancement Strategy Projects							5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Confirm the City is following best practices in governance							43%		Objective
→ Governance and Legislative Committee to continue to review all Council policies							81%		Top Priority

<ul style="list-style-type: none"> ↳ City Operations Policies 		95%	<p>Two outstanding items from the Policy review are the recommendation for the reconstruction of the curb letdowns at Russell Avenue and Johnston Road (project scheduled for late 2020) and a report on timelines for remediation of identified construction issues.</p> <p>Three policies concerning trees are under review at the EAC, the Traffic Calming Policy will be reviewed as part of the ongoing ITIMP and the Latecomers Policy will be reviewed in conjunction with DCC Bylaw update in 2021.</p>	High Priority
<ul style="list-style-type: none"> ↳ Policy 639 Public Recreational Pathways 		0%		Low Priority
<ul style="list-style-type: none"> ↳ Policy 640 Insect and Pest Infestation on City Lands 		0%		Low Priority
<ul style="list-style-type: none"> ↳ Policy 642 Dedication / Donation Program 		0%		Low Priority
<ul style="list-style-type: none"> ↳ Smart City Strategy 		0%	<p>Cities in Canada and around the world are transforming their digital capabilities to improve the environmental, financial, and social aspects of urban life. While White Rock has some of core elements in place, it would benefit from taking a formal and intentional approach to smart city planning. The key to success for this initiative lies in our ability to engage the community in establishing a vision and high level set of priorities.</p>	Low Priority
<ul style="list-style-type: none"> ↳ Explore Rainworks sidewalk art 		54%	<p>At the request of the Public Art Advisory Committee on October 29, 2020, the artist will be asked to provide drawings for consideration for Rainworks sidewalk art this winter.</p>	Low Priority
<ul style="list-style-type: none"> ↳ Heritage Strategy & Action Plan 		25%	<p>This project will be discussed at the next History and Heritage Committee meeting to determine if the Committee still wants the City to proceed with this project. Estimated cost for a consultant to deliver this proposed Heritage Strategic Plan is \$80,000.</p>	Low Priority
<ul style="list-style-type: none"> ↳ Heritage Home Inventory 		25%	<p>Discussion about this project took place at the History and Heritage Committee meeting held November 04, 2020.</p>	Low Priority
<ul style="list-style-type: none"> ↳ Mural Project @1350 Johnston 		90%	<p>Final jury selection of the mural artist was completed August 11, 2020. The developer will manage the project from now through completion. Jury to select the artist and art work has been disbanded with thanks from Monaco (the Developer).</p>	Low Priority

↳ Parks Bylaw Updates		53%	The EAC is investigating Bylaws and Policies related to trees and will make recommendations for changes to Council. This does not specifically address the Parks Regulation Bylaw. Council may request the EAC to review this Bylaw at a later date.	Low Priority
↳ Manage the delivery of City services efficiently and effectively		50%		Top Priority
↳ Water Community Advisory Panel		83%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority
↳ Implement new billing structure for Water		0%	Depending on the outcome of a review of the Water Utility rate structure, implementation to move to a new structure would likely be staged over multiple years.	Low Priority
↳ Review the billing structure for the Water Utility		25%	Water Community Advisory Panel - Review possible new billing structures that would try to align with water consumption.	Low Priority
↳ Contracted Work Review		50%	Provide an analysis of contracted work the City is currently paying for	Low Priority
↳ Select and complete the CACs projects to maximize the benefit to the community		25%		Objective
↳ Discuss and Explore Options for White Rock Players Club Redevelopment with adjacent City land		55%	Discussions with executive members of the Players Club Theatre indicate they are not interested in a theatre expansion at this time.	Low Priority
↳ Review Options for Incorporating an Enclosed (Tank) Swimming Area at Pier/Wharf		9%	Staff have had a discussion with an architect (Doug Wournell) who has agreed to do some preliminary research and provide options for an enclosed swimming area for the WR waterfront.	Low Priority
↳ Advocate on behalf of the community to senior levels of government and other stakeholder groups		40%		Objective
↳ Vacant Property Tax		25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
↳ Peace Arch Hospital Expansion		33%	Further expansions to the services provided by Peace Arch Hospital are anticipated in the coming years. Staff will continue to work with Fraser Health Authority and the Peace Arch Hospital Foundation as needed to support growth in hospital capacity in a way that is compatible with the surrounding neighbourhood and the City's infrastructure.	Low Priority
↳ Homeless Reduction Strategy		0%		Low Priority
Our Environment		40%		Goal

→ Reduce green house gas emissions					3%		Objective
↳ Banning Single Use Plastics Report					0%	Requested Jun. 10, 2019. BC Court of Appeal struck down bylaw. Province may take lead	Low Priority
→ Protect and increase tree canopy and enhance greenspace in the community					67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
↳ Urban Forest Management Plan					25%	TBD - was brought up at Council Orientation but did not make Strategic Priorities	Low Priority
Our Waterfront					44%		Goal
→ Attract visitors and residents to the Waterfront					45%		Objective
↳ Develop and recommend a Waterfront Enhancement Strategy (WES)					75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
↳ Waterfront Wayfinding Signage					0%	Council endorsed this project on December 16, 2019.	Low Priority
↳ Waterfront Facade Facelift Program					0%	Council endorsed this project on March 9, 2020.	Low Priority
↳ ATM Kiosk Removal at Martin Street					57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority
↳ Marine Drive Sidewalk Walkability Improvements					0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
↳ Miscellaneous Waterfront Enhancement Strategy Projects					5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Support a vibrant, year-round environment where businesses can thrive					88%		Objective
↳ Develop and recommend a Waterfront Enhancement Strategy (WES)					75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
↳ Waterfront Wayfinding Signage					0%	Council endorsed this project on December 16, 2019.	Low Priority
↳ Waterfront Facade Facelift Program					0%	Council endorsed this project on March 9, 2020.	Low Priority


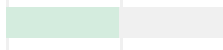
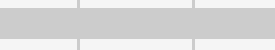

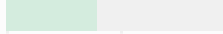
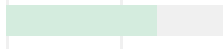

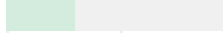
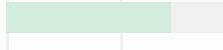



	→ ATM Kiosk Removal at Martin Street					57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority
	→ Marine Drive Sidewalk Walkability Improvements					0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
	→ Miscellaneous Waterfront Enhancement Strategy Projects					5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
	→ Review Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)					100%	The Marine Drive Task Force concluded its review of the draft Waterfront Enhancement Strategy at its final meeting on March 11, 2020. Several recommendations from the Task Force relate to projects proposed in the Strategy, which would be future projects should Council approve moving forward with them. As the Strategy is intended to be a long-term road map, projects may also wait until the resources are available for implementation.	High Priority
	→ Waterfront Wayfinding Signage					0%	Council endorsed this project on December 16, 2019.	Low Priority
	→ Waterfront Facade Facelift Program					0%	Council endorsed this project on March 9, 2020.	Low Priority
	→ ATM Kiosk Removal at Martin Street					57%	ATM's are removed and now the kiosks need to be removed. Budget item for 2021.	Low Priority
	→ Marine Drive Sidewalk Walkability Improvements					0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
	→ Miscellaneous Waterfront Enhancement Strategy Projects					5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
Our Infrastructure						30%		Goal
	↳ Select and complete the CACs projects to maximize the benefit to the community					25%		Objective
	→ Discuss and Explore Options for White Rock Players Club Redevelopment with adjacent City land					55%	Discussions with executive members of the Players Club Theatre indicate they are not interested in a theatre expansion at this time.	Low Priority

↳ Review Options for Incorporating an Enclosed (Tank) Swimming Area at Pier/Wharf						9%	Staff have had a discussion with an architect (Doug Wournell) who has agreed to do some preliminary research and provide options for an enclosed swimming area for the WR waterfront.	Low Priority
Our Economy						31%		Goal
↳ Develop an Economic Development Strategy						33%		Objective
↳ Review and update Economic Development Work Plan						0%		Low Priority
↳ Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community						6%		Objective
↳ Sign Bylaw Review						0%		Low Priority
↳ Vacant Property Tax						25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
↳ Business Licensing Fees and Fines Review						0%	In Strategic Priorities as Bylaw to Be Reviewed. New licensing clerk starting Jun. 2020	Low Priority
COVID - 19						41%		Goal
↳ Advocate on behalf of small business and work with community groups to support the local business community during the pandemic						70%		Objective
↳ Standardized Liquor Patio Hours						50%	Endorsed by Council Jul. 22, 2019. BIA/businesses have concerns. Postponed due to covid-19 economic impact	Low Priority

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

CITY OF WHITE ROCK PLAN NEW STRATEGIC PRIORITIES

Goal/Objectives/Projects	2019	2020	2021	2022	2023	Completion	Latest Update	Priority
Our Community						43%		Goal
→ Confirm the City is following best practices in governance						43%		Objective
→ Governance and Legislative Committee to continue to review all Council policies						81%		Top Priority
↳ City Operations Policies						95%	Two outstanding items from the Policy review are the recommendation for the reconstruction of the curb letdowns at Russell Avenue and Johnston Road (project scheduled for late 2020) and a report on timelines for remediation of identified construction issues. Three policies concerning trees are under review at the EAC, the Traffic Calming Policy will be reviewed as part of the ongoing ITIMP and the Latecomers Policy will be reviewed in conjunction with DCC Bylaw update in 2021.	High Priority
↳ Policy 641 Latecomers						1%	The Latecomer Policy will be reviewed in conjunction with the new DCC Bylaw in 2021.	Staff High Priority
→ Open Data						50%	Hosting platform configuration expected completion: August 30. The next step is to migrate non-spatial data from the current portal to the new one. *A P/T casual help to assist with the data curation would help move things along.	Staff High Priority
→ Cultural Strategic Plan						73%	A decision was made at the November 24,2020 ACAC meeting to shift energy into creating a one year strategic plan to address the needs of the local arts community during COVID and post COVID recovery.	Staff High Priority
→ Memorial Gift of Art Policy						30%	This project will be discussed at the November 26,2020 Public Art Advisory Committee meeting.	Staff High Priority
→ Wayfinding Map for Tour de WR						60%	This wayfinding map is nearing completion and a draft presented to the TWR Board at their first meeting in January. The purpose of this map is to help guide people to the Tour de White Rock Road Race once this event is able to be restarted.	Staff High Priority

<ul style="list-style-type: none"> → Vision 2022 for Tour de WR 		33%	Staff had a discussion with the TWR Board Chair to make plans for developing a one year post COVID TWR event plan.	Staff High Priority
<ul style="list-style-type: none"> → Street and Traffic Bylaw Update 		14%	An update of the Street and Traffic Bylaw will follow completion of the Integrated Transportation and Infrastructure Master Plan (ITIMP) in 2021 and will reflect Council direction from upcoming meetings to discuss encroachments.	Staff High Priority
<ul style="list-style-type: none"> → Manage the delivery of City services efficiently and effectively 		50%		Top Priority
<ul style="list-style-type: none"> → Replace Legacy Financial System 		0%	Need to hire the budgeted purchasing manager to have them on board prior to the project to help in the analyses	Staff High Priority
<ul style="list-style-type: none"> → Relocate Fire Truck from Parks Yard 		12%	Chief Wolfe and Jim Gordon are working on a Council report discussing options for the antique fire truck potentially using the \$350K included in the 2021 Financial Plan submission.	Staff High Priority
<p>Our Environment</p>		40%		Goal
<ul style="list-style-type: none"> → Protect and increase tree canopy and enhance greenspace in the community 		67%	As per Council direction, the Environmental Advisory Committee (EAC) is collaboratively working together to make suggestions for improvements to Bylaws and Policies to protect the tree canopy.	Objective
<ul style="list-style-type: none"> → Encroachments on City Right of Way 		90%	Staff have been administering the Street and Traffic Bylaw provisions with respect to encroachments as per Council direction in the Fall of 2019. The Bylaw provisions are enforced at individual properties at the time of redevelopment or when new encroachments are constructed. Council will review this practice at an upcoming Governance and Legislation meeting in September 2020.	Staff High Priority
<p>Our Infrastructure</p>		30%		Goal
<ul style="list-style-type: none"> → Provide safe, reliable and sustainable infrastructure for the community while minimizing impacts on the environment 		73%		Objective
<ul style="list-style-type: none"> → Integrated Transportation & Infrastructure Masterplan 		45%	Staff are following up on Council direction as an outcome of the Traffic Safety Update report on September 28th. Proposals and the Corporate Report will be dovetailed into the ITIMP.	Staff High Priority
<ul style="list-style-type: none"> → Ensure infrastructure required by new growth is funded by development 		10%		Objective
<ul style="list-style-type: none"> → Development Cost Charges Update 		10%	A key part of the updated material needed for the DCC review is the Integrated Transportation & Infrastructure Master Plan (ITIMP) that is currently in progress, albeit delayed due to COVID related consultation challenges. Likely that the detailed DCC work will start following completion of the ITIMP in Spring 2021	Staff High Priority

Our Economy					31%		Goal
→ Improve provision of efficient and cost-effective services					23%		Objective
↳ Building Permit Process Review					25%	Building Official III to assist	Staff High Priority
→ Manage parking resources to meet the needs of residents, visitors and businesses					60%		Objective
↳ City Wide Parking Review					25%	RFP for parking strategy has been issued. Expected to take up to 6 months from date of award of the work	Staff High Priority
↳ Parking Licence Plate Recognition					0%	The rules and regulations of the parking limits need to be defined and updated prior to being able to move to license plate reader technology.	Staff High Priority

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: November 23, 2020
TO: Mayor and Council
FROM: Guillermo Ferrero, Chief Administrative Officer
SUBJECT: Updated Strategic Priorities

RECOMMENDATIONS

THAT Council:

1. Ratify the new 2021-2022 strategic priorities as presented in this report; and
2. Direct Staff to publish the new 2021-2022 Strategic Priorities.

EXECUTIVE SUMMARY

After two years in office and due to 2020’s unprecedented COVID-19 global pandemic, Council gave direction to Staff to organize a session to refocus and re-prioritize strategic priorities for the balance of Council’s municipal term, taking into consideration COVID-19 demands on resources. This report presents a draft copy of the results from Council’s strategic planning sessions, including Staff’s input and alignment of projects to Council’s goals and objectives.

PREVIOUS COUNCIL DIRECTION

Motion # & Meeting Date	Motion Details
2020-408	<p><i>THAT Council:</i></p> <ol style="list-style-type: none"> 1. Report quarterly on strategic priorities utilizing the reporting tools presented in this meeting on the City of White Rock’s website; and 2. Add a “live” dashboard that shows overall progress of the current strategic priorities on the City of White Rock’s website.
2020-IC-083	<p><i>THAT Council directs staff to move forward with the following:</i></p> <ul style="list-style-type: none"> - Proceed with developing/updating a strategic plan; - Hire a facilitator for the initial session; and - Proceed booking workshops with Council to work on updating the strategic plan

INTRODUCTION/BACKGROUND

Early in 2019, Council worked to adopt the 2018-2022 Council Strategic Priorities document. The document, which is posted on the City's website, has provided the community with a road map of priorities that Council wishes to accomplish before the end of their current term in 2022. At the time of writing, the plan shows a 60% completion and this latest update is provided as Appendix C.

Early this year, an unprecedented global pandemic, COVID-19, hit. This has created substantial challenges to all residents and businesses. Municipalities have also been negatively impacted. As a result of the pandemic, the City of White Rock shifted their focus to protecting and keeping the residents, businesses and employees safe in the early days of the pandemic. Following the guidance and direction of the provincial government, we are currently in a phased recovery mode. This shift in operations has added substantial overhead and resulted in significant revenue loss to City's operations. These impacts have been reported in a variety of ways to Council, however, the status of projects related to Council's Strategic Priorities have also been impacted as reported to Council in the last Strategic Priorities quarterly update on July 27, 2020.

Staff contracted the services of Jerry Berry, JB Consulting, to conduct a facilitated session to discuss a potential refocus of Council's Strategic Priorities. Council and Senior staff held the session on Thursday and Friday, September 3 and 4, 2020. The first evening was a 'learn and lead' session dealing with a review of governance, and strategic planning basics. The second full day dealt with reviewing and re-evaluating Council's vision as set out in the existing strategic plan and revising and updating the strategic path that Council wished to set for the Corporation for the remainder of the term. Councillor Helen Fathers was unable to participate due to illness. The session was recorded in its entirety and made available to the public on the City of White Rock's website. Due to the COVID-19 pandemic, the public was not present at the meeting.

During this session, Mr. Berry facilitated discussion that provided Council with an opportunity to re-focus efforts for the balance of the term. Council ultimately chose the main priorities for the upcoming years by majority vote. Mr. Berry's Report is attached as Appendix B to this report for Council's reference.

The Senior Leadership Team utilized Mr. Berry's Report in several sessions during the months of September and October to organize projects and suggest goals and objectives as well as categorize descriptions as suggested by the consultant. The result of these sessions is included as Appendix A.

The Goals and objectives were identified as follows:

- **Our Community:** To make the best possible community decisions in collaboration with residents and stakeholders, providing an excellent quality of life.
 - o Guide land use decisions of Council to reflect the vision of the community;
 - o Confirm the City is following best practices in governance;
 - o Manage the delivery of City services efficiently and effectively;
 - o Select and complete the CACs projects to maximize the benefit to the community;
 - o Advocate on behalf of the community to senior levels of government and other stakeholder groups; and
 - o Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.

- **Our Environment:** Continue to improve our environmental stewardship to preserve and protect the natural environment for future generations.
 - o Integrate storm damage environmental capital assets into the strategic planning and budgeting process;
 - o Reduce greenhouse gas emissions; and
 - o Protect and increase tree canopy and enhance greenspace in the community.
- **Our Waterfront:** To enhance, promote and share our regional, premier, seaside experience.
 - o Attract visitors and residents to the Waterfront;
 - o Support a vibrant, year-round environment where businesses can thrive; and
 - o Minimize the impact of railroad activity on the community.
- **Our Infrastructure:** To build and maintain physical and organizational structures and facilities to enhance our community's quality of life.
 - o Select and complete the CAC projects to maximize the benefit to the community;
 - o Provide safe, reliable and sustainable infrastructure for the community while minimizing impacts on the environment;
 - o Ensure infrastructure required by new growth is funded by development; and
 - o Provide a safe, accessible, centralized City facility and amenities.
- **Our Economy:** Support the prosperity and diversification of the City's economic base.
 - o Develop an Economic Development Strategy;
 - o Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community;
 - o Improve provision of efficient and cost-effective services; and
 - o Manage parking resources to meet the needs of residents, visitors and businesses.
- **COVID-19:** To provide best possible community outcomes, resilience and to maximize recovery from COVID-19.
 - o Operate all facilities and provide services consistent with Provincial Health orders;
 - o Partner with service agencies and other community partners to provide social support for those most impacted by COVID-19; and
 - o Advocate on behalf of small business and work with community groups to support the local business community during the pandemic.

After the Goals and Objectives were drafted, Staff proceeded aligning projects and prioritizing them based on Council's vision and created an action plan for completion. The rationale that Staff followed for prioritizing projects is as follow:

- All projects that Council voted as priority during the session, were marked as '**top priority**' and scheduled to be completed during 2021-2022;
- All projects that were in the previous plan, appear as '**high priority**' and scheduled to be completed as shown in the new plan;
- All other projects appear as '**low priority**' and Council has an opportunity to remove these projects from the plan or assign a higher priority; and

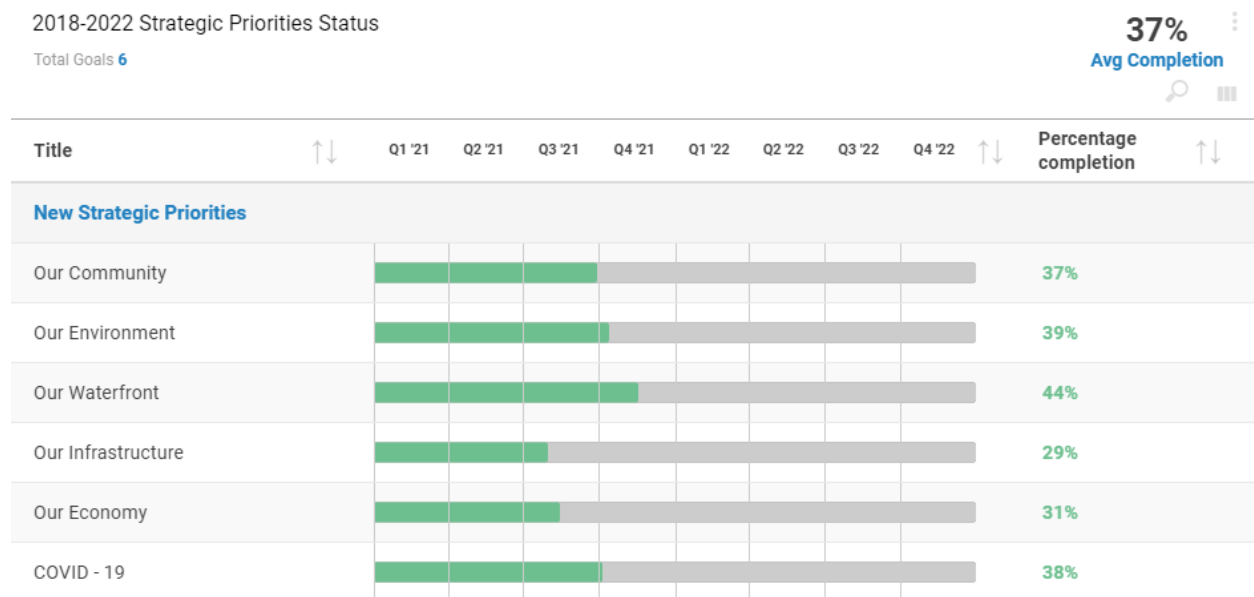
- There are some projects that are a high priority for staff and strongly recommended remain in the plan, as they will create needed efficiencies. These items have been identified as **‘staff high priority’**.

In many cases, some projects were aligned to more than one objective and some objectives to more than one goal. In these cases, a single project will appear under many objectives.

The intent of this new document is to replace the previous Council Strategic Priorities document and refocus Staff on Councils updated priorities over the next two years of Council’s term. This report provides a clear roadmap of the projects that staff identified as a priority for Council. The 5-Year Financial Plan that will be introduced in December 2020 will be prepared with Council’s Strategic Priorities in mind, focusing on the highest priority projects being included where funding is possible.

Staff are seeking Council approval of these priorities or discussion on changes necessary to develop a final draft of the document. If needed, staff could schedule a longer session with Council to discuss this item if Council prefers more time and/or the current document is not capturing Council vision forward.

The new 2021-2022 Strategic Priorities shows the following progress (this new dashboard will be available online live for Council’s and Residents’ reference).



FINANCIAL IMPLICATIONS

Council’s 2021 – 2022 Strategic Priorities are to be included where possible in the 2021 – 2025 Financial Plan, which is being developed at this time. Staff will estimate the financial impact of the strategic priorities and incorporate the requests for funding into their departmental work plans and capital programs. Understanding that the City has limited resources and that there are core services that must be maintained, those projects that rank highest on the strategic priorities are to take priority for funding while still maintaining the core services. Council will have several opportunities to refine the 2021 – 2025 Financial Plan before it is adopted.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

Council participated in a facilitated session with Senior staff to re-prioritized strategic projects for the balance of the term, that was recorded and placed on the City of White Rock's website shortly after the conclusion of the facilitated session. The public has an opportunity to view the full sessions and provide comments. No comments have been received to date.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

All departments participated in the realignment of the projects based on Council priorities and provided input creating goals and objectives that matches Council's vision for the balance of the term.

ALIGNMENT WITH STRATEGIC PRIORITIES

Providing regular updates to Council and the community are aligned to all strategic priorities.

OPTIONS / RISKS / ALTERNATIVES

The following alternative options are available for Council's consideration:

1. Provide input on the content of the new plan.
2. Not accept the plan and continue with the same strategic priorities presented in the 2018-2022 Council Strategic Priorities document.

CONCLUSION

Council Strategic Priorities provide a high-level road map to the community and guides Staff in supporting Council with its major policy direction to be achieved during Council's term. It is noted that the success of completing these projects is directly related to the level of available capacity beyond the day-to-day City operations. Staff is presenting a plan forward believed to be aligned with outcomes from the facilitated sessions held in September and presented as a draft "New Strategic Priorities" plan that will carry out Council's vision for the balance of the term.

