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you to relative document

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



**ON TABLE see page 106**

December 4, 2019

A **FINANCE AND AUDIT COMMITTEE MEETING** will be held in the **CITY HALL COUNCIL CHAMBERS**, located at **15322 Buena Vista Avenue, White Rock, BC**, on **MONDAY, DECEMBER 9, 2019** and may be continued **THURSDAY, DECEMBER 12, 2019**. Both meetings will begin at **5:00 p.m.** for the transaction of business as listed below.

**Note:** The December 9, 2019 meeting is to start at 5:00 p.m. if the items on the agenda are not completed the meeting will be adjourned to December 12, 2019 in order to continue the business not addressed, this meeting will start also at 5:00 p.m. in the City Hall Council Chambers.

T. Arthur, Director of Corporate Administration

## **A G E N D A**

### ***Councillor Johanson, Chairperson***

#### **1. AGENDA APPROVAL**

##### **RECOMMENDATION**

THAT the Finance and Audit Committee adopt the agenda for the meeting scheduled for December 9, 2019 as circulated.

**Note:** *A recess will be called at 6:00 p.m. and the meeting will reconvene in 30 minutes.*

#### **2. PREVIOUS MINUTES**

a) Finance and Audit Committee Meeting – September 30, 2019

**Page 6**

##### **RECOMMENDATION**

THAT the Finance and Audit Committee adopt the minutes of their meeting held September 30, 2019 as circulated.

**3. CORPORATE REPORTS**

**3.1 RAINBOW CROSSWALKS AT FIVE CORNERS**

**Page 9**

Corporate report dated December 9, 2019 from the Director of Engineering and Municipal Operations titled “Rainbow Crosswalks at Five Corners”.

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019 from the Director of Engineering & Regional Utilities titled “Rainbow Crosswalks at Five Corners”; and
2. Consider the options as outlined in this corporate report and provide direction to staff as part of the financial planning process.

**3.2 LIGHTING OUTSIDE OXFORD WATER FACILITY FENCE**

Corporate report dated December 9, 2019 from the Director of Engineering and Municipal Operations titled “Lighting Outside Oxford Water Facility Fence”. **Page 13**

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019 from the Director of Engineering & Municipal Operations titled “Lighting Outside Oxford Water Facility Fence”; and
2. Consider the inclusion of \$32,000 in the Draft 2020 to 2024 Financial Plan to install lighting outside of the new fence at the south west corner of the Oxford Water Facility.

**3.3 ACCESSIBILITY UPGRADES AT CITY FACILITIES**

Corporate report dated December 9, 2019 from the Director of Engineering and Municipal Operations titled “Accessibility Upgrades at City Facilities”. **Page 15**

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019 from the Director of Engineering & Municipal Operations titled “Accessibility Upgrades at City Facilities”; and
2. Endorse inclusion in the Financial Plan of \$50,000 per year over 4 years for accessibility upgrades at City Facilities.

- 3.4 BLEACHER SEATING FOR THE 2020 REMEMBRANCE DAY CEREMONY**  
Corporate report dated December 9, 2019 from the Director of Recreation and Culture titled “Bleacher Seating for the 2020 Remembrance Day Ceremony”.

**Page 41**

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019 from the Director of Recreation and Culture titled “Bleacher Seating for the 2020 Remembrance Day Ceremony;” and
2. Recommend that Council support portable aluminum bleachers on city property as outlined in this corporate report, and consider including \$2,000 in the City’s 2020-2024 Financial Plan to fund the rental, installation and delivery of 480 portable aluminium bleacher seats for the 2020 Remembrance Day Ceremonies held in White Rock.

- 3.5 2020 TO 2024 DRAFT FINANCIAL PLAN – GENERAL FUND OPERATING BUDGET**  
Corporate report dated December 9, 2019 from the Director of Financial Services titled “2020 to 2024 Draft Financial Plan – General Fund Operating Budget”.

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**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – General Fund Operating Budget”;
2. Endorse the presented Draft Financial Plan figures and assumptions for the General Fund Operating Budget or provide direction on amendments to be made; and
3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.

**3.6. 2020 TO 2024 DRAFT FINANCIAL PLAN – GENERAL FUND ASSET IMPROVEMENT BUDGET** **Page 59**

Corporate report dated December 9, 2019 from the Director of Financial Services titled “2020 to 2024 Draft Financial Plan – General Fund Asset Improvement Budget”.

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – General Fund Asset Improvement Budget”;
2. Endorse the presented Draft Financial Plan figures and assumptions for the General Fund Asset Improvement Budget or provide direction on amendments to be made; and
3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.

**3.7. 2020 TO 2024 DRAFT FINANCIAL PLAN – WATER UTILITY** **Page 84**

Corporate report dated December 9, 2019 from the Director of Financial Services titled “2020 to 2024 Draft Financial Plan – Water Utility”.

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – Water Utility;”
2. Endorse the presented Draft Financial Plan figures and assumptions for the Water Utility or provide direction on amendments to be made; and
3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.



**3.8. 2020 TO 2024 DRAFT FINANCIAL PLAN – DRAINAGE UTILITY**

Corporate report dated December 9, 2019 from the Director of Financial Services titled “2020 to 2024 Draft Financial Plan – Drainage Utility”.

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**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – Drainage Utility”;
2. Endorse the presented Draft Financial Plan figures and assumptions for the Drainage Utility or provide direction on amendments to be made; and
3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.

**3.9 2020 TO 2024 DRAFT FINANCIAL PLAN – SANITARY SEWER UTILITY**

**Page 99**

Corporate report dated December 9, 2019 from the Director of Financial Services titled “2020 to 2024 Draft Financial Plan – Sanitary Sewer Utility”.

**RECOMMENDATION**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – Sanitary Sewer Utility”;
2. Endorse the presented Draft Financial Plan figures and assumptions for the Sanitary Sewer Utility or provide direction on amendments to be made; and
3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.

**4. CONCLUSION OF THE DECEMBER 9, 2019 FINANCE AND AUDIT COMMITTEE MEETING**

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

**STAFF:** S. Kurylo, Director of Financial Services / Acting Chief Administrative Officer  
T. Arthur, Director of Corporate Administration  
R. Choy, Acting Director of Engineering and Municipal Operations  
C. Isaak, Director of Planning and Development Services  
S. Lam, Deputy Corporate Officer

Press: 0  
Public: 0

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1. **CALL MEETING TO ORDER**  
The meeting was called to order at 4:45 p.m.

2. **ADOPTION OF AGENDA**

2019-F/A-032 **It was MOVED and SECONDED**  
THAT the Finance and Audit Committee adopts the agenda for September 30, 2019 as  
circulated. **CARRIED**

3. **ADOPTION OF MINUTES**  
a) May 13, 2019

2019-F/A-033 **It was MOVED and SECONDED**  
THAT the Finance and Audit Committee adopts the following meeting minutes as  
circulated:  
a) May 13, 2019 **CARRIED**

4. **JUNE 30, 2019 FINANCIAL REPORT**

Corporate report dated September 30, 2019 from the Director of Financial Services titled "June 30, 2019 Financial Report".

The Director of Finance summarized the corporate report and the following information was noted in response to Council's questions:

- Legal fees vary each year due to "one-off" situations that may arise. Legal fees are incurred for scenarios such as litigation, land purchase, human resources, bylaw, contract and agreement review and more
- Council would like more timely updates when the City is reaching their budget for legal fees so that they may use the information to determine if it is necessary to engage the solicitor when scenarios arise (eg: training)
- The \$485K is an estimated figure for how much the City could spend in Legal Fees by the end of the year. To date, the City has spent \$209K
- In support of transparency, it was suggested that the City consider options for providing further financial information online for public access.

2019-F/A-034

**It was MOVED and SECONDED**

THAT the Governance and Legislation Committee directs staff to investigate options for providing more updates on financial information, including legal costs, to Council.

**CARRIED**

Discussion continued and the following information was noted:

- The estimated salary for a police constable is \$100-\$120K annually, noting that there are gradual increases each year
- Though the City is authorized to employ 25 police officers, only 20.8 positions were utilized in the 2018/2019 fiscal year due to unstaffed positions. It was noted the turnaround time to fill these positions can be lengthy;
- Police vehicles were scheduled to be replaced this year; however, that project has not yet been completed
- The City budgets one less staff person than they have the authority to hire to account for vacancies/turnover to more accurately reflect how the budget is utilized;
- It was suggested that a cost breakdown of standard hours vs. overtime be provided so that there can be a clearer depiction of additional employees are needed

Discussion continued, and the following information and comments were noted:

- It was requested that staff provide information that shows how much parking revenue is lost due to closed parking lots. Staff advised it would be difficult to give an actual account as there are different variables – such as Pier/East Beach construction and weather – that could impact if someone visits the waterfront or not;
- \$61K of parking revenue (after taxes) was generated from the Waterfront Parkade, reporting that approximately \$4K incurred in May, \$12K in June, \$22K in July, and \$24K in August

- The Phase 2 monies budgeted for the pier are to address the restoration of the rest of the pier (the undamaged portions)
- Regarding parking enforcement, requested staff provide a cost analysis of whether or not adding additional parking enforcement officers can increase revenue for the City, suggesting that parking enforcement could be cost neutral or a revenue generator;
- Staff reported that the cost of a new enforcement officer would not be cost neutral initially due to a budget catchup that needs to occur;
- It was noted that lower parking revenues along the waterfront may not be directly related to a “lack” of parking enforcement, adding that there were fewer visitors this year (due to a variety of reasons);
- With respect to parking in construction areas, the Committee spoke to the importance of construction workers complying with the City’s parking regulations.

With respect to “Other Strategic Transportation Plan / DCC Bylaw Projects” (page 15), where was the \$1,060 spent? This is for construction activities related to outcome the Strategic Transportation Plan Updates (construction and detailed design portion). In response to the Committee’s request to have a breakdown of the allocated \$500K, staff advised that it is a placeholder, and further details regarding how these funds will be spent will be determined after the Request for Proposal (RFP) is issued

Staff were asked to provide a total amount of grants the City has applied for and received including contribution(s) for information purposes.

2019-F/A-035

**It was MOVED and SECONDED**

THAT the Governance and Legislation Committee directs staff to provide the breakdown and cost analysis of hiring additional parking enforcement officers in relation to additional revenue anticipation.

**CARRIED**

2019-F/A-037

**It was MOVED and SECONDED**

THAT Finance and Audit Committee receives for information the September 30, 2019 corporate report from the Director of Financial Services, titled “June 30, 2019 Financial Report”.

**CARRIED**

**5. CONCLUSION OF THE SEPTEMBER 30, 2019 FINANCE AND AUDIT COMMITTEE MEETING**

The Chairperson declared the meeting concluded at 5:27 p.m.



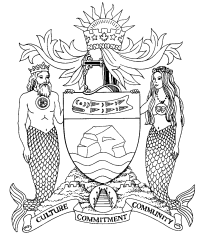
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Councillor Johanson

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Stephanie Lam  
Deputy Corporate Officer

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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

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

**SUBJECT:** Rainbow Crosswalks at Five Corners

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee

1. Receive for information the corporate report dated December 9, 2019 from the Director of Engineering & Regional Utilities titled "Rainbow Crosswalks at Five Corners"; and
  2. Consider the options as outlined in this corporate report and provide direction to staff as part of the financial planning process.
- 

**INTRODUCTION**

In 2018, the White Rock Pride Society appeared at Council requesting permission to raise funds for a rainbow crosswalk at Five Corners. Council, at that time, stated that there would be no need to raise funds for the project and directed staff to install a rainbow crosswalk at the Five Corners location.

The crosswalk on the Johnston Road to Pacific Avenue leg of Five Corners was replaced with a rainbow crosswalk in the summer of 2018. The White Rock Pride Society is requesting that the other two crosswalks at Five Corners also be replaced with rainbow crosswalks.

**PAST PRACTICE / POLICY / LEGISLATION**

Section 3 of the Street and Traffic Bylaw states the City Engineer is hereby authorized to exercise the powers of the municipality "by providing for the placing, erection and maintenance of traffic control devices" and "by providing for the regulation, control, or prohibition of pedestrian traffic."

**ANALYSIS**

**Background**

The White Rock Pride Society appeared at Council May 28, 2018 requesting permission to fund raise for a rainbow crosswalk at Five Corners. An excerpt from the Council Minutes is shown below:

May 28, 2018

**4.1.3**            **LOUISE MCKNIGHT AND ERNIE KLASSEN, LOVE IS LOVE:  
REQUESTING PERMISSION TO FUNDRAISE FOR A RAINBOW  
CROSSWALK**

L. McKnight, R. Allard and E. Klassen, Love is Love, shared their personal stories and requested permission to raise funds for the installation of a Rainbow Crosswalk in White Rock. The Delegation also advised that they are raising money for the organization PFLAG (Parents, Families and Friends of Lesbians and Gays)

Council stated that there will be no need to fundraiser for the project, as the City would like to cover the costs for installing the rainbow sidewalk. This way, any raised funds can be allocated towards their PFLAG campaign.

2018-207            **It was MOVED and SECONDED**  
THAT Council approves and directs staff to install a rainbow crosswalk at the Five Corners location.

The crosswalk on the Johnston Road to Pacific Avenue leg of Five Corners was replaced with a rainbow crosswalk in the summer of 2018. The White Rock Pride Society has subsequently appeared at Council expressing disappointment that the other two crosswalks at Five Corners were not replaced with rainbow crosswalks.

**Discussion**

The existing crosswalk on Buena Vista Avenue consists of paving stones. These would need to be removed and replaced with a fresh asphalt surface. This new surface could then be stamped with a rainbow pattern.

The existing crosswalk on Johnston Road consists of a brick pattern of stamped asphalt. The asphalt would need to be removed and replaced with fresh asphalt. This new surface could then be stamped with a rainbow pattern.

The best two technologies for patterned crosswalks are MMA and Thermoplastic. MMA patterned crosswalks typically last 8-10 years while Thermoplastic patterned crosswalks typically last 15-20 years. Both types of crosswalks are similar in appearance and can get marked up and dirty over time – they can be difficult to clean. The Thermoplastic product costs approximately twice the MMA product.

**Five Corners Plaza**

The Five Corners Plaza is often used for special events. The Plaza is due for renewal and refreshment; however, residents and businesses need to be consulted and provided with input into any future design processes. Improvements could include the following:

- Removal of the ATM
- Removal of all shrubs and some flower beds to create more open space for events
- Creation of a level plaza with a variety of concrete pavers (similar to Bayview Park or Memorial Park)
- Installation of seating walls
- Installation of event power supply
- Installation of drinking fountain with bottle filling station and hose bib
- Installation of new lighting
- Installation of a self cleaning washroom

While it is very unlikely that future improvements would close or change the road alignment, there is some possibility that the improvements could change the road markings at Johnston Road. Council may wish to consider this when reviewing options.

### **BUDGET IMPLICATIONS**

As new asphalt is required, the cost (including design and construction) to install one rainbow crosswalk is estimated to be \$22,000 with the MMA product or \$31,000 with the Thermoplastic product. As Thermoplastic provides double the service life compared to MMA, Thermoplastic is recommended over MMA. The cost to install both crosswalks is projected to be \$62,000.

This project is currently not included in the draft 2020 to 2024 Financial Plan. Should the Finance and Audit Committee wish to proceed with this project, a funding source would need to be identified and the draft 2020 to 2024 Financial Plan will need to be amended.

### **OPTIONS**

The following options are available for Council's consideration:

1. Install a single rainbow crosswalk in Thermoplastic at Buena Vista Avenue for \$31,000, and amend the draft 2020 to 2024 Financial Plan accordingly;
2. Install rainbow crosswalks in Thermoplastic at Buena Vista Avenue and at Johnston Road for \$62,000, and amend the draft 2020 to 2024 Financial Plan accordingly; or
3. Direct staff to consider another location for a rainbow crosswalk(s).

Staff considered the future of the Five Corners Plaza when assessing the options and note that there is some risk that the road markings on Johnston Road could be changed as part of a future Plaza renewal project.

### **CONCLUSION**

The crosswalk on the Johnston Road to Pacific Avenue leg of Five Corners was replaced with a rainbow crosswalk in the summer of 2018. The White Rock Pride Society has subsequently appeared at Council expressing disappointment that the remaining two other crosswalks at Five Corners were not replaced with rainbow crosswalks.

The existing crosswalk on Buena Vista Avenue consists of paving stones. The existing crosswalk on Johnston Road consists of a brick pattern of stamped asphalt. These would need to be removed and replaced with a fresh asphalt surface. This new surface could then be stamped with a rainbow pattern.

The Five Corners Plaza is in need of renewal; this may include upgrades to the streetscape in a separate comprehensive project, so there is some risk in approving both installations.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Gordon".

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

**Comments from the Chief Administrative Officer:**

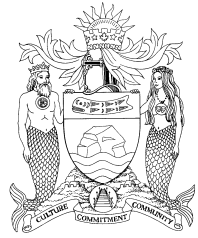
I concur with the recommendations of this report.

A handwritten signature in black ink, appearing to read "Dan Bottrill".

Dan Bottrill  
Chief Administrative Officer



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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

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

**SUBJECT:** Lighting Outside Oxford Water Facility Fence

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee

1. Receive for information the corporate report dated December 9, 2019 from the Director of Engineering & Municipal Operations titled “Lighting Outside Oxford Water Facility Fence”; and
  2. Consider the inclusion of \$32,000 in the Draft 2020 to 2024 Financial Plan to install lighting outside of the new fence at the south west corner of the Oxford Water Facility.
- 

**INTRODUCTION**

The City is in the process of installing fencing around critical water facilities to harden them against potential contamination and vandalism. This is also to reduce negative interactions between city staff and people trespassing on the properties. To date, Merklin Reservoir, Roper Reservoir, and well #4 have been fenced.

The last site to receive the security fencing is the Oxford Water Facility (OWF) that includes the Water Treatment Plant, Oxford pump station, Oxford Reservoir and 4 wells. This installation is currently underway.

Staff consulted with residents to locate and orient the OWF fence to maximize public amenity space. The fence is set back on the south west corner of the property to allow for a treed public greenspace and a walkway connection westward from Goggs Avenue to Oxford Street. Residents are requesting that this area be lit at night to improve pedestrian safety and also to mitigate against potential illegal activities.

**ANALYSIS**

Residents have used the public and private properties near the OWF to walk their dogs, connect to Oxford Street and enjoy the fresh air. Unfortunately, there have also been other less desirable activities taking place in the open space, including the possible use of illicit drugs.

While the new fencing will protect the OWF, it does take away the amenity of the open space, so staff adjusted the new fence on both the northeast and southwest corners of the property. A bench and landscaping will be installed on the northeast corner of the property to provide a mini park that will eventually connect to a proposed parkland dedication to the north. The fence was

adjusted on the southwest corner to allow for a treed public greenspace and a walkway connection westward from Goggs Avenue to Oxford Street.

Residents are requesting that the open space on the southwest corner of the property be lit to provide safety and security for the community, many of whom take their dogs out for a walk at night.

### **OPTIONS**

A low cost option of installing floodlights or security lights on the pump house adjacent to the southwest corner of the property is feasible; however, these lights would negatively affect residents in nearby existing and future condominiums. These intrusive types of lights would also take away some of the amenity of the treed area outside of the fence.

A better option would be to utilize five of the ten silver white lamp standards that were replaced at Memorial Park with black lamp standards. The cost to light the area with these five lamp standards is estimated to be \$32,000.

### **BUDGET IMPLICATIONS**

The estimated cost to light the area outside of the new fence on the south west corner of the OWF is \$32,000. This cost is for installation as the City already has the lamp standards in stock. This is currently not included in the Draft 2020 to 2024 Financial Plan.

### **RISK MANAGEMENT**

A lack of lighting in the public space south of the new fence could lead to the congregation of people in the area, including people camping or sleeping. There is some evidence of people camping behind the nearby Hydro kiosk. Campers or groups of “partiers” could potentially cause risk to local residents accessing the area and to the OWF. The proper use of this space will be monitored. Lighting should help mitigate inappropriate use of the space.

### **CONCLUSION**

It is recommended that lighting be installed in the area outside of the new fence on the southwest corner of the OWF in order to maintain security for residents and for the OWF. The cost of this lighting using lamp standards already in inventory is estimated to be \$32,000.

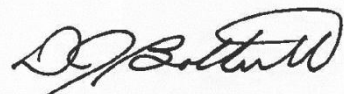
Respectfully submitted,



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

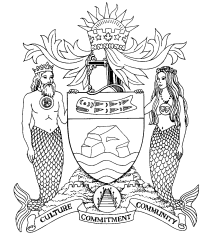
### **Comments from the Chief Administrative Officer:**

I concur with the recommendation of this report.



Dan Bottrill  
Chief Administrative Officer

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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

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

**SUBJECT:** Accessibility Upgrades at City Facilities

**RECOMMENDATIONS**

THAT the Finance and Audit Committee

1. Receive for information the corporate report dated December 9, 2019 from the Director of Engineering & Municipal Operations titled “Accessibility Upgrades at City Facilities”; and
2. Endorse inclusion in the Financial Plan of \$50,000 per year over 4 years for accessibility upgrades at City Facilities.

**INTRODUCTION**

The Rick Hansen Foundation Accessibility Certification™ (“RHFAC”) is a rating system that evaluates the meaningful access of commercial, institutional, and multi-unit residential buildings and sites. RHFAC offers two levels, ‘RHF Accessibility Certified’ or ‘RHF Accessibility Certified Gold.’ In June 2018, the City engaged the Rick Hansen Foundation (“RHF”) to conduct a RHFAC rating survey for seven City owned buildings.

**ANALYSIS**

The RHF Accessibility Assessors conducted the RHFAC rating surveys in February 2019 and provided the results in March 2019. Buildings that earn a rating score of 80% or higher is ‘RHF Accessibility Certified Gold’, between 60% and 79% is ‘RHF Accessibility Certified,’ and below 60% is ‘Not Certified.’ Table 1 summarizes the RHFAC rating certification for the seven buildings.

Table 1 – Summary of RHFAC rating certification for civic buildings

Building	RHF Accessibility Certified Gold	RHF Accessibility Certified	Not Certified
City Hall			<input checked="" type="checkbox"/> *
Library		<input checked="" type="checkbox"/>	
Centennial Park Leisure Centre and Arena			<input checked="" type="checkbox"/> **
White Rock Museum		<input checked="" type="checkbox"/>	
White Rock Community Centre		<input checked="" type="checkbox"/>	
Kent Street Activity Centre		<input checked="" type="checkbox"/>	
Centre for Active Living		<input checked="" type="checkbox"/>	

- \* While White Rock City Hall scored 66%, it could not be certified because there is no internal barrier-free path of travel between floor levels. RHF could not assign the building its official Rating.
- \*\* The Centennial Park Leisure Centre and Arena scored 64% but could not be certified because the Rating considered the configuration of the site. The building is separated into three different spaces (Hall, Arena, and Office) all of which can only be accessed via the exterior.

A summary of the accessibility improvements is attached as Appendix A. After a review of the certification ratings, proposed accessibility improvements and user demographics, staff proposes that improvements are completed in the following order:

1. Centennial Park Leisure Centre and Arena;
2. Kent Street Activity Centre;
3. Centre for Active Living; and
4. White Rock Community Centre.

It is important to note that improvements at Centennial Park Leisure Centre and Arena will improve the RHFAC score, but will not improve the RHF Accessibility Certification due to the configuration of the building. It should be noted that City Hall is not selected for accessibility improvements because it is unable to achieve certification due to the building configuration.

### **BUDGET IMPLICATIONS**

The 2020 to 2024 Draft Financial Plan includes \$50,000 annually over the next 4 years for accessibility upgrades at City Facilities. This is currently not included in the 2020 to 2024 Draft Financial Plan.

### **CONCLUSION**

The Rick Hansen Foundation Accessibility Certification™ (“RHFAC”) is a rating system that evaluates the meaningful access of commercial, institutional, and multi-unit residential buildings and sites. RHFAC offers two levels, ‘RHF Accessibility Certified’ or ‘RHF Accessibility Certified Gold.’ Although all buildings received scores that would earn ‘RHF Accessibility Certified’ rating, City Hall and the Centennial Park Leisure Centre and Arena did not receive certification due to the building’s configuration.

Staff reviewed RHF’s recommendations and proposes that accessibility improvements are completed in the following order: 1) Centennial Park Leisure Centre and Arena, 2) Kent Street Activity Centre, 3) Centre for Active Living, 4) White Rock Community Centre. Improvements at Centennial Park and Leisure Centre and Arena will contribute to a higher score but will not improve the building’s certification due to the building’s configuration.

Staff recommends that \$50,000 be included annually over the next 4 years in the Financial Plan for accessibility upgrades in order to improve public accessibility to city-owned facilities.

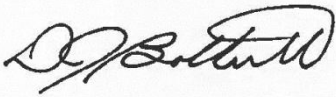
Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Gordon".

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

**Comments from the Chief Administrative Officer:**

I concur with the recommendation(s) of this report.

A handwritten signature in black ink, appearing to read "Dan Bottrill".

Dan Bottrill  
Chief Administrative Officer

Appendix A – RHF Accessibility Improvements

# RHFAC Rating Feedback-White Rock City Hall

## Key Areas of Success

- 1.0 Vehicular Access
  - There are barrier-free (BF) designated parking spaces at the front of the building, as well as one at the back of the building (more commonly used by staff or those going for planning services).
  - The BF parking spaces at the front of the building are identified with pavement markings and vertical signage displaying the International Symbol of Access (ISA).
- 2.0 Exterior Approach and Entrance
  - The entrances into the building from each level (Main and Lower) are equipped with a power door operator.
  - The exterior paths of travel serving the entrances are large in width and can accommodate for people side-by-side or passing one another (both walking or using a mobility device).
  - Pathways around the building are well maintained.
- 3.0 Interior Circulation:
  - Primary corridors are large and there is good colour-contrasting between floors and walls.
- 5.0 Sanitary Facilities:
  - Accessible washrooms on the Main Level are equipped with a power door operator.
  - Accessible washrooms are provided on the Lower Level.
- 7.0 Emergency Systems
  - Accessible exits leading directly outside at grade are provided from both the Main and Lower Level.
- 8.2 Public Assembly
  - The council chambers and their podiums are located on the same level as the entry level, making them accessible to everyone.

## Key Areas of Improvement

- City Hall is currently Accessibility Certified, however, because there is no internal barrier-free path of travel between floor levels, the building cannot be assigned its official Rating.
  - 1.0 Vehicular Access
    - City Hall should not share BF designated parking spaces with the Library. It would be beneficial if each building had access to at least two BF parking spaces.
    - All BF parking spaces should be provided with access to a properly designed curb ramp or depressed curb that is visually apparent through colour-contrasted markings to denote changes in slope or elevation.
    - The BF parking space at the back of the building is not provided with vertical signage displaying the ISA.
  - 2.0 Exterior Approach and Entrance:
    - The ramp along at the front entrance should be provided with colour-contrasting strips to denote the top and bottom of the landing. The slope of the ramp exceeds 8%.
    - Exterior stairs should be provided with a tactile attention indicator to signal the top of the landing (long term recommendation) or at minimum a redefined colour-contrasting strip (short term recommendation).
    - All tread nosings should be provided with colour-contrasting strips. Stairs would also benefit from having the handrails return back to the railing or back to the ground.
    - The rectangular PDO push pads serving the front and back entrance would be more visually apparent if larger and better colour-contrasted to their mounted surface.
    - The physical entrance doors should be identified with signage displaying the ISA.
    - Seating should be provided immediately adjacent to the entrances, and along the entry path of travel from the BF parking spaces (especially at the front of the building).

### 3.0 Interior Circulation:

- There is no interior vertical barrier-free path of travel and or an elevator between the Main and Lower Level; thus requiring individuals not capable of using stairs to exit the building in order to travel between floor levels. Depending on the weather conditions and taking into consideration the exterior sloped path between levels, this may not be easy for everyone to do (potentially requiring people to drive between levels). Let it be noted, if the building was served by an elevator device (such as a LULA), the Accessibility Rating would be greatly improved to the mid 70's.
- The glass door leading into the council members office area would benefit from an opaque strip as to be more visually apparent.
- All doors with knob hardware should be replaced with lever-style hardware or other hardware that is operable with a closed fist.
- All doors should be colour-contrasted to the wall in which they are mounted.
- Doors with vision panels should begin no higher than 900 mm above finish floor level to ensure they can be viewed through by people at all heights.
- There is a reduced headroom clearance below the central convenience stair on the Lower Level that should be cane detectable within 680 mm above the finish floor level by a guard rail or other barrier.
- Tactile directional indicators or colour-contrasting floor applications would assist people with low to no vision in finding main service desks, the convenience stair, and the council chambers.

### 4.0 Interior Services

- The reception desks (Parking and Bylaws) should be provided with a variety of heights or at least an accessible portion with knee and toe clearance on the patron and employee side.
- There is no accessible kitchen.

### 5.0 Sanitary Facilities:

- Washroom signage should be relocated to the adjacent side wall on the latch side and mounted such that the centre line is 1500 mm above finish floor level.
- Doors into barrier-free stalls should have a clear width no less than the clear width of the entrance door serving the washroom.
- The L-shaped grab bars should have vertical and horizontal portions that are each at least 750 mm in length. The vertical portion should be mounted 150 mm from the front edge of the toilet.
- All grab bars should have a knurled / textured finish for grip.
- The urinal should be colour-contrasted to the wall in which it is mounted, be equipped with 600 mm to 1000 mm long grab bars on each side and have a lowered rim height for those approaching from the seated position.
- Industrial toilet paper dispensers should be replaced with smaller toilet paper dispensers that are located below the grab bar in close proximity to the front edge of the toilet to support easier reaching capabilities.
- All barrier-free stalls and universal washrooms should be equipped with an emergency call system.
- Soap and hand towel dispensers should be mounted within reach of the front edge of the sink.

### 6.0 Signage, Wayfinding and Communication:

- The information directory outlined on the blue feature wall should be more visually apparent.
- All rooms throughout the building should be provided with consistent room signage displaying the room title and or use, in large tactile letters, on a surface that is colour-contrasted to the mounted surface. Currently, signage and general room signage is either not provided or not consistent in design.
- It is recommended that all staff and volunteers serving the building be trained in accessible customer service.

### 7.0 Emergency Systems

- The buildings fire instructions inclusive of the buildings floor plan and emergency procedures is mounted quite high and may not be viewable from all heights. Also refrain from putting emergency evacuation instructions in frames with highly reflective surfaces.
- All spaces including washrooms should be equipped with visual signal devices.
- All thresholds serving exit doors need to be bevelled at a slope of less than 5% to mitigate access or tripping hazards.

# RHFAC Rating Feedback-White Rock Library

## Key Areas of Success

### 2.0 Exterior Approach and Entrance

- The entrance into the building is equipped with a power door operator.
- The entrance is served by a large, clear, unobstructed area upon entry on the exterior and interior side.
- Pathways serving the entrance are well maintained.

### 3.0 Interior Circulation:

- Pathways between book shelves and throughout the library are wide and kept free of obstructions.
- The interior of the library upon entry is well illuminated and open to both floors with everything visibly within sight.
- The library offers a variety of seating all throughout.
- An elevator provides barrier-free access between the Main and 2nd Floor level.

### 4.0 Interior Services

- The service counter offers a variety of heights including accessible portions with and without available knee clearance.

### 5.0 Sanitary Facilities:

- Accessible washrooms are provided on the Main Level not far from the entrance.

## Key Areas of Improvement

### 1.0 Vehicular Access

- The library should not have to share barrier-free (BF) designated parking spaces with City Hall. It would be beneficial if each building had access to at least two BF parking spaces located in closest proximity to each of their main entrances.
- BF parking spaces should be considered for staff, if necessary.

### 2.0 Exterior Approach and Entrance:

- The frame of the entrance doors should be colour-contrasted from the surrounding similar frames with glazing.
- The single step serving the exit / entrance from the back lot should be visually identified with a colour-contrast strip to avoid tripping hazards.
- The ramp serving the entrance should have colour-contrasting strips to identify the tops and bottoms of landings.
- Interior and exterior stairs should be provided with a tactile attention indicator to signal the top of the landing (long term recommendation) or at minimum a redefined colour-contrasting strip (short term recommendation). All tread nosings along the stair should be provided with colour-contrasting strips. Stairs would also benefit from having the handrails return back to the railing or back to the ground and be continuous along the entire length of the stairway without breakages.
- The physical entrance doors should be identified with signage displaying the ISA.
- Seating should be provided immediately adjacent to the entrance, and along the entry path of travel coming from the BF parking spaces.

### 3.0 Interior Circulation:

- All doors with knob or thumb-latch hardware should be replaced with lever-style hardware or other hardware that is operable with a closed fist.
- The interior ramp should be provided with colour-contrasting strips to denote the tops and bottoms of landings.
- Tactile directional indicators should be provided from the front entrance up to the service counter, and from



the service counter to the stairway, elevator and washrooms to assist people with low vision with wayfinding.

- Pathways within the office area should be at least 1100 mm wide and cleared of any obstructions that may reduce the clear width of the pathway for both safety and access reasons.
- A handrail should be continuous along all walls within the elevator, with a mirror along the rear wall. The elevator should be equipped with a verbal command or at minimum an audible sound that notifies patrons of movement and floor designations. All hall control and cab control buttons should be mounted between 900 mm and 1100 mm above the finished floor level.
- The stairs serving the children's section have reduced rise and run which are great for children but potential tripping hazards for adults.

#### 5.0 Sanitary Facilities:

- Washroom signage should be relocated to the adjacent side wall on the latch side and mounted such that the centre line is 1500 mm above finish floor level. Signage to include large raised lettering, braille and pictograms.
- Washrooms would benefit from being identified with blade signage above the doors to be more easily identified from the long corridor in which they are located.
- In the long term when budget permits, a universal washroom should be provided on the 2nd Floor level, as there is currently no access to accessible washrooms on this level.
- The L-shaped grab bars should have vertical and horizontal portions that are each at least 750 mm in length. The vertical portion should be mounted 150 mm from the front edge of the toilet.
- All grab bars should have a knurled / textured finish for grip.
- All toilets should also be provided with a rear grab bar where the toilet tank is not secure.
- Industrial toilet paper dispensers should be replaced with smaller toilet paper dispensers that are located below the grab bar in close proximity to the front edge of the toilet to support easier reaching capabilities.
- All barrier-free stalls and universal washrooms should be equipped with an emergency call system.

#### 6.0 Signage, Wayfinding and Communication:

- The library could benefit from an information directory or keyplan of the library upon entry.
- It is recommended that all staff and volunteers serving the building be trained in accessible customer service.

#### 7.0 Emergency Systems

- The pull station and emergency evacuation instructions near the main entrance should not be obstructed by the ramp handrail, this prevents easy access to such emergency provisions.
- All spaces including washrooms should be equipped with visual signal devices.
- The fire extinguisher located near the book shelf in the Children's section would not be accessible to someone in a wheelchair.
- If the large landing at the top of the exit stair was designed to form part of an area of refuge, the area should be delineated and identified with signage and form part of the evacuation procedures for persons with disabilities.
- A plan needs to be well defined on how people with disabilities will exit the building from the 2nd Floor level in the event of an emergency. All staff should be well aware of this plan.

