

The Corporation of the  
CITY OF WHITE ROCK

Regular Council Meeting  
AGENDA



Monday, April 12, 2021, 7:00 p.m.

City Hall Council Chambers

15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

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

The City of White Rock is committed to the health and safety of our community. In keeping with Ministerial Order No. M192 from the Province of British Columbia, City Council meetings will take place without the public in attendance at this time until further notice.

T. Arthur, Director of Corporate Administration

	Pages
1. CALL MEETING TO ORDER	
1.1. FIRST NATIONS LAND ACKNOWLEDGEMENT	
<i>We would like to recognize that we are standing/working/meeting on the traditional unceded territory of the Semiahmoo First Nation, and also wish to acknowledge the broader territory of the Coast Salish Peoples.</i>	
2. ADOPTION OF AGENDA	
<b>RECOMMENDATION</b> THAT the Corporation of the City of White Rock Council adopt the agenda for its regular meeting scheduled for April 12, 2021 as circulated.	
3. ADOPTION OF MINUTES	11
<b>RECOMMENDATION</b> THAT the Corporation on the City of White Rock adopt the March 29, 2021 Regular Council minutes as circulated.	

### 3.1. SPECIAL PRESENTATION

In honor of April being "National Poetry Month" Mayor Walker will read out a poem from a local student, Sanjana Karthik. Sanjana will be in attendance, and will read out an additional poem.

### 4. QUESTION AND ANSWER PERIOD

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Due to the COVID-19 global pandemic, in-person Question and Answer Period has been temporarily suspended until further notice. You may forward questions and comments to Mayor and Council by emailing ClerksOffice@whiterockcity.ca with Question and Answer Period noted in the subject line. Your questions and comments will be noted along with answers and placed on the City's website. You will be notified directly once this has been completed.

The following correspondence was received by 8:30 a.m., April 7, 2021 with respect to Question and Answer period:

**a) P. Kealy, expressing concerns regarding the allocation of \$50,000 towards battling cages in relation to resident taxes.**

Response from Director of Financial Services attached for information.

**b) N. Newton, enquiring on COVID-19 vaccination protocol for patients at Peace Arch Hospital.**

Response from Cathy Wiebe, Executive Director White Rock/ South Surrey and Delta Health Services & Peace Arch and Delta Hospitals attached for information.

**c) J. Leszczynski, asking Council and city staff to review holiday greetings noted in the City Connects e-newsletter to ensure that it encompasses the diversity of the community.**

Response from Manager of Communications attached for information.

**Note:** there are to be no questions or comments on a matter that will be the subject of a public hearing (time between the public hearing and final consideration of the bylaw).

#### **RECOMMENDATION**

THAT Council receive for information the correspondence submitted for Question and Answer Period by 8:30 a.m April 12, 2021, **including "On-Table"** information provided with staff responses that are available at the time.

### 5. DELEGATIONS AND PETITIONS

#### 5.1. DELEGATIONS

**5.1.a. AMY DA COSTA AND FRED KLINE - ADDRESSING SPEEDS ON ROPER AVENUE BETWEEN STAYTE ROAD AND JOHNSTON ROAD**

Amy Da Costa and Fred Kline to attend as a delegation in regard to concerns with speeds on Roper Avenue between Stayte Road and Johnson Road; and to request that Council evaluate the feasibility of improving the 30 km/hr speed limit signage at the Alan Hogg Park entrance.

**5.2. PETITIONS**

None

**6. PRESENTATIONS AND CORPORATE REPORTS**

**6.1. PRESENTATIONS**

None

**6.2. CORPORATE REPORTS**

**6.2.a. COVID-19 GLOBAL PANDEMIC VERBAL UPDATE**

The Fire Chief to provide a verbal update regarding the COVID-19 global pandemic.

**6.2.b. CONTRACT AWARD - 2020 WATER UTILITY CAPITAL WORKS CONSTRUCTION**

36

Corporate report dated April 12, 2021 from the Director of Engineering and Municipal Operations titled "Contract Award - 2020 Water Utility Capital Works Construction Contract".

**RECOMMENDATION**

**THAT Council:**

1. Approve the 2020 Water Main Upgrade – Chestnut, Blackburn to North Bluff budget of \$289,000, as well as the 2020 Water Main Upgrade - 1500 Blk Stevens budget of \$399,000 which are in the 2021 – 2025 Financial Plan; and
2. Approve the award of the 2020 Water Utility Capital Works Construction Contract to Brighthouse Civil Contracting DTM Ltd. in the amount of \$454,576 (excluding GST).

**7. MINUTES AND RECOMMENDATIONS OF COMMITTEES**

**RECOMMENDATION**

THAT Council receive for information the following standing and select committee meeting minutes as circulated:

- Land Use and Planning Committee - March 29, 2021; and
- COVID-19 Recovery Task Force - March 16, 2021.

## 7.2. STANDING AND SELECT COMMITTEE RECOMMENDATIONS

## 7.2.a. Land Use and Planning Committee (Chairperson - Councillor Kristjanson)

## 7.2.a.a. Recommendation #1 - 1588 Johnston Road, Soleil – Development Variance Permit No. 439 (21-004)

**RECOMMENDATION**

THAT Council:

1. Direct planning staff to obtain public input through a public meeting conducted as an electronic meeting with notice of the meeting given in accordance with Section 466 of the *Local Government Act*, including notice in newspapers and distribution by mail to property owners / occupants within 100 metres of the subject property; and
2. Following the electronic public meeting, consider approval of Development Variance Permit No. 439.

## 7.2.a.b. Recommendation #2 - Early Review of Rezoning Application – 877 Kent Street (21-011)

**RECOMMENDATION**

THAT Council direct staff to advance the zoning amendment Application at 877 Kent Street to the next stage in the application review process.

## 7.2.a.c. Recommendation #3 - 14989 Roper Avenue, Development Variance Permit No. 438 (19-023)

**RECOMMENDATION**

THAT Council:

1. Direct planning staff to obtain public input through a public meeting conducted as an electronic meeting with notice of the meeting given in accordance with Section 466 of the *Local Government Act*, including notice in newspapers and distribution by mail to property owners / occupants within 100 metres of the subject property;
2. Following the electronic public meeting, approve issuance of Development Variance Permit No. 438.



- 7.2.b. Water Community Advisory Panel (Council Representative - Councillor Trevelyan) 49

***Note:** The recommendation provided by the Water Community Advisory Panel in regard to requesting "alternatives" be brought forward appears to be outside previous Council direction. Staff at this time are acting on Council direction given at the December 2, 2019 Regular Council meeting (currently working on bringing forward information in relation to a phased approach to consumption based water utility rates).*

This item was deferred from the March 29, 2021 Regular Council meeting. Meeting minutes from the March 9, 2021 Panel meeting are attached for information purposes.

- 7.2.b.a. Recommendation #1 - Proposed Water Rate Model

**RECOMMENDATION**

THAT Council direct staff to continue to work on finalizing a water rate structure with alternatives with the Panel and report back to Council.

- 7.2.c. COVID-19 Recovery Task Force (Council Chairperson - Councillor Kristjanson)

- 7.2.c.a. Recommendation #1 - Presentation from the Community Health and Social Innovation (CHASI) Hub 53

**Note:** Information on the Community Health Social Innovation (CHASI) Hub attached for reference purposes.

Staff note there may be budget considerations to discuss in relation to the recommendation.

**RECOMMENDATION**

THAT Council consider endorsing the Community Health and Social Innovation proposal as a way of examining the needs of the senior population.

8. BYLAWS AND PERMITS

- 8.1. BYLAWS

**BYLAW 2377 - WHITE ROCK FINANCIAL PLAN (2021-2025) BYLAW, 2021, NO. 2377**

A Bylaw to adopt a Financial Plan for 2021 to 2025. The Bylaw was originally presented at the March 29, 2021 Regular Council meeting, a decision regarding the bylaw was not made at that time. The bylaw is on the agenda for consideration of first, second and third reading at this time.

**Note:** The following reports regarding the bylaw are attached for reference purposes:

- December 2, 2020 Finance and Audit Committee report;
- January 25, 2021 Finance and Audit Committee report;
- March 8, 2021 Finance and Audit Committee report; and,
- March 29, 2021 Regular Council report.

**RECOMMENDATION**

THAT Council give first, second and third readings to the "*White Rock 2021-2025 Financial Plan Bylaw, 2021, No. 2377*".

**PERMITS**

None

**CORRESPONDENCE****CORRESPONDENCE - RECEIVED FOR INFORMATION****RECOMMENDATION**

THAT Council receive correspondence circulated in the agenda as Item 9.1.a. and 9.1.b.

**Proposed RCAF Snowbird Story Board on White Rock Pier**

Correspondence dated March 17, 2021 regarding a proposed story board on the White Rock Pier as a commemorative tribute to the Canadian Forces Snowbirds (431 Air Demonstration Team).

**Note:** Council may wish to consider a motion for staff to review and bring forward information in regard to a commemorative tribute to the Canadian Forces Snowbirds (431 Air Demonstration Team) / a storyboard from the City of White Rock, including budget implications.

9.1.b. 2020 RESOLUTION REFERRED TO UNION OF BRITISH COLUMBIA OF MUNICIPALITIES - VACANCY TAX

153

Letter dated February 26, 2021 from Union of British Columbia Municipalities (UBCM) to notify the following City's resolution has been endorsed with an Amendment: NR69 Vacancy Tax:

*Whereas the City of Vancouver has authority through the Vancouver Charter to implement and Annual Vacancy Tax;*

*And whereas other municipalities are governed through the Community Charter where there is no current authority to implement a Vacancy Tax;*

*Therefore be it resolved that UBCM work with the Province of British Columbia to amend the authority given to municipalities through the Community Charter permitting municipalities the authority to impose, by bylaw, an annual vacancy tax on taxable residential properties.*

**Resolutions Committee Comments Amendment:**

*Therefore be it resolved that UBCM work with the Province of British Columbia to amend the authority given to municipalities through the Community Charter permitting municipalities the authority to impose, by bylaw, an annual vacancy tax on taxable residential ~~and commercial~~ properties.*

**Note:** *This is included on the agenda for information purposes.*

10. MAYOR AND COUNCILLOR REPORTS

10.1. MAYOR'S REPORT

10.2. COUNCILLORS REPORTS

11. MOTIONS AND NOTICES OF MOTION

11.1. MOTIONS

11.1.a. OFFICIAL COMMUNITY PLAN AMENDMENT - ELM STREET

Councillor Johanson provided the following motion for consideration at this time:

**Note:** *Staff note that it is likely that amendments pertaining to building heights within the Waterfront Village designation could be presented in tandem with changes to the boundaries of this designation (along Elm Street). It would be advantageous to receive direction from Council as it relates to this potential designation change as staff would need time to evaluate the appropriateness of such in the context of the property(ies) to which the amendment would apply. Although please note this could add time to the on-going review of building heights outside the Town Centre.*

### **RECOMMENDATION**

THAT Council: Whereas the Official Community Plan (OCP) includes Elm Street as part of the Waterfront Village; and

Whereas Elm Street is the only street off Marine Drive that is part of the Waterfront Village; and

Whereas Elm Street has no commercial activity; and

Whereas Elm Street is in fact part of a mature neighbourhood,

Amends the OCP be amended to remove Elm Street from the Waterfront Village designation.

#### **11.1.b. MARINE DRIVE GARBAGE - EAST AND WEST BEACH**

155

Councillor Trevelyan provided the following motion for consideration at this time:

***Note: There are five (5) photos in relation to the motion provided for information.***

Whereas take-out trash and other garbage has been increasing on Marine Drive and the Promenade due to the COVID-19 pandemic:

### **RECOMMENDATION**

THAT Council directs staff to explore further options that are available to the City in order to keep the waterfront clean and free of overflowing garbage cans, including but not limited to increased pickups, more garbage cans, an advertising campaign; and further information, given that the increase in garbage is due directly to the impact of COVID restrictions, can the Federal / Provincial Grant be used to support garbage pickup.

#### **11.1.c. EXTENSION FOR WATER COMMUNITY ADVISORY PANEL MEMBER APPOINTMENTS**

At the March 15, 2021 Special Council meeting, Council endorsed a motion to extend the Water Community Advisory Panel for at least three (3) meetings in order to finish their work on the water rate structure.

### **RECOMMENDATION**

THAT Council extend the term of appointments for the existing Water Community Advisory Panel in order for additional three (3) meetings to be held to complete discussion in regard to water utility user rates.

**11.1.d. COVID RECOMMENDATIONS FOR THE WATERFRONT**

Councillor Chesney provided the following motion for consideration at this time:

Given the rapidly increasing COVID cases in the Fraser Health Region;

This past long Easter week-end our waterfront parking was full;

All the patios were packed and the massive lineups for take-out service have caused great concern for many of our taxpaying residents;

One of the Provincial health guidelines is to stay home; and

I understand people want to get out and get some fresh air and exercise.

Therefore I Recommend:

*THAT Council direct staff to report what measures the City should put in place, if any, to help address keeping with Health Orders during the pandemic at the waterfront.*

**11.2. NOTICES OF MOTION**

**12. RELEASE OF ITEMS FROM CLOSED COUNCIL MEETINGS**

**13. OTHER BUSINESS**

**13.1. 2021 GRANTS-IN-AID COMMITTEE APPOINTMENTS**

Mayor Walker informs of the appointments of the following members to serve on the Grants-in-Aid SubCommittee (Standing Committee ) for 2021:

- Councillor Kristjanson, Chairperson
- Councillor Fathers
- Councillor Manning; and
- Councillor Johanson (Alternate)

**13.2. MACCAUD PARK COURTS**

Councillors Johanson and Trevelyan requested that this item be added to the agenda for reconsideration / discussion.

The following motion was considered and defeated at the March 29, 2021 Regular Council meeting. At this time it is being requested that this item be reconsidered.

**RECOMMENDATION**

*THAT Council no longer consider tennis and pickleball courts at Maccaud Park and exhaust all other avenues to put these spots elsewhere on the east side of the City.*

**14. CONCLUSION OF THE APRIL 12, 2021 REGULAR COUNCIL MEETING**

## Regular Council Meeting of White Rock City Council

### Minutes



March 29, 2021, 7:00 p.m.

City Hall Council Chambers

15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

PRESENT: Mayor Walker  
Councillor Chesney  
Councillor Fathers  
Councillor Johanson  
Councillor Kristjanson  
Councillor Manning  
Councillor Trevelyan (left the meeting at 7:26 p.m.)

STAFF: Guillermo Ferrero, Chief Administrative Officer  
Tracey Arthur, Director of Corporate Administration  
Jim Gordon, Director of Engineering and Municipal Operations  
Carl Isaak, Director of Planning and Development Services  
Jacquie Johnstone, Director of Human Resources  
Colleen Ponzini, Director of Financial Services  
Eric Stepura, Director of Recreation and Culture  
Ed Wolfe, Fire Chief  
Shannon Johnston, Manager of Budgets and Accounting  
Donna Kell, Manager of Communications and Government Relations  
Debbie Johnstone, Deputy Corporate Officer

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#### 1. **CALL MEETING TO ORDER**

The meeting was called to order at 7:15 p.m.

##### 1.1 **FIRST NATIONS LAND ACKNOWLEDGEMENT**

*We would like to recognize that we are standing/working/meeting on the traditional unceded territory of the Semiahmoo First Nation, and also wish to acknowledge the broader territory of the Coast Salish Peoples.*

**2. ADOPTION OF AGENDA**

**Motion Number: 2021-158** It was MOVED and SECONDED

THAT the Corporation of the City of White Rock Council adopt the agenda for its regular meeting scheduled for March 29, 2021 as circulated.

**Motion CARRIED (7 to 0)**

**3. ADOPTION OF MINUTES**

**Motion Number: 2021-159** It was MOVED and SECONDED

THAT the Corporation of the City of White Rock adopt the following minutes as circulated:

- March 8, 2021 Regular Council Meeting; and
- March 15, 2020 Special Council Meeting.

**Motion CARRIED (7 to 0)**

**4. QUESTION AND ANSWER PERIOD**

Due to the COVID-19 global pandemic, in-person Question and Answer Period has been temporarily suspended until further notice. You may forward questions and comments to Mayor and Council by emailing [ClerksOffice@whiterockcity.ca](mailto:ClerksOffice@whiterockcity.ca) with Question and Answer Period noted in the subject line. Your questions and comments will be noted along with answers and placed on the City's website. You will be notified directly once this has been completed.

As of 8:30 a.m., March 29, there were no Question and Answer period submissions received.

**5. DELEGATIONS AND PETITIONS**

**5.1 DELEGATIONS**

- 5.1.a DR. HUGUETTE HAYDEN AND NIOVI PATSICAKIS - UN  
TREATY FOR THE PROHIBITION OF NUCLEAR WEAPONS**



Dr. Huguette Hayden and Niovi Patsicaksis appeared as a delegation to request consideration of signing the UN Treaty for the Prohibition of Nuclear Weapons.

**Motion Number: 2021-160** It was MOVED and SECONDED

THAT Council endorses a letter of support be forwarded in regard to the delegation Dr. H. Hayden and N. Patsicakis - UN Treaty for the prohibition of nuclear weapons.

**Motion CARRIED (7 to 0)**

**5.1.b BOB AND DIANE GARDNER - TREE PLANTING AND EXISTING VIEWS**

Bob and Diane Gardner appeared as a delegation to discuss their objection to a new city tree being planted on the City boulevard in front of their home (15457 Royal Avenue).

**Motion Number: 2021-161** It was MOVED and SECONDED

THAT Council direct staff to reconsider the planting of the tree at 15457 Royal Avenue and request that a more suitable location be found.

**Motion CARRIED (7 to 0)**

**5.1.c CATHY PETERS - BE AMAZING CAMPAIGN - HUMAN SEX TRAFFICKING, SEXUAL EXPLOITATION, CHILD SEX TRAFFICKING AND HOW TO STOP IT IN BC**

Cathy Peters, Be Amazing Campaign, appeared as a delegation to discuss how to stop Human Sex Trafficking, Sexual Exploitation, and Child Sex Trafficking in B.C.

Councillor Trevelyan departed the meeting at 7:26 p.m.

**Motion Number: 2021-162** It was MOVED and SECONDED

THAT Council endorse a letter of support be sent, in regard to the delegation, by the City of White Rock with copies to go to the local MP and MLA

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**5.2 PETITIONS**

None

**6. PRESENTATIONS AND CORPORATE REPORTS**

**6.1 PRESENTATIONS**

**6.1.a MANAGING THE COVID-19 PANDEMIC AT PEACE ARCH HOSPITAL**

Cathy Wiebe, Executive Director White Rock/South Surrey and Delta Health Services & Peace Arch and Delta Hospitals provided a presentation in regard to how Peace Arch Hospital is managing the COVID-19 pandemic.

**6.2 CORPORATE REPORTS**

**6.2.a COVID-19 GLOBAL PANDEMIC VERBAL UPDATE**

The Fire Chief provided a verbal update regarding the COVID-19 global pandemic.

**6.2.b 2021 - 2025 FINANCIAL PLAN BYLAW, 2021, NO. 2377**

Corporate report dated March 29, 2021 from the Director of Financial Services titled "2021 - 2025 Financial Plan Bylaw, 2021, No. 2377".

**Note:** Bylaw 2377 is placed on the agenda as Item 8.1.b for Council consideration at that time (for three (3) readings).

**Motion Number: 2021-163** It was MOVED and SECONDED

THAT Council receive the March 29, 2021 corporate report from the Director of Financial Services titled "2021-2025 Financial Plan Bylaw, 2021, No. 2377".

Voted in the negative (1): Councillor Manning

Absent (1): Councillor Trevelyan

**Motion CARRIED (5 to 1)**

**6.2.c WHITE ROCK SOUTH SURREY BASEBALL ASSOCIATION  
BATTING CAGE REPLACEMENT**

Corporate report dated March 29, 2021 from the Director of Recreation and Culture titled "White Rock South Surrey Baseball Association Batting Cage Replacement".

**Motion Number: 2021-164** It was MOVED and SECONDED

THAT Council approve funding in the amount of \$50,000 from Community Amenity Contributions to contribute towards the batting cage replacement project proposed by White Rock South Surrey Baseball Association at Centennial Park.

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**7. MINUTES AND RECOMMENDATIONS OF COMMITTEES**

**7.1 STANDING AND SELECT COMMITTEE MINUTES**

**Motion Number: 2021-165** It was MOVED and SECONDED

THAT Council receive for information the following standing and select committee meeting minutes as circulated:

- Finance and Audit Committee - March 8, 2021;
- Land Use and Planning Committee - March 8, 2021;
- Public Art Advisory Committee - February 25, 2021;
- Seniors Advisory Committee - March 2, 2021;
- History and Heritage Advisory Committee - March 3, 2021;
- Environmental Advisory Committee - March 4, 2021;
- Water Community Advisory Panel - March 9, 2021;
- Economic Development Advisory Committee - March 10, 2021; and
- Environmental Advisory Committee - March 18, 2021 (provided on table).

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**7.2 STANDING AND SELECT COMMITTEE RECOMMENDATIONS**

**7.2.a History and Heritage Advisory Committee (Council Representative - Councillor Chesney)**

**7.2.a.a Recommendation #1 - Bilingual Signage**

**Motion Number: 2021-166** It was MOVED and SECONDED

THAT Council direct Staff to work with Semiahmoo First Nations to identify culturally significant locations in White Rock and recognize them through the provision of bilingual signage.

Voted in the negative (1): Councillor Manning

Absent (1): Councillor Trevelyan

**Motion CARRIED (5 to 1)**

**7.2.a.b Recommendation #2 - Naming of Undeveloped Street Right-of-Ways**

**Motion Number: 2021-167** It was MOVED and SECONDED

THAT Council direct Staff to work with Semiahmoo First Nations to investigate culturally significant naming of undeveloped street right-of-ways.

Voted in the negative (1): Councillor Manning

Absent (1): Councillor Trevelyan

**Motion CARRIED (5 to 1)**

**7.2.b Water Community Advisory Panel (Council Representative - Councillor Trevelyan)**

**Note:** *The recommendation provided by the Water Community Advisory Panel in regard to requesting "alternatives" be brought forward appears to be outside previous Council direction. Staff at*

*this time are acting on Council direction given at the December 2, 2019 Regular Council meeting (currently working on bringing forward information in relation to a phased approach to consumption based water utility rates).*

**7.2.b.a Recommendation #1 - Proposed Water Rate Model**

**Motion Number: 2021-168** It was MOVED and SECONDED

THAT Council postpone consideration on the following recommendation as Councillor Trevelyan is not in attendance:

*THAT Council direct staff to continue to work on finalizing a water rate structure with alternatives with the Panel and report back to Council.*

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**7.2.c Environmental Advisory Committee (Council Representative - Councillor Johanson)**

**Note:** *Staff noted to the Committee that Council has scoped the extent of the on-going Official Community Plan (OCP) review to the topic of building heights. A broadening of the scope of the OCP review, to address the motion of the Committee, may result in a delay in completing elements of the review currently underway. Staff will be advancing updates to the City's Zoning Bylaw later this year. This work may necessitate amendments to the OCP which could include the policy amendment recommended by the Committee. Combining this amendment with other amendments would allow for some resource efficiencies, and savings as it relates to public advertising costs.*

**7.2.c.a Recommendation #1 - OCP Policy 12.5.1**

**Note:** Items 7.2.c a and 7.2.c.b were considered at the same time.

**Motion Number: 2021-169** It was MOVED and SECONDED

THAT Council consider the two (2) recommendations from the Environmental Advisory Committee in relation to the Official Community Plan (OCP) at one (1) time as follows:

**1)** To consider the Greenhouse Gas Reduction Target Proposal report with recommendation and / or endorse the recommendation to staff:

*The City of White endorses the current GHG emission reduction targets of the Governments of Canada, BC and Metro Vancouver, in particular the shared commitment to achieve net zero emissions, or carbon neutrality, by 2050. The City will undertake all possible measures within its jurisdiction and capabilities to contribute to the realization of these targets, including through the achievement of carbon neutrality in its corporate operations by 2030 and by actively promoting the reduction of community-wide GHG emissions in White Rock.*

*To these ends, concrete plans will be developed and steps taken in all spheres enumerated under BC's annual climate action reporting requirements, ie: broad planning, building and lighting, energy generation, greenspace protection and enhancement, solid waste management, transportation, water and wastewater management, and climate change adaptation efforts; and*

**2)** Consider OCP Policy 12.5.7 be amended as follows:

*Electric Vehicles-Require the following electric vehicle charging components in new residential, multi-unit residential, and commercial buildings. A minimum of:*

- *1 Level 2 EV-ready parking stall in single-family homes with garages*
- *20% of parking stalls to be Level 2 EV-ready in commercial buildings*

- 100% of resident parking stalls to be Level 2 EV-ready in multi-unit residential buildings
- 50% of visitor parking stalls to be Level 2 EV-ready in multi-unit residential buildings

*AND THAT zoning bylaws be amended to be consistent with these requirements.*

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**7.2.c.b Recommendation #2 - Amendment to OCP Policy 12.5.7**

**Note:** *Staff will be advancing updates to the City's Zoning Bylaw later this year. This work may necessitate amendments to the OCP which could include the policy amendment recommended by the Committee. Combining this amendment with other amendments would allow for some resource efficiencies, and savings as it relates to public advertising costs.*

**Note:** Items 7.2.c a and 7.2.c.b were considered at the same time.

**7.2.c.c Recommendation #3 - Centre Street Walkway Project Sustainable Design Principles**

**Note:** *Staff have noted that the recommendation by the Environmental Advisory Committee is requesting a different design principle from the 2014 proposal. Review of further design principles will add required time for the planning stage that will impact possible completion for 2022.*

**Note:** Item 7.2.c.c., recommendation as follows, was not moved and seconded by Council.

*THAT Council direct staff to review and revise, if necessary, the Centre Street Walkway project to be*

*consistent with sustainable design principles, as adopted by Council on December 2, 2019.*

**7.2.c.d Recommendation #4 - Enhancing Greenspace and Canopy in Maccaud Park**

**Note:** *Staff note the recommendation by the Environmental Advisory Committee should be deferred to future discussion regarding use of Community Amenity Contributions (CACs) where Council have requested information be brought forward in regard to costs for pickleball / tennis courts for the site.*

**Motion Number: 2021-170** It was MOVED and SECONDED

THAT Council no longer consider tennis and pickleball courts at Maccaud Park and exhaust all other avenues to put these spots elsewhere on the east side of the City.

Voted in the negative (3): Mayor Walker, Councillor Johanson, and Councillor Kristjanson

Absent (1): Councillor Trevelyan

**Motion DEFEATED (3 to 3)**

**Councillors Johanson, Kristjanson and Mayor Walker voted in the negative**

**Motion Number:** It was MOVED and SECONDED

THAT Council direct staff to bring forward a corporate report regarding lighting at Centennial Park court area including the cost and how many hours that would extend the courts at Centennial.

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**Motion Number:** It was MOVED and SECONDED



THAT, in considering future plans for Maccaud Park, Council give priority to the importance of preserving and enhancing greenspace and tree canopy, and limiting the expansion of impermeable surfaces.

Voted in the negative (2): Mayor Walker, and Councillor Kristjanson

Absent (1): Councillor Trevelyan

**Motion CARRIED (4 to 2)**

**7.2.d Economic Development Advisory Committee (Council Representative - Councillor Manning)**

**Note:** Staff have noted that *the* intent of the recommendation is unclear. A review analysis may imply that a study be conducted on decorative lighting and that this study investigate coordination, presumably with the White Rock Festival of Lights. Any study will have short term budgetary and resource implications that Council should consider at this time and could potentially lead to increased programs and costs in the future.

**7.2.d.a Recommendation #1 - Decorative Lighting in White Rock**

**Motion Number: 2021-171** It was MOVED and SECONDED

THAT Council consider a review analysis and recommendations on a long-term coordination for decorative lighting in White Rock.

Voted in the negative (2): Councillor Johanson, and Councillor Kristjanson

Absent (1): Councillor Trevelyan

**Motion CARRIED (4 to 2)**

**7.2.e Seniors Advisory Committee (Council Representative - Councillor Johanson)**

**Note:** *In accordance with Council's endorsement of the consultant's recommendation, moving forward the Seniors Advisory*

*Committee is to be replaced by relying on the Semiahmoo Seniors Planning Table and the Kent Street Activity Centre Executive Committee for advice and input in regard to seniors matters.*

*The proposed workplan is attached for information purposes.*

**7.2.e.a Recommendation #1 - 2021 Seniors Advisory Committee Work Plan**

**Motion Number: 2021-172** It was MOVED and SECONDED

THAT Council direct the proposed work plan of the Seniors Advisory Committee be forwarded to Recreation staff for their review.

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**8. BYLAWS AND PERMITS**

**8.1 BYLAWS**

**8.1.a BYLAW 2371 - WHITE ROCK ZONING BYLAW, 2012, NO. 2000, AMENDMENT (ACCESSIBLE PARKING STANDARDS) BYLAW 2020, NO. 2371**

Bylaw 2371 - A bylaw to amend the White Rock Zoning Bylaw in regard to accessible parking. This item was presented for consideration of first and second reading at the January 25, 2021 Regular Council meeting. A public hearing was held March 1, 2021 and following that the bylaw was given third reading at the March 8, 2021 Regular Council meeting. The bylaw is on the agenda for consideration of final reading at this time.

**Motion Number: 2021-173** It was MOVED and SECONDED

THAT Council give final reading to “*White Rock Zoning Bylaw, 2012, No. 2000, Amendment (Accessible Parking Standards) Bylaw, 2020, No. 2371*”.

Absent (1): Councillor Trevelyan

**Motion CARRIED (6 to 0)**

**8.1.b BYLAW 2377 - WHITE ROCK FINANCIAL PLAN (2021-2025)  
BYLAW, 2021, NO. 2377**

A Bylaw to adopt a Financial Plan for 2021 to 2025. This bylaw is on the agenda for first, second and third reading at this time.

Discussion ensued regarding the proposed bylaw including the following points:

- Would like to see line by line review with Council (need to understand where the expenses are);
- Proposed 4.28% is too high

It was noted that the time is now 9:30 p.m. and in accordance with the procedure bylaw a vote is to be taken to extend the meeting.

**Motion Number: 2021-174** It was MOVED and SECONDED

THAT Council endorse the meeting time be extended to occur past 9:30 p.m. in order to complete the business as noted on the agenda.

Voted in the negative (4): Mayor Walker, Councillor Johanson, Councillor Kristjanson, and Councillor Manning

Absent (1): Councillor Trevelyan

**Motion DEFEATED (2 to 4)**

Following the resolution being defeated to extend the meeting it was noted the remaining agenda items will be brought forward to the April 12, 2021 Regular Council meeting.

**8.2 PERMITS**

None

**9. CORRESPONDENCE**

**9.1 CORRESPONDENCE - RECEIVED FOR INFORMATION**

**Note:** The following Correspondence Items (9.1.a - 9.1.b) will be forwarded to an upcoming Regular Council meeting.

**9.1.a Proposed RCAF Snowbird Story Board on White Rock Pier**

Correspondence dated March 17, 2021 regarding a proposed story board on the White Rock Pier as a commemorative tribute to the Canadian Forces Snowbirds (431 Air Demonstration Team).

**Note:** Council may wish to consider a motion for staff to review and bring forward information in regard to a commemorative tribute to the Canadian Forces Snowbirds (431 Air Demonstration Team) / a storyboard from the City of White Rock, including budget implications.

**9.1.b 2020 RESOLUTION REFERRED TO UNION OF BRITISH COLUMBIA OF MUNICIPALITIES - VACANCY TAX**

Letter dated February 26, 2021 from Union of British Columbia Municipalities (UBCM) to notify the following City's resolution has been endorsed with an Amendment: NR69 Vacancy Tax:

*Whereas the City of Vancouver has authority through the Vancouver Charter to implement and Annual Vacancy Tax;*

*And whereas other municipalities are governed through the Community Charter where there is no current authority to implement a Vacancy Tax;*

*Therefore be it resolved that UBCM work with the Province of British Columbia to amend the authority given to municipalities through the Community Charter permitting municipalities the authority to impose, by bylaw, an annual vacancy tax on taxable residential properties.*

**Resolutions Committee Comments Amendment:**

*Therefore be it resolved that UBCM work with the Province of British Columbia to amend the authority given to municipalities through the Community Charter permitting municipalities the authority to impose, by bylaw, an annual vacancy tax on taxable residential ~~and commercial~~ properties.*

**Note:** This is included on the agenda for information purposes.

**10. MAYOR AND COUNCILLOR REPORTS**

**10.1 MAYOR'S REPORT**

None

## 10.2 COUNCILLORS REPORTS

None

## 11. MOTIONS AND NOTICES OF MOTION

### 11.1 MOTIONS

**Note:** The following Notices of Motion (11.1a. - 11.1.e) will be brought forward to the April 12, 2021 Regular Council agenda:

#### 11.1.a ZERO BASED BUDGETING FOR 2022

Councillor Johanson provided the following motion for consideration:

**Motion Number:** It was MOVED and SECONDED

THAT Council: Whereas the City needs to reduce unnecessary and wasteful spending; and

Whereas those items the City has had for years and are treated as routine expenditures; and

Whereas every financial-allocation-seeking department should justify their expenditure for the current year; and

Whereas Zero-Based-Budgeting should be done once per term;

It is recommended that staff provide a corporate report outlining how zero-based-budgeting will be implemented in the City of White Rock for the year 2022.

#### 11.1.b OFFICIAL COMMUNITY PLAN AMENDMENT - ELM STREET

Councillor Johanson provided the following motion for consideration:

**Note:** Staff note that it is likely that amendments pertaining to

*building heights within the Waterfront Village designation could be presented in tandem with changes to the boundaries of this designation (along Elm Street). It would be advantageous to receive direction from Council as it relates to this potential designation change as staff would need time to evaluate the appropriateness of such in the context of the property(ies) to which the amendment would apply. Although please note this could add time to the on-going review of building heights outside the Town Centre.*

**Motion Number:** It was MOVED and SECONDED

THAT Council: Whereas the Official Community Plan (OCP) includes Elm Street as part of the Waterfront Village; and

Whereas Elm Street is the only street off Marine Drive that is part of the Waterfront Village; and

Whereas Elm Street has no commercial activity; and

Whereas Elm Street is in fact part of a mature neighbourhood,

Amends the OCP be amended to remove Elm Street from the Waterfront Village designation.

#### **11.1.c MARINE DRIVE GARBAGE - EAST AND WEST BEACH**

Councillor Trevelyan provided the following motion for consideration at this time:

**Note:** *There are five (5) photos in relation to the motion provided for information.*

Whereas take-out trash and other garbage has been increasing on Marine Drive and the Promenade due to the COVID-19 pandemic:

**Motion Number:** It was MOVED and SECONDED

THAT Council directs staff to explore further options that are available to the City in order to keep the waterfront clean and free of overflowing garbage cans, including but not limited to increased pickups, more garbage cans, an advertising campaign; and further information, given that the increase in garbage is due directly to the impact of COVID restrictions, can the Federal / Provincial Grant be used to support garbage pickup.

**11.1.d EXTENSION FOR WATER COMMUNITY ADVISORY PANEL MEMBER APPOINTMENTS**

At the March 15, 2021 Special Council meeting, Council endorsed a motion to extend the Water Community Advisory Panel for at least three (3) meetings in order to finish their work on the water rate structure.

**Motion Number:** It was MOVED and SECONDED

THAT Council extend the term of appointments for the existing Water Community Advisory Panel in order for additional three (3) meetings to be held to complete discussion in regard to water utility user rates.

**11.1.e OFFICIAL COMMUNITY PLAN - MARINE DRIVE AND CONFIRMATION OF FOUR (4) STORIES**

Councillor Chesney provided the following Notice of Motion requesting it be considered at this time due to time constraints:

THAT Council direct staff to report on the following two (2) matters regarding the Official Community Plan development of Marine Drive:

- Treat Marine Drive as a free-standing area, this would change from the current designation that refers to Marine Drive as part of the waterfront village which encompasses from Marine Drive to Victoria Avenue; and
- Create physical examples of what four (4) stories would look like on East Beach and West Beach. Illustrated from the front and from the properties behind the existing buildings on Marine Drive to ascertain view loss if four (4) stories on Marine Drive in selected areas were to be permitted.

**11.2 NOTICES OF MOTION**

**12. RELEASE OF ITEMS FROM CLOSED COUNCIL MEETINGS**

None

**13. OTHER BUSINESS**

None

**13.1 2021 GRANTS-IN-AID COMMITTEE APPOINTMENTS**

**Note:** The following item for information will be included on the April 12, 2021 Regular Council agenda.

Mayor Walker informs of the appointments of the following members to serve on the Grants-in-Aid SubCommittee (Standing Committee ) for 2021:


- Councillor Kristjanson, Chairperson
- Councillor Fathers
- Councillor Manning; and
- Councillor Johanson (Alternate)

**14. CONCLUSION OF THE MARCH 29, 2021 REGULAR COUNCIL MEETING**

The Chairperson concluded the meeting was at 9:32 p.m.

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Mayor Walker



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Tracey Arthur, Director of Corporate Administration



**From:** [Patsy/Roger Kealy](#)  
**To:** [Clerk's Office](#)  
**Subject:** For Q & A  
**Date:** March 30, 2021 2:55:51 PM

---

*CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.*

The taxpayers cannot afford a \$50,000 new batting cage at this time. What happened to the election promise of 0 tax increase?

Patsy Kealy  
932 Maple St  
White Rock

**From:** [Colleen Ponzini](#)  
**To:** [Clerk's Office](#)  
**Subject:** RE: Q&A for April 12th Council - Batting Cage  
**Date:** April 1, 2021 3:23:50 PM

---

Hello Ms. Kealy:

The \$50K contribution for the Batting Cage that was approved on Monday March 29<sup>th</sup> comes from the Community Amenity Contributions and which does not impact taxation rates.

