

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

2023-2026 COUNCIL STRATEGIC PRIORITIES PLAN

COMMUNITY-FOSTER A LIVABLE CITY WITH CONNECTED RESIDENTS ENJOYING DISTINCTIVE PLACES AND ACTIVITIES.

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|--|------|------|------|------|-----------------|---|---------------|
| Develop new Community Hub. | | | | | 17% | | Objective |
| → Complete Facilities Master Plan. | | | | | 50% | NEW Facilities Master Plan work is underway with Dialog Consulting. Staff have had meetings and input. Further meetings to be held. | Top Priority |
| → Conduct community facility needs assessment. | | | | | 0% | NEW At this time there is no budget for a community facilities needs assesment. | Top Priority |
| → Develop a project plan to build a new Community Hub. | | | | | 0% | | Top Priority |
| Encourage positive community gathering by designing and implementing inviting public spaces and beautification projects. | | | | | 1% | | Objective |
| → Complete Helen Fathers Centre Street Walkway enhancement project. | | | | | On Track 62% | NEW Staff met in the field and are working to develop options within the small project budget scope. Letters to be sent to encroaching property owners to remove encroachments. | Low Priority |
| → Conduct a needs assessment of Hogg Park to determine how to maximize its use. | | | | | 0% | | High Priority |
| → Conduct the needs assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives. | | | | | 0% | | High Priority |
| → Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population in partnership with the Kent Street Seniors Society. | | | | | 0% | | High Priority |
| → 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). | | | | | 0% | | High Priority |

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|--|------|------|------|------|------------|---|---------------|
| → 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. | | | | | 0% | NEW Staff to start consultation and work towards conceptual design this summer, following expected budget approval in May. | High Priority |
| → Research and recommend an appropriate model for creating a community foundation to support community development. | | | | | 0% | | High Priority |
| Expand walking, cycling and transit opportunities. | | | | | 16% | | Objective |
| → Build upon Integrated Transportation and Infrastructure Master Plan (ITIMP) by incorporating sidewalk and cycle projects in the Financial Plan and then constructing them. | | | | | 0% | | High Priority |
| → Construct a new rainbow crosswalk at Peace Arch Elementary School in the spring and explore cost sharing with the school district. | | | | | 22% | NEW Staff are continuing discussions with the teacher from Peace Arch Elementary who is leading the initiative to fundraise a 50% share from the School. Funds for the City share are in the proposed Financial Plan. | High Priority |
| → Continue program of bus stop improvements. | | | | | 30% | | High Priority |
| → Search out grants for walking, cycling projects. | | | | | 11% | NEW Staff continue to pursue grant opportunities. The latest is a \$51K grant from TransLink for intersection work at North Bluff Road and Oxford Street. | Top Priority |
| Formalize a City volunteer program. | | | | | 0% | | Objective |
| → Conduct a volunteer recruitment campaign during National Volunteer Week in April. | | | | | 0% | | High Priority |
| → 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. | | | | | 0% | | High Priority |
| Plan for adverse weather impacts to protect community safety. | | | | | 5% | | Objective |
| → Annually update and implement Emergency Extreme Heat Event Plan during summer season, including operation of cooling centres. | | | | | 10% | NEW 2022 Extreme Heat Event Plan currently being reviewed. | High Priority |
| → 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. | | | | | 0% | | Top Priority |

HOUSING & LAND USE-ADVOCATE FOR DIVERSITY IN HOUSING AND PRACTICE BALANCED LAND-USE PLANNING.

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|--|------|------|------|------|------------|---------------|---------------|
| Enable appropriate market housing builds to address inventory shortages and build tax revenue. | | | | | 0% | | Objective |
| → 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. | | | | | 0% | | High Priority |
| → Encourage missing "middlehousing" (e.g., duplexes, triplexes, small townhouses, coach houses) through infill development in established neighbourhoods to provide more housing options for families. | | | | | 0% | | High Priority |
| Increase at and below market rental housing inventory. | | | | | 25% | | Objective |
| → Deliver a plan, identifying location, funding, and partners, to build an affordable housing project. | | | | | 25% | | Top Priority |
| → Develop an affordable housing strategy to support the creation of appropriate affordable housing options through future development. | | | | | 0% | | Top Priority |

INFRASTRUCTURE (BUILT AND NATURAL ENVIRONMENT)-PLAN, BUILD, AND MAINTAIN INFRASTRUCTURE.

