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Supplemental agenda and
on tables: page 301

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



February 20, 2019

A **GOVERNANCE AND LEGISLATION COMMITTEE MEETING** will be held in the **CITY HALL COUNCIL CHAMBERS** located at **15322 Buena Vista Avenue, White Rock, BC**, on **MONDAY, FEBRUARY 25 2019** to begin at **4:00 p.m.** for the transaction of business as listed below.

T. Arthur, Director of Corporate Administration

A G E N D A

Councillor Fathers, Chairperson

1. **CALL MEETING TO ORDER**
2. **ADOPTION OF AGENDA**

RECOMMENDATION

THAT the Governance and Legislation Committee adopt the agenda for February 25, 2019 meeting as circulated.

3. **ADOPTION OF MINUTES**

- a) Governance and Legislation Committee Meeting – January 14, 2019
- b) Governance and Legislation Committee Meeting – February 4, 2019

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RECOMMENDATION

THAT the Governance and Legislation Committee adopt the following minutes as circulated:

- a) Governance and Legislation Committee Meeting – January 14, 2019; and
- b) Governance and Legislation Committee Meeting – February 4, 2019.

4. **ECONOMIC DEVELOPMENT STRATEGIC PLAN: FINAL REPORT** **Page 25**
(From discussion at the February 8, 2018 Special Council meeting, Chief Administrative Officer)

White Rock Business Needs Assessment (Chief Administrative Officer) **Page 102**
(For Information Purposes)

Council Policy 137 - Economic Investment Committee – Terms of Reference **Page 221**
for consideration

- 4.1 **RECOMMENDATION**

THAT the Governance and Legislation Committee endorse Council Policy 137 - Economic Investment Committee Terms of Reference.

5. POLICY REVIEW

- 5.1 Council Policy 302 – Grants-In-Aid (Finance staff) Page 226**

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 302 – Grants-In-Aid.

- 5.2 Council Policy 135 – Recognition and Strategic Messages (Councillor Johanson) Page 229**

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 135 – Recognition and Strategic Messages.

- 5.3 Council Policy 119 – Communications Between Mayor and Council and City Staff Page 231**
(Chief Administrative Officer - policy clarification Item 5.)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 119 – Communications Between Mayor and Council and City Staff.

Note: the following previous Committee terms of reference policies have been brought forward for review and consideration.

- 5.4 Council Policy 156 – Terms of Reference: Parking Task Force Page 233**
(Following discussion at the February 11, 2019 closed meeting the requested changes are noted in red)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 156– Terms of Reference: Parking Task Force.

- 5.5 Council Policy 157 – Terms of Reference: Water Services Community Advisory Panel Page 236**
(These Terms of Reference have been brought forward from the January 14, 2019 Regular Council meeting)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 157 – Terms of Reference: Water Services Community Advisory Panel.

- 5.6 Council Policy 159 – Terms of Reference: History and Heritage Advisory Committee Page 240**
(These Terms of Reference have been brought forward from the January 14, 2019 Governance and Legislation Committee Meeting)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 159– Terms of Reference: History and Heritage Advisory Committee.

- 5.7 Council Policy 160 – Terms of Reference: Marine Drive Task Force Page 245**
(These Terms of Reference were brought forward from the January 28, 2019 Regular Council meeting)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 160– Terms of Reference: Marine Drive Task Force.

- 5.8** Council Policy 161– Terms of Reference: Water Quality Task Force **Page 252**
(These Terms of Reference have been brought forward from the January 28, 2019 regular Council meeting)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 161– Terms of Reference: Water Quality Task Force.

- 6. AMENDMENTS TO THE PLANNING PROCEDURES BYLAW AND BUSINESS LICENCE BYLAW FOR CANNABIS STORE APPLICATION PROCESS** **Page 256**
Corporate report dated February 25, 2019 from the Director of Planning and Development Services titled “Amendments to the Planning Procedures Bylaw and Business Licence Bylaw for Cannabis Store Application Process”.

RECOMMENDATIONS

THAT the Governance and Legislation Committee:

1. Receive for information the corporate report dated February 25, 2019, from the Director of Planning and Development Services, titled “Amendments to the Planning Procedures Bylaw and Business Licence Bylaw for Cannabis Store Application Process”;
 2. Recommend that Council give first, second, and third readings to “*City of White Rock Planning Procedures Bylaw, 2017, No. 2234, Amendment (Cannabis Store) Bylaw, 2019, No. 2280*”; and
 3. Recommend that Council give first, second, and third readings to “*White Rock Business Licence Bylaw, 1997, No. 1510, Amendment No. 6 (Cannabis Store) Bylaw, 2019, No. 2281*”.
- 7. SENIORS ADVISORY COMMITTEES IN WHITE ROCK** **Page 281**
Corporate report dated February 25, 2019 from the Director of Recreation and Culture titled “Seniors Advisory Committees in White Rock”.

RECOMMENDATIONS

THAT the Governance and Legislation Committee receive for information the corporate report dated February 25, 2019 from the Director of Recreation and Culture titled “Seniors Advisory Committees in White Rock”.

- 8. CALL FOR FUTURE GOVERNANCE AND LEGISLATION COMMITTEE ITEMS**
Opportunity for any members of the Committee who wish to have items brought forward for discussion at the next Governance and Legislation Committee to state them at this time.

Note: Staff will continue to bring forward current policies for consideration by Council.

- 9. CONCLUSION OF THE FEBRUARY 25, 2019 GOVERNANCE AND LEGISLATION COMMITTEE MEETING**

PRESENT: Councillor Fathers
Mayor Walker
Councillor Chesney
Councillor Johanson
Councillor Kristjanson
Councillor Trevelyan

PRESENT: Councillor Manning

STAFF: T. Arthur, Acting Chief Administrative Officer / Director of Corporate Administration
E. Stepura, Director of Recreation and Culture
E. Keurvorst, Manager of Cultural Development
S. Lam, Deputy Corporate Officer
D. Johnstone, Committee Clerk

Press: 0
Public: 10 (approximately)

1. **CALL MEETING TO ORDER**
The meeting was called to order at 4:00 p.m.

2. **ADOPTION OF AGENDA**

2019-G/L-005 **It was MOVED and SECONDED**
THAT the Governance and Legislation Committee adopts the agenda for
January 14, 2019 meeting as circulated.

CARRIED

3. **ADOPTION OF MINUTES**

- a) Governance and Legislation Committee Meeting – December 10, 2018
- b) Governance and Legislation Committee Meeting – January 7, 2019

2019-G/L-006 **It was MOVED and SECONDED**
THAT the Governance and Legislation Committee adopts the following minutes as
circulated:

- a) Governance and Legislation Committee Meeting – December 10, 2018; and
- b) Governance and Legislation Committee Meeting – January 7, 2019.

CARRIED

4. **COMMUNITY SPECIAL EVENTS POLICY – 710**

Corporate report dated December 10, 2018 from the Director of Recreation and Culture
titled “Community Special Events Policy – 710”.

This corporate report was brought forward at the December 10, 2018 Governance and
Legislation Committee meeting; it was deferred to the next meeting due to time
constraints.

2019-G/L-007

It was MOVED and SECONDED

THAT the Governance and Legislation Committee:

1. Receives for information the corporate report dated December 10, 2018 from the Director of Recreation and Culture, titled “Community Special Events Policy - 710;” and
2. Endorses the “Community Special Events Policy – 710” as outlined in this corporate report.

CARRIED

5. POLICY REVIEW

The following list of policies were brought forward at the December 10, 2018 Governance and Legislation Committee meeting, they were deferred to the next meeting due to time constraints.

The Committee went through the list of Policies and relative comments were noted as follows:

106 - Council Expense

- This policy will be brought back to the Committee in March 2019 pending further information regarding the remuneration
- Council has the authority to amend their expense limits through Council resolution
- As Council are often called to events with a dress code/standard, it was suggested that the expenses allow for incidental costs such as dry-cleaning
- Administrative costs incurred by a City Task Force, such as photocopying, is considered an office expense and not part of this policy
- There are several professions that do not benefit from a salary increase based on the Consumer Price Index (CPI)

It was suggested that other municipalities be polled to see how they address incidentals, such as dry-cleaning and other small expenses, and that the findings be reported back in March (as directed at the December 10, 2018 Governance and Legislation Committee meeting).

119 - Communication Mayor/Staff

- Inquiries to staff or clarification of upcoming corporate reports can be made directly to the Directors with a copy to the CAO
- Significant requests need to be addressed to the CAO so that there is an awareness if existing work-plans need to be adjusted to accommodate the request
- The CAO is be kept informed of questions being posed so that his is aware of concerns that may arise
- There is a distinction between asking staff a question for information they have available and directing staff

2019-G/L-008

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Policy 119 – Communication Mayor/Staff by stating that Mayor and Council may forward inquiries for information to the relative Director with a copy to the Chief Administrative Officer; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 119 as amended.

CARRIED

126 - CAO Performance Review

- Due to timing restraints, a CAO Performance Review was not conducted by the previous Council prior to the election
- The Policy should address CAO Performance Reviews in an election year
- Once the City has set the corporate priorities, Council and CAO would have a discussion to establish expectations, and at the conclusion of each year, this document may be referenced as a tool of measurables / benchmarks
- The CAO is Council's one (1) employee
- Any performance review would be addressed in a Closed Council meeting (personnel matter)

It was suggested that the Policy be amended to note that Council will conduct a formal annual performance review of the Chief Administrative Officer. In an election year, this review must be completed not less than 90 days prior to election day.

2019-G/L-009

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Policy No. 126 – CAO Performance Review be amended to reflect the following:

- Council conduct a formal annual CAO Performance Review; and
- That in an election year, the review be completed not less than 90 days prior to the election.

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 126 as amended.

CARRIED

Mayor Walker voted in the negative.

2019-G/L-010

It was MOVED and SECONDED

THAT the Governance and Legislation Committee recommends Council and the Chief Administrative Officer engage in a goal setting / expectation setting review following the establishment of the City's corporate priorities.

CARRIED

133 - Internal Handling of Media

- Staff clarified that the Policy authorizes designated staff to respond to media queries with respect to the City's position with respect

- When approached, Council may respond to media inquiries as individuals (conveying their personal position); however, City position should be made by designated officials in accordance to the policy

2019-G/L-011

It was MOVED and SECONDED

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 133 – Internal Handling of Media, as presented.

CARRIED

134 - Press Releases

- Staff clarified that either the CAO or Mayor will review press releases prior to publication

2019-G/L-012

It was MOVED and SECONDED

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 134 – Press Releases, as presented.

CARRIED

135 - Recognition/Strategic Messages

- It was noted that one (1) additional holiday may be included in the policy
- City utilizes social media and the website as a means of sharing strategic messages, including those note listed in Policy 135 (eg: Chinese New Year)

2019-G/L-013

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Council Policy No. 135 – Recognition/Strategic Messages, to include BC Day; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 135 as amended.

CARRIED

Councillor Kristjanson voted in the negative

136 - Managing City's Social Media

The Manager of Communications and Intergovernmental Relations summarized the changes noted in Policy No. 136.

Discussion ensued and the following comments were noted:

- The City should turn off live post publication, adding that the City should manage post content in order to minimize the risk of slander
- Social media platforms have the ability for administrators to hide/delete content
- Point 5 be revised to reference and clarify that the social media disclaimer is also used by social media networks (such as Facebook)

2019-G/L-014

It was MOVED and SECONDED

THAT the Governance and Legislation Committee requests a corporate report with details regarding options for managing comments/posting to social media, and that the report include details on how much time is spent using the City's social media.

CARRIED

Councillor Chesney voted in the negative

2019-G/L-015

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Council Policy No. 136 – Managing the City of White Rock’s Social Media Presence by revising Point 5 to reference and clarify the City will “include the following disclaimer”, which is a standard social media disclaimer used by Social Media networks; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 136 as amended.

CARRIED

The following policies have been brought forward by staff following the Mayor establishing standing committees. The required Terms of Reference for the noted committees are on the agenda for review and consideration:

2019-G/L-016

142 – Terms of Reference: Governance and Legislation Committee

It was MOVED and SECONDED

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 142 – Terms of Reference: Governance and Legislation Committee, as presented.

CARRIED

145 – Terms of Reference: Finance and Audit Committee

Discussion ensued regarding Policy No. 145 and staff provided the following comments in response to Council’s questions:

- Risk management is inherent and streamlined with the City’s financial planning process, adding that it is discussed with the auditors through this process
- City reserves are encompassed in many facets of finance. Details regarding reserves can be requested by Council at anytime and do not need to be in the policy in order to receive the information

Council noted they would prefer to see further details regarding the reserves in order to bring further understanding on how they work.

2019-G/L-017

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Policy No. 145 – Finance and Audit Committee by including direction for staff to bring forward a report regarding reserves to the Finance and Audit Committee; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 145 as amended.

CARRIED

2019-G/L-018

155 – Terms of Reference: Land Use and Planning Committee

It was MOVED and SECONDED

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 155 – Terms of Reference: Land Use and Planning Committee, as presented.

CARRIED
G/L AGENDA
PAGE 8

The following previous Committee terms of reference policies have been brought forward for review and consideration.

The following policies have been brought forward by the CAO for the new Council to address the noted committees.

137 – Terms of Reference: Economic Investment Committee

- As the Tourism representative is already encompassed by the White Rock BIA and the SSWR Chamber of Commerce member, it was suggested the Tourism Representative be removed from the Policy
- The committee should reference the City's Economic Development Plan and use that as a document of measure
- It was suggested that the Committee review how they are measuring-up to their goals

2019-G/L-019

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Council Policy No. 137 – Terms of Reference: Economic Investment Committee to reflect that the Committee reference the Economic Development Plan, and that the Tourism representative be removed from the Policy; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 137 as amended.

CARRIED

138 – Terms of Reference: Environmental

- When particular items/matters are not forwarded to the Committee, the Committee should meet to address the City's Stormwater Management Plan and the Environmental Plan.

2019-G/L-020

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Council Policy No. 138 – Terms of Reference: Environmental Advisory Committee to reflect that the Committee reference the Stormwater Management Plan; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 138 as amended.

CARRIED

143 – Terms of Reference: Cultural Advisory Committee

- The Committee could focus on cultural festivities in addition to arts functions
- The Committee was originally established to deliver the City's Cultural Strategy, adding that most of the goals noted in that Plan have been met
- The Committee could move towards drafting a new five-year strategy, adding that the staff would facilitate this process

Staff clarified that a non-voting Council representative is welcome to participate/contribute to Committee discussions. The Council liaison is able to bring their expertise, and perspective, to discussions.

2019-G/L-021

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Policy No. 143 – Terms of Reference: Cultural Advisory Committee to reflect the development of the next Cultural Strategic Plan;

THAT the Committee name be amended to “Arts and Culture Advisory Committee”;
and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 143 as amended.

CARRIED

2019-G/L-022

144 – Terms of Reference: Tour de White Rock

It was MOVED and SECONDED

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 144 – Terms of Reference: Tour de White Rock as presented.

CARRIED

147 – Terms of Reference: Public Art Advisory Committee

147 – Terms of Reference: Public Art Advisory Committee

- The Committee should consider local artists when recommending public art installations
- The current recommendation process includes a selection sub-committee of the Public Art Advisory Committee
- Specifics of where the art is procured can be placed in the official Request for Proposal/Call for Artist
- There is misperception that the City is turning away local artists. It was noted that local artists may have applied in the past, but may not have been selective if they did not meet the requirements in the Call for Artist
- When there is a call for artists, only submissions of artists from White Rock, South Surrey, and Semiahmoo First Nation will be considered/selected.

2019-G/L-023

It was MOVED and SECONDED

THAT Policy No. 147 – Terms of Reference: Public Art Advisory Committee be further amended to note that when there is a call for artists, the selection committee must select only local artists from White Rock, South Surrey or Semiahmoo First Nation.

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 147 as amended.

CARRIED

Mayor Walker and Councillor Fathers voted in the negative

156 – Terms of Reference: Parking Task Force

Councillor Trevelyan reported that he worked with staff to develop the proposed terms of reference. The following comments were noted:

- Property taxes should not be impacted/increased to compensate for loss revenue should there be a reduction in parking fees.

- The terms of reference should mention how the change of parking can positively impact the quality of life for users
- The Terms of Reference should not reference particular names of Councillors
- The Council representative should be noted as a non-voting Chairperson
- The information will be reported out to Council by the Task Force as it becomes available
- Membership could be increased to eight (8)

2019-G/L-024

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends Council Policy No. 156 – Terms of Reference: Parking Task Force by including/revising as follows:

- Councillor to be a non-voting Chairperson of the Committee with no name within the Terms of Reference
- Revise language to note: any changes that do not impact property taxes to fund a reduction in parking
- Add the language “quality of life”
- Amend membership to “up to 8”; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy No. 156 as amended.

CARRIED

153 – Terms of Reference: Sea Festival Planning Committee

It was suggested that the membership term be extended to a two (2) year term.

2019-G/L-025

It was MOVED and SECONDED

THAT P the Governance and Legislation Committee amends Council Policy No. 153 – Terms of Reference: Sea Festival Planning Committee by revising the membership term to two (2) years; and

THAT the Governance and Legislation Committee recommends that Council endorse Council Policy 153 as amended.

CARRIED

154 – Terms of Reference: Intergovernmental and First Nation Affairs Committee

- The purpose of the Committee is to address matters at all levels of government, including local, provincial, federal, school board, first nation, etc.
- Suggested the Committee name be revised to “Intergovernmental Affairs Committee”.

2019-G/L-026

It was MOVED and SECONDED

THAT the Governance and Legislation Committee amends the name of Council Policy No. 154 – Terms of Reference: Intergovernmental and First Nation Affairs Committee be renamed to “Intergovernmental Affairs Committee”; and

THAT the Governance and Legislation Committee recommends Council endorse Policy No. 154 as amended.

CARRIED

New Committees

Mayor Walker reported he would like to introduce the following new Committees to the City of White Rock:

- Seniors Advisory Committee
- History and Heritage Advisory Committee
- Small Business Advisory Committee

2019-G/L-027

It was MOVED and SECONDED

THAT the Governance and Legislation Committee requests staff report back to a future Governance and Legislation Committee with terms of reference for the following new committees:

- Seniors Advisory Committee
- History and Heritage Advisory Committee
- Small Business Advisory Committee

CARRIED

6. CALL FOR FUTURE GOVERNANCE AND LEGISLATION COMMITTEE ITEMS

Opportunity for any members of the Committee who wish to have items brought forward for discussion at the next Governance and Legislation Committee to state them at this time.

None added

7. CONCLUSION OF THE JANUARY 14, 2019 GOVERNANCE AND LEGISLATION COMMITTEE MEETING

The Chairperson declared the meeting concluded at 6:30 p.m

Mayor Walker

S. Alam

Stephanie Lam,
Deputy Corporate Officer

PRESENT: Councillor Fathers, Chairperson
Mayor Walker
Councillor Johanson
Councillor Kristjanson
Councillor Manning
Councillor Trevelyan (arrived at 4:04 p.m.)

ABSENT: Councillor Chesney

STAFF: D. Bottrill, Chief Administrative Officer
T. Arthur, Director of Corporate Administration
S. Kurylo, Director of Financial Services

Press: 0
Public: 3

1. **CALL MEETING TO ORDER**
The meeting was called to order at 4:03 p.m.

2. **ADOPTION OF AGENDA**

2019-G/L-028

It was MOVED and SECONDED

THAT the Governance and Legislation Committee adopts the agenda for February 4, 2019 meeting as circulated.

CARRIED

Councillor Trevelyan arrived at the meeting at 4:04 p.m.

3. **FINANCIAL PLANNING - ORIENTATION**

Director of Financial Services lead the Committee through an orientation in two (2) parts. A PowerPoint presentation was provided with the following outline as noted in the agenda a. – 1.:

a. Municipal Finance Legislation

- *Community Charter*
- *Local Government Act*
- Canadian Public Sector Accounting Standards as prescribed by the Public Sector Accounting Board (PSAB)
- Council Policy (307/310/317/322)
- Financial Administrative and Accounting Policies
- Basic Principles and Best Practices

b. Local Government Finance Basic Principles

Municipal Finance Legislation:

- *Community Charter*
- *Local Government Act*
- Canadian Public Sector Accounting Standards (Public Sector Accounting Board)

- *Financial Administration Act*

Further Municipal Finance and Accounting Governance

- Policy / Council and Financial and Accounting
- Basic Principles and Best Practice

Municipalities cannot incur a deficit – this is through legislation, it would be illegal to do so.

Question: What happens if we do run at a deficit?

The City would need to draw on accumulated surplus if it were there.

A further consideration is that it may have an impact on the City being able to receive future grants.

Question: Do we have the ability to issue bonds?

Only the Municipal Finance Authority (MFA) is able to do this (the City can only go through MFA)

Question: During discussion around a possible increase of water rates, it was believed that those were issued by bonds is this correct?

The MFA issued the bond on the City's behalf. When this was done the City is now locked in for 10 years.

Question: At what rate?

For the water utility the City borrowed \$24.8M as follows:

- \$14.2M when water utility acquired at 2.6%;
- \$6.2M to complete the total water quality management project at 2.8%; and
- \$5.3M for water infrastructure upgrades at 3.15%.

Type of Debt clarified

The MFA provides funds throughout the province of BC. Every municipality would utilize MFA for funding (they would issue debenture debt).

c. Where the Money Comes From

- City Property Owners (Property Taxes, Utility User Fees)
- Users of Services & Facilities (Pay Parking, Recreation and Culture Programs, Rentals)
- Developers (Development Cost Charges and Amenity Contributions, Building Permit and Other Development Fees)
- City Businesses (Business and Patio Licences, Business Improvement Association (BIA) Levies (remitted to WR BIA))
- Grants and Contributions

Question: On the revenue chart - Development Cost Charge (DCC) funds where are they shown?

When the DCC funds are received they will go to deferral accounts (they don't show on the chart until the funds are used).

d. Where the Money Goes

- Police & Fire Services
- Infrastructure Maintenance (Roads, Sewers, Buildings, Water System, Parks, etc.)
- Other Services to Residents, Visitors and/or Businesses (Solid Waste Removal, Licencing, Parking, Bylaw Enforcement, Recreation and Culture Programs)
- Asset Improvement Projects (Capital Assets/Upgrades and Major Maintenance Projects)
- Administration (General Government)
- City Reserves and Debt Payments

e. Municipal Fund Accounting

Accounting Funds:

Consolidated Accounts: General Fund

Consolidated Accounts: Sanitary Sewer /Drainage / Water (each have their own reserve - only can use those user fees to pay for their services).

Four (4) separate budgets will be brought forward as part of the financial planning process (General/Sanitary Sewer/Drainage and Water).

Question: To clarify funds collected for water must be used only for water?
Yes.

General Funds can be spent on any of the items (note: not generally done but it can be done) the City usually only pays directly from the corresponding fund for the service ex: water fees to pay for the water service)

Question: In regard to water, we cannot make a profit but if we have surplus can we mark those funds for water system upgrades?
Surplus from the water fund? It must go toward the water budget as it was collected for that purpose.

Each of the budgets have an operating budget and an asset improvement budget:

- Operating: day to day services
- Asset Improvement: major upgrades, maintenance and replacement

f. Municipal Property Taxes

Tax Rate Bylaw must be adopted by May 15 annually

Calculation for the tax rate (divide the amount of property taxes to fund expenditures in the approved budget by the total assessed value of properties in the City, for each class).

All properties are taxed, unless they are exempted by legislation or Council.

Question: Are we allowed to have a surplus? Is there a limit in regard to that under the legislation?

The closer the City is to its budget the better it is. It can be difficult to predict so municipalities error on the side of caution to ensure a deficit does not occur. There are circumstances that there is a “carry over” for projects. Example: for various reasons the City did not spend the funds, the funds are still allotted for the project and they are put in a reserve so when the project is underway the funds can then be used.

Question: Does the City receive any taxes from Burlington Northern Santa Fe (BNSF)? Yes, except on portions that are leased by the City.

Property Assessments & Taxes

- Residential (Class 1) = 96%
- Utilities (Class 2) = 0.03%
- Business and Other (Class 6) = 3.85%
- Recreation and Non Profit (Class8) = 0.04%

\$ 9,264.2 = 2018 Net Taxable Value Property Assessments (millions)

\$21,401.1 = Municipal Tax Levy (thousands)

Business / Residential Tax Rates: Businesses pay 2.66 of what residential pay for the same value of property (the City is the second lowest in Lower Mainland where they range from 2.40 up to 4.38).

Question: How would we go about changing that to be able to increase revenue and deliver other services to the community?

Class rate multiples are set through a decision of Council. Council must be aware to not shift the burden from one (1) property class to another.

Question: As our business rate / residential rate is one of the lowest is it possible to receive a graph of the other municipalities over the last few years to see if they have moved up or down?

Note: The property owner does pay the taxes, however they may also make arrangements for the tenant to pay the cost, this is not unusual to see.

Note: As the business taxes are approximately 4% of the tax base an increase in this area is not likely to have a high impact for the City

Question: Are triple net leases prevalent in White Rock?

Yes, we assume they are - most property owners are using triple net leases (property tax, insurance and basic building maintenance).

Note: It was reported that the following are Actual 2018 Property Tax Rates as follows:

- residential properties pay \$2.18 for every \$1,000 of assessed value of their property (tax rate for 2018)
- businesses pay \$5.76 for every \$1,000 of assessed value
\$5.76 divided by \$2.18 and this is the 2.66% (tax rate for 2018)
- Utilities (example BNSF) pay \$15 for every \$1,000 of assessed value

Question/Clarification: An additional chart to be added that shows the relative residential and business charges per \$1,000 of assessed value in comparison to other municipalities to see how White Rock fit in.

g. Investment of Municipal Funds

- Governed by the *Community Charter and Council Policy*
- Emphasis on safety or preservation of capital
- In accordance with policy the City must get quotes before they invest

Question: As its primary financial institution the City uses the TD Bank, have we explored going with a credit union?

Not at this point, municipalities do not change financial institutions often as there is a lot involved in order to do this, there are many links to consider including property taxes.

Question: In 2017/18 how much did the City earn in revenue in our funds that are invested?

2017: gross investment income \$1.1M (some was allocated to reserve funds – created by bylaw following that it left \$870,000 net and that would go into general revenue that can be used for other purposes).

Question: What was the funds invested that brought in the \$1.1M income?

Investment varies through the year

Funds from reserves, the reserves are used throughout the year, we receive tax funds in July, it also depends on timing when we need to pay out large invoices (large construction projects)

End of 2017: there was \$71M in the bank / \$14M invested in term deposits / \$4M invested in the MFA money market fund / \$7.5M Canadian Western Bank
In total \$97M balance on December 31, 2017 – it varies.

Question: And the return on investment? What is the average return on investment?

It is dependent on each investment (it is constantly changing).

Average return on investment today is 2.4% on the City's bank account and the last term deposit is 2.4%. The range for 2018 was .97%.

h. Five-Year Financial Plans

Must be adopted annually, and once done the property tax, and utility rates are set, with the exception of water rates which are set at the start of the year.

Provides the legal authority to spend money, all expenditures must be included in the Financial Plan .

Community Charter does not define what public consultation process is required; it is to be set by Council.

i. Financing Capital Projects

The City Pays for Capital (Asset Improvement) Projects:

- Current Year Taxes (General Revenue)
- Utility User Fees (Sanitary Sewer, Drainage and Water)
- Reserves
- Development Cost Charge (LGA sets out parameters to calculate DCC)
- Grants and Contributions
- Short Term Capital Debt
- Long Term Debt

Question: Do DCC's pay what they are expected to pay? Are the amounts collected correct?

Yes, the intent of DCC is development as paying for itself, it is complex and typically it can take nine (9) months to a year from start to finish

Note: If a capital project is not in the DCC plan it cannot be paid for by DCC funds, time must be spent figuring out and working ahead to ensure all capital works projects are listed in the bylaw so the DCC funds collected can be utilized for the project.

Meeting Recessed and Reconvened

At 6:00 p.m. the Chairperson called a recess and stated the meeting will reconvene back in the Council Chambers at 6:30 p.m.

At 6:30 p.m. the Chairperson reconvened the meeting with all noted members of Council and staff in attendance.

j. Reserves

Legislation provides the authority for some reserves to be created by bylaw. Some reserves are not created by bylaw, but are accounts created in the City's books to save money for certain purposes / projects.

There are both operating and capital (asset improvement) reserves. Recent emphasis by capital asset best practices and the Federal/Provincial governments for municipalities to ensure funds are put into reserves for the long term future upgrading and replacement of the capital assets.

Question: Can the City borrow funds and put them in a land reserve?

When you borrow funds for capital purposes you would need to have an asset.

There may be other possibilities such as use of Community Amenity Contributions (CAC). The Bylaw will be reviewed as well as there may be provision for additional funds to be placed in the account, but this will need to be confirmed.

Question: It was noted that the land sale reserve had gone down by \$2.29M but the lot at 1510 Russell Avenue was purchased at \$5M is that correct?

The 1510 Russell Avenue lands were purchased just below \$4.9, the breakdown for that was as follows land sale reserve \$2.9M and \$2.1M from parkland DCC and approximately \$200,000 from CAC's.

Question: How much funding from CAC's were used for the Memorial Park project?

This information will be provided during the financial plan process.

Clarification as part of the Financial Plan Process: Would like a better understanding as to how reserve funds can be utilized.

Clarification: The land sale reserve included when BOSA developed the two (2) Miramar Towers. It would be interesting to know how much was collected from them and placed into the land sale reserve.

Yes the BOSA funds are included in this account but in addition there have been the sale of a couple of road ends etc.

Community Amenity Contributions (CAC's) though bylaw and City policy may be spent on the following items:

- Any civic use building or space within a building
- New, or improvements to, publicly accessible open space (incl. land, public square & pedestrian routes)
- On or above ground public accessible parking
- Underground public accessible parking
- Outdoor public art
- Transit station, bus loop or transit shelters
- People movement infrastructure
- Special needs or non-market affordable housing
- Greenhouse gas reduction measure, community energy facility
- Similar things that benefit the city and the well-being of its community

The items above were all vetted through the City's lawyer with a notation that you can only use the CAC's for items that are within the City's bylaw at the time the funds were collected. There is approximately \$300,000 in the fund that were collected prior to this bylaw coming into effect so using those funds will be more restricted.

Question: Who sets the rules for using CAC's and how they depend on when they are collected?

They are negotiated amounts, in exchange for more density. This practice is permitted through legislation and City bylaw.

Question: How do you go about lobbying to change the legislation in regard to what you can use the CAC funds for?

Legislation gives permission and sets out in principle that CAC's are used to pay for amenities that are needed in conjunction when additional development occurs.

Question: When was the last time the bylaw and policy for CAC's was updated?
Bylaw was done in 2017 as well as the Policy in 2017.

Clarification: Difference between policy and bylaw?

A policy is a guideline, intended to document Council expectation in regard to a circumstance. They guide staff and assist Council as to what courses of action they wish to have done in circumstanced guideline. It also may add clarity or additional detail to a bylaw.

A bylaw impacts the community, it is not flexible, it dictates what shall occur. It is a legal means to effect Council's will.

Council, the Community and staff must follow the bylaw. A bylaw also gives the authority for Bylaw Enforcement to enforce it.

Question: Which authority did the City use to construct the Parkade through CAC's?

This was done through the bylaw.

A bylaw will always have an overarching authority over a policy.

Change of Chairperson

Chairperson Fathers departed the meeting at 6:53 p.m.

It was noted that Mayor Walker would be chairing the meeting from this point on.

Other General Fund Asset Improvement Reserves, each fund has its own reserves. The sources of the funds also used by the City to pay for capital projects and other major improvements to infrastructure. Not created by bylaw, accounts in the City's books. A breakdown was shown in regard to funds in reserve in relation to:

- General Infrastructure Reserve
- Capital Roadworks Reserve
- Works in Progress Reserve
- Secondary Suite Service Fee Reserve
- Community Works Fund Reserve (Gas Tax)
- Pier Preservation Reserve
- Other

Question: Can staff provide a report / graph similar to the "Other General Fund Asset Improvement Reserves" graph stating the details as to where the reserve funds went to? This was done verbally at the meeting but having the detailed information to refer to would be helpful.

Staff noted this can be done at the time of when the year end report would be done.

Utility Fund Reserves were notes as follow:

- Sanitary Sewer Fund
- Drainage Fund
- Water Fun

Question: Does the City provide Semiahmoo First Nation (SFN) sewer and/or storm drain?

The City does not provide storm drainage formally although the Habgood Pump Station is on the SFN property and it does drain the SFN land. The concern with this is that the City does not have an agreement for it.

Sanitary Sewer and Water Services, the City currently provides bulk service. It is understood now that SFN have an agreement with the City of Surrey and that those services will be transferred sometime this year. There are approximately half a dozen properties on SFN land that the City's provides sanitary service to such as the WAG restaurant.

Question: It is understood that the City of Surrey will be servicing approximately $\frac{3}{4}$ of the SFN lands but there is a small area on the west end that they will not be getting water service, is this something the City can look into providing?

This is something the City has to discuss with SFN, the City of Surrey will provide water services to SFN for their property east of Stayte Road.

Development Cost Charge (DCC) types collected for:

- Parkland
- Drainage
- Highways
- Water
- Sanitary Sewer

Projects must be listed in the DCC bylaw in order for the funds to be spent from these accounts. The bylaw review is something staff are aware of that is required to be done.

Accumulated Surplus:

These amounts are not "profit" the City made, it includes investment in tangible capital assets (ex: funds spent on roads, buildings and sewers over time that is not financed by debt - in 2017 that portion was \$87M).

As the City cannot run at a deficit, it is important the City has a cushion for unexpected costs and we have to draw from the unappropriated surplus. The City is required through policy to have between 10% to 15% of the general fund operating budget.

Question: How much could the City have in the surplus beyond Council's policy of 15% and then what can that accumulated surplus be used for?

There is no limit to the % however it not recommended to go higher than 15%. If this is the case we are either overtaxing the property owners or we may not be putting enough money into other reserves that should need the funds.

Question: Pay as you go financing, you put money aside so you will not have to borrow. Is this something the City can do or are we doing that already?

The City is doing this in principle, the only debt the City had prior to acquiring the water utility was a Local Improvement for Sanitary Sewer, very small amount the City fronted for a service to be paid back by the residents over time.

General Fund Operating Type of Reserves:

- Previously Approved One-Time Items
- Designated Future Year Expenditures
- Provision for Contingencies
- Council Initiatives
- To be Reallocated in 2019

k. Debt and Borrowing

Capital borrowing authority limits, set out by the *Community Charter*.

Short Term Capital Debt: must be paid back in five (5) years, maximum amount is \$50 per capital or \$997,600, authorized by Bylaw, borrowed from the MFA (City does not have any outstanding).

Long Term Capital Debt: maximum amount of annual debt servicing costs (principal and interest payments), maximum debt servicing costs are 25% of previous year's calculated revenues (\$11M, borrowing \$85M for 10 years or \$180M for 30 years, requires bylaw and inspector's approval, equates to borrowing approximately another \$5.9M for 10 years, or \$12.7M for 30 years.

Question: Can we pay down the water debt?

Typically you run the water utility by fees, you can use general revenue fund taxes.

Question: What are options for realistic repayment?

Have not run any numbers on this yet. We do not expect a municipality our size to pay down a debt of \$17M quickly. Water infrastructure should be replaced and maintained. Sufficient revenue is so we don't have any more debt.

Clarification: It would be helpful for Council to have the numbers supplied and see if there can be any potential savings.

l. Annual Financial Reporting

After the end of each year, the City's Annual Financial Statements are prepared and audited. KPMG are the City's Auditors and before the audit is finalized they provide a report on their findings. The Finance and Audit Committee accept the information on behalf of Council. The Annual Financial Statements form part of the City's annual report (available in June). Council consider the Annual Report and submissions and questions from the public at a Council meeting each year.

In addition the following reports must be also reported on by June 30th:

- Financial Information Statement
- Council Remuneration, Expenses and Contracts
- Development Cost Charges Report

Question: Is there an overall policy that explains what the reserves should be, or something to summarize this for a good understanding?

There are no guidelines for all of the City's reserves, there does not appear to be anything generic published by the province in this regard.

Clarification: Council would appreciate at the end of all this, notes about what guidelines we are using, and policy may be formed in future.

Question: In regard to solid waste reserves \$555,000 what is the breakdown for those funds?

Staff noted:

- \$113,000 Economic Development
- \$17,000 Council PC (computer equipment, phones etc)
- \$17,000 traffic fine revenue that can only be spent on safety related items
- \$40,000 City to complete a Capital Asset Management Plan (to determine what the next steps are for a more structured approach)
- \$15,000 as we do not have a Purchasing Officer so when we major contracts and requests for proposals etc funds are available for help with these items
- \$40,000 internal audit purposes
- \$130,000 related to the Headquarters for RCMP in Green Timbers, when constructed RCMP started to charge for each member for every year for cost for the building. This was done without permission by the City so funds are being held at this time until this is resolved

It was clarified the funds can also be used to purchase more garbage trucks as well.

Sanitary Sewer Fund:

Question: Looking for some cost savings: \$12M for the sewers seems high why is it at that amount?

This was accumulated over a number of years (we pay funds to Metro Vancouver at approximately \$1M to process our liquid waste and a number of years ago there was discussion that they were doing major upgrades to the system and municipalities needed to be ready to pay their fair share so funds were set aside). It took longer to get the project started and it still under construction.

As well a number of years ago the Engineering Department stated they would need to do a lot of work to improve the City's sanitary sewer infrastructure so funds were being collected for that.

New staff in the Engineering Department are now in place and when the Master Plan was updated it was found there was more need for storm sewer infrastructure upgrades instead of sanitary sewers.

Further 2017/18 projects were deferred.

Question: It was noted that the sanitary sewer fund and water fund are both utilities if this is the case can the sanitary sewer fund go toward paying for the water debt? No, this cannot be done but you may be able to do this through General Taxes but you cannot take sanitary sewer taxes/fees and pay for drainage or water debt.

It was noted that the sanitary sewer fund does not require a rate increase. The storm drainage funds needs help at this point (Habgood Pump Station is on hold as there are not enough funds to move this from its current location) and the water fund requires additional funds to pay off debt.

Question: Garbage collection for multi-family dwellings – do we have information on what were cost savings or extra costs in relation to the change in service?

It was noted a major change that prior to this the fee charged to residential customers. Prior to the change the City collected through the tax system (customers were charged based on the assessed value of the property so those with higher valued homes were paying much higher for the same service another homeowner with a lower value home).

When the City made the change property taxes were reduced (total tax savings 9% - 4.5% each year for 2 years as it was implemented).


Clarification: It was noted that as we move forward that to have that data in front of Council as this topic is further reviewed would be helpful.

This information is due to come forward as part of a corporate report later this year as it requires getting some consulting help.

4. **CONCLUSION OF THE FEBRUARY 4, 2019 GOVERNANCE AND LEGISLATION COMMITTEE MEETING**

The Chairperson declared the meeting concluded at 8:08 p.m.

Councillor Fathers
Chairperson



Tracey Arthur, Director of
Corporate Administration

City of White Rock

Economic Development Strategic Plan: Final Report

May 2009



In association with:

Eric Vance & Associates

Planning & Management Consultants

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EXECUTIVE SUMMARY

The City of White Rock's recently adopted Official Community Plan (OCP) and Council Goals both emphasize the importance of a strong and diversified local economy, including employment opportunities for residents and support for White Rock businesses. Council approved a recommendation of the City's Economic Committee that an Economic Development Strategic Plan be prepared that sets out specific strategies and actions for strengthening the White Rock economy.

ECONOMIC DEVELOPMENT VISION

This Economic Development Strategic Plan will help achieve the OCP vision and Council Goals by nurturing a strong local economy that contributes to the quality of life for the city's residents, labour force and visitors. This includes supporting the conditions for business success and employment growth, attracting new businesses and investment, achieving a larger and more balanced tax base, and generating more tourism activity. The particular needs of each commercial area of White Rock will be considered, including the Waterfront and Town Centre, and action taken to ensure their vitality. Home-based enterprises will also be supported.

ECONOMIC DEVELOPMENT PRINCIPLES

White Rock's Economic Development Vision will be achieved through private and public investment in economic development initiatives that:

- Support sustainable development that integrates economic, social and environmental interests.
- Provide opportunities for all segments of the community to achieve economic success.
- Encourage strong resident and business participation in the economic development process.
- Ensure cooperation and mutual support with other stakeholders where needed.
- Foster a climate supportive of businesses, including fair government regulations and taxation.

ECONOMIC DEVELOPMENT STRATEGIC OBJECTIVES

Three strategic objectives have been established in support of the Vision:

1. Establish a structure that will allow the City to effectively and efficiently undertake economic development initiatives.
2. Create a positive business climate in White Rock.
3. Aggressively pursue opportunities to attract new businesses and investment to the city.

ECONOMIC DEVELOPMENT STRATEGIES AND ACTIONS

This Economic Development Strategic Plan contains 22 strategies in support of the three strategic objectives. For each strategy, a number of actions are presented, along with the suggested lead responsibility, which is in many, but not all cases, the City itself. Partnerships will be important in implementing some of the strategies and the Strategic Plan provides examples of who some of the partners might be. An implementation plan and performance measuring methods are also included.

PRIORITIES FOR ACTION

All the strategies are important, but given the City's many competing demands for financial and other resources, there should be a focus on the strategies and actions that are likely to yield the greatest economic benefits. The four most important strategic priorities for City action are:

STRATEGY 1. ESTABLISH ECONOMIC DEVELOPMENT POSITION AND BUDGET

The first step in creating an economic development structure is for the City of White Rock to re-establish a clearly defined economic development position.

There are many possible ways to do this, ranging from a part-time to a full-time position, from a contracted role to a permanent staff position, and from a position located in City Hall to a position located externally, such as within the offices of one of the local business organizations. Each of these models is in place in communities in British Columbia and there is no single best model, but the most important principle is to establish a clearly designated individual who is responsible for economic development, with a clearly defined mandate (focusing on the implementation of this Strategic Plan), and a dedicated budget.

STRATEGY 9. UNDERTAKE COMPREHENSIVE PLANNING AND VISIONING PROCESS FOR THE WATERFRONT

The Waterfront is White Rock's best-known feature, yet there is a strong sentiment among local businesses that their operating environment is gradually deteriorating.

A thorough examination of the Waterfront is needed, including a clear and realistic vision for its future from a planning perspective and how it can be achieved. This exercise should address the full range of waterfront issues, including:

- Land uses.
- Densities.
- Consideration of a potentially greater residential component through densification.
- Physical appearance of both public and private areas.
- Types of activities permitted on the boardwalk and pier.
- Parking.
- Linkages between East Beach and West Beach.
- Public transit.
- Expanding the type and number of uses of the water (while recognizing environmental issues).

The residential capacity of the Waterfront area needs particular attention. Most vibrant commercial areas have a significant population base living within walking distance. This issue will become even more important for the Waterfront as White Rock's Town Centre and Semiahmoo Town Centre in Surrey continue to develop as commercial centres, making it harder to draw residents down to the Waterfront on a regular basis for shopping and dining.

STRATEGY 10. PURSUE THE DENSIFICATION OF DEVELOPMENT IN THE TOWN CENTRE

White Rock's Town Centre is intended to serve as the higher density core of the community. Increasing densities is important to economic development for several reasons:

- White Rock has virtually no land available for greenfield development, so significant new job creation requires more intense use of currently developed land.
- Many of the types of "high-value" jobs that may be attracted to White Rock are limited to office-based companies, including professionals, business services, and health services. New office space is therefore required, but will be created in White Rock only through higher-density mixed-use developments.
- Expanding White Rock's population will lead to greater economic development opportunities by expanding the local consumer market and the local labour market, and increased residential densities in Town Centre are an important part of that process.

The City can encourage the densification of the Town Centre by a variety of means, such as:

- Density bonusing in exchange for community amenities, which could include more commercial floorspace.
- Higher densities outright.
- Reduced on-site residential parking requirements given that the Town Centre is a walkable neighbourhood

While a significant amount of work, the recommended Waterfront and Town Centre planning processes should be undertaken concurrently to ensure that the outcomes are fully coordinated.

STRATEGY 18. CONTINUE TO SUPPORT THE GROWTH OF THE TOURISM INDUSTRY THROUGH THE TOURISM IMPLEMENTATION PLAN

The White Rock Tourism Implementation Plan was completed in October 2007 with the assistance of Tourism BC and its Community Tourism Foundations program. The Plan has led to the creation of Tourism White Rock through a funding partnership of the City, White Rock BIA, and White Rock and South Surrey Chamber of Commerce.

The Tourism Implementation Plan addresses marketing initiatives and target markets, visitor servicing, the development of new tourism products, community engagement, and tracking of tourism measures. This Economic Development Strategic Plan does not reproduce strategies in those areas, but there are some important synergies between the two documents. Some of the identified target opportunities under Strategy 14 relate to tourism, including a hotel and conference space, while issues like transportation improvements, growth of arts and culture, and enhancing the year-round viability of Waterfront businesses are closely tied to tourism.

1. INTRODUCTION

The City of White Rock's Community Vision, which is set out in its recently updated Official Community Plan (OCP), recognizes that a strong local economy is an important part of the city's livability:

By enhancing its exceptional setting with careful planning, White Rock is a unique and livable beachfront community that has become a leader in balancing its environmental, economic, social and cultural values for a healthy, livable future. Residents have been very involved in ensuring that the city retains its heritage and character as it becomes a more complex community of complementary areas.

While the vibrant waterfront with its mixed uses remains White Rock's soul, the thriving town centre that borders Surrey is its heart, appreciated by residents and visitors for its range of shops, services and great public spaces. Residential neighbourhoods, some of which continue to redevelop, are safe and walkable. They contain a diversity of housing suitable for people of all ages, lifestyles and incomes; quiet, local roads; accessible parks and green spaces as well as a well-connected bike and pedestrian network.

White Rock proves that exceptional natural and cultural resources can be successfully combined to provide the kind of recreational and tourism opportunities that contribute to a high quality of life anyone may enjoy.

The Economic Development Strategic Plan has been created in support of this Community Vision by focusing on how to build a strong local economy

PURPOSE OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN

In addition to being part of White Rock's OCP vision, economic development has been identified by City Council as one of its key goals. This includes sustaining and supporting economic diversity, maintaining and attracting a dynamic mix of businesses, establishing baseline data to monitor trends over time, and finalizing both an Economic Development Strategic Plan and Tourism Plan (now completed).

As one of the three core principles of sustainability, having a strong economy is essential to supporting the other principles of environmental and social wellbeing. White Rock has recently enjoyed some success in this regard, as the number of jobs in White Rock grew slightly faster (average of 1.4% per year) from 2001 to 2006 than the number of working residents living in White Rock (1.2% per year). This has improved the number of local job opportunities for White Rock residents, thereby reducing the necessity of commuting and helping to create a more vibrant, complete community.

But much remains to be done as the majority of employed White Rock residents still travel to other municipalities to work (only 21% of employed residents worked in White Rock in 2006). This is partly due to the lack of diversity in the local economy that has been caused by the community's unique location and history of development (e.g., no industrial land).

Some White Rock businesses are also facing challenges, either because they primarily rely on seasonal tourism (especially along Marine Drive) or as a result of competition from the growing amount of commercial development taking place in the Semiahmoo Town Centre area of South Surrey.

Despite these challenges, there remain a variety of possible ways to diversify White Rock's economy within its land and location constraints and in accordance with existing community character and vision.

CONTEXT PROVIDED BY EXISTING CITY POLICIES

An Economic Development Strategic Plan cannot exist in isolation from other City initiatives and policies and it is important to acknowledge and link with other policies and documents whenever possible. This is particularly the case for the OCP, which has been recently updated and includes a variety of economic goals and policies.

CONSULTING TEAM AND CONSULTATION PROCESS

This Economic Development Strategic Plan was developed over a seven-month period from June 2008 to January 2009 by the consulting team of Vann Struth Consulting Group Inc. and Eric Vance & Associates.

The community provided input to the Plan in several ways, including:

- The City's Economic Committee, which oversaw the preparation of the Plan and provided guidance throughout the process.
- Four Focus Group sessions involving local business people and members of the community. These Focus Groups were divided into four subject areas: the Waterfront, Uptown, arts and culture, and office and professional.

Input to the Plan was also provided in a workshop with the City's Senior Management Team, representing all City departments.

A list of participants in the consultation process is contained in Appendix A.

The thoughtful advice and assistance offered by the Economic Committee and others who participated in the process is gratefully acknowledged by the consulting team.

STRUCTURE OF REPORT

The remainder of this report is structured as follows:

Chapter 2 presents the Economic Development Vision that has been established for the Plan, along with the Principles and Strategic Objectives. It also acknowledges other City goals and policies that have helped shape the Plan.

Chapter 3 presents an overview of the White Rock economy within the context of the Metro Vancouver region..

Chapter 4 contains a competitive assessment of the White Rock economy using a Strengths, Weaknesses, Opportunities, Threats (SWOT) approach.

Chapter 5 presents a comprehensive set of strategies and actions to enhance White Rock's competitive position.

Chapter 6 contains the implementation plan and methods for monitoring performance.

2. ECONOMIC DEVELOPMENT VISION, PRINCIPLES AND STRATEGIC OBJECTIVES

This Economic Development Strategic Plan has been guided by a number of existing City principles, goals and policies with a relationship to economic development. This chapter presents the Economic Development Vision, Principles and Strategic Objectives for the Plan and summarizes the direction already set by the City through its Council Goals and OCP.

2.1. ECONOMIC DEVELOPMENT VISION AND PRINCIPLES

VISION

White Rock's Economic Development Strategic Plan will help achieve the OCP vision and Council's Goals by nurturing a strong local economy that contributes to the quality of life for the city's residents, labour force and visitors. This includes supporting the conditions for business success and employment growth, attracting new businesses and investment, achieving a larger and more balanced tax base, and generating more tourism activity. The particular needs of each commercial area of White Rock will be considered, including the Waterfront and Town Centre, and action taken to ensure their vitality. Home-based enterprises will also be supported.

PRINCIPLES

White Rock's Economic Development Vision will be achieved through private and public investment in economic development initiatives that:

- Support sustainable development that integrates economic, social and environmental interests.
- Provide opportunities for all segments of the community to achieve economic success.
- Encourage strong resident and business participation in the economic development process.
- Ensure cooperation and mutual support with other stakeholders where needed.
- Foster a climate supportive of businesses, including fair government regulations and taxation.

2.2. ECONOMIC DEVELOPMENT STRATEGIC OBJECTIVES

Three strategic objectives have been established in support of the Vision:

1. Establish a structure that will allow the City to effectively and efficiently undertake economic development initiatives.
2. Create a positive business climate in White Rock.
3. Aggressively pursue opportunities to attract new businesses and investment to the city.

These objectives are the framework under which the specific Economic Development Strategies and Actions are organized (see Chapter 5).

2.3. COUNCIL GOALS

Council has established nine goals for 2008 that guide all initiatives of the City, one of which is to “sustain and support economic diversity”, including:

- Finalize the Economic Development Strategic Plan.
- Work in partnership with the Chamber of Commerce and BIA to begin implementation of the Tourism Strategy.
- Identify short and long term parking options for the city in consultation with the BIA.

Some other Council goals also have an economic development component, such as “supporting local preparations for the 2010 Winter Olympics” and “creating a community of excellence for health and wellness”.

2.4. OFFICIAL COMMUNITY PLAN

COMMUNITY VISION

The Community Vision set out in White Rock’s new OCP was presented in the Introduction to this Plan. This Vision is supported in the OCP by community principles along with an overall goal for economic development from a land use planning perspective, nine specific goals and 19 policies.

COMMUNITY PRINCIPLES

The OCP is founded upon four community principles that provide overall direction for policies within the Plan. Excerpts that are particularly relevant to economic development include:

A COMPLETE COMMUNITY

- Provide for diverse local employment opportunities for its residents.
- Nurture a supportive environment for culture, heritage and the arts.

A COMMUNITY OF ECONOMIC OPPORTUNITY

- Work with the business community to support a healthy business climate.
- Adapt to changing circumstances to improve viability of existing businesses and opportunities for new businesses

ECONOMIC DEVELOPMENT

Section 6 of White Rock's OCP is devoted to economic development, with an overall goal, nine specific goals and 19 policies.

OVERALL GOAL

To maximize White Rock's economic development potential with a view to strengthening the local economy, creating more local jobs, achieving a more balanced tax base and generating more tourism activity.

SPECIFIC GOALS

Goal 1: To ensure that economic development policy continues to be relevant to the current and short-term reality and vision of White Rock, and is implemented over the short- to medium-term.

Goal 2: To promote the city as a place to move to and reside in over the long-term.

Goal 3: To protect employment lands and promote commercial (office and retail) sector growth as a means of providing local jobs, growing the non-residential tax base and supporting local business.

Goal 4: To achieve a coordinated effort in support of tourism development in White Rock.

Goal 5: To leverage partnerships that will assist business development.

Goal 6: To improve the commercial viability of Marine Drive.

Goal 7: To achieve a greater balance between well established summertime activities and events and off-season/shoulder-season activities to help support local businesses year-round.

Goal 8: To achieve greater land use efficiency, and in turn, maximize economic development opportunities, in the Town Centre.

Goal 9: To capitalize on Metro Vancouver's identity as 'North Hollywood'.

Appendix B contains the 19 policies in support of these nine goals.

3. ECONOMIC OVERVIEW

This chapter provides an overview of some of the key statistical trends and issues affecting economic development in White Rock. The data used to generate the graphs can be found in Appendix C.

Prior to the discussion of trends is commentary on how recent events in the global economy affect the context for economic development in White Rock and the content of this Strategic Plan.

IMPACT OF GLOBAL ECONOMIC CONDITIONS

This project was undertaken through the summer and fall of 2008, a time period that included a series of significant events in the global economy. Stock markets experienced some of their largest single-day declines in history, multiple US financial institutions either went bankrupt or were saved by government bailouts, and evidence mounted that the global economy, led by the United States, was entering into a deep recession.

The ultimate impact of these events for the global economy remains unknown. It is possible these issues will manifest in a severe and extended global recession, but it is also possible that a global recession will be relatively short and not so severe, and the world economy will quickly regain its growth trajectory. By any historical standard a recession (defined as consecutive quarters of declining Gross Domestic Product) is overdue, but it's also possible that Canada and/or British Columbia will not go into recession at all.

How do these events affect the White Rock economy and the context for this Strategic Plan? White Rock will not be immune from a downturn in economic conditions and there may be delays in growth and development that would otherwise occur. Some companies regionally, and quite likely locally, will not survive the depressed economic conditions. The number of business failures will likely increase, but business turnover is a regular occurrence even in healthy economic conditions. Eventually there will be a return to growth and new development and the competitive strengths and weaknesses of White Rock relative to other locations in Metro Vancouver are unlikely to have changed.

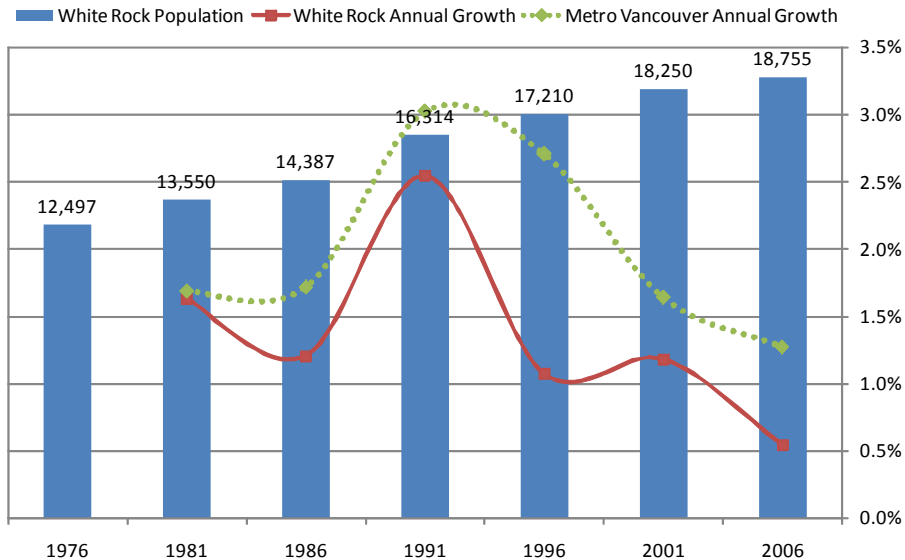
There are also few, if any, local government policy tools that affect macroeconomic conditions. The focus of this Strategic Plan is on creating a favourable local environment for economic development, which will become even more important if the broader economy is troubled and White Rock is competing for a smaller number of growth and development opportunities. The analysis that underlies this Plan encompasses a long-run view and the recommended strategies are anticipated to be valid for multiple years to come.

POPULATION

White Rock has had continuous population growth for decades, albeit at a slower pace than Metro Vancouver. White Rock's population grew by about 0.5% per year from 2001 to 2006, compared to region-wide growth averaging 1.3% per year.

Census Population and Annual Growth Rates, 1976 to 2006

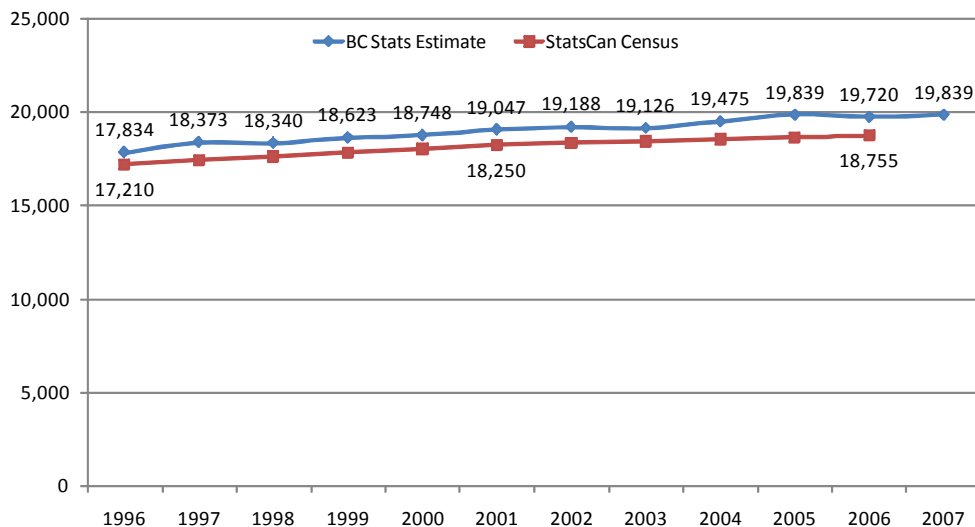
(Source: Statistics Canada)



The slower rate of growth is largely due to White Rock’s limited land base, which requires most population growth to be achieved through redevelopment and densification, whereas some of the fastest-growing parts of the region (e.g., Surrey, Maple Ridge, Langley Township) have room for new residential neighbourhoods and greatly expanded town centre developments.

Comparison of White Rock Census to BC Stats Estimated Population, 1996 to 2007

(Sources: Statistics Canada Census, BC Stats)

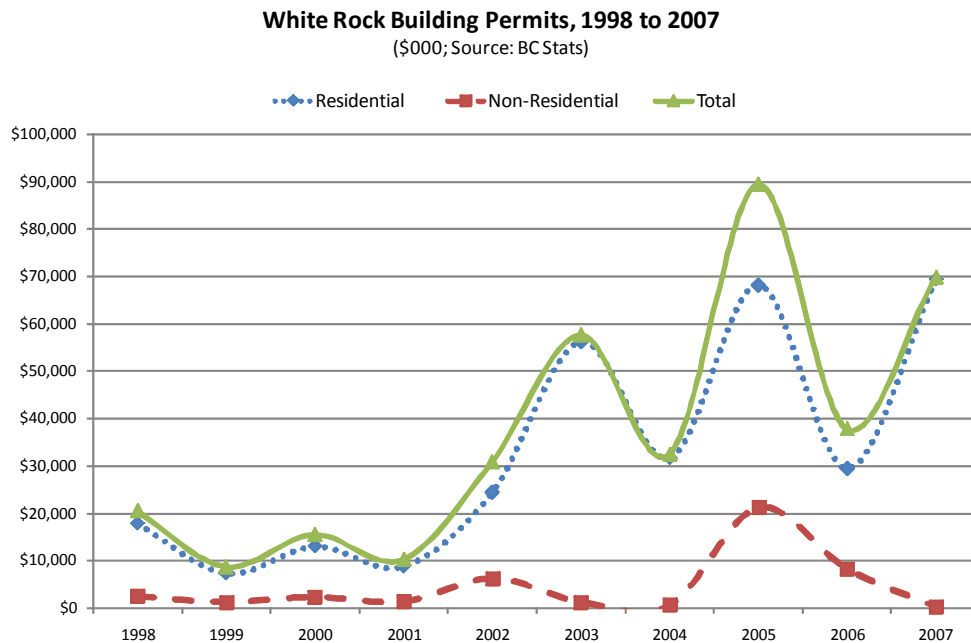


It should be recognized that the Census misses some people. BC Stats prepares annual population estimates for municipalities that attempt to account for this “net Census undercount”, which is typically in the range of 3-5%.

White Rock’s true population is therefore likely closer to 20,000 (and may have reached this threshold in 2008) rather than the 18,755 shown in the 2006 Census.

DEVELOPMENT

Like many communities throughout British Columbia, White Rock has had accelerated levels of development activity in recent years. Total building permits were nearly \$70 million in 2007 after peaking at almost \$90 million in 2005.

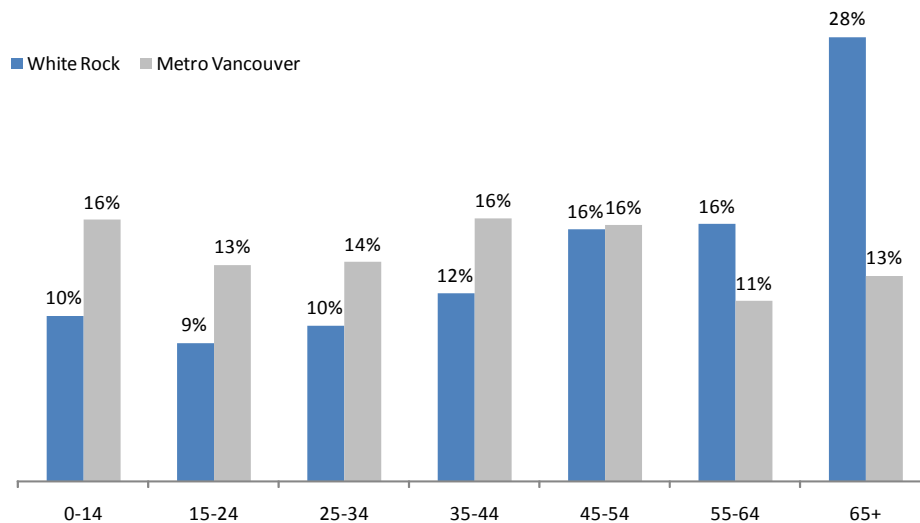


The majority of development in White Rock is residential. Over the 10-year period from 1998 to 2007, residential permits accounted for 88% of total building permit values.

DEMOGRAPHICS

One of White Rock’s most distinctive characteristics is the age profile of its residents. The city has more than double the percentage of senior citizens as Metro Vancouver overall and a lower population share in each age category up to age 55.

Population by Age Categories, 2006
(Source: Statistics Canada Census)

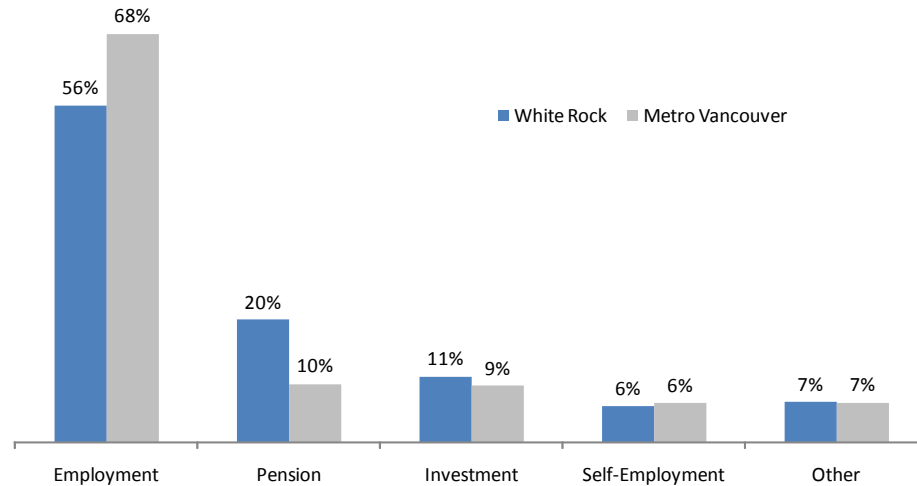


Achieving a more balanced demographic profile by attracting more young families to live in White Rock is one of Council’s goals. The current age profile affects the local market for goods and services, but overall does not have significant repercussions for economic development because White Rock is part of an integrated metropolitan region and the majority of local jobs can be (and are) filled by residents of surrounding communities. Neighbouring Surrey has a much younger age profile than White Rock, even though the South Surrey area shares many of White Rock’s attributes and has the oldest population profile of the neighbourhoods within Surrey.

INCOME

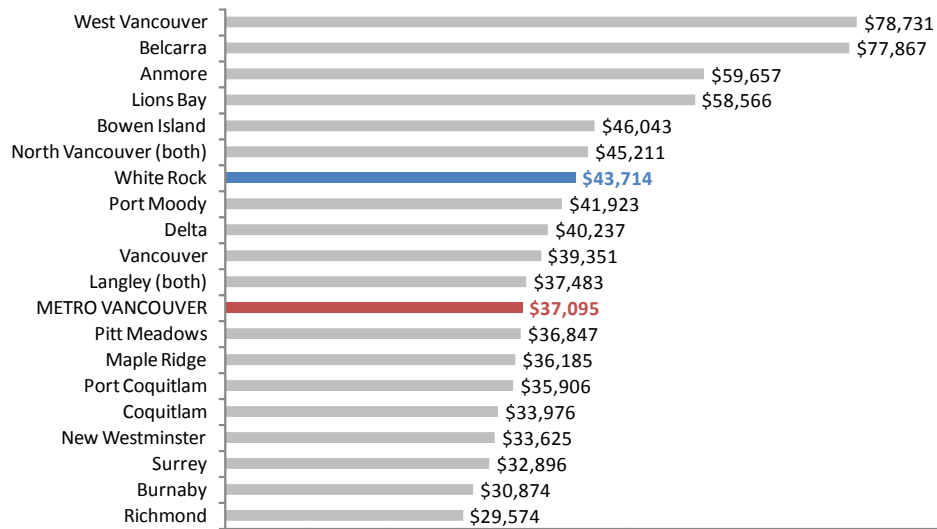
White Rock’s demographics influence the sources of income of White Rock residents. Based on income tax returns from 2005 (the most recent year available), White Rock residents receive 20% of their total income from pensions, which is double the region-wide rate, while receiving substantially less income from employment (56% compared to 68% region-wide). The shares of income from other sources are nearly the same as the regional averages.

Taxfiler Income by Source, 2005
(Source: Canada Revenue Agency, compiled by BC Stats)



Average incomes are 18% higher in White Rock than the regional average, but nowhere near the highest-income municipalities of West Vancouver and Belcarra. White Rock does have the distinction of being the highest-income municipality located south of Burrard Inlet.

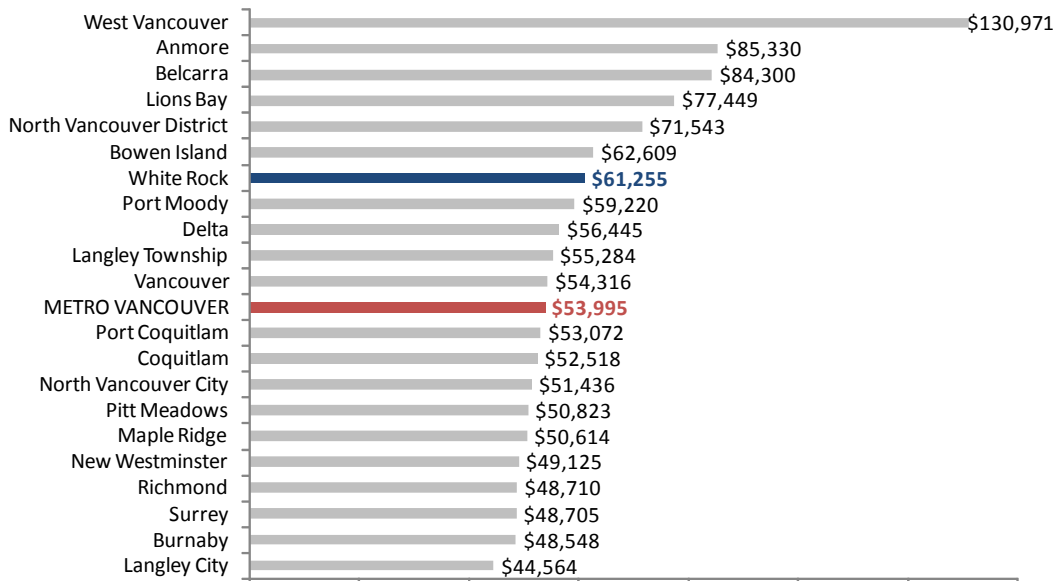
Average Taxfiler Income, 2005
(Source: Canada Revenue Agency, compiled by BC Stats)



Retirees typically have lower annual incomes than the working population, so a separate comparison of average employment income for those working full-time is also shown below.

Average Full-time Employment Income (Place of Residence), 2005

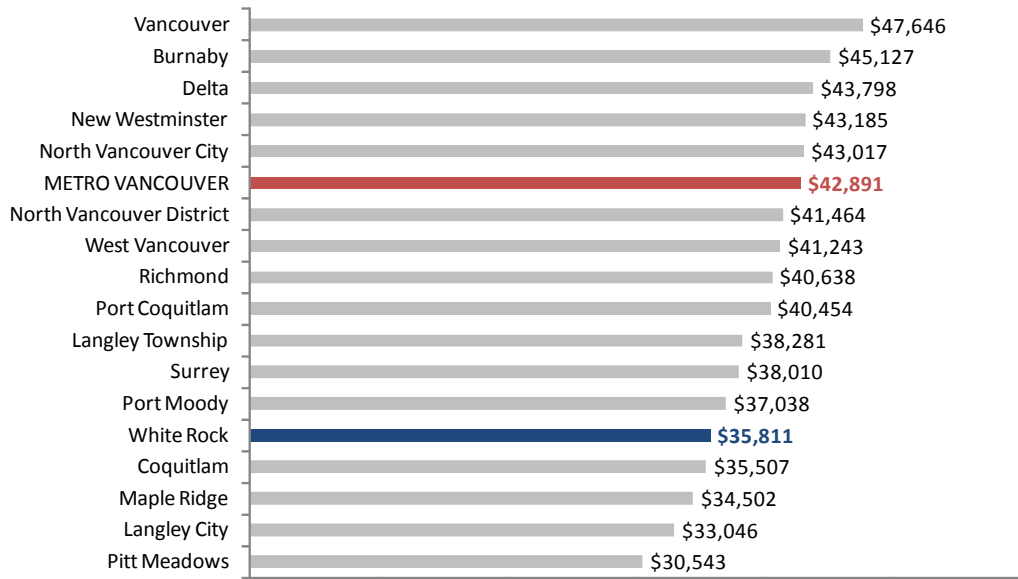
(Source: Statistics Canada Census)



White Rock's relative ranking in employment income is similar to the overall income ranking shown in the previous graph. It has the highest income of all municipalities not located on the North Shore (13% higher than the regional average). Note, however, that these are incomes for White Rock residents, many of whom work elsewhere. The average income of jobs located in White Rock is substantially lower.

Average Employment Income (Place of Work), 2005

(Source: Statistics Canada Census)



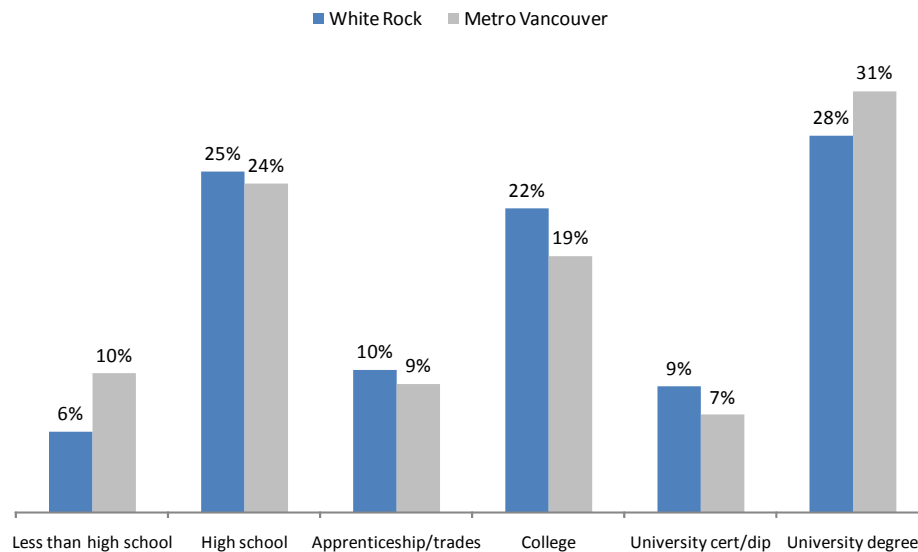
The average income for jobs located in White Rock (including part-time jobs) was about \$35,800 in 2008 - 17% lower than the regional average. Whereas White Rock residents are among the highest earners in the region, and the highest of all municipalities south of Burrard Inlet, the actual jobs located in White Rock are among the lowest-paying in the region, similar to other outer suburban municipalities. The highest-paying jobs, on average, are located in Vancouver and Burnaby.

EDUCATION LEVEL

The educational profile of White Rock residents in the working age years of 25 to 64 is very similar to the regional average. There are somewhat fewer residents with less than a high school educational and slightly fewer with a university degree. There are slightly more residents who have finished college and who achieved a university certificate or diploma.

Educational Attainment for Age 25-64, 2006

(Source: Statistics Canada Census)

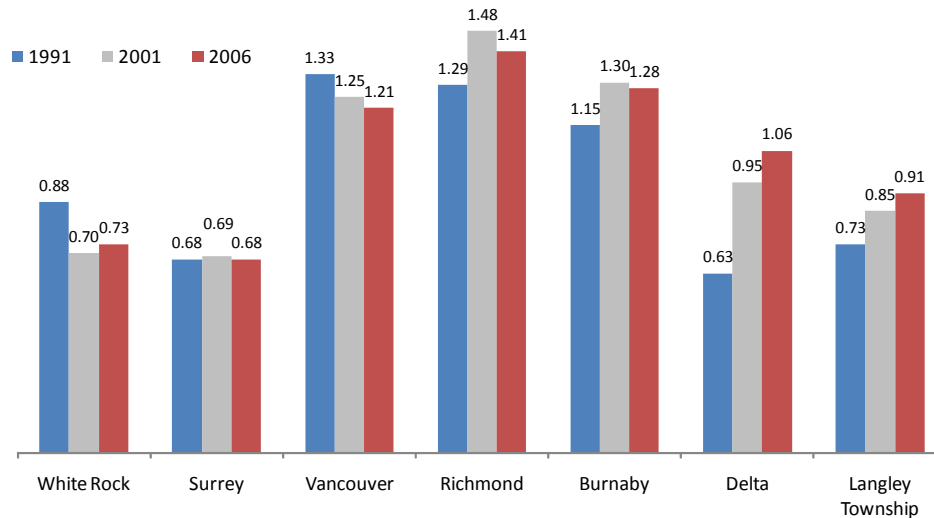


JOBS AND LABOUR FORCE BALANCE

White Rock is similar to most municipalities in Metro Vancouver by having an imbalance between the number of jobs located in White Rock and the number of White Rock residents who work. The urban core municipalities of Vancouver, Burnaby and Richmond are net importers of workers from other parts of the region, whereas nearly all of the outer suburban municipalities are net exporters of workers.

Jobs to Working Residents Ratio, 1991 - 2006

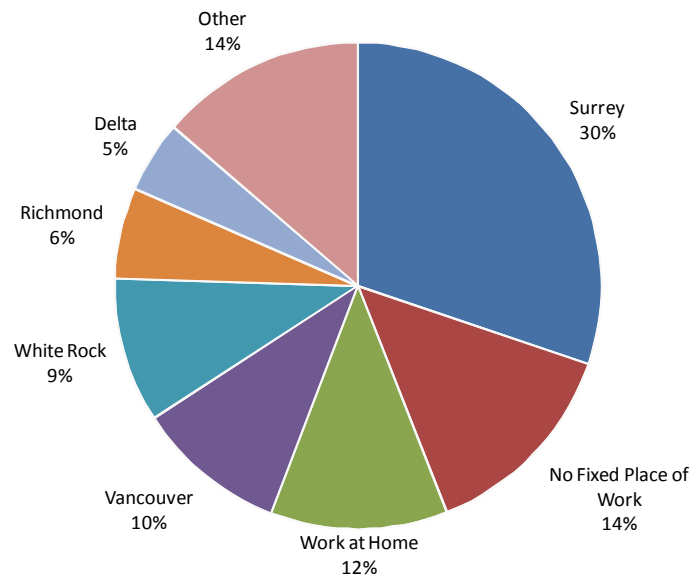
(Source: Statistics Canada Census, GVRD;
Note: Includes allocation of jobs with no fixed place of work)



The ratio of jobs to resident workers in White Rock was relatively consistent from 2001 to 2006. Most municipalities strive to achieve a balance between jobs and working residents, helping to create a “complete community”.

Place of Work of White Rock Residents, 2006

(Source: Statistics Canada; based on 9,245 employed residents)

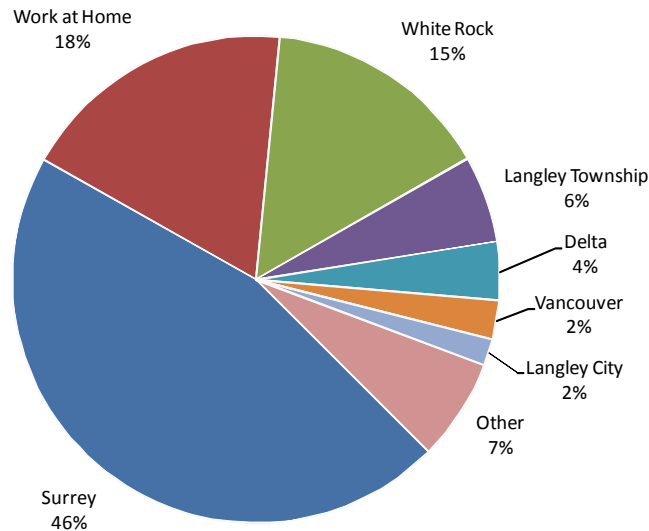


Even though there are enough jobs in White Rock for more than 70% of the community’s resident workers, the actual patterns of commuting far exceed those levels. Only 21% of White Rock’s working residents were employed in White Rock in 2006, with a higher number commuting to jobs in Surrey (30%) and others going to Vancouver

(10%) and Richmond (6%). A further 14% of employed residents have no fixed place of work, which is typical for jobs in industries like construction.