# RHFAC Rating Feedback-Centennial Park Leisure Centre and Arena

## Key Areas of Success

### 1.0 Vehicular Access

- The barrier-free parking spaces are located in closest proximity to the building entrance.

### 2.0 Exterior Approach and Entrance

- The three primary entrances serving the Arena, Customer Services, and Multi-Purpose Hall are all equipped with power operated doors or automatic sliding door.
- The surface of the exterior path of travel serving the entrance is slip-resistant.
- The front entrance of the building is completely sheltered and can accommodate a large group of people.
- The ramp serving the entrance has a low slope and would be easy for a variety of people to use.

### 3.0 Interior Circulation:

- Each portion of the building (Arena, Customer Service, Hall) is easy to find and navigate via large foyers, clear paths of travel, and in most cases, clear lines of sight to general areas.
- The arena foyer provides a variety of seating.

### 5.0 Sanitary Facilities:

- Accessible washrooms are provided in the Ice Rink, and the Hall.
- Regular toilet stalls serving the Hall are provided with grab bars which are useful to people that may not use wheelchairs but have limited strength or mobility.

### 7.0 Emergency Systems

- Accessible primary entrances are also accessible exits.

## Key Areas of Improvement

### 1.0 Vehicular Access

- There should be approximately 4 BF parking spaces and such spaces should be located on each side of an access aisle served by a curb ramp and clearly marked pedestrian pathway leading to the sidewalk on the building entrance side. The International Symbol of Access (ISA) symbol should be more visually evident on the pavement, and all BF parking spaces should be identified with vertical signage.
- The edge of the sidewalk serving the vehicular drop-off lane should be colour-contrasted.
- The curb ramp should be marked with colour-contrasted flared edges, and a tactile attention indicator at the transition between the bottom of the curb ramp and the vehicular lane.

### 2.0 Exterior Approach and Entrance:

- The exterior side of the entrances could benefit from better lighting and tactile directional or colour-contrasting floor applications that indicate the location and direction of each of the three separate entrances.
- The Customer Service entry doors swing outward, and should be protected with a guard mounted perpendicular to the wall in which the door is serving.
- It is recommended that the sliding doors be made more visually apparent by differentiating them from adjacent glazed panels using a colour-contrasting strip.
- The ramp at the entrance should be provided with tactile and colour-contrasting strips to identify the tops and bottoms of landings. The handrails should be continuous along the entire length without breakages.
- The sloped entry path adjacent to the ramp should also be provided with colour-contrasting strips to identify the top and bottom of the slope change.
- The stair to the outdoor terrace should be provided with tactile and colour-contrasting nosing strips, and a

tactile attention indicator along the top landing.

- The entrance to the office is equipped with a power door operator (PDO). The door that opens upon push pad activation should be identified with an adhesive sticker indicating that it is power operated, and be identified with the ISA.

### 3.0 Interior Circulation:

- Several areas of the ice rink are not accessible including the players benches, announcer's box (up a flight of steps), scorekeeping bench, and change room portions hosting plumbing fixtures. Interior accessible access should also be provided to the recreational room in the sunken floor area serving the ice rink.
- The ramp at the back of the ice rink should have edge protection along the open side.
- All ramps should be provided with tactile and colour-contrasting strips to identify the tops and bottoms of landings.
- All handrails, whether serving a ramp or stair, should colour-contrast to the surface they are mounted on the background surroundings, and return back to the railing, floor or wall.
- All stair nosings should be identified with a tactile and colour-contrasting strip.
- In the ice rink where the floor surface changes from the standard black slip-resistant material to concrete, the abrupt edge between the materials should be bevelled at 1:2 or sloped at 5% once greater than 13 mm.
- The horizontal guard cables serving the stairway leading up to the announcer's box are considered climbable and not safe for children.
- The Arena Foyer, Hall Foyer, Ice Rink and Office Service Desk could benefit from being served by tactile directional indicators that help with building navigation to assist people with low to no vision find doors to rooms and spaces, and seating areas.

### 4.0 Interior Services

- The Customer Service reception desk is provided with a variety of heights, however, the accessible portion is hidden along side the wall. Remove the signage board (or place in a different location), or provide signage with the ISA to indicate the location of the accessible portion of the desk.
- Maintain clear desk areas where paper work is to be filled out.
- The skate shop counter could benefit from an accessible counter portion.

### 5.0 Sanitary Facilities:

- All accessible washrooms should be equipped with a PDO.
- All washrooms facilities should be accessible within change rooms.
- Washroom signage should be relocated adjacent to the latch-side of the door, and mounted such that the centre line is 1500 mm above finish floor level. Signage should include braille, large raised lettering and pictograms.
- Grab bars adjacent to toilets should have knurled finishes and mounted such that the vertical (angled) component is 150 mm in front of the toilet bowl.
- All toilets should have a rear grab bar, and back support to shield people from the plumbing.
- The facility should be equipped with at least one universal washroom providing a 1700 mm clear turning circle, a roll-in shower, adult-size change table, motion sensor lighting, and an emergency call system.
- Sinks in washrooms could benefit from being mounted at different heights, rather than being set really low to serve younger ages.

### 6.0 Signage, Wayfinding and Communication:

- All rooms throughout the building should be provided with consistent room signage displaying the room title and or use, in large tactile letters, on a surface that is colour-contrasted to the mounted surface.
- It is recommended that all staff and volunteers serving the building be trained in accessible customer service.
- The entrances and washrooms providing accessible facilities should be provided with signage displaying the ISA.
- An information directory should be provided under the canopy of the front entrance foyer to provide details about the spaces in each portion of the building. A large key plan denoting main areas, access routes, and accessible facilities would also be helpful. An information directory should also have tactile components.

#### 7.0 Emergency Systems

- The building should have evacuation instructions posted throughout each portion of the building.
- Rooms and spaces throughout the building should be equipped with visual signal devices, especially in private areas like change rooms and washrooms.
- Fire alarm pull-stations are mounted in excess of 1200 mm above the finish floor level and may not be accessible to all heights in the event of an emergency.

#### 8.0 Additional Spaces

- At least one male and one female change room should be provided with accessible plumbing facilities including toilets, sink and roll-in shower.
- Change rooms should also include lowered hooks.
- Designated accessible seating should be provided in the ice rink.

# RHFAC Rating Feedback-White Rock Museum

## Key Areas of Success

### 1.0 Vehicular Access

- The museum is served by public parking. The barrier-free (BF) designated parking spaces are located in closest proximity to the building.
- The museum is provided with a transit stop with shelter and seating located directly in front of the building off of Marine Dr. The stop also provides signage indicating the stop number, and various travel routes and times.
- Even in bad weather conditions, the transit stop is well maintained.

### 2.0 Exterior Approach and Entrance

- The entire museum is surrounded by very large pathways that can accommodate for multiple people to pass one another. Given the winter conditions, pathways were kept to a fairly minimal width.
- The BF entrance is equipped with a power door operator.

### 3.0 Interior Circulation:

- The retail space and gallery maintain wide, clear and unobstructed primary paths of travel.

### 8.3 Exhibition Space

- The gallery provides accessible lines of sight to all display information that can be viewed from a variety of heights.
- Displays are set up at an accessible height for good viewing.
- The gallery is provided with seating.
- Access is provided up to all displays, except the interactive train display which is served by three risers.

## Key Areas of Improvement

### 1.0 Vehicular Access

- All barrier-free parking spaces should be identified with vertical signage displaying the International Symbol (ISA) of access. It was noted that snowy weather conditions covered the painted ISA symbol on BF parking spaces and were being used by individuals who do not have a permit to park in said spaces.
- The ramp leading up to the museum from the parking lot has a slope exceeding 8% which is likely to be difficult for people using mobility devices to navigate. Recommendations would be to renovate the ramp to a 1:15 to 1:20 slope, or provide a more level / low gradient pathway having a slope less than 5% that leads to Promenade, on route to the Museum.

### 2.0 Exterior Approach and Entrance:

- The BF entrance should be identified with the signage displaying the ISA.
- The entry facing Marine Dr. should be provided with signage indicating the direction and location of the BF entrance.
- The entrance off of Marine Dr, is recommended to be equipped with a power door operator (PDO) to better accommodate the public.
- The interior push button for the PDO serving the BF entrance is located quite far from the door opening itself. When tested, by the time the Assessor pushed the button and reached the entrance of the door, the door was already beginning to close. This can be easily fixed by adjusting the opening time of the door closer to remain open longer.
- Remove the planter from obstructing the approach space to the exterior PDO push pad.
- The ground surface immediately upon accessing both entrances into the retail shop is extremely slippery in wet conditions and should be replaced with a surface that is firm, stable and slip-resistant (ex. concrete).

### 3.0 Interior Circulation:

- Adjust all door closers such that the doors become easier to open and close with less force.

#### 5.0 Sanitary Facilities:

- The “barrier-free” washroom provided as the front of the retail space should:
  - > be completely cleared of its storage contents,
  - > be identified with proper washroom signage displaying the ISA and gender-neutral symbol with raised characters and braille.
- The location of the barrier-free washroom should be identified from the non-barrier free washroom located within the gallery.
- In the future when budget permits, a universal washroom should be provided within the gallery space.

#### 6.0 Signage, Wayfinding and Communications

- It is recommended that all staff and volunteers serving the museum be trained in accessible customer service.

#### 8.3 Exhibition Space

- The gallery could benefit from assistive listening systems or audio devices that verbalize the display information for people with low to no vision or who prefer listening to information over reading it.
- To protect some of the floor level displays, a colour-contrasting strip around the displays applied to the floor may help people with low to no vision steer clear of said displays.
- A tactile directional indicator or colour-contrasting treatment applied to the floor may assist in guiding people through the exhibit.

#### 8.7 Retail

- The service counter in the retail shop is recommended to implement an accessible portion with knee and toe clearance in order to be capable of serving everyone at all heights.

# RHFAC Rating Feedback-White Rock Community Centre

## Key Areas of Success

### 1.0 Vehicular Access

- The Parkade is sheltered.
- The one (1) available barrier-free (BF) parking space is large.

### 2.0 Exterior Approach and Entrance

- All entrances serving the Community Centre are equipped with a power door operator (PDO).
- The above-grade entrances are easy to find using good signage both from the street side, and those posted above the doorways.

### 3.0 Interior Circulation:

- The primary corridors are straight forward, are large in width, and are detailed with thick linear strip designs that follow the direction of the corridor.
- The front lobby and lounge are provided with a variety of seating.
- The primary entrance vestibule hosts the elevator which is highly convenient.
- Corners of walls in areas subject to high energy activities were padded.

### 4.0 Interior Services

- The reception desk offers a variety of surfaces at different heights, and centrally locates the accessible portion which is provided with ample knee clearance on both the patron and staff side.

### 5.0 Sanitary Facilities:

- All, but one, of the washrooms are equipped with a PDO and identified as accessible washrooms using the International Symbol of Access (ISA).
- The universal washroom is equipped with a push-to-lock mechanism.
- The universal washroom is provided with a roll-in shower.

### 6.0 Signage, Wayfinding and Communications

- The building is provided with a well configured and working signage and wayfinding system. The information directory is easy to find, read and use.

### 7.0 Emergency Systems

- The Ground Level and Parkade level provide access to accessible exits leading directly outside at grade.

## Key Areas of Improvement

With just a few improvements, this facility is on the path to becoming Gold Certified.

### 1.0 Vehicular Access

- The Parkade is only provided with one (1) BF parking space, when there should be approximately 2 to 4 BF parking spaces. Also, clearly differentiating the glazed doors from the glazed panels using a colour-contrasting strip is recommended.
- There should be a clearly marked pedestrian pathway from the BF parking space that extends across the vehicular pathway and leads up to the elevator lobby entrance door.
- It is recommended that a tactile attention indicator (TAI) be used to differentiate the pedestrian pathway from the vehicular route in both the Parkade and along the above-grade depressed curb near the primary entrance.

## 2.0 Exterior Approach and Entrance:

- Primary entrances should be identified as being accessible via the indication of the ISA. The primary above-grade entrance has a small ISA symbol but it is not very obvious.
- Rectangular push plates used to activate the PDO should be larger or better colour-contrasted with the surface to which they are mounted. Blue rectangular push plates against the silver mullions were used for the Parkade Elevator Lobby entrance, which was well done.
- Entrance doors equipped with a PDO should be visually identified via the adhesive sticker that identifies the door as being power-operated. This is applicable to the above-grade entrances.

## 3.0 Interior Circulation:

- The drinking fountain projects more than 100 mm from the corridor wall, which means it should be cane detectable within 680 mm of the finish floor level.
- Floor finishes are glossy which create high areas of glare and hot spots. This can be disorienting for people with low to no vision. It is recommended that glossy floors be coated with a matte surface treatment.
- The staff kitchen should be provided with accessible height work surfaces, a knee clearance beneath the sink, as well as access to a microwave with operable components within 1200 mm of the finish floor level.
- Given the facilities demographic is mainly seniors, handrails may be beneficial along long corridors and hallways. Asking members of the facility if they would benefit from the installation of handrails around the building would be beneficial prior to installing them.
- The elevator handrails should be mounted on a colour-contrasting, less reflective surface.
- The interior elevator cab doors should be colour-contrasted from the interior cab wall in which it serves.
- A tactile directional indicator (TDI) is recommended to be provided from the primary entrance and elevator up to the information / service desk.

## 5.0 Sanitary Facilities:

- Toilets should be provided with L-shaped grab bars with the vertical and horizontal components not less than 750 mm in length, and mounted such that the vertical portion is 150 mm in front of the toilet bowl, and be equipped with a separate grab bar to the rear of the toilet. In lieu of the continuous side to rear grab bar currently being provided.
- Having toilet paper dispensers mounted above the grab bar obstructs people from using them as leverage during a transfer or for support. All industrial toilet paper dispensers should be replaced with smaller and easier-to-use toilet paper dispensers mounted in closer proximity of the front edge of the toilet bowl and beneath the grab bar to assist in easy reach.
- All hand towel dispensers should be within reaching distance of the sinks.
- The universal washroom should be equipped with a larger mirror mounted on the vertical, an adult-size change table, and an emergency stop system.
- The roll-in shower should be designed such that the shower controls and hand-held shower device is mounted to the side of the seat not behind the seat. The grab bar should not extend behind the seat as this prevents people from leaning up against the shower wall for support. The shower would also benefit from a vertical grab bar upon entry adjacent to the seat.
- The accessible urinal should be colour-contrasted to the wall on which it is mounted and provided with two vertically mounted grab bars on each side having lengths between 600 to 1000 mm. The rim height is also recommended to be lowered.

## 6.0 Signage, Wayfinding and Communication:

- All room signage should be lowered such that its centre sits 1500 mm above finish floor level. Room signage should have tactile characters and be accompanied by braille.
- It is recommended that all staff and volunteers serving the building be trained in accessible customer service.
- The information directory is recommended to provide tactile lettering.

## 7.0 Emergency Systems

- The building should be equipped with visual signal devices in all rooms and spaces, especially washrooms or where privacy is warranted. Visual signal devices should be visible from all portions of the floor area.



- The buildings fire evacuation instructions are mounted too high to be viewable from all heights, the information lacks clear information and should be printed in colour. In one case they are obstructed by the drinking fountain.

- The emergency evacuation procedures should be simple and inclusive of a large floor plan done in black on white with labelled rooms and spaces that identifies the exits, exit routes, location of fire extinguishers, and meeting points in different colours, and any text should be highly visible.

# RHFAC Rating Feedback-Kent Street Activity Centre

## Key Areas of Success

### 1.0 Vehicular Access

- The parking lots provide access to barrier-free parking spaces.

### 2.0 Exterior Approach and Entrance

- The primary public entrance and the entrance into the multi-purpose room are each equipped with a power door operator (PDO).
- The exterior paths of travel serving the building include a variety of forms of access including stairs, sloped walks, and ramps which serves the greatest amount of people.
- The exterior paths of travel are large in width and can accommodate for people side-by-side or passing one another (both standing or using a mobility device).

### 3.0 Interior Circulation:

- The 2nd Floor can be accessed via an elevator or the central convenience stair.
- The library is provided with a variety of seating, large selection of books at a variety of heights, and a solarium with glare treated windows.
- Pathways are kept free of obstructions, and floors are well colour-contrasted from the walls.

### 5.0 Sanitary Facilities:

- All of the washrooms are equipped with a power door operator.
- The universal washroom is spacious.

### 7.0 Emergency Systems

- Accessible exits leading directly outside at grade are provided from both the Main and 2nd Level.
- The fire evacuation instructions are clear and easy to interpret.

### 8.0 Additional Use of Space

- The multi-purpose room is large, bright and accessible from both the interior and exterior of the building.
- The multi-purpose room has no fixed seating which allows for seats to be arranged based on the audience.

## Key Areas of Improvement

### 1.0 Vehicular Access

- The vehicular pathway is at the same level as the pedestrian pathway. As a result, this transition should be clearly marked with a tactile attention indicator (long term recommendation) or at least a wide colour-contrasting strip (short term recommendation).
- One of the barrier-free (BF) parking spaces (at the back lot) is not provided with vertical signage displaying the International Symbol of Access (ISA) like the front BF parking space has.
- The addition of one to two more BF parking spaces should be taken into consideration.
- The building entrance should be provided with a well defined passenger drop-off area.
- There should be a delineated pedestrian crossing provided from the vehicular parking spaces to the side walk serving the entrance.

### 2.0 Exterior Approach and Entrance:

- Portions of the pathways leading up to the primary entrance and multi-purpose entrance have slopes greater than 8% and have not been designed as ramps with handrails and curb edges along both sides;

- Colour-contrasting strips should be provided to identify the tops and bottoms of landings.
- The ramp along the front should be equipped with handrails along both sides. Furthermore, landscaping should be maintained behind all handrails to control over-growth.
- The exterior stair would benefit from a tactile attention indicator to signal the top of the landing (long term recommendation) or at minimum a redefined colour-contrasting strip (short term recommendation). All nosings along the stair should be provided with colour-contrasting strips.
- The PDO push pad serving the multi-purpose entrance on the exterior side should be mounted on a colour-contrasting surface to be more easily identified.
- The multi-purpose room entrance doors that open upon PDO activation should each be identified with the PDO warning adhesive sticker displaying the ISA.
- The primary entrance may benefit from exterior seating nearby.

### 3.0 Interior Circulation:

- The top of the convenience stair may benefit from a seating area along the top landing / foyer.
- The interior stair would benefit from having nosings that are colour-contrasted from the treads, and landings, as well as a tactile attention indicator along the top landing the signify that there is an elevation change.
- Given the facilities demographic is mainly seniors, handrails may be beneficial along corridors and hallways. Asking members of the facility if they would benefit from the installation of handrails around the building would be beneficial prior to installing them.
- The elevator is not programmed to provide floor level verbal commands.
- The elevator is equipped with a door re-opening device but may knock someone over given the current force it takes for the door to bounce back. This feature should be modified such that the sensor senses a physical entity and immediately begins to re-open with little to no force on physical contact.

### 4.0 Interior Services

- The reception desk is not provided with a variety of heights or an accessible portion with knee and toe clearance on the patron side.

### 5.0 Sanitary Facilities:

- Washroom signage should be relocated to the adjacent side wall on the latch side, and mounted such that the centre line is 1500 mm above finish floor level.
- Toilets should be provided with L-shaped grab bars with vertical and horizontal components not less than 750 mm in length, and mounted such that the vertical portion is 150 mm in front of the toilet bowl. Furthermore, as the toilet tanks are not secure there should be a rear grab bar provided 150 mm above the tank.
- All industrial toilet paper dispensers should be replaced with smaller and easier-to-use toilet paper dispensers mounted in closer proximity of the front edge of the toilet bowl without having to require extended reaching.
- The universal washroom should be equipped with an emergency call system, and an adult-size change table.

### 6.0 Signage, Wayfinding and Communication:

- All rooms throughout the building should be provided with consistent room signage displaying the room title and or use, in large tactile letters, on a surface that is colour-contrasted to the mounted surface. Currently, signage and general room signage is either not provided or not consistent in design.
- It is recommended that all staff and volunteers serving the building be trained in accessible customer service.

### 7.0 Emergency Systems

- The buildings fire evacuation instructions inclusive of the buildings floor plan and emergency procedures is mounted quite high and may not be viewable from all heights.
- All rooms and spaces throughout the building should be equipped with visual signal devices.

### 8.0 Additional Use of Space

- The stage and the dressing room are not accessible. Having a temporary ramp nearby would be recommended.

# RHFAC Rating Feedback-Horst and Emmy Werner Centre for Active Living

## Key Areas of Success

### 1.0 Vehicular Access

- A ramp is provided to give access between the parking lot and front entrance. There is also a stair option.

### 2.0 Exterior Approach and Entrance

- The pedestrian crossing from the Arena is clearly marked.
- The entrance consists of a sliding automatic door.
- Seating is provided to the exterior and interior of the entrance.
- The building entrance is easy to identify via large signage.
- The stairs are well marked with colour-contrasting nosing strips.
- The leading edge of the steps and ramp are made visually apparent using colour-contrasting stripes that extend the full length of the elevation change.

### 3.0 Interior Circulation:

- The primary corridors are straight forward, and are large in width.
- The front lobby and lounge are provided with a variety of seating.
- The elevator and washrooms are easy to identify from the front entrance via blade signage and overhead signage.
- The central convenience stair is:
  - > provided with highly visual, colour-contrasting nosings along the edge of each tread, and
  - > has continuous handrails along both sides with good graspability.
- The elevator is programmed with a no-contact safety sensor.

### 4.0 Interior Services

- The reception desk serves a variety of heights and has an accessible portion with adequate toe and knee clearance for face-to-face interaction.
- The reception desk is colour-contrasted from its surroundings.

### 5.0 Sanitary Facilities:

- All of the washrooms are equipped with a power door operator.
- Change rooms are provided with accessible roll-in showers and benches for seating.
- Change rooms have lockers at two different heights.

### 6.0 Signage, Wayfinding and Communications

- The building is provided with a great signage and wayfinding system.
- Having information directories on both floors that uses a Floor Plan with simple room labels is well received, simple and easy to use.

### 7.0 Emergency Systems

- The Evacuation Instructions include a well labelled floor plan indicating the important life safety features of the building including exits, fire extinguishers, pull stations and "you are here" indicator.

## Key Areas of Improvement

### 1.0 Vehicular Access

- One of the BF parking spaces is oddly located in the middle of regular parking spaces and is not served by an access aisle or curb ramp up to the front entrance. People parked in BF parking spaces should not have to

travel behind vehicles to reach the entrance.

- It is recommended that at least 4 barrier-free parking spaces be assigned to this building as a result of the demographic being mainly the ageing community, or consider the option of providing limiting mobility parking (regular parking spaces but with signage stating “limited mobility” who may not require a large space but who could benefit from a closer space to the entrance).
- BF parking signage should avoid the term “Handicap” and refer to using the International Symbol of Access and the wording “Permit Holders Only”.

## 2.0 Exterior Approach and Entrance

- The sliding doors should be equipped with a colour-contrasting strip extending the full width of the doors and differentiated from the adjacent glazed panels. The sliding doors should also denote that they include break-away features (if that be the case).
- Ensure the mats provided upon entry are well secured to the ground or floor surface to prevent tripping hazards.
- The ramp landing at the bottom should be marked and delineated as to be separate from the vehicular pathway and provide better drainage.
- The bottom of the ramp should be identified with a colour-contrasting strip identical to the one provided to identify the edge of the top landing.
- Exit stairs should be cleared of snow at all times for safety reasons.

## 3.0 Interior Circulation:

- Due to lighting distribution and floor finishes being glossy this creates a number of shadows, hot spots, and glare. This can be disorienting for people with low to no vision.
- Given the facilities demographic is mainly seniors, handrails may be beneficial along more corridors and hallways. Asking members of the facility if they would benefit from the installation of handrails around the building would be beneficial prior to installing them. The guardrail along the second floor opening was observed to be highly used by people waiting for their fitness class room to open.
- All handrails should be mounted on a colour-contrasting, non-reflective surface. When handrails are mounted against transparent glass it can reflect the handrail and create an illusion of more than one handrail which is confusing to people with low to no vision.
- The spiral-like design of the interior stair means having single treads with different inside and outside widths, which is not preferred.
- The interior elevator cab doors should be colour-contrasted from the interior cab wall in which it serves, and provided with a mirror along the back wall.
- The elevator should be programmed to provide verbal floor commands.
- Lighting levels are uneven between the entrance lobby and washroom area, and in hallways serving the 2nd Floor fitness rooms.

## 5.0 Sanitary Facilities:

- Washroom signage should include raised characters and braille.
- The universal washroom should include a disposal bin nearby the toilet, an adult-size change table and emergency call system.
- The horizontal portion of grab bars are obstructed by the large toilet paper dispensers. This prevents someone from using the grab bar who may require it. The toilet paper dispenser should be smaller in size, located beneath the grab bar and mounted within an easy reaching distance of the front edge of the toilet.
- Within the roll-in showers, the grab bar should not extend behind the seat as this prevents people from fully leaning up against the shower wall for support. The shower would benefit from a vertical grab bar upon entry adjacent to the seat.
- The accessible urinal should be colour-contrasted to the wall on which it is mounted. The rim height is also recommended to be lowered.
- All accessible toilets should be provided with some form of back support; most common being a toilet seat lid as it is large enough for someone to lean on, and large enough to fully cover the plumbing behind the toilet.

#### 6.0 Signage, Wayfinding and Communication:

- Room signage is great, however, could benefit from raised letters and tactile features including braille and being lowered to 1500 mm above the finish floor level.
- It is recommended that all staff and volunteers serving the building be trained in accessible customer service.
- The information directory is recommended to provide tactile lettering, and be mounted with its centre at 1500 mm above finish floor level.

#### 7.0 Emergency Systems

- The building should be equipped with visual signal devices in all washrooms.
- The buildings fire instructions inclusive of the buildings floor plan and emergency procedures are mounted too high to be viewable from all heights, the information lacks legibility due to small text and limited colour-contrast. The symbols used to denote exits, exit routes, location of fire extinguishers, and “you are here” locations should be done in colour to visually contrast from the grey and black floor plan and instructions.

#### 8.9 Fitness Facilities

- Provide fitness equipment that also serves people who use wheelchairs, such as an arm cycle machine.
- Provide a raised stretching mat for people who have difficulty getting down and up off the floor.

#### 8.11 Change Rooms

- Provide a grab bar to serve the bench seating.

## RHFAC Rating Feedback & Recommendations

Code	Facility	Category	Department Resp.	Key Areas of Improvement	Project Size	Operational vs Capital	Status
401	City Hall	Exterior Approach and Entrance	Facilities	The rectangular PDO push pads serving the front and back entrance would be more visually apparent if larger and better colour-contrasted to their mounted surface.	Large	Capital	
401	City Hall	Exterior Approach and Entrance	Facilities	Seating should be provided immediately adjacent to the entrances, and along the entry path of travel from the BF parking spaces (especially at the front of the building).	Large	Capital	
401	City Hall	Interior Circulation	Facilities	All doors with knob hardware should be replaced with lever-style hardware or other hardware that is operable with a closed fist.	Large	Capital	
401	City Hall	Interior Circulation	Facilities	All doors should be colour-contrasted to the wall in which they are mounted.	Large	Capital	
401	City Hall	Interior Circulation	Facilities	Doors with vision panels should begin no higher than 900 mm (35.4") above finish floor level to ensure they can be viewed through by people at all heights.	Large	Capital	
401	City Hall	Interior Circulation	Facilities	There is a reduced headroom clearance below the central convenience stair on the Lower Level that should be cane detectable within 680 mm (26.7") above the finish floor level by a guard rail or other barrier.	Large	Capital	
401	City Hall	Interior Services	Facilities	The reception desks (Parking and Bylaws) should be provided with a variety of heights or at least an accessible portion with knee and toe clearance on the patron and employee side.	Large	Capital	
401	City Hall	Sanitary Facilities	Facilities	Doors into barrier-free stalls should have a clear width no less than the clear width of the entrance door serving the washroom	Large	Capital	
401	City Hall		Facilities	The urinal should be colour-contrasted to the wall in which it is mounted, be equipped with 600 mm (23.6") to 1000 mm (39.4") long grab bars on each side and have a lowered rim height for those approaching from the seated position.	Large	Capital	
401	City Hall	Sanitary Facilities	Facilities	All barrier-free stalls and universal washrooms should be equipped with an emergency call system.	Large	Capital	

401	City Hall	Signage, Wayfinding and Communication	Facilities	The information directory outlined on the blue feature wall should be more visually apparent	Large	Capital	
401	City Hall	Signage, Wayfinding and Communication	Facilities	All rooms throughout the building should be provided with consistent room signage displaying the room title and or use, in large tactile letters, on a surface that is colour-contrasted to the mounted surface. Currently, signage and general room signage is either not provided or not consistent in design.	Large	Capital	
401	City Hall	Signage, Wayfinding and Communication	Facilities	It is recommended that all staff and volunteers serving the building be trained in accessible customer service	Large	Capital	
405	Library	Exterior Approach and Entrance	Facilities	Interior and exterior stairs should be provided with a tactile attention indicator to signal the top of the landing (long term recommendation) or at minimum a redefined colour-contrasting strip (short term recommendation). All tread nosings along the stair should be provided with colour-contrasting strips. Stairs would also benefit from having the handrails return back to the railing or back to the ground and be continuous along the entire length of the stairway without breakages.	Large	Capital	
405	Library	Exterior Approach and Entrance	Facilities	Seating should be provided immediately adjacent to the entrance, and along the entry path of travel coming from the BF parking spaces.	Large	Capital	
405	Library	Interior Circulation	Facilities	All doors with knob or thumb-latch hardware should be replaced with lever-style hardware or other hardware that is operable with a closed fist.	Large	Capital	
405	Library	Interior Circulation	Facilities	A handrail should be continuous along all walls within the elevator, with a mirror along the rear wall. The elevator should be equipped with a verbal command or at minimum an audible sound that notifies patrons of movement and floor designations. All hall control and cab control buttons should be mounted between 900 mm and 1100 mm above the finished floor level.	Large	Capital	
405	Library	Interior Circulation	Facilities	The stairs serving the children's section have reduced rise and run which are great for children but potential tripping hazards for adults.	Large	Capital	
405	Library	Sanitary Facilities	Facilities	In the long term when budget permits, a universal washroom should be provided on the 2nd Floor level, as there is currently no access to accessible washrooms on this level.	Large	Capital	
405	Library	Sanitary Facilities	Facilities	All barrier-free stalls and universal washrooms should be equipped with an emergency call system.	Large	Capital	



405	Library	Emergency Systems	Facilities	All spaces including washrooms should be equipped with visual signal devices.	Large	Capital
405	Library	Emergency Systems	Facilities	If the large landing at the top of the exit stair was designed to form part of an area of refuge, the area should be delineated and identified with signage and form part of the evacuation procedures for persons with disabilities.	Large	Capital
406	Arena	Exterior Approach and Entrance	Facilities	The exterior side of the entrances could benefit from better lighting and tactile directional or colour-contrasting floor applications that indicate the location and direction of each of the three separate entrances.	Large	Capital
406	Arena	Exterior Approach and Entrance	Facilities	The ramp at the entrance should be provided with tactile and colour-contrasting strips to identify the tops and bottoms of landings. The handrails should be continuous along the entire length without breakages.	Large	Capital
406	Arena	Interior Services	Facilities	The skate shop counter could benefit from an accessible counter portion.	Large	Capital
406	Arena	Sanitary Facilities	Facilities	All accessible washrooms should be equipped with a PDO.	Large	Capital
406	Arena	Sanitary Facilities	Facilities	All washrooms facilities should be accessible within change rooms	Large	Capital
406	Arena	Sanitary Facilities	Facilities	The facility should be equipped with at least one universal washroom providing a 1700 mm clear turning circle, a roll-in shower, adult-size change table, motion sensor lighting, and an emergency call system.	Large	Capital
406	Arena	Sanitary Facilities	Facilities	Sinks in washrooms could benefit from being mounted at different heights, rather than being set really low to serve younger ages.	Large	Capital
406	Arena	Additional Spaces	Facilities	At least one male and one female change room should be provided with accessible plumbing facilities including toilets, sink and roll-in shower.	Large	Capital
411	Museum	Vehicular Access	Facilities	The ramp leading up to the museum from the parking lot has a slope exceeding 8% which is likely to be difficult for people using mobility devices to navigate. Recommendations would be to renovate the ramp to a 1:15 to 1:20 slope, or provide a more level / low gradient pathway having a slope less than 5% that leads to Promenade, on route to the Museum.	Large	Capital
411	Museum	Exterior Approach and Entrance	Facilities	The entrance off of Marine Dr, is recommended to be equipped with a power door operator (PDO) to better accommodate the public.	Large	Capital

411	Museum	Exterior Approach and Entrance	Facilities	The ground surface immediately upon accessing both entrances into the retail shop is extremely slippery in wet conditions and should be replaced with a surface that is firm, stable and slip-resistant (ex. concrete).	Large	Capital
411	Museum	Sanitary Facilities	Facilities	In the future when budget permits, a universal washroom should be provided within the gallery space.	Large	Capital
406	WRCC	Exterior Approach and Entrance	Facilities	Rectangular push plates used to activate the PDO should be larger or better colour-contrasted with the surface to which they are mounted. Blue rectangular push plates against the silver mullions were used for the Parkade Elevator Lobby entrance, which was well done.	Large	Capital
406	WRCC	Interior Circulation	Facilities	The staff kitchen should be provided with accessible height work surfaces, a knee clearance beneath the sink, as well as access to a microwave with operable components within 1200 mm of the finish floor level.	Large	Capital
406	WRCC	Interior Circulation	Facilities	Given the facilities demographic is mainly seniors, handrails may be beneficial along long corridors and hallways. Asking members of the facility if they would benefit from the installation of handrails around the building would be beneficial prior to installing them.	Large	Capital
406	WRCC	Interior Circulation	Facilities	The elevator handrails should be mounted on a colour-contrasting, less reflective surface.	Large	Capital
406	WRCC	Interior Circulation	Facilities	The interior elevator cab doors should be colour-contrasted from the interior cab wall in which it serves.	Large	Capital
406	WRCC	Sanitary Facilities	Facilities	The universal washroom should be equipped with a larger mirror mounted on the vertical, an adult-size change table, and an emergency stop system.	Large	Capital
406	WRCC	Sanitary Facilities	Facilities	The roll-in shower should be designed such that the shower controls and hand-held shower device is mounted to the side of the seat not behind the seat. The grab bar should not extend behind the seat as this prevents people from leaning up against the shower wall for support. The shower would also benefit from a vertical grab bar upon entry adjacent to the seat.	Large	Capital
406	WRCC	Sanitary Facilities	Facilities	The accessible urinal should be colour-contrasted to the wall on which it is mounted and provided with two vertically mounted grab bars on each side having lengths between 600 to 1000 mm. The rim height is also recommended to be lowered.	Large	Capital
406	WRCC	Emergency Systems	Facilities	The building should be equipped with visual signal devices in all rooms and spaces, especially washrooms or where privacy is warranted. Visual signal devices should be visible from all portions of the floor area.	Large	Capital

415	KSAC		Vehicular Access	Facilities	The building entrance should be provided with a well defined passenger drop-off area.	Large	Capital
415	KSAC		Vehicular Access	Facilities	There should be a delineated pedestrian crossing provided from the vehicular parking spaces to the side walk serving the entrance	Large	Capital
415	KSAC		Exterior Approach and Entrance	Facilities	Portions of the pathways leading up to the primary entrance and multi-purpose entrance have slopes greater than 8% and have not been designed as ramps with handrails and curb edges along both sides;	Large	Capital
415	KSAC		Exterior Approach and Entrance	Facilities	The exterior stair would benefit from a tactile attention indicator to signal the top of the landing (long term recommendation) or at minimum a redefined colour-contrasting strip (short term recommendation). All nosings along the stair should be provided with colour-contrasting strips.	Large	Capital
415	KSAC		Exterior Approach and Entrance	Facilities	The primary entrance may benefit from exterior seating nearby.	Large	Capital
415	KSAC		Interior Circulation	Facilities	Given the facilities demographic is mainly seniors, handrails may be beneficial along corridors and hallways. Asking members of the facility if they would benefit from the installation of handrails around the building would be beneficial prior to installing them.	Large	Capital
415	KSAC		Interior Circulation	Facilities	The elevator is not programmed to provide floor level verbal commands.	Large	Capital
415	KSAC		Interior Services	Facilities	The reception desk is not provided with a variety of heights or an accessible portion with knee and toe clearance on the patron side.	Large	Capital
415	KSAC		Sanitary Facilities	Facilities	The universal washroom should be equipped with an emergency call system, and an adult-size change table.	Large	Capital
415	KSAC		Emergency Systems	Facilities	All rooms and spaces throughout the building should be equipped with visual signal devices	Large	Capital
421	CAL		Interior Circulation	Facilities	Given the facilities demographic is mainly seniors, handrails may be beneficial along more corridors and hallways. Asking members of the facility if they would benefit from the installation of handrails around the building would be beneficial prior to installing them. The guardrail along the second floor opening was observed to be highly used by people waiting for their fitness class room to open.	Large	Capital
421	CAL		Interior Circulation	Facilities	All handrails should be mounted on a colour-contrasting, non-reflective surface. When handrails are mounted against transparent glass it can reflect the handrail and create an illusion of more than one handrail which is confusing to people with low to no vision.	Large	Capital

421	CAL	Interior Circulation	Facilities	The spiral-like design of the interior stair means having single treads with different inside and outside widths, which is not preferred.	Large	Capital
421	CAL	Interior Circulation	Facilities	The interior elevator cab doors should be colour-contrasted from the interior cab wall in which it serves, and provided with a mirror along the back wall.	Large	Capital
421	CAL	Interior Circulation	Facilities	The elevator should be programmed to provide verbal floor commands.	Large	Capital
421	CAL	Interior Circulation	Facilities	Lighting levels are uneven between the entrance lobby and washroom area, and in hallways serving the 2nd Floor fitness rooms.	Large	Capital
421	CAL	Sanitary Facilities	Facilities	The universal washroom should include a disposal bin nearby the toilet, an adult-size change table and emergency call system.	Large	Capital
421	CAL	Sanitary Facilities	Facilities	The accessible urinal should be colour-contrasted to the wall on which it is mounted. The rim height is also recommended to be lowered.	Large	Capital
421	CAL	Sanitary Facilities	Facilities	All accessible toilets should be provided with some form of back support; most common being a toilet seat lid as it is large enough for someone to lean on, and large enough to fully cover the plumbing behind the toilet.	Large	Capital
421	CAL	Emergency Systems	Facilities	The building should be equipped with visual signal devices in all washrooms.	Large	Capital

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



**DATE:** December 9, 2019  
**TO:** Finance and Audit Committee  
**FROM:** Eric Stepura, Director of Recreation and Culture  
**SUBJECT:** Bleacher Seating for the 2020 Remembrance Day Ceremony

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee

1. Receive for information the corporate report dated December 9, 2019 from the Director of Recreation and Culture titled “Bleacher Seating for the 2020 Remembrance Day Ceremony;” and
  2. Recommend that Council support portable aluminum bleachers on city property as outlined in this corporate report, and consider including \$2,000 in the City’s 2020-2024 Financial Plan to fund the rental, installation and delivery of 480 portable aluminium bleacher seats for the 2020 Remembrance Day Ceremonies held in White Rock.
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**INTRODUCTION**

White Rock’s Remembrance Day Ceremony appears to be increasing in attendance every year. At the 2019 Remembrance Day Ceremony, a Council member received a suggestion from a resident proposing that the City consider setting up temporary bleachers in the southeast corner of White Rock Elementary School sport field for those attending the ceremony.

