

WHITE ROCK
City by the Sea



2023
City of White Rock
Annual Report

White Rock, British Columbia, Canada
for the year ending December 31, 2023



City of White Rock

2023 ANNUAL REPORT

for the year ending December 31, 2023

The 2023 Annual Report was prepared by the Communications and Government Relations Department and the Financial Services Department of the City of White Rock in cooperation with all civic departments and agencies.

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A Message from the Mayor



On behalf of White Rock City Council, I am pleased to present the 2023 Annual Report, highlighting our initiatives, accomplishments, and financial outcomes for the year.

As White Rock's Mayor, it is an honor to serve this vibrant community. Together with Council, we have outlined strategic priorities for 2023-2026, detailed in this report and updated annually. Key priorities include developing an affordable housing strategy to create suitable housing options through future developments; delivering a comprehensive plan, identifying locations, funding, and partners to build affordable housing projects; continuing to streamline the permit process to reduce wait times; and planning a new community hub, which may include new council chambers, a library, administration offices, a community theatre, meeting and recreation rooms, commercial space, accessible public washrooms, green space, and flexible spaces for community activities.

Looking further into 2024, we will work on implementing new Provincial Legislation to support Small Scale Multi-Unit Housing, providing a broader range of housing options in the City.

I extend my heartfelt thanks to City staff for their dedication and expertise in ensuring the smooth day-to-day operations of our beautiful seaside community. Council deeply appreciates your work on behalf of our citizens. We look forward to another productive term, working together to build a strong and sustainable city that we can all be proud of.

A handwritten signature in black ink, appearing to read 'Megan Knight'.

Megan Knight
Mayor, City of White Rock

Mayor and Council



2022 - 2026 WHITE ROCK CITY COUNCIL

Back Row: Councillor David Chesney, Councillor Ernie Klassen, Councillor Christopher Trevelyan, Councillor Bill Lawrence
Front Row: Councillor Michele Partridge, Mayor Megan Knight, Councillor Elaine Cheung

Local government in the City of White Rock is provided by a Mayor and Council. Currently, a Mayor and six Councillors make up Council, all of whom are elected for a four-year term. The new Council elected in the 2022 election were sworn in on November 7, 2022.

Under the *Community Charter* and *Local Government Act*, municipalities and regional districts have broad authority to provide services their respective municipal councils or regional district boards consider necessary or desirable. These services vary in size and type, ranging from water and wastewater management to garbage disposal, recreational facilities, and economic development.

Looking after the current and future economic, social, and environmental wellbeing of its community are the main functions of a municipal council. Council's primary duties are to create administrative policy, adopt bylaws on matters delegated to local government through the *Local Government Act*, *Community Charter*, and other Provincial statutes to protect the public, as well as collect taxes for those purposes. Council also acquires, manages, and disposes of the City's assets. Council's vision sets a course of action, and charts goals that are accomplished by municipal staff under the direction of the Chief Administrative Officer.

Declarations of Disqualification in 2023, there were no applications for the declaration of disqualification of a Council member made pursuant to Section 111 of the Community Charter in 2022 pertaining to the City of White Rock.

A Message from the CAO



2023 was a challenging year marked by significant economic pressures faced by local government across Canada. Despite these hurdles, the City of White Rock remained steadfast in its commitment to delivering quality and reliable services to our residents and businesses. Our focus was on maintaining essential services while adapting to an evolving economic landscape.

The labour market was, and continues to be, challenging. The lack of skilled workers and fierce competition for employees within the region, combined with high inflation, made employee retention and recruitment for municipalities in Metro Vancouver, competing for the same pool of talented individuals, concerning. Prompt action was required. In 2023, we began bargaining with unionized employees and commenced an exempt salary review to make our municipality an attractive place to work, considering salaries and benefits compensation packages.

It was exciting to have received Council support to initiate a much-needed Community Hub project that, in addition to community amenities and affordable seniors housing, will also provide adequate space for staff. It was identified that a significant part of employee retention and recruitment is providing a suitable and safe work environment, which the current and aging City Hall is not able to deliver. Not only have we run out of space in our current City Hall, but we also cannot provide the level of accessibility and safety that our workforce deserves.

Inflation and interest rates created a challenging financial year. However, thanks to our high return on investment from reserve funds, we worked with Council to align our taxation levels with inflation. Although it is uncertain what the Bank of Canada will do in the future, it is empowering to be part of a Council that recognizes and supports long-term investment in infrastructure and continues to reserve funds to meet future infrastructure demands.

The new provincial housing legislation introduced an unprecedented level of legislative complexity and rigidity for many local governments in BC, which includes White Rock's housing landscape that requires both staff and Council's attention and action. White Rock will continue to work in understanding and complying with these new housing regulations that are challenging for a community that has seen much change in a short period of time. The City will meet the legislative deadlines, and these new provincially directed changes will bring interesting developments to many communities, including White Rock as we adapt to the new housing regulations.

2023 was the first full year working with a new Council. I extend my gratitude for being part of the journey that this new Council brings. With a full set of strategic priorities in place, they have set the vision for the City until 2026, bringing a new level of excitement to staff.

I would like to express my deep appreciation for the dedication of City staff who continued to provide excellent service to our community amidst economic uncertainties.

It is an honour to lead this City, and I remain committed to serving Council, and the community in delivering high-quality services, especially during these challenging times.

A handwritten signature in black ink, appearing to read 'Guillermo Ferrero'. The signature is stylized with a long horizontal stroke at the end.

Guillermo Ferrero
CAO, City of White Rock

Organizational Chart



The City departments are listed in alphabetical order on the organizational chart and in the following pages.

* The Library and Museum buildings are owned and maintained by the City. The Library staff are Regional Library employees. The Director of Recreation and Culture is the City Liaison for the White Rock Library and the White Rock Museum and Archives.



Committees and Boards

Committees, Boards and Task Forces meet to provide input and expertise to White Rock City Council on important issues and make a positive contribution to our community. Some groups are formed through citizen engagement, while other groups are formed through a provincial mandate.

SELECT COMMITTEES:

Public Art Advisory Committee (*Council select*)

Housing Advisory Committee (*Council select*)

Accessibility Advisory Committee (*Internal/ Provincial mandate*)

Internal Community Hub Steering Committee (*Internal*)

PLANNING COMMITTEES

Advisory Design Panel

Board of Variance

STANDING COMMITTEES

August Contract Committee

Finance and Audit

Land Use and Planning

Our City by the Sea

White Rock is a picturesque, seaside city of 21,939 residents in southwest British Columbia. The city is located beside the sprawling sandy beach and warm, shallow waters of Semiahmoo Bay. White Rock is located on the unceded territory of the Semiahmoo First Nation and the Coast Salish people.

Moderate temperatures, stunning vistas and great amenities attract residents and visitors to White Rock. Established in 1957, the city has a proud past and a vibrant future. White Rock's Waterfront, Five Corners area and Uptown all offer a variety of restaurants, retail stores and services. The city has attractive housing and a variety of parks, community services, facilities, pathways and trails.

The iconic White Rock Pier crowns the City's Waterfront. The Waterfront is also home to a railway used by BNSF (Burlington Northern Sante Fe) Railway and a historic train station that houses the White Rock Museum and Archives. Residents and visitors enjoy the walkable, 2.19-kilometre-long Promenade and visiting the legendary White Rock, known to the Semiahmoo First Nation as P'Quals.

Attracting a diverse demographic spanning from young families to retirees, White Rock offers the friendliness of a small town with the amenities of a modern urban centre. It is a safe city that is protected by White Rock Fire Rescue, White Rock RCMP and the B.C. Ambulance Services.

Vision

White Rock is a community where people feel safe, included, respected, and connected, local businesses prosper, natural areas are thriving and protected, and city spaces are well-maintained, and inviting.

Values

- Accountability
- Respect
- Integrity
- Service excellence

Mission

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



21,939*
residents

* 2021 Canadian Census



5.12 SQ KM
city area



2.19 KM
promenade length



9,665
registrations into
recreation classes
and programs



606
Fire inspections



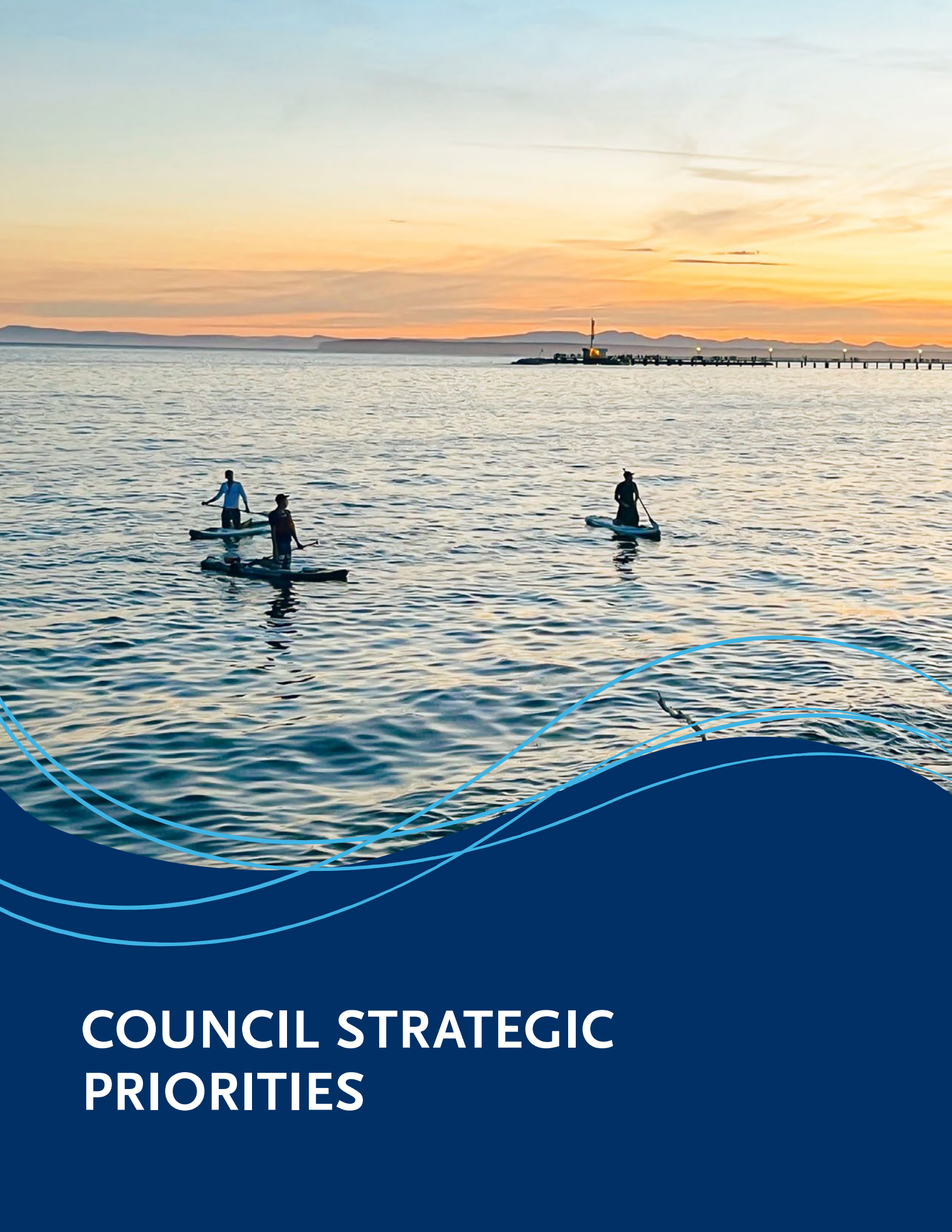
2,385
Business Licences issued



62%
increase in number of Facebook
page visits



\$23,250
total Civic Grants-in-Aid
awarded by the City




COUNCIL STRATEGIC PRIORITIES

Council Strategic Priorities

At the beginning of each term in office, White Rock City Council establishes a vision and strategic plan for the duration of their four-year term to identify key priorities that they feel are the most important actions to effectively steward the city towards its vision of a “community where people feel safe, included, respected, and connected, local businesses prosper, natural areas are thriving and protected, and city spaces are animated, well-maintained, and inviting.”

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

PRIORITY AREAS OF FOCUS




COMMUNITY

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



HOUSING & LAND USE

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



INFRASTRUCTURE
(Built & Natural environment)

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




LOCAL ECONOMY

We facilitate diversified economic growth and leverage partnerships.



ORGANIZATION & GOVERNANCE

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



WATERFRONT

We support a prosperous and vibrant waterfront.

Appendix A on page 88 has a detailed progress report from 2022 to May 30, 2024.

2023 - 2026 COUNCIL STRATEGIC PRIORITIES



Community

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

OBJECTIVE	ACTION	PRIORITY	PROGRESS
1. Develop new Community Hub.	Complete Facilities Master Plan.	Top Priority	Complete
	Conduct community facility needs assessment.	Top Priority	Not started
	Develop a project plan to build a new Community Hub.	Top Priority	In progress
2. Encourage positive community gathering by designing and implementing inviting public spaces and beautification projects.	Complete Centre Street Walkway enhancement project.	Low Priority	In progress
	Conduct a needs assessment of Hogg Park to determine how to maximize its use.	High Priority	Not started
	Conduct the needs assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.	High Priority	In progress
	Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population in partnership with the Kent Street Seniors Society.	High Priority	In progress
	Develop and implement a Beautification & Placemaking Action Plan to optimize beauty and encourage community participation (e.g., murals, markets, mosaics in sidewalks, walkways, community gardens, art).	High Priority	In progress
	Redevelop southern area of Five Corners as an enhanced community gathering space starting with public consultation and conceptual design in 2023 including options for washrooms.	Top Priority	In progress
	Research and recommend an appropriate model for creating a community foundation to support community development.	High Priority	Not started
3. Expand walking, cycling and transit opportunities.	Build upon Integrated Transportation and Infrastructure Master Plan (ITIMP) by incorporating sidewalk and cycle projects in the Financial Plan and then constructing them.	High Priority	In progress
	Construct a new rainbow crosswalk at Peace Arch Elementary School in the spring and explore cost sharing with the school district.	High Priority	Complete
	Continue program of bus stop improvements.	Top Priority	In progress
	Search out grants for walking, cycling projects.	Top Priority	In progress

2023 - 2026 COUNCIL STRATEGIC PRIORITIES

OBJECTIVE	ACTION	PRIORITY	PROGRESS
4. Formalize a City volunteer program.	Conduct a volunteer recruitment campaign during National Volunteer Week in April.	High Priority	Complete
	Optimize the City's digital volunteer management platform (Better Impact) to leverage the use of community volunteers where appropriate across the City, e.g. community policing, special events, adopt-a-street clean-up.	High Priority	In progress
5. Plan for adverse weather impacts to protect community safety.	Annually update and implement Emergency Extreme Heat Event Plan during summer season, including operation of cooling centres.	High Priority	Complete
	Assess future location, annually seek to secure grant funding, and continue to partner with the City of Surrey to operate the Warming Centre each winter from November – March.	High Priority	In progress



Housing & Land Use

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

OBJECTIVE	ACTION	PRIORITY	PROGRESS
1. Enable appropriate market housing builds to address inventory shortages and build tax revenue.	Assess long-term land use and density in Uptown (Town Centre) along North Bluff Road, from Oxford Street to Finlay Street, in consultation with Surrey's approved Semiahmoo Plan.	Top Priority	Not started
	Encourage missing "middlehousing" (e.g., duplexes, triplexes, small townhouses, coach houses) through infill development in established neighbourhoods to provide more housing options for families.	High Priority	Not started
2. Increase at and below market rental housing inventory.	Deliver a plan, identifying location, funding, and partners, to build an affordable housing project.	Top Priority	In progress
	Develop an affordable housing strategy to support the creation of appropriate affordable housing options through future development.	Top Priority	Not started

2023 - 2026 COUNCIL STRATEGIC PRIORITIES



Infrastructure (Built & Natural Environment)

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

OBJECTIVE	ACTION	PRIORITY	PROGRESS
1. Adapt infrastructure to address climate change factors.	Address drainage issues on Marine Drive between Elm and Oxford.	Low Priority	In progress
	Complete East Marine Drive Upgrade/SFN drainage project.	High Priority	In progress
	Harden West Beach to sea level rise.	Top Priority	In progress
	Reconstruct the remainder of the Pier.	High Priority	Not started
2. Construct key infrastructure projects.	Complete annual \$500K pavement management program and add repaving projects status updates to the City website.	Top Priority	Complete
	Complete water, sanitary and storm upgrades to Johnston Road between Thrift Ave. and Russell Ave. and Johnston Road between Russell Ave. and Roper Ave.	High Priority	In progress
	Maintain sidewalk, roads, sewer lines according to the infrastructure 5-year asset plan.	Top Priority	In progress
3. Effectively consult with Semiahmoo First Nation to address infrastructure priorities related to SFN land.	Collaborate towards addressing the pump station and drainage infrastructure on Semiahmoo First Nation land.	High Priority	In progress
	Mitigate water quality issues from upland drainage.	Top Priority	In progress
	Survey and document buried infrastructure on Semiahmoo First Nation land.	High Priority	In progress
	Work with Semiahmoo First Nation to mitigate effects of sea level rise and flooding of lowlands.	High Priority	In progress
4. Ensure future infrastructure resiliency by making decisions through a long-term lens.	Conduct the Needs Assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.	Top Priority	In progress
	Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population.	High Priority	In progress
	Create an integrated long-term infrastructure plan.	High Priority	Not started
	Develop a project plan to build a new Community Hub.	Top Priority	In progress
5. Maintain updated infrastructure master plans.	Complete sanitary and drainage master plans.	Top Priority	In progress
	Maintain Water Master Plan.	Top Priority	Complete
	Prepare new Development Cost Charges Bylaw.	Top Priority	In progress



Local Economy

We facilitate diversified economic growth and leverage partnerships.

OBJECTIVE	ACTION	PRIORITY	PROGRESS
1. Foster a business-friendly environment to attract and retain businesses, including review of bylaws to improve business processes.	Endorse and implement an Economic Development Strategy.	High Priority	Not started
	Expand the definition of permitted use for home-based businesses.	Low Priority	Not started
	Identify and engage business community stakeholders, including the White Rock Business Improvement Association (BIA) and South Surrey White Rock Chamber of Commerce (SSWRCC), by sector, for regular dialogue with the City to identify opportunities and challenges.	High Priority	In progress
	Identify opportunities for patio expansion on to City space and determine feasibility of allowing all-season patios.	Low Priority	Not started
	Review and implement a City-wide parking strategy.	Staff High Priority	In progress
	Review the Sign Bylaw.	High Priority	Not started
2. Increase patronship of our commercial districts.	Assess and redevelop Tourism White Rock delivery model.	High Priority	
	Review the Noise Bylaw.	High Priority	

2023 - 2026 COUNCIL STRATEGIC PRIORITIES



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

OBJECTIVE	ACTION	PRIORITY	PROGRESS
1. Improve permit process to reduce wait times.	Add up to four full-time building permit staff over four years.	Top Priority	In progress
	Complete e-apply implementation for application submissions.	Top Priority	Not started
	Review the Planning Procedure Bylaw for opportunities to streamline the planning approval process.	Top Priority	In progress
2. Increase revenue from City programs, assets, and services.	Complete a Recreation Services Strategy to increase participation and revenue.	High Priority	In progress
	Consider strategy and review bylaw rules for short-term rentals (Airbnbs).	High Priority	Not started
	Hire a grant writer.	Top Priority	In progress
	Hire a purchasing officer.	High Priority	In progress
	Review parking at the waterfront and Uptown (Town Centre).	High Priority	Not started
	Review Sidewalk Use Agreement rates and consider opportunities for program expansion.	High Priority	Not started
	Review sign permit and business license rates.	High Priority	Not started
3. Realize service delivery efficiencies via services and process digitalization and aligning existing processes with best practices.	Adopt a formal digital transformation strategy and culture, with an emphasis on digitizing at least 50% of our legacy forms and templates.	High Priority	In progress
	Complete and implement a new Bylaw Notice Enforcement Bylaw and Adjudication process.	High Priority	In progress
	Complete website refresh (look and feel and menu/navigation re-architecture).	High Priority	In progress
	Delivery of electronic fire inspection reports.	High Priority	In progress
	Identify and replace financial system with an enterprise-grade solution (a system that is integrated across departments), to encompass HR functionality.	Top Priority	In progress
	Implement an organization-wide electronic records management system and practices.	High Priority	Not started
	Implement quarterly financial reporting.	High Priority	In progress

2023 - 2026 COUNCIL STRATEGIC PRIORITIES

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



Waterfront

We support a prosperous and vibrant waterfront.

OBJECTIVE	ACTION	PRIORITY	PROGRESS
1. Revitalize waterfront public spaces to be more inviting.	Add public Wi-Fi access points along East Beach.	Low Priority	Complete
	Assess long-term land use and density from 14871 Marine Drive (Elm Street) to 15081 Marine Drive (east end of West Beach) to accommodate four-storey buildings.	High Priority	Not started
	Develop and implement strategy to modernize and revitalize Marine Drive storefronts.	High Priority	Not started
	Develop Marine Drive specific projects in Beautification & Placemaking Action Plan.	High Priority	In progress
	Explore options for alternative uses of west beach parkade 4th floor.	Low Priority	Not started
	Identify and implement on-the-water activities along the waterfront.	High Priority	In progress
	Work with other levels of government to explore grant opportunities.	High Priority	In progress
2. Secure funding for Pier upgrades.	Apply for provincial and federal government grants.	High Priority	In progress

Capital Projects in 2023

Every year, the City of White Rock plans, builds, and delivers a range of capital projects such as improvements to facilities, roads, drainage, sewer, water, and parks to help improve the quality of life in our community.

The following are Capital Projects completed in 2023.

Centennial Park Pickleball Court Upgrades Phase 2

Following the successful completion of the west court upgrades in 2022, Phase 2 focused on the east pickleball courts at Centennial Park. This phase included resurfacing the courts, repainting all lines and markings, installing permanent net systems, and reorienting the courts to an east-west layout to meet the needs of the pickleball community.

Project Cost: \$36,000

Scope of Work:

- Upgraded east pickleball courts with a smooth, resurfaced playing surface and fresh paint markings
- Installation of permanent net systems for a more convenient playing experience
- Reoriented courts to an east-west layout for improved player visibility and game enjoyment



Emerson Park Playground Phase 2

Following the successful completion of Phase 1 in summer 2022, which brought a new play structure for pre-school children, Phase 2 of the Emerson Park Playground project focused on expanding play opportunities for older children. Upgrades included the installation of a new play structure specifically designed for ages 5-12. This exciting addition offers challenging features and promotes imaginative play.

Project Cost: \$132,000

Scope of Work:

- Phase 2 of the Emerson Park Playground project was completed for summer 2023, offering a new play structure designed for children ages 5-12
- The additional equipment complements the existing structure for pre-schoolers, creating a more inclusive play space for all ages
- Upgrades also encompassed improvements to the irrigation system and surrounding landscaping for a fresh and inviting park environment



1 KM of Pavement Overlays

The 2023 White Rock Paving Program carried out by the City’s contractor, Mainland Construction Materials ULC dba Winvan, Paving was completed on time and on budget. This initiative is aimed at improving the road infrastructure and ensuring better drainage and safer driving conditions. The 2023 Pavement Program is aligned with objectives in the City’s Strategic Priorities and Integrated Transportation and Infrastructure Master Plan. This consists of extending the lifespan of city roads before full rehabilitation is required.

Project Cost: \$1,100,000

Scope of Work:

- The scope of the 2023 Paving Program consisted of paving the following streets:
 - o Thrift Ave between Best St. and Finlay St.
 - o Kyle Ct. east of Best St.
 - o City Hall/RCMP Parking Lot between Fir St. and Centre St.
 - o Kent St. between Columbia Ave. and Marine Dr.
 - o Parker St. between Cliff Ave and Buena Vista Ave.
- Construction was completed ahead of schedule



Facilities Master Plan

The City awarded the project to contractor DIALOG to revitalize an outdated 2008 Facilities Master Plan. DIALOG and its team of architectural, mechanical, structural, and electrical engineers visited 27 facilities and interviewed staff to assess and make recommendations for short-, medium- and long-term plans.

Project Cost: \$145,000

Scope of Work:

- Revised an outdated 2008 Facilities Master Plan to reflect the current condition of 27 facilities for short-, medium- and long-term plans



New Library Service Desk

Working with Fraser Valley Regional Library, the City took on the initiative to upgrade the customer service desk to meet the needs of the library staff. In addition to more counter space and storage, the new customer service desk provides an additional cashier station for staff to serve the customers.