Please find attached a link to Council Policy 511 on Community Amenity Contributions that helps to describe what they are and how they can be used. [511-Community-Amenity-Contribution-pdf \(whiterockcity.ca\)](#)

Regards,

**Colleen Ponzini, CPA, CGA**  
**Director of Financial Services, City of White Rock**  
15322 Buena Vista Avenue, White Rock, BC V4B 1Y6  
Tel: 604.541.2111 | [www.whiterockcity.ca](http://www.whiterockcity.ca)



The information transmitted, including attachments, is intended only for the individual(s) or entity to which it is addressed and may contain information that is confidential and/or privileged or exempt from disclosure under applicable law. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon this information by individual(s) or entities other than the intended recipient is prohibited. Please notify the City of White Rock and destroy any copies of this information. Thank you.

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**From:** Clerk's Office <ClerksOffice@whiterockcity.ca>  
**Sent:** April 1, 2021 2:58 PM  
**To:** Colleen Ponzini <CPonzini@whiterockcity.ca>  
**Subject:** Q&A for April 12th Council - Batting Cage

Good afternoon, Colleen,

Would you be able to provide a response to the following comment? We will be including this comment in the on-table package for the April 12<sup>th</sup> Council meeting so if you could return this back to the Clerk's Office by noon on April 12<sup>th</sup>, that would be appreciated.

Thank you,

**CHLOE RICHARDS**  
Committee & FOI Clerk, Administration  
15322 Buena Vista Avenue, White Rock, BC V4B 1Y6  
Tel: 604-541-2275 | [www.whiterockcity.ca](http://www.whiterockcity.ca)



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---

**Sent:** March 30, 2021 2:56 PM

**To:** Clerk's Office <[ClerksOffice@whiterockcity.ca](mailto:ClerksOffice@whiterockcity.ca)>

**Subject:** For Q & A

*CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.*

The taxpayers cannot afford a \$50,000 new batting cage at this time. What happened to the election promise of 0 tax increase?

Patsy Kealy  
932 Maple St  
White Rock

**From:** [n.newton](#)  
**To:** [Clerk's Office](#)  
**Subject:** Question and Answer period  
**Date:** April 1, 2021 6:40:46 PM

---

*CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.*

Could you please find out why patients in Peace Arch Hospital are not being vaccinated.

One patient has been in hospital since February 14, 2021, is over 90 years of age and despite enquiries to many agencies, is still unvaccinated.

Surely these patients should be some of the first to be vaccinated considering the many infections found in so many hospitals.

Sincerely

N. Newton

**From:** Cathy Wiebe (DH) [FH]

**Sent:** Tuesday, April 6, 2021 6:03:24 PM

**Subject:** RE: Question and Answer Period - PAH Patients Not Being Vaccinated

---

We have recently added our new in-hospital immunization program as of March 31. All in-patients who are over the age of 70 and/or identify as indigenous are being offered! vaccinations at this time. This program will be capturing patients on a weekly basis and! likely will increase over time.

Please let me know if there are any other questions or concerns. The below individual if still! in hospital should have been offered and/or received there vaccination now.

Sincerely,

*Cathy*

Cathy Wiebe, RN, BSN, MSN

Executive Director White Rock/South Surrey and Delta Health Services & Peace Arch and Delta Hospitals

Assistant: Karen L. McIntyre

[KarenL.McIntyre@fraserhealth.ca](mailto:KarenL.McIntyre@fraserhealth.ca)

**From:** [jocelyne.leszczynski](#)  
**To:** [Clerk's Office](#)  
**Subject:** Question and Answer Period - the e-Newsletter  
**Date:** April 2, 2021 11:27:03 AM

---

*CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.*

Hello Clerks Office and Council,

Wanted to express my appreciation for the fulsome and informative City Connects e-newsletter. Clearly it represents considerable time and effort by city staff to compile. Thank you!

In the last number of editions Council has acknowledged religious holidays with a picture of Council members and a holiday greeting (Easter, Christmas etc). How does Council decide which of these holidays to acknowledge? This time of year is of special significance to many religious communities in White Rock - Nowruz on March 20, Passover March 27 - April 4, Ramadan April 13 - May 12 - to name a few.

I encourage Council and city staff to consider holiday greetings that encompass the diversity of our community and recognize that not all people celebrate Christian holidays.

Thank you,  
Jocelyne

--

Jocelyne Leszczynski  
Email: [jl.leszczynski@gmail.com](mailto:jl.leszczynski@gmail.com)

**From:** [Donna Kell](#)  
**To:** [Clerk's Office](#)  
**Cc:** [Tracey Arthur](#)  
**Subject:** RE: Q&A Period - City Connects e-Newsletter Holiday Acknowledgements  
**Date:** April 6, 2021 10:25:43 AM

---

**Email Question from Jocelyne Leszczynski: April 2, 2021**

**Question and Answer Period - the e-Newsletter**

Thank you for your very kind words regarding the City's e-newsletter, City Connects. We appreciate you taking the time to send a message.

You asked about the holiday messages in City Connects that feature a photo of Council members. The decision regarding which holidays the City recognizes with advertisements in City Connects, the Peace Arch News and on the City's social media channels is made by City Council.

The related Council Policy 135 is posted at this [link](#), with other City policies on [www.whiterockcity.ca](http://www.whiterockcity.ca).

Thank you for making the suggestions. Your feedback will be shared with Council.

---

THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
**CORPORATE REPORT**



**DATE:** April 12, 2021

**TO:** Mayor and Council

**FROM:** Jim Gordon, P.Eng., Director, Engineering and Municipal Operations

**SUBJECT:** Contract Award – 2020 Water Utility Capital Works Construction

---

**RECOMMENDATIONS**

THAT Council:

1. Approve the 2020 Water Main Upgrade – Chestnut, Blackburn to North Bluff budget of \$289,000, as well as the 2020 Water Main Upgrade - 1500 Blk Stevens budget of \$399,000 which are in the 2021 – 2025 Financial Plan; and
  2. Approve the award of the 2020 Water Utility Capital Works Construction Contract to Brighthouse Civil Contracting DTM Ltd. in the amount of \$454,576 (excluding GST).
- 

**EXECUTIVE SUMMARY**

The purpose of this report is to obtain Council approval to carry forward the budget for two watermain replacement projects and award the 2020 Water Utility Capital Works Construction Contract to Brighthouse Civil Contracting DTM Ltd.

**PREVIOUS COUNCIL DIRECTION**

Not applicable.

**INTRODUCTION/BACKGROUND**

The proposed work is to replace the cast iron watermain that have a history of premature corrosion and leaks. For example, the segment on Stevens Street is listed in the 2017 Water Utility Master Plan Update as in need of replacement due to the pipe break history. Staff have responded to several leaks along Chestnut Street; therefore, this pipe segment has been added to the scope.

The City retained R.F. Binnie & Associates Ltd. to provide design services, tender support services, and construction monitoring services. The new pipe will be ductile iron that includes cathodic protection of fittings to improve the longevity of the pipeline infrastructure. An additional fire hydrant is included to improve fire protection. To manage any impacts to vegetation, the City has hired Urban Grove Tree Care & Consulting to have a professional arborist available to direct the contractor when required.



The Request for Proposal (WR21-003) was advertised on BC Bid from January 14 to February 11, 2021. The following proposals were received.

Table 1 – Bid Summary

<b>Company</b>	<b>Bid Price (Excluding GST)</b>
Brighthouse Civil Contracting DTM Ltd.	\$ 454,576
Triahn Enterprises Ltd.	\$ 481,342
Drake Excavating (2016) Ltd.	\$ 502,077
Sandpiper Contracting LLP	\$ 509,237
RTR Terra Contracting Ltd.	\$ 616,931
McDonald & Ross Construction Ltd.	\$ 624,535
Hyland Excavating Ltd.	\$ 725,299

Staff and the consultant evaluated the proposals. Brighthouse Civil Contracting DTM Ltd. submitted the lowest price proposal and provides the overall best value to the City. Staff recommend accepting the bid.

The intent is to complete the work by early summer 2021 including final pavement restoration.

### **FINANCIAL IMPLICATIONS**

The watermain upgrades included in the 2020 budget that are carried forward are as follows:

- Chestnut Street – Blackburn Avenue to North Bluff Road; and
- Stevens Street – Russell Avenue to North Bluff Road.

The total amount for these projects is budgeted at \$688,000. These projects are being grouped together to achieve economic advantage compared to tendering each project individually.

A summary of the project budget is shown below in Table 2.

Table 2 – Project Budget

	<b>Design</b>	<b>Construction</b>	<b>Contingency</b>	<b>Total</b>
<b>Budget</b>	<b>\$ 50,000</b>	<b>\$ 500,000</b>	<b>\$138,000</b>	<b>\$688,000</b>
Project Cost	\$ 31,000	\$455,000	\$50,000	\$536,000
Other (Arborist)		\$ 2,000	\$ 2,000	\$ 4,000
<b>Total Project Cost</b>	<b>\$ 31,000</b>	<b>\$457,000</b>	<b>\$52,000</b>	<b>\$540,000</b>
<b>Project Variance</b>	<b>\$19,000</b>	<b>\$43,000</b>	<b>\$86,000</b>	<b>\$148,000</b>

Funds are included in the 2021 – 2025 Financial Plan.

### **LEGAL IMPLICATIONS**

Not applicable.

### **COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS**

Notices will be delivered to the residents fronting the work which will include contact information for the Contractor and the City project manager to resolve any issues that may arise.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

Not applicable.

### **CLIMATE CHANGE IMPLICATIONS**

Not applicable.

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

Not applicable.

### **OPTIONS / RISKS / ALTERNATIVES**

The following option is available for Council's consideration:

1. Not approve the project, however, the watermain will continue to leak requiring Water Utility Staff to carry out emergency repairs. This may result in more extensive and costly future repairs and is less efficient use of City resources.

### **CONCLUSION**

The City posted a Request for Proposals for the 2020 Water Utility Capital Works Construction. Seven (7) bids were received and based on overall best value, Staff recommend awarding of the contract to Brighthouse Civil Contracting DTM Ltd. in the amount of \$ 454,576 (excluding GST). Funding is included in the 2021 – 2025 Financial Plan.

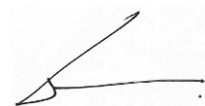
Respectfully submitted,



Jim Gordon, P.Eng.  
Director of Engineering and Municipal Operations

### **Comments from the Chief Administrative Officer**

I concur with the recommendations of this corporate report.



Guillermo Ferrero  
Chief Administrative Officer



## **Land Use and Planning Committee**

### **Minutes**

March 29, 2021, 5:00 p.m.

City Hall Council Chambers

15322 Buena Vista Avenue, White Rock, BC, V4B 1Y6

**PRESENT:**

- Mayor Walker
- Councillor Chesney
- Councillor Johanson
- Councillor Fathers (arrived at 6:58 p.m.)
- Councillor Kristjanson
- Councillor Manning
- Councillor Trevelyan

**STAFF:**

- Guillermo Ferrero, Chief Administrative Officer
- Tracey Arthur, Director of Corporate Administration
- Jim Gordon, Director of Engineering and Municipal Operations
- Carl Isaak, Director of Planning and Development Services
- Colleen Ponzini, Director of Financial Services
- Greg Newman, Manager of Planning
- Donna Kell, Manager of Communications and Government Relations
- Debbie Johnstone, Deputy Corporate Officer

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#### **1. CALL TO ORDER**

Councillor Kristjanson, Chairperson

The meeting was called to order at 5:01 p.m.

2. **MOTION TO CONDUCT LAND USE AND PLANNING COMMITTEE MEETING WITHOUT THE PUBLIC IN ATTENDANCE**

**Motion Number: LU/P-035** It was MOVED and SECONDED

WHEREAS COVID-19 has been declared a global pandemic;

WHEREAS the City of White Rock has been able to continue to provide the public access to the meetings through live streaming;

WHEREAS holding public meetings in the City Hall Council Chambers, where all the audio/video equipment has been set up for the live streaming program, would not be possible without breaching physical distancing restrictions due to its size, and holding public meetings at the White Rock Community Centre would cause further financial impact to City Operations due to staffing resources and not enable live streaming;

WHEREAS Ministerial Orders require an adopted motion in order to hold public meetings electronically, without members of the public present in person at the meeting;

THEREFORE BE IT RESOLVED THAT the Land Use and Planning Committee (including all members of Council) authorizes the City of White Rock to hold the March 29, 2021 meeting to be video streamed and available on the City's website, and without the public present in the Council Chambers.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

3. **ADOPTION OF AGENDA**

**Motion Number: LU/P-036** It was MOVED and SECONDED

THAT the Land Use and Planning Committee adopt the agenda for March 29, 2021 as circulated.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

4. **ADOPTION OF MINUTES**

**Motion Number: LU/P-037** It was MOVED and SECONDED

THAT the Land Use and Planning Committee adopt the minutes of the March 8, 2021 meeting as circulated.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

## **5. CORPORATE REPORTS**

### **5.1 Results of Official Community Plan Review Survey - Building Heights Outside the Town Centre**

Corporate report dated March 8, 2021 from the Director of Planning and Development Services titled "Results of Official Community Plan Review Survey - Building Heights Outside the Town Centre".

**Note:** This report was referred to the Land Use and Planning Committee at the March 8, 2021 Regular Council meeting for further discussion.

The Director of Planning and Development Services provided a PowerPoint that outlined the corporate report information on building heights outside the Town Centre including information regarding the following areas: Town Centre Transition, East Side Large Lot Infill, East Beach and West Beach.

**Motion Number: LU/P-038** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse in relation to Town Centre Transition area Option C as noted in the March 8, 2021 corporate report, with an amendment noting four (4) to six (6) stories where it is defined that along North Bluff on the east or west side permit six (6) stories; and

For the remaining sites it be noted as four (4) stories to six (6) stories with a notation that proposals over four (4) stores would be considered when there is an affordable housing component.

Voted in the Negative (1): Councillor Johanson

Absent (1): Councillor Fathers

**Motion CARRIED (5 to 1)**

**Motion Number: LU/P-039** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse Option A as noted in the March 8, 2021 corporate report titled "Results of OCP Review Survey- Building Heights Outside the Town Centre" in regard to the East Side Large Lot Infill.

**Amendment: Motion Number: LU/P-040** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse removal of the row of single family homes on Finlay Street - section below Russell Avenue from the area titled as "East Side Large Infill" from Official Community Plan and it remain with the mature neighbourhood designation.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**Question was called on the Main Motion as Amended and it was**

**Motion CARRIED (5 to 1)**

Voted in the Negative (1): Councillor Trevelyan

Absent (1): Councillor Fathers

**Motion Number: LU/P-041** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse a maximum of a four (4) storey height along North Bluff road along the east side (East of Lee Street to Maccaud Park).

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**Motion Number: LU/P-042** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse the Waterfront Village be limited and/ or referred to as only the buildings that front onto Marine Drive.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**Motion Number: LU/P-043** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse, at West Beach along Marine Drive, permitting a building height of three (3) stories.

Voted in the Negative (2): Mayor Walker, and Councillor Chesney

Absent (1): Councillor Fathers

**Motion CARRIED (4 to 2)**

**Motion Number: LU/P-044** It was MOVED and SECONDED

THAT the Land Use and Planning Committee endorse Option B as outlined in the March 8, 2020 corporate report in regard to East Beach (along Marine Drive) permitting three (3) stories and up to four (4) stories.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**5.2 1588 Johnston Road, Soleil – Development Variance Permit No. 439 (21-004)**

Corporate report dated March 29, 2021 from the Director of Planning and Development Services titled "1588 Johnston Road, Soleil - Development Variance Permit No. 439 (21-004)".

The Manager of Planning provided a PowerPoint outlining the application and process.

**Motion Number: LU/P-045** It was MOVED and SECONDED

THAT the Land Use and Planning Committee recommend that Council:

1. Direct planning staff to obtain public input through a public meeting conducted as an electronic meeting with notice of the meeting given in accordance with Section 466 of the *Local Government Act*, including notice in newspapers and distribution by mail to property owners / occupants within 100 metres of the subject property; and

2. Following the electronic public meeting, consider approval of Development Variance Permit No. 439.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

### **5.3 Early Review of Rezoning Application – 877 Kent Street (21-011)**

Corporate report dated March 29, 2021 from the Director of Planning and Development Services titled "Early Review of Rezoning Application - 877 Kent Street - (21-011)".

**Councillor Fathers arrived at the meeting at 6:58 p.m.**

The Manager of Planning provided a PowerPoint outlining the application and process.

**Motion Number: LU/P-046** It was MOVED and SECONDED

THAT the Land Use and Planning Committee recommends that Council direct staff to advance the zoning amendment Application at 877 Kent Street to the next stage in the application review process.

**Motion CARRIED (7 to 0)**

### **5.4 14989 Roper Avenue, Development Variance Permit No. 438 (19-023)**

Corporate report dated March 29, 2021 from the Director of Planning and Development Services titled "14989 Roper Avenue, Development Variance Permit No. 438".

The Manager of Planning provided a PowerPoint outlining the application and process.

**Motion Number: LU/P-047** It was MOVED and SECONDED

THAT the Land Use and Planning Committee recommend that Council:

1. Direct planning staff to obtain public input through a public meeting conducted as an electronic meeting with notice of the meeting given in accordance with Section 466 of the *Local Government Act*, including notice in newspapers and distribution by mail to property owners / occupants within 100 metres of the subject property;



2. Following the electronic public meeting, approve issuance of Development Variance Permit No. 438.

Voted in the Negative (1): Councillor Kristjanson


**Motion CARRIED (6 to 1)**

6. **CONCLUSION OF THE MARCH 29, 2021 LAND USE AND PLANNING COMMITTEE MEETING**

The Chairperson concluded the meeting at 7:05 p.m.

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Mayor Walker



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Tracey Arthur, Director of Corporate Administration



## **COVID-19 Recovery Task Force**

### **Minutes**

March 16, 2021, 4:00 p.m.

Via Microsoft Teams

- PRESENT:**
- T. Dhillon, Task Force Member
  - B. Hagerman, Task Force Member
  - E. Klassen, Task Force Member (entered the meeting at 4:12 p.m.)
  - S. Crozier, Task Force Member
  - D. Young, Representative from Sources Community Resource Society
  - A. Nixon, Representative from White Rock Business Improvement Association
  - A. Chew, Representative from White Rock Tourism/Explore White Rock
- COUNCIL:**
- Councillor S. Kristjanson, Chairperson (non-voting)
  - Councillor C. Trevelyan, Vice-Chairperson (non-voting)
- GUESTS:**
- Mayor D. Walker
  - Dr. M. Dow, Director, Community Health and Social Innovation (CHASI) Hub (left the meeting at 4:46 p.m.)
  - L. Kowalski, Lead Researcher, Community Health and Social Innovation (CHASI) Hub (left the meeting at 4:46 p.m.)
- ABSENT:**
- D. Northam, Committee Member
  - A. Spyker, Representative from Fraser Health
  - K. Bjerke-Lisle, Representative from White Rock Museum and Archives
  - R. Khanna, Representative from South Surrey/White Rock Chamber of Commerce

STAFF: C. Isaak Director of Planning and Development Services  
C. Latzen, Economic Development Officer  
D. Kell, Manager of Communications and Government Relations  
K. Sidhu, Committee Clerk  
C. Richards, Committee Clerk

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1. **CALL TO ORDER**

The Chairperson called the meeting to order at 4:02 p.m.

2. **ADOPTION OF AGENDA**

**Motion Number: 2021-CRTF-03** It was MOVED and SECONDED

THAT the COVID-19 Recovery Task Force adopt the agenda for March 16, 2021 as circulated.

**Motion CARRIED**

3. **ADOPTION OF MINUTES**

**Motion Number: 2021-CRTF-04** It was MOVED and SECONDED

THAT the COVID-19 Recovery Task Force adopts the minutes of the January 19, 2021 meeting as circulated.

**Motion CARRIED**

E. Klassen entered the meeting at 4:12 p.m.

4. **PRESENTATION FROM THE COMMUNITY HEALTH AND SOCIAL INNOVATION (CHASI) HUB**

Dr. Martha Dow, Director of Community Health and Social Innovation (CHASI) Hub and L. Kowalski, Lead Researcher, CHASI attended the meeting and introduced CHASI and provided an overview on their proposal within the current COVID-19 situation.

**Motion Number: 2021-CRTF-05** It was MOVED and SECONDED

THAT the COVID-19 Recovery Task Force recommend that Council consider endorsing the Community Health and Social Innovation proposal as a way of examining the needs of the senior population.

**Motion CARRIED**

Dr. M. Dow and L. Kowalski, Community Health and Social Innovation left the meeting at 4:46 p.m.

**5. OUTSTANDING ITEMS ON ACTION TRACKER REVIEW**

The Task Force reviewed accomplished and outstanding items on the Action Tracking Document.

**6. OTHER BUSINESS**

None

**7. 2021 MEETING SCHEDULE**

The following meeting schedule was approved by the Task Force and is provided for information purposes:

- April 20, 2021
- May 18, 2021

**8. CONCLUSION OF THE MARCH 16, 2021 COVID-19 RECOVERY TASK FORCE MEETING**

The Chairperson declared the meeting concluded at 4:57 p.m.



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Councillor Kristjanson, Chairperson

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K. Sidhu, Committee Clerk



## Water Community Advisory Panel

### Minutes

March 9, 2021, 4:00 p.m.

Via Microsoft Teams

PRESENT: K. Jones, Chairperson  
D. Bower, Vice-Chairperson  
I. Lessner, Panel Member (entered the meeting at 4:06 p.m.)  
D. Stonoga, Panel Member  
J. Holm, Panel Member  
M. Pedersen, Panel Member

COUNCIL: Councillor C. Trevelyan (non-voting)

ABSENT: S. Doerksen, Panel Member

STAFF: J. Gordon, Director of Engineering and Municipal Operations  
C. Ponzini, Director of Financial Services  
J. Brierley-Green, Manager of Revenue Services  
K. Sidhu, Committee Clerk  
C. Richards, Committee Clerk

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#### 1. **CALL TO ORDER**

The Chairperson called the meeting to order at 4:02 p.m.

#### 2. **ADOPTION OF AGENDA**

**Motion Number: WCAP-2021-08** It was MOVED and SECONDED

THAT the Water Community Advisory Panel adopt the agenda for March 9, 2021 as circulated.

**Motion CARRIED**

**3. ADOPTION OF MINUTES**

**Motion Number: WCAP-2021-09** It was MOVED and SECONDED

THAT the Water Community Advisory Panel adopts the minutes of the February 9, 2021 meeting as circulated.

**Motion CARRIED**

**4. UPDATE ON WATER TREATMENT PLANT**

The Director of Engineering and Municipal Operations summarized water data results from the City website. A private testing company runs the tests twice a month and the City receives the results.

I. Lessner entered the meeting at 4:06 p.m.

**5. PROPOSED WATER RATE MODEL**

The Director of Financial Services provided an overview on the on-table Proposed Changes to the Water Rates Structure Report.

The following discussion points were noted:

- Discussion surrounding capital vs. consumption models. The effects will be dependent on where in White Rock the resident lives.
- Discussion surrounding the impact of water conservation with the proposed water rate structure for apartment buildings. The water unit cost will affect the whole building altogether as it will be based on consumption.
- The greatest impact will be on lawn watering, as residents will resist with the increased costs on their water bill.
- Increased base charges will affect residents depending on if they are single family or multi-family homes.
- A complete water consumption model will incentivize residents to use less water.

- Importance of providing residents with information on where the costs are coming from and how they can help alleviate them will be helpful.
- Reducing the water meter rate and adding a greater consumption rate could be more equitable.
- The impact the rate structure will have on the most effected residents (outliers).

Panel members suggested that an alternate water rates structure model which includes a meter size charge with demand plus a consumption charge could be more equitable.

Staff noted that the suggested proposal has already been provided to the Panel and that the direction at that time was to stage in the consumption model.

**Action item** - Committee Member, J. Holm to present his proposed water rate structure with the Panel's suggestions to the next meeting.

**Motion Number: WCAP-2021-10** It was MOVED and SECONDED

THAT the Water Community Advisory Panel extend the meeting by fifteen minutes.

**Motion CARRIED**

**Motion Number: WCAP-2021-11** It was MOVED and SECONDED

THAT the Water Community Advisory Panel recommend that Council direct staff to continue to work on finalizing a water rate structure with alternatives with the Panel and report back to Council.

**Motion CARRIED**

## 6. **OTHER BUSINESS**

None

7. **INFORMATION**

7.1 **COMMITTEE ACTION TRACKING**

Corporate Administration provided an action-tracking document to the Panel for information. This spreadsheet will be updated after each meeting and provided to members for information.

8. **2021 MEETING SCHEDULE**

No scheduled meetings at this time.

9. **CONCLUSION OF THE MARCH 9, 2021 WATER COMMUNITY ADVISORY PANEL MEETING**

The Chairperson declared the meeting concluded at 6:01 p.m.



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K. Jones, Chairperson

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K. Sidhu, Committee Clerk



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## RESEARCH OVERHEAD COST RECOVERY

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<b>Approval Authority</b>	President
<b>Responsible Executive</b>	CFO & VP Admin/AVP Research, Engagement and Grad Studies
<b>Related Policies / Legislation</b>	Procedures for Research Overhead Cost Recovery Board policy direction Financial Management (BPD-205)

### PURPOSE

The purpose of the policy is to ensure that the university takes into account the resources, expenditures and infrastructure required for conducting and supporting the research activities of the University. The costs of conducting research at the University of the Fraser Valley include not only the direct costs of the project but also the indirect overhead costs.

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### SCOPE

The policy applies to all faculty members, staff, students and all other research personnel associated with UFV.

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### DEFINITIONS

Contract or agreement: an agreement between legal entities, namely the sponsor and the University, to provide financial support to perform research-related services within the specific stipulations and conditions of a contract or agreement.

Overhead fees: include but not limited to the provision of space, maintenance of buildings, utilities, accounting, payroll, human resources, student support, library, information technology services, grants and contract administration, and equipment replacement. This term means the same thing as “indirect costs” and is used interchangeably.

Research grant: is financial support for an investigator or investigators, or group or centre or institute conducting research in a particular subject area or field, with a described focus within that subject and/or a described methodology.

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### POLICY

The University requires an overhead fee to be included in all applications or proposals for research, research contracts and projects, prior to any commitment of University resources. Any exceptions require the approval of the appropriate administrator as per the procedures outlined in the following pages. Overhead fees are calculated and distributed at the rate specified in the following procedures.

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### REGULATIONS

#### PROCEDURES FOR RESEARCH OVERHEAD COST RECOVERY

Except where expressly prohibited by the funding organization, the University requires the inclusion of overhead fee recoveries in all proposals, applications, contracts, and agreements. The University may refuse to authorize activities where indirect costs are not recoverable.

All applications, contracts, and agreements must be approved and signed in accordance with the University's signing authority policy as well as in compliance with any other laws or regulations (*Policy # BRP-205.02*).

It is the responsibility of the senior administrator or signatory to cover activity deficits including any deficit resulting from overhead fees incurred. Any surplus in excess of the overhead fee will be retained by the division.

## **RESEARCH**

Researchers and project leads must budget overhead costs, or eligible costs *in lieu* of overhead, into applications for funding using the rates indicated and **may not** negotiate overhead with funding sponsors. Any negotiation of overhead with sponsors should be undertaken by the Office of Research Services.

Funding received directly from Tri-council for projects (SSHRC, NSERC, and CIHR) is **exempt** from overhead charges as an Indirect Costs grant is provided to the University each year based on funding received over the prior three years.

In exceptional cases, the Provost may consider written appeals for exceptions or variations concerning the minimum amount of overhead charged. All exceptions to this policy require prior written approval from the Provost (or designate). A Research Overhead Cost Recovery Waiver form must be completed and approved if the overhead charge is to be waived (form is available at [www.ufv.ca/research/forms](http://www.ufv.ca/research/forms)).

**Overhead fees will be deducted at the rate of 25%, calculated as a percentage of total direct costs of the project.**

All funds received and allocated will be distributed through the University's central accounting system

Overhead recoveries will be distributed as follows:

- 50% to Central Administration
- 35% to Office of Research Services
- 15% to Faculty Division

# Budget for City of White Rock

## Community Scan and Needs Assessment

The specific aims of this community scan and needs assessment are as follows:

1. Identify key social health and well-being issues of adults aged 50 and older in White Rock as reflected in existing data/reports and primary collection methods outlined below;
2. Identify potential challenges to obtaining services, support, and/or resources based on the community scan of demographic and program availability, as well as existing data sources, such as BC CDC and Statistics Canada data; and,
3. Identify strategies through community level program delivery to enhance the social health and well-being of adults aged 50 and older, particularly in light of COVID-19.

The proposed budget and associated expenditures for the community scan and needs assessment are as follows: stakeholder interviews with ten key program delivery stakeholders; participant-observation (including field notes from attending virtual community events); and, five focus groups with adults aged 50 and older in White Rock. Each interview and focus group will be approximately one hour in length.

Budget Item	Description	Amount Requested	Amount from Other Sources	Total Project Expenses
<b>Personnel</b>	<p>Senior Researcher \$59/hour + 31% benefits = \$77/hour x 102.5 hours = \$7,893</p> <p>Research Assistant \$20/hour + 31% benefits = \$27/hour x 70 hours = \$1,890</p> <p>Visual Project Specialist \$59/hour + 31% benefits = \$77/hour x 35 hours = \$2,695</p>	\$12,478	N/A	\$12,478
<b>Project Coordination/ Management</b>	CHASI Project Management \$2,500	\$2,000	\$500 In-kind from CHASI/UFV	\$2,500 (\$2,000 requested, \$500 In-kind from CHASI/UFV)
<b>Transportation to White Rock</b>	100km x 0.52 per km x 5 trips Associated parking costs (\$10 x 5 trips)	N/A	\$310 In-kind from CHASI/UFV	\$310 In-kind from CHASI/UFV
<b>Materials</b>	Use of supplies for printing and disseminating information	N/A	\$2,500 In-kind from CHASI/UFV	\$2,500 In-kind from CHASI/UFV
<b>Equipment</b>	Use of audio recording devices, data analysis software, and visual specialist's equipment	N/A	\$5,000 In-kind from CHASI/UFV	\$5,000 In-kind from CHASI/UFV
<b>Total</b>		\$14,478 (requested)	\$8,310 In-kind	\$22,788 (\$14,478 requested)

Please see below for a detailed explanation of personnel:

Personnel	Responsibility	Allotted Hours
<b>Senior Researcher</b>	Conducting interviews	1 hours per interview x 10 interviews = 10 hours
	Conducting focus groups	1.5 hours per focus group x 5 focus groups = 7.5 hours
	Participant-observation	10 hours
	Facilitating stakeholder interviews/focus groups	25 hours
	Analyzing interviews, focus groups, field notes and existing data sources	30 hours
	Report writing	20 hours
<b>Research Assistant</b>	Scribing interviews and focus groups	25 hours
	Reviewing literature, community resources	20 hours
	Assisting with report writing	25 hours
<b>Visual Project Specialist</b>	Interactive Report Design	35 hours

# UFV CHASI

## Community Health and Social Innovation Hub

### About Us

A healthy community is a necessary prerequisite for a thriving community. In collaboration with our founding partners (Abbotsford Division of Family Practice, Mission Division of Family Practice, Chilliwack Division of Family Practice, First Nations Health Authority, Fraser Health Authority), the Community Health and Social Innovation Hub at the University of the Fraser Valley charted a course that places the community at the core of all that we do. Working with our community and government partners, the Hub leads collaborative and multi-sectoral projects that use community-engaged research to rapidly identify challenges concerning access and differential experiences of health and social wellness, while developing innovative responses. With evidence-informed interventions that improve access to health and social services, we believe that together we can enhance the physical, social and emotional health of those affected by adverse health outcomes.

### Current Initiatives

The Hub is a physical and virtual research centre, supporting the development of innovative, technology-driven responses to current and emerging public policy issues. Our current research portfolio includes

a diverse range of projects on the health-related continuum—from the bio-psycho-social aspects of aging to the impacts of climate change on the health and vitality of the Fraser Valley. An undercurrent of our work is on the development of innovative strategies to address the differential impacts of the pandemic, both with respect to populations that are under-served and work productivity during and following the pandemic. We are also engaged in an intergenerational education project with the Abbotsford School District, which provides meaningful opportunities for communication and knowledge transfer across generations. The Hub has and continues to develop formal and informal partnerships with communities, government, and industry to collaborate through advisory committees and knowledge mobilization. We have established working relationships with the Ministry of Children and Family Development, Aboriginal Firefighters Association of Canada, Fraser Valley Regional District, as well as other government and industry partners. Our founding partners, including the Fraser Health Authority, are vital to what we do—whether that be through our program of research, the community we serve, as well as our strategies for disseminating research. Some examples



## How can we help?

In concert with our community partners, we are undertaking projects that enhance the capacity of key stakeholders to create better health and social outcomes in our communities. White Rock is a thriving community shaped by diverse and complicated individual and community level experiences of wellness. CHASI would be excited to partner with the City of White Rock as it navigates the health, social and emotional needs of its citizens during these difficult and unsettling times. In response to the pandemic, the CHASI team recommends an environmental scan and asset/gap analysis in relation to programs and services for older adults in your community. This approach squarely addresses the issues identified by council utilizing a rigorous multi-method research design to inform creative, meaningful, and sustainable programming for those who have been disproportionately impacted by COVID-19.

## What Makes the Hub Unique

UFV's Community Health and Social Innovation Hub has been created to support the social, mental, emotional, physical, and economic health of those living in our communities. Through collaborative, multi-sectoral research and community engagement, the Hub is a strategic health partner in the region, working to identify challenges and opportunities to improve individual and community health and wellness.

The Hub has established an inter-disciplinary team to mobilize expertise in social connectedness, experiences of risk and marginalization, and the social aspects of aging to support improved experiences of health and wellbeing for individuals and their families. Central to this is the Hub's commitment to knowledge mobilization and the diffusion of rigorous, evidence-based strategies to the local community. Working with the City of White Rock, the Hub will actualize its commitment to mobilizing knowledge into action by supporting increased engagement and improved health and social outcomes for the citizens of White Rock.

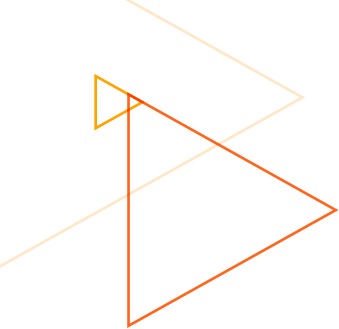
of this include a national fire risk assessment, an environmental scan and gap asset analysis of food security in the Fraser Valley, as well as a localized project on the benefits of outdoor exercise for South Asian women. Recently, we have begun working with the BC Centre for Disease Control where we are using individual and community-level health data to identify gaps in health service provision. With all of our partnerships, the primary focus of these relationships and the work of the Hub is to support the development, implementation and evaluation of effective policies and practices, and to engage in knowledge acquisition and transfer activities that encourage innovation and evidence-informed policies and programs.

### Foundational Principles

- The Hub's overarching goal is to create better health outcomes through innovation, early intervention, and sustainable models of accessible and equity-driven care
- A foundational principle of the Hub is to provide students with opportunities for meaningful engagement—from idea generation through project development and execution—to knowledge transfer and implementation. Students are an integral part of this venture as they fuel our work and contribute meaningfully to our research portfolio, whether that be through innovative, interdisciplinary research teams, event organization, or conference attendance
- Central to the Hub's engagement practice is the translation of knowledge into action and the development of innovative knowledge mobilization platforms which enhance the sustainability of our work







## Context of Need

The pandemic has disproportionately impacted older adults and this analysis will examine the types of services required by residents during COVID-19 and beyond. It will be framed by a gap/asset analysis of services and programs currently offered in White Rock.

Social isolation and loneliness are problems that affect people of all ages across the world. However, rates of social isolation and loneliness are significantly higher among older adults compared to all other age groups, with around 40% of all

older adults reporting feelings of loneliness (Dickens et al. 2011). This has been exacerbated by the global pandemic, with older adults being identified as one of the most vulnerable populations. Older adults are particularly vulnerable, both due to their susceptibility to the virus and social isolation. More concerning is that the World Health Organization has identified that loneliness increases morbidity and mortality amongst older adults, making them especially vulnerable to social isolation during ordinary times; however, as we continue to adapt and adjust to the evolving health and socio-political landscape, we are reminded these are certainly not ordinary times.

The pandemic has also unearthed deep-seated ageism across the world. From January to March, we witnessed a worldwide inertia, with individuals failing to respond to the

urgency of the pandemic, seeing the virus as affecting “only” or “predominantly old people”, which highlighted the degree and severity of global ageism. The world clearly responded by measuring human value in terms of chronological age and older adults appeared to be more disposable in the face of the global pandemic. When ageism such as this increases at the societal level then so does self-ageism, whereby older adults bearing witness to societal ageism begin to internalize ageism at the individual level (Lev 2009; 2018). This is particularly concerning as self-ageism leads to poor health outcomes and research has shown that older adults who hold more negative views of their own aging are less likely to seek preventive health services (Levy et al. 2000; Rothermund 2005; Kim et al. 2014).

Another factor that may affect, or indeed disrupt, social connectedness in long-term care is the recent single site directive implemented in British Columbia requiring care staff to be employed at a single location. For residents receiving regular care, these amendments have not only disrupted the continuity of care but the provision of person-centred care (Fazio 2008). There is likely a select group of older adults who are feeling further isolated given that their new care staff does not have the same understandings of their life history or care preferences their previous staff had (Caspar et al. 2017).





