



**2018 - 2022 Council Strategic Priorities**  
**ALIGNING OUR PRIORITIES**

**WHITE ROCK**  
*City by the Sea!*

# COUNCIL'S STRATEGIC PRIORITIES

At the beginning of each Term in Office, White Rock City Council establishes a long-term vision and strategic plan for the duration of their term, through the Council Strategic Priorities Plan. This term, however, a different approach was taken. The newly elected City Council hosted two public consultation sessions for residents and business owners to share their priorities, issues, and ideas with Council. An online survey was also conducted so that those who could not attend, would be able to share their input as well.

Thanks to public feedback, Council's Strategic Priorities Plan, for this term, has been created with aligned priorities from White Rock City Council, residents and businesses. [Click here to watch the Council Strategic Priorities Facilitated Session.](#)

This document also lays the foundation for the development of work plans for City employees. It is re-evaluated regularly during Council's four year term to monitor and assess results and performance. As some of the strategic priorities move to an operational level, Council will direct new priorities from the "Next" items, which will be reflected in this document.

The storm that occurred on December 20, 2018 devastated the City of White Rock and in particular, the waterfront. The Pier and waterfront restoration is currently underway and is part of the City's Five-Year Financial Plan.

## CORPORATE MISSION

Building community excellence through effective stewardship of all community resources