Respectfully submitted,



Guillermo Ferrero
Chief Administrative Officer

- Appendix A: 2021-2022 New Council's Strategic Priorities Update
- Appendix B: JB Consultant's Report from Facilitated Session held September 4, 2020
- Appendix C: 2018-2022 Strategic Priorities Status Report
- Appendix D: **DRAFT** Strategic Priorities Update Document

● Draft
 ● Not started
 ● On Track
 ● Behind
 ● Overdue
 ● Complete
 → Direct Alignment
 ---→ Indirect Alignment

CITY OF WHITE ROCK PLAN NEW STRATEGIC PRIORITIES

Goal	2019	2020	2021	2022	2023	2024	Current Co...	Latest Update	Weight
Our Community							41%		Top Priority
→ Guide land use decisions of Council to reflect the vision of the community.							38%		Top Priority
→ Review the Official Community Plan (OCP)							60%	Phase 1 Engagement Summary (Nov. 4, 2019)	Top Priority
→ Develop and recommend a Waterfront Enhancement Strategy (WES)							75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→ Patio Enclosures on Marine Drive							75%	Report with Draft Criteria for enclosed patios received by Council April 27, 2020, and a letter inviting proposals from current sidewalk use licence holders was sent.	High Priority
→ Waterfront Wayfinding Signage							0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program							0%	Council endorsed this project on March 9, 2020.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements							0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Miscellaneous Waterfront Enhancement Strategy Projects							5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach							0%	Council endorsed this project on March 9, 2020.	High Priority

<p>→ Town Centre Review (with DIALOG)</p>		<p>80%</p>	<p>Staff will be contacting land owners (non-strata) in the Town Centre area to offer opportunities to meet with staff to obtain feedback on the proposed implementation of the Town Centre recommendations from the OCP Review that were advanced by the Land Use and Planning Committee on September 16, 2020. This engagement is intended to be open from November 2020 until mid-January 2021.</p>	<p>Top Priority</p>
<p>→ Non-consultant topics (6) OCP Review</p>		<p>33%</p>	<p>Phase 1 Engagement Summary (Nov. 4, 2019)</p>	<p>Top Priority</p>
<p>→ Affordable Housing / Housing Needs Report</p>		<p>33%</p>	<p>On November 6, 2020, the Housing Needs Report project page and a related Housing Needs Survey went live on www.talkwhiterock.ca, the City's online public engagement platform. The survey will be promoted in the coming months to encourage residents and would-be residents of White Rock to share their experience and challenges with meeting their housing needs in White Rock, to inform the eventual Housing Needs Report.</p>	<p>Top Priority</p>
<p>→ Building Heights outside the Town Centre</p>		<p>33%</p>	<p>On November 4, 2019, Council received a Phase 1 Engagement Summary for this topic. Due to COVID-19 restrictions on public gatherings, the intended Phase 2 public consultation for this topic has not occurred and will be modified due to the current restrictions. At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that Building Heights outside the Town Centre, particularly in the Town Centre Transition area, be prioritized over other topics within the OCP Review and accelerated in the review process.</p>	<p>Top Priority</p>
<p>→ Greening the City</p>		<p>33%</p>	<p>On November 4, 2019, Council received a Phase 1 Engagement Summary for this topic. Due to COVID-19 restrictions on public gatherings, the intended Phase 2 public consultation for this topic has not occurred and will be modified due to the current restrictions.</p>	<p>Top Priority</p>
<p>→ Strengthening Transit</p>		<p>33%</p>	<p>On November 4, 2019, Council received a Phase 1 Engagement Summary for this topic. Due to COVID-19 restrictions on public gatherings, the intended Phase 2 public consultation for this topic has not occurred and will be modified due to the current restrictions.</p>	<p>Top Priority</p>
<p>→ Peace Arch Hospital Expansion</p>		<p>33%</p>		<p>Top Priority</p>
<p>→ Monitoring Official Community Plan Goals</p>		<p>33%</p>	<p>On November 4, 2019, Council received a Phase 1 Engagement Summary for this topic. Due to COVID-19 restrictions on public gatherings, the intended Phase 2 public consultation for this topic has not occurred and will be modified due to the current restrictions.</p>	<p>Top Priority</p>

→ Accessory Vacation Rentals (i.e. AirBnB) regulation		50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
→ Waterfront Commercial Zones (CR-3, CR-4)		75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority
→ Coach House/ Secondary Suites in duplexes/ triplexes		0%		High Priority
→ Single Family Home zones		5%	Strategic Priorities - scheduled Sept 2020 (also Council resolution Jan. 14/Mar 11, 2019)	High Priority
→ Confirm the City is following best practices in governance		40%		Top Priority
→ Governance and Legislative Committee to continue to review all Council policies		81%		Top Priority
→ Corporate Administration Policies		0%		High Priority
→ Policy 213 - Corporate Process Regarding Requirement to E-mail Records and Back Up Data Schedule Admin		30%	Under review will be brought forward to Governance and Legislation Committee	High Priority
→ Policy 200 - General Administration)		0%	Under review will be brought forward at the next Governance and Legislation Committee meeting	High Priority
→ Policy 201-01 Coat of Arms and City Logo		0%	For the Next Governance and Legislation Committee Meeting	High Priority
→ Policy 203 - Commemorative Recognitions in City Parks		0%	For Review with Engineering staff	High Priority
→ Council Policies		95%		High Priority
→ Policy 101 Corporate Vision, Mission, and Values		25%	Will bring back to Council following completion of the Council Priorities	High Priority
→ Policy 125 White Rock Outstanding Canadians on the Peninsula Legacy Program		0%	Under review with Communications staff	High Priority
→ Policy 146 Use of City Flag Pole		50%	Under review with Communications staff	High Priority
→ City Operations Policies		95%	Two outstanding items from the Policy review are the recommendation for the reconstruction of the curb letdowns at Russell Avenue and Johnston Road (project scheduled for late 2020) and a report on timelines for remediation of identified construction issues. Three policies concerning trees are under review at the EAC, the Traffic Calming Policy will be reviewed as part of the ongoing ITIMP and the Latecomers Policy will be reviewed in conjunction with DCC Bylaw update in 2021.	High Priority

→ Policy 607 Heritage Trees		74%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
→ Policy 608 Traffic Calming		5%	Revisions to the Traffic Calming Policy will likely be made as an offshoot to the ongoing Integrated Transportation and Infrastructure Master Plan (ITIMP). The ITIMP is delayed due to restrictions on public meetings, but will resume once meetings are again permitted.	High Priority
→ Policy 611 Tree Management on City Lands		73%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
→ Policy 612 Dangerous Tree Removal		73%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
→ Policy 639 Public Recreational Pathways		0%		Low Priority
→ Policy 640 Insect and Pest Infestation on City Lands		0%		Low Priority
→ Policy 641 Latecomers		1%	The Latecomer Policy will be reviewed in conjunction with the new DCC Bylaw in 2021.	Staff High Priority
→ Policy 642 Dedication / Donation Program		0%		Low Priority
→ Finance Policies		87%		High Priority
→ Policy 504 - Towing - Unauthorized Vehicles Review		95%	This Policy will be moved to the Finance Department from Planning and Development Services, early 2021	High Priority
→ Policy 310 Investment		25%	The investment policy is expected to be updated in 2021	High Priority
→ Policy 316 Insurance Coverage for Contractors		25%	This policy should be replaced with an insurance limit matrix which can be used to determine contractor insurance limits. To be drafted by internal risk management staff.	High Priority
→ Human Resources Policies		70%		High Priority
→ Anti-racism Policy		95%	Reviewed at the Governance and Legislation Committee meeting, Council will consider November 23, 2020	High Priority
→ 401 - City Employee Recognition Program		95%	Policy to go to Council for final reading November 23	High Priority
→ 403 - Exempt Compensation		0%		High Priority

→ 405 - Respectful Workplace		95%	Policy to go to Council for final reading November 23	Staff High Priority
→ 404 - Employee Code of Conduct		65%	Updates to policy being incorporated	High Priority
→ Planning & Development Policies		97%		High Priority
→ Policy 516 - Renovation and Relocation Policy		50%	This policy was reviewed in conjunction with Policy 514 (Tenant Relocation Policy) on January 28, 2020 and referred back to staff for additional details on how tenant compensation under Policy 514 could be paid out over a longer period of time.	High Priority
→ Open Data		50%	Hosting platform configuration expected completion: August 30. The next step is to migrate non-spatial data from the current portal to the new one. *A P/T casual help to assist with the data curation would help move things along.	Staff High Priority
→ Smart City Strategy		0%	Cities in Canada and around the world are transforming their digital capabilities to improve the environmental, financial, and social aspects of urban life. While White Rock has some of core elements in place, it would benefit from taking a formal and intentional approach to smart city planning. The key to success for this initiative lies in our ability to engage the community in establishing a vision and high level set of priorities.	Low Priority
→ Cultural Strategic Plan		68%	Work on developing the Cultural Strategic Plan will commence with the restart of the Arts and Culture Advisory Committee on October 27, 2020.	Staff High Priority
→ Filming Policy		92%	Draft Film Policy is complete and will be presented to Governance and Legislative Committee on November 09, 2020 and then Council on November 23, 2020	Top Priority
→ Memorial Gift of Art Policy		27%	This project may resume when the Arts and Culture Advisory Committee resumes meetings on October 27, 2020.	High Priority
→ Explore Rainworks sidewalk art		54%	At the request of the Public Art Advisory Committee on October 29, 2020, the artist will be asked to provide drawings for consideration for Rainworks sidewalk art this winter.	Low Priority
→ Heritage Strategy & Action Plan		25%	This project may resume when the History and Heritage Committee resumes meetings on November 04, 2020.	Low Priority

→ Heritage Home Inventory		25%	This project may resume when the History and Heritage Committee resumes meetings on November 04, 2020. Council has referred a heritage home review of the Elm Street area to this committee for advice and costs if these homes were to be designated as heritage homes by the City.	Low Priority
→ Wayfinding Map for Tour de WR		26%	Three options have been developed and will be presented to the TWR Board whenever the Committee is able to meet again (likely 2021).	Staff High Priority
→ Vision 2022 for Tour de WR		30%	The 2020 Tour de White Rock was cancelled due to COVID-19 pandemic. It is quite likely that the 2021 Tour de White Rock and the 2021 BC Superweek cycling race series will be cancelled due to COVID-19. Some initial planning will take place this Fall/Winter in hopes of hosting a Tour de White Rock in 2022.	Staff High Priority
→ Mural Project @1350 Johnston		90%	Final jury selection of the mural artist was completed August 11, 2020. The developer will manage the project from now through completion. Jury to select the artist and art work has been disbanded with thanks from Monaco (the Developer).	Low Priority
→ Reserve Fund		0%	City Reserves are an integral part of the City's Financial sustainability. They are established through statute or Council Direction. The use of the City's Reserves are directed through the City's Financial Plan.	High Priority
→ Parks Bylaw Updates		53%	The EAC is investigating Bylaws and Policies related to trees and will make recommendations for changes to Council. This does not specifically address the Parks Regulation Bylaw. Council may request the EAC to review this Bylaw at a later date.	Low Priority
→ Street and Traffic Bylaw Update		14%	An update of the Street and Traffic Bylaw will follow completion of the Integrated Transportation and Infrastructure Master Plan (ITIMP) in 2021 and will reflect Council direction from upcoming meetings to discuss encroachments.	Staff High Priority
→ Manage the delivery of City services efficiently and effectively		49%		Top Priority
→ Water Community Advisory Panel		83%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority
→ Examine water quality results from Water Treatment Plant		82%	An improved reporting format is developed and also a dashboard displaying results and trends. This is planned to be presented to the next WCAP meeting on November 9th	High Priority

→ Implement new billing structure for Water		0%	Depending on the outcome of a review of the Water Utility rate structure, implementation to move to a new structure would likely be staged over multiple years.	Low Priority
→ Review the billing structure for the Water Utility		25%	Water Community Advisory Panel - Review possible new billing structures that would try to align with water consumption.	Low Priority
→ Multi-Family And Commercial Waste Pick Up		56%	Survey sent to commercial and multi family residents to determine their needs as the next step in the Solid Waste Report	Top Priority
→ Conduct multi-family and commercial waste pick up review and analysis		60%	The consultant is currently surveying the multi-family and commercial areas to establish a baseline for service and costs to compare to other options. Report to Council before the end of the year.	Top Priority
→ Consultant to prepare a report providing implications of waste pick up resulting from the analysis		51%	Consultant presented the Single Family component of the study to Council on July 27th. Staff presented and received Council approval for the purchase of two recycling trucks that will be implemented consistent with the study recommendations	Top Priority
→ Policing Service Review		60%	A location has been identified to enable local computer storage requirements with opportunities to perform required tenant improvements in house.	High Priority
→ Replace Legacy Financial System		0%	Need to hire the budgeted purchasing manager to have them on board prior to the project to help in the analyses	Staff High Priority
→ Contracted Work Review		50%	Provide an analysis of contracted work the City is currently paying for	Low Priority
→ Relocate Fire Truck from Parks Yard		3%	A number of options were considered. For now, we will go with the option of including \$350K as a budget request.	Staff High Priority
→ Review emergency alert systems for mass notification		90%	Committee reviewing one additional provider at the recommendation of IPREM	Top Priority
→ Select and complete the CACs projects to maximize the benefit to the community		21%	On November 16, 2020, the Land Use and Planning Committee is scheduled to review the existing target rates for amenity contributions, comparisons with other municipal approaches, and the relationship between Development Cost Charges and Community Amenity Contributions in financing the costs of growth.	Top Priority
→ Community Amenity Contributions Review		67%		Top Priority

→ Review Options for Adding Pickleball Courts at East Beach and/or West Beach		11%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Options for Adding Playground/Green Space in East Beach and/or West Beach		15%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Feasibility of Installing Year Round Volleyball Nets on East Beach Foreshore		5%	Staff are researching beach volleyball courts. Beach volleyball is typically played on sandy beaches located above the tide line, not on live beaches where this activity would damage marine life.	Top Priority
→ Review Options for Using Portions of Hogg Park for Affordable Housing Project		10%	Staff are updating the development potential for the Hogg Park extension at 15463 Buena Vista Avenue for affordable housing, based on extending the development site further to the north, and are contacting potential project partners (government agencies and non-profit organizations) to assess if there are options for contributions from external sources.	Top Priority
→ Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund		50%	Staff are currently drafting an Affordable Housing Reserve Bylaw for future consideration by Council.	Top Priority
→ Update Council on Previous Centre Street Hillside Walkway Reports		50%	Staff have located minutes and a related corporate report from the Council meeting on October 20, 2014 which included discussion of the proposed Centre Street Road Allowance Improvements. This project did not proceed prior to the 2014 municipal election and was not brought forward in future Financial Plans.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront		0%		Top Priority
→ Confirm Ability to Use Amenity Contributions for Improving Beach Access		0%		Top Priority
→ Discuss and Explore Options for White Rock Players Club Redevelopment with adjacent City land		55%	Staff have contacted the President of the White Rock Players Club, who has confirmed the Club is intending to undertake long-term planning in Spring 2021, but they currently have no plans to relocate or redevelop and are generally satisfied with their location.	Top Priority
→ Review Options for Upgrading Maccaud Park with Greener Approach		0%		Top Priority
→ Confirm Locations for Current and Proposed Bus Shelters in Town Centre Area		0%		Top Priority

→ Review Options for Incorporating an Enclosed (Tank) Swimming Area at Pier/Wharf		5%	Staff have had a discussion with an architect (Doug Warnell) who has provided one option for an enclosed swimming tank for WR waterfront.	Low Priority
→ Advocate on behalf of the community to senior levels of government and other stakeholder groups		40%		Top Priority
→ Vacant Property Tax		25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
→ Peace Arch Hospital Expansion		33%	Further expansions to the services provided by Peace Arch Hospital are anticipated in the coming years. Staff will continue to work with Fraser Health Authority and the Peace Arch Hospital Foundation as needed to support growth in hospital capacity in a way that is compatible with the surrounding neighbourhood and the City's infrastructure.	Low Priority
→ Homeless Reduction Strategy		0%		Low Priority
→ Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities.		62%		Top Priority
→ Communication Protocol - Memorandum of Understanding		75%	Met with working group of City staff and SFN On July 29, 2020. Are close to finalizing a draft of the MOU, leading to a Communications Protocol document. To be approved at a scheduled Council-to-Council meeting.	Top Priority
→ Drainage Memorandum of Understanding		75%	The City solicitor and staff worked together to make some changes and proposals for SFN consideration. The revised MOU was sent to the SFN solicitor late in the week of October 5th.	High Priority
→ Water Service Agreements		95%	Final Agreement was given to SFN, the City is waiting for SFN signatures	Top Priority
→ Sanitary Sewer Service Agreement		95%	Final Agreement was given to SFN, the City is waiting for SFN signatures	High Priority
→ Relationship Rebuilding / Partnership		53%	Jim Gordon met with Chief Harley Chappell on August 12th to discuss strategies for removing the layer of paint from P'Quals , and installing and maintaining a clear graffiti protective coating. Jim noted that we planned to do this work in the tourist off season.	Top Priority
→ Totem Pole (House Post) Restoration at White Rock Elementary School Grounds		25%	This project will resume once the Public Art Advisory Committee begins meeting again on October 29, 2020.	Top Priority

	↳ SFN Infrastructure Investigation & Assessment				14%	Workplan is in place but further meetings leading to implementation are delayed due to COVID. Also, this ties into the Master Drainage Agreement that is still under discussion.	High Priority
Our Environment					39%		Low Priority
	↳ Integrate storm damage environmental capital assets into strategic planning and budgeting process				50%		Top Priority
	↳ Protection of Semiahmoo Bay				50%	Zoom meeting set up with Shared Waters Alliance on September 4th	High Priority
	↳ Reduce green house gas emissions				3%		Top Priority
	↳ Banning Single Use Plastics Report				0%	Requested Jun. 10, 2019. BC Court of Appeal struck down bylaw. Province may take lead	Low Priority
	↳ Energy Step Code Implementation				5%	Building Official III position will be filled in July 2020, and will assist the Manager of Building and Bylaws in moving this forward.	High Priority
	↳ Protect and increase tree canopy and enhance greenspace in the community				64%		Top Priority
	↳ Urban Forest Management Plan				25%	TBD - was brought up at Council Orientation but did not make Strategic Priorities	Low Priority
	↳ Tree Management Bylaw Review				67%	Two post COVID Environmental Advisory Committee (EAC) meetings held in October. Tree Bylaw issue discussions underway and progress is being made.	High Priority
	↳ Encroachments on City Right of Way				90%	Staff have been administering the Street and Traffic Bylaw provisions with respect to encroachments as per Council direction in the Fall of 2019. The Bylaw provisions are enforced at individual properties at the time of redevelopment or when new encroachments are constructed. Council will review this practice at an upcoming Governance and Legislation meeting in September 2020.	Staff High Priority
	↳ Policy 607 Heritage Trees				74%	Environmental Advisory Committee (EAC) held two post COVID meeting, including October 8th. EAC is working through tree issues and modifications to the Tree Bylaw and tree Policies	High Priority
Our Waterfront					44%		Top Priority
	↳ Attract visitors and residents to the Waterfront				45%		Top Priority
	↳ Develop and recommend a Waterfront Enhancement Strategy (WES)				75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority






→	Patio Enclosures on Marine Drive								75%	Report with Draft Criteria for enclosed patios received by Council April 27, 2020, and a letter inviting proposals from current sidewalk use licence holders was sent.	High Priority
→	Waterfront Wayfinding Signage								0%	Council endorsed this project on December 16, 2019.	Low Priority
→	Waterfront Facade Facelift Program								0%	Council endorsed this project on March 9, 2020.	Low Priority
→	Marine Drive Sidewalk Walkability Improvements								0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→	Miscellaneous Waterfront Enhancement Strategy Projects								5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→	Review of Waterfront Design Guidelines for East Beach and West Beach								0%	Council endorsed this project on March 9, 2020.	High Priority
→	Accessory Vacation Rentals (i.e. AirBnB) regulation								50%	Review Requested Feb. 24, 2020 / Previous Amendment Nov. 18, 2019	High Priority
→	Joint Semiahmoo Days/Sea Fest								10%	This project will resume once the Sea Festival Committee starts meeting again in 2021.	Top Priority
→	Support a vibrant, year-round environment where businesses can thrive								88%		Top Priority
→	Develop and recommend a Waterfront Enhancement Strategy (WES)								75%	At the September 14, 2020 Land Use and Planning Committee meeting, the committee requested that the Waterfront area policy review be prioritized over other topics within the OCP Review and accelerated in the review process.	High Priority
→	Patio Enclosures on Marine Drive								75%	Report with Draft Criteria for enclosed patios received by Council April 27, 2020, and a letter inviting proposals from current sidewalk use licence holders was sent.	High Priority
→	Waterfront Wayfinding Signage								0%	Council endorsed this project on December 16, 2019.	Low Priority
→	Waterfront Facade Facelift Program								0%	Council endorsed this project on March 9, 2020.	Low Priority
→	Marine Drive Sidewalk Walkability Improvements								0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority

→ Miscellaneous Waterfront Enhancement Strategy Projects				5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach				0%	Council endorsed this project on March 9, 2020.	High Priority
→ Review Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)				100%	The Marine Drive Task Force concluded its review of the draft Waterfront Enhancement Strategy at its final meeting on March 11, 2020. Several recommendations from the Task Force relate to projects proposed in the Strategy, which would be future projects should Council approve moving forward with them. As the Strategy is intended to be a long-term road map, projects may also wait until the resources are available for implementation.	High Priority
→ Patio Enclosures on Marine Drive				75%	Report with Draft Criteria for enclosed patios received by Council April 27, 2020, and a letter inviting proposals from current sidewalk use licence holders was sent.	High Priority
→ Waterfront Wayfinding Signage				0%	Council endorsed this project on December 16, 2019.	Low Priority
→ Waterfront Facade Facelift Program				0%	Council endorsed this project on March 9, 2020.	Low Priority
→ Marine Drive Sidewalk Walkability Improvements				0%	Council endorsed staff investigating ways to improve walkability of Marine Drive on March 9, 2020.	Low Priority
→ Miscellaneous Waterfront Enhancement Strategy Projects				5%	The Marine Drive Task Force recommended several waterfront-area projects, primarily as described in the draft Waterfront Enhancement Strategy. These include a Playground, Covered Multi-Use Area, Cultural Facility, and Synthetic Ice Rink. Consideration of these conceptual projects were deferred by Council on April 20, 2020 due to the financial uncertainties related to the ongoing COVID-19 pandemic.	Low Priority
→ Review of Waterfront Design Guidelines for East Beach and West Beach				0%	Council endorsed this project on March 9, 2020.	High Priority
→ Waterfront Commercial Zones (CR-3, CR-4)				75%	At the September 14, 2020 Land Use and Planning Committee meeting, Council directed staff to discontinue work on the CR-3A (West Beach Commercial / Residential) zone, which may be resumed after the Waterfront building heights component of the OCP Review has been considered by Council.	High Priority

→ Minimize the impact of railroad activity on the community				0%		Top Priority
Our Infrastructure						
→ Select and complete the CACs projects to maximize the benefit to the community				29%		Low Priority
→ Community Amenity Contributions Review				21%		Top Priority
→ Review Options for Adding Pickleball Courts at East Beach and/or West Beach				67%	On November 16, 2020, the Land Use and Planning Committee is scheduled to review the existing target rates for amenity contributions, comparisons with other municipal approaches, and the relationship between Development Cost Charges and Community Amenity Contributions in financing the costs of growth.	Top Priority
→ Review Options for Adding Playground/Green Space in East Beach and/or West Beach				11%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Feasibility of Installing Year Round Volleyball Nets on East Beach Foreshore				15%	BNSF staff have informed the City that playground and pickleball type uses are not supported in proximity to the rail line (e.g. in the existing surface parking lot areas). Further contact with BNSF has been requested to clarify whether there are certain distances or configurations at which these activities could be supported by BNSF.	Top Priority
→ Review Options for Using Portions of Hogg Park for Affordable Housing Project				5%	Staff are researching beach volleyball courts. Beach volleyball is typically played on sandy beaches located above the tide line, not on live beaches where this activity would damage marine life.	Top Priority
→ Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund				10%	Staff are updating the development potential for the Hogg Park extension at 15463 Buena Vista Avenue for affordable housing, based on extending the development site further to the north, and are contacting potential project partners (government agencies and non-profit organizations) to assess if there are options for contributions from external sources.	Top Priority
→ Update Council on Previous Centre Street Hillside Walkway Reports				50%	Staff are currently drafting an Affordable Housing Reserve Bylaw for future consideration by Council.	Top Priority
→ Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront				50%	Staff have located minutes and a related corporate report from the Council meeting on October 20, 2014 which included discussion of the proposed Centre Street Road Allowance Improvements. This project did not proceed prior to the 2014 municipal election and was not brought forward in future Financial Plans.	Top Priority
				0%		Top Priority

→ Confirm Ability to Use Amenity Contributions for Improving Beach Access					0%		Top Priority
→ Discuss and Explore Options for White Rock Players Club Redevelopment with adjacent City land					55%	Staff have contacted the President of the White Rock Players Club, who has confirmed the Club is intending to undertake long-term planning in Spring 2021, but they currently have no plans to relocate or redevelop and are generally satisfied with their location.	Top Priority
→ Review Options for Upgrading Maccaud Park with Greener Approach					0%		Top Priority
→ Confirm Locations for Current and Proposed Bus Shelters in Town Centre Area					0%		Top Priority
→ Review Options for Incorporating an Enclosed (Tank) Swimming Area at Pier/Wharf					5%	Staff have had a discussion with an architect (Doug Warnell) who has provided one option for an enclosed swimming tank for WR waterfront.	Low Priority
→ Provide safe, reliable and sustainable infrastructure for the community while minimizing impacts on the environment					73%		Top Priority
↳ Integrated Transportation & Infrastructure Masterplan					45%	Staff are following up on Council direction as an outcome of the Traffic Safety Update report on September 28th. Proposals and the Corporate Report will be dovetailed into the ITIMP.	Staff High Priority
→ Ensure infrastructure required by new growth is funded by development					10%		Top Priority
↳ Development Cost Charges Update					10%	A key part of the updated material needed for the DCC review is the Integrated Transportation & Infrastructure Master Plan (ITIMP) that is currently in progress, albeit delayed due to COVID related consultation challenges. Likely that the detailed DCC work will start following completion of the ITIMP in Spring 2021	Staff High Priority
→ Provide a safe, accessible, centralized City facility and amenities					14%		Top Priority
↳ City Hall and Civic Precinct					14%	A number of reports were presented to Council in 2019. An updated seismic review was completed and report presented to Council in 2019.	Top Priority
Our Economy							
→ Develop an Economic Development Strategy					31%		Top Priority
↳ Review and update Economic Development Work Plan					33%		Low Priority
↳ Implement current and subsequent revised Economic Strategy					0%		Low Priority
→ Partner with the White Rock BIA, South Surrey & White Rock Chamber of Commerce, Tourism White Rock Association and the local business community to attract business to the community					0%		High Priority
↳ Implement current and subsequent revised Economic Strategy					6%		Top Priority
					0%		High Priority

→ Sign Bylaw Review				0%		Low Priority
→ Vacant Property Tax				25%	Council has sent a letter to UBCM (June 2019) and is requesting that UBCM bring forward a resolution that would provide for the authority for a vacant property tax that would be inclusive of both residential and commercial properties.	Low Priority
→ Business Licensing Fees and Fines Review				0%	In Strategic Priorities as Bylaw to Be Reviewed. New licensing clerk starting Jun. 2020	Low Priority
→ Improve provision of efficient and cost-effective services				23%		Top Priority
→ Building Permit Process Review				25%	Building Official III to assist	Staff High Priority
→ Bylaw Adjudication				15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
→ Tempest Business Licenses eApply				50%	The implementation start time depends largely on Planning and Development staff availability to work on the project. IT staff available on short notice.	Top Priority
→ Complete LEAN Study to improve efficiencies and realize cost savings				0%		Top Priority
→ Manage parking resources to meet the needs of residents, visitors and businesses				60%		Top Priority
→ Bylaw Adjudication				15%	Appeal process for bylaw/parking tickets and allowing delivery of ticket by mail.	Top Priority
→ City Wide Parking Review				25%	RFP for parking strategy has been issued. Expected to take up to 6 months from date of award of the work	Staff High Priority
→ Parking Licence Plate Recognition				0%	The rules and regulations of the parking limits need to be defined and updated prior to being able to move to license plate reader technology.	Staff High Priority
→ Fees and Charges Bylaw (increase for highway use violations)				0%		High Priority
COVID - 19				38%		Low Priority
→ Operate all facilities and provide services consistent with Provincial Health orders				0%	All City facility and program services safety plans are in place and currently being revised with most recent health order	Top Priority
→ Partner with service agencies and other community partners to provide social support for those most impacted by COVID-19				45%		Low Priority

<p>→ Research and Develop Gamification Program to Connect Residents Safely</p>		<p>25%</p>	<p>Council endorsed this recommendation of the COVID-19 Task Force on September 14, 2020. Recreation and Culture staff are preparing a budget amount for this project in the 2021-2025 Financial Plan to allow for online scavenger hunts and BINGO games, along with exploring partnering with other local groups to promote similar activities already underway. The Recreation and Culture programmers are also meeting in December 2020 to plan further virtual activities (online special events) for 2021.</p>	<p>High Priority</p>
<p>→ Research Feasibility of Outdoor "Comfort Stations"</p>		<p>10%</p>	<p>On November 9, 2020 Council approved the recommendation of the COVID-19 Task Force to investigate the feasibility of three (3) to five (5) temporary comfort stations on Marine Drive and uptown White Rock in partnership with the White Rock Business Improvement Association (BIA) and report back to the Task Force with options.</p>	<p>High Priority</p>
<p>→ Advocate on behalf of small business and work with community groups to support the local business community during the pandemic</p>		<p>70%</p>		<p>Top Priority</p>
<p>→ Standardized Liquor Patio Hours</p>		<p>50%</p>	<p>Endorsed by Council Jul. 22, 2019. BIA/businesses have concerns. Postponed due to covid-19 economic impact</p>	<p>Low Priority</p>
<p>→ Research Feasibility of Weather Coverings for Picnic Table Areas in Memorial Park</p>		<p>0%</p>	<p>On November 9, 2020, Council approved this recommendation of the COVID-19 Recovery Task Force, which is to have staff investigate options for temporary coverings for the outdoor picnic table area in Memorial Park as well as look into a long-term solution for weather protection for outdoor public spaces on the waterfront.</p>	<p>Top Priority</p>

CITY OF WHITE ROCK STRATEGIC PRIORITIES UPDATE REPORT



Prepared by:
Jerry Berry Consultants Inc.



