

2023-02-13 Appendix A 2023-2026 Council Strategic Priorities

VISION, VALUES, MISSION

Vision – White Rock is a community where people feel safe, included, respected, and connected, local businesses prosper, natural areas are thriving and protected, and city spaces are animated, well-maintained, and inviting.

Corporate Values

- Accountability
- Respect
- Integrity
- Service excellence

Mission – Provide high-quality service delivery with integrity, fiscal responsibility, and professionalism, to support a dynamic waterfront city.

PRIORITY FOCUS AREAS

1. Community – We foster a livable city with connected residents enjoying distinctive places and activities.
2. Housing & Land Use – We advocate for diversity in housing and practice balanced land-use planning.
3. Infrastructure (Built and Natural Environment) – We plan, build, and maintain infrastructure to enhance quality of life and civic service delivery, while mitigating and adapting to environmental impacts.
4. Local Economy – We facilitate diversified economic growth and leverage partnerships.
5. Organization & Governance – We commit to continuous process improvement, efficient service delivery, and fostering positive relationships with Semiahmoo First Nation and other key stakeholders.
6. Waterfront – We support a prosperous and vibrant waterfront.

COMMUNITY – We foster a livable city with connected residents enjoying distinctive places and activities.

| Objective | Actions |
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| 1. Encourage positive community gathering by designing and implementing inviting public spaces and beautification projects. | <ul style="list-style-type: none"> a. Develop and implement a Beautification & Placemaking Action Plan to optimize beauty and encourage community participation (e.g., murals, markets, mosaics in sidewalks, walkways, community gardens, art). b. Redevelop southern area of Five Corners as an enhanced community gathering space starting with public consultation and conceptual design in 2023 including options for washrooms. c. Research and recommend an appropriate model for creating a community foundation to support community development. d. Conduct a needs assessment of Hogg Park to determine how to maximize its use. e. Complete Helen Fathers Centre Street Walkway enhancement project. f. Conduct the needs assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives. g. Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population in partnership with the Kent Street Seniors Society. |
| 2. Plan for adverse weather impacts to protect community safety. | <ul style="list-style-type: none"> a. Assess future location, annually seek to secure grant funding, and continue to partner with the City of Surrey to operate the Warming Centre each winter from November – March. b. Annually update and implement Emergency Extreme Heat Event Plan during summer season, including operation of cooling centres. |
| 3. Expand walking, cycling and transit opportunities. | <ul style="list-style-type: none"> a. Build upon Integrated Transportation and Infrastructure Master Plan (ITIMP) by incorporating sidewalk and cycle projects in the Financial Plan and then constructing them. b. Continue program of bus stop improvements. c. Construct a new rainbow crosswalk at Peace Arch Elementary School in the spring and explore cost sharing with the school district. d. Search out grants for walking, cycling projects. |
| 4. Develop new Community Hub. | <ul style="list-style-type: none"> a. Complete Facilities Master Plan. b. Conduct community facility needs assessment. |
| 5. Formalize a City volunteer program. | <ul style="list-style-type: none"> a. Optimize the City’s digital volunteer management platform (Better Impact) to leverage the use of community volunteers where appropriate across the City, e.g. community policing, special events, adopt-a-street clean-up. b. Conduct a volunteer recruitment campaign during National Volunteer Week in April. |

HOUSING & LAND USE – We advocate for diversity in housing and practice balanced land-use planning.

| Objective | Actions |
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| 1. Increase at-and-below-market rental housing inventory. | <ul style="list-style-type: none"> a. Deliver a plan, identifying location, funding, and partners, to build an affordable housing project. b. Develop an affordable housing strategy to support the creation of appropriate affordable housing options through future development. |
| 2. Enable appropriate market housing builds to address inventory shortages and build tax revenue. | <ul style="list-style-type: none"> a. Encourage missing “middle-housing” (e.g., duplexes, triplexes, small townhouses, coach houses) through infill development in established neighbourhoods to provide more housing options for families. b. Assess long-term land use and density in Uptown (town centre) along North Bluff Road, from Oxford Street to Finlay Street, in consultation with Surrey’s approved Semiahmoo Plan. |

INFRASTRUCTURE (Built and Natural Environment) – We plan, build, and maintain infrastructure to enhance quality of life and civic service delivery, while mitigating and adapting to environmental impacts.

