

**\*Live Streaming/Telecast:** Please note that Standing Committees, Council Meetings, and Public Hearings held in the Council Chamber are being recorded and broadcasted as well included on the City’s website at: [www.whiterockcity.ca](http://www.whiterockcity.ca)

Corporate Administration  
E-mail

(604) 541-2212  
[clerksoffice@whiterockcity.ca](mailto:clerksoffice@whiterockcity.ca)

THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
15322 BUENA VISTA AVENUE, WHITE ROCK, B.C. V4B 1Y6



**February 5, 2019**

A **SPECIAL MEETING (STRATEGIC PRIORITIES FACILITATED SESSION)** of CITY COUNCIL will be held in the **CITY HALL COUNCIL CHAMBERS** located at **15322 Buena Vista Avenue, White Rock, BC**, on **Friday, February 8, 2019** to begin at **9:00 a.m. to 4:00 p.m.** for the transaction of business as listed below.

T. Arthur, Director of Corporate Administration

---

## A G E N D A

**Facilitator: Dr. Gordon A. McIntosh – CLGM**

**PLEASE NOTE:** The public are welcome to attend and observe the Special Council Meeting.

**1. CALL MEETING TO ORDER**

**2. ADOPTION OF AGENDA**

**RECOMMENDATION**

THAT the Corporation of the City of White Rock Council adopt the agenda for its special meeting scheduled for February 8, 2019 as circulated.

**3. GETTING INTO ACTION!**

Review outcomes of the Community Strategic Insights Forum held January 9<sup>th</sup> and 10<sup>th</sup> and City’s November Strategic Session to identify and explore emerging strategic topics as the basis for establishing Council’s strategies priorities and directions as well as operational strategies for 2018-2022.

**4. GETTING STARTED**

- |                          |                     |
|--------------------------|---------------------|
| 1. Overview              | <i>Presentation</i> |
| 2. Aims & Confirm Agenda | <i>Council</i>      |

**5. STRATEGIC TOPICS**

- |   |                   |
|---|-------------------|
| 1. Review City and Community Session Outcomes | <i>Discussion</i> |
| 2. Determine Strategic Topics List            | <i>Discussion</i> |

*Deliverables: Focus Areas & Strategic Topics Lists*

**6. STRATEGIC POSSIBILITIES**

- |   |                     |
|---|---------------------|
| 1. Solution Seeking Model                                 | <i>Presentation</i> |
| 2. Identify Expectations & Options (for strategic topics) | <i>Discussion</i>   |

*Deliverables: Strategic Possibilities Chart*

**MEETING RECESS**

**12:00 p.m. – 1:00 p.m.**

**7. STRATEGIC PRIORITIES**

- |  |                     |
|--|---------------------|
| 1. Priority Setting – <i>selection criteria</i>      | <i>Presentation</i> |
| 2. Identify NOW Council Priorities & NEXT Directions | <i>Discussion</i>   |
| 3. Review Operational Strategies                     | <i>Discussion</i>   |

*Deliverables: Strategic Priorities Chart and Strategic Road Map*

**8. STRATEGIC PROCESS**

- |                                      |                     |
|--------------------------------------|---------------------|
| 1. Session Summary & Ongoing Process | <i>Presentation</i> |
| 2. Confirm Next Steps                | <i>Discussion</i>   |
| 3. Session Feedback                  | <i>Council</i>      |

*Deliverables: Next steps*

**9. CONCLUSION OF THE FEBRUARY 8, 2019 SPECIAL COUNCIL MEETING**

# **“Getting to Action!” Session**

## **PREPARATION WORKSHEET**

On February 8, Council (and staff) will get together to identify strategic topics facing the organization and community, discuss strategic possibilities and develop Strategic Priorities for the term. In preparation for the workshop, please review the emerging strategic themes and issues/opportunities (see attached Chart) identified by Council in November and at the Community Forum in January and think about the following:

***What do you think are the significant topics we should discuss for consideration as areas for attention in 2019 (shorter term)?***


***What additional significant topics do you think should be considered during the term (longer term)?***


**Bring this page with you to the Workshop.  
Thank you! Gordon McIntosh**

# WHITE ROCK STRATEGIC THEMES

JANUARY 2019

STRATEGIC THEMES Council	STRATEGIC POSSIBILITIES	
Council Items – November <i>Italics – Community Insights January</i>	NOW	NEXT/ <i>Advocacy</i>
<p><b>1. <u>Governance:</u></b></p> <ul style="list-style-type: none"> <li>○ Cutting red tape</li> <li>○ Legislative input</li> <li>○ Governance review</li> <li>○ City Property opportunities</li> <li>○ Multi-family commercial garbage pick-up</li> <li>○ Cannabis implications</li> <li>○ Sport Advisory Committee</li> <li>○ Bylaw enforcement</li> <li>○ Policy Bylaw Review</li> <li>○ Private police force</li> <li>○ Water Users Panel</li> <li>○ Service Capacity review</li> </ul> <p><i>Strategic Business Plan</i></p> <p><i>Strengthening Advisory Committee</i></p> <p><i>Attention to ensuring transparency</i></p> <p><i>Trust</i></p> <p><i>Organization chart – accountability</i></p> <p><i>Planning and prioritize with rationale explained</i></p> <p><i>Transparency</i></p> <p><i>Honour public input (committees/ Q&amp;A period/ delegations)</i></p>		

