

An aerial photograph of White Rock, British Columbia, taken at dusk. The city's residential buildings, including several high-rise apartment complexes, are visible. A prominent road with a row of trees runs through the center. In the background, the ocean stretches to the horizon under a twilight sky. A blue wave-shaped graphic is overlaid at the bottom of the image.

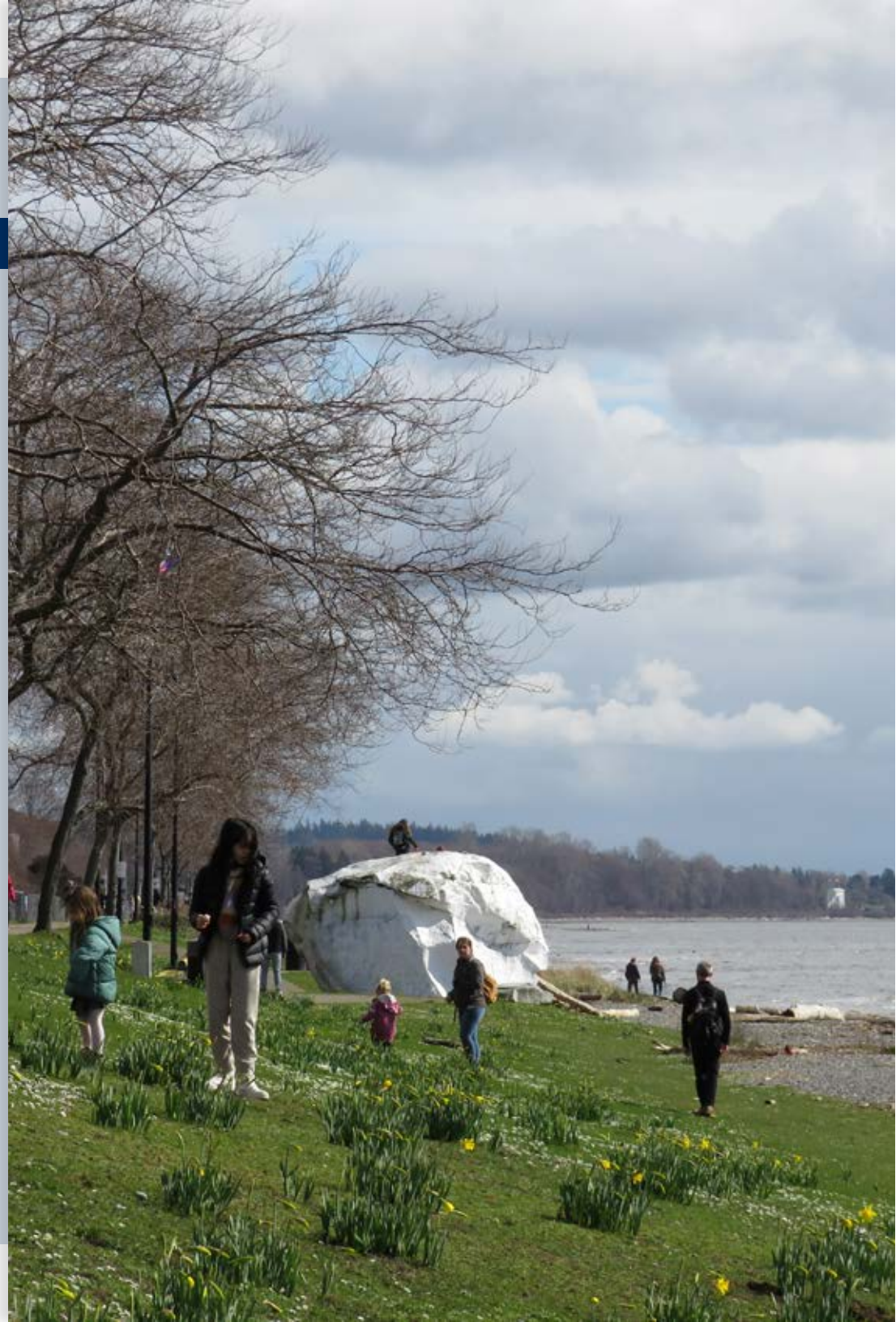
# CITY OF WHITE ROCK 2023 - 2026 Council STRATEGIC PRIORITIES

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



## TABLE OF CONTENTS

MESSAGE FROM COUNCIL .....	2
INTRODUCTION .....	3
VISION, VALUES, MISSION .....	3
PRIORITY FOCUS AREAS .....	4
COMMUNITY .....	5
HOUSING & LAND USE .....	7
INFRASTRUCTURE .....	8
(Built and Natural Environment)	
LOCAL ECONOMY .....	9
ORGANIZATION & GOVERNANCE .....	10
WATERFRONT .....	12





**WHITE ROCK CITY COUNCIL**

*Back row, from left:* Councillor David Chesney, Councillor Ernie Klassen, Councillor Christopher Trevelyan, Councillor Bill Lawrence.  
*Front row, from left:* Councillor Michele Partridge, Mayor Megan Knight, Councillor Elaine Cheung.

