

The Corporation of the  
CITY OF WHITE ROCK



Finance and Audit Committee  
AGENDA

Tuesday, March 1, 2022, 5:00 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)  
T. Arthur, Director of Corporate Administration

	Pages
1. CALL TO ORDER Councillor Kristjanson, Chairperson	
2. ADOPTION OF AGENDA  RECOMMENDATION THAT the Finance and Audit Committee adopt the agenda for March 1, 2022 as circulated.	
3. ADOPTION OF MINUTES  RECOMMENDATION THAT the Finance and Audit Committee adopt the February 7, 2022 meeting minutes as presented.	3
4. CITY OF WHITE ROCK 2022 BUDGET - PUBLIC COMMENT SUMMARY  Corporate Report dated March 1, 2022 from the Acting Director of Financial Services and P. Murray, Consultant, titled "City of White Rock 2022 Budget - Public Comment Summary".  RECOMMENDATION THAT the Finance and Audit Committee receive the March 1, 2022, Corporate Report from the Acting Director of Finance, titled "City of White Rock 2022 Budget – Public Comment Summary."	7

- 5. DEPARTMENT BUDGET PRESENTATIONS
  - 5.1. PROTECTIVE SERVICES
    - 5.1.a. Fire Rescue
    - 5.1.b. Police Services
  - 5.2. RECREATION AND CULTURE
- 6. CONCLUSION OF THE MARCH 1, 2022 FINANCE AND AUDIT COMMITTEE MEETING



## **Finance and Audit Committee**

### **Minutes**

February 7, 2022, 6:00 p.m.

City Hall Council Chambers

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

**PRESENT:** Mayor Walker  
Councillor Chesney  
Councillor Johanson  
Councillor Kristjanson  
Councillor Manning  
Councillor Trevelyan

**ABSENT:** Councillor Fathers

**STAFF:** Guillermo Ferrero, Chief Administrative Officer  
Tracey Arthur, Director of Corporate Administration  
Joe Calenda, Acting Director of Planning and Development Services  
Jim Gordon, Director of Engineering and Municipal Operations  
Shannon Johnston, Acting Director of Financial Services  
Jacquie Johnstone, Director of Human Resources (via electronic means)  
Eric Stepura, Director of Recreation and Culture  
Ed Wolfe, Fire Chief  
Chris Zota, Manager of Information Technology (via electronic means)  
Debbie Johnstone, Deputy Corporate Officer

**GUEST:** Paul Murray, Consultant for City - Budget

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

Councillor Chesney, Chairperson

The meeting was called to order at 6:06 p.m.

**2. ADOPTION OF AGENDA**

**Motion Number: 2022-F&A-008** It was MOVED and SECONDED

**THAT the Finance and Audit Committee adopt the agenda for February 7, 2022, as amended to include:**

- **Updated corporate report for Item 4.**

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**3. ADOPTION OF MINUTES**

**Motion Number: 2022-F&A-009** It was MOVED and SECONDED

**THAT the Finance and Audit Committee adopt the January 24, 2022, meeting minutes as presented.**

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**Motion Number: 2022-F&A-010** It was MOVED and SECONDED

**THAT the Finance Audit Committee endorse limiting discussion for this meeting to be only based on the requested materials presented to the committee since the past meeting.**

**Note:** There will be full discussion opportunity following each Department giving their presentation and being able to answer questions in regard to possible impact(s) on the proposed 2022 reductions.

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

**4. CITY OF WHITE ROCK 2022 BUDGET - REQUEST FOR CAPITAL BUDGET CARRY FORWARD INFORMATION**

Corporate report dated February 7, 2022, from the Acting Director of Financial Services and P. Murray, Consultant titled "City of White Rock - Request for Capital Budget Carry Forward Information".

There was a general overview provided for the agenda noting the two (2) corporate reports on the agenda and clarification that there will be a series of departmental presentations for the budget scheduled early March 2022.

The following discussion points were noted:

- Capital project carry forward funds, why can't the City reduce the reserves as we know we are not going to spend all the funds currently set aside for this? Staff noted there are assets that continue to need work, leaving funds in the reserve accounts / adding funds to the reserve are a way to smooth out taxation. There is work that needs to be done, the funds are there for when the work can be done
- Asset Management required to address infrastructure built in the 1950 - 1980's in the past there has been more grant opportunities available to help with this, this is no longer the case, municipalities are needing to find the funds to do the work to ensure the infrastructure is available
- Mr. Murray suggested there be asset management discussion as part of each budget meeting, consideration of policy rather than on a project basis

**Motion Number: 2022-F&A-011** It was MOVED and SECONDED

**THAT the Finance and Audit Committee receive for information the February 7, 2022, Corporate Report from the Acting Director of Finance, titled "City of White Rock 2022 Budget – Request for Capital Budget Carry Forward Information".**

Absent (1): Councillor Fathers

**Motion CARRIED (6 to 0)**

5. **CITY OF WHITE ROCK 2022 BUDGET - POSSIBLE REDUCTIONS AND EFFECTS IF IMPLEMENTED**

Corporate report dated February 7, 2022, from the Acting Director of Financial Services and P. Murray, Consultant titled "City of White Rock 2022 Budget - Possible Reductions and Effects if Implemented".