## Critical to White Rock

While this work is necessitated by the devastating consequences of the pandemic, the results will assist the city respond to both more immediate and longer-term vision needs. Through partnership with the Community Health and Social Innovation Hub, White Rock occupies a strategic position to be leaders in enhancing the health and wellness of its citizens through the rapid identification of challenges concerning access and differential experiences of health and social wellness during the pandemic. White Rock will benefit from an environmental scan and gap analysis focusing on the needs of adults aged 50 years and older, who comprise just under half of White Rock's population. The social, emotional and physical health of this population has never been more pressing, given the pandemic-related social isolation measures which have come at a significant cost to the social, emotional, and economic fabric of this community. Highlighting the community need as it relates:

- The most dramatic impact of COVID-19 has been felt by older adults, their families, and caregivers. According to the BC Centre for Disease Control, those aged 60 years and older make up 27% of the province's population, and yet comprise 97% of COVID-19 deaths. Although Canada's COVID-19 mortality rate is relatively low compared to other countries, the proportion of deaths occurring in long-term care is double the OECD average, with approximately 81% of COVID-19 deaths occurring in long-term care residents.
- The Fraser Health region, which includes the regional communities served by the University of the Fraser Valley, has experienced a disproportionate impact compared to other health regions in the province with 38,284 total cases and 620 deaths reported as of January 20, 2021. The median age of people testing positive for COVID-19 in British Columbia is 37 years, and yet the median age of death is 86. As older adults continue to experience the greatest risk for the most serious consequences of COVID-19 and other influenza-like illnesses, innovations that address social isolation and loneliness within a climate of public health measures and associated systemic stressors is critical.
- COVID-19 has led to elective surgical procedures being cancelled or postponed, which has unevenly distributed healthcare provision for middle and older aged adults who are most likely to suffer from chronic ailments. When chronic medical problems and pain go untreated or under-treated it has a significant impact on functioning and quality of life, which can lead to both depression and anxiety.
- Despite much being done to offset social isolation and loneliness for older adults living in long-term care, it is important to recognize that loneliness and social isolation commonly result from having few or no social contacts and, for many, these circumstances will not have changed. Indeed, the BC Centre for Disease Control has identified that over one-third of White Rock's residents also identified as depressed and had mood or anxiety disorders prior to COVID-19 (BCCDC 2020). Further, without visits from family and friends, we have also been unable to monitor the quality of care provided to residents in long-term care, which has resulted in significant discrepancies in care provision across British Columbia.
- Increased loneliness may explain older adults' failure to adhere to self-isolation recommendations, particularly for those who have few social connections. They may further feel as if their social or emotional needs have been overlooked or dismissed, without a sufficient understanding of why such stringent measures have been implemented. Older adults who report higher rates of self-ageism are at an increased risk of COVID-19, health concerns, and heightened levels of anxiety (Bergman et al. 2020).



**THE CORPORATION OF THE  
CITY OF WHITE ROCK  
BYLAW 2377**



A Bylaw to adopt a Financial Plan for 2021 to 2025

WHEREAS the City Council of the Corporation of the City of White Rock is empowered by the provisions of Section 165 of the "Community Charter" to adopt a Financial Plan for the five-year period ending the thirty-first day of December 2025.

AND WHEREAS it is necessary for such Financial Plan to be adopted before the annual property tax rate bylaw is adopted.

The CITY COUNCIL of The Corporation of the City of White Rock in open meeting assembled, ENACTS as follows:-

1. Schedules "A", "B", and "C" attached hereto and forming part of this Bylaw are hereby adopted as the Financial Plan of the Corporation of the City of White Rock for the five-year period ending December 31, 2025.
2. All payments already made from City Revenue for the current year are hereby ratified and confirmed.
3. This Bylaw may be cited for all purposes as the "White Rock Financial Plan (2021-2025) Bylaw, 2021, No. 2377".

RECEIVED FIRST READING on the                      day of                      , 2021

RECEIVED SECOND READING on the                      day of                      , 2021

RECEIVED THIRD READING on the                      day of                      , 2021

ADOPTED on the                      day of                      , 2021

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
DIRECTOR OF  
CORPORATE ADMINISTRATION

**CORPORATION OF THE CITY OF WHITE ROCK**  
**CONSOLIDATED FINANCIAL PLAN**  
**Schedule 'A' to Bylaw No. 2377, 2021**

	2021	Budget Projections			
	Budget	2022	2023	2024	2025
<b>REVENUE</b>					
Municipal Taxation (see below)	\$ 26,598,000	\$ 28,482,500	\$ 29,592,100	\$ 30,606,900	\$ 31,529,400
Utility Rates	13,326,800	13,978,600	14,663,300	15,458,600	16,296,400
Sale of Services	1,413,400	2,432,300	2,481,000	2,530,700	2,581,600
Grants from Other Governments (1)	17,719,900	558,100	526,200	859,500	865,500
Contributions (2)	4,788,300	497,300	1,388,900	1,712,200	1,419,300
Other Revenue	9,248,500	12,157,900	8,844,100	8,177,000	11,008,600
Interest and Penalties	1,219,295	1,745,550	1,757,478	1,748,552	1,806,367
<b>Total Revenues</b>	<b>74,314,195</b>	<b>59,852,250</b>	<b>59,253,078</b>	<b>61,093,452</b>	<b>65,507,167</b>
<b>EXPENSES</b>					
<b>General Services</b>					
Protective Services	12,757,500	13,084,100	13,323,300	13,576,600	13,912,000
Parks, Recreation and Culture	11,293,300	11,689,600	10,979,000	10,130,100	10,213,600
Transportation, Engineering and Operations	9,769,900	9,297,300	9,054,200	8,727,600	8,856,100
General Government	8,587,000	8,949,400	8,988,400	9,141,200	9,345,100
	<b>42,407,700</b>	<b>43,020,400</b>	<b>42,344,900</b>	<b>41,575,500</b>	<b>42,326,800</b>
<b>Utilities Services</b>					
Sanitary Sewer Utility	3,875,600	3,320,200	3,580,400	3,899,800	4,326,400
Drainage Utility	1,226,400	1,335,800	1,364,400	1,400,100	1,418,100
Solid Waste Utility	1,351,300	1,167,100	1,187,600	1,208,500	1,229,800
Water Utility	3,908,000	4,397,900	3,990,800	4,148,600	4,659,300
	<b>10,361,300</b>	<b>10,221,000</b>	<b>10,123,200</b>	<b>10,657,000</b>	<b>11,633,600</b>
<b>Fiscal Expenses</b>					
Interest on Debt	694,700	694,700	687,000	681,300	681,300
<b>Total Expenses</b>	<b>53,463,700</b>	<b>53,936,100</b>	<b>53,155,100</b>	<b>52,913,800</b>	<b>54,641,700</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>20,850,495</b>	<b>5,916,150</b>	<b>6,097,978</b>	<b>8,179,652</b>	<b>10,865,467</b>
<b>Reconciliation to Financial Equity</b>					
Amortization of Tangible Capital Assets	10,215,000	11,114,000	9,988,000	8,404,000	8,345,000
Capital Expenses (Schedule B)	(58,071,000)	(12,942,000)	(15,334,000)	(12,270,000)	(19,759,000)
Debt Retirement	(725,400)	(749,000)	(773,400)	(780,600)	(805,800)
Internal Charges	(2,044,600)	(2,086,300)	(2,128,200)	(2,169,900)	(2,212,700)
Internal Recoveries	2,044,600	2,086,300	2,128,200	2,169,900	2,212,700
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(27,730,905)</b>	<b>3,339,150</b>	<b>(21,422)</b>	<b>3,533,052</b>	<b>(1,354,333)</b>
<b>Financial Equity, beginning of year</b>	<b>78,564,600</b>	<b>50,833,695</b>	<b>54,172,845</b>	<b>54,151,423</b>	<b>57,684,475</b>
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 50,833,695</b>	<b>\$ 54,172,845</b>	<b>\$ 54,151,423</b>	<b>\$ 57,684,475</b>	<b>\$ 56,330,142</b>

Notes:

(1) Includes capital grants noted on Schedule B.

(2) Includes capital contributions and DCCs noted on Schedule B.

<b>Municipal Taxation</b>					
Property Taxes	\$ 26,307,000	\$ 28,185,800	\$ 29,294,800	\$ 30,303,700	\$ 31,220,100
Parcel Taxes	5,200	5,200	-	-	-
Grant-in-Lieu of Taxes	263,000	268,200	273,500	278,900	284,500
Utilities 1%-in-Lieu of Taxes	22,800	23,300	23,800	24,300	24,800
	<b>\$ 26,598,000</b>	<b>\$ 28,482,500</b>	<b>\$ 29,592,100</b>	<b>\$ 30,606,900</b>	<b>\$ 31,529,400</b>

**CORPORATION OF THE CITY OF WHITE ROCK  
CONSOLIDATED FINANCIAL PLAN  
Schedule 'A' to Bylaw No. 2377, 2021**

(continued)

**Proportion of Revenues By Funding Source:**

The following table shows the proportion of total revenue purposed to be raised from each funding source. Property taxes form the largest portion of revenues. They provide a stable and consistent source of revenues to pay for many services, such as police and fire protection, that are difficult or undesirable to fund on a user-pay basis.

Utilities' rates are the City's second largest reliable component of planned revenues. These revenues pay for services including water, sewer, drainage and solid waste and are charged on a user-pay basis. This basis attempts to fairly apportion utility service costs to those that make use of these services.

Other revenue sources, including sale of services, interest and penalties, government grants and contributions make up the remainder of total revenues. These revenues fluctuate due to economic conditions and City initiatives and in the case of government grants, require approval by senior governments.

Revenue Source	% Total Revenue
Taxation	36%
Utility Rates	18%
Sale of Services	2%
Gov't Grants	24%
Contributions	6%
Other Revenue	12%
Interest & Penalties	2%
	100%

**Distribution of Property Taxes Between Property Classes:**

The following table provides the distribution of property tax revenue between property classes. The City's primary goal is to set tax rates that are sufficient, after maximizing non-tax revenues, to provide for service delivery; city assets; and maintain tax stability. This is accomplished by maintaining the historical relationship between the property classes and applying the same annual tax rate increase across all Classes. A secondary goal is to set tax rates that are competitive within the region.

Class No	Property Class	% Tax Burden
1	Residential	91%
2	Utilities	<1%
5	Light Industry	<1%
6	Business	8%
8	Recreation/Non-Profit	<1%
		100%

**Use of Permissive Exemptions:**

The City's Annual Municipal Report contains a list of permissive exemptions granted for the year and the amount of tax revenue foregone. Permissive tax exemption is granted to not-for-profit institutions as per City policy and includes exemptions for religious institutions, service organizations and cultural institutions that form a valuable part of our community. Each year organizations can make an application for permissive exemption which are reviewed on a case-by-case basis.

**CORPORATION OF THE CITY OF WHITE ROCK**  
**CONSOLIDATED CAPITAL PROGRAM**

**Schedule 'B' to Bylaw No. 2377, 2021**

Note: This Schedule has been provided as an addendum to Schedule A. The figures in this Schedule are included in the consolidated figures in Schedule A.

	<b>2021 Budget</b>	<b>Budget Projections</b>			
		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>CAPITAL EXPENSES</b>					
Municipal Engineering and Operations	\$ 8,147,000	\$ 2,286,000	\$ 3,237,000	\$ 2,805,000	\$ 6,182,000
Facilities	1,895,000	2,439,000	3,086,000	702,000	4,839,000
Vehicles	2,824,000	337,000	45,000	153,000	584,000
Parks	18,011,000	435,000	711,000	185,000	185,000
Protective Services	511,000	35,000	45,000	-	-
Information Technology	816,000	1,480,000	230,000	205,000	205,000
Parking	291,000	205,000	1,075,000	80,000	80,000
Capital Contingencies	2,581,000	1,200,000	1,300,000	1,400,000	1,400,000
Drainage Infrastructure	15,930,000	1,028,000	1,574,000	1,800,000	1,886,000
Sewer Infrastructure	3,160,000	675,000	2,223,000	2,070,000	2,023,000
Water Infrastructure	3,905,000	2,822,000	1,808,000	2,870,000	2,375,000
<b>Total Capital Expenses</b>	<b>\$ 58,071,000</b>	<b>\$ 12,942,000</b>	<b>\$ 15,334,000</b>	<b>\$ 12,270,000</b>	<b>\$ 19,759,000</b>
<b>FUNDING SOURCES</b>					
Reserve Funds	36,402,200	12,462,100	14,000,100	10,279,500	18,061,400
Development Cost Charges	903,000	149,800	1,055,900	1,302,200	1,109,300
Grants from Other Governments	17,169,400	37,600	-	333,300	333,300
Contributions	3,596,400	292,500	278,000	355,000	255,000
<b>Total Funding Sources</b>	<b>\$ 58,071,000</b>	<b>\$ 12,942,000</b>	<b>\$ 15,334,000</b>	<b>\$ 12,270,000</b>	<b>\$ 19,759,000</b>

**CORPORATION OF THE CITY OF WHITE ROCK**  
**CONSOLIDATED STATEMENT OF RESERVES AND DEVELOPMENT COST CHARGES**  
**Schedule 'C' to Bylaw No. 2377, 2021**

Note: This Schedule has been provided as an addendum to Schedule A. The reserve figures in this Schedule are included in the consolidated figures in Schedule A.  
Development Cost Charges are provided for information, but are deferred charges rather than reserves.  
Statutory reserves were established by bylaw in accordance with BC Municipal Legislation.

**FINANCIAL EQUITY (RESERVES)**

	2021 Budget	Budget Projections			
		2022	2023	2024	2025
Transfers (to) from:					
Operating Program	8,671,295	15,801,250	13,978,678	13,812,552	16,707,067
Capital Program	(36,402,200)	(12,462,100)	(14,000,100)	(10,279,500)	(18,061,400)
Change in Financial Equity (Reserves)	(27,730,905)	3,339,150	(21,422)	3,533,052	(1,354,333)
Change in Financial Equity (Reserves)	(27,730,905)	3,339,150	(21,422)	3,533,052	(1,354,333)
Financial Equity, Beginning of Year	78,564,600	50,833,695	54,172,845	54,151,423	57,684,475
<b>Financial Equity, End of Year</b>	<b>50,833,695</b>	<b>54,172,845</b>	<b>54,151,423</b>	<b>57,684,475</b>	<b>56,330,142</b>

**CHANGE IN FINANCIAL EQUITY (RESERVES)**

Accumulated Surplus Funds	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Non-Statutory Reserves	(25,163,067)	1,136,655	1,167,145	2,200,291	(6,333,792)
Statutory Reserves					
Land Sale Reserve	4,232	4,317	4,403	4,491	4,581
Equipment Replacement Reserve	(1,509,913)	353,995	752,342	699,308	601,884
Capital Works Reserve	(1,127,020)	(950,743)	(1,411,936)	1,173,705	1,141,832
Local Improvement Reserve	673	687	701	715	729
Community Amenity Reserve	29,190	2,759,239	(569,077)	(580,458)	3,195,433
<b>Change in Financial Equity (Reserves)</b>	<b>\$ (27,730,905)</b>	<b>\$ 3,339,150</b>	<b>\$ (21,422)</b>	<b>\$ 3,533,052</b>	<b>\$ (1,354,333)</b>

**FINANCIAL EQUITY (RESERVES) BALANCES**

Accumulated Surplus	\$ 9,159,568	\$ 9,194,568	\$ 9,229,568	\$ 9,264,568	\$ 9,299,568
Non-Statutory Reserves	23,293,932	24,430,587	25,597,732	27,798,023	21,464,231
Statutory Reserves					
Land Sale Reserve	215,838	220,155	224,558	229,049	233,630
Equipment Replacement Reserve	3,823,869	4,177,864	4,930,206	5,629,514	6,231,398
Capital Works Reserve	5,119,203	4,168,460	2,756,524	3,930,229	5,072,061
Local Improvement Reserve	34,344	35,031	35,732	36,447	37,176
Community Amenity Reserve	9,186,941	11,946,180	11,377,103	10,796,645	13,992,078
<b>Total Financial Equity (Reserves)</b>	<b>\$ 50,833,695</b>	<b>\$ 54,172,845</b>	<b>\$ 54,151,423</b>	<b>\$ 57,684,475</b>	<b>\$ 56,330,142</b>

**DEVELOPMENT COST CHARGES (DCC RESERVES)**

Change in Statutory DCC Reserves					
Highways DCC	\$ 866,968	\$ 168,659	\$ (270,752)	\$ (345,756)	\$ (406,302)
Drainage DCC	418,485	154,834	(94,771)	(131,916)	(144,654)
Parkland DCC	2,600,425	517,742	538,197	548,961	549,840
Sanitary DCC	332,499	44,215	(194,776)	(248,667)	(68,810)
Water DCC	542,968	97,905	109,963	18,233	102,427
<b>Change in Statutory DCC Reserves</b>	<b>\$ 4,761,345</b>	<b>\$ 983,354</b>	<b>\$ 87,860</b>	<b>\$ (159,146)</b>	<b>\$ 32,500</b>
Statutory DCC Reserves					
Highways DCC	\$ 3,969,719	\$ 4,138,378	\$ 3,867,626	\$ 3,521,870	\$ 3,115,567
Drainage DCC	3,208,815	3,363,649	3,268,877	3,136,961	2,992,307
Parkland DCC	8,156,910	8,674,652	9,212,849	9,761,810	10,311,650
Sanitary DCC	1,105,236	1,149,451	954,676	706,009	637,200
Water DCC	1,648,109	1,746,014	1,855,976	1,874,209	1,976,635
<b>Total Statutory DCC Reserves</b>	<b>\$ 18,088,789</b>	<b>\$ 19,072,143</b>	<b>\$ 19,160,004</b>	<b>\$ 19,000,858</b>	<b>\$ 19,033,359</b>

THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
**CORPORATE REPORT**



**DATE:** December 7, 2020

**TO:** Finance and Audit Committee

**FROM:** Colleen Ponzini, Director, Financial Services

**SUBJECT:** Potential Impacts and Proposed Budget Increments for 2021

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**RECOMMENDATION**

THAT the Finance and Audit Committee receive this report for information on potential impacts and proposed budget increments for the 2021 Financial Plan for review and to provide any preliminary feedback to staff.

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**EXECUTIVE SUMMARY**

City staff are in the process of compiling the 2021 – 2025 Draft Financial Plan which has been challenged by the Covid-19 Pandemic. Recognizing that the annual budget process is complex as there are so many service areas and issues that must be summarized and communicated, this year it is even more challenging when including temporary adjustments in response to the pandemic. Service delivery models and revenue projections have had to be adjusted for 2021 and are expected to be brought back to normal operating conditions for 2022 and beyond.

The 2021 – 2025 Financial Plan is being prepared under the assumption that the City will continue to operate under the current Covid-19 pandemic guidelines, restrictions, and general processes as directed by Council. The net impact from the Covid-19 pandemic would qualify for funding under the Covid-19 Safe Restart grant. Staff have been directed to assume a return to normal operations in 2022 and beyond.

In addition to reviewing budgets for the impact of the pandemic, staff also reviewed the budget to determine if there are any changes that are required as a result of previous approvals, necessary changes in contracts, and actual changes in revenues. These are items that are already in place and need to be funded in the City's base operating budget and through taxation rates.

The final area of review involved analyzing operations to determine if a new service or expense had to be included in the budget. These requests for funding have been compiled by departments and the rationale are included in this report as Appendices A and B.

**INTRODUCTION/BACKGROUND**

Much work still needs to be carried out prior to budget deliberations that are expected to begin in January 2021. This report is an intermediate step in the 2021 budget process, which is meant to provide preliminary information for the Committee to review and consider. The topics and its

implications on the budgets have been organized in the following sections:

- Operating deficits due to the Covid-19 pandemic;
- 2021 increases to the base operating budget;
- Proposed 2021 budget increments (Rationale in Appendices A and B);
- Projected utility rates; and
- Next steps.

### **Operating Deficits Due to the Covid-19 Pandemic**

Initially, it was expected that the City would have to use its reserves to fund the deficits that have been projected as a result of lower revenues and increased operating costs to deal with the Covid-19 pandemic. Fortunately, the federal and provincial governments provided some financial relief of \$3.769M under the Covid-19 Safe Restart Grant that the City can use towards the deficits.

Eligible costs outlined in the letter received from the Deputy Minister of Municipal Affairs and Housing include:

- addressing revenues shortfalls;
- facility reopening and operating costs;
- emergency planning and response costs;
- bylaw enforcement and protective services such as fire protection and police;
- computer and other electronic technology costs (to improve interconnectivity and virtual communications);
- services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities); and
- other related costs.

As projected in the September 14, 2020 report to Council, staff estimate that there will be an operating deficit of \$1.1M in 2020. Staff have done a similar exercise to estimate the impacts of the pandemic on the 2021 budgets and the projected 2021 deficit is estimated to be \$1.8M. This is a conservative number that assumes operations will continue as is under the Covid-19 pandemic with the majority being related to decreased revenues from parking, investments and recreation and increased costs relating to recreation and parks. While it is challenging to separate out the financial impacts of the Covid-19 pandemic, staff are confident that the estimates are reasonable and that they are in line with the eligible use of the Covid-19 Safe Restart Grant.

As required, the City will report on the use of these funds under section 167 of the *Community Charter* and will provide a schedule to the Audited Financial Statements for each year that the grant is drawn down. Based on the projected deficits for 2020 and 2021, it is expected that the City will have a remaining \$869K available to address other issues as they arise that qualify as eligible costs outlined in the grant. Should the deficits not be realized, there would be more funds available under the grant to direct to other restart activities that Council may wish to support.

### **2021 Increases to the Base Operating Budget**

There are increases to the base operating budget that must be funded as the expenses have either already been approved and are in place or are a result of increases in contracts that cannot be avoided. The largest increase relates to annual salary and benefits across departments which is

expected as the City's main expense relates to staff who provide services. When looking at other impacts, one of the more significant is due to changes in the RCMP and Integrated Teams contracted services and having to provide in house IT support for the RCMP due to the changes in services delivered by Surrey.

Other increases are necessary for property and liability insurance, software maintenance and license fees and building lease costs. In addition, there are positions that were temporarily funded from reserves in 2020 to keep property tax rates down at that time, that are ongoing and need to be funded from revenues. These increases have been partially offset by increases in revenues due to rate changes and taxation revenues from new construction. The net impact on the 2021 tax rate for these increases is 1.53%. Note that these estimates may need to be refined at the January 25 meeting if more detailed information, particularly related to BC assessment and new taxation revenues, changes in the near future.

Description	Amount \$	% Tax Inc
Net Expenses	680,900	2.91%
New Growth Taxation Revenue	- 322,500	-1.38%
Total Base Budget Increase	358,400	1.53%

### **Proposed 2021 Budget Increments**

#### Requests for Ongoing Operating Increases (Appendix A)

The following requests for funding are considered a change in operations that are not directly attributed to the pandemic. They are required on an ongoing basis and if approved, will need to be added to the City's base operating budget starting in 2021, to be funded through taxation revenues. The 2021 taxation rates would have to be increased by 4.3646% to fund all the requests. The rationale for each item is provided by Departments in Appendix A.

#	Dept	Description	Amount \$	% Tax Inc
1	ADM	Training and Public Reception	6,500	0.03%
2	CAO	Miscellaneous Consulting	10,000	0.04%
3	ENG	HVAC and Roof Maintenance	57,900	0.25%
4	ENG	Parks Staff	249,200	1.06%
5	FIRE	Fire Fighter	76,300	0.32%
6	HR	Human Resources Advisor	104,400	0.45%
7	RCMP	RCMP Member	103,800	0.44%
8	REC	Pop-Up Gallery Lease	39,500	0.17%
9	FIN	Transfers to Reserves	375,000	1.60%
		Totals	1,022,600	4.36%

#### Requests for One Time Operating Increases (Appendix B)

The following table lists the requests for funding that are considered one-time operational requirements and are not considered to be directly attributed to the Covid-19 pandemic. In order to be included in the 2021 operating budget, they are recommended to be funded from the City's Accumulated Surplus Reserve which is consistent with the City's funding strategy for these types of one-time operating expenses. The previously approved items include the city-wide parking review, extension of a Committee Clerk and equipment for IT staff supporting the RCMP. The rationale for each of the proposed items is provided by Departments in Appendix B.



#	Dept	Description	Amount \$
NA		Previously approved items	77,000
10	ENG	Staff to Address Electronic Filing	14,800
11	FIN	Parking Manager Assistance	22,000
12	FIRE	Emergency Management Exercise	20,000
13	HR	AED Implementation	6,300
14	HR	Management Training	30,000
		Totals	170,100

### **Projected Utility Rates**

The preliminary figures in the draft financial plan for the utilities indicate that it may be possible to have a 0% increase in 2021 for the Sewer and Solid Waste Utilities. However, both utilities will require annual increases in the range of 2% to 3% in 2022 – 2025 to address capital requirements and inflationary increases.

The Drainage Utility is projected to need increases in the range of 5% annually to be able to address capital requirements, particularly to relocate the Habgood Pump Station. The projected rate increase is expected to impact an average single-family home by \$25 annually and an average multifamily home by \$9 annually. The 2021 Water Utility rate increase of 6.5% was previously discussed and the bylaw is included in the Council agenda for adoption.

### **Next Steps**

This report provides high level information about the 2021 Budget process and the items expected to impact the 2021 – 2025 Draft Financial Plan. The information and impacts on taxation rates are provided for information and preliminary feedback in advance of the deliberations that are expected to begin at the January 25, 2021 meeting of the Finance and Audit Committee.

Staff expect to be able to provide Council with the full Draft Financial Plan, including capital and reserve projections, for all funds for that meeting at which time staff will seek Council's direction regarding the 2021 – 2025 Financial Plan. Additional meetings, which will include public consultation, are expected in February 2021, with the goal to have Council adopt the 2021 – 2025 Financial Plan Bylaw in March 2021. As per the *Community Charter*, the City must adopt its 2021 – 2025 Financial Plan Bylaw by May 15, 2021.

### **FINANCIAL IMPLICATIONS**

As discussed in the body of this report.

### **LEGAL IMPLICATIONS**

Not Applicable.

### **COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS**

The information provided in this report is meant to inform Council in advance of potential impacts on the City's 2021- 2025 Financial Plan. Deliberations on the Financial Plan are expected to begin on January 25, 2021. There will also be opportunities for the public to comment and provide feedback during the budget deliberations.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

All departments have provided input for this report.

### **CLIMATE CHANGE IMPLICATIONS**

Not Applicable.

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

Not Applicable.

### **OPTIONS / RISKS / ALTERNATIVES**

That the Finance and Audit Committee receive this report for information in preparation for the 2021 budget deliberations which are expected to begin on January 25, 2021.

Alternatively, the Committee may wish to provide direction to stay between certain % increases and use reserves to achieve it. The risk of using reserves to fund ongoing operations is that the tax rates will need to be increased in the following year.

### **CONCLUSION**

The information and proposed budget increments included in this report are provided for consideration and preliminary feedback in advance of the 2021 budget deliberations which are expected to begin on January 25, 2021.

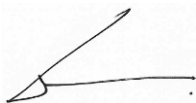
Respectfully submitted,



Colleen Ponzini, CPA, CGA  
Director of Financial Services

### **Comments from the Chief Administrative Officer**

I concur with the recommendation of this corporate report.



Guillermo Ferrero  
Chief Administrative Officer

## **APPENDIX A**

### ***Requests for Ongoing Operating Increases***

#	Dept	Description	Amount \$	% Tax Inc
1	ADM	Training and Public Reception	6,500	0.03%

In 2019 and 2020, the City hosted a public State of the City event at the White Rock Community Centre. With Council requesting to have a public component in addition to the Mayor's State of the City address hosted by the SS&WR Chamber of Commerce, staff estimate \$3.5K will be required to address the public component.

The remaining \$3K is to provide some training for staff to be able to facilitate meetings with Council that are anticipated to occur in 2021 and future years.

#	Dept	Description	Amount \$	% Tax Inc
2	CAO	Miscellaneous Consulting	10,000	0.04%

This request for funding is to address the expected use of various facilitators and or consultants periodically through the Office of the CAO. Having these funds available enables the CAO to maximize the impact of coordinating and delivering on Council initiatives.

#	Dept	Description	Amount \$	% Tax Inc
3	ENG	HVAC and Roof Maintenance	57,900	0.25%

Contract maintenance is expected to increase because many of the HVAC systems and roofing are near end of life. Repairs and parts replacement are required to maintain the building. Delaying the maintenance and repairs of these assets typically increases costs in later years and increases risks of failure.

#	Dept	Description	Amount \$	% Tax Inc
4	ENG	Parks Staff	249,200	1.06%

Recent experience managing Parks during the COVID-19 pandemic has demonstrated the success of "boots on the ground" in conjunction with a structured organized approach towards Parks Operations. Additionally, increased leadership and focus is needed for Parks Health and Safety to ensure employee safety and to also improve the City's experience rating with WorkSafe BC which will reduce the City's WCB rates.

Accordingly, the replacement Parks Manager will focus on Health and Safety and a leaner structure designed to deliver clearly scheduled operations. In house staff will be utilized to meet clear maintenance schedules as opposed to past practice of calling in contractors on an ad hoc basis. The contract services will still need to continue during to peak demand periods and when specific skill sets are required. These contract activities will be planned in advance as part of overall schedules.

The above funding increase is necessary to continue the current level of Parks maintenance that elicited many positive comments from the public in 2020 and far fewer complaints than previous years. Part of the reason for the success in 2020 was the reassignment of resources from other City Departments per Council's direction regarding the Covid-19 pandemic response; however, this resource reassignment is not expected to occur in 2021. The requested temporary full-time staff will fill this gap in 2021 and in future years.

#	Dept	Description	Amount \$	% Tax Inc
5	FIRE	Fire Fighter	76,300	0.32%

White Rock Fire Rescue has experienced a significant increase in call volume over the last five years. The five-year average from 2010 - 2014 was 1448 calls per year compared to the five-year average from 2015 – 2019 of 1811 calls per year. This represents a 25% increase in the number of calls which has also resulted in an escalation in the number of simultaneous calls received. Our response to simultaneous incidents is currently provided by auxiliary staff or career staff when capacity exists. These calls prove problematic during weekdays when Auxiliary staff is limited due to full-time work commitments. Auxiliary capacity is also challenged over long weekends and throughout the summer holidays.

In the 2018 - 2022 Financial Plan, White Rock Fire Rescue recommended phasing in two additional firefighters, one in 2021 and another in 2022. The two were added to the adopted Financial Plan at that time in 2021 and 2022. The additional firefighters would bring our staffing level up to an optimal 24 and allow for five firefighters per shift on a full-time basis. A five-person shift allows White Rock Fire Rescue to have two responding apparatus, a three-person Engine Company and a two-person Squad Company. During 5-person shifts the Squad is used as the primary response vehicle on medical calls while the Engine becomes the secondary vehicle should there be a simultaneous call or should additional assistance be required. By increasing our staff level to 24 career firefighters, a five-person shift could be maintained 24/7, improving the overall operational capacity of the Department. Adding one fire fighter position in 2021 would result in 162 additional staffed shifts over the year and enable the scheduling of up to 587 five-person shifts throughout the year, dependent on employee leaves.

As the City grows in density and population the expectation is that call volumes will continue to increase. The City has over one thousand residential units coming into our housing stock in 2020 and 2021. The increase in the number of high buildings in our City also impacts time spent at incidents, based on distances travelled to the bedside and back to apparatus, making crews unavailable for longer periods of time. Our new buildings and commercial spaces will also require fire inspections annually.

Benefits of a five-person shift include:

- Minimize the impact of relying upon auxiliary availability.
- Reduced response times during simultaneous incidents.
- Improved capacity would assist in dealing with most incidents, particularly weather events and fires, providing additional personnel and equipment.

- Reduction in overtime paid with increased capacity realized. (estimated annual savings of \$23K)
- A potential reduction in wages paid to Auxiliary staff.
- Maintain and improve inspection and fire prevention programs

If we do not increase our firefighter staffing level and call volume continues to rise as is expected, service levels will be impacted, and crew deployment times will increase.

#	Dept	Description	Amount \$	% Tax Inc
6	HR	Human Resources Advisor	104,400	0.45%

Over the last number of years, Human Resources has faced a growing client base and increased levels of complexity in our work that has arisen out of changing Human Rights, WorkSafeBC and privacy legislation. Because of this increased volume and complexity, our Human Resources professionals have struggled to provide the essential HR services levels to our employee and management groups. Most significantly, service levels are less than ideal in corporate leave management, employee and leadership development, mental health, employee wellness, and health and safety management support.

Human Resources' current structure includes two Advisor positions who bring the necessary experience and expertise to deliver the essential service levels, one in HR and one in Safety. Although leave management programs typically sit on the HR side, given there are only two Advisors, to date leave management has been one of the portfolios assigned to the Safety Advisor, which currently occupies approximately 40% of her time. Roughly 50% of her daily work is spent advising, directing and supporting managers, supervisors, and employees in safety matters. This leaves only 10% of her time to dedicate to high-risk safety program work. Ideally, leave and stay at work programs should be assigned to an HR Advisor so that the Safety Advisor can provide better support to the City's safety program.

Although the City's WorkSafeBC experience rating has improved over the last several years, we continue to pay a surcharge rate and our safety record has been less than ideal. For this reason and because employee safety is paramount, at the very least more emphasis must be placed on our safety program by removing the leave management portion from the Safety Advisor's portfolio and assigning it to the HR side. Without an additional HR Advisor in place, this will mean we will continue to be unable to improve our current services in areas such as leadership and employee development, but also, we will have less resources available to the City's recruitment function given our HR Advisor will now be absorbing the leave management. Essentially, we will be looking at delays in filling our vacancies without an additional HR Advisor.

#	Dept	Description	Amount \$	% Tax Inc
7	RCMP	RCMP Member	103,800	0.44%

Prior to 2018, the detachment has had 23 full-time police officer positions for over a decade. In 2018 Council approved an increase of two members for a total of 25 full-time police officers. This was part of a resource plan to increase each watch from 4 to 5 regular members.

White Rock is predominantly a frontline detachment. The frontline officers are divided into four watches providing 24-hour emergency response and investigative services. The watches consist of 1 supervisor and 4 constables, except for the fourth watch that only has three constables. The fourth constable position on the frontline is the position that this funding request addresses. The frontline officers are responsible for emergency call response, critical incidents, routine calls for service, collision investigation, traffic enforcement, general patrols, as well as conducting the majority of all criminal investigations in White Rock.

The additional officer is required to ensure that the detachment has the capacity to provide minimum officer coverage, which is challenged due to training, annual leave, court, adjusted shift, and long-term leaves. The long term leaves are for paternity and maternity, in addition to longer term medical related leaves. When an officer is unable to work due to one of the long-term leaves just mentioned, and the duration is over 30 days, the wages for that officer are not billed to the City. However, the RCMP does not have a policy in place to backfill these positions; therefore, the positions remain blocked and any resource shortfalls are covered by overtime (paid at double the regular rate).

An additional officer will provide the capacity to ensure minimum coverage can be maintained which will reduce the need for overtime. This is important as too much overtime can be detrimental to officers' health through increased workload.

This request will also impact 2022 in the amount of \$37K as the position would be funded from April to December in 2021 as the RCMP has a fiscal year end of March.

#	Dept	Description	Amount \$	% Tax Inc
8	REC	Pop-Up Gallery Lease	39,500	0.17%

The City of White Rock takes great pride and interest in our local artists and acknowledges the importance of supporting their creative work and livelihood. White Rock City Council has in the past viewed arts and culture as our second largest industry after tourism and are greatly invested in seeing arts and culture thrive and grow in our community.

The City's 2014-2018 Cultural Strategic Plan identified the need for an art gallery in the Town Centre area of White Rock where artists could create and showcase their work. The goals of the Gallery are:

- To encourage growth of the creative/artistic sector in White Rock.
- To inspire and facilitate new artistic businesses.
- To expand local residents' understanding and appreciation of creative endeavors that exist in the community.
- To position the Gallery as a visitor destination, and a hub within the Town Centre cultural district.
- To enliven uptown White Rock by expanding retail commercial activity.

The Gallery is managed by the City's Manager of Cultural Development, but is operated by local artists on a volunteer basis. Groups of local artists must apply to use the Gallery to create, showcase, rehearse and/or sell their work for a month, after which a new group of artists are

allocated the space. The artists are required to open the Gallery for public viewing for a minimum of four days per week and a minimum of 15 hours/week.

The City does not currently own a suitable building that can be used as a public art gallery. By leasing storefront commercial space, and negotiating a discounted lease by providing naming rights, then having artists operate it, the City has been able to fulfill our community need for a public art gallery at a very low cost to the City.

The original Pop-Uptown Gallery opened in 2017 in storefront commercial space located beside the Rexall Drug Store on Johnston Road owned by Bosa. This lease was terminated in winter 2017, due to the start of construction of Miramar Towers C and D.

The Landmark Pop-Up Town Gallery has been in operation since February 01, 2018 in a 1,400 sq. ft. space leased from Landmark Premiere Properties at Central Plaza at a rate of roughly \$29K/year. The City gets a reduced lease rate for this space by providing naming rights to the landlord - Landmark Premier Properties. In addition to the annual lease, the City spent approximately \$50K on tenant improvements in 2018 to make the space suitable for use as an art gallery. This lease with Landmark Premiere Properties was for a three-year term, which expires at the end of January 2021.

The City had provided funding for the Pop-Up Gallery lease in each of the past three years. If the current lease is renewed with the current landlord, the expected annual budget required is \$42K/year.

Staff are in the process of reviewing other lease options for a Pop-Up Gallery in the Town Centre area which are expected to be more costly alternatives.

#	Dept	Description	Amount \$	% Tax Inc
9	FIN	Transfers to Reserves	375,000	1.60%

City reserves are important to address future asset replacement, growth and progressive changes as expected by the community. In addition, reserves provide stability and long-term sustainability for city operations.