Project Cost: \$77,000

Scope of Work:

- Replaced a customer service desk at the library with more functionality
- Added mobile storage to transfer books



CAPITAL PROJECTS IN 2023



Kent Street Activity Centre Patio Improvements

Following the Maccaud Park Improvements project, this initiative is partly funded with the TransLink BICCS program to improve the southern patio of Kent Street Activity Centre (KSAC). The project entailed replacing the rotten retaining wall with an Allan Block wall, replacing brick pavers with a new slab on grade, and installing a new bicycle rack for cyclists. The project revitalized the southern patio of KSAC to ensure cyclists have an area to park their bicycles while they enjoy the amenities KSAC has to offer.

Project Cost: \$43,000

Scope of Work:

- Replaced wooden retaining wall with Allan Block wall
- Replaced brick pavers with a new concrete slab on grade
- Installed a new bicycle rack

Centennial Arena Roof Replacement

The roof replacement was initiated by numerous leaks and water damage over a number of years at Centennial Arena. Replacement of the flat roof and for the perimeter soffit was done to match the neighbouring Centre for Active Living (CAL) building.

Project Cost: \$1,210,000

Scope of Work:

- Brought the flat roof structure to current standards with better sloped drainage, rainwater leaders, and insulation
- Replaced exterior perimeter lighting fixtures and replaced the roof above the work shop
- Perimeter soffit was completed with Trespa panels to match the CAL building next to it. Trespa panels are durable for a long life span.



Semiahmoo Avenue Retaining Wall

Engineering and Operations staff completed the replacement of a failing retaining wall along Semiahmoo Avenue. The new retaining wall consists of concrete lock blocks with a fence installed at the top for safety. The previous wood ties retaining wall had deteriorated and were at the end of their service life. Construction completed ahead of schedule.

Project Cost: \$200,000

Scope of Work:

- Removed existing failing wooden retaining wall along Semiahmoo Avenue
- Installed new concrete lock block wall with fence at the top of the wall
- Construction was completed ahead of schedule



Peace Arch Elementary Rainbow Crosswalk

The City of White Rock along with Peace Arch Elementary’s Parent Advisory Committee(PAC) teamed up to install a rainbow crosswalk in front of Peace Arch Elementary School on Roper Avenue. The rainbow crosswalk is similar to the one installed at the City’s Five Corners neighborhood in 2018.

Project Cost: \$20,000

Scope of Work:

- Rainbow crosswalk in front of Peace Arch Elementary successfully completed
- City of White Rock and Peace Arch Elementary’s Parent Advisory Committee(PAC) teamed up to contribute to the cost of rainbow crosswalk
- The rainbow crosswalk is similar to the one installed at City’s Five Corner neighborhood in 2018



Centennial Sidewalk and Oval Improvements

The Centennial Sidewalk and Oval Improvements project included remediation of the asphalt track at the north end and to reconstruct the sidewalk between Generations Park and Anderson Street. The project also included a new lock block wall accessible ramp, drainage and fencing that will stabilize the slope and support the new sidewalk while creating additional green boulevard space for residents, visitors, and spectators.

Project Cost: \$800,000

Scope of Work:

- Asphalt track at the north end remediated and sidewalk reconstructed between Generations Park and Anderson Street
- New lock block retaining wall, sidewalk and an accessible ramp were installed



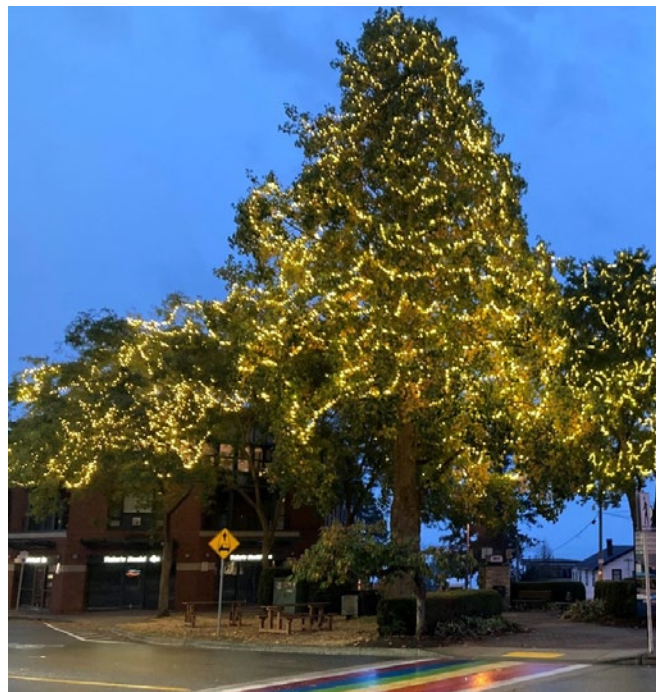
Tree Lighting Upgrades

This initiative involved both upgrades and repairs to the existing tree canopy lighting, along with an expansion of lighting coverage in Five Corners. Utilizing warm white, low-voltage LED fixtures, the project not only enhanced the aesthetics of these key areas but also created a more welcoming atmosphere through the warm glow of the new lights.

Project Cost: \$24,000

Scope of Work:

- Upgraded tree canopy lighting with energy-efficient LED fixtures along the Johnston Road Corridor and Five Corners
- Enhanced aesthetics and a more welcoming atmosphere in both areas
- Transformed spaces into vibrant and inviting destinations for the community



City Facilities

City Hall

15322 Buena Vista Ave.
White Rock, BC V4B 1Y6
Contact: 604-541-2100
Customer Service Hours:
Monday to Friday 8:30 a.m.- 4:30 p.m.

Engineering and Municipal Operations

877 Keil St.
White Rock, BC V4B 4V6
Contact: 604-541-2181
Customer Service Hours:
Monday to Friday 8 a.m.- 4:30 p.m.

White Rock RCMP Detachment

15299 Pacific Ave.
White Rock, BC V4B 1R1
Contact: 778-545-4800
Customer Service Hours:
Monday to Friday 8:30 a.m. - 4:30 p.m.

White Rock Fire Rescue

15315 Pacific Ave.
White Rock, BC V4B 1R1
Contact: 604-541-2121
Customer Service Hours:
Monday to Friday 8:30 a.m.- 4:30 p.m.

Centennial Park Leisure Centre

14600 North Bluff Rd.
White Rock, BC V4B 3C9
Contact: 604-541-2161
Customer Service Hours:
Monday to Friday 8:30 a.m.- 4:30 p.m.

Horst & Emmy Werner Centre for Active Living

1475 Anderson St. (Unit 1)
White Rock, BC V4B 1Y6
Contact: 604-541-2199
Customer Service Hours:
Monday to Friday 8:30 a.m.- 4:30 p.m.

Kent Street Activity Centre

1475 Kent St.
White Rock, BC V4B 5A2
Contact: 604-541-2231
Customer Service Hours:
Monday to Friday 8:30 a.m. - 4:30 p.m.
Saturday 9 a.m. - 1 p.m.

White Rock Community Centre

15154 Russell Ave.
White Rock, BC V4B 0A6
Contact: 604-541-2199
Customer Service Hours:
Monday to Thursday 8:30 a.m. - 6 p.m.
Friday 8:30 a.m. - 4:30 p.m.
Saturday 9 a.m. - 1 p.m.

White Rock Library

15342 Buena Vista Ave.
White Rock, BC V4B 1Y6
Contact: 604-541-2201
Customer Service Hours:
Monday to Wednesday 10 a.m. - 9 p.m.
Thursday to Saturday 10 a.m. - 5 p.m.
Sunday 1 - 5 p.m.

White Rock Museum and Archives

14970 Marine Dr.
White Rock, BC V4B 1C4
Contact: 604-541-2222
Customer Service Hours:
Monday to Friday 10:30 a.m. – 4:30 p.m.
Saturday and Sunday 11 a.m. – 4:30 p.m.
(*Gallery / Gift Shop*)
Monday to Friday 10 a.m. – 5 p.m.
(*Office*)



Welcome
This plaza is dedicated to
**BERNARD ROBERT CHARLES
PA KWACH TUN**
Chief of the Squamish First Nation from 1863-1908

**KAWAK
COAST SALISH HOUSE POST**
The Salishan settlement in this area in the late 18th century was
one of the largest in the Pacific Northwest. The Salishan people
were known for their intricate carvings and their mastery of the
wood. The House Post is a traditional Salishan structure that
was used for storage and as a place of shelter. It is a fine
example of the Salishan people's craftsmanship and their
mastery of the wood. The House Post is a fine example of
the Salishan people's craftsmanship and their mastery of the
wood. The House Post is a fine example of the Salishan
people's craftsmanship and their mastery of the wood.

**'OVIANI'
HAIDA POLE**
The Haida people of the Pacific Northwest are known for their
intricate carvings and their mastery of the wood. The Haida
people are known for their intricate carvings and their mastery
of the wood. The Haida people are known for their intricate
carvings and their mastery of the wood. The Haida people are
known for their intricate carvings and their mastery of the
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for their intricate carvings and their mastery of the wood.

DEPARTMENT OVERVIEWS



Administration

Administration at the City of White Rock comprises four core business areas:

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer (CAO) of the City of White Rock, as described in the *Community Charter*, is appointed by Council to manage and direct all City employees and operations. This role oversees the overall administration of the City's departments and provides leadership and direction to the Senior Leadership Team.

The CAO is responsible for enacting Council policies and directives, providing input and advice to Council on policy-related issues, and assisting Council in setting corporate goals. The CAO also provides advice on local government governance as well as the authority and responsibilities municipalities have under the *Community Charter*, *Local Government Act*, *Freedom of Information and Protection of Privacy Act (FIPPA)* and *Municipal Finance Authority Act*.

CORPORATE ADMINISTRATION

Corporate Administration is responsible for legislative and municipal government administration, communications, and government relations. This includes: providing legislative support and recommendations to Council and committees on policies, procedures and various acts; recording Council and committee proceedings and maintaining official City records; managing requests received under the Freedom of Information and Protection of Privacy Act; processing official Council

correspondence; overseeing risk management claims, City property negotiations and land registration also oversight of the City's Communication and Government Relations department; and coordinating scheduled municipal elections every four years and any required by-elections.

COMMUNICATIONS AND GOVERNMENT RELATIONS

Communications and Government Relations provides communication, community and intergovernmental engagement expertise and counsel. This includes: counsel and project support for all internal City departments, oversight of media relations, digital media, and emergency communication; issues management; branding and graphic design; communications strategic planning; and outreach to community partners and other governmental organizations, including Semiahmoo First Nation and Metro Vancouver to address intergovernmental, regional, and inter-municipal priorities and issues.

PROPERTY, RISK, AND INSURANCE

Property, Risk, and Insurance oversees land purchase and sale, land title registration, third-party liability claims. They also oversee the City's long-term leases and licences, and advise on risk aspects of policy development, procedural updates, bylaw enforcement and insurance requirements.

2023 Department Highlights

Chief Administrative Officer

- Obtained 2023 Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Participated in Metro Vancouver Regional Administrator Advisory Committee (RAAC).
- Completed organizational employee engagement survey which demonstrated improvement across several indicators.
- Provided weekly Activity Updates to Council and staff.
- Continued active engagement and partnerships with our neighbours from Semiahmoo First Nation.

Corporate Administration

- Administered 21 Council Meetings (Regular and Special) and 22 Closed Council Meetings

- Administered 18 Committee Meetings
- Conducted 11 Public Hearings/ Public Meetings
- Issued 51 Council Bulletins
- Establishment and Assistance of four (4) new Committees:
 - Public Art Advisory Committee
 - Housing Advisory Committee
 - Accessibility Advisory Committee
 - Internal Community Hub Steering Committee
- Updated the Pier Lighting Policy – guidelines of implementation and Commemorative and Interpretive Signage Policy
- Council Code of Conduct Bylaw
- Successful hire of Property, Risk and Insurance Manager (vacant for 13 months)

- Successful hire of the Records Coordinator (new position)
- Implementation of new meeting start times to be 4:00 p.m.
- Processed 54 Freedom of Information requests

Communications & Government Relations

- Launched refreshed City website including new menu architecture and homepage design
- 1.29 million website visitor sessions
- Increased Instagram page visits to 8,000 which is a 18% increase over 2022

Property, Risk and Insurance Manager

- 16 insurance claims processed



Engineering and Municipal Operations

The Engineering and Municipal Operations Department is responsible for the City's infrastructure assets, ensuring that essential services are available when needed by the community. Municipal services and infrastructure provide a high quality of life for residents, businesses, and visitors focusing on the environment, sustainability, and fiscal responsibility. Services are provided in the following core areas:

ENGINEERING

Engineering plans, designs, and constructs the public infrastructure necessary for a safe sustainable quality of life for White Rock residents, businesses, and visitors. It regulates activities and construction on City rights-of-way to safeguard infrastructure and services by approving all designs for work on City right of ways, inspecting works installed by private developers that become municipal property (e.g., roads, sidewalks, traffic control measures, drainage, sanitary sewers, water mains), and issuing driveway access permits and permits to work within municipal road allowance.

OPERATIONS

Operations operates and maintains infrastructure and proactively responds to emergencies related to transportation, parks, facilities, and city vehicles. Operations also operates and maintains utility infrastructure on a 24/7 basis including drainage, sanitary sewer, water, and solid waste.

PARKS

Parks is responsible for the maintenance and operations of White Rock's parks infrastructure which includes parks administration, maintenance contracts, horticulture, arboriculture, turf, management, and irrigation. Additionally, Parks develops, schedules and carries out maintenance programs; makes recommendations for amendments to policies and bylaws; and develops, coordinates and prioritizes safety procedures and standards.

2023 Department Highlights

- Complete transition of the Engineering, Municipal Operations and Parks departments over to sharepoint by working together with the City's Information Technology Department
- Reviewed, processed, and issued 213 road permits
- Reviewed, process and issued 35 lot servicing permits
- Facilities worked with operations to provide documentation to staff on how to reset the City's water treatment ozone system to ensure safe drinking water for all residents in the event of an outage
- Updated the Lot Servicing Application process
- Made process changes to improve the flow of communication between departments regarding development projects
- Procurred geotechnical consultants to be available to the City on an as needed basis
- Onboarded a new janitor for all City facilities
- Installation of a fence at the top of Coldicutt Trail to restrict access across BNSF property
- Collaborated with the City of Surrey on a number of transportation projects that impact both communities
- Replaced wooden planks that were at the end of their service life at the Pier
- Successfully engaged the public on Johnston Road Phase 2
- Completed four grant applications for various Capital projects

Financial Services

The Financial Services Department is responsible for the overall management of municipal financial affairs and provides financial expertise, advice and administrative support to City of White Rock operations. Many finance functions are necessary to meet statutory requirements as set out in the *Community Charter* which focus on the accounting, reporting and safeguarding of taxpayers' money and other assets. Finance ensures that all requirements are met. The Financial Services department provides ongoing support to City Council and staff, and customer service is provided to the public. Finance provides services in the following core areas:

Budgeting and Accounting

Provides accounting and reporting services for over \$96 million in annual expenses and revenues. These services also extend to include cash and investment management, accounts payable, payroll, management of staff benefit records, financial analysis, annual budgeting process, financial policy development, preparation of financial statements and various other statutory reports.

Revenue Collection

Processes all revenues including property taxes, utility bills, parking tickets, parking decals, and parking permits. The division is also responsible for City Hall customer service, mail processing, administration of Council Grants-in-Aid Program, permissive tax exemptions, and accounts receivable.

2023 Department Highlights

- Received the GFOA Distinguished Budget Presentation Award for a second year in a row for the City's 2023 Financial Plan
- Updated the City's Investment Policy (#310)
- Implemented a Business Travel and Expense Policy (#325) for the City and provided online training for all staff
- Updated the Procurement of Goods and Services, and the City Purchase Card Administrative Directives and provided online training for all staff
- Created and implemented online forms for Purchase Card applications, Missing Receipt Declarations, and Expense Reports
- Completed work on the City's Asset Retirement Obligations as required by the Public Sector Accounting Standards Board
- Completed updated Financial Plan process
- Established Steering Committee and created a needs requirement information document, in preparing for the City's issuance of a Request for Proposals for a new Financial System
- Implemented Phase 2 of the new consumption-based billing rates structure for water services. Once all phases have been implemented, water consumption will be aligned with water utility costs
- Continued to assist other departments in implementing eApply options for various permit applications
- Continued implementation of a new online forms system that allows for collection of payments for Parking Decals and Permits as well as Green Can Stickers and Extra Garbage Pickup Stickers
- Provided new Council orientation session following October municipal election
- Active participation in the Metro Vancouver Regional Finance Advisory Committee (RFAC)



Human Resources

White Rock Human Resources supports and enhances the City's vision through the establishment of programs and policies helping guide approximately 225 employees in reaching and accomplishing their goals and objectives. Human Resources supports employees from their initial candidate experience through to the end of their employment lifecycle, providing strategic advice and expertise on a full range of services and programs with a focus on attracting, retaining, and supporting a qualified, diverse, and inclusive workforce.

Core business areas include:

Workplace Health and Safety

Supports the creation and maintenance of a safe, respectful, and healthy work environment for all employees. This is accomplished through use of an effective safety management system including accident, injury, and illness prevention by fostering a positive safety culture.

Recruitment and Workforce Planning

Leads and coordinates the recruitment process to attract, interview, and select new City employees. Provides new hires with corporate orientation to support a successful transition into the City's corporate team and culture.

Employee Wellness and Disability/Leave Management

Supports and facilitates the disability and accommodation management process through supporting employees ability to stay at work and return to work while considering their abilities and limitations in the workplace. Promotes the physical and mental wellness of all employees and programming that supports the ongoing health and wellness of employees.

Employee Policy Development, Administration, and Compliance

Researches, develops, and maintains HR employee policies to provide guidance and direction in alignment with City objectives or goals. Responds to compliance issues, investigates employee complaints, provides recommendations on corrective actions ensuring the City is meeting and respecting collective agreements, policy, and employment legal obligations.

Employee Training and Development

Provides training and educational opportunities to enhance the knowledge, skills, and abilities of employees. Plans and develops other job growth strategies and opportunities to support employee growth and development.

Employee and Labour Relations Partnerships

Provides expertise to staff on matters related to establishing and administering collective agreements and the interpretation and administration of staff policies.

Organizational Review and Job Evaluation

Collaborates with other City departments to understand needs and operational requirements, providing recommendations on organizational structure and positions within the City. Develops and maintains working relationships with Union groups contributing to a healthy and positive Labour Relations environment for management and employees.

Benefit, Compensation, and Employee Administration

Identifies, maintains, and manages employee benefits for the City.

RCMP Support Services

Provides various supports to the RCMP and provides the citizens of White Rock access to policing administrative services such as, police information checks, civil fingerprinting services, victim services, and various community policing programs. RCMP support staff are trained in cultural diversity, maintaining confidentiality, answering basic criminal code offence questions, and providing citizens with referrals to various resources available to the community of White Rock.

2023 Department Highlights

- Implemented the City's new Incident Investigation process and software
- Coordinated and implemented the requirements of Bill 6 – Accessibilities BC Act
- Conducted Employee Engagement Survey and Exempt Compensation Survey
- Completed Phase 1 of Psychological Safety training roll-out
- IAFF Memorandum of Agreement Implementation and new Collective Agreement
- Implemented updates to the City's employee on-boarding process
- Updated various Human Resources Policies and Administrative Directives
- Planned and executed employee engagement events



Fla...



Information Technology

The Information Technology Department ensures the networks, computers, and systems that support the City are secure and effective. They are responsible for the management, oversight, coordination, and planning of core technology, data, websites, and geographic information systems (GIS), as well as overseeing the communications infrastructure of 16 facilities/sites including facets of both the parkade and water utility infrastructure.

Services are provided in the following core areas:

INFRASTRUCTURE

Deployment of modern infrastructure architectures and network services across the City to ensure high performance resiliency and reliability. This technology acts as the City's foundation for communication.

DIGITAL ENGAGEMENT SERVICES

Adaptive technology is provided to meet the online engagement needs of the community and organization.

CYBERSECURITY

Key City infrastructure architecture is continuously monitored to detect, assess, and protect against internal and external threats.

ENTERPRISE APPLICATIONS

Configuration and integration support for enterprise applications that support the delivery of public services. Business process and operations efficiencies are used to enable rapid response and technology changes in a fiscally responsible manner.

2023 Department Highlights

- **Public WiFi Deployment:** Successfully deployed public WiFi on East Beach, enhancing connectivity for residents and visitors.
- **Upgraded Pier Camera:** Replaced the pier camera with a high-end version capable of streaming in color at night.
- **Snow Control Map:** Leveraging the latest GIS technology, we developed a snow control map enabling the public to see near real-time progress of snow removal operations.
- **Centralized Budget Management Site:** Designed and implemented a centralized online site to manage the annual budgeting process. Transitioned from a paper-based process to a fully digital one, simplifying complexity and yielding tangible benefits.
- **Telephony System Upgrade:** Upgraded core servers and implemented SIP telephony with redundancy, enhancing reliability and communication efficiency.
- **GIS System Upgrade:** Upgraded and brought the GIS online mapping system (WROMS) in-house from the City of Surrey, resulting in marginal cost savings.
- **Safety Incident Management Platform:** Launched an online-based Safety Incident Management platform, which digitized and streamlined the incident response process for staff, enhancing efficiency, tracking, and resolution times.
- **File System Migration:** Migrated the entire file system to a Microsoft online platform for the Recreation, Engineering, Public Works, Parks, and Parking departments. This major milestone in the city's digitization effort allows staff to securely access documents from anywhere, anytime, with minimal effort.
- **GIS Innovations:** Developed in-house GIS applications, including Tree Mobile Collection and Business License Location tools, Capital Projects and Utility dashboards, and a WiFi and Conduit digital map.
- **Water Meter Reading System Migration:** Migrated the water meter reading system from an analog to a cloud-based system, reducing administrative burden for staff and creating efficiencies.
- **AI Experimentation:** Experimented with large language models like ChatGPT and Microsoft Copilot to automate mundane tasks and increase awareness of AI capabilities within the organization.

WHITE ROCK B.C. CANADA

SEPTEMBER 14, 2023
TO AUGUST 24, 2024
whiterockeventsociety.com

White Rock
Promenade Sculptures
COMPETITION

White Rock
Arts Festival
CULTURE CRAWL

OCTOBER 14 - 15
whiterockcity.ca/artsfestival

WHITE ROCK

CANADA'S LONGEST PIER

CANADA'S
LONGEST
PIER

City by the Sea!

BYLAW



Planning and Development

Planning and Development services is responsible for managing the city's growth and development to maintain the quality of life enjoyed by White Rock residents, and to provide customer service to residents, businesses, realtors, developers, agencies, and other levels of government. Service is delivered in the following core business areas:

PLANNING

Planning is responsible for the implementation of the Official Community Plan (OCP), for the careful and sustainable redevelopment of the city, and for addressing housing needs. It provides advice to Council on short- and long-term community planning including growth management, development application review, and a variety of other strategic planning projects. Additionally, the planning team services the public, processes various types of development applications, and advances regional and provincial planning initiatives on behalf of the City and provides staff support to a number of City committees and boards.

BUILDING

Building performs permit reviews and approvals, including a review of "alternative solutions" that meet BC Building Code and other bylaw requirements. The City's building officials conduct regular inspections of new construction and renovation work ensuring all projects conform to applicable zoning regulations, development permit conditions, registered covenants, and the BC Building Code. The division also processes applications for tree permits, in accordance with the City's Tree Management Bylaw.

BYLAW ENFORCEMENT AND ANIMAL CONTROL

Bylaw Enforcement oversees enforcement and provides education on a wide variety of the City's bylaws to help uphold community

standards and expectations. Bylaw officer's work includes coordination of inspections of secondary suites, ticketing for offenses against the Tree Management Bylaw, assisting in finding lost dogs, and carrying out patrols along the Pier and Promenade. Additionally, this service includes monitoring construction activity to ensure that work does not negatively impact residents and businesses.

BUSINESS LICENCING

Business Licencing oversees applications for commercial businesses, and manages those for B&Bs, short-term rentals, and trades licences for construction related companies. It also manages dog licences, and sidewalk use agreements.

TREE PERMITS

This service includes not only the processing of permits, but also the response to enquiries regarding trees on private property, including providing customer service to residents with concerns relating to tree retention, and requests for tree removal, while acting as a liaison when considering activities that could potentially impact City trees.

PARKING

Parking focuses on customer service, appropriate technology, and cost-effective revenue generation to ensure that the City's parking is well-managed, and residents and visitors have access to parking.