**Motion Number: 2022-F&A-012** It was MOVED and SECONDED

**THAT the Finance and Audit Committee receive the February 7, 2022, Corporate Report from the Acting Director of Finance, titled "City of White Rock Proposed 2022 Financial Plan – Possible 2022 Reductions and Effects if Implemented" and defer consideration until after the department presentations are completed.**

Absent (1): Councillor Fathers

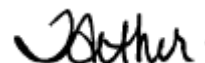
**Motion CARRIED (6 to 0)**

6. **CONCLUSION OF THE FEBRUARY 7, 2022 FINANCE AND AUDIT COMMITTEE MEETING**

The meeting was concluded at 6:31 p.m.

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Councillor Chesney, Chairperson



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Tracey Arthur, Director of Corporate Administration

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



**DATE:** March 1, 2022

**TO:** Finance and Audit Committee

**FROM:** Shannon Johnston, Acting Director, Finance  
Paul Murray, Consultant

**SUBJECT:** City of White Rock 2022 Budget – Public Comment Summary

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**RECOMMENDATION**

THAT the Finance and Audit Committee receive the March 1, 2022, Corporate Report from the Acting Director of Finance, titled “City of White Rock 2022 Budget – Public Comment Summary.”

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**EXECUTIVE SUMMARY**

The purpose of this report is to provide an interim summary of public input received through the “Talk White Rock” online platform for the City of White Rock’s 2022 Financial Plan (Visitor Summary) for the period January 24 to February 22, 2022.

The Visitor Summary shows that during this period of time, there were 139 visits with 12 document downloads and three comments. Two comments required responses, and respondents received answers to inquiries through email.

**PREVIOUS COUNCIL DIRECTION**

<b>Motion # &amp; Meeting Date</b>	<b>Motion Details</b>
2021-F&A-072 November 22, 2021	THAT the Finance and Audit Committee approves a “LetsTalk” 2022 budget survey component for release in January 2022 as part of the 2022 budget process.

**INTRODUCTION/BACKGROUND**

The City of White Rock Talk White Rock 2022 Financial Plan Visitor Summary (Visitor Summary) attached as Appendix A, shows there were 139 visits with 12 document downloads and three comments. Two comments required responses from staff, that were provided, and described below.

**Comment 1 and Staff Responses**

- It appears that there will be a projected increase in Grant Revenue of about \$5K for each of the next few years. Is it a good ROI to hire a \$101,000 Grant Writer FT Position? Consider retaining a grant writing contractor, whose comp would be based on results.

*Staff Response: The increase in grant revenue is a general increase forecast in the Community Works Fund Grant we receive each year, and an application is not needed for it. The grant writer position is not included in the budget at this point. There are four positions including the grant writer that we have identified as capacity pressure points but given the other commitments in the budget already we did not feel comfortable recommending them. We wanted Council to know that and understand the impacts on service that it brings with it. With regard to the contracted grant writer thought, we know from experience that grant writers do not work on a commission basis, given the low probability of approvals in the programs we can compete for grants in. If we wanted to apply for grants as they arise, we would need to add a budget for either a contracted position or an employee position to provide the capacity to respond.*

- Why have there been increased hirings in Rec & Culture during last two years when most programs were shut down due to Covid? In anticipation of opening events, consider using contractors for certain event management until certainty returns.

*Staff Response: The increase in Rec and Culture hires is to bring staff back on that were not working during the shutdowns from the pandemic. This is bringing our staff complement in Recreation back up to the levels needed for normal operations during the course of the year. We are hopeful this will occur and need to plan for that.*

- With Parks staff increased from 12 to 16, has there been a corresponding reduction in Contractors used for maintenance and projects. BTW - the City-Scaping is generally looking good this year.

*Staff Response: In Parks, the increase in staff occurred in 2020 to provide the service levels directed by Council in 2019. This did not replace any contracts. There are some small reductions in contracts and no change in staffing in 2022.*

- Could there be cost savings made by combining Departments, e.g.- roll HR in with Admin?