The annual contributions to reserves from taxation are generally to support capital projects related to transportation, parks, facilities and equipment. As new assets are added it is recommended that funding allocations increase to ensure the assets can be maintained and replaced in the future.

The reserves are monitored to ensure the annual requirements can be sustained and when it appears that the pressures outweigh the contributions, it becomes necessary to either increase the contributions or decrease the work plans. This increase in the transfers to reserves is proposed to ensure adequate funding remains available for capital projects.



## **APPENDIX B**

### ***Requests for One Time Operating Increases***

#	Dept	Description	Amount \$
10	ENG	Staff to Address Electronic Filing	14,800

The electronic filing system allocated to the Engineering & Municipal Operations department has structural flaws, some of which the IT department has deemed as very serious and require immediate attention. In addition, the file system requires attention in order to meet records management standards. It is estimated that the project will take three months to complete.

#	Dept	Description	Amount \$
11	FIN	Parking Manager Assistance	22,000

The Parking Services division is overseen by a Parking Manager who spends considerable effort addressing the multitude of issues around parking in the City in timely fashion. It is expected that in 2021, the Manager will have to play a critical role in the City's parking review and any implementation of changes that result. This funding is requested to provide backfill for the Manager's role with current staff which will enable Parking Services to continue to respond in a timely and effective manner.

#	Dept	Description	Amount \$
12	FIRE	Emergency Management Exercise	20,000

Preparedness is the phase of emergency management during which action is taken to ensure readiness to undertake emergency response and recovery. It includes but is not limited to, planning, resource planning, staff management, training, exercises, stakeholder education and continuous improvement.

White Rock Fire Rescue is requesting funding to employ a consulting firm to assist in the design and organization of an Emergency Management exercise. The intention of the exercise is to apply Emergency Operations Command (EOC) training concepts to a hazard scenario while building the confidence and competence of personnel designated with response roles. This will include the implementation of extraordinary authorities, public information dissemination, situational awareness, resource management, cost recovery and associated interactions and process flows. The exercise is intended to create a realistic and manageable, yet complex event that will stress participants without overwhelming them.

Proposed is a series of concise, function specific training modules to be delivered by a consultant to pre-designated senior staff from all City departments in the lead up to the exercise (five half day sessions, approx. 25 participants). The training provided will ensure participating senior staff are comfortable performing a role in our EOC. The exercise will allow personnel to apply and practice



the skills they have learned. Cross training of staff is recommended to add organizational depth and operational flexibility.

A written after-exercise report will be provided by the consultant and will include a summary of observations and recommendations.

Fire Rescue is working with the City's grant consultant in exploring a UBCM grant opportunity through the Community Emergency Preparedness Fund. If the grant application is successful, it would cover the cost of the exercise.

#	Dept	Description	Amount \$
13	HR	AED Implementation	6,300

As part of an effective emergency response program that was initiated in prior years, Automated External Defibrillators (AED's) should continue to be installed. AED's can be used by non-medical people for prompt delivery of CPR. Recreation and Culture and Engineering Operations already have the AED's. This funding request is for the next phase of the implementation which is to introduce units in City Hall and the Annex.

#	Dept	Description	Amount \$
14	HR	Management Training	30,000

Continuation of management leadership training and teambuilding will contribute to the City's overall success in reaching Council goals and objectives.

THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
**CORPORATE REPORT**



**DATE:** January 25, 2021

**TO:** Finance and Audit Committee

**FROM:** Colleen Ponzini, Director, Financial Services

**SUBJECT:** 2021 – 2025 Draft Financial Plan

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive this report for discussion on the proposed 2021 – 2025 Draft Financial Plan;
  2. Endorse the presented Draft 2021 – 2025 Financial Plan figures and assumptions or provide direction on amendments to be made; and
  3. Direct staff to proceed with the next steps in the Financial Planning process notifying the public of the opportunity for public comments, including requesting written comments or questions, based on the information presented in this corporate report, or as amended.
- 

**EXECUTIVE SUMMARY**

This report provides more information on the Draft 2021 – 2025 Financial Plan, including the capital and operating components for all funds. The report also considers the Finance and Audit Committee's recommendation from the December 7, 2020 meeting that directed staff to "bring forward the budget with the aim to stay between a 1.53% to 2.5% property tax increase."

City staff have compiled the 2021 – 2025 Draft Financial Plan challenged by the Covid-19 Pandemic. Service delivery models and revenue projections have been adjusted for 2021 and are expected to be brought back to normal operating conditions for 2022 and beyond.

The 2021 – 2025 Draft Financial Plan was prepared under the assumption that the City will continue to operate under the current Covid-19 pandemic guidelines, restrictions, and general processes as directed by Council. The net impact from the Covid-19 pandemic for 2020 and 2021 are considered to qualify for funding under the Covid-19 Safe Restart grant. Staff have been directed to return to normal operations in 2022 and beyond.

In addition to reviewing budgets for the impact of the pandemic, staff also reviewed the budget to determine if there are any changes that are required as a result of previous approvals, necessary changes in contracts, and actual changes in revenues. These are items that are already in place and need to be funded in the City's base operating budget and impact taxation rates.

The final area of review involved analyzing operations to determine if a new service or expense had to be included in the budget. These requests for funding were provided to the Finance and Audit Committee on December 7, 2020. The requests were compiled by departments and the rationale were included as attachments in the December 7 report.

## **INTRODUCTION/BACKGROUND**

The City is required to prepare a Five-Year Financial Plan annually that shows the City's operating and capital programs and how they are to be funded. This includes the General Fund which is largely funded through taxation revenues as well as the City's Utility Funds which are funded mainly through Utility Rates. In order to organize the information in a way that can be discussed and understood more succinctly, this report is broken down into the following sections:

### **General Fund**

- General Fund Operations (Appendix A)
  - Operating deficits due to the Covid-19 pandemic
  - 2021 increases to the base operating budget
  - Proposed 2021 budget increments (Rationale in Appendices B and C)
  - Options to stay below a 2.5% tax rate increase
- General Fund Capital (Appendix D)
- General Fund Reserves

### **Utility Funds Operations and Capital (Appendices E and F)**

- Sewer Fund
- Drainage Fund
- Solid Waste Fund
- Water Fund

## **General Fund Operations (Appendix A)**

### **Operating Deficits Due to the Covid-19 Pandemic**

Initially, it was expected that the City would have to use its reserves to fund the deficits that have been projected as a result of lower revenues and increased operating costs to deal with the Covid-19 pandemic. Fortunately, the Federal and Provincial governments provided some financial relief in the form of a \$3.769M Covid-19 Safe Restart Grant that the City can use towards the deficits. Eligible costs outlined in the letter received from the Deputy Minister of Municipal Affairs and Housing include:

- addressing revenue shortfalls;
- facility reopening and operating costs;
- emergency planning and response costs;
- bylaw enforcement and protective services, such as fire protection and police;
- computer and other electronic technology costs (to improve interconnectivity and virtual communications);
- services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, experiencing homelessness or other vulnerabilities); and
- other related costs.

As projected in the September 14, 2020 report to Council, staff estimate that there will be an operating deficit of \$1.1M in 2020, which seems reasonable based on preliminary year-end financial work. A similar exercise to estimate the impacts of the pandemic on the 2021 budgets and the projected 2021 deficit is estimated to be \$1.8M which is shown in the table that follows. The main cause of the projected deficit is a decrease in revenues from parking, recreation and culture and investment interest.

While it would seem reasonable to expect that corresponding expenses should also decrease, the City has had to change the way it operates during the pandemic, which has effectively redirected the funding. Examples are: increased costs for cleaning, communications, and administrative

functions; reimagining the ways in which the City provides recreation and cultural programs; and refocusing staff to deal with Covid-19 related issue. This, while parking revenues are projected to decrease due to free parking at the waterfront and the hospital as well as facility closures at the Centre for Active Living, and parking enforcement having been redirected to address other parking issues.

While it is challenging to separate out the financial impacts of the Covid-19 Pandemic, staff are confident that the estimates are reasonable and that they are in line with the eligible use of the Covid-19 Safe Restart Grant.

Note that should the estimated deficits not be realized, there would be more funds available under the grant to direct to other restart activities that Council may wish to support.

<b>Decreased Revenues</b>	<b>2020</b>	<b>2021</b>
Parking Services revenue	\$ 742,000	\$ 964,600
Recreation & Culture revenue	1,017,400	1,062,100
Investment Interest	341,000	335,600
Miscellaneous	80,200	81,300
<b>Total Decreased Revenues</b>	<b>2,180,600</b>	<b>2,443,600</b>
<b>Decreased Expenses</b>		
Parking Services	47,600	57,000
Recreation & Culture	810,800	629,600
General Government	191,000	39,400
Miscellaneous	154,100	70,900
<b>Total Decreased Expenses</b>	<b>1,203,500</b>	<b>796,900</b>
<b>Increased Expenses</b>		
Parks & Facilities	217,200	153,400
<b>Recoveries</b>		
Provincial Government (EMBC)	67,000	-
<b>Total funding from Covid-19 Restart Grant</b>	<b>\$ 1,127,300</b>	<b>\$ 1,800,100</b>

As required, the City will report on the use of these funds under section 167 of the *Community Charter* and will provide a schedule to the Audited Financial Statements for each year that the grant is drawn down. Based on the projected deficits for 2020 and 2021, it is expected that the City will have a remaining \$842K available to address other issues as they arise that qualify as eligible costs outlined in the grant.

#### 2021 Increases to the Base Operating Budget

There are increases to the base operating budget that must be funded as the expenses have either already been approved and are in place or are a result of increases in contracts that cannot be avoided. The largest increase relates to annual salary and benefits that are negotiated through collective agreements and set by Council policy for exempt staff. These increases are projected across departments which is expected as the City's main expense relates to staff who provide services. When looking at other impacts, one of the more significant is due to changes in the RCMP and Integrated Teams contracted services and having to provide in house IT support for the RCMP due to the changes in services delivered by Surrey.

Other increases are necessary for property and liability insurance, software maintenance and license fees and building lease costs. In addition, a Communications Assistant and a Committee Clerk were temporarily funded from reserves in 2020, to keep tax rates down at that time that are ongoing and need to be funded from revenues. These increases have been partially offset by increases in revenues due to rate changes and taxation revenues from new construction. The net impact on the 2021 tax rate for these increases was reported to be 1.53% at the December 7, 2020 Finance and Audit Committee meeting.

At the December meeting, the Committee requested more details of the items that are in this section which is provided in the table below. Note that since that meeting, some minor revisions have been made that have increased the net amount to 1.56%.

Description	Amount	% Tax Inc
Salary and benefits	\$ 494,900	2.11%
RCMP and Integrated Teams contract increases	147,100	0.63%
IT Support for the RCMP in-house	28,100	0.12%
Property & liability insurance	83,200	0.36%
Communications Assistant & Committee Clerk funded from reserves in 2020	95,500	0.41%
Software maintenance costs	17,000	0.07%
Building lease costs	13,100	0.06%
License fees	9,500	0.04%
Alexander Neighbourhood House youth program grant	5,000	0.02%
Other miscellaneous net increase	3,400	0.01%
Revenue decreases: ATMs (\$10K), Grants (\$7K)	17,100	0.07%
Revenue increases: Fees & Charges (\$45K), Other Revenues (\$88K), Admin fee to utilities (\$94K)	(226,400)	-0.97%
<b>Net Expenses</b>	<b>687,500</b>	<b>2.93%</b>
Taxation revenue new construction	(322,500)	-1.38%
<b>Net Increase</b>	<b>\$ 365,000</b>	<b>1.56%</b>

#### Proposed 2021 Budget Increments (Rationale in Appendices B and C)

##### *Requests for Ongoing Operating Increases (Appendix B)*

The following table of requests for funding are considered a change in operations that are not directly attributed to the pandemic. The requests were included in the December 7, 2020 report to the Finance and Audit Committee so that the Committee could have more time to review them and their potential impact on taxation rates.

#	Dept	Description	Amount \$	% Tax Inc
1	ADM	Training and Public Reception	6,500	0.03%
2	CAO	Miscellaneous Consulting	10,000	0.04%
3	ENG	HVAC and Roof Maintenance	57,900	0.25%
4	ENG	Parks Staff	249,200	1.06%
5	FIRE	Fire Fighter	76,300	0.32%
6	HR	Human Resources Advisor	104,400	0.45%
7	RCMP	RCMP Member	103,800	0.44%
8	REC	Pop-Up Gallery Lease	39,500	0.17%
9	FIN	Transfers to Reserves	375,000	1.60%
Totals			1,022,600	4.36%

As noted in the December 7 report, these requests are required on an ongoing basis and if approved will need to be added to the City's base operating budget starting in 2021 to be funded through taxation revenues. The 2021 taxation rates would have to be increased by an additional 4.36% in order to fund all the requests. The rationale for each item is provided again in this report in Appendix B.

After some discussion at the December 7 meeting, the Committee voted in favor of a resolution to "direct staff to bring forward the budget with the aim to stay between a 1.53% to 2.5% property tax increase." Options to stay below a 2.5% tax rate increase are proposed later in this report.

#### *General Fund Future Years*

The tax rate increases built into the operating program shown in the General Fund 2021 – 2025 Draft Financial Plan (Appendix A) includes annual tax rate increases in the range of 4% for 2022 and 2% for each year thereafter primarily to address staffing costs.

#### *Requests for One Time Operating Increases (Appendix C)*

The following table lists the requests for funding that are considered one-time operational requirements and are not considered to be directly attributed to the Covid-19 pandemic. The requests were also included in the December 7, 2020 report to the Finance and Audit Committee.

In order to be included in the 2021 operating budget, they are recommended to be funded from the City's Accumulated Surplus Reserve which is consistent with the City's funding strategy for these types of one-time operating expenses. As such, these items will not impact the 2021 taxation rate.

The previously approved items include the city-wide parking review, extension of a Committee Clerk and equipment for IT staff supporting the RCMP. The rationale for each of the proposed items is provided by Departments in Appendix C.

#	Dept	Description	Amount \$
NA		Previously approved items	77,000
10	ENG	Staff to Address Electronic Filing	14,800
11	FIN	Parking Manager Assistance	22,000
12	FIRE	Emergency Management Exercise	20,000
13	HR	AED Implementation	6,300
14	HR	Management Training	30,000
Totals			170,100

### Options to Stay Below a 2.5% Tax Rate Increase

As presented in Appendix A, the General Fund requires a 2021 tax rate increase of 1.56% and additional annual increases in the range of 4% for 2022 and 2% each year thereafter. Understanding that the Committee's direction is to cap the 2021 tax rate increase at 2.5%, staff are seeking input on the options to pursue in order to achieve this.

Assuming that the Committee will continue to support the items that are already approved and included (1.56%) as well as the one-time expenses of \$170K that are proposed to be funded from accumulated surplus and do not increase tax rates, then the question of additional funding can be focused around the increases shown in the requests for ongoing operating increases of \$1,022,600 which would require an additional tax rate increase of 4.36% if they were all approved.

The table is repeated here for easy reference.

#	Dept	Description	Amount \$	% Tax Inc
1	ADM	Training and Public Reception	6,500	0.03%
2	CAO	Miscellaneous Consulting	10,000	0.04%
3	ENG	HVAC and Roof Maintenance	57,900	0.25%
4	ENG	Parks Staff	249,200	1.06%
5	FIRE	Fire Fighter	76,300	0.32%
6	HR	Human Resources Advisor	104,400	0.45%
7	RCMP	RCMP Member	103,800	0.44%
8	REC	Pop-Up Gallery Lease	39,500	0.17%
9	FIN	Transfers to Reserves	375,000	1.60%
		Totals	1,022,600	4.36%

There are three basic options to consider:

1. Decide which requests could be supported with a total increase of 2.5% in the taxation rate and use reserves to fund any additional requests in 2021. This would delay the additional tax rate increases to 2022 and decrease reserves.
2. Decide which requests could be supported with a total increase of 2.5% in the taxation rate and deny any additional funding requests. This would require foregoing the services that the funding request was said to provide.
3. Direct staff to include any or all funding requests from above and remove funding from another operating program(s) to stay within a 2.5% increase. This option would require detailed analyses to understand the consequences of removing any funding from other programs. It would also require public consultation as it could only be done through the reduction of other services already deemed to be necessary by the community. Note that Staff have already vetted their programs and redirected funds within their portfolios to address small changes in the delivery of the services they provide.

In order to stay at a tax rate increase at a maximum of 2.5% for 2021, requests totaling \$221K (0.94%) could be funded. All departments continue to support their requests and at this time we are seeking the Committee's direction on which ones can be included.

### **General Fund – General Fund Capital (Appendix D)**

The proposed General Fund Capital program is funded from reserves, contributions and grants and includes projects that address annual maintenance and improvements of transportation

infrastructure, civic facilities, parks, vehicles and equipment, and information technology. As noted above, the capital program does not directly impact taxation rates and any changes to the capital projects can only impact the reserve balances.

The table below shows that over the next five years, the City is projecting to spend \$71.9M of which \$2.1M is expected to be funded from Developer Cost Charges (DCC's), \$10.9M from Senior Government Grants, \$4.1M from Contributions and \$54.8M from City Reserves.

<b>CAPITAL EXPENSES</b>	<b>5 Year Total</b>
Municipal Engineering and Operations	\$ 22,824,000
Facilities	12,966,000
Vehicles	1,974,000
Parks	19,458,000
Protective Services	613,000
Information Technology	2,930,000
Parking	1,731,000
Capital Contingencies	9,371,000
<b>Total Capital Expenses</b>	<b>\$ 71,867,000</b>

<b>FUNDING SOURCES</b>	
Reserve Funds	\$ 54,733,000
Development Cost Charges	2,126,500
Grants from Other Governments	10,907,000
Contributions	4,100,500
<b>Total Capital Funding</b>	<b>\$ 71,867,000</b>

A summary of the capital program and funding sources by year is shown at the bottom of the General Fund 2021 – 2025 Draft Financial Plan which is included in Appendix A. The detailed listing of projects by year is provided in Appendix D. Note that the 2021 capital program is a combination of the new requests for 2021 and projects that have been carried forward from 2020.

#### *Municipal Engineering & Operations Projects*

This section focuses mainly on transportation related projects, particularly for roadworks. For 2020 and 2021, \$0.9M for pavement overlays is expected that will include the western end of North Bluff Road. Over the next four years, an additional \$2M will be required for the pavement management program. In 2021 and 2022, the second of three phases for utility and streetscape upgrades to Johnston Road is planned with \$2.9M in funding. The third phase for Johnston Road – Thrift Street to Roper Street will require an additional \$4.1M which is planned for 2023/24. Other roadworks projects amount to approximately \$3.5M.

Included in the plan are Council requests for crosswalk improvements on Johnston Road and Marine Drive; sidewalk and retaining wall replacements north of the Centennial Oval; and funding for bus stop accessibility improvements that are 50% funded by Coast Mountain Bus Company.

Other strategic transportation plan and growth projects amount to approximately \$6M in the latter part of the five-year plan and are partially funded by DCC's and other contributions. The remaining funding in this section is allocated to other projects to maintain critical infrastructure and to improve safety and accessibility.



### *Facilities*

The main projects within the facilities section over the next five years includes: continuing to address Centennial Arena building envelope issues (\$1.5M); upgrading Arena lighting and icemaking equipment (\$135K); building envelope and washroom upgrades at the Kent Street Activity Centre (\$480K); addressing operating and space issues at City Hall in 2022/23 (\$3M); and addressing requirements identified in a Facilities Masterplan that are planned to start in 2022 (\$1.8M).

Other funding relates to: improving technological systems in the White Rock Community Centre and Centre for Active Living and (\$35K); HVAC improvements in the Centre for Active Living (\$48K); completing the exterior work including window replacements at the Museum (\$56K); and annual funding of approximately \$120K for the elevator, electrical equipment and miscellaneous furnishings at the Library.

Miscellaneous preventative maintenance initiatives, equipment replacements and upgrades are also requested for other City Facilities.

This section also includes a \$4M placeholder in 2025 for an affordable housing project to be funded from the newly created Affordable Housing Reserve, should Council decide to allocate the \$4M to this reserve from the Community Amenity Contribution Reserve.

### *Vehicles*

The ongoing vehicles and equipment replacement program of \$2M over the next five years includes ten Public Works Vehicles and snow removal equipment such as plows and sanders (\$1.1M), six Parks vehicles (\$354K), one Facilities vehicle (\$50K), one Development Services vehicle (\$36K), and two parking vehicles (\$80K) and two Fire department vehicles and one trailer (\$331K).

### *Parks*

The City's five-year capital program of \$19.1M in the next five years includes an \$11M project for the Pier Restoration Completion project. This project is currently funded from senior grants (\$8M), contributions from donations (\$2M) and Community Amenity Contributions (\$1M). To date the City has not been successful in receiving a grant for this project and donations to date are in the range of \$400K. Without the grant and donations, the project is expected to have to be scaled back or delayed.

The larger projects in the remaining \$8.1M for parks infrastructure relates to: slope stabilization near the Coldicutt Ravine (\$2.0M); a second all abilities playground and potential land purchase (\$2M of which \$1M is expected from contributions); Centre St Walkway improvements in 2023 (\$500K); new tree lights from the Pier to P'Quals and an annual tree light replacement program (\$1M); completion of the Bay Street and Cypress Street beach accessible access (\$200K); and a permanent display unit for an antique fire truck at the Fire Hall (\$350K).

There is also funding in the parks section for: public art (\$500K); tree management (\$272K); surface protection of the "White Rock" (\$180K); electronic controls for the Prospect Clock Tower (\$70K) and many other projects for playgrounds, trails, walkways, and horticultural displays and irrigation systems that make up the difference.

### *Protective Services*

\$613K in funding over the next 5 years is required for protective services which includes: server room and structural modifications in the RCMP building in 2021 (\$200K); Fire Hall roof replacement in 2021 (\$234K); and miscellaneous projects and fire safety equipment (\$179K).

### *Information Technology*

As reliance on technology grows, so does the City's requirements to maintain its equipment and software. The capital program includes \$2.9M for this work of which \$1.5M is budgeted for a replacement of the City's financial system. The remaining \$1.4M is to address the annual computer and infrastructure replacements program (\$580K) as well as to implement new software and equipment that will enable the City to be able to improve on its eCommerce and digitization of information.

### *Parking*

The City's parking capital program of \$1.7M is primarily for maintaining existing parking infrastructure with \$1.1M of those funds to be spent in 2022/23 on the Marine Drive parking lot rehabilitation between Oxford Street to the Museum. In addition, within the \$1.7M is funding for license plate reader technology, electric vehicle charging stations and parking meter upgrades.

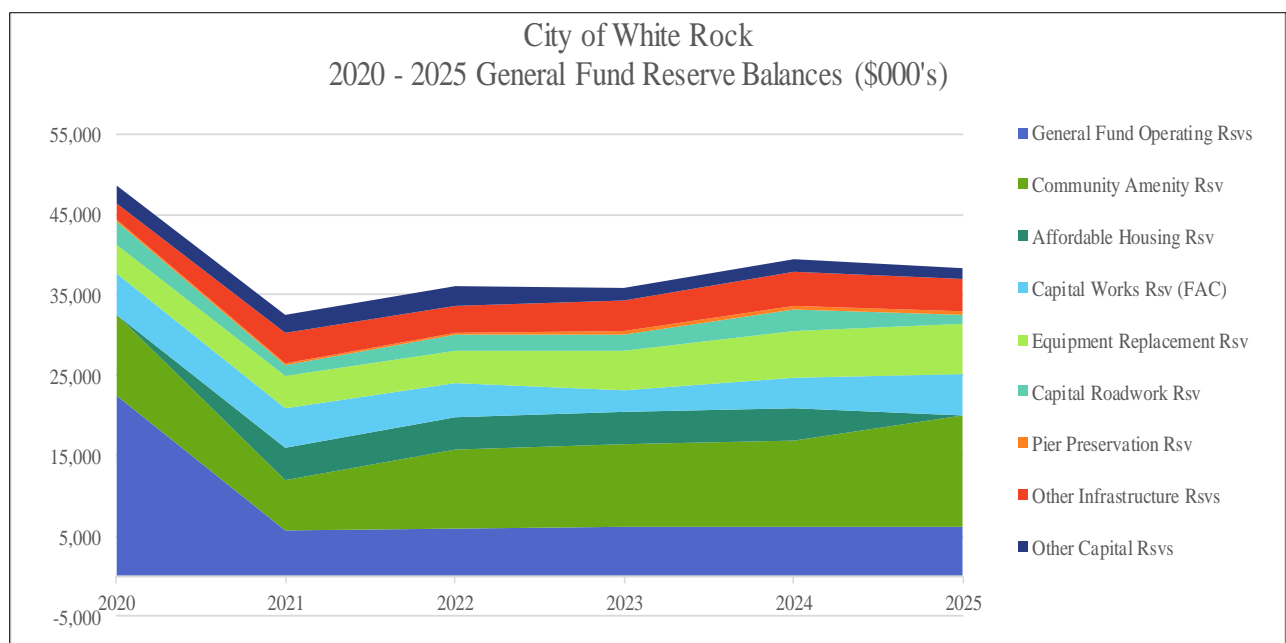
### *Capital Contingencies*

The \$9.4M in funding for capital contingencies includes approximately \$1.5M for slope stabilization on the Duprez Ravine and \$1.4M that was allocated in 2020. This funding is budgeted to allow for some flexibility within the capital program to deal with emergent opportunities and unexpected costs.

### **General Fund – General Fund Reserves**

The City's Reserves are meant to provide stability and long-term sustainability for City operations. It is important to maintain reserves that can address future asset replacement, growth and progressive changes as expected by the community. The reserves are monitored to ensure the annual requirements can be sustained and when it appears that the pressures outweigh the contributions, it becomes necessary to either increase the contributions through an increase in taxation revenues or decrease the work plans.

The following graph shows the projected General Fund operating and capital reserve balances based on the projections provided in the 2021 – 2025 Draft Financial Plan. While the overall balance is projected to be in the range of \$40M annually which would seem reasonable, these balances are dependent on the projections being realized as presented. It is important to note that some reserves are restricted to what they can be spent on depending on the legislation that applies to them and whether they have reserve bylaws that limit their use.



## **Utility Funds Operations and Capital (Appendices E and F)**

### Utility Rates

The City's Utility rates are determined through the development of the City's Five-Year Financial Plan which considers the Utilities' projected revenues and expenses, capital requirements, reserves and debt load. While it was necessary to adopt the 2021 Water Utility rates in December 2020 to be in place for January 1, 2021, the other utilities are billed at the same time as the City levies the municipal taxes which is typically done in May. Based on the financial projections included in this report, the Drainage Utility rates are proposed to increase by 4.5% for 2021 while the Solid Waste and Sewer Utilities are expected to be able to be managed with 0% increases for 2021.

The 2021 – 2025 Draft Financial Plans for each of the City's Utilities, which are subsets of the City's consolidated Draft Financial Plan, are discussed below. Each section includes a summary of the main categories of the draft financial plans which are in Appendix E. The detailed listing of each of the Utilities' Capital Programs are included in Appendix F.

### Sewer Utility

	<b>Budget Projections (\$000)</b>				
<b>Sewer Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>3,915</b>	<b>3,972</b>	<b>4,317</b>	<b>4,547</b>	<b>4,564</b>
<b>Operating Expenses</b>	<b>3,889</b>	<b>3,334</b>	<b>3,586</b>	<b>3,900</b>	<b>4,326</b>
<b>Capital</b>	<b>3,160</b>	<b>675</b>	<b>2,223</b>	<b>2,070</b>	<b>2,023</b>
<b>Internal Charges</b>	<b>492</b>	<b>502</b>	<b>512</b>	<b>522</b>	<b>532</b>
<b>Reserves</b>	<b>11,878</b>	<b>11,437</b>	<b>9,888</b>	<b>8,445</b>	<b>6,628</b>
<b>Rate Increase</b>	<b>0.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>5.0%</b>	<b>5.0%</b>

### Revenues

Revenues generated through sewer user rates are used to operate and maintain the City's sanitary sewer infrastructure. Sewer user rates are projected to be 0% in 2021 and to increase by 3.0% in 2022 and 2023, then increased by 5.0% in 2024 and 2025 primarily to address increasing operating costs driven by Metro Vancouver rate increases; funding the Utility's capital program; and to build capital reserves that will be necessary to address future needs. The sewer utility reserves are projected to be approximately 6.6% of the utility's asset replacement value by 2025.

### Operating Expenses

The Sanitary Sewer Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, payments to Metro Vancouver and asset amortization. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing and an increase related to increased costs for sewage treatment from Metro Vancouver.

### Capital

The Sanitary Sewer Utility's capital budget provides for capacity upgrades, inflow & infiltration mitigation and sewer rehabilitation. The development of the capital program is guided by the City's asset management process and the Sanitary Sewer Master Plan which was updated in 2019. Over the next five years the Sanitary Sewer Utility's capital budget is in the range of \$700K to \$3.2M annually.

The capital program is primarily funded through reserves although there are projections for Developer Contributions.

### Drainage Utility

	Budget Projections (\$000)				
<b>Drainage Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>9,848</b>	<b>3,169</b>	<b>3,564</b>	<b>3,725</b>	<b>3,880</b>
<b>Operating Expenses</b>	<b>1,226</b>	<b>1,336</b>	<b>1,364</b>	<b>1,400</b>	<b>1,418</b>
<b>Capital</b>	<b>15,930</b>	<b>1,028</b>	<b>1,574</b>	<b>1,800</b>	<b>1,886</b>
<b>Internal Charges</b>	<b>593</b>	<b>605</b>	<b>617</b>	<b>629</b>	<b>642</b>
<b>Reserves</b>	<b>3,297</b>	<b>4,280</b>	<b>5,103</b>	<b>5,841</b>	<b>6,616</b>
<b>Rate Increase</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>

#### Revenues

Revenues generated through drainage user rates are used to operate and maintain the drainage utility. Drainage user rates are projected to increase by 4.5% annually over the next five years primarily to address increasing operating costs driven by materials expenses; funding the Utility's capital program; and to build capital reserves that will be necessary to address future needs. The drainage reserves are projected to be approximately 5% of the utility's asset replacement value by 2025.

#### Operating Expenses

The Drainage Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, and asset amortization. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing.

#### Capital

The Drainage Utility's capital budget provides for renewal and replacement of infrastructure; drainage related to roads projects; and projects included in the Columbia Diversion Plan that is intended to capture drainage waters currently discharged to Surrey and to Semiahmoo First Nation (SFN) lands. This large capital plan is contingent on successful ongoing consultation with Surrey and SFN plus senior government grant funding. The development of the capital program is guided by the City's asset management process and the Drainage Master Plan which was updated in 2019. Over the next five years the Drainage Utility's capital budget is in the range of \$1M to \$16M annually.

The capital program is primarily funded through reserves although there are projections for Developer Contributions and hopes of some Senior Government Grants. Note that the large capital project in 2021 cannot be carried out without Senior Government Grants.

### Solid Waste Utility

	Budget Projections (\$000)				
<b>Solid Waste Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>1,557</b>	<b>1,616</b>	<b>1,675</b>	<b>1,735</b>	<b>1,796</b>
<b>Operating Expenses</b>	<b>1,351</b>	<b>1,167</b>	<b>1,188</b>	<b>1,209</b>	<b>1,230</b>
<b>Capital</b>	<b>1,951</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Charges</b>	<b>435</b>	<b>444</b>	<b>453</b>	<b>462</b>	<b>471</b>
<b>Reserves</b>	<b>353</b>	<b>336</b>	<b>336</b>	<b>336</b>	<b>336</b>
<b>Rate Increase</b>	<b>0.0%</b>	<b>4.0%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.7%</b>

### Revenues

Revenues generated through solid waste user rates are used to operate the Solid Waste Utility and are based on the current collection model. A report reviewing solid waste collection will be considered by Council over the next months and may result in the City taking on collection in multifamily and Commercial areas. This would significantly alter the budget.

### Operating Expenses

The Solid Waste Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, trucking costs and tipping fees. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing and an increase in trucking costs

### Capital

The Solid Waste Utility's capital program is for the replacement of trucks and equipment and is funded through equipment reserves that the utility has been contributing to over time. The \$2M capital work in 2021 is for five new solid waste vehicles that were approved and ordered in 2020. Delivery of the trucks is expected in 2021.

### Water Utility

	<b>Budget Projections (\$000)</b>				
<b>Water Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>6,202</b>	<b>6,575</b>	<b>6,981</b>	<b>7,950</b>	<b>8,238</b>
<b>Operating Expenses</b>	<b>4,589</b>	<b>5,069</b>	<b>4,682</b>	<b>4,830</b>	<b>5,341</b>
<b>Capital</b>	<b>3,905</b>	<b>2,822</b>	<b>1,808</b>	<b>2,870</b>	<b>2,375</b>
<b>Debt Retirement</b>	<b>710</b>	<b>733</b>	<b>756</b>	<b>781</b>	<b>806</b>
<b>Internal Charges</b>	<b>489</b>	<b>499</b>	<b>509</b>	<b>519</b>	<b>529</b>
<b>Reserves</b>	<b>3,307</b>	<b>2,269</b>	<b>2,629</b>	<b>2,763</b>	<b>3,133</b>
<b>Rate Increase</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.5%</b>

### Revenues

Revenues generated through water user rates are used to operate and maintain the water distribution system. Water user rates are projected to increase by 6.5% annually over the next five years primarily to address increasing operating costs driven by water treatment filtration expenses; paying for the purchase of the Utility through debt financing; funding the Utility's capital program; and to build capital reserves that will be necessary to address future needs. Billing is done quarterly which means the rates needed to be in place, through bylaw, by January 1 for the upcoming year which was done in December 2020. The water utility reserves are projected to be approximately 2.5% of the utility's asset replacement value by 2025.

### Operating Expenses

The Water Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, interest on long-term debt and asset amortization. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing and an increase related to filtration materials that must be replaced periodically. There is another increase for the filtration materials that is scheduled for 2022 and 2025 causing those years to increase as well.

### Capital

The Water Utility's capital budget provides for replacements of end of life city water mains, associated trench restoration, new additions to meet future population growth and the replacement of equipment. The budget also provides for the renewal and replacement of water wells, reservoir components and treatment facilities and includes provision for the assessment of the network for system optimization and prioritization of improvements. The development of the

capital program is guided by the City's asset management process and the Water Master Plan which was updated in 2017. Over the next five years the Water Utility's capital budget is in the range of \$1.8M to \$3.9M annually.

The capital program is primarily funded through reserves although there are projections for Developer Contributions and hopes of some Senior Government Grants in future years.

### **FINANCIAL IMPLICATIONS**

This report outlines the proposed 2021 – 2025 Draft Financial Plan and discusses potential tax and utility rate increases required to support the plans. The financial implications are as described in this report which may be refined as directed in this meeting.

### **LEGAL IMPLICATIONS**

Not Applicable.

### **COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS**

The information provided in this report is meant to inform Council of potential impacts on the City's 2021- 2025 Draft Financial Plan and to seek Council's direction on this plan. Upon receiving direction, staff will make any necessary revisions that will be presented in open meeting of Council for public consultation.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

All departments have provided input for this report.

### **CLIMATE CHANGE IMPLICATIONS**

The City's efforts to address climate change are built into the capital and operating programs through delivery of services and infrastructure.

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

The City's 2021 – 2025 Draft Financial Plan has been prepared to address the City's mandates, plans and programs within the City's financial constraints which takes into account Council's direction through Council's Strategic Priorities.

### **OPTIONS / RISKS / ALTERNATIVES**

The proposed financial plans for the City's Operating and Capital Programs for the General and Utility Funds presented in this report have been prepared to find a balance between affordability and providing resources to a growing community.

As presented, the General Fund would require a 2021 tax rate increase between 1.56% and annual increases in the range of 4% in 2022 and 2% each year thereafter. An additional increase of 4.36% is also requested. Understanding that the Committee's direction is to cap the 2021 tax rate increase at 2.5%, staff are seeking input on three options that are described in the body of the report that will each have their own implications.

For the Utilities, the Drainage Utility Fund requires a utility rate increase of 4.5% in 2021 and each year thereafter whereas the Sewer and Solid Waste Utility Funds could manage with a 0% increase in 2021 and annual increases in the years after. Council has already approved a 6.5% increase for the 2021 Water Utility rates which had to be in place by January 1, 2021.

There is less discretion for options in the Utility Funds as the expenses and capital projects are required to maintain and operate the Utilities' assets and systems. Any changes to the proposed rate increases would reduce reserve balances and potentially compromise the City's ability to maintain the infrastructure in future years.

### **CONCLUSION**

The information and proposed budget increments included in this report are provided for the Committee's consideration in preparation of the 2021 – 2025 Consolidated Financial Plan which includes the City's capital and operating programs for the General and Utility Funds which are the basis for determining the City's municipal tax and utility rate increases.

Upon receiving direction from the Committee, staff will make the necessary revisions to the Draft Financial Plans that will then be presented in open meeting of Council and will include public consultation. The meeting would be in February 2021 with the goal to have Council adopt the 2021 – 2025 Financial Plan Bylaw in March 2021. As per the Community Charter, the City must adopt its 2021 – 2025 Financial Plan Bylaw by May 15, 2021.

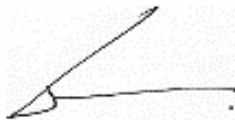
Respectfully submitted,



Colleen Ponzini, CPA, CGA  
Director, Financial Services

### **Comments from the Chief Administrative Officer**

I concur with the recommendations of this corporate report.