2023 Department Highlights

- Reduced the City's building permit application review backlog to acceptable time frames by utilizing the services of a qualified consulting firm and casual Building Official staff
- Successfully operated the City's emergency daytime warming centre for the 2022/23 winter season, with 2,860 visits over the five-month operational period
- Advanced multiple development application files to third reading, helping to create an increase in the local housing supply
- Re-introduced the draft Parking Strategy for Council consideration
- Reviewed the City's Advisory Design Panel Terms of Reference to help with application streamlining
- Introduced a Bylaw enforcement policy to improve transparency and accountability for the City and the community
- Introduced DocuPro online applications for plumbing, and sprinkler permits (acting as an extension and redesign of the current online application process for business and dog licenses)
- Linked internal development application management system (Prospero), with a public-facing map viewer (ESRI) for real-time indication of City planning proposals and building activity
- Initiated work for Affordable Housing Strategy framework
- Reviewed and processed responses to Metro Vancouver Regional Growth Strategy referrals
- Completed updates to Ride Hailing Bylaws to add three new participating municipalities



Recreation and Culture

Recreation and Culture helps foster a healthy and vibrant community through programs, activities, and events aimed at improving the fitness and wellness of residents, and creating a sense of community identity, belonging, pride, and spirit.

Working with a variety of community partners, a wide range of high-quality sport, recreational, arts and culture services are provided. Services are provided in the following core areas:

Recreation Programming

Planning and coordination of an array of programming for children, adults, and seniors at facilities including recreation centres, parks and outdoor sports venues.

Facility Management

Management of city facilities comprising Centennial Park Leisure Centre and Arena, Kent Street Activity Centre, White Rock Community Centre, the Horst & Emmy Werner Centre for Active Living, and the Landmark Pop-Up Town Gallery, including overseeing meeting rooms and other facilities available for rent.

Emergency Support Services

Provide short-term basic support to residents for the first 72 hours of an emergency such as apartment fires or floods. Primary supports include temporary lodging, food, clothing, and incidentals such as toiletries; provide a cooling centre at the White Rock Community Centre during heat warnings or extreme heat emergencies.

Festivals, Special Events and Filming

Planning, coordination and support of festivals and special events. Promotion and coordination of commercial filming in White Rock.

Community Partnerships

Represents the City on various multi-disciplinary community committees for sport, health, arts and culture, heritage, tourism, filming, children, youth, adults and seniors; liaises with Fraser Valley Regional Library for services provided at the White Rock Library; liaises with White Rock Museum and Archives in support of heritage programs, events, and services; liaises with Tourism White Rock for visitor services and destination marketing services to enhance tourism in White Rock.

Community Art

Coordination and promotion of engaging community arts and cultural programming like Busking, Art Walk, Public Art Story Map, and the Landmark Pop Up-town Gallery that provides a unique experience for visitors and supports local artists and cultural creators.

2023 Department Highlights

- \$80K in Sponsorship and Grants for Events
- Efficiency review led to increase in rental revenue of 110%
- Summer Camps growth was substantial with participation increasing 40% over 2022
- Kent Street Activity Centre Needs Assessment contract was awarded and community engagement begun
- Emergency Social Services grant of \$30K received from UBCM to modernize Recreation and Culture's ESS functions
- 38% increase in registered program participants
- 47% increase in drop-in recreation participants
- The second annual White Rock Arts Festival – Culture Crawl featured 22 partner sites and 35 activities across the Peninsula
- Launched White Rock's "Culture Creator's" videos which highlight those in the community who make a meaningful impact through art, culture, and heritage
- July 1 celebration of what it means to be Canadian at Canada Day this year featuring performances and cultural activities attended by 30,000 people
- Building on the partnership with Semiahmoo First Nation, the City collaborated to present Semiahmoo Days and Sea Festival, attended by 90,000 people. This featured an indigenous market, environmental zone and a celebration of music and photographs of past eras.
- Poetry in Motion (poetry in the park) featured at Kent Street Activity Centre, Maccaud Park, Rotary Park and Five Corners in partnership with Fraser Health
- Created a Volunteer Event that welcomed community not for profits to join us seeking volunteers
- Partnered with Sport for Life to provide "Prescription to Get Active" initiative through the Primary Care Network
- Welcomed 12 artist groups who exhibited at the Landmark Pop-Uptown Gallery. This space supports community artists and encourages the exploration and discovery of art and culture



CITY OF WILSON HOOK

FIRE

RESCUE

MH-3156

White Rock Fire Rescue

White Rock Fire Rescue protects our community from the impacts of fires, illness, accidents, and natural or human-caused hazards. This is accomplished through public education, preparedness, prevention, and emergency response with an emphasis on safety, quality of service, efficiency, and effectiveness.

The department consists of a Fire Chief who is also the Emergency Program Coordinator, a Deputy Chief for Training and Operations, a Deputy Chief for Fire Prevention and Emergency Preparedness, an Administrative Assistant, 24 Professional Career Firefighters and 20 to 24 Auxiliary Paid-Per-Call Firefighters. The department is staffed 24-hours, 7-days-a-week.

The department provides service in seven key areas:

EMERGENCY RESPONSE AND RECOVERY PLANNING

The department is responsible for administering and maintaining the City's Emergency Response and Recovery Plan including activating the Emergency Operations Centre (EOC) when necessary. The plan guides the operations, organization, responsibilities, and coordination necessary to provide for effective response and recovery during major emergencies or disasters.

FIRE PREVENTION

A proactive program to minimize the occurrence and potential consequences of fires. Regular inspections are carried out enforcing BC Building Code and BC Fire Code in all assembly, commercial, institutional, and multi-residential buildings. All new building or renovation plans, and development proposals are reviewed. Business license and pre-occupancy inspections are conducted and fire investigations of all fires resulting in over \$500 damage are completed.

FIRE SUPPRESSION

Response to incidents involving or potentially involving fire.

MEDICAL CALLS

Firefighters act as "first responders" in medical emergencies as part of the province's pre-hospital medical care system. Over 50 per cent of White Rock Fire Rescue calls for service are medically related.

MOTOR VEHICLE INCIDENTS (MVI)

The department is equipped with rescue equipment that can be used for auto extrication and also may provide fire suppression, medical assistance, fuel leak control, environmental protection and secure the scene for the safety of other emergency responders.

PUBLIC EDUCATION

Programs in fire safety and emergency preparedness.

RESCUE AND SAFETY

Firefighters are trained as first responders for a wide range of rescue and safety incidents such as confined space rescue, structural collapse, low to steep rope rescue, hazardous materials incidents, environmental emergencies, electrical problems, weather events, natural gas leaks, and public assists.

2023 Department Highlights

- Completed the upgrade of service delivery to pre-hospital medical care by transitioning all firefighters to the nationally recognized Emergency Medical Responder license.
- Recruitment and training of 1 professional firefighter and 8 Auxiliary firefighters
- Engaged with IAFF to further develop Mental Health and Wellness programming specific to First Responders
- Our Peer Support Team completed additional training enabling members to support both Career and Auxiliary staff inhouse as necessary.
- Completed Live Fire Ground training for all staff
- Installed Live computer Automated Dispatch terminals (CAD) in all frontline apparatus
- Negotiated a new Mutual/Automatic Aid Agreement with Surrey Fire Service that provides improved service delivery to residents of both communities and a safer environment for firefighters
- Completed joint operational training with Surrey Fire Service
- Implemented new online training platform for Career and Auxiliary firefighters.
- Completed Elevator rescue training for all Career firefighters.
- Implemented wireless technologies with new software to improve service and create efficiencies.
- Assisted in the provincial wildfire effort deploying staff and apparatus to West Kelowna
- Participated in a large scale BNSF training exercise depicting an oil spill on the waterfront
- Collaborated with Recreation and Culture and Communications to upgrade our Extreme Heat Emergency Response Plan that includes an educational component and a communications plan that provides for the operation of both Cooling and Misting Stations.

RCMP - GRC

POLICE

POLICE

POLICE

POLICE

RCMP GRC

WE'RE HIRING

RCMP CAREERS.CA
CARRIERES.GRC.CA



White Rock RCMP
Community Policing/Victim Services



White Rock RCMP

Police services are provided by the White Rock detachment of the RCMP, a fully equipped police station with front counter staff present during business hours. The Surrey RCMP Operational Communications Centre provides emergency 911 calls, as well as dispatching services off-site. The detachment is led by a Detachment Commander (Staff Sergeant), Operations Sergeant and Support Services Manager and has a deployment of 26 regular members who are supported by 10 full-time and one permanent part-time municipal staff supplemented by a casual, on-call workforce of 10 additional employees.

White Rock RCMP provides service in the following core areas:

Frontline Policing

Frontline policing is divided into four watches, each with a Corporal in charge. This unit responds to the majority of the approximately 7,000 annual calls for service, traffic enforcement and proactive policing initiatives.

Serious Crime Unit

This unit comprised of a corporal and two constables who investigate most complex or sensitive investigations, in addition to providing investigational support to the frontline.

Community Response Constable

The community constable provides services and support to the community such as project-based investigations, school liaison, traffic enforcement, community engagement, and a variety of youth-based initiatives, such as anti-bullying and social media awareness are part of their work. They investigate matters that are the subject of repeated calls for service, ongoing offences or issues requiring a focused approach to identify contributing factors that can be addressed through education and crime prevention techniques.

Community Policing

Community Policing services provides a number of crime prevention programs such as Speed Watch, Block Watch, Fraud Awareness, and Lock Out Auto Crime. This service has an active group of 30 Community Policing volunteers who help to deliver and promote these programs led by a Municipal Crime Prevention Coordinator.

RCMP Support Services

The RCMP support services staff provides access to services such as, Crime Prevention, Victim Services, Criminal Record Checks, Civil Fingerprinting, and various crime reporting. They specialize in areas of Administration, Community Policing/Crime Prevention, and Victim Services.

2023 Department Highlights

- 1060 violation tickets written in relation to traffic offences
- 62 impaired drivers removed from the road in White Rock
- White Rock RCMP had two representatives in the Cops for Cancer ride, Corporal Tarmii Miskiw and Constable Emma Dyer.
- Community Survey completed to help inform strategic planning for the Detachment.
- Members engaged in numerous education initiatives with Community Policing in relation to road safety.
- 7,611 calls for police service were generated.
- Community Police contributed 1,962 volunteer hours
- 18 public safety based initiatives where Community Police volunteers were out on patrol helping to keep the community safe
- 5 public education programs run by Community Police volunteers providing information to the public on various topics such as fraud awareness, put on multiple times throughout the year.
- New Rail Safety information program in consultation with BNSF pamphlets available in multiple languages to accommodate the numerous visitors from around the world in the summer.



Financial Statements of The Corporation of The City of White Rock

Year Ended December 31, 2023

Chief Financial Officer Letter of Transmittal – 2023 Financial Statements

May 13, 2024

Mayor and Council, City of White Rock

Members of Council:

I am pleased to present the Financial Statements of the City of White Rock (the “City”) for the year ended December 31, 2023. This comprehensive report includes the audited financial statements and the Auditor’s Report for the City as required by Sections 98 and 167 of the Community Charter.

The preparation of these Financial Statements and accompanying disclosures is the responsibility of the City Council and the management of the City of White Rock. These documents are designed to provide a reliable and accurate depiction of the City’s financial health to residents, businesses, taxpayers, and other interested parties. The Financial Statements and related information have been prepared in accordance with generally accepted accounting principles (“GAAP”) for Canadian local governments, which are established by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada and the Provincial Ministry of Municipal Affairs.

KPMG LLP, appointed by Council, conducted the audit. As auditors they are tasked with assessing whether the financial statements, as prepared by management, accurately represent the City’s financial position and the results of its operations for the year 2023. The auditors have concluded that the City’s financial statements present fairly, in all material respects, the financial position of the City as of December 31, 2023, its operating results, changes in net financial assets, and cash flows for the year then ended. KPMG has reported their audit findings to the City Council during the May 13, 2024, regular Council meeting.

The City maintains robust internal accounting controls intended to ensure the safeguarding of assets and the reliability of financial records. The management of the City acknowledges that all systems of internal controls have inherent limitations. However, these are actively managed through periodic reviews and necessary adjustments to maintain the efficacy of the system.

During the 2023 year, the City experienced significant inflationary pressures that impacted various aspects of municipal finance. These economic conditions led to increased costs in public projects and ongoing services, necessitating adjustments to our financial planning and budget management. The City’s management team actively monitored these trends and implemented strategic measures to mitigate their effects, ensuring financial stability and continuity of service delivery.

Recruitment and retention of staff remained a struggle not just for the City but for many sectors in 2023. Quoting from a recent report from Gallagher Benefit Services (Canada) Group, “The labour market space for traditional municipal roles is increasingly difficult within the Province and across all Canadian Municipalities. The ‘war for talent’ stems in part from the high numbers of baby boomers retiring within the sector, lower number of post-secondary graduates seeking careers in the municipal sector, and an aggressive private sector seeking to attract similar skills and qualifications. Municipalities across Canada are aggressively competing for talent from the same limited pool of candidates. The tight labour market conditions puts candidates in a strong negotiating position for salaries, benefits and working conditions.” The City expects that these challenges have been diminished given the recent changes to the City’s Exempt Compensation Policy and the ratification of the City’s Collective Agreement with CUPE 718 which covers the years of 2022 - 2024.

The following pages provide an overview and analysis of the City's 2023 Consolidated Financial Statements.

In closing, I would like to extend my gratitude to the City's dedicated employees, whose steadfast commitment to excellence has played a crucial role in navigating the challenges of the past year. Your hard work and resilience have been instrumental in maintaining the high standards of service that the community relies upon.

The City remains firmly committed to upholding the highest standards of fiscal management and operational efficiency. We are dedicated to continuous improvement in our financial practices to ensure the sustainable growth and prosperity of our community.

Thank you, Members of Council, for your steadfast support and oversight, which have been essential in these accomplishments. We look forward to another year of service to the residents of White Rock, with integrity and accountability.

Sincerely,

A handwritten signature in black ink, appearing to read "Candice Gartry". The signature is fluid and cursive, with the first name being more prominent.

Candice Gartry, CPA, CGA
Director, Financial Services and Chief Financial Officer

Overview and Analysis - 2023 Financial Statements

Updated May 29, 2024

Summarized Statement of Financial Position

	2023 Actual	2022 Actual	Year over Year Change
Net Financial Assets	\$101,599,839	\$ 78,001,518	\$ 23,598,321
Non-Financial Assets	170,292,218	170,351,670	(59,452)
Accumulated Surplus	271,892,057	248,353,188	23,538,869

The City's financial position continued to be healthy throughout 2023 with a consolidated annual surplus (before budgeted transfers to reserves) of \$23.5M (2022 \$18.7M), bringing the Accumulated Surplus to \$271.9M. The accumulated surplus on the Statement of Financial Position is a key measure of the City's financial strength and long-term sustainability. Accumulated surplus consists of Net Financial Assets and Non-Financial Assets and includes all funds, including utilities.

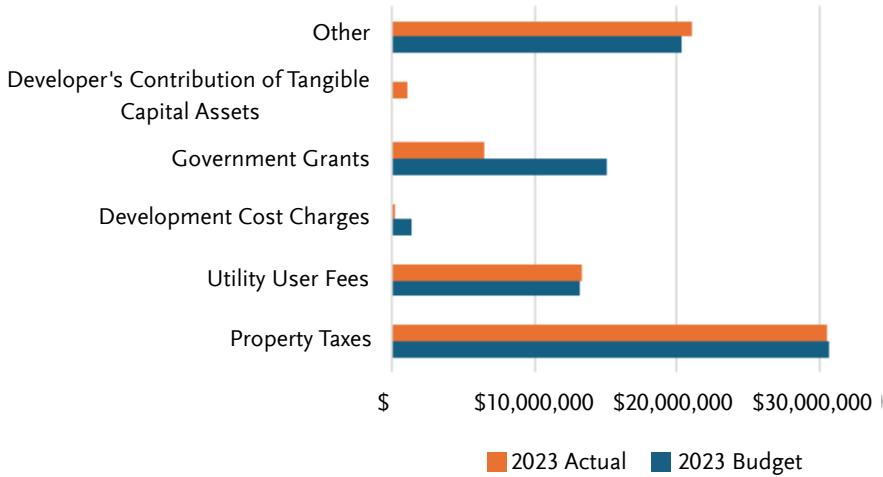
Net Financial Assets of \$101.6M (2022 \$78.0M) is the amount by which all financial assets exceed all liabilities and denotes the City's ability to meet its future obligations. The increase in Net Financial Assets of \$23.6M over the prior year is primarily due to an increase in investment activity, as well as an increase in deferred revenue, and a decrease in Accounts Payable largely related to timing differences. Non-Financial Assets, valued at \$170.3M (2022 \$170.4M), primarily consist of the net book value of the City's capital assets, which include civic buildings, recreation centres, parks, roads, water, drainage and sewer infrastructure and land. Non-Financial Assets also include inventory of supplies and prepaid expenses.

Summarized Statement of Operations - Budget Variance (in thousands)

	2023 Budget	2023 Actual	Variance
Revenues - All Sources	\$ 80,527,100	\$ 72,661,046	\$ 7,866,054
Expenses	56,781,300	49,122,177	7,659,123
Annual Surplus	23,745,800	23,538,869	206,931

The City achieved an Annual Surplus of \$23.5M, slightly below the projected amount of \$23.7M. This figure represents the excess of total revenues over expenditures across all funds before any budgeted allocations to reserves. Despite revenues being \$7.9M below budget, expenses were also lower by \$7.7M, almost offsetting the revenue shortfall. This careful fiscal management helped maintain a surplus close to the anticipated budgeted amount.

Revenue Summary - Budget Variance



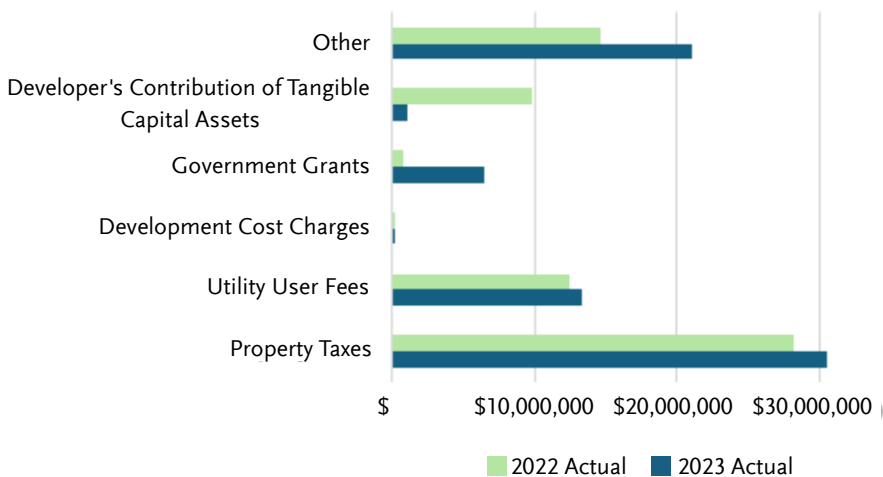
The City's property tax revenue met the budget at \$30.6M, and utility user fees slightly exceeded the budget by 1.87%. However, revenues from Development Cost Charges and Government Grants fell short of expectations, underperforming by 94% and 57% respectively.

Development Cost Charges (DCCs) are fees imposed by the municipal government on new developments to fund necessary infrastructure enhancements, such as sewer, water, and roads. These charges are collected at the time of building permit issuance but are recorded as Deferred Revenue (a liability) at that time because the associated infrastructure projects have not yet been completed. In 2023, although \$1.3M in DCC-related projects were anticipated to be completed, only \$75.9K transitioned from Deferred Revenue to recognized DCC revenue. (Please see note 10.a in the accompanying financial statements for more information.)

Similarly, the Developer's Contribution of Tangible Capital Assets pertains to assets developers agree to construct as part of the conditions of their building permit. Once completed, these assets, valued at \$1.1M in 2023, are transferred to the City and recorded as city assets, the revenue portion being the Developer's Contribution of Tangible Capital Assets. (Please see note 11.b in the accompanying financial statements for more information.)

Regarding Government Grants, these are typically predicated on having specific capital projects budgeted within the City's financial plan. Unfortunately, the City struggled to secure the required government funding for these planned projects, specifically the pier restoration.

Revenue Summary - Year over Year Comparison



The table above compares the Actual Revenues received in 2023 to those received in 2022. Property Taxes and Utility User Fees increases are in-line with the increased rates included in the Financial Plan for 2023. The variance in government grants was due to a one-time Provincial Government Growing Community Fund grant received in 2023 to support local governments in delivering infrastructure projects necessary to enable community growth and address infrastructure demands. Developer's Contribution of Tangible Capital Assets are recognized at fair value at the date of contribution. The amount completed and recognized in 2022 was significantly higher than that of 2023. (Please see note 11.b. in the accompanying financial statements for more information.) The large increase in Other revenue is primarily related to the increased investment income that the City earned through its investments due to the increased interest rates.

Expenditure Summary – Year over Year Comparison

	2023 Actual	2022 Actual	Variance \$\$	Variance %
Salaries, Wages & Benefits	\$ 19,869,034	\$ 18,768,874	\$ 1,100,160	5.54%
Contracted Services	18,190,719	17,486,846	703,873	3.87%
Supplies & Other	3,503,968	3,548,783	(44,815)	-1.28%
Amortization	6,868,884	6,655,816	213,068	3.10%
Interest on Debt	689,572	698,025	(8,453)	-1.23%
Total	\$ 49,122,177	\$ 47,158,344	\$ 1,963,833	4.00%

Expenses by Function were very comparable between 2023 and the prior year, 2022. The highest variance was seen in the Salaries, Wages & Other Benefits. This is reflective of changes in negotiated wage rates for staff as well as changes within the salary bands and the addition of a net 1.0 FTE position.

Aside from cost-of-living increases, increased use of consultants, especially in the Planning & Development Services department to help address the permit backlog, account for the increase in Contracted Services. Increased amortization is due to new and/or updated capital infrastructure. Interest on Debt is decreasing as the City continues to pay down its debt.

Surpluses (Deficits) by Fund*

	2023 Surplus (Deficit)	2022 Surplus (Deficit)	Variance \$\$	Variance %
General Fund	\$ 16,945,909	\$ 13,911,013	\$ 3,034,896	17.91%
Water Utility Fund	2,781,080	1,981,664	799,416	28.74%
Sanitary Sewer Utility Fund	1,609,987	742,006	867,981	53.91%
Drainage Utility Fund	2,225,075	2,082,755	142,320	6.40%
Solid Waste Utility Fund	(23,182)	(27,224)	4,042	-17.44%
Total	\$ 25,538,869	\$ 18,690,214	\$ 4,848,655	20.60%

*Prior to budgeted allocations to reserve funds

Transfers to Reserves

As noted in the table above, the surpluses and deficits reported on the Statement of Operations do not include the budgeted allocations to reserve funds. These allocations are budgeted for and built into the property tax rates and user fees assessed to property owners in order to provide for capital asset improvements.

As part of a municipality’s budget process, transfers to reserves are budgeted for to help proactively manage infrastructure needs and for:

1. Asset (infrastructure and capital) maintenance and replacement: Assets such as roads, buildings and equipment have a limited lifespan and require maintenance and eventual replacement.
2. Long-term financial planning: Budgeting for capital asset reserves enables municipalities to engage in long-term financial planning by regularly setting aside funds to anticipate future infrastructure needs.
3. Mitigation of financial risk: Creating and contributing to reserves for capital assets helps municipalities mitigate financial risk and reduce the reliance on debt financing for infrastructure projects.
4. Maintaining creditworthiness: Sound financial management, including budgeting for capital asset reserves, is important for maintaining a municipality’s creditworthiness.

These transfers are done ‘below the line,’ meaning after revenues and expenses have been taken into account.

Key Highlights of Operating Results for each Fund

General Fund – the 2023 surplus in the General Fund, before the budgeted transfers to reserves, is \$16.9M. Budgeted transfers to reserves account for \$8.4M of this surplus, resulting in a revised operating surplus of \$8.4M which is summarized below:

General Fund Operating Surplus Summary

	2023 Actual
Increased Investment Income	\$4.9M
Wages & Benefit Savings	2.0M
RCMP Contract Savings	0.4M
Un-utilized Operating Contingency	0.3M
Increased Recreation & Culture Revenue	0.2M
Increased Penalties & Interest on Taxes	0.2M
Increased Parking Revenue	0.1M
Other Miscellaneous Savings	0.3M
TOTAL	\$8.4M

As mentioned previously, the City saw a large lift in its investment income due to increased interest rates and increased investment activity. It is important to note that this level of increased investment income is not anticipated to continue as investment income will decrease as interest rates decrease.

The wages and benefits savings include numerous staff vacancies largely due to the previously mentioned difficulties in recruiting and retaining staff faced by many municipalities. The vacant positions included a Purchasing Officer, a Property Insurance and Risk Manager, a Human Resources Advisor and Building Officials as well as various other movements.