*Staff Response: Combining HR with Corporate Admin generally would not allow for any savings from reducing employees in those departments. There is no overlap or duplication of positions, and the volume of work would still remain, so the number of positions would still be needed regardless of which department they were attached to. Both departments are quite flat in structure and both Directors would still be needed in a combined one department scenario. You can see from the department descriptions in the budget document the breadth of work and responsibilities that they cover.*

- There is no projection of what Commercial Property tax increase will be. Almost all businesses in WR have had a terrible two years with Covid shutdowns, road construction, etc. Now is not the time to hit commercial properties with a tax increase. Consider shifting any budget increases from Commercial to Residential.

*Staff Response: Generally speaking, the commercial property tax increase would be consistent with the residential increase that is noted in the document unless Council made a decision to shift a proportion from one class to the other as you suggest. I am sure that Council is aware of the impact of Covid on White Rock businesses and the residents as well and will be thinking of that when they consider the tax rates towards the end of the budget process.*

## **Comment 2 and Staff Responses**

- Is the expected revenue from new tenants living in several new high-rises accounted for in the budget? We don't see a line item. And if so, what is the projected revenue

*Staff Response: Property tax revenue from all new properties added during the previous year is included in the budget as proposed. There is no specific breakdown for high-rises in the residential assessments or property tax revenues.*

- Given the backlog in building permits, do you plan on hiring in the planning and development department?



*Staff Response: No additional positions are funded or planned. We hope to fill currently vacant positions to provide capacity provided they are not eliminated through the budget process. Staff continue to process applications as quickly as possible.*

- You have allocated 4 million to affordable housing, what is the plan? There's no mention of it in the budget. Just that you have 4 million set for affordable housing.

*Staff Response: A \$4 million affordable housing budget will be carried forward in the 2022 financial plan. No specific project has been approved to date but including the budget will allow for one to proceed should Council decide to do so.*

The third comment that did not require a response from staff is provided below.

### **Comment 3 No Staff Response Required**

- It would be good to see more effective use of funds allocated to maintenance in White Rock. Requests for repairs of lighting on stairs between Upper Roper and Macdonald have been unanswered for over 4 years, despite requests from residents. Barricades put up in attempts to avoid lawsuits are moved and left for months after people take them down so their dogs can use the areas behind them. Ineffective seeding on the promenade area etc, etc. Covid is just the latest excuse used to avoid dealing with a wide variety of issues while council focusses on Christmas Lights and individual agendas.

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

The proposed 2022 Financial Plan has been reformatted and is presented using the GFOA Distinguished Budget Presentation method which will be implemented over the next two years. The material is available on the City's website "LetsTalk" platform.

Public input will continue during the public budget presentations process in March.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

No specific interdepartmental capacity or other implications from the proposed budget. All departments have been involved in preparation of the proposed financial plan and rates.

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

The proposed 2022 Financial Plan is linked and aligns with the Strategic Plan and Council strategic priorities and aligns with Council's feedback and approval.

## **CONCLUSION**


The summary of visitors to the “Talk White Rock” online platform for the City of White Rock’s 2022 Financial Plan during the period January 24 to February 22, 2002 indicates there were 139 visits with 12 downloading the document and 11 visiting multiple pages.

Receipt of the report for information is recommended.

Respectfully submitted,



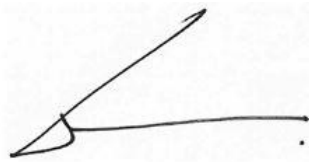
Shannon Johnston  
Acting Director, Finance



Paul Murray  
Consultant

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

This corporate report is provided for information purposes.



Guillermo Ferrero  
Chief Administrative Officer

Appendix A: City of White Rock Talk White Rock 2022 Financial Plan Visitor Summary

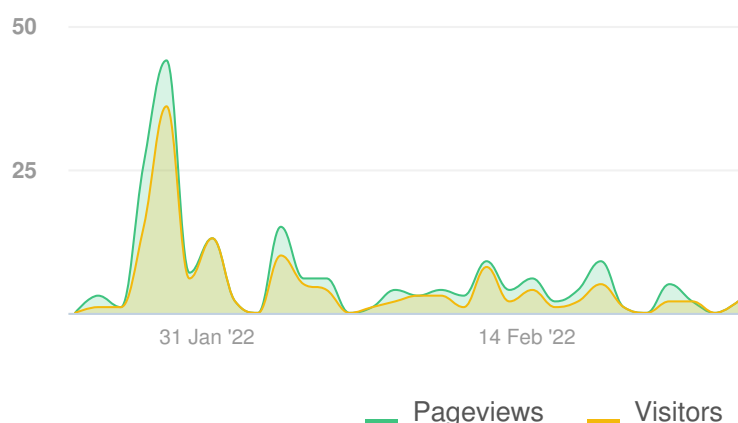
# Project Report

24 January 2022 - 22 February 2022

## Talk White Rock 2022 Financial Plan



### Visitors Summary



### Highlights

TOTAL VISITS	MAX VISITORS PER DAY	
139	36	
NEW REGISTRATIONS		
1		
ENGAGED VISITORS	INFORMED VISITORS	AWARE VISITORS
3	15	121