Staff have researched the feasibility of bleacher seating options to improve spectator viewing for future Remembrance Day Ceremonies held at the White Rock Cenotaph. This corporate report provides options and a recommendation for Council’s consideration.

**ANALYSIS**

Staff have researched two options for providing bleacher seating for Remembrance Day Ceremonies held at the White Rock Cenotaph. They are as follows:

**Portable Aluminum Bleachers on City Property**

Provide seating for 360 people by installing four (4) sets of ninety seat aluminum bleachers along the west curb of Fir Street facing the Cenotaph. These bleachers are available from Cloverdale Rodeo and Country Fair for a rental fee of \$1,000. Additional seating for 120 people by installing the City’s four (4) sets of aluminum bleachers that seat thirty (30) people each along the south curb of Buena Vista Street facing the Cenotaph. Collectively, these bleachers would provide seating for 480 people. Shipping and installation costs to the Cenotaph and back from

Cloverdale Fair Grounds and Centennial Arena is estimated at \$1,000. The total cost of this seating option is \$2,000 per event.

These bleacher seats would provide good viewing of the ceremony and parade for spectators who choose to sit there. If there is wet weather, City staff will make every effort to dry the bleacher seats before guests arrive. People will be encouraged to sit in the bleachers, and not stand in locations that block views of the people seated in the bleachers. Note that there would be no opportunity to observe the ceremony for those people standing behind the bleachers.

The bleachers could be moved in and setup in the early morning of November 11, and removed immediately following the ceremony, therefore, traffic disruption would be minimal, and there would be no impact to the adjacent school operations.

### **Erect Scaffold Bleachers on School District Property**

Install scaffold bleachers in the south east corner of the White Rock Elementary School sports field to provide seating for 480 spectators. This option is not recommended due to the following reasons:

- The property is owned by the Surrey School District, therefore, any work being done on the property would have to be approved by the School District. Obtaining this approval is more complicated than if the bleachers are situated on City property.
- The School District will likely oppose delivery trucks driving on the sports field during a season of year that the turf is wet and easily damaged.
- There is an 8' chain link fence located at the southeast corner of the sport field which would partially block viewing of the ceremony area. To provide clear visibility for spectators seated in bleachers located in this area would require bleachers with the bottom row elevated above the height of the fence. This type of temporary bleacher seating can be done by erecting scaffold type bleachers, however, they are much more costly to build and remove (\$10,000-\$15,000), and would necessitate closing off the south east portion of the school grounds for up to 10 school days for the bleacher installation and dismantling work.
- Access for spectators to get to the south east corner of the school ground is a quite a long walk over wet grass from either Johnston Road or the school parking lot.
- Also climbing the scaffold type bleacher stairs may be quite difficult for physically challenged older adults.

### **OPTIONS**

The following options are available for the Committee's consideration:

1. Provide portable aluminum bleachers on city property as described in this corporate report;
2. Erect scaffold bleachers on school district property as described in this corporate report;  
or
3. Provide direction to staff regarding an alternate option of Committee's choosing.

Staff recommend Option 1 to provide portable aluminum bleachers on city property as the most cost effective and time efficient method of providing better spectating visibility at future White Rock Remembrance Day ceremonies held at the White Rock Cenotaph.

### **BUDGET IMPLICATIONS**

The estimated cost to rent four sets of aluminum bleachers from Cloverdale Rodeo and Country Fair is \$1,000. Delivery to the Cenotaph and back of aluminum bleachers from Cloverdale and Centennial Arena is estimated at \$1,000. The total cost of this seating option is \$2,000 per event.

### **CONCLUSION**

White Rock's Remembrance Day Ceremony appears to be increasing in attendance every year. Staff have researched two options for providing 480 bleacher seats, and recommend providing portable aluminum bleachers on city property as the most cost effective and time efficient method of providing better spectator viewing of Remembrance Day ceremonies held at the White Rock Cenotaph.

Council would need to direct staff to include \$2,000 in the City's 2020-2024 Financial Plan in order to fund the rental and delivery of portable aluminium bleacher seating for the 2020 Remembrance Day Ceremonies held in White Rock.

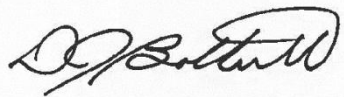
Respectfully submitted,



Eric Stepura  
Director of Recreation and Culture

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

I concur with the recommendations of this corporate report.



Dan Bottrill  
Chief Administrative Officer

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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

**FROM:** Sandra Kurylo, Director of Financial Services

**SUBJECT:** 2020 to 2024 Draft Financial Plan – General Fund Operating Budget

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – General Fund Operating Budget”;
  2. Endorse the presented Draft Financial Plan figures and assumptions for the General Fund Operating Budget or provide direction on amendments to be made; and
  3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.
- 

**INTRODUCTION**

The purpose of this corporate report is to introduce and obtain the Finance and Audit Committee’s endorsement of the General Fund Operating components of the City’s 2020 to 2024 Draft Financial Plan.

**PAST PRACTICE / POLICY / LEGISLATION**

The *Community Charter* requires that the 2020 to 2024 Financial Plan Bylaw be adopted before the property tax rate bylaw is adopted. The property tax rate bylaw must be adopted prior to May 15, 2020. Past practice in non-election years is to complete five-year financial plans by the beginning of the budget year (first year of the Financial Plan). Past practice in election years is to complete five-year financial plans in early spring of the budget year.

**ANALYSIS**

Attached as Appendix A are staff’s recommendations on the General Fund Operating budget component of the 2020 to 2024 Draft Financial Plan. This portion of the City’s budget is comprised of expenditures for all day-to-day City services (except those related to sanitary sewers, storm sewers, and water), allotments of money to be applied directly to current year general fund capital/asset improvement projects, and allocations of money to general fund reserves. The funding sources for these items (revenues) are also part of the General Fund



Operating budget. In addition to projecting the expected revenues from these sources, this also requires the determination of various fees or adjustments to them.

Money coming into the General Operating Fund (also known as general revenues) is comprised of:

- property taxes;
- solid waste user fees;
- recreation and culture program and rental fees;
- parking revenues;
- building and other permit revenues;
- licence revenue;
- community amenity contributions;
- investment income;
- tax penalties and interest;
- rental revenue;
- government grants;
- other miscellaneous revenues/fees; and
- money being used from reserves to pay for “one-time” operating expenditures in the budget year (referred to as transfers from reserves).

Money going out of the General Operating Fund is comprised of:

- Departmental operating expenditures required to provide day-to-day services, such as police, fire, City facility and parks operations and maintenance, road maintenance, engineering, City vehicle operations and maintenance, solid waste services, parking operations, recreation and culture, licensing, bylaw enforcement and general government. General government includes mainly the offices/departments of the Mayor and Council, Chief Administrative Officer, Corporate Administration, Communications, Finance, Planning and Development, Information Technology, Human Resources, as well as the City’s insurance premiums and General Operating Fund contingency budget;
- Annual allocations of money directly to the budget year’s capital/asset improvement projects; and
- Annual allocations of money to general fund reserves for the purpose of paying for future year expenditures (e.g. saving money for infrastructure upgrades and replacements) or to act as provisions for unexpected costs/revenue shortfalls. Putting money into reserves is a prudent best practice required by municipalities due to the significant investment in infrastructure and other capital assets that they have. These assets need to be maintained, upgraded or replaced in line with asset management plans to keep them safe and functioning well. If money is not available in reserves to do this work when required, municipalities have to rely on borrowing and government grants. If these external funding sources are not available, work needs to be deferred. This increases the risk of infrastructure failure, safety issues, potential legal claims, and higher costs that could have been avoided if the work was done as scheduled. It is important that municipalities are financially sustainable and having money in reserves to pay for asset/infrastructure renewals when needed, is necessary.

**Proposed 2020 General Fund Operating Budget – Base Budget Scenario**

The main funding source for the General Operating Fund is property taxes. The last Financial Plan, which covers the years 2019 to 2023, projected annual costs and funding sources to 2023. The 2020 property tax projected at that time was 2.75%. Since then, certain nondiscretionary cost increases and unanticipated revenue reductions have put further pressure on property taxes. Staff have undertaken significant review and analysis of the 2020 budget submissions to ensure they are reasonable and to identify other cost reductions and/or new revenues that could help pay for some of these increased expenditures and revenue reductions. Initial budget submissions from all City departments would have required a 2020 property tax increase of 9.5%. After a review of priorities and applying budget reductions, lower transfers to reserves and new revenues, the 2020 to 2024 Draft Financial Plan now reflects a 2020 property tax increase of 3.9%.

It is important to note that this base budget scenario reflects current service levels and includes no additional staff positions, except for a part-time Payroll Assistant needed to maintain current operations. The 2020 draft base budget scenario also incorporates a shift in Community Policing and Victim Services staff resources and this has no impact on property taxes. There is one additional regular full-time position included in the Water Utility component of the Draft 2020 to 2024 Financial Plan, and that is dealt with in a separate corporate report.

During the last year, Council and various Committees have identified some desired new initiatives and service level increases. These items, along with the budget impacts are presented later in this corporate report for the Finance and Audit Committee’s consideration.

As well, certain “one-time” budget requests are recommended to be funded from one-time funding sources (operating reserves), and those items are listed in this corporate report. Because operating reserves are limited, not all one-time budget requests are funded in the 2020 to 2024 Draft Financial Plan. Items not currently funded are also listed in this corporate report for consideration.

A 3.9% property tax increase has an impact of \$130 on an average detached single family home, and \$49 on an average strata property in the City.

**Main Reasons for Proposed 2020 Property Tax Increase (Base Budget Scenario)**

The following non-discretionary cost increases are incorporated into the draft 2020 Financial Plan:

Description	Amount	Property Tax Increase
Provision for staff wages and benefits	\$361,000	1.63%
Property Insurance Policy Premium (General Fund Portion only) – due to insurance market conditions, increased appraised values of City facilities, and new assets added. \$51,000 of this increase relates to the Pier.	\$86,700	0.39%

Contribution to Capital Works Reserve. Increase required due to higher appraised values of City facilities and addition of new assets such as the upgraded Pier Washroom and Memorial Park structures. The amount shown excludes \$90,000 now budgeted to be contributed to this reserve for the West Beach Parkade as it is being funded from parking revenues, not property taxes.	\$271,600	1.22%
RCMP Contract Costs	\$96,600	0.44%
Road, Streetlight & Traffic Signal Contract Maintenance, Supplies & Utilities	\$66,200	0.30%
Janitorial Contract Costs	\$45,500	0.20%
Legal Fees	\$35,000	0.16%
Contribution to Vehicle Replacement Reserve	\$26,300	0.12%
Part-time Payroll Assistant (2 days per week plus vacation coverage)	\$26,000	0.12%
Technology Software Maintenance Contracts	\$24,900	0.11%
Employee Training & Development (see comments below on how the property tax impact was subsequently mitigated)	\$32,700	0.15%
Tour de White Rock Traffic Safety Program	\$15,000	0.07%
Various other inflationary and miscellaneous cost increases	Various	

The following unanticipated revenue reductions, which required funding sources, are also incorporated into the 2020 draft budget:

<b>Description</b>	<b>Amount</b>	<b>Property Tax Impact</b>
Estimated reduction in Centre for Active Living leased space cost recoveries and recreation program revenue, due to anticipated reduction in certain space being leased out and corresponding activity programming (still under negotiation).	\$86,900	0.39%
Sidewalk Patio Fee Revenue – due to longer-term reduction in rate. Council resolved to keep the competitive rate in effect for another three years. It was previously budgeted as a one-time reduction for one-year only.	\$67,000	0.30%

Planning Application Fee Revenue – reduction expected due to projected reduction in new development	\$35,000	0.16%
Small Communities Provincial Grant – funding formula is based on multi-year average BC Stats population and property assessments. White Rock’s grant has been decreasing and it is expected to gradually be reduced to nil as the population increases. The projected grant for 2020 is \$130,000. Once the formula result reaches \$100,000 the grant is reduced to nil.	\$25,000	0.11%

The property tax impact of the above listed items is an increase of 5.87%. As noted, this list only includes the more significant items. The total tax impact, including the remaining inflationary cost increases is higher than this. Various cost reductions are incorporated in the draft 2020 to 2024 Financial Plan to assist in funding some of these items. Proposed funding sources are also provided by adding new or increased revenues. Examples of these adjustments, which reduced the proposed property tax increase to 3.9% are as follows:

- New property tax revenues added from new development – this is incremental revenue to the City which reduces the budgeted property tax increase. A total of \$510,000 in new tax revenues is budgeted from new development in 2020, with \$305,000 allocated to the general fund operating budget (to reduce property taxes) and \$205,000 to the General Fund Infrastructure Reserve for capital projects.
- Increased the City’s investment income budget and applied more of this money to the general fund operating budget (to reduce property taxes) and less of it to the Infrastructure Reserve
- The pay parking revenue budget has been increased to recover related inflationary costs and the budgeted allocation to the Capital Works Reserve for the West Beach Parkade. The expectation is that waterfront parking activity will increase now that construction of the new facilities is complete and there is added parking capacity. The proposed 2020 waterfront parking revenue budget is expected to be achieved once the level of activity returns to what it was in 2016 (before the construction started). The added capacity provides the opportunity to exceed that level.
- Reduction in facility utility costs due to the installation of high efficiency heaters
- Funding \$20,000 of the \$30,000 increase in the employee training and development budget from an operating reserve (and replacing it with property taxes over the next two years)
- Increased the RCMP contract budget allowance for vacant positions from \$100,000 to \$150,000 (Projected 2019 budget surplus is \$600,000)
- Increased fees charged to developers to recover the increased cost of conducting related property surveys

### **Other Proposed Fee Increases:**

This 2020 to 2024 Draft Financial Plan also incorporates the following fee increases:

- Increase in Solid Waste Fee of \$6, from \$331 to \$337 to cover inflationary cost increases of providing these services
- Institute a 2<sup>nd</sup> tier of parking fines for safety related offences – currently all parking offence fines are the same, whether it is pay parking violation or a safety offence (\$60 with an early payment discount of \$30). It is proposed that the fine levels for safety related offences (such as parking in a bus zone, in a fire lane, within 10 meters of a crosswalk, in front of or within one meter of a driveway etc.) be increased to \$80 with an early payment discount of \$25. The goal is to encourage more compliance.
- Reduce the early payment discount for Tier 1 parking fines (eg. pay parking) to \$25. Again, the goal is to encourage compliance.
- Staff are also examining options of further temporary parking restrictions in the Town Centre area to better deal with construction contractor vehicle parking. Research is underway on an option involving a new fee to be charged to developers, to offset corresponding additional enforcement costs. Staff will report further on this, including possible amendments to the 2020 to 2024 Draft Financial Plan, once the research is complete
- Increase the Secondary Suite Service Fee by \$10, from \$300 to \$310. Secondary Suite Service Fees are used as a funding source for certain capital projects.
- Increases in other miscellaneous fees to recover inflationary cost increases

The above proposed fee increases require amendments to various bylaws such as the Fees and Charges Bylaw, and Secondary Suite Service Fee Bylaw. It is planned that these bylaw amendments will come forward in late February, when the 2020 to 2024 Financial Bylaw is also expected to be presented to Council for the appropriate readings.

The Draft 2020 to 2024 Financial Plan assumes that *White Rock Business Improvement Area Bylaw 2019, No. 2311* is adopted with no amendments. If this bylaw is amended or not adopted, the Draft 2020 to 2024 Financial Plan will have to be adjusted.

### **Building Permit Revenue**

Municipal accounting and budgeting for building permit revenue is not the same as other types of revenues. When building permit funds are received for development projects that will take more than one year to complete, they are temporarily held in a “deferred” account, and recorded as revenue in the City’s books as the project construction proceeds and related inspections occur. This means that the amount of building permit revenue budgeted on a year-by-year basis, depends on both the amount of cash received and the timing of planned construction.

Due to major development project approvals over the last few years, the City has a significant amount of “deferred” building permit revenue that will be recognized as revenue over the next few years, as the projects proceed. The 2020 to 2024 Draft Financial Plan reflects staff’s best estimate of the timing of recognizing this revenue based on information available. This level of development and related building permit revenue is considered extraordinary and not sustainable on a long-term basis. Therefore, these funds are proposed to be used to pay for costs that are “one-time”, or directly related to work associated with this high level of development activity.

Last year Council approved that this one-time spike in building permit revenue be used to fund certain expenditures in 2019 to 2023. These items are still in the Draft 2020 to 2024 Financial Plan:

Full-Time Plans Examiner staff position	This was initially approved in 2018. It is funded to 2024 from this source in the Draft Financial Plan.
Full-Time Engineering/Public Works Inspector staff position	This was approved in the 2019 to 2023 Financial Plan. It is funded to 2024 from this source in the Draft Financial Plan.
Corporate advertising budget increase	This was approved in 2018. It is funded to 2024 from this source in the Draft Financial Plan.
Engineering Co-op student to assist with Strategic Transportation Plan	This was approved in the 2019 to 2023 Financial Plan for 2020. It is partially funded by a federal grant.
Temporary Full-Time Human Resource Advisor	One-year term position. This was approved last year for 2020.
Temporary employee health and safety assistance	Casual or contract help with completing employee safety assessments and related procedures. This was approved in the 2019 to 2023 Financial Plan for 2020

Most of this “one-time” building permit revenue that is remaining (after funding the above items) is budgeted to be put into the General Fund Infrastructure Reserve and used to fund capital projects that are in the Draft 2020 to 2024 Financial Plan. A small amount is planned to be put into an operating reserve as well, to provide a funding source for future year one-time operating budget requests. However, it should be noted that due to possible timing differences (i.e. if progress made on large development construction projects is different from staff’s current assumptions) this money might not be available in the years noted.

**Community Amenity Contributions**

The 2020 to 2024 Draft Financial Plan assumes that \$2.88M in Community Amenity Contributions (CACs) will be received in 2020. The timing of this is staff’s best estimate, based on information available at this time. Overall, \$6.98M in CACs is projected to be received over the next four (4) years, including the \$2.88M budgeted in 2020. Possible uses of these funds will be dealt with in the Draft 2020 to 2024 Financial Plan - General Fund Asset Improvement Budget corporate report.

**Other Funded “One-Time” Operating Budget Requests (Base Budget Scenario)**

As stated previously, it is appropriate to fund “one-time” operating budget requests from one time funding sources, rather than increase property taxes for these purposes. An appropriate one-time funding source is money in an operating reserve or the City’s accumulated surplus fund. The main one-time costs recommended to be funded in 2020 from these sources, and reflected as such in this Draft Financial Plan are as follows:

Sea Festival – once again, this is proposed to be funded on a one-time basis, rather than permanently with a property tax increase at this time. Funding this permanently with an associated property tax increase should be considered during the 2021 to 2025 Financial Plan process. The total expense included in the 2020 draft budget is \$85,000. The amount shown is net of a budgeted \$15,000 in contributions.	\$70,000
Snow Birds Special Event	\$30,000
Temporary staff resources to assist with implementation of the new “Perfect Mind” recreation program and facility booking software system: <ul style="list-style-type: none"> <li>• Temporary Recreation Programmer for 8 months - \$52,200</li> <li>• Additional Recreation and Culture Department casual staff to backfill employees on training and orientation - \$46,000</li> <li>• Temporary Part-Time Finance Department assistance to help develop and implement related financial processes - \$19,200</li> </ul>	\$117,400
Summer student to assist the Planning and Development Department with various public engagement and policy initiatives. The amount shown is net of a HRDC Summer Student grant.	\$15,000
Chief Administrative Officer Recruitment	\$45,000
Employee Benefits Consultant – to assist the Human Resources Department with managing employee benefits and related costs. This was approved in the 2019 to 2023 Financial Plan, for 2020.	\$10,000
Note - Unused budgets for items funded on a one-time basis in 2019 that are not complete at the end of 2019 will be carried over to the 2020 budget when the 2020 to 2024 Financial Plan is amended in April 2020. Examples include the following (amounts shown are the full amounts budgeted in 2019): <ul style="list-style-type: none"> <li>• Solid Waste Review - \$75,000</li> <li>• Railway Relocation - \$75,000</li> <li>• Economic Development Strategy - \$60,000</li> <li>• Temporary Part-time Economic Development Officer - \$50,000</li> <li>• OCP Review (Town Centre component) - \$50,000</li> </ul>	

**Service Level Increases and New Initiatives Not Funded in the Draft 2020 to 2024 Financial Plan**

The following service level increases are recommended by staff and presented for Council’s consideration. These items and amounts are not included in the 2020 draft budget.

Description	Amount	Property Tax Impact
There was a Purchasing Officer staff position added in the City’s current Financial Plan beginning in 2020. Due to the unexpected items now needing to be funded staff have not included it in the 2020 draft base budget. 65% of this position’s salary would be allocated to the general fund (amount shown) and 35% to the City’s utility budgets. If not funded in 2020, it will be included in a future year in the draft 2020 to 2024 Financial Plan.	\$64,900	0.29%
Additional Bylaw Enforcement staff hours to deal with various issues such as dogs on the promenade, out of town business licences etc.	\$30,000	0.14%
New regular full-time Project Engineer staff position. This position will coordinate various Engineering, Facilities and Parks capital projects, as well as assist in processing permit applications. 35% of this position’s salary will be charged to the general fund operating budget (amount shown) and 65% to various capital projects. If this is approved, certain capital project budgets will be reduced by a total of \$60,000 annually due to efficiencies and a lower hourly rate for this staff position compared to what is currently included in the capital project budgets for contracted engineering consultants. If approved, the capital budget savings will total \$300,000 from 2020 to 2024.	\$45,000	0.20%

There have been some desired new initiatives and service level increases identified by Council, Committees of Council, and staff that require additional ongoing operating budget resources. These items, which are listed below, are not funded in the Draft 2020 to 2024 Financial Plan and are presented for Council’s consideration:

Council Committee Support	Amount	Property Tax Impact
Convert Temporary Full-Time Committee Clerk position to Regular Full-Time. The property tax impact will be realized over two years. The amount shown is the property tax impact for 2020, and an additional lift of \$34,000 will be needed in 2021.	\$34,400	0.15%
Increase budget for Volunteer Appreciation Recognition Event. This is in addition to a \$2,800 increase included in the base budget scenario.	\$3,200	0.01%



In addition, staff have initiated action to hire an additional 15 month Temporary Full-Time Committee Clerk at a cost of \$92,000 (including the cost of a workstation). This is being funded from the 2019 budget.		
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<b>Communications</b>	<b>Amount</b>	<b>Property Tax Impact</b>
Convert Temporary Full-Time Communications Clerk to Regular Full-Time. The property tax impact will be realized over two years. The amount shown is the property tax impact for 2020, and an additional lift of \$27,000 will be needed in 2021.	\$52,900	0.24%

<b>Policing</b>	<b>Amount</b>	<b>Property Tax Impact</b>
The RCMP detachment has requested an additional full-time police officer, increasing the approved compliment to 26 members. This will assist in dealing with the increased complexity of policing due to changes in technology, law, privacy rights and community needs. The detachment received an increase of two (2) members in 2018. An additional Police Support Clerk position was also added in 2018. The amount shown includes wages, benefits, training, and other RCMP headquarters administrative costs that are allocated to the City based on the number of approved police officers.	\$146,100	0.66%

<b>Special Events</b>	<b>Amount</b>	<b>Property Tax Impact</b>
Hire a Part-Time Special Events Assistant. This is needed to support the increased level of special events planned for 2020. This assumes that the planned level will continue in future years.	\$42,100	0.19%
Buskers Festival – this was funded on a one-time basis in the past. An ongoing funding source is required to continue with this event on an annual basis in the future. The amount shown is net of \$1,800 in funding that would be budgeted from contributions.	\$18,200	0.08%
Municipal Operations budget increase needed to support the level special events planned for 2020. An ongoing funding source is needed if this level is to continue. Related costs include garbage removal, signage, assistance with setups/take downs etc.)	\$18,500	0.08%

<b>Grant and Fee for Services</b>	<b>Amount</b>	<b>Property Tax Impact</b>
Earlier this year Council received a request from the White Rock Museum and Archives Society to increase its annual grant by \$50,000. The grant budgeted in the 2020 draft budget is \$122,700 which includes an inflationary increase compared to 2019.	\$50,000	0.23%
The City’s agreement with the South Surrey/White Rock Chamber of Commerce expires on December 31, 2019. It has requested an increase in its fee for services from \$5,600 in 2019 to \$15,000, beginning in 2020. There is currently \$5,000 included in the 2020 draft budget for this purpose.	\$10,000	0.05%

<b>Parks Maintenance – funds requested to provide the level service Council indicated it would like</b>	<b>Amount</b>	<b>Property Tax Impact</b>
Increase budget to allow for improvement maintenance of hillside walkways. Council directed that this be considered in response to a delegation presentation.	\$30,000	0.14%
Add a new regular full-time Trades Gardner staff position	\$93,800	0.42%
Increased budget for the purchase of perennials and annuals, as well as related materials and supplies.	\$40,000	0.18%
Increase compliment of casual and seasonal temporary full-time staff.	\$92,400	0.42%
Increase budget for more technical training of Parks staff	\$5,000	0.02%

**One-Time Requests Not Funded in the 2019 to 2023 Draft Financial Plan**

At this time, the following requests are not funded in the Draft Financial Plan, and are presented for Council’s consideration. If Council wishes any of these to be funded, an amendment to the 2020 to 2024 Draft Financial Plan will be required.

Development of a Heritage Strategy. Council endorsed this Committee recommendation for funding consideration. Council was not aware of the cost implications at the time. The Director of Recreation and Culture has provided this cost estimate.	\$80,000
Development of a Heritage Home Inventory. Council endorsed this Committee recommendation for funding consideration. Council was not aware of the cost implications at the time. The Director of Recreation and Culture has provided this cost estimate.	\$110,000

### **Other Items Not Incorporated into the 2020 to 2024 Draft Financial Plan**

There has been a suggestion to consider replacing additional contracted assistance with in-house staff, similar to the Project Engineer position request. This item is noted for the Committee's information and discussion.

### **2020 Fraser Valley Regional Library Levy**

The City is a member of the Fraser Valley Regional Library (FVRL) system. FVRL staff manage and operate the White Rock Library. The City provides the building accommodation and maintains it. The City is assessed a FVRL levy every year, for the management and operation of the Library. The 2020 White Rock levy, which has received FVRL Board approval is \$977,800. This is \$19,734 or 2.1% higher than in 2019. This figure has been incorporated into the Draft 2020 to 2024 Financial Plan. It is shown as a separate levy on the City's annual property tax notices.

### **Projected Operating Budgets for 2021 to 2024**

Several other assumptions were made in order to project the City's General Fund Operating Budget revenues and expenditures over the four (4) years, 2021 to 2024. Examples include the following:

- For 2021 onwards, the rate of inflation is assumed to be 2% per year;
- One (1) additional Firefighter is assumed to be hired in 2021 and one (1) in 2022 (this was approved in the last Financial Plan for the same years);
- Revenues from new development are based on information currently available on previously approved projects and related construction timing, with no other major developments assumed at this time; and
- The lease with the BNSF Railway Company which expires on July 31, 2023 is renewed with no change in the annual lease payment

Based on a proposed 3.9 % property tax increase for 2020, the following tax increases are projected in future years at this time:

- 2021 – 2.40%
- 2022 – 2.42%
- 2023 – 2.28%
- 2024 – 2.59%

### **Public Consultation Process**

The *Community Charter* requires that there be a process of public consultation before financial plan bylaws can be adopted. The legislation does not define what this process should be. It has been the City's practice to request written comments and also to schedule a public meeting to receive comments on its Financial Plans. It is assumed that this practice will continue and an advertisement to that effect will be placed in the newspaper in due course. It would also be helpful if the Finance and Audit Committee can advise staff if there are any specific items related to the 2020 to 2024 Draft Financial Plan that they would like comment on.

## **OPTIONS**

The following options are available for the Finance and Audit Committee’s consideration:

1. To endorse the General Fund Operating Budget as presented, and base the public consultation process on the documents presented.
2. To amend the Draft Financial Plan General Operating Budget and base the public consultation process on the amended assumptions and figures.

## **CONCLUSION**

It is recommended that the Finance and Audit Committee endorse the 2020 to 2024 Draft Financial Plan figures and assumptions as presented in this corporate report for the General Fund Operating Budget and direct staff to proceed with a public meeting and placing an advertisement in the newspaper requesting comments.

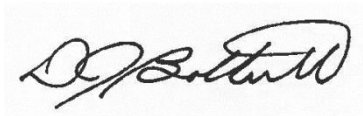
Respectfully submitted,



Sandra Kurylo  
Director of Financial Services

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

I concur with the recommendations of this corporate report.