September 2020



CITY OF WHITE ROCK STRATEGIC PRIORITIES UPDATE REPORT

INTRODUCTION:

The Council and staff held a facilitated strategic priorities session on Thursday and Friday, September 03 and 04, 2020. The first evening was a 'learn and lead' session dealing with a review of governance, and strategic planning basics. The second full day dealt with reviewing and re-evaluating council's vision as set-out in the existing strategic plan and revising and updating the strategic path that council wished to set for the corporation for the remainder of the term.

PANDEMIC PROCEDURES

Council has made a commitment to open participative government a key corporate priority. Unfortunately, this session could not accommodate full public access due to safety protocols associated with COVID-19. Accordingly, the City took extraordinary steps to accommodate safety protocols and to video the entire proceedings and make them publicly available (livestreaming is not a capability which currently exists in White Rock). Facilitated exercises were modified as necessary to provide for appropriate social distancing. The entire proceedings can be found at www.whiterock.ca/priorities.

STRATEGIC THINKING

In local government, strategic thinking is the process through which decision-makers set priorities to guide the organization's use of resources. The setting of priorities is a core responsibility of the elected council— and represents a fundamental element of good governance.

Strategic planning is undertaken to ensure that council and the corporation remain focused on what is considered most important. In setting strategic priorities, council members must be keenly aware of resource limitations, other constraints, and the need to make difficult choices. All local governments have limited resources — time, energy, staffing, money, goodwill — with which to pursue virtually an unlimited number of needs, desires, and ideas. This reality creates the need for the council to set key priorities which it wishes to pursue and provides the context within which strategic planning occurs. Each time the council endorses one potential priority, there are consequences. With finite resources a decision to focus on one item will, by definition, subordinate an equivalent focus on another.

SESSION OBJECTIVES:

As a first item, council and staff were asked what they hoped to get out of the session. The responses were as follows:

What we would like to get out of session:

- Sense of accomplishment/check-in
- Where do we go from here?
- Both council/staff input
- Alignment/with community and with each other
- Goals/objectives aligned
- What is possible in remaining two years?
- Review current priorities
- Celebrate successes
- Better understanding of council goals so that staff can pursue them

This information informed the process that was employed.

VISION:

Council briefly reviewed its current Vision, Mission and Values as set-out in the existing strategic plan. It was not possible to revisit these items in-depth within the time available for this session – rather, comments were solicited which staff may consider for future refinement work by council.

‘Corporate Vision’ in current plan:

The vision represents a map by which the organization can set its course for the term and beyond. The current vision is stated as:

White Rock will provide for all its citizens a high quality of life where:

- *Our environment is protected and nurtured*
- *The community feels safe, secure, and friendly*
- *Opportunities exist for our businesses to prosper*
- *Arts and culture flourish and our heritage is celebrated*
- *Municipal boundaries are less important than a strong sense of pride in, and connection to, our community*
- *We all can live, work, and play in an enjoyable atmosphere*

Comments:

It was noted that council’s vision of a central focus on open, transparent, and participative government is not evident in the existing ‘Vision’. There was a further commentary on the various ‘participants’ comprised in the term ‘community’ (businesses, neighbourhoods, citizens, etc.). There was also an observation about the aspirational nature of a vision. The example being ‘Arts and culture flourish and our heritage is celebrated’. The overall wording may need to be re-examined to respond to these observations and to reinforce that a vision is ‘forward looking’ and that continuous improvement is implicit if that is not clear. It is recommended that staff prepare options for council to consider updating its vision to consider this input.

‘Corporate Mission’ in current plan:

The City of White Rock’s mission is:

“Building community excellence through effective stewardship of all community resources.”

Comment:

There was a concern expressed that the word ‘excellence’ is open to various interpretations and may require further consideration; the same observation was made about the various components of ‘community’.

‘Corporate Values’ in current plan:

- *Excellence*
- *Respect*
- *Integrity*
- *Responsibility*
- *Accountability*
- *Value*
- *Community participation in government*

Consultant’s comment:

The consultant noted that these values include many that Lencioni would characterize as ‘permission to pay’ values and that the final one seems to be a core value of this council as he would define it. (See Lencioni, Patrick, *The Advantage*.) In general, specificity provides focus and best practice is that there should be three or less core values. There was a comment that ‘government’ is not the community. A suggestion might be to reduce the final item simply to ‘participatory governance’. Once again, staff can consider making recommended wording adjustments for council to consider.

Council next reviewed the key strategic priorities set out as “Immediate Priorities” in the current plan, being:

Official Community Plan Review
Semiahmoo First Nation
Water Community Advisory Panel
Multi-Family and Commercial Waste Pick-Up
Economic Development Strategies
Parking Task Force
Marine Drive Task Force
Zoning bylaw Review
Council Policy & Bylaw Review

The current plan also has elements pertaining to “Advocacy” and “Next”.

Through the process council had the opportunity to re-evaluate and to either re-affirm, re-organize, or modify these elements, as appropriate. (Of course, when this listing was generated at the beginning of the term, the pandemic was not contemplated.)

WHERE ARE WE TODAY? CORPORATE VISION EXERCISE:

The council members and staff next conducted an exercise concerning the “existing state”. Participants were asked to consider and report what they saw as going well in White Rock and, secondarily, what might require improvement.

Outcomes stated were as follows:

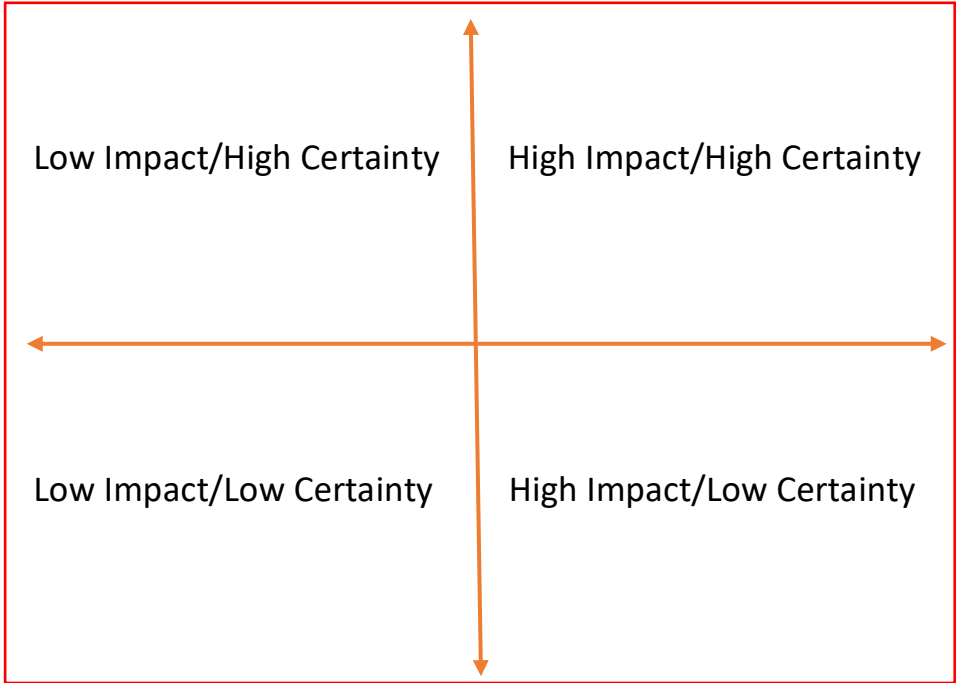
What is Going Well	What is Not Going So Well
<ul style="list-style-type: none"> • Public Involved • Beautiful Setting • Small community • Good friendly people • Unique neighbourhoods/ distinctive • Safe • Committed staff • Best destination community in METRO • Tourist destination • Amenities/infrastructure • Small business focus 	<ul style="list-style-type: none"> • “Managed” redevelopment product – want a product which reflects community’s desires • Desirable place to live • Affordability • Access to the beach (safety/accessibility) • Boat ramp • Seasonality/displacement of local service • Increased diversity necessary – high concentration of single person families • House prices and rents • Community times • Lack of available public land 1% = 250 K • Sea level rise/environmental impact • Railway constraints • FN relations – continuous improvement • Vacant commercial property – absentee owners • Size relative to requirements • Infrastructure/asset management • COVID challenge • Business impact/employment • Parking

	<ul style="list-style-type: none"> • Traffic/Marine Drive • Transit/walkability/cycling • Value for your taxes?
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Future Context

Participants next participated in an exercise whereby they considered the “future context” expected for White Rock and for the corporation.

Participants were asked to identify trends, forces, realities, and changes that are expected to shape the context in which the community will exist in the years ahead. Participants positioned these observations and thoughts on a 4-quadrant graph. The horizontal axis of the graph identified IMPACT, from low to high. The vertical axis identified CERTAINTY (i.e., how likely is it thought that something will happen), from low to high.



As is typical, virtually the entire list of items identified were considered by participants to be both high impact and high certainty.

Obviously, the council will wish to concentrate its focus, and the focus of the corporation’s limited capacity and resources, on those issues and trends anticipated to be of *both* high impact *and* high certainty for the community. The issues so described should then, logically, inform the council’s strategic priorities.

The entire listing of items identified were then organized under initial temporary strategic headings determined by the consultant and staff, and as accepted by council for the purpose of logical organization, as follows:

- **Community**
- **Waterfront**
- **Infrastructure/Capacity**
- **Environmental**
- **COVID-19**

(These are merely working headings for the purposes of the priority ‘reduction’ exercise and will require modification, elaboration, and refinement to reflect and communicate to the public council’s aspirations and desired future state.)

The individual items listed as grouped under the temporary strategic priorities ‘headings’ are set-out below as follows:

COMMUNITY

- Housing options
- Loss of heritage homes
- Affordable housing – senior, low income (2)
- Preservation of neighbourhoods – single family homes
- Population growth (globally)
- Generational change (locally)
- Community service expectation (city hall) (remote?)
- External demands (regional aspects)
- People moving in? What do they want? What do they bring?
- Overdose crisis
- Loss of local businesses
- Increased taxes/Increased fees
- Increasing strata insurance premiums
- Aging strata/rental building reaching end of economic life
- Density
- Seniors squeezed out by rising costs and development
- Long term viability of small community with limited resources
- Future of events – White Rock staples – reduced numbers?
- Loss of family neighbourhoods
- Urbanization (changing character)
- Increasing competition for employee resources
- Consideration of other cultural needs – Indigenous/First Nation consultation – more in-depth
- Huge pressure on our retail from South Surrey
- We are expecting 2000+ more residents needing city services soon
- Travel patterns – impact on tourism – competition within BC
- Post-COVID – instant email access

WATERFRONT

- Business viability – Marine Drive – Uptown
- Waterfront defines us – enhancing experience

INFRASTRUCTURE

- Digital expectations (2-way)
- Digital transformation
- Automation A1
- Aging infrastructure
- Virtual dependency (appointments, education, entertainment, digital access)
- Continued investment in our water system – long range detailed plan on new piping
- Technology upgrades
- Keep up with need to produce information quickly/clearly (new ways/freshen up ways to produce information/more succinct)

ENVIRONMENTAL

- Climate change (sea level)
- More electric vehicles
- Decreasing reliance on hydrocarbons
- Storm sewers in the bay – Little Campbell stock yard
- Changes (+) to create flexibility in community rights

COVID-19

- COVID-19 impact on business and community
- Economy (COVID will impact taxes – loss of jobs)
- National/Provincial debt (economic system – taxation system)
- Working from home – more time in community, more demand on resources
- Our current recreation centers, senior centers and art spaces are too small to host financially sustainable in-person programs and events

PRIORITIES AND RANKING PROCESS:

Participants were then asked to outline their individual wishes for tasks to be advanced/completed within the remaining two years of the council's term. This was led by the top five priorities of each participant, followed by any others. In addition, the process was informed by council and staff's preceding work on significant strategic initiatives which were already established in the current plan – these were automatically included in the list of items for consideration.

After soliciting council and staff input and grouping items by revised 'strategic heading', council members were asked to vote on their top items. **This process resulted in the determination by Council of a further main strategic heading entitled "Economy", which was then incorporated alongside the initial other 5.**

It is not considered staff’s role to adjudicate priorities but merely to advise; accordingly, staff did not participate in voting.

This prioritization, or ‘reduction’ process, used a ranking system, with each council member utilizing five individually coloured voting tokens representing a hierarchy of priority.

Each token represented one vote, but in differing relative priority.

The purpose of assigning values to the individual votes was in order to provide an indication of individual Council members’ depth of passion for any particular item.

CITY OF WHITE ROCK 2020-2022 STRATEGIC PRIORITIES AND INITIATIVES

STRATEGIC PRIORITIES KEY: The numbers in brackets represent the aggregate tally of votes received. This is an indication and an expression of the priority council members individually and collectively afford an item. While every idea is valuable and informative, limited resources and circumstances require choices to be made.

Items in normal typeface received ranking. Items greyed out received no ranking votes relative to higher priority items.

By definition, the individual items without ranking values are not listed in any particular order of priority.

Outcomes are listed and organized under the working headings as follows:

COMMUNITY	ENVIRONMENT	WATERFRONT	INFRASTRUCTURE/ CAPACITY	ECONOMY	COVID-19
DESIRED RESULTS: <i>To be drafted by staff for Council consideration.</i>	DESIRED RESULTS: <i>To be drafted by staff for Council consideration.</i>	DESIRED RESULTS: <i>To be drafted by staff for Council consideration.</i>	DESIRED RESULTS: <i>To be drafted by staff for Council consideration.</i>	DESIRED RESULTS: <i>To be drafted by staff for Council consideration.</i>	DESIRED RESULTS: <i>To be drafted by staff for Council consideration.</i>
INITIATIVES: <ul style="list-style-type: none"> • OCP Review Zoning (31) <ul style="list-style-type: none"> ○ Adoption of Town Centre Urban Design Policy ○ Zoning Bylaw Review ○ Finish the OCP review – 	INITIATIVES: <ul style="list-style-type: none"> • Integrate storm damage environmental capital assets into strategic planning and budgeting process (10) 	INITIATIVES: <ul style="list-style-type: none"> • Improve beach access (22) • Marine Drive – Traffic, revitalization, year-round place for businesses (13) • Playground at beach (5) • West Beach – like east Beach (start) 	INITIATIVES: <ul style="list-style-type: none"> • Complete Renos and accessibility to be addressed at City Hall (8) <ul style="list-style-type: none"> ○ Replacing/Reno City Hall ○ City Hall and the Civic Precinct ○ City Hall/affordable 	INITIATIVES: <ul style="list-style-type: none"> • Complete LEAN study to improve efficiency and realize cost savings (3) • COVID recovery supports businesses • Develop a plan to welcome and 	INITIATIVES: <ul style="list-style-type: none"> • COVID recovery • Reopen all municipal facilities with safety protocols in place • Commit to develop innovative strategies to

<p>community plan/ height/density/ greenspace</p> <ul style="list-style-type: none"> ○ OCP Review ○ OCP Updated – Revised, reflects residents wants, limits height ○ OCP Complete ○ OCP • CAC and CDC and the relationship with developers (10) <ul style="list-style-type: none"> ○ CAC review • Arts Community – First Nations Partner/ Theatre/ Gallery Room/ Revitalize Marine (3) • Redevelopment that respects the community interest • Create a framework for community engagement • Council Policy & Bylaw Review <ul style="list-style-type: none"> ○ Complete Policy Review • Improved Customer Service: E-Agenda – agenda, reports, minutes, Livestream, Action Tracking Report, Voting Records, Electronic Records, Improved Systems/ Easier to navigate • Create permanent event/ gathering space at Five Corners • Parking Task Force <ul style="list-style-type: none"> ○ City Wide Parking Review ○ Clean up parking regulations ○ Implementation of Bylaw 	<ul style="list-style-type: none"> • Implementation of Energy Code and E.V. charging • Semiahmoo Bay Water 	<ul style="list-style-type: none"> • Revitalization of Marine Drive • Help White Rock waterfront businesses <ul style="list-style-type: none"> ○ Every storefront along Marine Drive refurbished and open for business • Waterfront access • Increased Rail Safety • Pier Rebuild (start) <ul style="list-style-type: none"> ○ Get funding for the redevelopment of the White Rock pier ○ Finish rebuilding the pier and west float. 	<p>housing new building</p> <ul style="list-style-type: none"> ○ City Hall upgrade plan • Issue Tracking – resident complaints track work items and resolution (7) • Parks (trees, upgrades, playground) (2) <ul style="list-style-type: none"> ○ Continued maintenance and small improvements of parks and gardens • McCleod Park Plan (1) • Walking improvements • City-wide transportation plan <ul style="list-style-type: none"> ○ Complete Transportation and traffic plan • Build in operational impacts to decision making • Improve City (\$) reporting out (and words) • Video Stream tech at Community Centre • Water Community Advisory Panel • Develop a plan for new spaces for sports, recreation, arts and cultural programs and events • Stormwater Quality upgrades (start) • Review infrastructure upgrade plan • Make better use of technology for parking 	<p>provide services for our new 2000+ residents</p> <ul style="list-style-type: none"> • Economical Dev. Strategy • Develop an economic development strategy 	<p>deliver highest impact to assist community recovery from COVID</p>
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<p>notices and adjudication</p> <ul style="list-style-type: none"> • Committee Review • Open Data Transparency • Smart City Plan Public Engagement • Semiahmoo First Nation <ul style="list-style-type: none"> ○ Continue to build positive relations with SFN ○ Complete outstanding utility agreement and MOU agreement • Garbage review • Multi-family commercial waste pick-up <ul style="list-style-type: none"> ○ Multi-family garbage pick-up ○ Multi-family business garbage pick-up • Multi-family commercial waste pick-up <ul style="list-style-type: none"> ○ Multi-Family Garbage pick-up ○ Multi-Family Business Garbage pick-up 			<ul style="list-style-type: none"> • Provide necessary resources to ensure RCMP Detachment is able to continue service levels – Surrey Municipal • Infrastructure upgrade • Ensure City Facility Infrastructure evaluated and designed to properly locate staff to optimize service levels (City Hall) • Support implementation of IT solutions allowing City to be effective and efficient • Funicular – Connect uptown with Marine Drive 		
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INTERPRETATION:

In this case, the main priorities of council were readily apparent and there was a very high degree of alignment amongst council. This is most desirable but not always the case. This level of clarity is very helpful to the process and no further rounds of reduction or prioritization were undertaken at this stage.

It is critical to understand that some items which weren't recorded, or which didn't receive any ranking, may be because they are considered items which are doing well, having previously been afforded high priority, and are therefore anticipated to be maintained by the organization moving forward as ongoing items of regular business (e.g., things like communication and engagement, etc.). These items are foundational and, therefore, expected in a well-performing council to be necessary, and a given ongoing pervasive priority. Additionally, the special case of COVID-19 assumes a necessary first priority and this is reflected through a new strategic priority heading.

The purpose of corporate strategic planning is not to deal with the approximately 80% (or even more) of the municipality's business and resourcing which is "core"; but to make choices and allocations about the other 20% or so where there is reasonable discretion given available resourcing and constraints. The process informs parties about the scope and breadth of council's interests, but it is ultimately the formal decisions by majority which informs work plans and the budget concerning where limited resources are to be applied moving forward.

To the extent existing work and practices may be seen to be inconsistent with, or not directed towards, the established strategic priorities, staff should be evaluating and making recommendations to council for change. This 'how to' role of staff, versus the 'what if' role of council includes shifts in past business practices, as appropriate (and possible) and ongoing reappraisals regarding value for money and efficacy vis-à-vis the established corporate strategic priorities.

NEXT STEPS

Staff now need to take the raw 'working' headings and make recommendations to council on appropriate descriptors. Many communities like to develop aspirational statements about community goals and council's desired result or objective under each strategic priority.

In White Rock's case, work planning processes are extremely advanced and developed through previous consultations and the recent implementation of its Cascade software initiative. The intention is that staff will, as the next step, take this re-evaluated data and incorporate it in the Cascade system for council consideration and further decision-making. Staff can take the raw information provided on re-evaluated priorities and insert the relevant information in the internal system to further inform council decision-making. Where necessary, broad goals may need to have staff make recommendations on specific initiatives that are considered 'achievable' and consistent with meeting or working towards the desired objective. Non-rated tasks may prove possible at a future date, with council support and, realistically, based on 'low hanging fruit' first.

Ideally all work plan initiatives are to be set out as SMART objectives. That is, to the best extent possible, they should be:

Specific
Measurable
Achievable
Realistic
Timely

At minimum, the approach should set-out an estimate of commencement date and responsibility, with costs and status/completion data to be incorporated as it becomes known and refined. As stated, White Rock is already very much a local government leader in having an advanced and, in fact, cutting edge capacity to undertake this work. The more specificity and focus that can be achieved, the more likelihood of success.

This report is only the first step in council setting its course to be steered in the years ahead. Strategic planning is an ongoing process which requires ongoing reference to the “compass” – the strategic priorities.

In the final analysis and in practice, strategic planning is not what you say but what you do. Having established or re-confirmed its strategic priorities as the ‘what if team’, it is now staff’s responsibility to make recommendations on ‘how to’ work towards the goals, council has set. This means using the established priorities, as refined now at mid-term, to evaluate every initiative against and ultimately to recommend shifting available capacity and resourcing in budgets and work plans.



Finance and Audit Committee

Minutes

November 23, 2020, 5:30 p.m.
City Hall Council Chambers
15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

COUNCIL:

- Mayor Walker
- Councillor Chesney
- Councillor Fathers
- Councillor Johanson
- Councillor Kristjanson
- Councillor Manning
- Councillor Trevelyan

STAFF:

- G. Ferrero, Chief Administrative Officer
- C. Ponzini, Director of Financial Services
- J. Gordon, Director of Engineering and Municipal Operations
- T. Arthur, Director of Corporate Administration
- D. Johnstone, Committee Clerk

1. **CALL TO ORDER (Councillor Kristjanson, Chairperson)**

The meeting was called to order at 5:30 p.m.

1.1 **MOTION TO CONDUCT FINANCE AND AUDIT COMMITTEE MEETING WITHOUT THE PUBLIC IN ATTENDANCE**

Motion Number: 2020-F/A-041 It was MOVED and SECONDED

WHEREAS COVID-19 has been declared a global pandemic;

WHEREAS the City of White Rock has been able to continue to provide

the public access to the meetings through live streaming;

WHEREAS holding public meetings in the City Hall Council Chambers, where all the audio/video equipment has been set up for the live streaming program, would not be possible without breaching physical distancing restrictions due to its size, and holding public meetings at the White Rock Community Centre would cause further financial impact to City Operations due to staffing resources and not enable live streaming;

WHEREAS Ministerial Order No. 192 requires Council carry a motion in order to hold public meetings electronically, without members of the public present in person at the meeting;

THEREFORE BE IT RESOLVED THAT the Finance and Audit Committee (including all members of Council) authorizes the City of White Rock to hold the November 23, 2020 Finance and Audit Committee meeting to be video streamed and available on the City's website, and without the public present in the Council Chambers via electronic means.

Motion CARRIED

2. ADOPTION OF AGENDA

Motion Number: 2020-F/A-042 It was MOVED and SECONDED

THAT the Finance and Audit Committee adopt the agenda for November 23, 2020 as circulated.

Motion CARRIED

3. ADOPTION OF MINUTES

3.1 July 9, 2020 Finance and Audit Committee Meeting Minutes

Motion Number: 2020-F/A-043 It was MOVED and SECONDED

THAT the Finance and Audit Committee adopt the minutes of the July 9, 2020 meeting as circulated.

Motion CARRIED

4. **Water Utility 2021 Rates**

Corporate report dated November 23, 2020 from Director of Financial Services titled "Water Utility 2021 Rates".

The Director of Financial Services provided an overview of the corporate report.

It was clarified that it is difficult to compare the City's water rates to other nearby municipalities, the City has its own water supply. The surrounding municipalities are on Metro Vancouver water.

Motion Number: 2020-F/A-044 It was MOVED and SECONDED

THAT Staff bring forward information that compares the City's water rate to the metro Vancouver rates.

Motion CARRIED

Councillors Chesney and Fathers voted in the negative

Motion Number: 2020-F/A-045 It was MOVED and SECONDED

THAT the Finance and Audit Committee endorse the proposed *Water Services Bylaw, 2015, No. 2117, Amendment No. 9, Bylaw, 2020, No. 2368* which includes a 6.5% increase for 2021.