<p><b>2. <u>Housing:</u></b></p> <ul style="list-style-type: none"> <li>○ Affordable Housing Strategy</li> <li>○ Live/Work Housing Strategy</li> <li>○ Monster Homes</li> <li>○ Air B&amp;B policy</li> <li>○ Secondary Suite Strategy</li> </ul> <p><i>Affordable housing</i></p>		
--	--	--

<p><b>3. <u>Arts and Culture and Heritage:</u></b></p> <ul style="list-style-type: none"> <li>○ Festivals</li> <li>○ Weekend art walks</li> <li>○ Permanent art gallery</li> <li>○ Public art (city)</li> <li>○ Totem pole restoration</li> <li>○ Film industry</li> <li>○ Cultural strategy</li> <li>○ Five corners hub</li> <li>○ Economic drivers</li> <li>○ Heritage/ history celebration</li> <li>○ Volunteers</li> <li>○ Tree of light</li> <li>○ Wayfinding signage for tourists</li> <li>○ Neighborhood celebration</li> </ul> <p><i>Integrated Waste Management System</i>  <i>White Rock Heritage and</i>  <i>More festivals/ attractions</i>  <i>Civic Pride</i></p>		
---	--	--

<p><b>4. Development and Growth:</b></p> <ul style="list-style-type: none"> <li>○ DCC review</li> <li>○ Zoning Bylaw Review</li> <li>○ Town Centre Plaza Design</li> <li>○ Sign Bylaw Review</li> <li>○ OCP review</li> <li>○ Peace Arch Hospital Expansion</li> <li>○ Secondary Suite Strategy</li> <li>○ CAC Policy Review</li> <li>○ Good Neighbour Policy</li> <li>○ Affordable Housing Strategy</li> <li>○ Good Neighbour Construction Policy</li> </ul> <p><i>Appropriate scaled development</i>  <i>Vision – long-term, family friendly</i>  <i>Integrate and connect uptown and waterfront</i>  <i>Understand impact of City Bylaws on business</i></p>		
---	--	--

<p><b>5. <u>Business/Economic:</u></b></p> <ul style="list-style-type: none"> <li>○ Review business-related fees, costs and taxes</li> <li>○ Marine drive business/seasonal</li> <li>○ Air B&amp;B Policy</li> <li>○ Film Industry</li> <li>○ Waterfront businesses diversity</li> <li>○ Support entrepreneurs</li> <li>○ Economic/ business promotion</li> <li>○ Economic drivers</li> <li>○ Conference centre</li> <li>○ Daycare services</li> <li>○ Technology/ innovation</li> <li>○ Explore Marina</li> <li>○ Parking (off season)</li> <li>○ Watersports on waterfront</li> <li>○ Commercial/destination area for residents and visitors</li> <li>○ Public facility utilization</li> <li>○ Multi-family commercial garbage pick-up</li> <li>○ Beach accessibility</li> <li>○ Civic Plaza Plan</li> </ul> <p><i>Business Advisory Group</i>  <i>Grocery store</i>  <i>Focus on <u>all</u> business in White Rock</i>  <i>Focus on Marine Drive</i>  <i>Advocate for employment success &amp; local business success</i></p>		
--	--	--

<p><b>6. <u>Public Communication:</u></b></p> <ul style="list-style-type: none"> <li>○ Reconnecting City/Council with the community</li> <li>○ Website content review</li> <li>○ Youth engagement/ involvement</li> <li>○ RCMP crime stats online</li> <li>○ Social media issues</li> <li>○ Train safety</li> <li>○ Community bulletin board</li> <li>○ Electronic Board</li> <li>○ Speakers corner</li> </ul> <p><i>Strengthening Advisory Committee</i>  <i>Attention to ensuring transparency</i>  <i>Trust</i>  <i>Public Communication (integrated and sustainable)</i></p>		
--	--	--



**7. Infrastructure/ Projects:**

- Streetscape Enhancement
- Shore protection
- Beach access
- Marina expansion/ exploring the marina
- All abilities playground East Beach
- Gym/ Auditorium
- Hump stabilization
- Civic Plaza plan
- City Hall future
- Waterfront Streetscape
- Asset Management Plan
- Trail Enhancement
- Capital project review
- Crowd Funding For public projects
- Sidewalks review
- Promenade Extension/ Expansion
- Underground Hydro Lines
- Digitize water system (meters, sensors)
- Infrastructure funding
- East Beach Volleyball Courts
- Town Centre Plaza Design
- Electric Charging stations
- Water Utility review/options
- Solar crosswalk lighting
- LED streetlights
- Parkade living wall
- Electronic Board
- Capital Project Review
- City Plaza
- Water Utility Review
- Off-leash dog park
- Grant opportunities
- Centennial park artificial field
- Mooring buoys
- Fire training centre