Dan Bottrill  
Chief Administrative Officer

Appendix A: 2020 to 2024 Draft Financial Plan General Fund Operating Budget

**City of White Rock Draft 2020 - 2024 Financial Plan  
General Fund Operating Budget**

	2019 Budget	2020	2021	2022	2023	2024
Revenues:						
Municipal Property Taxes	\$ 22,195,600	\$ 23,571,400	\$ 24,751,100	\$ 25,920,500	\$ 26,746,800	\$ 27,588,600
Regional Library Levy	958,066	977,800	997,400	1,017,300	1,037,600	1,058,400
BIA tax Levy	356,500	337,000	343,000	350,000	357,000	364,000
Grant in Lieu of Taxes & Utility Levies	274,700	280,200	285,800	291,500	297,300	303,200
Fees & Charges						
Recreation and Culture Programs	1,603,400	1,448,300	1,482,600	1,517,700	1,553,700	1,590,600
Solid Waste User Fees	1,355,400	1,383,700	1,411,600	1,440,000	1,468,600	1,497,800
Engineering and Operations	175,000	206,200	210,300	214,500	218,800	223,200
Own/Other Sources						
Tax Penalties/Interest	230,000	245,000	245,000	246,000	246,000	246,000
Cell Tower Rentals	64,500	32,200	64,800	65,200	66,000	66,900
Property Rentals	170,800	159,100	161,300	163,500	165,700	167,900
Business Licences	531,000	525,000	530,000	535,000	540,000	545,000
Building Permits	3,970,000	4,322,000	2,747,000	1,345,000	1,275,000	1,275,000
Parking	3,404,700	3,522,200	3,554,800	3,587,800	3,621,300	3,655,200
Net Investment Income	945,000	995,000	995,000	995,000	995,000	995,000
Community Amenity Contributions	8,696,000	2,880,000	3,600,000	250,000	250,000	-
Repayment of Surplus from Water Fund	35,000	35,000	35,000	35,000	35,000	35,000
Other	2,585,500	2,703,200	2,742,800	2,802,400	2,852,400	2,907,500
Government Grants	543,900	523,400	523,800	523,800	529,500	529,500
<b>Total Revenues</b>	<b>\$ 48,095,066</b>	<b>\$ 44,146,700</b>	<b>\$ 44,681,300</b>	<b>\$ 41,300,200</b>	<b>\$ 42,255,700</b>	<b>\$ 43,048,800</b>
Transfers from Reserves:						
Police Equipment Reserve	21,600	-	-	-	-	-
Economic Development Reserve	110,000	-	-	-	-	-
Traffic Fine Revenue Sharing Reserve	4,000	3,600	-	-	-	-
Other Operating Reserves	1,609,300	800,800	222,500	291,400	212,900	220,500
Appropriation from surplus	1,196,000	-	-	-	-	-
<b>Total Transfers From Reserves</b>	<b>\$ 2,940,900</b>	<b>\$ 804,400</b>	<b>\$ 222,500</b>	<b>\$ 291,400</b>	<b>\$ 212,900</b>	<b>\$ 220,500</b>
<b>Total Revenues &amp; Transfers from Reserves</b>	<b>\$ 51,035,966</b>	<b>\$ 44,951,100</b>	<b>\$ 44,903,800</b>	<b>\$ 41,591,600</b>	<b>\$ 42,468,600</b>	<b>\$ 43,269,300</b>

	2019 Budget	2020	2021	2022	2023	2024
Expenditures:						
Fire	4,280,100	4,320,100	4,532,600	4,751,300	4,882,800	5,018,800
Police	6,044,300	6,099,100	6,260,300	6,437,400	6,620,100	6,791,600
Parking	1,500,800	1,542,300	1,564,100	1,586,400	1,609,100	1,632,300
Permits, Licencing & Bylaw Enforcement	1,460,400	1,383,100	1,410,800	1,439,000	1,467,800	1,497,200
Parks	2,241,600	1,975,100	2,014,100	2,053,900	2,094,500	2,135,900
Garbage, Recycling & Green Waste	1,456,700	1,477,000	1,499,600	1,529,700	1,560,200	1,591,300
Transportation and Other Operations	4,788,400	4,530,100	4,599,800	4,691,700	4,785,700	4,881,400
Recreation and Culture	4,036,266	3,955,800	3,793,900	3,869,700	3,947,100	4,026,100
General Government (Note 1)	7,224,400	7,310,200	7,251,100	7,563,100	7,654,800	7,870,300
City Rental Properties	44,400	36,500	15,400	13,800	14,100	14,400
Total Expenditures	\$ 33,077,366	\$ 32,629,300	\$ 32,941,700	\$ 33,936,000	\$ 34,636,200	\$ 35,459,300
Transfers to Reserves:						
Capital Works Reserve	998,100	1,359,700	1,427,100	1,495,800	1,555,500	1,616,500
Equipment Replacement Reserve	583,100	615,800	638,800	651,600	664,700	677,900
Community Amenity Contribution Reserve	8,696,000	2,880,000	3,600,000	250,000	250,000	-
Other reserves						
Pier Preservation Reserve	64,500	32,200	64,800	65,200	66,000	66,900
Community Work Fund Reserve (Gas Tax)	115,800	114,800	120,300	120,300	126,000	126,000
Computer Replacement Reserve	100,000	100,000	105,000	105,000	110,000	110,000
Police Equipment Reserve	10,000	10,000	10,000	10,000	10,000	10,000
Roadworks Reserve	685,500	654,300	667,400	900,700	954,300	1,009,000
Buena Vista Rental Property Reserve	10,600	-	-	-	-	-
Infrastructure Reserve	2,621,800	3,338,200	1,968,200	451,200	406,200	411,200
Secondary Suite Service Fee Reserve	342,000	365,000	375,000	385,000	395,000	405,000
Council Technology Reserve	-	3,000	3,000	3,000	3,000	3,000
Climate Action Revenue Incentive Program Reserve	20,000	20,000	20,000	20,000	20,000	20,000
Civic Election Reserve	20,500	20,500	20,500	-	20,500	20,500
Other Operating Reserves	1,255,800	153,400	155,400	125,400	55,400	52,000
Surplus Repayment from Water Fund	35,000	35,000	35,000	35,000	35,000	35,000
General Revenue Allocation to Asset Improvements	2,371,700	2,619,900	2,751,600	3,037,400	3,160,800	3,247,000
Repayments of Accumulated Surplus	23,700	-	-	-	-	-
Principal payments on capital leases	4,500	-	-	-	-	-
Total	\$ 17,958,600	\$ 12,321,800	\$ 11,962,100	\$ 7,655,600	\$ 7,832,400	\$ 7,810,000
Total Expenditures & Transfers	\$ 51,035,966	\$ 44,951,100	\$ 44,903,800	\$ 41,591,600	\$ 42,468,600	\$ 43,269,300

Notes: 1) General Government includes offices of Mayor & Council, Chief Administrative Officer, Corporate Administration, Communications, Finance, Planning & Development, Information Technology, Human Resources, & Contingency.

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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

**FROM:** Sandra Kurylo, Director of Financial Services

**SUBJECT:** 2020 to 2024 Draft Financial Plan – General Fund Asset Improvement Budget

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**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – General Fund Asset Improvement Budget”;
  2. Endorse the presented Draft Financial Plan figures and assumptions for the General Fund Asset Improvement Budget or provide direction on amendments to be made; and
  3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.
- 

**INTRODUCTION**

The purpose of this corporate report is to introduce and obtain the Finance and Audit Committee’s endorsement of the General Fund Asset Improvement component of the City’s Draft 2020 to 2024 Financial Plan.

**PAST PRACTICE / POLICY / LEGISLATION**

The *Community Charter* requires that the 2020 to 2024 Financial Plan Bylaw be adopted before the property tax rate bylaw is adopted. The property tax rate bylaw must be adopted prior to May 15, 2020. Past practice in non-election years is to complete five-year financial plans by the beginning of the budget year (first year of the Financial Plan). Past practice in election years is to complete five-year financial plans in early spring of the budget year.

**ANALYSIS**

Attached, as Appendices A to C, are documents detailing staff’s recommendations regarding projects and funding sources on the General Fund Asset Improvement component of the Draft 2020 to 2024 Financial Plan. Amounts budgeted in 2019, with some updates, are also shown for information. Several of these projects were not completed during 2019 and funding

required to be carried over to 2020 to complete the work will be added to the 2020 to 2024 Financial Plan once the final 2019 figures are available. This is expected to be in mid-April.

Asset improvement projects include capital projects (e.g. infrastructure/equipment upgrades and replacements, the construction or purchase of new assets etc.), major maintenance work and certain infrastructure related studies/masterplans. This section of the 2020 to 2024 Draft Financial Plan does not include asset improvement work related to sanitary and storm sewers, and water infrastructure, as these are dealt with in the respective utility budgets.

There are several sources of funding used to pay for General Fund asset improvements. These include annual allocations of general revenue, money that has been saved in reserves, development cost charges (DCCs), contributions/donations, grants and debt.

Funding sources have been identified for all projects in the proposed plan and are summarized on the last page of the project list (Appendix A). Also attached, as Appendix B, are details on the funding sources for each project in each year of this Draft Financial Plan. Appendix C contains projected balances of the City's General Fund asset improvement reserves at the end of each year, after money is removed in the years budgeted to be spent on applicable projects. These projections are based on information available at this time. They also include projected amounts to be put into these reserves every year, and assumed interest earned where applicable. Some of the money projected to be put into reserves is based on assumptions regarding the timing/schedules of large development project construction. If the actual timing differs from the assumed timeframes, these funds may not be available in the years noted and the City's asset improvement projects they are budgeted to fund may need to be re-phased. Examples are projected receipts going into the Community Amenity Contribution Reserve and "one-time" building permit funds budgeted to be put into the Infrastructure Reserve.

Many of the proposed General Fund asset improvement projects are necessary for public safety and/or involve the upkeep and ongoing replacement of the City's current infrastructure or equipment.

### **2020 to 2024 Draft Financial Plan – General Fund Asset Improvement Projects**

The proposed General Fund Asset Improvement Projects total \$57.2M over the five (5) years, with annual amounts ranging from \$6.5M to \$21.1M. This does not include the unspent budgets/funding that will be carried over from 2019's budget to 2020, to complete certain projects that were either not started or started but not finished in 2019. At this time it is expected that funding for approximately 40% of the 2019 projects will be carried over to 2020. Examples are the Marine Drive Hump Micro Pile Installation, Strategic Transportation Plan Update, certain road and intersection upgrades and the Facilities Masterplan Update. These carry-over budgets and funding sources will be added to the 2020 to 2024 Draft Financial Plan when final 2019 figures are available.

The project cost figures included in 2020 to 2024 Draft Financial Plan are staff's best estimates at this time. In some cases, cost estimates may be adjusted as more information becomes available about the project. Major projects and assumptions are as follows.

### **Roadworks and Other Strategic Transportation Plan Projects**

A major undertaking in 2020 will be the updating of the City's Strategic Transportation Plan. Although this was budgeted in 2019, the work will continue into 2020. This will update the needs and priorities with respect to future roadworks and pedestrian safety improvements in the City. Funding allotments have been included in the Draft 2020 to 2024 Financial, with more details to be added once this study update is complete.



Design of Johnston Road Reconstruction Phase 2 (Russell to Thrift), is budgeted to be done in 2020, but construction is not budgeted until 2021. This is because the related utility works cannot be undertaken until Bosa Properties completes certain portions of their infrastructure work related to the Miramar development. Phase 3 of Johnston Road Reconstruction (Thrift to Roper) is not planned to be started until after 2024 at this time.

A number of the east side road upgrades that were budgeted in 2019 were not started, and the funds will be carried over to the 2020 budget.

### **Phase 2 Pier Restoration**

This work was originally budgeted to start in 2019 and be completed in 2020. The total budget is \$11.6M with the following funding sources:

Federal/Provincial Grant	\$8.00M
Fundraising Proceeds/Donations	\$2.00M
Community Amenity Contributions (CACs)	\$1.27M
Insurance Proceeds	\$0.33M
Total	\$11.60M

Preliminary design work has begun, however no further funds can be committed until a grant is approved and sufficient donations are raised. The City is waiting for a response to the application that was submitted under the *Investing in Canada Infrastructure Program – Community, Culture and Recreation* grant program (73.33% funding). This could potentially provide Phase 2 funding of up to \$8.5M. Fundraising is underway by the Friends of the Pier campaign.

An amount of \$600,000 is included in the above cost estimate for the West Wharf replacement. Of this amount, approximately \$330,000 will be funded from insurance proceeds if the work is complete and claims are submitted prior to December 20, 2020 (two years from the storm event). This is assumed to be the case in the Draft 2020 to 2024 Financial Plan. In order for that deadline to be met, a decision will have to be finalized on the future of the marina soon. If the City decides not to reconstruct the West Wharf, the insurance proceeds will be significantly less, only amounting to the cash value of the infrastructure. If the City pursues replacing the West Wharf, it may be possible to obtain an extension of the December 2020 deadline, but there is no guarantee that it will be approved.

If grant funding is not approved for the Pier and Council wishes to still go forward with this work, it may wish to amend the funding sources substituting the grant funds with CACs. However that adjustment is not recommended until a decision on the grant application is known.

### **City Hall**

As Council is aware, there are several issues with respect to City Hall. The building is operating beyond its useful life, does not meet seismic standards, and does not have the capacity needed to house City staff. In March 2019 Council resolved that a business analysis be undertaken with respect to the replacement of the building, to determine a needs assessment, available options and other uses of the existing City Hall (site/precinct) and costs. This work is not yet complete, however the seismic review is being updated as a first step. At this time, pending a decision on the next steps, funding allotments of \$1.5M are included in both 2020 and 2021 in the Draft

Financial Plan for this purpose. Significant funding will be needed to replace City Hall. It is appropriate to use CACs for this purpose.

### **Solid Waste Vehicle Replacements**

The entire fleet of solid waste vehicles is due for replacement in 2020. The Draft 2020 to 2024 Financial Plan includes the replacement of these five (5) vehicles in 2020, for a total cost of \$966,000, funded from the Vehicle Replacement Reserve. These vehicles will not be purchased until the Solid Waste Study is complete, and the future of solid waste service delivery is confirmed.

### **Facilities Masterplan Update**

An update of the City's Facilities Masterplan was budgeted in 2019. Work has been initiated, but this will not be completed until 2020. This will evaluate the conditions of all City facilities and provide a recommended plan of approach, with priorities, on work needing to be done over a period of years. While there are some itemized facility upgrades included in the 2020 to 2024 Draft Financial Plan this Masterplan Update needs to be completed before further priorities can be identified. As a result, general funding allocations have been included for implementation of the Facilities Masterplan with details to follow once the Masterplan update is completed.

### **Waterfront All Abilities Park**

This project is in the City's 2019 to 2023 Financial Plan for 2021, with a budget of \$300,000 funded from contributions. Staff believe that a more realistic cost estimate for the scope of work envisioned is \$1M, so the budget has been increased to that amount in the Draft 2020 to 2024 Financial Plan (all funded from contributions). At this time, this park is planned to be located in one of the parking lots on East Beach, and an amount of \$1M is budgeted as a provision to purchase some land to help replace some of the displaced parking spaces. The proposed funding sources for this possible land purchase are CACs (\$700,000) and a capital reserve (\$300,000).

### **MacCaud Park Upgrade**

This is a new project which is included in the Draft 2020 to 2024 Financial Plan in 2020 at a cost of \$750,000. The scope of work includes the installation of six (6) pickle ball courts, pathways, a play feature, ornamental gardens, and trees. The proposed funding source is CACs.

### **New Financial System**

Last year Council approved a \$1.5M budget to replace the City's Financial System in 2021. This is still included in the 2020 to 2024 Financial Plan, for the same year. The City's current financial system, which has been in use since 2002, is nearing the end of its useful life. The City's needs have evolved and have become more complex since then, and technology has advanced significantly. A new financial system, which incorporates current technology, and supports efficient and effective business processes is needed.

### **Funding Sources**

Many General Fund projects in this Draft Financial Plan are funded from general revenue and City reserves. There is no new debt (internal or external) included in this portion of the Draft Financial Plan.

Attached, as Appendix C, is a summary of projected General Fund Asset Improvement Reserves, based on information and assumptions in this Draft Financial Plan. If actual results are different than the information these assumptions were based on, the figures will change. An example is the amount of CACs available as the timing of when these monies are received depends on the progress made on certain development projects.

Also, it is noted that the City has a substantial amount of Development Cost Charges (DCCs) on-hand, in particular for Parks. These monies can only be spent on projects included in the City’s DCC Bylaw. The City’s DCC Bylaw is outdated and needs to be amended to reflect current priorities so this money can be spent. This work was budgeted in 2019, but will be carried over to 2020 and made a priority for next year.

**Projects Not Included in 2020 to 2024 Draft Financial Plan**

On November 4, 2019 Council endorsed certain Marine Drive Task Force recommendations for funding consideration. Of the items endorsed, the following ones are currently not included in the Draft 2020 to 2024 Financial Plan:

Description	Preliminary Cost Estimate
Pier Enhancement – two mid-section rest/stopping areas (bulges)	\$1.2M to \$1.4M
Creating flexible (all-season/all-ages) public space on Marine Drive – assumed to be comprised of canopies	\$2M to \$4M
Extension of Pier over breakwater	Unknown

It is appropriate to fund this type of infrastructure from CACs. Using CACs as a funding source is also appropriate for the replacement of City Hall and the Phase 2 Pier Restoration. Feedback from the upcoming CAC Council Forum is expected to identify other possible uses for uncommitted CACs. At this time, based on the amount of CACs received to date and interest earned, there is approximately \$6.5M available and not committed in this Draft 2020 to 2024 Financial Plan. This figure is projected to increase to \$13.5M, based on assumed receipts for the remainder of 2019 to 2021 (including \$240,000 earmarked for public parking in the Town Centre), or \$14M to 2024.

**Final 2020 to 2024 Financial Plan Amendment**

A final amendment to the 2020 to 2024 Financial Plan Bylaw will come forward in April 2020 with details on incomplete 2019 capital project budgets and funding sources to be carried over to 2020.

**OPTIONS**

The following options are available for the Finance and Audit Committee’s consideration:

1. To endorse the General Fund Asset Improvement Budget as presented, and base the public consultation process on the documents presented.
2. To amend the Draft Financial Plan General Fund Asset Improvement Budget and base the public consultation process on the amended assumptions and figures.

**CONCLUSION**

It is recommended that the Finance and Audit Committee endorse the presented 2020 to 2024 Draft Financial Plan figures and assumptions for the General Fund Asset Improvement Budget and direct staff to proceed with a public meeting and request for written comments.

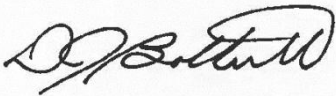
Respectfully submitted,



Sandra Kurylo  
Director of Financial Services

**Comments from the Chief Administrative Officer:**

I concur with the recommendations of this corporate report.



Dan Bottrill  
Chief Administrative Officer

Appendix A: 2020 to 2024 Draft Financial Plan General Fund Asset Improvement Projects

Appendix B: 2020 to 2024 Draft General Fund Asset Improvement Projects with Funding Sources

Appendix C: Projected General Fund Asset Improvement Reserves

**City of White Rock 2020 - 2024 Financial Plan  
General Fund Asset Improvement Projects**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP		
<b><u>Municipal Engineering &amp; Operations</u></b>													
Pavement Condition Analysis		25,000										25,000	
Pavement Overlays	377,000	400,000	<b>400,000</b>	500,000	500,000	500,000	500,000	500,000	500,000	500,000		2,300,000	
Roadworks													
Marine - Finlay to Stayte			442,000									442,000	
Marine - High to Bishop	39,000												
Marine - High to Anderson			458,000									458,000	
Marine - Oxford to Anderson			<b>369,000</b>									369,000	
Marine - Bishop to Terry			812,000									812,000	
Marine & Nichol Intersection Improvements		110,000										110,000	
Kent - Buena Vista to Pacific				710,000								710,000	
Parker - Thrift to Pacific		<b>296,000</b>	846,000									1,142,000	
Parker - Pacific to Columbia	7,000												
Maple - Pacific to Columbia	6,000												
Lee - Pacific to Columbia	6,000												
Johnston - North Bluff to Russell	11,000												
Johnston - Russell to Thrift		60,000	2,863,000									2,923,000	
Johnston and Russell Wheelchair Ramps	140,000												
Johnston Road Tree Light Replacements	74,000												
Johnston - Russell to Thrift (Light Pole Replacements)	63,000												
Johnston - Thrift to Roper (Light Pole Replacements)	240,000												
Johnston Road LED Crosswalk		50,000										50,000	
Thrift - Johnston to Vidal	498,000												
North Bluff & Oxford Intersection Improvements	90,000												
Buena Vista - 15367 Buena Vista						53,000						53,000	
Buena Vista - Best to Johnston													383,000
Columbia - Parker to Stayte	186,000												
Columbia - Habgood to Parker	101,000		99,000									99,000	
Columbia & Maple Improvements									<b>200,000</b>			200,000	
Habgood - Pacific to Columbia	618,000												
Pacific - Maple to Parker	5,000												
Pacific - Habgood to Ewson	100,000												
Prospect - Foster to Johnston		50,000	500,000									550,000	
George - Thrift to Russell			139,000									139,000	
Best - Thrift to Russell				266,000								266,000	
Russell - Best to Fir													287,000
Royal - Johnston to Fir									350,000			350,000	
Blackburn Crescent - Archibald to High	250,000												
Martin - Buena Vista to Victoria									20,000	1,207,000		1,227,000	
Saturna - Archibald to North Bluff	110,000												
Victoria Road Realignment							140,000					140,000	

**Note:** For 2020 to 2024 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP		FP		FP		FP		FP			
<b>Municipal Engineering &amp; Operations</b>													
Other													
Development Coordinated Works	45,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	100,000	
North Bluff Sidewalk Replacement - Centennial Oval		80,000										80,000	
Marine Drive Hump Vegetation Replacement	250,000											-	
Marine Drive Hump Micro Pile Installation	1,200,000											-	
Miscellaneous Retaining Wall Improvements	40,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	450,000	
Semiiahmoo Retaining Wall Replacement	100,000											-	
Victoria Retaining Wall Repairs Foster to Vidal												-	150,000
DCC Bylaw Review	20,000		20,000					20,000				40,000	
Traffic Safety Review	37,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	75,000	
Street Lighting Program	45,000	45,000	45,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	240,000	
Bus Stop Accessibility	110,000											-	
Strategic Transportation Plan Update	200,000											-	
Other Strategic Transportation Plan / DCC Bylaw Projects (25% DCC's, 75% Other Sources)	500,000	500,000	500,000	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	6,500,000	
Miscellaneous Road/Pedestrian Improvements not in STP	50,000	60,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	360,000	
Vehicle Fleet & Equipment Replacements													
Public Works Polaris Ranger Electric Utility Vehicle Unit #103	18,000											-	
Public Works Ford 550 SD Mini Dump Unit #133	83,000											-	
Public Works Ford F350 Flatdeck Unit #136 (replacement vehicle will be a mini dump)		350,000	75,000									75,000	
Public Works Sterling Street Sweeper Unit #140												350,000	
Public Works Ford F450 Flatdeck Unit #147 (replacement vehicle will be a mini dump)			83,000									83,000	
Public Works Ford F450 Flatdeck Unit #148 (replacement vehicle will be a mini dump)			83,000									83,000	
Public Works John Deere Backhoe Unit #121				200,000								200,000	
Public Works Ford F150 Pickup Unit #150								40,000				40,000	
Public Works Ford F150 4X4 Crew Cab Unit #120										45,000		45,000	
Public Works Ford F550 Crew Cab Unit #151										75,000		75,000	
Public Works Ford Focus Unit #164										30,000		30,000	
Public Works Equipment Sander #1										11,000		11,000	
Public Works Equipment Sander #2										11,000		11,000	
Public Works Snow Plow #1 (for unit #147)										11,000		11,000	
Public Works Snow Plow #2 (for unit #148)										11,000		11,000	
Public Works Snow Plow #4 (for unit #160)										11,000		11,000	
Public Works Equipment Snow Plow on unit #162										11,000		11,000	
New Vehicle Fleet & Equipment Replacements													
Public Works Pickup for Engineering Inspector	36,000											-	
Public Works Equipment Snow Plow on unit #365	50,000											-	
Garage 5 Tonne Overhead Crane	70,000											-	
Garage 25 Tonne Hydraulic Press	8,000											-	
Fuel Delivery Software Upgrade		15,000										15,000	
Fuel Dispensing Pumps Upgrade		18,000										18,000	

Note: For 2020 to 2024 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020			2021			2022			2023			2024			Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP			
<b>Garbage, Recycling &amp; Green Waste</b>																		
Garbage Compactor Rebuild	70,000																	
Compactor Garbage Container Replacement									17,000							17,000		
Green Waste Disposal Bins Concrete Pad	25,000																	
<b>Vehicle Fleet Replacements</b>																		
Garbage Sterling Haul All Unit #332		150,000														150,000		
Garbage Ford F550 Haul All Unit #333		258,000														258,000		
Garbage Ford F550 Rollins Haul All Unit #325		258,000														258,000		
Peterbilt Recycler Unit #329		150,000														150,000		
Peterbilt Recycler Unit #330		150,000														150,000		
<b>Facilities</b>																		
<b>Arena</b>																		
Building Exterior Replacement	200,000																	
Roof Replacement	100,000																	
Dehumidifier Repairs/Replacement	100,000																	
Autoscrubber Replacements	12,000									25,000						25,000		
Ice Edger Replacement									10,000							10,000		
Security Card Access Integration with CAL	15,000																	
Interior Signage Replacement	13,000																	
Concession Appliance Replacements	4,000																	
Zamboni Bay Floor Replacement	30,000																	
Chiller Replacement	225,000																	
Rubber Floor Replacement	22,000																	
Skate Shop Counter Replacement	20,000																	
Office Counter Replacement	20,000																	
Office Window Covering Replacement																		
Hall Curtains Replacement		7,000														7,000		
Lounge Ceiling Replacement		20,000														20,000		
Event Covered Storage Replacement		15,000														15,000		
Relief Valves Replacement									10,000							10,000		
<b>Centre for Active Living</b>																		
New Exterior Lighting	5,000																	
Security Gate Replacement for NGO Offices	15,000																	
Portable Card Reader	6,000																	
Portable Registration Workstation	6,000																	
Washroom Improvements		10,000														10,000		
Cardio Equipment Replacement	20,000	6,000	6,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	33,000			
Audio System Replacement		10,000													10,000			
<b>WR Community Centre</b>																		
Portable Card Reader	6,000																	
Security Gate Replacement	20,000																	
Chair Replacements	11,000															11,000		
Kitchen Equipment Replacement	10,000															10,000		
Council Meeting Live Stream Technology	30,000															65,000		

Note: For 2020 to 2024 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

Facilities	2019 & Approved Updates	2020				2021				2022				2023				2024				Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP	FP				
<b>Kent Street Activity Centre</b>																							
Exterior Siding Replacement	350,000																				-		
Driveway and Patio Replacement	50,000																				-		
Washroom Upgrades	100,000																				-		
Auditorium Floor Refinishing/Replacement	30,000	7,000	7,000	32,000	7,000																53,000		
Lighting Upgrades	5,000	5,000	5,000	5,000																	15,000		
Kitchen Floor Replacement	5,000																				-		
Cedar Shake Awning Replacement	5,000																				-		
Outdoor Signage Replacement	10,000																				-		
Cupboard Replacements					12,000																12,000		
Lobby Furniture Replacement						5,000															5,000		
Patio Landscape Improvements	5,000																				-		
Outside Bench Replacements	5,000																				-		
Retaining Wall Replacement	15,000																				-		
Kitchen Ramp Replacement	10,000																				-		
Storage Room Floor Replacement		6,000																			6,000		
Stage Cupboards Replacement		5,000																			5,000		
Computer Lab Computer Upgrades		<b>10,000</b>																			10,000		
HVAC System for Classroom			8,000																		8,000		
<b>Museum</b>																							
Exterior Painting	30,000																				-		
Window Repairs	25,000																				-		
Events Kiosk Sign	10,000																				-		
Exterior LED Lighting	62,000																				-		
Wood Skirting Installation		6,000																			6,000		
Museum Plaza Electronic Message Board																					40,000		
<b>Library</b>																							
Ceiling Tile Replacement	10,000																				-		
Interior Painting		15,000																			15,000		
Lighting & Ceiling System Replacement																					-		
New Intrusion, Fire and Elevator Alarms	18,000																				-		
Lounge Chair Replacements	6,000																				-		
Children's Area Shelving & Desk Replacements	14,000																				-		
Book Display Island Replacement	18,000																				-		
New Book Display Islands	16,000																				-		
Furniture Replacements	12,000	13,000	9,000	34,000	28,000																84,000		
Computer Workstation Replacements																					10,000		
Customer Service Desk Replacement			16,000																		16,000		
Exterior LED Lighting			30,000																		30,000		
Sprinkler System			75,000																		75,000		
Electrical Room	14,000																				-		
Washroom Upgrade		25,000																			25,000		

**Note:** For 2020 to 2024 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions



	2019 & Approved Updates	2020 FP	2021 FP	2022 FP	2023 FP	2024 FP	Total 2020-2024	Future Years
<b>Facilities</b>								
City Hall								
City Hall / Annex Analysis	50,000						-	
Office Upgrades	100,000						-	
New Secure Mail Drop/Box and Reception Area Modification	10,000						-	
City Hall Project		1,500,000	1,500,000				3,000,000	
Exterior LED Lighting								33,000
Sprinkler System								50,000
Lawn and Garden Improvements								50,000
Lower Floor Renovation								???
Seismic Upgrades								> \$2M
Operations Building & Yard								
Operations Building Locker Replacement								25,000
Yard Fencing	87,000						-	
Rubble Pit Rebuild	15,000						-	
Yard Master Plan/Space Plan	50,000						-	
New Parks Yard Fencing	150,000						-	
<b>Other</b>								
Facilities Masterplan Update	115,000							
Facilities Masterplan Implementation		300,000	400,000	500,000	600,000		1,800,000	
Evergreen Daycare Window Replacement	10,000							
Arts Building Window Upgrades & Exterior Door Replacement	17,000							
Arts Building Washroom Upgrades		20,000					20,000	
Centennial Field Concession & Washroom Building Replacement				100,000			100,000	
Oxford Storage Building Repairs		20,000					20,000	
Emergency Measures Earthquake Mitigation Projects	21,000							
Facility Alarm Systems Integration	104,000							
Facility Lighting Replacements	20,000							
Portable Ozone System	7,000							
City Facility Accessibility Improvements		50,000	50,000	50,000	50,000		200,000	
City Facility Water Heater Replacements		10,000					10,000	
Fall Protection Equipment	54,000	20,000	20,000	20,000	20,000	20,000	100,000	
Miscellaneous Facility Upgrades	99,000	75,000	75,000	75,000	75,000	75,000	375,000	

**Note:** For 2020 to 2024 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP		FP		FP		FP		FP			
<b>Parks</b>													
Centennial Park													
Generations Playground Pathway & Picnic Area Upgrade	175,000											-	
Centennial Baseball Diamond Restoration	19,000											-	
North of Oval Landscaping & Retaining Wall Improvements		220,000										220,000	
Tennis Court & Lacrosse Box Resurfacing		100,000										100,000	
Baseball Warning Track Improvements		75,000										75,000	
Electronic Sign Replacement			36,000									36,000	
Waterfront													
Eastbeach Shoreline Restoration	1,551,000											-	
All Abilities Playground (All Contributions)				<b>1,000,000</b>								1,000,000	
Marina Expansion	6,000											-	1,000,000
Memorial Park Upgrade	1,388,000											-	
Memorial Park Public Art	56,000											-	
Pier Washroom & Viewing Platform	718,000											-	
Pier Pre-servicing	8,000											-	
Railway Pedestrian Crossings												-	
Finlay Crossing Upgrade	281,000											-	
Bay Crossing Upgrade	276,000											-	
Balsam Crossing Upgrade	552,000											-	
Cypress Crossing Upgrade	806,000											-	
Ash Crossing Upgrade	518,000											-	
Pier Crossing Upgrade	68,000											-	
New Oxford Crossing - signals & lights	55,000											-	
New Anderson Crossing - signals & lights	59,000											-	
Pier Repairs/Restoration												-	
Pier Immediate Repairs	4,300,000											-	
Pier Restoration Completion	2,000,000											9,000,000	
West Wharf Replacement												600,000	
Promenade Extension to Coldicutt Ravine & Overhead Walkway												-	
Overhead Walkway Design	4,000											-	
Promenade Extension Design	4,000											-	
Promenade Railing Repainting												-	
Oxford Washroom Door Replacements	5,000									100,000		100,000	
Balsam Washroom Door Replacements	10,000											-	
Terry Parr Plaza Upgrade	20,000											-	
Surface Protection of the "White Rock"	31,000											-	
Bay Street Beach Access Ramp		165,000										165,000	
Marine Drive Irrigation (Marine Drive West of Anderson)		20,000										20,000	
Hillside												-	
Centre & Everall St Walkway Improvements	20,000											-	
Centennial Trail Stairway Improvements	100,000											-	
Buena Vista & Martin Walkway Improvements	70,000											-	
Cypress Walkway Improvements										110,000		110,000	

Note: For 2020 to 2024 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP		
<b>Parks</b>													
Other													
Garbage Can Replacements	28,000		50,000									100,000	
Park Benches	29,000	10,000	10,000	10,000	10,000	10,000				10,000		50,000	
MacCaud Park Upgrade - Including Pickle Ball Courts (funded from CAC's)	750,000											750,000	
Central Control Irrigation System	110,000											-	
Boulevard Improvements Near Roper Reservoir		25,000										25,000	
Emerson Park Playground Upgrade		160,000										160,000	
Special Events Stage Extensions	10,000											-	
Community Public Art Projects (funded from CAC's)	72,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		250,000	
Peace Arch Hospital Auxiliary Public Art	66,000											-	
Johnston/Thrift Public Art	200,000											-	
Bryant Park Path Upgrade	7,000											-	
High Street Boulevard Improvements	10,000											-	
Buena Vista Rental House Demolition and Park Construction	100,000											-	
"Antique" Fire Truck Display												-	350,000
Tree Light Replacements	26,000											-	
Tree Lights for Johnston Road & Five Corners		50,000										50,000	
Tree Removal and Replacement	69,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		200,000	
Tree Management Inventory and Program	50,000											-	
Parks Masterplan Implementation - projects to be determined			200,000	400,000	400,000	400,000	400,000	400,000	400,000	500,000		1,500,000	
Parks Masterplan & Acquisitions													
Parkland Acquisition (70% CAC's, 30% secondary suite service fee reserve)		1,000,000										1,000,000	
Vehicle Fleet & Equipment Replacements Facilities, Parks & Recreation, & Other Facilities													
Ford Econo Line Van Unit #154				47,000								47,000	
Parks & Recreation												-	
Ford F350 4X4 Pickup Unit #162			40,000									40,000	
GMC Cargo Van Unit #163		40,000										40,000	
Chev 3500 4x4 Dump Truck Unit #160			75,000									75,000	
Jacobsen Realmaster Unit #168					40,000							40,000	
Polaris Ranger Electric Gator Unit #107					18,000							18,000	
Kubota F3990 Front Mower Unit #156		40,000										40,000	
Kubota F3990 Front Mower Unit #172		40,000										40,000	
Ford T350 MD Roof Van Unit #153										60,000		60,000	
Parade Float (Flatdeck Trailer unit #101)										30,000		30,000	
Wrap for Seniors Mini Bus (unit #152)						8,000						8,000	
Bylaw Enforcement												-	
Ford F150 Pickup Unit #105		42,000										42,000	
Other New Vehicle Fleet & Equipment Purchases													
Parks Pickup for Manager Unit #119	25,000											-	
Parks Walk-behind Commercial Lawn Mower Unit #187		10,000										10,000	
Bylaw Pickup for Bylaw Officers Unit #109	40,000											-	
												-	

Note: For 2020 to 2024 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020 FP	2021 FP	2022 FP	2023 FP	2024 FP	Total 2020-2024	Future Years
<b><u>Police Department</u></b>								
Front Entrance Upgrades	100,000						-	
Modular Community Policing Office	200,000						-	
Security Cameras	5,000						-	
HVAC Modification	15,000						-	
Interior Painting	15,000			17,000			17,000	
<b><u>Fire Department</u></b>								
Overhead Door Replacer	90,000						-	
Overhead Door Operator Replacement		10,000					10,000	
Overhead Door Earthquake Detection		9,000					9,000	
Firehall Exterior Caulking Replacement		10,000					10,000	
Firehall Concrete Slab Repairs		10,000					10,000	
Men's Washroom Repairs	1,000						-	
Cabinet Replacements	25,000						-	
Flat Roof Replacement	80,000						-	
Living Room Floor Replacement	10,000						-	
Furnace Replacement	15,000						-	
Traffic Signal Pre-emption Power Supply	5,000						-	
Urban Rescue Equipment	6,000						-	
Turn Out Gear Replacement				35,000			35,000	
Extrication Equipment Replacement		42,000					42,000	
Large Diameter Fire Hose Replacement	25,000						-	
Ammonia Detection & Incident Response Equipment		<b>14,000</b>					14,000	
Thermal Imaging Equipment Replacement			20,000				20,000	
Self Contained Breathing Cylinder Replacement			15,000				15,000	
<b>Vehicle Fleet &amp; Equipment Replacements</b>								
Ford Escape Hybrid Unit #132			40,000				40,000	
Command Support Chev Gruman Van Unit #235					280,000		280,000	
Vehicle Data Terminal & Computer Replacements		16,000					16,000	
Trailer for Specialized Equipment Unit #214			10,000				10,000	
							-	