**MESSAGE FROM COUNCIL**

The strategic priorities outlined in this plan are designed to guide Council’s work over the 2023-2026 term. Our goal is to continue to foster a healthy and resilient city where all people have access to the services and amenities they need to enjoy a high quality of life.

We are fortunate to live in a truly beautiful place, both in its natural environment and in its engaged and generous community. We are however facing significant challenges ahead that require planning and resources, such as climate change and housing affordability. As Council, we are committed to working together to make decisions that will best serve our community now and in the future. Partnerships are a critical component to our success, and we invite our citizens, along with our partners in other levels of government and local organizations, to collaborate with us as we work to achieve the work included in this plan.

## INTRODUCTION

At the beginning of each term in office, White Rock City Council establishes a vision and strategic plan for the duration of their four-year term to identify key priorities that they feel are the most important actions to effectively steward the city towards its vision of 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.”

These priorities inform the City’s annual budget and 5-year financial plan, and provide direction as to where to invest staff time and resources. Progress on strategic priorities is reported weekly by City staff to Council and is available for public review on the City website. Council reviews and updates this document annually to reflect changing circumstances. Annual updates are shared on the City website.

## VISION, VALUES, MISSION

### CORPORATE 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 well-maintained, and inviting.

### CORPORATE VALUES

- Accountability
- Respect
- Integrity
- Service excellence

### CORPORATE MISSION

To provide high-quality service delivery with integrity, fiscal responsibility, and professionalism, to support a dynamic waterfront city.

## PRIORITY AREAS OF FOCUS



### COMMUNITY

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



### HOUSING & LAND USE

We advocate for diversity in housing and practice balanced land-use planning.



### INFRASTRUCTURE (Built & Natural environment)

We plan, build, and maintain infrastructure to enhance quality of life and civic service delivery while mitigating and adapting to environmental impacts.



### LOCAL ECONOMY

We facilitate diversified economic growth and leverage partnerships.



### ORGANIZATION & GOVERNANCE

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



### WATERFRONT

We support a prosperous and vibrant waterfront.



# Community

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

OBJECTIVE	ACTION	PRIORITY
1. Develop new Community Hub.	Complete Facilities Master Plan.	Top Priority
	Conduct community facility needs assessment.	Top Priority
	Develop a project plan to build a new Community Hub.	Top Priority
2. Encourage positive community gathering by designing and implementing inviting public spaces and beautification projects.	Complete Helen Fathers Centre Street Walkway enhancement project.	Low Priority
	Conduct a needs assessment of Hogg Park to determine how to maximize its use.	Top 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.	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.	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 ).	High 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.	Top Priority
	Research and recommend an appropriate model for creating a community foundation to support community development.	High Priority



OBJECTIVE	ACTION	PRIORITY
3. Expand walking, cycling and transit opportunities.	Build upon Integrated Transportation and Infrastructure Master Plan (ITIMP) by incorporating sidewalk and cycle projects in the Financial Plan and then constructing them.	High Priority
	Construct a new rainbow crosswalk at Peace Arch Elementary School in the spring and explore cost sharing with the school district.	High Priority
	Continue program of bus stop improvements.	Top Priority
	Search out grants for walking, cycling projects.	Top Priority
4. Formalize a City volunteer program.	Conduct a volunteer recruitment campaign during National Volunteer Week in April.	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.	High Priority
5. Plan for adverse weather impacts to protect community safety.	Annually update and implement Emergency Extreme Heat Event Plan during summer season, including operation of cooling centres.	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.	High Priority





# Housing & Land Use

We advocate for diversity in housing and practice balance land-use planning.

OBJECTIVE	ACTION	PRIORITY
1. Enable appropriate market housing builds to address inventory shortages and build tax revenue.	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.	Top 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.	High Priority
2. Increase at and below market rental housing inventory.	Deliver a plan, identifying location, funding, and partners, to build an affordable housing project.	Top Priority
	Develop an affordable housing strategy to support the creation of appropriate affordable housing options through future development.	Top Priority