<p><i>Integrated Waste Management System</i>  <i>Convention Centre</i>  <i>Water delivery and capacity system</i>  <i>Underground wiring</i>  <i>Greenspaces/parks</i>  <i>Restore/strengthen East Beach promenade (breakwater on East Beach to prevent recurring damage from storm)</i>  <i>No blow zone</i>  <i>Pier restoration</i></p>		
--	--	--

<p><b>8. <u>City Look/Image:</u></b></p> <ul style="list-style-type: none"> <li>○ Beautification lighting</li> <li>○ Promenade extension/ enhancement</li> <li>○ Marina maintenance</li> <li>○ Town Centre Plaza Design</li> <li>○ Road end improvements</li> <li>○ Streetscape enhancement</li> <li>○ Urban Forest Management Plan</li> <li>○ Dogs on the promenade</li> <li>○ Commercial/Destination area for residents and visitors</li> <li>○ Five Corners as a hub</li> <li>○ Fixing the Hump</li> <li>○ City Gateways</li> </ul> <p><i>Unifying Character/theme</i></p>		
---	--	--

**9. Relationships/Partnerships:**

- Rail Relocation/BNSF
- SFN Infrastructure/ relationship/ partnership
- Seniors support
- Medical Services/Fraser Health
- Food Security
- Rail Safety
- Inter-Municipal relations
- Cross Border relationships
- TransLink
- Sister City Status
- First Nations relations*
- Relationship with Surrey*
- Inter-governmental relations*
- Relationships Provincial/ Federal/ Schools/ Faith*
- Community/ Non-Profits/ Clubs/Peninsula Wide (not*
- White Rock only eg. Service Clubs Scouts/Guides/Cadets)*
- Sister Cities*

**10. Tourism:**

- Festivals
- Pier Amenity / Designation/ Extension
- Passenger Rail Stop
- Commercial/ Destination Areas for Residents and Visitors
- Wayfinding Signage for Tourists
- Boutique Hotel
- Story Boards
- City Gateways
- Conference Centre

*Larger marina*

*Heritage/ Old town*

*Beach fun zone*

*International Tourism*

*Visitor dock for boating/ transient dock*

*Bring in Customers (how to get here; why do they want to come to White Rock; spend a day in White Rock)*

*Destination promotion*

*Pier – focal point for waterfront*

*Convention Centre*

*Focus on Marine Drive*

*Waterfront Plan business*

*Pier restoration*

*Waterfront vibrancy*

*Year round business/ business affordability*

*Pier restoration*

*Minimize empty commercial space (Marine Drive)*

<p><b>11. <u>Mobility:</u></b></p> <ul style="list-style-type: none"> <li>○ People movement/ funicular</li> <li>○ TransLink voice</li> <li>○ Beach Accessibility</li> <li>○ Promenade enhancement</li> <li>○ Wayfinding Signage for Tourists</li> <li>○ Parking (off-season)</li> </ul> <p><i>TransLink; train</i>  <i>Walkability</i>  <i>Funicular/ trolley)</i>  <i>Traffic and pedestrian safety</i>  <i>Accessibility/ Mobility/</i>  <i>Amtrak/ Rail West</i>  <i>Coast Express</i></p>		
---	--	--

<p><b>A. <u>Social:</u></b></p> <p><i>First Nations</i>  <i>Inter-generational consecutiveness</i>  <i>RCMP community interface</i>  <i>Support for volunteerism</i>  <i>Emergency prevention and preparedness</i>  <i>Affordable housing/ businesses</i>  <i>Creative City (culture; performing arts spaces)</i>  <i>Park enhancements</i>  <i>Town space</i></p>		
--	--	--

**B. Environment**

*Filter all storm water- protect our environment*  
*Greenspaces/parks*  
*Coordinate with other Cities/ Semiahmoo First Nations re: environment.*  
*Join other Cities re: global warming*  
*Water System/ Water quality*  
*Community involvement in the environment*  
*Waterfront vibrancy*  
*Mitigate noise pollution*  
*Construction impact on environment*  
*Tree canopy/ arbor culture*  
*Air quality/ industrial hygiene review*  
*Erosion of East Beach*  
*Garbage centralization*  
*Clean up cans on beach; better air quality; noise pollution;*  
*recycling of all products*  
*Greening of City (noninvasive, native planting, low maintenance,*  
*Revisit tree bylaw*  
*Bylaw enforcement- 1959 (policing of dogs)*  
*Partnering with the Semiahmoo First Nations on the replanting of the hump*  
*Beautification plan*