**Note:** For 2020 to 2024 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP		FP		FP		FP		FP			
<b>Information Technology</b>													
Existing Infrastructure Support - City Wide													
PC Replacements	35,000	20,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	140,000	
Infrastructure Replacement/Upgrades	27,000	55,000	20,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	270,000	
Microsoft SQL Update	30,000											-	
MS Office O365 License Conversion		20,000										20,000	
Nimble CS220 SAN Replacement	44,000											-	
SAN Replacement			75,000									75,000	
Corporate Initiatives													
Document Management System Implementation	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	100,000	
Council Agenda / Corporate Report Software	37,000											-	
E-Commerce/Data Management Projects	80,000	30,000	42,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	222,000	
GIS Intranet Upgrade	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000	
Intranet Enhancements		10,000	10,000									20,000	
Telephone System Software Upgrade		15,000										15,000	
City Facility CCTV System	76,000											-	
Granicus Mobile Encoder	25,000											-	
Mass Notification Software	13,000											-	
Bylaw Enforcement Mobile System	25,000											-	
HR Training Registration Module	5,000											-	
Worksafe Investigation Workflow Software			10,000									10,000	
Council Chambers AV	6,000											-	
Tempest Additional Modules & Functionality	71,000	20,000										20,000	
Tempest Ad-hoc Modifications	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	75,000	
Tempest Upgrade				15,000								15,000	
Tempest eCommerce CC Module		10,000										-	19,000
Prospero Module for Online Permit Applications			1,500,000									1,500,000	
New Financial System													
Department Initiatives													
Fire Department													
Management System	4,000											-	
Inspection Handheld Devices	4,000											-	
Emergency Management Software	5,000											-	
Parks & Recreation												-	
CLASS Software Replacement	53,000											-	
Bylaw												-	
Mobile Computer for Bylaw Truck Unit #109		8,000										8,000	
												-	

**Note:** For 2020 to 2024 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP		FP		FP		FP		FP			
<b>Parking</b>													
Parking Lot Paving Overlays	7,000	75,000		75,000		75,000		75,000		80,000		380,000	
Accessible Parking Space Upgrades		35,000										35,000	
Marine Drive Parking Lot Rehabilitation - Oxford to Museum				1,130,000								1,130,000	
Parking Permit/License Plate Recognition System	120,000											-	
Hospital Parking Meter Upgrades	107,000											-	
Waterfront Parking Facility												-	
Construction & Pay Parking Equipment	3,446,000											-	
Vehicle Fleet Replacements													
Chevy City Express Van Unit #144				36,000								36,000	
<b>Capital Contingency</b>													
Capital Contingency funded from general revenue	102,000	400,000		500,000		600,000		700,000		800,000		3,000,000	
Capital Contingency funded from parkland DCC's		600,000										600,000	
Capital Contingency funded from capital works reserve	100,000	100,000		100,000		100,000		100,000		100,000		500,000	
Capital Contingency funded from land sale reserve		200,000										200,000	
Capital Contingency funded from statutory CAC reserve		1,200,000										1,200,000	
Capital Contingency funded from roadworks reserve	48,000	100,000		100,000		100,000		100,000		100,000		500,000	
Capital Contingency funded from infrastructure reserve		300,000		300,000		300,000		300,000		300,000		1,500,000	
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>500,000</b>	
<b>Total Asset Improvement Expenditures</b>	<b>27,539,000</b>	<b>21,076,000</b>		<b>15,685,000</b>		<b>6,520,000</b>		<b>6,669,000</b>		<b>7,259,000</b>		<b>57,209,000</b>	

Note: For 2020 to 2024 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

**General Fund Asset Improvement Funding Sources**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024
		FP	FP	FP	FP	FP	FP	FP	FP			
<b>General Fund</b>												
General Revenue	2,371,700	2,619,900	2,751,600	3,037,400	3,160,800	3,247,000						14,816,700
Accumulated Surplus	690,000	-	-	-	-	-	-	-	-	-	-	-
Parkland Development Cost Charges	12,000	600,000	10,000	-	10,000	-	-	-	-	-	-	620,000
Highways Development Cost Charges	220,800	199,400	689,900	500,100	514,800	495,000	-	-	-	-	-	2,399,200
Capital Works Reserve	2,607,400	1,992,000	2,091,000	713,000	899,000	797,000	-	-	-	-	-	6,482,000
Land Sale Reserve	231,600	200,000	-	-	-	-	-	-	-	-	-	200,000
Community Amenity Contribution Reserve (Statutory)	6,152,100	3,370,000	50,000	50,000	50,000	50,000	-	-	-	-	-	3,570,000
Community Amenity Contribution Reserve (Non Statutory)	261,100	-	-	-	-	-	-	-	-	-	-	-
Equipment Replacement Reserve	101,000	1,372,000	462,000	301,000	80,000	210,000	-	-	-	-	-	2,425,000
Capital In Progress Reserve	2,286,000	-	-	-	43,200	-	-	-	-	-	-	43,200
Pier Reserve	280,000	-	-	-	-	-	-	-	-	-	-	-
Computer Replacement Reserve	115,800	90,000	125,000	52,700	95,000	95,000	-	-	-	-	-	457,700
Roadworks Reserve	1,455,800	100,000	2,957,200	742,000	370,200	1,007,000	-	-	-	-	-	5,176,400
Traffic Calming Reserve	6,400	-	-	-	-	-	-	-	-	-	-	-
Parking Reserve	247,800	-	275,200	-	-	-	-	-	-	-	-	275,200
Community Works Fund Reserve (Gas Tax)	-	216,500	216,300	133,000	-	268,000	-	-	-	-	-	833,800
Traffic Fine Revenue Sharing Reserve	13,700	-	-	-	-	-	-	-	-	-	-	-
Secondary Suite Service Fee Reserve	529,100	504,200	725,500	512,800	400,000	440,000	-	-	-	-	-	2,582,500
Climate Action Revenue Incentive Program Reserve	10,000	-	-	-	-	-	-	-	-	-	-	-
Buena Vista Rental Property Reserve	100,000	-	-	-	-	-	-	-	-	-	-	-
General Infrastructure Reserve	2,836,400	689,400	4,157,900	328,000	895,000	500,000	-	-	-	-	-	6,570,300
Grants	3,108,000	6,614,000	-	-	-	-	-	-	-	-	-	6,614,000
Contributions	3,902,300	2,508,600	1,173,400	150,000	161,000	150,000	-	-	-	-	-	4,143,000
<b>Total Asset Improvement Funding</b>	<b>27,539,000</b>	<b>21,076,000</b>	<b>15,685,000</b>	<b>6,520,000</b>	<b>6,669,000</b>	<b>7,259,000</b>						<b>57,209,000</b>

City of White Rock General Fund - DRAFT 2020 Asset Improvement Projects

2020 Project	Total Amount	Funding Sources:													
		General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions	Grants
Pavement Condition Analysis	25,000														
Pavement Overlays	400,000														
Marine & Nichol Intersection Improvements	110,000														
Roadworks Parker - Thrift to Pacific	296,000			60,900											
Roadworks Johnson - Russell to Thrift	60,000	45,200		14,800											18,600
Johnston Road LED Crosswalk	50,000	50,000													
Roadworks Columbia - Habgood to Parker	99,000	99,000													
Roadworks Prospect - Foster to Johnston	50,000	50,000													
Development Coordinated Works	20,000	20,000													
North Bluff Sidewalk Replacement - Centennial Oval	80,000	80,000													
Retaining Wall Improvements	75,000	75,000													
Traffic Safety Review	15,000	15,000													
Street Lighting Program	45,000	45,000													
Other Strategic Transportation Plan / DCC Bylaw Projects	500,000	172,100		123,700						204,200					
Misc. Road/Pedestrian Improvements not in STP	60,000	60,000													
Replace PW Sterling Street Sweeper Unit #140	350,000	80,000								270,000				15,000	
Fuel Delivery Software Upgrade	15,000													5,000	
Fuel Dispensing Pumps Upgrade	18,000	13,000													
Replace Garbage Sterling Haul All Unit #332	150,000									150,000					
Replace Garbage Ford F550 Haul All Unit #333	258,000									258,000					
Replace Garbage Ford F550 Rollins Haul All Unit #325	258,000									258,000					
Replace Peterbilt Recycler Unit #329	150,000									150,000					
Replace Peterbilt Recycler Unit #330	150,000									150,000					
Arena Office Window Covering Replacement	7,000				7,000										
Arena Hall Curtains Replacement	20,000				20,000										
Arena Lounge Ceiling Replacement	20,000				20,000										
Arena Event Covered Storage Replacement	15,000				15,000										
CAL Washroom Improvements	10,000				10,000										
CAL Cardio Equipment Replacement	6,000	6,000													
CAL Audio System Replacement	10,000				10,000										
WRCC Chair Replacements	11,000				11,000										
WRCC Kitchen Equipment Replacement	10,000				10,000										
WRCC Council Meeting Live Stream Technology	65,000											65,000			
KSAC Auditorium Floor Refinishing	7,000				7,000										
KSAC Lighting Upgrades	5,000				5,000										
KSAC Storage Room Floor Replacement	6,000				6,000										
KSAC Stage Cupboards Replacement	5,000				5,000										
KSAC Computer Lab Computer Upgrades	10,000														10,000
Museum Wood Skirting Installation	6,000				6,000										
Library Interior Painting	15,000				15,000										
Library Furniture Replacement	13,000				13,000										
Library Washroom Upgrade	25,000				25,000										
City Hall Project	1,500,000				1,500,000										
Aris Building Washroom Upgrades	20,000				20,000										
Oxford Storage Building Repairs	20,000				20,000										
City Facility Accessibility Improvements	50,000				50,000										
City Facility Water Heater Replacements	10,000				10,000										
Fall Protection Equipment	20,000	20,000													
Miscellaneous Facility Upgrades	75,000				75,000										
North of Centennial Oval Improvements	220,000	132,100												87,900	
Centennial Park Tennis Court & Lacrosse Box Resurfacing	100,000	100,000													
Centennial Park Baseball Warning Track Improvements	75,000	75,000													
Pier Restoration Completion	9,000,000									400,000					2,000,000
West Wharf Replacement	600,000									270,000					330,000



2020 Project	Total Amount	Funding Sources:												
		General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions
Bay Street Beach Access Ramp	165,000	110,000										55,000		
Maine Drive Irrigation ( Marine DR West of Anderson)	20,000	20,000												
Park Benches	10,000													10,000
MacCaud Park Upgrade (Including Pickle Ball Courts)	750,000					750,000								
Boulevard Improvements Near Roper Reservoir	25,000	25,000												
Emerson Park Playground Upgrade	160,000											160,000		
Community Public Art Projects	50,000	50,000				50,000								
Tree Lights for Johnston Road & Five Corners	50,000	50,000											40,000	
Tree Removal & Replacement	40,000													
Parkland Acquisition	1,000,000					700,000				300,000				
Replace Parks GMC Cargo Van Unit #163	40,000					40,000								
Replace Parks Kubota F3990 Front Mower Unit #156	40,000	13,000				27,000								
Replace Parks Kubota F3990 Front Mower Unit #172	40,000	13,000				27,000								
Replace Bylaw Ford F150 Pickup Unit #105	42,000					42,000								
New Parks Walk-behind Commercial Lawn Mower Unit #187	10,000	10,000												
Fire Overhead Door Operator Replacement	10,000						10,000							
Fire Overhead Door Earthquake Detection	9,000						9,000							
Firehall Exterior Caulking Replacement	10,000						10,000							
Firehall Concrete Slab Repairs	10,000						10,000							
Fire Exfrication Equipment Replacement	42,000	42,000												
Fire Ammonia Detection & Incident Response Equipment	14,000													14,000
Fire Vehicle Data Terminal & Computer Replacements	16,000	16,000												
IT - PC Replacements	20,000											20,000		
IT - Infrastructure Replacement/Upgrades	55,000	5,000										50,000		
MS Office O365 License Conversion	20,000											20,000		
IT - Document Management System	20,000	20,000												
IT - Other E-Commerce/Data Mgmt. Projects	30,000	30,000												
IT - GIS Intranet Upgrade	10,000	10,000												
IT - Intranet Enhancements	15,000	15,000												
IT - Tempest Additional Modules & Functionality	20,000	20,000												
IT - Tempest Ad-hoc Modifications	15,000	15,000												
IT - Prospero Module for Online Permit Applications	10,000	10,000												
Mobile Computer for Bylaw Truck Unit #109	8,000	6,500										1,500		
Parking Lot Paving Overlays	75,000	75,000												
Accessible Parking Space Upgrades	35,000	35,000												
Capital Contingency	3,000,000	400,000	600,000	100,000	200,000	1,200,000	100,000	100,000	300,000					
<b>Total 2020 General Fund</b>	<b>21,076,000</b>	<b>2,613,900</b>	<b>600,000</b>	<b>199,400</b>	<b>1,992,000</b>	<b>3,370,000</b>	<b>100,000</b>	<b>100,000</b>	<b>216,500</b>	<b>504,200</b>	<b>-</b>	<b>779,400</b>	<b>2,508,600</b>	<b>6,614,000</b>

City of White Rock General Fund - DRAFT 2021 Asset Improvement Projects

2021	Project	Total Amount	Funding Sources:														
			General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions	Grants	
	Pavement Overlays	400,000	379,100													20,900	
	Roadworks Marine - Finlay to Stlayle	442,000									442,000						
	Roadworks Marine - High to Anderson	458,000	16,200		104,300											337,500	
	Roadworks Marine - Oxford to Anderson	369,000			84,000											160,000	2,500
	Roadworks Marine - Bishop to Terry	812,000			184,900												
	Roadworks Parker - Thrift to Pacific	846,000			44,200											585,500	
	Roadworks Johnston - Russell to Thrift	2,863,000			104,400											1,472,400	
	Roadworks Prospect - Foster to Johnston	500,000	120,600														
	Roadworks George - Thrift to Russell	139,000	104,600		34,400												
	Development Coordinated Works	20,000	20,000														
	Retaining Wall Improvements	75,000	75,000														
	DCC Bylaw Review	20,000		10,000													
	Traffic Safety Review	15,000															
	Street Lighting Program	45,000															
	Other Strategic Transportation Plan / DCC Bylaw Projects	500,000	376,300														
	Misc. Road/Pedestrian Improvements not in STP	50,000	50,000														
	Replace PW Ford F350 Flatdeck Unit #136 (replace with a mini dump)	75,000								75,000							
	Replace PW Ford F450 Flatdeck Unit #147 (replace with a mini dump)	83,000								83,000							
	Replace PW Ford F450 Flatdeck Unit #148 (replace with a mini dump)	83,000								83,000							
	Replace PW Equipment Sander #1	11,000								11,000							
	Replace PW Equipment Sander #2	11,000								11,000							
	Replace PW Snow Plow #1 (for unit #147)	11,000								11,000							
	Replace PW Snow Plow #2 (for unit #148)	11,000								11,000							
	Replace PW Snow Plow #4 (for unit #160)	11,000								11,000							
	Replace PW Equipment Snow Plow on unit #162	11,000								11,000							
	Arena Ice Edger Replacement	10,000	10,000														
	CAL Cardio Equipment Replacement	6,000	6,000														
	KSAC Auditorium Floor Refinishing	7,000	7,000														
	KSAC Lighting Upgrades	5,000					5,000										
	KSAC HVAC System for Classroom	8,000														8,000	
	Library Furniture Replacement	9,000															
	Library Customer Service Desk Replacement	16,000															
	Library Exterior LED Lighting	30,000															
	Library Sprinkler System	75,000	75,000														
	City Hall Project	1,500,000															
	Facilities Masterplan Implementation	300,000															
	City Facility Accessibility Improvements	50,000															
	Fall Protection Equipment	20,000	20,000														
	Miscellaneous Facility Upgrades	75,000															
	Centennial Park Electronic Sign Replacement	36,000															
	Waterfront All Abilities Playground	1,000,000															1,000,000
	Promenade Railing Repainting	100,000	100,000														
	Garbage Can Replacements	50,000	50,000														
	Park Benches	10,000															
	Community Public Art Projects	50,000														50,000	
	Tree Removal & Replacement	40,000															
	Parks Masterplan Implementation	200,000															
	Replace Parks Ford F350 4X4 Pickup Unit #162	40,000								40,000							
	Replace Parks Chev 3500 4x4 Dump Truck Unit #160	75,000								75,000							
	Fire Thermal Imaging Equipment Replacement	20,000	20,000														
	Fire Self Contained Breathing Cylinder Replacement	15,000	15,000														

2021		Funding Sources:													
Project	Total Amount	General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions	Grants
Replace Fire Ford Escape Hybrid Unit #132	40,000						40,000								
IT - PC Replacements	30,000												30,000		
IT - Infrastructure Replacement/Upgrades	20,000												20,000		
IT - SAN Replacement	75,000												75,000		
IT - Document Management System	20,000	20,000													
IT - Other E-Commerce/Data Mgmt. Projects	42,000	42,000													
IT - GIS Intranet Upgrades	10,000	10,000													
IT - Intranet Enhancements	10,000	10,000													
IT - Worksafe Investigation Workflow Software	10,000	10,000													
IT - Tempest Ad-hoc Modifications	15,000												15,000		
IT - New Financial System	1,500,000												1,500,000		
Parking Lot Paving Overlays	75,000	75,000													
Marine Drive Parking Lot Rehab-Oxford to Museum	1,130,000	579,800								228,000		275,200	47,000		
Capital Contingency	1,100,000	500,000	100,000						100,000				300,000	100,000	
<b>Total 2021 General Fund</b>	<b>15,685,000</b>	<b>2,751,600</b>	<b>10,000</b>	<b>689,900</b>	<b>2,091,000</b>	<b>-</b>	<b>462,000</b>	<b>50,000</b>	<b>2,857,200</b>	<b>216,300</b>	<b>725,500</b>	<b>275,200</b>	<b>4,282,900</b>	<b>1,173,400</b>	<b>-</b>

City of White Rock General Fund - DRAFT 2022 Asset Improvement Projects

2022 Project	Total Amount	Funding Sources:													
		General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions	Grants
Pavement Overlays	500,000														
Roadworks Kent - Buena Vista to Pacific	710,000	501,300		75,700					133,000						
Roadworks Best - Thrift to Russell	266,000			53,200						212,800					
Victoria Road Realignment	140,000										140,000				
Development Coordinated Works	20,000														
Retaining Wall Improvements	100,000														
Traffic Safety Review	15,000														
Traffic Safety Program	50,000														
Other Strategic Transportation Plan / DCC Bylaw Projects	1,500,000	328,800		371,200					502,000	300,000					
Misc. Road/Pedestrian Improvements not in STP	75,000														
Replace Public Works John Deere Backhoe Unit #121	200,000								200,000						
Compactor Garbage Container Replacement	17,000														
Arena Relief Valves Replacement	10,000				10,000									17,000	
CAL Cardio Equipment Replacement	7,000				7,000										
KSAC Auditorium Floor Replacement	32,000				32,000										
KSAC Lighting Upgrades	5,000				5,000										
Library Furniture Replacement	34,000				34,000										
Facilities Masterplan Implementation	400,000				400,000										
City Facility Accessibility Improvements	50,000				50,000										
Fail Protection Equipment	20,000														
Miscellaneous Facility Upgrades	75,000				75,000										
Cypress Walkway Improvements	110,000														
Garbage Can Replacements	50,000														
Park Benches	10,000														
Community Public Art Projects	50,000														
Tree Removal & Replacement	40,000														
Parks Masterplan Implementation	400,000														
Replace Facilities Ford Econo Line Van Unit #154	47,000														
Replace Parks Polaris Ranger Electric Gator Unit #107	18,000														
Wrap for Seniors Mini Bus (unit #152)	8,000														
Fire Turn Out Gear Replacement	35,000														
Fire Trailer for Specialized Equipment Unit #214	10,000														
IT - PC Replacements	30,000														
IT - Infrastructure Replacement/Upgrades	65,000														
IT - Document Management System	20,000														
IT - Other E-commerce/Data Mgmt. Projects	50,000														
IT - GIS Intranet Upgrades	10,000														
IT - Tempest Ad-hoc Modifications	15,000														
IT - Tempest Upgrade	15,000														
Parking Lot Paving Overlays	75,000														
Replace Parking Chevy City Express Van Unit #144	36,000														
Capital Contingency	1,200,000	600,000			100,000				100,000						
<b>Total 2022 General Fund Consolidated</b>	<b>-</b>	<b>3,037,400</b>	<b>-</b>	<b>500,100</b>	<b>713,000</b>	<b>-</b>	<b>301,000</b>	<b>50,000</b>	<b>742,000</b>	<b>133,000</b>	<b>512,800</b>	<b>-</b>	<b>350,700</b>	<b>150,000</b>	<b>-</b>

City of White Rock General Fund - DRAFT 2023 Asset Improvement Projects

2023 Project	Total Amount	Funding Sources:												
		General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions
Pavement Overlays	500,000	500,000												
Roadworks Buena Vista - 15367 Buena Vista	53,000			9,800								43,200		
Roadworks Martin - Buena Vista to Victoria	20,000							20,000						
Roadworks Columbia & Maple Improvements	200,000	189,000												
Roadworks Royal - Johnston to Fir	350,000	20,000										350,000		11,000
Development Coordinated Works	20,000	80,000										20,000		
Retaining Wall Improvements	100,000			10,000										
DCC Bylaw Review	20,000													
Traffic Safety Review	15,000													
Street Lighting Program	50,000													
Other Strategic Transportation Plan / DCC Bylaw Projects	2,000,000	1,054,800		495,000				250,200		200,000				
Misc. Road/Pedestrian Improvements not in STP	75,000	50,000											25,000	
Replace Public Works Ford F150 Pickup Unit #150	40,000						40,000							
Arena Auto scrubber Replacement	25,000					7,000								
CAL Cardio Equipment Replacement	7,000													
KSAC Auditorium Floor Refinishing	7,000													
KSAC Cupboard Replacements	12,000													
Library Furniture Replacement	28,000													
Facilities Masterplan Implementation	500,000													
Centennial Field Concession & Washroom Bldg Repl.	100,000													
City Facility Accessibility Improvements	50,000													
Fail Protection Equipment	20,000													
Miscellaneous Facility Upgrades	75,000						75,000							
Park Benches	10,000													
Community Public Art Projects	50,000								50,000					10,000
Tree Removal & Replacement	40,000													
Parks Masterplan Implementation	400,000													
Replace Parks Jacobsen Realmaster #168	40,000									40,000				
RCMP Building Interior Painting	17,000													
Replace Fire Command Support Van Unit #235	280,000	280,000												
IT - PC Replacements	30,000													
IT - Infrastructure Replacement/Upgrades	65,000													
IT - Document Management System	20,000													
IT - Other E-Commerce/Data Mgmt. Projects	50,000													
IT - GIS Intranet Upgrades	10,000													
IT - Tempest Ad-hoc Modifications	15,000													
Parking Lot Paving Overlays	75,000													
Capital Contingency	1,300,000	700,000					100,000							
<b>Total 2023 General Fund</b>	<b>6,669,000</b>	<b>3,160,800</b>	<b>10,000</b>	<b>514,800</b>	<b>889,000</b>	<b>-</b>	<b>80,000</b>	<b>50,000</b>	<b>370,200</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>1,033,200</b>	<b>161,000</b>

City of White Rock General Fund - DRAFT 2024 Asset Improvement Projects

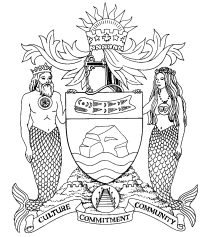
2024	Project	Total Amount	Funding Sources:															
			General Revenue	Parkland DCC's	Highways DCC's	Capital Works Reserve	Land Sale Reserve	Equipment Replace Reserve	Statutory CAC Reserve	Roadworks Reserve	Community Works Fund Reserve	Secondary Suite Service Fee Reserve	Parking Reserve	Other Reserves	Contributions	Grants		
	Pavement Overlays	500,000																
	Roadworks Martin - Buena Vista to Victoria	1,207,000	32,000								907,000	268,000						
	Development Coordinated Works	20,000	20,000															
	Retaining Wall Improvements	100,000	100,000															
	Traffic Safety Review	15,000	15,000															
	Street Lighting Program	50,000	50,000															
	Other Strategic Transportation Plan / DCC Bylaw Projects	2,000,000	1,365,000	495,000								140,000						
	Misc. Road/Pedestrian Improvements not in STP	100,000	100,000															
	Replace PW Ford F150 4X4 Crew Cab Unit #120	45,000							45,000									
	Replace Public Works Ford F550 Crew Cab Unit #151	75,000							75,000									
	Replace Public Works Ford Focus Unit #164	30,000							30,000									
	CAL Cardio Equipment Replacement	7,000			7,000													
	KSAC Lobby Furniture Replacement	5,000			5,000													
	Museum Plaza Electronic Message Board	40,000	40,000															
	Library Computer Workstation Replacements.	10,000			10,000													
	Facilities Masterplan Implementation	600,000			600,000													
	Fall Protection Equipment	20,000	20,000															
	Miscellaneous Facility Upgrades	75,000			75,000													
	Park Benches	10,000																10,000
	Community Public Art Projects	50,000							50,000									
	Tree Removal & Replacement	40,000	40,000															
	Parks Masterplan Implementation	500,000																40,000
	Replace Rec & Culture Ford T350 MD Roof Van Unit #163	60,000																
	Replace Rec & Culture Parade Float (Flatdeck Trailer unit #101)	30,000	30,000															
	IT - PC Replacements	30,000																30,000
	IT - Infrastructure Replacement/Upgrades	65,000																65,000
	IT - Document Management System	20,000	20,000															
	IT - Other E-Commerce/Data Mgmt. Projects	50,000	50,000															
	IT - GIS Intranet Upgrades	10,000	10,000															
	IT - Tempest Ad-hoc Modifications	15,000	15,000															
	Parking Lot Paving Overlays	80,000	80,000															
	Capital Contingency	1,400,000			100,000						100,000							100,000
	<b>Total 2024 General Fund</b>	<b>7,259,000</b>	<b>3,247,000</b>	<b>-</b>	<b>495,000</b>	<b>-</b>	<b>210,000</b>	<b>50,000</b>	<b>50,000</b>	<b>210,000</b>	<b>1,007,000</b>	<b>268,000</b>	<b>440,000</b>	<b>-</b>	<b>595,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>

**City of White Rock Draft 2020-2024 Financial Plan  
Projected General Fund Asset Improvement Reserves**

	2019	2020	2021	2022	2023	2024
<b>DCC's (Deferred Revenue)</b>						
Development Cost Charges - Parkland	\$ 6,472,313	\$ 7,737,756	\$ 8,401,578	\$ 9,513,549	\$ 9,693,720	\$ 9,973,407
Development Cost Charges - Highways	2,983,932	3,662,337	3,256,723	3,213,006	2,757,318	2,348,538
<b>RESERVES CREATED BY BYLAW</b>						
Capital Works Reserve	3,683,458	3,118,504	2,510,335	3,351,170	4,091,359	5,000,881
Land Sale Reserve	200,190	-	-	-	-	-
Equipment Replacement Reserve	4,687,963	4,016,575	4,237,702	4,592,301	5,273,224	5,849,768
Local Improvement Reserve	33,076	33,737	34,412	35,100	35,802	36,518
Community Amenity Contribution Reserve *	10,611,704	10,329,039	14,121,119	14,605,542	15,099,653	15,351,146
<b>OTHER RESERVES</b>						
Community Works Fund Reserve (Gas Tax)	334,837	238,816	146,633	136,738	266,733	128,648
Pier Preservation Reserve	72,011	104,211	169,011	234,211	300,211	367,111
Capital Roadworks Reserve	2,414,942	2,969,242	679,442	838,142	1,422,242	1,424,242
Work in Progress Reserve	43,200	43,200	43,200	43,200	-	-
Secondary Suite Service Fee Reserve	731,445	592,245	241,745	113,945	108,945	73,945
General Infrastructure Reserve *	2,904,973	5,550,173	3,360,473	3,500,673	3,011,873	2,923,073
Other Reserves	931,586	971,586	706,386	788,686	833,686	878,686
<b>Total</b>	<b>\$ 36,105,630</b>	<b>\$ 39,367,421</b>	<b>\$ 37,908,759</b>	<b>\$ 40,966,263</b>	<b>\$ 42,894,766</b>	<b>\$ 44,355,963</b>

\* Note - These figures are subject to fluctuate if there are timing differences between the actual progress made on certain development projects and the assumptions made in this Financial Plan

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



**DATE:** December 9, 2019  
**TO:** Finance and Audit Committee  
**FROM:** Sandra Kurylo, Director of Financial Services  
**SUBJECT:** 2020 to 2024 Draft Financial Plan – Water Utility

---

**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – Water Utility;”
  2. Endorse the presented Draft Financial Plan figures and assumptions for the Water Utility or provide direction on amendments to be made; and
  3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.
- 

**INTRODUCTION**

The purpose of this corporate report is to introduce and obtain the Finance and Audit Committee’s endorsement of the Water Utility component of the City’s 2020 to 2024 Draft Financial Plan.

**PAST PRACTICE / POLICY / LEGISLATION**

The *Community Charter* requires that the 2020 to 2024 Financial Plan bylaw be adopted before the property tax rate bylaw is adopted. The property tax rate bylaw must be adopted prior to May 15, 2020. Past practice in non-election years is to complete five-year financial plans by the beginning of the budget year (first year of the Financial Plan). Past practice in election years is to complete five-year financial plans in early spring of the budget year.

**ANALYSIS**

Attached, as Appendices A to C, are staff’s recommendations on the Water Utility component of the City’s 2020 to 2024 Draft Financial Plan. This portion of the City’s budget contains revenues, operating expenditures, asset improvement projects, reserves, and debt related to the City’s water system.

Items to note on the draft Water Utility Budget are as follows:

- The main source of revenue for the City’s water utility is the water service user fee. Water Services Bylaw, 2015, No. 2117, Amendment No. 7, Bylaw, 2019, No. 2321



which sets the City's water rates for 2020 was given three (3) readings at the Council meeting of December 2, 2019. It is scheduled to be adopted on December 16, 2019. This bylaw must be adopted by the end of 2019 in order for the rates to be effective on January 1, 2020. Bylaw 2321 incorporates a 2020 water rate increase of 5.6%. This increase is necessary to generate the budgeted water user fee revenues of \$5,258,000, which are 4.9% higher than in 2019. A 5.6% rate increase is necessary to generate 4.9% more revenues because there has been a reduction in water consumption and this impacts the amount of revenue received. A 5.6% rate increase is equivalent to \$9 per quarter on an average detached single family home and \$3 per quarter on an average strata property in the City; and

- Expenditures are comprised of operating and administrative costs, infrastructure upgrades, and debt servicing costs. The Draft 2020 to 2024 Financial Plan includes the addition of one (1) full-time water operator position. The cost of this new position was fully offset by reducing budgeted casual labour and contract maintenance costs.

### **Water Utility Reserves**

A portion of water utility revenues is allocated to reserves each year. It is prudent that the City gradually build up its Water Utility reserves to maintain the significant investment in water infrastructure. These assets need to be maintained, upgraded or replaced in line with the Water Masterplan to keep them safe and functioning properly. In addition, it would be prudent for the City to set aside funds for the future upkeep of the new water treatment plant. If funds are not set aside, the City may have to rely on debt and government grants for basic infrastructure renewal/upgrades. If these funding sources are not available when needed, then work has to be deferred. This increases the risk of infrastructure failure (such as a water main break), health and safety issues, and higher costs that could have been avoided if the work was done sooner. It is important that the Water Utility be sustainable, and having sufficient funds in reserves to pay for asset/infrastructure renewals when needed is necessary. Water Utility reserves include the following:

- Water Infrastructure Reserve – main funding source for Water Utility capital/asset improvement projects;
- Water Treatment Plant Operating Reserve – money being saved for the cyclical replacements of certain water treatment process materials. These materials are replaced every three (3) and ten (10) years;
- Water General Operating Reserve – money being saved to gradually establish sufficient funds to act as a buffer for years when annual revenues do not meet budget because of lower than expected water consumption (hence lower amounts of water service user fees received), and to provide a funding source for unexpected operational costs; and
- Vehicle/Equipment Replacement Reserve - money being saved for the cyclical replacement of water service vehicles.

### **Water Utility Asset Improvement Projects**

A major milestone is completion earlier this year of the new water treatment plant.

Other capital projects planned over the five (5) years are listed in Appendix B. Many of them are recommendations from the City's 2017 Water System Master Plan (WSMP). The WSMP defines the capital project priorities as follows:

Highest	Should be initiated in the coming capital budget year and completed within 2 years
High	Schedule for completion within 2 to 5 years
Medium	Schedule for completion within 5 to 10 years
Low	Schedule for completion in 10 to 20 years

All highest and high priority projects are either completed or included in the Draft 2020 to 2024 Financial Plan. All but three (3) of the medium and three (3) of the low priority projects are either completed or also included in the Draft 2020 to 2024 Financial Plan. There are additional projects included in the Draft 2020 to 2024 Financial Plan that are considered a high priority by staff and some that are necessary but beyond the scope of the WSMP.

The majority of planned work involves catching up on water main upgrades. A new well at the Oxford site is planned for 2023/2024 and the budget for this project is \$1M. At this time, the budgeted funding sources are \$333,000 from the Water Infrastructure Reserve and \$667,000 (2/3) from an anticipated infrastructure government grant. This will have to be adjusted if grant funding does not become available.

**Projected Water Rates (2021 to 2024) and Other Funding Sources**

Projected water rate increases required for operations, to complete necessary infrastructure upgrades, and work towards having a sustainable Water Utility are 6% annually in 2021 to 2024. These proposed increases are included in the Draft 2020 to 2024 Draft Financial Plan. In addition, it is assumed that \$600,000 will be borrowed internally in 2022 from the City’s Sanitary Sewer Infrastructure Reserve to fund a water main upgrade. This money is projected to be paid back from the Water Utility, with interest, over a ten (10) year period.

There is no new external borrowing included for the Water Utility in the Draft 2020 to 2024 Financial Plan.

It is important that the City’s Development Cost Charge (DCC) Bylaw be updated in 2020. This was budgeted in 2019 but was not completed. This will enable DCCs to be used as a funding source for growth related projects that were not identified in the City’s existing DCC Bylaw.