Allocation of Accumulated Surplus Funds

City revenues and surpluses are strategically set aside by Council in reserves to help protect the City against unanticipated events that can trigger budget deficits, to balance programs and activities that tend to fluctuate each year, to finance long-term asset improvement and capital needs, and/or to fund contingent liabilities.

In prior meetings, Council provided directions to staff on the distribution of a portion of the 2023 General Fund Operating Surplus.

Previous Council Direction on 2023 Estimated General Fund Surplus Allocation

	Amount
Revised General Fund Operating Surplus	\$8.4M
Less: Labour Adjustments (CUPE, Exempt* Planning Services consulting/casuals)**	(1.2M)
Less: One-time 2024 Budget Items	(0.9M)
Less: Carryforward of Unspent 2023 Operating Budget Items to the 2024 Financial Year	(0.1M)
TOTAL	\$6.2M

* In accordance with Council's Exempt Compensation Policy No. 403

** Updated from April 15, 2024, Council meeting

After deducting these items, the 2023 unallocated General Fund Operating Surplus amount for 2023 decreases to \$6.2M as shown above.

At Council's regular meeting of April 15, 2024, the Council resolved to distribute the estimated unallocated General Fund operating surplus of \$8.4M as follows:

- \$2M to the Community Hub project
- \$1.5M to the new ERP/Financial System project
- \$1M to the Pier Restoration reserve fund
- \$800K to the General Operating Fund Accumulated Surplus reserve fund
- \$200K to remain in unallocated surplus

The balance remaining to be allocated out of the General Fund Operating Surplus was thus reduced to \$700K. This amount was subsequently left in the accumulated surplus fund at the end of 2023.

Water Utility Surplus - the 2023 surplus in the Water Utility Fund is \$2.8M (\$1.2M budget) resulting in a positive variance of \$1.6M. Revenues came in over budget by \$500K due primarily to the unbudgeted Developers' Contribution of Tangible Capital Assets received. The balance of the variance is largely due to less systems maintenance performed during the year than was budgeted for, including the water treatment plant media not being replaced (\$501K), as well as unspent contingency funds of \$284K.

Sanitary Sewer Utility Surplus - the 2023 surplus in the Sanitary Sewer Utility Fund is \$1.6M (\$244K budget) resulting in a positive variance of \$1.4M. Revenues came in on budget, however the systems maintenance for the Sanitary Sewer Utility came in under budget by \$1.4M as not all of the planned maintenance budgeted for was completed in 2023. This includes less CCTV inspections being completed than budgeted, as well as not all of the components of the sanitary rehabilitation project being completed in 2023.

Drainage Utility Surplus - the 2023 surplus in the Drainage Utility Fund is \$2.2M (\$2.8M budget) resulting in a negative variance of \$0.6M. Revenues came in under budget by \$1.2M largely due to less than budgeted Contributions & Development Levies (\$687K) and Government Grants (\$454K). This was offset by Maintenance & Connections (expense) also being under budget by \$586K due to not all of the CCTV inspections, storm water monitoring and intersection improvement projects being completed in 2023.

Solid Waste Utility Deficit - the 2023 deficit in the Solid Waste Utility Fund is \$23K (\$19K surplus budgeted). Revenues came in on budget however the tipping and tonnage fees came in over budget by \$46K.

Reserve Fund Balances

The City has \$112M (\$91M in 2022) in reserve funds to help support the planned asset improvement projects and the City's operating commitments. (Please see note 14 in the accompanying financial statements for more information.) It should be noted that this amount is not sufficient to cover the cost of updating and/or replacing all of the City's infrastructure, which is estimated by management to cost upwards of \$1B.

While the total reserve fund balances would appear to be significant, it should be noted that all but \$30.0M has been designated for specific future projects and activities by City Council.

New Accounting Regulations

On January 1, 2023, the City adopted Canadian Public Sector Accounting Standard PS 3280 - Asset Retirement Obligations ("PS 3280"). This new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in buildings, by public sector entities. The standard was adopted on the prospective basis effective January 1, 2023. The ARO recognized on the 2023 Financial Statements is valued at \$474K. (Please see notes 2 and 7 in the accompanying financial statements for more information.)

Debt - Borrowing Capacity

The Community Charter restricts the City to the amount of long-term liabilities it can commit to, as well as the process it must undertake to incur debt (including capital lease commitments). The legislation limits the borrowings to a percentage of annual sustainable revenues that can be allocated to the servicing of debt. The City is restricted to allocating 25% of its annual sustainable revenues to the servicing of debt and capital leases with the approval of the electorate, and 5% with only Council approval.

Financing capital asset improvements through debt is an important consideration and a standard funding practice utilized by municipalities, especially as cities become built out and the more traditional methods of financing through land sales and developer contributions are not as prevalent. The City of White Rock continues to carry a moderate debt-per-capita ratio in 2023. The debt-per-capita ratio decreased from \$964 in 2022 to \$929 in 2023, based on a population estimate of 21,939 per the 2021 Canadian Census. (Please see note 9 in the accompanying financial statements for more information.)

The 2024 Financial Plan includes repayment of the outstanding debt issues that the City carries with the Municipal Finance Authority for the water infrastructure acquisition and infrastructure construction.

Tangible Capital Assets

The City of White Rock owns and maintains a significant amount of physical assets including roads, traffic signal controls, sewer and water systems (reservoirs, pipes, pumps, etc.), equipment, vehicles, parks, facilities, and other amenities. Tangible capital assets represent a significant portion of municipal government assets and are crucial to the delivery of programs and services, operations, and life safety. The City's assets at the end of 2023 is estimated to be approximately \$169M, calculated at historical cost as required by accounting guidelines (PSAB). (Please see note 11 in the accompanying financial statements for more information.)

Although the historical cost is significant, the replacement cost of the assets is substantially more. The City utilizes these assets to deliver the services and programs that the community relies on. The City prepares annual five-year

capital plans that are mostly comprised of the cost of maintaining, replacing or upgrading this large and diverse inventory to keep them in a state of good repair. Some of the infrastructure has been in use for some time, and some has been recently upgraded or replaced through asset improvement programs.

The City's actual net tangible capital expenditures were \$ 5.1M in 2023, funded from taxation, reserves, development levies, developer contributions and grants. Significant community asset improvement projects continuing, completed or started in 2023 include road overlays, sidewalks, water mains and storm sewers, facility upgrades, and playground upgrades.

One of the most critical aspects of financial sustainability is the stewardship over the City's assets. Without the ongoing replacement and proper maintenance of these assets the City would not be able to continue to deliver the services to the same level that the community enjoys and expects.

The City of White Rock follows and supports the recommendations of accounting oversight bodies and government agencies to implement sound accounting, management and reporting practices over tangible capital assets. The City understands the long-term financial benefits of deploying a formal asset management plan, as well as the positive impact they have on overall sustainability, and is working to build sustainable asset improvement funding into its base budget. The City continues to develop asset management plans for its assets to better quantify the infrastructure funding gap and re-consider the initial assumptions that were made regarding asset valuations.

Financial Sustainability

The City recognizes that it must strive to be financially sustainable, and along with regional and two senior levels of government, develop long term sustainable funding and service models that address service and infrastructure models.

Strategic and Financial Planning and Reporting

The City of White Rock undertook a strategic planning process that set out the goals and objectives of Council for its four-year term, 2022 to 2026, in a Strategic Priorities document. This high-level Strategic Priorities document is linked with the departmental plans which have been assigned to the departments to meet Council's goals and objectives.

Fiscal Capacity

City Council and City staff recognize that a sustainable community must balance the services, and level of services, it delivers with the ability of its residents and businesses to sustain the funding of the services. Some services need to be sustained and financed by the community at large through taxation. This provides equal access by all citizens to ensure the health, safety and well-being of the Community. Other services need to be delivered on a user fee basis to ensure the demand is matched to the willingness to pay, and that a certain portion of the cost is recovered from the users demanding the service.

City Council recognizes that a sustainable community must include certain religious, philanthropic, cultural and historical institutions, and therefore, uses its legislative powers to grant tax exemptions to applicants of this nature to assist these important community stakeholders with their financing.

Questions? Please email cgartry@whiterockcity.ca.

The Corporation of the City of White Rock
Financial Statements
Yea ended December 31, 2023

Mayor and Council

Management's Responsibility for Financial Reporting

The management of the City of White Rock (the "City") is responsible for the preparation and presentation of the financial statements and related information. The financial statements have been prepared in accordance with the Canadian Public Sector Accounting Standards established by the Chartered Professional Accountants of Canada. This involves the use of management's best estimates and careful judgement. The City maintains a system of internal accounting controls designed to provide reasonable assurances for the safeguarding of assets and the reliability of financial records.

City Council accepts the financial statements and meets with management to determine that management has fulfilled its obligation in the preparation of the financial statements. The City's independent auditor, KPMG LLP, have given the City an unqualified audit opinion on the City's financial statements, stating in their opinion, that the financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2023, the results of its operations, changes in net financial assets and its cash flows for the year then ended.



Candice Gartry, CPA, CGA
Director, Financial Services and Chief Financial Officer



KPMG LLP
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Vancouver BC V7Y 1K3
Canada
Telephone 604 691 3000
Fax 604 691 3031

INDEPENDENT AUDITOR'S REPORT

To Mayor and Council of The Corporation of the City of White Rock

Opinion

We have audited the financial statements of The Corporation of the City of White Rock (the "City"), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2023, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



The Corporation of the City of White Rock

Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Vancouver, Canada

May 14, 2024

The Corporation of the City of White Rock
Statement of Financial Position
December 31, 2023, with comparative information for 2022

	2023	2022
Financial Assets		
Cash and cash equivalents (note 3)	\$ 137,781,972	\$ 131,823,185
Investments (note 3)	33,547,054	23,043,483
Accounts receivable (note 4)	5,967,650	5,905,655
	<u>177,296,676</u>	<u>160,772,323</u>
Liabilities		
Accounts payable and accrued liabilities (note 5)	8,791,345	16,448,530
Post-employment benefits (note 6)	1,823,842	1,763,299
Asset retirement obligation (note 7)	473,800	-
Refundable performance deposits (note 3(b))	13,334,889	13,452,903
Capital lease obligations (note 8)	72,178	98,702
Debt (note 9)	20,378,409	21,151,841
Deferred revenue (note 10)	30,822,374	29,855,530
	<u>75,696,837</u>	<u>82,770,805</u>
Net Financial Assets	101,599,839	78,001,518
Non-Financial Assets		
Tangible capital assets (note 11)	168,732,243	168,945,011
Prepaid expenses	1,314,059	1,168,600
Inventories of supplies	245,916	238,059
	<u>170,292,218</u>	<u>170,351,670</u>
Accumulated surplus (note 12)	<u>\$ 271,892,057</u>	<u>\$ 248,353,188</u>

Commitments and contingencies (note 15)
Contractual rights (note 20)

See accompanying notes to financial statements.



Candice Gartry, CPA, CGA
Director, Financial Services

The Corporation of the City of White Rock
Statement of Operations
December 31, 2023, with comparative information for 2022

	2023 Budget	2023	2022
	(notes 1(b) and 21)		
Revenue:			
Property taxes:			
General purposes	\$ 29,220,500	\$ 29,208,048	\$ 26,781,615
Regional library levy	1,042,800	1,042,070	1,015,222
Business improvement levy	357,000	353,894	374,905
	<u>30,620,300</u>	<u>30,604,012</u>	<u>28,171,742</u>
Receipts in lieu of taxes	23,900	27,633	23,851
Development cost charges (note 10(a))	1,306,100	75,903	19,615
Sanitary sewer fees and parcel tax	3,930,000	3,945,369	3,716,945
Drainage user fees	3,033,000	3,043,875	2,902,625
Water user fees	6,155,400	6,374,490	5,774,013
Sales of services and other revenue (note 18)	20,363,000	20,986,799	14,637,547
Government grants (note 19)	15,095,400	6,490,179	775,316
Developers' contributions of tangible capital assets (note 11(b))	-	1,112,786	9,826,904
	<u>80,527,100</u>	<u>72,661,046</u>	<u>65,848,558</u>
Expenses:			
General government	10,890,902	8,394,340	7,909,111
Police protection	7,540,528	6,851,932	6,944,411
Fire protection	5,216,947	5,741,200	5,550,369
Other protection services	1,815,100	1,422,019	1,246,092
Transportation, engineering and operations	8,301,121	7,851,751	7,162,474
Parks, recreation and cultural services	11,757,402	10,590,989	9,908,618
Solid waste services	1,056,600	1,048,821	1,042,741
Sanitary sewer system	4,088,000	2,718,648	2,644,238
Drainage system	1,123,900	550,416	785,710
Water system	4,990,800	3,952,061	3,964,580
	<u>56,781,300</u>	<u>49,122,177</u>	<u>47,158,344</u>
Annual surplus	23,745,800	23,538,869	18,690,214
Accumulated surplus, beginning of year	248,353,188	248,353,188	229,662,974
Accumulated surplus, end of year	<u>\$ 272,098,988</u>	<u>\$ 271,892,057</u>	<u>\$ 248,353,188</u>

See accompanying notes to financial statements.

The Corporation of the City of White Rock
Statement of Changes in Net Financial Assets
December 31, 2023, with comparative information for 2022

	2023 Budget (notes 1(b) and 21)	2023	2022
Annual surplus	\$ 23,745,800	\$ 23,538,869	\$ 18,690,214
Acquisition of tangible capital assets	(56,295,500)	(5,099,817)	(8,732,429)
Recognition of asset retirement obligation	-	(473,800)	-
Developers' contributions of tangible capital assets	-	(1,112,786)	(9,826,904)
Amortization of tangible capital assets	7,652,000	6,868,884	6,655,816
Gain on disposal of tangible capital assets	-	(20,036)	(82,550)
Proceeds on disposal of tangible capital assets	-	50,323	163,201
	(24,897,700)	23,751,637	6,867,348
Acquisition of prepaid expenses	-	(1,314,059)	(1,168,600)
Acquisition of inventories of supplies	-	(245,916)	(238,059)
Use of prepaid expenses	-	1,168,600	1,006,934
Consumption of inventories of supplies	-	238,059	172,569
Change in net financial assets	(24,897,700)	23,598,321	6,640,192
Net financial assets, beginning of year	78,001,518	78,001,518	71,361,326
Net financial assets, end of year	\$ 53,103,818	\$ 101,599,839	\$ 78,001,518

See accompanying notes to financial statements.

The Corporation of the City of White Rock
Statement of Cash Flows
December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating:		
Annual surplus	\$ 23,538,869	\$ 18,690,214
Items not involving cash:		
Amortization	6,868,884	6,655,816
Gain on disposal of tangible capital assets	(20,036)	(82,550)
Developers' contributions of tangible capital assets	(1,112,786)	(9,826,904)
Changes in non-cash operating items:		
Accounts receivable	(61,995)	73,530
Prepaid expenses	(145,459)	(161,666)
Inventories of supplies	(7,857)	(65,490)
Accounts payable and accrued liabilities *	(7,657,185)	740,226
Post-employment benefits	60,543	63,049
Refundable performance deposits	(118,014)	38,964
Deferred revenue	966,844	(49,987)
Net cash provided by operating activities	22,311,808	16,075,202
Capital activities:		
Cash used to acquire tangible capital assets *	(5,088,851)	(6,087,429)
Proceeds on disposal of tangible capital assets	50,323	163,201
Net cash used in capital activities	(5,038,528)	(5,924,228)
Financing activities:		
Principal payments on debt	(773,432)	(748,996)
Principal payments on capital lease obligations	(37,490)	(33,478)
Net cash used in financing activities	(810,922)	(782,474)
Investing activities:		
Change in investments	(10,503,571)	(9,187,487)
Net cash used in investing activities	(10,503,571)	(9,187,487)
Net change in cash and cash equivalents	5,958,787	181,013
Cash and cash equivalents, beginning of year	131,823,185	131,642,172
Cash and cash equivalents, end of year	\$ 137,781,972	\$ 131,823,185
Non-cash transactions:		
Acquisition of tangible capital assets under capital lease	\$ 10,966	\$ -
Recognition of asset retirement obligation	473,800	-

* The denoted lines have been adjusted by \$2,645,000 in 2022 related to a tangible capital asset acquired through accounts payable and accrued liabilities.

See accompanying notes to financial statements.

The Corporation of the City of White Rock (the “City”) is incorporated under the Local Government Act of British Columbia. The City’s principal activities include the provision of local government services to residents, businesses and visitors of the incorporated area. These include legislative, operational and administrative support, protective services, infrastructure, transportation, engineering and municipal operations, parks, recreation and culture, solid waste, water system, drainage system, and sanitary sewer services.

1. Significant accounting policies:

The City follows Canadian Public Sector Accounting Standards as prescribed by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada, including the following significant policies:

(a) Basis of presentation:

These financial statements present the resources and operations including all accounts and funds of the City. All inter-fund transactions, assets and liabilities have been eliminated.

(b) Budget reporting:

The budget figures reported in the statement of operations and statement of changes in net financial assets represent the 2023 component of the White Rock Financial Plan (2023-2027) Bylaw 2458, 2023, Amendment No. 1, No. 2474 adopted by the City Council on July 10, 2023.

(c) Cash and cash equivalents:

Cash and cash equivalents include short-term highly liquid investments with maturity dates within three months of acquisition that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value.

(d) Revenue:

Revenue is recorded on an accrual basis and is recognized when it is earned and measurable. Revenue relating to future periods, including prepaid property taxes, government grants and certain facility upgrade contributions, are reported as deferred revenue and recognized as revenue when earned.

(e) Development cost charges (“DCCs”):

DCCs collected under the City’s Development Cost Charge Bylaw (“DCC Bylaw”), plus interest earned thereon, are recorded as deferred revenue. DCCs are recognized as revenue when related tangible capital assets are acquired.

(f) Deferred revenue:

Deferred revenues represent the receipt of funds for which the provision of services occurs in the future. These revenues may only be used in the conduct of certain services, in the completion of specific work, or for the purchase of tangible capital assets. These amounts will be recognized as revenues in the year in which the expenditures are incurred.

1. Significant accounting policies (continued):

(g) Refundable performance deposits:

Refundable performance deposits represent cash collected by the City as security against work performed by property developers. The security is returned to the property developer upon satisfactory completion of the work, or recognized into revenue if the work is not performed in accordance with applicable bylaws.

(h) Capital lease obligation:

Capital lease obligations are recorded at the present value of the minimum lease payments excluding executor costs e.g., insurance, maintenance costs etc. The discount rate used to determine the present value of the lease payments is the City's interest rate implicit in the lease.

(i) Expenses:

Expenses are recorded on an accrual basis and are recognized as they are incurred. This is upon the receipt of goods or services and/or the creation of a legal obligation. Interest expense on debt and capital lease obligations is accrued to the end of the reporting period.

(j) Government transfers:

Restricted transfers from governments are deferred and recognized as revenue as the related expenditures are incurred or the stipulations in the related agreements are met. Unrestricted transfers are recognized as revenue when received or if the amount to be received can be reasonably estimated and collection is reasonably assured.

(k) Debt:

Debt is recorded net of sinking fund credits and actuarial adjustments.

(l) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held-for-use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are initially recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Land improvements	5 to 100
Buildings and facilities	10 to 50
Machinery and equipment	4 to 25
Roads and sidewalks	10 to 50
Sanitary sewer infrastructure	10 to 80
Storm sewer infrastructure	5 to 80
Water system infrastructure	4 to 80

1. Significant accounting policies (continued):

(l) Non-financial assets (continued):

(i) Tangible capital assets (continued):

Leasehold improvements are amortized using the lesser of the remaining term of the lease, including all renewal terms, or the life of the asset.

Annual amortization is charged commencing when the asset is available for use. Assets under construction are not amortized until the asset is put into productive use.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue.

(iii) Works of art and cultural and historic assets:

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

(iv) Interest capitalization:

The City does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

(v) Leased tangible capital assets:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vi) Inventories of supplies:

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

(m) Employee future benefits:

(i) The City and its employees make contributions to the Municipal Pension Plan. The Municipal Pension Plan is a multi-employer defined benefit pension plan. The City's contributions are expensed as incurred.

(ii) Sick leave and post-employment benefits accrue to certain City's employees. The liability relating to these benefits is actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefit plans are accrued based on projected benefits prorated as employees render services necessary to earn the future benefits.

1. Significant accounting policies (continued):

(n) Asset retirement obligation:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- (i) There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- (ii) The past transaction or event giving rise to the liability has occurred;
- (iii) It is expected that future economic benefits will be given up; and
- (iv) A reasonable estimate of the amount can be made.

The liability is based on requirements in existing agreements, contracts, legislation or legally enforceable obligations, and technology expected to be used in asset retirement activities.

The liability is at the best estimate of the costs directly attributable to asset retirement activities. Costs will include post-retirement operation, maintenance and monitoring that are an integral part of the retirement of the tangible capital asset. Directly attributable costs will include, but are not limited to, payroll and benefits, equipment and facilities, materials, legal and other professional fees, and overhead costs directly attributable to the asset retirement activity.

Upon initial recognition of a liability for an asset retirement obligation, the City will recognize an asset retirement cost by increasing the carrying amount of the related tangible capital asset (or a component thereof) by the same amount as the liability if the asset is recognized and in productive use.

Where the obligation relates to an asset which is no longer in service, and not providing economic benefit, or to an item not recorded by the City as an asset, the obligation is expensed upon recognition.

This liability is subsequently reviewed at each financial reporting date and adjusted for any revisions to the timing or amount required to settle the obligation. The changes in the liability for the passage of time are recorded as accretion expense in the statement of operations and all other changes are adjusted to the tangible capital asset. The cost is amortized over the useful life of the tangible capital asset (note 1(l)(i)).

Recoveries related to asset retirement obligations are recognized when the recovery can be appropriately measured, a reasonable estimate of the amount can be made and it is expected that future economic benefits will be obtained. A recovery is recognized on a gross basis from the asset retirement obligations liability.

(o) Use of accounting estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of these financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Areas requiring the use of management estimates relate to the determination of the value of contributed assets, useful lives of tangible capital assets for amortization, asset retirement obligation, collectability of receivables, accrued sick and other post-employment benefits, and provision for contingencies. Adjustments, if any, will be reflected in the financial statements in the period of settlement or change in the amount of the estimate.

1. Significant accounting policies (continued):

(p) Segment disclosures:

A segment is defined as a distinguishable activity or group of activities of government for which it is appropriate to separately report financial information. The City has provided definitions of segments used by the City, as well as presented financial information in segmented format (note 23).

(q) Contaminated sites:

Contaminated sites are a result of contamination being introduced into air, soil, water, or sediment of a chemical, organic or radioactive material, or a live organism that exceeds an environmental standard. Liabilities are recorded net of any expected recoveries.

A liability for remediation of contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standards;
- (iii) The City is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(r) Financial instruments:

Financial instruments include cash and cash equivalent, investments, accounts receivable, accounts payable and accrued liabilities and debt.

Financial instruments are recorded at fair value on initial recognition. Equity instruments quoted in an active market and derivatives are subsequently measured at fair value as at the reporting date. All other financial instruments are subsequently recorded at cost or amortized cost unless management elects to carry the financial instrument at fair value. The City has not elected to carry any other financial instruments at fair value.

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses. They are recorded in the statement of operations when they are realized. There are no unrealized changes in fair value as at December 31, 2023. As a result, the City does not have a statement of remeasurement gains and losses.

Transaction costs incurred on the acquisition of financial instruments subsequently measured at fair value are expensed as incurred. Transaction costs incurred on the acquisition of financial instruments recorded at cost are included in the cost.

1. Significant accounting policies (continued):

(r) Financial instruments (continued):

Sales and purchases of investments are recorded on the trade date.

Accounts receivables, investments, accounts payable and accrued liabilities, and debt are measured at amortized cost using the effective interest rate method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations.

2. Adoption of new accounting standards:

(a) PS 3280 Asset Retirement Obligations:

On January 1, 2023, the City adopted Canadian Public Sector Accounting Standard PS 3280 Asset Retirement Obligations ("PS 3280"). The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The standard was adopted on the prospective basis.

(b) PS 3450 Financial Instruments and related standards:

On January 1, 2023, the City adopted Canadian Public Sector Accounting Standard PS 3450 Financial Instruments, PS 2601 Foreign Currency Translation, PS 1201 Financial Statement Presentation and PS 3041 Portfolio Investments. The standards were adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions.

Under PS 3450 Financial Instruments, all financial instruments are included on the statement of financial position and are measured at either fair value or amortized cost based on the characteristics of the instrument and the City's accounting policy choices (note 1(r)).

The adoption of these standards did not have any impact on the amounts presented in these financial statements.