Motion CARRIED

Councillor Kristjanson and Trevelyan voted in the negative

5. **CONCLUSION OF THE NOVEMBER 23, 2020 FINANCE AND AUDIT COMMITTEE MEETING**

The meeting was concluded at 6:09 p.m.

Mayor Walker

Tracey Arthur, Director of Corporate Administration

PRESENT: K. Wuschke, Chairperson
M. Pedersen
S. Moir
K. Peplow

**NON-VOTING
ADVISORS:** H. Ellenwood, White Rock Museum and Archives

COUNCIL: Councillor Chesney (non-voting)

ABSENT: Chief H. Chappell, Semiahmoo First Nations, Vice-Chairperson

STAFF: C. Isaak, Director of Planning and Development Services
E. Keurvorst, Manager, Cultural Development
K. Sidhu, Committee Clerk

1. CALL TO ORDER

The Chairperson called the meeting to order at 3:32 p.m.

2. ELECTRONIC MEETING PROCEDURES/ BEST PRACTICES

Corporate administration provided an overview of how electronic meetings are to be conducted.

3. ADOPTION OF AGENDA

2020-HHAC-015 **IT WAS MOVED AND SECONDED**

THAT the History and Heritage Advisory Committee adopt the agenda for November 4, 2020 as circulated.

CARRIED

4. ADOPTION OF MINUTES

a) March 4, 2020

2020-HHAC-016 **IT WAS MOVED AND SECONDED**

THAT the History and Heritage Advisory Committee adopts the March 4, 2020 meeting minutes as circulated.

CARRIED

5. HERITAGE DESIGNATION

The Director of Planning and Development Services provided an overview of the Heritage Designation request that was referred from Council to the Committee. The following discussion points were noted:

- The differences between a Heritage Register and Heritage Designation
- The costs associated with building a Heritage Register
- Possibility of brainstorming with other municipalities to discuss their process for Heritage Designations. The City of New Westminster was

- proposed as a possible template as their municipality is of similar size to White Rock
- Staff noted Bylaws that designate three (3) heritage properties in White Rock but noted it is not an official register. It was further noted the costs to set up a Heritage Register would be approximately \$80,000
 - The differences between Heritage Inventory and Heritage Designation
 - The implications of researching Heritage Designations as a resident and not on behalf of the committee
 - It was confirmed that the Elm Street application had been withdrawn for consideration

Action item: The Committee to self-research Heritage Registers and Designations and bring back their findings for discussion at the next meeting.

Action item: Chairperson Washke to send links to Heritage Resource Guide and Community Guide to the Committee Clerk to forward to the Committee.

Action item: Director of Planning and Development Services to send links for more information on Heritage Designations to the Committee Clerk to forward to the Committee.

Action item: S. Moir, Committee Member, to research how other communities establish their Heritage Registers and to report back at the next meeting.

6. OTHER BUSINESS

- H. Ellenwood provided updates on the working group established by the Committee at the March 4th meeting. He noted they have been working in conjunction with the White Rock Museum on Heritage Presentations to teach new residents the history and heritage of the community. The subcommittee has also been partaking in Virtual Walking Tours, these have now been carried forward by the museum who are now working on a series of YouTube videos.
- K. Peplow addressed the progress of an item previously discussed regarding having English and Semiahmoo language on the street signs in White Rock. It was noted this item was in the 2020 Ideas Session.

2020-HHAC-017 **IT WAS MOVED AND SECONDED**

THAT the History and Heritage Advisory Committee refer the 2020 Ideas Session to the 2021 Committee Agenda.

CARRIED

7. INFORMATION

The Committee discussed accomplished and outstanding items listed on the action tracking document.

The Manager of Cultural Development provided an update on Story Maps and presented the link to the Committee:

<https://storymaps.arcgis.com/stories/224419e25785493b8db465911dadebba>

Action item: H. Ellenwood to work with the Manager of Cultural Development on a Story Map for History and Heritage.

14. CONCLUSION OF THE NOVEMBER 4, 2020 HISTORY AND HERITAGE ADVISORY COMMITTEE MEETING

The Chairperson declared the meeting concluded at 5:07 p.m.

K. Wuschke, Chairperson

K. Sidhu, Committee Clerk

Unapproved

- PRESENT:** S. Johnson (Chairperson)
K. Jones (Vice-Chairperson)
D. Bower
S. Doerksen
I. Lessner
D. Stonoga
- COUNCIL:** Councillor Trevelyan (Council representative)
- ABSENT:** J. Yu
- STAFF:** J. Gordon, Director of Engineering and Municipal Operations
C. Ponzini, Director of Financial Services
D. Johnstone, Committee Clerk
K. Sidhu, Committee Clerk
-

1. CALL MEETING TO ORDER

The meeting was called to order at 4:03 p.m.

2. ADOPTION OF AGENDA

2020-WCAP-029 **IT WAS MOVED AND SECONDED**

THAT the Water Community Advisory Panel amends the agenda for November 10, 2020 by:

- Adding Other Business – Item 7.1 – Latest Water Bill and Item 7.2 Public Communications;

AND THAT the agenda be adopted as amended.

CARRIED

3. ADOPTION OF MINUTES

2020-WCAP-030 **IT WAS MOVED AND SECONDED**

THAT the Water Community Advisory Panel adopts the minutes of the October 13, 2020 meeting as circulated.

CARRIED

4. UPDATE ON THE WATER TREATMENT PLANT

The Director of Engineering and Municipal Operations summarized water data results from the City website. It was noted that the format in which water results are provided on the City website has been updated to make it easier for the public to read and understand.

In response to questions from the Panel, staff provided the following information:

- Regeneration took place at the water treatment plant during the summer. Staff will be watching to determine when this will need to take place again. It was noted that with every regeneration, the filter ages. The filter is scheduled for a complete replacement in 2022.

- The City tests for disinfection byproducts twice per year. These results are posted on the City website.

Action Item: Staff to provide information on the most recent water results, graphical representation of metal results and disinfection byproducts to the Panel for information at the first WCAP meeting following receipt of the regularly scheduled test results.

5. UPDATE ON RECOMMENDATIONS TO COUNCIL

Councillor Trevelyan provided an update on the outcome of the Panel's recommendations to Council. It was reported that two (2) of the recommendations sent to Council were referred to the Panel for additional information.

Referred Recommendation #1

THAT the Water Community Advisory Panel recommends that Council consider in the interim until a Development Cost Charges (DCC) Bylaw for the water utility is finalized that the water DCCs be made ratable to Parks and Highways in the current DCC Bylaw.

Staff noted that the DCC Bylaw requires many different layers of approval and is not something that can be pushed through quickly. A large part of the bylaw update revolves around public consultation, which is a challenge during the pandemic. It was further noted that setting rates for water DCCs are dependent on the actual projects taking place in a municipality. Because of this, it is not ratable from municipality to municipality or from one infrastructure area to another.

Discussion ensued, and the Panel reiterated that this should be a top priority for the City. Concerns were expressed that current water users are subsidizing development. Staff provided comment that some water utility assets are being paid for by development through contributed assets and that in 2019, over \$92K had been contributed as per the 2019 Financial Statements.

2020-WCAP-031 **IT WAS MOVED AND SECONDED**

THAT the Water Community Advisory Panel recommends that Council direct staff to expedite the process for the Development Cost Charges Bylaw for the water system separate from the other items to ensure that something is in place for upcoming development.

CARRIED

The Panel inquired if something could be done in the shorter term in order to allocate additional revenue to the water utility. Staff clarified that this would not be possible as funds collected in other utilities have to be used to pay for that utility's assets. It was suggested that if there are projects in the current five (5) year capital plan that are growth specific that these projects be deferred to include them in an updated Water DCC rates bylaw.

Referred Recommendation #2

THAT the Water Community Advisory Panel requests that Council direct staff to provide a report back to the Panel at their next meeting to look into the concept of eliminating water meter sizing in the pricing structure.

The Director of Financial Services discussed this recommendation with the Panel to better understand their overall goals. The Panel noted that previous meetings had been spent working through challenges with the complexity of the rate system and how this would change in a consumption-based model.

It was noted that this recommendation was brought forward to Council in an effort make a change that could be reflected in 2021 rates. Staff noted that such information had been brought to Council in the past and that it had been defeated at that time.

Staff also clarified that a draft Water Rate Bylaw for 2021 would be going to Council at the end of November. Additional changes to the rate structure would not be able to be put into place in time for its adoption. Water rates need to be approved by Council by the end of the year.

The Panel provided the following comments:

- Concerns were expressed on the effect that a consumption-based model could have on businesses and the Peace Arch Hospital, especially during the pandemic.
- Having a better picture on the impacts this change would have on the City is important. The Panel needs to implement changes to the system that make sense for White Rock.
- The importance of public communication with any rate change was stressed.
- It was suggested that eliminating the water meter sizing in the price structure is one change that could be made quickly (staff disagreed with this statement).
- The idea of a phased implementation for a consumption-based model (over a period of two (2) to five (5) years) was discussed.

Action Item: Staff to provide information on the scenario of eliminating water meter sizing in the price structure back to the Panel for discussion at the next meeting.

Action Item: Staff to provide previous reports on water rates to the Panel for information/ review.

Note: Agenda items addressed out of order.

8. WATER COMMUNITY ADVISORY PANEL MEETINGS

The Panel requested that an additional meeting be held for the Panel on Tuesday, December 15, 2020 at 4:00 p.m.

2020-WCAP-032 **IT WAS MOVED AND SECONDED**

THAT the Water Community Advisory Panel defers the following agenda items to the next scheduled meeting:

- Item 6 -Discussion on Water Rates;
- Item 7 -Information;
- Item 7.1 - Latest Water Bill; and,
- Item 7.2 – Public Communication.

CARRIED

K. Jones, Panel member, noted concerns with the lack of clarity on the latest water bill with respect to the final payment date. It was further noted the 2019 Water Report was now available; however, the Panel had not had the chance to review this in advance of it being made public.

It was suggested that further discussion on both items take place at the next Panel meeting (deferred items 7.1 and 7.2).

9. CONCLUSION OF THE NOVEMBER 10, 2020 WATER COMMUNITY ADVISORY PANEL MEETING

The Chairperson declared the meeting concluded at 6:03 p.m.

S. Johnson, Chairperson



D. Johnstone
Committee Clerk

**THE CORPORATION OF THE
CITY OF WHITE ROCK
BYLAW NO. 2368**



A Bylaw to amend the Water Services Bylaw, 2015, No. 2117

The CITY COUNCIL of the Corporation of the City of White Rock, in an open meeting assembled, ENACTS as follows:

1. Replace SCHEDULE A, Section 1 titled “Water Service User Fees” of Water Services Bylaw, 2015, No. 2117 with a new SCHEDULE A.
2. This Bylaw may be cited for all purposes as the “*Water Services Bylaw, 2015, No. 2117, Amendment No. 9, Bylaw, 2020, No. 2368*”.

RECEIVED FIRST READING on the	23	day of	November, 2020
RECEIVED SECOND READING on the	23	day of	November, 2020
RECEIVED THIRD READING on the	23	day of	November, 2020
ADOPTED on the		day of	, 2020

DARRYL WALKER, MAYOR

TRACEY ARTHUR, DIRECTOR,
CORPORATE ADMINISTRATION

**SCHEDULE A
WATER SERVICE FEES**

1. Water Service User Fees

**Single Family
(including duplex, triplex or fourplex dwellings, and bulk water supply)**

Single Family Minimum by meter size	Includes consumption up to	Effective Jan 1, 2020 Per Quarter	Effective Jan 1, 2021 Per Quarter
5/8" meter	1,500 cubic feet	\$ 135.10	\$ 143.90
1" meter	3,900 cubic feet	271.50	289.10
1 1/2" meter	7,500 cubic feet	543.00	578.30
2" meter *	12,000 cubic feet	868.90	925.40
3" meter)	22,500 cubic feet	1,629.20	1,735.10
4" meter	37,500 cubic feet	2,715.40	2,891.90
6" meter	75,000 cubic feet	5,365.70	5,714.50

* Except for the triplex located at 14968, 14972 & 14976 Beachview Ave. This water service account will be charged the equivalent of three (3) Single Family 5/8" meter rates.

Multi Family

Multi Family Minimum	Includes consumption up to	Effective Jan 1, 2020 Per Quarter	Effective Jan 1, 2021 Per Quarter
Per unit	750 cubic feet per unit	\$ 48.20	\$ 51.30

Non Residential Fees (all other account types)

Non Residential Minimum by meter size	Includes consumption up to	Effective Jan 1, 2020 Per Quarter	Effective Jan 1, 2021 Per Quarter
5/8" meter	1,500 cubic feet	\$ 108.60	\$ 115.70
1" meter	3,900 cubic feet	271.50	289.10
1 1/2" meter	7,500 cubic feet	543.00	578.30
2" meter	12,000 cubic feet	868.90	925.40
3" meter	22,500 cubic feet	1,629.20	1,735.10
4" meter	37,500 cubic feet	2,715.40	2,891.90
6" meter	75,000 cubic feet	5,365.70	5,714.50

Excess Consumption Charges (all account types)

Excess consumption above consumption included in minimum, per 100 cubic feet:	\$ 4.10	\$ 4.37
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Pro-rating of Fees

The City reads meters and bills on a quarterly basis. The minimum charges and reading consumption charges will be pro-rated based on the number of days the water service is connected during the billing cycle.

Multi Family consumption per unit

Per unit consumption is calculated by taking the total consumption divided by the number of units.

2. Service Fees for Specified Services Description of Work or Service Amount

Fee	Effective Jan 1, 2020
Application to Confirm Serviceability – Single Family and Duplex	\$ 371
Application to Confirm Serviceability – Multi-Family and Non-Residential	3,290
Application to Confirm Serviceability – Subdivision Development	At Cost
Connection Fee	At Cost
Application for Temporary Water Service	80
Damage Deposit for Hydrant use	714
Temporary Water Connection to Hydrant or Standpipe	53 / day
Unauthorized Use of a Fire Hydrant and/or Standpipe	106
Removal of Unauthorized Water Meter	106
Back-flow Prevention Test Report Filing Fee	35
Testing of Back-flow Prevention Device	265/ device
Non-Compliance Backflow Prevention Device	106
Water Meter Testing Fee	154
Special Meter Readings (readings outside of regular quarterly readings)	58
Disconnection	73
Reconnection after disconnection	73
One Day Water On/Off Fee	53
Water Restriction Exemption Permit	53
Restriction of Water Use - Violation	53

3. Fees for Other Work and Services

The City will charge the Customer a fee for any work or service provided, for which a fee is not specifically prescribed, at the City's costs of providing such work or service. Such costs will include repayment of all moneys expended by the City for gross wages and salaries, administrative costs, employee fringe benefits, and materials, as calculated by the City. The costs will also include any expenditure for equipment rentals at rates paid by the City or set by the City for its own equipment, as well as any other costs that may reasonably arise in providing the service. Labour fees for service call outs after regular working hours will be at the City's overtime fees. Temporary water supply will be charged fees on the basis of meter size in accordance with section 1 of this Schedule.

4. Fees for Undetected Leaks

Where an underground leak is discovered in a Customer's waterworks system (and not the City's Waterworks System), and where the Customer could not reasonably have been expected to be aware of such leak, provided that repairs of the Customer's waterworks system have been carried out to the City's satisfaction within seventy-two (72) hours of discovery of the leak, the City will adjust the Customer's Water Bill so that the Customer would be responsible for paying an amount equal to the Customer's average quarterly bill plus 30% of the "leaked water consumption" up to a maximum of three (3) times the Customer's average quarterly bill. The adjustment would be calculated as follows:

- (a) The "average quarterly bill" is calculated as the average of the Customer's last four (4) quarterly bills before the leak occurred.
- (b) The Customer's "average quarterly water consumption" is calculated by taking the average consumption over the previous twelve (12) months before the leak occurred.
- (c) The "leaked water consumption" is calculated as total consumption recorded by the meter during the quarterly billing period less the Customer's "average quarterly water consumption".
- (d) The Customer's bill would be calculated based on the "average quarterly consumption" plus 30% of the "leaked water consumption" up to a maximum of three (3) times the Customer's "average quarterly bill".

If repairs of the Customer's waterworks system have not been carried out to the City's satisfaction within seventy-two (72) hours of discovery of the leak, the City shall be entitled to charge for such water as per the Water Service User Fees described in Section 1 of this Schedule.

**CORPORATION OF THE CITY OF WHITE ROCK
WATER FUND BUDGET**

	2020	2020	2021	\$ Chg	Budget Projections			
	Projections	Budget	Budget		2022	2023	2024	2025
REVENUE								
Utility Rates	\$ 5,263,390	\$ 5,258,000	\$ 5,605,500	\$ 347,500	\$ 5,969,900	\$ 6,357,900	\$ 6,771,200	\$ 7,211,300
Utility Service Connection Fees	200,000	350,000	300,000	(50,000)	305,000	310,000	315,000	320,000
Grants from Other Governments	-	-	-	-	-	-	333,300	333,300
Capital Contributions and DCC's	-	110,000	119,900	9,900	100,000	110,000	293,000	100,000
Other Revenue	131,150	137,200	166,900	29,700	189,800	213,400	237,800	262,900
Total Revenues	5,594,540	5,855,200	6,192,300	337,100	6,564,700	6,991,300	7,950,300	8,227,500
EXPENSES								
Operating Expenses	2,228,523	2,589,700	2,743,600	153,900	3,148,400	2,715,200	2,813,800	3,311,400
Interest and Bank Charges	681,300	681,300	681,300	-	681,300	681,300	681,300	681,300
Amortization	1,101,000	1,101,000	1,173,000	72,000	1,204,000	1,247,000	1,296,000	1,296,000
Total Expenses	4,010,823	4,372,000	4,597,900	225,900	5,033,700	4,643,500	4,791,100	5,288,700
INCREASE IN TOTAL EQUITY	1,583,717	1,483,200	1,594,400	111,200	1,531,000	2,347,800	3,159,200	2,938,800
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	1,101,000	1,101,000	1,173,000	72,000	1,204,000	1,247,000	1,296,000	1,296,000
Capital Expenses	(1,130,000)	(3,463,000)	(3,267,000)	196,000	(2,812,000)	(1,797,000)	(2,755,000)	(2,275,000)
Debt Retirement	(687,613)	(687,600)	(709,800)	(22,200)	(732,700)	(756,200)	(780,600)	(805,800)
Proceeds on Debt Issuance	7,400	12,300	-	(12,300)	-	-	-	-
Transfer from/(to) Other Funds	(75,400)	(75,400)	(39,800)	35,600	305,800	(112,600)	(112,900)	(113,300)
Internal Charges	(475,000)	(475,000)	(485,000)	(10,000)	(495,000)	(505,000)	(515,000)	(525,000)
CHANGE IN FINANCIAL EQUITY (Reserve	324,104	(2,104,500)	(1,734,200)	370,300	(998,900)	424,000	291,700	515,700
Financial Equity , beginning of year	5,163,617	5,163,617	5,487,721	324,104	3,753,521	2,754,621	3,178,621	3,470,321
FINANCIAL EQUITY (Reserves), end of year	\$ 5,487,721	\$ 3,059,117	\$ 3,753,521	\$ 694,404	\$ 2,754,621	\$ 3,178,621	\$ 3,470,321	\$ 3,986,021

WATER FUND CAPITAL BUDGET

CAPITAL EXPENSES								
Water Infrastructure	\$ 1,130,000	\$ 3,463,000	\$ 3,267,000	\$ (196,000)	\$ 2,812,000	\$ 1,797,000	\$ 2,755,000	\$ 2,275,000
Total Capital Expenses	\$ 1,130,000	\$ 3,463,000	\$ 3,267,000	\$ (196,000)	\$ 2,812,000	\$ 1,797,000	\$ 2,755,000	\$ 2,275,000
FUNDING SOURCES								
Reserve Funds	\$ 1,122,600	\$ 3,340,700	\$ 3,147,100	\$ (193,600)	\$ 2,712,000	\$ 1,687,000	\$ 2,128,700	\$ 1,841,700
Development Cost Charges	-	10,000	10,000	-	-	10,000	93,000	-
Long Term Debt	7,400	12,300	-	(12,300)	-	-	-	-
Grants from Other Governments	-	-	-	-	-	-	333,300	333,300
Contributions	-	100,000	109,900	9,900	100,000	100,000	200,000	100,000
Total Capital Funding	\$ 1,130,000	\$ 3,463,000	\$ 3,267,000	\$ (196,000)	\$ 2,812,000	\$ 1,797,000	\$ 2,755,000	\$ 2,275,000

**THE CORPORATION OF THE
CITY OF WHITE ROCK
BYLAW 2369**



A Bylaw to impose fees and charges for various services offered by the City that are not included in any other City Bylaw.

The Council of the City of White Rock, in open meeting assembled, enacts as follows:

1. Definition

1.1 In this bylaw, the following definition applies:

City means the City of White Rock

2. Bylaw Duration

2.1 The fees and charges are set out in this bylaw for the year 2021.

2.2 “2021 Fees and Charges Bylaw, 2020, No. 2369” will take effect the date this bylaw is adopted. If a new bylaw regarding Fees and Charges has not been adopted by January 1, 2022, the fees and charges contained in this bylaw will continue to remain in effect until a new bylaw on this matter has been adopted by City Council.

3. Fees and Charges Schedules

3.1 A person will pay the specified fees / charges for services set out in the following schedules which are attached to and form part of this bylaw:

Schedule A	Planning and Development Services
Schedule B	Engineering and Municipal Operations
Schedule C	RCMP
Schedule D	Centennial Park Leisure Centre - Arena Facility Rental
Schedule E	Centennial Park Leisure Centre – Hall / Lounge / Boardroom / Recreation Room Facility Rentals
Schedule F	Centre for Active Living - Facility Rental
Schedule G	Kent Street Activity Centre - Facility Rental
Schedule H	White Rock Community Centre - Facility Rental
Schedule I	Centennial Park Leisure Centre - Outdoor
Schedule J	Recreation and Culture - Miscellaneous
Schedule K	Financial Services
Schedule L	Photocopies, Mapping and Computer Information
Schedule M	Fire Rescue

4. **Tax**

4.1 Unless specifically indicated otherwise, the fees and charges in this bylaw are subject to applicable taxes.

5. **Further Fees / Charges Considerations**

5.1 In addition to paying the facility rental fee or filming fee, a person must also provide liability insurance to rent a facility listed in **Schedules D – J** or film on City property as in **Schedule J** by:

- (a) paying the City an insurance liability premium according to the User Group Rating Schedule provided by the City's insurance provider; or
- (b) naming the City as a co-insured on the liability insurance policy, valued at least \$5 million, and providing the City with proof of coverage.

6. **Refunds (when applicable) and Cancellations**

6.1 For a facility rental fee in Schedules D – J the City may issue a refund of 100% if the refund is requested at least 14 days before the actual booked date.

6.2 For a facility rental fee in Schedules D – J the City will not issue a refund, if:

- a) the refund is requested less than 14 days before the actual booked date; and/or;
- b) the booked date has previously been amended; and/or;
- c) there is inclement weather that affects the booking for outdoor special events.

In these circumstance only the damage deposit is refundable.

6.3 Three months advance notice is required to cancel an ongoing facility user contract.

6.4 The City of White Rock Recreation and Culture Department reserves the right to cancel bookings at any time, with a full refund of funds paid.

7. **Repeal of Bylaws**

7.1 City of White Rock "2020 Fees and Charges Bylaw, 2020, No. 2318" and all its amending bylaws are repealed as of the date this bylaw is adopted.

8. **Severability**

8.1 If a portion of the bylaw is held invalid by a Court of competent jurisdiction, the invalid portion must be severed and the remainder of this bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phrase.

9. **Citing**

9.1 This Bylaw may be cited as the “*2021 Fees and Charges Bylaw, 2020, No. 2369*”.

RECEIVED FIRST READING on the ___ day of December 2020

RECEIVED SECOND READING on the ___ day of December 2020

RECEIVED THIRD READING on the ___ day of December 2020

RECONSIDERED AND FINALLY ADOPTED on the ___ day of December 2020

Mayor

City Clerk

Schedule 'A'
PLANNING and DEVELOPMENT SERVICES

ITEM	2021	
Building Code Initial Alternative Solution	\$662	
Building Code subsequent Alternative Solution - each	\$220	
Change of Address	\$585	
Letter of Enquiry		
• Residential	\$165	
• Multi-family or commercial	\$649	
Noise Bylaw Extension of Hours – Admin Fee	\$270	
Property File Research and Copies		
• Research and first printed copy	\$16	
• Each additional copy	\$5.30	
• Copies on disc or flash drive (excluding print cost)	\$22	
Building Permit Plans (Architectural Drawing Size)		
• Each page of Print/Copy	\$5.30	
Property Site Survey Certificate	\$21	
Sidewalk Use License – per square foot *	\$4	
Sidewalk Use Agreement Application	\$172	
Other Fees		
• Accessory registered secondary suite in conjunction with a new house building permit registration	\$250	
• All other secondary suite registrations	\$330	
• Underground Oil Storage Tank Removal documentation	\$227	
Building Permit Application Fees:		
Building permits involving addition or alterations to existing buildings	\$209	
Building permits to construct new single or two family dwellings	\$750	
Building permits to construct other than single or two family dwelling, a	Minimum \$209	
fee equal to 50% of the estimated permit fee	Maximum \$7,500	
<i>Building Permit Application Fees will be credited to the building permit fee at Building Permit issuance, but is non-refundable if permit is not issued.</i>		
Building Permit Fees:		
Range of “Construction Value”	Initial Fee	Additional fee per \$1,000 or part thereof
\$0 to \$1,000	\$209.00	
\$1,001 to \$100,000	\$209.00	18.40
\$100,001 to \$250,000	\$2,030.60	14.30
\$250,000 and over	\$4,175.60	12.20
NOTES:		
The current edition of the Marshal Valuation Service or the Marshall and Swift Residential Cost Handbook may be used by the Building Official to determine the “Construction Value” of the work for the purpose of assessing permit fees.		
Any Building Permit fee payable shall be reduced by 2.5% to a maximum reduction of \$500.00 where any aspect of the construction of the proposed building or alteration is under the review and Letters of Assurance of a CRP – Coordinating Registered Professional.		