**Outstanding Debt**

There was no new debt for the Water Utility in 2019, and there is no new external borrowing in the Draft 2020 to 2024 Financial Plan. Outstanding external debt at the end of 2019 is \$23.3M and it is projected to be reduced to \$19.6M by 2024.

More information on the projected water utility operating budgets, capital projects and funding sources, as well as projected debt and reserve balances is included in the attached Appendices.

**OPTIONS**

The following options are available for the Finance and Audit Committee’s consideration:

1. To endorse the Draft Financial Plan Water Utility Budget as presented, and base the public consultation process on the documents presented.
2. To amend the Draft Financial Plan Water Utility Budget and base the public consultation process on the amended assumptions and figures.

**CONCLUSION**

It is recommended that the Finance and Audit Committee endorse the presented 2020 to 2024 Draft Financial Plan figures and assumptions for the Water Utility and direct staff to proceed with the public meeting and request for written comments.

Respectfully submitted,



Sandra Kurylo  
Director of Financial Services

**Comments from the Chief Administrative Officer:**

I concur with the recommendations of this corporate report.



Dan Bottrill  
Chief Administrative Officer

Appendix A: 2020 to 2024 Draft Financial Plan Water Fund Operating Budgets

Appendix B: 2020 to 2024 Draft Water Fund Asset Improvement Projects

Appendix C: Projected Water Fund Asset Improvement Reserves and Debt

**City of White Rock Draft 2020 - 2024 Financial Plan  
Water Fund Operating Budget**

	2019 Budget	2020	2021	2022	2023	2024
<b>Revenues:</b>						
Water Service User Fees	5,012,900	5,258,000	5,621,300	6,014,000	6,423,900	6,806,200
Connection Fees	350,000	350,000	355,000	360,000	365,000	370,000
Other	115,400	137,200	159,400	182,300	205,900	230,300
<b>Total Revenues</b>	<b>\$ 5,478,300</b>	<b>\$ 5,745,200</b>	<b>\$ 6,135,700</b>	<b>\$ 6,556,300</b>	<b>\$ 6,994,800</b>	<b>\$ 7,406,500</b>
<b>Transfers from Reserves</b>						
Sanitary Sewer Fund Infrastructure Reserve (for internal loan)	-	-	-	600,000	-	-
Other Operating Reserve	8,000	-	-	-	-	-
Water Treatment Plant Operating Reserve	-	-	468,000	-	-	-
Unspent Debt Proceeds Reserve	552,200	406,000	-	-	-	-
<b>Total Transfers:</b>	<b>\$ 560,200</b>	<b>\$ 406,000</b>	<b>\$ 468,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Revenues &amp; Transfers from Reserves</b>	<b>\$ 6,038,500</b>	<b>\$ 6,151,200</b>	<b>\$ 6,603,700</b>	<b>\$ 7,156,300</b>	<b>\$ 6,994,800</b>	<b>\$ 7,406,500</b>
<b>Expenditures:</b>						
Operating Expenditures	2,554,900	2,592,400	3,113,300	2,699,100	2,753,900	2,809,700
Administration Costs Allocated from General Fund	426,000	443,000	452,000	461,000	470,000	479,000
Interest on Internal Loans	2,900	2,500	2,100	1,700	13,300	12,800
Interest on External Debt	681,300	681,300	681,300	681,300	681,300	681,300
<b>Total Expenditures</b>	<b>\$ 3,665,100</b>	<b>\$ 3,719,200</b>	<b>\$ 4,248,700</b>	<b>\$ 3,843,100</b>	<b>\$ 3,918,500</b>	<b>\$ 3,982,800</b>
<b>Transfer to Water Treatment Plant Operating Reserve</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Transfer to General Operating Reserve</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Transfer to Infrastructure Reserve</b>	<b>1,403,400</b>	<b>1,440,500</b>	<b>1,340,500</b>	<b>1,666,000</b>	<b>1,944,800</b>	<b>2,267,000</b>
<b>Transfer to Internal Loan Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>-</b>
<b>Transfer to Equipment/Vehicle Replacement Reserve</b>	<b>37,900</b>	<b>37,900</b>	<b>38,700</b>	<b>39,500</b>	<b>40,300</b>	<b>41,100</b>
<b>Principal Payments on Internal Loans</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>95,000</b>	<b>95,000</b>
<b>Principal Payments on Long Term Debt</b>	<b>666,100</b>	<b>687,600</b>	<b>709,800</b>	<b>732,700</b>	<b>756,200</b>	<b>780,600</b>
<b>Total Transfers &amp; Debt Principal Payments:</b>	<b>\$ 2,373,400</b>	<b>\$ 2,432,000</b>	<b>\$ 2,355,000</b>	<b>\$ 3,313,200</b>	<b>\$ 3,076,300</b>	<b>\$ 3,423,700</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 6,038,500</b>	<b>\$ 6,151,200</b>	<b>\$ 6,603,700</b>	<b>\$ 7,156,300</b>	<b>\$ 6,994,800</b>	<b>\$ 7,406,500</b>

**City of White Rock DRAFT 2020 - 2024 Financial Plan  
Water Fund Asset Improvement Projects**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP		
Projects with Corresponding Roadworks													
Johnston - Russell to Thrift			10,000	502,000								512,000	???
Johnston - Thrift to Roper												-	???
Other Water													
Oxford Arsenic/Manganese Treatment Plant	2,411,000											-	
Water Main Upgrade - Marine Dr Vidal to Martin	98,000											-	
Water Main Upgrade - Marine Dr Foster to Johnston	85,000											-	
Water Main Upgrade - Goggs Ave. Oxford to Everall	143,000		107,000									107,000	
Water Main Upgrade - Surrey Emergency Connection	150,000											-	
Water Main Upgrade - Chesnut Blackburn to North Bluff			100,000									100,000	
Water Main Upgrade - Coldcutt Chestnut to Lancaster	227,000		68,000									68,000	
Water Main Upgrade - Martin North Bluff to Roper										650,000		650,000	
Water Main Upgrade - Vidal St Thrift to Vine				440,000								440,000	
Water Main Upgrade - Columbia Lane Cypress to Ash					385,000							385,000	
Water Main Upgrade - Marine Dr Johnston to Martin			525,000									525,000	
Water Main Upgrade - Johnston Rd Beachview to Royal						184,000						184,000	
Water Main Upgrade - 1400 Blk Martin												-	378,000
Water Main Upgrade - Russell Ave - Merklin to Finlay					360,000							360,000	
Water Main Upgrade - 13800 Coldcutt Ave												-	269,000
Water Main Upgrade - 1300 Blk Martin St												-	207,000
Water Main Upgrade - North Bluff - Oxford to Everall				276,000								276,000	-
Water Main Upgrade - Prospect Ave - Everall to Oxford												-	240,000
Water Main Upgrade - Buena Vista - Foster to Blackwood										300,000		300,000	
Water Main Upgrade - 1500 Blk Stevens			248,000									248,000	
Water Main Upgrade - 1500 Habgood			109,000									109,000	
Water Main Upgrade - Russell Ave - Finlay to Stevens					600,000			708,000				1,308,000	
Water Main Upgrade - Royal Easement - Cypress to Balsam	414,000		336,000									336,000	
Water Main Completion - Prospect Ave - Everall to Blackwood					450,000							450,000	
Water Main Tie-In - Prospect & Oxford	50,000											-	
Water Main - Cast Iron Condition Assessment					160,000							160,000	
New Oxford Well #9 (Well #3 Replacement)								500,000		500,000		1,000,000	
Oxford Well #3 Decommissioning										55,000		55,000	
Buena Vista Well #5 Decommissioning	4,000											-	
Roper Reservoir Control Upgrades and Dedicated Inlet	400,000											-	
On-line Arsenic Analyzer	50,000											-	
Well Upgrades	60,000		61,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000		321,000	
Brearly St and North Bluff Looping	155,000		45,000									45,000	
Water Meters	63,000		64,000	64,000	64,000	64,000	64,000	64,000	64,000	64,000		320,000	
Fire Hydrants	33,000		50,000	53,000	53,000	53,000	53,000	55,000	55,000	55,000		266,000	

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP		
Other Water (continued)													
Everall Street PRV Station	29,000									600,000		600,000	
New Water Pressure Monitoring Stations	2,000											-	
Water Facility Security Installation	300,000											-	
Replace GMC Dump Truck Unit #365	151,000			36,000								-	
Replace Ford F150 2wd Unit #363												36,000	
Replace Ford F150 Crew Cab 4X4 Unit #362					40,000							40,000	
Replace Ford F250 Crew Cab 4X4 Unit #364					42,000							42,000	
DCC Bylaw Review	10,000			10,000					10,000			20,000	
Memorial Park Upgrade	12,000											-	
Pier Pre-servicing	5,000											-	
Information Technology Infrastructure Replacement/Upgrades	12,000	14,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	16,000	78,000	
Capital Contingency													
Capital Contingency funded from infrastructure reserve	2,000	200,000	250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	1,300,000	
Capital Contingency funded from contributions	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	
<b>Total Asset Improvement Expenditures</b>	<b>4,966,000</b>	<b>2,037,000</b>	<b>1,972,000</b>	<b>2,425,000</b>	<b>2,362,000</b>	<b>2,362,000</b>	<b>2,425,000</b>	<b>2,362,000</b>	<b>2,362,000</b>	<b>2,705,000</b>	<b>2,705,000</b>	<b>11,501,000</b>	

**Water Fund Asset Improvement Funding Sources**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024
		FP	FP	FP	FP	FP	FP	FP	FP	FP		
<b>Water</b>												
Long term Debt	-	-	-	-	-	-	-	-	-	-	-	-
Unspent Debt Proceeds	406,600											406,600
Internal Loan Reserve	-					600,000						600,000
Water Development Cost Charges	10,000			10,000				10,000			93,000	113,000
Water Fund Infrastructure Reserve	2,403,300	1,937,000	1,816,100	1,643,000	1,918,700	2,078,700	2,078,700	1,918,700	1,918,700	2,078,700	9,393,500	
Equipment Replacement Reserve	45,000			36,000		82,000						118,000
Grants	2,001,100							333,300		333,300		666,600
Contributions	100,000	100,000	109,900	100,000	100,000	100,000	100,000	100,000	100,000	200,000	200,000	609,900
<b>Total Asset Improvement Funding</b>	<b>4,966,000</b>	<b>2,037,000</b>	<b>1,972,000</b>	<b>2,425,000</b>	<b>2,362,000</b>	<b>2,425,000</b>	<b>2,362,000</b>	<b>2,362,000</b>	<b>2,362,000</b>	<b>2,705,000</b>	<b>2,705,000</b>	<b>11,501,000</b>

**City of White Rock DRAFT 2020-2024 Financial Plan**

**Projected Water Fund Asset Improvement Reserves**

	2019	2020	2021	2022	2023	2024
Water Development Cost Charges (Deferred Revenue)	1,144,518	1,550,387	1,678,120	1,905,911	1,933,929	1,896,334
Water Infrastructure Reserve	1,604,297	1,107,797	632,197	655,197	681,297	869,597
Unspent Debt Proceeds Reserve	406,000	-	-	-	-	-
<b>Total Water Asset Improvement Reserves</b>	<b>\$ 3,154,815</b>	<b>\$ 2,658,184</b>	<b>\$ 2,310,317</b>	<b>\$ 2,561,108</b>	<b>\$ 2,615,226</b>	<b>\$ 2,765,931</b>

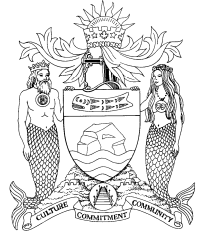
**Projected Water Fund Outstanding External Long Term Debt**

	2019	2020	2021	2022	2023	2024
Projected Water Outstanding Long Term Debt	23,264,720	22,577,107	21,867,335	21,134,402	20,377,842	19,596,889

**Projected Water Fund Outstanding Internal Loans**

	2019	2020	2021	2022	2023	2024
Projected Outstanding Internal Loan - General Fund Accumulated Surplus	210,000	175,000	140,000	105,000	70,000	35,000
Projected Outstanding Internal Loan - Sanitary Sewer Fund Infrastructure Reserve	-	-	-	600,000	540,000	480,000
<b>Projected Water Fund Outstanding Internal Loans</b>	<b>210,000</b>	<b>175,000</b>	<b>140,000</b>	<b>705,000</b>	<b>610,000</b>	<b>515,000</b>

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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

**FROM:** Sandra Kurylo, Director of Financial Services

**SUBJECT:** 2020 to 2024 Draft Financial Plan – Drainage Utility

---

**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – Drainage Utility”;
  2. Endorse the presented Draft Financial Plan figures and assumptions for the Drainage Utility or provide direction on amendments to be made; and
  3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.
- 

**INTRODUCTION**

The purpose of this corporate report is to introduce and obtain the Finance and Audit Committee’s endorsement of the Drainage Utility component of the City’s 2020 to 2024 Draft Financial Plan.

**PAST PRACTICE / POLICY / LEGISLATION**

The *Community Charter* requires that the 2020 to 2024 Financial Plan bylaw be adopted before the property tax rate bylaw is adopted. The property tax rate bylaw must be adopted prior to May 15, 2020. Past practice in non-election years is to complete five year financial plans by the beginning of the budget year (first year of the Financial Plan). Past practice in election years is to complete five year financial plans in early spring of the budget year.

**ANALYSIS**

Attached, as Appendices A to C, are staff’s recommendations on the Drainage Utility component of the City’s Draft 2020 to 2024 Financial Plan. This portion of the City’s budget contains revenues, operating expenditures, asset improvement projects and reserves related to the City’s storm sewer system.



Items to note on the draft Drainage Utility Budget are as follows:

- The main source of revenue is the drainage user fee;
- Expenditures include operating and administrative costs, and infrastructure improvements/system upgrades;
- Money is also budgeted to be put into the Drainage Infrastructure Reserve for future asset replacements and upgrades, to keep this utility sustainable;
- Relocation of the Habgood Pumpstation, with an estimated overall budget of \$10.9M, including amounts spent in previous years, is the largest infrastructure project included the Drainage Utility component of the Draft 2020 to 2024 Financial Plan. Construction is budgeted in 2021. Sufficient funds are not available to complete this project without grant funding. Including amounts spent since 2017, there is \$4.6M in City funds committed for this project. Therefore, a minimum grant of \$6.3M is required to proceed. In 2018, the City applied for an Investing in Canada Infrastructure Program Green Infrastructure grant for this purpose. Unfortunately, this grant application was not approved for funding. It has recently been announced that a second intake for the Environmental Quality Program of the Investing in Canada Infrastructure Program is now open. This program provides funding of up to 73.33% of eligible project costs. An application will be submitted by the February 26, 2020 deadline. Commitments should not be made on construction, or beyond the City's allocated funding, until this additional funding source is confirmed;
- The Drainage Masterplan is in the process of being updated. One component under review involves optimizing the storm drainage on the east side of the City. Once this review is complete, amendments may need to be made to this Draft 2020 to 2024 Financial Plan. This may impact the approach taken and cost estimate (noted above) for the relocation of the Habgood Pumpstation. This update will be reflected in the grant application as appropriate; and
- Provision has also been made for future storm sewer work, subject to the completion of the Strategic Transportation Plan update. Once this Plan is completed more details on these projects will be available.

### **Drainage User Fees and Other Funding Sources**

Annual drainage user fee increases of 5% are projected from 2020 to 2024 to fund storm sewer operations, complete planned infrastructure work, and ensure funds are available in reserves for future system upgrades. Recent storm sewer work for various City east side projects and the planned relocation of the Habgood Pumpstation have put significant pressure on this Utility's reserves. The projections included in this Draft 2020 to 2024 Financial Plan work towards reinstating them to sustainable levels.

A 5% drainage fee increase in 2020 equates to an increase of \$24 for a typical single family detached home (from \$485 to \$509) and \$7 for a typical strata property (from \$145 to \$152) in the City.

It is important that the City's Development Cost Charge (DCC) Bylaw be updated in 2020. This work was budgeted in 2019 but is not complete. This will enable DCCs to be used as a funding source for growth related projects that were not identified in the City's current DCC Bylaw.

## **OPTIONS**

The following options are available for the Finance and Audit Committee’s consideration:

1. To endorse the Draft Financial Plan Drainage Utility figures and assumptions presented, and base the public consultation process on the documents presented.
2. To amend the Draft Financial Plan Drainage Utility assumptions and base the public consultation process on the amended assumptions and figures.

## **CONCLUSION**

It is recommended that the Finance and Audit Committee endorse the presented Draft 2020 to 2024 Financial Plan figures and assumptions for the Drainage Utility and direct staff to proceed with a public meeting and request for written comments.

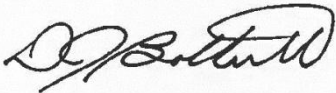
Respectfully submitted,



Sandra Kurylo  
Director of Financial Services

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

I concur with the recommendations of this corporate report.



Dan Bottrill  
Chief Administrative Officer

Appendix A: Draft 2020 to 2024 Financial Plan Drainage Fund Operating Budget

Appendix B: Draft 2020 to 2024 Drainage Fund Asset Improvement Projects

Appendix C: Projected Drainage Fund Asset Improvement Reserves

**City of White Rock Draft 2020 - 2024 Financial Plan  
Drainage Fund Operating Budget**

	2019 Budget	2020	2021	2022	2023	2024
<b>Revenues:</b>						
User Fees	\$ 2,531,200	\$ 2,657,800	\$ 2,790,700	\$ 2,930,200	\$ 3,076,700	\$ 3,230,500
Connection Fees	204,000	206,000	208,000	210,000	212,000	214,000
Other	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Revenues</b>	<b>\$ 2,755,200</b>	<b>\$ 2,883,800</b>	<b>\$ 3,018,700</b>	<b>\$ 3,160,200</b>	<b>\$ 3,308,700</b>	<b>\$ 3,464,500</b>
<b>Expenditures:</b>						
Operating Expenditures	363,000	400,400	377,800	385,200	392,900	400,700
Costs Allocated from General Fund	492,000	541,000	552,000	563,000	574,000	585,000
<b>Total Expenditures</b>	<b>\$ 855,000</b>	<b>\$ 941,400</b>	<b>\$ 929,800</b>	<b>\$ 948,200</b>	<b>\$ 966,900</b>	<b>\$ 985,700</b>
Transfer to Infrastructure Reserve	932,200	953,600	1,081,800	1,602,000	1,736,500	1,591,800
Revenue Allocation to Asset Improvements	968,000	988,800	1,007,100	610,000	605,300	887,000
<b>Total Transfers:</b>	<b>\$ 1,900,200</b>	<b>\$ 1,942,400</b>	<b>\$ 2,088,900</b>	<b>\$ 2,212,000</b>	<b>\$ 2,341,800</b>	<b>\$ 2,478,800</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 2,755,200</b>	<b>\$ 2,883,800</b>	<b>\$ 3,018,700</b>	<b>\$ 3,160,200</b>	<b>\$ 3,308,700</b>	<b>\$ 3,464,500</b>

City of White Rock Draft 2020 - 2024 Financial Plan  
Drainage Fund Asset Improvement Projects

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP				
Projects with Corresponding Roadworks													
Kent - Buena Vista to Pacific						1,243,000						1,243,000	
Parker - Thrift to Pacific	3,000											1,350,000	
Parker - Pacific to Columbia	3,000											-	
Maple - Pacific to Columbia	2,000											-	
Lee - Pacific to Columbia												-	
Johnston - Russell to Thrift			13,000	645,000								658,000	???
Johnston - Thrift to Roper								59,000				59,000	
Buena Vista - 15367 Buena Vista												-	
Buena Vista - Best to Johnston												-	
Columbia - Habgood to Parker	350,000											-	
Habgood - Pacific to Columbia	400,000											-	
Pacific - Maple to Parker	1,000											-	
Prospect - Foster to Johnston			10,000	260,000								270,000	
George - Thrift to Russell				138,000								138,000	
Best - Thrift to Russell						269,000						269,000	
Russell - Best to Fir												-	256,000
Blackburn Crescent - Archibald to high	300,000											-	
Martin - Buena Vista to Victoria								20,000		277,000		297,000	
Drainage Upgrades (pending completion of Strategic Transportation Plan Update)						800,000		1,000,000		1,200,000		3,000,000	
Other Drainage													
Development Coordinated Works	15,000		5,000	5,000		10,000		10,000		10,000		40,000	
Memorial Park Upgrade	28,000											-	
Promenade Extension to Coldicutt Ravine						226,000						226,000	
Marine Drive Parking Lot - Oxford to Museum												-	
Condition Assessment	131,000		75,000	100,000		100,000		100,000		100,000		475,000	
Renew & Replacement Program	355,000		350,000	400,000		400,000		400,000		500,000		2,050,000	
Oxford Storm Sewer Phase 1 - B/Vista to Thrift						675,000						675,000	
Thrift Storm Sewer - Vidal to Martin	450,000											-	
Victoria Storm Sewer - Martin/Columbia to Fir												-	1,280,000
14239 Marine Drive Culvert/Storm Main	465,000											-	
Royal Storm Sewer - Johnston to Fir	9,000											-	
Royal Storm Sewer - Centre to Cypress			452,000									452,000	
Pacific Storm Sewer - Johnston to Dolphin												-	1,200,000
Dolphin Storm Sewer - Royal to Pacific												-	176,000
Roper Storm Sewer - Foster to Winter												-	100,000
Stayle Storm Sewer - Buena Vista to Roper												-	300,000
Weatherby Lane Storm Sewer - Russell to Vine	68,000											-	-
Vidal Storm Sewer - Marine to Victoria												-	100,000
Relocation of Habgood / Keil ST Pump Station												-	100,000
Marine Finlay to Stayle												520,000	
Marine Drive Storm Sewer - Habgood to Keil	20,000											130,000	
Marine Drive Forcemain - Habgood to Finlay	20,000											380,000	
Habgood / Keil ST Pump Station	60,000											9,275,000	

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP		
Other Drainage													
Coldicut Outfall & Main to Marine	85,000											-	85,000
Pheonix Outfall to Malabar												-	
Sewer Master Plan Update	20,000											-	
Marine Drive - Oxford to Anderson Storm Pump Study	17,000											-	
DCC Bylaw Review	10,000		10,000					10,000				20,000	
Capital Contingency	55,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	500,000	
<b>Total Asset Improvement Expenditures</b>	<b>2,867,000</b>	<b>1,305,000</b>	<b>13,914,000</b>	<b>2,922,000</b>	<b>1,699,000</b>	<b>2,187,000</b>	<b>1,699,000</b>	<b>2,187,000</b>	<b>1,699,000</b>	<b>2,187,000</b>	<b>2,187,000</b>	<b>22,027,000</b>	<b>3,777,000</b>

**Drainage Fund Asset Improvement Funding Sources**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024
		FP	FP	FP	FP	FP	FP	FP	FP	FP		
<b>Drainage</b>												
User & Connection Fees	988,000	988,800	1,007,100	610,000	605,300	887,000	887,000	887,000	887,000	887,000	887,000	4,098,200
Drainage Development Cost Charges	222,200	202,000	506,300	199,900	296,800	297,000	297,000	297,000	297,000	297,000	297,000	1,502,000
Capital In Progress Reserve	661,900	9,800	987,500	-	44,400	-	-	-	-	-	-	1,041,700
Infrastructure Reserve	1,014,900	92,400	5,095,800	2,112,100	752,500	1,003,000	1,003,000	1,003,000	1,003,000	1,003,000	1,003,000	9,056,800
Grants	-	-	6,300,000	-	-	-	-	-	-	-	-	6,300,000
Contributions	-	12,000	17,300	-	-	-	-	-	-	-	-	29,300
<b>Total Asset Improvement Funding</b>	<b>2,867,000</b>	<b>1,305,000</b>	<b>13,914,000</b>	<b>2,922,000</b>	<b>1,699,000</b>	<b>2,187,000</b>	<b>1,699,000</b>	<b>2,187,000</b>	<b>1,699,000</b>	<b>2,187,000</b>	<b>2,187,000</b>	<b>22,027,000</b>

**City of White Rock Draft 2020-2024 Financial Plan  
Projected Drainage Fund Asset Improvement Reserves**

	2019	2020	2021	2022	2023	2024
Drainage Development Cost Charges (Deferred Revenue)	2,680,608	3,175,446	2,909,267	3,095,873	2,858,022	2,645,242
Drainage Work In Progress Reserve	1,041,700	1,031,900	44,400	44,400	-	-
Drainage Infrastructure Reserve	5,011,271	5,872,471	1,858,471	1,348,371	2,332,371	2,921,171
<b>Total Drainage Asset Improvement Reserves</b>	<b>\$ 8,733,579</b>	<b>\$ 10,079,817</b>	<b>\$ 4,812,138</b>	<b>\$ 4,488,644</b>	<b>\$ 5,190,393</b>	<b>\$ 5,566,413</b>

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



**DATE:** December 9, 2019

**TO:** Finance and Audit Committee

**FROM:** Sandra Kurylo, Director of Financial Services

**SUBJECT:** 2020 to 2024 Draft Financial Plan – Sanitary Sewer Utility

---

**RECOMMENDATIONS**

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated December 9, 2019, from the Director of Financial Services, titled “2020 to 2024 Draft Financial Plan – Sanitary Sewer Utility”;
  2. Endorse the presented Draft Financial Plan figures and assumptions for the Sanitary Sewer Utility or provide direction on amendments to be made; and
  3. Direct staff to proceed with scheduling a public meeting and placing an advertisement in the newspaper to notify 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.
- 

**INTRODUCTION**

The purpose of this corporate report is to introduce and obtain the Finance and Audit Committee’s endorsement of the Sanitary Sewer Utility component of the City’s 2020 to 2024 Draft Financial Plan.

**PAST PRACTICE / POLICY / LEGISLATION**

The *Community Charter* requires that the 2020 to 2024 Financial Plan Bylaw be adopted before the property tax rate bylaw is adopted. The property tax rate bylaw must be adopted prior to May 15, 2020. Past practice in non-election years is to complete five-year financial plans by the beginning of the budget year (first year of the Financial Plan). Past practice in election years is to complete five-year financial plans in early spring of the budget year.

**ANALYSIS**

Attached as Appendices A-C are documents containing staff’s recommendations on the Sanitary Sewer component of the City’s Draft 2020 to 2024 Financial Plan. This portion of the City’s budget contains revenues, operating budget expenditures, asset improvement projects and money put into reserves related to the City’s sanitary sewer system.

Items to note are as follows:

- The main source of revenue is the sanitary sewer user fee;
- The largest operating expense is a levy paid to the Greater Vancouver Sewerage and Drainage District (GVS&DD), which is expected to be \$1.85M in 2020. This is 12.4% higher than in 2019 (\$1.64M). Based on the recently approved Metro Vancouver 2020 to 2024 Financial Plan, this levy is projected to increase by an average of 12.8% annually from 2021 to 2024. It is estimated to reach \$2.98M by 2024. These increases are due to significant sanitary sewer infrastructure upgrades that will be undertaken throughout the region. The costs of these upgrades are shared by all Metro Vancouver member municipalities based on a well established funding formula. This is a major cost increase, placing significant financial burden on the City’s Sanitary Sewer Utility, in particular in the latter years of this Draft Financial Plan. The City is fortunate that it has built up a healthy Sanitary Sewer Infrastructure Reserve as it provides flexibility to help “smooth” future Sanitary Sewer User Fee increases needed to keep this Utility sustainable. It is important that this be examined closer when the 2021 to 2025 Financial Plan is prepared. There will be a need for further increases in future sanitary sewer user fees.
- The Sanitary Sewer Master Plan recommends that certain system upgrades are needed to handle capacity. Condition assessments are ongoing. Projects identified as high priorities at this time are reflected in the Draft Financial Plan, and where applicable they correspond to the timing of General Fund road projects. Provision has also been made for future sewer works, subject to the completion of the Strategic Transportation Plan update. Once this Plan is completed, more details on these projects will be available.

### **Internal Loan**

Appendix A includes a transfer from and to reserves which relates to a proposed internal loan to the Water Fund. This internal borrowing of \$600,000 in 2022 provides a funding source for a water main upgrade. This loan is required to be paid back to the Sanitary Sewer Infrastructure Reserve prior to being needed for sanitary sewer purposes. Based on the projections in the 2020 to 2024 Draft Financial Plan, that is not expected within this five (5) year period.

### **Sanitary Sewer User Fees**

The Draft 2020 to 2024 Financial Plan proposes a \$5 or 2% increase in the sanitary sewer user fees for 2020. The 2020 residential sanitary sewer user fee is proposed to increase from \$260 to \$265, and the commercial sanitary sewer user fee from \$273 to \$278.

Sanitary sewer user fees are projected to increase by 2% annually in 2021 to 2024 in this Draft Financial Plan. This will be reviewed when the 2021 to 2025 Financial Plan is prepared.

### **Reserves**

Appendix C includes projected year-end balances of Sanitary Sewer Fund reserves and development cost charges (DCCs). It is important that the City’s Development Cost Charge (DCC) Bylaw be updated in 2020. This will enable DCCs to be used as a funding source for growth related projects that were not identified in the City’s current DCC Bylaw.

### **Terry Road Local Improvement Debt**

In 2003 the City borrowed \$224,580 on behalf of certain residents of Terry Road to finance the expansion of sanitary sewer services to that location. This money was borrowed for a twenty (20) year term. Because it was financed as a “local improvement” all debt principle and interest



payments are being fully recovered from the local area residents. The balance outstanding as of December 31, 2019 is \$63,889. It will be fully repaid in 2023.

### **OPTIONS**

The following options are available for the Finance and Audit Committee's consideration:

1. To endorse the Draft Financial Plan Sanitary Sewer Utility figures and assumptions presented, and base the public consultation process on the documents presented.
2. To amend the Draft Financial Plan Sanitary Sewer Utility assumptions and base the public consultation process on the amended assumptions and figures.

### **CONCLUSION**

It is recommended that the Finance and Audit Committee endorse the presented 2020 to 2024 Draft Financial Plan figures and assumptions for the Sanitary Sewer Utility and direct staff to proceed with a public meeting and request for written comments.

Respectfully submitted,



Sandra Kurylo  
Director of Financial Services

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

I concur with the recommendations of this corporate report.