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|--|------|------|------|------|------------|---|---------------|
| Adapt infrastructure to address climate change factors. | | | | | 13% | | Objective |
| → Address drainage issues on Marine Drive between Elm and Oxford. | | | | | 2% | | Low Priority |
| → Complete East Marine Drive Upgrade/SFN drainage project. | | | | | 11% | NEW Staff are meeting regularly with SFN and the City of Surrey to discuss climate adaptation strategies, including raising eastern Marine Drive. | High Priority |
| → Harden West Beach to sea level rise. | | | | | 0% | | Top Priority |
| → Reconstruct the remainder of the pier. | | | | | 0% | | Top Priority |
| Construct key infrastructure projects. | | | | | 11% | | Objective |
| → Complete annual \$500K pavement management program and add repaving projects status updates to the City website. | | | | | 16% | NEW RFP for 2023 projects is completed. Report to Council for approval is being prepared. | High Priority |
| → Complete water, sanitary and storm upgrades to Johnston Road between Thrift and Russell and Johnston Road between Russell and Roper. | | | | | 18% | NEW Phase I design is completed. | High Priority |
| → Maintain sidewalk, roads, sewer lines according to the infrastructure 5-year asset plan. | | | | | 0% | | Top Priority |
| Effectively consult with Semiahmoo First Nation to address infrastructure priorities related to SFN land. | | | | | 28% | | Objective |
| → Collaborate towards addressing the pump station and drainage infrastructure on Semiahmoo First Nation land. | | | | | 5% | NEW Discussions are underway within the context of addressing climate change. | High Priority |
| → Mitigate water quality issues from upland drainage. | | | | | 18% | NEW Staff have been working with a testing agency to detect coliforms and have not found any cross connections. Coliform counts have been found near the Habgood outfall intermittently. The cause is not known and may be related to geese on the field near the pump station. Detection work continues. | Top Priority |
| → Survey and document buried infrastructure on Semiahmoo First Nation land. | | | | | 21% | NEW This item was brought up in recent discussions with Chief Chappell. Staff working to set up further meetings to develop an agreement to guide the work. Will build upon work done previously. | High Priority |

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|---|------|------|------|------|------------|--|---------------|
| → Work with Semiahmoo First Nation to mitigate effects of sea level rise and flooding of lowlands. | | | | | 5% | NEW Staff are meeting with SFN and Surrey to discuss climate change mitigation plans. | High Priority |
| Ensure future infrastructure resiliency by making decisions through a long-term lens. | | | | | 0% | | Objective |
| → Conduct the Needs Assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives. | | | | | 0% | | Top Priority |
| → Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population. | | | | | 0% | | High Priority |
| → Create an integrated long-term infrastructure plan. | | | | | 0% | | High Priority |
| → Develop a project plan to build a new Community Hub. | | | | | 0% | | Top Priority |
| Maintain updated infrastructure master plans. | | | | | 29% | NEW Work updating infrastructure master plans continues with focus on Water Master Plan this year. | Objective |
| → Complete sanitary and drainage master plans. | | | | | 51% | NEW Plans completed in 2019 and to be renewed every four years. | Top Priority |
| → Maintain Water Master Plan. | | | | | 39% | | Top Priority |
| → Prepare new Development Cost Charges Bylaw. | | | | | 0% | | Top Priority |

LOCAL ECONOMY-FACILITATE DIVERSIFIED ECONOMIC GROWTH AND LEVERAGE PARTNERSHIPS.

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|---|------|------|------|------|------------|---|---------------|
| Foster a business-friendly environment to attract and retain businesses, including review of bylaws to improve businesses processes. | | | | | 0% | | Objective |
| → Endorse and implement an Economic Development Strategy. | | | | | 0% | NEW The draft plan is prepared and will be presented to Council at an upcoming meeting in the New Year - funding would need to be allocated for 2024; there is no funding allocated for 2023. | Low Priority |
| → Expand the definition of permitted use for home-based businesses. | | | | | 0% | | Low Priority |
| → 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. : 16 meetings | | | | | 6% | NEW Meeting schedule is set quarterly - First 2023 meeting held on January 20th 2023 | High Priority |
| → Identify opportunities for patio expansion on to City space and determine feasibility of allowing all-season patios. | | | | | 0% | | Low Priority |
| → Review and implement a City-wide parking strategy | | | | | 30% | NEW Parking Strategy introduced to Council March 28th, 2022. Staff will bring the discussion to an upcoming Council meeting. | High Priority |
| → Review the Sign Bylaw | | | | | 0% | | High Priority |
| Increase patronship of our commercial districts. | | | | | 0% | | Objective |
| → Assess and redevelop Tourism White Rock delivery model. | | | | | 0% | | High Priority |
| → Review the Noise Bylaw. | | | | | 0% | | High Priority |

ORGANIZATION & GOVERNANCE-COMMIT TO CONTINUOUS PROCESS IMPROVEMENT.