## Infrastructure (Built & 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	ACTION	PRIORITY
1. Adapt infrastructure to address climate change factors.	Address drainage issues on Marine Drive between Elm and Oxford.	Low Priority
	Complete East Marine Drive Upgrade/SFN drainage project.	High Priority
	Harden West Beach to sea level rise.	Top Priority
	Reconstruct the remainder of the Pier.	High Priority
2. Construct key infrastructure projects.	Complete annual \$500K pavement management program and add repaving projects status updates to the City website.	Top Priority
	Complete water, sanitary and storm upgrades to Johnston Road between Thrift Ave. and Russell Ave. and Johnston Road between Russell Ave. and Roper Ave.	High Priority
	Maintain sidewalk, roads, sewer lines according to the infrastructure 5-year asset plan.	Top Priority
3. Effectively consult with Semiahmoo First Nation to address infrastructure priorities related to SFN land.	Collaborate towards addressing the pump station and drainage infrastructure on Semiahmoo First Nation land.	High Priority
	Mitigate water quality issues from upland drainage.	Top Priority
	Survey and document buried infrastructure on Semiahmoo First Nation land.	High Priority
	Work with Semiahmoo First Nation to mitigate effects of sea level rise and flooding of lowlands.	High Priority
4. Ensure future infrastructure resiliency by making decisions through a long-term lens.	Conduct the Needs Assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.	Top Priority
	Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population.	High Priority
	Create an integrated long-term infrastructure plan.	High Priority
	Develop a project plan to build a new Community Hub.	Top Priority
5. Maintain updated infrastructure master plans.	Complete sanitary and drainage master plans.	Top Priority
	Maintain Water Master Plan.	Top Priority
	Prepare new Development Cost Charges Bylaw.	Top Priority



# Local Economy

We facilitate diversified economic growth and leverage partnerships.

OBJECTIVE	ACTION	PRIORITY
1. Foster a business-friendly environment to attract and retain businesses, including review of bylaws to improve businesses processes.	Endorse and implement an Economic Development Strategy.	High Priority
	Expand the definition of permitted use for home-based businesses.	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.	High Priority
	Identify opportunities for patio expansion on to City space and determine feasibility of allowing all-season patios.	Low Priority
	Review and implement a City-wide parking strategy.	Staff High Priority
	Review the Sign Bylaw.	High Priority
2. Increase patronship of our commercial districts.	Assess and redevelop Tourism White Rock delivery model.	High Priority
	Review the Noise Bylaw.	High Priority





## Organization & Governance

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

OBJECTIVE	ACTION	PRIORITY
1. Improve permit process to reduce wait times.	Add up to four full-time building permit staff over four years.	Top Priority
	Complete e-apply implementation for application submissions.	Top Priority
	Review the Planning Procedure Bylaw for opportunities to streamline the planning approval process.	Top Priority
2. Increase revenue from City programs, assets, and services.	Complete a Recreation Services Strategy to increase participation and revenue.	High Priority
	Consider strategy and review bylaw rules for Short-term Rentals (Airbnbs).	High Priority
	Hire a grant writer.	Top Priority
	Hire a purchasing officer.	High Priority
	Review parking at the waterfront and Uptown (town centre).	High Priority
	Review Sidewalk Use Agreement rates and consider opportunities for program expansion.	High Priority
3. Realize service delivery efficiencies via digital transformation and aligning existing processes with best practices.	Review sign permit and business license rates.	High Priority
	Adopt a formal digital transformation strategy and culture, with an emphasis on digitizing at least 50% of our legacy forms and templates.	High Priority
	Complete and implement a new Bylaw Notice Enforcement Bylaw and Adjudication process.	High Priority
	Complete website refresh (look and feel and menu/navigation re-architecture).	High Priority
	Delivery of electronic fire inspection reports.	High Priority
	Identify and replace financial system with an enterprise-grade solution (a system that is integrated across departments), to encompass HR functionality.	Top Priority
	Implement an organization-wide electronic records management system and practices.	High Priority
Implement quarterly financial reporting.	High Priority	





## Organization & Governance

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

OBJECTIVE	ACTION	PRIORITY
4. Sustain and nurture the established partnership between the City of White Rock and Semiahmoo First Nation.	Consult with Semiahmoo First Nation on all infrastructure and climate change related infrastructure projects affecting their land and the waterfront.	High Priority
	Deliver annual Sea Festival & support Semiahmoo Days in partnership with Semiahmoo First Nation.	High Priority
	Provide logistical event support for National Day for Truth and Reconciliation.	High Priority
	Ratify and implement Communication Protocol Memorandum of Understanding.	High Priority





# Waterfront

We support a prosperous and vibrant waterfront.

OBJECTIVE	ACTION	PRIORITY
1. Revitalize waterfront public spaces to be more inviting.	Add public Wi-Fi access points along East Beach.	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.	High Priority
	Develop and implement strategy to modernize and revitalize Marine Drive storefronts.	High Priority
	Develop Marine Drive specific projects in Beautification & Placemaking Action Plan.	High Priority
	Explore options for alternative uses of west beach parkade 4th floor.	Low Priority
	Identify and implement on-the-water activities along the waterfront.	High Priority
	Work with other levels of government to explore grant opportunities.	High Priority
2. Secure funding for Pier upgrades.	Apply for provincial and federal government grants.	High Priority







**CITY OF WHITE ROCK**  
**2023- 2026 Council**  
**STRATEGIC PRIORITIES**

**CITY HALL**

15322 Buena Vista Avenue  
White Rock, BC V4B 1Y6

Tel: 604-541-2100  
[whiterockcity.ca](http://whiterockcity.ca)

[whiterockcouncil@whiterockcity.ca](mailto:whiterockcouncil@whiterockcity.ca)

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