Guillermo Ferrero  
Chief Administrative Officer

- Appendix A: General Fund Operations
- Appendix B: Proposed 2021 Budget Increments
- Appendix C: Proposed 2021 One Time Budget Increments
- Appendix D: General Fund Capital
- Appendix E: Utility Funds Operations
- Appendix F: Utility Funds Capital

**CORPORATION OF THE CITY OF WHITE ROCK  
GENERAL FUND BUDGET**

Appendix A

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
					2022	2023	2024	2025
<b>REVENUE</b>								
Municipal Taxation	\$ 24,966,400	\$ 25,021,100	\$ 25,955,000	\$ 933,900	\$ 27,789,400	\$ 28,889,500	\$ 29,889,000	\$ 30,796,200
Sale of Services	971,820	1,092,800	697,400	(395,400)	1,707,300	1,747,000	1,787,700	1,829,600
Grants from Other Governments	4,558,971	11,615,700	11,389,900	(225,800)	558,100	526,200	526,200	532,200
Contributions and DCC's	321,700	3,063,300	4,033,400	970,100	320,700	722,600	780,500	843,600
Other Revenue	7,970,251	10,936,600	8,913,800	(2,022,800)	11,796,800	8,455,900	7,760,800	10,563,600
Interest and Penalties	951,500	804,500	759,400	(45,100)	1,271,000	1,271,000	1,272,000	1,272,000
<b>Total Revenues</b>	<b>39,740,642</b>	<b>52,534,000</b>	<b>51,748,900</b>	<b>(785,100)</b>	<b>43,443,300</b>	<b>41,612,200</b>	<b>42,016,200</b>	<b>45,837,200</b>
<b>EXPENSES</b>								
General Services								
Protective Services	11,591,890	12,108,300	12,551,200	442,900	12,868,900	13,102,800	13,350,600	13,680,500
Parks, Recreation and Culture	9,588,212	9,177,000	11,044,200	1,867,200	11,435,600	10,719,900	9,865,800	9,944,100
Transportation, Engineering and Operations	8,562,804	8,338,500	9,712,000	1,373,500	9,238,200	8,993,900	8,666,100	8,793,300
General Government	8,679,758	8,753,500	8,430,600	(322,900)	8,789,800	8,825,700	8,975,100	9,175,700
<b>Total Expenses</b>	<b>38,422,664</b>	<b>38,377,300</b>	<b>41,738,000</b>	<b>3,360,700</b>	<b>42,332,500</b>	<b>41,642,300</b>	<b>40,857,600</b>	<b>41,593,600</b>
<b>INCREASE (DECREASE) IN TOTAL EQUITY</b>	<b>1,317,978</b>	<b>14,156,700</b>	<b>10,010,900</b>	<b>(4,145,800)</b>	<b>1,110,800</b>	<b>(30,100)</b>	<b>1,158,600</b>	<b>4,243,600</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	6,860,000	6,860,000	7,918,000	1,058,000	8,569,000	7,346,000	5,657,000	5,598,000
Capital Expenses	(4,483,900)	(31,817,000)	(34,733,000)	(2,916,000)	(8,400,000)	(9,729,000)	(5,530,000)	(13,475,000)
Transfer from/(to) Other Funds	202,900	(1,224,100)	(1,244,400)	(20,300)	179,000	292,400	323,700	355,100
Internal Charges	(30,100)	(50,300)	(35,600)	14,700	(36,300)	(37,200)	(37,900)	(38,700)
Internal Recoveries	1,877,600	1,877,600	2,009,000	131,400	2,050,000	2,091,000	2,132,000	2,174,000
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>5,744,478</b>	<b>(10,197,100)</b>	<b>(16,075,100)</b>	<b>(5,878,000)</b>	<b>3,472,500</b>	<b>(66,900)</b>	<b>3,703,400</b>	<b>(1,143,000)</b>
<b>Financial Equity, beginning of year</b>	<b>42,925,067</b>	<b>42,925,067</b>	<b>48,669,545</b>	<b>5,744,478</b>	<b>32,594,445</b>	<b>36,066,945</b>	<b>36,000,045</b>	<b>39,703,445</b>
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 48,669,545</b>	<b>\$ 32,727,967</b>	<b>\$ 32,594,445</b>	<b>\$ (133,522)</b>	<b>\$ 36,066,945</b>	<b>\$ 36,000,045</b>	<b>\$ 39,703,445</b>	<b>\$ 38,560,445</b>

**GENERAL FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Municipal Engineering and Operations	\$ 1,995,000	\$ 6,854,000	\$ 8,314,000	\$ 1,460,000	\$ 2,286,000	\$ 3,237,000	\$ 2,805,000	\$ 6,182,000
Facilities	981,100	2,326,000	1,900,000	(426,000)	2,439,000	3,086,000	702,000	4,839,000
Vehicles	233,000	661,000	872,000	211,000	320,000	45,000	153,000	584,000
Parks	782,800	17,060,000	17,942,000	882,000	435,000	711,000	185,000	185,000
Protective Services	48,000	314,000	533,000	219,000	35,000	45,000	-	-
Information Technology	344,000	531,000	810,000	279,000	1,480,000	230,000	205,000	205,000
Parking	100,000	377,000	291,000	(86,000)	205,000	1,075,000	80,000	80,000
Capital Contingencies	-	3,694,000	4,071,000	377,000	1,200,000	1,300,000	1,400,000	1,400,000
<b>Total Capital Expenses</b>	<b>\$ 4,483,900</b>	<b>\$ 31,817,000</b>	<b>\$ 34,733,000</b>	<b>\$ 2,916,000</b>	<b>\$ 8,400,000</b>	<b>\$ 9,729,000</b>	<b>\$ 5,530,000</b>	<b>\$ 13,475,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 4,098,000	\$ 17,661,400	\$ 20,084,000	\$ 2,422,600	\$ 8,096,700	\$ 9,061,400	\$ 4,804,500	\$ 12,686,400
Development Cost Charges	-	243,200	347,600	104,400	73,200	501,600	570,500	633,600
Grants from Other Governments	182,000	11,092,300	10,869,400	(222,900)	37,600	-	-	-
Contributions	203,900	2,820,100	3,432,000	611,900	192,500	166,000	155,000	155,000
<b>Total Capital Funding</b>	<b>\$ 4,483,900</b>	<b>\$ 31,817,000</b>	<b>\$ 34,733,000</b>	<b>\$ 2,916,000</b>	<b>\$ 8,400,000</b>	<b>\$ 9,729,000</b>	<b>\$ 5,530,000</b>	<b>\$ 13,475,000</b>



***Requests for Ongoing Operating Increases***

#	Dept	Description	Amount \$	% Tax Inc
1	ADM	Training and Public Reception	6,500	0.03%

In 2019 and 2020, the City hosted a public State of the City event at the White Rock Community Centre. With Council requesting to have a public component in addition to the Mayor's State of the City address hosted by the SS&WR Chamber of Commerce, staff estimate \$3.5K will be required to address the public component.

The remaining \$3K is to provide some training for staff to be able to facilitate meetings with Council that are anticipated to occur in 2021 and future years.

#	Dept	Description	Amount \$	% Tax Inc
2	CAO	Miscellaneous Consulting	10,000	0.04%

This request for funding is to address the expected use of various facilitators and or consultants periodically through the Office of the CAO. Having these funds available enables the CAO to maximize the impact of coordinating and delivering on Council initiatives.

#	Dept	Description	Amount \$	% Tax Inc
3	ENG	HVAC and Roof Maintenance	57,900	0.25%

Contract maintenance is expected to increase because many of the HVAC systems and roofing are near end of life. Repairs and parts replacement are required to maintain the building. Delaying the maintenance and repairs of these assets typically increases costs in later years and increases risks of failure.

#	Dept	Description	Amount \$	% Tax Inc
4	ENG	Parks Staff	249,200	1.06%

Recent experience managing Parks during the COVID-19 pandemic has demonstrated the success of "boots on the ground" in conjunction with a structured organized approach towards Parks Operations. Additionally, increased leadership and focus is needed for Parks Health and Safety to ensure employee safety and to also improve the City's experience rating with WorkSafe BC which will reduce the City's WCB rates.

Accordingly, the replacement Parks Manager will focus on Health and Safety and a leaner structure designed to deliver clearly scheduled operations. In house staff will be utilized to meet clear maintenance schedules as opposed to past practice of calling in contractors on an ad hoc basis. The contract services will still need to continue during to peak demand periods and when specific skill sets are required. These contract activities will be planned in advance as part of overall schedules.

The above funding increase is necessary to continue the current level of Parks maintenance that elicited many positive comments from the public in 2020 and far fewer complaints than previous years. Part of the reason for the success in 2020 was the reassignment of resources from other City Departments per Council's direction regarding the Covid-19 pandemic response; however, this resource reassignment is not expected to occur in 2021. The requested temporary full-time staff will fill this gap in 2021 and in future years.

#	Dept	Description	Amount \$	% Tax Inc
5	FIRE	Fire Fighter	76,300	0.32%

White Rock Fire Rescue has experienced a significant increase in call volume over the last five years. The five-year average from 2010 - 2014 was 1448 calls per year compared to the five-year average from 2015 – 2019 of 1811 calls per year. This represents a 25% increase in the number of calls which has also resulted in an escalation in the number of simultaneous calls received. Our response to simultaneous incidents is currently provided by auxiliary staff or career staff when capacity exists. These calls prove problematic during weekdays when Auxiliary staff is limited due to full-time work commitments. Auxiliary capacity is also challenged over long weekends and throughout the summer holidays.

In the 2018 - 2022 Financial Plan, White Rock Fire Rescue recommended phasing in two additional firefighters, one in 2021 and another in 2022. The two were added to the adopted Financial Plan at that time in 2021 and 2022. The additional firefighters would bring our staffing level up to an optimal 24 and allow for five firefighters per shift on a full-time basis. A five-person shift allows White Rock Fire Rescue to have two responding apparatus, a three-person Engine Company and a two-person Squad Company. During 5-person shifts the Squad is used as the primary response vehicle on medical calls while the Engine becomes the secondary vehicle should there be a simultaneous call or should additional assistance be required. By increasing our staff level to 24 career firefighters, a five-person shift could be maintained 24/7, improving the overall operational capacity of the Department. Adding one fire fighter position in 2021 would result in 162 additional staffed shifts over the year and enable the scheduling of up to 587 five-person shifts throughout the year, dependent on employee leaves.

As the City grows in density and population the expectation is that call volumes will continue to increase. The City has over one thousand residential units coming into our housing stock in 2020 and 2021. The increase in the number of high buildings in our City also impacts time spent at incidents, based on distances travelled to the bedside and back to apparatus, making crews unavailable for longer periods of time. Our new buildings and commercial spaces will also require fire inspections annually.

Benefits of a five-person shift include:

- Minimize the impact of relying upon auxiliary availability.
- Reduced response times during simultaneous incidents.
- Improved capacity would assist in dealing with most incidents, particularly weather events and fires, providing additional personnel and equipment.

- Reduction in overtime paid with increased capacity realized. (estimated annual savings of \$23K)
- A potential reduction in wages paid to Auxiliary staff.
- Maintain and improve inspection and fire prevention programs

If we do not increase our firefighter staffing level and call volume continues to rise as is expected, service levels will be impacted, and crew deployment times will increase.

#	Dept	Description	Amount \$	% Tax Inc
6	HR	Human Resources Advisor	104,400	0.45%

Over the last number of years, Human Resources has faced a growing client base and increased levels of complexity in our work that has arisen out of changing Human Rights, WorkSafeBC and privacy legislation. Because of this increased volume and complexity, our Human Resources professionals have struggled to provide the essential HR services levels to our employee and management groups. Most significantly, service levels are less than ideal in corporate leave management, employee and leadership development, mental health, employee wellness, and health and safety management support.

Human Resources' current structure includes two Advisor positions who bring the necessary experience and expertise to deliver the essential service levels, one in HR and one in Safety. Although leave management programs typically sit on the HR side, given there are only two Advisors, to date leave management has been one of the portfolios assigned to the Safety Advisor, which currently occupies approximately 40% of her time. Roughly 50% of her daily work is spent advising, directing and supporting managers, supervisors, and employees in safety matters. This leaves only 10% of her time to dedicate to high-risk safety program work. Ideally, leave and stay at work programs should be assigned to an HR Advisor so that the Safety Advisor can provide better support to the City's safety program.

Although the City's WorkSafeBC experience rating has improved over the last several years, we continue to pay a surcharge rate and our safety record has been less than ideal. For this reason and because employee safety is paramount, at the very least more emphasis must be placed on our safety program by removing the leave management portion from the Safety Advisor's portfolio and assigning it to the HR side. Without an additional HR Advisor in place, this will mean we will continue to be unable to improve our current services in areas such as leadership and employee development, but also, we will have less resources available to the City's recruitment function given our HR Advisor will now be absorbing the leave management. Essentially, we will be looking at delays in filling our vacancies without an additional HR Advisor.

#	Dept	Description	Amount \$	% Tax Inc
7	RCMP	RCMP Member	103,800	0.44%

Prior to 2018, the detachment has had 23 full-time police officer positions for over a decade. In 2018 Council approved an increase of two members for a total of 25 full-time police officers. This was part of a resource plan to increase each watch from 4 to 5 regular members.

White Rock is predominantly a frontline detachment. The frontline officers are divided into four watches providing 24-hour emergency response and investigative services. The watches consist of 1 supervisor and 4 constables, except for the fourth watch that only has three constables. The fourth constable position on the frontline is the position that this funding request addresses. The frontline officers are responsible for emergency call response, critical incidents, routine calls for service, collision investigation, traffic enforcement, general patrols, as well as conducting the majority of all criminal investigations in White Rock.

The additional officer is required to ensure that the detachment has the capacity to provide minimum officer coverage, which is challenged due to training, annual leave, court, adjusted shift, and long-term leaves. The long term leaves are for paternity and maternity, in addition to longer term medical related leaves. When an officer is unable to work due to one of the long-term leaves just mentioned, and the duration is over 30 days, the wages for that officer are not billed to the City. However, the RCMP does not have a policy in place to backfill these positions; therefore, the positions remain blocked and any resource shortfalls are covered by overtime (paid at double the regular rate).

An additional officer will provide the capacity to ensure minimum coverage can be maintained which will reduce the need for overtime. This is important as too much overtime can be detrimental to officers' health through increased workload.

This request will also impact 2022 in the amount of \$37K as the position would be funded from April to December in 2021 as the RCMP has a fiscal year end of March.

#	Dept	Description	Amount \$	% Tax Inc
8	REC	Pop-Up Gallery Lease	39,500	0.17%

The City of White Rock takes great pride and interest in our local artists and acknowledges the importance of supporting their creative work and livelihood. White Rock City Council has in the past viewed arts and culture as our second largest industry after tourism and are greatly invested in seeing arts and culture thrive and grow in our community.

The City's 2014-2018 Cultural Strategic Plan identified the need for an art gallery in the Town Centre area of White Rock where artists could create and showcase their work. The goals of the Gallery are:

- To encourage growth of the creative/artistic sector in White Rock.
- To inspire and facilitate new artistic businesses.
- To expand local residents' understanding and appreciation of creative endeavors that exist in the community.
- To position the Gallery as a visitor destination, and a hub within the Town Centre cultural district.
- To enliven uptown White Rock by expanding retail commercial activity.

The Gallery is managed by the City's Manager of Cultural Development, but is operated by local artists on a volunteer basis. Groups of local artists must apply to use the Gallery to create, showcase, rehearse and/or sell their work for a month, after which a new group of artists are

allocated the space. The artists are required to open the Gallery for public viewing for a minimum of four days per week and a minimum of 15 hours/week.

The City does not currently own a suitable building that can be used as a public art gallery. By leasing storefront commercial space, and negotiating a discounted lease by providing naming rights, then having artists operate it, the City has been able to fulfill our community need for a public art gallery at a very low cost to the City.

The original Pop-Uptown Gallery opened in 2017 in storefront commercial space located beside the Rexall Drug Store on Johnston Road owned by Bosa. This lease was terminated in winter 2017, due to the start of construction of Miramar Towers C and D.

The Landmark Pop-Up Town Gallery has been in operation since February 01, 2018 in a 1,400 sq. ft. space leased from Landmark Premiere Properties at Central Plaza at a rate of roughly \$29K/year. The City gets a reduced lease rate for this space by providing naming rights to the landlord - Landmark Premier Properties. In addition to the annual lease, the City spent approximately \$50K on tenant improvements in 2018 to make the space suitable for use as an art gallery. This lease with Landmark Premiere Properties was for a three-year term, which expires at the end of January 2021.

The City had provided funding for the Pop-Up Gallery lease in each of the past three years. If the current lease is renewed with the current landlord, the expected annual budget required is \$42K/year.

Staff are in the process of reviewing other lease options for a Pop-Up Gallery in the Town Centre area which are expected to be more costly alternatives.

#	Dept	Description	Amount \$	% Tax Inc
9	FIN	Transfers to Reserves	375,000	1.60%

City reserves are important to address future asset replacement, growth and progressive changes as expected by the community. In addition, reserves provide stability and long-term sustainability for city operations.

The annual contributions to reserves from taxation are generally to support capital projects related to transportation, parks, facilities and equipment. As new assets are added it is recommended that funding allocations increase to ensure the assets can be maintained and replaced in the future.

The reserves are monitored to ensure the annual requirements can be sustained and when it appears that the pressures outweigh the contributions, it becomes necessary to either increase the contributions or decrease the work plans. This increase in the transfers to reserves is proposed to ensure adequate funding remains available for capital projects.

***Requests for One Time Operating Increases***

#	Dept	Description	Amount \$
10	ENG	Staff to Address Electronic Filing	14,800

The electronic filing system allocated to the Engineering & Municipal Operations department has structural flaws, some of which the IT department has deemed as very serious and require immediate attention. In addition, the file system requires attention in order to meet records management standards. It is estimated that the project will take three months to complete.

#	Dept	Description	Amount \$
11	FIN	Parking Manager Assistance	22,000

The Parking Services division is overseen by a Parking Manager who spends considerable effort addressing the multitude of issues around parking in the City in timely fashion. It is expected that in 2021, the Manager will have to play a critical role in the City's parking review and any implementation of changes that result. This funding is requested to provide backfill for the Manager's role with current staff which will enable Parking Services to continue to respond in a timely and effective manner.

#	Dept	Description	Amount \$
12	FIRE	Emergency Management Exercise	20,000

Preparedness is the phase of emergency management during which action is taken to ensure readiness to undertake emergency response and recovery. It includes but is not limited to, planning, resource planning, staff management, training, exercises, stakeholder education and continuous improvement.

White Rock Fire Rescue is requesting funding to employ a consulting firm to assist in the design and organization of an Emergency Management exercise. The intention of the exercise is to apply Emergency Operations Command (EOC) training concepts to a hazard scenario while building the confidence and competence of personnel designated with response roles. This will include the implementation of extraordinary authorities, public information dissemination, situational awareness, resource management, cost recovery and associated interactions and process flows. The exercise is intended to create a realistic and manageable, yet complex event that will stress participants without overwhelming them.

Proposed is a series of concise, function specific training modules to be delivered by a consultant to pre-designated senior staff from all City departments in the lead up to the exercise (five half day sessions, approx. 25 participants). The training provided will ensure participating senior staff are comfortable performing a role in our EOC. The exercise will allow personnel to apply and practice the skills they have learned. Cross training of staff is recommended to add organizational depth and operational flexibility.

A written after-exercise report will be provided by the consultant and will include a summary of observations and recommendations.

Fire Rescue is working with the City's grant consultant in exploring a UBCM grant opportunity through the Community Emergency Preparedness Fund. If the grant application is successful, it would cover the cost of the exercise.

#	Dept	Description	Amount \$
13	HR	AED Implementation	6,300

As part of an effective emergency response program that was initiated in prior years, Automated External Defibrillators (AED's) should continue to be installed. AED's can be used by non-medical people for prompt delivery of CPR. Recreation and Culture and Engineering Operations already have the AED's. This funding request is for the next phase of the implementation which is to introduce units in City Hall and the Annex.

#	Dept	Description	Amount \$
14	HR	Management Training	30,000

Continuation of management leadership training and teambuilding will contribute to the City's overall success in reaching Council goals and objectives.



	B	C	D	F	G	H	I	J	K	L	M	N
1	<b>City of White Rock Draft 2021 - 2025 Financial Plan</b> <b>General Fund Asset Improvement Projects</b>											
2												
3												
4												
5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6	<b>Municipal Engineering &amp; Operations</b>											
7												
8												
9	Pavement Overlays			508,000	<b>400,000</b>	908,000	500,000	500,000	500,000	500,000	2,908,000	
10	Roadworks											
11	Marine - Finlay to Stayte							500,000			500,000	
12	Marine - High to Bishop			39,000		39,000					39,000	
13	Marine - High to Anderson											456,000
14	Marine - Oxford to Anderson											368,000
15	Marine - Bishop to Terry											809,000
16	Marine & Nichol Intersection Improvements			96,000	138,000	234,000					234,000	
17	Kent - Buena Vista to Pacific											701,000
18	Parker - Thrift to Pacific											1,127,000
19	Johnston - Russell to Thrift				1,852,000	1,852,000	1,000,000				2,852,000	
20	Johnston - Russell to Thrift (Light Pole Replacements)			63,000		63,000					63,000	
21	Johnston - Thrift to Roper						25,000	25,000	318,000	3,695,000	4,063,000	
22	Johnston - Thrift to Roper (Light Pole Replacements)			240,000		240,000					240,000	
23	Johnston Road LED Crosswalk			47,000		47,000					47,000	
24	Thrift - Johnston to Vidal			498,000		498,000					498,000	
25	North Bluff & Oxford Intersection Improvements			75,000	45,000	120,000					120,000	
26	Buena Vista - 15367 Buena Vista							53,000			53,000	
27	Buena Vista - Best to Johnston											383,000
28	Columbia - Parker to Stayte			186,000		186,000					186,000	
29	Columbia - Habgood to Parker			200,000		200,000					200,000	
30	Columbia & Maple Improvements							<b>197,000</b>			197,000	
31	Habgood - Pacific to Columbia			618,000		618,000					618,000	
32	Pacific - Habgood to Ewson			100,000		100,000					100,000	
33	Prospect - Foster to Johnston			44,000		44,000	498,000				542,000	
34	Best - Thrift to Russell						263,000				263,000	
35	Russell - Best to Fir											287,000
36	Blackburn Crescent - Archibald to High			213,000	693,000	906,000					906,000	
37	Martin - Buena Vista to Victoria											1,199,000
38	Victoria Road Realignment											138,000
39												
40	Other											
41	Development Coordinated Works			24,000		24,000	20,000	20,000	20,000	20,000	104,000	
42	Pedestrian Controlled Crosswalk Marine & Parker				50,000	50,000					50,000	
43	Pedestrian Controlled Crosswalk Johnston & Prospect				30,000	30,000					30,000	
44	North Bluff Sidewalk Replacement - Centennial Oval			70,000	85,000	155,000					155,000	
45	Marine Drive Hump Vegetation Replacement			150,000		150,000					150,000	
46	Marine Drive Hump Micro Pile Installation			757,000		757,000					757,000	
47	Miscellaneous Retaining Wall Improvements			6,000		6,000	45,000	45,000	45,000	45,000	186,000	
48	Semiahmoo Retaining Wall Replacement			150,000		150,000					150,000	
49	Victoria Retaining Wall Repairs Foster to Vidal											150,000
50	DCC Bylaw Review			20,000	20,000	40,000	20,000			20,000	80,000	
51	Traffic Safety Review			28,000		28,000	15,000	15,000	15,000	15,000	88,000	
52	Street Lighting Program			34,000	45,000	79,000	50,000	50,000	50,000	50,000	279,000	

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5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
53			<b>Municipal Engineering &amp; Operations</b>									
54												
55			Other (continued)									
56			Bus Stop Accessibility		<b>200,000</b>	<b>200,000</b>					200,000	
57			Town Centre Parking Stalls (funded from CAC's)	240,000		240,000					240,000	
58			Mobile Message Boards		50,000	50,000					50,000	
59			Strategic Transportation Plan Update	104,000		104,000					104,000	
60			Other Strategic Transportation Plan / DCC Bylaw Projects (25% DCC's, 75% Other So	490,000		490,000		1,987,000	1,987,000	1,987,000	6,451,000	
61			Miscellaneous Road/Pedestrian Improvements not in STP	51,000	50,000	101,000	75,000	75,000	100,000	100,000	451,000	
62												
63			Vehicle Fleet & Equipment Replacements									
64			Public Works Polaris Ranger Electric Gator Unit #107				20,000				20,000	
65			Public Works Ford F350 Flatdeck Unit #136		46,000	46,000					46,000	
66			Public Works Sterling Street Sweeper Unit #140	415,000		415,000					415,000	
67			Public Works Ford F450 Flatdeck Unit #147		78,000	78,000					78,000	
68			Public Works Ford F450 Flatdeck Unit #148 (replacement vehicle will be a mini dump)		92,000	92,000					92,000	
69			Public Works John Deere Backhoe Unit #121				200,000				200,000	
70			Public Works Ford F150 Pickup Unit #150					45,000			45,000	
71			Public Works Ford F150 4X4 Crew Cab Unit #120						48,000		48,000	
72			Public Works Ford F550 Crew Cab Unit #151						75,000		75,000	
73			Public Works Ford Focus Unit #164						30,000		30,000	
74			Public Works Equipment Sander #1		14,000	14,000					14,000	
75			Public Works Equipment Sander #2		14,000	14,000					14,000	
76			Public Works Snow Plow #1 (for unit #147)		11,000	11,000					11,000	
77			Public Works Snow Plow #2 (for unit #148)		11,000	11,000					11,000	
78			Public Works Snow Plow #4 (for unit #160)		11,000	11,000					11,000	
79			Public Works Equipment Snow Plow on unit #162		11,000	11,000					11,000	
80												
81			<b>Facilities</b>									
82												
83			Arena									
84			Building Exterior Replacement		244,000	244,000	245,000	15,000			504,000	
85			Roof Replacement		121,000	121,000	433,000	433,000			987,000	
86			Autoscrubber Replacements	12,000		12,000		25,000			37,000	
87			Ice Edger Replacement		10,000	10,000					10,000	
88			Interior Signage Replacement	11,000		11,000					11,000	
89			Concession Appliance Replacements	4,000		4,000					4,000	
90			Condenser Replacement									480,000
91			Ammonia Diffusion Water Tanks							50,000	50,000	
92			Skate Shop Counter Replacement									20,000
93			Office Counter Replacement									20,000
94			Office Window Covering Replacement	7,000		7,000					7,000	
95			Hall Curtains Replacement	20,000		20,000					20,000	
96			Ice Lights Replacement				75,000				75,000	
97			Relief Valves Replacement				10,000				10,000	
98												
99			Centre for Active Living									
100			New Exterior Lighting	5,000		5,000					5,000	
101			Washroom Barrier Updates	15,000		15,000					15,000	
102			Washroom Improvements	10,000		10,000					10,000	
103			HVAC Controller Improvements		48,000	48,000					48,000	
104			Cardio Equipment Replacement	24,000		24,000		12,000	12,000	12,000	60,000	
105			Audio System Replacement	10,000		10,000					10,000	

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5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
106			<b>Facilities</b>									
107												
108			WR Community Centre									
109			Chair Replacements	11,000		11,000					11,000	
110			Kitchen Equipment Replacement	10,000		10,000					10,000	
111			Audio System Replacement				25,000				25,000	
112												
113			Kent Street Activity Centre									
114			Exterior Siding Replacement	350,000		350,000					350,000	
115			Roof Repairs		30,000	30,000					30,000	
116			Driveway and Patio Replacement	50,000		50,000					50,000	
117			Washroom Upgrades	100,000		100,000					100,000	
118			Auditorium Floor Refinishing/Replacement	7,000		7,000	40,000	7,000	8,000	8,000	70,000	
119			Kitchen Floor Replacement							15,000	15,000	
120			Lighting Upgrades	8,000		8,000	5,000				13,000	
121			Electrical Distribution Panel Replacement		29,000	29,000					29,000	
122			Exterior Door Replacement		20,000	20,000					20,000	
123			Lobby Expansion							30,000	30,000	
124			Cupboard Replacements					12,000			12,000	
125			Lobby Furniture Replacement									5,000
126			Table & Chair Replacements - Auditorium, Classroom & Computer Lab							12,000	12,000	
127			Sound System Replacement							15,000	15,000	
128			Patio Landscape Improvements	5,000		5,000					5,000	
129			Outside Bench Replacements	5,000		5,000					5,000	
130			Retaining Wall Replacement	15,000		15,000					15,000	
131			Kitchen Ramp Replacement	10,000		10,000					10,000	
132			Computer Lab Computer Upgrades	10,000		10,000					10,000	
133			HVAC System for Classroom									8,000
134												
135			Museum									
136			Exterior Painting	14,000		14,000					14,000	
137			Window Repairs/Replacements	1,000		1,000	35,000				36,000	
138			Wood Skirting Installation	6,000		6,000					6,000	
139			Museum Plaza Electronic Message Board									40,000
140												
141			Library									
142			Ceiling Tile Replacement	10,000		10,000					10,000	
143			Interior Painting	15,000		15,000					15,000	
144			Elevator Replacement		60,000	60,000	75,000	50,000	95,000	45,000	325,000	
145			Electrical Breaker/Outlet Replacements		28,000	28,000					28,000	
146			Lighting & Ceiling System Replacement									100,000
147			New Intrusion, Fire and Elevator Alarms	11,000		11,000					11,000	
148			Furniture Replacements	13,000	13,000	26,000	6,000	11,000	5,000	15,000	63,000	
149			Computer Workstation Replacements		10,000	10,000					10,000	
150			Customer Service Desk Replacement				60,000				60,000	
151			Exterior LED Lighting									30,000
152			Sprinkler System				75,000				75,000	
153			Electrical Room	14,000		14,000					14,000	
154			Washroom Upgrade	25,000		25,000					25,000	

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	B	C	D	F	G	H	I	J	K	L	M	N
5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
155	<b>Facilities</b>											
156												
157	City Hall											
158	Office Upgrades			100,000		100,000					100,000	
159	City Hall Project						1,000,000	2,000,000			3,000,000	
160	Planning Entrance & Security Project				20,000	20,000					20,000	
161	Exterior LED Lighting											33,000
162	Sprinkler System											50,000
163	Lawn and Garden Improvements											50,000
164	Seismic Upgrades											> \$2M
165												
166	Operations Building & Yard											
167	Operations Building Locker Replacement											25,000
168	Operations Building Roof Repairs				10,000	10,000					10,000	
169	Operations Building Lunch Room Conversion				15,000	15,000					15,000	
170	Operations Building Generator Room Fan Replacement				5,000	5,000					5,000	
171	Yard Master Plan/Space Plan			50,000		50,000					50,000	
172												
173	Other											
174	Facilities Masterplan Update			115,000		115,000					115,000	
175	Facilities Masterplan Implementation						300,000	395,000	495,000	595,000	1,785,000	
176	Evergreen Daycare Window Replacement			10,000		10,000					10,000	
177	Arts Building Window Upgrades & Exterior Door Replacement			17,000		17,000					17,000	
178	Arts Building Washroom Upgrades			20,000		20,000					20,000	
179	Affordable Housing Project									4,000,000	4,000,000	
180	Centennial Field Concession & Washroom Building Replacement											
181	Oxford Storage Building Repairs			15,000		15,000					15,000	
182	Emergency Measures Earthquake Mitigation Projects			21,000		21,000					21,000	
183	Civic Block Rooftop Safety Upgrades				25,000	25,000					25,000	
184	Pier Building Event Power Receptacle				7,000	7,000					7,000	
185	Martin & Marine ATM Kiosk Demolition				35,000	35,000					35,000	
186	Facility Lighting Replacements			<b>14,000</b>		<b>14,000</b>					14,000	
187	Facility Fire Alarm Dialer Replacements				6,000	6,000					6,000	
188	Facility Access Systems				25,000	25,000					25,000	
189	City Facility Accessibility Improvements			50,000		50,000	50,000	50,000			150,000	
190	City Facility Water Heater Replacements			7,000		7,000					7,000	
191	Fall Protection Equipment			74,000	20,000	94,000	20,000	20,000	20,000	20,000	174,000	
192	Miscellaneous Facility Upgrades			1,000	70,000	71,000	75,000	75,000	75,000	75,000	371,000	
193												
194												
195	<b>Parks</b>											
196												
197	Centennial Park											
198	North of Oval Landscaping & Retaining Wall Improvements			178,000	142,000	320,000					320,000	
199	Tennis Court & Lacrosse Box Resurfacing			15,000		15,000					15,000	
200	Electronic Sign Replacement							36,000			36,000	

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5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
201	<b>Parks</b>											
202												
203	Waterfront											
204	All Abilities Playground (All Contributions)				<b>1,000,000</b>	<b>1,000,000</b>					1,000,000	
205	Marina Expansion											1,000,000
206	Pier Repairs/Restoration											
207	Pier Immediate Repairs (funded from insurance proceeds, provincial grant & reserves)			107,000		107,000					107,000	
208	Pier Restoration Completion (funded from grants, fundraising proceeds & CAC's)			<b>10,978,000</b>		<b>10,978,000</b>					10,978,000	
209	West Wharf Replacement (funded from insurance proceeds & CAC's)			<b>567,000</b>		<b>567,000</b>					567,000	
210	Tree Light Replacements				150,000	150,000	150,000	150,000	160,000	160,000	770,000	
211	New Tree Lights - Pier to P'Quais				200,000	200,000					200,000	
212	New Tree Lights - 1500 Block Marine Drive				25,000	25,000					25,000	
213	Terry Parr Plaza Upgrade			<b>20,000</b>		<b>20,000</b>					20,000	
214	Surface Protection of the "White Rock"			30,000		30,000	150,000				180,000	
215	Bay Street Beach Access Ramp			150,000		150,000					150,000	
216	Cypress Street Beach Access Ramp				50,000	50,000					50,000	
217	Bay and Marine Flower Bed				18,000	18,000					18,000	
218	Marine Drive Irrigation ( Marine Drive West of Anderson)			20,000		20,000					20,000	
219												
220	Hillside											
221	Centre St Walkway Improvements			20,000		20,000		500,000			520,000	
222	Centennial Trail Stairway Improvements						<b>110,000</b>				110,000	
223	Buena Vista & Martin Walkway Improvements			69,000		69,000					69,000	
224												
225	Other											
226	Garbage Can Replacements			23,000		23,000	25,000	25,000	25,000	25,000	123,000	
227	Park Benches			<b>5,000</b>	<b>15,000</b>	<b>20,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	80,000	
228	MacCaud Park Upgrade (funded from CAC's)			250,000		250,000					250,000	
229	Central Control Irrigation System			7,000		7,000					7,000	
230	Parks Backflow Testing Devices				5,000	5,000					5,000	
231	Community Gardens Planter Box Repairs				15,000	15,000					15,000	
232	Boulevard Improvements Near Roper Reservoir			25,000		25,000					25,000	
233	Emerson Park Playground Upgrade			160,000		160,000					160,000	
234	Coldicutt Ravine Slope Stabilization			<b>1,950,000</b>		<b>1,950,000</b>					1,950,000	
235	Special Events Banners						25,000		26,000		51,000	
236	Parade Float Update								30,000		30,000	
237	Community Public Art Projects (funded from CAC's)			100,000		100,000	50,000	50,000	50,000	50,000	300,000	
238	Johnston/Thrift Public Art			200,000		200,000					200,000	
239	Bryant Park Path Upgrade			7,000		7,000					7,000	
240	Prospect Clock Tower Relocation & Electrical Improvements				70,000	70,000					70,000	
241	"Antique" Fire Truck Display				350,000	350,000					350,000	
242	Tree Lights for Johnston Road & Five Corners			50,000		50,000					50,000	
243	Tree Removal and Replacement			<b>62,000</b>		<b>62,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	222,000	
244	Tree Management Inventory and Program			50,000		50,000					50,000	
245												
246	Parks Masterplan & Acquisitions											
247	Parkland Acquisition (70% CAC's, 30% secondary suite service fee reserve)			1,000,000		1,000,000					1,000,000	
248												

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5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
249			<b>Parks</b>									
250												
251			Vehicle Fleet & Equipment Replacements Facilities, Parks & Recreation, & Other									
252			Facilities									
253			Ford Econo Line Van Unit #154				50,000				50,000	
254			Recreation & Culture									
255			Ford F350 4X4 Pickup Unit #162		49,000	49,000					49,000	
256			Chev 3500 4x4 Dump Truck Unit #160		77,000	77,000					77,000	
257			Ford F150 Pickup Unit #165							45,000	45,000	
258			Ford F450 Minidump Unit #166							78,000	78,000	
259			Jacobsen Realmaster Unit #168							40,000	40,000	
260			Ford T350 MD Roof Van Unit #153							65,000	65,000	
261			Wrap for Seniors Mini Bus (unit #152)									8,000
262			Other									
263			Development Services Nissan Leaf Unit #106							36,000	36,000	
264												
265			<b>Police Department</b>									
266												
267			Front Entrance Upgrades	100,000		100,000					100,000	
268			Server Room & Other Structural Modifications		100,000	100,000					100,000	
269			Security Cameras	5,000		5,000					5,000	
270			Interior Painting	15,000		15,000					15,000	
271												
272			<b>Fire Department</b>									
273												
274			Overhead Door Operator Replacement	10,000	30,000	40,000					40,000	
275			Overhead Door Earthquake Detection	2,000		2,000					2,000	
276			Cabinet Replacements				25,000				25,000	
277			Flat Roof Replacement	66,000	168,000	234,000					234,000	
278			Furnace Replacement	18,000	44,000	62,000					62,000	
279			Traffic Signal Pre-emption Power Supply					5,000			5,000	
280			Turn Out Gear Replacement				35,000				35,000	
281			Ammonia Detection & Incident Response Equipment	<b>14,000</b>		<b>14,000</b>					14,000	
282			Thermal Imaging Equipment Replacement		20,000	20,000					20,000	
283			Self Contained Breathing Cylinder Replacement		15,000	15,000		40,000			55,000	
284												
285			Vehicle Fleet & Equipment Replacements									
286			Ford Escape Hybrid Unit #132		41,000	41,000					41,000	
287			Command Support Chev Gruman Van Unit #235							280,000	280,000	
288			Vehicle Data Terminal & Computer Replacements	2,000		2,000					2,000	
289			Trailer for Specialized Equipment Unit #214				10,000				10,000	
290												

