



2021 - 2022 Council Strategic Priorities

ALIGNING OUR PRIORITIES

WHITE ROCK
City by the Sea!

TABLE OF CONTENTS

| | |
|------------------------------------|----|
| MESSAGE FROM COUNCIL | 2 |
| INTRODUCTION | 3 |
| VISION AND VALUES | 4 |
| COUNCIL STRATEGIC PRIORITIES | 5 |
| NARROWING THE FOCUS | 7 |
| COMMUNITY | 8 |
| ENVIRONMENT | 12 |
| WATERFRONT | 13 |
| INFRASTRUCTURE | 14 |
| ECONOMY | 15 |
| COVID-19 | 16 |



MESSAGE FROM COUNCIL



WHITE ROCK CITY COUNCIL | 2021 - 2022

TOP ROW, LEFT TO RIGHT: Councillor David Chesney, Councillor Erika Johanson, Councillor Helen Fathers and Councillor Christopher Trevelyan.

BOTTOM ROW, LEFT TO RIGHT: Councillor Anthony Manning, Mayor Darryl Walker, and Councillor Scott Kristjanson.

When City Council approved the Strategic Priorities for White Rock in early 2019, we heard from the community clear priorities that included reopening Canada's Longest Pier and the Waterfront Promenade, both severely damaged in December 2018 by a harsh and sudden winter storm.

Today we face a different storm. The declaration of a COVID-19 global pandemic in March 2020 has left our world profoundly changed. Responsively, the City moved to online services, advocated to aid residents and businesses in need, and provided alternatives to in-person Council meetings, public meetings, special events, recreation and public engagement.

Throughout this time, the City of White Rock continued to provide essential services, including fire and police, solid waste collection and recycling, clean drinking water, roads and parks maintenance, taxation and parking services. The City formed the COVID-19 Recovery Task Force in June 2020 to respond to the social and economic needs of White Rock during the pandemic.

Council's 2021-2022 Strategic Priorities maintain, where possible, the public input principles we heard in 2019 along with input from the community during the pandemic. We have refined our priorities and will focus on our Community, Environment, Waterfront, Infrastructure, Economy and response to COVID-19. Together, we will get through this storm, and build an even stronger future for our City by the Sea.

INTRODUCTION

Council's Strategic Priorities: Impact of the COVID-19 Pandemic

At the beginning of each four-year term of office, White Rock City Council sets the long-term vision and strategic plan for the City of White Rock. Council's Strategic Priorities provide the community with the goals the City will achieve and describes how the City will achieve them.

Council's Strategic Priorities are an important element within the work plan of City employees. Two years into Council's four-year term, the City has achieved 60 per cent of the priorities identified in Council's 2018-2022 Strategic Priorities. This was achieved despite the COVID-19 global pandemic.

Due to the unprecedented challenges presented by the pandemic, City resources have been strained, with unplanned priorities needing immediate attention. As a result, City Council has taken a fresh look at White Rock's Strategic Priorities for the next two years of the Council term.

Through Council's 2021-2022 Strategic Priorities, White Rock will continue to focus on the health and safety of the community, providing a high quality of life for residents, supporting the local economy and ensuring this seaside city is an attractive destination for visitors.



VISION AND VALUES

CORPORATE VISION

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

CORPORATE VALUES

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

CORPORATE MISSION

Building community excellence through effective stewardship of all community resources

COUNCIL STRATEGIC PRIORITIES 2021-2022

The following pages provide an update to Council's 2018-2022 Strategic Priorities.

The six priorities are Community, Environment, Waterfront, Infrastructure, Economy and COVID-19.

Each priority is supported by action items, including a full list of planned projects linked to Council's Strategic Priorities.

COUNCIL'S STRATEGIC PRIORITIES



COMMUNITY

We will make the best possible community decisions in collaboration with residents and stakeholders, providing an excellent quality of life.



ENVIRONMENT

We will continue to improve our environmental stewardship to preserve and protect the natural environment for future generations.



WATERFRONT

We will enhance, promote and share our regional, premier, seaside experience.