Place of Residence of White Rock Workers, 2006

(Source: Statistics Canada; based on 5,900 jobs in White Rock)



The opposite side of this equation is commuting to jobs located in White Rock. Of the 5,900 jobs physically located in White Rock in 2006, one-third are held by White Rock residents, including 18% based at home. Nearly half of White Rock-based jobs are held by residents of Surrey.

EMPLOYMENT BY SECTOR

The 5,900 jobs in White Rock as of the 2006 Census are shown in Table 1. The health care and social assistance sector is easily the largest employer in the city due to the presence of Peace Arch Hospital. It is also White Rock's most prominent sector on a relative basis, as shown by its "job concentration" being 223% higher than Metro Vancouver's. This means that health care and social assistance jobs are more than three times as plentiful in White Rock as they are in Metro Vancouver overall.

Other sectors that are relatively more prominent in White Rock (shown in bold) include accommodation and food services, construction, and real estate and rental and leasing. Sectors that are relatively less prevalent in White Rock are shown in italics and include retail and wholesale trade, education, manufacturing, information and cultural industries (which includes industries like newspapers, movie and sound studios, broadcasters, and telecommunications), arts/entertainment/recreation, transportation and warehousing, and the primary industries of agriculture, forestry, fishing and mining. These relative strengths and weaknesses are not all that surprising given White Rock's size, geography, and development history. It is also notable that many of the typical "office-based" sectors like professional services and finance and insurance are close to the regional average in their relative concentration in White Rock. And despite the prominence of retail trade and the arts in White Rock's identity, these sectors are still smaller employers relative to the regional average.

One of Council's goals is to "sustain and support economic diversity", which is an important goal given the relative lack of diversification of the White Rock economy compared to Metro Vancouver. White Rock jobs are clustered in a relatively small number of sectors, which is again due at least in part to geography and lack of industrial land.

The other notable feature of this table is the 2nd column, which shows the relative pay level of each sector (based on average incomes across Metro Vancouver). The sectors were divided into three tiers (high, mid, and low pay), and total employment by each category is summarized in the final three rows. Overall, White Rock jobs have a relatively similar earnings profile to the regional average, with relatively fewer jobs in the high-paying and low-paying sectors, but relatively more jobs in the mid-paying sectors (again driven largely by the mid-level pay of the health care and social assistance sector). Contrast this finding with the earlier observation that White Rock residents earn incomes significantly above the regional average, suggesting that working residents do not have comparable quality job opportunities in their home community.

Table 1. White Rock Employment by Sector, 2006

Sector	Pay Level	Jobs	Job Concentration (relative to Metro Vancouver)
Health care and social assistance	Mid	1,920	223% higher
Accommodation and food services	Low	705	43% higher
<i>Retail trade</i>	<i>Low</i>	<i>530</i>	<i>23% lower</i>
Professional, scientific and technical services	High	490	15% lower
Finance and insurance	High	345	8% higher
Other services (except public administration)	Low	270	13% lower
Construction	Mid	250	32% higher
Real estate and rental and leasing	Mid	220	39% higher
Public administration	Mid	220	12% lower
<i>Educational services</i>	<i>Mid</i>	<i>200</i>	<i>56% lower</i>
<i>Wholesale trade</i>	<i>Mid</i>	<i>190</i>	<i>44% lower</i>
<i>Manufacturing</i>	<i>Mid</i>	<i>160</i>	<i>71% lower</i>
<i>Administrative and support, waste management and remediation services</i>	<i>Low</i>	<i>150</i>	<i>30% lower</i>
<i>Arts, entertainment and recreation</i>	<i>Low</i>	<i>105</i>	<i>22% lower</i>
<i>Information and cultural industries</i>	<i>Mid</i>	<i>70</i>	<i>66% lower</i>
<i>Transportation and warehousing</i>	<i>Mid</i>	<i>25</i>	<i>92% lower</i>
Management of companies and enterprises	High	20	69% higher
<i>Agriculture, forestry, fishing and hunting</i>	<i>Low</i>	<i>10</i>	<i>84% lower</i>
<i>Mining and oil and gas extraction</i>	<i>High</i>	<i>10</i>	<i>53% lower</i>
<i>Utilities</i>	<i>High</i>	<i>10</i>	<i>68% lower</i>
Total		5,900	
Tourism ¹ (estimate)	Low	325	9% lower
<i>High Technology</i> ² (estimate)	<i>High</i>	<i>156</i>	<i>62% lower</i>
Low-paying Sectors		1,770	7% lower
Mid-paying Sectors		3,255	7% higher
High-paying Sectors		875	9% lower

Note: Sectors shown in bold are at least 25% more concentrated in White Rock relative to Metro Vancouver; sectors shown in italics are at least 20% less concentrated.

Sources: Statistics Canada Census, Vann Struth Consulting Group calculations

¹ Tourism employment estimates are based on a BC Stats formula for estimating tourism employment and gross domestic product (GDP) at the provincial level. The formula estimates the amount of employment in each industry that is reliant on tourist spending (e.g., 95.0% of employment in the Traveller Accommodation industry is attributed to tourists, 22.5% of employment in Full-service Restaurants, etc.).

² High technology employment estimates are based on a BC Stats formula for estimating various high technology statistics. It includes industries that produce goods or services with significant technology content or that make extensive use of technology in producing other goods and services.

Table 2 shows employment growth in White Rock from 2001 to 2006. The number of jobs in White Rock grew by 7%, slightly less than the regional growth rate of 8%. The fastest-growing sectors (with more than 100 jobs) were real estate and rental and leasing, public administration, construction, and professional services. Some of the growth rates for these sectors are extremely high due to the low starting point, but regardless each grew much faster in White Rock than in Metro Vancouver overall.

Some of the prominent sectors that grew more slowly than the regional average were accommodation and food services, retail trade, and arts/entertainment/recreation.

Table 2. White Rock Employment Growth by Sector, 2001 to 2006

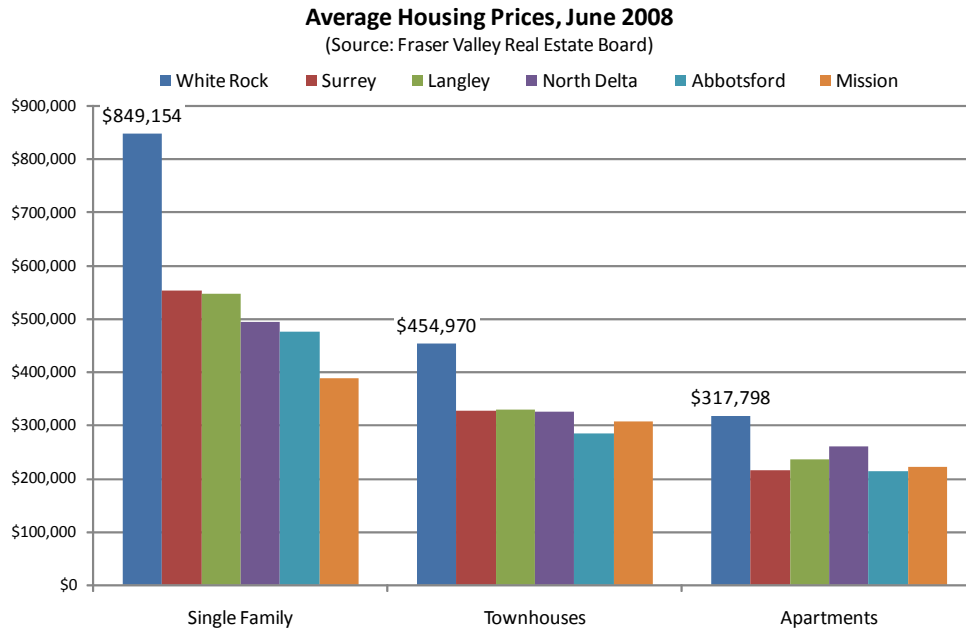
Sector	2001 Jobs	2006 Jobs	01-06 Job Growth		Metro Vancouver Job Growth
			#	%	
Management of companies and enterprises	10	20	10	100%	138%
Real estate and rental and leasing	115	220	105	91%	18%
Public administration	125	220	95	76%	1%
Construction	165	250	85	52%	32%
Professional, scientific and technical services	345	490	145	42%	18%
Wholesale trade	150	190	40	27%	11%
Educational services	165	200	35	21%	12%
Health care and social assistance	1,740	1,920	180	10%	7%
Manufacturing	150	160	10	7%	0%
Accommodation and food services	690	705	15	2%	12%
Mining and oil and gas extraction	10	10	0	0%	97%
Finance and insurance	355	345	-10	-3%	3%
Retail trade	590	530	-60	-10%	6%
Administrative and support, waste management and remediation services	170	150	-20	-12%	17%
Arts, entertainment and recreation	140	105	-35	-25%	18%
Other services (except public administration)	380	270	-110	-29%	13%
Agriculture, forestry, fishing and hunting	15	10	-5	-33%	0%
Utilities	15	10	-5	-33%	-12%
Information and cultural industries	110	70	-40	-36%	-7%
Transportation and warehousing	65	25	-40	-62%	-4%
Total	5,495	5,900	405	7%	8%
Tourism (estimate)	341	325	-16	-5%	0%
High Technology (estimate)	161	156	-5	-3%	6%

Note: Sectors shown in bold are at least 25% more concentrated in White Rock relative to Metro Vancouver; sectors shown in italics are at least 20% less concentrated.

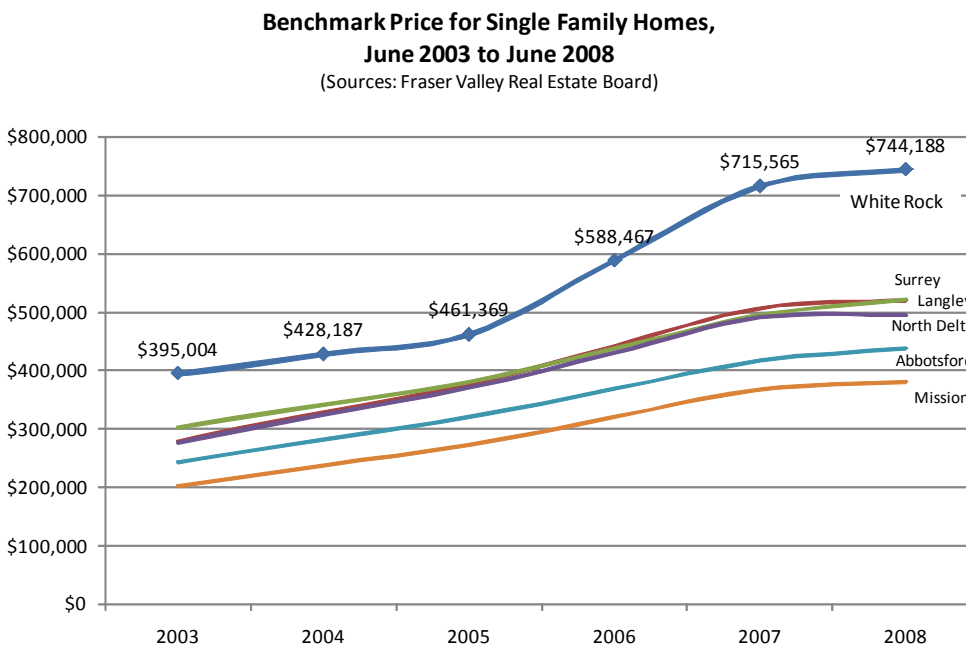
Sources: Statistics Canada Census, Vann Struth Consulting Group calculations

HOUSING PRICES

White Rock has the highest housing prices among the communities covered by the Fraser Valley Real Estate Board.



The average price in White Rock for single family homes, townhouses and apartments all stand well above the cluster of more similar prices in the other Fraser Valley communities.



White Rock housing prices have consistently been the highest in the Fraser Valley, and the gap between White Rock and the other communities has increased over the last five years.

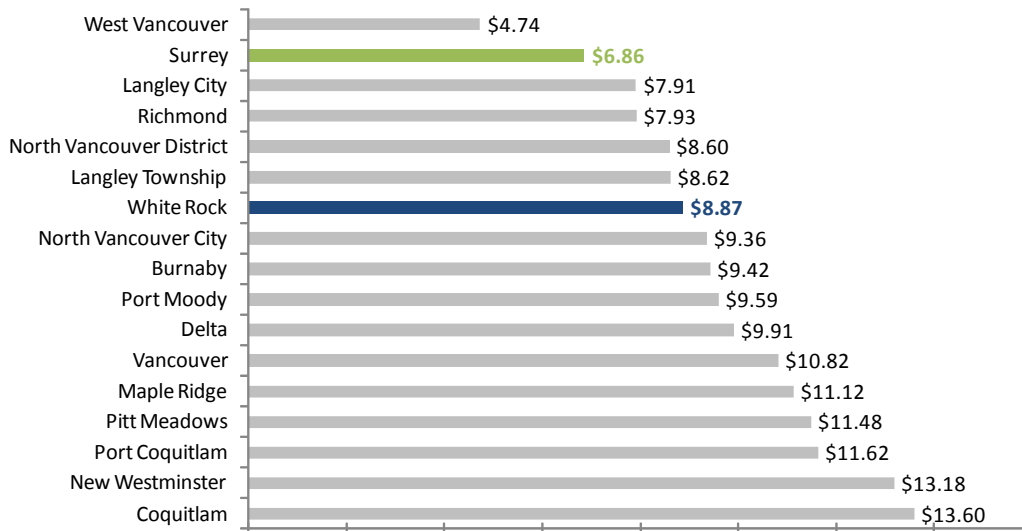
PROPERTY TAXES

Part of maintaining a welcoming and attractive business climate is ensuring that business costs, including municipal taxes, fees and charges, are competitive with other locations within Metro Vancouver. It is difficult to make “apples-to-apples” comparisons of business property taxes and fees because each municipality provides a different range and quality of public services and pays for these services through a unique combination of taxes and fees. Whereas one municipality might provide a service on a user-fee basis, another will fund it from general property tax revenues.

The assessment-based system of property taxation also makes comparisons difficult because assessed property values can vary significantly from place to place within the region (and within municipalities) so a comparison of property tax rates is often not a true comparison of actual property taxes paid for a given type of property. Municipalities with very high property assessments can charge much lower property tax rates and still raise the same amount of revenue as municipalities with lower property assessments that charge higher property tax rates.

Business Property Tax Rates per \$1000 assessed value (municipal portion only), 2008

(Source: Ministry of Community Services)



It is important, however, for the City of White Rock to ensure that its property tax rates are similar to those in the City of Surrey. The reason is that the White Rock/South Surrey area functions as a single market, meaning that assessed values should be similar and therefore differences in property tax rates are likely to reflect real differences in property taxes paid. The comparison is still not perfect as there remain differences in the level of services provided by each municipality and the combination of taxes and fees used to fund services, but tax rates

in White Rock cannot be too much higher without indicating a genuine cost disadvantage relative to Surrey. This issue is addressed in Strategy 7.

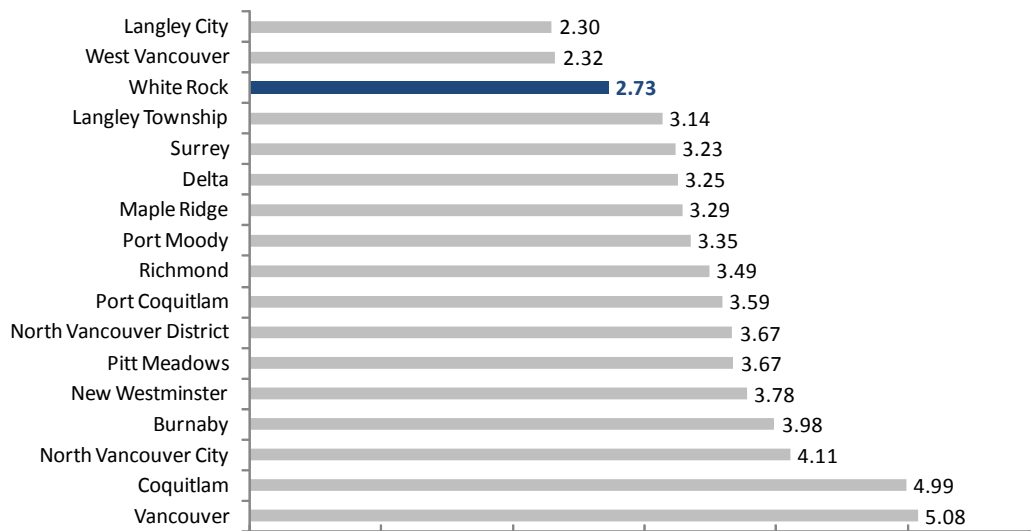
Another way to evaluate business property taxes is to show them relative to residential rates. All municipalities in Metro Vancouver charge higher property tax rates to businesses, but the ratio of business to residential rates varies significantly across municipalities.

This issue has been prominent both regionally (especially in the City of Vancouver) and provincially in the last several years as the business community has objected to what it views as its unequal share of the property tax burden, especially since residences usually cost more to service than businesses.

White Rock compares quite favourably to other Metro Vancouver municipalities on this measure, as its ratio of business to residential property taxes is among the lowest in the region.

Ratio of Business to Residential Property Tax Rates (municipal portion), 2008

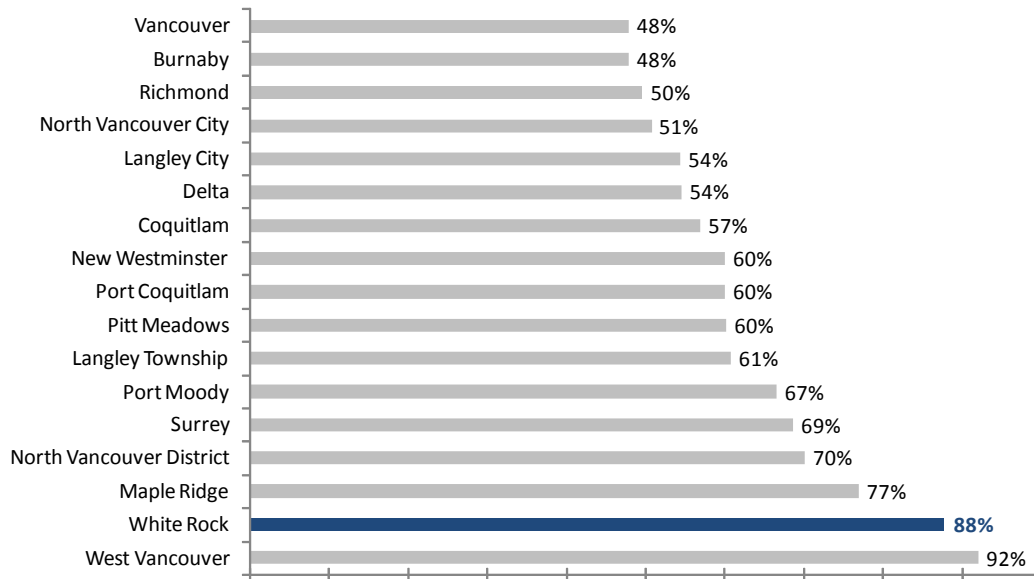
(Source: Ministry of Community Services)



The final graph below shows the extent to which the City of White Rock relies on the residential class as a source of property tax revenue, with 88% of revenue drawn from residential taxpayers. This is one of the highest rates in the region. One of the implicit goals of this Economic Development Strategic Plan is to support the conditions for growth in the non-residential portion of the property tax base.

Residential Share of Municipal Property Taxes, 2008

(Source: Ministry of Community Services)



4. COMPETITIVE ASSESSMENT OF THE WHITE ROCK ECONOMY

This analysis of White Rock's Strengths, Weaknesses, Opportunities and Threats (SWOT) has been compiled from a variety of sources, including:

- Consultation with the City's Economic Committee.
- Consultation with the business community through the four Focus Groups.
- Previous studies completed for the City.
- Results of the consultants' analysis of the White Rock economy and its relative position within Metro Vancouver.

The order in which specific points are made below does not imply importance or priority in the Plan. These are established as part of the Strategies and Actions (Chapter 5) and Implementation (Chapter 6).

STRENGTHS

- Close proximity to the U.S. border.
- Close proximity to large neighbouring residential markets in South Surrey and the broader South Fraser region.
- Well-known waterfront area, including the beach, pier, and restaurants.
- Eclectic mix of small businesses.
- Excellent quality of life (mild climate, good air quality, proximity to ocean/mountains, community parks, sports fields, waterfront, etc.).
- Well-established "working-at-home" sector.
- Higher-income population.
- Recent creation of Tourism Board and implementation of Tourism Strategy.
- Active and supportive business organizations, including White Rock Business Improvement Association and White Rock and South Surrey Chamber of Commerce.
- Multiple major tourism and community events.
- Diverse skills in the resident labour force with education levels similar to the regional average.
- Diverse housing choices.
- Strong health care sector (predominantly Peace Arch Hospital).
- City implementation of BizPal.
- Up-to-date OCP.
- Competitive municipal property taxes and fees.

WEAKNESSES

- Virtually no undeveloped land.
- No industrial land.
- Deteriorating reputation of waterfront area due to parking challenges (including cost and perceived high probability of being ticketed) and lower level of maintenance of waterfront areas relative to the past (especially East Beach).
- Pay parking on Waterfront relative to free parking in South Surrey commercial areas.
- Opposition to growth and change from some members of the community.
- Relatively small resident population to support local businesses.

- Lack of diversity in local employment and business opportunities (employment heavily concentrated in health care and food services).
- Imbalance between the number and quality of jobs in White Rock with the number and skill level of working White Rock residents, forcing many to commute to other municipalities for work.
- Limited public transit options.
- Highest housing prices in South Fraser region, contributing to a lack of affordable housing.
- Unbalanced property tax base, with 88% of taxes derived from residential sources.
- Business property tax rates higher than competing locations in Surrey.
- Significantly lower labour force participation, caused in large part by older population profile.
- No public post-secondary education institution in the community, or in nearby South Surrey.
- Cyclical nature of business activity due to high reliance on summer tourists and weather.
- No City staff member devoted full-time to economic development.
- Lack of connectivity between waterfront commercial areas and Uptown.

OPPORTUNITIES

- Retail, commercial services, and business/professional services, driven by growing population and economic development in South Fraser region.
- Continued growth in home-based businesses.
- Health sector expansion (e.g., Centre for Wellness, growth at Peace Arch Hospital and for related services and suppliers).
- Development of complementary shops and services to redevelopment at Semiahmoo Mall in South Surrey (which will attract more shoppers to the area and includes substantial residential development that will increase the population on White Rock's border).
- Development of new tourism attractions and initiatives.
- Expanded arts and culture sector, both as an economic activity and to enhance quality of life for residents, tourists, and businesses.
- Post-secondary education facilities, both public and private.
- Services and shopping catering to White Rock's large retiree population.
- Expansion of existing small knowledge-based companies.
- Development of moorage space to attract water-based traffic.
- Accommodation properties.
- Railway service for tourists connecting White Rock to downtown Vancouver.

THREATS

- Competition from growing commercial centre in South Surrey, including possible redevelopment of Semiahmoo Mall.
- Loss of unique identity as development in South Surrey continues to increase.
- Economic uncertainty, increased difficulty crossing the border, and other factors that are reducing visitation by American tourists.
- Economic downturn in the Metro Vancouver region (initially anticipated post-2010, but already occurring).
- Slow down in real estate development and business investment.

SUMMARY

The rapid growth occurring in the South Fraser region is creating both opportunities and challenges for White Rock from an economic development perspective. The increasing population base is providing opportunities for existing White Rock businesses, but is also attracting highly competitive new businesses, including well branded chain stores. Many of these new businesses are locating in South Surrey rather than White Rock, where there is a larger and more central supply of readily developable land. There are some spill-over economic benefits to White Rock, but there could be more.

Both of the City's major commercial districts – Waterfront and Town Centre – require attention to enhance their overall competitiveness.

The Waterfront in particular has challenges, as is evident from the number of vacant and under-utilized commercial spaces, especially at East Beach. Some businesses are thriving, but others are not, especially those that rely mainly on the tourism market, which is both seasonal and currently in a slump due to the general state of the economy and fewer US visitors. Year-round pay parking is perceived by some Waterfront business to be a significant barrier to attracting more customers (an issue that the City is now addressing, an example being a recent Council decision to allow free parking Monday to Thursday from November 1 to February 28, 2009 to measure the direct effect on businesses). Some Waterfront buildings and businesses have a run-down appearance and there is a general sense that the Waterfront is in gradual decline or at best in a holding pattern as a vibrant commercial area.

The Town Centre benefits from closer proximity to South Surrey and is the focus of most new commercial and mixed-use development in White Rock. But, even here, there are areas that need attention, with many smaller independent businesses facing more competition from just a few blocks to the north in Semiahmoo Town Centre. Some existing Town Centre businesses will continue to do well by serving niche markets seeking unique products and superior service, but others will gradually disappear due to heavier competition and will be replaced by different types of businesses that can better compete with the larger players. Redevelopment pressure will mount in the Town Centre as this business evolution takes place. Further examination is needed of how and where redevelopment should occur in Town Centre and its most appropriate form since this will affect economic development.

Comprehensive plans are needed for both the Waterfront and Town Centre commercial areas that go beyond what is presently in the OCP, dealing with not only the fundamentals of land use and density but all aspects of urban design - both building and streetscape. These plans should include careful consideration of the amount of new residential development that White Rock should encourage in and around Town Centre and on the Waterfront. With a currently projected average annual population growth rate of just 1% (190 new residents) over the next 25 years, those White Rock businesses that are primarily population-serving have to rely mainly on the South Surrey market for growth, which is much the same market that the Semiahmoo Town Centre and other South Surrey commercial developments are targeting. As the new OCP acknowledges, "As development occurs over time, the capacity of White Rock to absorb the potential population will have to be reviewed."

There also needs to be greater focus on better connecting the Waterfront and Town Centre districts through improved public transit service.

The economic development opportunities for White Rock can be categorized as falling into three broad categories:

- Lifestyle, capitalizing on the moderate climate, waterfront, health and wellness, recreation, arts and culture, and housing choice. Lifestyle not only attracts more residents but the types of businesses that support it.
- Tourism, with a strong focus on the local Metro Vancouver market. While White Rock's waterfront is a major attraction, there are a growing number of other attractions in the region that compete. Simply being there is no longer enough and aggressive tourism marketing is needed.
- Smaller niche businesses that can serve local markets in a different way, including offering a high level of personal service and specialized products, than the larger format, national brand retailers, food and beverage establishments and service providers can do.

The following chapter sets out the strategies and actions needed to pursue the opportunities and put White Rock in a stronger competitive position to secure them.

5. STRATEGIES AND ACTIONS

This chapter presents the specific strategies and actions that comprise the White Rock Economic Development Strategic Plan.

The strategies are organized under the three economic development strategic objectives outlined in Section 2.2. There is a discussion of the rationale and purpose of each strategy, along with the identification of specific actions, the City department with lead responsibility for implementation, suggested partner organizations, and recommended priority and timing. Where possible, the discussion of each strategy also makes reference to one or more of the Council goals (see Section 2.3).

The list of suggested partners for each strategy are examples and may ultimately include other partners not listed or may not include some of the listed organizations. Similarly the recommended priority and timing are not ironclad – it is recognized that the economy is continually evolving and new priorities may emerge while current high priorities become less important over time. It is anticipated that the recommended City economic development officer (see Strategy 1) will prepare annual work plans that reflect available resources and the highest priorities for each year.

The priorities are currently identified as High Priority, Medium Priority or Lower Priority. It must be emphasized that all strategies are important – otherwise, they would not appear in this Strategic Plan. Yet the City has limited resources and should place greatest focus on the strategies that are expected to yield the greatest benefit.

Suggested timing is also included as Short-term, Longer-term, or Ongoing. In general the higher-priority strategies are recommended for action in the short-term, but in some cases there are external factors affecting timing, such as the 2010 Olympic Winter Games. Some initiatives are one-off projects, while those that should be maintained indefinitely are identified as “Ongoing” strategies.

The priority and timing of each strategy is summarized in Chapter 6 on Implementation and Performance Monitoring.

5.1. ECONOMIC DEVELOPMENT STRUCTURE

The first strategic objective in this Plan is:

1. Establish a structure that will allow the City to effectively and efficiently undertake economic development initiatives.

This objective is listed first not because it is most important, but because an effective structure must be in place to implement the remainder of the Strategic Plan. The five strategies under this objective therefore recommend ways for the City of White Rock to put a structure in place, both through internal staffing and City-led initiatives, as well as through partnerships with other organizations, to effectively pursue economic development success.

Strategy 1. Establish economic development position and budget.

The first step in creating an economic development structure is for the City of White Rock to re-establish a clearly defined economic development position.

There are many possible ways to do this, ranging from a part-time to a full-time position, from a contracted role to a permanent staff position, and from a position located in City Hall to a position located externally, such as within the offices of one of the local business organizations. Each of these models is in place in communities in British Columbia and there is no single best model, but the most important principle is to establish a clearly designated individual who is responsible for economic development, with a clearly defined mandate (focusing on the implementation of this Strategic Plan), and a dedicated budget.

The duties and responsibilities of this position will include:

- Liaison with the Economic Committee.
- Implementation of this Plan through the development of annual work plans and annual performance monitoring reports (see Chapter 6).
- Fostering economic development partnerships with local organizations, other Metro Vancouver municipalities, and senior levels of government.
- Bringing an economic development perspective to City policies and decisions.

The exact characteristics of the economic development position will be determined by senior City staff and Council taking into consideration the many competing demands for the City's limited financial and human resources. Some background material on economic development budgets and factors to consider in defining the economic development function can be found in Appendix D, starting on page 62.

Actions

- Re-establish a clearly defined economic development position and budget, based on the resources required to implement this Plan and taking into consideration the City's available resources and partnership opportunities.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ City Manager 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ High Priority, Short-term

Strategy 2. Establish and operate a business retention and expansion program.

The majority of job growth, particularly in communities like White Rock with limited room for new development, is generated by the growth and expansion of established companies. It is therefore important to ensure that issues affecting White Rock's competitiveness as a business location are identified and addressed on an ongoing basis.

A business retention and expansion (BRE) program is designed to fit this purpose. The typical BRE program is based on a regular schedule of in-depth interviews with business owners and operators, with the purpose of continually monitoring business conditions, identifying problem areas, providing advance notice of companies in distress or companies looking to expand, and allowing for meaningful reporting of local economic conditions on an annual (or as-required) basis. Aggregating company responses across a variety of industries and company sizes provides insight into common competitive issues and important trends in the local economy, and generally allows local economic development officials to better assist the retention and growth of their established companies. It also raises the profile of the economic development function within the business community and significantly enhances the real and perceived responsiveness of local government to economic development issues.

For example, companies in different industries may be having difficulty attracting and retaining a certain type of skilled worker, so the economic development office can work with post-secondary educational institutions in the area to develop a new training program. Or companies that are consistently lacking some type of support service may highlight the presence of a business opportunity in the local area that could be promoted by the economic development office to attempt to attract such a service provider to the community.

Many BC communities have adopted BRE programs in recent years. The most challenging aspect of the program is the time commitment, which is considerable. Typically interviews are quite in-depth and last for at least one hour, with additional time required for organizing the program, arranging interviews, conducting “pre-research” on the target companies, recording the results, acting upon the results, and reporting. Some of the larger municipalities in the province have sufficient internal resources to manage the program independently (e.g., the City of Surrey recently hired a staff person in the Economic Development Office to focus almost exclusively on its BRE program) while others engage community organizations in a partnership to operate the program. The latter approach is recommended for White Rock given the relatively limited City resources that are expected to be available for economic development and the presence of strong business organizations in the city to act as possible partners.

Most BC municipalities with BRE programs also use a BRE software program called *Synchronist*. It includes pre-designed BRE interview questions and various diagnostic tools for analyzing and reporting the results. It is not the only BRE software program available, but is recommended based on the experience of other BC communities and the fact that the Province of BC has purchased a master license that would allow White Rock to access the program for an up-front cost of about \$2,800 plus a \$600 annual fee for upgrades, maintenance, and technical support.

The City of Nanaimo has taken its BRE program a step further by creating a “response team” of City staff and business leaders who are responsible for acting upon issues raised through the BRE interview process. The team members have expertise in specific business topics such as finance, real estate, human resources and technology and are asked to volunteer their time to help address issues as they are raised. The City of Nanaimo calls its program “BusinessBEST” and the Response Team terms of reference are provided for information as Appendix E (starting on page 69).

Actions

- Initiate discussions with local business organizations to assess willingness to develop a business retention and expansion program on a joint basis.
- Consult with other communities (e.g., Surrey, Nanaimo, Chilliwack, Mission, Central Okanagan Regional

District) to benefit from their experience in developing and operating a BRE program.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> Medium Priority, Ongoing

Strategy 3. Participate in regional economic development initiatives where appropriate.

Metro Vancouver Commerce (MVC) is a partnership of municipalities in Metro Vancouver that have agreed through a Memorandum of Understanding (MOU) to collaborate on economic development activities. As of November 2008, the partnership includes Surrey, Richmond, New Westminster, Burnaby, Vancouver and both the City and District of North Vancouver.

Some of MVC’s activities revolve around common-sense information-sharing, while others are focused on specific international marketing opportunities, many of which are currently oriented toward the Olympic Games. There is no up-front cost to participate in MVC – rather, each municipality has the discretion to choose in which projects and initiatives it will participate. Some are more local in scope, such as a proposed Mobile Business License pilot project, and others are broader, such as pursuing international opportunities.

The MVC partners recognize that successful marketing and investment attraction at the international level is best undertaken under a common “Metro Vancouver” brand. It is likely, however, that at least some types of investment pursued by MVC will not be appropriate for White Rock (given its unique characteristics, including small geographic area, location and lack of industrial land). Other opportunities, such as leveraging the Olympic Games for tourism promotion, could have significant potential benefits for White Rock.

Actions

- Initiate discussions with the member municipalities in Metro Vancouver Commerce to identify possible initiatives that are consistent with White Rock’s economic development opportunities and objectives.
- Participate in other regional economic development activities, such as Metro Vancouver’s Regional Economic Development Subcommittee (REDS).

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Metro Vancouver municipalities Relevant Provincial and Federal government agencies and departments 	<ul style="list-style-type: none"> Lower Priority, Ongoing

Strategy 4. Pursue economic development opportunities in partnership with neighbouring local governments.

There may be economic development opportunities for White Rock that are not focused strictly within the city boundaries. Many visitors to the Semiahmoo Peninsula are unaware of where Surrey ends and White Rock begins,

while the Semiahmoo First Nation is a close neighbour along the waterfront to the east. Blaine, Washington is also nearby, abutting the Canadian border at the Peace Arch border crossing.

The City of White Rock and its local government neighbours have collaborated on many projects in the past and will continue to do so. From an economic development perspective it is important to maintain regular channels of communication so that issues of mutual interest are identified and partnership opportunities explored. For example:

- White Rock and Blaine have previously held discussions regarding the establishment of an Amtrak stop in White Rock (for the Vancouver-Seattle train).
- White Rock and Surrey have much in common and may benefit from a collaborative effort on a range of issues, such as improved public transit service to the Peninsula.
- Development on Semiahmoo land on the waterfront, such as a resort or tourist attraction, could also benefit White Rock by drawing additional traffic to the area in close proximity to East Beach.

Note also that only White Rock’s closest neighbours are identified in this strategy, even though some issues may be most appropriately addressed through larger partnerships, such as the “south of Fraser” municipalities in Metro Vancouver, including Delta and the Township and City of Langley.

Actions

- Continue to maintain regular channels of communication between the City of White Rock and local government neighbours.
- Include other local organizations in regional partnership activities where appropriate, such as business organizations, arts and culture groups, etc.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local government neighbours ▪ Local business and community organizations 	<ul style="list-style-type: none"> ▪ Lower Priority, Ongoing

Strategy 5. Provide referral service for entrepreneurs and small businesses.

Entrepreneurship is a key part of economic growth and the success of local entrepreneurs should be encouraged and supported. Most local economic development offices lack the resources to provide intensive business counseling to entrepreneurs and small businesses, but can still provide valuable information and referral services.

Other organizations, such as the Canada/BC Business Service Centre and Business Development Bank of Canada, as well as the Surrey-based Self-Employment and Entrepreneur Development Society (for Employment Insurance recipients), are mandated to provide these services. The White Rock & South Surrey Chamber of Commerce can also provide information and assistance from the perspective of the existing business community. The City’s role is primarily to provide information and referrals to these other organizations.

The City has already taken a significant, positive step in this direction through its adoption of BizPaL, which is an online guide to all relevant permits and licenses for all levels of government for a given type of business.

Actions

- Identify organizations and programs that provide support to entrepreneurs and small businesses.
- Provide referrals to these organizations through website links, distribution of brochures and reference materials, etc. (building on what is currently provided through the Business Licensing page on the City website).

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ Organizations providing support services to entrepreneurs (e.g., Canada/BC Business Service Centre) 	<ul style="list-style-type: none"> ▪ Lower Priority, Ongoing

5.2. BUSINESS CLIMATE

The Plan's second strategic objective is:

2. Create a positive business climate in White Rock.

The strategies in support of this objective address a range of factors under the control of local government that help to determine the attractiveness of White Rock as a business location.

Strategy 6. Review City regulations and bylaws to ensure continued effectiveness and efficiency.

While much of the overall regulatory environment for economic development is determined by the federal, provincial and regional governments, municipal government also has discretion in several areas that influence the local business climate. Examples include zoning and other land use controls, development permits, business licensing, and property taxes.

All City regulations and bylaws and associated fees and charges should be reviewed on a regular basis to ensure they continue to meet their intended purpose and do not impose unnecessary costs, delays, or market distortions. The frequency of reviews depends on the type of regulation and could be triggered by a variety of factors, including feedback from the community, regulatory or fee changes in other municipalities, or changes in Council goals.

Regulatory reviews are most effective when they incorporate the input of affected organizations and individuals. The City of Winnipeg undertook a comprehensive "Red Tape Commission" in 2004-2005 using this model. The process was a highly public exercise that was chaired by a member of City Council and invited submissions from the public, the business community, and all other community stakeholders to identify inefficient, unnecessary,

wasteful, excessively costly, or needlessly time-consuming regulations and City processes. A 30-point plan was then created to guide improvements in City processes, with firm deadlines for completion.

The point of such an exercise is not to compromise necessary regulation, but to ensure that regulation is efficient and that City Hall provides a high quality of service to the public. An important ancillary benefit of such a process is the clear message it sends to the community that White Rock is committed to being an outstanding location for business development. The adoption of BizPaL is a positive move as it significantly enhances the transparency and ease of access to all City regulations.

The consultation process for this study identified several areas of City regulation in need of review, such as patio regulations, the sign bylaw, the perceived lack of enforcement of design controls, and pay parking.

Actions

- Establish a Council-led initiative, using the Winnipeg Red Tape Commission as a model, to comprehensively review City regulations and bylaws, and invite participation from the business community, residents, and other community stakeholders.
- Continue to review regulations, bylaws, and associated fees and charges on a regular basis to ensure efficiency, effectiveness, and competitiveness with other municipalities.
- Continue to investigate the establishment of a “one-stop shopping” model of City services, where applicants have a single point of contact in the City who internally manages all relevant applications, rather than requiring applicants to visit multiple City departments to make multiple applications.
- Monitor the mobile business license pilot project being planned by Metro Vancouver Commerce municipalities to determine the costs and benefits of White Rock joining a possible future mobile business license in Metro Vancouver.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ All other community organizations affected by City regulation 	<ul style="list-style-type: none"> ▪ Medium Priority, Short-term

Strategy 7. Ensure municipal taxes and charges for business are competitive with the City of Surrey.

The importance of maintaining White Rock as a competitive location for business was emphasized in the previous strategy, but particular emphasis is required with respect to the City of Surrey³. Given that White Rock and South Surrey are essentially a single market, it is important to ensure that businesses do not face significantly different property tax rates or municipal fees and charges by locating in White Rock.

Property taxes for the Business class (Class 6) were \$2.01 higher in White Rock per \$1,000 of assessed value in 2008. This is not an exceptionally large difference (11% of the total property tax bill), but the City of White Rock needs to ensure taxes and other business costs remain competitive with Surrey into the future.

³ Further analysis of property tax data is provided in the Economic Overview, page 20.

Of course, property taxes are only part of the overall taxation burden faced by White Rock businesses. Provincial and federal taxes, as well as property assessments determined by the BC Assessment Authority, are all beyond the control of local government.

Actions

- Continue to monitor the relative level of business property taxes and other fees and charges compared to the City of Surrey.
- Ensure that business costs in White Rock are competitive with similar costs in Surrey.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Financial Services 	<ul style="list-style-type: none"> ▪ No external partners 	<ul style="list-style-type: none"> ▪ Medium Priority, Ongoing

Strategy 8. Improve White Rock’s aesthetics.

One of Council’s goals is to develop and promote unique community character. This is a critical part of enhancing White Rock’s appeal to tourists, local shoppers (including White Rock and South Surrey residents), business owners and developers. It also makes White Rock an attractive place to live.

The City has undertaken a number of beautification initiatives over the years, including streetscape improvements and major Waterfront upgrades. White Rock’s draft Parks Master Plan (November 2007) also places considerable emphasis on enhancing parks and open spaces. This effort has been recognized. For example, White Rock recently won first place nationally for communities with a population of 13,001 to 20,000 in the 14th annual in the Communities in Bloom competition.

Among the items that need to be given particular attention from an economic development perspective are:

- Updating the City’s Town Centre Design Guidelines and creating Waterfront Design Guidelines to provide more details (including through illustration) of the appropriate design standards as part of the recommended comprehensive planning processes for the Waterfront (see Strategy 9) and Johnston Road area (already identified as a policy in the OCP).
- Updating the City’s Sign Bylaw, which was adopted in 1986.
- Exploring incentives for businesses to upgrade their physical appearance (e.g., permissive tax exemptions through the Community Charter, grants).
- Encouraging additional public art throughout the community, especially art produced locally.

As Council’s goal of developing and promoting unique community character recognizes, enhancing White Rock’s aesthetics requires partnerships to fully succeed. Not only the City but other groups, including the business community, must be prepared to participate.

Actions

- Update Town Centre Design Guidelines.

- Create Waterfront Design Guidelines.
- Update Sign Bylaw.
- Explore incentives to encourage commercial building improvements.
- Encourage more public art.
- Explore project funding opportunities for beautification, heritage and revitalization initiatives from the federal and provincial governments.
- Explore the viability of providing time-limited (e.g., five-year) tax breaks to businesses undertaking building improvements.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ Community Arts Council of White Rock & District ▪ Tourism White Rock 	<ul style="list-style-type: none"> ▪ Medium Priority, Ongoing

Strategy 9. Undertake comprehensive planning and visioning process for the Waterfront.

The Waterfront is White Rock’s best-known feature, yet there is a strong sentiment among local businesses that their operating environment is gradually deteriorating. A variety of factors are cited, including:

- Increased competition from commercial developments in nearby South Surrey.
- A stagnant and highly seasonal tourism market.
- Parking issues (addressed in Strategy 11).
- Lack of continuity between East Beach and West Beach.
- Poor public transit service.
- Loss of street vibrancy through conversion of street-level commercial space to offices and other non-pedestrian oriented uses (e.g., East Beach).
- Lack of strong design controls and/or lack of enforcement, including building facades and business signage.

A thorough examination of the Waterfront is needed, including a clear and realistic vision for its future from a planning perspective and how it can be achieved. This exercise should address the full range of waterfront issues, including:

- Land uses.
- Densities.
- Consideration of a potentially greater residential component through densification.
- Physical appearance of both public and private areas.
- Types of activities permitted on the boardwalk and pier.
- Parking.
- Linkages between East Beach and West Beach.
- Public transit.
- Expanding the type and number of uses of the water (while recognizing environmental issues).

The residential capacity of the Waterfront area needs particular attention. Most vibrant commercial areas have a significant population base living within walking distance. This issue will become even more important for the Waterfront as White Rock’s Town Centre and Semiahmoo Town Centre in Surrey continue to develop as

commercial centres, making it harder to draw residents down to the Waterfront on a regular basis for shopping and dining.

Action

- Prepare comprehensive Waterfront Plan.
- Explore funding opportunities for the Waterfront Plan through the BC Real Estate Foundation and other sources.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ Tourism White Rock 	<ul style="list-style-type: none"> ▪ High Priority, Short-term

Strategy 10. Pursue the densification of development in the Town Centre.

White Rock’s Town Centre is intended to serve as the higher density core of the community. Increasing densities is important to economic development for several reasons:

- White Rock has virtually no land available for greenfield development, so significant new job creation requires more intense use of currently developed land.
- Many of the types of “high-value” jobs that may be attracted to White Rock are limited to office-based companies, including professionals, business services, and health services. New office space is therefore required, but will be created in White Rock only through higher-density mixed-use developments.
- Expanding White Rock’s population will lead to greater economic development opportunities by expanding the local consumer market and the local labour market, and increased residential densities in Town Centre are an important part of that process.

The City can encourage the densification of the Town Centre by a variety of means, such as:

- Density bonusing in exchange for community amenities, which could include more commercial floorspace.
- Higher densities outright.
- Reduced on-site residential parking requirements given that the Town Centre is a walkable neighbourhood

While a significant amount of work, the recommended Waterfront and Town Centre planning processes should be undertaken concurrently to ensure that the outcomes are fully coordinated.

Action

- Review Density Bonus Policy.
- Review residential parking requirements in Town Centre.
- Update Town Centre Design Guidelines and consider adopting an official Town Centre Plan.

- Explore funding opportunities for the Town Centre Plan through the BC Real Estate Foundation and other sources.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ High Priority, Short-term

Strategy 11. Address parking and transportation issues.

One of Council's goals is improving and increasing transportation and mobility options. Parking is a key issue for many Waterfront businesses. As a result of recommendations earlier this year by the Mayor's Task Force on Waterfront Parking, there have been some changes in current parking policies. This includes a recent Council decision to allow free parking Monday to Thursday from November 1 to February 28, 2009 to measure the direct effect on businesses.

However, free parking during off-peak times of the week and year will not fully resolve the Waterfront parking issue. During peak times, parking on the Waterfront is hard to find and some businesses believe that visitors are turned away. Given space constraints, creating large amounts of new parking is not an option, nor does it make economic sense simply to meet high demand for relatively short periods of time during the year. Improved Waterfront public transit service is needed, although it is acknowledged that this is not an easy sell with TransLink given its limited resources.

As well as a need for improved public transit service overall, improved service between the Waterfront and Town Centre is needed so that there is more synergy between the City's two commercial centres. This is one of Council's current goals.

One of the suggestions put forward by some members of the business community is a free or low fare shuttle bus service between the two centres during peak times, although the viability of such a service would require much closer examination.

Improved public transit is also important, especially during the busy summer months, so that young staff can travel to and from work, especially on the Waterfront.

Given the rapid development and population growth taking place in South Surrey, there may be a better chance of success in gaining improved transit service if White Rock coordinates with the City of Surrey on the initiative.

Improved wayfinding signage on along both Highway 99 and within White Rock itself has also been identified by the business community as important for helping draw visitors.

Actions

- Continue to work with Waterfront businesses to implement the recommendations of the Mayor's Task Force on Waterfront Parking and monitor the results.
- Work with the City of Surrey to lobby TransLink for improved public transit service to the White Rock/South

Surrey area.

- Continue to explore the viability of a summer shuttle service between the Waterfront and Town Centre to help alleviate parking constraints on the Waterfront.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ TransLink ▪ City of Surrey ▪ Tourism White Rock 	<ul style="list-style-type: none"> ▪ Medium Priority /Ongoing

Strategy 12. Continue to ensure a range of housing choice in the market.

Increasing diverse housing opportunities is one of Council’s goals. A range of housing choice is important for a socio-economically diverse population, including attracting more families and young adults who are in the labour force. Choice means providing a mix of housing forms (i.e., single family, townhouse, apartment) at a variety of sizes and densities to appeal to different price points in the market. Even then, it is recognized that White Rock will likely continue to have higher housing costs relative to neighbouring communities because it is such a desirable community in which to live, coupled with its limited land base for residential development.

Expanding the supply of housing is also required to expand White Rock’s population, thereby increasing the local consumer market for goods and services and increasing the local supply of labour.

A range of housing issues in White Rock were addressed through the Housing Diversity Task Force, which recently delivered its final report and recommendations to Council.

Action

- Implement the recommendations of the Housing Diversity Task Force as deemed appropriate by Council.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Development Services 	<ul style="list-style-type: none"> ▪ Affordable housing agencies ▪ Development industry 	<ul style="list-style-type: none"> ▪ Medium Priority, Ongoing

5.3. EXTERNAL MARKETING AND INVESTMENT ATTRACTION

The final strategic objective in this Plan is:

3. Aggressively pursue opportunities to attract new businesses and investment to the city.

The first objective is intended to provide White Rock with the structure and programs to effectively pursue economic development initiatives and the second objective is intended to make White Rock a more desirable location for a wide range of economic activity. This final objective is intended to identify a series of specific

economic development opportunities and provide the tools for these opportunities to be actively pursued by the City and its partners.

Strategy 13. Prepare community profile and enhance economic development information on the City's website.

In order to effectively promote its economic development opportunities, the City requires information and promotional tools.

A standard package of community information should be available, and regularly updated, on the City's website. This can include basic demographic and other statistical profile information, but given the availability of this type of data from numerous other sources (to which links may be provided), the emphasis should be on information that is specific to White Rock and not widely available elsewhere, including:

- Commercial development opportunities.
- Leading employers (public and private sectors).
- Transportation infrastructure.
- Travel times to border crossings, airports, downtown Vancouver, universities, port facilities, etc.
- Local utilities and infrastructure, including water, sewer, and telecommunications.
- Quality of life information such as housing costs, parks, health services, schools, churches, etc.

The information package can be distributed online as a downloadable PDF file that can be printed for hard-copy distribution when necessary.

The emphasis is not on a high-cost, "glossy" publication, but rather an inexpensive, data-intensive package that is easily updated and customized for specific purposes.

The data package can be supplemented with marketing messages that highlight the available opportunities. These may be incorporated into the same document, or developed as a series of stand-alone pieces that focus on specific opportunities and provide supporting information.

All economic development materials should be consistent with City branding and emphasize the City's competitive advantages (as articulated in the Strengths section of Chapter 4, and customized for particular purposes and target markets as required). The development of a new City of White Rock brand and visual identity should therefore incorporate economic development input.

Actions

- Undertake a research program to develop community profile information (funding may be available through the federal Community Investment Support Program (CISP), administered by the Department of Foreign Affairs and International Trade).
- Expand the Economic Development component of the City's website to include greater community profile information, links to other information sources, downloadable versions of any promotional documents that are created, maps, and key contacts.
- Regularly maintain and update the profile information as new data becomes available.
- Ensure that input is provided from an economic development perspective in the creation of a new White Rock

brand and visual identity.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ Lower Priority, Longer-term

Strategy 14. Attract investment by developing relationships and sharing information with companies in strategic sectors.

Investment attraction is perhaps the highest-profile part of the economic development toolkit, yet it is also the most difficult type of initiative to successfully undertake. Investment by external companies or individuals will occur only if the community presents not just a favourable market opportunity, but the *best* opportunity relative to all other locations and all other types of investment that might be considered.

Economic development offices cannot create market opportunities where none exist, but they can ensure that information on market opportunities is made available to the right companies and individuals with the resources to act on it. Potential investors may not be aware of the market opportunities in White Rock, particularly if the local business environment has become more favourable over time. The consulting team has conducted economic development projects in many municipalities in Metro Vancouver and consistently found that residents and businesses in one part of Metro Vancouver are often surprisingly uninformed about other parts of the region. The investment attraction program can therefore accelerate growth that might otherwise have taken much longer to occur.

The recommended approach for White Rock is not to undertake a mass-market promotional initiative, but to treat investment attraction as an ongoing sales initiative. Economic development staff should develop relationships with companies in promising sectors and ensure that these companies are kept informed of the situation in White Rock, particularly as some of the other recommended strategies are implemented and the investment environment improves over time.

The following businesses appear to have viable growth potential in White Rock, now or in the future, and should be the initial focus of investment attraction efforts. Companies in other sectors may also reveal themselves as targets over time and can also be maintained as part of the “sales portfolio.” Current targets include:

- Hotels and other accommodation properties, including those with meeting space.
- Post-secondary educational institutions, including both public institutions (e.g., Emily Carr) and private colleges.
- Developers of retail and mixed-use retail/small office/residential properties.
- Health and wellness related businesses (see Strategy 17).
- Office-based companies and professionals, particularly those based in or providing services to the White Rock/South Surrey market. This includes targeting residents of the area who may currently work or operate a business elsewhere in the region but would welcome the opportunity to work closer to home. Note that this target first requires the development of suitable office locations, likely as part of mixed-use redevelopments in the Town Centre.

- Specific retail and services business targets that are identified through research conducted by the White Rock BIA, which has plans to conduct separate Retail Needs Assessment studies for the Waterfront and Uptown/Five Corners areas.
- Other “anchor” companies or attractions that would draw significant new visitors or jobs to the city. This may include a significant hotel with meeting space (as identified above).

It is anticipated that most of the targeted companies will be located in Metro Vancouver. Investment attraction beyond the region is extremely costly and challenging for small communities like White Rock to undertake on their own. Even the largest municipalities in Metro Vancouver have recognized the need to jointly promote the region under the Metro Vancouver Commerce banner.

One final point of emphasis is that to be successful in investment attraction, the community must have something tangible to sell. There is little use in undertaking an extensive marketing and investment campaign but not having a physical location for a business to make its investments. White Rock’s lack of developable land therefore constrains the types of opportunities that can be pursued, meaning the City primarily relies on redevelopment and densification of existing commercial areas. For this reason, there is a natural synergy between White Rock’s economic development office and property developers and/or realtors, both of whom are interested in attracting new businesses to the community.

Actions

- Establish and maintain portfolio of target companies with whom the City will maintain a relationship over time and provide ongoing information updates about evolving business opportunities in White Rock.
- Identify target companies through a variety of means, including:
 - Research on growing companies in opportunity industries.
 - Participation in industry events.
 - Through inquiries received for more information on White Rock.
 - Through referrals from local business organizations and other sources.
- Encourage the White Rock BIA to complete the planned Retail Needs Assessment studies for the Waterfront and Uptown/Five Corners areas in 2009.
- Include focus on residents of the White Rock/South Surrey area as investment decisions are influenced in part by proximity to key decision-makers.

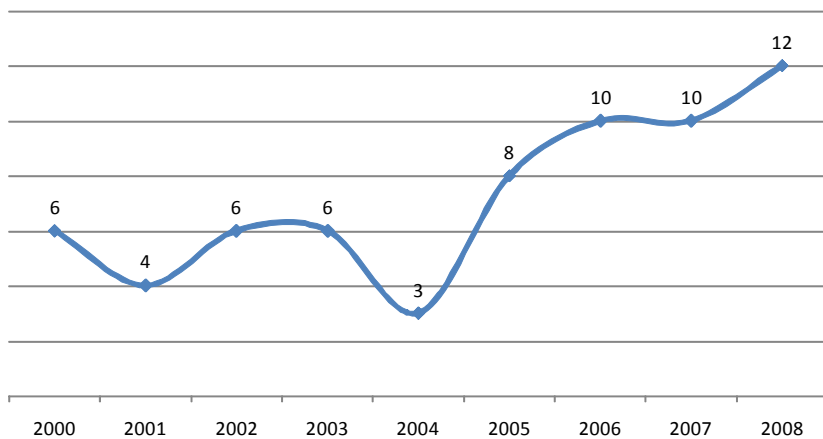
Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ Tourism White Rock 	<ul style="list-style-type: none"> ▪ Lower Priority, Ongoing

Strategy 15. Promote expansion of filming activity.

The film industry is a growing part of the White Rock economy, with the total number of permitted shoots (including television series, movies, commercials, music videos, etc.) ranging from 3 to 6 in the years 2000 to 2004, increasing to 8 to 10 shoots in the years 2005 to 2007, and achieving a new high of 12 permitted shoots in 2008.

White Rock Film Permits, 2000 to 2008

(Source: City of White Rock)



Metro Vancouver overall is established as one of the leading film centres in North America. Most of the permanent studio space is located in Vancouver, Burnaby and North Vancouver, while location shoots occur throughout the region. White Rock is a common stand-in for California and has become a regular home to the television show “Psych”, which is currently filming in White Rock between 5 and 10 times per year.

The City of White Rock regulates the industry by issues film permits and charging fees for the rental of public areas (e.g., sidewalks, parks), for parking, and for providing services such as traffic control. The City has participated in informal comparisons of filming fees and procedures among Metro Vancouver municipalities and concluded that White Rock fees are very competitive with other municipalities and much lower than some.

Looking to the future, the City should continue to support the film industry by continuing to ensure that fees and administrative procedures are regionally competitive and by cooperating with other municipalities in efforts to make the entire region more film-friendly. According to a report prepared by the BC Film Commission⁴, one of the disadvantages of Metro Vancouver relative to other film centres like Los Angeles and Toronto is the separate permitting process required for each of the region’s 21 municipalities. Efforts to standardize procedures and fees would make the region more film-friendly, particularly given the increasingly competitive nature of the film industry worldwide.

Actions

- Continue to ensure that film permit regulations, procedures and fees are competitive with other municipalities in Metro Vancouver (they should be included in the regulatory reviews recommended under Strategy 6).
- Support region-wide initiatives to standardize and streamline film permitting to enhance the region’s appeal as a filming location.
- Ensure that White Rock remains well-represented in industry databases of film locations, such as the one maintained by the BC Film Commission.
- Work with the business community to emphasize the benefits of the film industry.
- Work with Tourism White Rock to promote filming locations as tourist attractions, particularly for “Psych” (due to its popularity and strong connection to White Rock), similarly to the way that Cloverdale attracts tourists visiting film locations for the series “Smallville”.

⁴ BC Film Commission (February 2007), *Overview of Municipal Film Permitting Practices in the GVRD*.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> Operations Department (responsible for film permitting) 	<ul style="list-style-type: none"> Tourism White Rock BC Film Commission and other Metro Vancouver film offices Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> Lower Priority, Ongoing

Strategy 16. Continue to support expansion of the arts and culture sector.

Arts and culture is one of the fastest growing sectors of the Metro Vancouver economy. In addition to creating jobs, it is also an important contributor to the region’s quality of life. Developing a cultural strategy that enhances the arts, cultural and heritage attributes of the community is one of Council’s goals.

There appears to be strong local interest in pursuing the development of a destination-quality Arts Centre through partnerships with local arts organizations and private developers. At the same time, the role of such an Arts Centre needs to be set in the broader context, with recognition that the Surrey Arts Centre acts as the dominant regional facility.

The presence of arts and culture in the everyday life of White Rock residents should be enhanced by encouraging more performing arts, including buskers and other entertainers on the Waterfront and in Town Centre.

There are clear synergies between an expanded arts and culture sector and tourism, as recognized in the Tourism Plan, which targets expanded festivals and events. The Waterfront Concert Series is a prime example of the kind of local tourism benefits that can be generated.

Agreement is needed with the School District to provide greater community access to facilities, like White Rock Elementary that has a pottery studio, theatre and other amenities.

Arts and culture is one of White Rock’s strengths and the breadth of organizations and facilities should be prominently incorporated into profile and marketing material on the community.

Actions

- Secure agreement with the Surrey School District to provide greater community access to arts facilities at White Rock Elementary School.
- Encourage more outdoor performing arts in the commercial areas, especially the Waterfront.
- Examine the feasibility of a White Rock Arts Centre.
- Emphasize the diversity and quality of White Rock’s arts and culture facilities and programs as a key selling feature in economic development promotional material, including on the City’s website.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> Economic Development 	<ul style="list-style-type: none"> Tourism White Rock Community Arts Council of White Rock & District 	<ul style="list-style-type: none"> Medium Priority, Ongoing

Strategy 17. Promote White Rock as a centre of health and wellness.

White Rock has the potential to be increasingly known as a centre for health and wellness within Metro Vancouver and is one of Council’s goals. This image is based on the prominence of the health care sector in White Rock with Peace Arch Hospital, including specialized facilities like the Cardiac Rehab program and ElderHealth, as well as the Centre for Health Improvement adjacent to the expanded Peace Arch Curling Club. This reputation is enhanced by the spectacular seaside setting and extra hours of sunshine relative to Vancouver, factors that have contributed to White Rock’s long-standing popularity among retirees.

With an older-than-average age profile and a moderately wealthy population in White Rock and South Surrey, there is already a strong built-in market for various health and wellness goods and services. The combination of public facilities and complementary service providers has the potential to create a strong “cluster” of health and wellness operations in White Rock.

Examples of business opportunities may include testing laboratories, diagnostic services, and a wide range of therapeutic and wellness services such as spas, massage therapists, nutritionists and alternative medicine practitioners.

The City can further enhance the public sector component of the health and wellness cluster through the Community Health Plan, which is currently being developed.

Actions

- Maintain regular contact with Peace Arch Hospital to ensure that potential health-related business development opportunities related to the hospital and its expansion are understood and acted upon by the City.
- Continue to support a high standard of public health and wellness facilities and programs through the development of the Community Health Plan.
- Use White Rock’s health and wellness attributes as a key selling feature in economic development promotional material, including on the City’s website.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Peace Arch Hospital ▪ Centre for Health Improvement ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ Lower Priority, Ongoing

Strategy 18. Continue to support the growth of the tourism industry through the Tourism Implementation Plan.

The White Rock Tourism Implementation Plan was completed in October 2007 with the assistance of Tourism BC and its Community Tourism Foundations program. The Plan has led to the creation of Tourism White Rock through a funding partnership of the City, White Rock BIA, and White Rock and South Surrey Chamber of Commerce. Each organization provides \$15,000 per year to fund a part-time Executive Director position (16 hours per week) and a modest marketing budget that is leveraged through Tourism BC initiatives.

The Tourism Implementation Plan addresses marketing initiatives and target markets, visitor servicing, the development of new tourism products, community engagement, and tracking of tourism measures. This Economic Development Strategic Plan does not reproduce strategies in those areas, but there are some important synergies between the two documents. Some of the identified target opportunities under Strategy 14 relate to tourism, including a hotel and conference space, while issues like transportation improvements, growth of arts and culture, and enhancing the year-round viability of Waterfront businesses are closely tied to tourism.

Actions

- Continue to support Tourism White Rock and the Tourism Implementation Plan.
- Ensure funding for Tourism White Rock is commensurate with the mandate of the organization and its project and staffing requirements.
- Explore long-run funding arrangements for Tourism White Rock beyond the current three-year funding agreement.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Tourism White Rock ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ High Priority, Ongoing

Strategy 19. Pursue greater marine-based activity on the White Rock waterfront.

The White Rock waterfront, with its famous pier and promenade, is the city’s best-known feature. Yet the vast majority of activity in the area is based on land, whether strolling the pier and promenade or visiting the restaurants and shops along Marine Drive, and nearly all visitors also arrive by land, typically in a private automobile.

Potential therefore exists to expand the range of activities on the waterfront by making more use of the water, and potentially by expanding moorage opportunities to allow more visitors to arrive in White Rock by water. The latter opportunity has implications for Customs clearance due to White Rock’s close proximity to the Canada/US border and the likelihood of attracting many US-based boats with increased moorage space. Customs officers can currently be contacted by telephone and arrangements could be made to enhance service if warranted by increased international traffic.

But a larger challenge for expanding waterfront activity is the environmental sensitivity of the area and the possible negative impacts of increased human activity on the foreshore. The Fraser River Estuary Management Program (FREMP) has designated White Rock’s western foreshore area as a “Conservation” area and the eastern foreshore area as a “Recreation/Park” area with a sub-designation as “Conservation”.

The City’s Environment Committee is currently developing a Pier and Foreshore Protection Plan that will help to clarify the range of acceptable activities. One possibility is that recreational activities are restricted to “human-powered” vehicles, such as kayaks.

Actions

- Conduct joint meetings of the Environment Committee and Economic Committee to discuss and clarify the range of human activities that will be permitted on the waterfront through the Pier and Foreshore Protection Plan.
- Pursue the expansion of such activities, either through the establishment of new City parks services or by allowing commercial operators to provide services like boat rentals.
- Explore the potential to provide expanded daytime moorage for visiting recreational vessels, which would expand visitation to the waterfront area without affecting automobile traffic and parking.
- Consider the expansion of waterfront activities as a tool for the revitalization of East Beach.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ Lower Priority, Longer-term

Strategy 20. Explore the reinstatement of passenger train service in White Rock.

White Rock has a long history with rail travel, dating back to the opening of the train station in 1913. Over the ensuing decades, many visitors traveled to the community from all over the Lower Mainland until the growth of the automobile led to a decline in rail travel starting in the 1950s.

There are several possible ways for train service to reconnect with White Rock:

- Amtrak service between Seattle and Vancouver passes through White Rock. Past efforts to include a stop in White Rock have been complicated by Customs issues.
- Establishment of a commuter rail service between White Rock and downtown Vancouver, with other possible stops along the way.
- Establishment of a tourism-oriented train service, likely to operate only in the summer months between downtown Vancouver and White Rock.

The commercial viability of any of these options is currently questionable. As referenced in the City's 2006 Transportation Plan, previous studies of the commuter rail option (which was envisioned as being similar to the West Coast Express service from Mission to downtown Vancouver) concluded that ridership would be far short of an economically viable level, due in large part to the indirect rail line that would actually have a longer travel time than bus.

Actions

- Continue to explore the feasibility of re-establishing passenger train service in White Rock.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) ▪ Rail operators. 	<ul style="list-style-type: none"> ▪ Lower Priority, Long-term

Strategy 21. Support expansion of home-based business.

The majority of employed White Rock residents are currently commuting to jobs located outside the community. Many of these workers are well-educated and highly-skilled and may be candidates for home-based employment, either through self-employment or through tele-commuting to their existing job.

The telecommunications technology that enables effective home-based employment for many occupations has been in place for some time now, but other more recent trends may also encourage home-based employment growth. High gas prices that have increased commuting costs, ever-increasing traffic congestion in the growing Metro Vancouver region, and a greater societal interest in living sustainably and in complete communities all may encourage more workers who are currently leaving White Rock for work to consider moving their job into their home.

White Rock currently has an imbalance between the number of working residents and the number of jobs located in White Rock, so growth in home-based employment is one way to provide more local job opportunities for residents. It also contributes to the “complete community” and expands the local daytime market for many White Rock businesses, including restaurants, retailers, and business support services.

Actions

- Continue to support home-based business through various regulations, including business licensing.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ Local business organizations (Chamber and/or BIA) 	<ul style="list-style-type: none"> ▪ Lower Priority, Ongoing

Strategy 22. Explore promotional and business development opportunities associated with the 2010 Winter Olympic Games.

The 2010 Winter Olympic and Paralympic Games will provide unprecedented levels of worldwide media exposure for Metro Vancouver and British Columbia. The provincial government has also been working, through the 2010 Commerce Centre and other initiatives, to ensure that BC communities also capitalize on the business development potential of the Games.

There are several main areas of opportunity:

- Capitalizing on procurement opportunities for hundreds of millions of dollars of goods and services required to stage the Games. These opportunities are coordinated through the 2010 Commerce Centre, which allows companies to register and indicate the types of goods and services they are interested in providing. Staff from the Commerce Centre have previously conducted workshops through the White Rock & South Surrey Chamber of Commerce explaining the procurement process and a total of 46 White Rock companies are currently registered with the Commerce Centre.

- Promoting White Rock to an international audience through the BC Explorer program and by targeting the international media, who regularly report interesting local stories. The BC Explorer program is operated by the 2010 Winter Games Secretariat and includes short video clips promoting BC communities.
- Tourism promotion through programs operated by Tourism BC, such as the “Share the Excitement” marketing campaign that encourages all communities to use similar marketing messages and provides opportunities to link community marketing videos into Tourism BC’s Olympic marketing website.
- Using White Rock facilities to host Olympic teams and visitors, such as current efforts to use the Peace Arch Curling Club in White Rock as a practice facility for visiting teams before and during the Games.

These are just some of the opportunities being created for White Rock businesses to benefit from the Games either directly or indirectly, and for the community as a whole to promote itself as a tourist destination.

Actions

- Encourage White Rock businesses to pursue procurement opportunities through the 2010 Commerce Centre.
- Ensure that promotional videos on White Rock are incorporated into the BC Explorer program.
- Encourage Tourism White Rock to capitalize on Tourism BC programs for promoting White Rock as a tourism destination.

Lead Responsibility	Partnerships	Priority & Timing
<ul style="list-style-type: none"> ▪ Economic Development 	<ul style="list-style-type: none"> ▪ White Rock Spirit Committee ▪ White Rock & South Surrey Chamber of Commerce ▪ Tourism White Rock 	<ul style="list-style-type: none"> ▪ Medium Priority, Short-term

6. IMPLEMENTATION AND PERFORMANCE MONITORING

6.1. IMPLEMENTATION PLAN

The previous chapter outlined a total of 22 strategies that make up the White Rock Economic Development Strategic Plan. Each strategy was assigned a priority level (High, Medium, Lower) and suggested timing (Short-term, Ongoing, Longer-term) based on the consulting team's assessment of the relative importance of each strategy and when it is best pursued.

Implementation of the Plan is ultimately the responsibility of the City. Most economic development offices create annual work plans that use the strategic priorities as a starting point while also considering resource constraints, available partners, and possible changing priorities over time.

To assist the City with implementation, the entire Plan is presented visually on the following page. Priority is shown on the vertical axis and Timing on the horizontal axis.

The strategies that should receive the most initial attention from the City are those in the upper-left section, which shows High Priority, Short-term items. The strategies that are most easily set aside in the initial implementation are those in the lower-right section, which shows Lower Priority, Longer-term strategies.

Presenting the Strategic Plan visually in this way provides guidance on implementation, but leaves ultimate discretion in the hands of the City.

Table 3. White Rock Economic Development Strategic Plan in Summary

	Short-term	Ongoing	Longer-term
High Priority	<p>Strategy 1. Establish economic development position and budget.</p> <p>Strategy 9. Undertake comprehensive planning and visioning process for the Waterfront.</p> <p>Strategy 10. Pursue the densification of development in the Town Centre.</p>	<p>Strategy 18. Continue to support the growth of the tourism industry through the Tourism Implementation Plan.</p>	
	<p>Strategy 6. Review City regulations and bylaws to ensure continued effectiveness and efficiency.</p> <p>Strategy 22. Explore promotional and business development opportunities associated with the 2010 Winter Olympic Games.</p>	<p>Strategy 2. Establish and operate a business retention and expansion program.</p> <p>Strategy 7. Ensure municipal taxes and charges for business are competitive with the City of Surrey.</p> <p>Strategy 8. Improve White Rock’s aesthetics.</p> <p>Strategy 11. Address parking and transportation issues.</p> <p>Strategy 12. Continue to ensure a range of housing choice in the market.</p> <p>Strategy 16. Continue to support expansion of the arts and culture sector.</p>	
Medium Priority		<p>Strategy 3. Participate in regional economic development initiatives where appropriate.</p> <p>Strategy 4. Pursue economic development opportunities in partnership with neighbouring local governments.</p> <p>Strategy 5. Provide referral service for entrepreneurs and small businesses.</p> <p>Strategy 14. Attract investment by developing relationships and sharing information with companies in strategic sectors.</p> <p>Strategy 15. Promote expansion of filming activity.</p> <p>Strategy 17. Promote White Rock as a centre of health and wellness.</p> <p>Strategy 21. Support expansion of home-based business.</p>	
Lower Priority			<p>Strategy 13. Prepare community profile and enhance economic development information on the City’s website.</p> <p>Strategy 19. Pursue greater marine-based activity on the White Rock waterfront.</p> <p>Strategy 20. Explore the reinstatement of passenger train service in White Rock.</p>

6.2. PERFORMANCE MONITORING

Performance monitoring is always one of the great challenges in economic development. The modern market economy is immensely complex and the reasons for economic successes, and failures, are not easily attributable to any single factor.

The recommended approach for the City of White Rock is to monitor a variety of economic indicators over time, supplemented by project-specific data and qualitative observations where appropriate. There are three main components to such a program:

1. **External data** generated by reputable sources such as Statistics Canada, BC Stats, Metro Vancouver, and various senior government departments. The advantage of external data is the regularity and consistency of the data over time that supports trend analysis and allows for direct comparisons between White Rock and other communities.
2. **Internal data** such as business licenses, building permit values, and possibly results generated through a business retention and expansion program (if adopted).
3. **Project-specific qualitative and quantitative data.** This can be as simple as a qualitative reporting on project outcomes, or can incorporate a quantitative dimension through customized surveys, counts of visitors/clients, and any other measurement that might be possible for a given project.

One of the keys to effective performance monitoring is ensuring that measurement and evaluation becomes part of the everyday mindset, provided the measurements that are adopted are meaningful indicators of progress or success.

Some potential external and internal data sources that should form part of the City's economic development performance monitoring are summarized in Table 4.

Table 4. Elements of an economic development performance monitoring system

Topic	Data Set	Source	Frequency
Employment Growth and Diversification	Number of jobs located in White Rock, over time	Statistics Canada Census	Every five years
	Average income in White Rock-based jobs	Statistics Canada Census	Every five years
	Employment in high-paying sectors in White Rock	Statistics Canada Census	Every five years
Home-based employment	Home-based jobs in White Rock	Statistics Canada Census	Every five years
	Business license counts for home-based companies.	City of White Rock	Monthly or Annual

Topic	Data Set	Source	Frequency
Population and Business Growth	Population estimates	BC Stats, Statistics Canada Census	Annual (BC Stats), Every five years (Census)
	Building permits of each type (residential, commercial, industrial, institutional)	City of White Rock, Metro Vancouver	Monthly (City), Annual (Metro Vancouver)
	Business license counts, including home-based	City of White Rock	Monthly or Annual
Balance of Jobs and Working Residents	White Rock-based jobs relative to working White Rock residents	Statistics Canada Census	Every five years
	Percentage of working White Rock residents working in White Rock	Statistics Canada Census	Every five years
Tax Base Balance	Share of residential assessment and property tax revenue	City of White Rock, Ministry of Community Services (for comparable data)	Annual
Development in specific areas (e.g., Waterfront, Town Centre)	Building permits in defined areas	City of White Rock	Annual or as required
	Business licenses in defined areas	City of White Rock	Annual or as required
Workforce education	Workforce educational attainment	Statistics Canada Census	Every five years
Business retention and expansion (BRE) measurements	Number of companies planning expansions (and contractions), anticipated job openings for the next year, and other ad hoc information collected through the BRE program	City of White Rock	Annual or as required
	(If purchased), Synchronist BRE software produces indices for Growth, Value, Risk, and Satisfaction (they are calculated by the software based on the interview results and can be compared over time or to other communities)	City of White Rock, possibly other BC municipalities (who could share data for comparative purposes)	Annual or as required
Tourism visitation	Visitor Information Centre visits	Tourism White Rock	Monthly
	Event-specific attendance data	Festival/event organizers, Tourism White Rock, BIA	As they occur
	Customs entries at Peace Arch	Canada Border Services Agency (reported by Tourism BC)	Monthly, annually

APPENDIX A: CONSULTATION PARTICIPANTS

The following individuals gave generously of their time to provide input into the creation of the Economic Development Strategic Plan.

INDUSTRY FOCUS GROUPS

- Elaine Antifaev, E.T. Resources
- Larry Bergquist, LB Petroleum & Environmental Consulting
- Pamela Bessette, RBC
- Hunter Brumell, South Surrey and White Rock Art Society
- George Demmer, Jenkins Showler Gallery
- Hugh Ellenwood, White Rock Museum & Archives
- Sharon Greyson, formerly Rad Brad's Surf & Turf Wear
- Marilyn Knoch, M.J. Knoch and Associates
- Bill Lawrence, Sandpiper Pub
- Bob Long, Chicken Bob's Cantina
- Steve McVittie, Celtic Treasure Chest (and President, White Rock BIA)
- Fred Partridge, White Rock Players Club
- Nicholas Popoff, Pearl on the Rock
- Robin Rankine, Community Arts Council of White Rock & District
- Cherie Sutherland, White Rock Museum & Archives
- David Young, Peace Arch Community Services

ECONOMIC COMMITTEE

The consulting team met with the City's Economic Committee on four occasions in the course of developing the Strategic Plan. The Committee members:

- Councillor Catherine Ferguson, Chair
- Councillor Doug Mclean, Vice Chair
- Russ Davies, White Rock Business Improvement Association
- Doug Hart, White Rock & South Surrey Chamber of Commerce
- Anneke Henny
- Angela Huck
- Zarina Lalji
- Phil LeGood
- Dean Wautier

CITY OF WHITE ROCK SENIOR MANAGEMENT TEAM

The City's Senior Management Team provided input to the Strategic Plan at a workshop in September 2008. The individuals participating in the workshop were:

- Peggy Clark

- Tracey Arthur
- Rob Atkinson
- Rita Clarkson
- Todd Fookes
- Chloe Fox
- Sandra Kurylo
- Donna Obermeyer
- David Pollock
- Rob Thompson
- Rae Williamson
- Richard Wilson

OTHER CONTACTS

The following individuals were consulted for their expertise in particular topics relevant to the development of the Strategic Plan:

- Donna Bernard, Tourism White Rock
- Eric Canada, Blane, Canada Ltd.
- Savannah Carate, City of White Rock Film Liaison
- Geoff Crawford, Comox Valley Economic Development Society
- Amrit Manhas, City of Nanaimo
- Ken Veldman, 2010 Commerce Centre

APPENDIX B: OCP GOALS AND POLICIES FOR ECONOMIC DEVELOPMENT

OVERALL GOAL FOR ECONOMIC DEVELOPMENT

To maximize White Rock's economic development potential with a view to strengthening the local economy, creating more local jobs, achieving a more balanced tax base and generating more tourism activity.

ECONOMIC DEVELOPMENT GOALS AND POLICIES

Goal 1: To ensure that economic development policy continues to be relevant to the current and short-term reality and vision of White Rock, and is implemented over the short- to medium-term.

1. The City will review the *Five Year Economic Development Plan* every five years to ensure that it remains current in providing strategic direction to help realize the general economic goals and policies of the OCP.
2. The City will initiate and participate in an economic development plan workshop to monitor progress in implementing the *Five Year Economic Development Plan* and to establish implementation priorities, responsibilities and timelines.

Goal 2: To promote the city as a place to move to and reside in over the long-term.

3. The City will promote White Rock as a community providing:
 - a mix of high quality residential options, including high and low density development to accommodate workers of differing incomes, abilities and stages of life
 - precinct areas and boutique shopping opportunities
 - leisure-supportive spaces (e.g., rest and play areas) and tourism areas (e.g., the waterfront and Town Centre)
 - arts, heritage and cultural events and activities
 - a wide range of community services

Goal 3: To protect employment lands and promote commercial (office and retail) sector growth as a means of providing local jobs, growing the non-residential tax base and supporting local business.

4. The City will foster a mix of employment opportunities by protecting its commercial land base from conversion to non-employment uses and allow home occupations.
5. The City will explore ways to encourage an expanded business sector, including both retail and office uses, through initiatives such as branding, partnerships, and incentives.
6. The City will encourage a "shop-at-home" campaign by local businesses.
7. The City will continue to maintain Johnston Road as the main shopping and service street within the community by encouraging pedestrian friendly development that supports commercial and service

activity. The Johnston Road Study will support this policy through its objective of revitalizing Johnston Road.