## 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



## **YOUR WHITE ROCK CITY COUNCIL 2018 - 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.

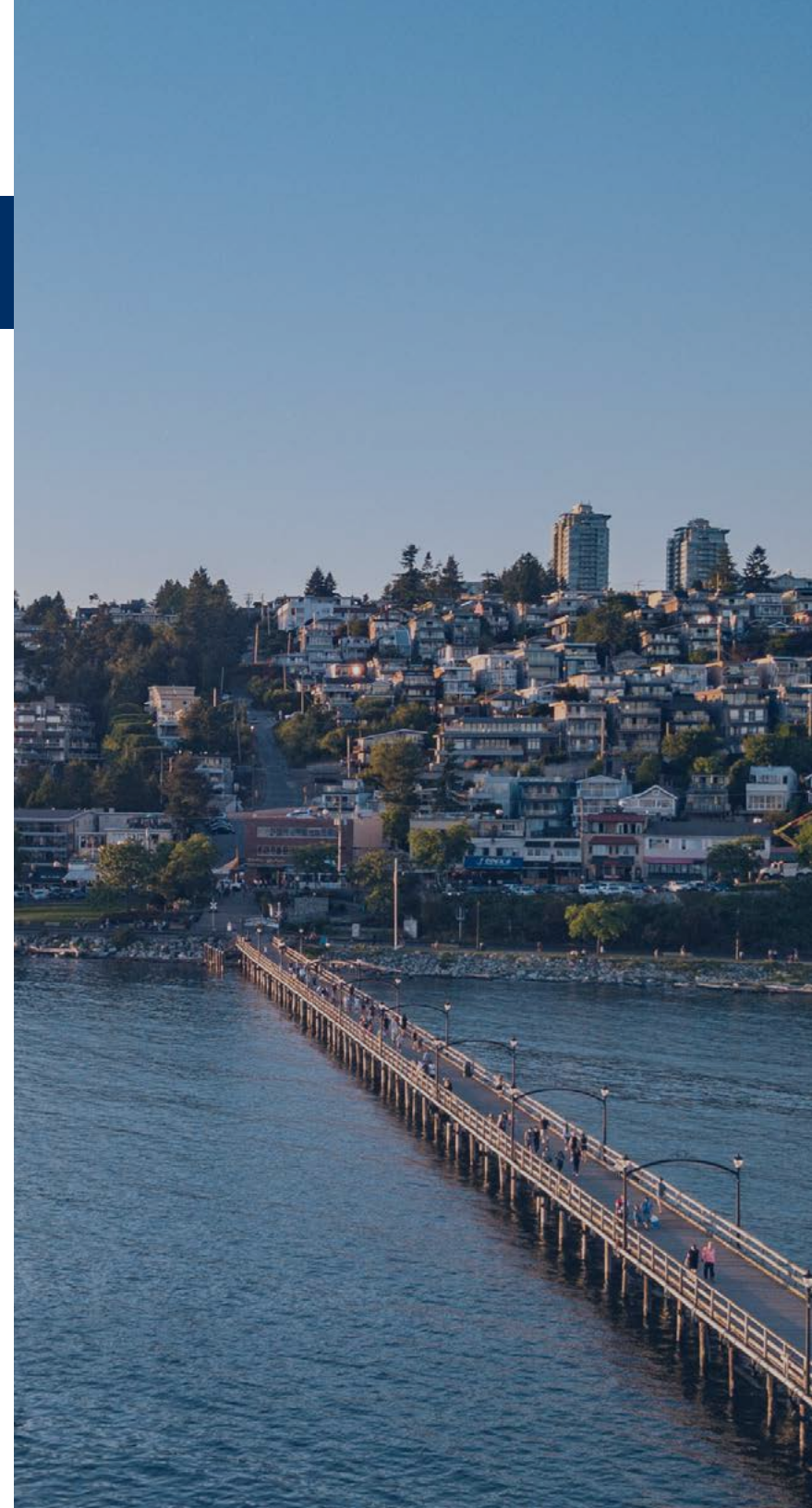
## IMMEDIATE PRIORITY

# OFFICIAL COMMUNITY PLAN REVIEW

An Official Community Plan (OCP) is a community's statement of its long term vision. The City of White Rock will be working with the public to obtain feedback and make sure the community's aspirations and concerns are understood and shared with Council before making decisions on changing the OCP. The OCP provides a policy framework for Council by addressing issues such as housing, transportation, enhancing the waterfront, economic development, building heights and density, and the natural and social environment. The OCP also guides future land uses and development potential of properties within the City.

Council has expressed their desire for re-engagement with the public and consultation on certain aspects of the current OCP which was adopted in October 2017, to ensure that it reflects the community's values and to provide additional support to the City's efforts.

DIRECTION	TIMELINE
Develop and recommend a Waterfront Enhancement Strategy (WES) for Council's consideration	December 2019
Review the Official Community Plan (OCP) including Greening the City, Town Centre Review, City-Wide Height Review, Affordable Housing, Strengthening Transit, Peace Arch Hospital Update, and OCP Scorecard	December 2020



## IMMEDIATE PRIORITY

# SEMIAHMOO FIRST NATION

City Council has made it an immediate priority to reach out and work with the Semiahmoo First Nation. It is essential to the well-being of the community that this relationship be rebuilt positively and there be an established partnership with each other.

The City of White Rock and Semiahmoo First Nation / Indigenous People each are governed in different ways through culture and legislation. A Communications Protocol will be an important tool for understanding and will give a clear path to move forward and remain working together on many matters including various services.

DIRECTION	TIMELINE
Communication Protocol - Memorandum of Understanding	2019
Drainage Service <ul style="list-style-type: none"><li>• Initiate discussions</li><li>• Resolution</li></ul>	2019 Ongoing
Water Service Agreement	2019
Sanitary Sewer Service Agreement	2019



## IMMEDIATE PRIORITY

# WATER COMMUNITY ADVISORY PANEL

The City remains committed to improving the water quality for White Rock residents and will continue to take proactive steps to accomplish its operational and water quality goals.

Water services in White Rock had been owned and operated by private owners until the City acquired the utility in October of 2015. Since taking over the operations, the City has taken many steps to improve the water quality. In 2019, the City's Water Treatment Plant became fully operational to address the naturally occurring arsenic and manganese in the City's water.

DIRECTION	TIMELINE
Examine water quality results from Water Treatment Plant	June 2019
Review water supply business case prepared by City staff and provide recommendations to Council	September 2019



## IMMEDIATE PRIORITY

# MULTI-FAMILY AND COMMERCIAL WASTE PICK UP

In mid-2015 the City made significant changes to its delivery of solid waste services, in line with recommendations of a solid waste study on best practices. The changes included the privatization of multi-family and commercial solid waste pickup, as well as a transition from cost recovery through property taxes to a user fee model for single family homes.

Council has directed that the decision to privatize multi-family and commercial waste pickup be reviewed. Also, feedback through the community strategic priority consultation process indicated a desire to resume these services.