Note: For 2021 to 2025 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

	B	C	D	F	G	H	I	J	K	L	M	N
5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
291			<b>Information Technology</b>									
292												
293			Existing Infrastructure Support - City Wide									
294			PC Replacements		35,000	35,000	35,000	35,000	35,000	35,000	175,000	
295			Infrastructure Replacement/Upgrades		30,000	30,000	75,000	75,000	75,000	75,000	330,000	
296			Microsoft SQL Update	11,000		11,000					11,000	
297			SAN Replacement		75,000	75,000					75,000	
298			Corporate Initiatives								-	
299			Document Management System Implementation	32,000	20,000	52,000	20,000	20,000	20,000	20,000	132,000	
300			E-Commerce/Data Management Projects	21,000	42,000	63,000	50,000	40,000	40,000	40,000	233,000	
301			GIS Intranet Upgrade		10,000	10,000	10,000	10,000	10,000	10,000	50,000	
302			Intranet Enhancements		10,000	10,000	10,000	10,000	10,000	10,000	50,000	
303			Telephone System Server Upgrade					25,000			25,000	
304			City Facility CCTV System	39,000		39,000					39,000	
305			Mass Notification Software	13,000		13,000					13,000	
306			Bylaw Enforcement Mobile System	25,000		25,000					25,000	
307			Pier Fibre Optics Cable		6,000	6,000					6,000	
308			Pier Digital Weather Station		5,000	5,000					5,000	
309			Worksafe Investigation Workflow Software		10,000	10,000					10,000	
310			Tempest Additional Modules & Functionality	16,000		16,000					16,000	
311			Tempest Ad-hoc Modifications	13,000	15,000	28,000	15,000	15,000	15,000	15,000	88,000	
312			Tempest Upgrade				15,000				15,000	
313			Parking Decals & Permits Digitized Forms		15,000	15,000					15,000	
314			Utility & Property Tax Digitized Forms		12,000	12,000					12,000	
315			New Financial System		250,000	250,000	1,250,000				1,500,000	
316			Department Initiatives									
317			Municipal Engineering & Operations									
318			Prospero Mobile Electronic Inspection Service		43,000	43,000					43,000	
319			Fire Department									
320			Management System	4,000		4,000					4,000	
321			Inspection Handheld Devices	2,000		2,000					2,000	
322			Emergency Management Software	5,000		5,000					5,000	
323			Parks & Recreation									
324			Planning & Development									
325			Plumbing Permits Eapply		40,000	40,000					40,000	
326			Bylaw									
327			Rental Detection System		11,000	11,000					11,000	
328												
329												
330			<b>Parking</b>									
331												
332			Parking Lot Paving Overlays	82,000		82,000	75,000	75,000	80,000	80,000	392,000	
333			Accessible Parking Space Upgrades	28,000		28,000					28,000	
334			Marine Drive Parking Lot Rehabilitation - Oxford to Museum				130,000	1,000,000			1,130,000	
335			Parking Permit/License Plate Recognition System	120,000		120,000					120,000	
336			Electric Vehicle Charging Station	34,000		34,000					34,000	
337			Hospital Parking Meter Upgrades	27,000		27,000					27,000	
338			Waterfront Parking Facility									
339												
340			Vehicle Fleet Replacements									
341			Chevy City Express Van Unit #144				40,000				40,000	
342			Ford Transit Connect Van Unit #102							40,000	40,000	

Note: For 2021 to 2025 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

	B	C	D	F	G	H	I	J	K	L	M	N
5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
343			<b>Capital Contingency</b>									
344												
345			Capital Contingency funded from general revenue		500,000	500,000	600,000	700,000	800,000	800,000	3,400,000	
346			Capital Contingency funded from capital works reserve		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
347			Capital Contingency funded from land sale reserve	200,000		200,000					200,000	
348			Capital Contingency funded from statutory CAC reserve	1,200,000		1,200,000					1,200,000	
349			Capital Contingency funded from roadworks reserve		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
350			Capital Contingency funded from infrastructure reserve	98,000	300,000	398,000	300,000	300,000	300,000	300,000	1,598,000	
351			Capital Contingency funded from grants	<b>1,380,000</b>		<b>1,380,000</b>					1,380,000	
352			Capital Contingency funded from contributions		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	500,000	
353												

Note: For 2021 to 2025 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

**CORPORATION OF THE CITY OF WHITE ROCK  
SEWER FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
					2022	2023	2024	2025
REVENUE								
Municipal Taxation & Levies	\$ 5,206	\$ 5,206	\$ 5,200	\$ (6)	\$ 5,200	\$ -	\$ -	\$ -
Utility Rates	3,587,200	3,560,200	3,560,200	-	3,667,000	3,777,000	3,965,900	4,164,200
Utility Service Connection Fees	132,000	206,000	208,000	2,000	210,000	212,000	214,000	216,000
Capital Contributions and DCC's	14,700	30,000	82,500	37,200	30,000	267,500	317,000	134,000
Interest and Penalties	58,034	58,034	58,800	766	59,600	60,400	50,000	50,000
Total Revenues	3,797,140	3,859,440	3,914,700	39,960	3,971,800	4,316,900	4,546,900	4,564,200
EXPENSES								
Operating Expenses	317,031	1,282,500	1,663,300	380,800	872,600	870,100	877,600	895,400
Interest and Bank Charges	13,363	13,363	13,400	37	13,400	5,700	-	-
Utility Purchases and Levies	1,851,535	1,851,600	1,832,300	(19,300)	2,033,600	2,273,300	2,557,200	2,966,000
Amortization	338,000	338,000	380,000	42,000	414,000	437,000	465,000	465,000
Total Expenses	2,519,929	3,485,463	3,889,000	403,537	3,333,600	3,586,100	3,899,800	4,326,400
INCREASE IN TOTAL EQUITY	1,277,211	373,977	25,700	(348,277)	638,200	730,800	647,100	237,800
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	338,000	338,000	380,000	42,000	414,000	437,000	465,000	465,000
Capital Expenses	(451,000)	(2,183,000)	(3,160,000)	(977,000)	(675,000)	(2,223,000)	(2,070,000)	(2,023,000)
Debt Retirement	(14,826)	(14,826)	(15,600)	(774)	(16,300)	(17,200)	-	-
Transfer from/(to) Other Funds	-	-	-	-	(300,000)	36,000	36,000	36,000
Internal Charges	(447,200)	(447,200)	(492,000)	(44,800)	(502,000)	(512,000)	(522,000)	(532,000)
CHANGE IN FINANCIAL EQUITY (Reserves)	702,185	(1,933,049)	(3,261,900)	(1,328,851)	(441,100)	(1,548,400)	(1,443,900)	(1,816,200)
Financial Equity , beginning of year	14,437,702	14,437,702	15,139,887	702,185	11,877,987	11,436,887	9,888,487	8,444,587
FINANCIAL EQUITY (Reserves), end of year	\$ 15,139,887	\$ 12,504,653	\$ 11,877,987	\$ (626,666)	\$ 11,436,887	\$ 9,888,487	\$ 8,444,587	\$ 6,628,387
SEWER FUND CAPITAL BUDGET								
CAPITAL EXPENSES								
Sewer Infrastructure	\$ 451,000	\$ 2,183,000	\$ 3,160,000	\$ 977,000	\$ 675,000	\$ 2,223,000	\$ 2,070,000	\$ 2,023,000
Total Capital Expenses	\$ 451,000	\$ 2,183,000	\$ 3,160,000	\$ 977,000	\$ 675,000	\$ 2,223,000	\$ 2,070,000	\$ 2,023,000
FUNDING SOURCES								
Reserve Funds	\$ 451,000	\$ 2,153,000	\$ 3,092,800	\$ 939,800	\$ 645,000	\$ 1,955,500	\$ 1,753,000	\$ 1,889,000
Development Cost Charges	-	30,000	30,000	-	30,000	267,500	317,000	134,000
Contributions	-	-	37,200	37,200	-	-	-	-
Total Capital Funding	\$ 451,000	\$ 2,183,000	\$ 3,160,000	\$ 977,000	\$ 675,000	\$ 2,223,000	\$ 2,070,000	\$ 2,023,000



**CORPORATION OF THE CITY OF WHITE ROCK  
DRAINAGE FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
					2022	2023	2024	2025
<b>REVENUE</b>								
Utility Rates	\$ 2,657,800	\$ 2,657,800	\$ 2,777,400	\$ 119,600	\$ 2,902,400	\$ 3,033,000	\$ 3,169,500	\$ 3,312,100
Utility Service Connection Fees	124,000	206,000	208,000	2,000	210,000	212,000	214,000	216,000
Grants from Other Governments	-	320,000	6,300,000	5,980,000	-	-	-	-
Capital Contributions and DCC's	19,000	331,600	542,300	210,700	36,600	298,800	321,700	331,700
Interest and Penalties	20,000	20,000	20,000	-	20,000	20,000	20,000	20,000
<b>Total Revenues</b>	<b>2,820,800</b>	<b>3,535,400</b>	<b>9,847,700</b>	<b>6,312,300</b>	<b>3,169,000</b>	<b>3,563,800</b>	<b>3,725,200</b>	<b>3,879,800</b>
<b>EXPENSES</b>								
Operating Expenses	450,520	674,400	650,400	(24,000)	552,800	550,400	558,100	576,100
Amortization	372,000	372,000	576,000	204,000	783,000	814,000	842,000	842,000
<b>Total Expenses</b>	<b>822,520</b>	<b>1,046,400</b>	<b>1,226,400</b>	<b>180,000</b>	<b>1,335,800</b>	<b>1,364,400</b>	<b>1,400,100</b>	<b>1,418,100</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>1,998,280</b>	<b>2,489,000</b>	<b>8,621,300</b>	<b>6,132,300</b>	<b>1,833,200</b>	<b>2,199,400</b>	<b>2,325,100</b>	<b>2,461,700</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	372,000	372,000	576,000	204,000	783,000	814,000	842,000	842,000
Capital Expenses	(334,000)	(3,655,000)	(15,930,000)	(12,275,000)	(1,028,000)	(1,574,000)	(1,800,000)	(1,886,000)
Internal Charges	(560,200)	(560,200)	(593,000)	(32,800)	(605,000)	(617,000)	(629,000)	(642,000)
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>1,476,080</b>	<b>(1,354,200)</b>	<b>(7,325,700)</b>	<b>(5,971,500)</b>	<b>983,200</b>	<b>822,400</b>	<b>738,100</b>	<b>775,700</b>
Financial Equity , beginning of year	9,146,520	9,146,520	10,622,600	1,476,080	3,296,900	4,280,100	5,102,500	5,840,600
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 10,622,600</b>	<b>\$ 7,792,320</b>	<b>\$ 3,296,900</b>	<b>\$ (4,495,420)</b>	<b>\$ 4,280,100</b>	<b>\$ 5,102,500</b>	<b>\$ 5,840,600</b>	<b>\$ 6,616,300</b>
<b>DRAINAGE FUND CAPITAL BUDGET</b>								
<b>CAPITAL EXPENSES</b>								
Drainage Infrastructure	\$ 334,000	\$ 3,655,000	\$ 15,930,000	\$ 12,275,000	\$ 1,028,000	\$ 1,574,000	\$ 1,800,000	\$ 1,886,000
<b>Total Capital Expenses</b>	<b>\$ 334,000</b>	<b>\$ 3,655,000</b>	<b>\$ 15,930,000</b>	<b>\$ 12,275,000</b>	<b>\$ 1,028,000</b>	<b>\$ 1,574,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,886,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 332,800	\$ 3,003,400	\$ 9,098,500	\$ 6,095,100	\$ 991,400	\$ 1,275,200	\$ 1,478,300	\$ 1,554,300
Development Cost Charges	1,200	331,600	514,200	182,600	36,600	286,800	321,700	331,700
Grants from Other Governments	-	320,000	6,300,000	5,980,000	-	-	-	-
Contributions	-	-	17,300	17,300	-	12,000	-	-
<b>Total Capital Funding</b>	<b>\$ 334,000</b>	<b>\$ 3,655,000</b>	<b>\$ 15,930,000</b>	<b>\$ 12,275,000</b>	<b>\$ 1,028,000</b>	<b>\$ 1,574,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,886,000</b>

**CORPORATION OF THE CITY OF WHITE ROCK  
SOLID WASTE FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
					2022	2023	2024	2025
REVENUE								
Utility Rates	\$ 1,384,700	\$ 1,383,700	\$ 1,383,700	\$ -	\$ 1,439,300	\$ 1,495,400	\$ 1,552,000	\$ 1,608,800
Other Revenue	169,200	174,500	172,800	(1,700)	176,300	179,800	183,400	187,100
Total Revenues	1,553,900	1,558,200	1,556,500	(1,700)	1,615,600	1,675,200	1,735,400	1,795,900
EXPENSES								
Operating Expenses	986,747	1,081,800	1,183,300	101,500	1,023,100	1,043,600	1,064,500	1,085,800
Amortization	148,000	148,000	168,000	20,000	144,000	144,000	144,000	144,000
Total Expenses	1,134,747	1,229,800	1,351,300	121,500	1,167,100	1,187,600	1,208,500	1,229,800
INCREASE IN TOTAL EQUITY	419,153	328,400	205,200	(123,200)	448,500	487,600	526,900	566,100
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	148,000	148,000	168,000	20,000	144,000	144,000	144,000	144,000
Capital Expenses	-	(1,951,000)	(1,951,000)	-	(17,000)	-	-	-
Transfer from/(to) Other Funds	(138,500)	1,299,500	1,284,200	(15,300)	(184,800)	(215,800)	(246,800)	(277,800)
Internal Charges	(395,200)	(395,200)	(435,000)	(39,800)	(444,000)	(453,000)	(462,000)	(471,000)
Internal Recoveries	30,100	50,300	35,600	(14,700)	36,300	37,200	37,900	38,700
CHANGE IN FINANCIAL EQUITY (Reserves)	63,553	(520,000)	(693,000)	(173,000)	(17,000)	-	-	-
Financial Equity , beginning of year	981,986	981,986	1,045,539	63,553	352,539	335,539	335,539	335,539
FINANCIAL EQUITY (Reserves), end of year	\$ 1,045,539	\$ 461,986	\$ 352,539	\$ (109,447)	\$ 335,539	\$ 335,539	\$ 335,539	\$ 335,539

**SOLID WASTE FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Machinery/Equipment	\$ -	\$ 1,951,000	\$ 1,951,000	\$ -	\$ 17,000	\$ -	\$ -	\$ -
<b>Total Capital Expenses</b>	<b>\$ -</b>	<b>\$ 1,951,000</b>	<b>\$ 1,951,000</b>	<b>\$ -</b>	<b>\$ 17,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ -	\$ 1,951,000	\$ 1,951,000	\$ -	\$ 17,000	\$ -	\$ -	\$ -
<b>Total Capital Funding</b>	<b>\$ -</b>	<b>\$ 1,951,000</b>	<b>\$ 1,951,000</b>	<b>\$ -</b>	<b>\$ 17,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**CORPORATION OF THE CITY OF WHITE ROCK  
WATER FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
					2022	2023	2024	2025
REVENUE								
Utility Rates	\$ 5,158,000	\$ 5,258,000	\$ 5,605,500	\$ 347,500	\$ 5,969,900	\$ 6,357,900	\$ 6,771,200	\$ 7,211,300
Utility Service Connection Fees	200,000	350,000	300,000	(50,000)	305,000	310,000	315,000	320,000
Grants from Other Governments	-	-	-	-	-	-	333,300	333,300
Capital Contributions and DCC's	-	110,000	129,900	19,900	110,000	100,000	293,000	110,000
Other Revenue	126,150	132,200	161,900	29,700	184,800	208,400	232,800	257,900
Interest and Penalties	5,000	5,000	5,000	-	5,000	5,000	5,000	5,000
Total Revenues	5,489,150	5,855,200	6,202,300	347,100	6,574,700	6,981,300	7,950,300	8,237,500
EXPENSES								
Operating Expenses	2,158,123	2,589,700	2,735,000	145,300	3,183,900	2,753,800	2,852,600	3,363,300
Interest and Bank Charges	681,300	681,300	681,300	-	681,300	681,300	681,300	681,300
Amortization	1,101,000	1,101,000	1,173,000	72,000	1,204,000	1,247,000	1,296,000	1,296,000
Total Expenses	3,940,423	4,372,000	4,589,300	217,300	5,069,200	4,682,100	4,829,900	5,340,600
INCREASE IN TOTAL EQUITY	1,548,727	1,483,200	1,613,000	129,800	1,505,500	2,299,200	3,120,400	2,896,900
Reconciliation to Financial Equity								
Amortization of Tangible Capital Assets	1,101,000	1,101,000	1,173,000	72,000	1,204,000	1,247,000	1,296,000	1,296,000
Capital Expenses	(929,000)	(3,458,000)	(3,905,000)	(447,000)	(2,822,000)	(1,808,000)	(2,870,000)	(2,375,000)
Debt Retirement	(687,613)	(687,600)	(709,800)	(22,200)	(732,700)	(756,200)	(780,600)	(805,800)
Proceeds on Debt Issuance	7,400	12,300	-	(12,300)	-	-	-	-
Transfer from/(to) Other Funds	(64,400)	(75,400)	(39,800)	35,600	305,800	(112,600)	(112,900)	(113,300)
Internal Charges	(475,000)	(475,000)	(489,000)	(14,000)	(499,000)	(509,000)	(519,000)	(529,000)
CHANGE IN FINANCIAL EQUITY (Reserves)	501,114	(2,099,500)	(2,357,600)	(258,100)	(1,038,400)	360,400	133,900	369,800
Financial Equity , beginning of year	5,163,617	5,163,617	5,664,731	501,114	3,307,131	2,268,731	2,629,131	2,763,031
FINANCIAL EQUITY (Reserves), end of year	\$ 5,664,731	\$ 3,064,117	\$ 3,307,131	\$ 243,014	\$ 2,268,731	\$ 2,629,131	\$ 2,763,031	\$ 3,132,831

**WATER FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>								
Water Infrastructure	\$ 929,000	\$ 3,458,000	\$ 3,905,000	\$ 447,000	\$ 2,822,000	\$ 1,808,000	\$ 2,870,000	\$ 2,375,000
<b>Total Capital Expenses</b>	<b>\$ 929,000</b>	<b>\$ 3,458,000</b>	<b>\$ 3,905,000</b>	<b>\$ 447,000</b>	<b>\$ 2,822,000</b>	<b>\$ 1,808,000</b>	<b>\$ 2,870,000</b>	<b>\$ 2,375,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 921,600	\$ 3,335,700	\$ 3,785,100	\$ 449,400	\$ 2,712,000	\$ 1,708,000	\$ 2,243,700	\$ 1,931,700
Development Cost Charges	-	10,000	10,000	-	10,000	-	93,000	10,000
Long Term Debt	7,400	12,300	-	(12,300)	-	-	-	-
Grants from Other Governments	-	-	-	-	-	-	333,300	333,300
Contributions	-	100,000	109,900	9,900	100,000	100,000	200,000	100,000
<b>Total Capital Funding</b>	<b>\$ 929,000</b>	<b>\$ 3,458,000</b>	<b>\$ 3,905,000</b>	<b>\$ 447,000</b>	<b>\$ 2,822,000</b>	<b>\$ 1,808,000</b>	<b>\$ 2,870,000</b>	<b>\$ 2,375,000</b>

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**City of White Rock Draft 2021 - 2025 Financial Plan**  
**Sanitary Sewer Fund Asset Improvement Projects**

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**City of White Rock Draft 2021 - 2025 Financial Plan  
Drainage Fund Asset Improvement Projects**

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1	<b>City of White Rock Draft 2021 - 2025 Financial Plan</b> <b>Solid Waste Fund Asset Improvement Projects</b>											
2												
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6				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
7												
8												
9	<b>Garbage &amp; Recycling</b>											
10												
11	Compactor Garbage Container Replacement						17,000				17,000	
12												
13	Vehicle Fleet Replacements											
14	Garbage Sterling Haul All Unit #332			377,000		377,000					377,000	
15	Garbage Ford F550 Haul All Unit #333			377,000		377,000					377,000	
16	Garbage Ford F550 Rollins Haul All Unit #325			377,000		377,000					377,000	
17	Peterbilt Recycler Unit #329			410,000		410,000					410,000	
18	Peterbilt Recycler Unit #330			410,000		410,000					410,000	

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**City of White Rock Draft 2021 - 2025 Financial Plan**  
**Water Fund Asset Improvement Projects**

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1	<b>City of White Rock Draft 2021 - 2025 Financial Plan</b> <b>Water Fund Asset Improvement Projects</b>											
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5				2020	2021	2021	2022	2023	2024	2025	Total	Future
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THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
**CORPORATE REPORT**



**DATE:** March 8, 2021

**TO:** Finance and Audit Committee

**FROM:** Colleen Ponzini, Director of Financial Services

**SUBJECT:** 2021 – 2025 Draft Financial Plan for Public Presentation

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive this report for information;
  2. Direct staff to prepare the consolidated 2021 – 2025 Financial Plan Bylaw;
  3. Direct staff to prepare the corresponding 2021 Tax Rates Bylaw.
- 

**EXECUTIVE SUMMARY**

This purpose of this report is to provide the community of White Rock with information on the City's draft 2021 – 2025 Financial Plan (the "Financial Plan") in accordance with Section 166 of the *Community Charter*. Residents are invited to review and comment on the Financial Plan which includes the operating and capital budgets for the General Fund and each of the Utility Funds.

The City is required to prepare a Five-Year Financial Plan annually that shows the City's operating and capital programs and how they are to be funded. This includes the General Fund, which is largely funded through taxation revenues, as well as the City's Utility Funds which are funded mainly through Utility Rates. In order to organize the information in a way that can be understood more succinctly, this report is broken down into the following sections:

- General Fund
  - General Fund Operations (Appendix A)
  - General Fund Capital (Appendix B)
  - General Fund Reserves
- Utility Funds Operations and Capital (Appendices C and D)
  - Sewer Fund
  - Drainage Fund
  - Solid Waste Fund
  - Water Fund
  - Comparative Information (Appendix E)

The proposed net impact on the 2021 taxation and utility rates from the Financial Plan as presented in this report is a 4.28% tax rate increase for the General Fund, a 4.5% increase for the Drainage Utility Rates, a previously approved 6.5% increase for the Water Utility Rates and 0% increases for both the Sewer and Solid Waste Utilities.

## **INTRODUCTION/BACKGROUND**

The City's 2021 – 2025 Draft Financial Plan has been prepared under the assumption that the City will continue to operate under the current Covid-19 pandemic guidelines, restrictions, and general processes as directed by Council. The net impact from the Covid-19 pandemic for 2020 and 2021 have been included in these figures and are considered to qualify for funding under the \$3.8M Covid-19 Safe Restart grant that the City received in 2020. Staff were directed to budget for the return to normal operations in 2022 and beyond.

In addition to reviewing budgets for the impact of the pandemic, staff also reviewed the budget to determine if there are any changes that are required as a result of previous approvals, necessary changes in contracts, and actual changes in revenues. These are items that are already in place and need to be funded in the City's base operating budget and impact taxation rates.

The final area of review involved analyzing operations to determine if a new service or expense had to be included in the budget. These requests for funding were provided to the Finance and Audit Committee and were discussed at the Committee's meetings on January 25 and February 3. The requests that the Committee endorsed to move forward in the draft Financial Plan have been included in this report.

### **General Fund Operations (Appendix A)**

#### **Operating Deficits Due to the Covid-19 Pandemic**

Initially, it was expected that the City would have to use its reserves to fund the deficits that have been projected because of lower revenues and increased operating costs to deal with the Covid-19 pandemic. Fortunately, the Federal and Provincial governments provided some financial relief in the form of a \$3.769M Covid-19 Safe Restart Grant that the City can use towards the deficits. Eligible costs outlined in the letter received from the Deputy Minister of Municipal Affairs and Housing include:

- addressing revenues shortfalls;
- facility reopening and operating costs;
- emergency planning and response costs;
- bylaw enforcement and protective services like fire protection and police;
- computer and other electronic technology costs (to improve interconnectivity and virtual communications);
- services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities); and
- other related costs.

Staff estimate that there will be an operating deficit of \$1.1M in 2020, which seems reasonable based on preliminary year-end financial work. A similar exercise to estimate the impacts of the pandemic on the 2021 budgets and the projected 2021 deficit is estimated to be \$1.8M which is shown in the table that follows. The main cause of the projected deficit is a decrease in revenues from parking, recreation and culture and investment interest.

While it would seem reasonable to expect that corresponding expenses should also decrease, the City has had to change the way it operates during the pandemic, which has effectively redirected the funding. Examples are: increased costs for cleaning, communications, and administrative functions; reimagining the ways in which the City provides recreation and cultural programs; and refocusing staff to deal with Covid-19 related issue. This, while parking revenues are projected

to decrease due to free parking at the waterfront and the hospital as well as facility closures at the Centre for Active Living, and parking enforcement having been redirected to address other parking issues.

While it is challenging to separate out the financial impacts of the Covid-19 Pandemic, staff are confident that the estimates are reasonable and that they are in line with the eligible use of the Covid-19 Safe Restart Grant.

Note that should the estimated deficits not be realized, there would be more funds available under the grant to direct to other restart activities that Council may wish to support.

<b>Decreased Revenues</b>	<b>2020</b>	<b>2021</b>
Parking Services revenue	\$ 742,000	\$ 964,600
Recreation & Culture revenue	1,017,400	1,062,100
Investment Interest	341,000	335,600
Miscellaneous	80,200	81,300
<b>Total Decreased Revenues</b>	<b>2,180,600</b>	<b>2,443,600</b>
<b>Decreased Expenses</b>		
Parking Services	47,600	57,000
Recreation & Culture	810,800	629,600
General Government	191,000	39,400
Miscellaneous	154,100	70,900
<b>Total Decreased Expenses</b>	<b>1,203,500</b>	<b>796,900</b>
<b>Increased Expenses</b>		
Parks & Facilities	217,200	153,400
<b>Recoveries</b>		
Provincial Government (EMBC)	67,000	-
<b>Total funding from Covid-19 Restart Grant</b>	<b>\$ 1,127,300</b>	<b>\$ 1,800,100</b>

As required, the City will report on the use of these funds under section 167 of the *Community Charter* and will provide a schedule to the Audited Financial Statements for each year that the grant is drawn down. Based on the projected deficits for 2020 and 2021, it is expected that the City will have a remaining \$842K available to address other issues as they arise that qualify as eligible costs outlined in the grant.

Note that should the estimated deficits not be realized, there would be more funds available under the grant to direct to other restart activities that Council may wish to support.

#### 2021 Increases to the Operating Budget

The 2021 – 2025 Financial Plan for the General Fund is presented on page one of Appendix A. Page two of Appendix A separates the General Fund budgets for 2020 and 2021 into the annual operating budget and the annual capital budget. This is an important distinction as it is the General Fund operating budget that drives the annual property tax rates.

The following table is an excerpt of page two of Appendix A that summarize and explains the major changes in the *budgeted* revenues and expenses for 2021. The 2021 figures include the impacts of the COVID-19 pandemic shown earlier in this report whereas the 2020 figures do not because the impacts in 2020 were estimated after that budget was completed.

	2020	2021	
	Operations	Operations	\$ Chg in Operations
<b>REVENUE</b>			
Municipal Taxation	\$ 25,021,100	\$ 26,592,800	\$ 1,571,700
Sale of Services	1,092,800	697,400	(395,400)
Grants from Other Governments	523,400	550,500	27,100
Contributions and DCC's	-	252,800	252,800
Other Revenue	10,568,594	8,913,800	(1,654,794)
Interest and Penalties	1,264,367	1,135,495	(128,872)
<b>Total Revenues</b>	<b>38,470,261</b>	<b>38,142,795</b>	<b>(327,466)</b>
<b>EXPENSES</b>			
General Services			
Protective Services	12,108,300	12,757,500	649,200
Parks, Recreation and Culture	9,177,000	11,293,300	2,116,300
Transportation, Engineering and Operations	8,338,500	9,769,900	1,431,400
General Government	8,753,500	8,587,000	(166,500)
<b>Total Expenses</b>	<b>38,377,300</b>	<b>42,407,700</b>	<b>4,030,400</b>

The City's General Fund operating revenues are budgeted to be \$38.1M for 2021 which is a reduction of \$327K. The main decrease relates to the \$2.4M impacts on revenues due to the Covid-19 pandemic shown earlier in the report. Offsetting the pandemic reduction are some increases due to rate changes for services and fees charged by the City (\$230K), third party contributions for capital related projects (\$280K), new taxation revenues from development (\$545K) and new taxation revenues from a proposed 4.28% tax rate increase (\$1M).

The 2021 General Fund operating expenses total \$42.4M to provide on-going municipal services including Police and Fire Services; Parks, Recreation and Culture; Municipal Engineering and Operations related to traffic and transportation and facilities; Development Services; Library; and Administrative Services.

The net increase of \$4M in expenses primarily relates to salaries and benefits reflecting wage increments negotiated through collective agreements and set by Council policy for exempt staff and additional staff to deal with work load issues and strategic initiatives in various departments including RCMP, Fire, Communications, Human Resources and Parks (\$1.5M). When looking at other impacts, one of the more significant is due to changes in the RCMP and Integrated Teams contracted services and having to provide in house IT support for the RCMP due to the changes in services delivered by Surrey (\$175K).

Other increases are necessary for property and liability insurance (\$83K), software maintenance and license fees (\$40K), building lease costs (\$53K), HVAC and roof maintenance (\$58K); consulting (\$50K); training (\$57K); miscellaneous (\$134K). There is also a \$1.1M increase in amortization which is a non-cash item that reflects the using up of City Assets and an increase in contract services for projects shown in the capital program that have to be moved to operations as they do not qualify as tangible capital assets (\$770K).

#### General Fund Future Years

The tax rate increases built into the operating program shown in the General Fund 2021 – 2025 Draft Financial Plan (Appendix A) includes annual tax rate increases in the range of 4.4% for 2022 and 2.4% for each year thereafter primarily to address staffing costs.

In addition to the figures shown in this report, a new request that the Committee has not yet discussed is a request from the Planning & Development Services Department to change a one-year term position to a regular full-time position. Hiring the position as full-time will have no impact on the 2021 budget as the funds are already included in the Financial Plan but the request would result in an increase for 2022 which would raise the projected tax rate increase in 2022 to from 4.4% to 4.8%. The justification for this request is provided in a report included in the March 8, 2021 Finance and Audit Committee agenda from the Director of Development Services.

#### Impact of Proposed 2021 Tax Rate Increase

As presented in Appendix A, the General Fund requires an increase of \$1.6M in new taxation revenues in 2021 to balance its budget. Of that total, \$575K is expected from new taxation revenues from development and the remainder requires a 4.28% tax rate increase for 2021. Additional increases are projected to be in the range of 4.4% for 2022 and 2.4% each year thereafter.

The projected impact of the proposed increase on an average residential property in the City is \$90 and \$200 for an average business as shown in the table below.

Property Type	Average Assessed Value	2021 Municipal Taxes	2021 Tax Increase
Average Residential	\$ 1,029,000	\$ 2,570	\$ 90
Business	\$ 1,567,000	\$ 6,730	\$ 200

The actual increase in property taxes for any property is dependent on how that that property's assessed value changed compared to the average assessment change. Note that the property assessment values are determined by BC Assessment. Generally, if a property's assessed value increased more than the average assessed value, the taxes will increase higher than the proposed 4.28%. Conversely, if the property value changed less than the average, the change in taxes will be less than the 4.28% proposed tax rate increase.

An informative video that was produced by BC Assessment helps to explain this logic and can be found at the hyperlink below. The City has also placed this hyperlink on its website.

<https://www.youtube.com/watch?v=GJ1mzeCm5jw&feature=youtu.be>

Some comparative information of tax related data, including some proposed 2021 tax rate increases from neighbouring municipalities is provided in Appendix E.

#### **General Fund – General Fund Capital (Appendix B)**

The proposed General Fund Capital program is funded from reserves, contributions and grants and includes projects that address annual maintenance and improvements of transportation infrastructure, civic facilities, parks, vehicles and equipment, and information technology. As noted above, the capital program does not directly impact taxation rates and any changes to the capital projects can only impact the reserve balances.

The table below shows that over the next five (5) years, the City is projecting to spend \$70.3M of which \$2.1M is expected to be funded from Developer Cost Charges (DCC's), \$10.9M from Senior Government Grants, \$4.1M from Contributions and \$53.1M from City Reserves.

<b>CAPITAL EXPENSES</b>	<b>5 Year Total</b>
Municipal Engineering and Operations	\$ 22,657,000
Facilities	12,961,000
Vehicles	1,975,000
Parks	19,527,000
Protective Services	591,000
Information Technology	2,936,000
Parking	1,731,000
Capital Contingencies	7,881,000
<b>Total Capital Expenses</b>	<b>\$ 70,259,000</b>
<b>FUNDING SOURCES</b>	
Reserve Funds	\$ 53,123,800
Development Cost Charges	2,127,700
Grants from Other Governments	10,907,000
Contributions	4,100,500
<b>Total Capital Funding</b>	<b>\$ 70,259,000</b>

A summary of the capital program and funding sources by year is shown at the bottom of the General Fund 2021 – 2025 Draft Financial Plan which is included in Appendix A. The detailed listing of projects by year is provided in Appendix B. Note that the 2021 capital program is a combination of the new requests for 2021 and projects that have been carried forward from 2020.

#### Municipal Engineering & Operations Projects

This section focuses mainly on transportation related projects, particularly for roadworks. For 2020 and 2021, \$0.9M for pavement overlays is expected that will include the western end of North Bluff Road. Over the next four (4) years, an additional \$2M will be required for the pavement management program. In 2021 and 2022, the second of three phases for utility and streetscape upgrades to Johnston Road is planned with \$2.9M in funding. The third phase for Johnston Road – Thrift Street to Roper Street will require an additional \$4.1M which is planned for 2024/25. Other roadworks projects amount to approximately \$3.3M.

Included in the plan are Council requests for crosswalk improvements on Johnston Road and Marine Drive; sidewalk and retaining wall replacements north of the Centennial Oval; and funding for bus stop accessibility improvements that are 50% funded by Coast Mountain Bus Company.

Other strategic transportation plan and growth projects amount to approximately \$6M in the latter part of the five-year plan and are partially funded by DCC's and other contributions. The remaining funding in this section is allocated to other projects to maintain critical infrastructure and to improve safety and accessibility.

#### Facilities

The main projects within the facilities section over the next five (5) years includes: continuing to address Centennial Arena building envelope issues (\$1.5M); upgrading Arena lighting and icemaking equipment (\$135K); building envelope and washroom upgrades at the Kent Street Activity Centre (\$480K); addressing operating and space issues at City Hall in 2022/23 (\$3M); and addressing requirements identified in a Facilities Masterplan that are planned to start in 2022 (\$1.8M).

Other funding relates to:

- improving technological systems in the White Rock Community Centre and Centre for Active Living and (\$35K);
- HVAC improvements in the Centre for Active Living (\$48K);
- completing the exterior work including window replacements at the Museum (\$56K); and
- annual funding of approximately \$120K for the elevator, electrical equipment and miscellaneous furnishings at the Library.

Miscellaneous preventative maintenance initiatives, equipment replacements and upgrades are also requested for other City Facilities.

This section also includes a \$4M placeholder in 2025 for an affordable housing project to be funded from the newly created Affordable Housing Reserve which would come from annual transfers of \$1M, from the Community Amenity Reserve in the years 2021 to 2024.

### Vehicles

The ongoing vehicles and equipment replacement program of \$2M over the next five (5) years includes ten Public Works Vehicles and snow removal equipment such as plows and sanders (\$1.1M), six (6) Parks vehicles (\$354K), one (1) Facilities vehicle (\$50K), one (1) Development Services vehicle (\$36K), and two (2) parking vehicles (\$80K) and two (2) Fire department vehicles and one (1) trailer (\$331K).

### Parks

The City's five-year capital program of \$19.5M in the next five (5) years includes an \$11M project for the Pier Restoration Completion project. This project is currently funded from senior grants (\$8M), contributions from donations (\$2M) and Community Amenity Contributions (\$1M). To date the City has not been successful in receiving a grant for this project and donations to date are in the range of \$400K. Without the grant and donations, the project is expected to have to be scaled back or delayed.

The larger projects in the remaining \$8.5M for parks infrastructure relates to: slope stabilization near the Coldicutt Ravine (\$2M); a second all abilities playground and potential land purchase (\$2M of which \$1M is expected from contributions); Centre Street Walkway improvements in 2023 (\$500K); new tree lights from the Pier to P'Quals and an annual tree light replacement program (\$1M); completion of the Bay Street and Cypress Street beach accessible access (\$200K); and a permanent display unit for an antique fire truck at the Fire Hall (\$350K).

There is also funding in the parks section for: public art (\$500K); tree management (\$272K); surface protection of the "White Rock" (\$180K); electronic controls for the Prospect Clock Tower (\$70K) and many other projects for playgrounds, trails, walkways, and horticultural displays and irrigation systems that make up the difference.

### Protective Services

\$591K in funding over the next five (5) years is required for protective services which includes: server room and structural modifications in the RCMP building in 2021 (\$200K); Fire Hall roof replacement in 2021 (\$232K); and miscellaneous projects and fire safety equipment (\$159K).