INFRASTRUCTURE

We will build and maintain physical and organizational structures and facilities to enhance our community's quality of life.



ECONOMY

We will support the prosperity and diversification of the City's economic base.



COVID-19

We will provide the best possible community outcomes and resilience to maximize recovery from COVID-19.

NARROWING THE FOCUS FOR 2021-2022



To help narrow the focus for Council's 2021-2022 Strategic Priorities, City Council on March 8, 2021, selected a list of top-five items to achieve leading up to 2022.

They are:

1. The Official Community Plan (OCP) Review
2. Solid Waste Pickup for Multi Family
3. Housing Needs / Affordable Housing
4. Community Amenity Contribution (CAC) 'shovel-in-the-ground' projects
5. The City's Relationship with the Semiahmoo First Nation

All priorities can be found in the Strategic Priorities documents that follow.

COMMUNITY



WE WILL...

Make the best possible community decisions in collaboration with residents and stakeholders, providing an excellent quality of life.

OBJECTIVES

1. Guide land use decisions of Council to reflect the vision of the community.
2. Manage the delivery of City services efficiently and effectively.
3. Confirm the City is following best practices in governance.
4. Select and complete the CAC projects to maximize the benefit to the community.
5. Advocate on behalf of the community to senior levels of government and other stakeholder groups.
6. Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities

ACTIONS AND PRIORITY

| OBJECTIVE | ACTION | PRIORITY |
|---|--|---------------|
| Guide land use decisions of Council to reflect the vision of the community. | Review the Official Community Plan (OCP) | Top Priority |
| | Town Centre Review (with DIALOG) | Top Priority |
| | Building Heights Outside the Town Centre | Top Priority |
| | Affordable Housing/Housing Needs Report | Top Priority |
| | Review of Waterfront Design Guidelines for East Beach and West Beach | High Priority |
| | Coach House/Secondary Suites in duplexes/triplexes | High Priority |
| | Single-family home zones | High Priority |





COMMUNITY



| OBJECTIVE | ACTION | PRIORITY |
|---|--|--|
| Confirm the City is following best practices in governance. | Governance and Legislation Committee to continue to review all Council policies | Top Priority |
| | <ol style="list-style-type: none"> 1. Corporate Administration Policies 2. Council Policies 3. City Operations Policies 4. Finance Policies 5. Human Resources Policies 6. Planning and Development Policies | <ol style="list-style-type: none"> 1. High Priority 2. High Priority 3. High Priority 4. High Priority 5. High Priority 6. High Priority |
| | Reserve Fund | High Priority |
| Manage the delivery of City services efficiently and effectively. | Multi-Family and Commercial Waste Pickup | Top Priority |
| | Conduct multi-family and commercial waste pickup and analysis | Top Priority |
| | Review emergency alert systems for mass notification | Top Priority |
| | Water Community Advisory Panel | High Priority |
| | Examine water quality results from Water Treatment Plant | High Priority |
| | Policing Service Review | High Priority |

COMMUNITY



| OBJECTIVE | ACTION | PRIORITY |
|--|---|--------------|
| Select and complete the CAC projects to maximize the benefit to the community. | Community Amenity Contributions Review | Top Priority |
| | Emerson Park Playground Upgrade | Top Priority |
| | Bring forward Affordable Housing Reserve Fund Bylaw and consider allocating \$4 million to fund | Top Priority |
| | Centre Street Hillside Walkway Upgrade | Top Priority |
| | Review Options for Upgrading Multiple Hillside Walkways (Road Ends) to Waterfront | Top Priority |
| | Bay Street Beach Access Ramp | Top Priority |
| | Maccaud Park Upgrade | Top Priority |





COMMUNITY



| OBJECTIVE | ACTION | PRIORITY |
|---|---|---------------|
| Continue to nurture a respectful, trusting partnership with the Semiahmoo First Nation for the benefit of both communities. | Water Service Agreements | Top Priority |
| | Relationship Rebuilding/ Partnership | Top Priority |
| | Communication Protocol - Memorandum of Understanding | Top Priority |
| | Sanitary Sewer Service Agreement | High Priority |
| | Drainage Memorandum of Understanding | High Priority |
| | SFN Infrastructure Investigation & Assessment | High Priority |
| | Totem Pole (House Post) Restoration at White Rock Elementary School Grounds | Low Priority |

ENVIRONMENT



WE WILL...