DIRECTION	TIMELINE
Hire consultant to conduct multi-family and commercial waste pick up review and analysis	September 2019
Consultant to prepare a report providing implications of waste pick up resulting from the analysis	March 2020



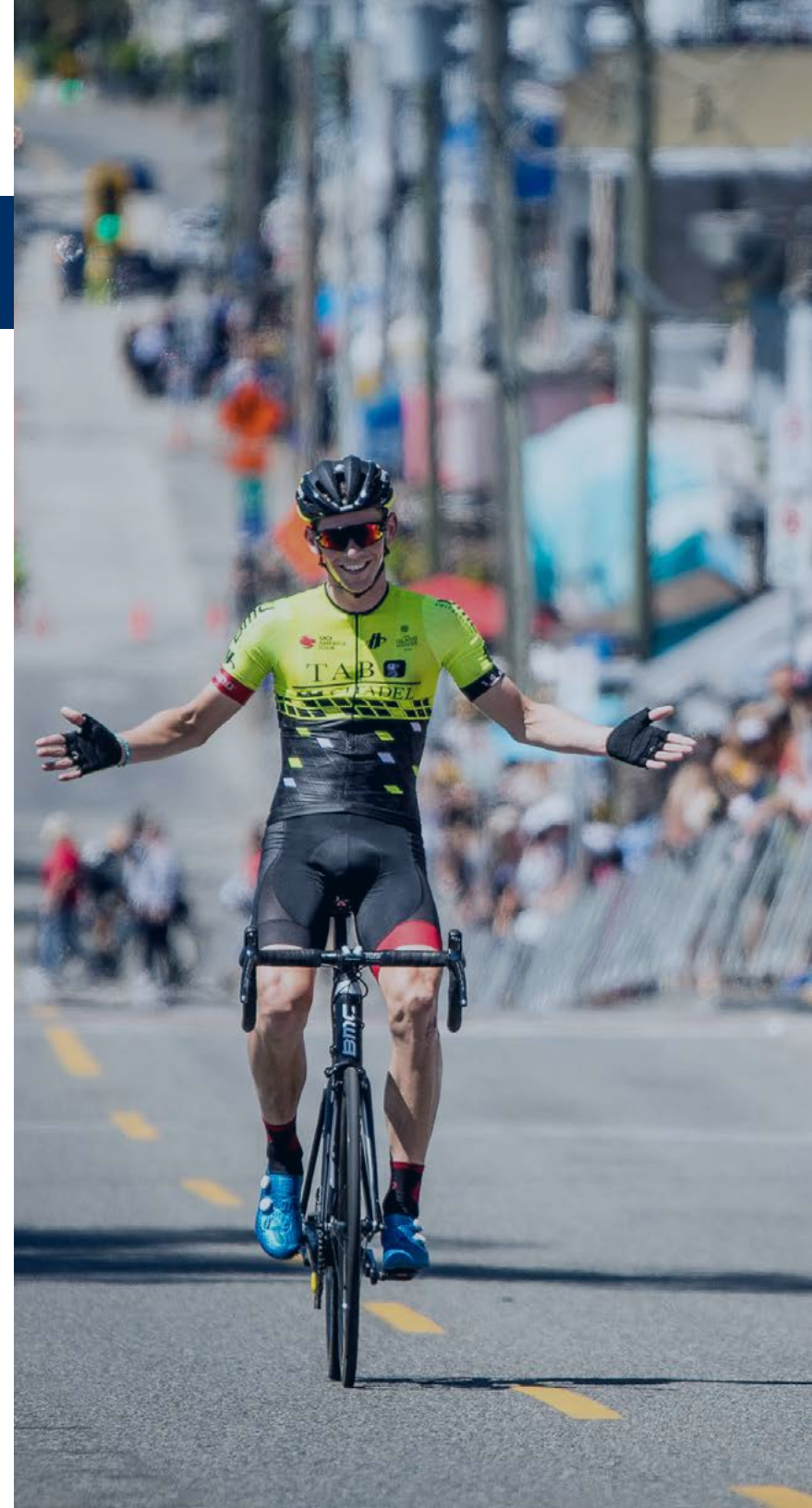
## IMMEDIATE PRIORITY

# ECONOMIC DEVELOPMENT STRATEGIES

To grow a sustainable, livable and prosperous community, the City of White Rock is making purposeful efforts to foster an environment that supports business, draws employment, and encourages improved living standards. Through the development of an updated Economic Development Strategy, the City is taking a long term approach to economic development by establishing targets and possible new policies.

The particular needs of each commercial area of White Rock will be considered, including the Waterfront, Town Centre and Lower Town Centre.