Aware Participants	121	Engaged Participants	3		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	121				
Informed Participants	15	Contributed on Forums	0	0	0
Informed Actions Performed	Participants	Participated in Surveys	0	0	0
		Contributed to Newsfeeds	0	0	0
Viewed a video	0	Participated in Quick Polls	0	0	0
Viewed a photo	0	Posted on Guestbooks	3	0	0
Downloaded a document	12	Contributed to Stories	0	0	0
Visited the Key Dates page	0	Asked Questions	0	0	0
Visited an FAQ list Page	1	Placed Pins on Places	0	0	0
Visited Instagram Page	0	Contributed to Ideas	0	0	0
Visited Multiple Project Pages	11				
Contributed to a tool (engaged)	3				

## GUEST BOOK

### 2022 Proposed Financial Plan – Public Comments Invited

Visitors <b>4</b>	Contributors <b>3</b>	CONTRIBUTIONS <b>4</b>
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29 January 22 <b>Barbara</b>			It would be good to see more effective use of funds allocated to maintenance in White Rock. Requests for repairs of lighting on stairs between Upper Roper and Macdonald have been unanswered for over 4 years, despite requests from residents. Barricades put up in attempts to avoid lawsuits are moved and left for months after people take them down so their dogs can use the areas behind them. Ineffective seeding on the promenade area etc, etc. Covid is just the latest excuse used to avoid dealing with a wide variety of issues while counsel focusses on Christmas Lights and individual agendas.
AGREES	DISAGREES	REPLIES	
0	0	0	
13 February 22 <b>Kelly</b>			1. It appears that there will be a projected increase in Grant Revenue of about \$5K for each of the next few years. Is this a good ROI for hiring a \$101,000. Grant Writer FT Position? Consider some a grant writing contractor, whose comp is based on results. 2. Why have there been increased hirings in Rec & Culture during last two years when most programs were shut down due to Covid? In anticipation of opening events, consider using contractors for certain event management until certainty returns. 3. With Parks staff increased from 12 to 16, has there been a corresponding reduction in Contractors used for maintenance and projects. BTW - the City-Scaping is generally looking good this year. 4. Could there be cost savings made by combining Departments, e.g.- roll HR in with Admin? 5. There is no projection of what Commercial Property taxes will be. Almost all businesses in WR have had a terrible two years with Covid shutdowns, road construction, etc. Now is not the time to hit commercial properties with a tax increase. Consider shifting any budget increases from Commercial to Residential.
AGREES	DISAGREES	REPLIES	
0	0	0	
13 February 22 <b>Kelly</b>			1. It appears that there will be a projected increase in Grant Revenue of about \$5K for each of the next few years. Is this a good ROI for hiring a \$101,000. Grant Writer FT Position? Consider some a grant writing contractor, whose comp is based on results. 2. Why have there been increased hirings in Rec & Culture during last two years when most programs were shut down due to Covid? In anticipation of opening events, consider using contractors for certain event management until certainty returns. 3. With Parks staff increased from 12 to 16, has there been a corresponding reduction in Contractors used for maintenance and projects. BTW - the City-Scaping is generally looking good this year. 4. Could there be cost savings made by combining Departments, e.g.- roll HR in with Admin? 5. There is no projection of what Commercial Property taxes will be. Almost all businesses in WR have had a terrible two years with Covid shutdowns, road construction, etc. Now is not the time to hit commercial properties with a tax increase. Consider shifting any budget increases from Commercial to Residential.
AGREES	DISAGREES	REPLIES	
0	0	0	

## GUEST BOOK

### 2022 Proposed Financial Plan – Public Comments Invited

16 February 22			<p>1. Is the expected revenue from new tenants living in several new highrises accounted for in the budget? We don't see a line item. And if so, what is the projected revenue? 2. Given the backlog in building permits, do you plan on hiring in the planning and development department? 3. You have allocated 4 million to affordable housing, what is the plan? There's no mention of it in the budget. Just that you have 4 million set for affordable housing.</p>
Michele			
AGREES	DISAGREES	REPLIES	
0	0	0	