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

3. Cash and cash equivalents, and investments:

	2023	2022
Cash balances	\$ 133,229,588	\$ 127,489,899
Cash equivalents:		
Municipal Finance Authority Money Market Fund	4,552,384	4,333,286
Total Cash and cash equivalents (a) (b)	137,781,972	131,823,185
Investments consist of term deposits maturing within 1 year of inception	33,547,054	23,043,483
Total Cash and cash equivalents and investments	\$ 171,329,026	\$ 154,866,668

As at December 31, 2023, cash equivalents and investments including the Municipal Finance Authority Money Market Fund, have annual yields that range from 5.07% to 6.12% (2022 – 1.94% to 5.00%).

(a) Included in cash and cash equivalents is an amount of \$17,806,995 (2022 - \$16,923,557) that can only be used for the acquisition of tangible capital assets as provided for by the DCC Bylaw (note 10(a)).

(b) Included in cash and cash equivalents is an amount of \$13,334,889 (2022 - \$13,452,903) which consists of refundable performance deposits.

4. Accounts receivable:

	2023	2022
Property taxes	\$ 1,889,314	\$ 1,519,146
Water user fees	1,665,700	1,586,713
Government grants	188,055	-
Loan receivable	9,079	25,979
Other (note 9)	2,215,502	2,773,817
	\$ 5,967,650	\$ 5,905,655

5. Accounts payable and accrued liabilities:

	2023	2022
Trade accounts payable and other	\$ 4,054,630	\$ 10,160,896
Due to governments and agencies	2,483,306	4,769,713
Other payroll liabilities	2,253,409	1,517,921
	\$ 8,791,345	\$ 16,448,530

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

6. Post-employment benefits:

The City provides certain post-employment and sick leave benefits to certain of its employees. These benefits include accumulated non-vested sick leave, post-employment gratuity and time-in-lieu benefits, and certain vacation benefits. The accrued benefit obligation and the net periodic benefit cost were estimated as at December 31, 2023 by an actuarial valuation.

	2023	2022
Accrued benefit obligation:		
Balance, beginning of year	\$ 1,393,409	\$ 1,869,625
Current service cost	111,022	154,941
Interest cost	62,090	48,650
Benefits paid	(93,113)	(163,981)
Actuarial gain	(63,997)	(515,826)
Balance, end of year	\$ 1,409,411	\$ 1,393,409

	2023	2022
Accrued benefit obligation, end of year	\$ 1,409,411	\$ 1,393,409
Unamortized net actuarial gain	414,431	369,890
Accrued benefit liability, end of year	\$ 1,823,842	\$ 1,763,299

Actuarial gains and losses are amortized over the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises. In 2023, the expected average remaining service period of the related employee group is 12 years (2022 - 12 years).

The significant actuarial assumptions used to determine the City's accrued benefit obligation are as follows:

	2023	2022
Discount rate	4.10%	4.40%
Expected future inflation rate	2.50%	2.50%
Expected wage and salary increases	2.50% to 5.90%	2.50% to 5.90%

7. Asset retirement obligation:

The City's asset retirement obligation consists of several obligations as follows.

	2023
Initial recognition on January 1, 2023:	
Asbestos removal (a)	\$ 368,800
Well decommissioning (b)	105,000
Balance, end of year	\$ 473,800

(a) Asbestos removal:

The City owns and operates buildings that are known to have asbestos. The obligation to remove asbestos is outlined under the Canada Occupational Health and Safety Regulations, specifically sections 10.26.1, 10.26.2, 10.26.4, 10.26.6, 10.26.8, and 10.26.11 and WorkSafe BC OHS regulations, Part 20: Demolition and Part 6: Asbestos. These regulations govern the requirements for asbestos removal, decontamination, and disposal. These regulations ensure that employees are protected from inhaling or encountering asbestos fibers. Following adoption of PS3280, the City recognized an obligation relating to the removal and post-removal care of the asbestos in these buildings as estimated at January 1, 2023. The buildings were originally purchased in 1963 and 1967 and are fully amortized but are expected to remain in use for an additional 7 and 12 years respectively. The expected cost of remediation was estimated at January 1, 2023, and will be amortized over the same period.

(b) Well decommissioning:

If a well is deemed to be no longer in service, the well owner must ensure that the well is decommissioned. This obligation is outlined under the Water Sustainability Act, Groundwater Protection Regulation sections 56.1, 56.2, 56.3, 56.4, 56.5 and 56.6. Under this regulation an owner of a well which is not in service must ensure that the well is deactivated or decommissioned as soon as practicable. The process of decommissioning a well involves completely filling in the well by a qualified professional. Following adoption of PS3280, the City recognized an obligation relating to the cost of decommissioning each of the seven wells as estimated as of January 1, 2023. The wells have not been fully amortized, and the asset retirement obligation will be amortized over the remaining useful life of each well, which is between 21.5 to 34.6 years.

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

8. Capital lease obligations:

The City has financed certain equipment by entering into four capital leasing arrangements. Two of the arrangements expire on June 30, 2025, the third arrangement expires on June 30, 2026, and the fourth arrangement expires on June 30, 2027. The leases are repayable in monthly blended installments of \$3,347 including principal and interest until June 30, 2025. The amount of interest incurred on the leases in the current year was \$2,673 (2022 - \$3,419). Minimum lease payments due under the capital leases are:

Year ending December 31:

2024	\$	40,164
2025		24,481
2026		7,165
2027		2,767
Minimum capital lease payments		74,577
Less amounts representing interest (2.24% to 2.85%)		2,399
		\$ 72,178

9. Debt:

The City issues debt instruments through the Municipal Finance Authority (“MFA”) to finance certain capital acquisitions. Sinking fund credits and actuarial adjustments are netted against related long-term debts. Details are as follows:

Bylaw number	Purpose	Maturity date	Interest rate	Refinancing year *	Authorized amount	Sinking fund credits		2023	2022
1667	Sanitary Sewers-Local Improvement	2023	5.95%	n/a	\$ 224,580	\$ 224,580	\$ -	\$ 17,163	
2098	Water Utility Acquisition Advance Payment	2046	2.60%	2026	14,250,000	2,147,440	12,102,560	12,441,886	
2163	Water System Infrastructure Construction	2027	2.80%	n/a	440,000	248,266	191,734	236,228	
2163	Water System Infrastructure Construction	2047	2.80%	2027	5,779,000	785,719	4,993,281	5,134,098	
2178	Water System Infrastructure Construction	2027	3.15%	n/a	1,662,000	937,771	724,229	892,297	
2178	Water System Infrastructure Construction	2047	3.15%	2027	400,000	54,385	345,615	355,362	
2179	Water Treatment Facilities Construction	2048	3.15%	2028	2,274,850	253,860	2,020,990	2,074,807	
\$ 25,030,430						\$ 4,652,021	\$ 20,378,409	\$ 21,151,841	

* During the refinancing year, the City will have the option to retire part or all of the debt early or refinance the borrowing at a new interest rate.

Total interest on the debt for the year ended December 31, 2023 was \$686,899 (2022 - \$694,606).

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

9. Debt (continued):

As a condition of these borrowings, a portion of the debt proceeds is withheld by the MFA in a debt reserve fund. If at any time the City does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. Amounts withheld for this purpose are as follows:

Bylaw number	Purpose	Debt reserve fund
2098	Water Utility Acquisition Advance Payment	\$ 142,500
2163	Water System Infrastructure Construction	62,190
2178	Water System Infrastructure Construction	20,620
2179	Water Treatment Facilities Construction	22,749
		\$ 248,059

These cash deposits are included as part of other accounts receivable in the statement of financial position (note 4).

Principal payments and estimated actuarial adjustments anticipated on the outstanding debt over the following five years and thereafter assuming are as follows:

2024	\$ 780,652
2025	805,830
2026	831,820
2027	858,656
2028	639,945
Thereafter	16,461,506
\$ 20,378,409	

10. Deferred revenue:

	2023	2022
Property taxes	\$ 3,558,066	\$ 3,440,013
Contributions for future capital works	4,172,970	3,884,980
Development cost charges (a)	17,806,995	16,923,557
Utility service connections	1,172,500	1,521,600
Deferred revenue - facility upgrades (note 13)	299,196	342,171
Deferred revenue - building permits	1,080,460	1,461,680
Other	2,732,187	2,281,529
\$ 30,822,374		\$ 29,855,530

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

10. Deferred revenue (continued):

(a) Development cost charges:

	Highways	Drainage	Parkland	Sanitary	Water	2023	2022
Balance, beginning of year	\$ 3,936,875	\$ 3,421,184	\$ 7,100,435	\$ 981,861	\$ 1,483,202	\$ 16,923,557	\$ 16,490,205
Add:							
Amounts received	14,289	34,411	35,401	5,087	7,285	96,473	38,590
Investment income	200,374	175,132	362,035	50,032	75,295	862,868	414,377
Deduct:							
Acquisition of tangible capital assets	29,812	16,092	1,624	10,941	17,434	75,903	19,615
Balance, end of year	\$ 4,121,726	\$ 3,614,635	\$ 7,496,247	\$ 1,026,039	\$ 1,548,348	\$ 17,806,995	\$ 16,923,557

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

11. Tangible capital assets:

	Land improvements	Land	Buildings and facilities	Machinery and equipment	Roads and sidewalks	Sanitary sewer infrastructure	Storm sewer infrastructure	Water system infrastructure	Assets under construction	Total
Cost:										
Balance, beginning of year	\$ 28,280,365	\$ 29,373,270	\$ 43,170,070	\$ 16,510,450	\$ 48,613,707	\$ 21,957,944	\$ 24,626,425	\$ 38,782,732	\$ 3,634,037	\$ 254,949,000
Additions	(705,000)	592,602	658,903	995,169	1,131,115	592,350	114,879	691,026	2,615,359	6,686,403
Transfers	-	105,704	1,176,377	31,857	26,253	-	129,827	121,808	(1,591,826)	-
Disposals	-	-	(65,755)	(455,948)	(129,145)	(8,064)	(15,644)	(11,485)	-	(686,041)
Balance, end of year	\$ 27,575,365	\$ 30,071,576	\$ 44,939,595	\$ 17,081,528	\$ 49,641,930	\$ 22,542,230	\$ 24,855,487	\$ 39,584,081	\$ 4,657,570	\$ 260,949,362
Accumulated amortization:										
Balance, beginning of year	\$ -	\$ 9,967,452	\$ 19,849,360	\$ 8,022,024	\$ 24,075,977	\$ 8,105,397	\$ 10,414,274	\$ 5,569,505	\$ -	\$ 86,003,989
Amortization expense	-	1,343,525	1,400,921	1,218,159	1,142,129	334,750	317,250	1,112,150	-	6,868,884
Disposals	-	-	(56,585)	(449,675)	(123,907)	(8,064)	(8,734)	(8,789)	-	(655,754)
Balance, end of year	\$ -	\$ 11,310,977	\$ 21,193,696	\$ 8,790,508	\$ 25,084,199	\$ 8,432,063	\$ 10,722,790	\$ 6,672,866	\$ -	\$ 92,217,119
Net book value, end of year	\$ 27,575,365	\$ 18,760,599	\$ 23,745,899	\$ 8,291,020	\$ 24,547,731	\$ 14,110,147	\$ 14,132,697	\$ 32,911,215	\$ 4,657,570	\$ 168,732,243
Net book value, beginning of year	\$ 28,280,365	\$ 19,405,818	\$ 23,320,710	\$ 8,488,426	\$ 24,537,730	\$ 13,852,547	\$ 14,212,151	\$ 33,213,227	\$ 3,634,037	\$ 168,945,011

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

11. Tangible capital assets (continued):

(a) Assets under construction:

Assets under construction have not been amortized. Amortization of these assets will commence when the asset is put into productive use.

(b) Contributed tangible capital assets:

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The value of developers' contributions of tangible capital assets received during the year ended December 31 was comprised of:

	2023	2022
Land improvements	\$ -	\$ 8,325,000
Roads and sidewalks	25,300	931,428
Sanitary sewers	592,350	-
Storm sewers	70,286	363,119
Water system	424,850	207,357
Developers' contributions of tangible capital assets	\$ 1,112,786	\$ 9,826,904

(c) Tangible capital assets disclosed at nominal values:

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value.

(d) Works of art and historical treasures:

The City manages and controls various works of art and non-operational historical cultural assets including totem poles, sculptures and paintings located at City sites and public display areas. These assets are not reflected in the financial statements.

(e) Write-down of tangible capital assets:

There were no write-downs of a tangible capital assets during the year. The City disposed of assets as part of planned replacement capital projects in the year.

(f) Leased tangible capital assets:

The City has leased radio equipment for RCMP and Fire operations. Total cost of the leased assets is \$248,299. As at December 31, 2023, \$191,127 (2022 - \$155,067) of accumulated amortization has been recorded, with \$36,060 (2022 - \$32,927) of amortization related to the current fiscal year.

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

12. Accumulated surplus:

	Reserves established by bylaw (note 14(a))	Other reserves (note 14(b))	Other surplus funds	Investment in tangible capital assets (note 13)	Total
General Fund	\$ 33,407,822	\$ 37,580,507	\$ 8,458,526	\$ 104,246,778	\$ 183,693,633
Sanitary Sewer Fund	-	16,550,056	1,138,515	14,796,883	32,485,454
Drainage Fund	-	14,977,659	869,817	15,548,745	31,396,221
Water Fund	-	9,174,095	1,752,600	13,390,054	24,316,749
Total for 2023	\$ 33,407,822	\$ 78,282,317	\$ 12,219,458	\$ 147,982,460	\$ 271,892,057
Total for 2022	\$ 28,537,275	\$ 62,537,256	\$ 9,926,360	\$ 147,352,297	\$ 248,353,188

13. Investment in tangible capital assets:

	2023	2022
Tangible capital assets (note 11)	\$ 168,732,243	\$ 168,945,011
Deduct:		
Capital lease obligations (note 8)	(72,178)	(98,702)
Debt (note 9)	(20,378,409)	(21,151,841)
Deferred revenue - facility upgrades (note 10)	(299,196)	(342,171)
	\$ 147,982,460	\$ 147,352,297

14. Reserves:

(a) The following reserves were established, by bylaw, in accordance with BC municipal legislation:

	2023	2022
General Fund:		
Land sale reserve	\$ 736,671	\$ 458,094
Equipment replacement reserve	5,734,790	4,773,693
Capital works, machinery and equipment reserve	8,807,288	8,051,652
Local improvement reserve	36,584	34,817
Community amenity reserve	10,031,619	10,117,875
Affordable housing reserve	8,060,870	5,101,144
	\$ 33,407,822	\$ 28,537,275

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

14. Reserves (continued):

(b) The following additional reserve amounts are set aside for specific purposes:

	2023	2022
General Fund:		
Infrastructure reserve	\$ 8,336,563	\$ 6,489,705
Roadworks reserve	7,204,240	6,365,581
Secondary suite service fee reserve	2,271,825	1,882,318
Density bonus/amenity contribution reserve	176,029	183,029
Incomplete asset improvement projects	4,674,900	4,630,100
COVID-19 safe restart reserve	499,196	796,628
Growing community fund reserve	511,000	-
Community hub reserve	4,000,000	-
Pier preservation reserve	3,113,990	585,021
Community building fund reserve	1,130,953	978,634
<u>Other reserves</u>	<u>5,661,811</u>	<u>4,101,026</u>
	37,580,507	26,012,042
Sanitary Sewer Fund:		
Infrastructure reserve	15,300,856	14,332,771
Terry Road local improvement reserve	-	11,777
<u>Incomplete asset improvement projects</u>	<u>1,249,200</u>	<u>1,477,100</u>
	16,550,056	15,821,648
Drainage Fund:		
Infrastructure reserve	12,086,359	10,232,621
Operating reserve	25,000	25,000
<u>Incomplete asset improvement projects</u>	<u>2,866,300</u>	<u>2,856,900</u>
	14,977,659	13,114,521
Water Fund:		
Infrastructure reserve	7,647,334	6,389,077
Debt retirement reserve	43,661	34,868
<u>Operating reserve</u>	<u>1,483,100</u>	<u>1,165,100</u>
	9,174,095	7,589,045
	<u>\$ 78,282,317</u>	<u>\$ 62,537,256</u>

15. Commitments and contingencies:

(a) Borrowing liability:

The City has a contingent liability with respect to debentures of the Metro Vancouver Sewerage and Drainage District and the Metro Vancouver Regional District, to the extent provided for in their respective Enabling Acts, Acts of Incorporation and Amending Acts. Management does not consider payment under this contingency to be likely and therefore no amounts have been accrued.

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

15. Commitments and contingencies (continued):

(b) Third party claims:

There are various lawsuits and claims pending by and against the City. The outcome of these claims is undeterminable, and it is the opinion of management that final determination of these claims will not materially affect the financial statements of the City.

(c) Lease commitments:

The City entered into a 5-year agreement, initially ended July 31, 2008, to lease certain parcels of real property from The Burlington Northern and Santa Fe Railway Company. Under the terms of this agreement, the City is committed to annual rent payments as well as the costs of all taxes, utilities, insurance, repairs and maintenance of the leased premises. This is accounted for as an operating lease. This agreement provides for renewal options consisting of 5 additional 5-year terms. In April 2023, the City exercised its third option to renew this lease for the 5-year term ending July 31, 2028. During this period, the City is committed to annual base rent payments of \$500,000.

The City has also entered into various leases for office and other operating equipment.

Total annual commitments for the next five years, net of applicable taxes are approximately as follows:

2024	\$ 526,091
2025	520,638
2026	511,848
2027	501,964
2028	520,833
Thereafter	2,520,833
	\$ 5,102,207

(d) Agreements and contractual commitments:

In addition to the leases described in note 15(c), the City has entered into various agreements and contracts for services and construction with periods ranging from one to 5-years, including the following:

	Total contractual commitment	Total contractual commitment remaining at year end
Marine Drive & Nichol Road Intersection Improvements	\$ 480,291	\$ 480,291
RCMP Exterior Improvements	477,051	477,051
2023 Open Cut Storm & Sanitary Program	605,964	102,965
2023 Trenchless Storm & Sanitary Program	1,760,079	1,455,894
Centennial Park North Wall & Sidewalk Replacement	715,144	58,035
Janitorial Services	1,232,582	1,086,296
Daytime Warming Shelter and Associated Services	330,750	218,359

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

15. Commitments and contingencies (continued):

(d) Agreements and contractual commitments (continued):

The City records the capital costs incurred to the end of the year on incomplete projects as tangible capital assets under construction. The City’s 5-year financial plan is amended as necessary to reflect the carryover of the required expenditure budgets and the financing of these obligations to the following year.

(e) Debt agreement with the MFA:

The City issues debt instruments through the MFA. As a condition of these borrowings the City is required to execute demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the MFA. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA’s obligations in respect to such borrowing, the resulting deficiency becomes the joint and several liability of the City and all other participants to the agreement through the MFA. The City is similarly liable on a contingent basis for the debt of other municipalities secured through the MFA. Details of the contingent demand notes are as follows:

Bylaw number	Purpose	2023	2022
1667	Sanitary Sewers - Local Improvement	\$ -	\$ 7,364
2098	Water Utility Acquisition Advance Payment	180,771	180,771
2163	Water System Infrastructure Construction	104,802	104,802
2178	Water System Infrastructure Construction	88,549	88,549
2179	Water Treatment Facilities Construction	36,988	36,988
		\$ 411,110	\$ 418,474

These contingent demand loans are not recorded in the City’s financial statements as they are not likely to be paid.

(f) E-Comm Emergency Communications for British Columbia Incorporated:

The City is a shareholder of E-Comm Emergency Communications for British Columbia Incorporated (“E-Comm”). The City receives services for the regional 9-1-1 call centre for Metro Vancouver Regional District and the Wide Area Radio network from E-Comm. The City has two Class A shares (of a total 37 Class A and 18 Class B shares issued and outstanding as at December 31, 2023).

As a Class A shareholder, the City is committed to paying levies for services received under a cost-sharing formula to fund operating and capital costs of the E-Comm operations. In addition, the City is contingently liable to cover its proportionate share of such costs should any member be unable to fulfill its funding obligations. Annual levy amounts fluctuate based on various factors under the cost sharing formula.

15. Commitments and contingencies (continued):

(g) Municipal Insurance Association of British Columbia (the "Association"):

The City is a participant in the Association. Should the Association pay out claims in excess of premiums received, it is possible that the City, along with the other participants, would be required to contribute towards the deficit. Management does not consider payment under this contingency to be likely and therefore no amounts have been accrued.

16. Pension plan:

The City and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As of December 31, 2023, the Plan has about 240,000 active members and approximately 124,000 retired members. Active members include approximately 43,000 contributors from local government and 160 contributors from the City.

Every 3-years, an actuarial valuation is performed to assess the financial position of the Plan and adequacy of Plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the Plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the Plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation as at December 31, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be at December 31, 2024.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The City paid \$1,344,000 (2022 - \$1,211,000) for employer contributions to the Plan in fiscal 2023.

17. Collections for other governments:

The City collects certain taxation revenue on behalf of other government bodies. These funds are excluded from the City's financial statements as they are not revenue of the City. Such taxes collected and remitted to other government bodies during the year are as follows:

	2023	2022
Province of British Columbia - school tax	\$ 15,624,349	\$ 14,117,386
South Coast BC Transportation Authority - TransLink tax	3,252,362	2,977,052
Other regional bodies	1,258,524	1,142,627
	\$ 20,135,235	\$ 18,237,065

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

18. Sales of services and other revenue:

	2023	2022
Parking	\$ 4,493,043	\$ 3,590,628
Parks, recreation and cultural services	1,808,930	1,343,450
Licences and permits	2,241,531	2,425,419
Solid waste services	1,666,217	1,670,118
Utility service connection fees	549,549	333,215
Interest and penalties	7,949,224	3,286,446
Contributions toward tangible capital asset improvements	231,374	84,307
Other	2,046,931	1,903,964
	\$ 20,986,799	\$ 14,637,547

19. Government grants:

Government grant revenue is comprised of the following government transfers:

	2023	2022
Federal	\$ 147,800	\$ 153,571
Provincial	6,342,379	621,745
	\$ 6,490,179	\$ 775,316

20. Contractual rights:

The City's contractual rights arise from rights to receive payments under lease, license, rental, grant and other agreements. The City has contractual rights to receive the following amounts in the next 5-years and thereafter:

2024	\$ 843,063
2025	136,248
2026	37,624
2027	30,984
2028	1,200
Thereafter	1,200
	\$ 1,050,319

The City is entitled to receive revenue from certain other grants and agreements which is difficult to quantify. The contractual rights from these agreements have not been included in the amounts noted above.

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
Year ended December 31, 2023

21. Budget figures:

The original budget, Bylaw 2458, was approved by Council on May 1, 2023. The amended budget figures included in these financial statements were approved by Council through the adoption of an amended annual bylaw, Bylaw 2474, on July 10, 2023 and reflect more current estimates on revenues and expenditures.

	Original budget	Amended budget	Change
Revenues per budget	\$ 69,356,200	\$ 80,944,000	\$ 11,587,800
Less: Internal reclassifications	(416,900)	(416,900)	-
	68,939,300	80,527,100	11,587,800
Expenses per budget	44,787,800	46,274,300	1,486,500
Add:			
Amortization	-	7,652,000	7,652,000
Asset operating expenses	1,206,000	3,592,500	2,386,500
Less:			
Internal reclassifications	(737,500)	(737,500)	-
	45,256,300	56,781,300	11,525,000
Annual surplus per statement of operations	23,683,000	23,745,800	62,800
Add:			
Amortization	-	7,652,000	7,652,000
Transfers from reserves	26,791,000	49,255,700	22,464,700
Less:			
Capital expenditures (net of asset operating expenses)	(26,116,000)	(56,295,500)	(30,179,500)
Debt principal repayments	(807,800)	(807,800)	-
Transfers to reserves	(23,229,600)	(23,229,600)	-
Internal adjustments	(320,600)	(320,600)	-
Approved budget	\$ -	\$ -	\$ -

22. Financial risk management:

The City has exposure to certain risks from its financial instruments:

(a) Credit risk:

Credit risk is the risk of economic loss should the counterparty to a transaction default or otherwise fail to meet its obligation. The City is exposed to credit risk through its cash and cash equivalent and accounts receivables. The maximum exposure to credit risk on these instruments is their carrying value.

Credit risk associated with cash and cash equivalent is minimized by ensuring that these assets are held at financial institutions with a high credit quality. The City has deposited cash with a reputable financial institution, from which management believes the risk of loss to be remote.

22. Financial risk management (continued):

(a) Credit risk (continued):

The City assess, on a continuous basis, accounts receivables and provides for any amounts that are not collectible.

(b) Market risk:

Market risk is the risk that changes in market prices will affect the City's value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing return on investments. Market risk comprises interest rate risk, currency risk, and other price risk.