DIRECTION	TIMELINE
Hire a temporary Economic Development Officer or Consultant to update Economic Development Plan	October 2019
Review and update Economic Development Work Plan (including consultation)	June 2020
Implement current and subsequent revised Economic Strategy	Ongoing





## IMMEDIATE PRIORITY

# PARKING TASK FORCE

The Parking Task Force will review and potentially revise parking programs in White Rock, including rates, parking permits, pay parking decals and the integration of the new parkade. The Task Force mandate is to ensure rates are competitive with neighboring jurisdictions while not impacting property taxes, White Rock businesses are supported, and White Rock residents receive the best possible value in our City.

DIRECTION	TIMELINE
Establish Terms of Reference for Parking Task Force	Completed
Appointment of Task Force members	Completed
Task Force to review and recommend waterfront parking rates	May 2019
Task Force to review permit parking and pay parking decal programs	July 2019
Task Force to review other remaining items in the Terms of Reference	December 2019



## IMMEDIATE PRIORITY

# MARINE DRIVE TASK FORCE

The Marine Drive Task Force will advise Council on Marine Drive issues such as: business viability, economic development, tourism, redevelopment, building/ public realm design and character, signage, sidewalk use and programming, beautification, events and Marine Drive business areas relationship to the Promenade/ Pier, Beach and parking.

The main channel for the Marine Drive Task Force's advice will be through providing input on the development and implementation of a 'Marine Drive / Waterfront Enhancement Strategy'. This would include a review of the Waterfront Enhancement Plan, Economic Strategic Plan, business bylaws, the White Rock Sign Bylaw and other related materials deemed relevant. The Task Force will provide feedback and recommendations to Council.

DIRECTION	TIMELINE
Establish Terms of Reference for Marine Drive Task Force	Completed
Appointment of Task Force members	Completed
Task Force to review Marine Drive noted issues and provide recommendations to Council: <ul style="list-style-type: none"><li>• Waterfront Enhancement Strategy (WES) and Official Community Plan (OCP)</li><li>• Other items</li></ul>	December 2019  March 2020

## 2018-2022 COUNCIL STRATEGIC PRIORITIES



## IMMEDIATE PRIORITY

# ZONING BYLAW REVIEW

The City's Zoning Bylaw shapes many aspects of everyday life and puts the Official Community Plan (OCP) in-to effect. It also provides for day-to-day administration on:

- how land may be utilized;
- where buildings and other structures can be located;
- the types of buildings that are permitted and how they may be used; and
- the lots sizes and dimensions, parking requirements, building heights and setbacks from the street.

DIRECTION	TIMELINE
Accessory Vacation Rentals (i.e. AirBnB) regulation	October 2019
Waterfront Commercial Zones (CR-3, CR-4)	September 2020
Coach House/ Secondary Suites in duplexes/ triplexes	September 2020
Single Family Home zones	December 2021



## IMMEDIATE PRIORITY

# COUNCIL POLICY & BYLAW REVIEW

Good governance is critical to provide for a high quality of life, responsible development and thriving businesses. Effective policies, key bylaws and transparency are essential elements to achieve this.

DIRECTION	TIMELINE
Governance and Legislative Committee to continue to review all Council policies	December 2019
Staff to provide proposed priority listing of City bylaws and topics requiring amendments including but not limited to: <ul style="list-style-type: none"><li>• Business Licensing Fees and Fines</li><li>• Development Cost Charges</li><li>• Encroachment on City Lands</li><li>• Massage-based Business Regulation</li><li>• Parks Bylaw</li><li>• Renoviction Policy</li><li>• Reserve Fund Bylaws</li><li>• Respectful Workplace</li><li>• Sidewalk Use</li><li>• Sign Bylaw</li><li>• Step Code</li><li>• Street and Traffic Bylaw</li><li>• Tree Bylaw</li></ul>	July 2019
Staff to provide recommendations to Council regarding amendments to be made	To be completed on a phased approach



# NEXT

The current focus of the Council Strategic Priorities are listed under the Immediate Priorities. Once an Immediate Priority is completed, it will be replaced with a Next item. Below are the five (5) Next priorities as determined by Council.