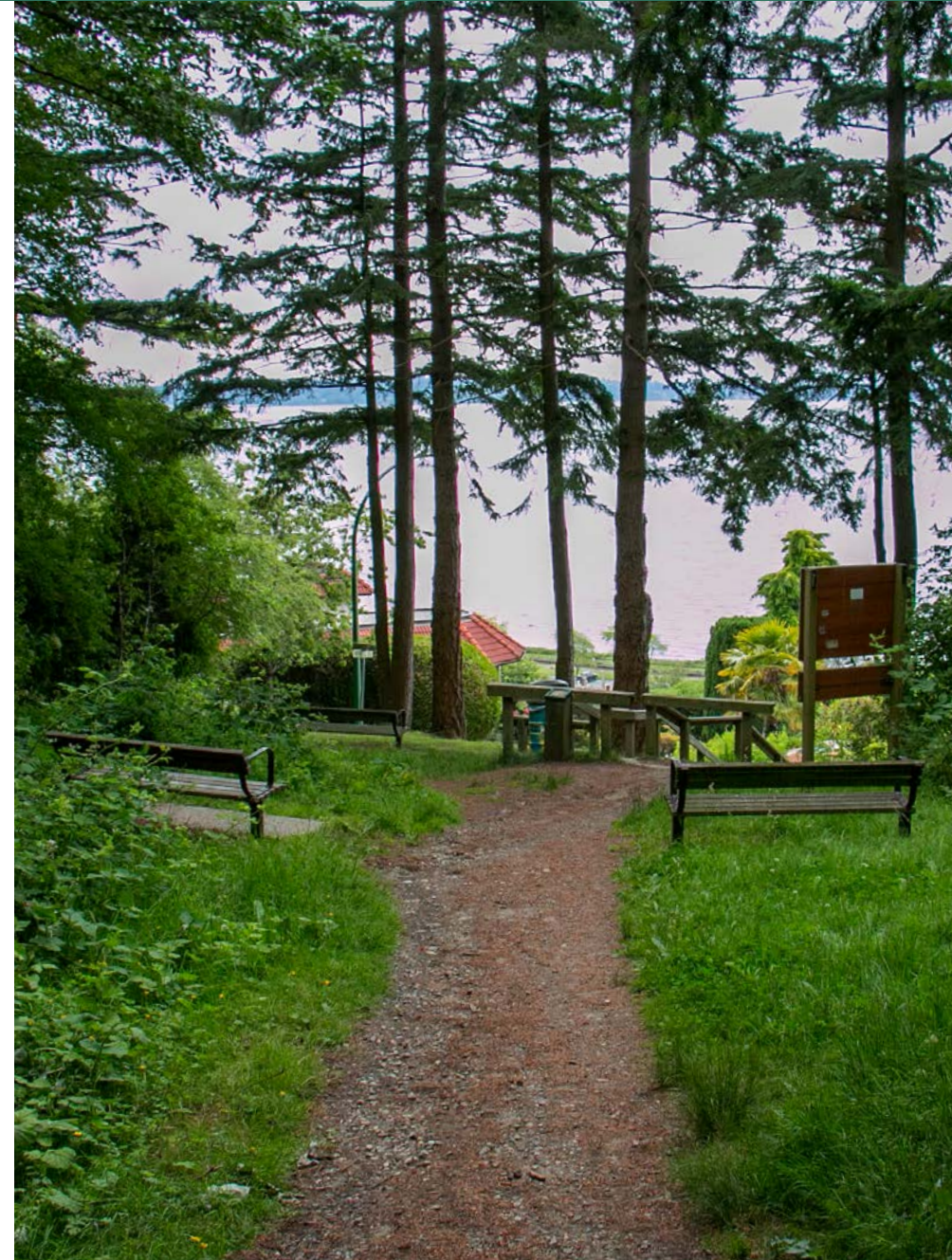
Continue to improve our environmental stewardship to preserve and protect the natural environment for future generations.