### Information Technology

As reliance on technology grows, so does the City's requirements to maintain its equipment and software. The capital program includes \$2.9M for this work of which \$1.5M is budgeted for a replacement of the City's financial system. The remaining \$1.4M is to address the annual computer and infrastructure replacements program (\$580K) as well as to implement new

software and equipment that will enable to City to be able to improve on its eCommerce and digitization of information.

### Parking

The City's parking capital program of \$1.7M is primarily for maintaining existing parking infrastructure with \$1.1M of those funds to be spent in 2022/23 on the Marine Drive parking lot rehabilitation between Oxford Street to the White Rock Museum & Archives. In addition, within the \$1.7M is funding for license plate reader technology, electric vehicle charging stations and parking meter upgrades.

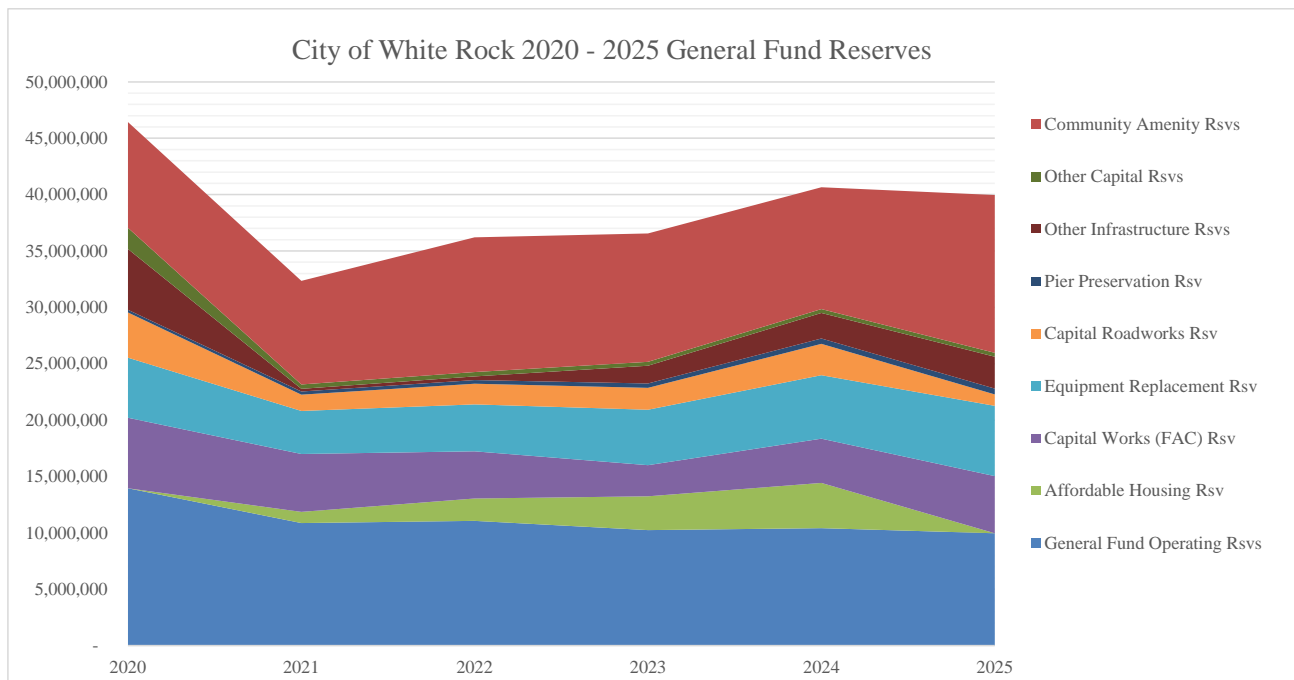
### Capital Contingencies

The \$7.9M in funding for capital contingencies includes approximately \$1.5M for slope stabilization on the Duprez Ravine and \$1.4M that was allocated in 2020. This funding is budgeted to allow for some flexibility within the capital program to deal with emergent opportunities and unexpected costs.

### **General Fund – General Fund Reserves**

The City's Reserves are meant to provide stability and long-term sustainability for City operations. It is important to maintain reserves that can address future asset replacement, growth and progressive changes as expected by the community. The reserves are monitored to ensure the annual requirements can be sustained and when it appears that the pressures outweigh the contributions, it becomes necessary to either increase the contributions through an increase in taxation revenues or decrease the work plans.

The following graph shows the projected General Fund operating and capital reserve balances based on the projections provided in the 2021 – 2025 Draft Financial Plan. While the overall balance is projected to be in the range of \$40M annually which would seem reasonable, these balances are dependent on the projections being realized as presented. It is important to note that some reserves are restricted to what they can be spent on depending on the legislation that applies to them and whether they have reserve bylaws that limit their use.





### Utility Rates

The City's Utility rates are determined through the development of the City's Five-Year Financial Plan which considers the Utilities' projected revenues and expenses, capital requirements, reserves, and debt load. While it was necessary to adopt the 2021 Water Utility rates in December 2020 to be in place for January 1, 2021, the other utilities are billed at the same time as the City levies the municipal taxes which is typically done in May. Based on the financial projections included in this report, the Drainage Utility rates are proposed to increase by 4.5% for 2021 while the Solid Waste and Sewer Utilities are expected to be able to be managed with 0% increases for 2021.

The 2021 – 2025 Draft Financial Plans for each of the City's Utilities, which are subsets of the City's consolidated Draft Financial Plan, are discussed below. Each section includes a summary of the main categories of the draft financial plans which are in Appendix C. The detailed listing of each of the Utilities' Capital Programs are included in Appendix D.

### Sewer Utility

	<b>Budget Projections (\$000)</b>				
<b>Sewer Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>3,915</b>	<b>3,972</b>	<b>4,317</b>	<b>4,547</b>	<b>4,564</b>
<b>Operating Expenses</b>	<b>3,889</b>	<b>3,334</b>	<b>3,586</b>	<b>3,900</b>	<b>4,326</b>
<b>Capital</b>	<b>3,160</b>	<b>675</b>	<b>2,223</b>	<b>2,070</b>	<b>2,023</b>
<b>Internal Charges</b>	<b>492</b>	<b>502</b>	<b>512</b>	<b>522</b>	<b>532</b>
<b>Reserves</b>	<b>11,773</b>	<b>11,332</b>	<b>9,783</b>	<b>8,339</b>	<b>6,523</b>
<b>Rate Increase</b>	<b>0.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>5.0%</b>	<b>5.0%</b>

### Revenues

Revenues generated through sewer user rates are used to operate and maintain the City's sanitary sewer infrastructure. Sewer user rates are projected to be 0% in 2021 and to increase by 3.0% in 2022 and 2023, then increased by 5.0% in 2024 and 2025 primarily to address increasing operating costs driven by Metro Vancouver rate increases; funding the Utility's capital program; and to build capital reserves that will be necessary to address future needs. The sewer utility reserves are projected to be approximately 6.5% of the utility's asset replacement value by 2025.

### Operating Expenses

The Sanitary Sewer Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, payments to Metro Vancouver and asset amortization. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing and an increase related to increased costs for sewage treatment from Metro Vancouver.

### Capital

The Sanitary Sewer Utility's capital budget provides for capacity upgrades, inflow & infiltration mitigation and sewer rehabilitation. The development of the capital program is guided by the City's asset management process and the Sanitary Sewer Master Plan which was updated in 2019. Over the next five (5) years the Sanitary Sewer Utility's capital budget is in the range of \$675K to \$3.2M annually.

The capital program is primarily funded through reserves although there are projections for Developer Contributions.

### Drainage Utility

	<b>Budget Projections (\$000)</b>				
<b>Drainage Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>9,848</b>	<b>3,169</b>	<b>3,564</b>	<b>3,725</b>	<b>3,880</b>
<b>Operating Expenses</b>	<b>1,226</b>	<b>1,336</b>	<b>1,364</b>	<b>1,400</b>	<b>1,418</b>
<b>Capital</b>	<b>15,930</b>	<b>1,028</b>	<b>1,574</b>	<b>1,800</b>	<b>1,886</b>
<b>Internal Charges</b>	<b>593</b>	<b>605</b>	<b>617</b>	<b>629</b>	<b>642</b>
<b>Reserves</b>	<b>3,110</b>	<b>4,094</b>	<b>4,916</b>	<b>5,654</b>	<b>6,430</b>
<b>Rate Increase</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>	<b>4.5%</b>

#### Revenues

Revenues generated through drainage user rates are used to operate and maintain the drainage utility. Drainage user rates are projected to increase by 4.5% annually over the next five (5) years primarily to address increasing operating costs driven by materials expenses; funding the Utility's capital program; and to build capital reserves that will be necessary to address future needs. The drainage reserves are projected to be approximately 5.1% of the utility's asset replacement value by 2025.

#### Operating Expenses

The Drainage Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, and asset amortization. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing.

#### Capital

The Drainage Utility's capital budget provides for renewal and replacement of infrastructure; drainage related to roads projects; and projects included in the Columbia Diversion Plan that is intended to capture drainage waters currently discharged to Surrey and to Semiahmoo First Nation (SFN) lands. This large capital plan is contingent on successful ongoing consultation with Surrey and SFN plus senior government grant funding. The development of the capital program is guided by the City's asset management process and the Drainage Master Plan which was updated in 2019. Over the next five years the Drainage Utility's capital budget is in the range of \$1M to \$16M annually.

The capital program is primarily funded through reserves although there are projections for Developer Contributions and hopes of some Senior Government Grants. Note that the large capital project in 2021 cannot be carried out without Senior Government Grants.

#### Solid Waste Utility

	<b>Budget Projections (\$000)</b>				
<b>Solid Waste Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>1,557</b>	<b>1,616</b>	<b>1,675</b>	<b>1,735</b>	<b>1,796</b>
<b>Operating Expenses</b>	<b>1,351</b>	<b>1,167</b>	<b>1,188</b>	<b>1,209</b>	<b>1,230</b>
<b>Capital</b>	<b>1,951</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internal Charges</b>	<b>435</b>	<b>444</b>	<b>453</b>	<b>462</b>	<b>471</b>
<b>Reserves</b>	<b>236</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>
<b>Rate Increase</b>	<b>0.0%</b>	<b>4.0%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.7%</b>

### Revenues

Revenues generated through solid waste user rates are used to operate the Solid Waste Utility and are based on the current collection model. A report reviewing solid waste collection is under consideration by Council over the next months and may result in the City taking on collection in multifamily and commercial areas. This would require financial analyses to determine how the program could be brought in house as it would significantly alter the budget.

### Operating Expenses

The Solid Waste Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, trucking costs and tipping fees. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing and an increase in trucking costs

### Capital

The Solid Waste Utility's capital program is for the replacement of trucks and equipment and is funded through equipment reserves that the utility has been contributing to over time. The \$2M capital work in 2021 is for five new solid waste vehicles that were approved and ordered in 2020. Delivery of the trucks is expected in 2021.

### Water Utility

	<b>Budget Projections (\$000)</b>				
<b>Water Utility</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Revenues</b>	<b>6,202</b>	<b>6,575</b>	<b>6,981</b>	<b>7,950</b>	<b>8,238</b>
<b>Operating Expenses</b>	<b>4,589</b>	<b>5,079</b>	<b>4,672</b>	<b>4,830</b>	<b>5,341</b>
<b>Capital</b>	<b>3,905</b>	<b>2,822</b>	<b>1,808</b>	<b>2,870</b>	<b>2,375</b>
<b>Debt Retirement</b>	<b>710</b>	<b>733</b>	<b>756</b>	<b>781</b>	<b>806</b>
<b>Internal Charges</b>	<b>489</b>	<b>499</b>	<b>509</b>	<b>519</b>	<b>529</b>
<b>Reserves</b>	<b>3,367</b>	<b>2,319</b>	<b>2,689</b>	<b>2,823</b>	<b>3,193</b>
<b>Rate Increase</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.5%</b>

### Revenues

Revenues generated through water user rates are used to operate and maintain the water distribution system. Water user rates are projected to increase by 6.5% annually over the next five (5) years primarily to address increasing operating costs driven by water treatment filtration expenses; paying for the purchase of the Utility through debt financing; funding the Utility's capital program; and to build capital reserves that will be necessary to address future needs. Billing is done quarterly which means the rates needed to be in place, through bylaw, by January 1 for the upcoming year which was done in December 2020. The water utility reserves are projected to be approximately 2.6% of the utility's asset replacement value by 2025.

### Operating Expenses

The Water Utility's main operating expenses relate to staffing, materials and supplies, contract maintenance, interest on long-term debt and asset amortization. The Draft 2021 to 2025 Financial Plan includes small increases in 2021 for staffing and an increase related to filtration materials that must be replaced periodically. There is another increase for the filtration materials that is scheduled for 2022 and 2025 causing those years to increase as well.

### Capital

The Water Utility's capital budget provides for replacements of end of life city water mains, associated trench restoration, new additions to meet future population growth and the replacement of equipment. The budget also provides for the renewal and replacement of water

wells, reservoir components and treatment facilities and includes provision for the assessment of the network for system optimization and prioritization of improvements. The development of the capital program is guided by the City's asset management process and the Water Master Plan which was updated in 2017. Over the next five (5) years the Water Utility's capital budget is in the range of \$1.8M to \$3.9M annually.

The capital program is primarily funded through reserves although there are projections for Developer Contributions and hopes of some Senior Government Grants in future years.

### **FINANCIAL IMPLICATIONS**

This report outlines the proposed 2021 – 2025 Draft Financial Plan which includes a proposed 4.28% tax rate increase as well as a 4.5% increase in the Drainage Utility rates. The Sanitary and Solid Waste utilities have a 0% increase for 2021 and the Water Utility rate increase of 6.5% for 2021 was approved late in 2020. There are also proposed rate increases in future years in all funds to support the financial requirements of the plans as presented.

### **LEGAL IMPLICATIONS**

Not Applicable.

### **COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS**

The information provided in this report is meant to inform the community of the 2021- 2025 Draft Financial Plan and to seek Council's direction on this plan. There have been advertisements in the local newspaper, a news release, notices on the City's website and social media updates notifying the community of the opportunity to provide comment on the Draft 2021 – 2025 Financial Plan.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

All departments have provided input for this report.

### **CLIMATE CHANGE IMPLICATIONS**

The City's efforts to address climate change are built into the capital and operating programs through delivery of services and infrastructure.

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

The City's 2021 – 2025 Draft Financial Plan has been prepared to address the City's mandates, plans and programs within the City's financial constraints which takes into account Council's direction through Council's Strategic Priorities.

### **OPTIONS / RISKS / ALTERNATIVES**

The proposed financial plans for the City's Operating and Capital Programs for the General and Utility Funds presented in this report have been prepared to find a balance between affordability and providing resources to a growing community.

As presented, the General Fund would require a 2021 tax rate increase of 4.28% and annual increases in the range of 4.4% in 2022 and 2.4% each year thereafter. Should the Committee choose to support the recent request from Development Services to change a one-year term position to a regular full-time position, then the 2022 tax rate increase would be in the range of 4.8%.

For the Utilities, the Drainage Utility Fund requires a utility rate increase of 4.5% in 2021 and each year thereafter whereas the Sewer and Solid Waste Utility Funds could manage with a 0% increase in 2021 and annual increases in the years after. Council has already approved a 6.5% increase for the 2021 Water Utility rates which had to be in place by January 1, 2021.

### **CONCLUSION**

After considerable effort by Council and City departments, the Draft Financial Plan is ready for public review and input. This plan incorporates the operating and capital budgets for the General Fund and each of the Utility funds for the years 2021 – 2025.

As per the Community Charter, the City must adopt its 2021 – 2025 Financial Plan Bylaw by May 15, 2021.

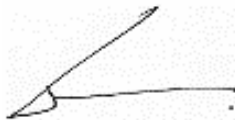
Respectfully submitted,



Colleen Ponzini, CPA, CGA  
Director, Financial Services

### **Comments from the Chief Administrative Officer**

I concur with the recommendations of this corporate report.



Guillermo Ferrero  
Chief Administrative Officer

Appendix A: General Fund Operations  
Appendix B: General Fund Capital  
Appendix C: Utility Funds Operations  
Appendix D: Utility Funds Capital  
Appendix E: Comparative Information

**CORPORATION OF THE CITY OF WHITE ROCK  
GENERAL FUND BUDGET**

		2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
						2022	2023	2024	2025
<b>REVENUE</b>									
Municipal Taxation	\$	24,969,500	\$ 25,021,100	\$ 26,592,800	\$ 1,571,700	\$ 28,477,300	\$ 29,592,100	\$ 30,606,900	\$ 31,529,400
Sale of Services		971,820	1,092,800	697,400	(395,400)	1,707,300	1,747,000	1,787,700	1,829,600
Grants from Other Governments		4,446,700	11,615,700	11,419,900	(195,800)	558,100	526,200	526,200	532,200
Contributions and DCC's		375,750	3,063,300	4,033,600	970,300	320,700	722,600	780,500	843,600
Other Revenue		7,798,080	10,568,594	8,913,800	(1,654,794)	11,796,800	8,455,900	7,760,800	10,563,600
Interest and Penalties		1,436,177	1,264,367	1,135,495	(128,872)	1,660,950	1,672,078	1,673,552	1,731,367
Total Revenues		39,998,027	52,625,861	52,792,995	167,134	44,521,150	42,715,878	43,135,652	47,029,767
<b>EXPENSES</b>									
General Services									
Protective Services		11,388,000	12,108,300	12,757,500	649,200	13,084,100	13,323,300	13,576,600	13,912,000
Parks, Recreation and Culture		9,691,300	9,177,000	11,293,300	2,116,300	11,689,600	10,979,000	10,130,100	10,213,600
Transportation, Engineering and Operations		8,744,500	8,338,500	9,769,900	1,431,400	9,297,300	9,054,200	8,727,600	8,856,100
General Government		8,752,400	8,753,500	8,587,000	(166,500)	8,949,400	8,988,400	9,141,200	9,345,100
Total Expenses		38,576,200	38,377,300	42,407,700	4,030,400	43,020,400	42,344,900	41,575,500	42,326,800
INCREASE (DECREASE) IN TOTAL EQUITY		1,421,827	14,248,561	10,385,295	(3,863,266)	1,500,750	370,978	1,560,152	4,702,967
Reconciliation to Financial Equity									
Amortization of Tangible Capital Assets		6,860,000	6,860,000	7,918,000	1,058,000	8,569,000	7,346,000	5,657,000	5,598,000
Capital Expenses		(6,816,900)	(31,817,000)	(33,125,000)	(1,308,000)	(8,400,000)	(9,729,000)	(5,530,000)	(13,475,000)
Transfer from/(to) Other Funds		202,900	(1,224,100)	(1,244,400)	(20,300)	179,000	292,400	323,700	355,100
Internal Charges		(30,100)	(50,300)	(35,600)	14,700	(36,300)	(37,200)	(37,900)	(38,700)
Internal Recoveries		1,877,600	1,877,600	2,009,000	131,400	2,050,000	2,091,000	2,132,000	2,174,000
CHANGE IN FINANCIAL EQUITY (Reserves)		3,515,327	(10,105,239)	(14,092,705)	(3,987,466)	3,862,450	334,178	4,104,952	(683,633)
Financial Equity, beginning of year		42,925,067	42,925,067	46,440,394	3,515,327	32,347,689	36,210,139	36,544,317	40,649,269
FINANCIAL EQUITY (Reserves), end of year	\$	46,440,394	\$ 32,819,828	\$ 32,347,689	\$ (472,139)	\$ 36,210,139	\$ 36,544,317	\$ 40,649,269	\$ 39,965,636

**GENERAL FUND CAPITAL BUDGET**

<b>CAPITAL EXPENSES</b>									
Municipal Engineering and Operations	\$	2,155,000	\$ 6,854,000	\$ 8,147,000	\$ 1,293,000	\$ 2,286,000	\$ 3,237,000	\$ 2,805,000	\$ 6,182,000
Facilities		1,009,100	2,326,000	1,895,000	(431,000)	2,439,000	3,086,000	702,000	4,839,000
Vehicles		233,000	661,000	873,000	212,000	320,000	45,000	153,000	584,000
Parks		708,800	17,060,000	18,011,000	951,000	435,000	711,000	185,000	185,000
Protective Services		50,000	314,000	511,000	197,000	35,000	45,000	-	-
Information Technology		348,000	531,000	816,000	285,000	1,480,000	230,000	205,000	205,000
Parking		100,000	377,000	291,000	(86,000)	205,000	1,075,000	80,000	80,000
Capital Contingencies		2,213,000	3,694,000	2,581,000	(1,113,000)	1,200,000	1,300,000	1,400,000	1,400,000
Total Capital Expenses	\$	6,816,900	\$ 31,817,000	\$ 33,125,000	\$ 1,308,000	\$ 8,400,000	\$ 9,729,000	\$ 5,530,000	\$ 13,475,000
<b>FUNDING SOURCES</b>									
Reserve Funds	\$	6,531,950	\$ 17,661,400	\$ 18,474,800	\$ 813,400	\$ 8,096,700	\$ 9,061,400	\$ 4,804,500	\$ 12,686,400
Development Cost Charges		14,800	243,200	348,800	105,600	73,200	501,600	570,500	633,600
Grants from Other Governments		24,000	11,092,300	10,869,400	(222,900)	37,600	-	-	-
Contributions		246,150	2,820,100	3,432,000	611,900	192,500	166,000	155,000	155,000
Total Capital Funding	\$	6,816,900	\$ 31,817,000	\$ 33,125,000	\$ 1,308,000	\$ 8,400,000	\$ 9,729,000	\$ 5,530,000	\$ 13,475,000

CORPORATION OF THE CITY OF WHITE ROCK  
GENERAL FUND BUDGET

2020					2020				
2020					2021				
Projections	Total Budget	Capital	Operations		Total Budget	Capital	Operations	\$ Chg in Operations	\$ Chg Total Budgets
REVENUE									
Municipal Taxation	\$ 24,969,500	\$ 25,021,100	\$ -	\$ 25,021,100	\$ 26,592,800	\$ -	\$ 26,592,800	\$ 1,571,700	\$ 1,571,700
Sale of Services	971,820	1,092,800	-	1,092,800	697,400	-	697,400	(395,400)	(395,400)
Grants from Other Governments	4,446,700	11,615,700	11,092,300	523,400	11,419,900	10,869,400	550,500	27,100	(195,800)
Contributions and DCC's	375,750	3,063,300	3,063,300	-	4,033,600	3,780,800	252,800	252,800	970,300
Other Revenue	7,798,080	10,568,594	-	10,568,594	8,913,800	-	8,913,800	(1,654,794)	(1,654,794)
Interest and Penalties	1,436,177	1,264,367	-	1,264,367	1,135,495	-	1,135,495	(128,872)	(128,872)
Total Revenues	39,998,027	52,625,861	14,155,600	38,470,261	52,792,995	14,650,200	38,142,795	(327,466)	167,134
EXPENSES									
General Services									
Protective Services	11,388,000	12,108,300	-	12,108,300	12,757,500	-	12,757,500	649,200	649,200
Parks, Recreation and Culture	9,691,300	9,177,000	-	9,177,000	11,293,300	-	11,293,300	2,116,300	2,116,300
Transportation, Engineering and Operations	8,744,500	8,338,500	-	8,338,500	9,769,900	-	9,769,900	1,431,400	1,431,400
General Government	8,752,400	8,753,500	-	8,753,500	8,587,000	-	8,587,000	(166,500)	(166,500)
Total Expenses	38,576,200	38,377,300	-	38,377,300	42,407,700	-	42,407,700	4,030,400	4,030,400
INCREASE (DECREASE) IN TOTAL EQUITY	1,421,827	14,248,561	14,155,600	92,961	10,385,295	14,650,200	(4,264,905)	(4,357,866)	(3,863,266)
Reconciliation to Financial Equity									
Amortization of Tangible Capital Assets	6,860,000	6,860,000	-	6,860,000	7,918,000	-	7,918,000	1,058,000	1,058,000
Capital Expenses	(6,816,900)	(31,817,000)	(31,817,000)	-	(33,125,000)	(33,125,000)	-	-	(1,308,000)
Transfer from/(to) Other Funds	202,900	(1,224,100)	-	(1,224,100)	(1,244,400)	-	(1,244,400)	(20,300)	(20,300)
Internal Charges	(30,100)	(50,300)	-	(50,300)	(35,600)	-	(35,600)	14,700	14,700
Internal Recoveries	1,877,600	1,877,600	-	1,877,600	2,009,000	-	2,009,000	131,400	131,400
CHANGE IN FINANCIAL EQUITY (Reserves)	3,515,327	(10,105,239)	(17,661,400)	7,556,161	(14,092,705)	(18,474,800)	4,382,095	(3,174,066)	(3,987,466)
Financial Equity, beginning of year	42,925,067	42,925,067	17,661,400	25,263,667	46,440,394	18,474,800	27,965,594	2,701,927	3,515,327
FINANCIAL EQUITY (Reserves), end of year	\$ 46,440,394	\$ 32,819,828	\$ -	\$ 32,819,828	\$ 32,347,689	\$ -	\$ 32,347,689	\$ (472,139)	\$ (472,139)
GENERAL FUND CAPITAL BUDGET									
CAPITAL EXPENSES									
Municipal Engineering and Operations	\$ 2,155,000	\$ 6,854,000	\$ 6,854,000	\$ -	\$ 8,147,000	\$ 8,147,000	\$ -	\$ -	\$ 1,293,000
Facilities	1,009,100	2,326,000	2,326,000	-	1,895,000	1,895,000	-	-	(431,000)
Vehicles	233,000	661,000	661,000	-	873,000	873,000	-	-	212,000
Parks	708,800	17,060,000	17,060,000	-	18,011,000	18,011,000	-	-	951,000
Protective Services	50,000	314,000	314,000	-	511,000	511,000	-	-	197,000
Information Technology	348,000	531,000	531,000	-	816,000	816,000	-	-	285,000
Parking	100,000	377,000	377,000	-	291,000	291,000	-	-	(86,000)
Capital Contingencies	2,213,000	3,694,000	3,694,000	-	2,581,000	2,581,000	-	-	(1,113,000)
Total Capital Expenses	\$ 6,816,900	\$ 31,817,000	\$ 31,817,000	\$ -	\$ 33,125,000	\$ 33,125,000	\$ -	\$ -	\$ 1,308,000
FUNDING SOURCES									
Reserve Funds	\$ 6,531,950	\$ 17,661,400	\$ 17,661,400	\$ -	\$ 18,474,800	\$ 18,474,800	\$ -	\$ -	\$ 813,400
Development Cost Charges	14,800	243,200	243,200	-	348,800	348,800	-	-	105,600
Grants from Other Governments	24,000	11,092,300	11,092,300	-	10,869,400	10,869,400	-	-	(222,900)
Contributions	246,150	2,820,100	2,820,100	-	3,432,000	3,432,000	-	-	611,900
Total Capital Funding	\$ 6,816,900	\$ 31,817,000	\$ 31,817,000	\$ -	\$ 33,125,000	\$ 33,125,000	\$ -	\$ -	\$ 1,308,000

	B	C	D	I	J	K	L	M	N	O	P	Q
1												
2	<b>City of White Rock Draft 2021 - 2025 Financial Plan</b>											
3												
4												
5	<b>General Fund Asset Improvement Projects</b>											
6				2020 Carry Forward Updated	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
7	<b>Municipal Engineering &amp; Operations</b>											
8												
9	Pavement Overlays			508,000	<b>400,000</b>	908,000	500,000	500,000	500,000	500,000	2,908,000	
10	Roadworks											
11	Marine - Finlay to Stayte							500,000			500,000	
12	Marine - High to Bishop			39,000		39,000					39,000	
13	Marine - High to Anderson											456,000
14	Marine - Oxford to Anderson											368,000
15	Marine - Bishop to Terry											809,000
16	Marine & Nichol Intersection Improvements			96,000	138,000	234,000					234,000	
17	Kent - Buena Vista to Pacific											701,000
18	Parker - Thrift to Pacific											1,127,000
19	Johnston - Russell to Thrift				1,852,000	1,852,000	1,000,000				2,852,000	
20	Johnston - Thrift to Roper						25,000	25,000	318,000	3,695,000	4,063,000	
21	Thrift - Johnston to Vidal			498,000		498,000					498,000	
22	North Bluff & Oxford Intersection Improvements			73,000	45,000	118,000					118,000	
23	Buena Vista - 15367 Buena Vista							53,000			53,000	
24	Buena Vista - Best to Johnston											383,000
25	Columbia - Parker to Stayte			186,000		186,000					186,000	
26	Columbia - Habgood to Parker			200,000		200,000					200,000	
27	Columbia & Maple Improvements							<b>197,000</b>			197,000	
28	Habgood - Pacific to Columbia			618,000		618,000					618,000	
29	Pacific - Habgood to Ewson			100,000		100,000					100,000	
30	Prospect - Foster to Johnston			44,000		44,000	498,000				542,000	
31	Best - Thrift to Russell						263,000				263,000	
32	Russell - Best to Fir											287,000
33	Blackburn Crescent - Archibald to High			205,000	693,000	898,000					898,000	
34	Martin - Buena Vista to Victoria											1,199,000
35	Victoria Road Realignment											138,000
36												
37	Other											
38	Development Coordinated Works			24,000		24,000	20,000	20,000	20,000	20,000	104,000	
39	Pedestrian Controlled Crosswalk Marine & Parker				50,000	50,000					50,000	
40	Pedestrian Controlled Crosswalk Johnston & Prospect				30,000	30,000					30,000	
41	North Bluff Sidewalk Replacement - Centennial Oval			70,000	85,000	155,000					155,000	
42	Marine Drive Hump Micro Pile Installation			107,000	193,000	300,000					300,000	
43	Marine Drive Hump Bin Wall Repairs				500,000	500,000					500,000	
44	Miscellaneous Retaining Wall Improvements			6,000		6,000	45,000	45,000	45,000	45,000	186,000	
45	Semiahmoo Retaining Wall Replacement			150,000		150,000					150,000	
46	Victoria Retaining Wall Repairs Foster to Vidal											150,000
47	DCC Bylaw Review			20,000	20,000	40,000	20,000			20,000	80,000	
48	Traffic Safety Review			28,000		28,000	15,000	15,000	15,000	15,000	88,000	
49	Street Lighting Program (includes light pole replacements)			336,000	45,000	381,000	50,000	50,000	50,000	50,000	581,000	
50	Bus Stop Accessibility				<b>200,000</b>	<b>200,000</b>					200,000	
51	Town Centre Parking Stalls (funded from CAC's)			240,000		240,000					240,000	
52	Mobile Message Boards				50,000	50,000					50,000	
53	Strategic Transportation Plan Update			102,000		102,000					102,000	
54	Other Strategic Transportation Plan / DCC Bylaw Projects (25% DCC's, 75% Other Sources)			490,000		490,000		1,987,000	1,987,000	1,987,000	6,451,000	
55	Miscellaneous Road/Pedestrian Improvements not in STP			51,000	50,000	101,000	75,000	75,000	100,000	100,000	451,000	

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5				2020 Carry Forward Updated	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
56			<b>Municipal Engineering &amp; Operations</b>									
57												
58			Vehicle Fleet & Equipment Replacements									
59			Public Works Polaris Ranger Electric Gator Unit #107				20,000				20,000	
60			Public Works Ford F350 Flatdeck Unit #136		46,000	46,000					46,000	
61			Public Works Sterling Street Sweeper Unit #140	415,000		415,000					415,000	
62			Public Works Ford F450 Flatdeck Unit #147		78,000	78,000					78,000	
63			Public Works Ford F450 Flatdeck Unit #148		92,000	92,000					92,000	
64			Public Works John Deere Backhoe Unit #121				200,000				200,000	
65			Public Works Ford F150 Pickup Unit #150					45,000			45,000	
66			Public Works Ford F150 4X4 Crew Cab Unit #120						48,000		48,000	
67			Public Works Ford F550 Crew Cab Unit #151						75,000		75,000	
68			Public Works Ford Focus Unit #164						30,000		30,000	
69			Public Works Equipment Sander #1		14,000	14,000					14,000	
70			Public Works Equipment Sander #2		14,000	14,000					14,000	
71			Public Works Snow Plow #1 (for unit #147)		11,000	11,000					11,000	
72			Public Works Snow Plow #2 (for unit #148)		11,000	11,000					11,000	
73			Public Works Snow Plow #4 (for unit #160)		11,000	11,000					11,000	
74			Public Works Equipment Snow Plow on unit #162		11,000	11,000					11,000	
75												
76			<b>Facilities</b>									
77												
78			Arena									
79			Building Exterior Replacement		244,000	244,000	245,000	15,000			504,000	
80			Roof Replacement		121,000	121,000	433,000	433,000			987,000	
81			Autoscrubber Replacements	12,000		12,000		25,000			37,000	
82			Ice Edger Replacement		10,000	10,000					10,000	
83			Interior Signage Replacement	11,000		11,000					11,000	
84			Concession Appliance Replacements	4,000		4,000					4,000	
85			Condenser Replacement									480,000
86			Ammonia Diffusion Water Tanks							50,000	50,000	
87			Skate Shop Counter Replacement									20,000
88			Office Counter Replacement									20,000
89			Office Window Covering Replacement	7,000		7,000					7,000	
90			Hall Curtains Replacement	20,000		20,000					20,000	
91			Ice Lights Replacement				75,000				75,000	
92			Relief Valves Replacement				10,000				10,000	
93												
94			Centre for Active Living									
95			New Exterior Lighting	5,000		5,000					5,000	
96			Washroom Barrier Updates	15,000		15,000					15,000	
97			Washroom Improvements	10,000		10,000					10,000	
98			HVAC Controller Improvements		48,000	48,000					48,000	
99			Cardio Equipment Replacement	24,000		24,000		12,000	12,000	12,000	60,000	
100			Audio System Replacement	10,000		10,000					10,000	
101												
102			WR Community Centre									
103			Chair Replacements	11,000		11,000					11,000	
104			Kitchen Equipment Replacement	10,000		10,000					10,000	
105			Audio System Replacement				25,000				25,000	
106												
107			Kent Street Activity Centre									
108			Exterior Siding Replacement	350,000		350,000					350,000	
109			Roof Repairs		30,000	30,000					30,000	
110			Driveway and Patio Replacement	50,000		50,000					50,000	
111			Washroom Upgrades	100,000		100,000					100,000	
112			Auditorium Floor Refinishing/Replacement	7,000		7,000	40,000	7,000	8,000	8,000	70,000	

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5				2020 Carry Forward Updated	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
113			<b>Facilities</b>									
114												
115			Kent Street Activity Centre (continued)									
116			Kitchen Floor Replacement							15,000	15,000	
117			Lighting Upgrades	8,000		8,000	5,000				13,000	
118			Electrical Distribution Panel Replacement		29,000	29,000					29,000	
119			Exterior Door Replacement		20,000	20,000					20,000	
120			Lobby Expansion							30,000	30,000	
121			Cupboard Replacements					12,000			12,000	
122			Lobby Furniture Replacement									5,000
123			Table & Chair Replacements - Auditorium, Classroom & Computer Lab						12,000		12,000	
124			Sound System Replacement						15,000		15,000	
125			Patio Landscape Improvements	5,000		5,000					5,000	
126			Outside Bench Replacements	5,000		5,000					5,000	
127			Retaining Wall Replacement	15,000		15,000					15,000	
128			Kitchen Ramp Replacement	10,000		10,000					10,000	
129			Computer Lab Computer Upgrades	10,000		10,000					10,000	
130			HVAC System for Classroom									8,000
131												
132			Museum									
133			Exterior Painting	14,000		14,000					14,000	
134			Window Repairs/Replacements	1,000		1,000	35,000				36,000	
135			Wood Skirting Installation	6,000		6,000					6,000	
136			Museum Plaza Electronic Message Board									40,000
137												
138			Library									
139			Ceiling Tile Replacement	10,000		10,000					10,000	
140			Interior Painting	15,000		15,000					15,000	
141			Elevator Replacement		60,000	60,000	75,000	50,000	95,000	45,000	325,000	
142			Electrical Breaker/Outlet Replacements		28,000	28,000					28,000	
143			Lighting & Ceiling System Replacement									100,000
144			New Intrusion, Fire and Elevator Alarms	11,000		11,000					11,000	
145			Furniture Replacements	9,000	13,000	22,000	6,000	11,000	5,000	15,000	59,000	
146			Computer Workstation Replacements		10,000	10,000					10,000	
147			Customer Service Desk Replacement				60,000				60,000	
148			Exterior LED Lighting									30,000
149			Sprinkler System				75,000				75,000	
150			Electrical Room	14,000		14,000					14,000	
151			Washroom Upgrade	25,000		25,000					25,000	
152												
153			City Hall									
154			Office Upgrades	100,000		100,000					100,000	
155			City Hall Project				1,000,000	2,000,000			3,000,000	
156			Planning Entrance & Security Project		20,000	20,000					20,000	
157			Exterior LED Lighting									33,000
158			Sprinkler System									50,000
159			Lawn and Garden Improvements									50,000
160			Seismic Upgrades									> \$2M
161												
162			Operations Building & Yard									
163			Operations Building Locker Replacement									25,000
164			Operations Building Roof Repairs		10,000	10,000					10,000	
165			Operations Building Lunch Room Conversion		15,000	15,000					15,000	
166			Operations Building Generator Room Fan Replacement		5,000	5,000					5,000	
167			Yard Master Plan/Space Plan	50,000		50,000					50,000	