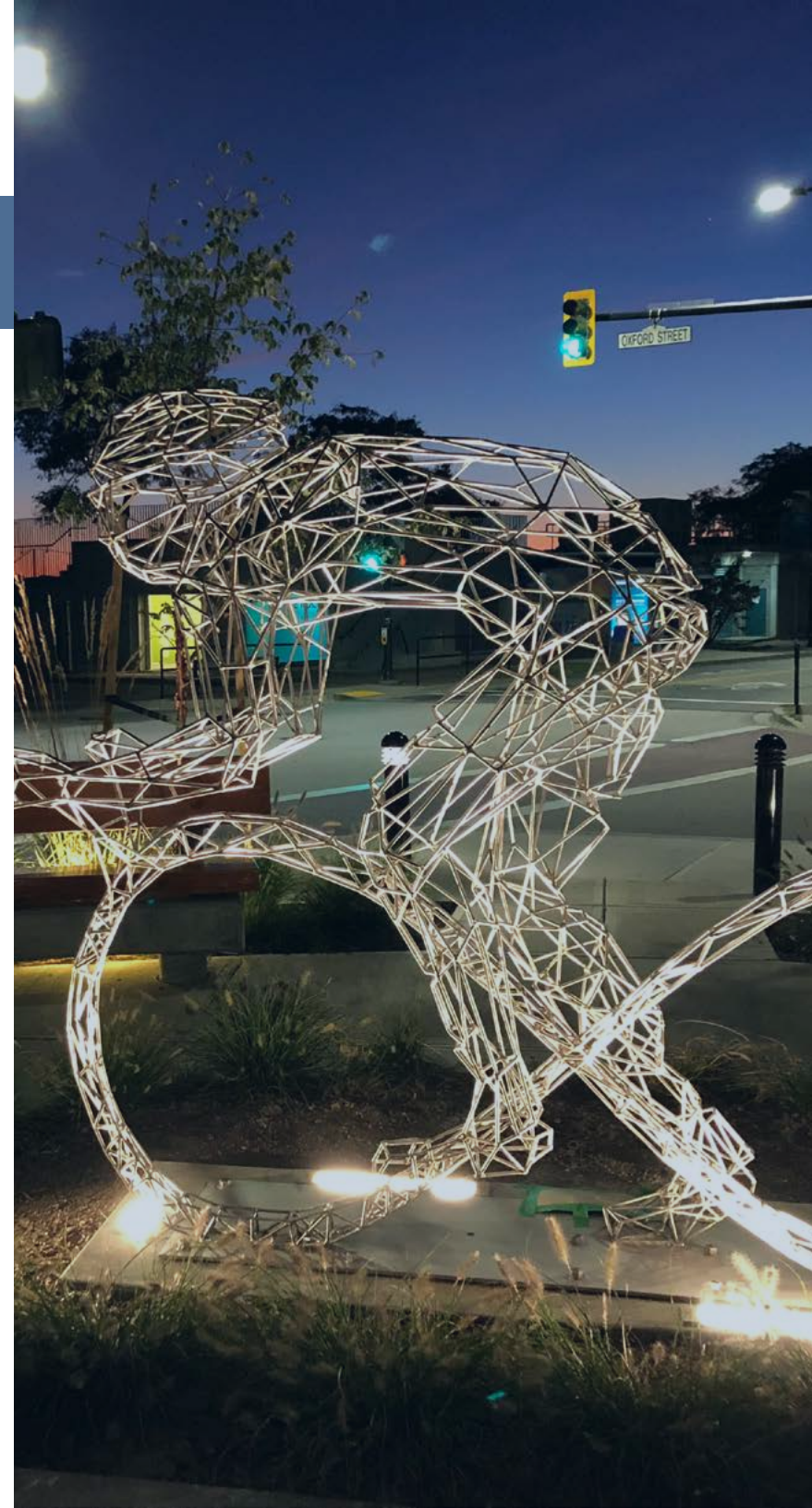
Sign Bylaw Review

Policing Service Review

Funicular Feasibility

Community Amenity Contributions Review

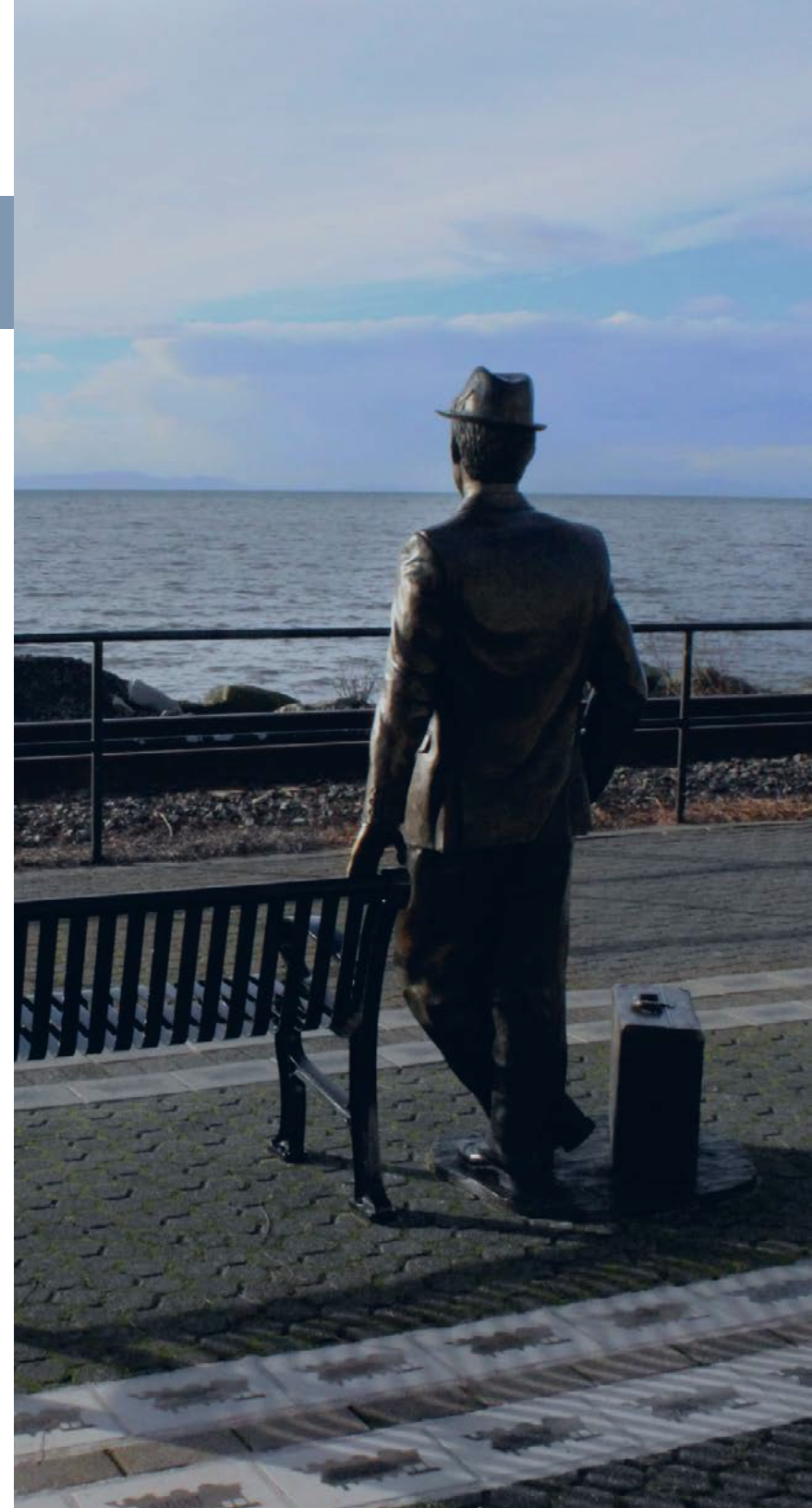
City Hall and Civic Precinct



# ADVOCACY

Mayor and Council will champion a variety of priorities to regional, provincial and federal authorities along with community stakeholders. At this time, Council will focus their outreach on the following causes or policies:

Vacant Property Tax	Ministry of Finance
Totem Pole Restoration	School District 36
Peace Arch Hospital Expansion	Fraser Health Authority BC Ministry of Health
Rail Safety/ Whistle Cessation/ Passenger Train Stop	Transport Canada BC Ministry of Transportation Burlington Northern Sante Fe (BNSF) Railway Amtrak
Homeless Reduction Strategy	Ministry of Municipal Affairs and Housing
Protection of Semiahmoo Bay	Semiahmoo First Nation Department of Fisheries and Oceans BC Ministry of Environment





# 2018 - 2022 Council Strategic Priorities

## ALIGNING OUR PRIORITIES

CREATED MAY 2019

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*City by the Sea!*