OBJECTIVES

1. Integrate storm damage environmental capital assets.
2. Reduce greenhouse gas emissions.
3. Protect and increase the tree canopy and enhance greenspace in the community.

ACTIONS AND PRIORITY

| ACTION | PRIORITY |
|---|---------------|
| Protection of Semiahmoo Bay | High Priority |
| Energy Step Code Implementation | High Priority |
| Environmental Advisory Committee suggesting improvements to bylaws and policies to protect the tree canopy. | High Priority |
| Tree Management Bylaw Review | High Priority |
| Policy 607 Heritage Trees | High Priority |
| Policy 611 Tree Management on City Lands | High Priority |





WATERFRONT



WE WILL...

We will enhance, promote and share our regional, premier, seaside experience.

OBJECTIVES

1. Attract visitors and residents to the Waterfront.
2. Support a vibrant, year-round environment where businesses can thrive.
3. Minimize the impact of railroad activity on the community.

ACTIONS AND PRIORITY

| ACTION | PRIORITY |
|--|---------------|
| Develop and recommended a Waterfront Enhancement Strategy | High Priority |
| Patio enclosures on Marine Drive | High Priority |
| Review of Waterfront Design Guidelines for East and West Beach | High Priority |
| Accessory Vacation Rentals regulation | High Priority |
| Joint Semiahmoo Days/SeaFest | High Priority |
| Waterfront Commercial Zones (CR3, CR4) | High Priority |

INFRASTRUCTURE



WE WILL...

Build and maintain physical and organizational structures and facilities to enhance our community's quality of life.

OBJECTIVES

1. Select and complete the CACs projects to maximize the benefit to the community.
2. Provide safe, reliable and sustainable infrastructure for the community while minimizing impacts on the environment.
3. Ensure infrastructure required by new growth is funded by development.
4. Provide a safe, accessible, centralized City facility and amenities.

ACTIONS AND PRIORITY

| ACTION | PRIORITY |
|---|--------------|
| Community Amenity Contributions Review | Top Priority |
| Emerson Park Playground upgrade | Top Priority |
| Centre Street Hillside Walkway Upgrade | Top Priority |
| Review options for upgrading multiple hillside walkways (road ends) to Waterfront | Top Priority |
| City Hall and Civic Precinct | Low Priority |





ECONOMY



WE WILL...

We will support the prosperity and diversification of the City's economic base.

OBJECTIVES

1. Fees and Charges Bylaw (increase for highway use violations)
2. 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.
3. Improve provision of efficient and cost-effective services.
4. Manage parking resources to meet the needs of residents, visitors and businesses.

ACTIONS AND PRIORITY

| ACTION | PRIORITY |
|---|---------------|
| Complete LEAN Study to improve efficiencies and realize cost savings Implement current and subsequent revised Economic Strategy | High Priority |
| Tempest Business Licenses eApply | High Priority |
| Bylaw Adjudication | High Priority |
| Implement current and subsequent revised Economic Strategy | High Priority |
| Fees and Charges Bylaw (increase for highway use violations) | High Priority |

COVID-19



WE WILL...

Provide the best possible community outcomes and resilience to maximize recovery from COVID-19.

OBJECTIVES

1. Partner with service agencies and other community partners to provide social support for those most impacted by COVID-19
2. Advocate on behalf of small business and work with community groups to support the local business community during the pandemic.
3. Operate all facilities and provide services consistent with Provincial health orders.

ACTIONS AND PRIORITY

| ACTION | PRIORITY |
|---|---------------|
| Research and Develop Gamification Program to Connect Residents Safely | High Priority |
| Research Feasibility of Outdoor “Comfort Stations” | High Priority |
| Research Feasibility of Weather Coverings for Picnic Table Areas in Memorial Park | Low Priority |





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