Dan Bottrill  
Chief Administrative Officer

Appendix A: 2020 to 2024 Draft Financial Plan Sanitary Sewer Fund Operating Budgets

Appendix B: 2020 to 2024 Draft Sanitary Sewer Fund Asset Improvement Projects

Appendix C: Projected Sanitary Sewer Fund Reserves

**City of White Rock Draft 2020 - 2024 Financial Plan  
Sanitary Sewer Fund Operating Budget**

	2019 Budget	2020	2021	2022	2023	2024
<b>Revenues:</b>						
User Fees	\$ 3,450,000	\$ 3,607,000	\$ 3,806,500	\$ 3,992,100	\$ 4,069,700	\$ 4,151,100
Connection Fees	204,000	206,000	208,000	210,000	212,000	214,000
Local Service Area Taxes	5,206	5,206	5,200	5,200	-	-
Other	58,034	58,034	58,800	59,600	60,400	50,000
<b>Total Revenues</b>	<b>\$ 3,717,240</b>	<b>\$ 3,876,240</b>	<b>\$ 4,078,500</b>	<b>\$ 4,266,900</b>	<b>\$ 4,342,100</b>	<b>\$ 4,415,100</b>
<b>Transfers from Reserves &amp; Funds:</b>						
Terry Road Local Improvement Reserve	14,948	14,948	14,900	14,900	12,400	-
Transfer from Infrastructure Reserve (for internal loan)	-	-	-	600,000	-	-
Transfer from Water Fund (principal & interest payments on internal loan)	-	-	-	-	72,000	72,000
<b>Total Transfers:</b>	<b>\$ 14,948</b>	<b>\$ 14,948</b>	<b>\$ 14,900</b>	<b>\$ 614,900</b>	<b>\$ 84,400</b>	<b>\$ 72,000</b>
<b>Total Revenues &amp; Transfers from Reserves</b>	<b>\$ 3,732,188</b>	<b>\$ 3,891,188</b>	<b>\$ 4,093,400</b>	<b>\$ 4,881,800</b>	<b>\$ 4,426,500</b>	<b>\$ 4,487,100</b>
<b>Expenditures:</b>						
GVS&DD Levy	1,644,700	1,849,200	2,106,200	2,434,800	2,761,100	2,984,700
Operating Expenditures	359,300	366,900	374,100	381,500	389,100	396,800
Costs Allocated from General Fund	389,000	428,000	437,000	446,000	455,000	464,000
Interest on Debt	13,363	13,363	13,400	13,400	5,700	-
<b>Total Expenditures</b>	<b>\$ 2,406,363</b>	<b>\$ 2,657,463</b>	<b>\$ 2,930,700</b>	<b>\$ 3,275,700</b>	<b>\$ 3,610,900</b>	<b>\$ 3,845,500</b>
<b>Transfers to Reserves &amp; Other Funds:</b>						
Infrastructure Reserve	586,705	418,899	332,100	156,800	148,700	131,600
Transfer to Water Fund (for internal loan)	-	-	-	600,000	-	-
Revenue Allocation to Asset Improvements	725,000	800,000	815,000	833,000	649,700	510,000
Principal Payments on Long Term Debt	14,120	14,826	15,600	16,300	17,200	-
<b>Total Transfers:</b>	<b>\$ 1,325,825</b>	<b>\$ 1,233,725</b>	<b>\$ 1,162,700</b>	<b>\$ 1,606,100</b>	<b>\$ 815,600</b>	<b>\$ 641,600</b>
<b>Total Expenditures &amp; Transfers to Reserves</b>	<b>\$ 3,732,188</b>	<b>\$ 3,891,188</b>	<b>\$ 4,093,400</b>	<b>\$ 4,881,800</b>	<b>\$ 4,426,500</b>	<b>\$ 4,487,100</b>

**City of White Rock Draft 2020 - 2024 Financial Plan  
Sanitary Sewer Fund Asset Improvement Projects**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024	Future Years
		FP	FP	FP	FP	FP	FP	FP	FP	FP	FP		
<b>Projects with Corresponding Roadworks</b>													
Marine - Finlay to Stayte			550,000									550,000	
Marine - High to Anderson			413,000									413,000	
Marine - Oxford to Anderson			359,000									359,000	
Marine - Bishop to Terry			604,000									604,000	
Parker - Pacific to Columbia	3,000											-	
Maple - Pacific to Columbia	3,000											-	
Lee - Pacific to Columbia	2,000											-	
Johnston - Russell to Thrift		9,000	465,000									474,000	????
Johnston - Thrift to Roper												-	
Buena Vista - Best to Johnston												-	330,000
Columbia - Parker to Stayte	435,000											-	
Columbia - Parker to Stayte	250,000											-	
Blackburn Crescent - Archibald to high								20,000				220,000	
Martin - Buena Vista to Victoria							800,000	1,000,000				3,000,000	
Sanitary Sewer Upgrades (pending completion of Strategic Transportation Plan Update)													
<b>Other Sanitary Sewer</b>													
Development Coordinated Works	15,000	5,000	5,000	10,000	10,000	10,000						40,000	
Memorial Park Upgrade	24,000											-	
Pier Pre-servicing	54,000											-	
Sanitary Capacity Upgrades	270,000	400,000	450,000	450,000	450,000	450,000						2,200,000	
Sanitary I & I Reduction Program	592,000	500,000	500,000	500,000	500,000	500,000						2,500,000	
Sanitary CCTV Inspections	210,000	100,000	100,000	100,000	100,000	100,000						500,000	
Sanitary Pump Station Capacity Review	75,000											-	
Sanitary Sewer Rehab Columbia - Maple to Finlay		130,000										130,000	
Sanitary Sewer Rehab Finlay - Goggs to Oxenham		285,000										285,000	
Sanitary Sewer Rehab Sunset Drive - Bready to Kerfoot												-	105,000
Sanitary Sewer Rehab Columbia - Maple to Finlay												-	140,000
Sanitary Sewer Rehab Pacific - Stayte to Stevens												-	100,000
Sanitary Sewer Rehab Stayte - 1127 Stayte to Buena vista												-	140,000
Sanitary Pump Station at Bishop												-	1,130,000
Sewer Master Plan Update	20,000											-	
DCC Bylaw Review	10,000		10,000					10,000				20,000	
Capital Contingency	100,000	100,000	100,000	100,000	100,000	100,000						500,000	
<b>Total Asset Improvement Expenditures</b>	<b>2,063,000</b>	<b>1,529,000</b>	<b>3,556,000</b>	<b>1,960,000</b>	<b>2,190,000</b>	<b>2,560,000</b>						<b>11,795,000</b>	

**Sanitary Sewer Asset Improvement Funding Sources**

	2019 & Approved Updates	2020		2021		2022		2023		2024		Total 2020-2024
		FP	FP	FP	FP	FP	FP	FP	FP			
<b>Sanitary Sewer</b>												
User & Connection Fees	725,000	800,000	815,000	833,000	649,700	510,000	3,607,700					
Sanitary Development Cost Charges	30,000	20,000	370,500	218,000	277,500	297,000	1,183,000					
Capital In Progress Reserve	187,500	9,000	340,000	-	-	-	349,000					
Infrastructure Reserve	1,120,500	700,000	1,882,100	909,000	1,262,800	1,753,000	6,506,900					
Contributions	-	-	148,400	-	-	-	148,400					
<b>Total Asset Improvement Funding</b>	<b>2,063,000</b>	<b>1,529,000</b>	<b>3,556,000</b>	<b>1,960,000</b>	<b>2,190,000</b>	<b>2,560,000</b>	<b>11,795,000</b>					

City of White Rock Draft 2020-2024 Financial Plan

**Projected Sanitary Sewer Fund Asset Improvement Reserves**

	2019	2020	2021	2022	2023	2024
Sanitary Development Cost Charges (Deferred Revenue)	796,967	1,060,173	781,779	712,885	446,867	168,167
Sanitary Work In Progress Reserve	349,000	340,000	-	-	-	-
Sanitary Infrastructure Reserve	11,170,551	10,889,450	9,339,450	7,987,250	6,873,150	5,251,750
<b>Total Sanitary Sewer Asset Improvement Reserves</b>	<b>\$ 12,316,518</b>	<b>\$ 12,289,623</b>	<b>\$ 10,121,229</b>	<b>\$ 8,700,135</b>	<b>\$ 7,320,017</b>	<b>\$ 5,419,917</b>

**Projected Sanitary Sewer Fund Outstanding Long Term Debt**

	2019	2020	2021	2022	2023	2024
Projected Sanitary Sewer Outstanding Long Term Debt (Terry Road Local Improvement)	63,899	49,073	33,506	17,160	-	-

**Stephanie Lam**

---

**Subject:** MacCaud Park Pickle Ball - Asset Improvement Budget  
**Attachments:** MacCaudPhoto6.jpg  
**Importance:** High

**From:** Jim Gordon <[JGordon@whiterockcity.ca](mailto:JGordon@whiterockcity.ca)>  
**Sent:** Wednesday, December 11, 2019 3:25 PM  
**To:** Erika Johanson <[EJohanson@whiterockcity.ca](mailto:EJohanson@whiterockcity.ca)>; Eric Stepura <[ESepura@whiterockcity.ca](mailto:ESepura@whiterockcity.ca)>  
**Cc:** Sandra Kurylo <[skurylo@whiterockcity.ca](mailto:skurylo@whiterockcity.ca)>; Mayor and Council <[MayorandCouncil@whiterockcity.ca](mailto:MayorandCouncil@whiterockcity.ca)>; Dan Bottrill <[DBottrill@whiterockcity.ca](mailto:DBottrill@whiterockcity.ca)>  
**Subject:** RE: MacCaud Park Pickle Ball - Asset Improvement Budget

Hello Mayor and Council:

As you will recall, a delegation appeared at Council earlier this year requesting additional pickle ball facilities in White Rock. Eric has information on the number of pickle ball facilities in the City and the number of players, but I know they play in the Curling Rink during the summer and at the tennis courts. The tennis players are not overly enthusiastic about pickle ball lines on the tennis courts.

We briefly considered the feasibility of additional pickle ball courts in the parking lot south of the tennis courts or near the butterfly garden; however, this doesn't seem workable given the needs of the other users in this area. Pickle ball near the beach is also probably not feasible due to frequently windy conditions. This left us to explore options at McCaud Park.

The trees in McCaud Park are mostly dead or dying and the Park itself could use refreshment. It also contains the Kent Activity Centre which is frequented by persons who probably fit the pickle ball demographic, although the sport is changing. We took a very very rough look at possibilities for refreshing McCaud Park and incorporating pickle ball, see the attached sketch. The upgrade would include replacement of some of the trees, new pathways and a small playground area. We included \$750,000 in the Asset Improvement budget as a place holder for the project.

In order for the project concept to proceed, Council will need to give approval to the conceptual budget and public consultation meetings held. Issues to consider include, parking, traffic flow, potential noise and disruption to the neighbourhood, dual uses (basketball?), effects on the Kent Activity Centre etc. before post conceptual plans are developed.

Eric advises that he will contact Cloverdale to see what their costs were for the recently constructed pickle ball courts.

I hope this provides the necessary background to this budget item.

Jim

**Jim Gordon P.Eng.**  
**Director of Engineering and Municipal Operations,**  
**City of White Rock**  
877 Keil Street, White Rock, BC V4B 4V6  
Tel: 604.541.2181 | [www.whiterockcity.ca](http://www.whiterockcity.ca)









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



**DATE:** July 25, 2011  
**TO:** City of White Rock Mayor and Council  
**FROM:** Rob Thompson, Director of Engineering and Municipal Operations  
**SUBJECT:** Public Consultation Process and Recommendations Regarding Proposed Upgrades to Maccaud Park

---

**RECOMMENDATION**

THAT Council:

- 1) receive for information the July 25, 2011 report from the Director of Engineering and Municipal Operations titled “Public Consultation Process and Recommendations Regarding Proposed Upgrades to Maccaud Park; and
  - 2) direct staff to proceed with developing a multi-year plan for the upgrades to Maccaud Park in the 2012 – 2016 Financial Plan.
- 

**INTRODUCTION**

The purpose of this report is to outline to Council the results of three public information meetings and make recommendations to Council for the future of Maccaud Park, based on the feedback from residents and park users.

**COUNCIL GOAL**

This project supports Council’s 2009 goal of “Improving the City’s Green Spaces”.

**PAST PRACTICE / POLICY / LEGISLATION**

N/A

**ANALYSIS**

On April 4, 2011 Council passed Motion 2011-141 that “directs staff to initiate a community consultation process for future park activities in Maccaud Park and report back to Council with a recommended concept plan for Maccaud Park, with financial estimates and budgetary implications.” On passing this motion, Council requested staff to relay statistical information on dog ownership and the number of families with young children in the vicinity of the park.

As requested by council, between North Bluff Rd. and Buena Vista Ave., and Finlay St. through to Stayte Rd, there are one hundred sixteen households (116) with dog licenses. According to Statistics Canada Census information from 2006, White Rock has six hundred twenty five (625) children aged five to nine years and seven hundred thirty five (735) children aged ten to fourteen years. Note the data indicating the number of children in White Rock is based on the entire city so is not specific to the area surrounding Maccaud Park.



City staff worked with Sharp and Diamond Landscape Architecture Inc., to solicit feedback from the community through a series of three public information meetings regarding the future of Maccaud Park. The Illustrative Concept Plan, developed as a result of the public consultation process, is attached as Appendix A, Panel 3.

The intent of the first public open house was to introduce the project, highlight some of the existing park's features and uses, and provide residents with an opportunity to express what they like, or don't like about Maccaud Park. Respondents were also given a list of potential amenities and uses they would like to see implemented in the park.

A summary of the results from the first public information meeting are outlined as follows:

- The vast majority of respondents live within a 5 block radius of the park, and use the park either daily or weekly
- For those respondents with children at home, over 80% have children between the ages of 5-15
- The improvement with the most responses was better park circulation and pathways
- The vast majority of respondents would like more trees, shrubs, gardens, and naturalized areas
- About 50% of the respondents would like upgrades in site furnishings (benches, tables, drinking fountains, lighting etc.)
- About 1/3 of respondents would like to see a children's play area with new equipment
- Generally, most respondents preferred passive recreation (informal lawn areas, gathering spaces, community events) over active recreation (sports fields, wading pool, skate parks etc.)
- There is a keen interest in historic reference and interaction within the park to commemorate the site's history (ie. Mrs. Maccaud, Semiahmoo Trail, historic creek)

The focus of the second public open house for Maccaud Park was to gather input from the community on three concept options for park use and amenities. A summary of the comments resulting from the second Open House is as follows:

- The majority of respondents chose Option 2: "Naturalized/Passive Recreation Park", which combined an ecological approach with passive recreation and activities
- Additional park amenities that received the most support were: i) a community gathering/event space, and ii) a children's playground
- Historic reference/interpretive signage is a priority for the community (ie. Maccaud homestead, historic creek, Semiahmoo Trail etc.)
- Park circulation, connectivity, site furnishing, perimeter fencing, and lighting require several upgrades.

The focus of the third public open house was to gather input from the community based on the public's preferred amenities and functions of a renovated Maccaud Park. Comments for the key features identified in the Illustrative Concept Plan (Appendix A, Panel 3) from the final Public Information Meeting are summarized below:

#### "Neighbourhood Green"

- Most open house participants liked the idea of an open lawn area for informal games and relaxation.
- There was support for more lighting for the internal pathways and to increase visibility from the road.

#### "Stream"

- A lot of respondents liked the idea of a symbolic stream to connect different areas of the park
- There were additional ideas for the "stream" concept, such as possible day lighting of the historic stream itself
- People liked the increased habitat value and ecological diversity with seasonal pooling / water area

#### "Outdoor Classroom"

- Parents liked the idea of more kid-related amenities, but wanted to know what types of equipment or activity would be involved
- Visibility of the play area and adequate lighting was a priority
- There was some concern over vandalism

#### "Community Stage"

- Most respondents appreciated the value of an outdoor gathering space for markets, music, events, fairs etc.
- People liked how the park space would provide activities for all ages, would help satisfy communal interests as well as bring people together
- People liked how the "community space", by incorporating Russell St., would connect the north and south portions of the park
- Lack of parking and increased traffic during events would be a concern among many living adjacent to the park

#### "Naturalized Area"

- Generally, almost all open house participants liked the inclusion of the naturalized area for relaxation, education, and dog-walking
- Some respondents wanted to see as many existing trees be retained as possible, as well as the addition of many new trees
- Most people liked the idea of the "Irene Maccaud Plaza" to commemorate the park's namesake; however, there was some concern regarding the relocation of the Maccaud cairn.

#### "Improved Connections and Nodes"

- Most respondents liked the improved perimeter and internal park circulation
- Most people agreed with the proposed re-alignment of the park pathway through the existing parking lot
- The majority of respondents agree with the need for new signage, lighting, benches, tables and way finding

#### Other comments from the third public information meeting

- The majority of participants wanted to see more historical reference to the site's heritage, specifically to commemorate Irene Maccaud (ie. annual picnic in her honour etc.)

- Most respondents would like to see an improved buffer along the west side of the park, in the form of a new fence or hedge
- For the most part, people appreciated the public process, and felt their input was encouraged by the City of White Rock to help shape the future of Maccaud Park.

### **BUDGET IMPLICATIONS**

The 'Order of Magnitude Cost Estimate' for the proposed upgrades to Maccaud Park is \$1,159,024.00, based on Appendix A, Panel 3 'Maccaud Park – Illustrative Concept Plan'. Additional proposed upgrades are estimated at \$ 294,000.00, broken down as follows:

▪ Irrigation	\$50,000.00
▪ Water fountains (2)	\$20,000.00
▪ Electrical connections	\$30,000.00
▪ Additional street lighting	\$20,000.00
▪ Detailed Design, Construction Documents, Tender and Field Review	\$174,000.00

The total estimated cost of installation of the proposed upgrades is \$1,453,024.00

Currently, the City's budget identifies \$42,000.00 in 2012 for Maccaud Park improvements, and \$80,000.00 in 2014 for additional improvements within the park. This calculates to a budget shortfall of \$ 1,331,024.00. In order to implement the changes to the park, the improvements would have to be budgeted over a number of years.

The proposed upgrades will require additional maintenance hours and supplies than currently allotted to Maccaud Park. The estimated increase in labor cost is \$60,000.00 per year; the estimated supply cost increase is \$10,000.00 every three years. Other labor and material costs that may be accrued are associated with vandalism, utility bills for electricity and water, snow removal, and Special Events.

### **OPTIONS**

There are 2 options for Council to consider:

1. direct staff to develop a multi-year plan for financing the upgrades and maintenance to Maccaud Park;
2. direct staff to maintain the park in its present condition.

### **CONCLUSION**

The 2007 City of White Rock Parks Master Plan identifies Maccaud Park as a neighbourhood open space that could assist in meeting the need for a neighbourhood park if more facilities were provided based on the needs and desires of the surrounding residents.

City staff, with the help of Sharp and Diamond Landscape Architecture Inc., conducted a series of three public information meetings in order to solicit feedback from the community about their desires for the direction of the future upgrades to Maccaud Park. For the most part, people appreciated the public process, and felt their input was encouraged by the City of White Rock to help create a vision of the future for Maccaud Park.

The results of the information gleaned from the residents during the public information meetings is indicated conceptually in the 'Illustrative Concept Plan' attached in Appendix A, Panel 3 as

well as summarized in this report. The proposed upgrades are an opportunity to provide residents of the City of White Rock with amenities in Maccaud Park resulting from a very positive consultation process.

Therefore, it is recommend that Council direct staff to proceed with developing a multi-year plan for the upgrades to Maccaud Park in the 2012 – 2016 Financial Plan.

Respectfully submitted,

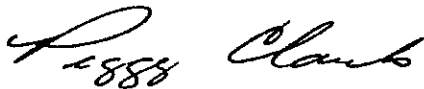


Rob Thompson, MA, MCIP  
Director of Engineering and Municipal Operations

Appendix A – Maccaud Park Enhancements – Open House No. 3

**Comments from the City Manager:**

I concur with developing a multi-year plan to implement the upgrades to Maccaud Park.



Peggy Clark, City Manager





# Maccaud Park Enhancements

White Rock, British Columbia

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PUBLIC OPEN HOUSE NO. 1

1475 KENT ST. (AT RUSSELL AVE.)

~ APRIL 26TH, 2011 ~

4:00-8:00PM





# PROJECT SUMMARY

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## INTRODUCTION

Welcome to the Maccaud Park Public Open House. Maccaud Park is a 3-1/2 acre plot of neighbourhood open space in the City's east side, used passively by local residents. This is the first of three public information sessions organized by the City of White Rock, and will focus on gathering feedback, opinions and ideas from local residents on the future of Maccaud Park.

## PROJECT BACKGROUND

Maccaud Park was named by Irene Maccaud Nelson, after her father Francis Maccaud, a former minister from Blaine, Washington. She sold the 3-1/2 acre plot to the City of White Rock in 1968, understanding the importance of establishing civic land adjacent to the historic Semiahmoo Trail. Today, a granite-faced cairn and plaque stand at the site of the original homestead, commemorating the generosity by the Maccaud Family.

The 2007 City of White Rock Parks Master Plan was commissioned by the City of White Rock as a sustainable guide to park acquisition, development and operation until 2021, with a focus on the period between 2007-2016. One of the key findings reveals a very low supply of parkland and associated public amenities in relation to population, compared to other communities in the region, despite the continual increase of demands on the infrastructure and parkland by a growing population in White Rock.

The Parks Master Plan identified Maccaud Park as neighbourhood open space, providing passive recreation for users and character to the neighbourhood. The Plan suggests upgrades to amenity spaces, play/youth facilities and landscaped areas would allow Maccaud Park to better serve the community and become a social focus in the area.

Maccaud Park is situated in the eastern portion of the City along Kent St, bordered to the north by North Bluff Road, and to the south by Thrift Avenue. Earl Marriott Secondary lies directly to the north, and Peace Arch Elementary is located nearby to the southeast. The Kent St. Activity Centre, located in the middle of the park off of Kent St., is a well-used destination for seniors. For most park users though, Maccaud Park is a passive, heavily treed park, used primarily as a pedestrian thoroughfare or as a relaxing destination. Many of the trees are currently being analyzed for pruning or removal.

## PUBLIC INVOLVEMENT

The City places a high value on community involvement, so please review the graphic panels and fill out the questionnaire form provided. To ensure a collaborative process, the City of White Rock will be holding three separate public information sessions, each one designed to fine-tune the proposed concept plans and overall park vision. Ultimately, this collaborative process between the design team and the community will be presented to City Council in the form of a preferred concept plan and construction budget.



# SITE CONTEXT



CONTEXT PLAN

0 ————— 500m ▲ NORTH

\* Aerial photo from City of Surrey, Cosmos, Dated 2010



## SITE HISTORY

The park lies on the former property and homestead of Irene Maccaud Nelson. Since donated to the city, it has evolved into a passive open space for passer-byers, dog walkers, and students. It is mainly a treed site with informal lawn areas, some of which have poor drainage. A children's playground has been removed in recent years.



## NEIGHBOURHOOD CHARACTER

Single family homes, a highschool and an elementary school make up the social fabric of the area surrounding Maccaud Park.



## PARK USERS / DEMOGRAPHICS

(need statistics)



# EXISTING CONDITIONS



**NORTH BLUFF RD FRONTAGE  
(LOOKING SOUTH)**



**CENTRAL PATH  
(LOOKING NORTH)**



**RUSSEL ST. PARK ENTRANCE  
(LOOKING NORTH)**



**PARK ACCESS AT ACTIVITY CENTRE  
(LOOKING SOUTH)**



**THRIFT ST. FRONTAGE  
(LOOKING NORTH)**



0 50m ▲ NORTH



**NEW BLUFF RD AND  
KENT ST. CORNER  
(LOOKING SOUTHEAST)**



**KENT ST. FRONTAGE  
(LOOKING SOUTH)**



**KENT ST. ACTIVITY CENTRE**



**KENT ST. ACTIVITY CENTRE  
PARKING LOT ENTRANCE**



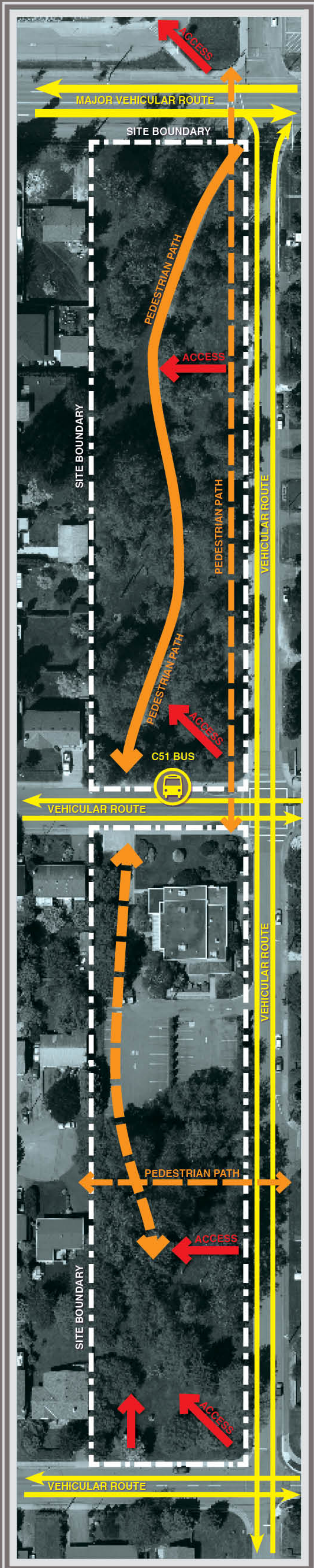
**KENT ST. & THRIFT ST. CORNER  
(LOOKING WEST)**

\* Aerial photo from City of Surrey, Cosmos, Dated 2010  
\*\* All images from Google Street View



# SITE ANALYSIS

## SITE CIRCULATION



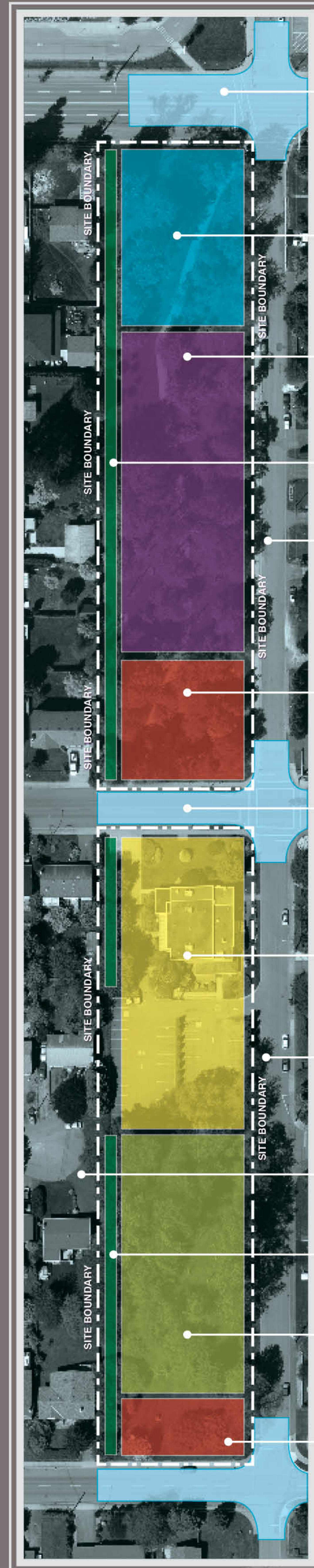
0 50m ▲ NORTH

## EXISTING FEATURES



0 50m ▲ NORTH

## SITE OPPORTUNITIES



0 50m ▲ NORTH

- Strengthen connection to highschool**
  - pavement markings
  - raised crosswalk
  - traffic calming measures
- Youth social area**
  - community activities
  - connection to highschool
- Neighbourhood activity area**
  - playground
  - multi-use sports court
- Enhance buffer with evergreen planting**
- Enhance park edges**
  - street trees
  - boulevard planting
  - designated access points
- Open area / arrival plaza**
  - connect to community centre
  - seating, lighting, and signage
- Strengthen connection between north and south park**
  - pavement markings
  - raised crosswalk
  - traffic calming measures
- Improve circulation around community centre**
  - connect centre to rest of park
- Enhance park edges**
  - street trees
  - boulevard planting
  - designated access points
- Enhance mid-block connection**
- Enhance buffer with evergreen planting**
- Maintain natural tree area**
  - provide seating
  - improve drainage
- Create welcome plaza / park entrance**
  - seating, lighting, signage
  - incorporate commemorative plaque / historic homestead site

\* Aerial photo from City of Surrey, Cosmos, Dated 2010



# PRECEDENTS



AMPHITHEATER



BENCHES AND SEATING



CHILDREN'S PLAY EQUIPMENT



DOG RUN



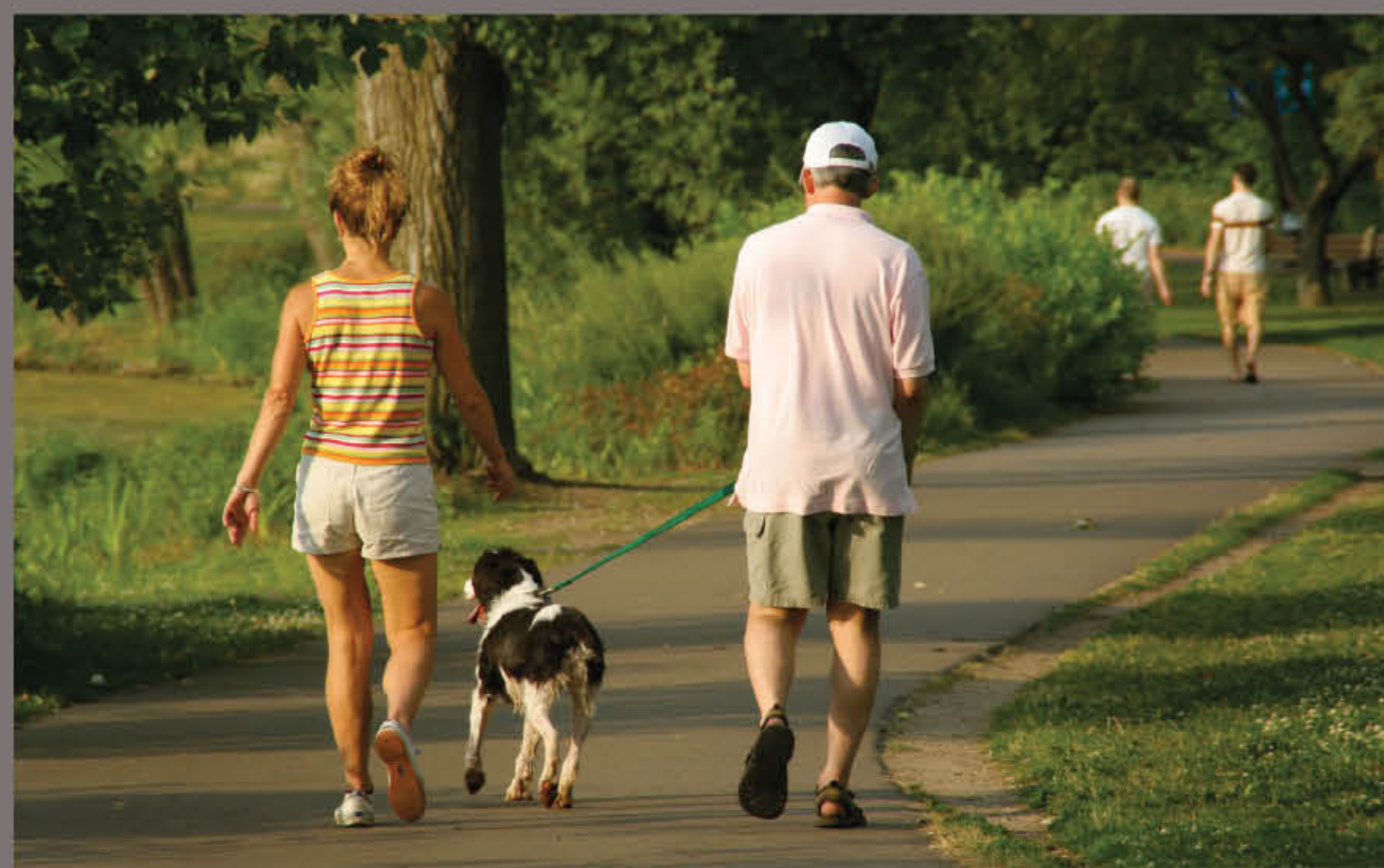
BANNERS AND LIGHTS



GARDENS



LIGHTING



PATHWAYS



WATER SPRAY PARK



PUBLIC ART



SKATE PARK



SIGNAGE



ENTRY PLAZA



SYNTHETIC SPORTS COURT



WASHROOM FACILITIES



# WHITE ROCK

*My City by the Sea!*



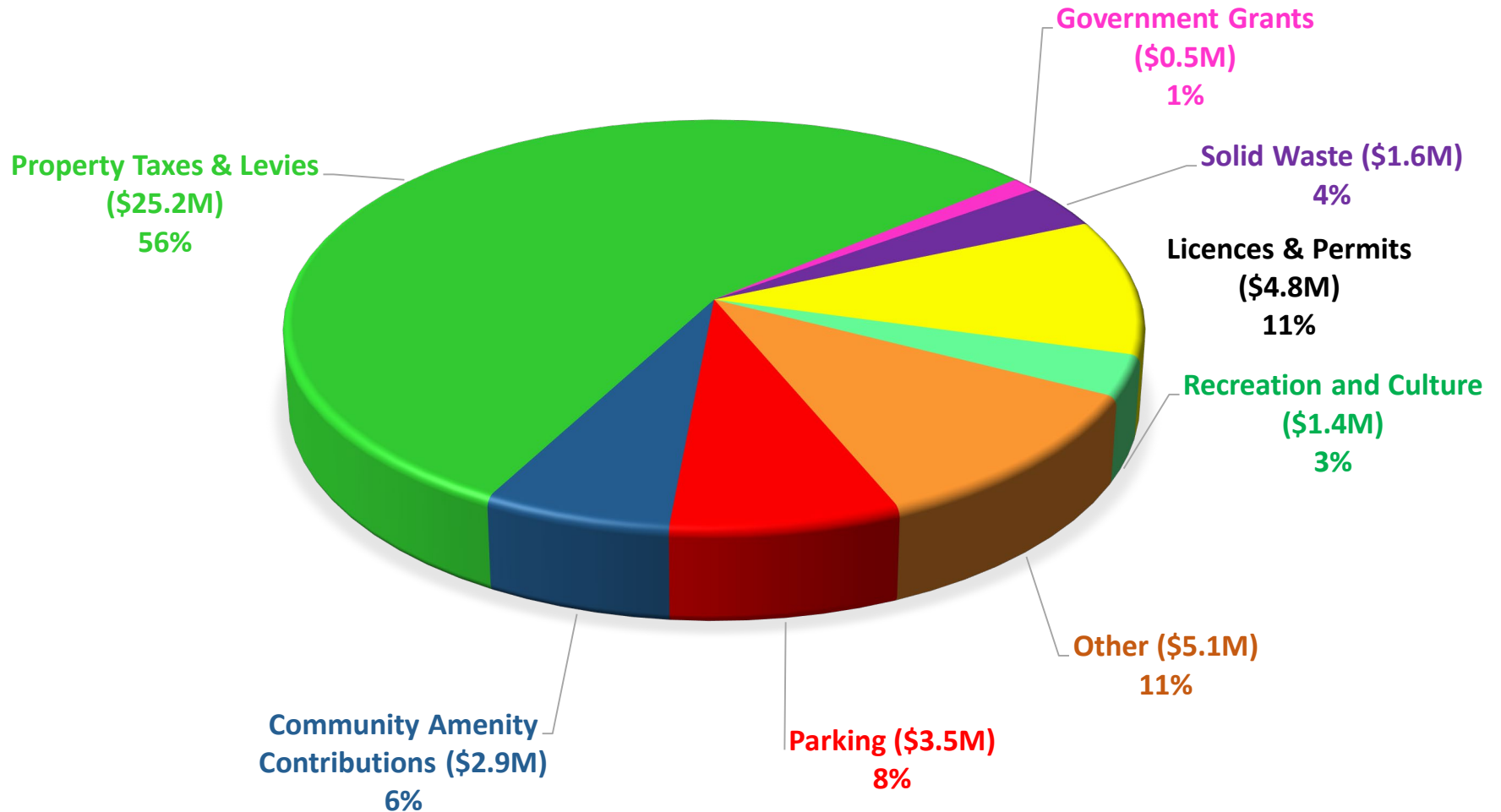
**2020-2024 Draft Financial Plan**  
**General Fund Operating Budget**

**DECEMBER 9, 2019**

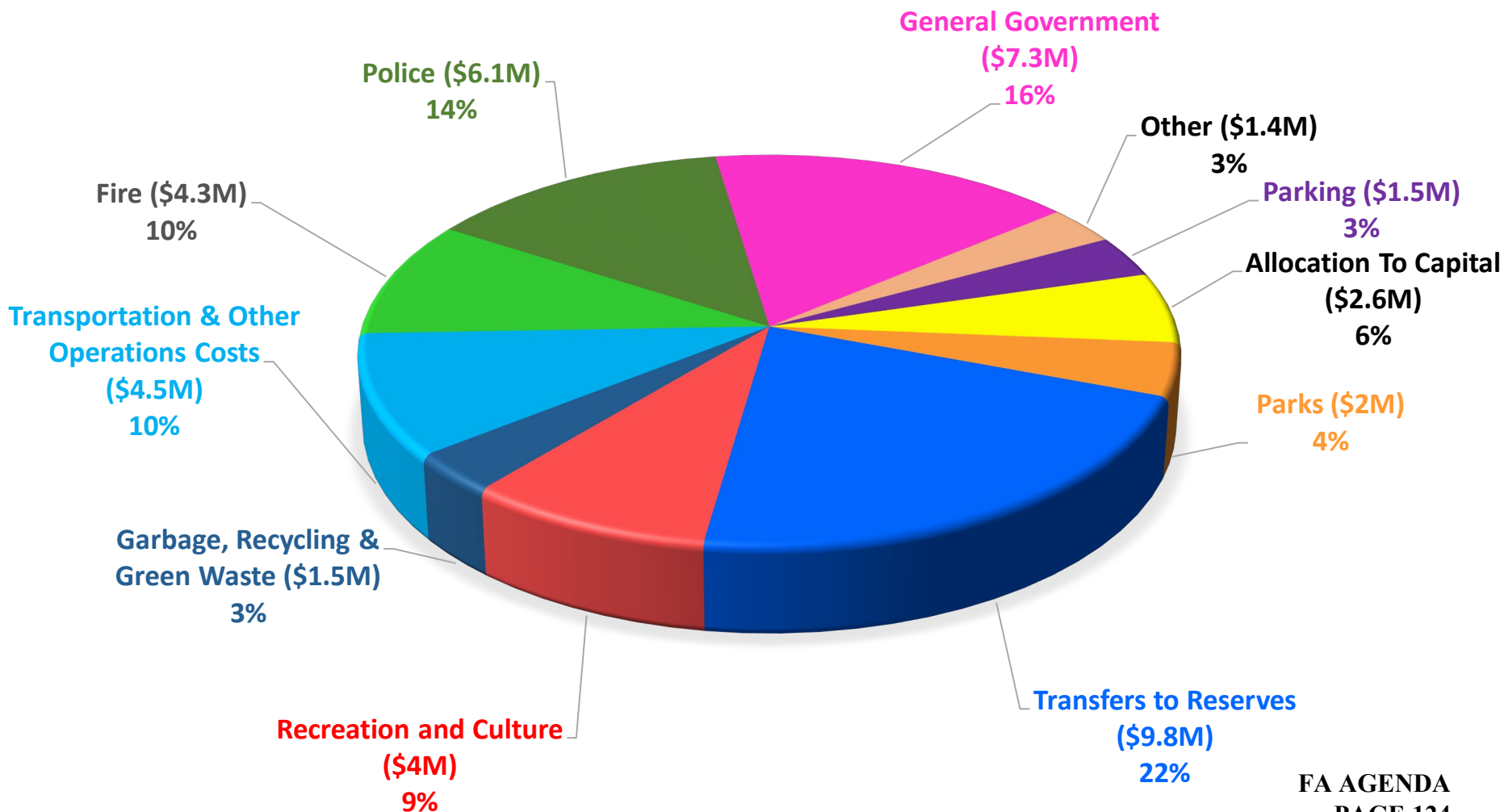
# DRAFT GENERAL FUND OPERATING BUDGET

	2020	2021	2022	2023	2024
Municipal Taxes, FVRL Levy & BIA Levy	\$25.2M	\$26.4 M	\$27.6M	\$28.4M	\$29.3M
Community Amenity Contributions	\$2.9M	\$3.6M	\$0.3M	\$0.3M	
Building Permit Revenue	\$4.3M	\$2.7M	\$1.3M	\$1.3M	\$1.3M
Other Revenues	\$11.8M	\$12.0M	\$12.1M	\$12.3M	\$12.5M
Transfers from Reserves	\$0.8M	\$0.2M	\$0.3M	\$0.2M	\$0.2M
<b>TOTAL</b>	<b>\$45.0M</b>	<b>\$44.9M</b>	<b>\$41.6M</b>	<b>\$42.5M</b>	<b>\$43.3M</b>
Dept. Expenditures	\$32.6M	\$32.9M	\$33.9M	\$34.6M	\$35.5M
GR Allocation to Asset Improvements	\$2.6M	\$2.8M	\$3.0M	\$3.2M	\$3.2M
Transfers to Reserves & Accumulated Surplus	\$9.8M	\$9.2M	\$4.7M	\$4.7M	\$4.6M
<b>TOTAL</b>	<b>\$45.0M</b>	<b>\$44.9M</b>	<b>\$41.6M</b>	<b>\$42.5M</b>	<b>\$43.3M</b>