**Schedule 'A' Continued
 PLANNING and DEVELOPMENT SERVICES**

ITEM	2021
Other Building Permit Related Fees	
• Extension of Building Permit	\$216
• Creation of New Civic Address	\$587
• Building Permit Transfer	\$378
• Re-review of Plans Fee - per hour	\$270
• Building Move Fee	\$216
• Digital Archive Fee – per page	\$5.30
• Re-Inspection Fee	\$270
• Commercial Cooking Facility (NFPA 96) - Plan Review and Inspection Fee	\$405
Demolition Permit	
• Accessory Building	\$87
• SFD/Duplex	\$1,136
• Commercial/Multi-Family	\$1,352
Plumbing Permit Fees	
• First Fixture	\$82
• Each Additional Fixture	\$44
• First Zone for Hydronic Heating System	\$82
• Each Additional Zone for Hydronic Heating System	\$44
• First Sprinkler Head	\$82
• Each Additional Sprinkler Head to 100	\$5.30
• Each Additional Sprinkler Head over 100	\$3.20
• Each Fire Hydrant	\$49
• Each Standpipe	\$49
• Each Hose Valve	\$49
• Fire Department Connection	\$49
• SFD/Duplex Sanitary Sewer	\$82
• SFD/Duplex Storm Sewer	\$82
• SFD/Duplex Water Service	\$82
• MFD/Commercial Sanitary Sewer first 30m	\$142
• MFD/Commercial Storm Sewer first 30m	\$142
• MFD/Commercial Water Service first 30m	\$142
• Each Additional 30m of Commercial Sanitary Sewer, Storm Sewer, or Water Service or part thereof	\$69
• Each Sump, Manhole, or Catch Basin	\$69
• Re-Inspection Fee	\$270
• Non-compliance Inspection Fee	\$270
• Special or Other Inspection Fee	\$270

* Pro-rated based on license coverage dates for seasonal licenses.

Schedule 'B'
ENGINEERING and MUNICIPAL OPERATIONS

ITEM	2021	
<ul style="list-style-type: none"> • Kitchen – large (lined) – per 5 pack • Kitchen – small (lined) – per 10 pack • Yard - per 5 pack 		\$6.80 \$5.40 \$4.60
Roll Outs (for eligible locations of 6 or less units)		\$163
Curbside Blue or Red Recycling Boxes		\$5
Surplus Household Waste Decals		\$5
Parks Dedication Program	Initial	Renewal
<ul style="list-style-type: none"> • Bench • Drinking Fountain • Light Standard • Picnic Table 	\$4,080 \$7,000 \$3,162 \$7,000	\$2,040 \$3,500 \$1,581 \$3,500
Parks Dedication Program – Replacement Plaques		\$235
Road and Right of Way Fees		
<ul style="list-style-type: none"> • Road and ROW Administration Fee • Road and ROW Re-Inspection Fee • Road and ROW Alteration Permit Fee • Road and ROW Use Permit Fee • Road and ROW Use Fees – per linear meter per week <ul style="list-style-type: none"> • Walkway/pathway • Boulevard • Arterial • Collector • Local Road 		\$56 \$265 \$714 \$224 \$2.00 \$1.00 \$7.00 \$5.00 \$3.00
Servicing Agreement Fees		
<ul style="list-style-type: none"> • Application fee • Extension fee 		\$3,060 \$357
<ul style="list-style-type: none"> • Latecomer Agreement Application Fee 		\$3,060
Engineering Administration Fees on Service Agreements		
<ul style="list-style-type: none"> • First \$250,000 of estimated construction cost • Next \$250,000 of estimated construction cost • Remaining estimated cost exceeding \$500,000 		4.24% 2.65% 1.59%

Schedule 'C'
RCMP

ITEM	2021
Accident Reports (MV6020's) copies for ICBC	\$65
Request for information relating to Thefts/B & E's etc. received from insurance companies	\$65
Police Certificates (Form 1868)	\$65
Court Ordered File Disclosure Copy of File (Notice of Motion)	
• Flat Fee	\$65
• Per Page	\$0.50
• Shipping	\$10
Police Information Checks	\$65
• Volunteers – live in White Rock and volunteer in either White Rock or South Surrey (requires letter from agency)	n/c
• Students – for school or training program (requires letter from the agency/school)	n/c
Photograph	\$2
CD of Photograph	\$5
Fingerprints	\$65
Traffic Analyst Report	\$175
Field Drawing Reproduction	\$65
Mechanical Inspection Reproduction	\$65
Crash Data Retrieval Report – Black Box	
• (Non ICBC request)	\$175
• (ICBC request)	\$65
Field Drawing Reproduction	\$65
Scale Drawing Reproduction	\$65
Measurements – Provided by Member	\$65
Confirmation Letter	\$65

Schedule 'D'
CENTENNIAL PARK LEISURE CENTRE
ARENA
Facility Rental

ITEM	Aug 2020 to Apr 2021 Per Hour unless otherwise stated	Aug 2021 to Apr 2022 Per Hour unless otherwise stated
Ice Rentals (Non-Subsidized)		
• Prime Rate	\$323	\$332
• Non-Prime Rate	\$246	\$254
• Statutory Holiday Rate	\$370	\$381
Ice Rentals (Partially Subsidized)		
• Prime Rate	\$154	\$158
• Non-Prime Rate	\$87	\$90
• Statutory Holiday Rate	\$228	\$235
Ice Rentals (Bonus Days)		
• Minor Hockey Tournament (all hours)	\$228	\$235
• Minor Hockey Bonus Days & Ringette Tournament (all hours)	\$87	\$90
• Hockey School (non-profit or WR Rec and Culture (all hours)	\$155	\$160
• Skills Academy (school hours)	\$75	\$78
• School/Family Skates (all hours)	\$123	\$127
• Figure Skating (three Special Event/Test Days)	\$87	\$90
• White Rock Adult Hockey League	\$268	\$276
ITEM		Apr 2021 to August 2021 Per Hour unless otherwise stated
Dry Floor		
• Minor Lacrosse, Ball Hockey, Roller Hockey (includes non-profit)		\$74
• Adult Lacrosse, Ball Hockey, Roller Hockey (includes non-profit) before 9p.m.		\$107
• Adult Lacrosse, Ball Hockey, Roller Hockey (includes non-profit) after 9 p.m.		\$74
• Special Event Days (one Tournament – 3 days max)		\$74
• Dances/Major Events (8 hours)		\$1,045
• Commercial Dry Floor (not-subsidized)		\$164
• Statutory Holiday		\$110

Schedule 'E'
CENTENNIAL PARK LEISURE CENTRE
HALL/LOUNGE/BOARDROOM/RECREATION ROOM

Facility Rental

ITEM	2021 Per Hour unless otherwise stated
Hall	
• Commercial Rate	\$56
• Not for Profit Rate	\$38
• Wedding Parties (1:30 pm – 1:00 am)	\$513
• Private Rental	\$48
• Deposit for Key/Access	\$38
• Statutory Holiday (min 2 hours)	\$67
Lounge	
• Commercial Rate	\$44
• Not for Profit Rate	\$26
• Wedding Parties (with Hall rental (1:30 pm – 1:00 am))	\$102
• Private Rental	\$39
• Deposit for Key/Access	\$38
• Statutory Holiday (min 2 hours)	\$55
Boardroom	
• Commercial Rate	\$33
• Not for Profit Rate	\$20
• Private Rental	\$29
• Deposit for Key/Access	\$38
• Statutory Holiday (min 2 hours)	\$43
• Monthly Rate	\$484
Recreation Room	
• Commercial Rate	\$44
• Not for Profit Rate	\$31
• Private Rental	\$39
• Deposit for Key/Access	\$38
• Statutory Holiday (min 2 hours)	\$55

Schedule 'F'
CENTRE FOR ACTIVE LIVING
Facility Rental

ITEM	2021 Per Hour
Cardio Gym	
• Commercial Rate	\$94
• Not for Profit Rate	\$58
• Private Rental Rate	\$77
• Statutory Holiday (min 2 hours)	\$104
Fitness Studio	
• Commercial Rate	\$57
• Not for Profit Rate	\$38
• Private Rental Rate	\$50
• Statutory Holiday (min 2 hours)	\$67
Education Room	
• Commercial Rate	\$51
• Not for Profit Rate	\$33
• Private Rental Rate	\$42
• Statutory Holiday (min 2 hours)	\$58

Schedule 'G'
KENT STREET ACTIVITY CENTRE
Facility Rental

ITEM	2021 Per Hour
Auditorium	
• Commercial Rate	\$94
• Not for Profit Rate	\$58
• Private Rental Rate	\$77
• Statutory Holiday (min 2 hours)	\$104
Classroom	
• Commercial Rate	\$65
• Not for Profit Rate	\$52
• Private Rental Rate	\$56
• Statutory Holiday (min 2 hours)	\$75
ITEM	2021 Per Year
Kent Street Activity Centre Membership Fees	
• Adult	\$41

Schedule 'H'
WHITE ROCK COMMUNITY CENTRE
Facility Rental

ITEM	2021 Per Hour unless otherwise stated
Presentation Room ABC with Lobby	
• Commercial Rate	\$221
• Not for Profit Rate	\$137
• Wedding Parties (11:30am – 11:00pm)	\$2,204
• Private Rental Rate	\$188
• Statutory Holiday (min 2 hours)	\$232
Presentation Room ABC	
• Commercial Rate	\$191
• Not for Profit Rate	\$114
• Private Rental Rate	\$164
• Statutory Holiday (min 2 hours)	\$201
Hall A, B, or C	
• Commercial Rate	\$65
• Not for Profit Rate	\$42
• Private Rental Rate	\$56
• Statutory Holiday (min 2 hours)	\$75
Art Room	
• Commercial Rate	\$49
• Not for Profit Rate	\$32
• Private Rental Rate	\$43
• Statutory Holiday (min 2 hours)	\$59
Gallery	
• Commercial Rate	\$59
• Not for Profit Rate	\$38
• Private Rental Rate	\$52
• Statutory Holiday (min 2 hours)	\$69
Studio	
• Commercial Rate	\$59
• Not for Profit Rate	\$38
• Private Rental Rate	\$52
• Statutory Holiday (min 2 hours)	\$69
Kitchen	
• Commercial Rate / hour	\$65
• Damage Deposit	\$572
• Statutory Holiday (min 2 hours)	\$75

Schedule 'I'
CENTENNIAL PARK LEISURE CENTRE
Outdoor

ITEM	2021 Per Hour
Lacrosse Box <ul style="list-style-type: none"> • Youth – non-profit • Adult – non-profit • Private • Commercial – adult or youth 	n/c \$8.00 \$13.25 \$19.00
ITEM	2021 Per Hour
Sports Fields & Ball Diamond Rentals <ul style="list-style-type: none"> • Youth – non-profit • Adult – non-profit • Commercial – adult or youth 	n/c \$16.00 \$24.50
ITEM	2021 Per Season
Advertising Boards <ul style="list-style-type: none"> • Taylor Box, per season (Mar-Feb) • Centennial Park Ball Diamond, per season (Apr-Mar) 	\$292.00 \$292.00

Schedule 'J'

RECREATION AND CULTURE - PROGRAM AND MISCELLANEOUS FEES

ITEM	2021
<p>Activity and Program Fees</p> <ul style="list-style-type: none"> Registered and drop-in program rates will be set to cover all costs including; labour, materials and supplies, facilities and administrative. Surveys and promotions may occasionally offer a discount. <p>Developmental and Partnership Programs</p> <ul style="list-style-type: none"> New activities or programs may be initially offered at a loss to encourage and promote interest Activities and programs with limited users but important to community mandates may be subsidized to ensure public access Partnership programs have external partners so standard fees and charges may not apply 	
<p>Advertising Fees – Recreation Guide</p> <ul style="list-style-type: none"> The price of advertisements are based on the: size, color, and placement and are subject to the overall design of the recreation guide. In determining fees for each publication, the City uses a cost recovery method, including costs to produce and distribute the recreation guide. Therefore, fees can vary from guide to guide. Frequent advertisers (those that advertise in the Spring/Summer and Fall issues will receive a 10% discount on their Winter advertisement). 	
<p>Miscellaneous Fees</p> <ul style="list-style-type: none"> Attendant Fee Contract Amendment Fee per Occurrence Deposit for Key/Access 	<p style="text-align: right;">\$30 \$28 \$38</p>
<p>Miscellaneous Rentals</p> <ul style="list-style-type: none"> Food Cart Pad Rental – per square foot – per year Food Cart Pad Power Fee – per year Bayview Park Plaza Rental (per 3 hour time slot) 	<p style="text-align: right;">\$4.10 \$102 \$264</p>
<p>Filming Fees</p> <ul style="list-style-type: none"> Filming Application Fee (includes one day of filming) Filming Fee - Additional Days – per day Operations Site Supervisor, RCMP or Fire Personnel Pay Parking stalls Other Street Parking per space per day Street Use Fee for (30m or 100ft) per day Pier per day Location on Promenade per day Sidewalk Site – per location per day Other City Park or Land Site per day City Building Site per day unless hourly rate applies 	<p style="text-align: right;">\$318 \$106 Cost recovery Current hourly rate \$13 \$58 \$1,165 \$843 \$473 \$582 \$453</p>

Schedule 'K'
FINANCIAL SERVICES

ITEM	2021
Property Tax information (Tax Certificate)	
• property owners	n/c
• requested online	\$37
• requested at City Hall	\$58
• Reprinting Copies of prior period Tax Notices or Water Utility Bills - each	\$2
Property Tax information to Mortgage Companies (per property)	\$41
Returned Payment fee	\$35
Refund Fee	\$25
Transfer between accounts fee (Property Tax & Utility)	\$10
Apportionments (per property)	\$41
Electronic copy of annual property tax information for Fraser Valley Real Estate Board (per property)	\$0.04
Accounts receivable administration fee on billable services	15% (min \$15, max \$200)
City of White Rock Flag	\$120

Schedule 'K'
FINANCIAL SERVICES - Continued

ITEM	2021
Waterfront Pay Parking	
<ul style="list-style-type: none"> • The following waterfront rates are per hour from 10:00 am – 12:00 midnight unless otherwise stated • A 4-hour maximum stay applies to the prime parking area (Oxford St. to Hump), with the exception of the Montecito and the West Beach Parkades. • WINTER SEASON – November to January <ul style="list-style-type: none"> - Monday to Friday - Saturday and Sunday - Daily Weekend Rate for Montecito and West Beach Parkades • SHOULDER SEASON – October, February and March <ul style="list-style-type: none"> - Daily Rate for Montecito and West Beach Parkades • SUMMER SEASON – April to September <ul style="list-style-type: none"> - High Demand Zones – all lot and on-street waterfront parking locations (including the parkades), except for locations west of Oxford Street - Value Priced Zone – all lot and on-street waterfront parking locations west of Oxford Street - Daily Rate for Montecito and West Beach Parkades 	<p>FREE</p> <p>FREE</p> <p>FREE</p> <p>\$2.00</p> <p>\$7.50</p> <p>\$3.75</p> <p>\$3.25</p> <p>\$15.00</p>
<ul style="list-style-type: none"> • Centennial Arena Pay Parking • In effect 24 hours per day – rate is per day 	<p>\$2.00</p>
<ul style="list-style-type: none"> • Peace Arch Hospital Pay Parking • In effect 10:00 am – 12:00 midnight – rate is per hour 	<p>\$2.50</p>
Note: all pay parking rates are inclusive of applicable taxes	
Parking Decals (4 hours maximum in pay parking stalls)	
<ul style="list-style-type: none"> • Centennial Park/Arena • Resident • Non - Resident Commercial Property** • Merchant Decals (on Marine Dr & Vidal St)** • Residential Decals (specific properties on Marine Dr)** • Replacement Decal 	<p>\$17</p> <p>\$48</p> <p>\$148</p> <p>\$355</p> <p>\$315</p> <p>\$5</p>
**These decals pertain to specific properties - see staff for guidelines	
Montecito Complex Parkade – Reserved Stall Parking Rate (decals are sold annually)	\$144 / month
Reserved Stall Additional Decals	\$30

Schedule 'K'
FINANCIAL SERVICES - Continued

ITEM	2021
Resident Parking Permits for use in areas designated as Permit Parking Only (maximum 4 per dwelling unit) <ul style="list-style-type: none"> • Parking Permit • Replacement Parking Permit 	 \$12 \$12
Temporary Construction Period Permit Up to two (2) permits are available to residents and up to four (4) permits to each church on the 1300 block of Foster Street, exempting them from the two (2) hour parking limit on weekdays from 8am to 6pm, on the west side of the street and on the east side of the street adjacent to 1368 Foster Street only, as indicated by the signage.	
<ul style="list-style-type: none"> • Temporary Construction Period Permit 	 \$1

Schedule 'L'
PHOTOCOPIES, MAPPING AND COMPUTER INFORMATION

ITEM	2021
Mapping Data	
<ul style="list-style-type: none"> • Zoning Maps set • large • small • sheet • menu size drawing (11" x 17") B&W • City contour map (24" x 68") • small street map (11" x 34") • standard (24" x 36") engineering drawing B&W 	<p>126</p> <p>\$67</p> <p>\$32</p> <p>\$26</p> <p>\$32</p> <p>\$19</p> <p>\$14</p> <p>\$6</p>
Photocopies and Prints	
Black & White	
<ul style="list-style-type: none"> • 8½" x 11" or 8½" x 14" single-sided • 8½" x 11" or 8½" x 14" double-sided • 11" x 17" single-sided • 11" x 17" double-sided 	<p>\$0.40</p> <p>\$0.70</p> <p>\$1.20</p> <p>\$2.50</p>
Colour	
<ul style="list-style-type: none"> • 8½" x 11" or 8½" x 14" single-sided • 8½" x 11" or 8½" x 14" double-sided • 11" x 17" single-sided • 11" x 17" double-sided 	<p>\$1.30</p> <p>\$2.50</p> <p>\$2.50</p> <p>\$4.90</p>
Annual Report	
<ul style="list-style-type: none"> • Black and White • Colour 	<p>\$5.20</p> <p>\$10.40</p>
Council and Committee Agenda Packages	
Black and White only (double sided)	
<ul style="list-style-type: none"> • 1-300 pages • 1-300+ pages* <p>*Note: As per Council and Committee Procedure Bylaw, 2018, 2232, five (5) copies of each agenda are printed and available for the public free of charge on a first come, first serve, basis. Once those agendas have been picked-up, the above fees shall apply.</p>	<p>Free</p> <p>\$10.40</p>

Schedule 'M'
FIRE AND RESCUE

ITEM	2021
Burning	
Outdoor burning violation	
• first offence	\$112
• each offence thereafter	\$224
Non-compliance of residential fireplace/woodstove burning	
• first offence	\$112
• each offence thereafter	\$224
Fire Prevention	
Fire Safety Plan Review	
• first 2 hours	\$169
• per hour thereafter	\$84
Re-Inspection of outstanding violations (each occurrence)	\$112
Requested Inspection	\$112
Contact	
Failure to comply with requirement for contact person	
• first non-compliance	\$112
• second non-compliance	\$224
• per hour standby charge	\$281
Fire Investigation of incident over \$5,000 in damage	\$561
Comfort Letter	\$169

**THE CORPORATION OF THE
CITY OF WHITE ROCK
BYLAW 2367**



A Bylaw to Establish
An Affordable Housing Reserve Fund

The CITY COUNCIL of the Corporation of the City of White Rock, in an open meeting assembled, ENACTS as follows:

Interpretation

1. In this bylaw,

“Fund” means the Affordable Housing Reserve Fund established by this Bylaw; and

“special needs or non-market affordable housing” means dwelling units where the either the eligible tenants or the maximum rents for the dwelling units, or both, are established through a Housing Agreement Bylaw or a covenant pursuant to section 219 of the *Land Title Act*.

Establishment of Affordable Housing Reserve Fund

2. There is established a reserve Fund to be known as the “Affordable Housing Reserve Fund” for the specified purpose of receiving monies and expending monies for capital contribution to the provision of special needs or non-market affordable housing.

Use of the Fund

3. Except as provided in section 189 of the *Community Charter*, the only purpose for which funds from this Fund may be expended is for capital contribution to the provision of special needs or non-market affordable housing.

Severability

4. If a portion of this bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed and the remainder of this bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause or phrase.

Citation

5. This Bylaw may be cited for all purposes as the "*Affordable Housing Reserve Fund Bylaw, 2020, No. 2367*".

RECEIVED FIRST READING on the _____ day of _____
RECEIVED SECOND READING on the _____ day of _____
RECEIVED THIRD READING on the _____ day of _____
ADOPTED on the _____ day of _____

MAYOR

DIRECTOR OF CORPORATE
ADMINISTRATION



The Corporation of the District of Saanich | Mayor's Office
770 Vernon Avenue Victoria BC V8X 2W7 | T 250-475-5510 | F 250-475-5440 | www.saanich.ca

November 24, 2020

VIA EMAIL: Marc.Miller@parl.gc.ca

The Honourable Marc Miller
Minister of Indigenous Services
House of Commons
Ottawa, ON K1A 0A6

Dear Minister Miller:

Re: Support for Recognizing September 30 as National Day of Truth and Reconciliation

On November 23, 2020, Saanich Council considered a Report to Council from Mayor Haynes dated November 6, 2020 and resolved:

1. *"That Council endorse the letter of support addressed to the Federal Minister of Indigenous Services, copying the British Columbia Ministry of Indigenous Relations and Reconciliation, to encourage making September 30 a statutory holiday marking a national day of remembrance of residential school Survivors of Canada; and*
2. *That Council provide the report to other local governments within British Columbia."*

On behalf of Saanich Council, I write to you to encourage royal assent of Bill C-5 for recognition of September 30 as a statutory national holiday for Truth and Reconciliation. This national holiday would acknowledge residential school survivors and recognize the harms that 150,000 children experienced in 139 residential schools across Canada. The last residential school in our country did not close its doors until 1996.

In the words of residential school survivor, Eddy Charlie, "This Bill will help increase the rights of Canada's Indigenous peoples, including rights to self, determination, lands and languages, and by having this Bill passed it will create an opportunity for all Canadians to celebrate equality."

We encourage the federal government to pass Bill C-5 to show that our nation is serious about recognizing the harms experienced by Indigenous peoples of Canada. The Bill emphasizes the rights of Indigenous peoples to maintain and strengthen their own institutions, cultures, and traditions, and to pursue their development in keeping with their own needs and aspirations.

Thank you for the opportunity to comment and hope that you will support Saanich Council's resolution. Please do not hesitate to contact me if you require further information.

Sincerely,

Fred Haynes
Mayor

Atta.

c. Saanich Council
BC Ministry of Indigenous Relations and Reconciliation
Cristina Caravaca, Senior Manager of Community Services, Parks, & Recreation
Eddy Charlie



The Corporation of the District of Saanich

Report

To: Mayor and Council
From: Fred Haynes, Mayor
Date: November 6, 2020
Subject: Recommendation of Support – September 30 as National Day for Truth and Reconciliation

RECOMMENDATION

That Council:

1. Endorse the attached draft letter of support addressed to the Federal Minister of Indigenous Services, copying the British Columbia Ministry of Indigenous Relations and Reconciliation, to encourage making September 30 a statutory holiday marking a national day of remembrance of residential school Survivors of Canada; and
2. share this report with other local governments within British Columbia.

BACKGROUND

On September 28, 2020, Saanich Council presented a proclamation to residential school Survivor Eddy Charlie and Kristin Spray declaring September 30, 2020 Orange Shirt Day in Saanich. Eddie Charlie has since approached Saanich Council requesting a letter of support to encourage the federal government to establish September 30 as National Day for Truth and Reconciliation.

September 30 is symbolically named for the orange shirt Phyllis Webstad's grandmother gave to her on her first day of residential school. The shirt was immediately taken from her upon arrival at the school and never returned.

Approximately 150,000 Métis, Inuit and First Nations children were sent to residential schools between the 1860s and the 1990s, with the last residential school operating until 1996.

Assembly of First Nations National Chief Perry Bellegarde said, "Canada's Residential Schools were an attempt at genocide, they had a severe negative impact on our cultures, our nations, our languages, and for reconciliation to occur, Canada must right this wrong and help the former students and our nations recover and heal from this tragic history."

On September 29, Minister of Canadian Heritage Steven Guilbeault introduced House Government Bill C-5, seeking to establish a National Day for Truth and Reconciliation.

"An Act to amend the Bills of Exchange Act, the Interpretation Act and the Canada Labour Code (National Day for Truth and Reconciliation)."

Bill C-5 would amend certain Acts to make a National Day for Truth and Reconciliation, observed on September 30. This national holiday would seek to honour Survivors, their families, and communities, and ensure public recognition of the disturbing history and legacy of residential schools. The reconciliation process requires this recognition of the harms committed against First Nation, Inuit and Métis people.

CONCLUSION

Endorsement of the above-noted recommendations acknowledges the past and ongoing harm residential schools inflicted on Canada's Indigenous people, and the necessity of reconciliation to build a more inclusive Canada.

Prepared by



Fred Haynes
Mayor

FH/m

Attachment

Mr. Tracey Arthur, City Clerk
City of White Rock
15322 Buena Vista Avenue
White Rock, BC V4B 1Y6

Dear Mr. Arthur:

Food Flows in Metro Vancouver: Study Results

At its July 3, 2020 regular meeting, the Board of Directors of the Metro Vancouver Regional District (Metro Vancouver) adopted the following resolution:

That the MVRD Board receive for information the report dated May 20, 2020, titled "Food Flows in Metro Vancouver: Study Results, and direct staff to circulate the report to all member jurisdictions and post-secondary institutions in the region involved in food and agriculture.

The "Food Flows in Metro Vancouver", is a unique study that describes the movement of food across the regional district boundaries including imports, exports and the method used to transport the basic food commodities. The data compiled was used to estimate the British Columbia and Metro Vancouver food supply, which is based on the food consumed locally. An Executive Summary of the study and the staff report is enclosed in this letter for your information. Further details are available in the technical report, which is posted on the Metro Vancouver website (www.metrovancover.org, search "Food Flows in Metro Vancouver").

The results of the study revealed that Metro Vancouver is a food distribution hub for British Columbia. Our food distribution system is dependent on goods movement, particularly the trucking industry, moving imported fruits and vegetables from the United States. While our region is a distribution hub for imported food, a third of BC's food supply is sourced from within the Province.

Overall, we are sharing these results so that the data can be used to inform other studies related to regional land use planning, goods movement, emergency management and climate adaptation. If you have any questions, please contact Theresa Duynstee, Regional Planner II, Regional Planning and Housing Services, by phone at 604-451-6024 or by email at theresa.duynstee@metrovancover.org.