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5				2020 Carry Forward Updated	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
168			<b>Facilities</b>									
169												
170			Other									
171			Facilities Masterplan Update	115,000		115,000					115,000	
172			Facilities Masterplan Implementation				300,000	395,000	495,000	595,000	1,785,000	
173			Evergreen Daycare Window Replacement	10,000		10,000					10,000	
174			Arts Building Window Upgrades & Exterior Door Replacement	17,000		17,000					17,000	
175			Arts Building Washroom Upgrades	20,000		20,000					20,000	
176			Affordable Housing Project							4,000,000	4,000,000	
177			Oxford Storage Building Repairs	15,000		15,000					15,000	
178			Emergency Measures Earthquake Mitigation Projects	21,000		21,000					21,000	
179			Civic Block Rooftop Safety Upgrades		25,000	25,000					25,000	
180			Pier Building Event Power Receptacle		7,000	7,000					7,000	
181			Martin & Marine ATM Kiosk Demolition		35,000	35,000					35,000	
182			Facility Lighting Replacements	<b>14,000</b>		<b>14,000</b>					14,000	
183			Facility Fire Alarm Dialer Replacements		6,000	6,000					6,000	
184			Facility Access Systems		25,000	25,000					25,000	
185			City Facility Accessibility Improvements	50,000		50,000	50,000	50,000			150,000	
186			City Facility Water Heater Replacements	7,000		7,000					7,000	
187			Fall Protection Equipment	74,000	20,000	94,000	20,000	20,000	20,000	20,000	174,000	
188			Miscellaneous Facility Upgrades		70,000	70,000	75,000	75,000	75,000	75,000	370,000	
189												
190			<b>Parks</b>									
191												
192			Centennial Park									
193			North of Oval Landscaping & Retaining Wall Improvements	178,000	142,000	320,000					320,000	
194			Tennis Court & Lacrosse Box Resurfacing	14,000		14,000					14,000	
195			Electronic Sign Replacement					36,000			36,000	
196												
197			Waterfront									
198			All Abilities Playground (All Contributions)		<b>1,000,000</b>	<b>1,000,000</b>					1,000,000	
199			Marina Expansion									1,000,000
200			Pier Repairs/Restoration									
201			Pier Immediate Repairs	107,000		107,000					107,000	
202			Pier Restoration Completion (funded from grants, fundraising proceeds & CAC's)	<b>10,978,000</b>		<b>10,978,000</b>					10,978,000	
203			West Wharf Replacement (funded from insurance proceeds & CAC's)	<b>567,000</b>		<b>567,000</b>					567,000	
204			Tree Light Replacements		150,000	150,000	150,000	150,000	160,000	160,000	770,000	
205			New Tree Lights - Pier to P'Quais		200,000	200,000					200,000	
206			New Tree Lights - 1500 Block Marine Drive		25,000	25,000					25,000	
207			Terry Parr Plaza Upgrade	<b>20,000</b>		<b>20,000</b>					20,000	
208			Surface Protection of the "White Rock"	30,000		30,000	150,000				180,000	
209			Bay Street Beach Access Ramp	141,000		141,000					141,000	
210			Cypress Street Beach Access Ramp		50,000	50,000					50,000	
211			Bay and Marine Flower Bed		18,000	18,000					18,000	
212			Marine Drive Irrigation ( Marine Drive West of Anderson)	20,000		20,000					20,000	
213												
214			Hillside									
215			Centre St Walkway Improvements	20,000		20,000		500,000			520,000	
216			Centennial Trail Stairway Improvements				<b>110,000</b>				110,000	
217			Buena Vista & Martin Walkway Improvements	69,000		69,000					69,000	
218												
219			Other									
220			Garbage Can Replacements	23,000		23,000	25,000	25,000	25,000	25,000	123,000	
221			Park Benches	<b>5,000</b>	<b>15,000</b>	<b>20,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	80,000	
222			MacCaud Park Upgrade (funded from CAC's)	250,000		250,000					250,000	
223			Central Control Irrigation System	7,000		7,000					7,000	
224			Parks Backflow Testing Devices		5,000	5,000					5,000	

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6												
225			<b>Parks</b>									
226												
227			Other (continued)									
228			Community Gardens Planter Box Repairs		15,000	15,000					15,000	
229			Boulevard Improvements Near Roper Reservoir	25,000		25,000					25,000	
230			Emerson Park Playground Upgrade	160,000		160,000					160,000	
231			Coldicutt Ravine Slope Stabilization	<b>1,937,000</b>		<b>1,937,000</b>					1,937,000	
232			Special Events Banners				25,000		26,000		51,000	
233			Parade Float Update						30,000		30,000	
234			Community Public Art Projects (funded from CAC's)	100,000		100,000	50,000	50,000	50,000	50,000	300,000	
235			Johnston/Thrift Public Art	200,000		200,000					200,000	
236			Bryant Park Path Upgrade	7,000		7,000					7,000	
237			Prospect Clock Tower Relocation & Electrical Improvements		70,000	70,000					70,000	
238			"Antique" Fire Truck Display		350,000	350,000					350,000	
239			Tree Lights for Johnston Road & Five Corners	50,000		50,000					50,000	
240			Tree Removal and Replacement	<b>61,000</b>		<b>61,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	221,000	
241			Tree Management Inventory and Program	50,000		50,000					50,000	
242												
243			Parks Masterplan & Acquisitions									
244			Parkland Acquisition (70% CAC's, 30% secondary suite service fee reserve)	1,000,000		1,000,000					1,000,000	
245												
246			Vehicle Fleet & Equipment Replacements Facilities, Parks & Recreation, & Other									
247			Facilities									
248			Ford Econo Line Van Unit #154				50,000				50,000	
249			Recreation & Culture									
250			Ford F350 4X4 Pickup Unit #162		49,000	49,000					49,000	
251			Chev 3500 4x4 Dump Truck Unit #160		77,000	77,000					77,000	
252			Ford F150 Pickup Unit #165							45,000	45,000	
253			Ford F450 Minidump Unit #166							78,000	78,000	
254			Jacobsen Realmaster Unit #168							40,000	40,000	
255			Ford T350 MD Roof Van Unit #153							65,000	65,000	
256			Wrap for Seniors Mini Bus (unit #152)									8,000
257			Other									
258			Development Services Nissan Leaf Unit #106							36,000	36,000	
259												
260			<b>Police Department</b>									
261												
262			Front Entrance Upgrades	100,000		100,000					100,000	
263			Server Room & Other Structural Modifications		100,000	100,000					100,000	
264			Interior Painting	15,000		15,000					15,000	
265												
266			<b>Fire Department</b>									
267												
268			Overhead Door Operator Replacement	10,000	30,000	40,000					40,000	
269			Overhead Door Earthquake Detection	2,000		2,000					2,000	
270			Cabinet Replacements				25,000				25,000	
271			Flat Roof Replacement	64,000	168,000	232,000					232,000	
272			Furnace Replacement	17,000	44,000	61,000					61,000	
273			Traffic Signal Pre-emption Power Supply					5,000			5,000	
274			Turn Out Gear Replacement				35,000				35,000	
275			Thermal Imaging Equipment Replacement		20,000	20,000					20,000	
276			Self Contained Breathing Cylinder Replacement		15,000	15,000		40,000			55,000	
277												
278			Vehicle Fleet & Equipment Replacements									
279			Ford Escape Hybrid Unit #132		41,000	41,000					41,000	
280			Command Support Chev Gruman Van Unit #235						280,000		280,000	
281			Vehicle Data Terminal & Computer Replacements	3,000		3,000					3,000	
282			Trailer for Specialized Equipment Unit #214				10,000				10,000	

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6												
283			<b>Information Technology</b>									
284												
285			Existing Infrastructure Support - City Wide									
286			PC Replacements		35,000	35,000	35,000	35,000	35,000	35,000	175,000	
287			Infrastructure Replacement/Upgrades		30,000	30,000	75,000	75,000	75,000	75,000	330,000	
288			Microsoft SQL Update	20,000		20,000					20,000	
289			SAN Replacement		75,000	75,000					75,000	
290			Corporate Initiatives									
291			Document Management System Implementation	32,000	20,000	52,000	20,000	20,000	20,000	20,000	132,000	
292			E-Commerce/Data Management Projects	18,000	42,000	60,000	50,000	40,000	40,000	40,000	230,000	
293			GIS Intranet Upgrade		10,000	10,000	10,000	10,000	10,000	10,000	50,000	
294			Intranet Enhancements		10,000	10,000	10,000	10,000	10,000	10,000	50,000	
295			Telephone System Server Upgrade					25,000			25,000	
296			City Facility CCTV System	39,000		39,000					39,000	
297			Mass Notification Software	13,000		13,000					13,000	
298			Bylaw Enforcement Mobile System	25,000		25,000					25,000	
299			Pier Fibre Optics Cable		6,000	6,000					6,000	
300			Pier Digital Weather Station		5,000	5,000					5,000	
301			Worksafe Investigation Workflow Software		10,000	10,000					10,000	
302			Tempest Additional Modules & Functionality	16,000		16,000					16,000	
303			Tempest Ad-hoc Modifications	13,000	15,000	28,000	15,000	15,000	15,000	15,000	88,000	
304			Tempest Upgrade				15,000				15,000	
305			Parking Decals & Permits Digitized Forms		15,000	15,000					15,000	
306			Utility & Property Tax Digitized Forms		12,000	12,000					12,000	
307			New Financial System		250,000	250,000	1,250,000				1,500,000	
308			Department Initiatives									
309			Municipal Engineering & Operations									
310			Prospero Mobile Electronic Inspection Service		43,000	43,000					43,000	
311			Fire Department									
312			Management System	4,000		4,000					4,000	
313			Inspection Handheld Devices	2,000		2,000					2,000	
314			Emergency Management Software	5,000		5,000					5,000	
315			Planning & Development									
316			Plumbing Permits Eaply		40,000	40,000					40,000	
317			Bylaw									
318			Rental Detection System		11,000	11,000					11,000	
319												
320			<b>Parking</b>									
321												
322			Parking Lot Paving Overlays	82,000		82,000	75,000	75,000	80,000	80,000	392,000	
323			Accessible Parking Space Upgrades	28,000		28,000					28,000	
324			Marine Drive Parking Lot Rehabilitation - Oxford to Museum				130,000	1,000,000			1,130,000	
325			Parking Permit/License Plate Recognition System	120,000		120,000					120,000	
326			Electric Vehicle Charging Station	34,000		34,000					34,000	
327			Hospital Parking Meter Upgrades	27,000		27,000					27,000	
328												
329			Vehicle Fleet Replacements									
330			Chevy City Express Van Unit #144				40,000				40,000	
331			Ford Transit Connect Van Unit #102							40,000	40,000	

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6												
332			<b>Capital Contingency</b>									
333												
334			Capital Contingency funded from general revenue		500,000	500,000	600,000	700,000	800,000	800,000	3,400,000	
335			Capital Contingency funded from capital works reserve		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
336			Capital Contingency funded from roadworks reserve		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
337			Capital Contingency funded from infrastructure reserve	101,000	300,000	401,000	300,000	300,000	300,000	300,000	1,601,000	
338			Capital Contingency funded from grants	<b>1,380,000</b>		<b>1,380,000</b>					1,380,000	
339			Capital Contingency funded from contributions		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	500,000	
340												

**CORPORATION OF THE CITY OF WHITE ROCK  
SEWER FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
					2022	2023	2024	2025
<b>REVENUE</b>								
Municipal Taxation & Levies	\$ 5,206	\$ 5,206	\$ 5,200	\$ (6)	\$ 5,200	\$ -	\$ -	\$ -
Utility Rates	3,587,200	3,560,200	3,560,200	-	3,667,000	3,777,000	3,965,900	4,164,200
Utility Service Connection Fees	132,000	206,000	208,000	2,000	210,000	212,000	214,000	216,000
Capital Contributions and DCC's	14,700	30,000	82,500	37,200	30,000	267,500	317,000	134,000
Interest and Penalties	58,034	58,034	58,800	766	59,600	60,400	50,000	50,000
<b>Total Revenues</b>	<b>3,797,140</b>	<b>3,859,440</b>	<b>3,914,700</b>	<b>39,960</b>	<b>3,971,800</b>	<b>4,316,900</b>	<b>4,546,900</b>	<b>4,564,200</b>
<b>EXPENSES</b>								
Operating Expenses	422,213	1,282,500	1,663,300	380,800	872,600	870,100	877,600	895,400
Interest and Bank Charges	13,363	11,503	13,400	1,897	13,400	5,700	-	-
Utility Purchases and Levies	1,851,535	1,851,600	1,832,300	(19,300)	2,033,600	2,273,300	2,557,200	2,966,000
Amortization	338,000	338,000	380,000	42,000	414,000	437,000	465,000	465,000
<b>Total Expenses</b>	<b>2,625,111</b>	<b>3,483,603</b>	<b>3,889,000</b>	<b>405,397</b>	<b>3,333,600</b>	<b>3,586,100</b>	<b>3,899,800</b>	<b>4,326,400</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>1,172,029</b>	<b>375,837</b>	<b>25,700</b>	<b>(350,137)</b>	<b>638,200</b>	<b>730,800</b>	<b>647,100</b>	<b>237,800</b>
<b>Reconciliation to Financial Equity</b>								
Amortization of Tangible Capital Assets	338,000	338,000	380,000	42,000	414,000	437,000	465,000	465,000
Capital Expenses	(451,000)	(2,183,000)	(3,160,000)	(977,000)	(675,000)	(2,223,000)	(2,070,000)	(2,023,000)
Debt Retirement	(14,826)	(14,826)	(15,600)	(774)	(16,300)	(17,200)	-	-
Transfer from/(to) Other Funds	-	-	-	-	(300,000)	36,000	36,000	36,000
Internal Charges	(447,200)	(447,200)	(492,000)	(44,800)	(502,000)	(512,000)	(522,000)	(532,000)
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>597,003</b>	<b>(1,931,189)</b>	<b>(3,261,900)</b>	<b>(1,330,711)</b>	<b>(441,100)</b>	<b>(1,548,400)</b>	<b>(1,443,900)</b>	<b>(1,816,200)</b>
<b>Financial Equity , beginning of year</b>	<b>14,437,702</b>	<b>14,437,702</b>	<b>15,034,705</b>	<b>597,003</b>	<b>11,772,805</b>	<b>11,331,705</b>	<b>9,783,305</b>	<b>8,339,405</b>
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 15,034,705</b>	<b>\$ 12,506,513</b>	<b>\$ 11,772,805</b>	<b>\$ (733,708)</b>	<b>\$ 11,331,705</b>	<b>\$ 9,783,305</b>	<b>\$ 8,339,405</b>	<b>\$ 6,523,205</b>
<b>SEWER FUND CAPITAL BUDGET</b>								
<b>CAPITAL EXPENSES</b>								
Sewer Infrastructure	\$ 451,000	\$ 2,183,000	\$ 3,160,000	\$ 977,000	\$ 675,000	\$ 2,223,000	\$ 2,070,000	\$ 2,023,000
<b>Total Capital Expenses</b>	<b>\$ 451,000</b>	<b>\$ 2,183,000</b>	<b>\$ 3,160,000</b>	<b>\$ 977,000</b>	<b>\$ 675,000</b>	<b>\$ 2,223,000</b>	<b>\$ 2,070,000</b>	<b>\$ 2,023,000</b>
<b>FUNDING SOURCES</b>								
Reserve Funds	\$ 451,000	\$ 2,153,000	\$ 3,092,800	\$ 939,800	\$ 645,000	\$ 1,955,500	\$ 1,753,000	\$ 1,889,000
Development Cost Charges	-	30,000	30,000	-	30,000	267,500	317,000	134,000
Contributions	-	-	37,200	37,200	-	-	-	-
<b>Total Capital Funding</b>	<b>\$ 451,000</b>	<b>\$ 2,183,000</b>	<b>\$ 3,160,000</b>	<b>\$ 977,000</b>	<b>\$ 675,000</b>	<b>\$ 2,223,000</b>	<b>\$ 2,070,000</b>	<b>\$ 2,023,000</b>

**CORPORATION OF THE CITY OF WHITE ROCK  
DRAINAGE FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections				
					2022	2023	2024	2025	
REVENUE									
Utility Rates	\$ 2,657,800	\$ 2,657,800	\$ 2,777,400	\$ 119,600	\$ 2,902,400	\$ 3,033,000	\$ 3,169,500	\$ 3,312,100	
Utility Service Connection Fees	104,000	206,000	208,000	2,000	210,000	212,000	214,000	216,000	
Grants from Other Governments	-	320,000	6,300,000	5,980,000	-	-	-	-	
Capital Contributions and DCC's	19,000	331,600	542,300	210,700	36,600	298,800	321,700	331,700	
Interest and Penalties	20,000	20,000	20,000	-	20,000	20,000	20,000	20,000	
Total Revenues	2,800,800	3,535,400	9,847,700	6,312,300	3,169,000	3,563,800	3,725,200	3,879,800	
EXPENSES									
Operating Expenses	617,076	674,400	650,400	(24,000)	552,800	550,400	558,100	576,100	
Amortization	372,000	372,000	576,000	204,000	783,000	814,000	842,000	842,000	
Total Expenses	989,076	1,046,400	1,226,400	180,000	1,335,800	1,364,400	1,400,100	1,418,100	
INCREASE IN TOTAL EQUITY	1,811,724	2,489,000	8,621,300	6,132,300	1,833,200	2,199,400	2,325,100	2,461,700	
Reconciliation to Financial Equity									
Amortization of Tangible Capital Assets	372,000	372,000	576,000	204,000	783,000	814,000	842,000	842,000	
Capital Expenses	(334,000)	(3,655,000)	(15,930,000)	(12,275,000)	(1,028,000)	(1,574,000)	(1,800,000)	(1,886,000)	
Internal Charges	(560,200)	(560,200)	(593,000)	(32,800)	(605,000)	(617,000)	(629,000)	(642,000)	
CHANGE IN FINANCIAL EQUITY (Reserves)	1,289,524	(1,354,200)	(7,325,700)	(5,971,500)	983,200	822,400	738,100	775,700	
Financial Equity , beginning of year	9,146,520	9,146,520	10,436,044	1,289,524	3,110,344	4,093,544	4,915,944	5,654,044	
FINANCIAL EQUITY (Reserves), end of year	\$ 10,436,044	\$ 7,792,320	\$ 3,110,344	\$ (4,681,976)	\$ 4,093,544	\$ 4,915,944	\$ 5,654,044	\$ 6,429,744	
DRAINAGE FUND CAPITAL BUDGET									
CAPITAL EXPENSES									
Drainage Infrastructure	\$ 334,000	\$ 3,655,000	\$ 15,930,000	\$ 12,275,000	\$ 1,028,000	\$ 1,574,000	\$ 1,800,000	\$ 1,886,000	
Total Capital Expenses	\$ 334,000	\$ 3,655,000	\$ 15,930,000	\$ 12,275,000	\$ 1,028,000	\$ 1,574,000	\$ 1,800,000	\$ 1,886,000	
FUNDING SOURCES									
Reserve Funds	\$ 332,800	\$ 3,003,400	\$ 9,098,500	\$ 6,095,100	\$ 991,400	\$ 1,275,200	\$ 1,478,300	\$ 1,554,300	
Development Cost Charges	1,200	331,600	514,200	182,600	36,600	286,800	321,700	331,700	
Grants from Other Governments	-	320,000	6,300,000	5,980,000	-	-	-	-	
Contributions	-	-	17,300	17,300	-	12,000	-	-	
Total Capital Funding	\$ 334,000	\$ 3,655,000	\$ 15,930,000	\$ 12,275,000	\$ 1,028,000	\$ 1,574,000	\$ 1,800,000	\$ 1,886,000	



**CORPORATION OF THE CITY OF WHITE ROCK  
SOLID WASTE FUND BUDGET**

		2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections			
						2022	2023	2024	2025
REVENUE									
Utility Rates		\$ 1,384,733	\$ 1,383,700	\$ 1,383,700	\$ -	\$ 1,439,300	\$ 1,495,400	\$ 1,552,000	\$ 1,608,800
Other Revenue		184,346	174,500	172,800	(1,700)	176,300	179,800	183,400	187,100
Total Revenues		1,569,079	1,558,200	1,556,500	(1,700)	1,615,600	1,675,200	1,735,400	1,795,900
EXPENSES									
Operating Expenses		1,118,585	1,081,800	1,183,300	101,500	1,023,100	1,043,600	1,064,500	1,085,800
Amortization		148,000	148,000	168,000	20,000	144,000	144,000	144,000	144,000
Total Expenses		1,266,585	1,229,800	1,351,300	121,500	1,167,100	1,187,600	1,208,500	1,229,800
INCREASE IN TOTAL EQUITY		302,494	328,400	205,200	(123,200)	448,500	487,600	526,900	566,100
Reconciliation to Financial Equity									
Amortization of Tangible Capital Assets		148,000	148,000	168,000	20,000	144,000	144,000	144,000	144,000
Capital Expenses		-	(1,951,000)	(1,951,000)	-	(17,000)	-	-	-
Transfer from/(to) Other Funds		(138,500)	1,299,500	1,284,200	(15,300)	(184,800)	(215,800)	(246,800)	(277,800)
Internal Charges		(395,200)	(395,200)	(435,000)	(39,800)	(444,000)	(453,000)	(462,000)	(471,000)
Internal Recoveries		30,100	50,300	35,600	(14,700)	36,300	37,200	37,900	38,700
CHANGE IN FINANCIAL EQUITY (Reserves)		(53,106)	(520,000)	(693,000)	(173,000)	(17,000)	-	-	-
Financial Equity , beginning of year		981,986	981,986	928,880	(53,106)	235,880	218,880	218,880	218,880
FINANCIAL EQUITY (Reserves), end of year		\$ 928,880	\$ 461,986	\$ 235,880	\$ (226,106)	\$ 218,880	\$ 218,880	\$ 218,880	\$ 218,880
SOLID WASTE FUND CAPITAL BUDGET									
CAPITAL EXPENSES									
Vehicles		\$ -	\$ 1,951,000	\$ 1,951,000	\$ -	\$ 17,000	\$ -	\$ -	\$ -
Total Capital Expenses		\$ -	\$ 1,951,000	\$ 1,951,000	\$ -	\$ 17,000	\$ -	\$ -	\$ -
FUNDING SOURCES									
Reserve Funds		\$ -	\$ 1,951,000	\$ 1,951,000	\$ -	\$ 17,000	\$ -	\$ -	\$ -
Total Capital Funding		\$ -	\$ 1,951,000	\$ 1,951,000	\$ -	\$ 17,000	\$ -	\$ -	\$ -

**CORPORATION OF THE CITY OF WHITE ROCK  
WATER FUND BUDGET**

	2020 Projections	2020 Budget	2021 Budget	\$ Chg	Budget Projections				
					2022	2023	2024	2025	
REVENUE									
Utility Rates	\$ 5,263,390	\$ 5,258,000	\$ 5,605,500	\$ 347,500	\$ 5,969,900	\$ 6,357,900	\$ 6,771,200	\$ 7,211,300	
Utility Service Connection Fees	200,000	350,000	300,000	(50,000)	305,000	310,000	315,000	320,000	
Grants from Other Governments	-	-	-	-	-	-	333,300	333,300	
Capital Contributions and DCC's	-	110,000	129,900	19,900	110,000	100,000	293,000	110,000	
Other Revenue	134,765	132,200	161,900	29,700	184,800	208,400	232,800	257,900	
Interest and Penalties	5,000	5,000	5,000	-	5,000	5,000	5,000	5,000	
Total Revenues	5,603,155	5,855,200	6,202,300	347,100	6,574,700	6,981,300	7,950,300	8,237,500	
EXPENSES									
Operating Expenses	2,204,882	2,589,700	2,735,000	145,300	3,193,900	2,743,800	2,852,600	3,363,300	
Interest and Bank Charges	681,300	681,300	681,300	-	681,300	681,300	681,300	681,300	
Amortization	1,101,000	1,101,000	1,173,000	72,000	1,204,000	1,247,000	1,296,000	1,296,000	
Total Expenses	3,987,182	4,372,000	4,589,300	217,300	5,079,200	4,672,100	4,829,900	5,340,600	
INCREASE IN TOTAL EQUITY	1,615,973	1,483,200	1,613,000	129,800	1,495,500	2,309,200	3,120,400	2,896,900	
Reconciliation to Financial Equity									
Amortization of Tangible Capital Assets	1,101,000	1,101,000	1,173,000	72,000	1,204,000	1,247,000	1,296,000	1,296,000	
Capital Expenses	(929,000)	(3,458,000)	(3,905,000)	(447,000)	(2,822,000)	(1,808,000)	(2,870,000)	(2,375,000)	
Debt Retirement	(687,613)	(687,601)	(709,800)	(22,199)	(732,700)	(756,200)	(780,600)	(805,800)	
Transfer from/(to) Other Funds	(64,400)	(75,400)	(39,800)	35,600	305,800	(112,600)	(112,900)	(113,300)	
Internal Charges	(475,000)	(475,000)	(489,000)	(14,000)	(499,000)	(509,000)	(519,000)	(529,000)	
CHANGE IN FINANCIAL EQUITY (Reserves)	560,960	(2,111,801)	(2,357,600)	(245,799)	(1,048,400)	370,400	133,900	369,800	
Financial Equity , beginning of year	5,163,617	5,163,617	5,724,577	560,960	3,366,977	2,318,577	2,688,977	2,822,877	
FINANCIAL EQUITY (Reserves), end of year	\$ 5,724,577	\$ 3,051,816	\$ 3,366,977	\$ 315,161	\$ 2,318,577	\$ 2,688,977	\$ 2,822,877	\$ 3,192,677	
WATER FUND CAPITAL BUDGET									
CAPITAL EXPENSES									
Water Infrastructure	\$ 929,000	\$ 3,458,000	\$ 3,905,000	\$ 447,000	\$ 2,822,000	\$ 1,808,000	\$ 2,870,000	\$ 2,375,000	
Total Capital Expenses	\$ 929,000	\$ 3,458,000	\$ 3,905,000	\$ 447,000	\$ 2,822,000	\$ 1,808,000	\$ 2,870,000	\$ 2,375,000	
FUNDING SOURCES									
Reserve Funds	\$ 929,000	\$ 3,348,000	\$ 3,785,100	\$ 437,100	\$ 2,712,000	\$ 1,708,000	\$ 2,243,700	\$ 1,931,700	
Development Cost Charges	-	10,000	10,000	-	10,000	-	93,000	10,000	
Grants from Other Governments	-	-	-	-	-	-	333,300	333,300	
Contributions	-	100,000	109,900	9,900	100,000	100,000	200,000	100,000	
Total Capital Funding	\$ 929,000	\$ 3,458,000	\$ 3,905,000	\$ 447,000	\$ 2,822,000	\$ 1,808,000	\$ 2,870,000	\$ 2,375,000	

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**City of White Rock Draft 2021 - 2025 Financial Plan**  
**Sanitary Sewer Fund Asset Improvement Projects**

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1	<b>City of White Rock Draft 2021 - 2025 Financial Plan</b> <b>Solid Waste Fund Asset Improvement Projects</b>											
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6				2020 Carry Forward Updated	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
7												
8												
9	<b>Garbage &amp; Recycling</b>											
10												
11	Compactor Garbage Container Replacement						17,000				17,000	
12												
13	Vehicle Fleet Replacements											
14	Garbage Sterling Haul All Unit #332			377,000		377,000					377,000	
15	Garbage Ford F550 Haul All Unit #333			377,000		377,000					377,000	
16	Garbage Ford F550 Rollins Haul All Unit #325			377,000		377,000					377,000	
17	Peterbilt Recycler Unit #329			410,000		410,000					410,000	
18	Peterbilt Recycler Unit #330			410,000		410,000					410,000	
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**City of White Rock Draft 2021 - 2025 Financial Plan**  
**Water Fund Asset Improvement Projects**

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5				2020 Carry Forward Updated	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
47			<b>Other Water (continued)</b>									
48			Replace Ford F150 2wd Unit #363		36,000	36,000					36,000	
49			Replace Ford F150 Crew Cab 4X4 Unit #362				40,000				40,000	
50			Replace Ford F250 Crew Cab 4X4 Unit #364				42,000				42,000	
51			DCC Bylaw Review	10,000	10,000	20,000	10,000			10,000	40,000	
52			Merklin Pump House Roof Repair		20,000	20,000					20,000	
53			Facility Fire Alarm Dialer Replacements		4,000	4,000					4,000	
54			Information Technology Infrastructure Replacement/Upgrades	2,000	16,000	18,000	16,000	16,000	16,000	16,000	82,000	
55			Capital Contingency									
56			Capital Contingency funded from infrastructure reserve		250,000	250,000	250,000	300,000	300,000	350,000	1,450,000	
57			Capital Contingency funded from contributions		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
58												

## APPENDIX E

### Comparative Information



Data Source:

<https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>

Schedule 707



Municipality	2020 Property Taxes (1)	2020 Parcel Taxes	2020 User Fees (2)	2020 Total	Proposed 2021 tax increase
Pitt Meadows	\$ 3,505	\$ -	\$ 1,127	\$ 4,632	4.42%
Langley City	\$ 3,508	\$ -	\$ 1,135	\$ 4,643	4.68%
Port Coquitlam	\$ 3,767	\$ 25	\$ 996	\$ 4,788	2.18%
Maple Ridge	\$ 3,897	\$ 220	\$ 1,066	\$ 5,183	3.60%
Surrey	\$ 3,834	\$ 327	\$ 1,136	\$ 5,297	2.90%
Coquitlam	\$ 4,472	\$ 478	\$ 901	\$ 5,851	2.69%
North Vancouver City	\$ 4,777	\$ -	\$ 1,140	\$ 5,917	3.98%
Richmond	\$ 4,853	\$ -	\$ 1,387	\$ 6,240	5.68%
Port Moody	\$ 5,339	\$ -	\$ 1,207	\$ 6,546	4.50%
North Vancouver District	\$ 5,219	\$ -	\$ 1,754	\$ 6,973	3.00%
White Rock	\$ 5,706	\$ -	\$ 1,372	\$ 7,078	4.28%
New Westminster	\$ 4,848	\$ -	\$ 3,289	\$ 8,137	4.90%
West Vancouver District	\$ 8,333	\$ -	\$ 2,110	\$ 10,443	4.48%

- 1) Property taxes for on a representative house from LGDE statistics from the Province of BC
- 2) Utility fees such as Water, Sewer, Solid Waste and "Other" (e.g. Drainage)

Data Source:

<https://www2.gov.bc.ca/gov/content/governments/local-governments/facts-framework/statistics/tax-rates-tax-burden>

Schedule 704

Estimated Average Annual 2020 Water Rates based on reviewing other City's bylaws in early 2020

Municipality	SFD Annually	MFD Annually
Abbotsford	\$ 290	\$ 130
Burnaby	\$ 600	\$ 340
Coquitlam	\$ 570	\$ 340
Delta	\$ 570	\$ 570
District of North Vancouver	\$ 740	\$ 630
Langley	\$ 400	\$ 150
Maple Ridge	\$ 660	\$ 630
New Westminster	\$ 600	\$ 170
North Vancouver	\$ 490	\$ 290
Pitt Meadows	\$ 510	\$ 380
Port Moody	\$ 460	\$ 460
Richmond	\$ 390	\$ 160
Surrey	\$ 330	\$ 120
Township of Langley	\$ 560	\$ 530
Vancouver	\$ 790	\$ 530
White Rock	\$ 640	\$ 230

THE CORPORATION OF THE  
**CITY OF WHITE ROCK**  
CORPORATE REPORT



**DATE:** March 29, 2021

**TO:** Mayor and Council

**FROM:** Colleen Ponzini, Director, Financial Services

**SUBJECT:** 2021 – 2025 Financial Plan Bylaw, 2021, No. 2377

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**RECOMMENDATION**

THAT Council give three readings and adoption to the White Rock 2021 – 2025 Financial Plan Bylaw, 2021, No. 2377.

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**EXECUTIVE SUMMARY**

This report seeks Council's approval for the City's 2021 – 2025 Financial Plan Bylaw.

**PREVIOUS COUNCIL DIRECTION**

Motion # & Meeting Date	Motion Details
2021-F&A-050 March 8, 2021	That the Finance and Audit Committee direct staff to prepare the consolidated 2021 – 2025 Financial Plan Bylaw

**INTRODUCTION/BACKGROUND**

On March 8, 2021, the Finance and Audit Committee directed staff to prepare the consolidated 2020 – 2025 Financial Plan Bylaw that would incorporate the General Fund and Utility Funds five-year plans as presented, as part of the public consultation process that evening.

Appendix A presents the City's 2021 – 2025 Financial Plan Bylaw, 2021, No. 2377 prepared in accordance with Section 165 of the *Community Charter*. Schedule A to the Bylaw provides the consolidated Financial Plan for 2021 through 2025. Schedules B and C provide supplementary detailed information regarding the City's capital program and reserves, respectively.

**FINANCIAL IMPLICATIONS**

The Financial Plan includes a tax rate increase of 4.28% for 2021, a 4.5% increase for the Drainage Utility rates, and a 6.5% increase for the Water Utility. There are no increases in the Sewer or Solid Waste Utility rates for 2021. The 2021 tax rates Bylaw, which must be adopted by May 15, 2021, will come forward to Council in April after the completed BC Assessment role has been received. The Water Utility rates bylaw was adopted by Council in December of 2020.

**LEGAL IMPLICATIONS**

The City must adopt 2021 – 2025 Financial Plan Bylaw by May 15, 2021.

### **COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS**

A process of public consultation regarding the development of the Financial Plan was conducted as per section 166 of the *Community Charter*.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

All City departments have been involved throughout the entire budget process.

### **CLIMATE CHANGE IMPLICATIONS**

Not applicable.

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

Not applicable.

### **OPTIONS / RISKS / ALTERNATIVES**

The City must have its Financial Plan Bylaw adopted by May 15, 2021.

### **CONCLUSION**

Under the provisions of the *Community Charter*, the City is required to adopt annually a five-year financial plan bylaw prior to May 15. It is recommended that the White Rock 2021 – 2025 Financial Plan Bylaw, 2021, No. 2377 be considered for three readings and adoption.

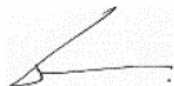
Respectfully submitted,



Colleen Ponzini, CPA, CGA  
Director, Financial Services

### **Comments from the Chief Administrative Officer**

I concur with the recommendation of this corporate report.



Guillermo Ferrero  
Chief Administrative Officer

Appendix A: White Rock 2021 – 2025 Financial Plan Bylaw, 2021, No. 2377

Date: March 17, 2021

To: Mayor Walker, and Council for the City of White Rock

Subject: **Proposed RCAF Snowbird Story Board on White Rock Pier**



Mr Mayor and Council,

As discussed briefly with his worship, Mayor Walker and Eric Stepura, I would like to propose a commemorative tribute to the Canadian Forces Snowbirds (431 Air Demonstration Team) as a story board from the City of White Rock.

Not only has the team been performing "Snowbirds Fly for CH.I.L.D / Hosted by White Rock" over the Semiahmoo Bay over six times, but the beach pier was slated to be an everlasting beacon and gateway for the West Coast "Operation Inspiration" in 2020 before tragically the last of the West Coast flight(s) were cancelled.

The Canadian Forces Snowbirds are the pinnacle of representation of Canadian pride throughout Canada and the world. Over the years, well over a quarter of a million people have gathered to enjoy these shows in White Rock, which is a testament to the Team's popularity. Residents and guests have the opportunity to experience the "aviation adrenaline rush."

As the City has always enjoyed hosting the Team, the Team absolutely enjoys the enthusiastic support from the City and SAR teams as well as the splendor and topography that the White Rock Beach area offers. Year after year the crowds continue to impress.

I believe a story board on Canada's Longest Pier would be an appropriate tribute to the Snowbirds team as well as demonstrating to Visitors of the Pier the wonderful relationship we have with the Canadian Forces Snowbirds, respect for the women and men of Canadian Military and how impressive the City of White Rock truly is.

I look forward to discussing again soon.

Sincerely,

*Scott M Harrold*

Scott Harrold  
Snowbird Show Coordinator  
President, Sky Aviation International



February 26, 2021

Mayor Darryl Walker  
City of White Rock  
15322 Buena Vista Avenue  
White Rock, BC V4B 1Y6

Dear Mayor Walker:

**Re: 2020 Resolution(s) Referred to UBCM Executive**

A resolution(s) sponsored by your community was included in the 2020 Resolutions Book for consideration at the annual UBCM Convention.

Due to a lack of time at the Convention, delegates did not have an opportunity to consider your resolution(s). UBCM Policies provide that all resolutions not considered at Convention are referred automatically to the UBCM Executive for their consideration and action.

At the recent February Executive meeting, the Executive considered the resolutions referred to them from the 2020 Convention, including your resolution(s). The Executive were provided with the Resolutions Committee comments and recommendations, as outlined within the Resolutions Book, to assist them in their deliberations.

Upon review, the Executive decided to Endorse with an Amendment: NR69 Vacancy Tax. As such, it will be conveyed to the appropriate order of government or organization.

Should you have any questions, please contact Jamee Justason, Resolutions and Policy Analyst, at 604-270-8226 Ext. 100 or [jjustason@ubcm.ca](mailto:jjustason@ubcm.ca)

Yours truly,



Brian Frenkel  
UBCM President

*Enclosure*

## 2020 NR69 Vacancy Tax

White Rock

Whereas the City of Vancouver has authority through the *Vancouver Charter* to implement an Annual Vacancy Tax;

And whereas other municipalities are governed through the *Community Charter* where there is no current authority to implement a Vacancy Tax:

Therefore be it resolved that UBCM work with the Province of British Columbia to amend the authority given to municipalities through the *Community Charter* permitting municipalities the authority to impose, by bylaw, an annual vacancy tax on taxable residential properties.

**Convention Decision:**

**Not Considered - Automatic Referral to Executive**

**Executive Decision:**

**Endorsed as Amended**

## Resolutions Committee Comments

### **Amendment:**

*Therefore be it resolved that UBCM work with the Province of British Columbia to amend the authority given to municipalities through the Community Charter permitting municipalities the authority to impose, by bylaw, an annual vacancy tax on taxable residential ~~and commercial~~ properties.*



