Goal 4: To achieve a coordinated effort in support of tourism development in White Rock.

8. The City, in collaboration with the White Rock Tourism Advisory Board and other stakeholders, will implement its *Tourism Implementation Plan* to enhance the value of its tourism economy.
9. Foster the involvement of the business community, including the Business Improvement Association (BIA), in the improvement and promotion of White Rock as a place to visit.
10. The City will work with the White Rock Tourism Advisory Board and other stakeholders to promote tourist accommodations such as bed & breakfasts.

Goal 5: To leverage partnerships that will assist business development.

11. The City will foster the involvement of the business community, including the White Rock BIA, in the improvement and promotion of White Rock as a place to do business.
12. The City will work with the City of Blaine to promote economic development opportunities of benefit to both communities.
13. The City is receptive to public-private partnerships (P3) opportunities.

Goal 6: To improve the commercial viability of Marine Drive.

14. The City will develop and support tourism initiatives on Marine Drive that are consistent with the community vision to attract and keep visitors on the waterfront and in consideration of the environmental value of Semiahmoo Bay.
15. The City will encourage retail services and other commercial uses as the predominant use along Marine Drive at the street level in concert with the *Five Year Economic Development Plan*.

Goal 7: To achieve a greater balance between well established summertime activities and events and off-season/shoulder-season activities to help support local businesses year-round.

16. The City will work with local partners to encourage year-round tourist-oriented and community activities, such as outdoor markets and street festivals.

Goal 8: To achieve greater land use efficiency, and in turn, maximize economic development opportunities, in the Town Centre.

17. The City will encourage the redevelopment of existing vacant lands and underutilized sites (e.g., parking lots) in the Town Centre.

18. The City will pursue higher densities in the Town Centre to provide more housing choice, improve the ratio of residential to commercial development and use land efficiently.

Goal 9: To capitalize on Metro Vancouver's identity as 'North Hollywood'.

19. The City will market White Rock as a prime destination for the film industry.

APPENDIX C: ECONOMIC DATA

The data tables in this Appendix provide additional detail for some of the data topics in Chapter 3 (Economic Overview).

Table 5. Census Population, White Rock and Metro Vancouver, 1976-2006

Year	White Rock		Metro Vancouver	
	Population	Average Annual Growth	Population	Average Annual Growth
1976	12,497		1,166,348	
1981	13,550	1.6%	1,268,183	1.7%
1986	14,387	1.2%	1,380,729	1.7%
1991	16,314	2.5%	1,602,502	3.0%
1996	17,210	1.1%	1,831,665	2.7%
2001	18,250	1.2%	1,986,965	1.6%
2006	18,755	0.5%	2,116,581	1.3%

Source: Statistics Canada Census

Table 6. Comparison of Census Population and BC Stats Population Estimates, White Rock, 1996-2007

Year	Census Population	BC Stats Population Estimate
1996	17,210	17,834
1997		18,373
1998		18,340
1999		18,623
2000		18,748
2001	18,250	19,047
2002		19,188
2003		19,126
2004		19,475
2005		19,839
2006	18,755	19,720
2007		19,839

Sources: Statistics Canada Census, BC Stats

Table 7. Building Permit Values, White Rock, 1998-2007 (\$000)

Year	Residential	Non-Residential	Total
1998	\$17,843	\$2,545	\$20,388
1999	\$7,308	\$1,323	\$8,631
2000	\$13,023	\$2,401	\$15,424
2001	\$8,814	\$1,380	\$10,194
2002	\$24,435	\$6,280	\$30,715
2003	\$56,281	\$1,313	\$57,594
2004	\$31,672	\$682	\$32,354
2005	\$68,233	\$21,224	\$89,457
2006	\$29,471	\$8,287	\$37,758
2007	\$69,411	\$324	\$69,735
Total 1998-2007	\$326,491	\$45,759	\$372,250

Source: Metro Vancouver, based on Statistics Canada data

Table 8. Population by Age, White Rock, 2006

Age Group	White Rock		Metro Vancouver	
	Number	Percentage	Number	Percentage
0-14	1,940	10%	345,745	16%
15-24	1,620	9%	285,700	13%
25-34	1,825	10%	289,705	14%
35-44	2,200	12%	347,790	16%
45-54	2,950	16%	338,385	16%
55-64	3,010	16%	237,795	11%
65+	5,205	28%	271,465	13%
Total	18,750	100%	2,116,585	100%

Source: Statistics Canada Census

Table 9. Educational Attainment for Age 25-64, White Rock, 2006

Age Group	White Rock		Metro Vancouver	
	Number	Percentage	Number	Percentage
Less than high school	585	6%	122,365	10%
High school	2,475	25%	290,040	24%
Apprenticeship/trades	1,035	10%	113,225	9%
College certificate/diploma	2,205	22%	225,865	19%
University certificate/diploma	910	9%	86,065	7%
University degree	2,735	28%	371,215	31%
Total	9,945	100%	1,208,770	100%

Source: Statistics Canada Census

Table 10. Place of Work of White Rock Residents, 2006

Place of Work	Number of White Rock Residents	Percentage
Surrey	2,795	30.2%
No Fixed Place of Work	1,280	13.8%
Work at Home	1,085	11.7%
Vancouver	925	10.0%
White Rock (outside the home)	895	9.7%
Richmond	555	6.0%
Delta	445	4.8%
Burnaby	330	3.6%
Langley Township	295	3.2%
Other	145	1.6%
Work outside Canada	100	1.1%
Langley City	90	1.0%
New Westminster	90	1.0%
Abbotsford	70	0.8%
Coquitlam	45	0.5%
Port Coquitlam	20	0.2%
Metro Vancouver Area A	20	0.2%
North Vancouver District	20	0.2%
North Vancouver City	20	0.2%
Semiahmoo Reserve	20	0.2%
Total	9,245	100.0%

Sources: Statistics Canada Census

Table 11. Place of Residence of White Rock Workers, 2006

Place of Residence	Number of White Rock Workers	Percentage
Surrey	2,695	45.7%
White Rock (including Work at Home)	1,980	33.6%
Langley Township	340	5.8%
Delta	230	3.9%
Vancouver	150	2.5%
Langley City	105	1.8%
Other	115	1.9%
Abbotsford	85	1.4%
Richmond	75	1.3%
Burnaby	45	0.8%
Chilliwack	30	0.5%
Coquitlam	30	0.5%
Port Coquitlam	20	0.3%
Total	5,900	100.0%

Sources: Statistics Canada Census

Table 12. Average Housing Prices, Fraser Valley Municipalities, June 2008

Municipality	Single-Family	Townhouses	Apartments
White Rock	\$849,154	\$454,970	\$317,798
Surrey	\$553,378	\$328,293	\$216,616
Langley	\$548,122	\$330,122	\$236,690
North Delta	\$495,514	\$325,000	\$260,000
Abbotsford	\$476,335	\$286,067	\$214,491
Mission	\$389,856	\$308,050	\$222,666

Source: Fraser Valley Real Estate Board

Table 13. Benchmark Price for Single Family Homes, Fraser Valley Municipalities, June 2003 – June 2008

Municipality	June 2003	June 2004	June 2005	June 2006	June 2007	June 2008	Increase, 2003-2008
White Rock	\$395,004	\$428,187	\$461,369	\$588,467	\$715,565	\$744,188	\$349,184
Surrey	\$279,010	\$327,903	\$376,795	\$441,981	\$507,168	\$520,354	\$241,344
Langley	\$303,227	\$341,572	\$379,918	\$436,995	\$494,073	\$521,247	\$218,020
North Delta	\$277,884	\$324,406	\$370,928	\$431,094	\$491,259	\$495,189	\$217,305
Abbotsford	\$244,368	\$282,355	\$320,342	\$368,302	\$416,261	\$437,907	\$193,539
Mission	\$202,607	\$237,629	\$272,651	\$320,550	\$368,448	\$381,712	\$179,105

Source: Fraser Valley Real Estate Board

APPENDIX D: ECONOMIC DEVELOPMENT BUDGETS, SALARIES AND ORGANIZATIONAL STRUCTURES

BUDGETS AND SALARIES

Some guidance on economic development budgets and salaries is provided by special analysis of the results of the 2007 Economic Development Association of British Columbia (EDABC) membership survey.⁵ A total of nine completed surveys were received from communities with the following characteristics:

- Population from 5,000 to 35,000;
- Single economic development staff person (with up to one-half time support staff).

The nine communities are located throughout British Columbia (only one is from the Lower Mainland) with a mixture of models (6 employed an economic developer as a municipal employee, while 3 contracted with an external organization to provide economic development services). Several of the municipal employees worked in a hybrid arrangement where they were employed by the local government but were physically located outside municipal offices, usually in the office of another organization like a Chamber of Commerce or Community Futures Development Corporation.

The average economic development core funding from local government for these nine communities was \$214,000, although this figure is inflated by several large budgets. The budgets ranged from \$82,000 to \$600,000, with a median of \$152,000.

These types of comparisons give a ballpark indication of typical economic development budgets, but the large range indicates the extent to which each community must develop the economic development solution that works best for its situation. Given White Rock's limited available land, it has a different set of development opportunities than other communities that may be pursuing massive resort or industrial or waterfront developments, and budgets vary accordingly.

Incidentally, the average salary for the economic developers in these nine communities was \$64,000, with a range from \$46,000 to \$83,000. The report showed, however, based on statistical analysis of the factors that appear to influence salary that there is a clear salary premium for those working in the Lower Mainland (Metro Vancouver plus Fraser Valley Regional District). This premium is an estimated average of \$18,000 per year for Lower Mainland-based economic developers.

The other factors that showed a statistically significant relationship with salary are number of supervised staff, number of years working in economic development, and whether the individual was the community's top economic development official. Other factors like community size, level of education, and hours worked were not statistically significant predictors of salary.

⁵ Vann Struth Consulting Group Inc. (March 2008), *2007 EDABC Membership Survey Report*, prepared for Economic Development Association of British Columbia. This survey has been conducted annually by Vann Struth Consulting Group since 2003. Custom tabulations of survey results are periodically provided to Association members who require salary or budget information for communities matching a custom set of characteristics. The full report is only available to members of EDABC (www.edabc.com).

ECONOMIC DEVELOPMENT STRUCTURE OPTIONS

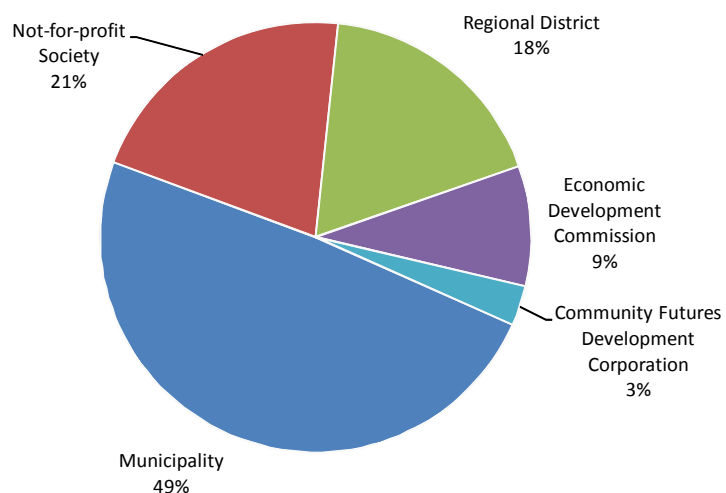
There is no one “right” model for economic development. Local governments considering which organizational structure is best suited to their needs have two main options.

1. The **“in-house model”**, where an economic development function is established within the local government. This may be a single individual with sole responsibility for economic development, a multiperson department, or an individual or department that handles economic development in addition to other responsibilities.
2. The **“arms-length model”**, where the local government provides funding through a fee-for-service arrangement with an arms-length organization. This can be a dedicated economic development organization (such as a non-profit society or development corporation), or an existing organization like a Chamber of Commerce or Community Futures Development Corporation.

The 2007 Economic Development Association of British Columbia Membership Report showed the breakdown of organizational models shown in the graph. The majority is based in local government (municipalities or regional districts) but one-third are contracted to an external organization. This graph does not show the number of local government employees who physically work at external locations, but a large number do so.

Local Economic Development Structures in BC, 2007

(Source: EDABC Annual Membership Survey)



Vann Struth Consulting Group has researched economic development structures in British Columbia and identified the advantages and disadvantages of various organizational structures on a variety of dimensions. The key factors to consider in establishing an economic development organization include, in no particular order:

1. Operational costs and access to external funding
2. Relationship with business community
3. Relationship with local government
4. Administration and regulation
5. Co-location with other agencies (e.g., tourism, film)
6. “Deal-making” and provision of incentives
7. Structure of economic development boards and advisory committees
8. Local vs. regional operations

Each local government would place these issues in a different priority order, so there is not necessarily a right way and a wrong way to approach each issue. The discussion that follows looks at each issue and provides feedback

from economic development practitioners in the province and information from other respected information sources, including professional associations and economic development publications.

ISSUE 1. OPERATIONAL COSTS AND ACCESS TO EXTERNAL FUNDING

In-House Model

- Overhead costs are absorbed within local government budgets.
- Access to most government funding programs is the same regardless of the organization's structure. The only exceptions are for projects that exceed the typical mandate of a local government (e.g., constructing commercial buildings).

Arms-Length Model

- Overhead costs can be shared with other jurisdictions or with other organizations. Some economic development offices own buildings and charge rent to other organizations, while others are tenants in facilities owned by other organizations.
- May have greater access to non-traditional sources of funding through partnerships, sponsorships, for-profit ventures, etc.

ISSUE 2. RELATIONSHIP WITH BUSINESS COMMUNITY

A positive relationship with the business community, including both local businesses and external investors, is essential for a successful economic development program.

In-House Model

- Enables coordinated service across all departments.
- Provides business community with direct access to decision-makers.
- Subject to Freedom of Information requests so great care required to maintain confidential business information.

Arms-Length Model

- Economic developer viewed more as an advocate for business, and less as part of the regulatory body.
- Maintaining an office outside of local government (even if economic developer is still directly employed by local government) enhances relationship with business community.
- Greater assurances of privacy and confidentiality.

ISSUE 3. RELATIONSHIP WITH LOCAL GOVERNMENT

Many economic development projects and issues require cooperation and coordination of other local government departments, such as planning. There is also a need for overall direction and support from Council (or Regional District Board).

In-House Model

- Proximity to other local government departments enhances information sharing and coordination of activities.
- Allows greater opportunity for political influence and control over economic development activities.
- Enables economic developers to exert greater influence on the direction of local government policy.
- Economic developers can serve as champions of large projects within the

Arms-Length Model

- More difficult to have effective communication with local government and input into policies relevant to economic development.
- Physical separation of economic development office exacerbates communication problems.
- Less direct oversight by local government can lead to a sense of disconnect and consequent loss of political support for the economic development organization.
- Greater independence from local government control reduces influence of politics on decision-making.

local government.

ISSUE 4. ADMINISTRATION AND REGULATION

While hardly unique to economic development, the administrative burden and regulatory obstacles faced by economic developers were raised as important barriers to an effective economic development program.

In-House Model

- Economic developers are often senior managers, but are often a department of one or two people. Involving the economic developer in excessive meetings and issues with little relevance to the position detracts from the economic development function.
- Requirement for senior staff and Council approvals increase time and effort required to respond quickly to business demands (e.g., making an unscheduled out-of-town trip to meet a client).

Arms-Length Model

- Independence from local government bureaucracy lessens administrative burden and allows more rapid response to opportunities.
- Flexibility is enhanced by having non-union staff. Contract labour can be moved in and out as project demands change.
- Example: In Parksville and Mission the economic developer is a municipal employee, but works at an external office (in both cases, the local Chamber of Commerce). This separation means that they are still included in the senior administrative team, and therefore have regular and high-level access to information, but have lesser administrative responsibilities.

ISSUE 5. CO-LOCATION WITH OTHER AGENCIES (E.G., TOURISM, FILM)

Some BC communities are now combining economic development with other organizations like tourism or film promotion agencies into a single office.

In-House Model

- Little potential for co-location with other agencies with the in-house model. It may be possible for some agencies to be brought into the local government but tourism promotion in particular requires a highly accessible location outside of government offices.

Arms-Length Model

- Co-location with related agencies allows greater co-ordination of activities and saving of overhead costs.
- Organizations like tourism and film promotion agencies are essentially doing economic development focused on a particular sector. There may be significant synergies between, for example, tourism promotion, investment attraction promotion, and new resident promotion that are less likely to be realized with separate organizations.
- Particularly in smaller communities where financial resources are limited, it is sensible to limit overhead costs to the greatest degree possible. It may also be helpful in limiting the demands placed on community volunteers who would otherwise become involved with multiple organizations.
- A number of communities have incorporated the Chamber of Commerce and other similar groups into a single location. Other organizations like Community Futures Development Corporations, Business Improvement Areas, and other business-related groups are other possible partners.

ISSUE 6. “DEAL-MAKING” AND PROVISION OF INCENTIVES

In-House Model

- Local governments are constrained by legislation and their own regulations that prohibit offering anything to a company that might confer an advantage relative to other companies.
- Lack of incentives (e.g., property tax reduction, free infrastructure upgrades, support for training) relative to American locations may be a disadvantage in the eyes of American companies that are accustomed to being offered inducements to locate in a particular area.
- General consensus among BC economic developers is that the lack of most American-style incentives is not really a negative.
- It avoids the “race to the bottom” that happens when municipalities compete to offer the best incentives and thereby eliminate much of the benefit they would otherwise receive from the investment, such as an enhanced local tax base.

Arms-Length Model

- Have more freedom to be creative in dealing with potential investors. May be able to own land and may sell it not necessarily to the highest bidder, but to the bidder that will create the greatest economic value from the land.
- There is greater latitude to negotiate a comprehensive deal that may include other inducements to the company, such as assistance with financing or a lower land sale price.
- Increased freedom of arms-length organizations to structure deals is still not comparable to the incentives offered by American jurisdictions.

The final two issues shown below are also important to consider in the establishment of an economic development organization but are not significantly different for the in-house local government model versus the arms-length model.

ISSUE 7. STRUCTURE OF ECONOMIC DEVELOPMENT BOARDS AND ADVISORY COMMITTEES

- Nearly all economic development boards and committees have a mixture of public and private sector representatives. Some have a fixed roster of appointments that must come from designated organizations (e.g., local government, Chamber of Commerce) or important sectors (e.g., forest industry, tourism, agriculture).
- Some organizations require potential board/committee members to apply, at which time their applications are reviewed (often by a membership committee of the board) and a recommendation is made for the next round of appointments. In other cases, the board uses their own knowledge of community leaders to identify and approach individuals. Board elections may or may not be held to verify appointments.
- There is no clear consensus on the best approach to appointing board/committee members – what is important is the support of the local government, the business community, and the public at large. It is likely, however, that the more transparent and rigorous is the selection process, the fewer problems will ensue.
- For in-house economic development offices, ultimate control over activities and the strategic direction is provided by Council, so an economic development committee is strictly advisory. There is strong consensus, however, that the active participation of local business leaders is essential for identifying and focusing on the most important economic development issues for the community. Business community participation is less easily achieved in the local government model where business leaders must accept working within a bureaucratic framework. One BC municipality has struggled to maintain an advisory

committee over the years as there is a feeling that Council has not been interested in allowing others to provide direction to the economic development program.

- Regarding the issue of having fixed board positions from specific sectors, there is some feeling that this leads to a situation where the board members feel responsible for “representing” their sector, rather than acting in the best interest of the economic development organization as a whole. While it is desirable for all key sectors in a community to be represented, this may be better accomplished in an informal way without fixed positions. Several private economic development corporations reported that they operate their boards like any other private company, thereby avoiding the politicization of the board as much as possible.
- The issue of term limits on boards and committees has been troublesome for some organizations. Term limits have been introduced to ensure that “fresh blood” is kept on the board, but term limits can also be changed by those wishing to extend their involvement.

ISSUE 8. LOCAL VS. REGIONAL OPERATIONS

- Regional economic development organizations face unique challenges, regardless of how they are structured. There are often political difficulties in ensuring that each contributing entity (either a municipality or a regional district electoral area) is satisfied that they are receiving value for their contribution. It is often the case that smaller entities feel, either fairly or unfairly, that the central or largest community receives most of the attention and benefit of the economic development program.
- Sharing of costs and leveraging of additional resources is one of the primary arguments in favour of a regional approach. The resources of a combined regional entity in terms of both staff and budget are often considerably more than any of the individual entities could fund on their own, particularly in the case of small communities that can obtain a far more substantial economic development program by combining with other small communities or with larger communities in their region.
- Most of British Columbia’s economy is highly regional in nature. Industries often have a primary component in unincorporated areas or small communities (e.g., forestry, mining, fishing, tourism) supported by services, transportation facilities, and natural resource processing in larger centres. There are about 550,000 people living in unincorporated areas in the province, most of whom live near incorporated municipalities that act as retail and service centres and places of employment. In more urbanized areas, adjacent municipalities often function as part of a single regional economy. Businesses looking to invest in an area are interested in the size of the market, regardless of political boundaries, so it often makes better sense for multiple jurisdictions to have a unified economic development organization.
- The physical size of a region is important in considering a regional function. The point was made by several economic development professionals that regions that are so large that it takes many hours by car to travel between outlying communities may not be suited to a regional partnership. These vast distances diminish the argument that the entire region functions as a single economy, and also make it more difficult for outlying areas to feel connected to activities happening at the centre.

CONCLUSIONS

1. There is no single best model of local economic development.

2. Each local government must take into consideration their objectives for economic development, the range of services that are already being provided by other agencies, the amount of available funding, and potential partners.
3. The “in-house” model of economic development remains the most common organizational structure for BC local governments, but there is a trend toward more arms-length organizations.
4. An increasing number of communities are leveraging local government investment in economic development by sharing overhead costs with other organizations, or by pooling funding with adjacent jurisdictions.
5. The regional nature of the BC economy suggests that economic development is often better suited to a regional approach than a single-community approach. Past experience suggests, however, that the geographic size of the region cannot be too large.
6. Co-location with other organizations enhances collaborative economic development planning and reduces unnecessary overlap of services.
7. A positive relationship with the local business community is essential to the success of any economic development program. This relationship often works better when the economic development office is located outside of local government (even if it remains a department of the local government).
8. Communication with local government is essential for arms-length organizations to ensure continued support and coordination of activities.

APPENDIX E: SAMPLE TERMS OF REFERENCE FOR BUSINESS “RESPONSE TEAM”

The City of Nanaimo has generously shared the Terms of Reference for their BusinessBEST Response Team. This is a committee of community leaders in various strategic industries, as well as City of Nanaimo representatives, who are jointly tasked with addressing business issues raised through the City’s BusinessBEST program.

BusinessBEST Program Response Team Terms of Reference & Confidentiality Agreement

The Response Team is the key to success for the BusinessBEST program. The team must be customer focused, proactive and responsive. The team members must follow through on all actions, or delegate the actions and ensure they are acted upon. Team members must be problem solvers who are committed to making resolution of business issues a priority.

Members of the Response Team have the following responsibilities:

1. Act as a BusinessBEST champion.

Response Team members will build recognition and support for the principles of the program within their organizations and beyond.

2. Maintain a broad perspective

Response Team members will maintain a broad perspective on issues.

3. Maintain Confidentiality

Response Team members will hold all information obtained through the BusinessBEST program confidential. Businesses will not share concerns with us unless we can offer 100% confidentiality.

4. Represent their sector

Response Team members will act as representatives of their sector (Finance, Real Estate, Human Resources, Technology, Market Access, Local Government) not just their own organization or their personal area of responsibility and expertise.

5. Make it happen

Response Team members are responsible for taking action or delegating responsibility within the organizations they represent and encouraging members of their network to take action. Action will be required in two main areas:

- Priority response to the “Red Flag” or “opportunity” issues which are immediate in nature and can be solved/addressed in the short term.
- More measured response to policy or strategic issues.

6. Report back

Business issues are emailed to Response Team members with a timeline. Members are responsible for reporting back to the interviewer with solutions which will be communicated to the respective businesses.

Time Commitment: It is expected that being an effective member of the BusinessBEST Response Team will represent a time commitment of one hour per week. This includes problem solving and follow-up on business issues and two luncheon meetings held each year to report on BusinessBEST findings & progress.

White Rock Business Needs Assessment

**Draft Report for Discussion Purposes
August 2011**

Prepared for:
The City of White Rock and the
White Rock Business Improvement Association

By:
Coriolis Consulting Corp.

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1.0 Introduction

1.1 Background, Objectives, and Scope

The City of White Rock and the White Rock Business Improvement Association (BIA) are working on a commercial area visioning and planning process to:

1. Develop a vision for White Rock's town centre area that is creative but realistic.
2. Develop strategies and plans for attracting new development and attracting businesses to occupy existing space.
3. Revitalize the commercial areas through business recruitment, marketing/promotion, and other means to draw more customers to the area.
4. Make sure there is adequate parking to help keep the commercial areas viable.

As an input to this initiative, the City and the BIA retained Coriolis Consulting Corp. to provide a commercial market analysis for White Rock, provide a realistic assessment of the demand for additional commercial uses in White Rock, and evaluate the potential for improving White Rock's commercial areas.

One of the main reasons that the City and the BIA are undertaking this initiative is because they perceive that there has been increased vacancy, business loss, and reduced development interest in White Rock in recent years and they are concerned about the potential loss of tax revenue from commercial properties as a result of the continued shifting of the trade area retail centre to the north and east across the municipal boundary to South Surrey.

White Rock has a town centre and two waterfront commercial areas that contain most of the City's commercial space. Before the recent development of the large concentration of retail space in the nearby Semiahmoo and Grandview areas of Surrey, White Rock's town centre functioned as the main retail and business centre for all of South Surrey and White Rock, and the waterfront offered a charming and unique commercial area along the beach. Both of these areas drew trade in from the surrounding South Surrey community and benefitted from the long distance to competing retail areas in Langley, Cloverdale, Newton, and North Surrey/North Delta.

As the population of South Surrey grew, so did the demand for new retail space. At first, retail growth spread north from the White Rock town centre, with development occupying vacant lands that could accommodate new shopping centre and strip mall development. This new development, on the Surrey side of the municipal boundary, drew trade from White Rock but it at least helped to reinforce the whole White Rock/Semiahmoo node as the commercial core of the area. Over time, though, the trade area of South Surrey/White Rock grew large enough to attract the interest of large chains and big box stores which led to the development of the large regionally-oriented concentration of retail space in the Grandview area of Surrey. White Rock's town centre lost the ability to draw trade from the large surrounding trade area and took on a new role as more of a neighbourhood retail and office centre.

Competition among small destination-oriented character areas increased over time, with enhancements to Steveston, Lower Lonsdale, Port Moody, and others, so White Rock's beachfront commercial area has also lost market share.

The reduced inflow of trade from the larger area was not offset by population growth within White Rock. Consequently, there has been some decline in White Rock's commercial areas.

The City and the BIA are interested in understanding these recent trends, the current situation, prospects for the future, and ways that they can help influence and improve the prospects for White Rock's commercial areas.

1.2 Approach

Our approach includes the following main tasks:

1. We review the existing pattern of commercial development in the trade area and in White Rock and we profile the main commercial areas in White Rock.
2. We review population trends and projections for the trade area and in White Rock. Commercial floorspace growth is directly correlated to population growth, so understanding how much additional population growth is likely to occur in the trade area as a whole and in White Rock specifically is a key input to our forecast of the commercial growth prospects for White Rock.
3. We examine residential development trends and prospects for the trade area and White Rock.
4. We examine trends in the amount of retail and service floorspace growth in the trade area and in White Rock, key components of the retail and service market (e.g. grocery stores and large format retailers which are anchor tenants that help draw customers to retail areas), and we forecast the potential for retail and service floorspace growth in the trade area and White Rock over the next 20 years.
5. We examine trends in the amount of office floorspace growth in the trade area and in White Rock and forecast the potential for office floorspace growth in the trade area and White Rock over the next 20 years.
6. We examine the existing situation and likely prospects for the overnight accommodation market in the trade area and in White Rock.
7. We inventory the businesses in White Rock and examine whether there are any key gaps in the roster.
8. To determine whether our forecasts of retail/service and office floorspace growth can likely be accommodated or not, we examine the financial viability of hypothetical redevelopment projects in the different commercial areas in White Rock.
9. We look at other factors businesses might consider in choosing a location in the trade area. This includes working with BWW Consulting (traffic engineers) to look at the parking situation in White Rock to identify any concerns about the existing parking situation and likely future parking situation.
10. Based on all of our work, we identify the main opportunities and concerns for the future of each of the commercial areas in White Rock and we outline strategies that could improve the prospects.

This report presents our analysis and findings.

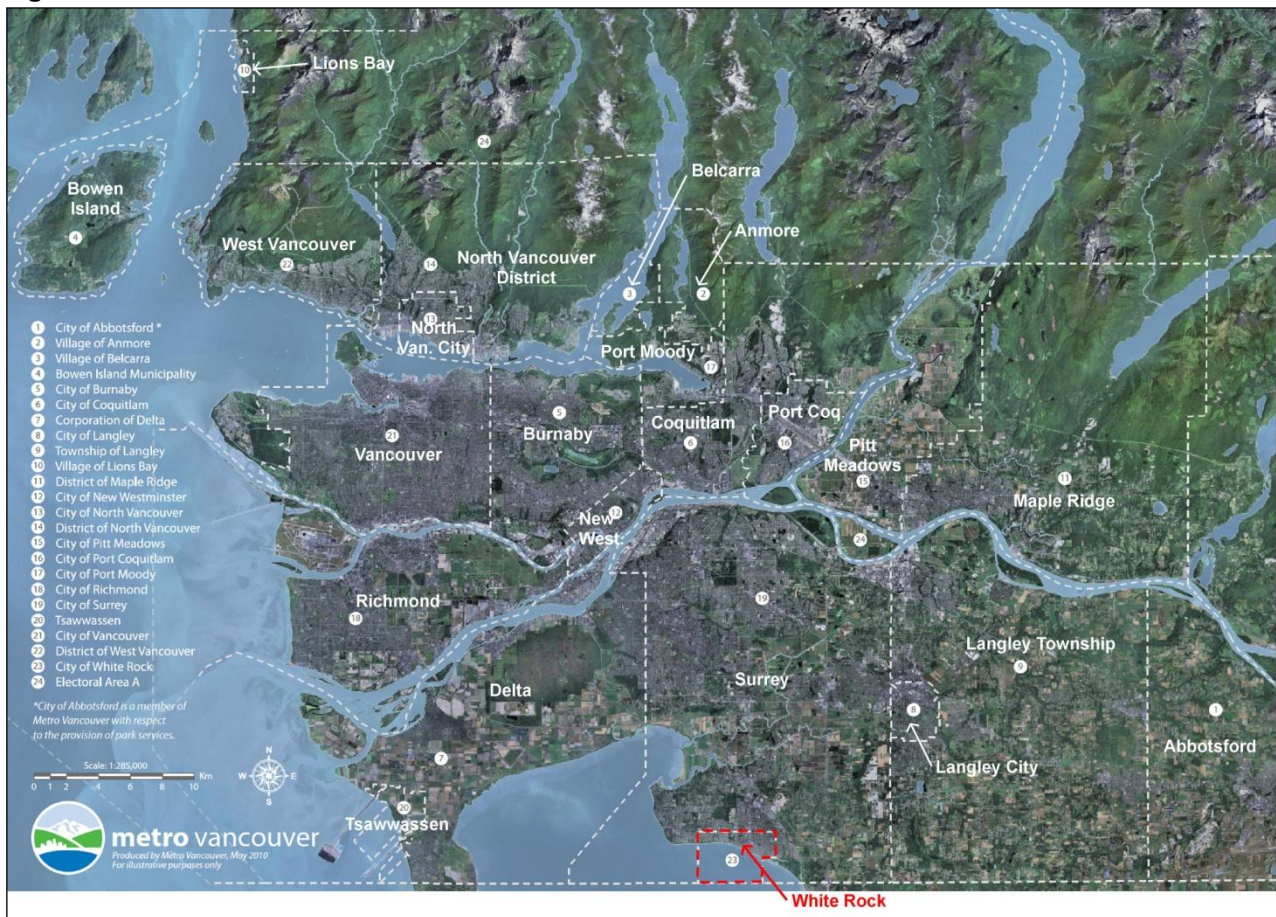
2.0 Trade Area Description

2.1 Location in a Regional Context

The City of White Rock is one of the municipalities in Metro Vancouver. It is located in the southeast part of the region, along Semiahmoo Bay, and is surrounded on three sides by the City of Surrey. Figure 1 shows the location of White Rock in the region.

White Rock and South Surrey function as a single large sub-regional commercial trade area that is distinct from, and distant from, the major commercial centres in North Surrey and Langley. The White Rock/South Surrey trade area is generally bounded by agricultural land on the north and east, Boundary Bay on the west, and the US border on the south. Figure 2 shows the general location of the White Rock/South Surrey trade area in relation to the surrounding municipalities (Surrey, Langley, Delta).

Figure 1: Location of White Rock in Metro Vancouver



Source: Base map from Metro Vancouver (www.metrovancouver.org); labels added by Coriolis Consulting.

Figure 2: Location of the White Rock/South Surrey Trade Area in its Local Context



Source: Base map from Colliers International (www.colliers.com); labels/key added by Coriolis Consulting.

2.2 Existing Pattern of Commercial Development in the Trade Area

Existing retail space serving the trade area is located in a mix of regional shopping centres, community shopping centres, small strip commercial developments, and stand-alone commercial storefronts.

Figure 3 identifies the main commercial areas in the trade area using the Official Community Plan future land use maps for Surrey and White Rock as a base image.

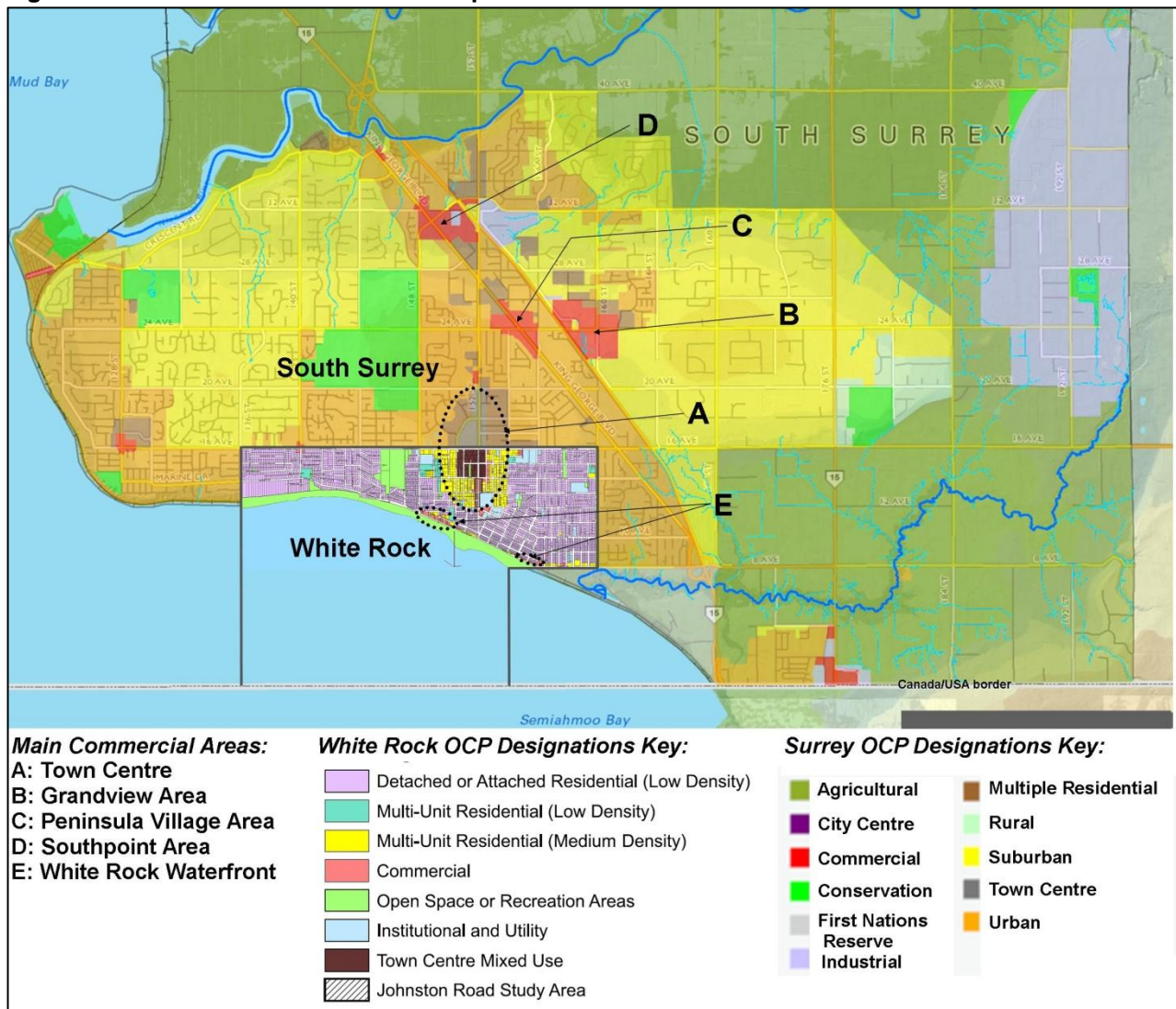
In the trade area, commercial space is found in these main locations:

- There is a major regional concentration of large format retailers in the Grandview area of South Surrey which was recently developed and is continuing to grow. This large concentration of commercial space includes two major open-air malls: Grandview Corners Shopping District and The Shops at Morgan Crossing. This is the predominant shopping district in the trade area.
- There is a mixed use town centre area along Johnston Road (which becomes 152nd Street in Surrey) that straddles the municipal boundary between White Rock and South Surrey. It is one large continuous shopping area from a retail perspective, but part of the precinct is in White Rock and part of the precinct is in South Surrey. The part that is in White Rock is the area that White Rock considers its Town Centre, which includes the Central Plaza Shopping Mall and Hillcrest Mall.
- There are two other regional concentrations of large format retailers in the trade area: Peninsula Village Mall and its surrounding commercial area and South Point Exchange and its surrounding

commercial area. These are located along King George Highway in South Surrey, contain significant concentrations of large format retailers, and are continuing to grow.

- There are two waterfront commercial areas in White Rock along Marine Drive. These are specialty retail/restaurant precincts near the beach that attract visitors from within White Rock, South Surrey, and other parts of the region.
- There is some scattered commercial development in South Surrey, both west and east of Highway 99. For example, there are some smaller commercial developments along 16th Avenue (including Orchard Park Shopping Centre at 128th Street), at Crescent Beach, and near the Canada-USA border.
- There is also some scattered commercial development in White Rock. For example, there are some commercial uses on Stayte Road at Russell Avenue (e.g. gas station, food store).

Figure 3: Pattern of Commercial Development in the Trade Area



Source: Base map compiled by Coriolis Consulting using the future land use maps in the City of Surrey's Official Community Plan and the City of White Rock's Official Community Plan. Note that the municipalities use different shading to indicate different land uses (refer to the OCP Designations key for each municipality).

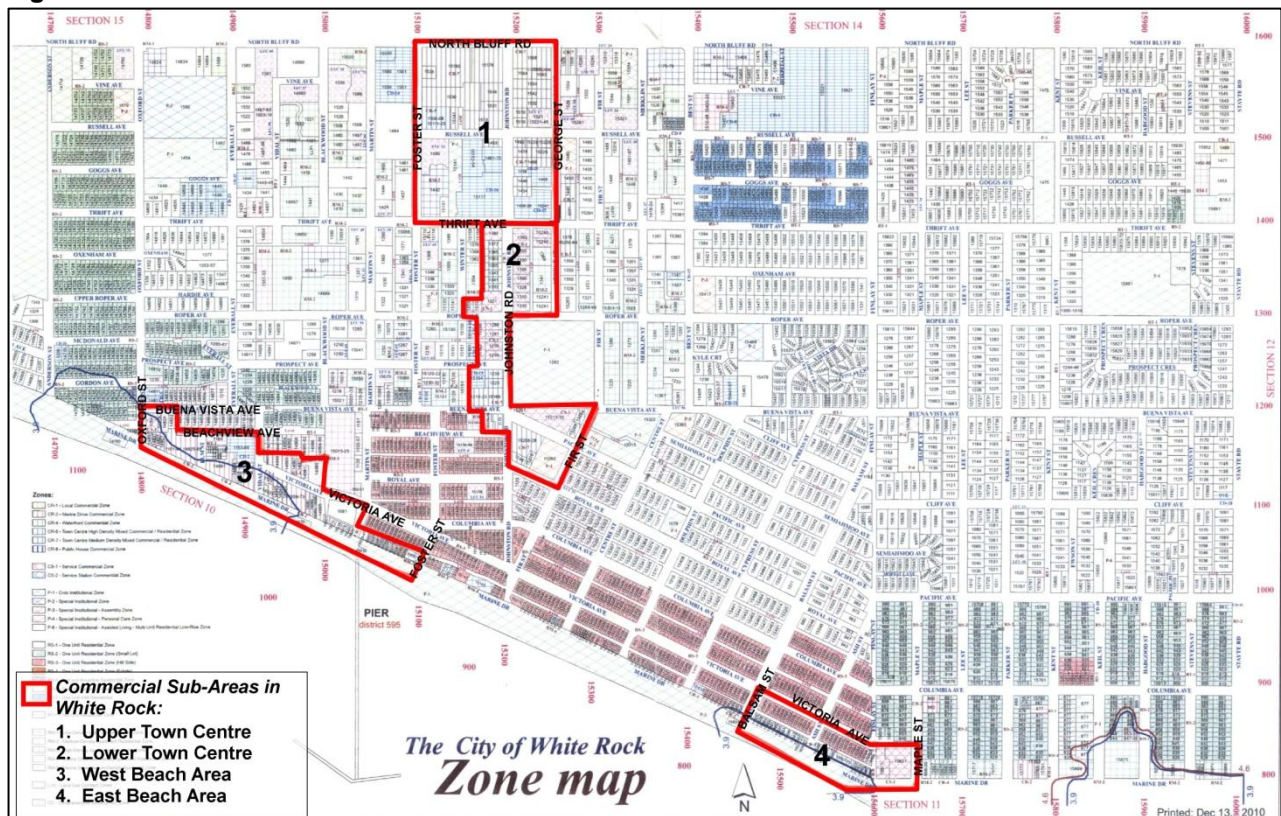
3.0 Commercial Sub-Areas in White Rock

3.1 Location of Commercial Sub-Areas in White Rock

As shown in Figure 4, the City and the BIA identified four commercial sub-areas in White Rock for this analysis:

1. *The Upper Town Centre*, which is the portion of the Johnston Road/152nd Street retail corridor on the White Rock side of the municipal boundary. White Rock's Upper Town Centre area is bounded by North Bluff Road, Georges Street, Thrift Avenue, and Foster Street. It contains the Central Plaza Shopping Mall and Hillcrest Mall.
2. *The Lower Town Centre*, which is the portion of the Johnston Road/152nd Street retail corridor that is south of the Upper Town Centre (i.e. south of Thrift Avenue) and follows Johnston Road south to Fir Street.
3. *The West Beach Area*, which is the western commercial area along White Rock's waterfront that is bounded by Oxford Street on the west and Foster Street on the east. Its northern edge is irregular, following parts of Buena Vista Avenue, Beachview Avenue, and Victoria Avenue.
4. *The East Beach Area*, which is the eastern commercial area along White Rock's waterfront that is bounded by Balsam Street on the west, Maple Street on the east, and Victoria Avenue on the north.

Figure 4: Commercial Sub-Areas in White Rock



Source: Base map from City of White Rock; labels/key added by Coriolis Consulting.

3.2 Profile of the Upper Town Centre and Lower Town Centre

3.2.1 Retail Form and Character

White Rock's Town Centre is the southern part of the large, contiguous Johnston Road/152nd Street retail corridor that extends from White Rock into South Surrey. For planning purposes, the City divides its Town Centre into two areas: the Upper Town Centre and the Lower Town Centre. These areas are the focus of White Rock's office, retail, and service space.

The majority of the existing commercial space in the Upper Town Centre is found in single storey strip shopping malls or 1 to 2 storey commercial buildings, with some 3 storey projects. Most of the commercial space in the Upper Town Centre was built before 1990, mainly in the 1970s and 1980s. The retail space in the Upper Town Centre is mainly oriented towards Johnston Road, although a significant number of retail and service units also front on North Bluff Road or Russell Avenue. The newest retail space in the Upper Town Centre is contained in Miramar Village, a mixed use high-rise residential and retail/service project built in 2009. Retail space at Miramar Village fronts on both Johnston Road and in inner plaza between two of the project's high-rise towers.

The majority of the existing commercial space in the Lower Town Centre is found in small 1 or 2 storey commercial buildings fronting on Johnston Road or Pacific Avenue. Small pockets of retail and service space also extend off Johnston Road onto Buena Vista Avenue, Prospect Avenue, Roper Avenue, and Thrift Avenue. Most of the commercial space in the Lower Town Centre was built in the 1960s to 1980s but generally appears to be well maintained. There are also several low-rise, mixed-use buildings in the Lower Town Centre that were built in the 1990s and are concentrated on Pacific Avenue and on the southern part of Johnston Road. White Rock Elementary School on the east side of Johnston Road between Roper Avenue and Buena Vista Avenue interrupts the retail continuity on Johnston Road in this area.

Even though the existing commercial development in the Upper Town Centre and the Lower Town Centre has a relatively low density, the areas have an urban aesthetic and an attractive pedestrian streetscape that enhance the retail character of this shopping precinct.

3.2.2 Zoning and OCP Designations

While the Upper Town Centre and the Lower Town Centre are similar from a retail perspective, the City distinguishes between these two areas from a planning perspective and there are some differences between the areas in terms of zoning and land use designations.

Figure 5 shows the zoning districts that apply to properties in the Upper Town Centre and the Lower Town Centre. Some of the properties in the Upper Town Centre have higher density zoning than in the Lower Town Centre.

Figure 5: Existing Zoning in the Upper Town Centre and Lower Town Centre

	Existing Zoning
Upper Town Centre	CR-5 (Town Centre High Density Mixed Commercial/Residential) CR-7 (Town Centre Medium Density Mixed Commercial/Residential) RM-3 (High Density Apartment) Land Use Contracts Comprehensive Development Districts
Lower Town Centre	CR-7 (Town Centre Medium Density Mixed Commercial/Residential) CS-1 (Service Commercial) RM-2 (Medium Density Apartment)

Source: Zoning map from City of White Rock dated 13 December 2010.

The Official Community Plan designates the entire¹ Upper Town Centre area as “Town Centre Mixed Use”, which is intended for “high density, mixed use (primarily residential and commercial) development specific to the Town Centre. Heights up to the lesser of 12 stories or 41.14 m (135 ft) and an FAR of up to a maximum of 2.75 are anticipated in this area. Council may consider the possibility of density and/or height averaging for multi-lot developments.”² It is interesting to note that in March 2010, White Rock amended its OCP to decrease the maximum allowable height and density in the Town Centre. Prior to March 2010, the Town Centre Mixed Use designation permitted a maximum height of 21 storeys and a maximum density of FAR of 3.8. White Rock also has Town Centre Design Guidelines that aim to guide the form and character of development in this area.

Properties in the Lower Town Centre are designated Commercial or Multi-unit Residential (Medium Density), with the majority of the Commercially-designated lands also being part of a special “Johnston Road Study Area” designation. The Commercial designation is intended for “commercial activity (from neighbourhood commercial to larger scale commercial), tourism, and employment.”³ The Multi-Unit Residential (Medium Density) designation includes “multi-unit strata-titled buildings, typically three to four storeys in height” and is intended for ground-oriented housing with typical densities of 50 units per acre.⁴ For the Johnston Road Study Area designation, the OCP notes that “the existing designation, currently commercial, requires the completion of a special study to be undertaken as part of a neighbourhood planning process that involves consultation with the community. The study should examine boundary issues, uses, heights [up to 10.7 m (35 ft)], densities, appropriate transitions and interfaces with adjacent development, development permit guidelines, etc. with a view to achieving revitalization of the Johnston Road area. The study will form part of this plan and be recognized as such. The underlying commercial designation will apply to this area until such time as the study is complete.”⁵ We understand that the Johnston Road Study has not yet been undertaken.

¹ Except one property in the Upper Town Centre that is designated as “Open Space or Recreation Areas”.
² City of White Rock, “Official Community Plan, 2008, No. 1837”, page 16 (amended to February 2011).
³ City of White Rock, “Official Community Plan, 2008, No. 1837”, page 16 (amended to February 2011).
⁴ City of White Rock, “Official Community Plan, 2008, No. 1837”, page 16 and 26 (amended to February 2011).
⁵ City of White Rock, “Official Community Plan, 2008, No. 1837”, page 16 (amended to February 2011).

3.2.3 Lease Rates and Vacancy

Figure 6 shows the typical range for lease rates and operating costs for retail/service and office space in the Upper Town Centre and Lower Town Centre. Key points from the data are as follows:

- In the Upper Town Centre, net lease rates for retail/service space range widely from about \$12 to \$30 per square foot, mainly due to the size and quality of available space in this area. The low end of the range is for larger floorplate, low exposure space in older buildings and the high end of the range is for smaller floorplate, high exposure space in newer buildings. Net lease rates in the Lower Town Centre cluster between \$18 to \$25 per square foot.
- In the Upper Town Centre, net lease rates for office space range from about \$16 to \$22 per square foot. No data was available about office lease rates for the Lower Town Centre as there is no vacant office space in the Lower Town Centre.
- Operating costs appear to be in the range of about \$9 to \$12 per square foot for commercial space in the Town Centre areas.

Figure 6: Existing Lease Rates and Operating Costs in the Upper and Lower Town Centre Areas

	Retail and Service		Office	
	Triple Net Lease Rates (\$/sq.ft.)	Operating Costs (\$/sq.ft.)	Triple Net Lease Rates (\$/sq.ft.)	Operating Costs (\$/sq.ft.)
Upper Town Centre	\$12 to \$30 (but cluster between \$16 and \$23)	\$9 to \$12	\$16 to \$22	\$9 to \$12
Lower Town Centre	\$18 to \$25	\$9 to \$12	n/a	n/a

Source: Based on fieldwork and market analysis completed by Coriolis Consulting in February/March 2011.

Figure 7a shows the amount and location of vacant retail space in the Town Centre areas and Figure 7b shows the amount and location of vacant office space in the Town Centre areas. The vacancy data suggests the following key points:

- Vacancy in the Town Centre area is concentrated in the Upper Town Centre.
- In the Upper Town Centre, there was about 45,600 square feet of vacant retail space and about 12,000 square feet of vacant office space as of February 2011. This represents a retail vacancy rate of about 14% and an office vacancy rate of about 13% in the Upper Town Centre. If we exclude vacant space on properties that are in the approvals process to allow redevelopment (i.e. properties that may not be offering typical lease terms or may not be actively pursuing tenants), the retail vacancy rate in the Upper Town Centre falls from 14% to 9%. Most of the vacant space is not on Johnston Road, the main retail corridor.
- In the Lower Town Centre, there was about 2,600 square feet of vacant retail space (i.e. a retail vacancy rate of about 2%) and no vacant office space as of February 2011.

Figure 7a: Existing Retail Vacancy in the Upper and Lower Town Centre

Location	Type	Address	Amount of Vacant Space (sq.ft.)	Notes
Upper Town Centre	Retail	15180 North Bluff Road strip mall	16,508 sq.ft.	This is a vacant unit that was previously occupied by Shoppers DrugMart before it relocated to Semiahmoo Mall in South Surrey.
	Retail	Hillcrest Mall	9,479 sq.ft.	This includes one large vacant unit (over 7000 sq.ft. and some smaller vacant units. Note that this property is slated for redevelopment (Phase 2 of the Miramar Village Project).
	Retail	Miramar Village	11,208 sq.ft.	This includes two vacant units: a 4,572 sq.ft. unit fronting Johnston Road and a 6,636 sq.ft. unit fronting an interior plaza.
	Retail	George Street	1,450 sq.ft.	This is one vacant unit.
	Retail	1513 Johnston Road	7,000 sq.ft.	Note that this property is for sale as a redevelopment site and the vacant space is not being actively marketed.
Lower Town Centre	Retail	At 5 Corners	1,295 sq.ft.	This is one vacant unit.
	Retail	7-15223 Pacific Ave	1,295 sq.ft.	This is ground floor space that fronts Pacific Avenue at the end of the retail area (across from Star of the Sea Social Centre).
Total Vacant Retail:			48,235 sq.ft.	

Figure 7b: Existing Office Vacancy in the Upper and Lower Town Centre

Location	Type	Address	Amount of Vacant Space (sq.ft.)	Notes
Upper Town Centre	Office	Miramar Village	7,592 sq.ft.	Vacant second floor office space.
	Office	1480 Foster Street	2,182 sq.ft.	Vacant office space at White Rock Square
	Office	15261 Russell Ave	2,200 sq.ft.	This was vacant space in the Russell Professional building which has since been leased.
Total Vacant Office			11,974 sq.ft.	

Source: Based on fieldwork and market analysis completed by Coriolis Consulting in February/March 2011.

3.2.4 Vacant Land

There is only one vacant commercial property in the Town Centre areas that is not already the subject of a development application or currently under construction with a new project: the surface parking lot at the corner of Johnston Road and Russell Avenue in the Upper Town Centre. This site is shallow and does not have lane access, which will affect its redevelopment potential.

Because there is very little vacant commercial land, the only new capacity for accommodating commercial growth is via the redevelopment of existing, older, low density buildings.

3.3 Profile of the West Beach and East Beach Areas

3.3.1 Retail Form and Character

White Rock's waterfront commercial areas are specialty retail/restaurant precincts near the beach that attract visitors from within White Rock, South Surrey, and other parts of the region. They are unique in the White Rock/South Surrey trade area in that South Surrey does not have any similar character areas.

These areas are similar from a retail perspective but are geographically separate, so the City treats them as two separate areas from a planning perspective: the West Beach Area and the East Beach Area.

The West Beach area is geographically larger, has the pier, and is closer to the white rock that the City is named for than the East Beach area.

Most of the commercial space in the West Beach Area is located in small, low-rise, mixed use buildings or single storey retail buildings that were built between the 1940s and 1990s.

Most of the commercial space in the East Beach Area is also located in small, low-rise, mixed use buildings or single storey retail buildings, but most of the commercial buildings in the East Beach Area have been built since 1970.

3.3.2 Zoning and OCP Designations

The West Beach Area is predominantly zoned CR-2 (Waterfront Commercial), which permits mixed commercial and residential projects. A smaller number of properties are zoned CS-1 (Service Commercial), RT-1 (Two Unit Residential), RM-5 (Marine Drive Medium Density Apartment), or Comprehensive Development. The OCP designates most of the West Beach Area as Commercial or Multi-Unit Residential (Medium Density).

The East Beach Area is predominantly zoned CR-4 (Waterfront Commercial), which permits mixed used commercial and residential projects, or RS-3 (One Unit Residential-Hill Side). The OCP designates the commercially-zoned lands in the East Beach Area as Commercial and the residentially-zoned lands as Detached or Attached Residential (Low Density), which is intended for low density uses such as townhouses and garden apartments at typical densities of 24 units per acre.⁶

3.3.3 Lease Rates and Vacancy

Net lease rates in the West and East Beach Areas range from about \$18 to \$25 for retail/service space. This is similar to the town centre areas. Typical operating costs are reported to be between about \$9 and \$12 per square foot for retail/service space in these waterfront commercial areas. No data was available about office lease rates as office space is limited and there is no vacancy.

Figure 8 shows the amount and location of vacant retail space in the waterfront commercial areas. There was about 1,400 square feet of vacant retail space in two units in the West Beach area (i.e. a 1% retail

⁶ City of White Rock, "Official Community Plan, 2008, No. 1837", page 16 and 26 (amended to February 2011).

vacancy rate) and about 2,050 square feet of vacant retail space in the East Beach area in two units (i.e. a 6% retail vacancy rate) as of February 2011. There was no vacant office space in these areas.

Figure 8: Existing Retail Vacancy in the Waterfront Commercial Areas

Location	Address	Amount of Vacant Space (sq.ft.)	Notes
West Beach	14825-14869 Marine Drive	1,400 sq.ft.	This includes two separate retail units in the development.
East Beach	C4 and C5 15777 Marine Drive	2,052 sq.ft.	This includes two adjacent retail units which could be combined if desired by the tenant.

Source: Based on fieldwork and market analysis completed by Coriolis Consulting in February/March 2011.

3.3.4 Vacant Land

There is very little vacant land in the West Beach and East Beach Areas. The only new capacity for accommodating commercial growth in these areas is via the redevelopment of existing, older, low density buildings.

The only commercially-zoned vacant sites in the waterfront areas are:

- 14935 and 14945 Victoria Avenue in the West Beach Area, which are currently used for surface parking. Although vacant, these two adjacent sites have an irregular shape, topographical constraints, and limited exposure to the main waterfront retail precinct which may limit the site’s redevelopment potential.
- 15445 to 15457 Marine Drive in the East Beach Area, part of which are currently used for surface parking. Although vacant, these sites are also constrained by steep topography and shallow depths.
- 15581 and 15585 Marine Drive in the East Beach Area, which are vacant and could potentially be assembled with a third property to create a larger development site (i.e. 15577 Marine Drive which is built to a relatively low density). This group of properties is also constrained by steep topography and shallow lot depths.

4.0 Population and Demographic Trends and Forecasts

As input to the commercial market analysis, we examined historic population and demographic (age group, household size, income) trends and available forecasts for the trade area and White Rock.

4.1 Existing Population and Historic Trends

Figure 9 shows population estimates for the trade area, White Rock, and South Surrey based on BC Stats estimates for the ten year period from 2000 to 2010.⁷ The data shows that:

- As of 2010, the trade area has a total population of about 86,000 people. White Rock accounts for about 22% of this total (i.e. about 19,300 people).
- Over the past ten years, the trade area grew by a total of about 15,300 people. White Rock only accounted for 6% of this total growth. White Rock grew by an average annual increment of less than 100 people per year from 2000 to 2010 while, in comparison, South Surrey grew by an average annual increment of about 1400 to 1500 people.
- Because the pace of population growth in South Surrey (i.e. averaging 2.4% per year over the ten year period) significantly outpaced population growth in White Rock (i.e. averaging 0.5% per year over the ten year period), White Rock’s share of the trade area’s total population fell from about 26% in 2000 to about 22% by 2010.

Figure 9: BC Stats Total Population Estimates for the Trade Area, 2000 to 2010

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total Growth		Avg. Annual Increment		Avg. Annual Rate	
												Ten Year 2000-2010	Five Year 2005-2010	Ten Year 2000-2010	Five Year 2005-2010	Ten Year 2000-2010	Five Year 2005-2010
Population:																	
White Rock	18,321	18,503	18,582	18,456	18,743	19,054	18,916	18,998	18,900	19,127	19,278	957	224	96	45	0.5%	0.2%
South Surrey	52,415	54,150	55,170	56,323	57,571	58,985	60,209	61,689	63,387	65,124	66,735	14,320	7,750	1,432	1,550	2.4%	2.5%
Trade Area Total (Local Health Area 202)	70,736	72,653	73,752	74,779	76,314	78,039	79,125	80,687	82,287	84,251	86,013	15,277	7,974	1,528	1,595	2.0%	2.0%
Share of Trade Area Total:																	
White Rock	26%	25%	25%	25%	25%	24%	24%	24%	23%	23%	22%	-	-	-	-	-	-
South Surrey	74%	75%	75%	75%	75%	76%	76%	76%	77%	77%	78%	-	-	-	-	-	-
Trade Area Total (Local Health Area 202)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-

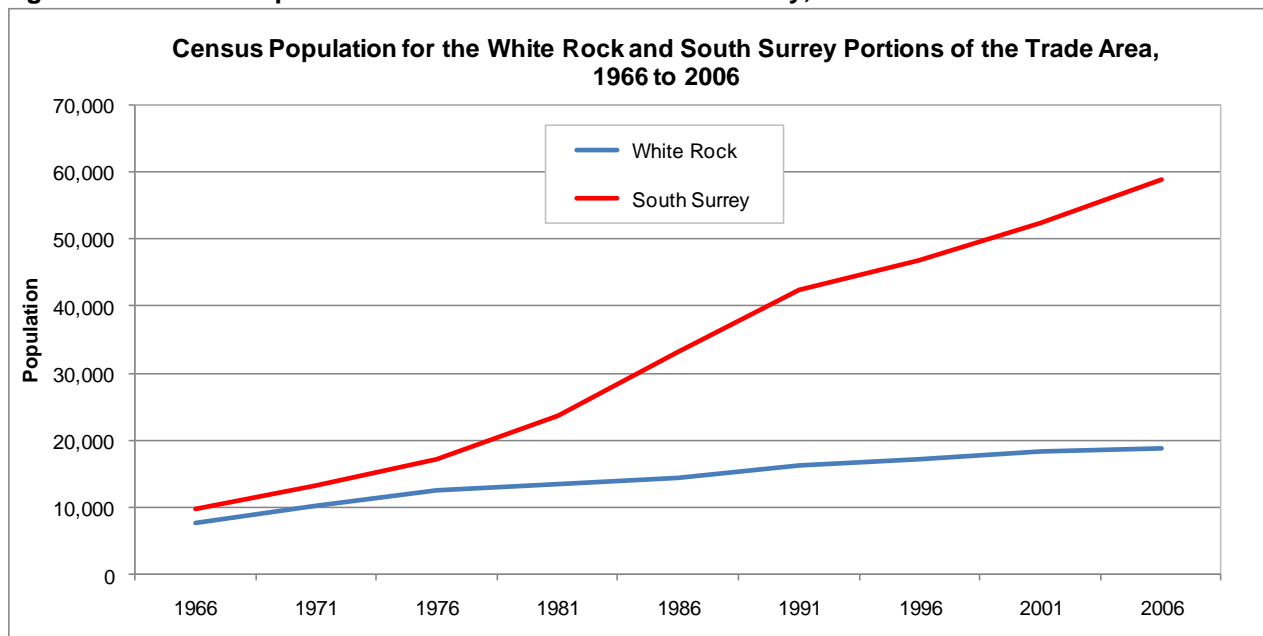
Data Source: BC Stats, PEOPLE 35.

Figure 10 illustrates historic population growth in the trade area for the 40 year period from 1966 to 2006 based on Statistics Canada data.⁸ The figure shows that White Rock and South Surrey had similar total populations as of 1976 but, since then, White Rock’s population has continued to grow moderately (doubling over the 40 year period) but South Surrey has experienced rapid population growth (increasing sixfold over the 40 year period).

⁷ BC Stats produces annual population estimates for local health areas and municipalities in BC. Local Health Area 202 includes White Rock and South Surrey and its boundary matches the trade area boundary. Using the BC Stats estimate for Local Health Area 202 and the BC Stats estimate for the City of White Rock, we can calculate the implied BC Stats population estimate for the South Surrey portion of the trade area. The most recent BC Stats population estimates are for 2010.

⁸ The BC Stats data could only be used to look at trends from at most 1996 onwards, so we used Statistics Canada census data to see longer term trends in White Rock and South Surrey’s population growth.

Figure 10: Census Population for White Rock and South Surrey, 1966 to 2006



Data Source: Coriolis Consulting Corp. using Statistics Canada census data.

4.2 Historic Trends in Population Growth by Age Group

Figure 11 shows the trade area population by age group for 2000 and 2010. The trade area has a high share of working-age population (i.e. 56% of the trade area’s population is in the ‘20-64’ age group) and this age group grew the most over the ten year period (i.e. growth of about 9,100 people which represent 60% of the total trade area population growth in this timeframe). There was also growth in the ‘0-19’ age group, suggesting that existing families are growing and/or families are moving to the area.

Figure 11: BC Stats Population Estimates by Age Group for the Trade Area, 2000 to 2010

	Trade Area Total		Share of Trade Area Total		Total Growth	Share of Growth	Avg. Annual Rate
	2000	2010	2000	2010	2000-2010	2000-2010	2000-2010
Age 0-19	14,978	16,939	21%	20%	1,961	13%	1.2%
Age 20-64	39,298	48,442	56%	56%	9,144	60%	2.1%
Age 65+	16,460	20,632	23%	24%	4,172	27%	2.3%
Total	70,736	86,013	100%	100%	15,277	100%	2.0%

Data Source: BC Stats, PEOPLE 35.

Figure 12 shows population trends by age group for White Rock and South Surrey.⁹ The data shows that White Rock has a higher percentage of people in the ‘65+’ age group than South Surrey, with a correspondingly lower share of people in the ‘0-19’ age group. This suggests that White Rock has a smaller proportion of families (and a higher proportion of retirement-aged people) than South Surrey.

⁹ The BC Stats age group data cannot be disaggregated into the White Rock and South Surrey portions of the trade area, so we looked at Statistics Canada census data for 2001 and 2006 as an indicator of trends in the sub-area populations by age group.

Figure 12: Statistics Canada Population by Age Group, White Rock and South Surrey, 2001 & 2006

	Population		Share of Total		2001-2006 Total Growth	2001-2006 Avg. Annual Growth Rate
	2001	2006	2001	2006		
WHITE ROCK:						
Age 0-19	2,465	2,695	14%	14%	230	1.8%
Age 20-64	10,190	10,840	56%	58%	650	1.2%
Age 65+	5,585	5,200	31%	28%	-385	-1.4%
White Rock Total	18,240	18,735	100%	100%	495	0.5%
SOUTH SURREY:						
Age 0-19	12,620	13,515	24%	23%	895	1.4%
Age 20-64	29,040	33,250	55%	56%	4,210	2.7%
Age 65+	10,830	12,115	21%	21%	1,285	2.3%
South Surrey Total	52,490	58,880	100%	100%	6,390	2.3%
TRADE AREA TOTAL	70,730	77,615	-	-	6,885	1.9%

Data Source: Statistics Canada, census data. Note that the trade area totals for 2001 and 2006 are slightly lower than the BC Stats data shown in Figure 9 because the BC Stats figures include an estimate of the census undercount.

4.3 Population Projections

We looked at four indicators of future population growth in the trade area over the next twenty years. Figure 13 shows the four indicators which are:

- *BC Stats forecasts (see Row A in Figure 13).* BC Stats forecasts that the trade area will grow from about 86,000 people in 2010 to about 110,900 people by 2030. This represents growth of about 24,900 people over the next twenty years or an average growth rate of about 1.3% per year and an average increment of about 1240 people per year. This is slower than the average pace of growth (2% per year) and average incremental growth (1500 people per year) in the trade area over the past ten years.
- *Forecast based on historic average annual incremental growth (see Row B in Figure 13).* We produced a population forecast assuming that the trade area population continues to grow at an average annual increment of approximately 1500 people per year. This forecast suggests that the trade area could grow from about 86,000 people in 2010 to about 116,000 people by 2030.
- *Forecast based on historic average annual growth rate (see Row C in Figure 13).* We produced a population forecast assuming that the trade area population continues to grow at an average annual growth rate of 2% per year. This forecast suggests that the trade area could grow from about 86,000 people in 2010 to about 127,800 people by 2030.
- *Forecast based on municipal population projections (see Row D in Figure 13).* We combined White Rock and Surrey’s population projections from their OCPs to produce a forecast of projected growth in the trade area:
 - White Rock’s Official Community Plan anticipates that the City’s population could reach about 23,300^{10,11} by 2030. This projection was based on a 2006 census population of 18,755 and a

¹⁰ White Rock’s OCP anticipates that the City’s population will reach 23,500 by 2031. We adjusted this by one year’s growth (190 people) to yield an estimate as of 2030.

¹¹ We note that Metro Vancouver’s Regional Growth Strategy 2040 Bylaw No.1136, 2010 forecasts White Rock’s population to grow from 18,900 in 2006 (which matches the BC Stats estimate in Figure 7) to 25,000 by 2031, which is higher than the forecast in White Rock’s OCP. The Metro Vancouver forecast represents average annual incremental growth of about 240 people per year or an average annual growth rate of 1.1% per year, which is significantly higher than White Rock has experienced over the past ten years.

forecasted average annual increment of 190 people per year. We note that this forecasted average annual increment is higher than White Rock has experienced in recent years (i.e. White Rock’s population grew by less than 100 people per year between 2000 and 2010), but it was based on average annual population growth between 2001 and 2006 according to federal census counts.

- The City of Surrey also produces population projections for communities within its boundary. One of these areas is similar to (but slightly larger than) the area we define as the South Surrey portion of the trade area. The City’s projections suggest that this part of Surrey will grow by about 2.3% per year. Applying this rate of growth to the BC Stats 2010 population estimate of 66,735 for the South Surrey portion of the trade area yields a forecast of 105,200 by 2030.
- Combined, municipal forecasts suggest that the trade area could grow from about 86,000 people in 2010 to about 128,500 people by 2030. This is similar to the forecast based on extending a growth rate of 2% per year (i.e. Row C).

Figure 13: Range of Population Forecasts for the Trade Area, 2010 to 2030

	2010	2020	2030	Total Growth (rounded)			Avg. Annual Increment (rounded)			Avg. Annual Rate		
				2010-2020	2020-2030	2010-2030	2010-2020	2020-2030	2010-2030	2010-2020	2020-2030	2010-2030
				Period	Period	Total	Period	Period	Total	Period	Period	Total
A. BC Stats Projection for the trade area (LHA202)	86,013	99,460	110,880	13,400	11,400	24,900	1,340	1,140	1,240	1.5%	1.1%	1.3%
B. Forecast based on growth of 1500 people per year	86,013	101,000	116,000	15,000	15,000	30,000	1,500	1,500	1,500	1.6%	1.4%	1.5%
C. Forecast based on growth of 2% per year	86,013	104,800	127,800	18,800	23,000	41,800	1,880	2,300	2,090	2.0%	2.0%	2.0%
D. Forecast based on municipal projections in OCPs	86,013	n/a	128,500	n/a	n/a	42,500	n/a	n/a	2,120	n/a	n/a	2.0%

Data Source: (A) is the BC Stats PEOPLE 35 forecast; (B) is a forecast assuming average incremental growth of 1500 people per year, (C) is a forecast assuming an average growth rate of 2% per year, and (D) is a forecast based on summing municipal projections (adjusted to the year 2030) contained in OCPs.

The population forecasts shown in Figure 13 suggest that the trade area could grow by a low of about 24,900 people and a high of about 42,500 people between 2010 and 2030.

For the low scenario, to allocate the amount of population growth that could occur in White Rock, we assume that White Rock captures a share of total trade area growth that is commensurate with recent trends (i.e. a 6% share of growth). For the high scenario, we assume that White Rock reaches the population forecast identified in its OCP (although we note that this could be considered aggressive, as it assumes an average incremental growth of about 190 people per year but White Rock has grown by less than 100 people per year on average over the past decade).

Figure 14 shows the low and the high population forecast for White Rock, South Surrey, and the trade area that we use for the commercial market forecasts.

Figure 14: Low and High Population Forecasts for this Commercial Market Analysis, 2010 to 2030

	White Rock				South Surrey				Trade Area Total			
	2010	2030	2010-2030 Growth	2010-2030 Rate of Growth	2010	2030	2010-2030 Growth	2010-2030 Rate of Growth	2010	2030	2010-2030 Growth	2010-2030 Rate of Growth
Low population forecast	19,278	20,800	1,500	0.4%	66,735	90,100	23,400	1.5%	86,013	110,900	24,900	1.3%
High population forecast	19,278	23,300	4,000	1.0%	66,735	105,200	38,500	2.3%	86,013	128,500	42,500	2.0%

4.4 Average Household Size

As an input to our residential growth forecasts, we look at trends and available forecasts for the average household size in the trade area and in White Rock.

Figure 15 shows trends and projections in the average household size for the trade area.

From 2000 to 2010, the average household size in the trade area dropped slightly, falling from 2.37 to 2.36. BC Stats projects that this trend will continue, with the average household size projected to fall from 2.36 in 2010 to 2.27 by 2030.

Figure 15: BC Stats Average Household Size Estimates and Projections for the Trade Area

	2000	2010	2020	2030
Population	70,736	86,013	99,460	110,880
Number of Households	29,851	36,521	43,206	48,747
Implied Average Household Size	2.37	2.36	2.30	2.27

Source: BC Stats, PEOPLE 35. These estimates and forecasts are for Local Health Area 202, the boundaries of which match the trade area boundaries.

Figure 16 shows trends in the average household size for White Rock and South Surrey.¹² The average household size in White Rock is lower (1.9 as of 2006) than in South Surrey (2.5 in 2006), which is consistent with the age group data in Section 4.2 above, as it suggests that a lower proportion of White Rock’s population is families compared to South Surrey.

Figure 16: Statistics Canada Average Household Size for White Rock and South Surrey

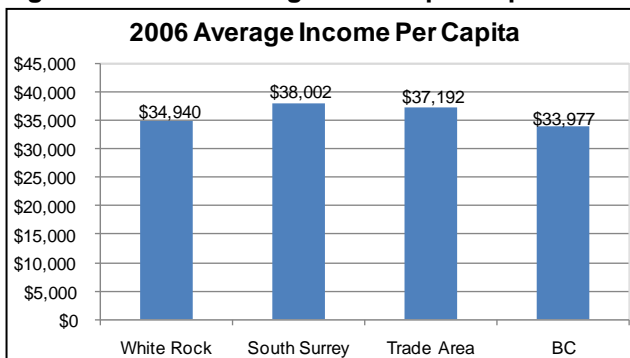
	2001	2006
White Rock	1.9	1.9
South Surrey	2.6	2.5
Trade Area	2.4	2.3

Source: Statistics Canada, census data collected using PCensus (which can be aggregated for user-defined areas).

4.5 Income

Figure 17 shows average income per capita data for the trade area, White Rock, and South Surrey. White Rock has a slightly lower average income per capita (\$35,000) than South Surrey (\$38,000). We take this into consideration when examining White Rock’s competitive advantages and disadvantages in the trade area, as retailers tend to prefer locations near higher income people.

Figure 17: 2006 Average Income per Capita



Source: Statistics Canada, census data collected using PCensus.

Figure 18 shows trends in average incomes of the employed population age 15 and over in White Rock and South Surrey. The average income of the employed population age 15 and over in White Rock grew by

¹² BC Stats only produces average household size data and projections for the trade area as a whole, so we looked at Statistics Canada average household size data for White Rock and South Surrey. The Statistics Canada data does not include forecasts and the most recent estimates are from the 2006 census.

about 1.6% per year from 2001 to 2006, although income growth in South Surrey was faster (4.3% per year over the same five year period).

Figure 18: Average Income of Employed Population 15 Years and Older

	2001	2006	2001-2006	
			Total Change	Avg. Annual Growth Rate
White Rock	\$37,427	\$40,578	\$3,151	1.6%
South Surrey	\$38,416	\$47,383	\$8,967	4.3%
Trade Area	\$38,161	\$45,697	\$7,536	3.7%

Source: Statistics Canada, census data collected using PCensus.

5.0 Residential Development Trends and Prospects

The amount and location of future residential growth in White Rock will influence the amount and location of future commercial floorspace growth in White Rock, so we looked at trends and prospects for residential development in the trade area and in White Rock.

5.1 Recent Residential Development Trends

Figure 19 summarizes historical housing starts in the trade area and in White Rock and South Surrey.

Total residential starts in the trade area ranged from about 480 to 1,440 units per year from 2000 to 2010, averaging about 940 units per year. In the trade area, on average about 380 units per year were single family homes (41% of the total housing starts), about 285 units per year were duplex/townhouse projects (30% of the total housing starts), and about 270 units per year were apartment units (29% of the total housing starts).

Trends for White Rock can be summarized as follows:

- White Rock accounted for 14% of the total housing starts in the trade area over the ten year period, or about 129 units per year on average.
- Most new residential development in White Rock over the past ten years (about 73%) has been apartment projects (high-rise and low-rise), averaging about 95 new apartment units per year.
- White Rock accounted for 8% of the single family housing starts in the trade area over the ten year period, 1% of the duplex/townhouse starts, and 35% of the apartment starts. This reflects that White Rock has a limited supply of land available for new single family development compared to South Surrey. We note that almost all of the single family housing starts in White Rock involved demolition and replacement of existing single family homes, so this is not net new growth.

Figure 19: Housing Starts in White Rock, South Surrey, and the Trade Area, 2000 to 2010

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2000-2010					
												Total Starts	Average Annual Amount	Share of Trade Area Total Starts	Share of Trade Area Total Single Family Starts	Share of Trade Area Total Duplex/Townhouse Starts	Share of Trade Area Total Apartment Starts
White Rock:																	
Single Family	23	18	50	59	51	50	22	7	8	17	8	313	31	3%	8%	n/a	n/a
Multi-family:																	
Duplex/townhouse	-	-	2	9	-	-	-	2	7	-	9	29	3	0%	n/a	1%	n/a
Apartments	28	-	60	64	108	100	63	301	52	98	77	951	95	10%	n/a	n/a	35%
Multi-family Total	28	-	62	73	108	100	63	303	59	98	86	980	98	10%	n/a	n/a	n/a
White Rock Total	51	18	112	132	159	150	85	310	67	115	94	1,293	129	14%	n/a	n/a	n/a
Surrey-South:																	
Single Family	284	254	334	533	411	194	223	344	233	246	448	3,504	350	37%	92%	n/a	n/a
Multi-family:																	
Duplex/townhouse	165	189	275	243	222	113	92	297	439	407	378	2,820	282	30%	n/a	99%	n/a
Apartments	-	31	67	172	128	27	120	491	625	12	76	1,749	175	19%	n/a	n/a	65%
Multi-family Total	165	220	342	415	350	140	212	788	1,064	419	454	4,569	457	49%	n/a	n/a	n/a
South Surrey Total	449	474	676	948	761	334	435	1,132	1,297	665	902	8,073	807	86%	n/a	n/a	n/a
Trade Area Total:																	
Single Family	307	272	384	592	462	244	245	351	241	263	456	3,817	382	41%	100%	n/a	n/a
Multi-family:																	
Duplex/townhouse	165	189	277	252	222	113	92	299	446	407	387	2,849	285	30%	n/a	100%	n/a
Apartments	28	31	127	236	236	127	183	792	677	110	153	2,700	270	29%	n/a	n/a	100%
Multi-family Total	193	220	404	488	458	240	275	1,091	1,123	517	540	5,549	555	59%	n/a	n/a	n/a
Trade Area Total	500	492	788	1,080	920	484	520	1,442	1,364	780	996	9,366	937	100%	n/a	n/a	n/a

Source: CMHC, housing starts data from "Housing Now-Vancouver and Abbotsford CMAs" publications.

5.2 Current Projects

5.2.1 Residential Projects Currently Marketing

Figure 20 lists the residential projects that are currently marketing or about to start marketing as of April 2011.¹³

In the trade area, a total of 41 residential projects are currently marketing or about to commence marketing. These projects contain a total of 4,065 units of which 2,525 units were still available for sale as of April 2011. Of the 2,525 units available for sale in the trade area, 13% are single family homes, 30% are duplex/townhouse units, and 57% are apartment units.