Interest rate risk relates to the risk that changes in interest rates will affect the fair value or future cash flows of financial instruments held by the City. The City exposed to interest rate risk related to its investments.

The City has no significant exposure to currency risk or other price risk.

(c) Liquidity risk:

Liquidity risk is the risk that the City will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The City manages its liquidity risk by monitoring its operating and capital requirements. The City prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations.

There has been no significant change to the risk exposure from 2022.

23. Segmented information:

The City is a diversified municipal government institution that provides a wide range of services to its citizens, visitors and many others. In compliance with PS2700, Segment Disclosures, certain financial information is required to be reported for major activities involving these services. Each of these major activities is comprised of various City departments and/or divisions as noted below.

General Government - Mayor and Council, Chief Administrative Officer, Corporate Administration, Communications, Financial Services, Human Resources, Planning and Development, and Information Services. These departments are responsible for many legislative, operational and administrative support services including but not limited to City Council, bylaw and procedural matters, levying and collecting property taxes, hiring City staff, supporting the City's information technology infrastructure, preparing land use plans and approving new development in the City.

Protection Services - Police, Fire, Building and Bylaw Enforcement (non-parking related). These departments are responsible for ensuring public safety and security, preventing crimes as well as enforcing various laws.

23. Segmented information (continued):

Transportation, Engineering and Municipal Operations - Public Works, Engineering and Parking. These areas are responsible for providing and maintaining the systems that enable the community to use transportation facilities such as roads, sidewalks and parking lots. This category also includes management and administrative services of the City's engineering and municipal operations department.

Parks, Recreation and Cultural Services - These areas are responsible for providing, facilitating the development of, and maintaining high quality parks, recreation facilities and cultural services such as the public library.

Solid Waste Services - These services include the City's garbage collection, green waste collection and recycling programs.

Sanitary Sewer System - These services include the provision and maintenance of all systems related to the distribution and disposal of sanitary sewage.

Drainage System - These services include the provision and maintenance of all systems involving the distribution of storm water run-off in the City.

Water System - These services include the provision and treatment of water supply, as well as the provision and maintenance of all other systems involving the distribution of water.

The Corporation of the City of White Rock
Notes to Financial Statements (continued)
 Year ended December 31, 2023

23. Segmented information (continued):

	General Government	Protection Services	Transportation, Engineering and Operations Services	Parks, Recreation and Cultural Services	Solid Waste Services	Sanitary Sewer System	Drainage System	Water System	Reclassifications	2023	2022
Revenue:											
Property taxes:											
General purposes	\$ 29,208,048	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,208,048	\$ 26,781,615
Regional library levy	-	-	-	1,042,070	-	-	-	-	-	1,042,070	1,015,222
Business improvement levy	353,894	-	-	-	-	-	-	-	-	353,894	374,905
	29,561,942	-	-	1,042,070	-	-	-	-	-	30,604,012	28,171,742
Receipts in lieu of taxes	27,633	-	-	-	-	-	-	-	-	27,633	23,851
Development cost charges	-	-	31,436	-	-	10,941	16,092	17,434	-	75,903	19,615
Sanitary sewer fees and parcel tax	-	-	-	-	-	3,974,861	-	-	(29,492)	3,945,369	3,716,945
Drainage user fees	-	-	-	-	-	-	3,043,875	-	-	3,043,875	2,902,625
Water user fees	-	-	-	-	-	-	-	6,587,144	(212,654)	6,374,490	5,774,013
Sales of services and other revenue:											
Parking	-	-	4,493,043	-	-	-	-	-	-	4,493,043	3,590,628
Parks, recreation, and cultural services	-	-	-	1,808,930	-	-	-	-	-	1,808,930	1,343,450
Licenses and permits	36,786	2,204,745	-	-	-	-	-	-	-	2,241,531	2,425,419
Solid waste services	-	-	-	-	1,666,217	-	-	-	-	1,666,217	1,670,118
Utility service connection fees	-	-	-	-	-	182,100	164,895	202,554	-	549,549	333,215
Interest and penalties	7,759,724	-	-	-	-	100,671	40,000	48,829	-	7,949,224	3,286,446
Contributions toward tangible capital asset improvements	-	-	57,320	174,054	-	-	-	-	-	231,374	84,307
Other	3,445,150	284,945	606,945	42,975	52,891	21,369	-	213,908	(2,621,252)	2,046,931	1,903,984
Government grants	6,176,581	268,797	-	44,801	-	-	-	-	-	6,490,179	775,316
Developers' contributions of tangible capital assets	-	-	-	25,300	-	592,350	70,286	424,850	-	1,112,786	9,826,904
Expenses:	47,007,816	2,758,487	5,188,744	3,138,130	1,719,108	4,882,292	3,335,148	7,494,719	(2,863,398)	72,661,046	65,848,558
Salaries, wages and benefits	4,985,616	6,982,480	3,153,868	3,204,129	698,014	391,002	388,169	1,438,048	(1,372,292)	19,869,034	18,768,874
Contracted services	2,100,498	6,355,189	2,003,356	4,130,665	629,517	2,424,575	286,296	1,030,697	(770,074)	18,190,719	17,486,846
Supplies and other	1,056,130	310,127	845,542	1,128,649	217,989	116,321	118,359	431,883	(721,032)	3,503,968	3,548,783
Amortization	310,189	376,044	1,867,335	2,334,779	196,769	334,751	317,249	1,131,768	-	6,868,884	6,655,816
Interest	2,673	-	-	-	-	5,656	-	681,243	-	689,572	698,025
Annual surplus (deficit)	\$ 38,562,710	\$ (11,265,353)	\$ (2,681,357)	\$ (7,660,092)	\$ (23,181)	\$ 1,609,987	\$ 2,225,075	\$ 2,781,080	\$ -	\$ 23,538,869	\$ 18,690,214

The Corporation of the City of White Rock
Unedited Schedules
Year ended December 31, 2023

COVID-19 Safe Restart Grant:

The COVID-19 Safe Restart Grant was received November 2020 from the Province of British Columbia. A requirement of the COVID-19 Safe Restart Grant is to include a schedule to the financial statements presenting the amount of funding received, use of funds and year-end balance of unused funds. A schedule will continue to be reported annually until funds are fully drawn down.

	2023
COVID-19 Safe Restart Grant received	\$ 3,769,000
COVID-19 Safe Restart Grant funds used 2020	(1,182,612)
COVID-19 Safe Restart Grant funds used 2021	(1,443,772)
COVID-19 Safe Restart Grant funds used 2022	(345,988)
COVID-19 Safe Restart Grant funds used 2023:	
Increased expenses:	
IT hardware & software purchases from COVID-19	(297,432)
Year-end COVID-19 Safe Restart Grant funds available as at December 31, 2023	\$ 499,196

Growing Community Fund Grant:

The Province of British Columbia distributed conditional Growing Community Funds (“CGF”) grants to communities to help local governments build community infrastructure and amenities to meet the demands of population growth. The City received \$5,711,000 of CGF funding in March 2023. These funds have since been allocated to the reserve funds listed in the table below. A requirement of the CGF grant is to include a schedule to the financial statements presenting the amount of funding received, use of funds and year-end balance of unused funds. A schedule will continue to be reported annually until funds are fully drawn down.

	Growing Community Fund Reserve	Community Hub Reserve	Pier Reservation Reserve	Affordable Housing Reserve	2023
Balance, beginning of year	\$ -	\$ -	\$ -	\$ -	-
Amount received	5,711,000	-	-	-	5,711,000
Transfers between reserve funds	(5,200,000)	2,000,000	1,500,000	1,700,000	-
Balance, end of year	\$ 511,000	\$ 2,000,000	\$ 1,500,000	\$ 1,700,000	\$ 5,711,000



Statistical Information

(unaudited)

The Corporation of the City of White Rock
2023 Permissive Tax Exemptions (unaudited)
 Estimated Property Taxes

Roll #	Name	Municipal General Purposes	Fraser Valley Regional Library
001403.000	Church on Oxford Hill	\$3,554	\$128
002146.000	Faith Hope Love Church	1,295	47
002136.000	Parish of the Holy Trinity	3,327	120
003886.000	Roman Catholic Church	6,767	244
002995.000	Salvation Army	2,888	104
002876.000	St. John's Presbyterian Church	4,753	171
003743.000	United Church of Canada	-	-
003762.000	White Rock Community Church	1,031	37
003763.000	White Rock Community Church	1,584	57
001779.000	White Rock Life Church	1,590	57
001290.004	Peace Arch Curling Club	8,547	308
006331.000	Burlington Northern & Santa Fe (BNSF) Railway Company	12,847	463
001290.010	Peninsula Productions Society	666	24
005303.000	Options Community Services Society	3,544	128
002695.000	Peace Arch Hospital & Community Health Foundation	6,446	232
002696.000	Peace Arch Hospital & Community Health Foundation	6,757	244
002697.000	Peace Arch Hospital & Community Health Foundation	13,440	484
002699.000	Peace Arch Hospital & Community Health Foundation	6,586	237
002700.000	Peace Arch Hospital & Community Health Foundation	6,332	228
001789.000	Peace Arch Hospital Auxiliary Society	8,182	295
004103.000	Sources Community Resources Society	8,868	320
002603.000	White Rock Players' Club	27,331	985
001290.006	White Rock South Surrey Stroke Recovery Association	106	4
001290.005	White Rock/South Surrey Division of Family Practice Society	1,070	39
003718.000	White Rock Lawn Bowling Club	2,589	93
001110.002	White Rock Tennis Club	823	30
001110.001	Mann Park Bowling Club	1,464	53
003754.001	White Rock Business Improvement Association	844	30
		\$ 143,231	\$ 5,162

The Corporation of the City of White Rock
Comparative General Statistics(unaudited)
Year ended December 31, 2023

	2023	2022	2021	2020	2019
Population (2021 census)	21,939	21,939	21,939	19,952	19,952
Area in hectares:					
Land	543	543	543	543	543
Water	887	887	887	887	887
Kilometers of road:					
Paved	81.1	81.1	81.1	81.1	81.1
Gravelled	1.0	1.0	1.0	1.0	1.0
Building permits:					
Number	139	100	107	86	117
Value	\$ 53,315,103	\$ 69,616,265	\$ 157,038,181	\$ 63,873,325	\$ 189,964,981
Comparative debt statistics:					
Debenture and other debt	\$ 20,378,409	\$ 21,151,841	\$ 21,900,837	\$ 22,626,177	\$ 23,328,618
Debt per capita	\$ 929	\$ 964	\$ 998	\$ 1,134	\$ 1,169

Tax rates for municipal purposes, including General and Fraser Valley Regional Library Levies :

(stated in dollars per \$1,000 of assessed taxable value)

Residential	2.19131	2.26271	2.59078	2.56924	2.30048
Utility	13.42534	14.1822	16.01337	15.54245	14.47520
Light industry	3.4875	4.06202	4.45499	4.44687	0.00000
Business & other	3.46553	3.88544	4.45499	4.44687	5.29247
Recreational/nonprofit	1.1289	1.55918	1.75868	1.78352	1.83331

Tax rates for school purposes:

(stated in dollars per \$1,000 of assessed taxable value)

Residential	0.95500	0.99140	1.19450	1.22520	1.13640
Utility	12.57000	12.72000	12.86000	13.03000	13.20000
Light industry	3.33000	3.52000	3.86000	1.05610	0.00000
Business & other	3.33000	3.52000	3.86000	1.10700	3.70000
Recreational/nonprofit	1.99000	2.03000	2.33000	0.78440	2.30000

The Corporation of the City of White Rock
Comparative General Statistics(unaudited)
Year ended December 31, 2023

	2023	2022	2021	2020	2019
Comparative taxation statistics:					
Residential	\$ 44,975,374	\$ 40,959,907	\$ 38,223,592	\$ 36,120,610	\$ 34,496,448
Utility	367,041	345,740	329,356	327,574	327,537
Light industry	21,712	16,088	8,343	5,548	–
Business & other	4,734,075	4,432,563	4,346,816	3,131,755	4,380,340
Recreational/nonprofit	15,658	16,700	17,608	10,894	16,074
Utility levy in lieu of taxes	271,494	262,904	239,139	257,792	249,092
Business improvement area levy	353,894	374,905	318,952	336,779	356,190
Sanitary sewer parcel tax	–	–	–	–	–
Total current taxes including school and other government levies	50,739,248	46,408,807	43,483,806	40,190,952	39,825,681
Sanitary sewer user fees	3,945,369	3,711,739	3,651,647	3,557,769	3,439,110
Drainage user fees	3,043,875	2,902,625	2,775,458	2,658,487	2,531,498
Solid waste user fees	1,458,776	1,418,785	1,386,078	1,384,733	1,359,748
Water user fees	6,374,490	5,774,013	5,704,188	5,139,529	4,772,497
Secondary suite service fees	398,124	386,418	382,778	380,538	358,917
Other local service area fees	–	11,757	11,757	11,757	11,757
Total taxes and fees	\$ 65,959,882	\$ 60,614,144	\$ 57,395,712	\$ 53,323,765	\$ 52,299,208
Taxes and fees per capita	\$ 3,007	\$ 2,763	\$ 2,616	\$ 2,673	\$ 2,621

Assessment for general purposes (taxable value):

Land	\$ 10,723,281,184	\$ 9,280,203,604	\$ 7,443,573,967	\$ 7,153,758,133	\$ 7,738,096,213
Improvements	3,161,682,664	2,987,354,864	2,549,843,357	2,338,984,158	2,131,531,608
	13,884,963,848	\$ 12,267,558,468	9,993,417,324	9,492,742,291	9,869,627,821
Deduct					
Exempt land	363,036,059	327,092,940	256,364,176	265,235,767	272,417,339
Exempt improvements	185,687,348	168,159,007	111,851,926	90,117,502	86,467,302
	\$ 13,336,240,441	\$ 11,772,306,521	\$ 9,625,201,222	\$ 9,137,389,022	\$ 9,510,743,180
Assessment per capita	\$ 607,878	\$ 536,593	\$ 438,726	\$ 457,969	\$ 476,681
Assessment for school purposes	\$ 13,353,503,081	\$ 11,788,782,245	\$ 9,640,747,614	\$ 9,152,765,442	\$ 9,526,035,316

The Corporation of the City of White Rock
2023 Civic Grants-In-Aid (unaudited)
 Year ended December 31, 2023

The City of White Rock provided funding and support to the following organizations and events.

Arts and Cultural Development

Canadian Music Centre & Casse-Tete Society	\$ 2,500
Naked Stage Productions Society	250

Arts and Culture

Christmas on the Peninsula Society	1,500
Peninsula Arts Foundation	750
Peninsula Productions Society	2,000
Red Letter Films DBA Arts of Course	500
Semiahmoo Arts	500
White Rock City Orchestra	2,500
White Rock Pride Society	500
White Rock Social Justice Film Society	750

Athletes/Sports

Air Cadet League of Canada, 907 Squadron Sponsoring Committee	500
Mann Park Lawn Bowling Club	250
White Rock Lawn Bowling Club	250

Social

After Stroke B.C.	1,000
Avalon Recovery Society	500
CARP White Rock Surrey	1,000
Rotary Clubs in South Surrey and area	500
Sources Foundation	500
Together South Surrey White Rock	500
Volunteer Cancer Drivers Society (VCDS)	1,000
White Rock Elks Lodge No.431	1,000

Other

BC Pets and Friends	1,500
Earl Marriott High School Dry Grad Committee	750
Semiahmoo Peninsula Marine Rescue Society	1,500
Semiahmoo Secondary Dry Grad 2023	750

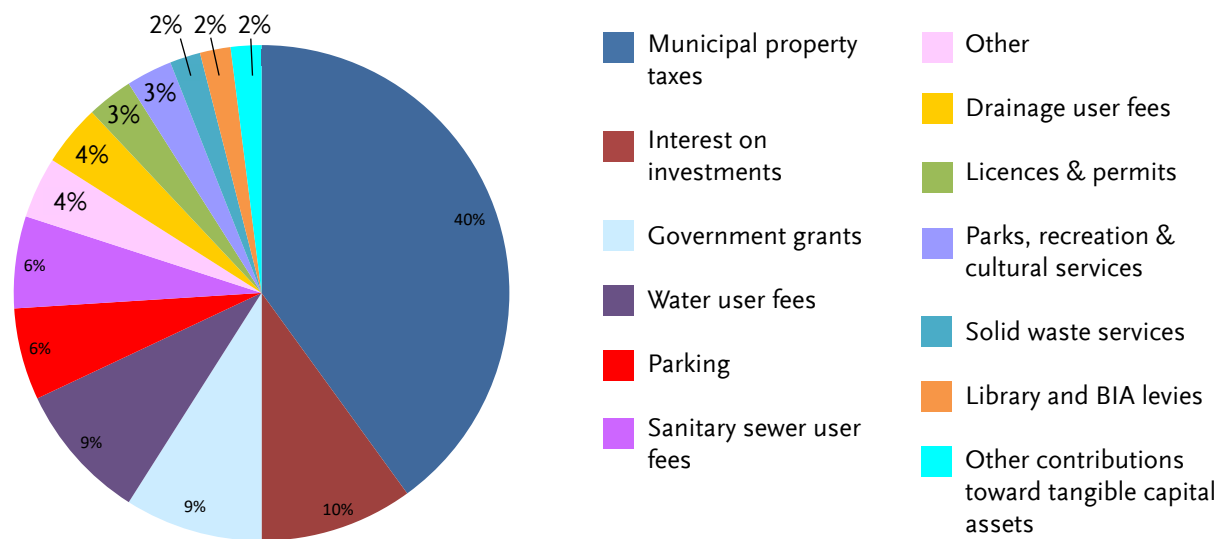
Total Grants-in-Aid Awarded: \$23,250

The Corporation of the City of White Rock
2023 Revenues and Expenses (unaudited)
 Year ended December 31, 2023

2023 Revenues (unaudited)

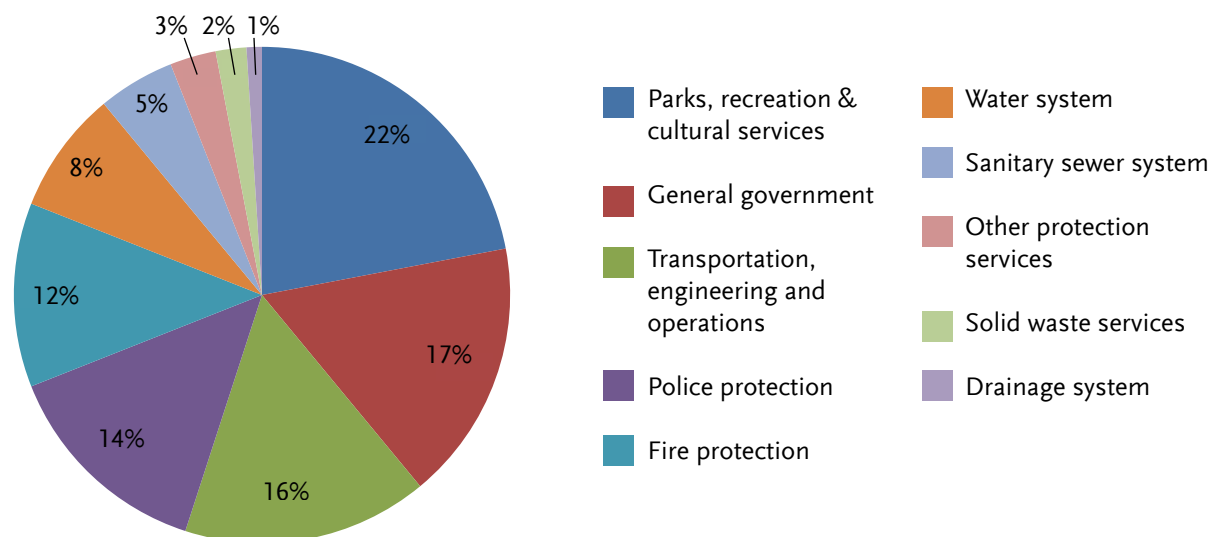
Long-term fiscal sustainability is an important goal for the City of White Rock. Working to achieve this goal requires solid, informed direction and decisions on financial issues, but also, on the provision of services and land use within the community.

On an annual basis, Council and staff work to prepare a five-year financial plan and engage the community for input on that plan. The City strives to set responsible budgets and meet the targets within those budgets. We continually aim to manage the delicate balance needed to provide the services demanded by the public with the ability and willingness to pay for those services, while also focusing on planning for the long-term impact on the community.



2023 Expenses (unaudited)

Wondering where your money goes when you pay your property taxes? From fire rescue to reserves for future upgrades and replacement of infrastructure, your money goes toward providing a variety of services and amenities for a livable community.





Appendix A

Council Strategic Priorities Report

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

2023-2026 COUNCIL STRATEGIC PRIORITIES PLAN


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



Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
Develop new Community Hub.	On Track	On Track	On Track	On Track	36%		Objective
Complete Facilities Master Plan.	On Track	On Track	On Track	On Track	100%	<p>NEW Facilities Master Plan approved by Council on September 25th. Staff will incorporate Master Plan identified infrastructure renewal in the Financial Five Year Plan. Building on the report are the next steps towards a Community Hub.</p> <p>NEW Report on September 25th Council agenda with recommendations about the facilities master plan and potential next steps towards a Community Hub.</p> <p>NEW Final draft of Facilities Master Plan received. Staff are planning to report to Council on September 11th. Plan for 27 facilities shows serious concerns at City Hall including accessibility, seismic resistance and space, all affecting safe, dependable service to the public. Kent Street Activity Centre, Waterworks, Yard and Evergreen Daycare facilities also have serious issues.</p> <p>NEW Plan is completed with minor edits to come from the consultant. Staff to report to Council in September. City Hall, Kent Street Activity Centre and the Waterworks Yard on Buena Vista are notably in poor conditions. Details to follow in the report.</p> <p>NEW Final draft review to be completed this week.</p>	Top Priority



Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Conduct community facility needs assessment.</p>					0%	<p>NEW The Director of Recreation is leading a needs assessment project for the Kent Street Activity Centre. Contract awarded to consultant.</p> <p>NEW At this time there is no budget for a community facilities needs assessment.</p>	Top Priority
<p>→ Develop a project plan to build a new Community Hub.</p>					7%	<p>NEW A report is coming to Council on February 12th asking to direct award Urban Systems with the Community Hub Financial Analysis options for the amount of \$72,360</p> <p>NEW Internal Community Hub Steering Committee is meeting for the first time next Wednesday November 29th.</p> <p>NEW Report with staff's recommendations issued for Regular Council meeting on November 6th.</p> <p>NEW Report with recommendations to move forward will be at the Council table on November 6th Regular Council meeting</p> <p>NEW Met with Consultants regarding the Facilities Master Plan and expanded scope to include the Community Hub - Discussed Components and Connections as well as possible locations. Dialog will present a draft of this included with the Facilities Master Plan in an upcoming Council meeting.</p>	Top Priority
<p>Encourage positive community gathering by designing and implementing inviting public spaces and beautification projects.</p>					28%		Objective

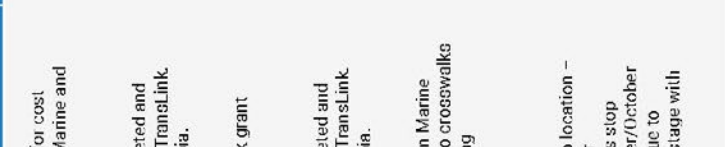
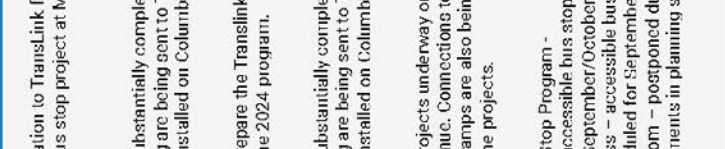
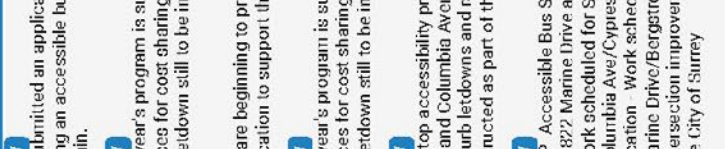