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|--|------|------|------|------|------------|--|---------------|
| Improve permit process to reduce wait times. | | | | | 25% | | Objective |
| → Add up to four full-time building permit staff over four years. : 4 staff | | | | | 0% | NEW Two positions (Building Official 3 and Building Clerk Typist 2) approved by Council for 2023 on February 13, 2023 by motion #2023-051 - currently posted and interviewing. | Top Priority |
| → Complete e-apply implementation for application submissions. | | | | | 0% | | Top Priority |
| → Review the Planning Procedure Bylaw for opportunities to streamline the planning approval process. | | | | | 25% | | Top Priority |
| Increase revenue from City programs, assets, and services. | | | | | 0% | | Objective |
| → Complete a Recreation Services Strategy to increase participation and revenue. | | | | | 0% | | High Priority |
| → Consider strategy and review bylaw rules for short-term rentals (Airbnbs). | | | | | 0% | | High Priority |
| → Hire a grant writer. : 1 staff | | | | | 0% | NEW Position removed from the 2023 Financial Plan for consideration in 2024 | High Priority |
| → Hire a purchasing officer. : 1 staff | | | | | 0% | NEW Position added to the draft 2023 Financial Plan - approved by the Finance and Audit Committee on February 23, 2023 | High Priority |
| → Review parking at waterfront and Uptown (town centre) | | | | | 0% | | High Priority |
| → Review Sidewalk Use Agreement rates and consider opportunities for program expansion. | | | | | 0% | | High Priority |
| → Review sign permit and business licence rates. | | | | | 0% | | High Priority |
| Realize service delivery efficiencies via digital transformation and aligning existing processes with best practices. | | | | | 50% | | Objective |
| → Adopt a formal digital transformation strategy and culture, with an emphasis on digitizing at least 50% of our legacy forms and templates. | | | | | 0% | | High Priority |
| → Complete and implement a new Bylaw Notice Enforcement Bylaw and Adjudication process. | | | | | 0% | | High Priority |

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|--|------|------|------|------|------------|--|---------------|
| → Complete website refresh (look and feel and menu/navigation re-architecture). | | | | | 30% | | High Priority |
| → Delivery of electronic fire inspection reports. | | | | | 20% | | High Priority |
| → Identify and replace financial system with an enterprise-grade solution (a system that is integrated across departments), to encompass HR functionality. | | | | | 5% | NEW Implementing a new financial system, with HR and asset management functionality, will be a transformative undertaking for the City and therefore the work involved in its selection requires very careful consideration and research. Two potential solutions have been explored to date. Significant investment will be required from departmental subject matter experts (SMEs); it is highly recommended that key SME staff are embedded in the planning process to minimize risk and ensure success. | Top Priority |
| → Implement an organization-wide electronic records management system and practices. | | | | | 0% | | High Priority |
| → Implement quarterly financial reporting. | | | | | 0% | | High Priority |
| Sustain and nurture the established partnership between the City of White Rock and Semiahmoo First Nation. | | | | | 0% | | Objective |
| → Consult with Semiahmoo First Nation on all infrastructure and climate change-related infrastructure projects affecting their land and the waterfront. | | | | | 0% | | High Priority |
| → Deliver annual Sea Festival & support Semiahmoo Days in partnership with Semiahmoo First Nation. | | | | | 0% | | High Priority |
| → Provide logistical event support for National Day for Truth and Reconciliation. | | | | | 0% | | High Priority |
| → Ratify and implement Communication Protocol Memorandum of Understanding. | | | | | 77% | NEW There is a Draft Communications MOU (Relationship Protocol Agreement) that was drawn up by City staff and SFN - further review will happen on the next Council to Council meeting with SFN. | High Priority |

WATERFRONT-SUPPORT A PROSPEROUS AND VIBRANT WATERFRONT.

| Goal/Objectives/Projects | 2023 | 2024 | 2025 | 2026 | Completion | Latest Update | Priority |
|---|------|------|------|------|------------|--|---------------|
| Revitalize waterfront public spaces to be more inviting. | | | | | 15% | | Objective |
| → Add public Wi-Fi access points along East Beach. | | | | | 5% | | Low Priority |
| → 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. | | | | | 0% | | High Priority |
| → Develop and implement strategy to modernize and revitalize Marine Drive storefronts. | | | | | 0% | | High Priority |
| → Develop Marine Drive specific projects in Beautification & Placemaking Action Plan. | | | | | 0% | | High Priority |
| → Explore options for alternative uses of west beach parkade 4th floor. | | | | | 0% | NEW Council provided direction on January 31s to request staff to provide a corporate report on the feasibility of designating the top floor of the parkade as a waterfront business employee only parking location, to be used exclusively by waterfront business employees paying for a special business employee parking pass | Low Priority |
| → Identify and implement on-the-water activities along the waterfront. | | | | | 0% | | High Priority |
| → Work with other levels of government to explore grant opportunities. | | | | | 10% | NEW The City of White Rock has been awarded \$5,711,000 from the Province of BC's BC Growing Community Fund | High Priority |
| Secure funding for pier upgrades. | | | | | 5% | | Objective |
| → Apply for provincial and federal government grants. | | | | | 5% | NEW 2023 Municipal Funding Program - approval for \$51,000 grant to put towards our capital project at Oxford and North Bluff | Top Priority |