The data for White Rock shows that:

- There are 5 projects currently marketing in White Rock and 2 projects that anticipate commencing marketing soon. All of these projects are apartments, including two high-rise projects currently marketing (Avra and Miramar Village), one high-rise project about to commence marketing (Meriden at Miramar Village), one mid-rise project about to commence marketing (Sausalito), and three low-rise projects currently marketing (Regency Court Phase One, Regency Court Phase Two, and South Beach).
- The 7 projects have a combined total of 638 units, of which 107 units were still available for sale in projects currently marketing as of April 2011 and 222 units were not yet for sale.

The data clearly shows that developer interest in White Rock is in the apartment market.

¹³ Source: MPC Intelligence, The Trac online residential market data (www.thetrac.ca).

Figure 20: Residential Projects Currently Marketing in the Trade Area as of April 2011

Location	Project Name or Address	Status	Type	Developer	Total Number of Units in Project	Number of Units Sold as of April 2011	Number of Units Remaining as of April 2011	Size in Square Feet		Current Asking Price per sq. ft. as of April 2011
								Min	Max	
White Rock	Regency Court	Currently marketing	Low Rise	TMC Developments Inc	35	33	2	617	974	\$396
White Rock	Regency Court - Phase Two	Currently marketing	Low Rise	TMC Developments Inc	21	2	19	648	1047	\$404
White Rock	South Beach	Currently marketing	Low Rise	Forge Properties	27	24	3	631	1267	\$429
White Rock	Sausalito	Coming Soon	Mid Rise	n/a	19	0	19	-	-	-
White Rock	Avra	Currently marketing	High Rise	EPTA Properties/N.P.A.C. Holdings Inc	108	28	80	652	1228	\$560
White Rock	Miramar Village (Tower A and B)	Currently marketing	High Rise	Bosa Properties	225	222	3	497	2265	\$604
White Rock	Meridian at Miramar Village (Tower C and D)	Coming Soon	High Rise	Bosa Properties	203	0	203	-	-	-
South Surrey	Anderson Walk	Currently marketing	Single Family	EPTA Properties	51	15	36	1845	3551	231
South Surrey	Coast 49	Currently marketing	Single Family	Equitas	64	16	48	1694	2516	312
South Surrey	McNally Creek	Currently marketing	Single Family	Laurel Ridge Homes/Pavilion Homes Inc./Prime Pacific Construction	14	9	5	2177	4019	280
South Surrey	Summerfield	Currently marketing	Single Family	Cressey Development Corp	320	69	251	1367	3509	307
South Surrey	Blu	Currently marketing	Duplex	Phoenix Homes	64	2	62	2787	2996	216
South Surrey	Vinterra	Currently marketing	Duplex	Pacific Rim Property Developments	101	62	39	3040	3800	212
South Surrey	Wills Creek	Currently marketing	Duplex	Emaar Properties (Canada)	118	64	54	2158	4724	228
South Surrey	Azure	Currently marketing	Townhouse	Azure Developments Ltd	76	71	5	2651	2653	206
South Surrey	Belcroft	Currently marketing	Townhouse	Phoenix Homes	41	0	41	2526	2914	202
South Surrey	Enclave	Currently marketing	Townhouse	Citimark	129	105	24	1222	1814	255
South Surrey	Europa Court	Currently marketing	Townhouse	Pacific New Technologies	31	0	31	601	1239	356
South Surrey	Glenmore	Currently marketing	Townhouse	Intracorp	223	192	31	1125	1722	260
South Surrey	Highland Park	Currently marketing	Townhouse	Intracorp	265	181	84	1174	1872	273
South Surrey	Kallisto	Currently marketing	Townhouse	Lakewood Group Developments Ltd.	73	24	49	1336	2042	244
South Surrey	Keystone	Currently marketing	Townhouse	Forge Properties	42	1	41	1748	1786	260
South Surrey	The Greens	Currently marketing	Townhouse		88	6	82	2139	2491	234
South Surrey	Toccata	Currently marketing	Townhouse	Westchester Development Group Inc.	62	2	60	1214	1440	274
South Surrey	Arista	Coming Soon	Town Home	Hayer Homes Ltd.	65	0	65	-	-	-
South Surrey	Nuvo 2	Coming Soon	Town Home	Qualico Group/Porte Development Corp.	75	0	75	-	-	-
South Surrey	Headwaters Club	Currently marketing	Low Rise	Tree Group	149	33	116	639	1279	415
South Surrey	High Street	Currently marketing	Low Rise	Grosvenor	88	82	6	694	1361	425
South Surrey	Morgan Crossing - Apex	Currently marketing	Low Rise	Larco Investments Ltd.	36	20	16	719	1334	384
South Surrey	Morgan Crossing - Arc	Currently marketing	Low Rise	Larco Investments Ltd.	45	4	41	773	959	340
South Surrey	Morgan Crossing - Axis	Currently marketing	Low Rise	Larco Investments Ltd.	45	33	12	773	959	335
South Surrey	Morgan Crossing - Central	Currently marketing	Low Rise	Larco Investments Ltd.	33	31	2	634	1142	408
South Surrey	Morgan Crossing - Main	Currently marketing	Low Rise	Larco Investments Ltd.	59	22	37	719	1240	382
South Surrey	Morgan Crossing - Pivot	Currently marketing	Low Rise	Larco Investments Ltd.	24	20	4	634	1125	385
South Surrey	Morgan Crossing - Point and Focus	Currently marketing	Low Rise	Larco Investments Ltd.	116	76	40	719	1271	375
South Surrey	Park Place	Currently marketing	Low Rise	Goertzen Construction	24	23	1	777	1060	362
South Surrey	Watermark	Currently marketing	Low Rise		87	68	19	591	1042	395
South Surrey	Avera	Coming Soon	Low Rise	Boffo Developments Ltd	105	0	105	-	-	-
South Surrey	Edgewater	Coming Soon	Low Rise	Barber Creek Developments	201	0	201	-	-	-
South Surrey	Morgan Crossing - The Summit House	Coming Soon	Low Rise	Larco Investments Ltd.	99	0	99	-	-	-
South Surrey	The Village	Coming Soon	Low Rise	Grosvenor	414	0	414	-	-	-
TOTALS:										
	Single Family				449	109	340			
	Duplex/Townhouse				1453	710	743			
	Low-rise Apartment				1608	471	1137			
	Mid-rise Apartment				19	0	19			
	High-rise Apartment				536	250	286			
	Total				4065	1540	2525			

Source: Compiled by Coriolis Consulting using data from MPC Intelligence's The Trac online data. April 2011.

5.2.2 Multi-Family Projects in the Approvals Process

Figure 21 lists the multi-family residential and mixed-use projects that are currently in the approvals process in the trade area.

In the trade area, there are approximately 3,040 new multi-family residential units planned in projects that are currently in the approvals process. Based on recent multi-family housing starts (which averaged 560 units per year in the trade area over the past ten years), this represents about five years of supply.

In White Rock, there are 470 new multi-family units planned in projects in the approvals process (i.e. about 15% of the trade area total).

Figure 21: Residential Projects in the Approvals Process as of April 2011

Location	Application Type	Status	Address	Total Number of Proposed Residential Units	Description	Commercial Floor Area (Sq. Ft.)
White Rock	RZ/DP	Under construction	1347 Best St.	9	3 storey, 9 unit residential building.	-
White Rock	RZ/DP Amendment	BP application for Phase I in process. Foundation permit granted	1406/16/26 Johnston Rd. and 15241 Thrift Ave.	146	Mixed use development consisting of 146 residential units and 1,096m ² (11,800) of commercial space.	18,000
White Rock	RZ/DP	DP issued. BP application in process	1456 Johnston Rd. and 1477 George St.	112	Mixed use development consisting of 2 buildings; one consisting of 108 residential strata units and the other of 4 residential strata units over 4 commercial strata units.	n/a
White Rock	RZ/DP	RZ and DP applications in process; deferred at request of applicant	1466 Everall St.	6	3 storey, 6 unit residential townhouse building.	-
White Rock	OCP/RZ/DP	Final reading granted; DP issued; DP extended to May 3, 2011	14845/55/65/75/95 Thrift Ave., 1435/45 Everall St., and 14850/60/70 Goggs Ave.	80	4 storey, 80 unit residential development.	-
White Rock	DP	DP issued; no building permit applied for yet	14955 Victoria Ave.	19	6 storey commercial/residential development with 19 residential units and 74.7m ² (804ft ²) of commercial space.	804
White Rock	RZ/DP	Phase 1 – completed Phase 2 – under construction	15377, 15389 Roper Ave. & 1328 Merklin St.	21	Phase 1 – 4 storey, 35 unit residential building Phase 2 – 4 storey, 21 unit residential building.	-
White Rock	DP	DP issued Mar. 1, 2010. BP application in process	15449 & 15453 Marine Dr.	8	4 storey commercial/residential development with 8 residential units and 29.15m ² (313.78ft ²) of commercial space.	314
White Rock	DP	DP issued Sept 29, 2008. DP amended; extended to Sept. 29, 2011	15577/81/85 Marine Dr.	4	3 storey commercial/residential development with 4 residential units and 282.42m ² (3,040 ft ²) of commercial space.	3,040
White Rock	RZ/DVP	In process – deferred by Council pending infill redevelopment study	15609/23 Thrift Ave; and, 1426/36/44 Finlay St.	1	13 single family dwelling infill lots.	-
White Rock	RZ/DP	Final reading granted; DP issued Nov. 3, 2008. DP extended to Jan. /2012	15727/31/37/47 Marine Dr	18	3 storey, 18 unit residential development.	-
White Rock	RZ/DP	Final reading granted; DP issued; Under construction	1444/1456 Everall St.	9	9 unit Town House development with internal access road and common area to preserve existing mature trees.	-
White Rock	RZ/DP	RZ/DP application in process. RZ granted. DP issued	1325/33 Winter St 15133/41 Roper Ave	27	3 storey, 27 unit apartment building.	-
White Rock	RZ/DP	Rezoning and Development Permit Application in process	14968 Beachview Ave	3	3 unit Triplex.	-
White Rock	MJP	Major Development Permit Application in process	1148 Johnston Rd	5	4 storey, 5 unit apartment and 1 unit commercial with 10 underground parking.	n/a
South Surrey	RZ/DP	In Process	2827 156 St	104	To rezone from RA to CD based on RM-30 and develop 104 units (41 townhouse units and 63 condo units in a three to four storey building.	-
South Surrey	RZ/DP	In Process	16226 24 Ave	238	To develop a total of 238 townhouse units.	-
South Surrey	RZ/DP	3rd Reading	3303 152 St	445	Generalized Development Permit to establish the overall site plan, form and character, design guidelines and landscaping for this mixed commercial/residential project. (Rezone from RA to CD, based on RM-45, RM-30 and C-5) in order to permit a phased comprehensive development consisting of 420 apartments and 25 townhouse units).	n/a
South Surrey	RZ/DP	In Process	2482 163 St	80	To develop 80 townhouse units at approx. 19 upa.	-
South Surrey	RZ/DP	In Process	1881 152 St	130	Development Permit to allow the construction of a 1 storey commercial base with a 20 storey residential storey tower on top.	n/a
South Surrey	RZ/DP	Approved	3685 152 St	201	Development Permit for an apartment complex consisting of five, 3-storey buildings containing 201 residential units.	-
South Surrey	RZ/DP	In Process	2350 153 St	n/a	Development Permit for a four storey apartment building.	-
South Surrey	RZ/DP	Approved	16230 16 Ave	43	Development Permit for a 43-unit townhouse project.	-
South Surrey	RZ/DP	In Process	15370 20 Ave	104	Development Permit to allow development of two, 4 storey apartment buildings with a total of 104 units.	-
South Surrey	RZ/DP	In Process	15650 28 Ave	84	To permit the development of approximately 84 townhouse units.	-
South Surrey	RZ/DP	In Process	2687 158 St	77	Development Permit for 77 townhouse units.	-
South Surrey	RZ/DP	In Process	1881 152 St	112	To develop a 15 storey mixed use building. Ground level commercial on 152 St and 14 floors of residential with a total of 112 units.	n/a
South Surrey	RZ/DP	In Process	15572 32 Ave	106	To rezone from A-1 to CD (based on RM-30 and B) and develop 106 live and work units.	-
South Surrey	RZ/DP	3rd Reading	3333 King George Blvd	16	Development Permit to permit development of a 16-unit townhouse project.	-
South Surrey	RZ/DP	3rd Reading	2205 King George Blvd	7	Development Permit to permit development of 7 three-bedroom townhouse units arranged in 3 buildings.	-
South Surrey	RZ/DP	In Process	103 171 St	11	Development Permit to allow 11 fee-simple row-houses.	-
South Surrey	RZ/DP	3rd Reading	15321 16 Ave	204	Development Permit for the construction of an eight-storey mixed-use complex, comprising of a seniors retirement and independent living facility, office space limited to medical offices and limited retail space with a total floor area of 22,220 square feet.	22,220
South Surrey	RZ/DP	In Process	3087 160 St	31	To rezone from RA to CD (RM-15) in order to permit the development of approximately 31 townhouse units.	-
South Surrey	DP	3rd Reading	2960 156 St	37	Development Permit in order to permit the development of a 37 unit cluster housing project.	-
South Surrey	DP	In Process	2487 156 St	20	Development Permit in order to permit the development of a 20 unit townhouse project.	-
South Surrey	DP	In Process	2128 152 St	31	Development Permit in order to permit a 31 unit multi-family residential development.	-
South Surrey	DP	In Process	2955 156 St	65	Development Permit in order to permit the development of a 65-unit townhouse project.	-
South Surrey	DP	Approved	2627 160 St	41	Development Permit in order to permit the development of a 41 unit townhouse project.	-
South Surrey	DP	Approved	15908 32 Ave	64	Development Permit in order to permit the development of a 64 unit cluster housing project.	-
South Surrey	DP	Approved	3109 161 St	9	Development Permit in order to permit the development of 9 additional townhouse units and modifications to the existing site plan.	-
South Surrey	DP	Approved	15535 28 Ave	62	Development in order to permit the development of 62 townhouse units.	-
South Surrey	RZ/DP	In Process	15005 36 Ave	71	To Rezone from A-1 to CD in order to develop 71 cluster units.	-
South Surrey	RZ/DP	3rd Reading	15755 298 Ave	31	Rezone from RA to CD (based on Rm-15) in order to permit the development of a 31-unit cluster housing development.	-
South Surrey	RZ/DP	3rd Reading	15647 28 Ave	58	Rezone from RA to CD (based on RM-15) in order to permit the development of a 58-unit cluster housing development.	-
South Surrey	RZ	Approved	17480 4 Ave	88	Rezoning from RA to CD (based on RM-15) in order to permit the development of 88 townhouse units.	-
TOTAL				3038		44,378

Source: Compiled by Coriolis Consulting using data from the City of White Rock and the City of Surrey, April 2011. This list includes independent living seniors projects but not planned seniors care facilities.

5.3 Prospects for Residential Growth in White Rock

We examined two indicators of residential growth prospects for White Rock:

1. *Prospects based on recent development trends (see Row A in Figure 22 below).* Over the past ten years, residential housing starts have averaged 31 single family units per year, 3 duplex/townhouse units per year, and 95 apartment units per year. As previously noted, almost all of the single family housing starts in White Rock involved demolition and replacement of existing single family homes, so this is not net new growth. If recent trends continue, White Rock could see net new residential growth of about 100 new multi-family units per year (almost entirely apartment units). This forecast appears to be conservative, as it implies that new households only have an average household size of 1.3 (based on the low end of the population forecast).
2. *Prospects based on expected future population growth and anticipated average household size (see Row B in Figure 22 below).* White Rock’s population is expected to grow from about 19,300 people in 2010 to between 20,800 and 23,300 people by 2030. This translates into growth of about 1,500 to 4,000 people per year. At the current average household size in White Rock (1.9 as of 2006), this suggests growth of about 800 to 2,100 households over the 20 year period or an average of about 40 to 100 new households per year. However, the current average household size for multi-family units in White Rock is 1.5.¹⁴ Almost all of the population growth in White Rock will be accommodated in multi-family units, so if we apply an average household size of 1.5 to the forecast of population growth, this would result in growth of about 1,000 to 2,700 new households over the 20 year period or an average of about 50 to 130 new multi-family units per year (almost entirely apartment units).

Figure 22: Average Annual Residential Growth Prospects for White Rock, 2010 to 2030

	Single Family	Duplex/Townhouse	Apartment	Total # of Net New Units
A. Forecast based on recent development trends	no net new growth	3	95	98
B. Forecast based on expected population growth in White Rock and the historic split by type of development in White Rock	no net new growth	less than 5	45 to 125	50 to 130
Summary Forecast	no net new growth	less than 5	45 to 125	50 to 130

In summary, we anticipate that residential growth in White Rock will be almost entirely apartment units, averaging in the range of 45 to 125 apartment units per year and less than 5 duplex/townhouse units per year over the next twenty years.

¹⁴ City of White Rock, “Official Community Plan 2008, No. 1837.” Adopted September 2008, consolidated to February 2011. Page 13.

6.0 Retail and Service Trends and Prospects

This section provides an overview of historic and current trends in retail and service space in the trade area and in White Rock, and provides our forecast of retail and service floorspace growth potential for White Rock.

Throughout this section, we distinguish between two broad types of retail and service space:

- *Local/community-serving retail developments.* In suburban trade areas in Metro Vancouver, locally-oriented retail space is typically located along neighbourhood commercial streets and in small retail plazas or community-oriented shopping malls. Tenants typically include grocery stores and specialty food stores, pharmacies, restaurants and cafes, drycleaners, convenience stores, and hair salons.
- *Region-serving retail developments.* In suburban trade areas in Metro Vancouver, region-serving retail space is typically located in town centre areas and in concentrations of large format retail stores on major arterial roads. Tenants typically include clothing and department stores, home décor and building supply stores, pet supplies and supermarkets including large format stores that draw patrons from large sub-regional trade areas.

6.1 Existing Retail and Service Floorspace Inventory

6.1.1 Total Inventory

Figure 23 shows the retail and service floorspace inventory for the trade area by geographic location as of 1990, 2000, and 2010. The data is shown for White Rock and South Surrey, as well as the major commercial precincts within White Rock and South Surrey.

As of 2010, there is a total of 3,448,981 square feet of retail and service floorspace in the trade area, up from an inventory of about 1,847,163 as of 2000. This represents growth of about 1.6 million square feet of retail and service space over the most recent decade, which is significantly higher than in the previous decade (i.e. total growth was only 344,341 square feet between 1990 and 2000).

Key points about the retail and service floorspace inventory in White Rock are as follows:

- As of 2010, there is a total inventory of 601,627 square feet of retail and service floorspace in White Rock, which represents a 17% share of the trade area total.
- Retail and service floorspace growth in White Rock totaled 32,774 square feet between 2000 and 2010, which represents a 2% share of the total growth in the trade area. This was down from a 12% share of total trade area growth between 1990 and 2000 because of the surge in retail development in South Surrey that has occurred since 2000.
- About 53% of White Rock's retail and service floorspace inventory is located in the Upper Town Centre (i.e. 321,188 square feet of the total 601,627 square feet). The Lower Town Centre accounts for about 20% of the City's retail and service floorspace, the West Beach Area accounts for 16%, and the East Beach Area accounts for 8%.
- Since 2000, all of the retail and service floorspace growth in White Rock has occurred in the Upper Town Centre (57% share of growth), the East Beach Area (30%), and in other scattered locations

(13%). There has been no new retail and service floorspace in the Lower Town Centre or West Beach Area since 2000.

Figure 23: Retail and Service Floorspace Inventory

Retail and Service Floorspace	Inventory in Square Feet as of:			Total Growth in Square Feet			Share of Trade Area Growth		
	1990	2000	2010	Ten Years: 1990 to 2000	Ten Years: 2000 to 2010	Twenty Years: 1990 to 2010	Ten Years: 1990 to 2000	Ten Years: 2000 to 2010	Twenty Years: 1990 to 2010
White Rock:									
Upper Town Centre	302,402	302,402	321,188	-	18,786	18,786	0.0%	1.2%	1.0%
Lower Town Centre	99,961	120,536	120,536	20,575	-	20,575	6.0%	0.0%	1.1%
West Beach	79,555	97,085	97,085	17,530	-	17,530	5.1%	0.0%	0.9%
East Beach	34,581	36,736	46,471	2,155	9,735	11,890	0.6%	0.6%	0.6%
Other White Rock	12,094	12,094	16,347	-	4,253	4,253	0.0%	0.3%	0.2%
White Rock Total	528,593	568,853	601,627	40,260	32,774	73,034	11.7%	2.0%	3.8%
South Surrey:									
Semiahmoo and 152nd St Area	525,827	541,827	578,534	16,000	36,707	52,707	4.6%	2.3%	2.7%
Grandview Area	3,318	3,318	1,003,515	-	1,000,197	1,000,197	0.0%	62.4%	51.4%
Peninsula Village and Area	167,995	368,278	430,897	200,283	62,619	262,902	58.2%	3.9%	13.5%
Southpoint and Area	138,711	200,066	621,870	61,355	421,804	483,159	17.8%	26.3%	24.8%
Other South Surrey	138,378	164,821	212,538	26,443	47,717	74,160	7.7%	3.0%	3.8%
South Surrey Total	974,229	1,278,310	2,847,354	304,081	1,569,044	1,873,125	88.3%	98.0%	96.2%
Trade Area Total	1,502,822	1,847,163	3,448,981	344,341	1,601,818	1,946,159	100.0%	100.0%	100.0%

Source: Compiled by Coriolis Consulting using BC Assessment data. This inventory is for retail and service space in commercial locations in the trade area. It does not include retail and service space in industrial areas (e.g. cafes in Campbell Heights), at clubhouses (e.g. golf courses), or floorspace at hotels/bed and breakfast operations. We note that this inventory may slightly understate the amount of gross retail and service floorspace in the trade area because the BC Assessment data only includes net leasable area (not gross floorspace) for some properties (i.e. 282,821 of the total 3,448,981 square feet is net leasable rather than gross).

6.1.2 Split Between Locally-Oriented and Region-Serving Space

Using the floorspace inventory, we estimate that there is at least 1,660,000 square feet of region-serving retail and service floorspace in the trade area as of 2010 (see Figure 24). This space is all located in the portion of the Johnston Road/152nd Street town centre area that is in South Surrey and in concentrations of large format retail stores on major arterial roads in South Surrey (i.e. Grandview Corners, The Shops at Morgan Crossing, Peninsula Village, South Point Exchange). This estimate is likely conservative, because some of the restaurants in the waterfront commercial areas in White Rock attract visitors from outside the trade area.

Figure 24: Estimate of Regionally-Oriented Retail and Service Space

Address	Name	Floorspace (Square feet)	Notes:
2355 160th Street, Surrey	Walmart	309,160	Includes adjacent retail
1711 152 Street, Surrey	Semiahmoo Shopping Centre	252,229	Includes PriceSmart Foods
3165 King George Boulevard, Surrey	RONA Home Centre	30,000	
15355 24th Street, Surrey	Peninsula Village	165,140	Includes Safeway
3033 152 Street, Surrey	South Point Exchange	267,482	Includes Save-on-Foods
2525 160th Street, Surrey	Home Depot	94,934	
15715 Cryodon Drive, Surrey	Morgan Crossing	346,005	Includes Thrifty Foods
15760 Cryodon Drive, Surrey	Best Buy (Grandview Corners)	28,225	
2444 160 Street, Surrey	Grandview Corners	165,789	
Total		1,658,964	

Source: Compiled by Coriolis Consulting using BC Assessment data.

Using the estimate of region-serving space from Figure 24, Figure 25 shows the split between locally-oriented and region-serving space in the trade area.

Figure 25: Split between Locally-Oriented and Region-Serving Retail/Service Space in the Trade Area

	Locally-Oriented Retail/Service Space as of 2010 (in sq.ft.)	Region-Serving Retail/Service Space as of 2010 (in sq.ft.)	Total Retail/Service Space as of 2010 (in sq.ft.)
White Rock	601,627	0	601,627
South Surrey	1,188,390	1,658,964	2,847,354
Trade Area Total	1,790,017	1,658,964	3,448,981

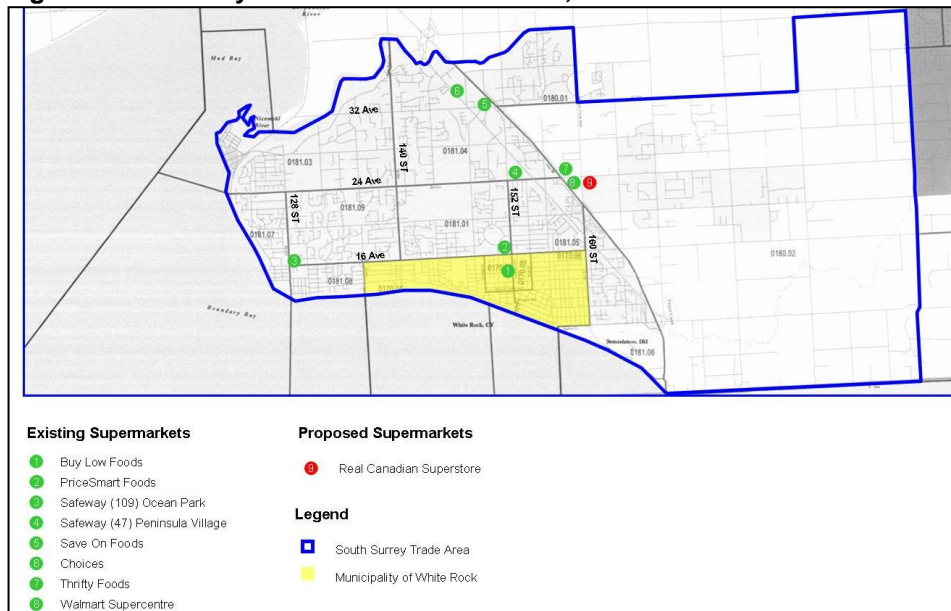
6.1.3 Share of Total Inventory that is Supermarket Space

Grocery stores tend to be anchor tenants in most neighbourhood commercial centres, acting as a strong draw for day-to-day convenience shopping trips that are often combined with other errands, so we look specifically at this segment of the retail/service market.

The trade area currently has 8 grocery stores with a combined total of about 310,000 square feet of floorspace.¹⁵ As shown in Figure 26, this includes 1 store in White Rock (Buy Low Foods) and 7 stores in South Surrey (two Safeways, PriceSmartFoods, Save On Foods, Choices, Thrifty Foods, and a grocery department in Wal-Mart).

In White Rock, the Buy Low Foods is the anchor tenant at Hillcrest Mall, which is the strip mall on the property that is slated for redevelopment as the second phase of Bosa’s Miramar Village project. The current lease for the Buy Low Foods expires in September 2011. Based on Council meeting minutes from September 2010, we understand that Bosa may be planning to include a grocery store in the second phase of its Miramar Village project but we understand that this is not yet certain.

Figure 26: Grocery Stores in the Trade Area, 2011



Source: Coriolis Consulting, based on fieldwork completed in February 2011.

¹⁵ This includes the following estimates for each store: Buy Low Foods (5000 sq.ft.), Ocean Park Safeway (34,000 sq.ft.), Peninsula Village Safeway (45,000 sq.ft.), PriceSmartFoods (55,500 sq.ft.), Save On Foods (45,000 sq.ft.), Choices (19,500 sq.ft.), Thrifty Foods (35,000 sq.ft.), grocery department in Wal-Mart (approximately 70,700 sq.ft.).

6.1.4 Existing Per Capita Ratio

Retail/service floorspace is directly correlated to the size of a trade area’s population. We can compare the trade area’s retail/service floorspace per capita to regional benchmarks to determine if the trade area appears to under or over supplied in terms of retail/service space. We also use per capita ratios to forecast future growth potential in the next section.

Figure 27 shows the existing retail/service floorspace per capita ratios for the trade area, White Rock and South Surrey by type of space (i.e. locally-oriented and region-serving).

Figure 27: Existing Retail & Service Floorspace Per Capita Ratios

	White Rock	South Surrey	Trade Area
2010 Population	19,278	66,735	86,013
2010 Retail & Service Floorspace Inventory (sq.ft.):			
Locally-oriented	601,627	1,188,390	1,790,017
Region-serving	0	1,658,964	1,658,964
Total	601,627	2,847,354	3,448,981
2010 Retail & Service Floorspace (sq.ft.) per capita:			
Locally-oriented	31	18	21
Region-serving	0	25	19
Total	31	43	40

Source: BC Stats (population data), BC Assessment Authority (floorspace inventory; compiled by Coriolis Consulting), Per Capita Ratios (calculated by Coriolis Consulting).

As a benchmark, we can compare the ratios in the trade area with typical per capita ratios in suburban trade areas in Metro Vancouver. On a per capita basis, there is an average of about 42 square feet of total retail and service space in Metro Vancouver outside the City of Vancouver (i.e. in suburban trade areas).¹⁶ This includes an average of 4 square feet per capita of grocery store space. This is made up of an average of 20.7 square feet per capita of locally-oriented retail/service space (including 2 square feet per capita of locally-oriented grocery store space) and an average of 21.1 square feet per capita of region-serving retail space (including 2 square feet per capita of region-serving grocery store space).

As shown in Figure 27 above, the trade area has a total ratio of 40 square feet of retail and service space per capita, which is on par with typical per capita ratios in suburban trade areas in Metro Vancouver. The trade area has about 21 square feet of locally-oriented retail and service space per capita and about 19 square feet of region-serving retail and service space per capita, which is also on par with regional averages. Therefore, the trade area appears to be at equilibrium (i.e. not currently under-served or over-served in terms of the amount of retail and service space).

White Rock has a total ratio of 31 square feet of retail and service space per capita, all of which is locally-oriented space. South Surrey has a total ratio of 43 square feet of retail and service space per capita, including 18 square feet per capita of locally-oriented space and 25 square feet per capita of region-serving

¹⁶ This ratio of 42 square feet per capita was calculated by dividing the total inventory of ground floor retail and service space by the total population in Metro Vancouver for areas outside the City of Vancouver. We exclude the City of Vancouver because it has more commercial floorspace per capita than other cities in Metro Vancouver because it captures much of the non-resident spending in the region. If we add the City of Vancouver into the analysis, the ratio would be 45 square feet of retail and service space per capita in the region. The ratios in the different trade areas in Metro Vancouver range from about 40 to 45 square feet per capita.

space. This indicates that White Rock's population is partly served by region-serving space located in South Surrey and that South Surrey's population is partly served by locally-oriented space in White Rock (likely mainly the waterfront restaurants).

While not shown in Figure 27 above, we can also calculate the grocery store space per capita in the trade area. The trade area currently has a per capita ratio of 3.6 square feet of grocery store space (i.e. 310,000 square feet of grocery store floorspace as noted in Section 6.1.3 above divided by the trade area population of 86,013). This is slightly below the regional benchmark of 4 square feet per capita, so the trade area as a whole appears to be under-served in terms of grocery store space. White Rock only has a ratio of 0.3 square feet of grocery store space per capita, so it is clearly under-served in terms of grocery store space.

6.2 Retail and Service Projects in the Approvals Process

Figure 28 lists the retail and service projects that are currently in the approvals process or that were recently approved in the trade area.

The amount of planned new retail and service space in the trade area includes:

- 63,433 square feet of new retail and service space as part of mixed use projects. Deducting out the existing amount of retail and service space to be demolished on the properties that are the subject of these applications yields planned net new retail and service space of 5,876 square feet in mixed use projects. This is all in White Rock.
- 193,062 square feet of new retail and service space in standalone commercial projects. These projects are all on vacant land or involve expansions to existing projects, so the planned 193,062 square feet is all net new retail and service space. This is all in South Surrey. We note that this includes a proposal for a new grocery store (Real Canadian Superstore) in Grandview Corners in South Surrey.

Figure 28: Retail/Service Projects in the Approvals Process in the Trade Area

Location	Application Type	Status	Address	Description	Planned Retail & Service Floorspace (Sq. Ft.)	Existing Retail & Service Space on the Property to be Demolished (Sq. Ft.)	Net New Planned Retail & Service Floorspace (Sq. Ft.)
MIXED USE PROJECTS:							
White Rock	RZ/DP	BP application for Phase I in process. Foundation permit granted	1406/16/26 Johnston Rd. and 15241 Thrift Ave.	Mixed use development consisting of 146 residential units and 1,096m ² (11,800) of commercial space. (Ava)	11,800	13,353	(1,553)
White Rock	RZ/DP	DP issued. BP application in process	1456 Johnston Rd. and 1477 George St.	Mixed use development consisting of 2 buildings; one consisting of 108 residential strata units and the other consisting of 4 residential strata units over 4 commercial strata units.	n/a	n/a	n/a
White Rock	DP	DP issued; no building permit applied for yet	14955 Victoria Ave.	6 storey commercial/residential development with 19 residential units and 74.7m ² (804ft ²) of commercial space.	804	0	804
White Rock	DP	DP issued Mar. 1, 2010. BP application in process	15449 & 15453 Marine Dr.	4 storey commercial/residential development with 8 residential units and 29.15m ² (313.78ft ²) of commercial space.	314	0	314
White Rock	DP	DP issued Sept 29, 2008. DP amended; extended to Sept. 29, 2011	15577/81/85 Marine Dr.	3 storey commercial/residential development with 4 residential units and 282.42m ² (3,040 ft ²) of commercial space.	3,040	624	2,416
White Rock	MJP	Major Development Permit Application in process	1148 Johnston Rd	4 storey, 5 unit apartment and 1 unit commercial with 10 underground parking.	n/a	n/a	n/a
White Rock	RD/DP	Approved	15177 Thrift Ave.	Mixed use development consisting of 2 buildings; one consisting of 116 residential strata units and the other consisting of 132 residential strata units over a 47,475 square foot retail podium (Meriden at Miramar Village).	47,475	43,580	3,895
South Surrey	RZ/DP	3rd Reading	3303 152 St	Generalized Development Permit to establish the overall site plan, form and character, design guidelines and landscaping for this mixed commercial/residential project. (Rezone from RA to CD, based on RM-45, RM-30 and C-5) in order to permit a phased comprehensive development consisting of 420 apartments and 25 townhouse units).	n/a	n/a	n/a
South Surrey	RZ/DP	In Process	1881 152 St	Development Permit to allow the construction of a 1 storey commercial base with a 20 storey residential storey tower on top.	n/a	n/a	n/a
South Surrey	RZ/DP	In Process	1881 152 St	To develop a 15 storey mixed use building. Ground level commercial on 152 St and 14 floors of residential with a total of 112 units.	n/a	n/a	n/a
RETAIL & SERVICE PROJECTS:							
South Surrey	RZ/DP	3rd Reading	1109 168 St	General Development Permit to establish the overall site plan, form and character, pedestrian connections, parking lot design, landscaping and buffering requirements for the proposed hotel, conference centre, and entertainment/gaming facility (casino).	n/a	n/a	n/a
South Surrey	DP	In Process	2332 160 St	Development permit for a 59 Sq. M. gas bar	635	0	635
South Surrey	DP	In Process	2332 160 St	Development permit to permit development of a 11,398 square meter building (122,692 Sq. Ft.). (Real Canadian Superstore).	122,687	0	122,687
South Surrey	RZ/DP	In Process	15829 24 Ave	Rezoning/Development permit to permit the development of a 343 Sq.M. convenience store with restaurant, 3 pump islands with gas canopy and drive-thru car wash.	3,692	0	3,692
South Surrey	DP	In Process	2466 King George Blvd	Development Permit in order to modify the design of the vehicle storage area for White Rock Honda.	n/a	n/a	n/a
South Surrey	DP	In Process	3050 King George Blvd	Development permit to permit 2,140 Sq. M. additions to the existing car dealership building.	23,035	0	23,035
South Surrey	RZ	In Process	12171 Sullivan St	Rezone from C-4 to CD in order to allow expansion of local commercial uses.	n/a	n/a	n/a
South Surrey	RZ	In Process	4947 192 St	Rezone from A-1 to CD to allow a golf driving range, mini golf and related uses on a portion of the site and retail garden nursery and agricultural uses in balance of site.	n/a	n/a	n/a
South Surrey	RZ	Recently Approved	2121 160 St	Development Permit to permit the development of 2 single storey retail commercial buildings with a combined retail floor area of 1,504 square metres (16,190 Sq.Ft.).	16,189	0	16,189
South Surrey	DP	Recently Approved	15850 24 Ave	Development Permit for the development of a 3-storey 3,489 Sq. M. (37,556 Sq. Ft. retail/professional building) ¹	12,519	0	12,519
South Surrey	DP	Recently Approved	2315 King George Blvd.	Development Permit to allow for the development of 3 commercial buildings (drive-through restaurant, a drive-through oil change and a tire retail/servicing store) with a combined floor area of 1,329 Sq. M. (14,300 Sq. Ft.)	14,305	0	14,305
South Surrey	DP	Recently Approved	17565 2 Ave	Development Permit in order to permit the future development of commercial retail uses, a hotel, and business park.	n/a	n/a	n/a
South Surrey	DP	Recently Approved	1711 152 St	Development Permit in order to permit the redevelopment of a portion of the Semiahmoo Mall for a new free-standing commercial building and addition to the main mall building.	n/a	n/a	n/a
Total planned retail/service space:							
White Rock:							
Retail/service space in mixed use projects					63,433	57,557	5,876
Retail/service space in standalone projects					-	-	-
Total in White Rock					63,433	57,557	5,876
South Surrey:							
Retail/service space in mixed use projects					-	-	-
Retail/service space in standalone projects					193,062	-	193,062
Total in South Surrey					193,062	-	193,062
Trade Area Total:							
Retail/service space in mixed use projects					63,433	57,557	5,876
Retail/service space in standalone projects					193,062	-	193,062
Total in Trade Area					256,495	57,557	198,938

Source: Compiled by Coriolis Consulting using data from the City of White Rock and the City of Surrey. April 2011.

Note 1: We have assumed that one third of this project is retail and service space.

6.3 Forecast of Retail and Service Growth Potential

To forecast the amount of retail and service growth potential in the trade area and in White Rock, we apply per capita ratios to forecasted population growth to determine the amount of supportable retail and service floorspace growth.

6.3.1 Total Potential Floorspace Growth in the Trade Area

Figure 29 shows the forecasts of retail and service floorspace growth potential for the trade area. We use a ratio of 40 square feet per capita of retail and service space in the trade area (i.e. the current ratio in the trade area, which is on par with the regional benchmark) and apply this ratio to our low and high population forecast.

Population growth in the trade area can support retail and service floorspace growth in the trade area on the order of 996,000 to 1,700,000 square feet over the next twenty years. This would bring the total retail and service floorspace inventory in the trade area from 3,448,981 square feet in 2010 to between about 4.4 and 5.1 million square feet by 2030, or an increase of about 30% to 50%. This would represent average annual floorspace growth of about 50,000 to 85,000 square feet per year, which is lower than trends over the past decade (i.e. annual retail and service floorspace growth in the trade area was about 160,000 square feet per year) but reflects that the trade area population reached a critical mass over the past decade and saw a rapid influx of retail development in a short time-frame but is now at equilibrium.

Projects already in the approvals process contain about 199,000 square feet of net new retail and service space. If these planned projects are approved and built, there is remaining future potential for on the order of 797,000 to 1,501,000 square feet of new retail and service space in the trade area over the next twenty years.

Figure 29: Total Retail and Service Growth Potential in the Trade Area

	Low	High
2010 to 2030 Trade Area Population Growth	24,900	42,500
Retail and Service Floorspace (sq.ft.) per Capita	40	40
Total Supportable Retail and Service Floorspace Growth in the Trade Area (sq.ft.)	996,000	1,700,000
Less Planned Net New Retail and Service Floorspace in Projects in the Approvals Process (sq.ft.)	199,000	199,000
Remaining Potential for New Retail and Service Floorspace Growth in the Trade Area (sq.ft.)	797,000	1,501,000

6.3.2 Split between Locally-Oriented and Region-Serving Space

Figure 30 shows the division of our forecast of total supportable retail and service floorspace growth in the trade area into locally-oriented and region-serving space. We use a ratio of 21 square feet per capita of locally-oriented retail and service space and 19 square feet per capita of region-serving retail and service space in the trade area (i.e. the current ratios in the trade area, which are on par with regional benchmarks). The forecasts can be summarized as followed:

- Locally-oriented retail and service space:* In the low scenario, a total of about 523,000 square feet of new locally-oriented retail and service space can be supported by population growth over the next twenty years. The high scenario suggests that this could be up to 893,000 square feet of new locally-serving retail and service space. Projects currently in the approvals process contain about 76,000 square feet of locally-oriented retail and service space. If these planned projects are approved and

built, there is remaining future potential for on the order of 446,000 to 816,000 square feet of new locally-oriented retail and service space in the trade area over the next twenty years.

- *Region-serving retail and service space:* In the low scenario, a total of about 473,000 square feet of new region-serving retail and service space can be supported by population growth over the next twenty years. The high scenario suggests that this could be up to 807,000 square feet of new region-serving retail and service space. There is one planned project currently in the approvals process that can be considered region-serving (i.e. the planned new Superstore in Grandview Corners). If this project is approved and built, there is remaining future potential for on the order of 350,000 to 685,000 square feet of new region-serving retail and service space in the trade area over the next twenty years.

Figure 30: Supportable Locally-Oriented and Region-Serving Retail and Service Floorspace Growth in the Trade Area, 2010-2030

	Low	High
Total Supportable Retail and Service Floorspace Growth in the Trade Area (sq.ft.)	996,000	1,700,000
Share that is locally-oriented:		
Total supportable locally-oriented retail and service space (21 of the 40 sq.ft. per capita) (sq.ft.)	522,900	892,500
Less planned net new locally-oriented retail and service space (sq.ft.)	76,300	76,300
Remaining potential for new locally-oriented retail and service space in the trade area (sq.ft.)	446,600	816,200
Share that is region-serving:		
Total supportable region-serving retail and service space (19 of the 40 sq.ft. per capita) (sq.ft.)	473,100	807,500
Less planned net new region-serving retail and service space (sq.ft.)	122,700	122,700
Remaining potential for new region-serving retail and service space in the trade area (sq.ft.)	350,400	684,800

6.3.3 Supermarket Space Potential

As noted in Section 6.1.4 above, the trade area is currently under-served in terms of supermarket space. Therefore, to forecast the potential for growth in the amount of supermarket space in the trade area, we look at the amount of space that the current and future population can support (not just the space that population growth can support).

As of 2010, the trade area has a population of 86,000 people. At 4 square feet per capita, the trade area’s existing population supports approximately 344,000 square feet of supermarket space, but there is only 310,000 square feet of supermarket space at present.

As of 2030, the trade area is projected to have a population in the range of 110,900 and 128,500 people. At 4 square feet per capita, the trade area’s future population could support approximately 444,000 to 514,000 square feet of supermarket space.

The trade area could see the following changes in the grocery store market in the foreseeable future:

- The 5,000 square foot Buy Low Foods in White Rock is located on a redevelopment site and its lease expires in September 2011. It is not known whether this store will relocate within the trade area or simply close this location. The second phase of the Bosa Properties redevelopment project on this site appears to be planned to include a grocery store, but we understand that this is not yet certain.
- There is a development permit application in process for a new Real Canadian Superstore at Grandview Corners in South Surrey. This store is planned to be about 122,700 and about half of this space could be occupied by the grocery component (say 60,000 square feet).

If Buy Low Foods relocates within the trade area and if the new Superstore proceeds, there could be room for an additional 74,000 to 144,000 square feet of new grocery store space in the trade area by 2030 (i.e. 444,000 to 514,000 less the existing inventory of 310,000 square feet and less approximately 60,000 square feet in the Superstore proposal).

The number of stores that this growth potential translates into will depend on the size of the new stores. Most of the existing grocery stores in the trade area are in the range of 20,000 to 55,000 square feet, so the total potential for 74,000 to 144,000 square feet of new grocery store space over the next twenty years could result in say 2 to 5 new grocery stores in the trade area.

6.3.4 Prospects for White Rock

White Rock’s population is projected to grow by between 1,500 and 4,000 people from 2010 to 2030.

Due to land supply constraints and the location of other large format, region-serving commercial floorspace in the trade area, we do not expect White Rock to capture any of the region-serving floorspace that its population growth supports (i.e. at a per capita ratio of 19 square feet of region-serving space, White Rock’s population growth will support an additional 28,500 to 76,000 square feet of region-serving floorspace growth over the next twenty years, but it is likely that this space will all locate in South Surrey).

The main commercial growth prospect for White Rock is the portion of supportable retail and service floorspace growth that is locally-oriented. To forecast White Rock’s growth potential, we use a range of 21 to 31 square feet per capita of locally-oriented retail and service floorspace growth (i.e. the low end is the current trade area ratio which is on par with typical per capita ratios in suburban trade areas and the high end is the existing per capita ratio in White Rock). As shown in Figure 31, applying this range to White Rock’s forecasted population growth suggests that White Rock’s population growth could support in the range of 31,500 to 124,000 square feet of new locally-oriented retail and service space over the next twenty years. Mixed use projects in the approvals process in White Rock already include approximately 5,876 square feet of net new retail and service space. If these projects are approved and built, there will be remaining potential for on the order of 25,600 to 118,100 square feet of new locally-oriented retail and service space in White Rock over the next twenty years.

Figure 31: Potential for Locally-Oriented Retail/Service Floorspace Growth in White Rock, 2010-2030

	Low		High	
	1,500	1,500	4,000	4,000
2010 to 2030 Population Growth - White Rock				
Locally-oriented retail and service floorspace (sq.ft.) per capita	21	31	21	31
Total supportable locally-oriented retail and service floorspace growth in White Rock (sq.ft.)	31,500	46,500	84,000	124,000
Less planned net new locally-oriented retail and service space in White Rock (sq.ft.)	5,876	5,876	5,876	5,876
Remaining potential for new locally-oriented retail and service space in White Rock (sq.ft.)	25,600	40,600	78,100	118,100

We also looked at the potential for supermarket space in White Rock. As of 2010, White Rock had a population of 19,278 people. At 2 square feet per capita (locally-serving supermarket space), White Rock’s existing population supports approximately 38,500 square feet of supermarket space. There is currently only one grocery store in White Rock, which is very small (i.e. the Buy Low Foods which is about 5,000 square feet). Almost all of White Rock’s locally-serving grocery store potential is currently being met by stores located in South Surrey.

As of 2030, White Rock is projected to have a population in the range of 20,800 and 23,300 people. At 2 square feet per capita, the White Rock’s future population could support approximately 41,000 to 47,000

square feet of supermarket space. The number of stores that could accommodate this space will depend on the store size, but could include 1 large store or 2 or 3 smaller to medium-sized stores.

6.4 Summary of Findings for White Rock

1. White Rock has a total inventory of 601,627 square feet as of 2010. This accounts for 17% of the total inventory of retail and service floorspace in the trade area.
2. White Rock only captured 2% of retail and service floorspace growth in the trade area over the past decade, down from a share of 12% between 1990 and 2000, due to the surge in commercial development in South Surrey in recent years.
3. Within White Rock, the Town Centre areas combined contain 73% of the City's inventory of retail and service space. The West Beach Area accounts for 16%, the East Beach Area accounts for 8%, and the balance (3%) is in scattered locations. Only the Upper Town Centre, East Beach Area, and scattered locations grew in terms of retail and service floorspace between 2000 and 2010.
4. The main commercial growth prospect for White Rock is the portion of supportable retail and service floorspace growth that is locally-serving. Our forecasts suggest that White Rock's population growth could support in the range of 31,500 to 124,000 square feet of new locally-oriented retail and service space. Mixed use projects currently in the approvals process in White Rock contain about 5,876 square feet of net new locally-oriented retail and service space. If these planned projects are approved and built, there is remaining future potential for on the order of 25,600 to 118,100 square feet of new locally-oriented retail and service space in the trade area over the next twenty years.
5. White Rock currently only has one grocery store, and this store is on a site that is slated for redevelopment. White Rock's existing population supports about 38,500 square feet of grocery store space and, as of 2030, it could support up to 47,000 square feet of grocery store space. White Rock should focus on retaining and attracting one or more grocery stores to its Town Centre.

8.0 Office Trends and Prospects

This section provides an overview of historic and current trends in office space in the trade area and in White Rock, and provides our forecast of office floorspace growth potential for White Rock.

As with the retail/service space, there are two main types of office space:

- *Local/community-serving office space.* In suburban trade areas in Metro Vancouver, locally-oriented office space is typically located along neighbourhood commercial streets and in small retail plazas or community-oriented shopping malls. Tenants typically include medical, realty, insurance, and local government offices.
- *Region-serving office space.* In suburban trade areas in Metro Vancouver, region-serving office space is typically located in town centre areas and in business parks. Tenants typically include businesses with a regional (or broader) orientation.

8.1 Existing Office Floorspace Inventory

8.1.1 Total Inventory

Figure 32 shows the office floorspace inventory for the trade area by geographic location as of 1990, 2000, and 2010. The data is shown for White Rock and South Surrey, as well as the major commercial precincts within White Rock and South Surrey.

As of 2010, there is a total of 839,961 square feet of office floorspace in the trade area, up from an inventory of about 530,508 as of 2000. This represents growth of about 309,000 square feet of office space over the most recent decade, which is higher than in the previous decade (i.e. total growth was only 78,000 square feet between 1990 and 2000).

Key points about the office floorspace inventory in White Rock are as follows:

- As of 2010, there is a total inventory of 163,384 square feet of office floorspace in White Rock, which represents a 19% share of the trade area total.
- Office floorspace growth in White Rock totaled 7,592 square feet between 2000 and 2010, which represents a 2.5% share of the total growth in the trade area. This was down from a 16% share of total trade area growth between 1990 and 2000 because of the surge in commercial development in South Surrey that has occurred since 2000.
- About 56% of White Rock's office floorspace inventory is located in the Upper Town Centre (i.e. 91,165 square feet of the total 163,384 square feet). The Lower Town Centre accounts for about 19% of the City's office floorspace, the West Beach Area accounts for 20%, and the East Beach Area accounts for 4%.
- Since 2000, all of the office floorspace development has occurred in the Upper City Centre.

Figure 32: Office Floorspace Inventory

Office Floorspace	Inventory in Square Feet as of:			Total Growth in Square Feet			Share of Trade Area Growth		
	1990	2000	2010	Ten Years: 1990 to 2000	Ten Years: 2000 to 2010	Twenty Years: 1990 to 2010	Ten Years: 1990 to 2000	Ten Years: 2000 to 2010	Twenty Years: 1990 to 2010
White Rock:									
Upper City Centre	72,341	83,573	91,165	11,232	7,592	18,824	14.4%	2.5%	4.9%
Lower City Centre	29,840	31,148	31,148	1,308	-	1,308	1.7%	0.0%	0.3%
West Beach	33,891	33,891	33,891	-	-	-	0.0%	0.0%	0.0%
East Beach	7,180	7,180	7,180	-	-	-	0.0%	0.0%	0.0%
Other White Rock	-	-	-	-	-	-	0.0%	0.0%	0.0%
White Rock Total	143,252	155,792	163,384	12,540	7,592	20,132	16.1%	2.5%	5.2%
South Surrey:									
Semiahmoo and 152nd St Area	140,678	167,179	227,257	26,501	60,078	86,579	34.0%	19.4%	22.3%
Grandview Area	-	-	132,270	-	132,270	132,270	0.0%	42.7%	34.1%
Peninsula Village and Area	31,357	52,095	78,789	20,738	26,694	47,432	26.6%	8.6%	12.2%
Southpoint and Area	44,470	50,267	50,267	5,797	-	5,797	7.4%	0.0%	1.5%
Other South Surrey	92,751	105,175	187,994	12,424	82,819	95,243	15.9%	26.8%	24.6%
South Surrey Total	309,256	374,716	676,577	65,460	301,861	367,321	83.9%	97.5%	94.8%
Trade Area Total	452,508	530,508	839,961	78,000	309,453	387,453	100.0%	100.0%	100.0%

Source: Compiled by Coriolis Consulting using BC Assessment data. This inventory is for office space in commercial locations in the trade area. It does not include office space associated with storage & warehousing uses or civic uses (e.g. it excludes office space at City Hall).

8.1.2 Existing Per Capita Ratio

As with retail/service space, office floorspace is directly correlated to the size of a trade area’s population. We can compare the trade area’s office floorspace per capita to regional benchmarks to determine if the trade area appears to under or over supplied in terms of office space. We also use per capita ratios to forecast future office growth potential in the next section.

As a benchmark, outside of Downtown Vancouver, there is an average of 22 square feet of office space per capita in Metro Vancouver.¹⁷ This ratio varies widely across the major trade areas, from a low of about 8 square feet per capita in the North East Sector and Pitt Meadows/Maple Ridge to a high of about 38 square feet per capita in Richmond. Suburban trade areas with office space per capita ratios at the low end of this range (such as the White Rock/South Surrey trade area, as described in more detail below) tend to only have office space serving the immediate local needs of the population. The amount of office space beyond about 8 to 10 square feet per capita in any community reflects the degree to which that community is a regional office location.

As shown in Figure 33, the trade area has a ratio of 10 square feet of office space per capita, which is on par with the typical range of 8 to 10 square feet that we would expect for a suburban trade area that does not contain any significant amounts of regionally-oriented office users (i.e. a trade area dominated by office tenants that mainly serve the local trade area population).

White Rock has a slightly lower office floorspace per capita ratio (8 square feet of office space per capita) than South Surrey (10 square feet of office space per capita).

¹⁷ This ratio of 22 square feet per capita was calculated by dividing the total inventory of office space by the total population in Metro Vancouver for areas outside the City of Vancouver. We exclude the City of Vancouver because it has more commercial floorspace per capita than other cities in Metro Vancouver because it captures much of the non-resident spending in the region.

Figure 33: Existing Office Floorspace Per Capita Ratios

	White Rock	South Surrey	Trade Area
Population	19,278	66,735	86,013
Office Inventory (sq.ft.)	163,384	676,577	839,961
Office per capita ratio	8	10	10

Source: BC Stats (population data), BC Assessment Authority (floorspace inventory; compiled by Coriolis Consulting), Per Capita Ratios (calculated by Coriolis Consulting).

8.2 Office Projects in the Approvals Process

Figure 34 lists the office projects that are currently in the approvals process or that were recently approved in the trade area.

The amount of planned new office space in the trade area includes:

- 47,257 square feet of new office space as part of mixed use projects. Deducting out the existing amount of office space to be demolished on the properties that are the subject of these applications yields planned net new office space of 30,812 square feet in mixed use projects.
- 232,428 square feet of new office space in standalone commercial projects. These projects are all on vacant land, so the planned 232,428 square feet is all net new office space. Details about the tenant rosters for these planned projects is not available, but based on the location, format, and size of the projects, it is possible that a portion of this space (at most 170,000 square feet) could be suited to region-serving tenants.

All of the planned new office space in the trade area is in South Surrey.

Figure 34: Office Projects in the Approvals Process in the Trade Area

Location	Application Type	Status	Address	Description	Planned Office Floorspace (Sq. Ft.)	Existing Office Space on the Property to be Demolished (Sq. Ft.)	Net New Planned Office Floorspace (Sq. Ft.)
MIXED USE PROJECTS:							
South Surrey	RZ/DP	3rd Reading	15321 16 Ave	Development Permit for the construction of an eight-storey mixed-use complex, comprising of a seniors retirement and independent living facility, office space limited to medical offices and limited retail space with a total floor area of 22,220 square feet.	22,220	16,445	5,775
South Surrey	DP	Recently Approved	15850 24 Ave	Development Permit for the development of a 3-storey 3,489 Sq. M. (37,556 Sq. Ft. retail/professional building) ¹	25,037	0	25,037
OFFICE PROJECTS:							
Projects that appear to be locally-oriented space:							
South Surrey	RZ/DP	In Process	3264 152 St	Development permit to construct a 3-storey commercial office building of approx. 2,036 Sq. M.	21,915	-	21,915
South Surrey	DP	In Process	2121 160 Street	Development Permit for a 3 store office building and a single storey commercial building totalling 3,718 Sq. M.	40,020	-	40,020
South Surrey	DP	In Process	19056 27 Ave	Development Permit to permit a single storey tilt-up concrete commercial building.	n/a	n/a	n/a
Projects that may be region-serving space:							
South Surrey	RZ/DP	In Process	2594 Croydon Dr	To permit the development of a three storey office building (2,985 Sq. M.)	32,050	-	32,050
South Surrey	DP	In Process	2638 Croydon Dr	Development permit for Phase 1 to permit 7,164 Sq.M. of office in a 4 storey building.	77,110	-	77,110
South Surrey	DP	In Process	19092 26 Ave	To develop an office/warehouse building totalling 2,892 Sq. M.	31,129	-	31,129
South Surrey	DP	Recently Approved	15292 Croydon Drive	Development Permit to permit the development of a 2,806 Sq. M. (30,201 Sq. Ft.) 3-storey office/warehouse building.	30,204	-	30,204
Total planned office space:							
Office space in mixed use projects					47,257	16,445	30,812
Office space in standalone projects:							
Share that appears to be locally-oriented					61,936	-	61,936
Share that may be region-serving					170,492	-	170,492
Total planned office space					279,685	16,445	263,240

Source: Compiled by Coriolis Consulting using data from the City of White Rock and the City of Surrey. April 2011.

Note 1: We have assumed that two thirds of this project is office space.

8.3 Forecast of Office Growth Potential

To forecast the amount of office growth potential in the trade area, we apply per capita ratios to the forecast of population growth. At present, the trade area does not have any significant region-serving office tenants. It is possible that the trade area may develop one or two nodes of region-serving office space (e.g. at Grandview Corners), but we do not anticipate that White Rock would capture any region-serving office space. Therefore, we focus our forecasts of office growth potential on locally-oriented office space.

8.3.1 Total Potential Floorspace Growth in the Trade Area

Figure 35 shows our forecasts of locally-oriented office space growth potential in the trade area. We use a ratio of 10 square feet per capita of locally-serving office space in the trade area (i.e. the current ratio in the trade area, which is on par with the regional benchmark) and apply this ratio to our low and high population forecast.

Population growth in the trade area can support locally-serving office floorspace growth in the trade area on the order of 249,000 to 425,000 square feet over the next twenty years. This would bring the total office floorspace inventory in the trade area from 839,961 square feet in 2010 to between about 1.1 and 1.3 million square feet by 2030, or an increase of about 30% to 50%. This would represent average annual floorspace growth of about 12,000 to 22,000 square feet per year, which is lower than trends over the past decade (i.e. annual office floorspace growth in the trade area was about 30,000 square feet per year).

Deducting out planned net new locally-oriented space that is part of projects that are already in the approvals process (i.e. in the range of 62,000 to 280,000 square feet, depending on the tenant roster for the planned new cluster of office buildings in Grandview Corners) leaves potential for at most 363,000 square feet of new locally-oriented office space in the trade area over the next twenty years.

Figure 35: Total Locally-Oriented Office Growth Potential in the Trade Area

	Low		High	
2010 to 2030 Trade Area Population Growth	24,900	24,900	42,500	42,500
Locally-oriented office floorspace (sq.ft.) per capita	10	10	10	10
Total supportable locally-oriented office floorspace growth potential (sq.ft.)	249,000	249,000	425,000	425,000
Less planned net new locally-oriented office space in the trade area (sq.ft.)	62,000	280,000	62,000	280,000
Remaining potential for new locally-oriented office space in the trade area (sq.ft.)	187,000	-31,000	363,000	145,000

8.3.2 Prospects for White Rock

White Rock’s population is projected to grow by between 1,500 and 4,000 people from 2010 to 2030. As shown in Figure 36, at 8 to 10 square feet per capita (the low end of the range is White Rock’s existing office space per capita ratio and the high end is the trade area’s overall ratio), this supports 12,000 to 40,000 square feet of office floorspace growth. There is no new office space planned in the projects in the approvals process in White Rock so the entire 12,000 to 40,000 square feet is potential new growth.

Figure 36: Potential for Locally-Oriented Office Floorspace Growth in White Rock, 2010-2030

	Low		High	
2010 to 2030 Population Growth - White Rock	1,500	1,500	4,000	4,000
Locally-oriented office floorspace (sq.ft.) per capita	8	10	8	10
Total supportable locally-oriented office floorspace growth in White Rock (sq.ft.)	12,000	15,000	32,000	40,000
Less planned net new locally-oriented office space in White Rock (sq.ft.)	0	0	0	0
Remaining potential for new locally-oriented office space in White Rock (sq.ft.)	12,000	15,000	32,000	40,000

8.4 Summary of Findings for White Rock

1. White Rock has a total office inventory of 163,384 square feet as of 2010. This accounts for 19% of the total inventory of office floorspace in the trade area.
2. White Rock only captured 2.5% of office floorspace growth in the trade area over the past decade, down from a share of 16% between 1990 and 2000, due to the surge in commercial development in South Surrey in recent years.
3. Within White Rock, the Town Centre areas contain 75% of the City's inventory of office space (56% in the Upper Town Centre and 19% in the Lower Town Centre). The West Beach Area accounts for 20% and the East Beach Area accounts for 4%. Since 2000, all of the office floorspace development has occurred in the Upper City Centre.
4. Our forecasts suggest that White Rock's population growth could support in the range of 12,000 to 40,000 square feet of new locally-oriented office space over the next twenty years. There is no new office space planned in the projects in the approvals process in White Rock so the entire 12,000 to 40,000 square feet is potential new growth.

9.0 Overnight Accommodation Trends and Prospects

9.1 Current Situation

White Rock is a visitor destination and tourists help support commercial floorspace growth, so we looked at the overnight accommodation market in White Rock and in South Surrey.

Figure 37 shows the hotels and motels in White Rock and South Surrey based on the floorspace inventory data from BC Assessment Authority and a review of listings on the Tourism BC and Bed & Breakfast Canada websites. White Rock has two hotels: Ocean Promenade Hotel and Ocean Beach Hotel, both of which are on Marine Drive and the waterfront. White Rock also has a large inventory of bed and breakfast operations.

Figure 37: Overnight Accommodation in the Trade Area

Name	Address	Municipality	Accommodation Type	# of Units	Floorspace (sq.ft.)
Ocean Promenade Hotel	15611 Marine Dr	White Rock	Hotel (strata)	51	38,618
Ocean Beach Hotel	14995 Marine Dr	White Rock	Hotel	30	11,550
Breakaway Motel	2160 King George Blvd	South Surrey	Motel	24	3,752
Best Western Peace Arch Inn	2293 King George Hwy	South Surrey	Hotel	42	22,210
Pacific Inn	1160 King George Highway	South Surrey	Hotel	150	90,000
Cedar Lane Motel	926-160 Street	South Surrey	Motel	14	6,650
Seacrest Motel and RV Park	864 Stayte Road	South Surrey	Motel and RV Park	n/a	n/a
Total Hotels/Motels				311	172,780
Bed & Breakfasts:					
Beachside Sausalito B&B-Guest Suites	1186 Oxford St	White Rock	Guest Suites	3	n/a
Bellevue House B&B	14635 Bellevue Cres	White Rock	Bed & Breakfast Home	2	n/a
Cozy Beach B&B	833 Parker St	White Rock	Bed & Breakfast Home	2	n/a
High Street B&B	1287 High St	White Rock	Bed & Breakfast Home	1	n/a
Ocean Rose B&B	14466 Sunset Dr	White Rock	Bed & Breakfast Home	1	n/a
Sand & Sea B&B-Guest Suites	15671 Columbia Ave	White Rock	Bed & Breakfast Home	3	n/a
Seaside Memories B&B Guest Suites	14647 Marine Dr	White Rock	Bed & Breakfast Home	2	n/a
Sunset Harbour B&B	1353 Everall St	White Rock	Bed & Breakfast Home	3	n/a
The Parklander	16311 8th Ave	White Rock	Bed & Breakfast Home	36	n/a
Abbey Lane B&B	14778 Thrift Ave	White Rock	Bed & Breakfast Home	n/a	n/a
Casamea Suite B&B	15490 Cliff Ave	White Rock	Bed & Breakfast Home	1	n/a
Dancing Firs B&B	13894 Terry Rd	White Rock	Bed & Breakfast Home	3	n/a
Four Winds Hill B&B	14480 Malabar Crescent	White Rock	Bed & Breakfast Home	2	n/a
Haven Garden Studio B&B	1381 Everall St	White Rock	Bed & Breakfast Home	1	n/a
Malabar Guest Suite	13960 Malabar Ave	White Rock	Bed & Breakfast Home	1	n/a
Accessible B&B	1282 Duprez st	White Rock	Bed & Breakfast Home	2	n/a
Duck's Inn	15324 Columbia Avenue	White Rock	Bed & Breakfast Home	1	n/a
Ocean Wind B&B	1445 Vidal Street	White Rock	Bed & Breakfast Home	3	n/a
Kent Manor	835 Kent Street	White Rock	Bed & Breakfast Home	2	n/a
Devine Awakanings	15089 Buena Vista Avenue	White Rock	Bed & Breakfast Home	1	n/a
Peir View B&B	14884 Hardie Avenue	White Rock	Bed & Breakfast Home	1	n/a
Star of the Sea B&B	1107 Fir Street	White Rock	Bed & Breakfast Home	1	n/a
Knollsea B&B	13245 Marine Drive	White Rock	Bed & Breakfast Home		n/a
Beachcomber B&B	14336 Marine Drive	White Rock	Bed & Breakfast Home	n/a	n/a
Ocean View	Seymour Avenue	White Rock	Bed & Breakfast Home	n/a	n/a
Beachside Sausalito B&B-Guest Suites	1185 Oxford St	White Rock	Bed & Breakfast Inn	2	n/a
Christine's B&B	15093 Buena Vista Ave	South Surrey	Bed & Breakfast Home	4	n/a
Donna's B&B	14214 20th Ave	South Surrey	Bed & Breakfast Home	1	n/a
Peggy's B&B	12827 13th Ave	South Surrey	Bed & Breakfast Home	4	n/a
Stone Cottage Garden	17490 26th Avenue	South Surrey	Bed & Breakfast Home	n/a	n/a
Subtotal - Bed & Breakfasts				83	n/a

Source: Compiled by Coriolis Consulting using BC Assessment Authority floorspace data and the Tourism BC and Bed&Breakfast Canada websites.

9.2 Prospects for White Rock

White Rock is not located on a major highway, so it is not likely to see much demand for new hotel/motel development in the foreseeable future. There will likely be continued opportunities for expansions in the bed and breakfast market in White Rock.

10.0 Business Gap Analysis

To determine if there are any gaps in the business roster in White Rock that the City and the BIA could try to recruit businesses to fill, we inventoried and analyzed the existing businesses in White Rock and South Surrey. We also compared the roster of large format retailers with a location in the trade area to the typical list of large format retailers that are present in large suburban trade areas.

10.1 Existing Business Roster

Based on fieldwork completed in February 2011, Figure 38a shows the business roster by category for White Rock, South Surrey, and the trade area as a whole and Figure 38b illustrates the share of businesses by category in the trade area. The data shows that:

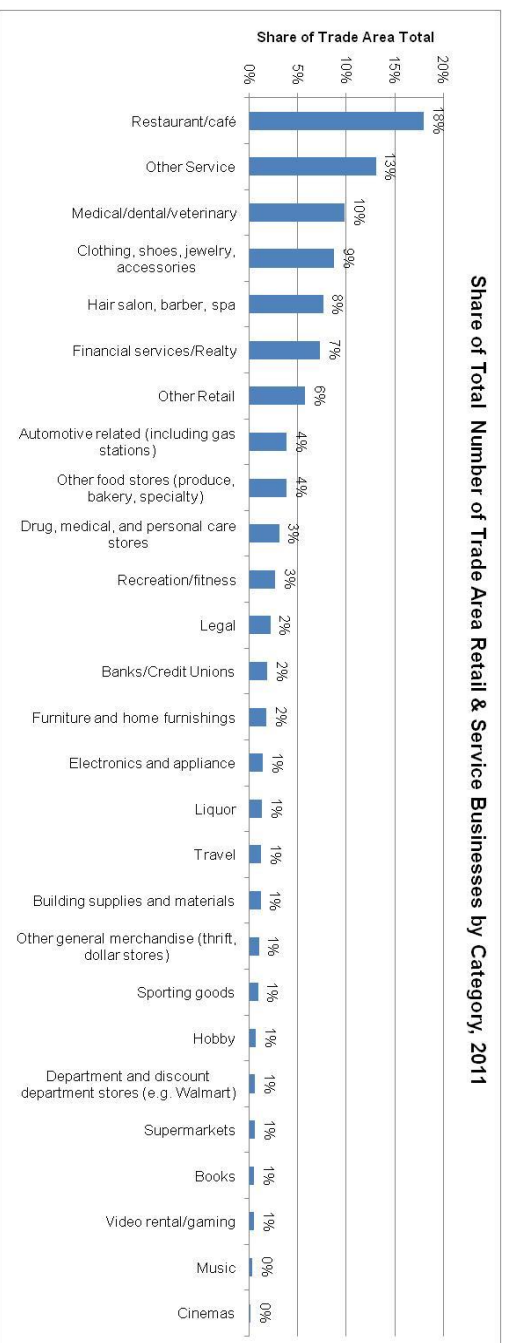
- The trade area has a total of approximately 1200 businesses. About 34% (408) of the trade area’s retail and service businesses are in White Rock.
- Restaurants/cafes in White Rock account for 8% of the trade area’s total business inventory, miscellaneous services in White Rock (e.g. architects, shoe repair, dry-cleaning/laundromat service, postal/shipping service, photography studio, pet grooming) account for 5% of the trade area’s total inventory, and medical/dental/veterinary services in White Rock account for 4% of the trade area’s total business inventory.

Figure 38a: Retail and Service Business Roster for White Rock, South Surrey, and the Trade Area

	White Rock Total	South Surrey Total	Trade Area Total	White Rock's Share of Trade Area Total
Retail:				
Automotive related (including gas stations)	4	42	46	0%
Furniture and home furnishings	3	18	21	0%
Electronics and appliance	3	14	17	0%
Supermarkets	1	6	7	0%
Other food stores (produce, bakery, specialty)	21	25	46	2%
Liquor	5	11	16	0%
Drug, medical, and personal care stores	9	28	37	1%
Clothing, shoes, jewelry, accessories	10	95	105	1%
Building supplies and materials	6	8	14	1%
Sporting goods	0	11	11	0%
Music	2	2	4	0%
Books	2	4	6	0%
Hobby	7	1	8	1%
Department and discount department stores (e.g. Walmart)	0	7	7	0%
Other general merchandise (thrift, dollar stores)	7	5	12	1%
Other Retail	23	46	69	2%
Subtotal Retail	103	323	426	9%
Service:				
Restaurant/café	90	125	215	8%
Medical/dental/veterinary	53	65	118	4%
Travel	3	12	15	0%
Financial services/Realty	26	61	87	2%
Banks/Credit Unions	4	18	22	0%
Hair salon, barber, spa	40	51	91	3%
Video rental/gaming	1	5	6	0%
Cinemas	0	2	2	0%
Recreation/fitness	11	21	32	1%
Other Service	65	92	157	5%
Legal	12	13	25	1%
Subtotal Service	305	465	770	26%
Total	408	788	1196	34%

Source: Coriolis Consulting, based on fieldwork completed in February 2011.

Figure 38b: Share of Total Retail & Service Businesses by Category in the Trade Area, 2011



Source: Coriolis Consulting, based on fieldwork completed in February 2011.

Figures 39a and 39b shows the business roster by category for the main commercial areas in White Rock. The data shows that:

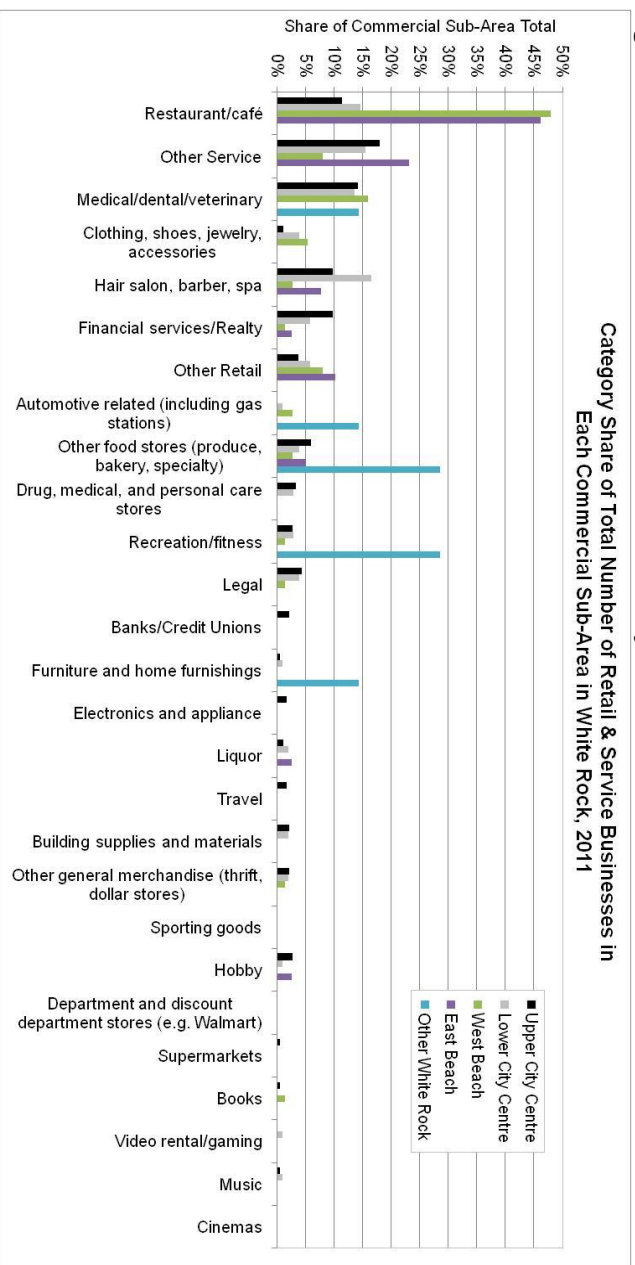
- About 70% of White Rock's businesses are located in the Upper Town Centre (45%) and the Lower Town Centre (25%) combined. The West Beach Area accounts for about 18% of White Rock's retail and service businesses and the East Beach Area accounts for about 10%.
 - The Upper Town Centre has the largest array of retail and service businesses, followed by the Lower Town Centre. The waterfront beach areas are predominantly restaurant/café locations. More specifically:
 - In the Upper Town Centre, miscellaneous services (e.g. architect, shoe repair, dry-cleaning/laundromat service, photography studio, postal/shipping service, tutoring service, pet grooming) account for 16% of retail and service businesses, medical/dental/veterinary businesses account for 14%, restaurants/cafes account for 11%, hair salon/barber/spa businesses account for 10%, and financial services/realty firms account for 10%.
 - In the Lower Town Centre, hair salon/barber/spa businesses account for 17% of the total number of retail and service businesses in this sub-area. Other services (e.g. tailor, senior services provider, driving school, interior designer) account for 16%, restaurants/cafes account for 15%, and medical/dental/veterinary services account for 14%.
 - The West Beach and East Beach Areas are both predominantly restaurant/café locations. About 48% of the retail and service businesses in the West Beach Area are restaurants or cafes and about 46% of the retail and service businesses in the East Beach Area are restaurants or cafes.
 - While not obvious from the business category names, White Rock has a significant number of retailers and service providers in the health and wellness business (e.g. acupuncture, massage therapy, wellness centres, reiki, herbalists).
 - The main gap in White Rock's business inventory is the lack of supermarkets. There is only one supermarket presently located in White Rock (and, as previously noted, this store is located on a redevelopment site).

Figure 39a: Retail and Service Business Roster by Commercial Sub-Area in White Rock

	Upper City Centre	Lower City Centre	West Beach	East Beach	Other White Rock	White Rock Total	Share of White Rock Total
Retail:							
Automotive related (including gas stations)	0	1	2	0	1	4	1%
Furniture and home furnishings	1	1	0	0	1	3	1%
Electronics and appliance	3	0	0	0	0	3	1%
Supermarkets	1	0	0	0	0	1	0%
Other food stores (produce, bakery, specialty)	11	4	2	2	2	21	5%
Liquor	2	2	0	1	0	5	1%
Drug, medical, and personal care stores	6	3	0	0	0	9	2%
Clothing, shoes, jewelry, accessories	2	4	4	4	0	10	2%
Building supplies and materials	4	2	0	0	0	6	1%
Sporting goods	0	0	0	0	0	0	0%
Music	1	1	0	0	0	2	0%
Books	1	0	1	0	0	2	0%
Hobby	5	1	0	1	0	7	2%
Department and discount department stores (e.g. Walmart)	0	0	0	0	0	0	0%
Other general merchandise (thrift, dollar stores)	4	2	1	0	0	7	2%
Other Retail	7	6	6	4	0	23	6%
Subtotal Retail	48	27	16	8	4	103	25%
Service:							
Restaurant/café	21	15	36	18	0	90	22%
Medical/dental/veterinary	26	14	12	0	1	53	13%
Travel	3	0	0	0	0	3	1%
Financial services/Realty	18	6	1	1	0	26	6%
Banks/Credit Unions	4	0	0	0	0	4	1%
Hair salon, barber, spa	18	17	2	3	0	40	10%
Video rental/gaming	0	1	0	0	0	1	0%
Cinemas	0	0	0	0	0	0	0%
Recreation/fitness	5	3	1	0	2	11	3%
Other Service	34	16	6	9	0	65	16%
Legal	7	4	1	0	0	12	3%
Subtotal Service	136	76	59	31	3	305	75%
White Rock Total	184	103	75	39	7	408	100%

Source: Coriolis Consulting, based on fieldwork completed in February 2011.

Figure 39b: Retail and Service Business Roster by Commercial Sub-Area in White Rock



Source: Coriolis Consulting, based on fieldwork completed in February 2011.

10.2 Presence of Large Format Retailers in the Trade Area

Figure 40 lists the large format retailers that are often present in an established trade area with a population of about 100,000 or more. The White Rock/South Surrey trade area has a 2010 population of about 86,000, so it is near the typical threshold for most of these large format retailers. This is one of the reasons why the trade area has seen a recent influx of large format, big box retailers over the past several years.

The data shows that:

- The trade area has multiple grocery stores, furniture/home hardware stores, electronics, and drug/pharmacy chains.
- The trade area does not currently have any major sporting goods stores (e.g. Mountain Equipment Co-op, Sport Chek/Atmosphere, Sport Mart), so there may be an opportunity to attract these types of stores to the trade area.
- There may also be opportunities to attract additional pet supply stores and office supplies stores, as there is only one major retailer in each of these categories represented in the trade area.
- Other notable stores that do not yet have a location in the trade area are Home Outfitters, JYSK (furniture), Michaels (arts and crafts supplies), United Furniture Warehouse, Old Navy, and Toys R Us.