Sincerely,



Sean Galloway, MUDD, RPP, MCIP
Director, Regional Planning and Electoral Area Services

SG/HM/td

cc: Jerry W. Dobrovlny, Commissioner/Chief Administrative Officer, Metro Vancouver
Heather McNeil, General Manager, Regional Planning and Housing Services, Metro Vancouver
Theresa Duynstee, Regional Planner II, Regional Planning and Housing Services, Metro Vancouver

Encl: Executive Summary: Food Flows in Metro Vancouver
Staff Report: Food Flows in Metro Vancouver Study Results

40187630



To: Regional Planning Committee

From: Theresa Duynstee, Senior Planner, Regional Planning and Housing Services

Date: May 20, 2020 **Meeting Date:** June 12, 2020

Subject: **Food Flows in Metro Vancouver: Study Results**

RECOMMENDATION

That the MVRD Board receive for information the report dated May 20, 2020, titled “Food Flows in Metro Vancouver: Study Results”.

EXECUTIVE SUMMARY

A recently completed study, *Food Flows in Metro Vancouver* commissioned by Metro Vancouver, describes the food commodities that are transported across regional district boundaries. The results include international imports and exports through the Port of Vancouver, U.S. border and YVR air cargo, as well as information on interprovincial food flows and the overall BC food supply.

Metro Vancouver is a food distribution hub for the province with approximately 78% of the total provincial food supply crossing regional boundaries. While 40% percent of the BC food supply is from international imports, it was estimated that 35% is sourced from within the province and only 14% of the Metro Vancouver food supply is sourced within the region. This study will inform other work related to food distribution, regional planning and emergency management.

PURPOSE

To share the results of the *Food Flows in Metro Vancouver* study (Attachment) with the Regional Planning Committee and MVRD Board.

BACKGROUND

In December 2019, Metro Vancouver hired Davies Transportation Consulting Inc. to conduct a *Food Flows in Metro Vancouver* study (the Study). The purpose of the Study was to find out how food moves across the region, identify vulnerabilities in the food distribution systems and inform regional land use and transportation planning as well as emergency management. A final report was submitted on April 30, 2020 and was shared with the Agricultural Advisory Committee at its meeting on May 22, 2020. The Study is now ready for Regional Planning Committee and Board receipt.

FOOD FLOWS IN METRO VANCOUVER STUDY

“Metro Vancouver Food Flows” refers to the movement of food across regional district boundaries. The Study compiled data from multiple sources on the types of food commodities that are imported into and exported from the region (both volume and dollar value), and the transportation method used to move food across the region to other provincial or national destinations. The Study also includes an estimate of the food supply, which is based on the food consumed by BC residents. Table 1 presents the categories used to describe the different origins and destinations of the Metro Vancouver Food Flows.

Most of the data used in the Study was obtained from Statistics Canada (2018), while other information had to be calculated based on population or was derived from other sources. The available shipping units made it a challenging study because of the necessity to convert values to quantities and vice versa.

Table 1: Metro Vancouver Food Flows

CATEGORY	DESCRIPTION
Intra-regional Flows	Food produced and consumed in Metro Vancouver.
Intra-provincial Imports	Food produced in BC outside of Metro Vancouver and transported to Metro Vancouver for consumption.
Intra-provincial Exports	Food produced in Metro Vancouver and transported to other regions of BC for consumption.
Inter-provincial Imports	Food produced in the other provinces of Canada and transported to Metro Vancouver for consumption.
Inter-provincial Exports	Food produced in Metro Vancouver and transported to other provinces for consumption.
U.S. Imports	Food produced in the U.S. and transported to Metro Vancouver or through Metro Vancouver to other Canadian locations for consumption.
U.S. Exports	Food produced in Metro Vancouver or other locations in Canada and transported through Metro Vancouver for consumption in the U.S.
Offshore Imports	Food produced in overseas countries and transported to Metro Vancouver or through Metro Vancouver to other Canadian locations for consumption.
Offshore Exports	Food produced in Metro Vancouver or other locations in Canada and transported through Metro Vancouver for consumption in overseas countries.

STUDY RESULTS

In 2018, the total cargo of food flowing across Metro Vancouver’s borders (exports and imports) is estimated to be 33.7 million tonnes worth \$32 billion. Most of this volume (83%) are grains that are being exported from the prairie provinces.

The total annual food supply (based on consumption) for BC is estimated to be 4.8 million tonnes and includes food consumed in Metro Vancouver plus the rest of BC. It was estimated that the source of the BC food supply includes 39.6% from International Imports, 27.1% inter-provincial and 34.9% intra-provincial. The intra-provincial figure reveals that approximately 35% of the BC food supply is sourced from within the province.

The Metro Vancouver food supply was estimated to be 53% of the provincial food supply (based on population), which equals approximately 2.54 million tonnes. Approximately a 32% of the food supply for Metro Vancouver is sourced from BC and 14% of the Metro Vancouver food supply is sourced within the region.

Metro Vancouver is a food distribution hub for the province and other parts Canada. An estimated 3.8 million tonnes, or 78% of the total provincial food supply, crosses the region’s boundaries. A description of the BC food supply by commodity is provided in Table 2. Information on commodities used as inputs into food manufacturing, which are highly processed food and not typically consumed directly, are not included in the Statistics Canada data. This situation may overstate the basic commodities and underestimate the amount of food used in processing.

Table 2: BC Food Supply by Commodity

COMMODITY	FOOD SOURCE
Dairy	BC produces 80% of fluid milk but imports 70% of cheese and processed milk from other provinces. Metro Vancouver (14%) & Fraser Valley (62%) account for 76% of provincial fluid milk supply.
Poultry	BC is self-sufficient in poultry products (chicken and turkey); 24% is sourced from Metro Vancouver and 56% from the Fraser Valley.
Beef	80% + is sourced inter-provincially.
Pork	54% is sourced inter-provincially and 37% is intra-provincial.
Eggs	Eggs produced in the Lower Mainland accounts for 77% of total BC production; 54,000 tonnes is sourced from Metro Vancouver (6%) and the Fraser Valley (94%).
Seafood	Metro Vancouver generates a surplus of seafood products as most seafood is processed in the Lower Mainland (81%). In 2018, commercial harvest landings was 196,300 tonnes and aquaculture was 98,000 tonnes.
Honey	BC honey production is 1,544 tonnes, while consumption is 7,288 tonnes. Metro Vancouver accounts for 40% of BC production.
Vegetables	18.5% of vegetables is sourced intra-provincially. BC potato production is 50% of potato consumption and 34% of other vegetables. Excluding potatoes, BC is heavily dependent on international imports of vegetables (63% of vegetables consumed). The Lower Mainland accounted for 68% of BC vegetable production in 2016.
Fruit	BC is highly dependent on international imports of fruit (98% of consumption). BC exports blueberries, cranberries and cherries.
Rice	Metro Vancouver is a major gateway for rice; imports are both international (75% or 92,927 tonnes) and from the U.S. (31,436 tonnes).
Milling Products	179,229 tonnes of milling products are consumed, which 15.3% are sourced intra-provincially. Wheat flour accounts for 90% of BC consumption. Most mills are located in Metro Vancouver or the Fraser Valley.

LESSONS LEARNED

The Study produced a technical report that provides information about the transportation of food commodities in and through Metro Vancouver and the amount of food consumed in BC. It is the first time this data has been compiled in one place to give a new perspective on the BC food supply and the region’s food distribution system. It is anticipated that the results will be used to inform other studies related to regional land use planning, good movements, emergency management and climate change adaptation.

Some of the key lessons learned from the Study include the following:

- Metro Vancouver and BC are self-sufficient in the supply managed commodities (dairy, poultry and eggs), however the region is dependent on the U.S. for fruits and vegetables. Almost 60% of the BC imported food supply requires temperature-controlled distribution.
- Trucking dominates the food supply chain for Metro Vancouver. Trucks offer a flexible mode of transporting food but also can be disrupted by road closures.
- Missing from the data are the sources and quantity of feed inputs used in the production of poultry, eggs and dairy and the degree that these commodities are dependent on imports.
- Both self-sufficiency and resilience contributes to food security. There is value in having multiple sources of food, both local and imported.
- Going forward, we need to consider the resiliency of the BC and Metro Vancouver food supply; where is it most successful and where are the significant vulnerabilities in the food supply and distribution system?

The discussion at the May Agricultural Advisory Committee meeting also considered the following:

- The extent the estimates differ from the B.C. Food Self-Reliance report completed by the Ministry of Agriculture and Lands in 2006.
- The ability of this study to estimate how much of the food produced in the Lower Mainland is actually consumed in the Lower Mainland. A remaining gap is the amount and types of food that farmers are selling directly to consumers.
- Supply chains are based on economics and will prioritize the lowest cost food or feed supplies.

NEXT STEPS

Staff will continue to share the results of the Study with other agencies so that the data can be used to inform other programs and research initiatives. Further discussion on avenues to address the vulnerabilities of the regional food system are warranted especially under emergency situations. The COVID Response Task Force will also receive this report due to their interest in the region's food security and resilience.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

The cost of this study was \$40,000, which was distributed over the Board-approved 2019 and 2020 Regional Planning budgets.

CONCLUSION

The *Food Flows in Metro Vancouver* study provides a unique perspective on how food is being transported across regional boundaries and identified the sources of the food supply for BC and Metro Vancouver. This Study can be used to inform other regional land use planning and emergency management initiatives.



**EXECUTIVE
SUMMARY**

Food Flows in Metro Vancouver

HIGHLIGHTS

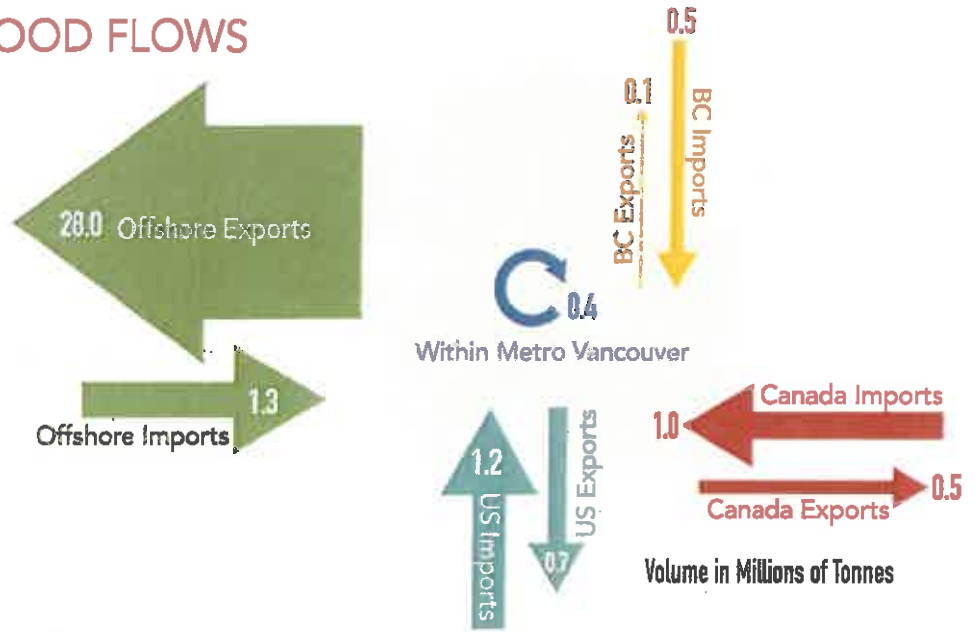
- Metro Vancouver is the food distribution hub for BC. 78% of the provincial food supply flows to, from, through or within the region.
- Of the total food flows, 83% are offshore exports of grains, oil seeds, and legumes.
- 34% of the BC food supply is sourced from within the Province.
- 14% of the food produced in Metro Vancouver is consumed within the region.
- Metro Vancouver and BC are self-sufficient in the supply managed commodities (dairy, poultry and eggs), but are very dependent on the US and other countries for fruits and vegetables.

The *Food Flows in Metro Vancouver* study estimates the volume and value of food imported and exported from the Metro Vancouver region and the methods used to transport this food to and from international sources, the US, other provinces and within BC.

The magnitude of food flows is influenced by the region’s location and transportation infrastructure. In general, transportation costs increase with distance, so closer sources of supply are preferred. The routing of food flows is also dependent on the efficiency and capacity of transportation infrastructure. Trucks dominate the food supply chain in Metro Vancouver because they offer a flexible mode of transportation.

METRO VANCOUVER FOOD FLOWS

Metro Vancouver Food Flows refers to the movement of food across regional district boundaries. The study estimates the food supply, which is based on the amount of food consumed in Metro Vancouver and BC, as well as the amount of food that travels through the region en route to other destinations. The analysis of flows concentrates on the stages of the food supply chain from farm production to wholesale distribution, and does not include last mile deliveries to the point of consumption.



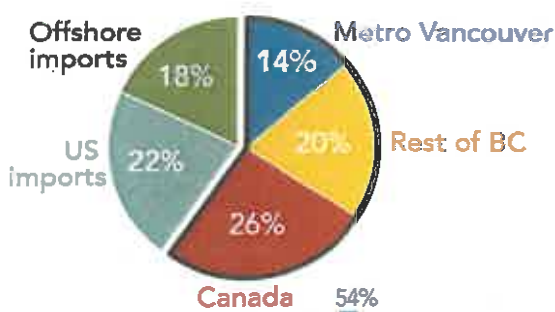
The total annual food flows was approximately 33.7 million tonnes of agricultural products... (mostly cereal grains, oil seeds and legumes) worth \$32 billion in 2018. Of the total volume, 83% is offshore exports that are transported by rail from the Prairies and shipped through the Port of Vancouver.

Highway and Aldergrove border crossings accounted for 84% of BC's food imports from the US and 70% of BC's food exports to the US (by value). Food imports through the port container terminals in Metro Vancouver are mostly destined for outside of BC. Virtually all international food air cargo in BC (less than 0.1% of the total food flows) passes through the Vancouver International Airport.

Metro Vancouver is the primary entry point for food flows to and from the US and offshore sources. The Pacific

THE METRO VANCOUVER FOOD SUPPLY

WHERE OUR FOOD ORIGINATES

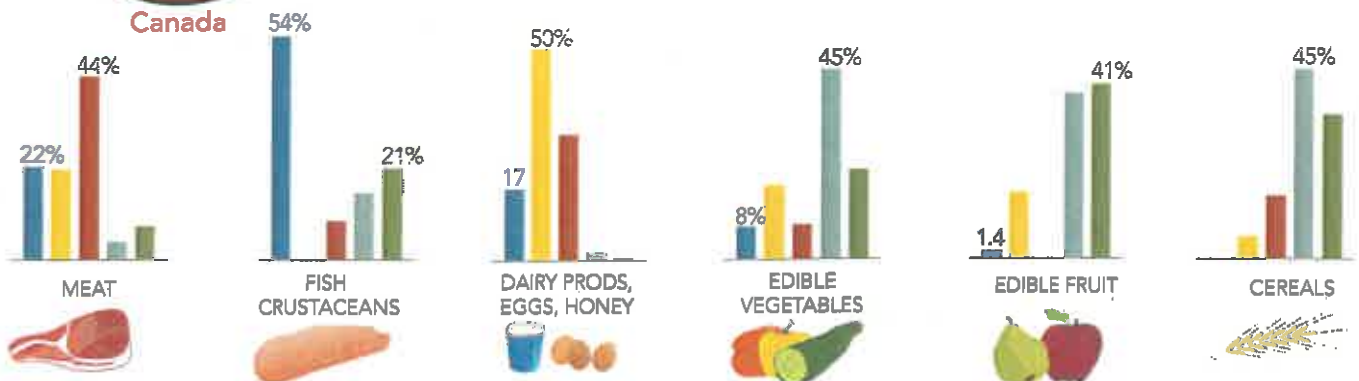


60% of the Metro Vancouver food supply originates in Canada

2.54 million tonnes

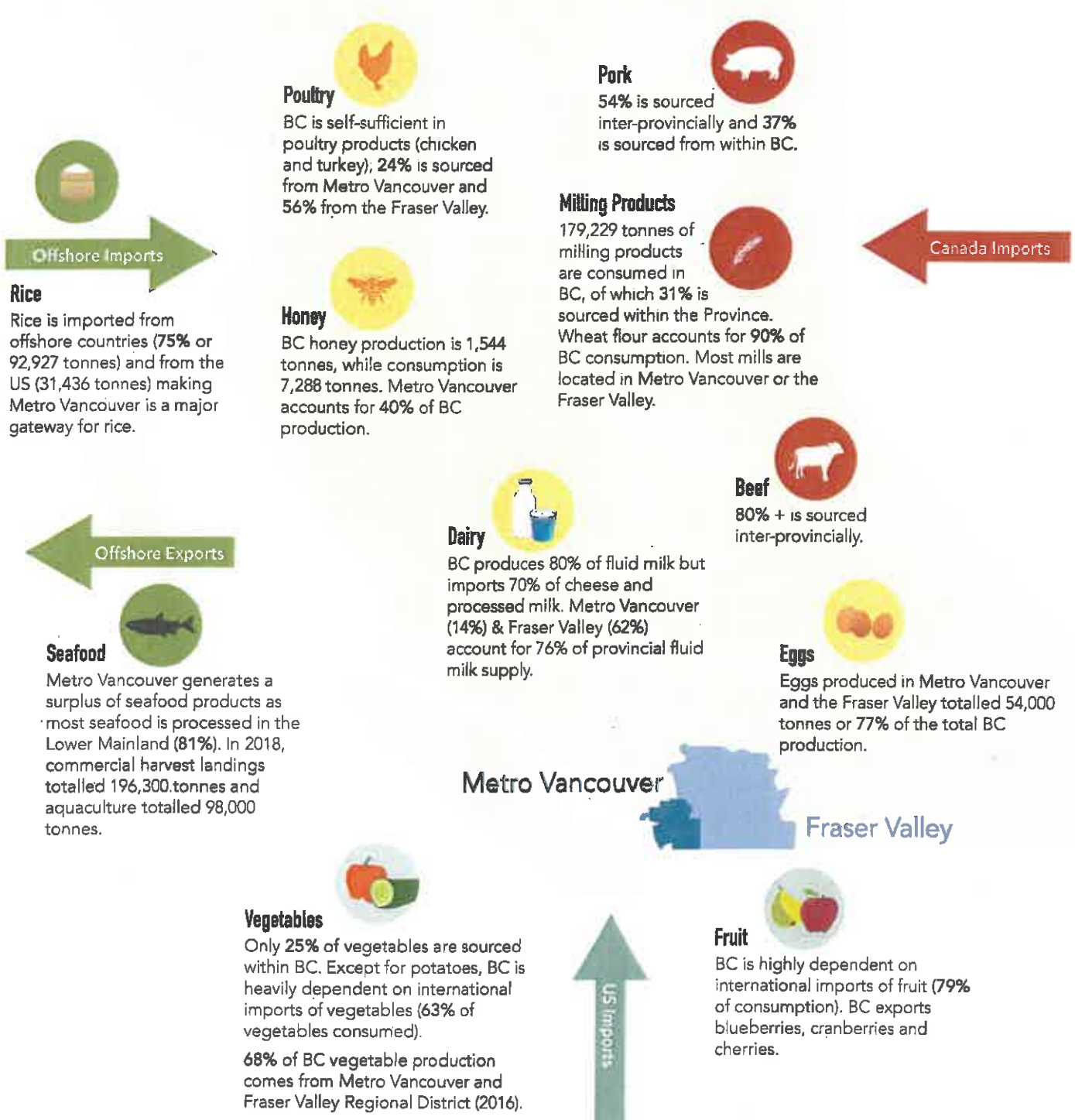
Estimated amount of food consumed annually in Metro Vancouver*

* based on 53% of the provincial food supply by population



THE BC FOOD SUPPLY

The total annual BC food supply (based on consumption) is 4.8 million tonnes and includes food consumed in Metro Vancouver plus the rest of BC. The BC food supply is sourced from international imports (39%), other provinces (26%) and from within BC (34%).



Rice
Rice is imported from offshore countries (75% or 92,927 tonnes) and from the US (31,436 tonnes) making Metro Vancouver a major gateway for rice.

Poultry
BC is self-sufficient in poultry products (chicken and turkey); 24% is sourced from Metro Vancouver and 56% from the Fraser Valley.

Pork
54% is sourced inter-provincially and 37% is sourced from within BC.

Honey
BC honey production is 1,544 tonnes, while consumption is 7,288 tonnes. Metro Vancouver accounts for 40% of BC production.

Milling Products
179,229 tonnes of milling products are consumed in BC, of which 31% is sourced within the Province. Wheat flour accounts for 90% of BC consumption. Most mills are located in Metro Vancouver or the Fraser Valley.

Canada Imports

Offshore Exports

Seafood
Metro Vancouver generates a surplus of seafood products as most seafood is processed in the Lower Mainland (81%). In 2018, commercial harvest landings totalled 196,300 tonnes and aquaculture totalled 98,000 tonnes.

Dairy
BC produces 80% of fluid milk but imports 70% of cheese and processed milk. Metro Vancouver (14%) & Fraser Valley (62%) account for 76% of provincial fluid milk supply.

Beef
80% + is sourced inter-provincially.

Eggs
Eggs produced in Metro Vancouver and the Fraser Valley totalled 54,000 tonnes or 77% of the total BC production.

Metro Vancouver Fraser Valley

Vegetables
Only 25% of vegetables are sourced within BC. Except for potatoes, BC is heavily dependent on international imports of vegetables (63% of vegetables consumed).
68% of BC vegetable production comes from Metro Vancouver and Fraser Valley Regional District (2016).

US Imports

Fruit
BC is highly dependent on international imports of fruit (79% of consumption). BC exports blueberries, cranberries and cherries.



FOOD SECURITY AND RESILIENCE

For residents of Metro Vancouver and the rest of BC, food security and resilience depends on both local and imported sources of food. The Covid-19 pandemic has revealed that BC food supply chains are generally robust, although challenges emerged from a shortage of workers. In other situations, such as a natural disaster, there may be different outcomes because the food supply relies heavily on a well-functioning transportation system and open borders.

The resiliency of the BC and Metro Vancouver food supply can be strengthened by protecting agricultural land for food production and purchasing more food from local BC farmers and fishers.

ABOUT THIS STUDY

Davies Transportation Consulting Inc. was contracted by Metro Vancouver to undertake the *Food Flows in Metro Vancouver (2020)* to better understand the region's role in the food supply chain. Most of the data was obtained from Statistics Canada (2018), while other information had to be calculated based on population or was derived from other sources. Gaps in data on goods movement and transportation flows in Canada required the value of some shipping units to be converted to quantities and vice versa. The results of this study can inform other work related to food distribution, regional planning, goods movement, and emergency management.

FOR MORE INFORMATION

metrovancover.org
(search 'Food Flows in Metro Vancouver')



metrovancover

November 24, 2020

Mayor Darryl Walker
City of White Rock
15322 Buena Vista Avenue
White Rock, BC V4B 1Y6

Dear Mayor Walker:

Re: 2020 Resolution Referred to UBCM Executive

A resolution sponsored by your community was included in the 2020 Resolutions Book for consideration at the annual UBCM Convention.

Due to a lack of time at the Convention, delegates did not have an opportunity to consider your resolution(s). UBCM Policies provide that all resolutions not considered at Convention are referred automatically to the UBCM Executive for their consideration and action.

At the recent November Executive meeting, the Executive considered your resolution. The Executive were provided with the Resolutions Committee comments and recommendations, as outlined within the Resolutions Book, to assist them in their deliberations.

Upon review, the Executive chose to follow the recommendation of No Action Required for NR66 Farmers' Markets as Essential Services During Emergencies. As such, this resolution will not be conveyed.

Should you have any questions, please contact Jamee Justason, Resolutions and Policy Analyst, at 604-270-8226 Ext. 100 or jjustason@ubcm.ca

Yours truly,



Brian Frenkel
UBCM President

Enclosure

RECEIVED

NOV 27 2020

**CITY OF WHITE ROCK
ADMINISTRATION**

2020 NR66 Farmers' Markets as Essential Services During Emergencies

Comox Valley RD, White Rock

Whereas farmers' markets are a key resource in addressing food security during an emergency by providing access to food quickly and efficiently;

And whereas farmers' markets have not been consistently permitted to operate across the province during the COVID-19 pandemic:

Therefore be it resolved that UBCM request that the Province take the necessary steps to ensure farmers' markets are identified as an essential service during all provincial and local states of emergency.

Convention Decision: Not Considered - Automatic Referral to Executive

Executive Decision: No Action Required



British Columbia Reconciliation Award

The Office of the Lieutenant Governor of British Columbia, in partnership with the BC Achievement Foundation, is pleased to announce the launch of the British Columbia Reconciliation Award. This award recognizes individuals, groups and organizations who have demonstrated exceptional leadership, integrity, respect and commitment to furthering reconciliation with Indigenous peoples in the province of British Columbia, or inspired others to continue reconciliation efforts.

The Honourable Janet Austin, Lieutenant Governor of British Columbia, has made Reconciliation one of the key themes of her mandate. This includes participation in promotion of public awareness of the ongoing journey of reconciliation.

“As the Crown’s representative in British Columbia, I have a responsibility to show leadership in furthering the cause of reconciliation. I am deeply honoured for this opportunity to recognize the exemplary individuals and organizations who advance reconciliation in our province,” said Austin. “Reconciliation must take root in our hearts, within families, between generations, and throughout our communities. I look forward to supporting this award and its deeply meaningful goal of building our relationships with each other across cultures and social barriers.”

The BC Achievement Foundation has several established programs honouring excellence and inspiring achievement throughout British Columbia, including the Indigenous Business Award and the Fulmer Award in First Nations Art.

"Reconciliation builds relationships and bridges the gap between two worlds through the efforts of both Indigenous and non-Indigenous peoples. By recognizing the truths of past wrongs and showcasing examples of how to make things right, others will be inspired to follow," said BC Achievement Foundation board member Judith Sayers. "The British Columbia Reconciliation Award will celebrate innovative and empowering ways to embark on this journey, designed and decided by Indigenous peoples, allowing them to thrive while making the world a better place."

The British Columbia Reconciliation Award draws inspiration from the work of the Honourable Steven Point, 28th Lieutenant Governor of British Columbia, and a founder of the Award. His hand-carved red cedar canoe, Shxwxitostel, currently on display at the BC Legislature buildings, was created as a symbol of reconciliation, with the understanding that “we are all in the same canoe” and must “paddle together” to move forward.

“It is a very proud moment for me to witness the launch of the British Columbia Reconciliation Award,” said Point. “Our world and its issues are not apart from us but rather are a part of who

we are. We must not stand by and observe the world but rather take steps to bring positive change.”

A selection committee for the British Columbia Reconciliation Award will include representation by Indigenous Elders, BC First Nations leadership and government partners.