| Objective | Actions |
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| 1. Ensure future infrastructure resiliency by making decisions through a long-term lens. | <ul style="list-style-type: none"> a. Develop a project plan to build a new Community Hub. b. Create an integrated long-term infrastructure plan. c. Conduct the Needs Assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives. d. Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population. |
| 2. Adapt infrastructure to address climate change factors. | <ul style="list-style-type: none"> a. Complete East Marine Drive Upgrade/SFN drainage project. b. Address drainage issues on Marine Drive between Elm and Oxford. c. Reconstruct the remainder of the pier. d. Harden West Beach to sea level rise. |
| 3. Maintain updated infrastructure master plans. | <ul style="list-style-type: none"> a. Complete sanitary and drainage master plans. b. Maintain Water Master Plan. c. Prepare new Development Cost Charges Bylaw. |
| 4. Construct key infrastructure projects. | <ul style="list-style-type: none"> a. Complete water, sanitary and storm upgrades to Johnston Road between Thrift and Russell and Johnston Road between Russell and Roper. b. Maintain sidewalk, roads, sewer lines according to the infrastructure 5-year asset plan. c. Complete annual \$500K pavement management program and add repaving projects status updates to the City website. |
| 5. Effectively consult with Semiahmoo First Nation to address infrastructure priorities related to SFN land. | <ul style="list-style-type: none"> a. Collaborate towards addressing the pump station and drainage infrastructure on Semiahmoo First Nation land. b. Work with Semiahmoo First Nation to mitigate effects of sea level rise and flooding of lowlands. c. Survey and document buried infrastructure on Semiahmoo First Nation land. d. Mitigate water quality issues from upland drainage. |

LOCAL ECONOMY – We facilitate diversified economic growth and leverage partnerships.

| Objective | Action |
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| <p>1. Foster a business-friendly environment to attract and retain businesses, including review of bylaws to improve businesses processes.</p> | <ul style="list-style-type: none"> a. Endorse and implement an Economic Development Strategy. b. Identify and engage business community stakeholders, including the White Rock Business Improvement Association (BIA) and South Surrey White Rock Chamber of Commerce (SSWRCC), by sector, for regular dialogue with the City to identify opportunities and challenges. c. Expand the definition of permitted use for home-based businesses. d. Identify opportunities for patio expansion on to City space and determine feasibility of allowing all-season patios. e. Review and implement a City-wide parking strategy. f. Review the Sign Bylaw |
| <p>2. Increase patronship of our commercial districts.</p> | <ul style="list-style-type: none"> a. Assess and redevelop Tourism White Rock delivery model. b. Review the Noise Bylaw. |

ORGANIZATION AND GOVERNANCE – We commit to continuous process improvement, efficient service delivery, and fostering positive relationships with Semiahmoo First Nation and other key stakeholders.

| Objective | Action |
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| 1. Increase revenue from City programs, assets, and services. | <ul style="list-style-type: none"> a. Review parking at waterfront and Uptown (town centre) b. Review sign permit and business licence rates. c. Review Sidewalk Use Agreement rates and consider opportunities for program expansion. d. Complete a Recreation Services Strategy to increase participation and revenue. e. Consider strategy and review bylaw rules for Short-term Rentals (Airbnbs). f. Hire a grant writer. g. Hire a purchasing officer. |
| 2. Improve permit process to reduce wait times. | <ul style="list-style-type: none"> a. Add up to four full-time building permit staff over four years. b. Complete e-apply implementation for application submissions. c. Review the Planning Procedure Bylaw for opportunities to streamline the planning approval process. |
| 3. Realize service delivery efficiencies via digital transformation and aligning existing processes with best practices. | <ul style="list-style-type: none"> a. Identify and replace financial system with an enterprise-grade solution (a system that is integrated across departments), to encompass HR functionality. b. Adopt a formal digital transformation strategy and culture, with an emphasis on digitizing at least 50% of our legacy forms and templates. c. Implement an organization-wide electronic records management system and practices. d. Implement quarterly financial reporting. e. Complete website refresh (look and feel and menu/navigation re-architecture). f. Delivery of electronic fire inspection reports. g. Complete and implement a new Bylaw Notice Enforcement Bylaw and Adjudication process. |
| 4. Sustain and nurture the established partnership between the City of White Rock and Semiahmoo First Nation. | <ul style="list-style-type: none"> a. Deliver annual Sea Festival & support Semiahmoo Days in partnership with Semiahmoo First Nation. b. Provide logistical event support for National Day for Truth and Reconciliation. c. Ratify and implement Communication Protocol Memorandum of Understanding. d. Consult with Semiahmoo First Nation on all infrastructure and climate change-related infrastructure projects affecting their land and the waterfront. |

WATERFRONT – We support a prosperous and vibrant waterfront.

| Objective | Action |
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| 1. Revitalize waterfront public spaces to be more inviting. | <ul style="list-style-type: none">a. Develop Marine Drive specific projects in Beautification & Placemaking Action Plan.b. Add public Wi-Fi access points along East Beach.c. Develop and implement strategy to modernize and revitalize Marine Drive storefronts.d. Explore options for alternative uses of west beach parkade 4th floor.e. Assess long-term land use and density from 14871 Marine Drive (Elm Street) to 15081 Marine Drive (east end of West Beach) to accommodate four-storey buildings.f. Identify and implement on-the-water activities along the waterfront.g. Work with other levels of government to explore grant opportunities. |
| 2. Secure funding for pier upgrades. | <ul style="list-style-type: none">a. Apply for provincial and federal government grants. |