Figure 40: Presence of Major Large Format Retailers in the Trade Area

	Presence in the South Surrey/White Rock Trade Area
<i>Food Retailers:</i>	
Buy Low Foods	yes
Choices Market	yes
Costco	
HY Louie (IGA / IGA Marketplace)	
<i>Loblaw Group:</i>	
- Real Canadian Superstore	
- No Frills	
- Extra Foods	
- T&T Supermarket	
- Real Canadian Wholesale Club	
<i>Overwaitea Food Group:</i>	
- Overwaitea Foods	
- Save on Foods	yes
- Urban Fare	
- Coopers Foods	
- PriceSmart Foods	yes
- Bulkley Valley Wholesale	
Safeway	yes
Sobey's	
Thrifty Foods (Owned by Sobey's)	yes
Whole Foods Market	
<i>Furniture/Home:</i>	
Home Hardware	yes
Home Outfitters	
HomeSense	yes
Home Depot	yes
IKEA	
JYSK	
Michaels	
Pier 1	yes
Rona-Revy	yes
The Brick	yes
United Furniture Warehouse	
<i>Electronics:</i>	
Best Buy	yes
Future Shop (owned by Best Buy)	yes
<i>Drug:</i>	
London Drugs	yes
Rexall/Pharma Plus	yes
Shoppers Drug Mart	yes
Pharmasave	yes
<i>Office:</i>	
Office Depot	
Staples	yes
<i>Sporting Goods:</i>	
Mountain Equipment Coop	
Sport Chek/Atmosphere	
Sport Mart	
<i>Pets:</i>	
Petcetera	
Petland	yes
PetSmart	
<i>Miscellaneous:</i>	
Canadian Tire	yes
Chapters / Indigo Books	yes
Cineplex	
Coles (owned by Chapters Indigo)	
Lordco Auto Parts	yes
Old Navy	
Toys R Us	
Wal-Mart	yes
Winners	yes
Mark's Work Warehouse	yes
Sleep Country	yes
Zellers	yes

Source: Coriolis Consulting, based on fieldwork completed in February 2011 and online research completed in April 2011.

10.3 Summary of Business Gaps

1. White Rock has a large number and variety of businesses that serve the local population. The main gap in White Rock's business inventory is the lack of supermarkets/grocery stores. There is only one grocery store presently located in White Rock and this store is located on a redevelopment site.
2. There are some existing gaps in the business roster in the trade area, but most of these "missing" businesses will prefer a location in South Surrey near other major large format users. White Rock is unlikely to be able to capture these businesses which tend to require a large floor plate and tend to prefer locations near similar retailers. The gaps are:
 - sporting goods stores (e.g. Mountain Equipment Co-Op, Sport Chek/Atmosphere, SportMart).
 - additional pet supply chains (e.g. Petcetera, PetSmart).
 - additional office supplies retailers (e.g. Office Depot).
 - a variety of other large format, brand name retailers that do not yet have stores in the trade area (e.g. Home Outfitters, JYSK, Michaels, United Furniture Warehouse, Old Navy, Toys R Us).

11.0 Viability of Higher Density Urban Development

In this section, we evaluate the economics of urban development in White Rock, to see if market conditions, allowable heights and densities, allowable uses, and other parameters are supportive of new development. The objective is to look at whether redevelopment is financially attractive to see if the market potential for future residential and commercial growth can be accommodated in viable redevelopment projects. This is particularly important because future population growth in White Rock will likely need to be accommodated mainly through new multifamily residential development and, due to land supply constraints, most new commercial development in White Rock will likely occur as part of higher density mixed-use projects.

11.1 Identification of Case Studies

We examined the financial viability of redevelopment for five different vacant or under-utilized sites in the Upper Town Centre, Lower Town Centre, West Beach Area and East Beach Areas:

1. 1513 Johnston Road, a vacant site (currently used for parking) in the Upper Town Centre.
 - This site is zoned CR-7 (Town Centre Medium Density Commercial/Residential Zone), which allows 3-storey mixed use development.
 - This site is designated in the OCP as Town Centre Mixed Use, which allows mixed use development at a maximum density of 2.75 FSR with maximum heights of about 13-storeys (135 feet). Prior to March 2010, the OCP envisioned maximum heights of 21-storeys and maximum densities of 3.8 FSR in this land use designation.
2. 1510 Johnston Road, an older single storey retail project in the Upper Town Centre.
 - This site is zoned CR-7 (Town Centre Medium Density Commercial/Residential Zone), which allows 3-storey mixed use development.
 - This site is designated in the OCP as Town Centre Mixed Use, which allows mixed use development at a maximum density of 2.75 FSR with maximum heights of about 13-storeys (135 feet).
3. 1350 Johnston Road, an older single storey retail project in the Lower Town Centre.
 - This site is zoned CS-1 (Service - Commercial/Residential Zone), which allows 3-storey mixed use development.
 - This site is designated in the OCP as Johnston Road Study Area. Development parameters for this designation will be created following a neighbourhood planning process/study. The OCP indicates that the underlying commercial designation for this property will apply until such time as the study is completed.
4. 1184 Oxford/14807 Marine/14818 Buena Vista, an older garage/service commercial site in the West Beach commercial area.
 - This site is zoned CS-1 (Service - Commercial/Residential Zone), which allows 3-storey mixed use development.
 - This site is designated in the OCP as Commercial. This designation does not describe potential heights and densities. However the development permit guidelines (and surrounding development)

suggest that upper floor residential (stepped back above the second floor) is a potential use with commercial at grade.

5. 15445-15457 Marine Drive, an assembly of vacant lots (and an old house) in the East Beach commercial area. This assembly is only 62 feet deep and is on a steep slope, which is typical of the properties in this location. These physical features limit the development potential of the property.
 - This site is zoned CR-2 (Marine Commercial Zone), which allows 3-storey mixed use development.
 - This site is designated in the OCP as Commercial. This designation does not describe potential heights and densities. However the development permit guidelines (and surrounding development) suggest that upper floor residential (stepped back above the second floor) is a potential use with commercial at grade.

11.2 Steps in the Financial Analysis

For each site, we completed financial analysis for two or three different scenarios so each case study site includes more than one financial scenario:

1. First, we estimated the value of the property under existing use (if it was improved with an existing building).
2. Next, we estimated the land value of the site under existing zoning assuming development as a mixed-use strata titled project.
3. We then estimated the land value assuming rezoning and redevelopment to allow increased height and density. For the two sites in the Upper Town Centre, the rezoning concept is based on the OCP as the OCP is explicit about potential densities, heights and uses. For the other sites (where the OCP is not explicit about potential increases in height and density beyond existing zoning), we assumed a maximum height of 4-storeys in the rezoning scenarios.

11.3 Results of the Financial Analysis

The detailed financial analysis and the assumptions for the analysis are contained in Appendix 3. The main findings of the analysis are as follows:

1. High density mixed-use retail and apartment development in White Rock's Town Centre appears to be financially viable on vacant sites or sites improved with very low value improvements (such as older single storey commercial buildings with surface parking). This is consistent with the interest shown from developers in creating new mixed use projects in the City over the past several years on vacant or under-utilized sites.
2. Mixed use retail and apartment development in the Upper Town Centre is financially viable at the heights and density identified in the OCP (2.75 FSR) on vacant sites and properties currently improved with low value single storey commercial buildings (see case studies 1 and 2). However, redevelopment economics at 2.75 FSR are thin so only improved properties with low value existing buildings (i.e., low existing density and older buildings) are likely to be financially attractive for redevelopment. The amendment to the OCP in 2010 that reduced permitted heights and densities in the Town Centre (from

21-storeys and 3.8 FSR to 13-storeys and 2.75 FSR) likely reduced the number of sites that will be attractive for redevelopment.

3. Mixed use retail and apartment development in the Lower Town Centre is financially viable under existing zoning on vacant sites and properties currently improved with older low density (single storey) commercial buildings (see case study 3). If permitted heights were increased to 4-storeys (or more), an increased number of properties would likely be financially attractive for redevelopment.
4. Mixed use retail and apartment development in the West Beach Area is financially viable under existing zoning on vacant sites and properties currently improved with older low density (single storey) commercial buildings (see case study 4). Increasing permitted heights beyond 3-storeys (current zoning) will improve the financial viability of redevelopment.
5. Development of the remaining vacant (or under-utilized) properties in the East Beach Commercial area is challenging because of the shallow lot depths (about 60 feet or so) and steep topography. Apartment unit prices and lease rates are high enough to make development financially attractive (see case study 5), but the physical site constraints combined with some of the existing development regulations (e.g., upper floor setbacks, 3-storey height limit under existing zoning, parking access restrictions from Marine Drive) are an obstacle to development in this location. However, it is worth noting that most sites in this area are already improved so there is little opportunity for new development.

11.4 Implications for White Rock

The financial analysis suggests the following key policy considerations for White Rock:

1. In the Town Centre areas, mixed-use retail and apartment redevelopment appears to be financially viable but the City may want to look at increasing allowable heights and/or densities to increase the portion of properties that are redevelopment candidates.
2. In the West Beach Area, mixed-use retail and apartment redevelopment appears to be financially viable but the City may want to look at increasing allowable heights to increase the portion of properties that are redevelopment candidates. This will need to be done on a site-by-site basis taking into consideration topographical constraints and possible impacts on views.
3. In the East Beach area, there will be a need for a very fine-grained site-by-site approach to determining whether increases in permitted height increase the portion of the properties that are redevelopment candidates, taking into consideration topographical constraints and possible impacts on views.

12.0 Review of Other Factors Businesses May Consider in Choosing a Location in the Trade Area

We have noted that commercial growth prospects in White Rock will be mainly driven by population growth in White Rock. In choosing a location within the trade area, businesses will likely also consider the following factors in their decision:

- Location relative to higher income residents.
- Availability of vacant commercial land.
- Existing mix and location of retailers, particularly anchor tenants.
- Accessibility and exposure to highway traffic.
- Lease rates and operating costs, including property tax rates.
- Parking and loading.
- Streetscape improvements and retail character.
- Livability.
- Growth prospects in other destination-oriented waterfront locations.

We evaluated White Rock's competitive advantages and disadvantages for each of these factors to determine if there are any policy implications for the City or the BIA that could help enhance White Rock's ability to accommodate the commercial growth potential supported by its population growth.

12.1 Location Relative to Higher Income Residents

Retailers tend to prefer a location closer to higher income residents. As noted in Section 4.5, average incomes in South Surrey are higher than in White Rock, suggesting that retailers may prefer to locate in South Surrey over White Rock to be near these residents. This is not a policy issue.

12.2 Availability of Vacant Commercial Land

Vacant commercial land in White Rock is very limited and remaining parcels are small and challenging to develop (i.e. due to shape, topography, limited accessibility, etc.). Therefore, the only new capacity for accommodating commercial growth in White Rock is via the redevelopment of existing, older, low density buildings.

In contrast, South Surrey has a good supply of vacant, commercial land in locations that already contain large format retailers and associated retail, so it will continue to attract these kinds of businesses who want a location in the trade area.

To maximize the amount of commercial growth that can be accommodated in White Rock, the City should aim to permit heights and densities that facilitate a large share of the existing inventory of commercial properties to redevelop to high density, mixed use projects.

12.3 Existing Mix and Location of Retailers, Particularly Anchor Tenants

White Rock lacks significant anchor tenants who would typically draw customers from a wider trade area. All of the large anchor tenants in the trade area are located in South Surrey and these types of large format retailers tend to prefer to locate in close proximity to each other to capitalize on agglomeration economies. White Rock does not have the ability to zone a specific area for large format retail use (due to land supply constraints), so it will not be possible to attract these types of large format anchor tenants.

12.4 Accessibility

The trade area as a whole is somewhat isolated from other parts of Metro Vancouver and White Rock is located further from other commercial nodes and residential areas (e.g. North Surrey, North Delta) than South Surrey.

South Surrey has the major highway in the trade area and all of the major intersections on the highway are located in South Surrey. These will be the main locations that attract region-serving retail and service space.

Road access to White Rock’s Town Centre is good and, in the long term, it is possible that there will be improved transit (e.g. rapid bus service) to South Surrey and White Rock. The City and the BIA should aim to have any future transit stations locate on the White Rock side of the municipal boundary with Surrey and to encourage high density, transit-oriented development around any future stations.

12.5 Lease Rates and Operating Costs

White Rock is competitive with South Surrey from a lease rate and operating cost perspective. Asking retail and service lease rates in White Rock are within the range of asking rates in South Surrey. Asking net lease rates for retail and service space in White Rock are generally in the range of \$12 to \$30, whereas asking net lease rates for retail and service space in South Surrey range more widely, from about \$12 to \$55 per square foot. However, this partly reflects that there are newer, high profile shopping areas in South Surrey which are achieving higher lease rates than new space in White Rock.

Asking net lease rates for office space range are generally on par between White Rock and South Surrey, ranging from about \$16 to \$22 per square foot in White Rock and \$14 to \$22 in South Surrey.

Operating costs are also on par between White Rock and South Surrey, typically in the range of \$9 to \$12 per square foot for commercial space in White Rock and \$8 to \$12 per square foot in South Surrey.

As shown in Figure 41 below, White Rock’s mill rate for the Business category is close to (although slightly higher than) the mill rate in Surrey. This is not a material difference.

Figure 41: White Rock and South Surrey Business Class Mill Rate, 2006 to 2011

	2006	2007	2008	2009	2010	2011
White Rock	22.69466	19.70078	17.70451	18.46479	18.15228	17.57779
Surrey	20.85451	17.97173	15.68384	16.39128	16.22256	15.97313

Source: Municipal websites.

12.6 Parking and Loading

12.6.1 Parking

We retained BWW Consulting (traffic engineers) to assess the existing parking situation in each commercial sub-area in White Rock and to comment on the likely future parking situation in White Rock based on our commercial growth forecasts.

Figure 42 shows the existing non-resident parking inventory for each sub-area. Appendix 4 provides maps showing the parking count by type by block for each sub-area. There are 1,843 non-resident parking stalls in the Town Centre areas (about 60% of which are in the Upper Town Centre) and 577 non-resident parking stalls in the Beach areas (about 76% of which are in the West Beach Area).

Figure 42: Non-Resident Parking Inventory by Commercial Sub-Area

	On-Street	Off-Street	Total
Upper Town Centre	216	962	1,178
Lower Town Centre	350	315	665
West Beach Area	320	119	439
East Beach Area	128	10	138
Total in Sub-Areas	1,014	1,406	2,420

Source: BWW Consulting, fieldwork during July 2011.

Notes: For area boundaries, on-street parking counts include both sides of the street. The inventory excludes off-street parking that appeared to be residential and excludes on-street resident-only parking. In the beach areas, the large parking lots on the south side of Marine Drive are included as on-street parking.

Figure 43 shows estimated utilization by location within each sub-area, as observed by BWW Consulting during fieldwork in August 2011 (i.e. summertime utilization). Utilization rates of 90%+ suggest that the parking is essentially operating at full capacity and utilization rates less than about 20% suggest that the parking is under-utilized.

The utilization data suggest that:

- In the Town Centre Areas, the supply of parking stalls is more than adequate for the observed demand. In commercial areas such as this, there is sometimes a perceived parking problem if drivers cannot park on-street immediately adjacent to the store that they are visiting, but there did not appear to be excessive circulation on the streets adjacent to Johnston Road.
- In the West Beach Area, there is a significant seasonal difference in parking demand with beach-goers increasing demand in the summer months. Observations during August suggest that on-street parking in this area (including the large parking lots on the south side of Marine Drive) is operating at or near full capacity. There is limited traditional off-street parking in this area, with most lots being small or not readily visible. Two parking areas appeared to be under-utilized: the track-side parking lot that is west of Oxford Street (just outside the West Beach Area boundary) and the Vidal parkade.
- In the East Beach Area, there is also a significant seasonal difference in parking demand with beach-goers increasing demand in the summer months. As with the West Beach Area, observations during August suggest that the on-street parking on Marine Drive is operating at or near capacity. Other parking (e.g. on-street parking on the east side of Finlay Street and off-street parking on the west side of Balsam Street) appeared to be less-utilized.

While parking appears to be at or near full capacity in the Beach areas in the summer months, this is a sign that the area is a successful destination. There are examples of other successful commercial districts (e.g. Granville Island) that also have seasonal parking problems. Possible solutions that White Rock could consider to help lessen the parking problems during the summer months include:

- There may be an opportunity to better promote the track-side parking lot that is west of Oxford Street and the Vidal parkade via signage.
- The current pricing for parking in the Beach areas does not appear to be a demand moderator in the summer months. Based on observations during August, there may be an opportunity to vary parking rates to encourage higher usage of the track-side parking lot that is west of Oxford Street (e.g. by reducing its parking rate relative to the track-side parking east of Oxford).
- If a site is available, the City could consider providing parking for free in the summer months outside of the Beach areas and providing a free shuttle service between the out-of-area parking and the Beach areas.

Figure 43: Existing Parking Utilization by Commercial Sub-Area

Location	Percent Utilization	
	Saturday	Monday
UPPER TOWN CENTRE:		
Johnston	85	75
Russell	60	70
Other streets	45	50
Off-street NW quadrant	30	40
Off-street NE quadrant	35	50
Off-street SW quadrant	35	50
Off-street SE quadrant	45	40
LOWER TOWN CENTRE:		
Johnston	75	60
Other streets	55	40
Off-street: Thrift - Roper	45	40
Off-street: Roper - Buena Vista	30	40
WEST BEACH AREA:		
North side Marine Drive	100	90
Trackside	98	80
Other on-street	5 - 100	10 - 100
Vidal parkade	15	10
Off-street	40	30
EAST BEACH AREA:		
North side Marine Drive	90	80
Trackside	95	80
Other	50	30

Source: BWW Consulting, fieldwork during August 2011.

Notes: Utilization reviews were done for the four study areas on Saturday and Monday between 12:15pm and 2:00pm. The weather was very good on the fieldwork days. All off-street parking areas that appeared to be public lots were included.

BWW Consulting also examined the potential impact of future commercial development on parking conditions in the Town Centre and Beach areas, based on these assumptions:

- New projects are assumed to provide off-street parking in accordance with the City's Zoning Bylaw (i.e. 1 stall per 37m² for retail/service and office space not fronting Marine Drive, 1 stall per 74m² for retail space fronting Marine Drive, and 1 stall per 8 seats for restaurant space).
- Our forecasts suggest that White Rock's population growth could support on the order of 31,500 to 124,000 square feet of net new locally-oriented retail and service space and on the order of 12,000 to 40,000 square feet of net new locally-oriented office space over the next twenty years. The parking analysis assumes that White Rock captures all of this growth (i.e. it does not locate in South Surrey) and that the majority of the net increase in commercial space is accommodated in the Town Centre areas. For the Beach areas, the parking analysis assumes a net increase of at most 10% compared to the existing floorspace inventory, because almost all new projects will involve replacing existing space.

BWW Consulting provided the following comments about the likely future parking situation:

- In the Town Centre Areas, the current parking supply (on-street and off-street) appears to have a surplus relative to observed demand, so future development (built with parking at the bylaw requirement) is not likely to create any parking problems. Even with the loss of some off-street surface parking lots which may be redeveloped, there is a significant cushion between current supply and demand in terms of the total amount of on-street and off-street stalls. However, there is potential for increased demand for on-street parking (particularly if redevelopment includes increased restaurant space) which may result in drivers having to park further from their destination and possibly leading to a heightened perception of parking problems. On-street parking (particularly on Johnston Road) will likely move towards 100% utilization for longer periods of the day and this may lead to increased utilization of on-street stalls on other streets in the Town Centre area.
- In the West Beach and East Beach Areas, modest net new commercial space growth is likely to have a small impact on parking conditions in the peak summer months and no impact on parking conditions in the off-peak months. Based on the existing parking requirements in the Zoning Bylaw, the impact during the summer months will be minimized if most of the net growth in space occurs as non-restaurant space or as space not fronting Marine Drive.

12.6.2 Loading

Loading/unloading in the Beach Areas appears to be challenging for some businesses. Marine Drive is very busy and the sloping of the land away from the water creates a situation in many cases where the rear of buildings is on the second floor so parking/access at the rear does not directly access the ground floor unit. Therefore, most businesses along Marine Drive load/unload off Marine which can cause temporary back-ups while trucks are parked on Marine.

12.7 Streetscape Improvements

White Rock has high quality streetscape improvements and well maintained buildings that create attractive shopping areas. White Rock's Town Centre has a more attractive streetscape and pedestrian scale than its extension along 152nd Street into South Surrey, which has more strip malls. Streetscape improvements in the Beach Areas are also attractive.

The City should continue to encourage redevelopment projects to provide high quality streetscape improvements.

12.8 Liveability

Both White Rock and South Surrey have numerous civic and recreational amenities as well as a large number of attractive parks and outdoor spaces (see Figure 44).

For White Rock, the presence and location of civic and recreational amenities helps to support the livability of the City, which in turn supports developer and business interest in the City.

Over the long term, if White Rock needs a new civic centre (city hall, library), it should be located in the Town Centre if the City can acquire a suitable site.

Figure 44: Civic, Recreation, and Park Facilities in the Trade Area

	White Rock		South Surrey	
	Facility	Address / Location	Facility	Address / Location
Civic Facilities:	Municipal Hall	15322 Buena Vista Ave	Crescent Beach Community Services Camp Alexandra Community House	2916 McBride Avenue
	White Rock Community Centre	15154 Russell Avenue	Ocean Park Library	12854 17 Avenue
	Centennial Park Leisure Centre and Arena	14600 North Bluff Road	Semiahmoo Public Library	1815 152 Street
	Centre for Active Living (next to Centennial Arena)	1475 Anderson St.	Cranley Drive Senior Recreation Centre	2141 Cranley Drive
	Kent Street Activity Centre	1475 Kent Street	Sunnyside Community Hall	1845 154 Street
	White Rock Library	15342 Buena Vista Avenue	Railto Theatres	1734 152 Street
	White Rock Museum & Archives	14970 Marine Drive	South Surrey RCMP District Office	1815 152 Street
	Peace Arch Hospital	15521 Russell Avenue	Meridian Community Centre/Hall	2040 150 Street
			Firehall #13	15155 18 Avenue
			Firehall #12	2610 128 Street
			Criterion 4 Theatres	2381 King George Boulevard
			Elgin Heritage Park/The Hooser Weaving Centre/Stewart Farm House/Ward's Marina	13723 Crescent Road
			Elgin Community Hall	14250 Crescent Road
			Riverside Golf Centre	3600 King George Boulevard
			Nico Wynd Golf Course	3601 Nico Wynd Drive
			Morgan Creek Golf Course	3500 Morgan Creek Way
			Firehall #17	15329 32 Avenue Diversion
			Meridian Golf Par 3	1054 168 Street
			Peace Portal Golf Course	169000 4 Avenue
			Rainforest Reptile Refuge	1395 176 Street
		South Surrey Recreation Centre	14601 - 20 Avenue	
		South Surrey Arena	2199 - 148 Street	
		South Surrey Indoor Pool	14655 - 17 Avenue	
		Kensington Prairie Community Centre	16824 - 32 Avenue	
City Parks:	Coldicutt Park	Marine Drive & Cypress Street	1001 Steps	12500 Block of 16 Ave
	Bayview Park	Marine Drive and Bay Street	Alderwood Park	1761 - Lilac Dr
	City Park	15076 North Bluff Road	Alexandra Tot Lot	12210 Agar St
	Centennial Park	14600 North Bluff Road	Bakerview Park	1845 - 154 St
	Bryant Park	15150 Russell Avenue	Bay Ridge Park	14320 - 17 Ave
	Maccaud Park	Kent Street between Thrift Avenue & North Bluff Road	Bayview Park	2590 Bayview St
	Dr. R.J. Allan Hogg Rotary Park	15400 Block of Buena Vista Avenue	Bell Estates Park	1782 - 136 St
	Peace Arch Elementary Park	15877 Roper Avenue	Bell Park	1782 - 136 St
	Emerson Park	Columbia Avenue & Leg Street	Ben Stevenson View Park	1799 Ocean Park Rd
	White Rock Beach & Promenade	Marine Drive between Maple Street & Bay Street	Blackie Spit	3136 McBride Ave
	Grant Park	14600 North Bluff Road	Bridlewood Park	2144 - 134 St
	Lions Park	Marine Drive & Cypress Street	Chantrell Creek Park	13741 - 24 Ave
	Barge Park	13689 Malabar Avenue	Christopherson Steps	2409 Christopherson Rd
			Crescent Beach Front Walkway	3124 McBride Ave
			Crescent Park	2610 - 128 St
			Darts Hill Garden Park	1660 - 168 St
			Dogwood Park	13485 - 20 Ave
			Dunsmuir Farm	2900 Dunsmuir Rd
			Elgin Estates Park	3148 Northcrest Dr
			Elgin Heritage Park	13723 - Crescent Rd
			Fergus Watershed Park	1277 - 168 St
			Fun Fun Park	1472 - 128 St
			Heron Park	12324 Beecher St
			Huntington Park	2157 - 129 St
			Laronde Park	1806 - 130 St
			Latimer Lake Park	2786 - 192 St
			Meridian by the Sea Park	2040 - 150 St
			Morgan Creek Park	3302 - 156A St
			Morgan Heights Linear Park	16151 - 25 Ave
			Ocean Cliff Park	12572 - 20 Ave
			Peace Arch Provincial Park	Hwy 99 Peace Arch Border Crossing
			Redwood Park	17900 - 20 Ave
			Semiahmoo Trail Park	3065 Semiahmoo Trail
			Serpentine Fen Nature Park	4600 Block of King George Hwy
			South Meridian Park	16187 - 12 Ave
			South Surrey Athletic Park	14600 - 20 Ave
			Southmere Village Park	1701 Martin Dr
			Spruce Park	15459 - 19 Ave
			Summerhill Park	13089 Summerhill Cres
			Sunnyside Acres Urban Forest	2598 - 144 St
		Sunnyside Park	15455 - 26 Ave	

Source: Municipal websites.

12.9 Growth Prospects in Other Destination-Oriented Waterfront Locations

White Rock's beach and beachfront retail/restaurant area attract visitors from within White Rock, South Surrey, and other parts of the region. The waterfront areas are unique in the White Rock/South Surrey trade area in that South Surrey does not have any similar character areas that compete with White Rock's Beach Areas (except possibly Crescent Beach). They also used to have a unique appeal in the Metro Vancouver region as a charming commercial area along the beach, although competition among small destination-oriented character areas in the region has increased over time.

The main waterfront commercial areas that compete with White Rock for regional visitors are Steveston, Lower Lonsdale, Port Moody, Ambleside, Downtown New Westminster, and Granville Island. Over the past decade, all of these areas have been growing or undergoing changes (e.g. streetscape improvements, new residential development) that have improved their ability to attract visitors from outside their municipal boundaries. Recent or current initiatives in each of these competing locations include:

1. Steveston:

- Steveston is a waterfront character area with a "heritage" appeal based on the historic cannery use of the area.
- There has been significant multi-family residential development in Steveston over the past decade or so in a form and aesthetic that compliments Steveston's character. Several of these projects are mixed use.
- Planning for parking and traffic improvements is underway.
- The City of Richmond is working on the Steveston Harbour Cannery Channel Long Term Development Plan, which would include harbor improvements, a new causeway, and tourist-oriented improvements near the tidal marsh.
- The Steveston Village Conservation Strategy was introduced in 2009 to protect the exteriors of some historically significant buildings in Steveston.
- Steveston hosts events (e.g. tall ships) throughout the year that help to draw visitors to the area.

2. Lower Lonsdale:

- Lower Lonsdale's attraction has historically been based around the Lonsdale Quay, but the recent development of The Pier master planned community has added other attractions (e.g. the pier itself, public plazas that the City programs with events, amenity spaces) that have expanded areas's ability to draw visitors. When complete, The Pier will add about 1.2 million square feet of multi-family residential, commercial, hotel, and amenity space to the area.
- In addition to The Pier, a number of new multi-family residential developments and mixed use projects have been recently constructed, with additional projects proposed or underway in the Lower Lonsdale area. These will help support additional commercial floorspace growth in the area.
- The City of North Vancouver is working on a plan for the Foot of Lonsdale, which includes site remediation and the development of public amenities, shops, and galleries.
- The Lonsdale Quay hosts regular farmers markets from May to October. This strategy helps to draw residents from both inside and outside the local area.

3. Port Moody:

- Rocky Point Park and the Port Moody inlet is an attractive waterfront park with commercial uses and community events that attract visitors from the local area and the region.
- Over the past decade or so, there has been significant new multi-family residential development in the area surrounding the Port Moody waterfront. This has helped support a moderate amount of new commercial floorspace growth (e.g. restaurants) in Rocky Point Park.
- The Park and inlet area are the location for several civic events (e.g. Golden Spike Days).

4. Ambleside:

- Ambleside has an attractive beach, waterfront walkway, and upscale waterfront commercial precinct.
- The District of West Vancouver is working on the AmblesideNow initiative, its strategy to revitalize the Ambleside area. The plans call for an improved public realm and the creation of a new arts and culture precinct.
- Grosvenor is in the early stages of planning a large redevelopment project in Ambleside that will encompass the 1300 block of Main Street (this includes some municipally owned parcels).
- Ambleside hosts regular Farmers Markets from May to October, helping to draw visitors to the area.
- Ambleside Park improvements are also planned through the Ambleside Park Vision Plan.

5. Downtown New Westminster:

- Downtown New Westminster's public market and waterfront walkway attract visitors to New Westminster's waterfront area.
- The New Westminster Quay has recently undergone significant improvements, including a re-branding of the Quay to the River Market. Phase 1 of the upgrades opened in December 2010.
- A new Downtown Community Plan was adopted in 2010.
- Westminster Pier Park improvements are underway.
- The planning and development of a Multi Use Civic Facility is underway in this area.

6. Granville Island:

- Granville Island's waterfront restaurants, theatres, galleries, studios, unique shops, cafes and public market attract locals and visitors.
- The Granville Island Arts Club Theatre was recently renovated.
- There have been recent improvements to the enclosed surface parking areas, including building upgrades and changes to increase visibility into the parking areas.
- There are also some improvements to the outdoor children's area that are underway.

White Rock's main appeal for visitors is the beach, pier, and promenade. Vacancy rates for space in the West Beach and East Beach Areas are very low, suggesting that there is already good demand for commercial space in the areas near the beach.

Marketing the beach as an 'urban getaway for a day' to help draw Metro Vancouver residents to the area could help support the demand for commercial businesses in the West Beach and East Beach Areas, although the amount of redevelopment that can be accommodated in these areas is limited due to geographical constraints (i.e. shallow lot depths and steep topography).

Existing policies already support retail at grade in these areas and a high quality of streetscape improvements.

12.10 Summary of Implications of Other Factors

1. To maximize the amount of commercial growth that can be accommodated in White Rock, the City should aim to permit heights and densities that facilitate a large share of the existing inventory of low density, under-utilized commercial properties to redevelop to high density, mixed use projects.
2. The City should continue to encourage redevelopment projects in all of its commercial areas to provide high quality streetscape improvements.
3. The City and the BIA should aim to have any future transit (e.g. rapid bus) stations locate on the White Rock side of the municipal boundary with Surrey and to encourage high density, transit-oriented development around any future stations.
4. Over the long term, if White Rock needs a new civic centre (city hall, library), it should be located in the Town Centre if the City can acquire a suitable site.
5. In the Town Centre areas, the existing supply of parking is more than sufficient to meet demand. Over time as redevelopment occurs, there will not be a parking problem in terms of lack of total supply if new projects provide parking at the Zoning Bylaw requirement, but on-street parking on Johnston Road will likely move towards full capacity for longer periods of the day leading to higher usage of on-street stalls on other streets in these areas.
6. In the Beach areas, the existing supply of parking is adequate in off-peak months but is already at or near full capacity in the summer months. There may be an opportunity to promote usage of the track-side parking west of Oxford Street (just outside the boundary of the West Beach Area) and the Vidal parkade via signage or by reducing the parking rate in the track-side parking west of Oxford Street compared to track-side parking east of Oxford. If a site is available, the City could explore the costs and benefits of providing free out-of-area parking with a shuttle service to the Beach areas during the summer months.

13.0 Review of White Rock's Planning Policies with our Forecasts of Commercial Growth Prospects for White Rock

We reviewed White Rock's existing planning policy to identify any amendments or revisions for White Rock to consider, based on our commercial growth forecasts. We have the following key observations:

1. *Policies about encouraging development and business growth in White Rock.* White Rock's OCP already includes general statements about encouraging development and a range of businesses in White Rock.
6. *Policies about high density, mixed use development in the Town Centre Areas.* White Rock's OCP already supports high density, mixed use residential/commercial development in the Town Centre areas and residential development in the area adjacent to it (including the North Bluff Areas). This will be important because population growth will be the main driver for commercial floorspace growth in White Rock and the only new capacity for accommodating commercial growth in White Rock is via the redevelopment of existing, older, low density buildings (and redevelopment will likely take the form of mixed use projects). The amendment to the OCP in 2010 that reduced permitted heights and densities in the Town Centre (from 21-storeys and 3.8 FSR to 13-storeys and 2.75 FSR) likely reduced the number of sites that will be attractive for redevelopment, so the City may want to revisit this amendment.
2. *Policies about retail continuity in the Town Centre Areas.* White Rock's OCP already includes a policy of encouraging street level retail in the Town Centre and identifies prime retail streets as portions of North Bluff Road, Russell Avenue, Thrift Avenue, Johnston Road, and Foster Street. White Rock's Town Centre Guidelines state that "North Bluff Road, Johnston Road, Russell Avenue and Thrift Avenue will have a primarily commercial ground floor focus. Martin Street, Foster Street and George Street will have a primarily residential ground floor focus." White Rock may want to consider aligning the OCP statement with the Town Centre Guidelines by removing Foster Street as a prime retail street in the OCP.
3. *Policies about the size of retail space in mixed use projects in the Town Centre Areas.* White Rock does not appear to have any specific existing policies about encouraging large floor-plate retail units in some redevelopment projects. The City may want to consider adopting a policy that encourages large floorplate retail units in mixed use projects along Johnston Road between North Bluff and Roper, which would help retain the possibility of having one or more grocery stores in the Town Centre areas.
4. *Policies about retail space along Marine Drive in the Beach Areas.* White Rock's OCP encourages retail services and other commercial uses as the predominant use along Marine Drive at the street level. This aligns with our finding that the only new capacity for accommodating commercial growth in the Beach Areas will be via the redevelopment of existing, older, low density buildings and that redevelopment will likely take the form of mixed use projects.
5. *Policies about office space.* White Rock's policies do not appear to include any requirements for office space as part of mixed use projects, which is reasonable given that the potential for office growth in White Rock is small.

6. *Policies about high quality streetscape improvements.* White Rock's OCP and Town Centre Design Guidelines already encourage redevelopment projects to provide high quality streetscape improvements, which will help to enhance the retail character of White Rock's commercial areas and to encourage business interest in locating in these areas.

14.0 Overall Summary of Prospects for White Rock

1. The overall prospects for retail/service growth in White Rock can be summarized as follows:
 - a) Based on forecasted population growth, there is potential for about 31,500 to 124,000 square feet of new locally-oriented retail and service floorspace growth in White Rock over the next twenty years. Mixed use projects currently in the approvals process in White Rock contain about 5,876 square feet of net new locally-oriented retail and service space. If these planned projects are approved and built, there is remaining future potential for on the order of 25,600 to 118,100 square feet of new locally-oriented retail and service space in the trade area over the next twenty years. The high end of the range is based on the population projection in White Rock's OCP. This potential is for smaller-scale specialty retail, personal services, food/beverage, and neighbourhood-oriented convenience retail/service businesses. There is no potential in White Rock for large format, region-serving retail/service uses because of the limited supply of suitable sites and because of the recent influx of large format businesses in South Surrey.
 - b) There is very little vacant commercial land in White Rock, so the only new capacity for accommodating commercial growth is via the redevelopment of existing, older, low density buildings. It may be difficult to accommodate the high end of our forecast (i.e. the 118,100 square feet of potential net new locally-oriented retail and service floorspace growth) as most redevelopment will involve demolishing existing retail and service space (so the amount of net new space in some redevelopment projects may be small). This may mean that redevelopment projects do not necessarily add a significant amount of net new retail space, but they will improve the retail character of White Rock by replacing older space with newer space that may be better able to attract business growth to the City.
 - c) The potential for retail and service floorspace growth in the Town Centre areas can be enhanced by adding more high density residential in the area and encouraging mixed use projects with retail at grade, particularly along Johnston Road between North Bluff and Roper Avenue and along North Bluff for one block east and west of Johnston Road.
 - d) There is potential for one or more grocery stores in White Rock, based on the City's current and future population. At present, almost all of the local-serving grocery store space supported by White Rock's population is being met by grocery stores in South Surrey. To retain the possibility of a grocery store in the Town Centre areas, redevelopment plans for larger sites that front on Johnston Road between North Bluff and Roper Avenue should consider this option.
 - e) There should not be any obligation to provide upper floor retail space in any of the commercial sub-areas in White Rock.
 - f) There will be limited opportunities for net growth in the amount of retail and service space in the West and East Beach Areas, as most new space will come via the redevelopment of older, lower density existing projects.
 - g) There are some existing gaps in the business roster in the trade area, but most of these "missing" businesses will prefer a location in South Surrey near other major large format users. White Rock is unlikely to be able to capture these businesses which tend to require a large floor plate and tend to prefer locations near similar retailers. The gaps are:
 - sporting goods stores (e.g. Mountain Equipment Co-Op, Sport Chek/Atmosphere, SportMart).

- additional pet supply chains (e.g. Petcetera, PetSmart).
 - additional office supplies retailers (e.g. Office Depot).
 - a variety of other large format, brand name retailers that do not yet have stores in the trade area (e.g. Home Outfitters, JYSK, Michaels, United Furniture Warehouse, Old Navy, Toys R Us).
2. The overall prospects for office growth in White Rock can be summarized as follows:
 - a) Our forecasts suggest that White Rock's population growth could support in the range of 12,000 to 40,000 square feet of new locally-oriented office space over the next twenty years. There is no new office space planned in the projects in the approvals process in White Rock so the entire 12,000 to 40,000 square feet is potential new growth.
 - b) There will be small opportunities for office space in the Upper Town Centre and Lower Town Centre areas, to accommodate uses such as medical/dental, financial services, and some small businesses.
 - c) There is little potential for major office uses with a regional-orientation.
 3. The overall prospects for multi-family residential growth in White Rock can be summarized as follows:
 - a) There is market potential for additional apartment development in the Town Centre areas.
 - b) Mixed use retail and apartment development in the Upper Town Centre is financially viable at the heights and density identified in the OCP (2.75 FSR) on vacant sites and properties currently improved with low value single storey commercial buildings, but the economics are thin.
 - c) There is also market potential for additional apartment development in the West Beach and East Beach Areas, although the West Beach Area will be better able to accommodate growth through redevelopment than the East Beach Area (where there are very few properties that are candidates for redevelopment due to physical land constraints).
 4. If in the longer term White Rock needs a new civic centre (city hall, library), it should be located in the Town Centre if the City can acquire a suitable site.
 5. In the long term it is likely that there will be improved transit to South Surrey and White Rock, such as rapid bus. If so, the corner of Johnston Road and North Bluff is a logical station location that would likely be the southern terminus. This is an obvious location for high density, gateway development.

15.0 Strategies for Strengthening Retail

1. White Rock's commercial prospects will be almost entirely driven by population growth. To encourage more commercial floorspace growth, White Rock needs to attract and accommodate high density population growth, mainly in its Town Centre areas.
2. The City and the BIA should focus on recruiting one or more grocery stores to the Upper Town Centre. An anchor tenant such as a grocery store will help strengthen White Rock's Town Centre precinct as a retail location.
3. The City may want to consider the following changes to planning policies:
 - The City could consider revisiting the recent change (2010) in the Town Centre OCP designation which reduced permitted heights and densities in the Town Centre (from 21-storeys and 3.8 FSR to 13-storeys and 2.75 FSR). This change in planning policy likely reduced the number of sites that will be attractive for redevelopment.
 - The City could consider increasing permitted heights in the Lower Town Centre to 4-storeys or more to increase the number of properties would likely be financially attractive for redevelopment.
 - The City could consider increasing permitted heights in the West Beach Area beyond 3-storeys (current zoning) to improve the financial viability of redevelopment and encourage more sites to redevelop. This should be done on a site-by-site basis, taking into consideration topographical constraints and view impacts.
 - The City could consider increasing permitted heights in the East Beach Area beyond 3-storeys (current zoning) to improve the physical form of redevelopment that can be accommodated in this area, where apartment unit prices and lease rates are high enough to make redevelopment financially attractive but the physical site constraints combined with some of the existing development regulations (e.g., upper floor setbacks, 3-storey height limit under existing zoning, parking access restrictions from Marine Drive) are an obstacle to development in this location. As with the West Beach Area, there will need to be careful consideration on a site-by-site basis of the possible height increases, topographical constraints, and views.
 - The City could consider amending the list of prime retail streets in the OCP to exclude Foster Street, as retail space should be focused on Johnston Road between North Bluff Road and Roper Avenue.

16.0 Appendices

Appendix 1: Commercial Floorspace Inventory

(hard copy to be provided in the final report)

Appendix 2: Roster of Businesses

A2.1 Roster of Businesses in White Rock by Commercial Sub-Area

List of Retail and Service Businesses in White Rock			
Name	Location	Use Category	Sub-Area Location
HSBC	1493 Johnston Road, White Rock	Banks and Credit Unions	Upper City Centre
RBC Royal Bank	1588 Johnston Road, White Rock	Banks and Credit Unions	Upper City Centre
Scotiabank	15190 North Bluff Road, White Rock	Banks and Credit Unions	Upper City Centre
TD Canada Trust	15110 North Bluff Road, White Rock	Banks and Credit Unions	Upper City Centre
Bookworm II, The	15181 Russell Avenue, White Rock	Books	Upper City Centre
Irly Building Centre	81 1479 Johnston Road, White Rock	Building Supplies	Upper City Centre
Ocean Pacific Lighting	15156 North Bluff Road, White Rock	Building Supplies	Upper City Centre
Surfside Flooring Ltd.	15229 Russell Avenue, White Rock	Building Supplies	Upper City Centre
Safe Bathing Centre	15212 North Bluff Road, White Rock	Building Supplies	Upper City Centre
Turnabout	1446 Johnston Road, White Rock	Clothing and Accessories	Upper City Centre
Inside Story Fashion Co.	15239 Russell Ave, White Rock	Clothing and Accessories	Upper City Centre
Belton Hearing Care Centre	204- 1493 Johnston Road, White Rock	Drug and Personal Care	Upper City Centre
Debbie Mozelle Designer Optical	1554 Foster Street, White Rock	Drug and Personal Care	Upper City Centre
Elite Hearing Clinic	1564 Johnston Road, White Rock	Drug and Personal Care	Upper City Centre
Horizon Vision	15227 Thrift Avenue, White Rock	Drug and Personal Care	Upper City Centre
Peoples Pharmacy	1463 Johnston Road, White Rock	Drug and Personal Care	Upper City Centre
Shoppers' Home Health	15182 North Bluff Road, White Rock	Drug and Personal Care	Upper City Centre
GBS Digital Computer Services	15230 North Bluff Road, White Rock	Electronics and Appliance	Upper City Centre
Tech Shop, The	1565 George Street, White Rock	Electronics and Appliance	Upper City Centre
White Rock Computer Solutions	15245 Russell Avenue, White Rock	Electronics and Appliance	Upper City Centre
BC Currency Exchange Inc.	15183 Russell Avenue, White Rock	Financial Services	Upper City Centre
Part Time CFO Inc.	White Rock Square 1480 Foster Street, Suite28	Financial Services	Upper City Centre
Coast Capital Savings	15241 Thrift Avenue, White Rock	Financial Services	Upper City Centre
Custom House Global Foreign Exchange	101A- 1440 George Street, White Rock	Financial Services	Upper City Centre
D.A Penney Financial Services	211- 1548 Johnston Road, White Rock	Financial Services	Upper City Centre
Dianne Mee & Associates Inc.	28 1480 Foster Street, White Rock	Financial Services	Upper City Centre
Centum Mortgage	202-15261 Russell Avenue, White Rock	Financial Services	Upper City Centre
DWR Financial Services	22 - 1480 Foster Street, White Rock	Financial Services	Upper City Centre
Ensure Financial Services Inc.	15233 Russell Avenue, White Rock	Financial Services	Upper City Centre
Express Gold Ltd.	15223 Russell Avenue, White Rock	Financial Services	Upper City Centre
Investors Group	1413 Johnston Road, White Rock	Financial Services	Upper City Centre
Murphy & Murphy Accountants	103- 1548 Johnston Road, White Rock	Financial Services	Upper City Centre
Dundee Wealth	34 White Rock Square, 1480 Foster Street, White Rock	Financial Services	Upper City Centre
SHEfinancial group inc.	304 15261 Russell Avenue, White Rock	Financial Services	Upper City Centre
Traher & Company Chartered Accountant Inc	201 15261 Russell Avenue, White Rock	Financial Services	Upper City Centre
Vancouver Bullion & Currency Exchange (VBCE)	15234 North Bluff Road, White Rock	Financial Services	Upper City Centre
Westland Insurance	15160 North Bluff Road, White Rock	Financial Services	Upper City Centre
White Rock Tax and Accounting	1527 Johnston Road, White Rock	Financial Services	Upper City Centre
Hallmark Carpets	15140 North Bluff Road, White Rock	Furniture and Home Furnishings	Upper City Centre
Knitopia	1411 Johnston Road, White Rock	Hobby	Upper City Centre
Coin Shop, The	203- 1538 Foster Street, White Rock	Hobby	Upper City Centre
Color Groove Ceramic Art Studio	1461 Johnston Road, White Rock	Hobby	Upper City Centre
Laura's Fashion Fabrics	1552 Johnston Rd, White Rock	Hobby	Upper City Centre
Ocean Beads	5- 1457 Johnston Road, White Rock	Hobby	Upper City Centre
Amar Kler Notary Public	201 1538 Foster Street, White Rock	Legal	Upper City Centre
Emilia Luca - Notary Public	202- 1548 Johnston Road, White Rock	Legal	Upper City Centre
Fominoff, Ross and Co. Law Office	204- 1548 Johnston Road, White Rock	Legal	Upper City Centre
J. Amber Goddyn- Notary Public	109 - 1518 George Street, White Rock	Legal	Upper City Centre
J. Lorne Ginther - Barrister and Soliciter	101- 15261 Russell Avenue, White Rock	Legal	Upper City Centre
Kevin R. Westwood Law Corporation	42- 1480 Foster Street, White Rock	Legal	Upper City Centre
White Rock Law Group	42- 1480 Foster Street, White Rock	Legal	Upper City Centre
White Rock Liquor Store	15144 North Bluff Road, White Rock	Liquor	Upper City Centre
Mark Anthony Wines	15220 North Bluff Rd, White Rock	Liquor	Upper City Centre

List of Retail and Service Businesses in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
Barbara J. Bain, M.A., - RCC	202- 1561 George Street, White Rock	Medical and Related	Upper City Centre
Counselling Group, The	209- 1548 Johnston Road, White Rock	Medical and Related	Upper City Centre
Crysalis Dental Studio Inc.	203- 1561 George Street, White Rock	Medical and Related	Upper City Centre
Dr. Allison Krause - Psychologist	26- 1480 Foster Street, White Rock	Medical and Related	Upper City Centre
Dr. Barbara J. MacLean-Chiropractor	302 15261 Russell Avenue, White Rock	Medical and Related	Upper City Centre
Dr. Ed Kramer & Dr. Randy Mackoff - Psychologists	201- 15210 North Bluff Road, White Rock	Medical and Related	Upper City Centre
Dr. Murray Fain - Oral and Maxillofacial Surgery	10- 1480 Foster Street, White Rock	Medical and Related	Upper City Centre
Dr. Patti Anderson - Family Physician	202- 1493 Johnston Road, White Rock	Medical and Related	Upper City Centre
Dr. Sandra M. Finch - Dentist	70- 1480 Foster Street, White Rock	Medical and Related	Upper City Centre
Dr. Shelin Tkatch Inc. - Obstetrician, gynecologist	203- 1493 Johnston Road, White Rock	Medical and Related	Upper City Centre
Dr. Warren Ennis	301 15261 Russell Avenue, White Rock	Medical and Related	Upper City Centre
Feng Li Acupuncture Clinic	101C 1440 George Street, White Rock	Medical and Related	Upper City Centre
G.W. Brown Denture Clinic	1570 Johnston Street, White Rock	Medical and Related	Upper City Centre
George Street Family Practices	1B - 1400 George Street, White Rock	Medical and Related	Upper City Centre
Harmony Health Care	104- 1548 Johnston Road, White Rock	Medical and Related	Upper City Centre
Hodson Denture Clinic - Dr. Peter Hodson, RD	1504 Foster Street, White Rock	Medical and Related	Upper City Centre
In Motion Physiotherapy	1D- 1400 George Street, White Rock	Medical and Related	Upper City Centre
Johnston Road Dental	1549 Johnston Road, White Rock	Medical and Related	Upper City Centre
Leanna M. Parkes & Associates	B- 1505 Foster Street, White Rock	Medical and Related	Upper City Centre
Mind Body Thai Massage	210- 1548 Johnston Road, White Rock	Medical and Related	Upper City Centre
O2 Plus Hyperbaric Therapy Clinic	35- 1480 Foster St, White Rock	Medical and Related	Upper City Centre
Oceanside Family Practice	1560 George Street, White Rock	Medical and Related	Upper City Centre
Peace Arch Family Health Clinic	202- 15210 North Bluff Road, White Rock	Medical and Related	Upper City Centre
Wen Acupuncture & TCM Clinic	#30-1480 Foster Street, White Rock	Medical and Related	Upper City Centre
White Rock Orthopaedic Surgical Center	44- 1480 Foster Street, White Rock	Medical and Related	Upper City Centre
White Rock Wellness Centre & Store	101 & 303 1493 Johnston Road, White Rock	Medical and Related	Upper City Centre
Seashore Music & DVD	1482 Johnston Road, White Rock	Music	Upper City Centre
Chefs Choice Meats Inc.	1515 Johnston Road, White Rock	Other Food Stores	Upper City Centre
Fair Market	1570 George Street, White Rock	Other Food Stores	Upper City Centre
Health Express	1550 Johnston Road, White Rock	Other Food Stores	Upper City Centre
Hillcrest Bakery and Deli	1403 Johnston Road, White Rock	Other Food Stores	Upper City Centre
Penguin Meat Supply	1554 Johnston Road, White Rock	Other Food Stores	Upper City Centre
Richards Of Steveston Fish Shoppe	15136 North Bluff Road, White Rock	Other Food Stores	Upper City Centre
Sweet Escape Candy Boutique	15244 Russell Avenue, White Rock	Other Food Stores	Upper City Centre
Valley Farms Outlet Ltd	1515 Johnston Rd, White Rock	Other Food Stores	Upper City Centre
White Rock Meat and Deli	15238 Russell Avenue, White Rock	Other Food Stores	Upper City Centre
White Rock Super Market & Deli	15236 Russell Avenue, White Rock	Other Food Stores	Upper City Centre
Wolf's Country Deli	15214 North Bluff Road, White Rock	Other Food Stores	Upper City Centre
Happy Harry's Discount Emporium	1457A Johnston Road, White Rock	Other General Merchandise	Upper City Centre
Not For Long Children's Clothing	1567 George Street, White Rock	Other General Merchandise	Upper City Centre
Take It Uptown Consignment	1474 Johnston Road, White Rock	Other General Merchandise	Upper City Centre
WorldServe Ministries Thrift Shop	1401 Johnston Road, White Rock	Other General Merchandise	Upper City Centre
Annel's Studio	101- 1538 Foster Street, White Rock	Other Retail	Upper City Centre
Artistry In Flowers	15234 North Bluff Road, White Rock	Other Retail	Upper City Centre
Celtic Treasure Chest British Imports & Sweets Ltd.	1534 Foster Street, White Rock	Other Retail	Upper City Centre
Critters	1403C Johnston Road, White Rock	Other Retail	Upper City Centre
Jenkins Showler Gallery	1539 Johnston Road, White Rock	Other Retail	Upper City Centre
The Gallery	15134 North Bluff Road, White Rock	Other Retail	Upper City Centre
Victoria & Albert Antiques and Collectables	15244 Russell Avenue, White Rock	Other Retail	Upper City Centre
Adrienne Murray Law Corporation	201- 15225 Thrift Avenue, White Rock	Other Service	Upper City Centre
Amin's Fine Drycleaning	15248 Russell Avenue, White Rock	Other Service	Upper City Centre
Anything To Anywhere Worldwide Logistics Ltd.	38- 1480 Foster Street, White Rock	Other Service	Upper City Centre
ATIRA Property Management Inc.	204- 15210 North Bluff Road, White Rock	Other Service	Upper City Centre
Blueprint Strata Management	206 1548 Johnston Road, White Rock	Other Service	Upper City Centre
Canadian Red Cross - Medical Loan Services	40- 1480 Foster Street, White Rock	Other Service	Upper City Centre

List of Retail and Service Businesses in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
Coastport Consulting	1003 15152 Russell Avenue, White Rock	Other Service	Upper City Centre
Cronos Technology Corporation	15245 Russell Avenue, White Rock	Other Service	Upper City Centre
Easy Reading Academy/Brainchild Education Center	201 1538 Foster Street, White Rock	Other Service	Upper City Centre
Eckankar Canada	203- 1561 George Street, White Rock	Other Service	Upper City Centre
ee.Henry Photography	1455 Johnston Road, White Rock	Other Service	Upper City Centre
EPCOR - White Rock Utilities	203 15261 Russell Avenue, White Rock	Other Service	Upper City Centre
Foto Source	15138 North Bluff Road, White Rock	Other Service	Upper City Centre
French Academy.ca	201- 15225 Thrift Avenue, White Rock	Other Service	Upper City Centre
Grafic Square - Architectural Designers	60- 1480 Foster Street, White Rock	Other Service	Upper City Centre
Guardian Residential Services	15212 North Bluff Road, White Rock	Other Service	Upper City Centre
White Rock Visitor Centre	15261 Russell Avenue, Suite 100, White Rock	Other Service	Upper City Centre
Hygrove Design Co.	1450 Johnston Road, White Rock	Other Service	Upper City Centre
J.A Chapman Mining Services	18- 1480 Foster Street, White Rock	Other Service	Upper City Centre
King Koin Laundromat and Services	1484 Johnston, White Rock	Other Service	Upper City Centre
Lorean's Dressmaking	201- 1548 Johnston Road, White Rock	Other Service	Upper City Centre
Luxe Dog Boutique and Salon	1558 Foster Street, White Rock	Other Service	Upper City Centre
Magpower Systems	20 - 1480 Foster Street, White Rock	Other Service	Upper City Centre
Parfour Signs & Printing	15158 North Bluff Road, White Rock	Other Service	Upper City Centre
Random Access Multimedia Inc.	46- 1480 Foster Street, White Rock	Other Service	Upper City Centre
Fgrap	38- 1480 Foster Street, White Rock	Other Service	Upper City Centre
The Rykon Group Of Companies	15080 North Bluff Road, White Rock	Other Service	Upper City Centre
The UPS Store	15216 North Bluff Road, White Rock	Other Service	Upper City Centre
Time II Dry Clean	1492 Johnston Rd, White Rock	Other Service	Upper City Centre
Western Archrib Structural Wood Systems	#303 15261 Russell Avenue, White Rock	Other Service	Upper City Centre
White Rock Business Improvement Association	1524 Foster Street, White Rock	Other Service	Upper City Centre
White Rock/South Surrey Chamber of Commerce	100- 15261 Russell Avenue, White Rock	Other Service	Upper City Centre
Moody Shoe Master	1525 Johnston Rd, White Rock	Other Service	Upper City Centre
Comfort Keepers	14 - 1480 Foster Street White Rock	Other Service	Upper City Centre
Coast Capital Playhouse	1532 Johnston Road, White Rock	Recreation/Fitness	Upper City Centre
Arthur Murray Dance Studio	15151 Russell Avenue, White Rock	Recreation/Fitness	Upper City Centre
Golden Glory Fitness & Martial Arts Academies	15177 Russell Ave, White Rock, BC	Recreation/Fitness	Upper City Centre
Seung-Ri WTTU Black Belt Academy	1430 Johnston Road, White Rock	Recreation/Fitness	Upper City Centre
Todd Brewer School of Music	209- 15225 Thrift Avenue, White Rock	Recreation/Fitness	Upper City Centre
Coffee Mill, The	1568 George Street, White Rock	Restaurant	Upper City Centre
Dining Wok Shanghai Restaurant	5246 Russell Avenue, White Rock	Restaurant	Upper City Centre
Java Express Neighborhood Cafe	15090 North Bluff Road, White Rock	Restaurant	Upper City Centre
Just Good To Go	1515 Johnston Road, White Rock	Restaurant	Upper City Centre
Kappa Japanese Restaurant	1450 George Street, White Rock	Restaurant	Upper City Centre
KFC	1531 Johnston Road, White Rock	Restaurant	Upper City Centre
King Sushi Japanese Restaurant	15238 North Bluff Road, White Rock	Restaurant	Upper City Centre
Notti Biscotti Express	1493 Johnston Road, White Rock	Restaurant	Upper City Centre
Pelican Rouge Coffee Company	15142 North Bluff Road, White Rock	Restaurant	Upper City Centre
Penang Szechuan Cuisine	15228 Russell Avenue, White Rock	Restaurant	Upper City Centre
Pique Nique Cafe & Party Trays	1407 Johnston Road, White Rock	Restaurant	Upper City Centre
Porto Fino Express	15150 North Bluff Road, White Rock	Restaurant	Upper City Centre
Salty's Fish and Chips	15240 Russell Avenue, White Rock	Restaurant	Upper City Centre
Silver Dragon Restaurant	1564 George Street, White Rock	Restaurant	Upper City Centre
Sugar and Spice	1480 Johnston Road, White Rock	Restaurant	Upper City Centre
The Grape Leaf Cafe	15230 Russell Avenue, White Rock	Restaurant	Upper City Centre
Tommy Salsa Roadside Sandwich & Chili Shop	1434 Johnston Road, White Rock	Restaurant	Upper City Centre
White Rock Garden Restaurant	1490 Johnston Road, White Rock	Restaurant	Upper City Centre
Wolfs Country Deli	15214 North Bluff Road, White Rock	Restaurant	Upper City Centre
Notti Biscotti Express	1493 Johnston Road, White Rock	Restaurant	Upper City Centre
Black T una Sushi	1459 Johnston Road, White Rock	Restaurant	Upper City Centre
Adib's Cut	1542 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre

List of Retail and Service Busiesses in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
All-Star Cut	1452 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
Blunt Hair Art Lounge and Day Spa	15125 Russell Avenue, White Rock	Salon Spa and Barber	Upper City Centre
Central Plaza Barber & Hair Stylist	15152 North Bluff Road, White Rock	Salon Spa and Barber	Upper City Centre
CityLook Salon	15239 Russell Avenue, White Rock	Salon Spa and Barber	Upper City Centre
Envy Nail Salon	1470 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
Femme & Homme Skincare Boutique	15226 North Bluff Road, White Rock	Salon Spa and Barber	Upper City Centre
Hair Establishment, The	1483 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
Hillcrest Barbers	1409 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
Lit Hair Salon	304- 1493 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
Mary Lee's Beauty Salon	105- 1548 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
Norma Ann Eaton and Co.	1506 Foster Street, White Rock	Salon Spa and Barber	Upper City Centre
Perfections Hair	15224 North Bluff Road, White Rock	Salon Spa and Barber	Upper City Centre
Pristine Day Spa at Blunt	15125 Russell Avenue, White Rock	Salon Spa and Barber	Upper City Centre
Shibui Skin Care	103- 1440 George Street, White Rock	Salon Spa and Barber	Upper City Centre
Soft N' Curl Coiffures	5- 15234 Russell Avenue, White Rock	Salon Spa and Barber	Upper City Centre
White Rock Barbers	1566 Johnston Road, White Rock	Salon Spa and Barber	Upper City Centre
White Rock Laser & Spa	1C- 1400 George Street, White Rock	Salon Spa and Barber	Upper City Centre
Buy Low Foods	1405 Johnston Rd, White Rock	Supermarket	Upper City Centre
Marlin Travel	1544 Johnston Road, White Rock	Travel	Upper City Centre
Uniglobe Travelex Ltd.	15148 North Bluff Road, White Rock	Travel	Upper City Centre
White Rock Travel & Cruises Ltd.	1472 Johnston Road, White Rock	Travel	Upper City Centre
Petro-Canada - Certigard Car Repair	1392 Johnston Road, White Rock	Automotive Related	Lower City Centre
Cleveland Doan LLP	1321 Johnston Road, White Rock	Legal	Lower City Centre
David W. Grunder Law Corporation	1321 Johnston Road, White Rock	Legal	Lower City Centre
McClughan and Company	15250 Thrift Avenue, White Rock	Legal	Lower City Centre
Cathleen M. McClughan, Barrister and Solicitor	15250 Thrift Avenue, White Rock	Legal	Lower City Centre
Living Room Store, The	1233 Johnston Road, White Rock	Furniture and Home Furnishings	Lower City Centre
CountrySun Natural Foods	1377 Johnston Road, White Rock	Other Food Stores	Lower City Centre
Howes Market	1289 Johnston Road, White Rock	Other Food Stores	Lower City Centre
J&H Food Market	15259 Pacific Avenue, White Rock	Other Food Stores	Lower City Centre
White Rock Bread Box	1257 Johnston Road, White Rock	Other Food Stores	Lower City Centre
Sandpiper Liquor Store	1235 Johnston Road, White Rock	Liquor	Lower City Centre
White Rock Wines	1379 Johnston Road, White Rock	Liquor	Lower City Centre
E.T. Resources Ltd.	1- 1381 George Street, White Rock	Drug and Personal Care	Lower City Centre
Precision Optical	15240 Thrift Avenue, White Rock	Drug and Personal Care	Lower City Centre
Sight For Sore Eyes Optical	1187 Johnston Road, White Rock	Drug and Personal Care	Lower City Centre
Branka's Boutique & Accessories	1189 Johnston Road, White Rock	Clothing and Aecessories	Lower City Centre
Sea Orchid Boutique	15218 Pacific Avenue, White Rock	Clothing and Aecessories	Lower City Centre
Sinikka's Boutique	15208 Pacific Avenue, White Rock	Clothing and Aecessories	Lower City Centre
Vasanji Butique	1391 Johnston Road, White Rock	Clothing and Aecessories	Lower City Centre
Bond Harrington	14831 Buena Vista Avenue, White Rock	Building Supplies	Lower City Centre
Hilltop Plumbing and Heating	1341 Johnston Road, White Rock	Building Supplies	Lower City Centre
Tapestry Music	1335 Johnston Road, White Rock	Music	Lower City Centre
Greyhaven Hobbies	1289A Johnston Road, White Rock	Hobby	Lower City Centre
Deals World Discount Stores	1350 Johnston Road, White Rock	Other General Merchandise	Lower City Centre
Salvation Army Thrift Store	1327 Johnston Road, White Rock	Other General Merchandise	Lower City Centre
Ashberry And Logan	1231 Johnston Road, White Rock	Other Retail	Lower City Centre
Kidazzles	1253 Johnston Road, White Rock	Other Retail	Lower City Centre
Rosemary Cottage Antiques & Collectables	1229 Johnston Road, White Rock	Other Retail	Lower City Centre
Solarus Sauna	1345 Johnston Road, White Rock	Other Retail	Lower City Centre
White Rock Gallery	1247 Johnston Road, White Rock	Other Retail	Lower City Centre
White Rock Vacuum	1389 Johnston Road, White Rock	Other Retail	Lower City Centre
Alina's Cantina Mexicana	1- 15223 Pacific Avenue, White Rock	Restaurant	Lower City Centre
Blazin' Bagels	1369 Johnston Road, White Rock	Restaurant	Lower City Centre
Clancy's Tea Cosy	6 15223 Pacific Avenue, White Rock	Restaurant	Lower City Centre

List of Retail and Service Businesses in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
Coffee With Attitude	15202 Pacific Avenue, White Rock	Restaurant	Lower City Centre
Damianos Pizza	1191 Johnston Road, White Rock	Restaurant	Lower City Centre
Emilio Finatti Sicilian Pizzeria	5- 15223 Pacific Avenue, White Rock	Restaurant	Lower City Centre
Five Corners Bistro	15182 Buena Vista Avenue, White Rock	Restaurant	Lower City Centre
Five Corners Cafe	1173 Johnston Road, White Rock	Restaurant	Lower City Centre
Leela Thai Restaurant	1310 Johnston Road, White Rock	Restaurant	Lower City Centre
Onyx Steakhouse & Lounge	1225 Johnston Road, White Rock	Restaurant	Lower City Centre
Pavlos Restaurant	15169 Roper Avenue, White Rock	Restaurant	Lower City Centre
Shochiko Japanese Restaurant	1357 Johnston Road, White Rock	Restaurant	Lower City Centre
Small Ritual Coffee Society	1237 Johnston Road, White Rock	Restaurant	Lower City Centre
Taka's Take-Out Sushi	15214 Pacific Avenue, White Rock	Restaurant	Lower City Centre
Yucca Tree Cafe	1347 Johnston Road, White Rock	Restaurant	Lower City Centre
Buena Vista Massage Therapy Clinic	1223B Johnston Road, White Rock	Medical and Related	Lower City Centre
David & Walter Dugay, Denturists	15168 Roper Avenue, White Rock	Medical and Related	Lower City Centre
DesLauriers Chiropractic Group Inc. & Associates	1219 Johnston Road, White Rock	Medical and Related	Lower City Centre
Dr. Rosemary Jones - Podiatrist	103- 15240 Thrift Avenue, White Rock	Medical and Related	Lower City Centre
Jill Arnold, M.A. RCC	6- 1365 Johnston Road, White Rock	Medical and Related	Lower City Centre
L.C. Chinese Health Centre	5B- 1381 George Street, White Rock	Medical and Related	Lower City Centre
Leading Edge Acupuncture & Laser Clinic	105 15240 Thrift, White Rock	Medical and Related	Lower City Centre
Lifelong Health	15228 Pacific Avenue, White Rock	Medical and Related	Lower City Centre
Maclean Chiropractic Clinic	7- 1381 George Street, White Rock	Medical and Related	Lower City Centre
Romich Medical	15157 Roper Avenue, White Rock	Medical and Related	Lower City Centre
Roper Avenue Chiropractic	15158 Roper Avenue, White Rock	Medical and Related	Lower City Centre
Southern Health Centre	15157 Roper Avenue, White Rock	Medical and Related	Lower City Centre
White Rock Denture Clinic Ltd.	15158 Roper Avenue, White Rock	Medical and Related	Lower City Centre
White Rock Footcare Centre	1341B Johnston Road, White Rock	Medical and Related	Lower City Centre
Century21 Seaside Realty Ltd.	1267 Johnston Road, White Rock	Financial Services	Lower City Centre
Coastal Insurance Services Ltd.	1322 Johnston Road, White Rock	Financial Services	Lower City Centre
IPC Securities Corp.	1223A Johnston Road, White Rock	Financial Services	Lower City Centre
New Options Realty	#7 1381 George Street, White Rock	Financial Services	Lower City Centre
Raymond James Financial Planning Ltd.	15178 Buena Vista Avenue, White Rock	Financial Services	Lower City Centre
Visionvest Financial	2- 15223 Pacific Avenue, White Rock	Financial Services	Lower City Centre
Artistic Nails	15216 Pacific Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Bonjour Nail Bar	1367 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
By The Sea Esthetics	4- 15223 Pacific Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Cabelo Electrolysis Clinic	1320 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
Definition Hair	15256 Thrift Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Design Group Hair Studio	15161 Roper Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Diamante Nail Lounge	1223 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
Impressions and Images Hair Salon	3- 15223 Pacific Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Johnston and Thrift Barber	1383 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
Juli's Hair Design	1371 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
Kirsten Fischer Cut & Colour	1324 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
Pacific Barber Shop	15222 Pacific Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Penny Lane Hair Salon	15156 Roper Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Sam's Profile Cut	1263 Johnston Road, White Rock	Salon Spa and Barber	Lower City Centre
Seaside Spa	7- 15223 Pacific Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Sin 7 Salon	15212 Pacific Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Forever Nails	15163 Roper Avenue, White Rock	Salon Spa and Barber	Lower City Centre
Hillcrest Video	1399 Johnston Road, White Rock	Video Rental and Gaming	Lower City Centre
Bikram Yoga White Rock	200- 1326 Johnston Road, White Rock	Recreation/Fitness	Lower City Centre
FloMotion Fitness and Yoga Studio	15186 Buena Vista Avenue, White Rock	Recreation/Fitness	Lower City Centre
Live Yoga	1229 Johnston Road, White Rock	Recreation/Fitness	Lower City Centre
Argus Control Systems Ltd.	1281 Johnston Road, White Rock	Other Service	Lower City Centre
BC Tailor	15220 Pacific Avenue, White Rock	Other Service	Lower City Centre

List of Retail and Service Businesses in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
Blue Frog Studios	1328 Johnston Road, White Rock	Other Service	Lower City Centre
Canadian Cancer Society	104 15240 Thrift Avenue, White Rock	Other Service	Lower City Centre
Corpco Solutions Inc.	1- 1321 Johnston Road, White Rock	Other Service	Lower City Centre
Dtech Enterprises	1- 1365 Johnston Road, White Rock	Other Service	Lower City Centre
Heart's Desire Designs from Valerie	1351 Johnston Road, White Rock	Other Service	Lower City Centre
Home Instead Senior Care	102A- 15240 Thrift Ave, White Rock	Other Service	Lower City Centre
Invision Creative	15254 Thrift Avenue, White Rock	Other Service	Lower City Centre
La Maison Shuku Tailoring & Alterations	1316 Johnston Road, White Rock	Other Service	Lower City Centre
Parallax Film Productions Inc.	200- 1349 Johnston Road, White Rock	Other Service	Lower City Centre
White Rock Alzheimer Resource Centre	102- 15240 Thrift Avenue, White Rock	Other Service	Lower City Centre
White Rock Cornerstone Education Resources	15252 Thrift Avenue, White Rock	Other Service	Lower City Centre
World Serve Ministries	1301 Johnston Road, White Rock	Other Service	Lower City Centre
Young Drivers of Canada	5A- 1381 George Street, White Rock	Other Service	Lower City Centre
4 Cats Arts Studio	1195 Johnston Road, White Rock	Other Service	Lower City Centre
White Rock Mufflers	14807 Marine Drive, White Rock	Automotive Related	West, Marine Drive
White Rock Brake and Wheel	15170 Prospect Avenue, White Rock	Automotive Related	West, Marine Drive
Whitby's Book Store	14833 Marine Drive, White Rock	Books	West, Marine Drive
Wishes & Co. - The Bikini Genie	14885 Marine Drive, White Rock	Clothing and Accessories	West, Marine Drive
Barb's Boutique	103- 14909 Marine Drive, White Rock	Clothing and Accessories	West, Marine Drive
Beach 'n Surfwear (Vacating)	14845 Marine Drive, White Rock	Clothing and Accessories	West, Marine Drive
CandyShop Couture Inc	14967 Marine Drive, White Rock	Clothing and Accessories	West, Marine Drive
Mortgage Architects - Alan Trompeter	14967 Marine Drive, White Rock	Financial Services	West, Marine Drive
Joseph M. Prodor - Trial Lawyer	15260 Thrift Avenue, White Rock	Legal	West, Marine Drive
Cynthia Poole - Personal Journey Consultant, Reiki M	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Brenda Stelcer - Nutritional Consultant, Herbalist, Jou	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Elizabeth MacKay (MH, CHT, RM) - Reiki Master, Clini	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Energy Body Works - Nelda Oman	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Katharine Fahlman - Reiki Master, Tea Leaf Reader,	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
LED Diagnostics	201- 15047 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Mazebah Taahn - Divine Heart Space Mentor, Crystal	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Mindy Kollman (BA, M.Ed, RCC) - Counselor, Profess	14889 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Natalie Dunser - Reiki Master, Vibrational Energy Fac	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Nelda Oman - Energy Healer	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Rev. Audrie Lankhof - Ordained Minister of Metaphysi	14899 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Saje Natural Wellness	14837 Marine Drive, White Rock	Medical and Related	West, Marine Drive
Anie's Beach Mart	1117 Vidal Street, White Rock	Other Food Stores	West, Marine Drive
Marine Market Gourmet and Gifts	14949 Marine Drive, White Rock	Other Food Stores	West, Marine Drive
Pier Point Gifts and Souvenirs	14963 Marine Drive, White Rock	Other General Merchandise	West, Marine Drive
Oxford Artist Studio - Serge Demetrius Dube	1- 1184 Oxford Street, White Rock	Other Retail	West, Marine Drive
White Rock Museum Gift Shop & Gallery	14970 Marine Drive, White Rock	Other Retail	West, Marine Drive
Angelic Teapot	14971 Marine Drive, White Rock	Other Retail	West, Marine Drive
Canadiana Gifts	14853 Marine Drive, White Rock	Other Retail	West, Marine Drive
Jozefs	14903 Marine Drive, White Rock	Other Retail	West, Marine Drive
Oriental Link Enterprise Arts	14969 Marine Drive, White Rock	Other Retail	West, Marine Drive
Globalnet Marketing Solutions	300- 15047 Marine Drive, White Rock	Other Service	West, Marine Drive
White Rock Museum & Archives	14970 Marine Drive, White Rock	Other Service	West, Marine Drive
Awakening Heart Holistic Learning & Wellness Centre	14899 Marine Drive, White Rock	Other Service	West, Marine Drive
Lynne Edel (CIEHP, RA) - Reiki Master, Integrative En	14899 Marine Drive, White Rock	Other Service	West, Marine Drive
Retro Group	303- 15047 Marine Drive, White Rock	Other Service	West, Marine Drive
Silvercreek Development Corp.	14869 Marine Drive, White Rock	Other Service	West, Marine Drive
West Beach Pilates	14899 Marine Drive, White Rock	Recreation/Fitness	West, Marine Drive
FRESHSLICE PIZZA	1113 Vidal Street, White Rock	Restaurant	West, Marine Drive
Charlie Don't Surf	15011 Marine Drive, White Rock	Restaurant	West, Marine Drive
Little India Restaurant	15081 Marine Drive, White Rock	Restaurant	West, Marine Drive
Sara's Old Fashioned Ice Cream	2- 14961 Marine Drive, White Rock	Restaurant	West, Marine Drive

List of Retail and Service Busiessnes in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
14981 Fusion Cuisine	14981 Marine Drive, White Rock	Restaurant	West, Marine Drive
Booster Juice By The Beach	7- 14973 Marine Drive, White Rock	Restaurant	West, Marine Drive
Cielo's Tapas and Oyster Bar	15069 Marine Drive, White Rock	Restaurant	West, Marine Drive
Cosmo's Greek Restaurant	14871 Marine Drive, White Rock	Restaurant	West, Marine Drive
Dock's Fish and Chips	15061 Marine Drive, White Rock	Restaurant	West, Marine Drive
Dolce Gelato	15045 Marine Drive, White Rock	Restaurant	West, Marine Drive
Five Doors Down	15047 Marine Drive, White Rock	Restaurant	West, Marine Drive
Fronds on the Beach	14989 Marine Drive, White Rock	Restaurant	West, Marine Drive
Gelateria Italia	14901 Marine Drive, White Rock	Restaurant	West, Marine Drive
Giraffe Restaurant	15053 Marine Drive, White Rock	Restaurant	West, Marine Drive
Iguana's Beach Grill	14985 Marine Drive, White Rock	Restaurant	West, Marine Drive
Italian Touch Restaurant	15077 Marine Drive, White Rock	Restaurant	West, Marine Drive
Jimmy Flynn's Restaurant	15065 Marine Drive, White Rock	Restaurant	West, Marine Drive
Keko's Brothers Restaurant	14849 Marine Drive, White Rock	Restaurant	West, Marine Drive
Keso - A Cheese Speciality Shop	14841 Marine Drive, White Rock	Restaurant	West, Marine Drive
Le Vol Au Vent	14959 Marine Drive, White Rock	Restaurant	West, Marine Drive
Marine Market Gourmet and Gifts	14949 Marine Drive, White Rock	Restaurant	West, Marine Drive
Ocean Beach Club & Grill	14995 Marine Drive, White Rock	Restaurant	West, Marine Drive
Ocean Rock Bistro	101- 14909 Marine Drive, White Rock	Restaurant	West, Marine Drive
Pearl On The Rock	14955 Marine Drive, White Rock	Restaurant	West, Marine Drive
Seaside Scoops Ice Cream Cafe	14893 Marine Drive, White Rock	Restaurant	West, Marine Drive
Shin Ji Ru Japanese Restaurant	15171 Russell Avenue, White Rock	Restaurant	West, Marine Drive
Shin Ju Ku Japanese Restaurant	15019 Marine Drive, White Rock	Restaurant	West, Marine Drive
Slainte By The Pier Irish Pub	100- 15057 Marine Drive, White Rock	Restaurant	West, Marine Drive
The Boathouse Restaurant	14935 Marine Drive, White Rock	Restaurant	West, Marine Drive
The Boathouse Surfside Grill & Bar	14935 Marine Drive, White Rock	Restaurant	West, Marine Drive
Tracycakes Bakery & Cafe	15015 Marine Drive, White Rock	Restaurant	West, Marine Drive
Uli's	15021 Marine Drive, White Rock	Restaurant	West, Marine Drive
West Beach Bar & Grill	1101 Elm Street, White Rock	Restaurant	West, Marine Drive
Whitby's Coffee House	14829 Marine Drive, White Rock	Restaurant	West, Marine Drive
White Mountain Ice Cream	104- 14904 Marine Drive, White Rock	Restaurant	West, Marine Drive
Wings Tap & Grill	14945 Marine Drive, White Rock	Restaurant	West, Marine Drive
Natural Oasis Day Spa	1115 Vidal Street, White Rock	Salon Spa and Barber	West, Marine Drive
Pamper Me Day Spa	14889 Marine Drive, White Rock	Salon Spa and Barber	West, Marine Drive
Liberty Financial - Sandra Williams, AMP	15571 Marine Drive, White Rock	Financial Services	East, Marine Drive
Naeem Brothers Canada Ltd.	15575 Marine Drive, White Rock	Hobby	East, Marine Drive
Bay Wines	15529 Marine Drive, White Rock	Liquor	East, Marine Drive
Sandcastle Mini Market	15525 Marine Drive, White Rock	Other Food Stores	East, Marine Drive
Sunlight Market	15783 Marine Drive, White Rock	Other Food Stores	East, Marine Drive
Grand Bazaar Istanbul	102- 15505 Marine Drive, White Rock	Other Retail	East, Marine Drive
Neo Concept Art Gallery	15787 Marine Drive, White Rock	Other Retail	East, Marine Drive
Seaside Pearl Gifts	101- 15505 Marine Drive, White Rock	Other Retail	East, Marine Drive
Sposa Wedding Couture	3- 15621 Marine Drive, White Rock	Other Retail	East, Marine Drive
Asia T extile Inspections Ltd.	15573 Marine Drive, White Rock	Other Service	East, Marine Drive
Azura Management Corporation	15561 Marine Drive, White Rock	Other Service	East, Marine Drive
Brifen Canada Inc	15521 Marine Drive, White Rock	Other Service	East, Marine Drive
Prospect Centre For Multisensory Learning	15777 Marine Drive, White Rock	Other Service	East, Marine Drive
Rebecca Sehn	15551 Marine Drive, White Rock	Other Service	East, Marine Drive
Reconnaissance Energy Corporation	15567 Marine Drive, White Rock	Other Service	East, Marine Drive
Trans Canada Traffic	15521 Marine Drive, White Rock	Other Service	East, Marine Drive
West Coast Engineering Ltd.	15521 Marine Drive, White Rock	Other Service	East, Marine Drive
Westminster Industries Ltd.	8- 15777 Marine Drive, White Rock	Other Service	East, Marine Drive
Andy's Gourmet Desserts & Ice Cream	104- 15505 Marine Drive, White Rock	Restaurant	East, Marine Drive
Coney Island Seafood	15487 Marine Drive, White Rock	Restaurant	East, Marine Drive
Delight Restaurant & Catering	15547 Marine Drive, White Rock	Restaurant	East, Marine Drive

WHITE ROCK BUSINESS NEEDS ASSESSMENT

List of Retail and Service Busiessses in White Rock - CONTINUED			
Name	Location	Use Category	Sub-Area Location
Deluxe	15475 Marine Drive, White Rock	Restaurant	East, Marine Drive
Famous Rome Ice Cream & Gelato	15543 Marine Drive, White Rock	Restaurant	East, Marine Drive
Fishboat Restaurant	15513 Marine Drive, White Rock	Restaurant	East, Marine Drive
Georgie's Bar & Grill	15495 Marine Drive, White Rock	Restaurant	East, Marine Drive
Heaven's Angels Gelato & Ice Cream	15445 Marine Drive, White Rock	Restaurant	East, Marine Drive
Holly's Poultry In Motion	15491 Marine Drive, White Rock	Restaurant	East, Marine Drive
Indian Kitchen	15481 Marine Drive, White Rock	Restaurant	East, Marine Drive
Kahuna's Fish and Chips	15519 Marine Drive, White Rock	Restaurant	East, Marine Drive
La Baia Italian Restaurant	15791 Marine Drive, White Rock	Restaurant	East, Marine Drive
Look Watts Cooking	15611 Marine Drive, White Rock	Restaurant	East, Marine Drive
Moby Dick Seafood Restaurant	15479 Marine Drive, White Rock	Restaurant	East, Marine Drive
Montgomery's Cottage Lunch	15539 Marine Drive, White Rock	Restaurant	East, Marine Drive
Roxy's On The Beach	15565 Marine Drive, White Rock	Restaurant	East, Marine Drive
SandPiper Pub	15595 Marine Drive, White Rock	Restaurant	East, Marine Drive
Whale's Tail Cafe	15527 Marine Drive, White Rock	Restaurant	East, Marine Drive
East Beach Family Salon	15677 Marine Drive, White Rock	Salon Spa and Barber	East, Marine Drive
Salon Montago Beachside	15569 Marine Drive, White Rock	Salon Spa and Barber	East, Marine Drive
Mystique Hair Design	1-15621 Marine Drive, White Rock	Salon Spa and Barber	East, Marine Drive
Esso Gas Station	1595 Nichol Road, White Rock	Automotive Related	Other
Don's New and Used Furnishings	1481 Stayte Road, White Rock	Furniture and Home Furnishings	Other
Stayte Dental Office	1115 Stayte Road, White Rock	Medical and Related	Other
Red Rooster Food Store	1489 Stayte Road, White Rock	Other Food Stores	Other
Skyline Market	1590 Nichol Road, White Rock	Other Food Stores	Other
Spiral Dance Studio	1471 Stayte Road White Rock	Recreation/Fitness	Other
Trainers Fitness Studio	1477 Stayte Road White Rock	Recreation/Fitness	Other

Source: Coriolis Consulting Corp, based on fieldwork in February 2011.