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Complete Helen Fathers Centre Street Walkway enhancement project.</p>					On Track	<p>NEW Staff are reviewing driveway designs in conjunction with a property owner removing encroachments. Still waiting for information on the Federal grant before reporting to Council on design options.</p> <p>NEW Still waiting to hear from the Active Transportation Fund (ATF) on a \$150K grant to augment Council approved funds of \$100K, before reporting to Council with options. Close meeting scheduled on September 11th to discuss legal issues.</p> <p>NEW Staff are scheduled to report to Council on September 11th with options for reduced scope project, including award of contract. Will also discuss legal matters regarding encroachments in Closed meeting.</p> <p>NEW Email update provided to Council. Work scheduled to start in late Fall</p> <p>NEW Consultant to revise the asphalt walkway design as per city's comments. Response to Active Transportation Fund (ATF) to confirm city's commitment of \$100,000 project fund. If ATF grant for \$150K is approved and Council approves asphalt walkway design using this funding, the project is scheduled to proceed with a late Fall start. Otherwise, the original \$100K project approved by Council will start late Fall or early Spring (subject to optimal planning time) and will only include plantings. Either way, Council will be apprised and approve before any work starts.</p>	Low Priority
<p>→ Conduct a needs assessment of Hogg Park to determine how to maximize its use.</p>					0%		High Priority
<p>→ Conduct the needs assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.</p>					10%	<p>NEW Will be conducted in 2024</p> <p>NEW Public Art and Culture Committee to provide advice in Fall 2023 to determine scope and timing</p> <p>NEW Public Art and Culture Advisory Committee selected and will hold their first meeting July 12</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Conduct the needs assessment to re-design Kent Street Activity Centre to benefit a growing 50+ population in partnership with the Kent Street Seniors Society.</p>					90%	<p>NEW Report Presented to Council April 29</p> <p>NEW Report being presented to Council in March/April 2024</p> <p>NEW Public Engagement Process has been occurring during November and December</p> <p>NEW Kickoff meeting with Kent Street occurred in October. Public engagement in November/December</p> <p>NEW RFP bids received and evaluated. Contract is to be awarded next week</p>	High Priority
<p>→ Develop and implement a Beautification & Placemaking Action Plan to optimize beauty and encourage community participation (e.g., murals, markets, mosaics in sidewalks, walkways, community gardens, art).</p>					25%	<p>NEW Public Art and Placemaking Committee working on several initiatives including placemaking opportunities on Johnston Rd, 5 corners, mural installations, new sign at Johnston and North Bluff, etc</p> <p>NEW Will be implemented into workplan for Public Art and Culture Advisory Committee</p> <p>NEW Public Art and Culture Committee to provide recommendations in Fall 2023</p> <p>NEW Public Art and Culture Advisory Committee selected and will hold their first meeting July 12</p> <p>NEW Terms of Reference Adopted by Council and recruitment for Committee members underway</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Redevelop southern area of Five Corners as an enhanced community gathering space starting with public consultation and conceptual design in 2023 including options for washrooms.</p>					10%	<p>NEW Project website is ready for launch at the end of May. Survey will be open until the end of June. Two open houses scheduled for June.</p> <p>NEW Public engagement material review is currently underway with full engagement expected to kick off in June. Engineering is seeking feedback on the idea of a public washroom, traffic safety improvements, active transportation and placemaking.</p> <p>Engagement materials will include a dedicated project website, public open house, social media campaign, WRBIA engagement, business engagement, school engagement and other events. Staff will update Council when engagement dates have been determined. All feedback will be compiled in a What We Heard Report and reported back to Council for direction on the detailed project design.</p> <p>NEW Public consultation for this project is now getting underway. We will reach out to the community for comments on the recently completed conceptual design - this will include a May 16th Open House at the Community Centre, a project website, BIA consultation and direct reach out to nearby businesses.</p> <p>We are actively seeking community input about the idea of a public washroom, traffic safety improvements, bike lanes and placemaking. Staff will then present the community input to Council for direction on the detailed project design.</p> <p>NEW Consultation tentatively schedule for late April to Mid May.</p> <p>NEW Council approved moving forward with residents and business stakeholders consultation based on 3 initial concepts outlined in the Council report. As per request, a 4th concept focusing strictly on the northern project area adjacent to Buena Vista will also be considered along with suggestions brought forward to consultation sessions. Although they are very expensive, public washrooms are being considered for the project.</p>	High Priority
<p>→ Research and recommend an appropriate model for creating a community foundation to support community development.</p> <p>Expand walking, cycling and transit opportunities.</p>					0%		High Priority Objective


Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Build upon Integrated Transportation and Infrastructure Master Plan (ITIMP) by incorporating sidewalk and cycle projects in the Financial Plan and then constructing them.</p>					<p>86%</p>	<p>NEW The installation of a Rectangular Rapid Flashing Beacon RRFB pedestrian signal on Johnston Road adjacent to the Playhouse will start next week.</p> <p>NEW Design work is ongoing on a multi use path for cyclists and pedestrians connecting through Centennial Park.</p> <p>NEW New crosswalk alignment completed at George and Roper as per Traffic Calming study following up on ITIMP. Work included in list reported to Council earlier this year.</p> <p>NEW Marine and Nichol utility and transportation project is complete.</p> <p>A member of the Accessibility Committee expressed concern about the slope of the wheelchair ramps at Winter Street and the south side of Thrift Avenue. A new design was made incorporating accessibility standards and the Johnston Road contractor is nearing completion of the new ramps.</p> <p>NEW Marine and Nichol sewer and transportation project is nearing completion. Underground and concrete work is finished and the contractor is doing the landscaping</p>	<p>High Priority</p>

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>Construct a new rainbow crosswalk at Peace Arch Elementary School in the spring and explore cost sharing with the school district.</p>					 <p>100%</p>	<p>NEW Completed. Opening ceremony today.</p> <p>NEW Rainbow crosswalk is scheduled for painting today, weather permitting. Opening ceremony scheduled for Friday, Oct 6th</p> <p>NEW The City of White Rock along with Peace Arch Elementary's Parent Advisory Committee (PAC) have teamed up to install a rainbow crosswalk in front of Peace Arch Elementary School on Roper Avenue. Installation is scheduled to begin the second week of October, weather permitting, and is planned to be completed by no later than Friday October 13th.</p> <p>NEW Quotes received are below the project budget. Award will be made to contractor this week. Plan to complete within the month. Following completion, costs will be split between the City and the PAC partner.</p> <p>NEW We are in contact with the rep from the school who plans to meet with the Pride Society next week. She says they should have the 50% share of the cost after that. We are updating the estimate and are hopeful that it will be less than the previous \$20K. If all goes well, we should be able to install this Fall.</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Continue program of bus stop improvements.</p>					<p>94%</p>	<p>NEW We submitted an application to TransLink for cost sharing an accessible bus stop project at Marine and Dolphin.</p> <p>NEW This year's program is substantially completed and invoices for cost sharing are being sent to TransLink. One letdown still to be installed on Columbia.</p> <p>Staff are beginning to prepare the Translink grant application to support the 2024 program.</p> <p>NEW This year's program is substantially completed and invoices for cost sharing are being sent to TransLink. One letdown still to be installed on Columbia.</p> <p>NEW Bus stop accessibility projects underway on Marine Drive and Columbia Avenic. Connections to crosswalks and curb letdowns and ramps are also being constructed as part of the projects.</p> <p>NEW TRIPP Accessible Bus Stop Program -</p> <ul style="list-style-type: none"> 13822 Marine Drive accessible bus stop location - Work scheduled for September/October Columbia Ave/Cypress - accessible bus stop location - Work scheduled for September/October Marine Drive/Bergstrom - postponed due to intersection improvements in planning stage with the City of Surrey 	<p>High Priority</p>

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Search out grants for walking, cycling projects.</p>	<p>NEW Grant from TransLink for \$558K for Buena Vista bicycle path. Second grant from TransLink for \$52K for RRFB signal on Oxford Street at Russell Avenue.</p> <p>NEW This week, the City signed the Agreement from ICBC for a \$15K grant for the recently completed Marine at Nichol utility and road safety project.</p> <p>NEW Staff presented the Splash Park project (south of Generations Park) to the Peace Arch Hospital Foundation board on March 8th.. The hope is to obtain all or part of the \$100K available to assist with this \$1M project.</p> <p>NEW Staff made an initial grant submission to Peace Arch Hospital Foundation (PAHF) for the Generations Splash Park on January 3, 2024. A detailed submission will be made before the PAHF February 16, 2024 deadline. Design concepts are being developed for presentation to Council this Spring before detailed design followed by construction this upcoming Fall and Winter.</p> <p>NEW Staff submitted two grant applications for the 2024 Translink funding program. A proposal for funding for the Buena Vista - Johnston to best bike lane and for the pedestrian activated crosswalk on Oxford Street at Russell Avenue were submitted.</p>				15%		Top Priority
<p>Formalize a City volunteer program.</p> <p>→ Conduct a volunteer recruitment campaign during National Volunteer Week in April.</p>					75%	<p>NEW Successful volunteer fair held on April 23</p> <p>NEW Volunteer Fair Scheduled for April 23, from 10 am - 2 pm at WRCC. 21 community groups have signed up</p>	Objective High Priority


Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Optimize the City's digital volunteer management platform (Better Impact) to leverage the use of community volunteers where appropriate across the City, e.g. community policing, special events, adopt-a-street clean-up.</p>					50%	<p>NEW Working with Better Impact the platform has been updated to ensure efficiency, effectiveness and ensure that it is user friendly. The platform was used to recruit over 200 volunteers for the City's two largest events, Canada Day by the Bay and Sea Festival & Semiahmoo Days to date.</p> <p>NEW 40 volunteers were recruited for Canada Day by the Bay</p> <p>NEW Applicants will be utilized at the City's upcoming summer events</p> <p>NEW Volunteer applications for the City received during the volunteer fair were inputted into Better Impact</p> <p>NEW Better Impact receiving a software update after which staff are arranging training with the provider.</p>	High Priority
<p>Plan for adverse weather impacts to protect community safety.</p> <p>→ Annually update and Implement Emergency Extreme Heat Event Plan during summer season, including operation of cooling centres.</p>					50%	<p>NEW Our extreme heat plan for 2023 has been reviewed and updated as necessary. We have negotiated and signed an MOU with Engaged Communities Canada to operate a misting station at Russel Ave and Johnston Rd. Operations will be ready to commence June 15th.</p> <p>NEW First heat event of the season initiated opening a cooling centre at the White Rock Community Centre May 13-15</p> <p>NEW Currently negotiating terms of an MOU with Engaged Communities Canada to operate misting/cooling stations at Russell and Johnston.</p> <p>NEW 2023 Extreme Heat Plan reviewed and updated by Fire, Rec and Culture and Communications. Reviewing options for 2023 misting station operations.</p> <p>NEW 2022 Extreme Heat Event Plan currently being reviewed.</p>	Objective High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>Assess future location, annually seek to secure grant funding, and continue to partner with the City of Surrey to operate the Warming Centre each winter from November – March.</p>	 <p>0%</p>					<p>NEW Daytime warming centre closed effective March 8, 2024. Staff will prepare summary report for Council for a future Council meeting.</p> <p>NEW Currently working with staff at the Ministry of Emergency Management and Climate Readiness to assess opportunities for reimbursement of funds expended for the operation of the emergency daytime warming centre during extreme weather conditions.</p> <p>NEW Daytime Warming Centre became operational effective November 27th, and is proving to be well utilized.</p> <p>NEW Staff are currently working to coordinate the opening of a daytime warming centre at Centennial Park for the winter 2023/2024 season, following Council direction at the November 6th Regular Meeting. It is anticipated that the centre will begin operations the week of November 27th, 2023.</p> <p>NEW City of Surrey has identified that there are no suitable city-owned locations for the former daytime warming shelter to be located in South Surrey.</p>	<p>Top Priority</p>

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

Goal/Objectives/Projects	2023	2024	2025	2026	2028	Completion	Latest Update	Priority
<p>Enable appropriate market housing builds to address inventory shortages and build tax revenue.</p> <p>→ Assess long-term land use and density in Uptown (town centre) along North Bluff Road, from Oxford Street to Finlay Street, in consultation with Surrey's approved Semiahmoo Plan.</p>						0%	<p>NEW Scoping report targeted for Spring 2024 following staff review of new Housing legislation and development requirements.</p> <p>NEW Scoping report targeted for early 2024, following staff review of new Housing Legislation and development requirements.</p> <p>NEW Scoping report targeted for January 2024.</p> <p>NEW Scoping report targeted for September 2023</p>	High Priority Objective

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>Encourage missing "middlehousing" (e.g., duplexes, triplexes, small townhouses, coach houses) through infill development in established neighbourhoods to provide more housing options for families.</p>					0%	<p>NEW Report presented to Council at the March 25th, 2024 meeting with zoning bylaw amendments to eliminate minimum lot size requirements for secondary suites in the RS-1, RS-2, RS-3, & RS-4 zones, in accordance with new provincial requirements. Bylaws received 3 readings and are on the April 15th, 2024 agenda for Council consideration of adoption.</p> <p>Staff is also currently working with the consultant retained to develop zoning bylaw updates to meet the new Small-scale multi unit housing regulations by June 30th, 2024 per Provincial requirements.</p> <p>NEW Report presented to Council at the March 25th, 2024 meeting with zoning bylaw amendments to eliminate minimum lot size requirements for secondary suites in the RS-1, RS-2, RS-3, & RS-4 zones, in accordance with new provincial requirements.</p> <p>Staff is also currently working with the consultant retained to develop zoning bylaw updates to meet the new Small-scale multi unit housing regulations by June 30th, 2024 per Provincial requirements.</p> <p>NEW Report prepared for March 25th, 2024 Council meeting with zoning bylaw amendments to eliminate minimum lot size requirements for accessory suites in the RS-1, RS-2, RS-3, & RS-4 zones, in accordance with new provincial requirements.</p> <p>NEW Staff have retained the services of Modus Planning & Engagement in support of the necessary bylaw reviews and updates for the SSMUH portion of the new Provincial Housing Legislation.</p> <p>NEW Update report presented to Council January 29th, and to Housing Advisory Committee January 30th.</p>	High Priority
<p>Increase at and below market rental housing inventory.</p>					25%	<p>NEW July 18, Mayor Knight and CAO Ferrero met with Minister of Municipal Affairs Anne Kang to discuss the development of an affordable housing project in White Rock and the potential for Provincial support.</p>	Objective
<p>Deliver a plan, identifying location, funding, and partners, to build an affordable housing project.</p>					25%	<p>NEW July 18, Mayor Knight and CAO Ferrero met with Minister of Municipal Affairs Anne Kang to discuss the development of an affordable housing project in White Rock and the potential for Provincial support.</p>	Top Priority

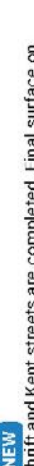
Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>Develop an affordable housing strategy to support the creation of appropriate affordable housing options through future development.</p>					0%	<p>NEW Staff and the HAC continue to develop the actions and build the Affordable Housing Strategy document, following the February 12th 2024 Council endorsement of the Affordable Housing Strategy Framework.</p> <p>NEW At the February 12th, 2024 meeting Council endorsed the Affordable Housing Strategy Framework recommended by the Housing Advisory Committee. Staff will now work with the HAC to develop the actions and build the document.</p> <p>NEW HAC endorsed Affordable Housing Strategy framework at January 30th meeting. Framework to be presented to Council for comment/endorsement prior to development of the subsequent strategy.</p> <p>NEW HAC currently reviewing draft framework.</p> <p>NEW Motions from the HAC seeking direction from Council for the HAC to further review the work completed to date were endorsed at the October 16th Regular Meeting</p>	Top Priority

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

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
<p>Adapt Infrastructure to address climate change factors.</p>							<p>NEW Drone survey carried out to facilitate Finlay Beach access ramp design</p> <p>NEW Met with Westmar consultants on site and will proceed with drone survey to assist with Finlay Beach Access Ramp design.</p> <p>NEW Awaiting proposal from Westmar Consultants to prepare Finlay Beach access ramp design in consultation with user groups.</p> <p>NEW Phoenix culvert design drawings in review with BNSF. Legal conversations on easements ongoing.</p>	Objective
<p>→ Address drainage issues on Marine Drive between Elm and Oxford.</p>							<p>NEW We are pursuing unreasonable BNSF fees with senior contacts and will attempt resolution before appealing through legal means</p> <p>NEW New staff at BNSF in Fort Worth are imposing costly permitting demands on this and other drainage projects. Staff to consider next steps including meeting with senior BNSF officials and/or going to the Canadian Transport Board (one year plus timeline)</p> <p>NEW Project is delayed until the fall 2024 construction window (outside of tourist season) due to BNSF and archaeological permit delays,</p> <p>NEW Providing drawings and exchanging correspondence with BNSF Texas office related to replacing drainage pipes in the lease area (parking lot)</p> <p>NEW Archaeological Overview under way as well as BNSF review.</p>	Low Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
→ Complete East Marine Drive Upgrade/SFN drainage project						11%	<p>NEW Senior government's approved a timeline extension so the East Maine Drive drainage works can be reconceptualized through discussions with SFN. Staff will report to Council in June requesting approval to sign the grant documents. First Nations engagement is started at a high level - it is hoped that discussions with SFN can also start soon.</p> <p>NEW Staff are in contact with senior government officials in the hopes of extending timelines for this project to enable more time for First Nations consultation. Will follow up with Council for approval to sign a new project agreement.</p> <p>NEW Staff are in contact with Federal officials to start the environmental and First Nations consultation processes related to the \$7M project grant. Will continue to try to contact SFN, but will also need to consult with other adjacent First Nations. First step is to modify the project design in response to feedback received in previous years.</p> <p>NEW Grant monies were received for a previous (? years ago) version of this project. Staff to update Council and work to meet with SFN to discuss options to address drainage concerns that are suitable for SFN, Surrey and WR</p> <p>NEW Proposal to investigate buried infrastructure on SFN land is received and sent to SFN for their review. Staff will contact SFN again to see if this can be expedited.</p>	High Priority
→ Harden West Beach to sea level rise.						2%	<p>NEW Logs were transported to the shore during recent storms. These logs blocked beach access ramps and were pounding on the Pier during storms and high tides.. Contractor is removing the logs now.</p> <p>NEW Although there is no assigned budget for this project, staff followed up with the consultant hired for Marine Drive climate change work to discuss options to counter the erosion on West Beach and to harden the area against climate change.</p>	Top Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
<p>↳ Reconstruct the remainder of the pier.</p>						0%	<p>NEW Grant monies of \$100K for reconstruction were received from the Friends of the Pier. The need for replacement of the old sections of the Pier was illustrated during a recent storm when logs were banging against the old wooden pilings causing the Pier to shake.</p>	Top Priority
<p>Construct key Infrastructure projects.</p>						52%	<p>NEW Design continues on the Finlay beach access ramp. Design considerations include accessibility (max 8% grade), provincial regulations related to the foreshore, First Nations input, environment, sea level rise, resiliency to climate change storms, potential littoral drift effects, kite boarder wishes....</p> <p>NEW Phoenix Ravine culvert - working with the City's legal team to provide comments on the legal agreement sent by BNSF to support the permit for the infrastructure in the BNSF ROW.</p> <p>NEW Phoenix Ravine culvert - received design drawings from consultant and will forward to BNSF for review.</p>	Objective

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
<p>Complete annual \$500K pavement management program and add repaving projects status updates to the City website.</p>						100%	<p>NEW 2023 Paving Program Updates</p> <ul style="list-style-type: none"> ▪ Parker Street (Cliff Ave to Buena Vista Ave) - Complete ▪ Wheatley Ave (East of Bishop Rd) - Complete ▪ Kyle Ct (East of Best St) - Complete ▪ Kent St (Columbia Ave to Pacific Ave) - Complete ▪ Thrift Ave (Best St to Finlay St) - Full base complete, overlay to be completed in 2024. ▪ Marine Drive (at Coldicourt) - in progress, complete this week. <p><i>Note: deficiency walkthrough has yet to be completed at all locations.</i></p> <p>NEW Thrift and Kent streets are completed. Final surface on Thrift held as there are development projects on the block that will need utility services.</p> <p>NEW Wheatley and Parker streets are completed. Thrift Avenue scheduled for next week.</p> <p>NEW Preparatory work underway before paving of Parker Street from Buena Vista Avenue to Cliff Avenue next week.</p> <p>NEW Paving continues following completion of Wheatley Avenue.</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2027	2028	2029	2030	Completion	Latest Update	Priority
<p>Complete water, sanitary and storm upgrades to Johnston Road between Thrift and Russell and Johnston Road between Russell and Roper.</p>								22%	<p>NEW The sanitary sewer installation is completed on the west side of the road. Construction will be shifting towards the centre/east side of the road next week. A single paved southbound lane will be open on the west side of the road. Unfortunately, this arrangement will not allow for on street parking.</p> <p>NEW Work continues on the sewer installation. A full road closure will be needed for one day next week to facilitate the crossing of the sewer from west to east over the DC Hydro duct. Coffee shop meeting planned for May 14th.</p> <p>NEW Work continues along Johnston Road and is currently on schedule. A second coffee shop chat has been scheduled for May 14 at 9 to 10 am at Bean Around the World. An event link has been circulated to businesses in the area and will be shared on social media for anyone that would like to attend.</p> <p>NEW Work is underway on the sewer installations on the west side of Johnston Road. Coffee house chat held last week with nearby merchants.</p> <p>NEW Sanitary and storm design changes made to allow for Hydro duct as built inaccuracies. Work resumed at south end of the project. Overall schedule can still be maintained.</p>	High Priority	

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
<p>→ Maintain sidewalk, roads, sewer lines according to the infrastructure 5-year asset plan.</p>						34%	<p>NEW The sewer trenchless repair and reconstruction program is ongoing. Construction of a new sanitary main will take place in the 15300 blk Marine lane between April 25 to May 09.</p> <p>NEW RFP for LED streetlight conversion design went on BC Bid this week.</p> <p>NEW Marine and Nichol project is proceeding with completion of the sanitary sewer upgrade this week. Contractor to start the sidewalk and curb modifications next week.</p> <p>NEW Council approved partnership with Surrey to install a left turn signal and an emergency water connection on Oxford Street at North Bluff Road.</p> <p>NEW Council approved contract award for the storm, sanitary and traffic safety improvements at Marine Drive and Nichol. Staff will consult with contractor about optimum start time and construction management plan.</p>	Top Priority
<p>Effectively consult with Semiahmoo First Nation to address infrastructure priorities related to SFN land.</p>						32%	<p>NEW Meeting scheduled for next week to discuss workplan for buried infrastructure investigation</p>	Objective
<p>→ Collaborate towards addressing the pump station and drainage infrastructure on Semiahmoo First Nation land.</p>						6%	<p>NEW Staff reached out again to SFN last week requesting a 30 minute meeting so the pump station can be flushed as a first step towards investigating reports of colliforms in the outfall.</p> <p>NEW Council to Council meeting held June 9th. Staff are following up on workplan for buried infrastructure investigation and various MOU's to be signed.</p> <p>NEW Council to Council meeting scheduled with SFN, next week on June 8th</p> <p>NEW Met with SFN on April 20th to discuss potential works and senior government grants.</p> <p>NEW Discussions are underway within the context of addressing climate change.</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
<p>→ Mitigate water quality issues from upland drainage.</p>						21%	<p>NEW Staff are planning to work with SFN, along with Surrey and KWL on a study related to salmon and salmonoids in the headwaters of McNally Creek. Although the headwaters are located in Surrey, significant drainage from eastern White Rock contributes to the overall flow. Erosion and the content of the waters (runoff from roads) cause concern for the viability of salmonoids. It is hoped that this will be a first step towards working with SFN and KWL on the buried infrastructure survey.</p> <p>NEW Staff sent email to SFN requesting access to flush pump station as a prerequisite to water quality study, but have not heard back.</p> <p>NEW Staff are moving forward with a storm water testing and quality mitigation program. Field meeting scheduled with SFN reps cancelled on short notice. Staff to reach out to reschedule.</p> <p>NEW Storm water testing carried out this week in an around Habgood pump station and the double outfall to the river.</p> <p>NEW Testing delayed - now scheduled for next week.</p>	Top Priority
<p>→ Survey and document buried Infrastructure on Semiahmoo First Nation land.</p>						26%	<p>NEW Reached out to SFN again. Still no response.</p> <p>NEW Staff will reach out again to SFN seeking approval of the buried infrastructure investigation proposal by SFN's preferred consultant KWL. If approval from SFN Council is received, work can start immediately.</p> <p>NEW Will follow up with SFN. Hope to start work soon.</p> <p>NEW Proposal for buried infrastructure investigation was received from KWL and forwarded to SFN for approval. Hope to get their approval next week so work can start.</p> <p>NEW Agreement is reached with SFN on an infrastructure investigation plan. SFN requested KWL to do the work - they have worked well with both parties in the past. Quotation is being sought.</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2027	Completion	Latest Update	Priority
<p>→ Work with Semiahmoo First Nation to mitigate effects of sea level rise and flooding of lowlands.</p>						5%	<p>NEW Staff met onsite with SFN operations staff to replace a 'jockey' pump that was malfunctioning due to salt water corrosion. This pump connects the field drains to the Habgood Pump Station. Once the pump was replaced, the field started to drain. However, staff are still not able to move the infrastructure investigation and water quality projects forward.</p> <p>NEW Support received from Council and SFN Council for continued collaborative work on 8th Avenue drainage solutions. SFN, Surrey, White Rock and numerous environmental stakeholders all contributing to the process.</p> <p>NEW Staff are meeting with SFN and Surrey to discuss climate change mitigation plans.</p>	High Priority
<p>Ensure future infrastructure resiliency by making decisions through a long-term lens.</p>						107%		Objective
<p>→ Conduct the Needs Assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.</p>						10%	<p>NEW To be conducted in 2024</p> <p>NEW Public Art and Culture Committee to provide advice in Fall 2023 to determine scope and timing</p> <p>NEW Public Art and Culture Advisory Committee selected and will hold their first meeting July 12</p>	Top Priority
<p>→ Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population.</p>						90%	<p>NEW Report Presented to Council April 29</p> <p>NEW Report being presented to Council in March/April 2024</p> <p>NEW Public Engagement has been occurring in November and December</p> <p>NEW Kickoff meeting with Kent Street occurred in October. Public engagement in November/December</p> <p>NEW RFP bids received and evaluated. Contract is to be awarded next week</p>	High Priority
<p>→ Create an integrated long-term Infrastructure plan.</p>						0%		High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
<p>→ Develop a project plan to build a new Community Hub.</p>							<p>NEW A report is coming to Council on February 12th asking to direct award Urban Systems with the Community Hub Financial Analysis options for the amount of \$72,360</p> <p>NEW Internal Community Hub Steering Committee is meeting for the first time next Wednesday November 29th.</p> <p>NEW Report with staff's recommendations issued for Regular Council meeting on November 6th.</p> <p>NEW Report with recommendations to move forward will be at the Council table on November 6th Regular Council meeting</p> <p>NEW Met with Consultants regarding the Facilities Master Plan and expanded scope to include the Community Hub - Discussed Components and Connections as well as possible locations. Dialog will present a draft of this included with the Facilities Master Plan in an upcoming Council meeting.</p>	Top Priority
<p>Maintain updated infrastructure master plans.</p>						36%	<p>NEW Work updating infrastructure master plans continues with focus on Water Master Plan this year.</p>	Objective
<p>→ Complete sanitary and drainage master plans.</p>						51%	<p>NEW Staff plan to issue an RFP for CCTV sewer inspections next week. These inspections highlight defects that are then repaired in the subsequent years' repair program.</p> <p>NEW Staff plan to bring forward the sanitary and storm master plan updates this year to incorporate increased demand due to Provincial housing initiatives.</p> <p>NEW Plans completed in 2019 and to be renewed every four years.</p>	Top Priority