Nomination forms are now available on the BC Achievement Foundation website, bcachievement.com. The nomination period will be open until January 15, 2021.



Overview

The British Columbia Reconciliation Award was created to recognize individuals, groups and organizations who have demonstrated exceptional leadership, integrity, respect and commitment to furthering [Truth and Reconciliation](#) in the Province of BC; and/or inspired others to do so.

Why Nominate

The Award program provides an opportunity to publicly acknowledge the work of those individuals, groups and organizations committed to furthering the [Principles of Reconciliation](#).

Any person, group or organization may submit nominations for the Award *except* current members of the selection committee, or members of their immediate family.

Who is Eligible

- Any British Columbian (or former long-term resident) or British Columbia-based group/organization that has demonstrated an exceptional commitment to advancing the principles of reconciliation in British Columbia is eligible to receive the Award.
- A person who is a member of the judiciary is *not eligible* for the Award.
- A person who is an elected federal, provincial or municipal representative is eligible to receive the Award while that person remains (is) in office.
- Chiefs or other members of a governing body of an Indigenous nation are eligible to receive the Award.
- There is no age requirement for the Award. Nominations of any individual under the age of 19 shall be accompanied by the permission of a parent or guardian.
- A person may receive the Award posthumously only if the selection committee has recommended the nomination to the Lieutenant Governor before their passing.
- A person, group or organization may not nominate themselves (i.e. self-nominations are not eligible).

Selection of Awardees

A selection committee for the British Columbia Reconciliation Award will include representation by Indigenous Elders, BC First Nations leadership, and the Ministry of Indigenous Relations and Reconciliation.

Recognition of Awardees

The British Columbia Reconciliation Award is awarded by the Lieutenant Governor on the recommendation of the selection committee. Unless the Lieutenant Governor directs otherwise, the Awards shall be presented to the recipients as arranged by the Office of the Lieutenant



Governor. This may occur in community, or at other locations, to be determined during the year of the awards. Awardees may receive a certificate signed and presented by the Lieutenant Governor and a recognition piece.

Dates to Remember

- November 12, 2020 – Nominations OPEN
- January 15, 2021 – Nominations CLOSE

All nominations must be submitted online by January 15, 2021 (all materials must be received by 11:59pm).

How to Nominate/Apply

A completed nomination must include:

- A nomination form completed in full and signed by the nominator.
- A minimum of two signed testimonial letters from two separate individuals, other than the nominator. The letters must be signed by the testimonial writer and include his/her contact information (address, telephone number and email).

Submission of additional materials such as a biography, curriculum vitae, newspaper articles, video or recorded testimonials, links to YouTube videos, photos, etc., *is optional*. **A maximum of five items (10 pages total and five minutes of video) will be accepted.** All materials must be submitted electronically.

Visit [Resources](#) to download the guide for the British Columbia Reconciliation Award program, "Tips for a Compelling Nomination".

Please note:

- Incomplete nominations are ineligible for consideration.
- If more than one nomination is submitted for the same nominee, only the first nomination received will be considered.
- Nominations are valid for **three years** including the first year of nomination and two subsequent years and should be updated annually by request of the nominator.
- Nominations are kept confidential between the nominator and BC Achievement.
- Nominees are notified **only** if selected for an award.



1. What should be said in a testimonial letter?

A testimonial letter should: include details about how the nominee has demonstrated exceptional leadership, integrity, respect and commitment to furthering reconciliation with Indigenous peoples in the province of BC and/or inspired others to continue reconciliation efforts; indicate the relationship between the writer and the nominee and the length of the relationship; describe the outcomes of the work the nominee has done to advance the principles of reconciliation and how the nominee's work has specifically impacted youth and/or Indigenous Elders.

2. To whom should the testimonial letter be addressed?

Letters should be addressed to the selection committee. All letters must be signed by the writer and include his/her contact information.

3. Can more than two testimonial letters be submitted?

Other testimonial letters may be submitted as 'additional materials'. A maximum of five items i.e. additional materials (10 pages total and five minutes of video) will be accepted. These five items may also include biography, curriculum vitae, newspaper articles, video or recorded testimonials, links to YouTube videos, photos etc.

4. Are congratulatory letters from other programs accepted in the nomination package?

Other congratulatory letters may be included as additional materials, but they may not serve as testimonials letters. Testimonial letters must be current and be specific to the nomination of the British Columbia Reconciliation Award.

5. Is a nomination considered for more than one year?

Submitted nominations begin a three-year program during which time the information can be reviewed by up to three juries. Nominators are given the opportunity to update their nomination each year prior to review by the selection committee.

6. Should the nominator tell the nominee about the nomination?

It is up to the discretion of the nominator whether or not to inform the nominee about the nomination.

7. When are the awardees notified and where are the names of the awardees published?

Awardees will be notified following the deliberations of the selection committee by BC Achievement. Their names will be announced through the Lieutenant Governor's and BC Achievement's respective media channels.



Tips for Submitting a Compelling Nomination

The British Columbia Reconciliation Award was created to recognize individuals, groups and organizations who have demonstrated exceptional leadership, integrity, respect and commitment to furthering [Truth and Reconciliation](#) in the Province of British Columbia; and/or inspired others to do so. Each nomination must include a nomination form completed in full and signed by the nominator and a minimum of **two signed testimonial letters** from two separate individuals, other than the nominator.

To make a testimonial letter stand out, it should:

- Include details and concrete examples about how the nominee has demonstrated exceptional leadership, integrity, respect and commitment to furthering reconciliation with Indigenous peoples in the province of BC and/or inspired others to continue reconciliation efforts;
- Indicate the relationship between the writer and the nominee and the length of the relationship;
- Describe the outcomes of the work the nominee has done to advance the [Principles of Reconciliation](#) and how the nominee's work has specifically impacted youth and/or Indigenous Elders; and
- Be current and written specifically for the British Columbia Reconciliation Award program.

A compelling testimonial letter may also include other details such as:

- How things were in the community prior to the nominee's efforts;
- The sustainability of their contribution/s;
- How their efforts have positively impacted the community or province;
- Any extraordinary circumstances or challenges the nominee has faced (i.e. provide biographical or historical context, if helpful); and
- Why the jury should select this submission above the others.

Submission of additional materials such as a biography, curriculum vitae, newspaper articles, video or recorded testimonials, links to YouTube videos, photos, etc., *is optional* but strongly recommended to give context and texture to the nomination. **A maximum of five items i.e. additional materials (10 pages total and five minutes of video) will be accepted.**

Note:

- Be concise. When describing a nominee, keep explanations clear and to the point.
- Strong nominations often use descriptive words to describe the nominees such as: advocate, leader, innovator, trailblazer, mentor, supporter, commitment, dedication, recognition, determination, exemplary, admired, motivated, passionate, inspirational, extraordinary, resourceful, persevering, tireless, resilient.
- Proofread all documents before submitting them.

November 4, 2020

To All British Columbia Municipalities,

On November 3, 2020 Council passed the attached resolution regarding Flood Risk Mitigation through Green Infrastructure and Natural Assets.

Port Moody City Council is requesting that your Council consider supporting the need for flood risk mitigation and reach out to the Minister of Environment & Climate Change Strategy, the Minister of Municipal Affairs and Housing, the Minister of Agriculture, and the Premier of British Columbia.

In the 2020 UBCM convention, a resolution regarding Flood Risk Mitigation through Green Infrastructure and Natural Assets was slated to be NR16. However, because of a new format and timing constraints, members did not get to vote on this critical environmental protection piece, which was sponsored by the LMLGA executive. As BC faces the challenges of a climate crisis and rebuilding the economy in a more resilient manner, the creation of fish-friendly flood infrastructure is a critical part of a just recovery.

Our current flood protections drastically impact the lives of fish and other species and rarely take into account diffusing polluted water runoff before it ends up in our watersheds. And of course, protecting our fish protects ecosystems as a whole, which in turn protects food webs and keystone species, food security and food sovereignty, and protect fisheries jobs. Nature-based flood-control solutions that provide both flood protection and fish passage are currently not required by regulators or by funding programs for upgrades of existing structures, even though they are well proven to be effective. In fact these win-win solutions provide excellent return on investment and can make our communities even safer from flooding, but are severely underfunded here in BC.

A major flood with our current infrastructure would be catastrophic, upgrading flood infrastructure needs to be a high priority for capital spending. The solution can be one that provides multiple benefits that creates green jobs, helps us adapt to climate change, advances reconciliation and UNDRIP commitments, while also improving recreational and aesthetic values and of course, is economically smart.

Expanding on this last point:

- Existing flood mitigation funding can be leveraged for multiple benefits: studies have found that investment in ecosystem services generates significant economic value and helps communities avoid millions of dollars in future costs.
- In addition, investing in natural flood control is often cheaper and more efficient than investing in “grey” infrastructure not just in Canada but across the world.
- And finally, data from the United States show that short-term economic benefits – jobs and other economic spinoffs – from watershed restoration projects are

equivalent to other kinds of public infrastructure works. For example, a \$1M investment in watershed restoration creates between 13 and 22 jobs, and \$2M to \$3.4M in economic activity.

Reducing storm water-related impacts also reduces our communities' exposure to water pollution and flooding-related health hazards and their associated health outcomes, such as waterborne illness, respiratory disease and asthma associated with mold and bacteria, vectorborne disease, stress, injury, and death. Trees, bushes, and greenery have the ability to absorb air pollutants and trap airborne particulates on their leaves, reduce surface and air temperatures. And because it more resilient to climate related impacts it reduces the need to fix grey infrastructure, which saves money for our residents.

Green infrastructure, such as fish-friendly flood infrastructure, also provides a plethora of co-benefits. Such projects increase exposure to the natural environment, reduce exposure to harmful substances and conditions, provide opportunity for recreation and physical activity, promote community identity and a sense of well-being, and provides economic benefits at both the community and household level. These benefits are all known to directly or indirectly benefit public health. The degree to which the environmental, social, economic, and public health benefits of green infrastructure are realized is dependent on a number of factors, including the design, installation, and maintenance of the green infrastructure features.

Evidence is clear that holistic innovative solutions seem more expensive in the short-term, but provincial political will is needed to reap a myriad of co-benefits that far outweigh the upfront costs. Local governments are dedicated to climate solutions; however, with our only means of funding being property taxes, the province needs to come to the table as a funding partner.

We strongly encourage all BC Local Governments to consider the benefits healthier, reconnected ecosystems can have not just in the next year or two, but into the future as we work to build back a better BC. We hope you join us to advocacy to the Provincial Government to support this initiative through grants and funding as part of a just and green economic recovery.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rob Vagramov', written over a light grey grid background.

Mayor Rob Vagramov
City of Port Moody



City of Port Moody
Council Resolution
November 3, 2020

THAT the following resolution regarding Flood Risk Mitigation Through Green Infrastructure and Natural Assets be endorsed by the City of Port Moody and forwarded for consideration at the 2021 Lower Mainland Local Government Association and subsequent Union of British Columbia Municipalities convention as recommended in the report dated October 12, 2020 from Councillor Amy Lubik regarding Flood Risk Mitigation Through Green Infrastructure and Natural Assets Lower Mainland Local Government Association and Union of British Columbia Municipalities Consideration:

Whereas the side channels, tributaries and sloughs of the Fraser and other large rivers have deep value to First Nations as historic transportation corridors, sites of food cultivation and harvest, refuge and gathering places; many of these same waterways are or were valuable recreational fishing, boating and swimming sites but are no longer safe and accessible for these activities;

And whereas these waterways provide moderating effects for localized and riverine flooding and valuable habitat for wild salmon and other important species; And whereas there is no current requirement or standard practice for treating these natural and manmade waterways as valuable natural assets for their provision of the aforementioned ecosystem services:

Therefore be it resolved that Union of British Columbia Municipalities request that the federal and provincial governments remove constraints and implement requirements for incorporating green infrastructure and nature-based solutions in flood management to ensure effective flood risk mitigation while maintaining or restoring social, cultural and ecological co-benefits for these systems;

And be it further resolved that Union of British Columbia Municipalities request that the federal and provincial governments promote natural assets as a viable emergency planning solution and provide appropriate funding through the Disaster Mitigation Adaptation Fund,



Investing in Canada Infrastructure Program, Community Emergency Preparedness Fund, Emergency Management BC and other similar emergency planning and mitigation funds.

AND THAT a letter advocating for Flood Risk Mitigation Through Green Infrastructure and Natural Assets as part of a provincial climate resilience strategy, as well as economic green stimulus package, be sent to the Minister of Environment, the Minister of Municipal Affairs and Housing, the Minister of Agriculture, and the Premier of BC;

AND THAT Port Moody write to all other municipalities in BC asking them to write letters of support to the aforementioned ministries.

Tracey Arthur

From: Chris Magnus
Sent: Tuesday, December 01, 2020 2:57 PM
To: Tracey Arthur
Subject: FW: Recent Service Changes in White Rock
Attachments: MEMO - White Rock Council - Route 354 Request for Information.pdf

From: Ross, Sarah <sarah.ross@translink.ca>
Sent: November 9, 2020 8:32 PM
To: Darryl Walker <DWalker@whiterockcity.ca>
Cc: Pears, Mia <Mia.Pears@Translink.ca>
Subject: RE: Recent Service Changes in White Rock

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello Mayor Walker,

Thank you for the call with Mia Pears and me last week. This email is to follow up on a few of the items we discussed.

Tree-Trimming

We confirmed with CMBC that the implication of not trimming the trees is that the double deckers would get redeployed away from the 354 and put on another commuter route in the region. We will not be able to continue operating the older highway coaches on the 354 because they are being retired and replaced by double deckers. The only option for the 354 would be to operate conventional, urban buses on the 354 which have fewer seats and more standees and are not designed for a longer ride on the highway.

There is a delay in when we are expecting the DDs to arrive (slower production due to Covid) and so we have until April for Council to make a decision about the trees. We expect them to be ready for service in September. CMBC will discuss this with White Rock Engineering. Attached is a memo that was provided to Engineering in September.

The reason we want to have double deckers on the 354 is because it is one of the most crowded routes serving White Rock and South Surrey and double deckers can take more passengers, with more seats, than other vehicles. Yes, ridership has dropped during COVID, but ridership on the 354 has been more robust than most other routes in the region and is currently at about 60% of what it was pre-COVID. And while it will take time, we anticipate that ridership on the 354 will continue to return.

Turn at Thrift around BOSA development:

We asked CMBC about the turn at Johnston & Thrift (where the BOSA Miramar building is on the Northwest corner). There are no known issues with the turn or terminus location on Thrift, located outside the new BOSA development. There was a tree that buses were contacting on Thrift near Winter due to construction for a few days, but that has been resolved.

Before construction, the 321 and 345 had layover space at this location. When BOSA has completed their sidewalk work, CMBC is planning to move 321 and 345 back to Thrift and remove our temporary street layover on North Bluff between Martin and Foster. CMBC is visiting the site week of Nov 9 to check for deficiencies.

350, 351, 352

We are aware that the transfer times between the new 350 and the 351 are at times longer than we had indicated they would be. Please see my email below from Sept 11 about changes we made right away when we realised this. For January 2021, we have solved many of the schedule issues that exist since September 2020 and the average transfer time over the day is 5-8minutes. Unfortunately, there will be a few trips, all in the evening/night, when transfers between 350/351 will be over 15 minutes. Given the 351 and 350 have different frequencies, it is difficult to have every trip meet.

We encourage customers to use our TripPlanner when planning their transit trip. Customers will be able to see the length of their journey and the length of transfers both at White Rock Centre and at Bridgeport Station. <https://tripplanning.translink.ca/>

See below for a map of these three routes.

Completing trips in 90 minutes

Trips from White Rock to Waterfront should be able to be completed in about 80 minutes, via 351 from White Rock Centre or on 352 from Ocean Park/Crescent Beach. In September, we extended the times when the 352 operates and adjusted the routing to terminate at White Rock Centre. Again, we highly recommend people use the trip planner (or call Customer Information) for these long trips, especially if there are in the off-peak. This can help people identify the most efficient trip to take. I understand that there are some really long transit trips that may not be possible to complete within 90mins and I apologize for this inconvenience. When the final leg of the trip is a bus, you just need to tap onto the bus before the 90min threshold.

I hope this answers your questions. If we've forgotten something please let me know.

Best,

Sarah.

Sarah Ross
Director, System Planning
Transportation Planning & Policy, TransLink
778.375.7636

From: Ross, Sarah
Sent: September 11, 2020 4:34 PM
To: Darryl Walker (dwalker@whiterockcity.ca) <dwalker@whiterockcity.ca>
Cc: Desmond, Kevin <Kevin.Desmond@Translink.ca>; Cross, Geoff <Geoff.Cross@translink.ca>
Subject: Recent Service Changes in White Rock

Hello Mayor Walker,

I hope you and yours are doing well and found a way to enjoy some outside time this lovely summer.

I'm writing to give you an update on changes to bus service in White Rock that began on September 7, 2020. As I'm sure you have seen, there are now double-deckers running on the 351 between White Rock and Bridgeport Station. This has increased capacity on the route, providing additional space for social distancing and comfort for riders. This is especially important at this time, given the feedback we've heard from customers about their desire to have more space on transit.

To facilitate the introduction of double-deckers between Richmond and White Rock while retaining smaller vehicles in the Crescent Beach area, we split the 351 to create a redesigned 351 and a new route a new route called the 350. The 351 now serves Bridgeport and White Rock Centre with double-decker buses and the 350 serves White Rock Centre and Crescent Beach with standard 40-ft buses. I've pasted in a map below.

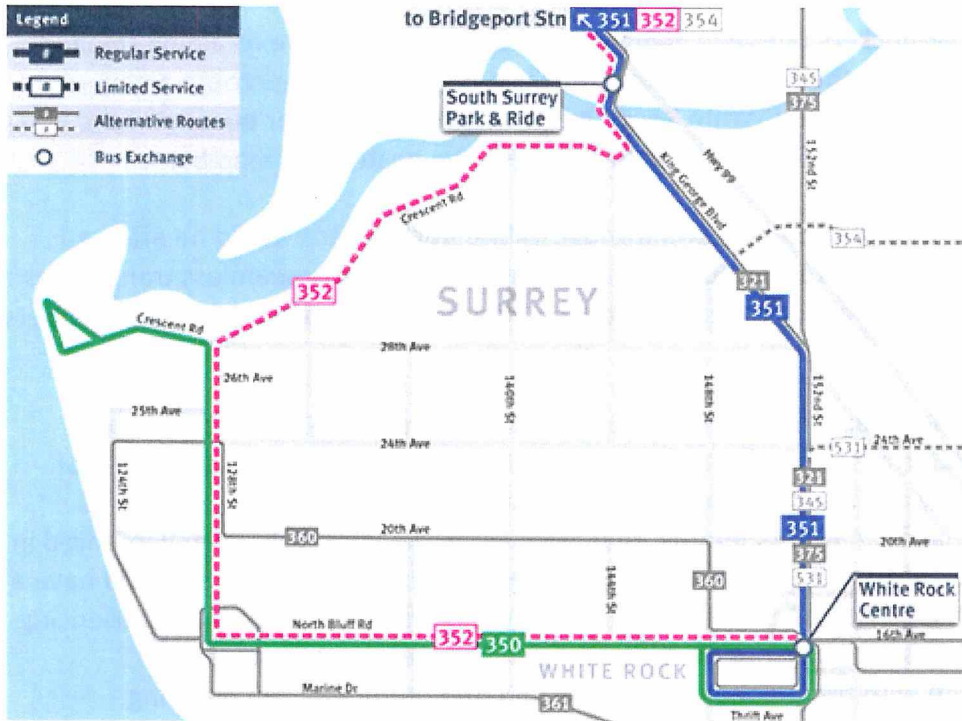
We recognized that some riders who used the 351 to travel through White Rock Centre would be affected with a transfer between the 351 and 350. As a result, our plans aim to provide as many seamless transfers as possible by aligning the 351 and 350 schedules to arrive at White Rock Centre with enough time for customers to make the switch between routes.

However, in the past week (or so) we've heard from half a dozen customers and we've realized that the scheduling of some of these 350 to 351 transfers resulted in longer than acceptable waits for a minority of trips. We've now adjusted the majority of these trips to reduce the wait times and address the needs of customers. Right now this is an interim fix. A permanent fix, that resolves all the trips, will be implemented in January 2021. Given that ridership remains very suppressed and the significant majority of trips should have a smooth transfer, we think the impact on customers is very minimal. If White Rock residents are experiencing any challenges with navigating the new schedules, our Customer Information team can be reached at 604.953.3333 and can support them with trip planning. We have updated our online trip planning resources with the new schedules and have provided our customer service representatives with the necessary information to help impacted riders avoid future inconveniences.

If you hear from your residents with concerns about the schedule, please let them know we are aware of the issue and have already fixed most of the issues and the remainder will be fixed in January. We are sorry for this miss-step.

Please do not hesitate to contact me with any questions.

Sarah.



Sarah Ross
 Director, System Planning
 Transportation Planning & Policy, TransLink
 778.375.7636 desk
 604.375.0805 cell

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MEMO

DATE: October 26th, 2020

TO: Rosaline Choy, Manager of Engineering, City of White Rock

FROM: Devon Williams, Manager of Service Planning, Coast Mountain Bus Company

SUBJECT: **Double Decker Buses on Route 354 – Information Requested by Council**

Purpose

Coast Mountain Bus Company has been deploying Double Decker buses on highway routes across Metro Vancouver to improve the customer experience on many crowded routes, including 301, 555, 620, and most recently 351. CMBC is currently planning to expand Double Decker service to routes 311 and 354 in 2021.

Since route changes were implemented in September 2017, the popularity of the 354 has caused it to become one of the most crowded routes serving South Surrey and White Rock. Despite a drop in ridership systemwide due to COVID-19, CMBC and TransLink expect that ridership will continue to grow on the 354 after COVID-19.

This memorandum and included map provide additional information requested by Councillor Chesney regarding bus capacity utilization on the 354 between South Surrey Park & Ride (SSPR) and White Rock Centre. Information regarding the ridership patterns of 354 is also included following our discussion with Councillors regarding introducing a potential transfer at South Surrey Park & Ride.

354 Ridership Pattern

Route 354 is a commuter route operating during peak periods between White Rock Centre and Bridgeport Station via White Rock South, 160th Street, South Surrey Park & Ride, and Highway 99. The route operates northbound only in the morning and southbound only in the afternoon.

Most passengers use this route as a regional connection to the SkyTrain network. In the morning, most passengers board at numerous stops along the route prior to South Surrey Park & Ride and alight at Bridgeport Station. In the afternoon, most passengers board at Bridgeport Station and alight after South Surrey Park & Ride.

An average of **62% of passengers per day ride through South Surrey Park & Ride**, and as many as **32% of passengers continue to destinations within the City of White Rock** (average 17%). Across the 8 afternoon trips, this represents **70 White Rock residents on average each day**. For this reason, introducing a transfer at South Surrey Park & Ride to accommodate continued



single-decker bus use on the southern portion of the route would be disadvantageous to the majority of passengers.

Overcrowding and Capacity Utilization

While overcrowding is not occurring within White Rock municipal boundaries, White Rock residents are nonetheless impacted. This is due to difficulties boarding the bus at Bridgeport Station as a result of a lack of adequate capacity on southbound buses.

The ridership pattern on 354 and capacity challenges leading to passups at Bridgeport combine to limit the number of passengers on the bus after South Surrey Park & Ride. This is because even though there is available capacity on the bus south of Park & Ride, it is not at the right time or at the right place to be useful. Regardless of the time of day, White Rock residents would enjoy the improved comfort and amenities of the Double Decker buses.

Please see the included map which provides an end to end overview of load factor (the number of passengers on the vehicle) along the route 354 on board the current Single-Decker Highway Coaches. *Table 1* provides information to help interpret capacity utilization values.

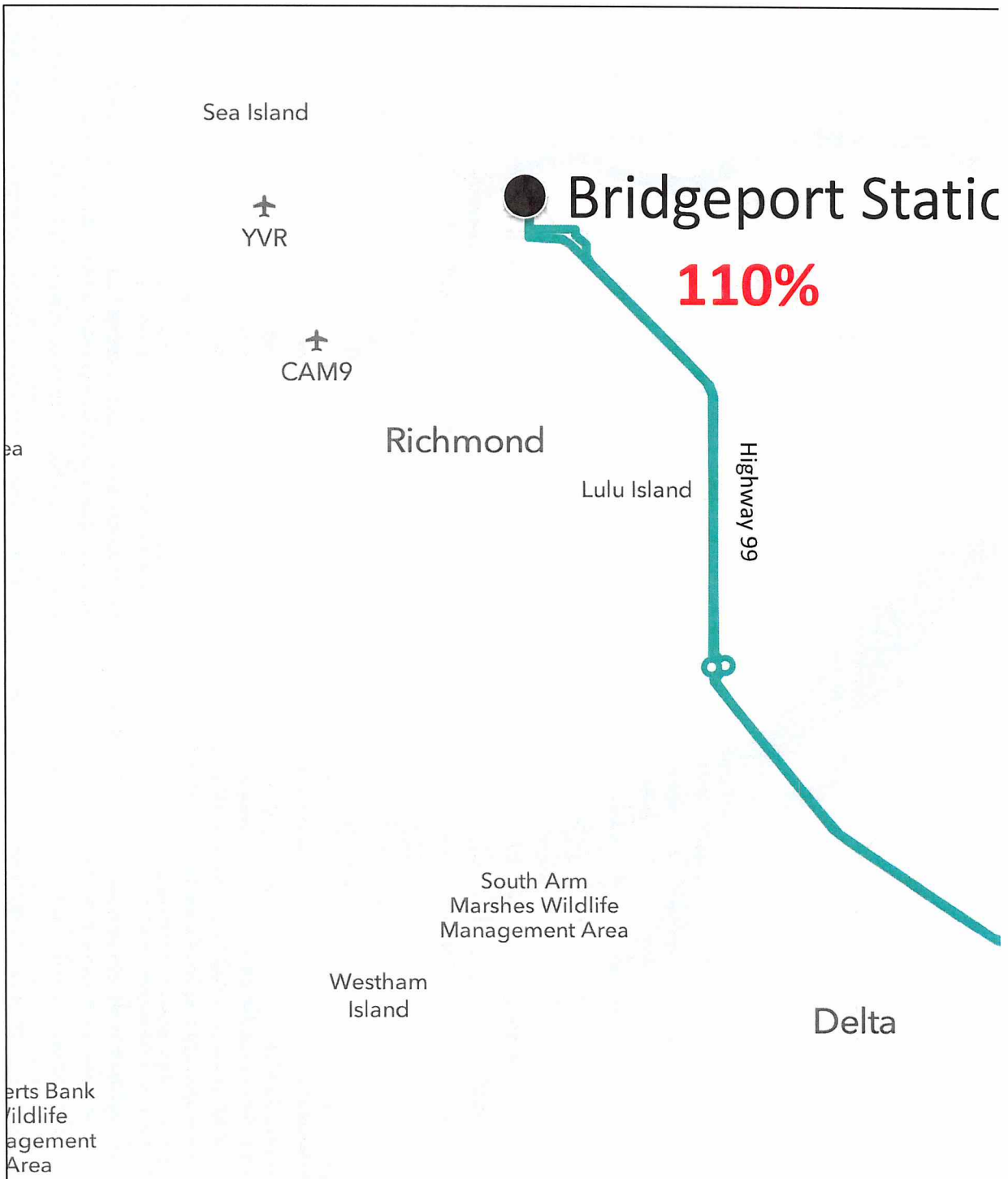
Note: The number of passengers is currently limited by COVID-19 protocols, however we intend to return to these capacities when normal operations resume after COVID-19.