A2.2 Roster of Businesses in South Surrey

List of Retail and Service Businesses in South Surrey		
Name	Use Category	Location in South Surrey
Gold Key Volkswagen	Automotive Related	Semiahmoo Centre and 152 Street Area
Tire Ship	Automotive Related	Semiahmoo Centre and 152 Street Area
Atlas Transmission	Automotive Related	Semiahmoo Centre and 152 Street Area
Tim's Mastercare Automotive	Automotive Related	Semiahmoo Centre and 152 Street Area
CIBC	Banks and Credit Unions	Semiahmoo Centre and 152 Street Area
Westminster Savings	Banks and Credit Unions	Semiahmoo Centre and 152 Street Area
Vancity	Banks and Credit Unions	Semiahmoo Centre and 152 Street Area
Coast Capital Savings and Insurance	Banks and Credit Unions	Semiahmoo Centre and 152 Street Area
Prospera Credit Union (Ocean Pointe Building)	Banks and Credit Unions	Semiahmoo Centre and 152 Street Area
Black Bond Books	Books	Semiahmoo Centre and 152 Street Area
General Paint	Building Supplies	Semiahmoo Centre and 152 Street Area
Benjamin Moore Paints	Building Supplies	Semiahmoo Centre and 152 Street Area
Anna Kristina Boutique	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Carter Burton Home	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Jenny's	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Jitterbug Fashion	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Lotus Point	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Northern Reflections	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Silhouette Fine Lingerie	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Suzanne's	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Tabi	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Keith Ridge Men's Wear	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Claire's Accessories	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Going Places	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Giovanni Jewellers	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Rochelle's Jewellers	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Elegante Shoes	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Ronsons	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Ronsons Rack	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
The Shoe Warehouse	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Custom Jewellers	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Kimberley Jewellers	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Petite Fashions	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Magique	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Inside Story Fashions	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Grasbys on Top (Vacating)	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Petite Fashions	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Rewind	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Magique	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
International Gems	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Margarita Fashion Boutique (Retail, Ocean Pointe)	Clothing and Accessories	Semiahmoo Centre and 152 Street Area
Zellers	Department and Discount Stores	Semiahmoo Centre and 152 Street Area
Shoppers Drugmart	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Alive Health Centre	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Nutrition House	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
IRIS The Visual Group	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Crystal Hearing Centre	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Crystal Vision Optical	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Herbal Magic	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Personal Mobility Shop	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Medicine Shoppe Pharmacy	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
In-Joy Wellness Group	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
White Rock Eye Care	Drug and Personal Care	Semiahmoo Centre and 152 Street Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
The Medicine Shoppe	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Save On Scooters	Drug and Personal Care	Semiahmoo Centre and 152 Street Area
Bell	Electronics and Appliance	Semiahmoo Centre and 152 Street Area
PCS Wireless/Telus	Electronics and Appliance	Semiahmoo Centre and 152 Street Area
Rogers Wireless	Electronics and Appliance	Semiahmoo Centre and 152 Street Area
Simply Computing	Electronics and Appliance	Semiahmoo Centre and 152 Street Area
The Source	Electronics and Appliance	Semiahmoo Centre and 152 Street Area
RBC Dominion Securities	Financial Services	Semiahmoo Centre and 152 Street Area
Awater Insurance	Financial Services	Semiahmoo Centre and 152 Street Area
DMCL.ca Chartered Accountants	Financial Services	Semiahmoo Centre and 152 Street Area
Scotia Macleod	Financial Services	Semiahmoo Centre and 152 Street Area
Schill Insurance	Financial Services	Semiahmoo Centre and 152 Street Area
Johnston Meier Insurance	Financial Services	Semiahmoo Centre and 152 Street Area
Money Mart	Financial Services	Semiahmoo Centre and 152 Street Area
H&R Block	Financial Services	Semiahmoo Centre and 152 Street Area
Homelife Realty	Financial Services	Semiahmoo Centre and 152 Street Area
Dundee Wealth Management	Financial Services	Semiahmoo Centre and 152 Street Area
Accountant	Financial Services	Semiahmoo Centre and 152 Street Area
Accountant	Financial Services	Semiahmoo Centre and 152 Street Area
Investors Group	Financial Services	Semiahmoo Centre and 152 Street Area
Manulife Securities	Financial Services	Semiahmoo Centre and 152 Street Area
BMO Nesbitt Burns (2nd Floor)	Financial Services	Semiahmoo Centre and 152 Street Area
Edward Jones Investments	Financial Services	Semiahmoo Centre and 152 Street Area
Envision Insurance	Financial Services	Semiahmoo Centre and 152 Street Area
Wellington West Capital Inc.	Financial Services	Semiahmoo Centre and 152 Street Area
CIBC Wood Gundy (4th floor Ocean Pointe)	Financial Services	Semiahmoo Centre and 152 Street Area
Currency Exchange	Financial Services	Semiahmoo Centre and 152 Street Area
The Cash Store	Financial Services	Semiahmoo Centre and 152 Street Area
Daniadown	Furniture and Home Furnishings	Semiahmoo Centre and 152 Street Area
Home Again/Home Again	Furniture and Home Furnishings	Semiahmoo Centre and 152 Street Area
Quilts Etc.	Furniture and Home Furnishings	Semiahmoo Centre and 152 Street Area
Stella Blu Home Décor and Design	Furniture and Home Furnishings	Semiahmoo Centre and 152 Street Area
Lawyers (4th floor Ocean Pointe)	Legal	Semiahmoo Centre and 152 Street Area
Notary Public	Legal	Semiahmoo Centre and 152 Street Area
Lawyer	Legal	Semiahmoo Centre and 152 Street Area
Lawyer	Legal	Semiahmoo Centre and 152 Street Area
BC Liquor Store	Liquor	Semiahmoo Centre and 152 Street Area
Liquor Depot	Liquor	Semiahmoo Centre and 152 Street Area
Semiahmoo Dental Centre	Medical and Related	Semiahmoo Centre and 152 Street Area
Semiahmoo Medical Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area
Dental Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area
Strides Orthodontic Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area
Multiple Doctors	Medical and Related	Semiahmoo Centre and 152 Street Area
Chiropractor	Medical and Related	Semiahmoo Centre and 152 Street Area
Peace Arch Medical Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area
Physiotherapy Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area
Travel Medicine Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area
Chiropractor	Medical and Related	Semiahmoo Centre and 152 Street Area
Doctor	Medical and Related	Semiahmoo Centre and 152 Street Area
Dentist	Medical and Related	Semiahmoo Centre and 152 Street Area
Envision Denture	Medical and Related	Semiahmoo Centre and 152 Street Area
Psychiatrist	Medical and Related	Semiahmoo Centre and 152 Street Area
Dentist	Medical and Related	Semiahmoo Centre and 152 Street Area
Doctor	Medical and Related	Semiahmoo Centre and 152 Street Area
Windsor Laser and Vein Clinic	Medical and Related	Semiahmoo Centre and 152 Street Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Physiotherapy Clinic (3rd floor Ocean Pointe)	Medical and Related	Semiahmoo Centre and 152 Street Area
West Coast Hit Yoga (2nd floor Ocean Pointe)	Medical and Related	Semiahmoo Centre and 152 Street Area
Doctors (Ocean Pointe Building)	Medical and Related	Semiahmoo Centre and 152 Street Area
Hilltop Medical (Peace Arch Professional Building)	Medical and Related	Semiahmoo Centre and 152 Street Area
Physiotherapist (Peace Arch Professional Building)	Medical and Related	Semiahmoo Centre and 152 Street Area
Pharmasave (Peace Arch Professional Building)	Medical and Related	Semiahmoo Centre and 152 Street Area
BC Biomedical Laboratories (Peace Arch Professional Building)	Medical and Related	Semiahmoo Centre and 152 Street Area
Dentists (Peace Arch Professional Building)	Medical and Related	Semiahmoo Centre and 152 Street Area
Peninsula Crossing Animal Hospital	Medical and Related	Semiahmoo Centre and 152 Street Area
Cobs Bread	Other Food Stores	Semiahmoo Centre and 152 Street Area
Purdy's	Other Food Stores	Semiahmoo Centre and 152 Street Area
Temptations Convenience Store	Other Food Stores	Semiahmoo Centre and 152 Street Area
Lifetime Organics	Other Food Stores	Semiahmoo Centre and 152 Street Area
7-11	Other Food Stores	Semiahmoo Centre and 152 Street Area
Dollar Giant	Other General Merchandise	Semiahmoo Centre and 152 Street Area
The Body Shop	Other Retail	Semiahmoo Centre and 152 Street Area
GS & Co/The Gallery	Other Retail	Semiahmoo Centre and 152 Street Area
Alice Toys	Other Retail	Semiahmoo Centre and 152 Street Area
Batteries Included	Other Retail	Semiahmoo Centre and 152 Street Area
Sheffield and Sons	Other Retail	Semiahmoo Centre and 152 Street Area
BC Lottery	Other Retail	Semiahmoo Centre and 152 Street Area
Trident Key Mart	Other Retail	Semiahmoo Centre and 152 Street Area
Hallmark	Other Retail	Semiahmoo Centre and 152 Street Area
Flowers and Company	Other Retail	Semiahmoo Centre and 152 Street Area
Umberto's Flowers	Other Retail	Semiahmoo Centre and 152 Street Area
Mother Hubbard's Pet Supplies	Other Retail	Semiahmoo Centre and 152 Street Area
Oceanic Pools and Spas	Other Retail	Semiahmoo Centre and 152 Street Area
Captain Imports and Clock Repair	Other Retail	Semiahmoo Centre and 152 Street Area
Peter's Shoe Repair	Other Service	Semiahmoo Centre and 152 Street Area
Stitch It, Canada's Tailor	Other Service	Semiahmoo Centre and 152 Street Area
Sutton Realty	Other Service	Semiahmoo Centre and 152 Street Area
Ticket Master	Other Service	Semiahmoo Centre and 152 Street Area
Matthew's Tailor Shop (2nd floor)	Other Service	Semiahmoo Centre and 152 Street Area
Brainchild Math/English (2nd floor)	Other Service	Semiahmoo Centre and 152 Street Area
Dutch Boy Laundromat	Other Service	Semiahmoo Centre and 152 Street Area
GLI Test Centre (2nd Floor)	Other Service	Semiahmoo Centre and 152 Street Area
Aldritt Development Ltd.	Other Service	Semiahmoo Centre and 152 Street Area
New Age Marketing	Other Service	Semiahmoo Centre and 152 Street Area
Adanac Molybdenum Corporation	Other Service	Semiahmoo Centre and 152 Street Area
Triumph Construction Co.	Other Service	Semiahmoo Centre and 152 Street Area
Holloway Zaiser Group	Other Service	Semiahmoo Centre and 152 Street Area
Office of the White Rock MLA	Other Service	Semiahmoo Centre and 152 Street Area
Transocean Transport Company (4th floor Ocean Pointe)	Other Service	Semiahmoo Centre and 152 Street Area
Save-on-Cleaners	Other Service	Semiahmoo Centre and 152 Street Area
Sandcastle Bowling	Recreation/Fitness	Semiahmoo Centre and 152 Street Area
Sandcastle Fitness	Recreation/Fitness	Semiahmoo Centre and 152 Street Area
She's Fit (2nd Floor)	Recreation/Fitness	Semiahmoo Centre and 152 Street Area
Blenz Coffee	Restaurant	Semiahmoo Centre and 152 Street Area
Murchie's	Restaurant	Semiahmoo Centre and 152 Street Area
A&W	Restaurant	Semiahmoo Centre and 152 Street Area
Fortune Wok	Restaurant	Semiahmoo Centre and 152 Street Area
Fresh Slice	Restaurant	Semiahmoo Centre and 152 Street Area
Kuroishi Japanese Cuisine	Restaurant	Semiahmoo Centre and 152 Street Area
Nibblers Soup and Sandwich	Restaurant	Semiahmoo Centre and 152 Street Area
Orange Julius	Restaurant	Semiahmoo Centre and 152 Street Area

List of Retail and Service Buissnesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Pick & Chews	Restaurant	Semiahmoo Centre and 152 Street Area
Tim Horton's	Restaurant	Semiahmoo Centre and 152 Street Area
White Spot	Restaurant	Semiahmoo Centre and 152 Street Area
Smooth Café	Restaurant	Semiahmoo Centre and 152 Street Area
Sawbucks Pub	Restaurant	Semiahmoo Centre and 152 Street Area
Joeys Seafood Restaurant	Restaurant	Semiahmoo Centre and 152 Street Area
Wrap Zone	Restaurant	Semiahmoo Centre and 152 Street Area
Starbucks Coffee	Restaurant	Semiahmoo Centre and 152 Street Area
Pizza Hut	Restaurant	Semiahmoo Centre and 152 Street Area
Fatburger	Restaurant	Semiahmoo Centre and 152 Street Area
The Pantry Restaurant	Restaurant	Semiahmoo Centre and 152 Street Area
Baselines Pub	Restaurant	Semiahmoo Centre and 152 Street Area
Boston Pizza	Restaurant	Semiahmoo Centre and 152 Street Area
Reflex Food and Shake Bar	Restaurant	Semiahmoo Centre and 152 Street Area
Siam Thai Food	Restaurant	Semiahmoo Centre and 152 Street Area
Kiki's Restaurant	Restaurant	Semiahmoo Centre and 152 Street Area
Bertolucci Pizza	Restaurant	Semiahmoo Centre and 152 Street Area
Java Hut	Restaurant	Semiahmoo Centre and 152 Street Area
Kiki's Restaurant	Restaurant	Semiahmoo Centre and 152 Street Area
Greek Restaurant and Lounge	Restaurant	Semiahmoo Centre and 152 Street Area
Taco Del Mar	Restaurant	Semiahmoo Centre and 152 Street Area
McDonald's	Restaurant	Semiahmoo Centre and 152 Street Area
Subway	Restaurant	Semiahmoo Centre and 152 Street Area
Hennessey Salon and Spa	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Magicuts	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Merle Norman	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Great Clips	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Bella Nails, Hair, Spa	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Teezers European Hair Studio	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Aru Spa and Salon	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
DT Nail Bar	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Mareth's Hair Studio	Salon Spa and Barber	Semiahmoo Centre and 152 Street Area
Peninsula Runners	Sporting Goods	Semiahmoo Centre and 152 Street Area
Peninsula Cycles	Sporting Goods	Semiahmoo Centre and 152 Street Area
South Surrey Cycles	Sporting Goods	Semiahmoo Centre and 152 Street Area
PriceSmart Foods	Supermarket	Semiahmoo Centre and 152 Street Area
Flight Centre	T ravel	Semiahmoo Centre and 152 Street Area
Whistler Vacation Club	T ravel	Semiahmoo Centre and 152 Street Area
10 minute oil change	Autmotive Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Suds City Car Wash	Autmotive Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
CIBC	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Coast Capital Savings	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Scotiabank	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
TD Canada Trust	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Royal Bank	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Vancity Credit Union	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
BMO	Banks and Credit Unions	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Indigo Books	Books	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Home Depot	Building Supplies	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Potter's Garden Centre	Building Supplies	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Aldila boutique	Clothing and Aecessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Aldo	Clothing and Aecessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Ardene/Miss Teen Ardene	Clothing and Aecessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
BCBG Maxazria	Clothing and Aecessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Calvin Klien	Clothing and Aecessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Crush Clothing	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Extreme Clothing	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Garage	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
H&M	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Jack and Jill	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
La Senza/La Senza Girl	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
La Vie En Rose	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Le Chateau	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Mark's Work Warehouse	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Moores	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Please Mum	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
RW&Co.	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Shoe Warehouse	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Smart Set	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Sterling Shoes	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
The Children's Place	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Tommy Hilfiger	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Turner/Geox Rispeira	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
T own Shoes	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Laura Stores (Pitites/Plus)	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Jacob	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Dunn's Tailors	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Crowns and Jewels	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Muse Social Fashion House	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Rip Curl	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Roots 73	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
West 49	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Natalia Jewellers	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
In the Pink	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Banana Republic Factory Store	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Gap Outlet	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Olsen Europe	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Fashion Addition 14+	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Carter's Osh Kosh Babies and Kids	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Claire's	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Lucky Brand Jeans Outlet	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Posh Shop	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Wow Royalty (Fashion)	Clothing and Accessories	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Wal-Mart Supercentre	Department and Discount Stores	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Winners	Department and Discount Stores	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Insight Eye Care	Drug and Personal Care	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Iris Optical	Drug and Personal Care	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Pharmasave	Drug and Personal Care	Grandview Area (incl. Grandview Corners and Morgan Crossing)
London Drugs	Drug and Personal Care	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Eyes in Motion Vision Centre	Drug and Personal Care	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Creek Pharmacy	Drug and Personal Care	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Future Shop	Electronics and Appliance	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Sony Style	Electronics and Appliance	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Telus	Electronics and Appliance	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Best Buy	Electronics and Appliance	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Sussex Insurance	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Vancity Insurance	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Co-Operators Insurance	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Assante Wealth Management	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Integral Financial Services	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Vohora & Company	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Denroche & Co.	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Brewer & Co	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Five Seasons Financial	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Robert Brent Lang	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Dundee Wealth Management	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Edward Jones	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Kotler van den Brink & Co.	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Royal Lepage Northstar Realty	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Ferd Milian	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Desjardins Fincial Security Investments	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Fransen Fincial Inc.	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Larose Sandra	Financial Services	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Ambiente Gifts and Décor	Furniture and Home Furnishings	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Pebblecreek Furniture	Furniture and Home Furnishings	Grandview Area (incl. Grandview Corners and Morgan Crossing)
The Brick	Furniture and Home Furnishings	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Bopomo Pictures	Furniture and Home Furnishings	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Hudson Décor	Furniture and Home Furnishings	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Penisula Law Group	Legal	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Chancery Chambers	Legal	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Law Office	Legal	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Milne Veronica	Legal	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Smith Howard & Co.	Legal	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Leno Ellen	Legal	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Uliquour Store	Liquor	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Everything Wine	Liquor	Grandview Area (incl. Grandview Corners and Morgan Crossing)
GVC Dental	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Heights Dental Centre	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Crossing Dental	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Crossing Sports Medicine	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
In Motion Physio	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Performance Chiropractic & Wellness Clinic	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Pacificare Services	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Cosmedisys Skin & Laser Clinic	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Creek Medical Walk-In Clinic	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Doctor	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Creek Dental	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Acoustica Hearing	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Doctor	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Lotay Oral & Maxillofacial Surgery Inc.	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Doctor	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Doctor	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Creek Optometry	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Doctor	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Doctor	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Jakeman Financial Group Ltd.	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Adkins Diane	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Rosemary Heights Dental Centre	Medical and Related	Grandview Area (incl. Grandview Corners and Morgan Crossing)
HMV	Music	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Cupcakes	Other Food Stores	Grandview Area (incl. Grandview Corners and Morgan Crossing)
GNC	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Hallmark	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Kitchen Therapy	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Petland	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)
The Point	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Jerkin's Shower Gallery	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Brenca	Other Retail	Grandview Area (incl. Grandview Corners and Morgan Crossing)
The T reegroup Properties	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Arbutus Cleaners	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Heights Cleaners	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Euro Tailors	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
BGL Brokerage Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Wheelchair Foundation Canada	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
BC Vegetable Marketing Commission	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Fresh Hair Concepts	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Pacific Search Group	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Elkay Developments	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Manley Design & Construction Mangement	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Vohcom Software	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Sirius Marketing	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Excel Global Logistics	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
InhouseCFO	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Armadio Kitchen & Bath	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
GSI Construction	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Love Magazine	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Luiz Leon & Associates Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Marathon Homes Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Willowfield Enterprises Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Encompass Property Group Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Northwest Sourcing Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
It's a Girl Thing	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Kube Allan Associates Inc.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Smith & Millar Interior Design and Contracting Ltd.	Other Service	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Steve Nash Sports Club	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
JP Strength Systems (Personal Training)	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Kalmar Marketing	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
MC Fitness & Spa	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Mi-Cher Dance Academy	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Roca Blanca Dance	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
White Rock Gymnastics	Recreation/Fitness	Grandview Area (incl. Grandview Corners and Morgan Crossing)
De Dutch Pankoeck House	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Five Guys Burgers and Fries	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Jugo Juice	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Kami Japanese Restaurant	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Marble Slab Creamery	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Memphis Blues BBQ House	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Moka House Coffee and Bistro	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Montana's Cookhouse	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
OPA Slouvaki	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Original Joes Sports Bar	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Subway	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Tim Horton's	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Ulounge	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Wok Box	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Plaka Mediterranean Cuzina	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Mink Café	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Pita Pit	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Café Fresh	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Creacious Eats	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Sushi Castle	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
White Spot	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
The Keg	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Notti Biscotti	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Little Caesars Pizza	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Tap Restaurant	Restaurant	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Casbah Evolution	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Chatters Beauty Supply and Salon	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Great Clips	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Nail Studio	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Sunscape Tanning	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Pure Nail Bar	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Firefly Hair Co.	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Bel Bronzo	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Blo Blowdry Bars	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Noir Nail Lounge	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Urban Shiatsu Works	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Link to Wellness Inc.	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Shannon's Hair Lounge	Salon Spa and Barber	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Golf Town	Sporting Goods	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Thrifty Foods	Supermarket	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Flight Centre	Travel	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Morgan Creek Cruiseshipcentres	Travel	Grandview Area (incl. Grandview Corners and Morgan Crossing)
EB Games	Video Rental and Gaming	Grandview Area (incl. Grandview Corners and Morgan Crossing)
Petron Canada	Automotive Related	Peninsula Village and Area
DJ Automart	Automotive Related	Peninsula Village and Area
Carwash	Automotive Related	Peninsula Village and Area
Blue Top Auto Repair	Automotive Related	Peninsula Village and Area
White Rock Honda	Automotive Related	Peninsula Village and Area
Avis Rent-A-Car	Automotive Related	Peninsula Village and Area
Don Beck Collision	Automotive Related	Peninsula Village and Area
Speedy Glass	Automotive Related	Peninsula Village and Area
Budget Brake and Muffler	Automotive Related	Peninsula Village and Area
RDR Tireland	Automotive Related	Peninsula Village and Area
Modern Bradley Collision	Automotive Related	Peninsula Village and Area
Budget Rent-A-Car	Automotive Related	Peninsula Village and Area
Fountain Tire	Automotive Related	Peninsula Village and Area
Mr. Lube (Coming Soon)	Automotive Related	Peninsula Village and Area
Broco Glass	Automotive Related	Peninsula Village and Area
Esso	Automotive Related	Peninsula Village and Area
Auto Repair (1 of 2)	Automotive Related	Peninsula Village and Area
Auto Repair (2 of 2)	Automotive Related	Peninsula Village and Area
Esso	Automotive Related	Peninsula Village and Area
Lordco Auto Parts	Automotive Related	Peninsula Village and Area
TD Bank	Banks and Credit Unions	Peninsula Village and Area
Black Bond Books	Books	Peninsula Village and Area
Lund Line Glass and Aluminum	Building Supplies	Peninsula Village and Area
Caprice Theatre	Cinemas	Peninsula Village and Area
Presto Cuchina	Clothing and Accessories	Peninsula Village and Area
Current	Clothing and Accessories	Peninsula Village and Area
J. Gregory Men's Apparel	Clothing and Accessories	Peninsula Village and Area
Speedy Shoe Service	Clothing and Accessories	Peninsula Village and Area
Never E'Nuff Clothes	Clothing and Accessories	Peninsula Village and Area
Just Jewellery	Clothing and Accessories	Peninsula Village and Area
Spoiled Not Rotten	Clothing and Accessories	Peninsula Village and Area
Sears Canada	Department and Discount Stores	Peninsula Village and Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Bayshore Home Healthcare	Drug and Personal Care	Peninsula Village and Area
London Drugs	Drug and Personal Care	Peninsula Village and Area
Spectrum Optometry	Drug and Personal Care	Peninsula Village and Area
Pure Healthcare	Drug and Personal Care	Peninsula Village and Area
Rogers	Electronics and Appliance	Peninsula Village and Area
Big Gary's Vacuum	Electronics and Appliance	Peninsula Village and Area
Alpha Computers	Electronics and Appliance	Peninsula Village and Area
BCAA	Financial Services	Peninsula Village and Area
Accountant	Financial Services	Peninsula Village and Area
TD Waterhouse	Financial Services	Peninsula Village and Area
Remax Office	Financial Services	Peninsula Village and Area
Dominion Macklem Mortgages	Financial Services	Peninsula Village and Area
Sutton Group	Financial Services	Peninsula Village and Area
Thuis Interior and Custom Furniture	Furniture and Home Furnishings	Peninsula Village and Area
ED's Linens	Furniture and Home Furnishings	Peninsula Village and Area
Wholesale and Retail Area Rugs	Furniture and Home Furnishings	Peninsula Village and Area
Country Woods Furniture	Furniture and Home Furnishings	Peninsula Village and Area
Concord Interiors	Furniture and Home Furnishings	Peninsula Village and Area
Lawyer	Legal	Peninsula Village and Area
BC Liquor Store	Liquor	Peninsula Village and Area
D'Vine Wines	Liquor	Peninsula Village and Area
BC Liquor Store	Liquor	Peninsula Village and Area
Chiropractic Clinic	Medical and Related	Peninsula Village and Area
Veterinary Hospital	Medical and Related	Peninsula Village and Area
Dream Orthodontics Studio	Medical and Related	Peninsula Village and Area
Medical Clinic	Medical and Related	Peninsula Village and Area
Chiropractic	Medical and Related	Peninsula Village and Area
Physiotherapy Clinic	Medical and Related	Peninsula Village and Area
Dental Centre	Medical and Related	Peninsula Village and Area
Dentist	Medical and Related	Peninsula Village and Area
Meridian Meat and Seafood	Other Food Stores	Peninsula Village and Area
Joe's Farm	Other Food Stores	Peninsula Village and Area
Bernard Callebaut Chocolates	Other Food Stores	Peninsula Village and Area
Dollarama	Other General Merchandise	Peninsula Village and Area
White Rock Hospice Thrift Store	Other General Merchandise	Peninsula Village and Area
Gallery 24	Other Retail	Peninsula Village and Area
Thomas Kinkade Signature Gallery	Other Retail	Peninsula Village and Area
Crocodile Kid's Boutique	Other Retail	Peninsula Village and Area
Your Go Games (Board Games etc.)	Other Retail	Peninsula Village and Area
Gasland Equipment (Fireplaces)	Other Retail	Peninsula Village and Area
Magna Graphics	Other Retail	Peninsula Village and Area
Eternal Harvest Florist	Other Retail	Peninsula Village and Area
Party Supplies Store	Other Retail	Peninsula Village and Area
Pet grooming	Other Retail	Peninsula Village and Area
Ceramic Tile Store	Other Retail	Peninsula Village and Area
Ber-Nardis Bridal	Other Retail	Peninsula Village and Area
Angel Christian Supplies	Other Retail	Peninsula Village and Area
Time II Dry-clean	Other Service	Peninsula Village and Area
UPS Store	Other Service	Peninsula Village and Area
Busy Bee Cleaners	Other Service	Peninsula Village and Area
Best Western Hotel	Other Service	Peninsula Village and Area
Delco Renos	Other Service	Peninsula Village and Area
Happy Days Dog Daycare	Other Service	Peninsula Village and Area
Go Kids Daycare	Other Service	Peninsula Village and Area
Pasquale's Workshop	Other Service	Peninsula Village and Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Condo Owners Society	Other Service	Peninsula Village and Area
Minuteman Press	Other Service	Peninsula Village and Area
Dogwood Awards and Engraving	Other Service	Peninsula Village and Area
Engineering Company	Other Service	Peninsula Village and Area
Image X Media (Vacating?)	Other Service	Peninsula Village and Area
30 Minute Hit Kick Boxing	Recreation/Fitness	Peninsula Village and Area
Marital Arts	Recreation/Fitness	Peninsula Village and Area
Music and Dance Lessons	Recreation/Fitness	Peninsula Village and Area
Champion Cheerleading	Recreation/Fitness	Peninsula Village and Area
Dance Studio	Recreation/Fitness	Peninsula Village and Area
Chang's Tae Quon Do	Recreation/Fitness	Peninsula Village and Area
My Village Indian Cuisine	Restaurant	Peninsula Village and Area
Hanya Japanese Restaurant	Restaurant	Peninsula Village and Area
Quiznos	Restaurant	Peninsula Village and Area
Knight and Day Neighbourhood Grill	Restaurant	Peninsula Village and Area
The Kitchen Garden Restaurant	Restaurant	Peninsula Village and Area
Booster Juice	Restaurant	Peninsula Village and Area
Starbucks	Restaurant	Peninsula Village and Area
Yamako Sushi	Restaurant	Peninsula Village and Area
Flying Wedge Pizza	Restaurant	Peninsula Village and Area
Sabatino's Trattoria and Bar	Restaurant	Peninsula Village and Area
Extreme Pita	Restaurant	Peninsula Village and Area
Red Rose Restaurant	Restaurant	Peninsula Village and Area
Maple Sushi	Restaurant	Peninsula Village and Area
Golden Lion Chinese Foods	Restaurant	Peninsula Village and Area
Newton Pizza	Restaurant	Peninsula Village and Area
Subway	Restaurant	Peninsula Village and Area
KW Gardens Chinese	Restaurant	Peninsula Village and Area
A&W	Restaurant	Peninsula Village and Area
Edible Gardens	Restaurant	Peninsula Village and Area
Waterstone Lounge	Restaurant	Peninsula Village and Area
Michael's Café	Restaurant	Peninsula Village and Area
Ihop	Restaurant	Peninsula Village and Area
Crysalis Spa	Salon Spa and Barber	Peninsula Village and Area
Tanning Studio	Salon Spa and Barber	Peninsula Village and Area
Sally Beauty Supplies	Salon Spa and Barber	Peninsula Village and Area
Salon Montage	Salon Spa and Barber	Peninsula Village and Area
Magic Cuts	Salon Spa and Barber	Peninsula Village and Area
Casbah Spa	Salon Spa and Barber	Peninsula Village and Area
The Cut Hair Salon	Salon Spa and Barber	Peninsula Village and Area
Wish Salon	Salon Spa and Barber	Peninsula Village and Area
Curves	Salon Spa and Barber	Peninsula Village and Area
Uptown Salon	Salon Spa and Barber	Peninsula Village and Area
Smart Cuts and Style (Vacating ?)	Salon Spa and Barber	Peninsula Village and Area
Soccerwest	Sporting Goods	Peninsula Village and Area
Docksdeader Source for Sports	Sporting Goods	Peninsula Village and Area
Mountain Magic (Outdoor Gear)	Sporting Goods	Peninsula Village and Area
Tri Geeks Multisport	Sporting Goods	Peninsula Village and Area
Safeway w/Starbucks	Supermarket	Peninsula Village and Area
Accent Travel	Travel	Peninsula Village and Area
Cruise and Vacation Counsellors	Travel	Peninsula Village and Area
Cruise Holidays of White Rock	Travel	Peninsula Village and Area
Blockbuster Video	Video Rental and Gaming	Peninsula Village and Area
Game Stop	Video Rental and Gaming	Peninsula Village and Area
South Surrey Repo.com Auto Dealer	Automotive Related	Southpoint Exchange and Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Used Auto Dealer	Automotive Related	Southpoint Exchange and Area
Shell	Automotive Related	Southpoint Exchange and Area
White Rock Chrysler/Dodge/Jeep	Automotive Related	Southpoint Exchange and Area
White Rock Hyundai	Automotive Related	Southpoint Exchange and Area
Nissan	Automotive Related	Southpoint Exchange and Area
Midway Mazda	Automotive Related	Southpoint Exchange and Area
Ocean Park Ford	Automotive Related	Southpoint Exchange and Area
Maximum Collision	Automotive Related	Southpoint Exchange and Area
Splashes.ca (auto detailing)	Automotive Related	Southpoint Exchange and Area
Enterprise Rent-a-Car	Automotive Related	Southpoint Exchange and Area
Peace Arch Toyota	Automotive Related	Southpoint Exchange and Area
HSBC	Banks and Credit Unions	Southpoint Exchange and Area
RBC	Banks and Credit Unions	Southpoint Exchange and Area
Scotia Bank	Banks and Credit Unions	Southpoint Exchange and Area
Kids Books	Books	Southpoint Exchange and Area
Rona	Building Supplies	Southpoint Exchange and Area
Benjamin Moore Paints	Building Supplies	Southpoint Exchange and Area
Tommy Hilfiger	Clothing and Accessories	Southpoint Exchange and Area
Reitman's	Clothing and Accessories	Southpoint Exchange and Area
Additionelle	Clothing and Accessories	Southpoint Exchange and Area
Melanie Lyne	Clothing and Accessories	Southpoint Exchange and Area
Mexx/Mexx Kids	Clothing and Accessories	Southpoint Exchange and Area
Turner Ecco	Clothing and Accessories	Southpoint Exchange and Area
Grasbys	Clothing and Accessories	Southpoint Exchange and Area
J.Jordan Fashion	Clothing and Accessories	Southpoint Exchange and Area
Jozef's	Clothing and Accessories	Southpoint Exchange and Area
Murdoch Jewellers	Clothing and Accessories	Southpoint Exchange and Area
Meta Boutique	Clothing and Accessories	Southpoint Exchange and Area
PuraVida Skate and Apparel	Clothing and Accessories	Southpoint Exchange and Area
Staples	Department and Discount Stores	Southpoint Exchange and Area
Canadian Tire	Department and Discount Stores	Southpoint Exchange and Area
Home Sense	Department and Discount Stores	Southpoint Exchange and Area
Lens Crafters	Drug and Personal Care	Southpoint Exchange and Area
Rogers Wireless	Electronics and Appliance	Southpoint Exchange and Area
Telus	Electronics and Appliance	Southpoint Exchange and Area
Atkinson and Terry Insurance	Financial Services	Southpoint Exchange and Area
Envision Financial	Financial Services	Southpoint Exchange and Area
Croft Agencies Insurance	Financial Services	Southpoint Exchange and Area
Mardon Insurance	Financial Services	Southpoint Exchange and Area
I-Finance	Financial Services	Southpoint Exchange and Area
Investec Solutions	Financial Services	Southpoint Exchange and Area
Sovereign Leasing	Financial Services	Southpoint Exchange and Area
Cantrust	Financial Services	Southpoint Exchange and Area
CME Mortgage	Financial Services	Southpoint Exchange and Area
Daryl Page Insurance	Financial Services	Southpoint Exchange and Area
Pier 1	Furniture and Home Furnishings	Southpoint Exchange and Area
Sleep Country	Furniture and Home Furnishings	Southpoint Exchange and Area
Urban Barn	Furniture and Home Furnishings	Southpoint Exchange and Area
Scrapbooker's Delight	Hobby	Southpoint Exchange and Area
Liberty Wine Merchants	Liquor	Southpoint Exchange and Area
Artisan Wine Shop	Liquor	Southpoint Exchange and Area
Tudor Liquor Store	Liquor	Southpoint Exchange and Area
Dental Centre	Medical and Related	Southpoint Exchange and Area
Alder Dental	Medical and Related	Southpoint Exchange and Area
Kin's Farm Market	Other Food Stores	Southpoint Exchange and Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
7-Seas Fish Market	Other Food Stores	Southpoint Exchange and Area
Clancy's	Other Food Stores	Southpoint Exchange and Area
Cob's Bread	Other Food Stores	Southpoint Exchange and Area
M+M Meat Shops	Other Food Stores	Southpoint Exchange and Area
Only One Plus Dollar Store	Other General Merchandise	Southpoint Exchange and Area
Changes Recycling	Other Retail	Southpoint Exchange and Area
Carlton Cards	Other Retail	Southpoint Exchange and Area
Tisol Pet Foods	Other Retail	Southpoint Exchange and Area
Cartridge World	Other Retail	Southpoint Exchange and Area
A Passion for Flowers Florist	Other Retail	Southpoint Exchange and Area
Southpoint Dry Cleaners	Other Service	Southpoint Exchange and Area
Swan Drycleaners	Other Service	Southpoint Exchange and Area
BC Homeschool Association	Other Service	Southpoint Exchange and Area
Kumon	Other Service	Southpoint Exchange and Area
Metl-Span	Other Service	Southpoint Exchange and Area
UFCW Local 247	Other Service	Southpoint Exchange and Area
White Rock Surrey U-Lock	Other Service	Southpoint Exchange and Area
Riverside Golf Centre	Recreation/Fitness	Southpoint Exchange and Area
Innovative Fitness	Recreation/Fitness	Southpoint Exchange and Area
Diva Fitness and Pilates	Recreation/Fitness	Southpoint Exchange and Area
Edo Japan	Restaurant	Southpoint Exchange and Area
Starbucks (with drive through)	Restaurant	Southpoint Exchange and Area
Wendy's/Tim Horton's	Restaurant	Southpoint Exchange and Area
Milestones	Restaurant	Southpoint Exchange and Area
Sticky Rice Thai	Restaurant	Southpoint Exchange and Area
Cactus Club Café	Restaurant	Southpoint Exchange and Area
Damiko Sushi	Restaurant	Southpoint Exchange and Area
Nando's Chicken	Restaurant	Southpoint Exchange and Area
Panago	Restaurant	Southpoint Exchange and Area
Southpoint Pub and Liquor	Restaurant	Southpoint Exchange and Area
Island Blend Coffee House	Restaurant	Southpoint Exchange and Area
Classic O.P. Pizza Surrey	Restaurant	Southpoint Exchange and Area
Bubble Tea House	Restaurant	Southpoint Exchange and Area
Ricky's All Day Grill	Restaurant	Southpoint Exchange and Area
Sushi	Restaurant	Southpoint Exchange and Area
Subway	Restaurant	Southpoint Exchange and Area
Starbucks	Restaurant	Southpoint Exchange and Area
Rasoli Indian Cuisine	Restaurant	Southpoint Exchange and Area
McDonald's	Restaurant	Southpoint Exchange and Area
The Forest House Restaurant	Restaurant	Southpoint Exchange and Area
Salon Cordeiro	Salon Spa and Barber	Southpoint Exchange and Area
Casbah Day Spa	Salon Spa and Barber	Southpoint Exchange and Area
First Choice Hair Cutters	Salon Spa and Barber	Southpoint Exchange and Area
Wet Nail Bar	Salon Spa and Barber	Southpoint Exchange and Area
Island Tan	Salon Spa and Barber	Southpoint Exchange and Area
Sun Shop Tanning Studios	Salon Spa and Barber	Southpoint Exchange and Area
Nails and Aesthetics	Salon Spa and Barber	Southpoint Exchange and Area
TLC Hair Design	Salon Spa and Barber	Southpoint Exchange and Area
Running Room	Sporting Goods	Southpoint Exchange and Area
Ocean Pro Divers	Sporting Goods	Southpoint Exchange and Area
Comor/Pacific Boarder	Sporting Goods	Southpoint Exchange and Area
Save-on-Foods	Supermarket	Southpoint Exchange and Area
Choices Markets	Supermarket	Southpoint Exchange and Area
All Points Travel	Travel	Southpoint Exchange and Area
Play and Trade Video Games	Video Rental and Gaming	Southpoint Exchange and Area

List of Retail and Service Businesses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Ocean Park Automotive	Automotive Related	Other South Surrey
Chevron	Automotive Related	Other South Surrey
Chevron	Automotive Related	Other South Surrey
Automotive Repair	Automotive Related	Other South Surrey
RBC	Banks and Credit Unions	Other South Surrey
CIBC Bank	Banks and Credit Unions	Other South Surrey
Home Hardware	Building Supplies	Other South Surrey
JJ + Whiskey Clothing	Clothing and Accessories	Other South Surrey
Cotton n' Crayon Kids Toys and Clothes	Clothing and Accessories	Other South Surrey
Clothing Store	Clothing and Accessories	Other South Surrey
Warren Men's Boutique	Clothing and Accessories	Other South Surrey
Optical	Drug and Personal Care	Other South Surrey
Pharmasave	Drug and Personal Care	Other South Surrey
Expert Hearing	Drug and Personal Care	Other South Surrey
Living Wellness Centre	Drug and Personal Care	Other South Surrey
Atkinson and Terry Insurance	Financial Services	Other South Surrey
Weeks Insurance	Financial Services	Other South Surrey
Sea to Sky Premier Properties	Financial Services	Other South Surrey
Shill Robinson Insurance	Financial Services	Other South Surrey
Hough & McKinnon Realty	Financial Services	Other South Surrey
Singer Olfert	Financial Services	Other South Surrey
Pop Culture Art and Frame	Furniture and Home Furnishings	Other South Surrey
Lawyer	Legal	Other South Surrey
Peninsula Law	Legal	Other South Surrey
BC Liquor Store	Liquor	Other South Surrey
Ocean Park Vet	Medical and Related	Other South Surrey
Ocean Park Chiropractic	Medical and Related	Other South Surrey
Vet	Medical and Related	Other South Surrey
North Bluff Animal Hospital	Medical and Related	Other South Surrey
Village Medical and Dental	Medical and Related	Other South Surrey
Doctors	Medical and Related	Other South Surrey
Sourth Surrey Vet	Medical and Related	Other South Surrey
North Bluff Music	Music	Other South Surrey
Italia Market and Fine Foods	Other Food Stores	Other South Surrey
Piquant Gourmet Food	Other Food Stores	Other South Surrey
Cob's Bread	Other Food Stores	Other South Surrey
Chen's Fresh Produce	Other Food Stores	Other South Surrey
Salt Cellar Deli	Other Food Stores	Other South Surrey
Ocean Park Meats	Other Food Stores	Other South Surrey
Corner Store	Other Food Stores	Other South Surrey
Fieldstone Artisan Breads	Other Food Stores	Other South Surrey
Mac's	Other Food Stores	Other South Surrey
Elgin Farm Market	Other Food Stores	Other South Surrey
Best Market	Other Food Stores	Other South Surrey
West Coast Duty Free	Other General Merchandise	Other South Surrey
Pet Food Supplies Store	Other Retail	Other South Surrey
The Weathered Rooster	Other Retail	Other South Surrey
Melange Gifts of Distinction	Other Retail	Other South Surrey
Christopher Gift Gallery	Other Retail	Other South Surrey
Crescent Beach Toys	Other Retail	Other South Surrey
Tiggywinkle's Folk Art Studio	Other Retail	Other South Surrey
Baby Cheeks	Other Retail	Other South Surrey
House Warmings	Other Retail	Other South Surrey
Art Knapp Plant Land	Other Retail	Other South Surrey
Mastercare Dry Cleaners	Other Service	Other South Surrey

List of Retail and Service Busiensses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Gravity Studio	Other Service	Other South Surrey
Ocean Park News	Other Service	Other South Surrey
Ocean Park Cleaners	Other Service	Other South Surrey
Range's Ocean Park Cleaners	Other Service	Other South Surrey
Candlelight Cuisine	Other Service	Other South Surrey
Architect	Other Service	Other South Surrey
ABC Customs Brokers	Other Service	Other South Surrey
Affiliated Customs Brokers	Other Service	Other South Surrey
Agence Canadienne d'inspeciton des aliments	Other Service	Other South Surrey
Cole International	Other Service	Other South Surrey
Fed Ex Trade Networks Transport & Brokerage	Other Service	Other South Surrey
Frontier Forwarding	Other Service	Other South Surrey
LEI Customs Brokers Inc.	Other Service	Other South Surrey
Locher Evers International	Other Service	Other South Surrey
Panalpina Inc	Other Service	Other South Surrey
PCB Highway Sufferance Warehouse	Other Service	Other South Surrey
Russell A Farrow Ltd.	Other Service	Other South Surrey
Summit Customs Brokers	Other Service	Other South Surrey
United Pacific Centre	Other Service	Other South Surrey
World Wide Customs Brokers Ltd.	Other Service	Other South Surrey
A&A Contact Customs Brokers	Other Service	Other South Surrey
Overland Freight International	Other Service	Other South Surrey
RCS Customes Services Ltd.	Other Service	Other South Surrey
Rutherford William L (BC) Ltd.	Other Service	Other South Surrey
Tudor Inn	Other Service	Other South Surrey
Pacific Inn Catering	Other Service	Other South Surrey
Pizzazz International	Other Service	Other South Surrey
Search Engine Optimization	Other Service	Other South Surrey
Pacific Inn Hotel	Other Service	Other South Surrey
Crescent Luna Health and Sol Yoga Centre	Recreation/Fitness	Other South Surrey
Curves	Recreation/Fitness	Other South Surrey
Coccoloba Health Club	Recreation/Fitness	Other South Surrey
Subway	Restaurant	Other South Surrey
Little Caesars	Restaurant	Other South Surrey
Starbucks	Restaurant	Other South Surrey
Morrison Café	Restaurant	Other South Surrey
Panago	Restaurant	Other South Surrey
Ocean Park Pizza	Restaurant	Other South Surrey
Delrios Restaurant	Restaurant	Other South Surrey
Beecher Street Café	Restaurant	Other South Surrey
Fong's Eatery	Restaurant	Other South Surrey
Sunflower Organic Grocer and Café	Restaurant	Other South Surrey
Crescent Beach Bistro	Restaurant	Other South Surrey
Harbour House Restaurant	Restaurant	Other South Surrey
Wired Monk	Restaurant	Other South Surrey
Martino's Cappuccino Bar	Restaurant	Other South Surrey
The Fish Net Restaurant	Restaurant	Other South Surrey
Red Baron Restaurant	Restaurant	Other South Surrey
Pelagos Greek	Restaurant	Other South Surrey
Seahorse Grill	Restaurant	Other South Surrey
Esquire Coffee	Restaurant	Other South Surrey
Derby Bar & Grill	Restaurant	Other South Surrey
Pizza Factory	Restaurant	Other South Surrey
Belle's Great Food and Coffee	Restaurant	Other South Surrey
Wired Monk	Restaurant	Other South Surrey

List of Retail and Service Busiensses in South Surrey - CONTINUED		
Name	Use Category	Location in South Surrey
Steveston Pizza	Restaurant	Other South Surrey
Grenadine's Restaurant	Restaurant	Other South Surrey
Rockwell's Grill	Restaurant	Other South Surrey
ABC Country Restaurant	Restaurant	Other South Surrey
Barber Shop	Salon Spa and Barber	Other South Surrey
Shears One Hair Design	Salon Spa and Barber	Other South Surrey
Barber Shop	Salon Spa and Barber	Other South Surrey
Head Room Salon	Salon Spa and Barber	Other South Surrey
Seventh Heaven Hair (second floor)	Salon Spa and Barber	Other South Surrey
Socialite Nails	Salon Spa and Barber	Other South Surrey
FX Hair Salon	Salon Spa and Barber	Other South Surrey
Kink Studio	Salon Spa and Barber	Other South Surrey
Spa Aqua Vitae	Salon Spa and Barber	Other South Surrey
Soleful T herapy Reflexology	Salon Spa and Barber	Other South Surrey
Safeway	Supermarket	Other South Surrey
Expedia Cruise Ship Centre	T ravel	Other South Surrey
Ports of Call Travel	T ravel	Other South Surrey
Bell Travel	T ravel	Other South Surrey
T ravel Masters White Rock	T ravel	Other South Surrey
Pacific DVD	Video Rental and Gaming	Other South Surrey

Source: Coriolis Consulting Corp, based on fieldwork in February 2011.

Appendix 3: Financial Analysis

A3.1 Approach to the Financial Analysis

This appendix includes financial analysis for 5 different case study sites:|

6. 1510 Johnston Road, a single storey retail project in the Upper Town Centre.
7. 1513 Johnston Road, a vacant site (used for parking) in the Upper Town Centre.
8. 1350 Johnston Road, a single storey retail project in the Lower Town Centre.
9. 1184 Oxford/14807 Marine/14818 Buena Vista, an older garage/service commercial site in the West Beach commercial area.
10. 15445-15457 Marine Drive, an assembly of vacant lots (and an old house) in the East Beach commercial area. This assembly is only 62 feet deep and is on a steep slope, which is typical of the properties in this location. These physical features limit the development potential of the property.

For each site, we completed financial analysis for two or three different scenarios so each case study site includes more than one financial scenario:

4. First, we estimated the value of the property under existing use (if it was improved with an existing building).
5. Next, we estimated the land value of the site under existing zoning assuming development as a strata-titled residential (or mixed-use) project.
6. We then estimated the land value assuming rezoning and redevelopment. For the 2 sites in the Upper Town Centre, the rezoning concept is based on the OCP as the OCP is explicit about potential densities, heights and uses. For the other sites (where the OCP is not explicit about potential increases in height and density beyond existing zoning), we assumed a maximum height of 4-storeys in the rezoning scenarios.

For each scenario, we collected the market data needed to model strata residential and retail development. All of our market data and construction cost data is based on market conditions as of early 2011. Our research included the following sources:

1. For our strata residential analysis, we relied on data from MPC Intelligence about sales prices at new condominium projects currently marketing in White Rock and detailed MLS sales information for condominium sales prices at new projects in White Rock.
2. For our retail lease rate assumptions, we relied on commercial listing information for grade level commercial space in White Rock.
3. Construction costs assumptions for all scenarios are based on a combination of discussions with multifamily developers who are active in the Lower Mainland market and published information from different cost consultants (BDC Development Consultants, BTY Group, and Altus Group). Our analysis also includes other creation cost assumptions (such as soft costs, City fees/DCCs, property taxes, marketing, financing, regional government levies, site servicing/landscaping) that are based on typical costs for new development projects and on White Rock's rates as of early 2011.

A3.2 Major Assumptions for Redevelopment Analysis

The detailed assumptions for all of our analysis are included in each of the proformas contained in this appendix. Some assumptions vary on a property by property basis (to reflect building form, and specific neighbourhood market conditions).

The main financial assumptions are:

1. New strata residential and commercial space is valued as follows:
 - Concrete residential unit sales prices are assumed to average \$525 per sq.ft.
 - Woodframe residential unit sales prices are assumed to average between about \$400 to \$425 per sq.ft., depending on the location (higher woodframe prices near the waterfront).
 - Lease rates for new retail space are assumed to average about \$25 to \$30 per sq.ft. plus operating costs and taxes (assuming a \$30 per sq.ft. TI allowance). Net operating income from retail space is capitalized at 6.5% to estimate total market value.
2. Residential marketing and commissions are assumed to be 5% of sale revenue.
3. Leasing commissions on the commercial space are set at 17% of Year 1 lease income.
4. Rezoning costs are assumed to total \$100,000.
5. Hard residential construction costs are assumed to be about:
 - \$160 to \$170 per sq.ft. for 4-storey mixed use buildings, depending on the amount of parking.
 - \$230 per sq.ft. for highrise concrete mixed use buildings.
6. Soft costs (for project management, engineering, design, legal, permits, survey, new home warranties, deficiencies and other professional fees) are 11% of hard costs.
7. A demolition and servicing cost allowance is included (which varies by property).
8. A contingency allowance of 5% of hard and soft costs is included.
9. Interim financing is charged on all costs at 6% per year and a 0.5% financing fee is included.
10. All DCCs, SSACs, and GVRD levies are included.
11. A separate allowance for property taxes is also included.
12. Developer's profit margin is set at 15% of project value.
13. Rezoning are assumed to make an amenity contribution of \$20 per square meter of gross floorspace (consistent with existing City policy).

A3.3 Detailed Case Study Financial Analysis

Please see the tables and pro forma analysis on the following pages.

Case Study #1:

1510 Johnston Road - Upper Town Centre

1. Property Information and Existing Value - Vacant Site

Current Zoning	CR-7			
OCP Designation	Town Centre Mixed Use			
1. BC Assessment Information	Site Size	Assessment	Floorspace	
1510 Johnston Road	14,406	\$1,395,000	0	vacant
Total	14,406	\$1,395,000	0	
2. Income Approach	none - vacant			

2. Land Value Under Existing CR-7 Zoning (3-Storey Mixed Use)

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value			
Average Sales Price Per Sq. Ft.	\$400.00	per sq.ft. of net saleable residential space	
Average Value of Commercial Space Per Sq.Ft.			
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 per sq.ft. net, assuming \$30 TI allowance 6.50% cap rate and a vacancy allowance of 2.0%
Site and Building Size			
Site size	14,406	sq.ft. or	0.33 acre
	140	feet x	103 feet
Assumed density	1.90	FSR	
Total floorspace	27,371	sq.ft.	
Residential Space	20,168	sq.ft. or	1.40 FSR
Net saleable space	17,143	sq.ft. or	85% of gross area
Average Gross unit size	1,008		
Average Net unit size	857	sq.ft.	
Number of units	20	units or	149 per ha
Total Residential Parking Stalls (based on bylaw)	20	stalls or	1.00 stalls per unit
Commercial Space	7,203	sq.ft.	0.50 FSR
Retail Space	7,203	with	100% rentable
Commercial Parking Stalls			
Retail	18	stalls or	1.00 per 37 sq. metres
Combined Residential and Commercial Parking Stalls			
	38	stalls in total	
Underground/structured parking stalls Provided	38	stalls with	0 stalls at surface (portion of retail plus visitor stalls)
		land needed for surface parking stalls	0 sq.ft. 0% of site area
Construction Costs			
Allowance for Rezoning Costs	\$0		
Rezoning Application Fee	\$0	included in soft costs	
Subdivision Application Fee	\$0	included in soft costs	
Development Permit Fee	\$0	included in soft costs	
Building Permit Fee	\$0	included in soft costs	
Allowance for Demolition of Existing Buildings	\$0		
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$111,082	or	\$1,500 per lineal metre of frontage
Water and sewer connections	\$20,000		
Hard Cost Used in Analysis	\$165.00	per gross sq.ft. (BDC indicates \$165 for high quality lowrise mixed use in Surrey)	
Soft costs (1)	11.0%	of hard costs and site prep/servicing costs	
Contingency on hard and soft costs	5.0%	of hard and soft costs	
GVRD Sewer Levy - Residential	\$1,082.00	per unit	
GVRD Sewer Levy - Commercial	\$0.811	per sq.ft. of commercial space	
SSAC	\$600.00	per unit	
Residential DCCs	\$3.98	per sq.ft. of building area or	\$4,011 per average unit
Retail DCCs	\$1.26	per sq.ft. of floorspace +	\$0.00 per sq.ft. of site area
Office DCCs	\$1.26	per sq.ft. of floorspace	
Interim financing on construction costs	6.0%	on 50% of hard and soft costs, assuming a	1.50 year construction period
Financing fees	0.5%	of hard and soft costs	
Other Costs and Allowances			
Marketing and Commissions	5.0%	of gross residential revenue	
	2.0%	of gross commercial value	
Leasing Commissions on Commercial Space	17.0%	of Year 1 net income, or	\$36,001
Tenant Improvement Allowance on Commercial Space	\$30.00	per sq.ft.	
Developer's Profit	15.0%	of gross revenue, or	17.6% of total costs
Property Taxes	0.937%	of assessed value (weighted average blend of residential and business tax rate)	
Assumed current assessment (Year 1 of analysis)	\$1,395,000		
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$5,057,614	(50% of completed project value)	
Analysis			
Revenue			
Gross Residential Sales Revenue	\$6,857,256		
Gross Retail Value	\$3,257,972		
Gross Office Value	\$0		
Total Gross Value	\$10,115,228		
Less marketing and commissions	\$408,022		
Net sales revenue	\$9,707,206		
Project Costs Costs			
Allowance for Rezoning Costs	\$0		
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$111,082		
Water and sewer connections	\$20,000		
Hard construction costs	\$4,516,281		
Soft costs	\$496,791		
Contingency on hard and soft costs	\$257,208		
GVRD Sewer Levy - Residential	\$21,640		
GVRD Sewer Levy - Commercial	\$5,842		
SSAC	\$12,000		
DCCs	\$89,288		
Leasing Commissions on Commercial Space	\$36,001		
Tenant Improvement Allowance on Commercial Space	\$216,090		
Interim financing	\$260,200		
Financing fees/costs	\$30,212		
Total Project Costs Before Land	\$6,072,634		
Developer's Profit	\$1,517,284		
Residual to Land and Land Carry	\$2,117,288		
Less interim financing on land during DP approvals/presales/construction	\$236,289		
Less property purchase tax	\$35,620		
Less property tax allowance during approvals/development	\$49,413		
Residual Land Value	\$1,795,965		
Residual Value per sq.ft. of site	\$124.67		
Residual Value per sq.ft. buildable	\$65.61		

3. Land Value Under Rezoning to 2.75 FSR (Highrise Mixed Use) - Consistent with OCP

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value			
Average Sales Price Per Sq. Ft.	\$525.00	per sq.ft. of net saleable residential space	
Average Value of Commercial Space Per Sq.Ft.			
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 per sq.ft. net, assuming \$30 TI allowance 6.50% cap rate and a vacancy allowance of 2.0%
Site and Building Size			
Site size	14,406 sq.ft. or 140 feet x	0.33 acre 103 feet	
Assumed density	2.75 FSR		
Total floorspace	39,617 sq.ft.		
Residential Space			
Net saleable space	32,414 sq.ft. or	2.25 FSR	
Average Gross unit size	28,200 sq.ft. or	87% of gross area	
Average Net unit size	982		
Number of units	855 sq.ft.		
Total Residential Parking Stalls (based on bylaw)	33 units or 33 stalls or	246 per ha 1.00 stalls per unit	
Commercial Space			
Retail Space	7,203 sq.ft.	0.50 FSR	
Commercial Parking Stalls	7,203	with 100% rentable	
Combined Residential and Commercial Parking Stalls			
Retail	18 stalls or	1.00 per	37 sq. metres
Underground/structured parking stalls Provided	51 stalls in total		
	51 stalls with	0 stalls at surface (portion of retail plus visitor stalls)	
	land needed for surface parking stalls	0 sq.ft.	0% of site area
Construction Costs			
Allowance for Rezoning Costs	\$100,000		
Rezoning Application Fee	\$0	included in soft costs	
Subdivision Application Fee	\$0	included in soft costs	
Development Permit Fee	\$0	included in soft costs	
Amenity Contribution/Density Bonus Fee	\$20	per square metre of gross floorspace (existing policy)	
Allowance for Demolition of Existing Buildings	\$0		
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$111,082 or	\$1,500 per linear metre of frontage	
Water and sewer connections	\$20,000		
Hard Cost Used in Analysis	\$230.00	per gross sq.ft.	
Soft costs (1)	11.0%	of hard costs and site prep/servicing costs	
Contingency on hard and soft costs	5.0%	of hard and soft costs	
GVRD Sewer Levy - Residential	\$1,082.00	per unit	
GVRD Sewer Levy - Commercial	\$0.811	per sq.ft. of commercial space	
SSAC	\$600.00	per unit	
Residential DCCs	\$4.08	per sq.ft. of building area or \$4,011 per average unit	
Retail DCCs	\$1.26	per sq.ft. of floorspace + \$0.00 per sq.ft. of site area	
Office DCCs	\$1.26	per sq.ft. of floorspace	
Interim financing on construction costs	6.0%	on 50% of hard and soft costs, assuming a 2.00 year construction period	
Financing fees	0.5%	of hard and soft costs	
Other Costs and Allowances			
Marketing and Commissions	5.0%	of gross residential revenue	
	2.0%	of gross commercial value	
Leasing Commissions on Commercial Space	17.0%	of Year 1 net income, or \$36,001	
Tenant Improvement Allowance on Commercial Space	\$30.00	per sq.ft.	
Developer's Profit	15.0%	of gross revenue, or 17.6% of total costs	
Property Taxes	0.840%	of assessed value (weighted average blend of residential and business tax rate)	
Assumed current assessment (Year 1 of analysis)	\$1,395,000		
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$9,031,419	(50% of completed project value)	
Analysis			
Revenue			
Gross Residential Sales Revenue	\$14,804,866		
Gross Retail Value	\$3,257,972		
Gross Office Value	\$0		
Total Gross Value	\$18,062,838		
Less marketing and commissions	\$805,403		
Net sales revenue	\$17,257,436		
Project Costs Costs			
Allowance for Rezoning Costs	\$100,000		
Amenity Contribution/Density Bonus Fee	\$73,607		
Allowance for Demolition of Existing Buildings	\$0		
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$111,082		
Water and sewer connections	\$20,000		
Hard construction costs	\$9,111,795		
Soft costs	\$1,002,297		
Contingency on hard and soft costs	\$512,259		
GVRD Sewer Levy - Residential	\$35,706		
GVRD Sewer Levy - Commercial	\$5,842		
SSAC	\$19,800		
DCCs	\$141,436		
Leasing Commissions on Commercial Space	\$36,001		
Tenant Improvement Allowance on Commercial Space	\$216,090		
Interim financing	\$683,155		
Financing fees/costs	\$60,345		
Total Project Costs Before Land	\$12,129,415		
Developer's Profit	\$2,709,426		
Residual to Land and Land Carry	\$2,418,595		
Less interim financing on land during DP approvals/presales/construction	\$337,394		
Less property purchase tax	\$39,624		
Less property tax allowance during approvals/development	\$100,213		
Residual Land Value	\$1,941,363		
Residual Value per sq.ft. of site	\$134.76		
Residual Value per sq.ft. buildable	\$49.00		

Case Study #2:
1513 Johnston Road - Upper Town Centre

1. Property Information and Existing Value - Single Storey Retail

Current Zoning	CR-7			
OCP Designation	Town Centre Mixed Use			
1. BC Assessment Information				
	Site Size	Assessment	Floorspace	
1513 Johnston Road	38,385	\$2,845,000	17,864	retail building
Total	38,385	\$2,845,000	17,864	
2. Income Approach				
Floorspace	17,864			
Assumed Net Lease Rate	\$20	likely optimistic		
Potential Net Annual Income	\$357,280			
Less Vacancy	\$17,864	5%		
Estimated Net Income	\$339,416			
Cap Rate	6.50%			
Estimated Value	\$5,221,785			
3. Sale Information				
current listing	\$18,900,000			

2. Land Value Under Existing CR-7 Zoning (3-Storey Mixed Use)

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)						
Revenue and Value						
Average Sales Price Per Sq. Ft.	\$400.00	per sq.ft. of net saleable residential space				
Average Value of Commercial Space Per Sq.Ft.						
Value of Retail Space (assumes lower rents on Russell)	\$414.62	assuming a lease rate of and a	\$27.50 6.50%	per sq.ft. net, cap rate	assuming \$30 TI allowance and a vacancy allowance of	2.0%
Site and Building Size						
Site size	38,385	sq.ft. or	0.88	acre		
	290	feet x	132	feet		
Assumed density	1.90	FSR				
Total floorspace	72,932	sq.ft.				
Residential Space						
Net saleable space	53,739	sq.ft. or	1.40	FSR		
Average Gross unit size	45,678	sq.ft. or	85%	of gross area		
	977					
Average Net unit size	831	sq.ft.				
Number of units	55	units or	154	per ha		
Total Residential Parking Stalls (based on bylaw)	55	stalls or	1.00	stalls per unit		
Commercial Space						
Retail Space	19,193	sq.ft.	0.50	FSR		
	19,193		with	100%	rentable	
Commercial Parking Stalls						
Retail (fronting on Marine Drive)	48	stalls or	1.00	per		37 sq. metres
Combined Residential and Commercial Parking Stalls						
	103	stalls in total				
Underground/structured parking stalls Provided	103	stalls with	0	stalls at surface (portion of retail plus visitor stalls)		
		land needed for surface parking stalls	0	sq.ft.		0% of site area
Construction Costs						
Allowance for Rezoning Costs	\$0					
Rezoning Application Fee	\$0	included in soft costs				
Subdivision Application Fee	\$0	included in soft costs				
Development Permit Fee	\$0	included in soft costs				
Building Permit Fee	\$0	included in soft costs				
Allowance for Demolition of Existing Buildings	\$50,000					
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$193,153	or	\$1,500	per lineal metre of frontage		
Water and sewer connections	\$20,000					
Hard Cost Used in Analysis	\$170,000	per gross sq.ft. (BDC indicates \$165 for high quality lowrise mixed use in Surrey)				
Soft costs (1)	11.0%	of hard costs and site prep/servicing costs				
Contingency on hard and soft costs	5.0%	of hard and soft costs				
GVRD Sewer Levy - Residential	\$1,082.00	per unit				
GVRD Sewer Levy - Commercial	\$0.811	per sq.ft. of commercial space				
SSAC	\$600.00	per unit				
Residential DCCs	\$4.11	per sq.ft. of building area	or	\$4,011	per average unit	
Retail DCCs	\$1.26	per sq.ft. of floorspace +	\$0.00	per sq.ft. of site area		
Office DCCs	\$1.26	per sq.ft. of floorspace				
Interim financing on construction costs	6.0%	on 50% of hard and soft costs, assuming a	1.50	year construction period		
Financing fees	0.5%	of hard and soft costs				
Other Costs and Allowances						
Marketing and Commissions	5.0%	of gross residential revenue				
	2.0%	of gross commercial value				
Leasing Commissions on Commercial Space	17.0%	of Year 1 net income, or	\$87,930			
Tenant Improvement Allowance on Commercial Space	\$30.00	per sq.ft.				
Developer's Profit	15.0%	of gross revenue, or		17.6%	of total costs	
Property Taxes	0.937%	of assessed value (weighted average blend of residential and business tax rate)				
Assumed current assessment (Year 1 of analysis)	\$2,845,000					
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$13,114,383	(50% of completed project value)				
Analysis						
Revenue						
Gross Residential Sales Revenue	\$18,271,260					
Gross Retail Value	\$7,957,506					
Gross Office Value	\$0					
Total Gross Value	\$26,228,766					
Less marketing and commissions	\$1,072,713					
Net sales revenue	\$25,156,053					
Project Costs Costs						
Allowance for Rezoning Costs	\$0					
Allowance for Demolition of Existing Buildings	\$50,000					
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$193,153					
Water and sewer connections	\$20,000					
Hard construction costs	\$12,398,355					
Soft costs	\$1,363,819					
Contingency on hard and soft costs	\$701,266					
GVRD Sewer Levy - Residential	\$59,510					
GVRD Sewer Levy - Commercial	\$15,565					
SSAC	\$33,000					
DCCs	\$244,767					
Leasing Commissions on Commercial Space	\$87,930					
Tenant Improvement Allowance on Commercial Space	\$575,775					
Interim financing	\$708,441					
Financing fees/costs	\$82,258					
Total Project Costs Before Land	\$16,533,841					
Developer's Profit						
	\$3,934,315					
Residual to Land and Land Carry						
	\$4,687,897					
Less interim financing on land during DP approvals/presales/construction	\$523,169					
Less property purchase tax	\$81,295					
Less property tax allowance during approvals/development	\$113,887					
Residual Land Value	\$3,969,546					
Residual Value per sq.ft. of site						
	\$103.41					
Residual Value per sq.ft. buildable						
	\$54.43					

3. Land Value Under Rezoning to 2.75 FSR (Highrise Mixed Use) - Consistent with OCP

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value				
Average Sales Price Per Sq. Ft.	\$525.00	per sq.ft. of net saleable residential space		
Average Value of Commercial Space Per Sq.Ft.				
Value of Retail Space (assumes lower rents on Russell)	\$414.62	assuming a lease rate of	\$27.50	per sq.ft. net, assuming \$30 TI allowance
		and a	6.50%	cap rate and a vacancy allowance of
				2.0%
Site and Building Size				
Site size	38,385	sq.ft. or	0.88	acre
	290	feet x	132	feet
Assumed density	2.75	FSR		
Total floorspace	105,559	sq.ft.		
Residential Space				
Net saleable space	86,366	sq.ft. or	2.25	FSR
Average Gross unit size	75,139	sq.ft. or	87%	of gross area
Average Net unit size	960			
Number of units	835	sq.ft.		
	90	units or	252	per ha
Total Residential Parking Stalls (based on bylaw)	90	stalls or	1.00	stalls per unit
Commercial Space				
Retail Space	19,193	sq.ft.	0.50	FSR
	19,193		with	100% rentable
Commercial Parking Stalls				
Retail (fronting on Marine Drive)	48	stalls or	1.00	per
				37 sq. metres
Combined Residential and Commercial Parking Stalls				
	138	stalls in total		
Underground/structured parking stalls Provided	138	stalls with	0	stalls at surface (portion of retail plus visitor stalls)
		land needed for surface parking stalls	0	sq.ft. 0% of site area
Construction Costs				
Allowance for Rezoning Costs	\$100,000			
Rezoning Application Fee	\$0	included in soft costs		
Subdivision Application Fee	\$0	included in soft costs		
Development Permit Fee	\$0	included in soft costs		
Amenity Contribution/Density Bonus Fee	\$20	per square metre of gross floorspace (existing policy)		
Allowance for Demolition of Existing Buildings	\$50,000			
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$193,153	or	\$1,500	per lineal metre of frontage
Water and sewer connections	\$20,000			
Hard Cost Used in Analysis	\$230.00	per gross sq.ft.		
Soft costs (1)	11.0%	of hard costs and site prep/servicing costs		
Contingency on hard and soft costs	5.0%	of hard and soft costs		
GVRD Sewer Levy - Residential	\$1,082.00	per unit		
GVRD Sewer Levy - Commercial	\$0.811	per sq.ft. of commercial space		
SSAC	\$600.00	per unit		
Residential DCCs	\$4.18	per sq.ft. of building area	or	\$4,011 per average unit
Retail DCCs	\$1.26	per sq.ft. of floorspace +	\$0.00	per sq.ft. of site area
Office DCCs	\$1.26	per sq.ft. of floorspace		
Interim financing on construction costs	6.0%	on 50% of hard and soft costs, assuming a	2.00	year construction period
Financing fees	0.5%	of hard and soft costs		
Other Costs and Allowances				
Marketing and Commissions	5.0%	of gross residential revenue		
	2.0%	of gross commercial value		
Leasing Commissions on Commercial Space	17.0%	of Year 1 net income, or	\$87,930	
Tenant Improvement Allowance on Commercial Space	\$30.00	per sq.ft.		
Developer's Profit	15.0%	of gross revenue, or	17.6%	of total costs
Property Taxes	0.840%	of assessed value (weighted average blend of residential and business tax rate)		
Assumed current assessment (Year 1 of analysis)	\$1,395,000			
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$23,702,645	(50% of completed project value)		
Analysis				
Revenue				
Gross Residential Sales Revenue	\$39,447,785			
Gross Retail Value	\$7,957,506			
Gross Office Value	\$0			
Total Gross Value	\$47,405,290			
Less marketing and commissions	\$2,131,539			
Net sales revenue	\$45,273,751			
Project Costs Costs				
Allowance for Rezoning Costs	\$100,000			
Amenity Contribution/Density Bonus Fee	\$196,128			
Allowance for Demolition of Existing Buildings	\$50,000			
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$193,153			
Water and sewer connections	\$20,000			
Hard construction costs	\$24,278,513			
Soft costs	\$2,670,636			
Contingency on hard and soft costs	\$1,360,615			
GVRD Sewer Levy - Residential	\$97,380			
GVRD Sewer Levy - Commercial	\$15,565			
SSAC	\$54,000			
DCCs	\$385,166			
Leasing Commissions on Commercial Space	\$87,930			
Tenant Improvement Allowance on Commercial Space	\$575,775			
Interim financing	\$1,805,092			
Financing fees/costs	\$159,450			
Total Project Costs Before Land	\$32,049,403			
Developer's Profit				
	\$7,110,794			
Residual to Land and Land Carry				
	\$6,113,554			
Less interim financing on land during DP approvals/presales/construction	\$852,841			
Less property purchase tax	\$103,214			
Less property tax allowance during approvals/development	\$223,411			
Residual Land Value	\$4,934,088			
Residual Value per sq.ft. of site				
	\$128.54			
Residual Value per sq.ft. buildable				
	\$46.74			

Case Study #3:
1350 Johnston Road - Lower Town Centre

1. Property Information and Existing Value - Single Storey Retail

1350 Johnston Road				
Current Zoning	CS-1			
OCP Designation	Johnston Road Study Area			
1. BC Assessment Information				
	Site Size	Assessment	Floorspace	
1350 Johnston Road	33,364	\$2,200,000	8,717	discount store
Total	33,364	\$2,200,000	8,717	
2. Income Approach				
Floorspace	8,717			
Assumed Net Lease Rate	\$20	likely optimistic		
Potential Net Annual Income	\$174,340			
Less Vacancy	\$8,717	5%		
Estimated Net Income	\$165,623			
Cap Rate	6.50%			
Estimated Value	\$2,548,046			

2. Land Value Under Existing CS-1 Zoning (3-Storey Mixed Use)

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value						
Average Sales Price Per Sq. Ft.	\$400.00	per sq.ft. of net saleable residential space				
Average Value of Commercial Space Per Sq.Ft.						
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 per sq.ft. net, 6.50% cap rate	assuming \$30 TI allowance and a vacancy allowance of		2.0%
Site and Building Size						
Site size	33,364 sq.ft. or 264 feet x		0.77 acre 126 feet			
Assumed density	1.85 FSR					
Total floorspace	61,723 sq.ft.					
Residential Space	50,046 sq.ft. or		1.50 FSR			
Net saleable space	42,539 sq.ft. or		85% of gross area			
Average Gross unit size	1,001					
Average Net unit size	851 sq.ft.					
Number of units	50 units or		161 per ha			
Total Residential Parking Stalls (based on bylaw)	50 stalls or		1.00 stalls per unit			
Commercial Space	11,677 sq.ft.		0.35 FSR			
Retail Space	11,677		with 100% rentable			
Commercial Parking Stalls						
Retail (fronting on Marine Drive)	29 stalls or		1.00 per			37 sq. metres
Combined Residential and Commercial Parking Stalls	79 stalls in total					
Underground/structured parking stalls Provided	79 stalls with		0 stalls at surface (portion of retail plus visitor stalls)			
	land needed for surface parking stalls		0 sq.ft.			0% of site area
Construction Costs						
Allowance for Rezoning Costs	\$0					
Rezoning Application Fee	\$0 included in soft costs					
Subdivision Application Fee	\$0 included in soft costs					
Development Permit Fee	\$0 included in soft costs					
Building Permit Fee	\$0 included in soft costs					
Allowance for Demolition of Existing Buildings	\$20,000					
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$178,527 or		\$1,500 per lineal metre of frontage			
Water and sewer connections	\$20,000					
Hard Cost Used in Analysis	\$160.00 per gross sq.ft. (BDC indicates \$165 for high quality lowrise mixed use in Surrey)					
Soft costs (1)	11.0% of hard costs and site prep/servicing costs					
Contingency on hard and soft costs	5.0% of hard and soft costs					
GVRD Sewer Levy - Residential	\$1,082.00 per unit					
GVRD Sewer Levy - Commercial	\$0.811 per sq.ft. of commercial space					
SSAC	\$600.00 per unit					
Residential DCCs	\$4.01 per sq.ft. of building area or		\$4,011 per average unit			
Retail DCCs	\$1.26 per sq.ft. of floorspace +		\$0.00 per sq.ft. of site area			
Office DCCs	\$1.26 per sq.ft. of floorspace					
Interim financing on construction costs	6.0% on 50% of hard and soft costs, assuming a		1.50 year construction period			
Financing fees	0.5% of hard and soft costs					
Other Costs and Allowances						
Marketing and Commissions	5.0% of gross residential revenue					
	2.0% of gross commercial value					
Leasing Commissions on Commercial Space	17.0% of Year 1 net income, or		\$58,364			
Tenant Improvement Allowance on Commercial Space	\$30.00 per sq.ft.					
Developer's Profit	15.0% of gross revenue, or		17.6% of total costs			
Property Taxes	0.849% of assessed value (weighted average blend of residential and business tax rate)					
Assumed current assessment (Year 1 of analysis)	\$2,200,000					
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$11,148,709	(50% of completed project value)				
Analysis						
Revenue						
Gross Residential Sales Revenue	\$17,015,640					
Gross Retail Value	\$5,281,778					
Gross Office Value	\$0					
Total Gross Value	\$22,297,418					
Less marketing and commissions	\$956,418					
Net sales revenue	\$21,341,000					
Project Costs Costs						
Allowance for Rezoning Costs	\$0					
Allowance for Demolition of Existing Buildings	\$20,000					
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$178,527					
Water and sewer connections	\$20,000					
Hard construction costs	\$9,875,744					
Soft costs	\$1,086,332					
Contingency on hard and soft costs	\$559,030					
GVRD Sewer Levy - Residential	\$54,100					
GVRD Sewer Levy - Commercial	\$9,470					
SSAC	\$30,000					
DCCs	\$215,258					
Leasing Commissions on Commercial Space	\$58,364					
Tenant Improvement Allowance on Commercial Space	\$350,322					
Interim financing	\$560,572					
Financing fees/costs	\$65,089					
Total Project Costs Before Land	\$13,082,807					
Developer's Profit	\$3,344,613					
Residual to Land and Land Carry	\$4,913,581					
Less interim financing on land during DP approvals/presales/construction	\$548,356					
Less property purchase tax	\$85,305					
Less property tax allowance during approvals/development	\$85,931					
Residual Land Value	\$4,193,989					
Residual Value per sq.ft. of site	\$125.70					
Residual Value per sq.ft. buildable	\$67.95					