Goal/Objectives/Projects	2023	2024	2025	2026	2...	Completion	Latest Update	Priority
→ Maintain Water Master Plan.						100%	<p>NEW Water master plan for the distribution system is completed.</p> <p>NEW Final water master plan is expected to be submitted to the City this month.</p> <p>NEW Water Master Plan is scheduled to be finalized by the end of March.</p> <p>NEW Staff are reviewing the final draft of the water master plan update.</p> <p>NEW First draft of the masterplan due by the end of November.</p>	Top Priority
→ Prepare new Development Cost Charges Bylaw.						12%	<p>NEW Workshop with senior staff is completed. Report to Council in June, followed by a public consultation phase, further report to Council and submission of the new program and rates to the Province.</p> <p>NEW Staff and the consultant have refined the DCC project list and assumptions required to support updated DCC rates. A second workshop with senior staff is planned for May 15. A corporate report will be brought forward for Council's consideration soon.</p> <p>NEW DCC workshop held on Feb 6, 2024. Master plans and DCC assumptions were reviewed. Initial comparison to existing DCC shows some increases, but not as large as expected. Challenge will be to incorporate new Provincial housing changes in the new DCC, given full extent of changes not known and not reflected in existing master plans. These changes are expected to be significant.</p> <p>NEW Internal workshop scheduled for January 2024.</p> <p>NEW KWLS proposal is accepted. Technical work to start next week.</p>	Top Priority

LOCAL ECONOMY-FACILITATE DIVERSIFIED ECONOMIC GROWTH AND LEVERAGE PARTNERSHIPS.

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>Foster a business-friendly environment to attract and retain businesses, including review of bylaws to improve businesses processes.</p> <p>→ Endorse and implement an Economic Development Strategy.</p>					0%	<p>NEW The draft plan is prepared and will be presented to Council at an upcoming meeting in the New Year - funding would need to be allocated for 2024; there is no funding allocated for 2023.</p> <p>The draft plan is prepared and will be presented to Council at an upcoming meeting in the New Year.</p> <p>Staff are hosting online workshops on Sept. 8 and 9, 2021 for businesses and residents to give input into the City's draft, post-pandemic Economic Development Strategic Plan.</p>	Objective
					0%	<p>The draft plan, which will be provided at the workshops, comes with an updated vision, objectives and strategies based on current conditions and long term trends affecting White Rock's economic strength</p> <p>On January 25, 2021, Council approved referring a draft economic survey for residents and businesses to the Economic Development Advisory Committee for their comment on February 10, 2021 before it is launched in mid-February 2021. The survey is intended to launch the update to the Economic Development Strategic Plan and serve as a foundation for future stakeholder engagement.</p>	Low Priority
<p>→ Expand the definition of permitted use for home-based businesses.</p>					0%	<p>NEW Staff anticipate bringing this forward for Council in Q2 2024.</p> <p>NEW Staff anticipate bringing this forward for Council in late Q1 2024.</p>	Low Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<ul style="list-style-type: none"> Identify and engage business community stakeholders, including the White Rock Business Improvement Association (BIA) and South Surrey White Rock Chamber of Commerce (SSWRCC), by sector, for regular dialogue with the City to identify opportunities and challenges. : 16 meetings 					31%	<p>NEW Met with Chamber and BIA on January 25th - mostly discussed new changes on housing legislation</p> <p>NEW Met with BIA and Chamber on Tuesday October 24th and mostly discussed SIN's biofuel facility and Warming Shelter.</p> <p>NEW Met with BIA and Chamber on Tuesday July 18 - discussed homeless outreach programs, warming centre, sandwich board, welcome and resource packages.</p> <p>NEW Met on April 6th 2023 with BIA and Chamber</p> <p>NEW Meeting schedule is set quarterly - First 2023 meeting held on January 20th 2023</p>	High Priority
<ul style="list-style-type: none"> Identify opportunities for patio expansion on to City space and determine feasibility of allowing all-season patios. 					0%		Low Priority
<ul style="list-style-type: none"> Review and implement a City-wide parking strategy 					30%	<p>NEW Council received the Parking Strategy report at the September 11, 2023 Regular Meeting. Per Council directions, staff will work to prioritize the report recommendations based on Council Strategic Priorities and opportunities for policy improvements, in order to return to Council with next steps.</p> <p>NEW Strategy set to return to Council at the September 11th, 2023 meeting</p> <p>NEW Staff are targeting bringing the strategy back to Council for discussion July 24th 2023</p> <p>NEW Parking Strategy introduced to Council March 28th, 2022. Staff will bring the discussion to an upcoming Council meeting.</p> <p>Parking Strategy introduced to Council March 28th, 2022. Council has referred the Strategy to a future Governance and Legislation Committee meeting.</p>	High Priority
<ul style="list-style-type: none"> Review the Sign Bylaw 					0%	<p>NEW Staff have begun research into current sign bylaw standards.</p>	High Priority
<ul style="list-style-type: none"> Increase patronship of our commercial districts. 					20%		Objective

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Assess and redevelop Tourism White Rock delivery model.</p>					20%	<p>NEW Staff meeting with Ministry of Tourism in November</p> <p>NEW Staff and Board investigating funding options</p> <p>NEW Notification given to Discover Surrey and operational transition is taking place (ie website, etc)</p> <p>NEW Tourism White Rock Board meeting held and new funding models are being explored</p> <p>NEW Tourism White Rock Board meeting set for April 26</p>	High Priority
<p>→ Review the Noise Bylaw.</p>					0%		High Priority

ORGANIZATION & GOVERNANCE—COMMIT TO CONTINUOUS PROCESS IMPROVEMENT.

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>Improve permit process to reduce wait times.</p> <p>→ Add up to four full-time building permit staff over four years. : 4 staff</p>					65%	<p>NEW Lot servicing and demo permit check list updated. Modifying tracking of Servicing Agreements</p> <p>NEW Update report to Council on September 25, 2023 Regular Meeting agenda.</p> <p>NEW Use of consultant and casual staff are helping to reduce Building Permit application wait times</p> <p>NEW Casual building officials hired and contracted permit review services implemented</p>	Objective
<p>→ Complete e-apply implementation for application submissions.</p>					25%	<p>NEW Staff continue to work to fill the newly created BO 3 position.</p> <p>NEW Clerk position has been filled. Continuing to advertise to fill the BO 3 position.</p> <p>NEW Two positions (Building Official 3 and Building Clerk Typist 2) approved by Council for 2023 on February 13, 2023 by motion #2023-051 - currently posted and interviewing.</p> <p>NEW Two positions (Building Official 3 and Building Clerk Typist 2) approved by Council for 2023 on February 13, 2023 by motion #2023-051</p>	Top Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Review the Planning Procedure Bylaw for opportunities to streamline the planning approval process.</p>					65%	<p>NEW Draft document being revised following review by legal counsel, prior to introducing the draft bylaw to Council for discussion.</p> <p>NEW Draft document under review by legal counsel, prior to introducing the draft bylaw to Council for discussion.</p> <p>NEW Staff is now preparing to engage with legal counsel for a review of the draft document, prior to bringing the draft forward to Council for discussion.</p> <p>NEW Bylaw draft is under development, anticipate presenting to Council Fall 2023</p> <p>NEW Bylaw draft is planned to be ready to present to Council end of September 2023</p>	Top Priority
<p>Increase revenue from City programs, assets, and services.</p>					50%	<p>NEW In later winter/early spring 2023 metered parking rates were increased by \$0.25 over the initial 2023 bylaw amount, and the shoulder season was eliminated.</p> <p>NEW Fees & Charges Bylaw for 2024 included some modest increases for inflation.</p> <p>NEW Parking strategy report on Sept 11/23 Council agenda for discussion.</p> <p>Updated investment policy on Sept 11/23 Council agenda.</p> <p>NEW In draft Financial Plan going before Council on Apr 17/23, free parking at the waterfront has been eliminated and a \$0.25 per hour parking fee increase has been included, which increases City revenue.</p>	Objective
<p>→ Complete a Recreation Services Strategy to increase participation and revenue.</p>					25%	<p>NEW WRCC renovation project not supported for 2024.</p> <p>NEW Staff to present a program expansion plan for WRCC to Council in 3rd quarter 2023</p> <p>NEW Summer camp participation had record attendance in 2023 and revenue growth in recreation programs experiencing solid growth</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Consider strategy and review bylaw rules for short-term rentals (Airbnbs).</p>					0%	<p>NEW Report for updates to short term rental regulations presented at March 25th, 2024 Council meeting. Three readings were granted by Council. Adoption to be considered at an upcoming meeting, with changes to become effective May 1, 2024 in alignment with new legislation.</p> <p>NEW Report for updates to short term rental regulations anticipated for March 25th, 2024 Council meeting.</p> <p>NEW Staff are preparing bylaw updates to ensure alignment with new Provincial regulations</p> <p>NEW Review of new provincial legislation required prior to undertaking any work on this project, to assess where the City's regulations align/do not align with the new requirements.</p>	High Priority
<p>→ Hire a grant writer : 1 staff</p>					10%	<p>NEW May 15/24 - met with consultant to draft RFP for grant writer. Expect to have first drafts by May 31/24.</p> <p>NEW This position was removed from the 2024 budget and is now listed as a new position for the 2025 budget year.</p> <p>NEW This position isn't planned until the 2024 budget.</p> <p>NEW Position removed from the 2023 Financial Plan for consideration in 2024</p>	High Priority


Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<ul style="list-style-type: none"> → Hire a purchasing officer : 1 staff 					50%	<p>NEW Another round of posting has been done for the position. Have short-listed three possible candidates. Are aiming to schedule preliminary interviews for week of May 27/24.</p> <p>NEW 2nd round of recruitment not successful. Finance and HR are discussing next steps.</p> <p>NEW Recruitment process not successful in 1st round. HR is re-posting the position this week.</p> <p>NEW 1st round of interviews occurring Sept 5 & 6, 2023.</p> <p>NEW Draft job description sent to RES (Regional Employee Services) for classification and compensation recommendations.</p>	High Priority
<ul style="list-style-type: none"> → Review parking at waterfront and Uptown (town centre) 					0%		High Priority
<ul style="list-style-type: none"> → Review Sidewalk Use Agreement rates and consider opportunities for program expansion. 					0%		High Priority
<ul style="list-style-type: none"> → Review sign permit and business licence rates. 					0%		High Priority
<p>Realize service delivery efficiencies via services and process digitization and aligning existing processes with best practices.</p> <ul style="list-style-type: none"> → Adopt a formal digital transformation strategy and culture, with an emphasis on digitizing at least 50% of our legacy forms and templates. 					220%		Objective
					5%	<p>NEW Another notable undertaking: - We are in the process of building an AI powered chatbot solely for the purpose of answering queries related to the Planning and Development bylaws and regulations - The bot will be powered by the popular Clia/GPT by OpenAI - To date, testing has shown promising results - This is built with 100% in-house resources, and will require a significant clerical effort to prepare and organize the data - Data quality is by far the most important factor to the success of any AI initiative</p> <p>As we develop and acquire new skills, we will look for opportunities of where AI tools can improve business processes and provide better value for our residents.</p>	High Priority

2023	2024	2025	2026	2027	Priority
					<p>Completion</p>
					<p>Internal Updates</p> <p>* The use of AI systems and algorithms is not expected or intended to replace humans but rather to augment and automate existing processes</p> <p>** Generative AI refers to a type of artificial intelligence that is capable of generating new content or data that is similar to the input it has been trained on. It involves using machine learning algorithms to learn patterns and structures from a given dataset and then using that knowledge to create new, original content.</p>
					<p>NEW</p> <p>Digital transformation is an ongoing journey, using technology to fundamentally change how the business operates and delivers value to customers. It requires a significant shift in processes, operations, systems, mindset, culture and work models. Digitization is a necessary component of the digital transformation journey, one where technology plays a key role. Here are some of the most notable accomplishments:</p> <p>*NOTE: A fully digital form is more than a form that can be completed online. It is a form that uses logic and workflows based on content choices, thus streamlining the business process in question.</p> <p>FOI digital form with fee collection (available on the www.whiterockcity.ca)</p> <p>Council Delegation form (available on the www.whiterockcity.ca)</p> <p>Committee Member Application form (available on the www.whiterockcity.ca)</p> <p>Internal Event application form (Recreation and Culture)</p> <p>Fall Ice Time Request application form (Recreation and Culture)</p> <p>Concert Event Survey form (Recreation and Culture)</p> <p>Budget Central (internal site) - a one stop shop for the annual budget preparation. To date, this process was paper based and relied heavily on email communication, extremely time consuming. This is step 1 of a multi step project to automate and digitize this complex business process</p> <p>Business License Location Map - available on the www.whiterockcity.ca</p> <p>Capital Projects Status Dashboard - available on the www.whiterockcity.ca</p> <p>Water Utility Dashboard - an interactive map of all the water utility assets</p> <p>Road Closure Map - new and improved map</p>

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Complete and implement a new Bylaw Notice Enforcement Bylaw and Adjudication process.</p>	<p>40%</p>				40%	<p>NEW Staff is now working with legal counsel to review the draft and coordinate necessary associated amendments.</p> <p>NEW Bylaw research complete. Staff will engage legal services to review and assist where necessary. Review of all applicable bylaws will be required for alignment with times language.</p>	High Priority
<p>→ Complete website refresh (look and feel) and menu/navigation re-architecture).</p>	<p>70%</p>				70%	<p>NEW Architecture and content clean-up and reorganization is 70% complete. Project is expected to be complete by early summer 2024.</p> <p>NEW The homepage design refresh is complete along with the main menu navigation. Submenu navigation and content updates are about 30% complete.</p>	High Priority
<p>→ Delivery of electronic fire inspection reports.</p>	<p>85%</p>				85%	<p>NEW Trial is ongoing, with positive results thus far.</p> <p>NEW Digital inspection form has been created and program is being trialed.</p> <p>NEW Working with Surrey Dispatch IT to formalize a digital inspection report that interfaces with our RMS.</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<ul style="list-style-type: none"> Identify and replace financial system with an enterprise-grade solution (a system that is integrated across departments), to encompass HR functionality. 					15%	<p>NEW Have signed a contract to develop the new Chart of Accounts for the new Financial ERP system.</p> <p>NEW The RFP response window has closed. The City received 7 proposals. The Steering Committee will be meeting to review the proposals in the next few weeks.</p> <p>NEW A Request for Proposal (RFP) was posted on the BC Bid website on January 12, 2024. We have extended the closing date to February 20, 2024.</p> <p>NEW Discovery meetings have been held with those departments you use, or have a significant integration with, the finance system. One last joint discovery meeting to be held with the other departments whose use or integration is low or minimal.</p> <p>Our target for RFP release prior to Dec 31/23.</p> <p>NEW Consultant has been meeting with City departments at high level to go over current department processes and department needs. Deep dive meetings with departments have also commenced.</p> <p>Sept 27/23 Steering Committee met with consultants for update. The project is running on time. Expectation is that work on the RFP outline will begin in early November 2023.</p>	Top Priority
<ul style="list-style-type: none"> Implement an organization-wide electronic records management system and practices. Implement quarterly financial reporting. 					0%	<p>NEW Staff have made progress on creating a monthly spent versus budget report. Additional work still needs to be done.</p> <p>NEW Staff have explored the reporting options available within the current financial system and have identified two potential reports that could be run on a quarterly or monthly basis. Further work is still required.</p> <p>Staff will investigate the options of preparing consolidated reports for senior management and council in the coming weeks.</p>	High Priority
Sustain and nurture the established partnership between the City of White Rock and Semiahmoo First Nation.					202%		Objective

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>→ Consult with Semiahmoo First Nation on all infrastructure and climate change-related infrastructure projects affecting their land and the waterfront.</p>					2%	<p>NEW Started Archaeological overview AOA process for Johnston Road and Five Corners projects. Hopeful that further work will not be needed as these are not archaeologically sensitive areas like the waterfront.</p> <p>NEW Communication sent to SFN: - asking about meeting to follow up on discussions on 8th Avenue drainage - discussing parking lot drainage improvements south of Marine Drive and between Oxford and the Museum and advising of the hiring of an Archaeological consultant - Update on Phoenix Ravine project including completion of the Archaeological Overview Assessment (AOA)</p>	High Priority
<p>→ Deliver annual Sea Festival & support Semiahmoo Days in partnership with Semiahmoo First Nation.</p>					100%	<p>NEW Torchlight Parade returning in 2024</p> <p>NEW Over 90,000 people attended the event in 2023 supported by 162 volunteers. Event was well received by the public with a co-delivery model with Semiahmoo First Nation</p> <p>NEW Presenting sponsor secured</p> <p>NEW Weekly planning meetings established with SFN</p> <p>NEW Productive meeting held with SFN to define roles and objectives for 2023.</p>	High Priority
<p>→ Provide logistical event support for National Day for Truth and Reconciliation.</p>					100%	<p>NEW 2023 event successfully completed with over 1500 people in attendance.</p>	High Priority

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>↳ Ratify and implement Communication Protocol Memorandum of Understanding.</p>					77%	<p>NEW There is a Draft Communications MOU (Relationship Protocol Agreement) that was drawn up by City staff and SFN further review will happen on the next Council to Council meeting with SFN. There is a Draft Communications MOU (Relationship Protocol Agreement) that was drawn up by City staff, Joanne Charles (SFN Councillor) and Patrick Geisbrecht (working on behalf of SFN). The City's legal have reviewed it. The document was noted at a closed meeting with SFN and City Council 2020-09-22 at that time SFN stated they would have their legal review the document. The Manager of Communications is working with SFN Council to see when they will be ready to meet again to discuss the draft Communications Memorandum of Understanding. Staff have reached out a few times so far 2022-09-04 Met with Patrick Geisbrecht by phone on Feb. 11, 2021. He will check in with SFN Council members to see when they are ready to meet again to discuss the draft Communications MOU. Met in September 2020. Reviewed the draft MOU. More information and feedback needed prior to next steps.</p>	High Priority

WATERFRONT-SUPPORT A PROSPEROUS AND VIBRANT WATERFRONT.

Goal/Objectives/Projects	2023	2024	2025	2026	2028	Completion	Latest Update	Priority
<p>Revitalize waterfront public spaces to be more inviting.</p> <p>→ Add public Wi-Fi access points along East Beach.</p>						180%	<p>NEW The project was completed in October 2023.</p> <p>NEW Due to the challenges presented by the trees/foliage and the railway, changes to the design/architecture had to be made. Once an updated network architecture is received, we will proceed with the installation, which is expected to be done in stages. It is a complex undertaking, but once completed it will allow the city to deploy sensors and similar devices. Important to note that if it is desired to have WiFi coverage along the entire east beach area, additional investments would have to be made.</p>	Low Priority Objective
<p>→ Assess long-term land use and density from 14871 Marine Drive (Elm Street) to 15081 Marine Drive (east end of West Beach) to accommodate four-storey buildings.</p> <p>→ Develop and implement strategy to modernize and revitalize Marine Drive storefronts.</p>						0%		High Priority
<p>→ Develop Marine Drive specific projects in Beautification & Placemaking Action Plan.</p>						10%	<p>NEW Will be implemented into workplan for Public Art and Culture Committee</p> <p>NEW Public Art and Culture Committee to provide recommendations in Fall 2023</p> <p>NEW Public Art and Culture Advisory Committee selected and will hold their first meeting July 12</p> <p>NEW Terms of reference for Public Art and Culture Committee approved by Council and recruitment is underway</p> <p>NEW Proposed Terms of Reference for Public Art and Culture Committee (including Placemaking) will be presented to Council on May 15</p>	High Priority

Goal/Objectives/Projects	2023	2024	2026	2026	Completion	Latest Update	Priority
<ul style="list-style-type: none"> Explore options for alternative uses of west beach parkade 4th floor. 					0%	<p>NEW Council provided direction on January 31st to request staff to provide a corporate report on the feasibility of designating the top floor of the parkade as a waterfront business employee only parking location, to be used exclusively by waterfront business employees paying for a special business employee parking pass.</p>	Low Priority
<ul style="list-style-type: none"> Identify and Implement on-the-water activities along the waterfront. 					60%	<p>NEW Waterfront Recreation programs returned in the Spring and Summer with Stand Up Paddleboarding classes, Kayaking courses and tours, Skimboard Camps, one watersport vendor, and Boat Tours at the Sea Festival.</p> <p>NEW The City did not receive any proposals from the recent RFP for Watersports activities along the promenade/beach area.</p> <p>NEW RFP issued for paddle sport rental kiosks near the beach.</p>	High Priority
<ul style="list-style-type: none"> Work with other levels of government to explore grant opportunities. 					10%	<p>NEW \$10,000 grant secured from Heritage BC for interpretive installation at P-Quais.</p> <p>NEW Report on City of White Rock Growing Communities Fund grant options for June 12th Council meeting.</p> <p>NEW The City of White Rock has been awarded \$5,711,000 from the Province of BC's BC Growing Community Fund.</p>	High Priority
<ul style="list-style-type: none"> Secure funding for pier upgrades. 					5%	<p>NEW May 15/24 - met with consultant to draft RFP for grant writer. One of the key projects will be the restoration of the pier. Expect 1st draft of RFP by May 31/24.</p> <p>NEW A donation kiosk that will accept credit card donations for the pier rehabilitation has been ordered purchased and will be installed in the coming months at the pier.</p> <p>NEW July 18, Mayor Knight and CAO Ferrero took Minister of Municipal Affairs, Anne Kang, on a tour of the Pier to discuss the need for restoration and potential Provincial support.</p> <p>NEW Brief prepared for the Federal Minister of Canadian Heritage regarding the pier restoration and funding needed.</p>	Objective

Goal/Objectives/Projects	2023	2024	2025	2026	Completion	Latest Update	Priority
<p>↳ Apply for provincial and federal government grants.</p>						<p>NEW Funding from Translink for Johnson Rd has been approved! Total contribution is \$132,000.</p> <p>NEW This week, we applied for grants at Buena Vista - Johnston to best - bike lane, traffic calming, sanitary/drainage improvements and at Oxford/Russell pedestrian activated crosswalk</p> <p>NEW 2023 Municipal Funding Program - approval for \$51,000 grant to put towards our capital project at Oxford and North Bluff</p>	Top Priority

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WHITE ROCK
City by the Sea