Load Factor (Single-Deck Highway Coach)	No. of Passengers
120% (Crush Load / Mfr. Max)	60
100%	50
75%	37
50%	25
25%	12

Table 1: Practical Bus Capacity (%) and Passenger Numbers on Single-Deck Highway Coach

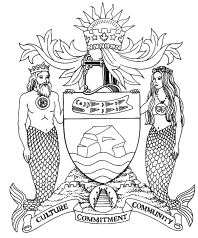
Vehicle Type Considerations

CMBC current operates 32 Double Deckers with an additional 25 scheduled to arrive in Spring 2021. Double Deckers are replacing current single decker Highway Coaches on a one-to-one basis as they arrive. Due to these replacements, there is a significant chance that CMBC will be unable to operate 354 with Highway Coaches once all Double Deckers arrive, instead operating the route with urban low-floor coaches. We regularly hear from customers that Highway Coaches (including Double Deckers) are much preferred on long distance commuter routes.



% Load	# Passengers
100%	50
75%	37
50%	25

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: July 27, 2020
TO: Mayor and Council
FROM: Jim Gordon, P. Eng., Director of Engineering and Municipal Operations
SUBJECT: TransLink Double Decker Bus Route #354 - Tree Pruning

RECOMMENDATION

That Council support TransLink’s use of double decker buses on bus route #354 by endorsing the pruning and tree replacement as outlined in this report.

EXECUTIVE SUMMARY

TransLink conducted a field survey (refer to Appendix A) on August 26, 2019, and found 16 locations that will impede the double decker bus service (route #354) planned for January, 2021. The purpose of this report is to inform Council about the tree pruning along bus route #354.

PREVIOUS COUNCIL DIRECTION

City Policy #611 - “Tree Management on City Lands” states that the City manages trees on City Lands “for the trimming or removal of trees for safety reasons” and “for the trimming or removal of trees and vegetation that interfere with visibility at intersections and driveway entrances.”

INTRODUCTION/BACKGROUND

TransLink completed a field survey and found 16 locations that will need tree pruning to support the implementation of double decker buses on route #354 (refer to Figure 1 below). TransLink also conducted a pilot project to test bus route #351 in 2017; feedback from the public was overwhelmingly positive.

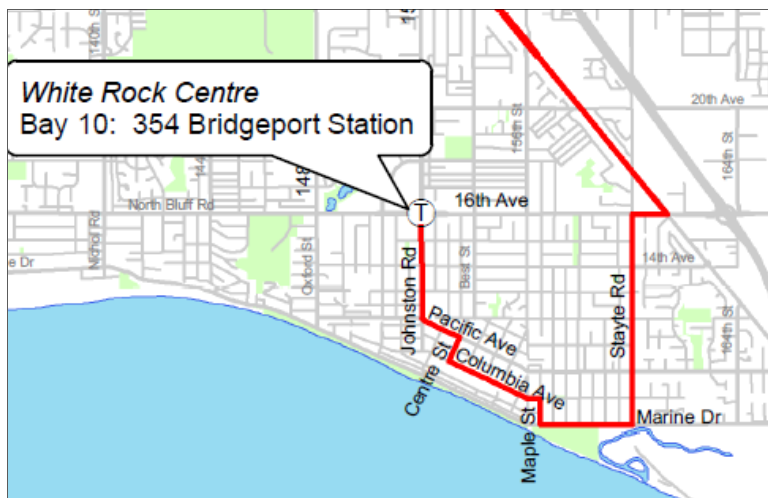


Figure 1: Bus Route #354

The City retained Urban Gove Tree Care & Consulting to complete an assessment on the tree pruning required by TransLink. The report is included in Appendix B and summarized below.

Urban Grove Assessment Summary

The trees in 12 of the 16 locations identified by TransLink can be pruned without any negative impact to the trees. For the remaining 4 locations, 7 trees require pruning of more than 25% of the crown (heavy pruning) and 1 tree needs to be removed:

- 6 crabapple trees on Johnston Road require heavy pruning
- 1 honey locust tree on Pacific Avenue requires heavy pruning
- 1 honey locust tree on Pacific Avenue needs to be removed.

As a result of the shape of the crowns, these trees are not well suited for planting in urban boulevards; however, they do provide some amenity to the streetscape. The heavy pruning will result in asymmetrical crowns and the need for pruning on a 2-3 year cycle. This could potentially make the trees more susceptible to disease or decline.

Table 1 summarizes the recommended clearance pruning and replacement necessary to accommodate double decker bus route #354.

Table 1: Summary of Required Clearance Pruning for Trees along Bus Route #354

Field No.	Location	Tree Specimen	Current Health	Key Finding
#30-2	NB Johnston Road at Prospect Avenue	Crabapple	Moderate-Poor	Two trees with wide and low crown conflicts with required bus clearances. Pruning will leave asymmetrical crown on side of sidewalk. Stress on tree may lead to removal in the future.
#31	NB 1328 Johnston Road (NS Crosswalk)	Crabapple	Moderate	Wide and low crown conflicting with required bus clearances. Pruning will leave asymmetrical crown on side of sidewalk causing future maintenance issue.
#31b	SB 1333 Johnston Road (SS Crosswalk)	Crabapple	Moderate-Poor	Wide and low crown conflicting with required bus clearances. Pruning will leave asymmetrical crown on side of sidewalk causing future maintenance issue.
#33	SB Johnston Road at Prospect Avenue (NS Intersection)	Crabapple	Moderate	Wide and low crown conflicting with required bus clearances. Pruning will leave asymmetrical crown on side of sidewalk causing future maintenance issue.
#33b	SB Johnston Road at Prospect Avenue (SS Intersection)	Crabapple	Moderate-Poor	Wide and low crown conflicting with required bus clearances. Pruning will leave asymmetrical crown on side of sidewalk causing future maintenance issue. Current building clearance issue (see Figure 3)
#34	EB across from 15233 Pacific Avenue	Honey Locust	Moderate	Two trees with wide and low crown conflicting with required bus clearances. North tree will be left with <30% live crown. Electrical conduit embedded into tree trunk (see Figure 4).



Figure 2: Heavy Pruning Required – Johnston Road south of Roper Avenue.



Figure 3: Building Clearance Issue – Johnston Road south of Prospect Avenue.



Figure 4: Electrical Conduit in Tree Trunk – Johnston Road south of Prospect Avenue.

FINANCIAL IMPLICATIONS

The cost of this work is \$5,200.00 excluding taxes. Funds for this work are available in the Parks operating budget.

LEGAL IMPLICATIONS

Not applicable.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

Double decker buses have double the capacity of the current highway buses allowing more passengers to travel at one time, reducing environmental impacts. Due to higher capacity, fewer buses are required per hour. The larger buses may also provide more space for social distancing. Without pruning, TransLink would not be able to provide double decker bus service to route #354.

The pruning of crabapple tree at location #33b will eliminate building clearance issues and impacts to private property.

Although one (1) honey locust tree will need to be removed, it will be replaced with a specimen that is suitable for the location and can provide an overall benefit to the neighborhood.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

The contract arborist will be required to apply for a Road and Right of Way Highway Use Permit from the Engineering Department.

Staff will need to coordinate the use of parking stalls for pruning with the Parking Division, Financial Services Department.

Staff will need to notify residents and businesses in advance of the work through print media, website and social media and coordinate this with the Communications Department

CLIMATE CHANGE IMPLICATIONS

According to a Capital Regional District study, persons using double decker buses cause two-thirds (2/3) the Carbon Dioxide emissions of persons using conventional buses and about one-fifth (1/5) the emissions of those travelling by car.

ALIGNMENT WITH STRATEGIC PRIORITIES

The Official Community Plan Review, identified in the 2018-2022 Council Strategic Priorities, notes strengthening transit as a direction to be completed by December, 2020.

OPTIONS / RISKS / ALTERNATIVES

The following options are available for Council's consideration:

1. Support TransLink's use of double decker buses on bus route #354 by endorsing the pruning and tree replacement as outlined in this report.
2. Not support tree pruning along TransLink's bus route #354. This will result in less service along route #354 and increases in greenhouse gas emissions.

Staff recommend Option 1, which is reflected in the recommendation of this report.

CONCLUSION

TransLink conducted a field study and found 16 locations that require tree pruning to accommodate double decker buses on route #354. Of those locations, seven (7) trees require heavy pruning and one (1) honey locust tree is recommended for replacement with a specimen suitable for this location.

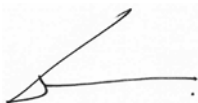
Respectfully submitted,



Jim Gordon, P.Eng.
Director, Engineering & Municipal Operations

Comments from the Chief Administrative Officer

I concur with the recommendation of this report.



Guillermo Ferrero
Chief Administrative Officer

Appendix A: TransLink Field Notes

Appendix B: June 2, 2020 Urban Grove Tree Care & Consulting Field Review

APPENDIX A

TransLink Field Notes

#	BUS STOP #	DIR	ON STREET	POSITION	CROSS STREET	CITY	COMMENTS / RECOMMENDATIONS	ROUTE	DATE
23	56193	WB	Marine Dr	FS	Stevens St	White Rock	tree branches in bus stop need trimming	354	26-Aug
24	56194	WB	Marine Dr	FS	Keil St	White Rock	tree branches in bus stop need trimming	354	26-Aug
25		NB	Maple St	NS	Columbia Ave	White Rock	low hanging wires near Peach Arch Resource Centre contacted - min 14' clearance required	354	26-Aug
26	56276	WB	Columbia Ave	AT	Balsam St	White Rock	tree branches need trimming	354	26-Aug
27		NB	Center St	FS	Columbia Ave	White Rock	tree branches need trimming	354	26-Aug
28		WB	Pacific Ave	FS	Centre St	White Rock	tree branches in front of RCMP detachment need trimming	354	26-Aug
29		WB	Pacific Ave	FS	Fir St	White Rock	tree branches near 15223 Unit 2 need trimming	354	26-Aug
30		NB	Johnston Rd	AT	Prospect Ave	White Rock	tree branches need trimming	354	26-Aug
31		NB	Johnston Rd	AT	1328	White Rock	tree branches near Blue Frog need trimming	354	26-Aug
32	56281	WB	North Bluff Rd	FS	Martin Dr	Surrey	tree branches need trimming	354	26-Aug
33		SB	Johnston Rd	NS	Prospect Ave	White Rock	tree branches need trimming	354	26-Aug
34		EB	Pacific Ave	NS	Fir St	White Rock	tree branches across from 15233 need trimming	354	26-Aug
35		EB	Columbia Ave	FS	Centre St	White Rock	tree branches need trimming	354	26-Aug
36	56301	EB	Columbia Ave	FS	Cypress St	White Rock	low hanging wire far side ped crosswalk contacted - min 14' clearance required	354	26-Aug
37		EB	Columbia Ave	AT	15518	White Rock	low hanging wire contacted - min 14' clearance required	354	26-Aug
38		EB	Columbia Ave	AT	15540	White Rock	low hanging wire contacted - min 14' clearance required	354	26-Aug
39		EB	Columbia Ave	AT	15560	White Rock	low hanging wire is close - min 14' clearance required	354	26-Aug

Urban Grove Tree Care & Consulting

15720 Russell Ave, White Rock, BC V4B 2S1



To: Rosaline Choy-Manager of Engineering, City of White Rock

From: Lesley Gifford - Urban Grove Tree Care & Consulting

CC:

Date: June 2, 2020

Re: Consequences of Tree Clearance Pruning for Double Decker Bus Route

The Coast Mountain Bus Company conducted a field review of the Double Decker bus routes within White Rock and prepared a list of trees requiring clearance pruning. Double decker buses require 6 metres clearance on roadways. Urban Grove Tree Care and Consulting has been requested by the City of White Rock's Manager of Engineering Rosaline Choy to complete this tree pruning work. An excel spreadsheet containing 16 pruning locations was provided to Jason Stoppa for review.

12 of the 16 pruning locations can achieve pruning clearances with no negative impact to trees. 4 locations within the spreadsheet with a total of 8 trees were found to require heavy asymmetrical pruning to meet double decker bus clearance requirements. 6 trees along Johnston Rd. were identified as Crabapples and 2 along Pacific Ave. as Honey locusts. Two of the six trees along Johnston Rd. were missed by Coast Mountain Bus Company and therefore added to the pruning inventory. Crabapples have low and wide growing crowns that are not well suited as boulevard trees fronting main roads and sidewalks as branches are at eye level and overall mature heights are no more than 4-5 metres. Additional clearance requirements were noted for light standards, sidewalk and buildings.

Pruning shall be done in accordance with ISA's ANSI A300 Pruning Standards which requires no more than 25% of the crown's total foliage be pruned in one year. 6 Crabapples may require more than the 25% of the crown be pruned to meet bus clearances. If more than the 25% of the crown's foliage is required to be pruned to meet clearances the trees may become stressed. Tree stress can result in epicormic growth with increased pruning requirements, susceptibility to disease and tree decline over time. Where pruning results in the tree having less than 30% live crown, tree removal is recommended and warranted. Removal is recommended for only 1 of the 8 trees with < 30% live crown remaining.

Additional removals may be warranted for the 6 Crabapples where required pruning removes between 25% and 50% of the total foliage unless the City of White Rock requires tree retention with improper pruning be carried out to meet bus, pedestrian, and infrastructure clearances. In this case, Urban Grove cannot be held responsible for any tree stress, epicormic growth, decline or poor form caused from over pruning if the City chooses to retain and prune over 25% of the trees' foliage to meet required clearances. Crabapples within this assessment may be better suited for removal,

Memo

PHONE
604-219-9274

EMAIL
trees@urbangrove.ca

stump grinding and replacement with a narrow (fastigate) growing tree. Crabapple treatment of removal and replacement versus retention and pruning shall be determined by the City of White Rock.

The following table and photographs document the 8 tree species, required clearances, and severity of pruning outcomes, other findings and recommendations.

Table 1. Arborist assessment of required pruning clearances on trees.

Field no. & Tree tag #	Direct	Address	Tree Name	Health	New Findings (prev. notes)	Recommend
#30-2 trees Tag 2902 & Tag 2903	NB	Johnston Rd. @ Prospect Ave.	Crabapple (<i>Malus spp.</i>)	Moderate -poor	Wide and low growing crowns in conflict with required road (bus) clearances. Pruning will leave asymmetrical crown on side of sidewalk. North tree will be left with low live crown. Stress leads to increased pruning (epicormics) and decline may lead to removal in future. Light standard is blocked by crown requiring clearance pruning.	-Prune to required bus clearance. Prune for light standard. -Roadway will require pruning on 2-3 year cycle. -Potential removal of north tree in future.
#31 Tag 2860	NB	Johnston Rd. @ 1328 (NS crosswalk)	Crabapple (<i>Malus spp.</i>)	Moderate	Wide and low growing crown in conflict with required road (bus) clearances. Pruning will leave asymmetrical crown, heavy on side of sidewalk. Future maintenance issue on sidewalk.	-Prune to required bus clearance. -Roadway will require pruning on 2-3 year cycle.
#31b (added tree) Tag 2941	SB	Johnston Rd. @ 1333 (SS crosswalk)	Crabapple (<i>Malus spp.</i>)	Moderate -poor	Wide and low growing crown in conflict with required road (bus) clearances. Pruning will leave asymmetrical crown, heavy on side of sidewalk. Future maintenance issue on sidewalk.	-Prune to required bus clearance. -Roadway will require pruning on 2-3 year cycle.
33 Tag 2904	SB	Johnston Rd. @ Prospect Ave. (NS intersection)	Crabapple (<i>Malus spp.</i>)	Moderate	Wide and low growing crown in conflict with required road (bus) clearances. Pruning will leave asymmetrical crown, heavy and low on sidewalk side, only 6' vertical clearance currently. Future maintenance issue on sidewalk side.	-Prune to required bus clearance. -Roadway will require pruning on 2-3 year cycle. -Prune to 9' for sidewalk & bench

<p>33b (added tree) Tag 2900</p>	<p>SB</p>	<p>Johnston Rd. @ Prospect Ave. (SS intersection)</p>	<p>Crabapple (<i>Malus spp.</i>)</p>	<p>Moderate -poor</p>	<p>Wide and low growing crown in conflict with required road (bus) clearances. Pruning will leave asymmetrical crown, heavy on side of sidewalk. Building clearance issue currently.</p>	<p>-Prune to required bus clearance. -Roadway will require pruning on 2-3 year cycle. -Prune for building clearance</p>
<p>34- 2 trees Tag 3102 & tag 3103</p>	<p>EB</p>	<p>Pacific Ave across from 15233</p>	<p>Honey locust (<i>Gleditsia triacanthos</i>)</p>	<p>Moderate</p>	<p>Wide and low growing crowns in conflict with required road (bus) clearances. Pruning of northern tree will leave trunk with <30% live crown. South tree will be minimally affected.</p>	<p>-Remove north tree that is suppressed by larger growing better situated tree at south. -Prune to required bus clearance. -Roadway will require pruning on 2-3 year cycle.</p>

The following photographs document the 8 trees with required clearances (for bus and building) showing pruning outcomes (crown asymmetry).

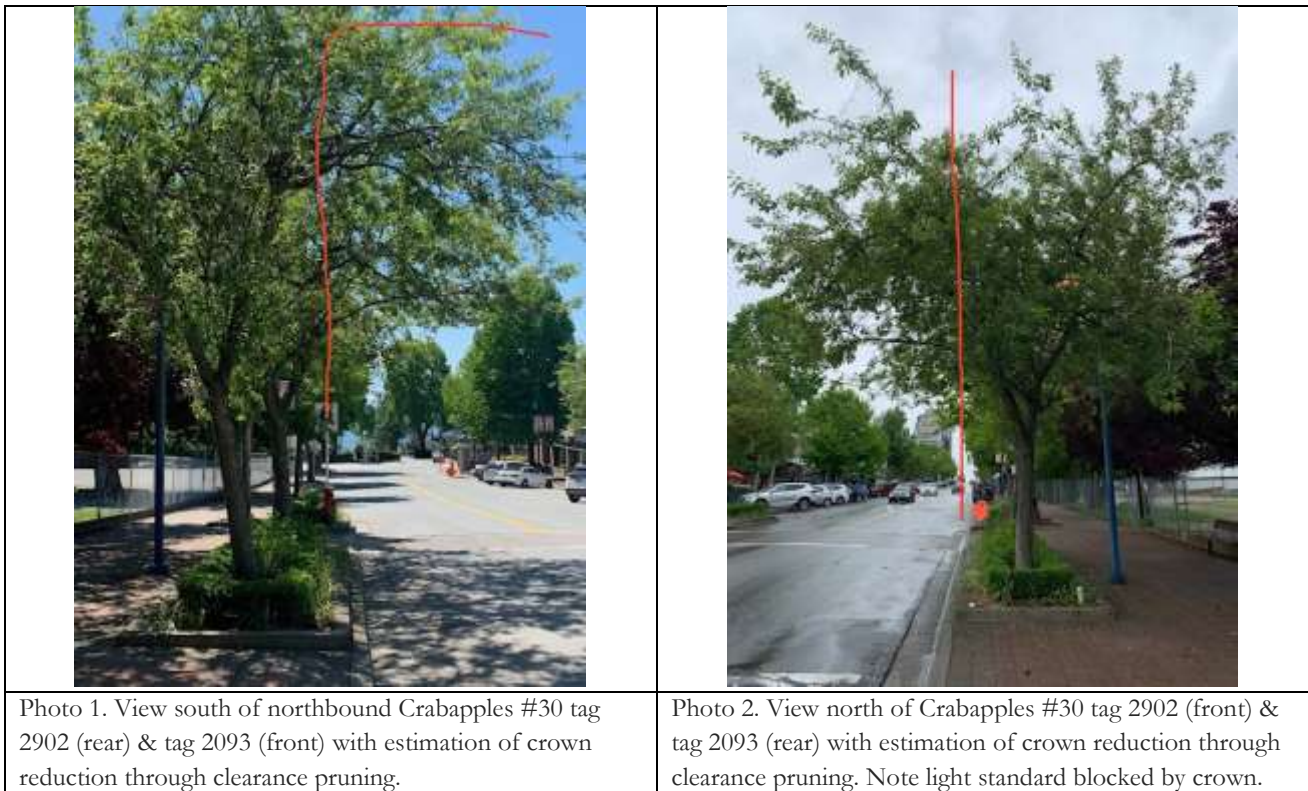




Photo 3. View north of northbound Crabapple #31 tag 2860 with estimation of crown reduction through clearance pruning.



Photo 4. View south of added southbound Crabapple #31b (SS crosswalk) tag 2941 with estimation of crown reduction through clearance pruning.



Photo 5. View south of southbound Crabapple #33 (NS intersection) tag 2904 with estimation of crown reduction through clearance pruning.



Photo 6. View south of added southbound Crabapple #33b (SS intersection) tag 2900 with estimation of crown reduction through clearance pruning.



Photo 7. View south of added southbound Crabapple #33b (SS intersection) tag 2900 with building clearance pruning recommended on side of sidewalk.



Photo 8. View east of Honeylocust #34 (across from 15233) tag 3102 (left) & tag 3103 (right) with estimation of crown reduction through clearance pruning.



Photo 9. View of Honey Locust #34 tag 3103 with electrical conduit being encompassed by tree trunk. Majority of lights within crown require removal prior to pruning.

If you require any additional information please feel free to contact the undersigned.

Sincerely,

Jason Stoppa
 ISA Certified Arborist PN-6172A
 Qualified Tree Risk Assessor
 BCFSC Certified Tree Faller



Lesley Gifford 778-772-2597
 B.App.Sc.
 ISA Certified Arborist: PN-5432-A
 Qualified Tree Risk Assessor
 Qualified Tree Appraiser



White Rock Business License #19697
 Professional Liability (Errors & Omissions): Intact 5A5764177- 5 Million
 Commercial General Liability: Intact 5A1042772- 5 Million

Assumptions & Limiting Conditions

This arboriculture assessment report is based on site observations on the dates noted. Effort has been made to ensure that the opinions expressed are a reasonable and accurate representation of the condition of the trees reviewed. All trees or groups of trees have the potential to fail. No guarantees are offered or implied by Urban Grove Tree Care & Consulting that the trees are safe given all conditions. The inspection is limited to visual examination without excavation, probing, coring or climbing, unless specified. The findings and opinions within this report are representative of the conditions found on the day of the review only. Any trees retained should be reviewed on a regular basis. This assessment does not estimate the cost to perform the work prescribed.

From: [Brian Tuomi](#)
To: [Clerk's Office](#)
Subject: Question and answer period
Date: Sunday, December 06, 2020 4:31:00 PM
Attachments: [image453682.png](#)
[image070534.png](#)
[image871244.png](#)
[image831186.png](#)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear White Rock Council:

Could you please inform me how much money was received in insurance pay out from the storm damage to the pier and west float (marina). When will this cash be applied to the west float (marina) rehabilitation?

Also when may we expect to see a reconstitution of the new version of the White Rock Harbour Authority?

Respectfully

Brian Tuomi

207-15025 Victoria Ave.

White Rock BC V4B 1G2

Email btuomi@yahoo.ca

Tel 604-531-6249



Captain Brian Tuomi

President, **Nautical Consulting International Ltd.**

t: 1-778-863-0026

e: briantuomi@nauticalconsulting.com | w: www.nauticalconsulting.com

a: 207 - 15025 Victoria Ave., White Rock , BC, Canada, V4B 1G2



From: [Gary Gumley](#)
To: [Clerk's Office](#)
Cc: [Tracey Arthur](#)
Subject: Question and Answer period - December 7, 2020
Date: Monday, December 07, 2020 7:59:18 AM

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

My Question is:

Decorative/Exhibition lighting and the White Rock Festival of Lights appear to have been overlooked in the Council Strategic Priorities Update for 2021-2022 approved by council on November 17, 2020. Would City Council consider adding this important item to the strategic priority plan revision at this time?

Background:

Decorative/Exhibition lighting is a highly positive component of a vibrant city. Something that is very much needed during these challenging Covid-19 times.

In the case of White Rock, this form of lighting is widely recognized as one of the most impactful ways of energizing business activity along the Marine Drive waterfront in the "off-season". The commitment to exhibition lighting has recently been extended to other parts of the city including Five Corners and Uptown.

- The Van Hausen Waterfront Enhancement Strategy (WES) report specifically referenced decorative/exhibition lighting and the White Rock Festival of Lights as strategic and important components of the revitalization of the Marine Drive area.
- Council recently authorized the re-allocation of over 100k for the refurbishment of the tree lights along West Beach promenade from the Museum to Bay Street in September
- Council approved the upgrading of LED lighting of the Museum in 2019.
- Council approved new LED lighting for the pier in 2019
- Council approved the upgrading of exhibition lighting at Five Corners and Johnston Road last spring at a cost of over 80k.
- There has been recent talk of lighting the trees from the White Rock to Bernard Charles Plaza along the promenade
- There has been discussions about installing catenary lighting over Marine Drive in the East Beach area.
- City Council approved White Rock Festival of Lights in 2019 and 2020, approval for 2021 is currently pending.
- City Council Committees; EDAC, MDTF and Covid-19 Task Force committees all formally endorsed the WRFL in 2019 and 2020.

Thank you to City Council and City Staff for what has been done to date, there is a lot more that can be accomplished.

I look forward to understanding why referencing Decorative/Exhibition lighting in the Strategic Priorities plan for 2021-2022 has been overlooked.

Regards,

Gary Gumley