3. Land Value Under Rezoning to 4-Storey Mixed Use - Currently Study Area in OCP

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value			
Average Sales Price Per Sq. Ft.	\$400.00	per sq.ft. of net saleable residential space	
Average Value of Commercial Space Per Sq.Ft.			
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 per sq.ft. net, assuming \$30 TI allowance 6.50% cap rate and a vacancy allowance of 2.0%
Site and Building Size			
Site size	33,364 sq.ft. or 264 feet x	0.77 acre 126 feet	
Assumed density	2.35	FSR	
Total floorspace	78,405	sq.ft.	
Residential Space	66,728	sq.ft. or	2.00 FSR
Net saleable space	56,719	sq.ft. or	85% of gross area
Average Gross unit size	890		
Average Net unit size	756	sq.ft.	
Number of units	75	units or	242 per ha
Total Residential Parking Stalls (based on bylaw)	75	stalls or	1.00 stalls per unit
Commercial Space	11,677	sq.ft.	0.35 FSR
Retail Space	11,677		with 100% rentable
Office Space	0		with 95% rentable
Commercial Parking Stalls			
Retail (fronting on Marine Drive)	29	stalls or	1.00 per 37 sq. metres
Combined Residential and Commercial Parking Stalls			
	104	stalls in total	
Underground/structured parking stalls Provided	104	stalls with	0 stalls at surface (portion of retail plus visitor stalls)
		land needed for surface parking stalls	0 sq.ft. 0% of site area
Construction Costs			
Allowance for Rezoning Costs	\$100,000		
Rezoning Application Fee	\$0	included in soft costs	
Subdivision Application Fee	\$0	included in soft costs	
Development Permit Fee	\$0	included in soft costs	
Amenity Contribution/Density Bonus Fee	\$20	per square metre of gross floorspace (existing policy)	
Allowance for Demolition of Existing Buildings	\$20,000		
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$178,527	or	\$1,500 per lineal metre of frontage
Water and sewer connections	\$20,000		
Hard Cost Used in Analysis	\$160.00	per gross sq.ft. (BDC indicates \$165 for high quality lowrise mixed use in Surrey)	
Soft costs (1)	11.0%	of hard costs and site prep/servicing costs	
Contingency on hard and soft costs	5.0%	of hard and soft costs	
GVRD Sewer Levy - Residential	\$1,082.00	per unit	
GVRD Sewer Levy - Commercial	\$0.811	per sq.ft. of commercial space	
SSAC	\$600.00	per unit	
Residential DCCs	\$4.51	per sq.ft. of building area or	\$4,011 per average unit
Retail DCCs	\$1.28	per sq.ft. of floorspace +	\$0.00 per sq.ft. of site area
Office DCCs	\$1.28	per sq.ft. of floorspace	
Interim financing on construction costs	6.0%	on 50% of hard and soft costs, assuming a	1.50 year construction period
Financing fees	0.5%	of hard and soft costs	
Other Costs and Allowances			
Marketing and Commissions	5.0%	of gross residential revenue	
	2.0%	of gross commercial value	
Leasing Commissions on Commercial Space	17.0%	of Year 1 net income, or	\$58,364
Tenant Improvement Allowance on Commercial Space	\$30.00	per sq.ft.	
Developer's Profit	15.0%	of gross revenue, or	17.6% of total costs
Property Taxes	0.801%	of assessed value (weighted average blend of residential and business tax rate)	
Assumed current assessment (Year 1 of analysis)	\$2,200,000		
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$13,984,649	(50% of completed project value)	
Analysis			
Revenue			
Gross Residential Sales Revenue	\$22,687,520		
Gross Retail Value	\$5,281,778		
Gross Office Value	\$0		
Total Gross Value	\$27,969,298		
Less marketing and commissions	\$1,240,012		
Net sales revenue	\$26,729,286		
Project Costs Costs			
Allowance for Rezoning Costs	\$100,000		
Amenity Contribution/Density Bonus Fee	\$145,677		
Allowance for Demolition of Existing Buildings	\$20,000		
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$178,527		
Water and sewer connections	\$20,000		
Hard construction costs	\$12,544,864		
Soft costs	\$1,379,935		
Contingency on hard and soft costs	\$707,166		
GVRD Sewer Levy - Residential	\$81,150		
GVRD Sewer Levy - Commercial	\$9,470		
SSAC	\$45,000		
DCCs	\$315,542		
Leasing Commissions on Commercial Space	\$58,364		
Tenant Improvement Allowance on Commercial Space	\$350,322		
Interim financing	\$718,021		
Financing fees/costs	\$83,370		
Total Project Costs Before Land	\$16,757,409		
Developer's Profit	\$4,195,395		
Residual to Land and Land Carry	\$5,776,483		
Less interim financing on land during DP approvals/presales/construction	\$644,656		
Less property purchase tax	\$100,637		
Less property tax allowance during approvals/development	\$93,552		
Residual Land Value	\$4,937,639		
Residual Value per sq.ft. of site	\$147.99		
Residual Value per sq.ft. buildable	\$62.98		

Case Study #4:

1184 Oxford/14807 Marine Drive/14818 Buena Vista - West Beach

1. Property Information and Existing Value - Older Auto Service/Garage

Current Zoning	CS-1			
OCP Designation	Commercial			
1. BC Assessment Information				
	Site Size	Assessment	Floorspace	
1184 Oxford	12,253	\$1,179,000	3,097	service comm
14807 Marine Drive	14,021	\$2,387,100	2,813	garage
14818 Buena Vista	3,525	\$462,000	0	vacant
Total	29,799	\$4,028,100	5,910	
2. Income Approach				
Floorspace	5,910			
Assumed Net Lease Rate	\$20	likely optimistic		
Potential Net Annual Income	\$118,200			
Less Vacancy	\$5,910	5%		
Estimated Net Income	\$112,290			
Cap Rate	6.50%			
Estimated Value	\$1,727,538			
3. Sale Information				
Currently Listed at	\$4,995,000			

2. Land Value Under Existing CS-1 Zoning (3-Storey Mixed Use)

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value			
Average Sales Price Per Sq. Ft.	\$425.00	per sq.ft. of net saleable residential space	
Average Value of Commercial Space Per Sq.Ft.			
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 per sq.ft. net, assuming \$30 TI allowance and a vacancy allowance of 2.0%
Site and Building Size			
Site size	29,799 sq.ft. or 218 feet x	0.68 acre	137 feet
Assumed density	1.65 FSR		
Total floorspace	49,168 sq.ft.		
Residential Space	34,269 sq.ft. or	1.15 FSR	
Net saleable space	29,129 sq.ft. or	85% of gross area	
Average Gross unit size	926		
Average Net unit size	787 sq.ft.		
Number of units	37 units or	134 per ha	
Total Residential Parking Stalls (based on bylaw)	37 stalls or	1.00 stalls per unit	
Commercial Space	14,900 sq.ft.	0.50 FSR	
Retail Space	14,900	with 100% rentable	
Commercial Parking Stalls			
Retail (fronting on Marine Drive)	19 stalls or	1.00 per	74 sq. metres
Combined Residential and Commercial Parking Stalls	56 stalls in total		
Underground/structured parking stalls Provided	56 stalls with	0 stalls at surface (portion of retail plus visitor stalls)	
	land needed for surface parking stalls	0 sq.ft.	0% of site area
Construction Costs			
Allowance for Rezoning Costs	\$0		
Rezoning Application Fee	\$0 included in soft costs		
Subdivision Application Fee	\$0 included in soft costs		
Development Permit Fee	\$0 included in soft costs		
Building Permit Fee	\$0 included in soft costs		
Allowance for Demolition of Existing Buildings	\$30,000		
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$162,207 or	\$1,500 per lineal metre of frontage	
Water and sewer connections	\$20,000		
Hard Cost Used in Analysis	\$160.00 per gross sq.ft. (BDC indicates \$165 for high quality lowrise mixed use in Surrey)		
Soft costs (1)	11.0% of hard costs and site prep/servicing costs		
Contingency on hard and soft costs	5.0% of hard and soft costs		
GVRD Sewer Levy - Residential	\$1,082.00 per unit		
GVRD Sewer Levy - Commercial	\$0.811 per sq.ft. of commercial space		
SSAC	\$600.00 per unit		
Residential DCCs	\$4.33 per sq.ft. of building area or	\$4,011 per average unit	
Retail DCCs	\$1.26 per sq.ft. of floorspace +	\$0.00 per sq.ft. of site area	
Office DCCs	\$1.26 per sq.ft. of floorspace		
Interim financing on construction costs	6.0% on 50% of hard and soft costs, assuming a	1.50 year construction period	
Financing fees	0.5% of hard and soft costs		
Other Costs and Allowances			
Marketing and Commissions	5.0% of gross residential revenue		
	2.0% of gross commercial value		
Leasing Commissions on Commercial Space	17.0% of Year 1 net income, or	\$74,468	
Tenant Improvement Allowance on Commercial Space	\$30.00 per sq.ft.		
Developer's Profit	15.0% of gross revenue, or	17.6% of total costs	
Property Taxes	0.984% of assessed value (weighted average blend of residential and business tax rate)		
Assumed current assessment (Year 1 of analysis)	\$4,028,100		
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$9,559,390 (50% of completed project value)		
Analysis			
Revenue			
Gross Residential Sales Revenue	\$12,379,622		
Gross Retail Value	\$6,739,158		
Gross Office Value	\$0		
Total Gross Value	\$19,118,781		
Less marketing and commissions	\$753,764		
Net sales revenue	\$18,365,016		
Project Costs Costs			
Allowance for Rezoning Costs	\$0		
Allowance for Demolition of Existing Buildings	\$30,000		
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$162,207		
Water and sewer connections	\$20,000		
Hard construction costs	\$7,866,936		
Soft costs	\$865,363		
Contingency on hard and soft costs	\$447,225		
GVRD Sewer Levy - Residential	\$40,034		
GVRD Sewer Levy - Commercial	\$12,083		
SSAC	\$22,200		
DCCs	\$167,163		
Leasing Commissions on Commercial Space	\$74,468		
Tenant Improvement Allowance on Commercial Space	\$446,985		
Interim financing	\$456,960		
Financing fees/costs	\$53,058		
Total Project Costs Before Land	\$10,664,682		
Developer's Profit	\$2,867,817		
Residual to Land and Land Carry	\$4,832,517		
Less interim financing on land during DP approvals/presales/construction	\$539,309		
Less property purchase tax	\$83,864		
Less property tax allowance during approvals/development	\$123,242		
Residual Land Value	\$4,086,102		
Residual Value per sq.ft. of site	\$137.12		
Residual Value per sq.ft. buildable	\$83.10		

3. Land Value Under Rezoning to 4-Storey Mixed Use - Commercial Designation in OCP

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value						
Average Sales Price Per Sq. Ft.	\$425.00	per sq.ft. of net saleable residential space				
Average Value of Commercial Space Per Sq.Ft.						
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 6.50%	per sq.ft. net, cap rate	assuming \$30 TI allowance and a vacancy allowance of	2.0%
Site and Building Size						
Site size	29,799	sq.ft. or		0.68	acre	
		218	feet x		137	feet
Assumed density	2.10	FSR				
Total floorspace	62,578	sq.ft.				
Residential Space	47,678	sq.ft. or		1.60	FSR	
Net saleable space	40,527	sq.ft. or		85%	of gross area	
Average Gross unit size	935					
Average Net unit size	795	sq.ft.				
Number of units	51	units or		184	per ha	
Total Residential Parking Stalls (based on bylaw)	51	stalls or		1.00	stalls per unit	
Commercial Space	14,900	sq.ft.		0.50	FSR	
Retail Space	14,900			with	100%	rentable
Commercial Parking Stalls						
Retail (fronting on Marine Drive)	19	stalls or		1.00	per	74 sq. metres
Combined Residential and Commercial Parking Stalls	70	stalls in total				
Underground/structured parking stalls Provided	70	stalls with		0	stalls at surface (portion of retail plus visitor stalls)	
		land needed for surface parking stalls		0	sq.ft.	0% of site area
Construction Costs						
Allowance for Rezoning Costs	\$100,000					
Rezoning Application Fee	\$0	included in soft costs				
Subdivision Application Fee	\$0	included in soft costs				
Development Permit Fee	\$0	included in soft costs				
Amenity Contribution/Density Bonus Fee	\$20	per square metre of gross floorspace (existing policy)				
Allowance for Demolition of Existing Buildings	\$20,000					
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$162,207	or		\$1,500	per linear metre of frontage	
Water and sewer connections	\$30,000					
Hard Cost Used in Analysis	\$160.00	per gross sq.ft. (BDC indicates \$165 for high quality lowrise mixed use in Surrey)				
Soft costs (1)	11.0%	of hard costs and site prep/servicing costs				
Contingency on hard and soft costs	5.0%	of hard and soft costs				
GVRD Sewer Levy - Residential	\$1,082.00	per unit				
GVRD Sewer Levy - Commercial	\$0.811	per sq.ft. of commercial space				
SSAC	\$600.00	per unit				
Residential DCCs	\$4.29	per sq.ft. of building area	or		\$4,011	per average unit
Retail DCCs	\$1.26	per sq.ft. of floorspace +		\$0.00	per sq.ft. of site area	
Office DCCs	\$1.26	per sq.ft. of floorspace				
Interim financing on construction costs	6.0%	on 50% of hard and soft costs, assuming a		1.50	year construction period	
Financing fees	0.5%	of hard and soft costs				
Other Costs and Allowances						
Marketing and Commissions	5.0%	of gross residential revenue				
	2.0%	of gross commercial value				
Leasing Commissions on Commercial Space	17.0%	of Year 1 net income, or		\$74,468		
Tenant Improvement Allowance on Commercial Space	\$30.00	per sq.ft.				
Developer's Profit	15.0%	of gross revenue, or			17.6%	of total costs
Property Taxes	0.907%	of assessed value (weighted average blend of residential and business tax rate)				
Assumed current assessment (Year 1 of analysis)	\$4,028,100					
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$11,981,490	(50% of completed project value)				
Analysis						
Revenue						
Gross Residential Sales Revenue	\$17,223,822					
Gross Retail Value	\$6,739,158					
Gross Office Value	\$0					
Total Gross Value	\$23,962,980					
Less marketing and commissions	\$995,974					
Net sales revenue	\$22,967,006					
Project Costs Costs						
Allowance for Rezoning Costs	\$100,000					
Amenity Contribution/Density Bonus Fee	\$116,270					
Allowance for Demolition of Existing Buildings	\$20,000					
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$162,207					
Water and sewer connections	\$30,000					
Hard construction costs	\$10,012,464					
Soft costs	\$1,101,371					
Contingency on hard and soft costs	\$566,302					
GVRD Sewer Levy - Residential	\$55,182					
GVRD Sewer Levy - Commercial	\$12,083					
SSAC	\$30,600					
DCCs	\$223,322					
Leasing Commissions on Commercial Space	\$74,468					
Tenant Improvement Allowance on Commercial Space	\$446,985					
Interim financing	\$582,806					
Financing fees/costs	\$67,670					
Total Project Costs Before Land	\$13,601,731					
Developer's Profit						
	\$3,594,447					
Residual to Land and Land Carry						
	\$5,770,828					
Less interim financing on land during DP approvals/presales/construction	\$644,024					
Less property purchase tax	\$100,536					
Less property tax allowance during approvals/development	\$127,407					
Residual Land Value	\$4,898,861					
Residual Value per sq.ft. of site	\$164.40					
Residual Value per sq.ft. buildable	\$78.28					

Case Study #5:

15445 to 15457 Marine Drive - East Beach

1. Property Information and Existing Value - Old House and Vacant Lots

Current Zoning	CR-2		
OCP Designation	Commercial		
1. BC Assessment Information			
	Site Size	Assessment	
15445 Marine Drive	1,848	\$544,100	old/small house
15449 Marine Drive	1,848	\$510,000	vacant
15453 Marine Drive	1,848	\$510,000	vacant
15457 Marine Drive	1,848	\$443,000	vacant
Total	7,392	\$2,007,100	
2. Income Approach	no income		

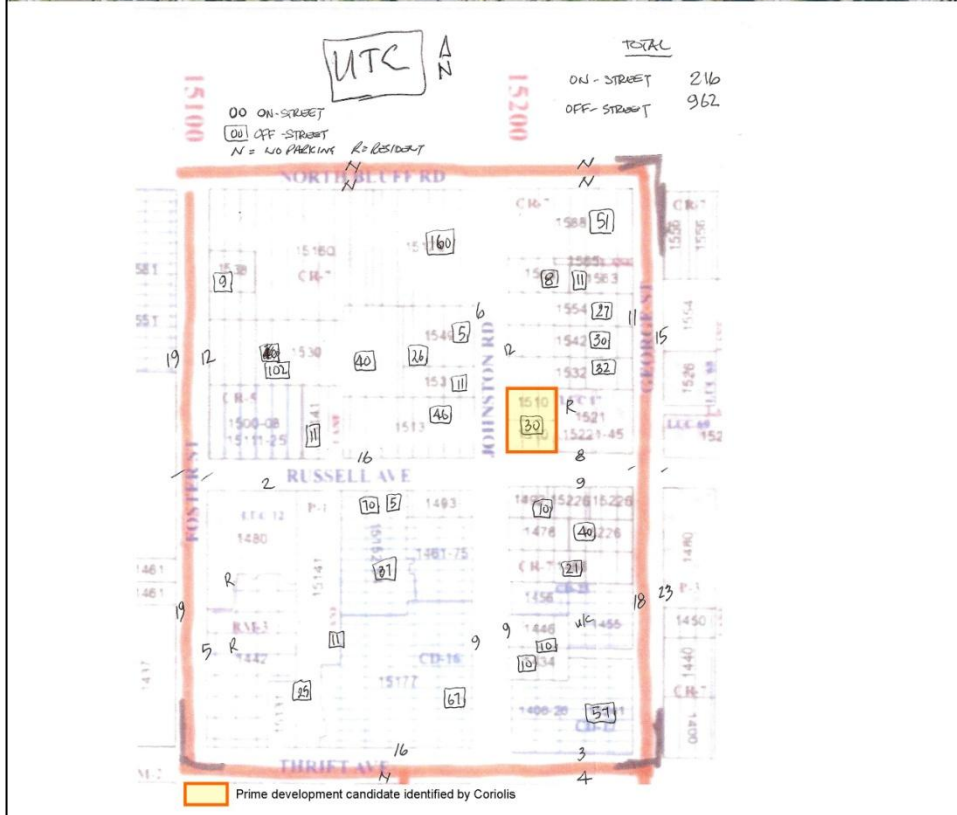
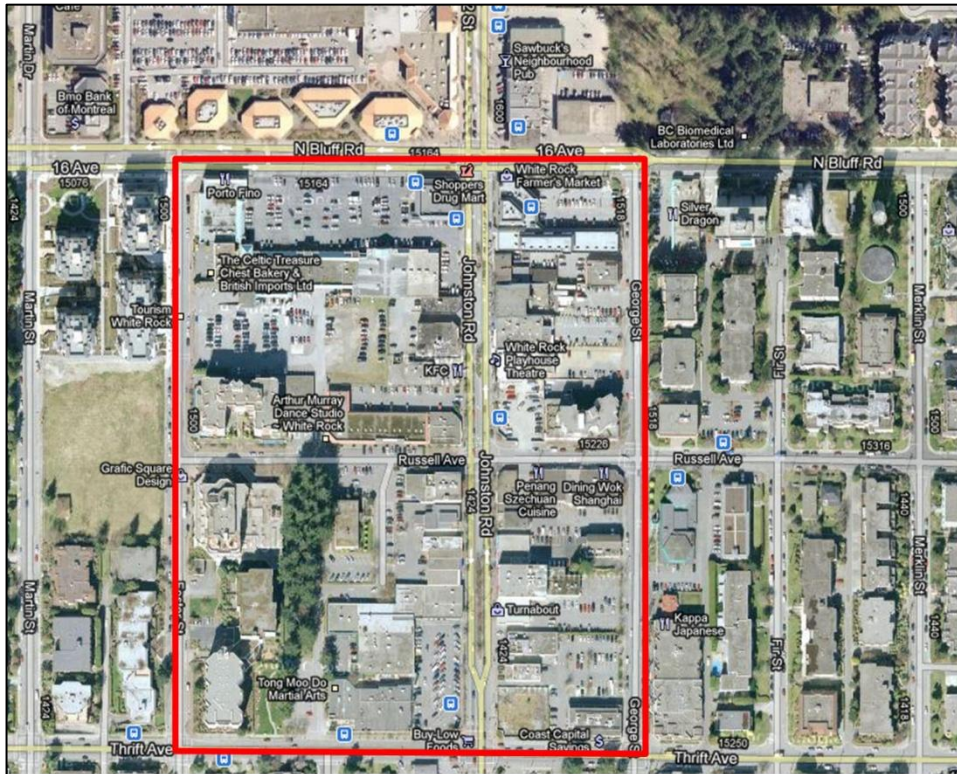
2. Land Value Under Existing CR-2 Zoning (3-Storey Mixed Use)

Major Assumptions (shading indicates figures that are inputs; unshaded cells are formulas)

Revenue and Value			
Average Sales Price Per Sq. Ft.	\$425.00	per sq.ft. of net saleable residential space	
Average Value of Commercial Space Per Sq.Ft.			
Value of Retail Space	\$452.31	assuming a lease rate of and a	\$30.00 per sq.ft. net, assuming \$30 TI allowance 6.50% cap rate and a vacancy allowance of 2.0%
Site and Building Size			
Site size	7,392 sq.ft. or 120 feet wide x	0.17 acre 62 feet dee[
Assumed density	1.5 FSR		
Total floorspace	11,000 sq.ft.		
Residential Space	5,500 sq.ft. or	0.74 FSR	
Net saleable space	4,675 sq.ft. or	85% of gross area	
Average Gross unit size	1,375		
Average Net unit size	1,169 sq.ft.		
Number of units	4 units or	58 per ha	
Total Residential Parking Stalls (based on bylaw)	4 stalls or	1.00 stalls per unit	
Commercial Space	5,500 sq.ft.	0.74 FSR	
Retail Space	5,500	with 100% rentable	
Commercial Parking Stalls			
Retail (fronting on Marine Drive)	7 stalls or	1.00 per	74 sq. metres
Combined Residential and Commercial Parking Stalls	11 stalls in total		
Garage parking stalls Provided	11 stalls with	0 stalls at surface (portion of retail plus visitor stalls)	
	land needed for surface parking stalls	0 sq.ft.	0% of site area
Construction Costs			
Allowance for Rezoning Costs	\$0		
Rezoning Application Fee	\$0 included in soft costs		
Subdivision Application Fee	\$0 included in soft costs		
Development Permit Fee	\$0 included in soft costs		
Building Permit Fee	\$0 included in soft costs		
Allowance for Demolition of Existing Buildings	\$10,000		
On-Site Servicing (Upgrade of adjacent roads/sidewalks/etc)	\$83,049 or	\$1,500 per lineal metre of frontage	
Water and sewer connections	\$20,000		
Hard Cost Used in Analysis	\$155.00 per gross sq.ft.		
Soft costs (1)	11.0% of hard costs and site prep/servicing costs		
Contingency on hard and soft costs	5.0% of hard and soft costs		
GVRD Sewer Levy - Residential	\$1,082.00 per unit		
GVRD Sewer Levy - Commercial	\$0.811 per sq.ft. of commercial space		
SSAC	\$800.00 per unit		
Residential DCCs	\$2.92 per sq.ft. of building area or	\$4,011 per average unit	
Retail DCCs	\$1.26 per sq.ft. of floorspace +	\$0.00 per sq.ft. of site area	
Office DCCs	\$1.26 per sq.ft. of floorspace		
Interim financing on construction costs	6.0% on 50% of hard and soft costs, assuming a	1.00 year construction period	
Financing fees	0.5% of hard and soft costs		
Other Costs and Allowances			
Marketing and Commissions	5.0% of gross residential revenue		
	2.0% of gross commercial value		
Leasing Commissions on Commercial Space	17.0% of Year 1 net income, or	\$27,489	
Tenant Improvement Allowance on Commercial Space	\$30.00 per sq.ft.		
Developer's Profit	15.0% of gross revenue, or	17.6% of total costs	
Property Taxes	1.219% of assessed value (weighted average blend of residential and business tax rate)		
Assumed current assessment (Year 1 of analysis)	\$2,007,100		
Assumed assessment after 1 year of construction (Year 2 of analysis)	\$2,237,284 (50% of completed project value)		
Analysis			
Revenue			
Gross Residential Sales Revenue	\$1,986,875		
Gross Retail Value	\$2,487,692		
Gross Office Value	\$0		
Total Gross Value	\$4,474,567		
Less marketing and commissions	\$149,098		
Net sales revenue	\$4,325,470		
Project Costs Costs			
Allowance for Rezoning Costs	\$0		
Allowance for Demolition of Existing Buildings	\$10,000		
On-Site Servicing (Upgrade of Adjacent Roads/Sidewalks/Etc)	\$83,049		
Water and sewer connections	\$20,000		
Hard construction costs	\$1,705,000		
Soft costs	\$187,550		
Contingency on hard and soft costs	\$100,280		
GVRD Sewer Levy - Residential	\$4,328		
GVRD Sewer Levy - Commercial	\$4,461		
SSAC	\$3,200		
DCCs	\$22,964		
Leasing Commissions on Commercial Space	\$27,489		
Tenant Improvement Allowance on Commercial Space	\$165,000		
Interim financing	\$70,000		
Financing fees/costs	\$12,017		
Total Project Costs Before Land	\$2,415,336		
Developer's Profit	\$671,185		
Residual to Land and Land Carry	\$1,238,948		
Less interim financing on land during DP approvals/presales/construction	\$103,700		
Less property purchase tax	\$20,705		
Less property tax allowance during approvals/development	\$42,681		
Residual Land Value	\$1,071,862		
Residual Value per sq.ft. of site	\$145.00		
Residual Value per sq.ft. buildable	\$97.44		

Appendix 4: Parking Inventory by Sub-Area

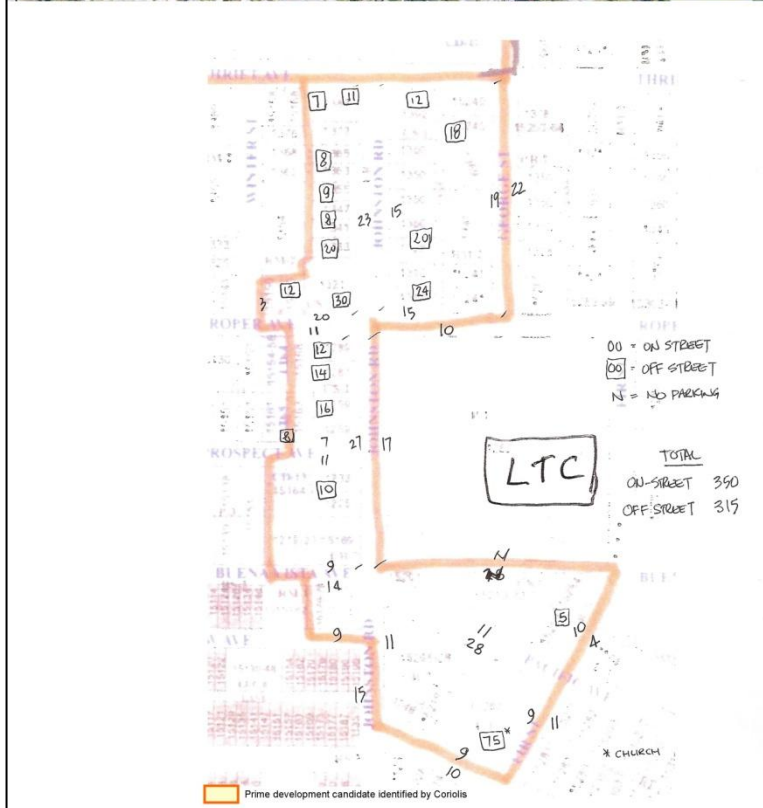
Upper Town Centre



Source: Fieldwork by BWW Consulting in July 2011; Google Maps (aerial photograph); City of White Rock (zoning map).

Notes: For area boundaries, on-street parking counts include both sides of the street. The inventory excludes off-street parking that appeared to be residential and excludes on-street resident-only parking.

Lower Town Centre

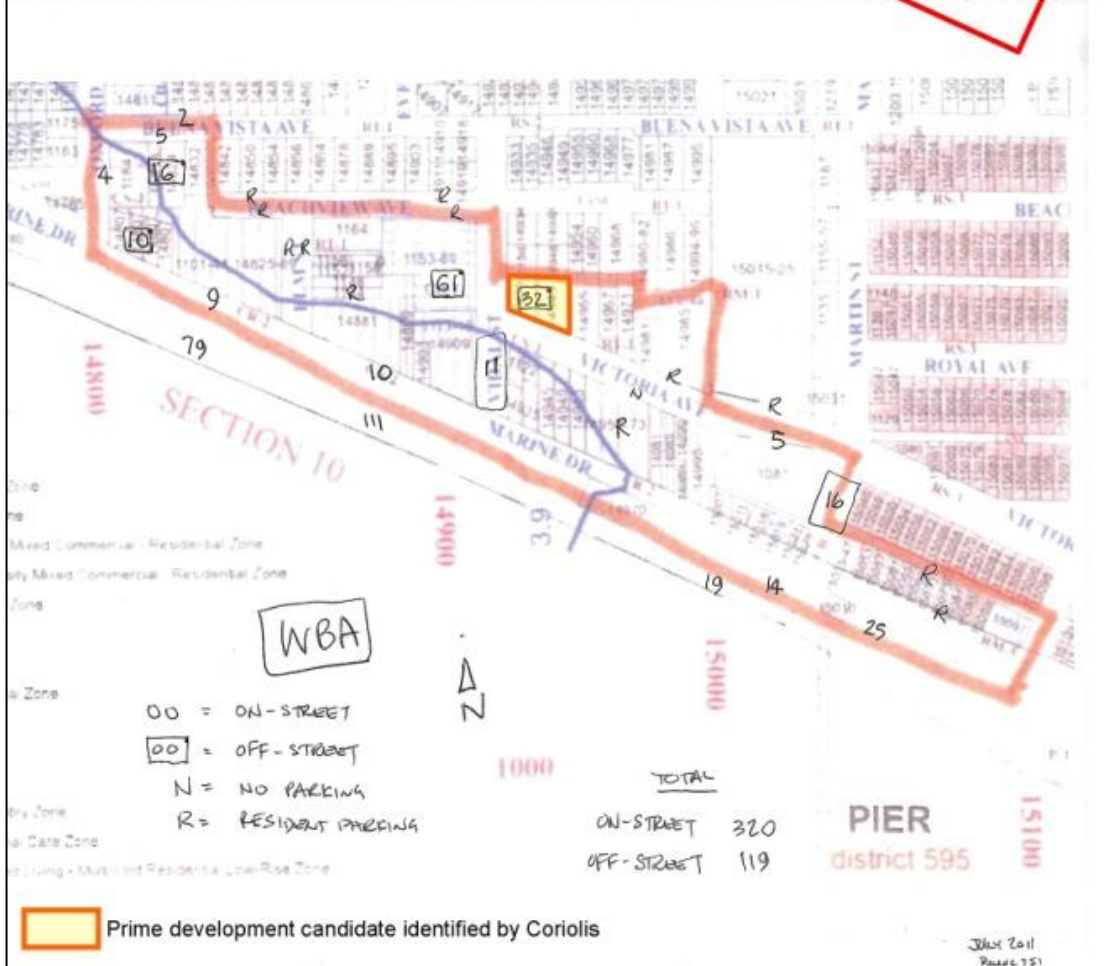


Source: Fieldwork by BWW Consulting in July 2011;

Google Maps (aerial photograph); City of White Rock (zoning map).

Notes: For area boundaries, on-street parking counts include both sides of the street. The inventory excludes off-street parking that appeared to be residential and excludes on-street resident-only parking.

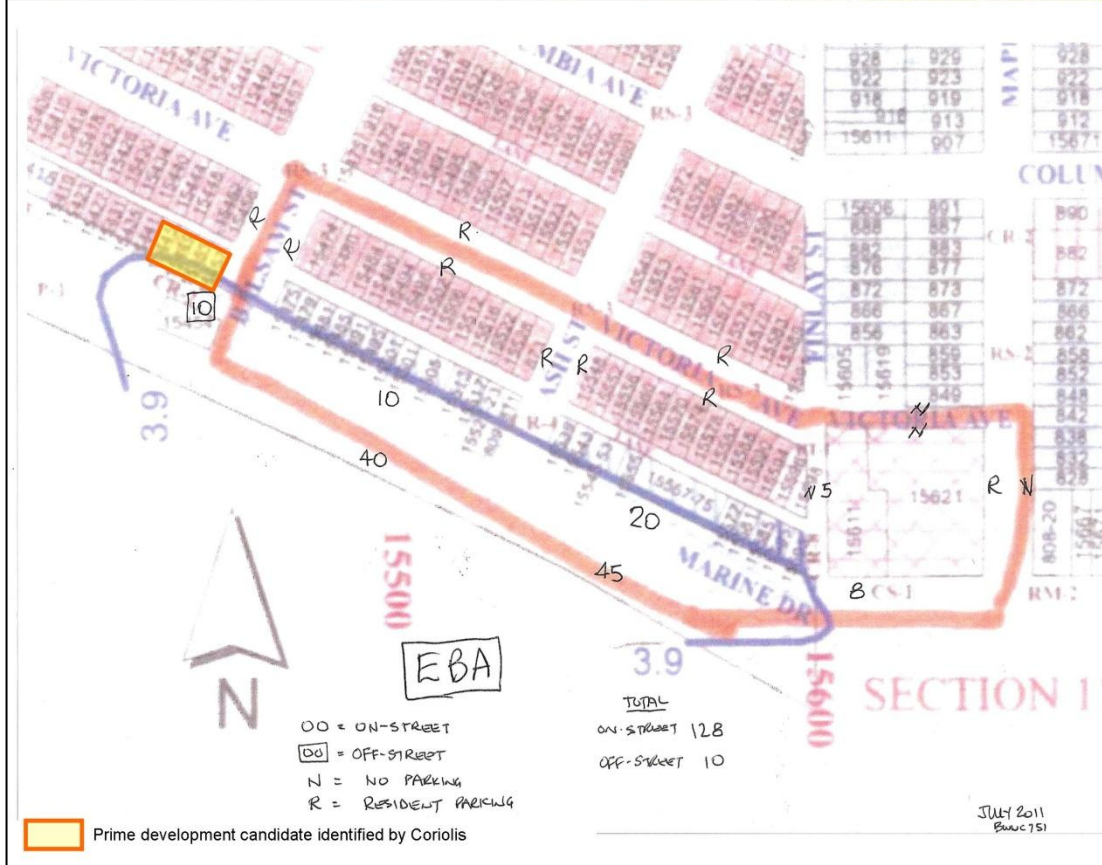
West Beach Area



Source: Fieldwork by BWW Consulting in July 2011; Google Maps (aerial photograph); City of White Rock (zoning map).

Notes: For area boundaries, on-street parking counts include both sides of the street. The inventory excludes off-street parking that appeared to be residential and excludes on-street resident-only parking. The large parking lots on the south side of Marine Drive are included as on-street parking.

East Beach Area



Source: Fieldwork by BWV Consulting in July 2011; Google Maps (aerial photograph); City of White Rock (zoning map).
 Notes: For area boundaries, on-street parking counts include both sides of the street. The inventory excludes off-street parking that appeared to be residential and excludes on-street resident-only parking. The large parking lots on the south side of Marine Drive are included as on-street parking.

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



POLICY TITLE: **TERMS OF REFERENCE:**
 ECONOMIC INVESTMENT COMMITTEE

POLICY NUMBER: **COUNCIL - 137**

<i>Date of Council Adoption:</i> April 16, 2012	<i>Date of Last Amendment:</i> November 7, 2016
<i>Council Resolution Number:</i> 2012-107, 2013-082; 2015-129, 2015-307, 2016-483	
<i>Originating Department:</i> Corporate Administration	<i>Date last reviewed by the Governance and Legislation Committee:</i> November 7, 2016 <u>January 14, 2019</u>

Policy:

The purpose of the Economic Investment Committee is to advise City Council ~~and staff~~ on matters regarding economic investment in the City.

Committee General Terms

Term

The committee appointments will be made by City Council for a two (2) year term, ~~with the initial appointments expiring December 31, 2018.~~

Membership

- a) The Economic Investment Committee will consist of up to thirteen (13) voting members appointed by Council following a public recruitment process, and representing a broad range of perspectives and expertise from the community’s business, investment, marketing, development and planning sectors. Additionally, in a non-voting advisory capacity there will be the Executive Directors or designate of:
 - The Business Improvement Association (BIA)
 - ~~Tourism White Rock~~
 - The Chamber of Commerce

- b) In addition, one (1) member of Council, and Alternate, the Chief Administrative Officer and the Director of Planning and Development Services (or Designate) will be non-voting members of the Committee.

- c) Committee members shall serve in a voluntary capacity without remuneration or gifts.

Chairperson / Vice-Chairperson

The committee will appoint a Chairperson and a Vice-Chairperson from among its voting members at the committee's inaugural meeting.

Annual Committee Work Plan

~~The Chief Administrative Officer will seek direction from Council~~ will forward on items that it wishes the Committee to address and develop with the Committee's ~~an Annual~~ Work Plan. The Committee will develop a Work Plan that will be brought back to Council for their approval.

The ~~Annual~~ Work Plan will is to identify strategies and actions the Committee will undertake to assist in:

- Supporting long term economic stability and growth in the community;
- Increasing economic diversity and local employment opportunities;
- Encouraging financial investment in the area including new businesses and re-development; ~~and~~
- Supporting existing businesses in retention and expansion; and,
- Reviewing the City's Economic Development Plan.

The Committee may make representations to Council on economic development matters.

Meetings

- a) The committee shall mutually agree to a meeting schedule at their inaugural meeting and will meet at a minimum bi-monthly. The meeting schedule will be published on the City website and updated as needed by the Committee Clerk.
- b) The Chairperson of the committee may call a meeting of the committee, with at a minimum of staff being able to give twenty-four (24) hours notice to the committee members, in addition to the scheduled meetings or may cancel a meeting.
- c) Quorum for meetings shall mean a majority of all of its Committee voting members.
- d) If there is no quorum of the committee present within 15 minutes of the scheduled start time the Committee Clerk will:
 - i) record the names of the members present, and those absent; and
 - ii) conclude the meeting until the next scheduled meeting.
- e) All committee meetings are open to the public unless designated as closed to the public pursuant to Sections 90 and 93 of the *Community Charter*.
- f) The public is welcome to observe the meeting. When deemed relevant to the discussion of a particular item of business under consideration by the Committee, the Chairperson may, with majority consent of those Committee members in attendance, give permission to members of the public in attendance to speak to the item in question.

- g) Meetings shall last no longer than two (2) hours, except under extraordinary circumstances as agreed to by the committee members present.
- h) If a member:
 - i fails to attend three (3) consecutively held meetings of the committee, or
 - ii fails to attend a committee meeting in any sixty (60) day period, providing a meeting of the committee is held in that sixty (60) day period (whichever is the longer period of time) and
 - iii unless the absence is because of illness; or
 - iv unless the absence is with the express leave of the Chairperson, the appointment of the member shall be revoked.

The Committee Clerk will keep an attendance log and notify the Chairperson and ~~City Clerk~~Corporate Officer where there have been two (2) consecutive absences without consent. The ~~City Clerk~~Corporate Officer will then make contact with the Committee member.

- i) Any person with particular expertise, including municipal staff may be invited by the Chairperson or staff member of the committee to attend a committee meeting in order to provide information or advice, but only members appointed by City Council may vote on matters coming before the committee.
- j) The ~~office of the City Clerk~~Corporate Administration Department will be responsible for preparing committee agendas, minutes, updating Terms of Reference policy, meeting schedule, and providing administrative support to the committee. Agendas and approved minutes will be posted on the City's website.
- k) Committee minutes, with recommendations noted, will be forwarded to Council for information and action as required.
- l) Committees may hear and consider representations by any individual, group or organization on matters referred to the Committee by Council or staff.
- m) Where a member of a committee, their family, employer or business associates have any interest in any matter being considered by the committee, that member will absent themselves from all aspects of consideration of that matter by declaring a Conflict of Interest.
- n) An annual report must be submitted to the Chief Administrative Officer for review and to be forwarded to City Council.
- o) A committee cannot direct staff to take action without endorsement by City Council.
- p) Committees do not have the authority to commit funds, enter into contracts or commit the City to a particular course of action.

- q) On routine matters such as organizing or setting up yearly or ongoing events or projects which do not have budget implications or have received prior budget approval, the committee may make decisions without the approval of Council, provided that the committee works with the staff member assigned to that committee on those matters.
- r) On broader matters such as organizing or setting up major or unusual events or projects which do not have budget implications, the committee must receive prior approval from Council.
- s) The committee's Chairperson may appoint members to a subcommittee to consider, inquire into, report and/or make recommendations to the committee for a specific purpose.
- t) Members of the committee are not permitted to speak directly with the media on behalf of the committee.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Committee will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined in the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to, and forming, part of this policy.

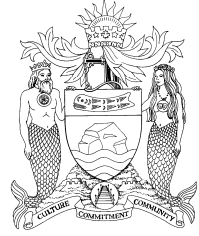
**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, 2017, I have read Council Policy 120, “Code of Conduct for Committee Members” and Council Policy 137 Terms of Reference for the Economic Investment Committee and I understood and will conform to the City’s Code of Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)

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



POLICY TITLE: GRANTS –IN-AID

POLICY NUMBER: FINANCE - 302

<i>Date of Council Adoption:</i> September 28, 2015	<i>Date of Last Amendment:</i> March 5, 2018
<i>Council Resolution Number:</i> 2013-346, 2015-336, 2016-282, 2018-088	
<i>Originating Department:</i> Finance	<i>Date last reviewed by the Governance and Legislation Committee:</i> March 5, 2018

POLICY:

1. Applications shall be sent annually to previous year's recipients, and the deadline for receipt of applications shall be February 1st.
2. The annual deadline for the receipt of late applications is June 1st.
3. Applications received after June 1st, may be considered outside of the above noted timelines, only if they are of an emergent nature (new circumstances that did not exist prior).
4. The Grants-In-Aid Committee shall be responsible for reviewing grant applications received and shall prepare a recommended list of grant recipients and the suggested grant for each. This list shall be presented to City Council for review and approval no later than April 1st. Organizations located in the City of White Rock will be given first priority.
5. The Grants-In-Aid Committee shall confine its allocation to 95% of the total grant-in-aid budget. The remaining 5% shall be held back in the event of a worthy late submission.
6. One grant may be awarded per organization with a maximum award of \$2,000, with the exception of White Rock based arts and cultural organizations who may apply for an additional \$5,000 to host an arts or/and culture event.
7. To be eligible for receiving a grant the following criteria shall be considered:
 - a. Membership in the group, team, or society applying for the grant should be at least 25% from White Rock. Notwithstanding if, in the opinion of the Committee, the group will bring some substantial benefit to the community, and then approval may be granted.

- b. An individual requesting a grant must be a White Rock resident or must be representing White Rock in a provincial, federal, or international event. Notwithstanding, exceptions can be made if the applicant has a current affiliation with the City or has made a significant contribution to the City in the past.
 - c. Grants shall not be approved where the stated or likely purpose is to pay for past deficits or debts incurred by the organization.
 - d. A sports team or club will only be considered for a grant if they are regional or provincial champions are identified with White Rock, and are participating in national, Western Canadian, or international competition.
 - e. The grant must be used to contribute to the general interest and advantage of the City of White Rock.
 - f. Organizations must submit their most recent financial statements and approved budgets. Where applicable, itemized budgets should also be submitted for specific events that funding is applied for.
 - g. All grant recipients must submit a report to the Director of Financial Services disclosing the use of the grant funds on or before December 31. Recipients who do not submit a report will be ineligible to apply for a grant in the subsequent year.
 - h. Applicants who require funds prior to July 1 should indicate this fact, including rationale, on the application.
8. Notwithstanding 5 above, a group, team, or society may be given a grant-in-aid if it is the opinion of Council that such an award would be in the best interest and for the benefit of the City.
9. The City offers supplementary funding (total annual allocation of \$20,000) to support and develop arts and culture events. The funding is not intended to provide continuing support to organizations indefinitely. The program is intended to encourage the development of event capacity, organization efficiency and best practices. The following criteria are for organizations applying for the additional arts and cultural event fund.
- a. The event must occur in the City of White Rock.
 - b. The event must showcase local area artists, be inclusive, accessible and welcoming to the public.
 - c. It is preferred that applicants are arts and cultural organizations registered and in good standing as a non-profit societies in the province of British Columbia. If not, they may be requested to provide additional documentation for accountability purposes, such as confirmation of who the event organizers are, what their roles are, and as well attesting to the use of the funds.
 - d. Applicants from organizations that have received a grant in aid from the City of White Rock must demonstrate that the proposed project is different from the activity which received the grant in aid.

- e. Preference will be given to new events that address gaps in the existing event calendar and have the potential to become major arts and culture events. A new event, for the purpose of this policy, is defined as an event that has not previously existed and is occurring for the first time. An event that is part of an ongoing series or part of the core programming of an organization is not considered new.

RATIONALE:

The intent of the deadline is to ensure applications are received and processed effectively.

A hold-back of unallocated money is required to deal with unforeseen or late-rising events or applications.

Non-community based organizations will not be considered because people in the community have many opportunities to contribute to them at other times. Since Council is merely redirecting the taxpayer's money it is not believed to be appropriate to make these kinds of choices for the taxpayers.

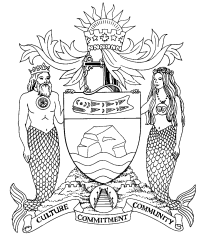
A reasonable percentage of the membership benefiting from the grant should be taxpayers or residents of the City - otherwise they could request a grant from their own City Council.

Grant recipients should be doing works, which benefit the people of the City or bring favourable publicity to the City and in so doing raise civic pride and awareness.

Individuals or sports teams representing the City should be doing so in a capacity which is official (i.e. representing the province or the country) and at a high level of competition - groups going on self-sponsored tours in which they have no official capacity should not receive grants. Examples of groups who have applied in the past but would not qualify for a grant are: school rugby teams on tour, highland dancers troupe on tour, and a dance company performing in a recital overseas.

In the Council approved Cultural Strategic Plan 2014-2018, a key priority is to increase grant funding for arts and culture events in order to stimulate new activities and contribute to White Rock being a cultural destination. The City recognizes the important contribution arts and cultural festival and events make to the economy and cultural character of a city.

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



POLICY TITLE: RECOGNITION AND STRATEGIC MESSAGES

POLICY NUMBER: COUNCIL - 135

<i>Date of Council Adoption:</i> April 16, 2012	<i>Date of Last Amendment:</i> January 28, 2019
<i>Council Resolution Number:</i> 2011-234, 2012-104 , 2013-082, 2015-285, 2017-063, 2019-042	
<i>Originating Department:</i> Administration	<i>Date last reviewed by the Governance and Legislation Committee:</i> January 14, 2019

Policy

1. Mayor and Council greetings will be placed in a strategic fashion in various municipal guides and speciality publications.
2. Each greeting is based on merit and is a Communications Officer decision in consultation with the Mayor.
3. Up to eleven (11) paid strategic messages be placed annually as follows:
 - a. National Volunteer Week
 - b. Canada Day
 - c. Remembrance Day
 - d. Christmas Day/New Years Day
 - e. And that Mayor and Council each bring forward one event (seven total) to be approved by Council as a paid strategic message for the remainder of the term (Appendix A).

Rationale

To balance public recognition of significant dates within budget limitations in a manner that is consistent with the City's mission and value statements.

APPENDIX A

**LIST OF COUNCIL SELECTED STRATIC MESSAGES
IN EFECT COUNCIL TERM (2018 – 2022)**

February - Black History Month
February - Family Day
March - International Women's Day
March - St. Patrick's Day
April - Easter
August- BC Day
December - Hanukah

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



POLICY TITLE: COMMUNICATION BETWEEN MAYOR AND COUNCIL AND CITY STAFF

POLICY NUMBER: COUNCIL - 119

<i>Date of Council Adoption:</i> September 27, 2010	<i>Date of Last Amendment:</i> January 28, 2019
<i>Council Resolution Number:</i> 2010-418, 2013-082, 2015-214, 2019-042	
<i>Originating Department:</i> Administration	<i>Date last reviewed by the Governance and Legislation Committee:</i> January 14, 2019

Policy:

1. Communication by Mayor and / or a member of Council containing direction to staff and / or request for information that is not readily available or has to be assembled must be sent directly to the Chief Administrative Officer (CAO).
2. The CAO will review the request and forward it to the appropriate staff person along with an expectation of response time.
3. Staff will respond to the CAO who will forward the response, including any required copies, to Mayor and all members of Council. Included will be a copy of the original communication and/or request.
4. Should a staff member receive communication from the Mayor or member of Council directly they will immediately forward the request to the CAO and wait for direction prior to proceeding.
5. Communication by Mayor and / or a member of Council with an inquiry for information may be forwarded to the relative Director with a copy to the CAO.
6. ~~Communication by Mayor and / or a member of Council for information is to be forwarded to the CAO with a copy to the relative Director.~~

Rationale:

In accordance with Section 147 of the *Community Charter* and the City of White Rock Organizational Chart: Mayor and Council deal with the organization through one employee – the CAO.

Requested information and responses will be forwarded to the Mayor and all members of Council to ensure everyone has the most up to date and accurate information.



**POLICY TITLE: TERMS OF REFERENCE:
PARKING TASK FORCE**

POLICY NUMBER: COUNCIL - 156

<i>Date of Council Adoption:</i> January 14, 2019	<i>Date of Last Amendment:</i> January 14, 2019
<i>Council Resolution Number:</i> 2019-0	
<i>Originating Department:</i> Corporate Administration	<i>Date last reviewed by the Governance and Legislation Committee:</i> January 14, 2019

Purpose

The Parking Task Force will review and potentially revise pay parking in White Rock, including rates, parking permits, and the integration of the new parkade. The Task Force mandate will be to ensure rates are competitive with neighbouring jurisdictions, White Rock businesses are supported, and White Rock residents receive the best possible value in our City.

The specific objectives will include:

- To review and recommend seasonal parking rates at the new parkade.
- To review and recommend seasonal parking rates at the Montecito underground parkade.
- To review and recommend seasonal parking rates along the waterfront.
- To review and recommend parking rates at Centennial Arena.
- To review and recommend parking rates at Peach Arch Hospital.
- To review both the White Rock Resident Parking Decal and the new White Rock Resident Parking Permit.
- To ensure that any changes do not impact property taxes to fund a reduction in parking.
- To complete an annual review to evaluate the effectiveness of the decisions of the Parking Task Force.

The goal of the Task Force will be to enhance the quality of life for residents and visitors.

Membership

The Parking Task Force will consist of no more than eight-seven (87) voting members, one (1) non-voting member of Council, one (1) non-voting representative for the Business Improvement Association and City staff as required. ~~in total (including the Chair).~~ The composition of the Task Force will be determined by City Council who will review applications from the public. It is hoped that the Task Force will be composed of a cross section of interested parties, including waterfront businesses, interested residents, and White Rock staff and council.

Chair

The Parking Task Force will be chaired by the Council representative, who will serve as a non-voting member.

Term

The goal of the Parking Task Force will be to present its recommendations to Council by May 30th 2019 at the latest.

Meetings

Meetings will be held as the need arises at the call of the Chair. A majority of the members shall constitute a quorum.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Committee will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined in the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to and forming part of this policy.

**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, I have read Council
(DATE)
Policy 120, “Code of Conduct for Committee Members” and Council Policy _____,
Committee Terms of Reference and I understood and will conform to the City’s Code of
Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)



**POLICY TITLE: TERMS OF REFERENCE:
WATER COMMUNITY ADVISORY PANEL**

POLICY NUMBER: COUNCIL - 157

<i>Date of Council Adoption:</i>	<i>Date of Last Amendment:</i>
<i>Council Resolution Number:</i>	
<i>Originating Department:</i> Corporate Administration	<i>Date last reviewed by the Governance and Legislation Committee:</i>

Policy:

The purpose of the Water Community Advisory Panel (Panel) is to advise City Council on White Rock water issues such as:

- Water quality (source and treated)
- Distribution system
- Rate structure proposals
- Infrastructure improvement proposals
- Communication with the community

Panel General Terms

Term

City Council will make appointments to the Panel for a two (2) year term.

Membership

- a) The Panel will consist of up to seven (7) voting members appointed by City Council following a public recruitment process.
- b) City Council will invite the Fraser Health Authority to attend in an advisory capacity and as a non-voting member of the Panel. .
- c) In addition, City Council will appoint one (1) member of Council (as well as an Alternate), the Chief Administrative Officer, and the Director of Engineering and Municipal Operations (or Designate) as non-voting members of the Panel.
- d) Committee members shall serve in a voluntary capacity without remuneration or gifts.

Chairperson / Vice-Chairperson

The Panel will appoint a Chairperson and a Vice-Chairperson from among its voting members at the Panel's inaugural meeting.

Annual Work Plan

City Council will provide projects or issues for the Panel to examine with the objective that the Panel will provide recommendations for Council's consideration.

Meetings

- a) The Panel shall mutually agree to a meeting schedule at their inaugural meeting and will meet at a minimum bi-monthly. The meeting schedule will be published on the City website and updated as needed by the Committee Clerk.
- b) The Chairperson of the Panel may call a meeting of the Panel, with a minimum of staff being able to give twenty-four (24) hours' notice to the Panel members, in addition to the scheduled meetings or may cancel a meeting.
- c) Quorum for meetings shall mean a majority of all of its Panel voting members.
- d) If there is no quorum of the Panel present within 15 minutes of the scheduled start time the Committee Clerk will:
 - i) record the names of the members present, and those absent; and
 - ii) conclude the meeting until the next scheduled meeting.
- e) All committee meetings are open to the public unless designated as closed to the public pursuant to Sections 90 and 93 of the *Community Charter* by the Committee.
- f) The public is welcome to observe the meeting. When deemed relevant to the discussion of a particular item of business under consideration by the Committee, the Chairperson may, with majority consent of those Committee members in attendance, give permission to members of the public in attendance to speak to the item in question.
- g) Meetings shall last no longer than two (2) hours, except under extraordinary circumstances as agreed to by the committee members present.
- h) The Corporate Administration Department will be responsible for preparing committee agendas, minutes, updating Terms of Reference policy, meeting schedule, and providing administrative support to the committee. Agendas and approved minutes will be posted on the City's website.
- i) If a member:
 - i. fails to attend three (3) consecutively held meetings of the committee, or
 - ii. fails to attend a committee meeting in any sixty (60) day period, providing a meeting of the committee is held in that sixty (60) day period (whichever is the longer period of time) and

- iii. unless the absence is because of illness; or
- iv. unless the absence is with the express leave of the Chairperson, the appointment of the member shall be revoked.

The Committee Clerk will keep an attendance log and notify the Chairperson and Director of Corporate Administration where there have been two (2) consecutive absences without consent. The Director of Corporate Administration, or Designate, will then make contact with the Committee member.

- j) Panel minutes, with recommendations noted, will be forwarded to Council for information and action as required.
- k) The Panel may hear and consider representations by any individual, group or organization on matters referred to the Panel by Council.
- l) Where a member of the Panel, their family, employer or business associates have any interest in any matter being considered by the committee, that member will absent themselves from all aspects of consideration of that matter by declaring a Conflict of Interest.
- m) The Panel cannot direct staff to take action without endorsement by City Council.
- d) The Panel does not have the authority to commit funds, enter into contracts or commit the City to a particular course of action.
- e) On broader matters such as organizing or setting up major or unusual events or projects which do not have budget implications, the Panel must receive prior approval from Council.
- f) The Panel may appoint members to a subcommittee to consider, inquire into, report and/or make recommendations to the Panel for a specific purpose.
- g) Members of the Panel are not permitted to speak directly with the media on behalf of the Panel.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Panel will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to and forming part of this policy.

**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, I have read Council
(DATE)
Policy 120, “Code of Conduct for Committee Members” and Council Policy _____,
Committee Terms of Reference and I understood and will conform to the City’s Code of
Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)

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



POLICY TITLE: **TERMS OF REFERENCE:**
 HISTORY AND HERITAGE ADVISORY COMMITTEE
POLICY NUMBER: **COUNCIL-159**

<i>Date of Council Adoption:</i>	<i>Date of Last Amendment:</i>
<i>Council Resolution Number:</i>	<i>Historical Changes (Amends, Repeals or Replaces):</i>
<i>Originating Department: Recreation and Culture</i>	<i>Date last reviewed by the Governance and Legislation Committee:</i>

Policy:

The History and Heritage Advisory Committee shall act as an advisory body to Council on matters relating to White Rock's built, natural, and cultural heritage resources.

The History and Heritage Advisory Committee:

- a) advises Council on heritage conservation programs and policies, including:
 - i. identify sites of historical significance relating to White Rock's built, natural, and cultural heritage; and
 - ii. inspect and make maintenance recommendations of existing heritage markers such as heritage stones, storyboards, and memorial plaques.
- b) reviews and submits recommendations to Council on land use and planning matters which have heritage implications;
- c) supports activities and programs undertaken by the City or community organizations in the areas of built, environmental and cultural heritage that seek to benefit and advance awareness, preservation, and interpretation of heritage in the City;
- d) supports heritage education and public awareness through programs such as Heritage Week displays, newsletters, etc.;
- e) promotes and enhances the City's owned heritage resources; and
- f) requests expenditures for heritage purposes.

The Committee will endeavor to engage with the Semiahmoo First Nation and other indigenous groups on matters regarding the natural and cultural heritage of this region.

Committee General Terms

Term

The committee appointments will be made by City Council for a two (2) year term, with the initial appointments expiring December 31, 2020 or until the activities are complete, whichever is sooner.

Membership

- a) The History and Heritage Advisory Committee will consist of up to SEVEN (7) voting members appointed by Council from:
 - A member of City Council (1)
 - The White Rock Museum and Archives Board of Directors (1)
 - A staff member from the White Rock Museum and Archives (1)
 - Four (4) members of the community at large, with the following interests and knowledge:
 - Local heritage conservation and history
 - Architecture, planning and design
 - Environmental and Cultural preservation and interpretation
 - Non-Voting City Staff:
 - Director of Recreation & Culture or designate, and
 - City Staff as necessary
- b) Committee members shall serve without remuneration or gifts.

Chairperson / Vice-Chairperson

The committee will appoint a Chairperson and a Vice-Chairperson from among its voting members at the committee's inaugural meeting.

Meetings

- a) The committee shall mutually agree to a meeting schedule at their inaugural meeting. The meeting schedule will then be published and updated as needed by the Committee Clerk.
- b) The Chairperson of the committee may call a meeting of the committee, with at a minimum of staff being able to give twenty-four (24) hours' notice to the committee members, in addition to the scheduled meetings or may cancel a meeting.
- c) Quorum for meetings shall be one half of the voting membership plus one (1) or a member majority if the membership is of an even number (if the membership is ten members, quorum = six members).
- d) If there is no quorum of the committee present within 15 minutes of the scheduled start time the Committee Clerk will:
 - i) record the names of the members present, and those absent; and
 - ii) conclude the meeting until the next scheduled meeting.
- e) All committee meetings are open to the public unless designated as closed to the public (in accordance with the *Community Charter*) by the Committee. The public would attend the meeting to observe only. When deemed relevant to the discussion of a particular item of business under consideration by the Committee, the Chairperson may, with majority consent of those Committee members in attendance, give permission to a member of the public in attendance to speak to the item in question.

- f) Meetings shall last no longer than two (2) hours, except under extraordinary circumstances as agreed to by the committee members present.
- g) If a member:
 - i) fails to attend three (3) consecutively held meetings of the committee, or
 - ii) fails to attend a committee meeting in any sixty (60) day period, providing a meeting of the committee is held in that sixty (60) day period (whichever is the longer period of time) and
 - iii) unless the absence is because of illness; or
 - iv) unless the absence is with the express leave of the Chairperson, the appointment of the member shall be revoked.

The Committee Clerk will keep an attendance log and notify the Chairperson and Corporate Officer where there have been two consecutive absences without consent. The Corporate Officer will make contact with the Committee member.

- h) Any person with particular expertise, including municipal staff may be invited by the Chairperson or staff member of the committee to attend a committee meeting in order to provide information or advice, but only members appointed by City Council may vote on matters coming before the committee.
- i) The Corporate Administration Department will be responsible for preparing committee agendas, minutes, updating Terms of Reference policy, meeting schedule, and administrative support to committees. Agendas and approved minutes will be posted on the City's website.
- j) Committee minutes, with recommendations noted, will be forwarded to Council for information and action as required.
- k) A committee meeting or a portion thereof may be closed to the public pursuant to Sections 90 and 93 of the *Community Charter*.
- l) Committees may hear and consider representations by any individual, group or organization on matters referred to the Committee by Council.
- m) Where a member of a committee, their family, employer or business associates have any interest in any matter being considered by the committee, that member will absent themselves from all aspects of consideration of that matter by declaring a Conflict of Interest.
- n) Committee chairpersons and staff liaisons will prepare an annual report to be submitted to the Chief Administrative Officer for review and to be forwarded to City Council.
- o) A committee cannot direct staff to take action without endorsement of City Council.
- p) A committee cannot direct staff to take any action which is contrary to existing policies or directives or establish policies for the City.

- i. any such action must be referred to Council for consideration and adoption;
 - ii. the staff member assigned to the committee or the Chief Administrative Officer may advise the committee of existing policies or directives and the needs to refer the matter to Council prior to taking any action.
- q) Committees do not have the authority to commit funds, enter into contracts or commit the City to a particular course of action.
- r) On routine matters such as organizing or setting up yearly or ongoing events or projects which do not have budget implications or have received prior budget approval, the committee may make decisions without the approval of Council, provided that the committee works with the staff member assigned to that committee on those matters.
- s) On broader matters such as organizing or setting up major or unusual events or projects which do not have budget implications, the committee must receive prior approval from Council.
- t) The committee Chairperson may appoint members to a subcommittee to consider, inquire into, report and make recommendations to the committee for a specific purpose.
- u) Members of the committee are not permitted to speak directly with the media on behalf of the committee.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Committee will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined in the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to, and forming, part of this policy.

Rationale:

The purpose of the History and Heritage Advisory Committee is to act as an advisory body to Council on matters relating to White Rock's built, natural and cultural heritage resources.

**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, I have read Council
(DATE)
Policy 120, “Code of Conduct for Committee Members” and Council Policy _____,
Committee Terms of Reference, and I understood and will conform to the City’s Code of
Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)

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



POLICY TITLE: TERMS OF REFERENCE: MARINE DRIVE TASK FORCE

POLICY NUMBER: COUNCIL - 160

<i>Date of Council Adoption: Month Day, Year</i>	<i>Date of Last Amendment: N/A</i>
<i>Council Resolution Number: 2019-###</i>	
<i>Originating Department: Planning and Development Services</i>	<i>Date last reviewed by the Governance and Legislation Committee: February 25, 2019</i>

Policy:

The Marine Drive Task Force will advise Council on Marine Drive issues such as: business viability, economic development, tourism, redevelopment, building and 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.

Mandate:

The main channel for Task Force’s advice will be through providing advice on the development and implementation of a ‘Marine Drive / Waterfront Enhancement Strategy’ (the ‘Strategy’).

Strategy:

The Planning and Development Services Department, with the assistance of a consultant team and through a process involving public consultation, is currently undertaking a review of waterfront-related policies in the Official Community Plan (OCP) that will culminate in the Strategy. The Strategy will recommended policy changes to the OCP as well as action items in several key areas, including:

- Establishing character areas along the Marine Drive with form and character design guidelines for new buildings and the public realm.
- Enhancements to the streetscape including recommendations regarding sidewalks/patios, street furniture and lighting, signage, and re-use of parking lots.
- Business strategies to reinforce the attractiveness of the “jewel” of White Rock as a year-round generator of economic activity.

The Task Force key activities will include:

- Seeking input from businesses, residents, agencies, the City’s Economic Investment Committee and governments to identify opportunities to strengthen the year-round business environment and attractiveness of the buildings and public spaces along and near Marine Drive;
- Reviewing background reports on the existing conditions in the Marine Drive business areas and examples of best practices for waterfront commercial vitalization from other waterfront communities;
- Attending public workshops, forums or open houses to observe and provide an additional link between Council and the public engagement process for the Strategy;
- Providing critical feedback on both the existing Official Community Plan waterfront related policies and the recommendations of a draft Strategy;
- Supporting the implementation of the Strategy, as endorsed by Council, by identifying potential partnership and funding opportunities that can bring the Strategy to life.
- Sharing the results of the Strategy with their personal/professional networks and the community at large.

In addition to the engagement and advisory work related to the Strategy, the Task Force may also produce its own recommendations regarding Marine Drive improvements for Council’s consideration (including initiatives, policies, actions and Bylaw amendments to address these issues), particularly in the area of tourism and economic development.

Committee General Terms

Term

The committee appointments will be made by City Council for a one (1) year term, with the initial appointments expiring March 31, 2020 or until the activities are complete, whichever is sooner.

Membership

- a) The Task Force will consist of up to five (5) voting members appointed by Council from the community at large, Mayor Walker as a non-voting member, up to four (4) non-voting members from the list below, and City staff as required.

Five (5) representatives from the public will be invited to participate on the Task Force, with a preference for Marine Drive residents and/or business representatives.

The following individuals and groups will be invited to participate as non-voting members on the Task Force:

- Semiahmoo First Nation
- Alex Nixon, Executive Director, White Rock Business Improvement Association
- Ritu Khanna, Executive Director, South Surrey & White Rock Chamber of Commerce
- Cathy James, Tourism White Rock

In the event the specific individuals noted in this section are unable to attend the scheduled meetings another representative from the organization may attend on their behalf.

Staff liaisons are:

- Director of Planning and Development Services
- Director of Engineering and Municipal Operations
- Manager of Planning
- Committee and FOI Clerk

b) Members shall serve without remuneration or gifts.

Chairperson / Vice-Chairperson

The Task Force will be chaired by [REDACTED], and the Committee will appoint a Vice-Chairperson of the Task Force.

Meetings

- a) The members shall mutually agree to a meeting schedule at their inaugural meeting. The meeting schedule will then be published and updated as needed by the Committee Clerk.
- b) The Chairperson may call a meeting of the Task Force, with at a minimum of staff being able to give twenty-four (24) hours notice to the members, in addition to the scheduled meetings or may cancel a meeting.
- c) Quorum for meetings shall mean a majority of all of the Task Force voting members.
- d) If there is no quorum present within 15 minutes of the scheduled start time the Committee Clerk will:
 - i) record the names of the members present, and those absent; and
 - ii) conclude the meeting until the next scheduled meeting.

- e) All Task Force meetings are open to the public unless designated as closed to the public (in accordance with the *Community Charter*) by the Task Force. The public would attend the meeting to observe only. When deemed relevant to the discussion of a particular item of business under consideration, the Chairperson may, with majority consent of those members in attendance, give permission to a member of the public in attendance to speak to the item in question.
- f) Notwithstanding section (e) above, an optional mobile site visit workshop for the Task Force may be organized to visit waterfront business areas in nearby communities, and due to travel logistics this meeting format is not open to the public.
- g) Meetings shall last no longer than two (2) hours, except under extraordinary circumstances as agreed to by the members present, and in the case of the optional mobile site visit workshop described in section (f).
- h) If a member:
 - i) fails to attend three (3) consecutively held meetings; or
 - ii) fails to attend a meeting in any sixty (60) day period, providing a meeting is held in that sixty (60) day period (whichever is the longer period of time) and
 - iii) unless the absence is because of illness; or
 - iv) unless the absence is with the express leave of the Chairperson, the appointment of the member shall be revoked.

The Committee Clerk will keep an attendance log and notify the Chairperson and the Director of Corporate Administration where there have been two consecutive absences without consent. The Director of Corporate Administration will make contact with the Task Force member.

- i) Any person with particular expertise may be invited by the Chairperson or staff member to attend a meeting in order to provide information or advice, but only members appointed by City Council may vote on matters coming before the Task Force.
- j) The office of Corporate Administration, with the support of staff from Planning and Development Services, will be responsible for preparing agendas, minutes, updating Terms of Reference policy, meeting schedule, and administrative support to the Task Force. Agendas and approved minutes will be posted on the City's website.
- k) Meeting minutes, with recommendations noted, will be forwarded to Council for information and action as required.
- l) The Task Force may hear and consider representations by any individual, group or organization on matters referred to the Task Force by Council.

- m) Where a member of the Task Force, their family, employer or business associates have any interest in any matter being considered by the Task Force, that member will absent themselves from all aspects of consideration of that matter by declaring a Conflict of Interest.
- n) Following review of the draft Strategy by the Task Force, the Chairperson and staff liaisons will prepare commentary and recommendations on the draft Strategy to be submitted to the Chief Administrative Officer for review and to be forwarded to City Council.
- o) The Chairperson and staff liaisons will prepare a concluding report to be submitted to the Chief Administrative Officer for review and to be forwarded to City Council. The concluding report will identify whether the Task Force recommends an extension of the term of the Task Force in order to implement or monitor the actions within the Strategy.
- p) The Task Force cannot direct staff to take any action.
 - i) any such action must be referred to Council for consideration and adoption;
 - ii) the staff member assigned to the Task Force or the Chief Administrative Officer may advise the Task Force of existing policies or directives and the needs to refer the matter to Council prior to taking any action.
- q) The Task Force does not have the authority to commit funds, enter into contracts or commit the City to a particular course of action.
- r) On broader matters such as organizing or setting up major or unusual events or projects which do not have budget implications, the Task Force must receive prior approval from the Director of Planning and Development Services.
- s) The Chairperson may appoint members to a subcommittee to consider, inquire into, report and make recommendations to the Task Force for a specific purpose.
- t) Members of the Task Force are not permitted to speak directly with the media on behalf of the Task Force.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Task Force will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined in the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to, and forming, part of this policy.

Rationale:

The purpose of the Marine Drive Task Force is to provide assistance to Planning and Development Services in completing the review of waterfront related policies in the Official Community Plan and in preparing a Marine Drive / Waterfront Enhancement Strategy.

**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, I have read Council
(DATE)
Policy 120, “Code of Conduct for Committee Members” and Council Policy _____,
Committee Terms of Reference and I understood and will conform to the City’s Code of
Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)



POLICY TITLE: TERMS OF REFERENCE: WATER QUALITY TASK FORCE

POLICY NUMBER: COUNCIL – 161

<i>Date of Council Adoption:</i>	<i>Date of Last Amendment: N/A</i>
<i>Council Resolution Number:</i>	
<i>Originating Department: CAO/Administration</i>	<i>Date last reviewed by the Governance and Legislation Committee: N/A</i>

Policy:

The Water Quality Task Force (“Task Force”) will advise Council on an evaluation of the City of White Rock’s water quality. Specifically, the Task Force will evaluate:

- The quality of White Rock water both before and after the water treatment plant is operating; and
- The evaluation will include a comparison of water quality between White Rock and Metro Vancouver.

Task Force General Terms

Term

The task force would be expected to complete the evaluation by no later than June 2019. Appointments to the task force would expire June 30, 2019 or until evaluations are complete, whichever is sooner.

Membership

The Task Force will consist of the following:

- Mayor Walker; and
- Councillors Kristjanson and Fathers;

Staff liaisons in support of the task force are:

- Chief Administrative Officer
- Director of Engineering and Municipal Operations

Chairperson / Vice-Chairperson

The Task Force will be chaired by Mayor Darryl Walker.

Meetings

- a) The members shall mutually agree to a meeting schedule at their inaugural meeting. The meeting schedule will then be published and updated as needed by the Committee Clerk.
- b) The Chairperson may call a meeting of the Task Force, with at a minimum of staff being able to give twenty-four (24) hours notice to the members, in addition to the scheduled meetings or may cancel a meeting.
- c) Quorum for meetings shall mean a majority of all of the Task Force voting members.
- d) If there is no quorum present within 15 minutes of the scheduled start time the Committee Clerk will:
 - i) record the names of the members present, and those absent; and
 - ii) conclude the meeting until the next scheduled meeting.
- e) All Task Force meetings are open to the public unless designated as closed to the public (in accordance with the *Community Charter*) by the Task Force. The public would attend the meeting to observe only. When deemed relevant to the discussion of a particular item of business under consideration, the Chairperson may, with majority consent of those members in attendance, give permission to a member of the public in attendance to speak to the item in question.
- f) Meetings shall last no longer than two (2) hours, except under extraordinary circumstances as agreed to by the members present, and in the case of the optional mobile site visit workshop described in section (f).
- g) If a member:
 - i) fails to attend three (3) consecutively held meetings; or
 - ii) fails to attend a meeting in any sixty (60) day period, providing a meeting is held in that sixty (60) day period (whichever is the longer period of time) and
 - iii) unless the absence is because of illness; or
 - iv) unless the absence is with the express leave of the Chairperson, the appointment of the member shall be revoked.

The Committee Clerk will keep an attendance log and notify the Chairperson and the Director of Corporate Administration where there have been two consecutive absences without consent. The Director of Corporate Administration will make contact with the Task Force member.

- h) Any person with particular expertise may be invited by the Chairperson or staff member to attend a meeting in order to provide information or advice, but only members appointed by City Council may vote on matters coming before the Task Force.
- i) The office of Corporate Administration will be responsible for preparing agendas, minutes, updating Terms of Reference policy, meeting schedule, and administrative support to the Task Force. Agendas and approved minutes will be posted on the City's website.
- j) Meeting minutes, with recommendations noted, will be forwarded to Council for information and action as required.

- k) The Task Force may hear and consider representations by any individual, group or organization on matters referred to the Task Force by Council.
- l) Where a member of the Task Force, their family, employer or business associates have any interest in any matter being considered by the Task Force, that member will absent themselves from all aspects of consideration of that matter by declaring a Conflict of Interest.
- m) The Task Force cannot direct staff to take any action.
 - i) any such action must be referred to Council for consideration and adoption;
 - ii) the staff member assigned to the Task Force or the Chief Administrative Officer may advise the Task Force of existing policies or directives and the needs to refer the matter to Council prior to taking any action.
- n) The Task Force does not have the authority to commit funds, enter into contracts or commit the City to a particular course of action.
- o) Members of the Task Force are not permitted to speak directly with the media on behalf of the Task Force.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Task Force will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined in the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to, and forming, part of this policy.

Rationale:

The purpose of the Water Quality Task Force is to provide recommendations to Council regarding water quality issues.

**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, I have read Council
(DATE)
Policy 120, “Code of Conduct for Committee Members” and Council Policy _____,
Committee Terms of Reference and I understood and will conform to the City’s Code of
Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: February 25, 2019

TO: Governance and Legislation Committee

FROM: Carl Johannsen, Director of Planning and Development Services

SUBJECT: Amendments to the Planning Procedures Bylaw and Business Licence Bylaw for Cannabis Store Application Process

RECOMMENDATIONS

THAT the Governance and Legislation Committee:

1. Receive for information the corporate report dated February 25, 2019, from the Director of Planning and Development Services, titled “Amendments to the Planning Procedures Bylaw and Business Licence Bylaw for Cannabis Store Application Process;”
 2. Recommend that Council give first, second, and third readings to “City of White Rock Planning Procedures Bylaw, 2017, No. 2234, Amendment (Cannabis Store) Bylaw, 2019, No. 2280;” and
 3. Recommend that Council give first, second, and third readings to “White Rock Business Licence Bylaw, 1997, No. 1510, Amendment No. 6 (Cannabis Store) Bylaw, 2019, No. 2281.”
-

INTRODUCTION

On November 19, 2018, Council received a corporate report, titled “Cannabis Legalization Status Report and Next Steps,” that noted the Planning Procedures Bylaw and Business License Bylaw would need to be amended to establish an application process and parameters for a cannabis store in White Rock. This corporate report provides the Governance and Legislation Committee with the draft amendment bylaws for review and feedback, and consideration by Council.

PAST PRACTICE / POLICY / LEGISLATION

Federal and Provincial Legislation

On October 17, 2018, cannabis became legal in Canada, according to Federal Government Bills C-45 and C-46. The Province has implemented this legalization in BC through two pieces of cannabis legislation. The first is the *Cannabis Distribution Act* (CDA), which enables the Province to be the sole wholesale distributor of cannabis and operate government (or ‘public’) cannabis retail stores, as well as establish an online system for the sale of cannabis and cannabis accessories, through the existing Provincial Liquor Distribution Branch (LDB).

The second Provincial legislation is the *Cannabis Control and Licensing Act (CCLA)*, which includes minimum age of possession, personal cultivation and consumption regulations, and sets out a retail licensing regime (for privately-operated stores), among other items.

The Provincial Liquor and Cannabis Regulation Branch (LCRB) will also be responsible for licensing privately operated cannabis retail stores and monitoring the cannabis retail sector. In terms of the approval process for government or private cannabis retail stores, applicants must receive local government support, by way of Council resolution (or comments and recommendation from a Council-delegated person), to receive a retail license from the Province.

Zoning Bylaw Framework

June 25, 2018 Corporate Report to Land Use and Planning Committee

Phase 1 of the Zoning Bylaw Update was undertaken in May 2018, and included public consultation on cannabis legalization and how it could relate to potential retail sales, personal cultivation and consumption in White Rock. Based on the feedback received and staff analysis regarding land use compatibility, urban design and local retail context considerations, on June 25, 2018 staff presented preliminary directions regarding cannabis to LUPC. This corporate report included a recommendation to update the existing smoking and vaping prohibitions in the White Rock Public Health Smoking Protection Bylaw (citing cannabis as prohibited), and a Zoning Bylaw update to allow cannabis retail store(s), according to these options that reflected a ‘limited and gradual’ approach to allowing cannabis retail sales in White Rock:

- Option 1: Continue Cannabis Prohibition (no stores; cannabis available by on-line sales);
- Option 2: Single Store Pilot (Town Centre only);
- Option 3: Multiple Stores (max. three stores, 1 in Town Centre, 2 on Waterfront); and
- Option 4: Graduated Multiple Store Approach (Town Centre now, Waterfront later).

LUPC directed staff to bring forward amendments to the White Rock Public Health Smoking Protection Bylaw (cannabis prohibition), and Zoning Bylaw, according to ‘Option 2’ above.

July 9, 2018 Corporate Report to Land Use and Planning Committee

On July 9, 2018, staff brought forward detailed amendments to the Public Health Smoking Protection Bylaw and the Zoning Bylaw to implement the proposed preliminary directions, including Temporary Use Permit (TUP) provisions that would enable ‘Option 2’ and allow for a single cannabis store in White Rock’s Town Centre area. A TUP, by way of specific land use, design and business license regulations in the Zoning Bylaw, can be used to determine the exact location of a cannabis retail store, as well as the conditions under which it would operate.

Relative to zoning for cannabis retail, which allows it on a property as a ‘right’ (potentially long term), the TUP approach allows the City to revoke the TUP and remove store operations if issues arise that are not remedied by the store operator. A TUP can remain in effect for up to three (3) years, and an additional three (3) years if renewed by Council. Once a TUP lapses, the use ceases until a new TUP is approved by Council. Council may choose at some point in the future to consider a rezoning for a ‘good operator’, where a cannabis retail store has been operating with a TUP for a reasonable amount of time and without negative impacts to surrounding properties.

ANALYSIS

Planning Procedures Bylaw Amendment

The Planning Procedures Bylaw currently does not have provisions relating to Provincial referrals for private cannabis store licenses. If the Provincial Liquor Distribution Branch is interested in establishing a government cannabis store within White Rock, it is expected that a cannabis license

referral would not be required, but they would be required to go through the Temporary Use Permit application process like a private cannabis store.

The proposed amendments to the attached Planning Procedures Bylaw (Appendix A) would revise the existing application procedures for liquor license referrals to also include reference to cannabis store licenses. The amendment would delete the existing general procedures “Schedule N” for “Liquor License Referrals” and replace it with a new Schedule in the same order, for “Liquor and Cannabis Licenses referrals.”

Unlike some liquor license referrals, which are delegated to staff to respond, all cannabis store license referrals would be reviewed and responded to by Council. This is due to the unique nature of cannabis legalization and the fact that public consultation for the referral response process would coincide with the public consultation required for the City-issued Temporary Use Permit portion of the application.

The Temporary Use Permit procedures schedule (Schedule M) is also recommended to be revised to indicate how the cannabis license referral process integrates with the Temporary Use Permit process (i.e. when a TUP for a cannabis store is being applied for). Temporary Use Permit application fees for cannabis store TUPs are also recommended to be set at \$3,000, reflecting an anticipated higher level of staff time involved in processing the application due to increased public submissions and the complexity associated with this newly legalized use.

Minor Liquor Referral Amendment

A minor housekeeping amendment to the procedures in this section is also proposed to correct a sentence that indicated that liquor license referrals which have been delegated by Council for a staff response would first return to Council for review before the City would respond to the Liquor and Cannabis Regulation Branch.

A second amendment to the procedures for liquor license referrals is also in the draft bylaw. It is proposed that an applicant who has previously held a manufacturer’s license supported by the City, and is applying to relocate to new premises within the City, that any new license application of a type they have previously acquired by Council approval (i.e. lounge endorsement, patio endorsement, patron participation), be delegated to the Director of Planning for a response. This would allow for public consultation to be conducted, through written comment, and reduce the application fees from \$2,550 to \$500.

Business License Bylaw Amendment

The only proposed amendment to the Business License Bylaw (Appendix B) is to identify the conditions that a business license for a cannabis store is automatically nullified if the Temporary Use Permit is no longer in effect (due to expiry or revocation of permit due to breach of conditions). The proposed license fee for a cannabis store business license is \$500, which has been recommended by the Manager of Building and Bylaw Enforcement as an appropriate amount given the nature of the use and potential additional inspection and enforcement requirements with this use. The application fee may be reviewed at a future date to assess if the license fee remains appropriate at this amount.

Application Process

As with any development-related application, applicants are encouraged to meet with staff prior to submitting their application to identify any issues with the proposal or policy considerations that

may apply. Staff would expect a prospective applicant to be able to discuss the following issues in a pre-application meeting:

- name and corporate information of applicant (plus corporate incorporation documents);
- detailed description of applicant's business undertaking and experience in retail sales in a commercial sector that is Federally or Provincially regulated;
- description of any enforcement action or proceedings against the applicant/principals;
- business plan and 'good neighbour' approach, including store hours, compliance with senior/local government regulations, proposed security measures, insurance bonding, and addressing potential neighbourhood impacts, nuisance and impairment issues;
- a detailed store location, access and design proposal, according to the TUP parameters in the White Rock Zoning Bylaw;
- if within 200 metres of an existing or planned child care facility, a detailed assessment by the applicant of how their store minimizes business and visual impacts on this facility;
- willingness to enter into a good neighbour agreement; and
- applicant's proposed timeframe for commencing retail sales of cannabis.

Proposal Evaluation

Proposals would be evaluated by three Planning and Development Services staff members on the eight (8) assessment criteria contained in Appendix D, and generally staff's intention would be to recommend to Council only those applications which are rated as 'meeting expectations' for each criteria, and identifying the highest ranking application which is recommended for approval by Council. If a particular application does not meet the locational requirements (e.g. the proposed premises are not at least 30 metres from a park or 100 metres from a child care centre entrance), a related Development Variance Permit (DVP) would be required for that application.

In the case of cannabis store applications, staff would advise a prospective applicant if they meet the criteria and if their application is at a level/score that staff could recommend it to Council for consideration. If a prospective application is not supported, the applicant can still elect to pay the application fees and make their application for a Temporary Use Permit and cannabis license referral, and following the required Public Information Meeting hosted by the applicant, staff would bring forward a corporate report to the Land Use and Planning Committee.

Both the Temporary Use Permit application and cannabis license referral applications must be processed concurrently. If an applicant applies to the Province for a cannabis store license without first having made a Temporary Use Permit application with the City, staff would respond that the applicant is not eligible for a cannabis store and would not support the application. Similarly, if an applicant has applied to the City for a Temporary Use Permit for a cannabis store but not made their application to the LCRB (and therefore staff have not received a referral notice), staff would not bring the Temporary Use Permit application to a Public Information Meeting and subsequently Council.

It is the intention of staff to bring forward one or two applications that meet Council's criteria, following adoption of the bylaw amendments on March 11, 2019 (pending Council's decision) and Council may elect to move one or both applications forward to the required Public Hearing, ultimately approving one application, or to refuse or defer the applications. If there are numerous applications that have been submitted, it is likely that the related corporate reports would be brought forward in summer 2019 due to the requirement for a Public Information Meeting for each application.

If Council does authorize the issuance of a Temporary Use Permit for a single cannabis store, any further proposals to locate an additional cannabis store(s) within the City of White Rock would require an amendment to the Zoning Bylaw to allow for multiple Temporary Use Permits (currently only one would be permitted due to separation requirements), or to allow the use outright in a specific zone.

Any Temporary Use Permit for a cannabis store would include a condition, in accordance with the Zoning Bylaw provisions, that it may not sell cannabis until it has received a valid business license and approval from the LCRB for the Provincial cannabis store license. This would allow time between Council authorizing the Temporary Use Permit and a store being able to sell cannabis, as related accessories may be sold prior to receiving the Provincial cannabis store license, and after receiving the City business license.

OPTIONS

The Land Use and Planning Committee can:

1. Recommend that Council give first, second, and third readings to Bylaw 2280 and Bylaw 2281; or
2. Request that staff undertake further research and report back to Committee with alternative options and recommendations, as directed by the Committee and Council.

Staff recommends Option 1, which is incorporated into the recommendations at the beginning of this corporate report.

CONCLUSION

As indicated in the November 19, 2018 corporate report to the Land Use and Planning Committee, staff have prepared Bylaw amendments related to cannabis store applications and are bringing them forward for Council's consideration. The proposed process would allow the public consultation for the Provincial license referral (from the Liquor and Cannabis Regulation Branch) to coincide with the public consultation for the related Temporary Use Permit application, in an effort to streamline the process. It is anticipated that applications for a cannabis store would be brought to Council in late Spring/early Summer 2019, following adoption of the amendment bylaws on March 11, 2019 and the required Public Information Meetings for each application.

Respectfully submitted,



Carl Johannsen, MCIP, RPP
Director of Planning and Development Services

Comments from the Chief Administrative Officer:

I concur with the recommendations of this corporate report.

A handwritten signature in black ink, appearing to read 'D. Bottrill', written in a cursive style.

Dan Bottrill
Chief Administrative Officer

- Appendix A: Draft Planning Procedures Bylaw Amendment, Bylaw No. 2280
- Appendix B: Draft Business Licence Bylaw Amendment, Bylaw No. 2281
- Appendix C: Staff corporate report dated November 19, 2018, titled “Cannabis Legalization Status Report and Next Steps”
- Appendix D: Proposed Criteria for Assessing Potential Cannabis Retail Store Applications

APPENDIX A

Draft Planning Procedures Bylaw Amendment, Bylaw No. 2280

**The Corporation of the
CITY OF WHITE ROCK
BYLAW 2280**



A Bylaw to amend the
"City of White Rock Planning Procedures Bylaw, 2017, No. 2234" as amended

The CITY COUNCIL of the Corporation of the City of White Rock, in open meeting assembled, ENACTS as follows:

1. That the text of the "City of White Rock Planning Procedures Bylaw, 2017, No. 2234" be amended:

(1) by amending the Table of Contents by deleting the reference to "Liquor License Resolution Request" after Schedule N of the General Application Procedures and replacing it with "Liquor and Cannabis License Resolution Request;"

(2) by deleting the existing section 2(h) in its entirety and replacing it with the following text:

h) a request for local government resolution on a Liquor and Cannabis License Applications;

(3) by deleting the existing section 22 under Delegation of Council Powers in its entirety and replacing it with the following text:

For referral of liquor licence applications not involving: a new license (other than those applications related to a manufacturer's license, such as a lounge endorsement and patio endorsement that has been previously supported by Council and issued), for a lounge endorsement, for patron participation entertainment, for extension of hours greater than one hour, and/or relocation of a liquor license, Council delegates to the Director the authority to provide comments on the application;

(4) by amending Schedule A Application Fees by deleting the row for Temporary Use Permit (including renewal and amendment) and replacing it as follows:

Temporary Use Permit (including renewal and amendment)	\$2,040.00
Temporary Use Permit (Cannabis Store) (including renewal and amendment)	\$3,000.00

(5) The existing Schedule M Temporary Use Permit Application Procedures is deleted and replacing in its entirety with a new Schedule M Temporary Use

Permit Application Procedures as shown on Schedule "1" attached herein and forming part of this bylaw; and

(6) The existing Schedule N Liquor Licence Resolution Request Application Procedures is deleted and replacing in its entirety with a new Schedule N Liquor and Cannabis Licence Resolution Request Application Procedures as shown on Schedule "2" attached herein and forming part of this bylaw.

2. This Bylaw may be cited for all purposes as the "City of White Rock Planning Procedures Bylaw, 2017, No. 2234, Amendment (Cannabis Store) Bylaw, 2019, No. 2280".

RECEIVED FIRST READING on the	day of
RECEIVED SECOND READING on the	day of
RECEIVED THIRD READING on the	day of
ADOPTED on the	day of

Mayor

Director of Corporate Administration

Schedule “1”

Schedule M Temporary Use Permit Application Procedures

Temporary Use Permit: for any use with the exception of a cannabis store

- (a) Applicant may request a pre-application meeting with staff to review the proposal and gather early input on issues to inform application preparation.
- (b) Complete application materials as indicated in the minimum submission requirements table below submitted by the owner/Applicant.
- (c) Staff review application and advise Applicant of any outstanding or incomplete submission requirements.
- (d) Staff prepare information package and distribute for circulation, including White Rock RCMP, White Rock Fire Rescue and Bylaw Enforcement.
- (e) Applicant is required to install a Public Notification Sign on the property, as outlined in Section 36 of the Planning Procedures Bylaw.
- (f) Applicant conducts Public Information Meeting according to requirements of Schedule “E” of the Planning Procedures Bylaw.
- (g) At any time during the preceding, staff may, depending on the application, prepare written correspondence to the Applicant based on initial comments from the referral and public feedback, advising the Applicant of revisions required to gain the support of the Director for recommendation of approval.
- (h) Staff prepares report and report package with recommendations and draft permit, including information received from circulation and from Public Information Meeting, and presents to the Land Use & Planning Committee (LUPC) for consideration.
- (i) Permit proceeds with LUPC recommendations for Council consideration and authorization to schedule Public Meeting.
- (j) Staff prepare and submit notification to adjacent property owners and tenants within 100 metres of subject property plus advertisement in City section of local newspaper for scheduling of Public Meeting.
- (k) Public Meeting held in Council Chambers or an appropriate public venue.
- (l) Permit submitted with LUPC recommendation and response to public notification for Council consideration.
- (m) Staff notify owner/Applicant of Council’s decision and, if approved, notice of permit registered with Land Titles Office.

Temporary Use Permit: for cannabis store use only

- (a) Applicants may request a pre-application meeting with staff to review the proposal and gather early input on issues to inform application preparation, and obtain staff's direction on whether the proposal meets the criteria for cannabis stores.
- (b) Complete application materials as indicated in the minimum submission requirements table below submitted by the owner/Applicant.
- (c) Staff receive a referral from the Liquor and Cannabis Regulation Branch.
- (d) Staff prepare information package and distribute for circulation.
- (e) Applicant is required to install a Public Notification Sign on the property, as outlined in Section 36 of the Planning Procedures Bylaw.
- (f) Applicant conducts Public Information Meeting according to requirements of Schedule "E" of the Planning Procedures Bylaw.
- (g) At any time during the preceding, staff may, depending on the application, prepare written correspondence to the Applicant based on initial comments from the referral and public feedback, advising the Applicant of revisions required to gain the support of the Director for recommendation of approval.
- (h) Staff prepares a report and report package that includes staff evaluation of the application and draft permit for the Land Use and Planning Committee (LUPC). The LUPC may recommend Council consider the application and authorize staff to schedule a Public Meeting in conjunction with the Public Hearing required for the related cannabis license resolution request application, refer the application back to staff with direction for more information, or reject the application. The LUPC may consider more than one application at the same meeting.
- (i) Staff prepare and submit notification to adjacent property owners and tenants within 100 metres of subject property plus advertisement in City section of local newspaper for scheduling of Public Meeting.
- (j) Public Meeting held in Council Chambers or an appropriate public venue (in conjunction with the Public Hearing required for the related cannabis license resolution request application).
- (k) Permit submitted with LUPC recommendation and response to public notification for Council consideration.
- (l) Staff notify owner/Applicant of Council's decision and, if approved, notice of the City's recommendation for a cannabis store licence is provided to the BC Liquor and Cannabis Regulation Branch.

- (m) If the BC Liquor and Cannabis Regulation Branch issues a cannabis store licence, or conditional approval for a licence to the applicant, the applicant may proceed to the Building Permit and Business License application stage.

Minimum Submission Requirements – Temporary Use Permit Application

Complete Application –Temporary Use Permit (any use with exception of cannabis stores)
<ul style="list-style-type: none"> • Completed Application Form • Application Fees • Title Search • Letter of Authorization (if applicable) • Survey (with topography and tree locations, sizes, and elevations) • Site Profile • Tree Assessment Report* • Site Plan, including the following statistics: <ul style="list-style-type: none"> ○ Floor Area Ratio (Gross and Residential) ○ Setbacks (buildings and encroachments) ○ Height ○ Lot Coverage ○ Unit Count ○ Gross Site Area ○ Floor Areas (by use/common/amenity) ○ Parking ○ Details on any requested variances • Architectural Plans* • Parking Plan* • Landscape Plan*, including the following: <ul style="list-style-type: none"> ○ Existing tree locations ○ Proposed plant list using graphic keys ○ Proposed grades ○ Proposed garbage/recycling enclosures ○ Details on proposed outdoor amenity ○ Proposed paving and lighting details • Colour renderings with adjacent buildings* • Photographs of Site and Surrounding Area • Street Profile* • View Analysis* • Shadow Study* • Colour and Materials Board* • Design Rationale* • Development Permit Guidelines Response* • Precedent Photos* • Digital or physical 3D massing model* • Environmental Impact Assessment* • Traffic Study* • Parking Study* • Geotechnical Report*
Complete Application –Temporary Use Permit (cannabis stores only)
<ul style="list-style-type: none"> • Completed Application Form • Application Fees • Title Search • Letter of Authorization (if applicable)

- Certificate of Incorporation
- Business plan, including the following information:
 - Letter of Intent
 - Curriculum vitae detailing applicant’s previous business undertaking and experience in retail sales in a Provincially or Federally regulated commercial sector
 - Proposed timeframe for commencing retail sales of cannabis
 - Compliance with municipal, provincial and federal government regulations
 - Willingness to enter into a ‘Good Neighbour’ agreement to address potential neighbourhood impacts and nuisance and impairment issues
 - Proposed educational initiatives regarding impairment and nuisance issues related to cannabis use
 - Operating details (store house, number of employees, etc.)
 - Proposed security measures
 - Insurance bonding information
- Description of any enforcement action or proceedings against the applicant/principals;
- Design proposal, including the following:
 - Floor Plan
 - Signage Plan
 - Façade and window treatment design
- Context Plan showing compliance with Zoning Bylaw siting criteria and current uses of adjacent properties
- If located within 200 metres of child care facility (existing or planned), a detailed assessment on how the proposed store will minimize business and visual impacts on the child care facility*

*Additional studies/information may be required based on specifics of an application
if applicable

Schedule “2”

Schedule N Liquor and Cannabis Licence Resolution Request Application Procedures

- (a) When a referral is received from the BC Liquor and Cannabis Regulation Branch, staff contacts the Applicant and advise of City application and fee requirements. For cannabis store license applications, if a Temporary Use Permit application has not been submitted, staff respond to the LCRB noting that the applicant is not eligible for a cannabis store license. Applications for a new licence (other than those related to a manufacturer’s license that has been previously supported by Council and issued), for a lounge endorsement, for patron participation entertainment, for extension of hours greater than one hour, and/or relocation of a liquor licence require a Public Hearing; all other applications require public input through written comment only and the authority to provide comments is delegated to the Director. Staff may elect to opt-out of providing comment for increases in capacity under 10 persons and for permanent patio additions under 15 square metres in size.
- (b) Complete application materials as indicated in the minimum submission requirements table below submitted by the owner/Applicant.
- (c) Staff prepare information package and distribute for circulation.
- (d) For application requiring public input only:
 - i) Staff prepare notification to property owners/tenants within 100 metres of the subject property informing them of the application, and of their opportunity to provide written comment to staff within a minimum two-week period.
 - ii) Staff receive public input and prepare report and recommendations for the liquor licence referral.
- (e) For application requiring a Public Hearing:
 - i) Staff prepare notification to property owners/tenants within 100 metres of the subject property informing them of the application.
 - ii) Staff receive public input and prepare report and recommendation for Council for authorization to proceed to Public Hearing (if for a cannabis store, in conjunction with the Public Meeting required for the related Temporary Use Permit application).
 - iii) When authorized to proceed to Public Hearing, Public Hearing notification in accordance with Section 466 of the Local Government Act, including notice in newspapers, plus distribution mailed to adjacent property owners within 100 metres.
 - iv) Staff prepare Notice of Public Hearing for City page in local newspaper.

- v) The Public Hearing is held in Council Chambers, or an appropriate public venue, prior to Council meeting and in conjunction with the Public Meeting required for the related Temporary Use Permit application.
- (f) Copy of Council (or staff delegated) resolution submitted to the BC Liquor and Cannabis Regulation Branch along with copies of all reports, comments, documentation and results of the public consultation.

Minimum Submission Requirements – Liquor and Cannabis Referral Request Application

Complete Application – Liquor and Cannabis[^] License Referral Request
<ul style="list-style-type: none"> • Completed Application Form • Application Fees • Title Search • Letter of Authorization (if applicable) • Survey (with topography and tree locations, sizes, and elevations) • Site Plan, including Floor Area, Seats, and Location of Patron Participation Entertainment areas* • Context Plan showing current uses of adjacent properties* • Parking Plan*
<p><i>Additional studies/information may be required based on specifics of an application</i> <i>*if applicable</i> [^]<i>cannabis license referral requests must be accompanied by a related Temporary Use Permit application for a cannabis store; for the minimum submission requirements see Schedule M</i></p>

APPENDIX B

Draft Business Licence Bylaw Amendment, Bylaw No. 2281

**The Corporation of the
CITY OF WHITE ROCK
BYLAW 2281**



A Bylaw to amend the
"White Rock Business Licence Bylaw, 1997, No. 1510" as amended

The CITY COUNCIL of the Corporation of the City of White Rock, in open meeting assembled, ENACTS as follows:

1. That the Text of the "White Rock Business Licence Bylaw, 1997, No 1510" be amended:
 - (1) by amending Section 8 Licence Period Subsection (a) by adding Subsection (i) with the following:
 - (i) Notwithstanding the above, a licence for a cannabis store shall be automatically nullified if the authorized Temporary Use Permit is no longer in effect.

- (2) by amending Schedule A Group 4 to include the following business fee:

Cannabis Store	\$500.00
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2. This Bylaw may be cited for all purposes as the "White Rock Business Licence Bylaw, 1997, No. 1510, Amendment No. 6 (Cannabis Store) Bylaw, 2019, No. 2281".

RECEIVED FIRST READING on the _____ day of _____

RECEIVED SECOND READING on the _____ day of _____

RECEIVED THIRD READING on the _____ day of _____

ADOPTED on the _____ day of _____

Mayor

Director of Corporate Administration

APPENDIX C

Staff corporate report dated November 19, 2018,
titled “Cannabis Legalization Status Report and Next Steps”

THE CORPORATION OF THE
CITY OF WHITE ROCK
 CORPORATE REPORT



DATE: November 19, 2018

TO: Land Use and Planning Committee

FROM: Carl Johannsen, Director of Planning & Development Services

SUBJECT: Cannabis Legalization Status Report and Next Steps

RECOMMENDATION

THAT the Land Use and Planning Committee receive for information the corporate report dated November 19, 2018, from the Director of Planning & Development Services, titled “Cannabis Legalization Status Report and Next Steps.”

INTRODUCTION

This corporate report provides background information and a status update to Land Use and Planning Committee (LUPC), regarding non-medicinal or recreational cannabis (‘cannabis’) and how it is regulated in White Rock through the Zoning Bylaw. This report also identifies anticipated next steps regarding cannabis retail store application procedures, which will need to be prepared by staff and endorsed by Council prior to accepting cannabis store applications.

PAST PRACTICE / POLICY / LEGISLATION

The following section provides background on senior government legislation, select corporate reports presented to LUPC and Council regarding cannabis, as well as cannabis-related Bylaws.

Federal and Provincial Legislation

On October 17, 2018 cannabis became legal in Canada, according to Federal Government Bills C-45 and C-46. The Province has implemented this legalization in BC through two pieces of cannabis legislation. The first is the *Cannabis Distribution Act* (CDA), which enables the Province to be the sole wholesale distributor of cannabis and operate government (or ‘public’) cannabis retail stores, as well as establish an online system for the sale of cannabis and cannabis accessories, through the existing Provincial Liquor Distribution Branch (LDB).

The second Provincial legislation is the *Cannabis Control and Licensing Act* (CCLA), which includes minimum age of possession, personal cultivation and consumption regulations, and sets out a retail licensing regime (for privately-operated stores), among other items.

The Provincial Liquor and Cannabis Regulation Branch (LCRB) will also be responsible for licensing privately operated cannabis retail stores and monitoring the cannabis retail sector. In terms of the approval process for government or private cannabis retail stores, applicants must

receive local government support, by way of Council resolution (or comments and recommendation from a Council-delegated person), to receive a retail license from the Province.

Select Corporate Reports on Cannabis Legalization

June 25, 2018 Corporate Report to Land Use and Planning Committee (attached as Appendix A)

Phase 1 of the Zoning Bylaw Update was undertaken in May 2018, and included public consultation on cannabis legalization and how it could relate to potential retail sales, personal cultivation and consumption in White Rock. Based on the feedback received and staff analysis regarding land use compatibility, urban design and local retail context considerations, on June 25, 2018 staff presented preliminary directions regarding cannabis to LUPC. This report included a recommendation to update the existing smoking and vaping prohibitions in the White Rock Public Health Smoking Protection Bylaw (citing cannabis as prohibited), and these options that reflected a ‘limited and gradual’ approach to allowing cannabis retail sales in White Rock:

- Option 1: Continue Cannabis Prohibition (no stores; cannabis available by on-line sales);
- Option 2: Single Store Pilot (Town Centre only);
- Option 3: Multiple Stores (max. three stores, 1 in Town Centre, 2 on Waterfront); and
- Option 4: Graduated Multiple Store Approach (Town Centre now, Waterfront later).

LUPC directed staff to bring forward amendments to the White Rock Public Health Smoking Protection Bylaw (cannabis prohibition), and Zoning Bylaw, according to ‘Option 2’ above.

July 9, 2018 Corporate Report to Land Use and Planning Committee (attached as Appendix B)

On July 9, 2018, staff brought forward detailed amendments to the Public Health Smoking Protection Bylaw and the Zoning Bylaw to implement the proposed preliminary directions, including Temporary Use Permit (TUP) provisions that would enable ‘Option 2’ and allow for a single cannabis store in White Rock’s Town Centre area. A TUP, by way of specific land use, design and business license regulations in the Zoning Bylaw, can be used to determine the exact location of a cannabis retail store, as well as the conditions under which it would operate.

Relative to zoning for cannabis retail, which allows it on a property as a ‘right’ (potentially long term), the TUP approach allows the City to revoke the TUP and remove store operations if issues arise that are not remedied by the store operator. A TUP can remain in effect for up to three years, and an additional three years if renewed by Council. Once a TUP lapses, the use ceases until a new TUP is approved by Council. Council may choose at some point in the future to consider a rezoning for a ‘good operator’, where a cannabis retail store has been operating with a TUP for a reasonable amount of time and without negative impacts to surrounding properties.

Retail Store Application Background and Considerations

The Province has outlined the steps (in the Private Retail Licensing Guide; see Appendix C in the July 9, 2018 corporate report) that an applicant must take to get a Provincial licence to operate a cannabis store. In addition to Provincial review and approval, a government store or private retail application must be referred to the relevant local government and receive support to operate, by way of Council resolution, or a recommendation from a Council-delegated person. In the case of White Rock, a Council resolution could occur as part of approving a TUP for a

cannabis store. In this context, staff proposed these requirements for a cannabis store application in White Rock:

- name and corporate information of applicant (plus corporate incorporation documents);
- detailed description of applicant's business undertaking and experience in retail sales in a commercial sector that is Federally or Provincially regulated;
- description of any enforcement action or proceedings against the applicant/principals;
- business plan and 'good neighbor' approach, including store hours, compliance with senior/local government regulations, proposed security measures, insurance bonding, and addressing potential neighbourhood impacts, nuisance and impairment issues;
- a detailed store location, access and design proposal, according to the TUP parameters in the White Rock Zoning Bylaw;
- if within 200 metres of an existing or planned child care facility, a detailed assessment by the applicant of how their store minimizes business and visual impacts on this facility;
- willingness to enter into a good neighbour agreement; and
- applicant's proposed timeframe for commencing retail sales of cannabis.

Staff also proposed evaluating applicants as a group against defined, transparent criteria, and not on a 'first come, first served' basis, and that the applicant receiving the highest score will be recommended to advance into the TUP process for a cannabis retail store.

Following presentation of the July 9, 2018 corporate report, LUPC directed staff to bring forward TUP-based Bylaw amendments to a future Council meeting, and also directed staff to bring forward a retail store application package and process for Council's consideration of endorsement after legalization occurs, and that applications for a cannabis retail store be deferred until after legalization and Council endorsement of the application package and process.

Previous City Bylaw Amendments Related to Cannabis Legalization

January 2018 – Zoning Bylaw

On January 15, 2018, Council adopted a Zoning Bylaw amendment that expressly prohibited the retail sale of cannabis in White Rock, noting that medicinal cannabis is legal and regulated by Health Canada, and available through a mail order or personal production system. The intent of this Bylaw amendment was to provide an opportunity for public consultation, staff analysis and direction from Council regarding cannabis legalization, and in the meantime prevent cannabis retail stores from locating in incompatible areas, prior to legalization in October 2018.

July 2018 – Zoning Bylaw and Public Health Smoking Protection Bylaw

On July 23, 2018, Council adopted an amendment to the White Rock Public Health Smoking Protection Bylaw to prohibit cannabis being smoked/vaped in defined areas in the City.

On July 23, 2018, Council adopted Zoning Bylaw amendments to allow a single cannabis retail store in the Town Centre, through the use of a TUP. Key amendments included:

- Adding a definition for cannabis store, which would include a public government store enabled by the *Cannabis Distribution Act (CDA)* or a private retail store that is licensed by the Province through the *Cannabis Control and Licensing Act (CCLA)*;

- Updating the General Provisions and Regulations Section (Section 4) to uphold the current prohibition on commercial cannabis cultivation, growth, production, storage, barter or sale (including through cannabis stores), to ensure the consistency between the cannabis store definition noted above and Federal and Provincial legislation.
- Updating the General Provisions and Regulations Section to allow two TUP types:
 - Type 1: TUPs for temporary uses in any zone, except cannabis stores; and
 - Type 2: TUPs for cannabis stores, in accordance with general conditions consistent with these parameters:
 - locations limited to within the Town Centre land use only (bounded by North Bluff Road, George Street, Thrift Avenue and Martin Street), which is more than 200 metres away from the nearest permanent school site;
 - located a minimum of 1000 metres away from any other cannabis store (to limit the number of stores to one);
 - located a minimum of 100 metres away from a child care facility;
 - located a minimum of 30 metres away from Bryant Park, Hodgson Park, the future Town Square at 1510 Johnston Road (as per *Urban Design Plan*);
 - the store has a valid cannabis retail license issued by the Province, or it is a government store;
 - the store is unable to operate until the Federal *Cannabis Act* and Provincial CDA and CCLA come into force; and
 - the store must have a valid Business License for a cannabis retail use.

ANALYSIS/DISCUSSION

‘Next Steps’: Preparing Cannabis Application Package and Procedures

Applications for a single cannabis store pilot are proposed to be evaluated according to the application criteria noted in the July 9, 2018 corporate report, among other criteria that LUPC and/or staff may identify. Following this evaluation, the highest ranking applicant would then be brought through the following TUP consideration procedure:

- TUP application submitted to staff, including application fees;
- TUP signage put up at proposed location;
- Public Information Meeting;
- Information Report to Land Use and Planning Committee, that includes staff evaluation and commentary of the application, as well as recommendations for LUPC to:
 - authorize staff to schedule Public Meeting for the TUP (like a Public Hearing, where the public can address Council regarding the TUP, prior to Council deciding to issue or deny the TUP); or
 - refer the TUP application back to staff with direction for more information; or
 - decline to advance the TUP application to a Public Meeting;
- Public Meeting for TUP application, scheduled during a Regular Council meeting and advertised according to standard City of White Rock notification procedures;

- Council consideration of TUP, in terms of whether to approve or deny the TUP application. If the TUP is approved by Council, it would then be communicated to the Province that the cannabis retail license is supported by the City of White Rock; and
- Once the Province issues the cannabis retail license to the applicant (or the applicant is the Province and has gained assent from Council to operate a government store), the applicant then proceeds to Development Permit (if applicable) or Building Permit stage.

Considering public feedback from the Zoning Bylaw Phase 1 process, as well as land use compatibility considerations and recent Council meeting proceedings regarding cannabis retail (including public feedback at the January 15, 2018 and July 23, 2018 Public Hearings), and pending further direction by Council, staff intend to proceed with the preparation of cannabis retail store criteria and application procedures. Relevant amendments to the Planning Procedures and Business Licensing Bylaws to implement these procedures will also be brought forward for Council's consideration of endorsement and adoption.

BUDGET IMPLICATIONS

There are no budget implications with this specific report; future reports regarding cannabis retail may include proposed business licensing fees and other considerations for this retail use.

OPTIONS

The Land Use and Planning Committee may:

1. Receive for information the corporate report dated November 19, 2018, from the Director of Planning & Development Services, titled "Cannabis Legalization Status Report and Next Steps;" or
2. Request that staff undertake further research and report back to Committee with alternative options and recommendations, as directed by the Committee and Council.

Staff recommend Option 1.

CONCLUSION

This corporate report provides a status update to Land Use and Planning Committee regarding cannabis legalization and how it is currently regulated in the City of White Rock through the Public Health Smoking Protection Bylaw and Zoning Bylaw.

In terms of next steps, and unless otherwise directed by Council, staff intend to proceed with preparing of cannabis retail store application procedures and related Bylaw amendments, and bringing them forward for consideration at a future Council meeting.

Respectfully submitted,



Carl Johannsen, MCIP, RPP
Director, Planning and Development Services

Comments from the Chief Administrative Officer:

This corporate report is provided for Committee's information.



Dan Bottrill
Chief Administrative Officer

~~Appendix A: June 25, 2018 Corporate Report to Land Use and Planning Committee, titled
"Zoning Bylaw Update Phase 1 Cannabis Legalization Public Engagement
Results and Preliminary Directions"~~

~~Appendix B: July 9, 2018 Corporate Report to Land Use and Planning Committee, titled
"Cannabis Legalization Proposed Bylaw Amendments"~~

* **Note:** Appendices removed for brevity.
To see attachments please see full LUPC Report from
November 19, 2018 at www.whiterockcity.ca.

APPENDIX D

Proposed Criteria for Assessing Potential Cannabis Retail Store Applications

Category		Qualitative Assessment		
		Meets Expectations	Does Not Meet Expectations	Unsatisfactory
1	Meets TUP Location Requirements in Zoning Bylaw	<i>All location requirements met</i>	<i>One location requirement not met (DVP required)</i>	<i>Multiple location requirements not met (DVP required)</i>
	Rating:			
2	Description of applicant's business undertaking and experience	<i>5+ years experience</i>	<i>1-5 years experience</i>	<i>No experience</i>
	Rating:			
3	Description of any enforcement action(s)	<i>No concerns</i>	<i>Minor concerns</i>	<i>Significant concerns</i>
	Rating:			
4	Business plan and 'good neighbour' approach	<i>Comprehensive plan</i>	<i>Plan lacks detail or not reasonable</i>	<i>No plan</i>
	Rating:			
5	Provision of educational initiatives regarding impairment and nuisance issues related to cannabis use	<i>Comprehensive educational initiatives</i>	<i>Few educational initiatives (e.g. written material only)</i>	<i>No planned educational initiatives</i>
	Rating:			
6	Detailed store location, access and design proposal	<i>Functional design and access</i>	<i>Not functional design / access</i>	<i>Potentially dangerous conditions for loading/customers</i>
	Rating:			
7	Detailed assessment on impacts to child care facility if within 200 metres	<i>N/A, or comprehensive assessment and mitigation plans</i>	<i>Assessment or mitigation plans lack detail or not reasonable</i>	<i>No assessment or plan</i>
	Rating:			
8	Willingness to enter into a good neighbour agreement	<i>Demonstrated ability to be good neighbour and willing to enter agreement</i>	<i>Willing to enter agreement</i>	<i>Unwilling to enter agreement</i>
	Rating:			

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: February 25, 2019

TO: Governance and Legislation Committee

FROM: Eric Stepura, Director of Recreation and Culture

SUBJECT: Seniors Advisory Committees in White Rock

RECOMMENDATION

THAT Council receive for information the corporate report dated February 25, 2019, from the Director of Recreation and Culture, titled Seniors Advisory Committees in White Rock.

INTRODUCTION

There are three (3) advisory committees currently providing advice on issues, along with providing services and/or programs, for White Rock Seniors.

The purpose of this corporate report is to advise Council about the roles of these three (3) existing seniors' advisory committees.

ANALYSIS

At the January 14, 2019 Governance and Legislation Committee meeting, a Seniors Advisory Committee of Council was struck to provide advice and act as a resource to Council on matters deemed to be of concern for White Rock seniors. In response, staff have developed a draft Terms of Reference for the Committee, which will be reviewed at the Governance and Legislation Committee on February 25, 2019.

To avoid duplication between the new Seniors Advisory Committee of Council and the three (3) existing seniors' advisory committees, staff have provided background information on the roles of the White Rock Seniors Health Network, the Semiahmoo Seniors Planning Table and the Kent Street Executive Committee.

White Rock Seniors Health Network

The South Surrey/White Rock Seniors Health Network (Seniors Health Network) was established in 2014 at the direction of the Mayor of White Rock, under the leadership of Dr. Grace Park along with Kathy McIntyre as Project Manager. The intent was to gather multiple seniors' service providers, including the City of White Rock Recreation staff, to identify opportunities to minimize overlaps and address gaps in the provision of health and wellness services and programs for local seniors. The Terms of Reference for the Seniors Health Network is attached as Appendix A.

The Seniors Health Network holds its meetings at City of White Rock recreation facilities and receives funding from the Peace Arch Hospital Foundation and other funding agencies. Over the

past four (4) years the Seniors Health Network have accomplished several important health service and program improvements for local seniors including development of:

- A strategic plan;
- A vetted list of local service providers for seniors;
- A community resource data base;
- A volunteer assisted discharge program for seniors needing rides home from the hospital;
- Monthly columns on seniors health issues in the local newspaper;
- A transportation survey;
- Health literacy workshops held at local libraries;
- A health forum for seniors called “For the Health of It” (2017 and 2018). The event is a collaboration between the Seniors Planning Table and the Seniors Health Network;
- Education sessions on dementia, exercise for the prevention of chronic disease and other important educational health topics for seniors; and
- A “Tech and Tasty” program (organized in partnership with City staff) to connect local seniors with high school students. Seniors teach students how to cook meals, and in return, students teach seniors how to better use their technical devices such as computers, lap tops cell phones etc.

The Seniors Health Network is active, and is in the process of developing a new five (5) Year Strategic Plan. Additional details on the accomplishments of the Seniors Health Network are outlined in Appendix B.

Semiahmoo Seniors Planning Table

The Semiahmoo Seniors Planning Table (Seniors Planning Table) is a group of individuals, self-advocates, and representatives from various levels of government, non-profit agencies and local businesses that care about the inclusion and wellbeing of older adults living in the White Rock / South Surrey community. Once a month, the members of the Seniors Planning Table meet to share information, and discuss issues that are relevant to our older population, hear from speakers and take action.

Some accomplishments of the Seniors Planning Table include:

- Hosting many resource events for seniors in the community;
 - “Coffee & Connect” resource tours (30+ events);
 - “lunch & learns” (20+ events); and
 - “For the Health of It” seniors health forum;
- Final nominee for 2018 Chamber of Commerce “Non-Profit of the Year” (to be decided on February 20);
- Past funding received from United Way, New Horizons, and Peace Arch Hospital Foundation;
- Funding received in 2019 under the New Horizons grant in the amount of \$25,000 to host more lunch & learns;

- Coffee and Connect - The bi-monthly “Coffee and Connect” project provides the opportunity for a group of older adults to hop on a bus and discover their community as they get to know each other. They tour various wonderful venues that South Surrey and White Rock have to offer, and enjoy lunch at one of the restaurants that the community boasts. At just \$10 per ticket, the days are very popular and sell out quickly.
- Community Resources “Pop-Ups” (Soon to be renamed “Lunch and Learn”) - Community Resources “Pop-Ups” are monthly or bi-monthly events (timing determined by financial resources), intended to break the isolation of older adults and encourage them to socialize while they learn about important resources that are available to them in the community. The events are brought to various neighbourhoods of White Rock and South Surrey, where a concentration of older adults resides, and are held in venues that are well known to them, such as the assembly hall of a church or the amenity room of a residential complex.

The pop up events are two-hours in duration and follow an established format. After they register, participants are encouraged to socialize together, visit various resource tables and gather information.

The pop up events, which have reached out to over a thousand people every year are very popular and sell out quickly.

- “For the Health of It” – “For the Health of It” is an annual resource and information fair for all members of the community interested in learning more about living longer and healthier lives for themselves and their loved ones. The event is a collaboration between the Seniors Planning Table and the Seniors Health Network. The agenda is robust and includes many with speakers and activities that promote good health and wellness. Lunch is provided for all registered attendants. Over 300 people attend the event each year, including community members, volunteers, businesses and non-profit agencies. There is no charge to register for this event and the event is funded through sponsorship packages.

An information brief outlining the Seniors Planning Table’s vision, values, and membership list is attached as Appendix C.

Kent Street Activity Centre Executive Committee

The Kent Street Executive Committee (Executive Committee) is an advisory committee that works with City staff of Kent Street Activity Centre to provide advice and leadership on issues relative to the Centre’s senior activity groups. All members of the Executive Committee are elected representatives from the Centre’s sixteen (16) activity groups.

The Executive Committee meets on a monthly basis. The purpose of the meetings are to work towards providing enjoyable, meaningful, inclusive recreation and cultural activities for seniors in the White Rock/South Surrey area. These meetings also allow the Executive Committee members to share information, discuss policies, financial reports and activities of the Centre.

The Committee brings forth ideas and recommendations to improve programs and services at the Centre. They also assist staff in providing information to the membership at large. The Executive Committee acts as a financial committee and administers the Centre’s General Funds Trust Account.

The funds of the General Funds Trust Account are for the provision of services that benefit the general membership of the Kent Street Activity Centre. Funds are to be used for activity expenses only such as activity program and event set-ups, takedowns, special event subsidies

(Christmas, New Members Tea) etc. Trust funds are not intended for Centre operational expenses.

The Executive Committee has in the past, met annually with City Council in an advisory capacity, to discuss issues of interest and/or concern to White Rock seniors.

Appendix D is a copy of the Operational Policies of the Kent Street Executive Committee.

CONCLUSION

At the January 14, 2019 Governance and Legislation Committee meeting a Seniors' Advisory Committee of Council was struck to provide advice and act as a resource to Council on matters deemed to be of concern for White Rock seniors.

To avoid duplication between the new Seniors Advisory Committee of Council and the three (3) seniors' advisory committees that are operating in White Rock, staff have provided background information in this corporate report on the roles of the White Rock Seniors Health Network, the Semiahmoo Seniors Planning Table and the Kent Street Executive Committee.

Respectfully submitted,



Eric Stepura
Director of Recreation and Culture

Comments from the Chief Administrative Officer:

This corporate report is provided for information.



Dan Bottrill
Chief Administrative Officer

- Appendix A: Seniors Health Network Terms of Reference
- Appendix B: Seniors Health Network Achievements
- Appendix C: Seniors Planning Table Information Brief and Membership List
- Appendix D: Kent Street Executive Committee Operational Policies

SOUTH SURREY WHITE ROCK SENIOR'S HEALTH NETWORK

TERMS OF REFERENCE

MISSION: Working under the auspices of the Mayor of White Rock the South Surrey White Rock Senior's Health Network promotes and supports a collaborative, integrated and health focused cooperative of health services providers focused on improving both the availability and relevance of health services for seniors in the communities of South Surrey and White Rock. Empowering seniors to age more healthfully, while being supported and engaged in their community is the primary Mission.

PURPOSE: The primary goals of this network include the creation and sustainment of strong linkages with primary care providers in the community; a collaborative and cooperative forum for the identification of gaps and overlaps in current services provision; a process for resolution of these identified gaps and overlaps and ultimately, the development and implementation of new services to enhance the quality of life for seniors and increase the community and individual capacity.

MEMBERSHIP: The goal of the membership is to be as inclusive as possible while keeping the committee to a workable size. Representation to include private, public and not for profit agencies who currently provide services to seniors in South Surrey White Rock. It is acknowledged that participation from Fraser Health and the Division of Family Practice will be key to the success of this committee. It is expected that all members will attend meetings whenever possible and that some members may elect to be 'ad hoc' and receive minutes and agendas and attend when able.

MEETINGS: Meetings will be held monthly with the exception of July, August and December. The meetings will be chaired by the Project Manager. Minutes will be recorded and distributed by the Project Manager and the volunteer assistant.

DECISION MAKING AND REPORTING RELATIONSHIPS: The goal of this working committee is to achieve decision making through consensus. The reporting is to the funding organization of specific projects. This committee has no ongoing funding but rather, it applies for and receives funding on a project by project basis. This committee will develop and maintain a relationship with the South Surrey White Rock "Healthy Communities" initiative to ensure that the work being done by this committee is a good fit with the Strategic Plan of the Healthy Communities.

This committee will prepare and work by a Strategic Plan. New projects must be consistent with the Mission and Vision as stated in the Strat Plan. This committee will also develop and

maintain open communication with the ‘Semiahmoo Seniors Planning Table’ to avoid duplication.

RESOURCES: This committee’s formation was originally funded through the Peace Arch Hospital and Community Foundation’s “Because People Matter” grants. This committee is continually looking for ongoing annual funding but will also continue its project work securing project specific funding.

May 2014 (revised Feb 2019)



South Surrey White Rock Seniors Health Network

Achievements to date

South Surrey White Rock Seniors Health Network was established in 2014 under the leadership of Dr. Grace Park along with Kathy McIntyre as Project Manager. The original intent was to gather together multiple senior's service providers, along with the City of White Rock, and identify opportunities to minimize overlaps and address gaps in service provision.

The group started by describing their vision and mission and developing terms of reference for the Network. Brainstorming was used to identify some opportunities for improvement and priorities were defined.

Accomplishments:

Year	Project	Description
2014	Strategic Planning	Formed committee using a PAH Foundation grant; visited Maple Ridge to see their committee; Engaged community partners; Developed Vision, Mission and prioritized goals
2015	Vetted list of service providers	Developed a vetting criteria; produced and distributed (at PAH) list of preferred service providers who met the criteria Using a McCracken grant through the PAH Foundation, began to develop the volunteer assisted discharge program including Feasibility study; job description for volunteers; engagement of community partners and development of MOU; table top exercise; recruitment, selection and on boarding of volunteers
	Community Resource Data base	We completed research and due diligence related to the creation of a data base and the Division of Family Practice took this on and implemented FETCH (For Everything that's Community Health).

2016	<p>Volunteer Assisted Discharge Program</p> <p>Peace Arch News; Seniors Health</p> <p>Transportation Survey</p> <p>Health Literacy</p>	<p>Launched pilot program on 3 units at PAH. Within a few months spread to all units at PAH.</p> <p>Began publishing monthly columns with a "question and answer" format and on a wide variety of health topics. Authors were recruited from around the community and we create a fictional health question a senior may ask and secure a health care professional to create a response.</p> <p>Completed a transportation survey for seniors who use the Center for Active Living in support of improvements for accessing this center using public transit</p> <p>In partnership with Surrey Libraries developed and delivered a series of six health education sessions between Ocean Park Library and South Surrey Library. This was funded by a grant from the Peace Arch Hospital Foundation.</p>
2017	<p>Hired external consultant to evaluate Volunteer assisted discharge</p> <p>Secured community funding</p> <p>For the Health of It</p> <p>Pan Canadian New Horizons application</p> <p>Pop Up Seniors Education session</p> <p>Applied for New Horizon Grant for Volunteer discharge</p> <p>Dementia Education</p>	<p>In order to ensure program viability and scalability used external consultant to evaluate.</p> <p>A generous community donor offered to fund the program for a year</p> <p>Participated in planning and delivery of For the Health of It Seniors Seminar</p> <p>Formed a collaborative with UBC Center for Elder Law, Sources, Seniors Come Share and PICCS developed and submitted grant application but unsuccessful (social isolation)</p> <p>Secured speakers for several sessions</p> <p>Researched prepared and submitted grant application; unsuccessful. Secured funding from private donor for another year.</p> <p>Planned organized the delivery of two Dementia education sessions in partnership</p>

	Peace Arch News Seniors Health Stories	with BCCRN Articles continue to run monthly with a wide variety of authors
2018	For the Health of It	Participated in planning and delivery of second For the Health of it Seniors Forum.
	Volunteer Discharge Program	Handed over the management of this successful program to the three community partners. Continue to pursue ongoing sustainable funding. Changed name to "H2H" (Hospital to Home)
	Exercise for the Prevention and Management of Chronic Disease	With the support of the Healthy Communities committee and the M4L physical literacy work, the Seniors Health Network applied to the Peace Arch Hospital Foundation for funding to subsidize patients to participate in the City of White Rocks program called "exercise for the Prevention and Management of Chronic Disease. Secured funding for three years subsidizing 50 participants per year. Includes ongoing evaluation of participant outcomes. Partnered with Fraser Health for measurement
	Tech and Tasty	Secured funding again from the Peace Arch Hospital Foundation to partner with the City of White Rock to develop and implement a program at Kent Street where seniors teach students to cook and the students teach the seniors how to better utilize their technology (ipads, iphones etc)
	Peace Arch News Seniors Health	Stories continue to run monthly covering a wide range of health care topics
	Strategic Planning	This process was planned during the last months of 2018 and will complete early in 2019

Completed February 2019



Semiahmoo Seniors Planning Table

BRIEF about Semiahmoo Seniors 2018

<https://semiahmooseniors.com/>

The Semiahmoo Seniors Planning Table is a group of individuals, self-advocates, and representatives from various levels of government, non-profit agencies and local businesses that care about the inclusion and wellbeing of older adults living in the White Rock / South Surrey community. Once a month (1st Weds at 1 pm), the members of the Semiahmoo Seniors Planning Table meet to share information and discuss the issues that are relevant to our older population, hear from speakers and take action. We have evolved over decades of local seniors working together under different names in shaping our future.

2016 Census numbers inform us that we have a TOTAL = 25,655; persons 65 years and over:
Female = 14,255; Males = 11,395. The South Surrey/White Rock community contains the highest concentration of older adults and the highest number of seniors living longer of any of the communities served by Fraser Health Authority. The estimates are that the population over 65 in our region will continue to grow exponentially over the next decade. These older adults face many challenges, including discrimination and isolation.

VISION - An age friendly inclusive community where everyone thrives.

VALUES - Open and Inclusive: collaboration, compassion, life-long learning, engagement and outreach

MISSION - We facilitate ways and means for inclusive generations to be healthy, valued and involved and to experience life to its fullest potential.

Through their lives, people are surrounded by family members, co-workers and friends. As we get older, they face a different reality. Some become empty-nesters; they retire from work; they may lose a partner; see their circle of friends diminish; they may experience more complex health and mobility issues; and some may even face financial difficulties. As a result, many older adults find it difficult to connect with others and become isolated. Isolation is a serious issue as it has the potential to contribute to declining mental and physical health and to open the door to all kinds of abuse. On the other hand, developing meaningful connections is critical to experiencing a good, healthy and joyful life. YOU are welcome!

Pop-Up EVENTS: *Lunch & Learn* - we come to your neighbourhood for a few hours: participants are encouraged to socialize together, visit resource tables and gather information; pick up a complimentary bagged lunch containing healthy food and sit down in a theatre style setting where they can participate in an interactive presentation on a subject relevant to their wellbeing. ***Coffee & Connect*** EVENT: a bus tour to introduce isolated and new comers to local resources, services and social opportunities with a light lunch, site tours, a goodie bag with info and samples or business partner products with an educational speaker. Draw prizes are donated by partners.

For The Health of It: Annual September Information Fair with community partners: SEPTEMBER 22, 2018
<https://semiahmooseniors.com/events/for-the-health-of-it/>

Come to our meetings to find out what is happening in the community and learn about many issues or opportunities, to be a source to promote things, build connections and community. We apply for funding for various projects and work with other groups/initiatives in the community, and collaborate with research groups and advocates as participants when needed and appropriate. All welcome.

Stay in touch for more detailed information and come to any meeting or event.

To register for any event, please call the team and Andrea McCorkell at Comfort Keepers at 604-541-8653 or email Semiahmoo Seniors: semi.seniors@gmail.com;

On behalf of the Steering Committee

- this brief intro is courtesy of **Pat Petrala**, Secretary

P: 604-536-7686 WORK Email: semiplan@shaw.ca

Community Facilitator - Animator / Consultant / Advocate/Connector/Companion

Semiahmoo Seniors Pop-Up Outreach Coordinator + PH2H Peninsula HOMELESS TO HOUSING

Semiahmoo Seniors Planning Table - brief overview of member organizations involved

Alexandra Neighbourhood House Community Prog. + PH2H

Amica

BC Community Response Networks

BC TINNITUS Assoc.

Breakaway Bays-Manufactured Mobile Home Park

CARP - A New Vision of Aging for Canada

Chartwell Crescent Gardens Retirement Residence

Community citizen (multiple)

City of Surrey

City of White Rock

Macular Degeneration Group

MVT Canadian Bus Inc. / Translink Liaison

Nurse Next Door

Oceana by PARC

Osteoporosis Support

Partners in UNITI: Semiahmoo House Society, Peninsula Estates Housing Society The Semiahmoo Foundation

Peace Arch Hospice Society

Peace Arch Hospital Foundation

Peace Portal Alliance Church

Peninsula United Third Space

PH2H

PharmacyBC

Physio for Prostate Cancer Survivors

Prostate Cancer Support Group

RCMP

Retirement Concepts

Seniors Come Share

SOURCES

Sunnyside Manor/Pacific Carleton Unicare Homes

Vancity

White Rock LIBRARY Fraser Valley Regional Library

Whitecliff by Revera

APPENDIX D

Kent Street Executive Committee Operational Policies

CITY OF WHITE ROCK
WHITE ROCK RECREATION AND CULTURE
OPERATIONAL POLICIES
KENT STREET ACTIVITY CENTRE

Table of Contents

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First Draft: 1983
Revised: 1984, 1986, 1989, 1995, 1998

KENT STREET ACTIVITY CENTRE CONSTITUTION

ARTICLE I

GENERAL POLICY

1. The name of the Centre shall be the Kent Street Activity Centre.
2. The prime aim and purpose of the Kent Street Activity Centre is to provide a place for recreational, educational and cultural programs and activities. Where possible, the Centre will provide community information and referral services relating to seniors.
3. Members of the Kent Street Activity Centre shall have priority in using the building. However, a specific period of time shall be set aside to allow for non-member chartered groups of senior citizens to use the Centre for meeting purposes. The administration and organization of this time shall be the responsibility of the Centre Director.
4. White Rock Recreation and Culture reserves the right to refuse the use of said facility to any individual or group.
5. The Kent Street Activity Centre shall not be considered and is not intended as a place for the raising of revenue other than those required for Centre operation; nor is it for professional events from which profits are derived. Nor is it to be used for any political or religious meetings during regular Centre hours of operation, when it is open to the members.
6. Wine and beer shall be allowed at special occasion meals. If liquor is to be served, a liquor permit must be obtained and properly displayed during the event. Application for which would be requested to the Kent Street Activity Centre Executive and the Centre Director.
7. Any activity group wishing to use the Centre at a time other than the regular centre hours is responsible for paying the staff person from the proceeds of their activity.
8. The Centre is a non-smoking area.
9. Members of the public wishing to use the Centre at a time other than regular Centre hours for church gatherings, funeral, wedding, birthday, anniversary, and other receptions can do so by booking the facility through the Centre Director, paying a rental fee/damage deposit and paying an authorized person to be on site. Kent Street Activity Centre members will have priority for bookings over the general public. Any catering arrangements must be made through the Kitchen Committee. No alcohol will be permitted at these functions except with special permission from the Kent Street Activity Centre Director.

ARTICLE II

ELECTIONS

1. The annual meeting shall be held in November of each year. This meeting is conducted by the Chairman of the Executive Committee and assisted by the Director of the Centre.
2. The purpose of the annual general meeting is:
 - a) to report of the functions of the Centre during the previous year.
 - b) to announce the financial statement of the previous year
 - c) to conduct the elections of two members at large. Nominations shall be accepted one month prior to the Annual General Meeting and from the floor at the Annual General Meeting.
3. Election of members at large at the Annual General Meeting and election of officers for the Executive Committee shall be by secret ballot. Other voting may be show of hands or by ballot at the discretion of the Chairman.
4. Scrutineers will be appointed by the Executive Committee.
5. All other members of the Executive Committee are elected representatives from the Centre's Activity Groups.
6. The past Chairman, or person of his/her choice shall conduct the election of officers of the members at large at the Annual General Meeting.
7. Elections of officers of the Executive Committee shall be conducted each year in January by members of the Executive Committee at the Executive Meeting. The election shall be conducted by the out-going Chairman.
8. All elected members of the Executive Committee must be members of the Kent Street Activity Centre for one year prior to elections.
9. The officers of the Executive Committee shall consist of:
 - a) Chairman
 - b) First Vice-Chairman
 - c) Second Vice-Chairman
 - d) Past Chairman
 - e) Secretary
 - f) Treasurer
10. All officers of the Executive Committee preferably will have served on the Executive Committee for one year.
11. Newly elected officers of the Executive Committee take office as early as possible in the New Year.
12. The position of Vice-Chairman and Chairman are elected each year for a maximum of two years in any one position.

13. All other positions on the Executive Committee shall be elected annually with maximum of three year period on the Committee. Any Committee member who is obliged to retire before the term of three years has expired, the newly selected representative will complete the remaining part of the term.
14. The Centre's Director sits on the Executive Committee. The Director has no voting rights.
15. Members may request permission to attend the Executive Committee meetings to voice their concerns. Request should be made in writing one week prior to scheduled meeting date.
16. A nominating committee of 2 members will be appointed by the first week of October by the retiring Chairman or Past Chairman for the purpose of accepting nominations for elections of 2 members at large.

ARTICLE III

FUNCTIONS OF THE EXECUTIVE COMMITTEE

1. The functions of the Executive Committee are to work in an advisory capacity with the Centre Director. The Executive Committee will also meet at least twice a year with White Rock City Council in an advisory capacity. This Committee brings forth ideas and recommendations to improve programs and services at the Centre. They also assist the Director in providing information to the membership at large. The Executive Committee acts as a financial committee and administers the Centre's General Fund Trust Account.
2. The duties of the Executive Officers are:
 - a) **Chairman:** shall preside at all Executive meetings and conduct those meetings in a proper business like manner. This person shall guide and direct the policies of the Executive Committee in a manner that will be progressive and beneficial to the entire membership.
 - b) **First Vice-Chairman** or the **Second Vice-Chairman:** in absence of the Chairman, or in the event the Chairman is unable to act shall fulfil the duties of the Executive Chairman.
 - c) **Past Chairman:** shall act as an advisor to the Executive with full voting rights.
 - d) **Treasurer:** is responsible in keeping record of all financial business connected with the General Fund Trust Account. Shall prepare monthly reports for the Executive Committee meeting and prepare for yearly audit. Shall be responsible for payment of all bills.
 - e) **Secretary:** shall conduct all correspondence relevant to the

Executive committee decisions. Shall keep minutes of their meetings; submitting a copy of those minutes for file at the Activity Centre office.

- f) Members may act as chairman of one activity only.
3. The funds of the General Funds Trust Account (G.F.T.A) are for the provision of services that benefit the general membership of the Activity Centre. Funds are to be used for activity expenses only such as set-ups, takedowns, Special Event subsidies (Christmas, New Members Tea) etc. Trust funds are not intended for operational expenses. Any balance retained in G.F.T.A. may be transferred to Kent Street Seniors' Society as determined by the Executive Committee.

ARTICLE IV **MEMBERSHIP**

1. Membership is open to persons 55 years and over who are residents of White Rock and adjacent areas.
2. A membership card is required in order to participate in all events and activities including day trips and special events other than regular dances. If the trips and special events are not filled to capacity, the event then becomes open to non-members.
3. White Rock Recreation and Culture shall have the authority to alter the annual membership fee if required. The Department will advise the Executive Committee of the proposed membership fee schedule for the next year, no later than October 1st of the current year. The new fee schedule will be in effect January 1st. All membership fees are payable to the Corporation of the City of White Rock.
4. The calendar year shall begin January 1st and end December 31st for membership renewals and the Centre activities and programs.
5. Any persons taking out membership from September 1st to December 31st shall pay one-half of the yearly membership fee.
6. Any senior may visit the Centre three times as a guest and, at the time, may participate in drop-in programs. After the third visit, a membership card shall be required.
7. Guests who are visiting the area for a period of two months or less are required to pay one-half the cost of a membership fee.
8. The Centre Director in liaison with the Executive Committee has the right to refuse admittance to any individual. In an emergency situation, any staff member or activity leader has the right to refuse admittance.

ARTICLE V

EXECUTIVE COMMITTEE MEETINGS

1. The Kent Street Activity Centre Executive Committee shall meet approximately once per month. They shall meet at least ten times per year. This meeting is chaired by the Chairman.
2. A quorum shall consist of one half of the members of the Executive Committee plus one.
3. The Chairman shall have the deciding vote in the event of a tie.
4. The purpose of these monthly meetings is to work towards providing enjoyable, satisfying leisure activities for members. These meetings shall also enable the Executive to share information, discuss policies, financial reports and activities of the Centre.
5. Any officer of the Executive Committee who is absent without just cause from three consecutive Executive meeting shall be deemed out of office. This dismissal must be put in writing to the person concerned. If a member of the Executive Committee is unable to attend the meeting, he may appoint a representative, usually the Vice-Chairman of the activity.
6. If members at large are absent from Executive Committee meetings, a representative must be appointed by the Executive Committee.

ARTICLE VI

ACTIVITIES

1. The Kent Street Activity Centre Executive Committee is made up of an elected Chairman or representative from each Centre Activity and two elected members.
2. Any group of 12 members or more who form an activity is eligible to elect a Chairman or representative to the Executive Committee.
3. Each activity shall elect annually a Chairman, Vice-Chairman, Secretary, and Treasurer.
4. If an Activity representative is obliged to retire before his/her term of 2 years has expired, the newly selected representative will complete the remaining part of the term. Election within the activity will proceed at the usual time.
5. The functions of the officers of the Activity Group are:
 - a) **Chairman:** to direct meetings and guide them to achieve goals of the Activity, and to represent the Activity on the Executive Committee.
 - b) **Vice-Chairman:** in the absence of the Chairman to fulfil his/her duties; to assist the Chairman when necessary.

- c) **Secretary:** to receive items for and to prepare an agenda, if necessary; for the Chairman prior to activity meeting. To record committee minutes.
 - d) **Treasurer:** to receive, bank, and account for all activity monies. To prepare annually, a record of finances for the annual general meeting.
- 6. The Chairman of each Activity is responsible for bringing in writing a report at least quarterly of their Activity Group to the Executive Committee meeting.
 - 7. Each Activity Group is expected to make a contribution to the G.F.T.A. Net monies raised by each activity group shall be divided equally between the activity and G.F.T.A.
 - 8. Each Activity Group shall be responsible for its own funds in a separate account. There shall be at least three signing officers with a minimum of two signatures from the activity officers required to validate a cheque. A person shall be a signing officer for one activity group only.
 - 9. When an Activity Group ceases to be, all monies and group property must be returned to the G.F.T.A. of the Kent Street Activity Centre Executive Committee.

ARTICLE VII EQUIPMENT

- 1. Any property and/or equipment purchased and installed by any group or individuals for the Kent Street Activity Centre becomes the property of the City and shall be controlled and administered by the Centre Director. Such property and/or equipment shall remain in the Centre only on the basis that it shall be available for use by all Centre members.
- 2. Any equipment purchased and installed in the Kent Street Activity Centre through New Horizons Grant Funding shall be deemed property of the Centre members, and as such shall be controlled by the applicant board in conjunction with the Executive Committee of the Centre. Permission must be obtained from the White Rock Recreation and Culture before any such equipment may be accepted into the Centre. At the end of the grant period if the applicant board dissolves, the equipment must be transferred to the care and trust of the Executive Committee. For equipment which has been purchased by the New Horizons and not in use, the Centre Director will in consultation with the Executive Committee and New Horizons, make arrangements to transfer the equipment to another location.
- 3. Special equipment or material purchased by the City must be approved by the Centre Director through the White Rock Recreation and Culture Manager, and shall become the property of the City of White Rock.

4. All donated articles of furniture shall be accepted into the Centre on the approval of the Centre Director and the White Rock Recreation and Culture Manager, and shall become the property of the City of White Rock.

ARTICLE VIII MANAGEMENT

1. The City of White Rock shall appoint a Director who will take direct charge of the facility, reporting to the Manager of Recreation.
2. The Kent Street Activity Centre shall be operated and maintained by the City of White Rock and shall be operated according to the needs of seniors of the area.
3. The Director shall ensure that the programs and activities meet the needs of the members. The Director shall also ensure that all decisions enforced at the Centre are in accord with the policies of Recreation.
4. The Director of the Kent Street Activity Centre is also responsible for:
 - a) hiring, training, and supervising of staff
 - b) supervising of volunteers
 - c) preparing and administering the budget
 - d) supervising the building and equipment
 - e) developing services and recreational programs for seniors.
 - f) ensuring control of all operational systems in the Centre.
5. A staff person shall be on duty to supervise the facility during all members' activities and programs.

ARTICLE IX AMENDMENTS

1. Any changes to the operational policies proposed by the Executive Committee must be submitted to the members at least 30 days prior to the Annual General Meeting. Any changes to the operational policies proposed by the membership must be submitted in writing to the Executive Committee 90 days prior to the Annual General Meeting.
2. Amendments to the operational policies may be made by a resolution passed by two-thirds majority of the members present at an annual general meeting. Any amendments must be approved by the City of White Rock Council.

ARTICLE X MISCELLANEOUS

1. Monetary donations to the Centre will be accepted on approval of the City of White Rock.

***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

Corporate Administration Office (604) 541-2212
E-mail clerksoffice@whiterockcity.ca

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



February 21, 2019

A **GOVERNANCE AND LEGISLATION COMMITTEE MEETING** will be held in the **CITY HALL COUNCIL CHAMBERS** located at **15322 Buena Vista Avenue, White Rock, BC**, on **MONDAY, FEBRUARY 25 2019** to begin at **4:00 p.m.** for the transaction of business as listed below.

T. Arthur, Director of Corporate Administration

SUPPLEMENTAL AGENDA

Councillor Fathers, Chairperson

- 7.1 Council Policy 158 – Terms of Reference: Seniors Advisory Committee **Page 2**
(These Terms of Reference have been brought forward from the January 14, 2019 Governance and Legislation Committee Meeting)

RECOMMENDATION

THAT the Governance and Legislation Committee recommend Council endorse Council Policy 158– Terms of Reference: Seniors Advisory Committee.

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



POLICY TITLE: **TERMS OF REFERENCE:**
 SENIORS ADVISORY COMMITTEE
POLICY NUMBER: **COUNCIL - 158**

<i>Date of Council Adoption:</i>	<i>Date of Last Amendment:</i>
<i>Council Resolution Number:</i>	<i>Historical Changes (Amends, Repeals or Replaces):</i>
<i>Originating Department: Recreation and Culture</i>	<i>Date last reviewed by the Governance and Legislation Committee:</i>

Policy:

The mandate of the Seniors Advisory Committee will be to consider and evaluate issues referred to it from City Council. It will also initiate research on matters deemed to be of concern to local seniors and will submit recommendations to Council.

Role:

The role of the Seniors Advisory Committee is as follows:

- a) To act as a resource and provide advice to Council on:
 - long term planning issues for present and future White Rock seniors, e.g. housing, transportation, safety etc.
 - short term issues related to seniors e.g. new development proposals, new civic facilities, health and wellness activities etc. and
- b) To act as a resource for receiving input on seniors concerns, interest and views, and making recommendations to the appropriate agencies.

Committee General Terms

Term

The committee appointments will be made by City Council for a two (2) year term, or until the activities are complete, whichever is sooner.

Membership

- a) The Seniors Advisory Committee will consist of up to 11 voting members appointed by Council from the community at large, one (1) non-voting member of Council, and City staff as required.

- b) The majority of Committee members must be White Rock residents.
- c) The majority of Committee members will be representatives of organizations or groups that provide programs or services to local seniors.
- d) Committee members shall serve without remuneration or gifts.

Chairperson / Vice-Chairperson

The committee will appoint a Chairperson and a Vice-Chairperson from among its voting members at the committee's inaugural meeting.

Meetings

- a) The committee shall mutually agree to a meeting schedule at their inaugural meeting. The meeting schedule will then be published and updated as needed by the Committee Clerk.
- b) The Chairperson of the committee may call a meeting of the committee, with at a minimum of staff being able to give twenty-four (24) hours notice to the committee members, in addition to the scheduled meetings or may cancel a meeting.
- c) Quorum for meetings shall be a majority of its Committee voting members.
- d) If there is no quorum of the committee present within 15 minutes of the scheduled start time the Committee Clerk will:
 - i) record the names of the members present, and those absent; and
 - ii) conclude the meeting until the next scheduled meeting.
- e) All committee meetings are open to the public unless designated as closed to the public (in accordance with the *Community Charter*) by the Committee. The public would attend the meeting to observe only. When deemed relevant to the discussion of a particular item of business under consideration by the Committee, the Chairperson may, with majority consent of those Committee members in attendance, give permission to a member of the public in attendance to speak to the item in question.
- f) Meetings shall last no longer than two (2) hours, except under extraordinary circumstances as agreed to by the committee members present.
- g) If a member:
 - i fails to attend three (3) consecutively held meetings of the committee, or
 - ii fails to attend a committee meeting in any sixty (60) day period, providing a meeting of the committee is held in that sixty (60) day period (whichever is the longer period of time) and
 - iii unless the absence is because of illness; or
 - iv unless the absence is with the express leave of the Chairperson, the appointment of the member shall be revoked.

The Committee Clerk will keep an attendance log and notify the Chairperson and Corporate Office where there have been two consecutive absences without consent. The Corporate Officer will make contact with the Committee member.

- h) Any person with particular expertise, including municipal staff may be invited by the Chairperson or staff member of the committee to attend a committee meeting in order to provide information or advice, but only members appointed by City Council may vote on matters coming before the committee.
- i) The office of the Corporate Administration Department will be responsible for preparing committee agendas, minutes, updating Terms of Reference policy, meeting schedule, and administrative support to committees. Agendas and approved minutes will be posted on the City's website.
- j) Committee minutes, with recommendations noted, will be forwarded to Council for information and action as required.
- k) A committee meeting or a portion thereof may be closed to the public pursuant to Sections 90 and 93 of the *Community Charter*.
- l) Committees may hear and consider representations by any individual, group or organization on matters referred to the Committee by Council.
- m) Where a member of a committee, their family, employer or business associates have any interest in any matter being considered by the committee, that member will absent themselves from all aspects of consideration of that matter by declaring a Conflict of Interest.
- n) Committee chairpersons and staff liaisons will prepare an annual report to be submitted to the Chief Administrative Officer for review and to be forwarded to City Council.
- o) A committee cannot direct staff to take action without endorsement of City Council.
- p) A committee cannot direct staff to take any action which is contrary to existing policies or directives or establish policies for the City.
 - i. any such action must be referred to Council for consideration and adoption;
 - ii. the staff member assigned to the committee or the Chief Administrative Officer may advise the committee of existing policies or directives and the needs to refer the matter to Council prior to taking any action.
- q) Committees do not have the authority to commit funds, enter into contracts or commit the City to a particular course of action.
- r) On routine matters such as organizing or setting up yearly or ongoing events or projects which do not have budget implications or have received prior budget approval, the committee may make decisions without the approval of Council, provided that the committee works with the staff member assigned to that committee on those matters.

- s) On broader matters such as organizing or setting up major or unusual events or projects which do not have budget implications, the committee must receive prior approval from Council.
- t) The committee Chairperson may appoint members to a subcommittee to consider, inquire into, report and make recommendations to the committee for a specific purpose.
- u) Members of the committee are not permitted to speak directly with the media on behalf of the committee.

Procedures

Unless otherwise provided for in these terms of reference, the procedures of the Committee will be governed by the City's Council and Committee Procedure Bylaw.

Code of Conduct

Appointees will be required to sign a statement agreeing that they have read, understood, and will conform to the City's code of conduct as defined in the Council policy regarding Code of Conduct for Committee Members. This will be required immediately upon appointment. The statement / agreement for signature is attached to, and forming, part of this policy.

Rationale:

The purpose of the Seniors Advisory Committee is to provide advice and act as a resource to Council and staff in regards to matters deemed to be of concern to White Rock seniors.

**CITY OF WHITE ROCK
COMMITTEE CODE OF CONDUCT
STATEMENT / AGREEMENT**

This will confirm that as of _____, I have read Council
(DATE)
Policy 120, “Code of Conduct for Committee Members” and Council Policy _____,
Committee Terms of Reference and I understood and will conform to the City’s Code of
Conduct as outlined in these policies.

(PRINT NAME)

(SIGNATURE)

Cannabis Store Application Process

Planning Procedures / Business Licence Bylaw Amendments

WHITE ROCK
My City by the Sea!

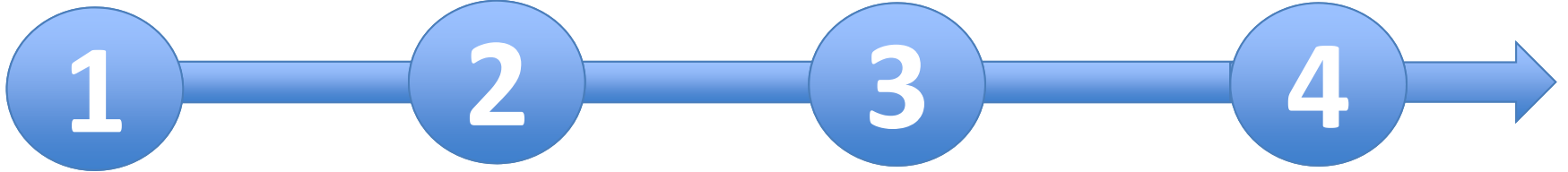
February 25, 2019



Purpose of the Report

1. Provide Committee with opportunity to provide feedback on proposed application procedures (Business License and Procedures Bylaw) and draft evaluation criteria, before Council considers bylaw readings
2. Provide the public, prospective applicants, and the provincial Liquor and Cannabis Regulation Branch with clear information on how cannabis store applications will be processed and when there will be opportunities for input on applications.
 - Given there are two related application processes (City Temporary Use Permit 'TUP,' and Provincial License Referral for privately-operated stores), both with public input opportunities, the intention is to combine processes

Proposed Procedures for Cannabis Store TUP / Referrals



1
 Complete TUP
 Application
 Submitted & License
 Referral received

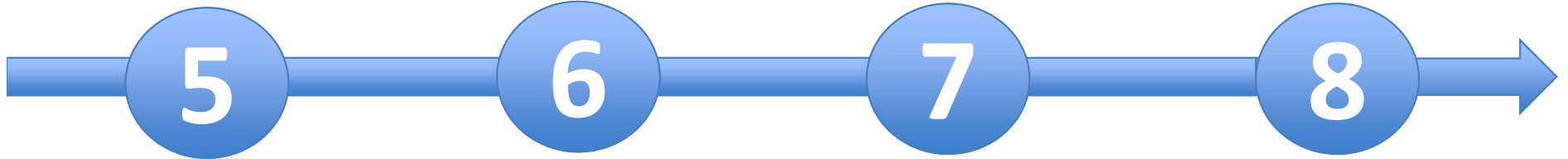
2
 Referral/Circulation
 (incl. WR Fire Rescue,
 RCMP, Bylaw
 Enforcement)

3
 Public Notification

4
 Public Information
 Meeting (~1 month after
 complete application)



Proposed Procedures for Cannabis Store TUP / Referrals



5
**Land Use & Planning
 Committee Report**
 (staff evaluation and
 public feedback from
 PIM)

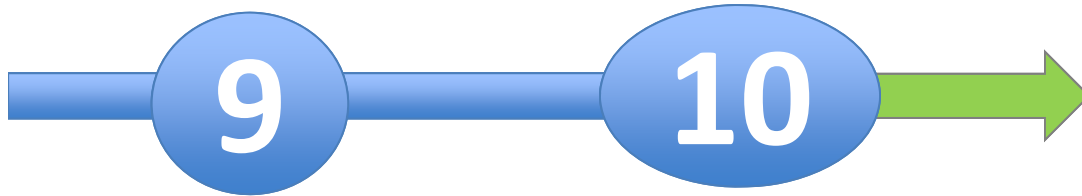
6
**Council authorizes
 Public Hearing/Meeting**

7
Public Notification

8
Public Hearing/Meeting
No new information after
 Hearing/Meeting



Proposed Procedures for Cannabis Store TUP / Referrals



Council votes on authorizing issuance of TUP, & resolution for response to referral

LCRB Decision. Applicant may proceed to next application (BP & business license)



Proposed Application Requirements

Application requirements include (in addition to Provincial requirements):

1. detailed corporate information
2. experience in retail sales
3. noting any enforcement action or proceedings against applicant
4. detailed business plan & 'good neighbour' approach
5. detailed store location, access & design proposal (TUP requirements)
6. assessment re: minimizing impacts to adjacent/nearby uses (e.g. child care)
7. willingness to enter into a good neighbour agreement
8. proposed timeframe of starting sales

Proposed Evaluation Criteria

Category		Qualitative Assessment		
		Meets Expectations	Does Not Meet Expectations	Unsatisfactory
1	Meets TUP Location Requirements in Zoning Bylaw	<i>All location requirements met</i>	<i>One location requirement not met (DVP required)</i>	<i>Multiple location requirements not met (DVP required)</i>
	Rating:			
2	Description of applicant's business undertaking and experience	<i>5+ years experience</i>	<i>1-5 years experience</i>	<i>No experience</i>
	Rating:			
3	Description of any enforcement action(s)	<i>No concerns</i>	<i>Minor concerns</i>	<i>Significant concerns</i>
	Rating:			
4	Business plan and 'good neighbour' approach	<i>Comprehensive plan</i>	<i>Plan lacks detail or not reasonable</i>	<i>No plan</i>
	Rating:			

Proposed Evaluation Criteria (continued)

Category		Qualitative Assessment		
		Meets Expectations	Does Not Meet Expectations	Unsatisfactory
5	Provision of educational initiatives regarding impairment and nuisance issues related to cannabis use	<i>Comprehensive educational initiatives</i>	<i>Few educational initiatives (e.g. written material only)</i>	<i>No planned educational initiatives</i>
	Rating:			
6	Detailed store location, access and design proposal	<i>Functional design and access</i>	<i>Not functional design / access</i>	<i>Potentially dangerous conditions for loading/customers</i>
	Rating:			
7	Detailed assessment on impacts to child care facility if within 200 metres	<i>N/A, or comprehensive assessment and mitigation plans</i>	<i>Assessment or mitigation plans lack detail or not reasonable</i>	<i>No assessment or plan</i>
	Rating:			
8	Willingness to enter into a good neighbour agreement	<i>Demonstrated ability to be good neighbour and willing to enter agreement</i>	<i>Willing to enter agreement</i>	<i>Unwilling to enter agreement</i>
	Rating:			

The background features several light gray, stylized wavy lines that resemble ocean waves, flowing from the bottom left towards the top right.

WHITE ROCK

My City by the Sea!

Provincial Retail Store Requirements

Cannabis stores must comply with these, among others:

- no cannabis products visible from outside
- sales limited to dried cannabis, oil, seeds, accessories; no edibles
- no minors at any time
- max. 30 grams sold to single customer
- no on-site consumption (no samples)
- retail employees trained
- advertising complies with Federal regulations in *Cannabis Act*

Licensing Cannabis Stores

Applicants for a non-medical cannabis retail store licence must submit a licence application to the Liquor and Cannabis Regulation Branch (LCRB).

The LCRB will refer the application to notify the local government where the proposed store will be located.

Upon receipt of notice, local governments can:

- Choose to not to make any recommendation (ends application)
- Choose to make a recommendation after gathering views of residents