# 2020 Draft General Fund Operating Budget - Revenues

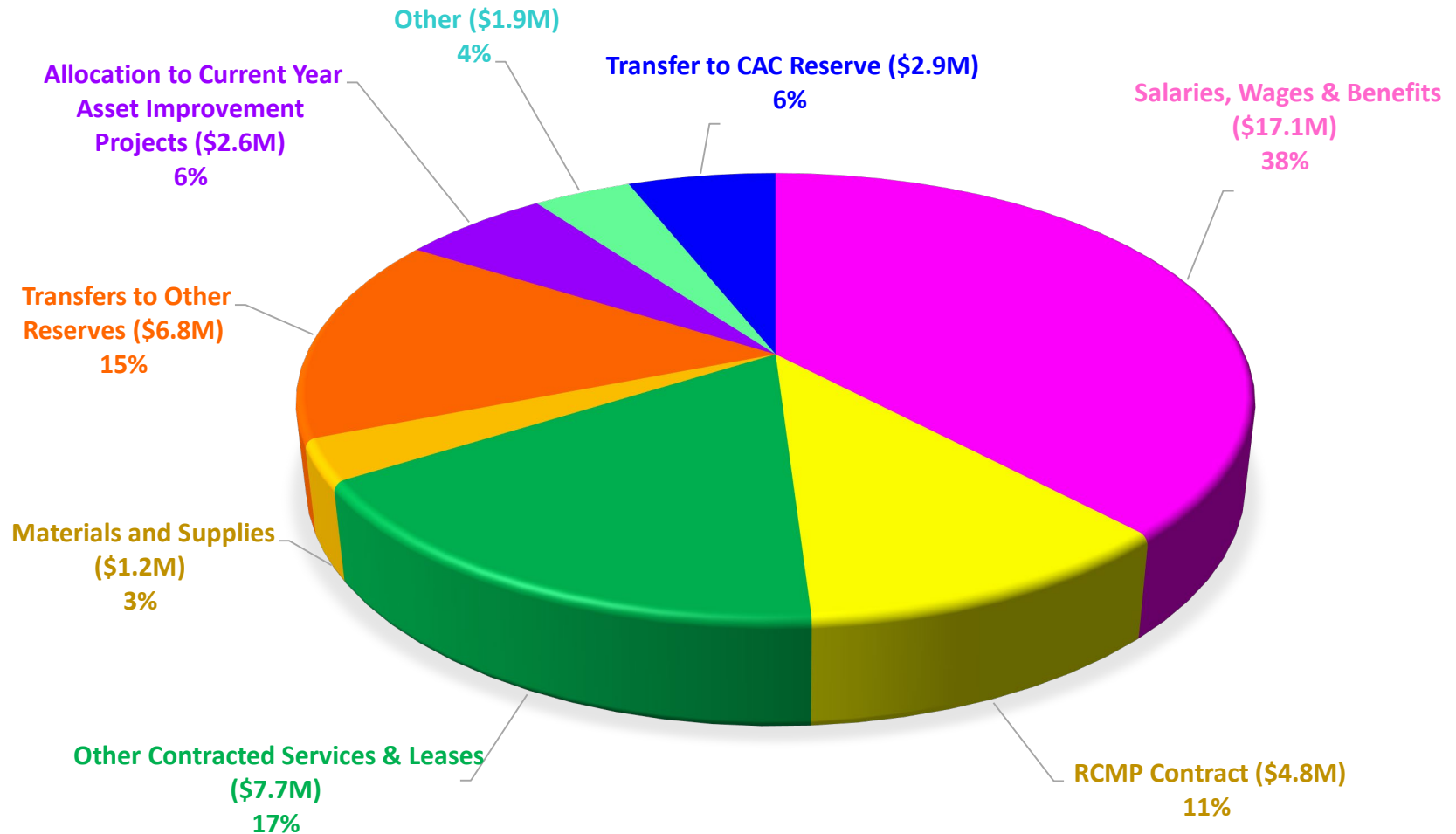


# 2020 Draft General Fund Operating Budget – Expenditures by Function





# 2020 General Fund Operating Budget Expenditures by Type



# GENERAL FUND OPERATING BUDGET PROPERTY TAXES

- The 2019 to 2023 Financial Plan projected a 2020 property tax increase of 2.75%
- At this time, the draft 2020 budget reflects a property tax increase of 3.9%.
- This is higher than expected mainly due to:
  - Higher than anticipated insurance premium costs (in particular for the Pier)
  - A higher than planned contribution to the City's Capital Works Reserve (due to a larger increase in the City's annual property appraisal than expected)
  - Unexpected reductions in revenues from certain licences as well as planning applications and the Small Communities Provincial Grant
  - Lower than projected property tax revenue from new development; due to slower progress of some projects than anticipated

# GENERAL FUND OPERATING BUDGET PROPERTY TAXES

- The draft 2020 general fund operating budget reflects current service levels and includes no additional staff positions except for a part-time Payroll Assistant needed to maintain current operations.
- Other factors contributing to the proposed property tax increase are:
  - Provision for staff wages and benefits
  - Increase in RCMP contract costs
  - Higher janitorial costs
  - Increased road, streetlight & traffic signal maintenance
  - Increased budget for legal fees

# GENERAL FUND OPERATING BUDGET PROPERTY TAXES

- Overall property tax increase of 3.9% - equates to \$130 on an average detached single family home & \$49 on an average strata property
- It is also recommended that certain one-time costs be funded from the City operating reserves or accumulated surplus fund
- As stated, this is a “based budget scenario”. The Committee is requested to consider making amendments to deal with service level increases and new initiatives that have been identified or requested
- Finance and Audit Committee may wish to consider if it would like the Draft Financial Plan amended to fund certain one-time items that are also not included

# Other Municipal 2020 Property Tax Increases

- **Surrey (Bylaw has had 3 readings)**
  - **Residential 2.9%**
  - **Business 5.5%**
- **Vancouver (Draft)**
  - **8.2%**

# GENERAL FUND OPERATING BUDGET OTHER PROPOSED FEE ADJUSTMENTS

- Proposed increase of \$6 in Solid Waster User Fee; from \$331 to \$337
- Proposed increase of \$10 in Secondary Suite Service Fee; from \$300 to \$310
- Proposed implementation of a 2<sup>nd</sup> tier of parking fines for safety related offences - \$80 with an early payment discount of \$25 is recommended
- Proposed reduction in the early payment discount for Tier 1 parking fines (eg. Pay Parking) from \$30 to \$25
- Proposed inflationary increases in misc Fees and Charges

# PROJECTED BUILDING PERMIT REVENUE

- **When building permit funds are received for development projects that will take more than one year to complete, they are temporarily held in a “deferred” account, and shown as revenue as the project construction proceeds and related inspections occur**
- **This means that the amount of building permit revenue budgeted on a year-by-year basis depends on both the amount of cash received and the timing of planned construction (based on staff’s best estimate at the time the budget is prepared)**
- **If the actual timing differs from staff’s estimate, actual building permit revenues may be under or over budget from one year to the next, and this impacts the timing of when this money can be spent**

# PROJECTED BUILDING PERMIT REVENUE

- The City's base building and related permit revenue budget is \$1.3M annually
- Due to major development project approvals, there is a significant amount of “deferred” building permit revenue that is budgeted and will be recognized as revenue over the next few years.
- This creates “spikes” in this Draft Financial Plan's projected building permit revenue.
- This excess building permit revenue is budgeted to be spent on items that are directly related to this high level of development activity and/or other “one-time” costs.



# PROJECTED BUILDING AND RELATED PERMIT REVENUE

	2020	2021	2022	2023	2024
Projected Revenue	\$4.3M	\$2.7M	\$1.3M	\$1.3M	\$1.3M
Base Budget	<u>(\$1.3M)</u>	<u>(\$1.3M)</u>	<u>(\$1.3M)</u>	<u>(\$1.3M)</u>	<u>(\$1.3M)</u>
“Excess Spike”	\$3.0M	\$1.4M	\$0.0M	\$0.0M	\$0.0M

- **Excess building permit revenue (including \$2.3M from 2019 budget) was approved to be allocated to:**
  - an operating reserve to fund costs related to development activity
  - an operating reserve to fund other “one-time” operating costs
  - the General Fund Infrastructure Reserve
- **Details on Page 50 of the Agenda for previously approved items**

# GENERAL FUND OPERATING BUDGET

## OTHER ONE-TIME COSTS

- Other one-time costs funded in the 2020 to 2024 Draft Financial Plan are listed on Page 51 of the Agenda
- The main ones are as follows:

Sea Festival (net of \$15,000 in contributions)	\$70,000
Snow Birds Special Event	\$30,000
Chief Administrative Officer recruitment	\$45,000
Temporary staff resources in Recreation and Culture Department, and in Finance to assist with implementation of new “Perfect Mind” recreation program and facility booking software system	\$117,400

# GENERAL FUND OPERATING BUDGET

## OTHER ONE-TIME COSTS

- In addition, unused budgets for items funded on a one-time basis in 2019 but not completed by the end of the year will be carried over to the 2020 budget when the 2020 to 2024 Financial Plan is amended in April. Examples are as follows:

Solid Waste Review	\$75,000
Railway Relocation	\$75,000
Economic Development Strategy	\$60,000
Temporary Part-Time Economic Development Officer	\$50,000
OCP Review – Town Centre Component	\$50,000
Note – above amounts are the full amounts budgeted in 2019	

**SERVICE LEVEL INCREASES AND NEW  
INITIATIVES NOT FUNDED IN DRAFT 2020 TO  
2024 FINANCIAL PLAN**

# RECOMMENDED BY STAFF FOR OPERATIONAL PURPOSES

Description	Amount	Property Tax Impact
<b>Reinstate Purchasing Officer staff position</b> - 35% of the salary would be allocated to the Utility budgets	\$64,900	029%
<b>Additional Bylaw Enforcement Hours</b>	\$30,000	0.14%
<b>Regular Full-Time Project Engineer</b> - 65% of the salary would be charged to Capital Projects. Will save \$300,000 in capital project Engineering Consultant costs in five years	\$45,000	0.20%

# COUNCIL COMMITTEE SUPPORT

Description	Amount	Property Tax Impact
<p><b>Convert Temporary Full-Time Committee Clerk position to Regular Full-Time.</b> Property tax impact is over two years. 2021 lift in property taxes will be \$34,000.</p>	\$34,400	0.15%
<p><b>Increase budget for Volunteer Recognition Event</b> (\$2,800 increase already included in Draft FP)</p>	\$3,200	0.01%
<p>Note – staffing is underway for an additional 15 month Temporary Full-time Committee Clerk. This is funded from the 2019 budget.</p>		

# COMMUNICATIONS

Description	Amount	Property Tax Impact
<b>Convert Temporary Full-Time Communications Clerk to Regular Full-Time.</b> The property tax impact will be realized over two years. An additional lift of \$27,000 in property taxes will be needed in 2021	\$52,900	0.24%

# POLICING

Description	Amount	Property Tax Impact
<p><b>Additional full-time police officer, increasing the approved compliment to 26 members.</b> This will assist in dealing with the increased complexity of policing due to changes in technology, law, privacy rights and community needs.</p> <p>The detachment received an increase of two (2) members in 2018. An additional Police Support Clerk position was also added in 2018.</p> <p>The amount shown includes wages, benefits, training, and other RCMP headquarters administrative costs that are allocated to the City based on the number of approved police officers.</p>	<p>\$146,100</p>	<p>0.66%</p>



# SPECIAL EVENTS

Description	Amount	Property Tax Impact
<p><b>Part-time Special Events Assistant.</b> This is needed to support the increased level of special events planned for 2020.</p>	\$42,100	0.19%
<p><b>Buskers Festival .</b> This was funded on a one-time basis in the past. An ongoing funding source is required to continue with this event on an annual basis in the future. The amount shown is net of \$1,800 in funding that would be budgeted from contributions.</p>	\$18,200	0.08%
<p><b>Municipal Operations budget increase needed to support the level special events planned for 2020.</b> Related costs include garbage removal, signage, assistance with setups/take downs etc.)</p>	\$18,500	0.08%

# PARKS MAINTENANCE – TO PROVIDE COUNCIL DESIRED LEVEL OF SERVICE

Description	Amount	Property Tax Impact
<b>Budget increase for improvement hillside walkway maintenance</b> – in response to delegation presentation to Council	\$30,000	0.14%
<b>New Regular Full-Time Trades Gardner staff position</b>	\$93,800	0.42%
<b>Increased budget for purchase of various materials, such as perennials and annuals</b>	\$40,000	0.18%
<b>Increased compliment of casual and seasonal Temporary Full-Time staff</b>	\$92,400	0.42%
<b>Increase budget for more technical training of Parks staff</b>	\$5,000	0.02%

# GRANT & FEE FOR SERVICES

Description	Amount	Property Tax Impact
<p><b>Increase annual grant to the Museum and Archives Society to increase its annual grant by \$50,000.</b>                      Delegation request to Council. The grant budgeted in the 2020 draft budget is \$122,700 which includes an inflationary increase compared to 2019.</p>	\$50,000	0.23%
<p><b>Increase in annual fee for service to South Surrey/White Rock Chamber of Commerce.</b> Delegation request of \$15,000 to Council. There is currently \$5,000 included in the Draft Financial Plan for this purpose.</p>	\$10,000	0.05%

# ONE-TIME REQUESTS NOT FUNDED IN DRAFT FINANCIAL PLAN

Description	Amount
<b>Development of a Heritage Strategy.</b> Council endorsed this Committee recommendation for funding consideration.	\$80,000
<b>Development of a Heritage Home Inventory.</b> Council endorsed this Committee recommendation for funding consideration.	\$110,000

# 2020 FRASER VALLEY REGIONAL LIBRARY LEVY

- The City is assessed a levy from the FVRL District for the management and operation of White Rock Library
- It is shown as a separate line item on the City's property tax notice
- 2020 FVRL Levy will be \$977,800; up \$19,700 or 2.1% compared to 2019
- This is incorporated into the Draft Financial Plan

# 2021 TO 2024 PROJECTIONS

- **Two new Firefighter positions are included in the Draft Financial Plan**
  - **one starting in 2021 and one in 2022**
  - **This is not new, these positions were also included in the approved 2019 to 2023 Financial Plan**
- **Other assumptions are listed on Page 55 of the Agenda**
- **Projected annual property tax increases, for these years, range from 2.28% to 2.59%**

# 2020 TO 2024 DRAFT FINANCIAL PLAN PUBLIC CONSULTATION

- The *Community Charter* requires there be a process of public consultation before financial plan bylaws can be adopted
- The legislation does not define what this process should be
- It is proposed that a public meeting be scheduled in the new year, and that an advertisement be placed in the newspaper notifying the public of the opportunity for public comments. This would also include a request for written comments or questions on the 2020 to 2024 Draft Financial Plan

# 2020 TO 2024 FINANCIAL PLAN PROPOSED SCHEDULE

Dec 9 & 12	Draft to be presented to the Finance and Audit Committee
Feb 3	Follow up on F & A Committee feedback – Staff to report back
Feb 10	F & A Committee Public Meeting Committee to give staff direction on amendments to be made
Feb 24	1 <sup>st</sup> 3 readings of FP Bylaw, Fees & Charges Bylaw & Utility Rate Bylaws
<b>Mar 9</b>	<b>Adoption of FP Bylaw and above fee bylaws</b>
Apr 20	Final amendments to be introduced to Council (eg. capital & operating budget project carry-overs, impact of final BC Assessment property values etc.)
Apr 27*	Public Meeting on amended FP Council to give direction on further amendments
May 4	1 <sup>st</sup> 3 readings of Amended FP Bylaw & Property Tax Rates Bylaw
May 11*	Adoption of FP & Property Tax Rate Bylaws (must be in that order)

\*Special Council Meeting Required



**2020 TO 2024 Draft Financial Plan**

**General Fund Asset Improvement Budget  
(Capital Projects)**

# WHAT ARE ASSET IMPROVEMENT PROJECTS?

- **Upgrades or replacements of the City's infrastructure, parks, facilities, vehicles and equipment**
- **Studies/Masterplans related to infrastructure**
- **IT infrastructure & equipment**
- **Purchases of new capital assets, such as land**
- **Construction of new capital assets**
- **Also includes major maintenance work done on the above assets**

# HOW DOES THE CITY PAY FOR GENERAL FUND ASSET IMPROVEMENT PROJECTS?

- Allocation from current year taxes (general revenue)
- Reserves
- Development Cost Charges (DCCs)
- Grants & Contributions
- Debt (no new external debt proposed in this Draft Financial Plan)

# GENERAL FUND ASSET IMPROVEMENTS

- Proposed asset improvements total \$57.2M over 5 years
- Annual amounts range from \$6.5M to \$21.1M (2020)
- This does not include funding that will be carried over from 2019 to 2020, to complete projects started but not finished at the end of 2019. Examples include the Marine Dr Hump Micro Pile Installation, Strategic Transportation Plan Update, and Facilities Masterplan.
- Proposed projects, with a summary of the funding sources, are listed on Pages 65 to 75 of the Agenda
- More details on the proposed funding sources for each project are included on pages 76 to 82

# PIER RESTORATION – PHASE 2

- Total budget, including replacement of the West Wharf, is \$11.6M
- Originally budgeted to be started in 2019, and completed in 2020
- Subject to receiving grant approval, \$8M is needed
- Waiting for a response on the *Investing in Canada Infrastructure Program – Community, Culture and Recreation* grant application that was submitted
- Budgeted funding sources are:
  - \$8.0M from Federal/Provincial Grant
  - \$2.0M from donations/fundraising proceeds
  - \$1.3M from CACs
  - \$0.3M from Insurance Proceeds
- Preliminary design work has begun, no further funds are being committed until a grant is approved and the remaining funding sources are secured

# PIER RESTORATION – PHASE 2

- The cost estimate includes \$600,000 for replacement of the West Wharf, of which \$330,000 is budgeted to be funded from expected insurance proceeds.
- The insurance proceeds will only be received if construction is complete by December 20, 2020 (two years after the storm). The City could request an extension if not completed at that time, but there is no guarantee it will be approved.
- If the work is not completed by then (and there is no extension granted), or there is a decision made not to replace the Wharf, insurance proceeds will be significantly less (cash value)
- If the City receives a response that the grant is denied, Council may wish to use CACs as a replacement funding source. This will require an amendment to the Financial Plan.

# ROADWORKS

- **Strategic Transportation Plan to be updated in 2020**
- **Will identify and update priorities for roadworks and pedestrian safety improvements**
- **Once complete, more details on planned projects will be available and some projects might be re-phased**
- **At this time:**
  - **Johnston Road Phase 2 (Russell to Thrift) is planned for 2021, after Bosa Properties completes certain utility works**
  - **Funding for a number of the east side road upgrades budgeted in 2019 and not started, will be carried over to the 2020 budget and are planned to be completed then.**

# CITY HALL

- **In March 2019 Council resolved that a business analysis be undertaken with respect to the replacement of City Hall and other uses of the building (site/precinct), including costs**
- **The seismic assessment is currently being updated**
- **At this time, pending a decision on next steps, funding allotments of \$1.5M are included in each of 2020 and 2021 in the Draft Financial Plan**
- **Replacement of City Hall is a permitted use of CACs**



# SOLID WASTE VEHICLE REPLACEMENTS

- The entire solid waste vehicle fleet is due for replacement
- Replacement of these five vehicles is budgeted in 2020, at a total cost of \$966,000 (funded from the Vehicle Replacement Reserve)
- Procurement of these vehicles will not commence until the Solid Waste Study is complete, and the future method of solid waste service delivery is confirmed

# FACILITIES MASTERPLAN

- An update of the City's Facilities Masterplan will be completed in 2020
- This will identify and update specific projects and priorities on work to be done on City Facilities
- Funding allotments for implementation of the Facilities Masterplan are included in the Draft Financial Plan, pending completion of this work. Once completed, more details will be provided.

# MACCAUD PARK UPGRADE

- An amount of \$750,000 is budgeted in 2020 to upgrade MacCaud Park
- The budgeted funding source is CACs
- The planned scope of work includes the installation of six pickle ball courts, pathways, a play feature, ornamental gardens and trees

# WATERFRONT ALL ABILITIES PARK

- This project is in the current 2019 to 2023 Financial Plan, with a budget of \$300,000 funded from fundraising proceeds
- Staff believe that a more realistic budget for the scope of work being discussed is \$1M, so the budget has been increased accordingly, with the entire amount coming from fundraising proceeds
- At this time it is contemplated that this park will be located in a portion of a parking lot on East Beach. An additional \$1M is budgeted for a possible small property purchase to replace some of the displaced parking spaces

# PROJECTS NOT INCLUDED IN THE DRAFT FINANCIAL PLAN

- The following Marine Dr Task Force recommendations were endorsed by Council for funding consideration:

Description	Preliminary Cost Estimate
Pier Enhancement – two mid-section rest/stopping areas	\$1.2M to \$1.4M
Flexible (all season/all ages) public space on Marine Dr – assumed to be comprised of canopies	\$2M to \$4M
Extension of Pier over breakwater	Unknown

- These are permitted uses of CACs

# COMMUNITY AMENITY CONTRIBUTIONS

- The City has received CACs in the amount of \$8.43M to date this year
- Including interest earned to date, there is \$6.5M on-hand and not committed in 2019, or assumed to be used in this Draft Financial Plan (2020 to 2024)
- Further projected receipts total \$6.98M (including \$240,000 earmarked for public parking in the Town Centre) by 2021, and a further \$500,000 by 2024
- If these funds are received in the timeframes projected, uncommitted amounts will be \$13.5M by 2021 or \$14.0M by 2024 (this is excluding any further interest)
- Other possible uses have been discussed (eg. Pier Reconstruction Phase 2, City Hall Replacement, Affordable Housing, MDTF recommendations) and further potential uses are expected to be identified at the upcoming CAC Council Forum

# 2020 TO 2024 DRAFT FINANCIAL PLAN

## ASSUMED USES OF CACS

Year	Asset Improvement Project	Proposed CAC Funding
2020	Pier Restoration Phase 2	\$670,000
2020	MacCaud Park Upgrade	\$750,000
2020	Possible Property Acquisition (total project budget is \$1M)	\$700,000
2020	Contingency	\$1,200,000
2020 to 2024	Community Public Art (\$50,000 per year)	<u>\$250,000</u>
	<b>Total Assumed Uses 2020 to 2024</b>	<b><u>\$3,570,000</u></b>

# COMMUNITY AMENITY CONTRIBUTIONS

Permitted Uses	CAC Reserve Fund Bylaw No. 2190	Council Policy No. 511
Any civic use building or space within a building	✓	✓
New, or improvements to, publicly accessible open space (including land, public square & pedestrian routes)	✓	✓
On or above ground public accessible parking	✓	Waterfront only
Underground public accessible parking	✓	✓
Outdoor public art	✓	✓
Transit station, bus loop or transit shelters	✓	✓
People movement infrastructure	✓	✓
Special needs or non-market affordable housing	✓	✓
Greenhouse gas reduction measure, community energy facility	✓	
Similar things that benefit the City and the well-being of its community	✓	<p><b>FA AGENDA</b> <b>PAGE 164</b></p>



# 2020 TO 2024 Draft Financial Plan

## Water Utility

# 2020 TO 2024 DRAFT FINANCIAL PLAN WATER UTILITY

- 2020 proposed operating budget is \$6.2M
- 2020 expenses are comprised of
  - operating and administrative costs (One new Regular Full-time Water Operator)
  - debt principal & interest costs
  - allocations to reserves
- Money is allocated annually to the following reserves:
  - Water Infrastructure Reserve
  - Water Treatment Plant Operating Reserve
  - Vehicle/Replacement Reserve
  - Water Operating Reserve

# 2020 TO 2024 DRAFT FINANCIAL PLAN WATER UTILITY RESERVES

- It is prudent that the City gradually build up water utility reserves to maintain this significant investment in infrastructure
- These assets need to be maintained, upgraded and replaced when needed to keep them functioning properly
- If funds are not set aside for this, the City will have to continue to rely on grants and debt to get the work done; this is not being sustainable
- If work is deferred, there is increased risk of infrastructure failure, health and safety issues, and higher costs that could have been avoided if the work was done sooner

# 2020 TO 2024 DRAFT FINANCIAL PLAN WATER UTILITY

- Main source of revenue is Water Service User Fees, budgeted at \$5.3M in 2020
- Bylaw No. 2321, which sets the City's 2020 Water Rates was given 3 readings on Dec 2 and is scheduled to be adopted on Dec 16
- This Bylaw incorporates a 2020 water rate increase of 5.6%
- This has an impact of \$9 per quarter on an average detached single family home and \$3 per quarter on an average strata property
- Work is underway to finalize a more consumption based fee structure as well as a phase-in approach. This is expected to be completed later in 2020, for implementation in 2021

# 2020 TO 2024 DRAFT FINANCIAL PLAN WATER UTILITY ASSET IMPROVEMENT PROJECTS

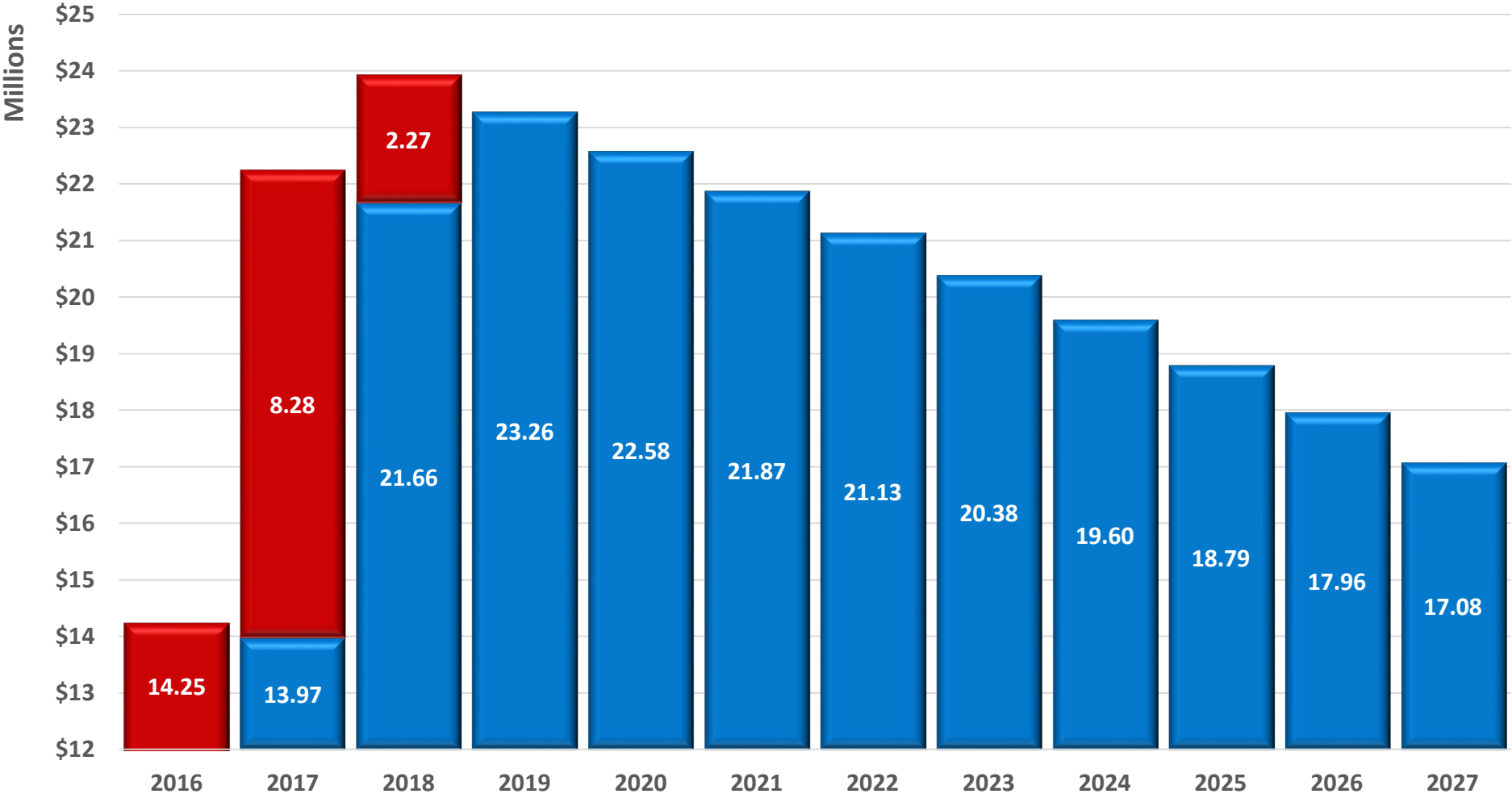
- Listed on Pages 89 to 90 of the Agenda
- Consist mainly of high priority water main upgrades recommended in the Water Masterplan
- A new well is planned for the Oxford site in 2023/24. The budget is \$1M. At this time, 2/3 of this amount is budgeted to be funded from an infrastructure grant.
- This will have to be adjusted if a grant is not approved



# PROPOSED WATER UTILITY ASSET IMPROVEMENT PROJECT FINANCING

- It is projected that a total of \$600,000 will have to be borrowed internally from the Sanitary Sewer Infrastructure Reserve in 2022 for a water main upgrade
- This money is projected to be paid back, with interest, over ten years
- Could be paid back quicker if water utility funds become available
- No new external debt is included in the Draft Financial Plan
- An update of the City's DCC Bylaw will allow DCCs to be spent on growth related capital projects, that are not in the Bylaw which is outdated. This is planned for 2020.

# WATER UTILITY EXTERNAL DEBT



Existing and Projected Outstanding Debt

New Debt

# 2020 TO 2024 PROPOSED WATER RATES

- The following future year increases in water rate revenues are projected to pay for operational costs, infrastructure upgrades, and to work towards having a sustainable Water Utility:
  - 2021 – 6%
  - 2022 – 6%
  - 2023 – 6%
  - 2024 – 6%



# OTHER MUNICIPAL WATER RATE INCREASES

- Metro Vancouver charges member municipalities for the water they consume. The rate increases included in their recently adopted 2020 to 2024 Financial Plan are as follows:
  - 2020 – 6.0%
  - 2021 – 6.1%
  - 2022 – 8.8%
  - 2023 – 9.9%
  - 2024 – 10.1%
- Surrey 2020 – 5.1%

# 2020 TO 2024 Draft Financial Plan

## Drainage Utility

# 2020 TO 2024 DRAFT FINANCIAL PLAN DRAINAGE UTILITY

- 2020 proposed operating budget is \$2.9M
- Main funding source is Drainage Utility User Fee
- Planned infrastructure upgrades, and proposed funding sources, are listed on Agenda Pages 96 & 97
- Where possible, timing corresponds to planned roadworks



# 2020 TO 2024 DRAFT FINANCIAL PLAN DRAINAGE UTILITY

- **Largest planned project is relocation of Habgood Pumpstation - \$10.9M (includes amounts spent to date)**
- **Construction is budgeted in 2021**
- **Sufficient funds are not available to complete this project without grant funding**
- **Based on information available at this time, this project cannot proceed without securing grant funding in the minimum amount of \$6.3M**
- **The Federal/Provincial grant applied for in 2018 was not approved.**
- **Will apply for 2<sup>nd</sup> intake of *Environmental Quality Program of Investing in Canada Infrastructure Program*. Deadline is Feb 26, 2020**
- **Drainage Masterplan is being updated; optimizing storm drainage on the east side under review**

# PROPOSED DRAINAGE UTILITY USER FEES

- Annual drainage fee increases of 5% were previously projected
- Annual rate increases of 5% are still proposed, in order to carry out operations and planned infrastructure improvements, as well as assist in building up reserves for future asset management purposes
- Based on a 5% increase, the 2020 drainage fee would increase by:
  - \$24, from \$485 to \$509, for a typical detached single family home &
  - \$7, from \$145 to \$152, for a typical strata unit
- Annual drainage fee increases of 5% are projected for 2021 to 2024

# 2020 TO 2024 Draft Financial Plan

## Sanitary Sewer Utility



# 2020 TO 2024 DRAFT FINANCIAL PLAN SANITARY SEWER UTILITY

- 2020 proposed operating budget is \$3.9M
- Main funding source is Sanitary Sewer User Fee
- The largest operating expense is a levy paid to the Greater Vancouver Sewerage and Drainage District, which is expected to increase by 12.4% in 2020 to \$1.85M. It is projected to further increase by an average of 12.8% to \$2.98M in 2024
- This will create funding issue for this utility in the later years of this Draft Financial Plan, which is recommended to be addressed in the 2021 to 2025 Financial Plan
- In the meantime, the City is fortunate that this Utility has a healthy infrastructure reserve which provides flexibility to help “smooth” future rate increases needed to keep it sustainable

# 2020 TO 2024 DRAFT FINANCIAL PLAN SANITARY SEWER UTILITY

- **Planned infrastructure upgrades/replacements are listed, along with proposed funding sources, on Agenda Pages 103 and 104**
- **Where possible, timing corresponds to planned roadworks**

# 2020 TO 2024 DRAFT FINANCIAL PLAN SANITARY SEWER FUND - INTERNAL LOAN

- In order to provide a funding source for a certain water main upgrade, \$600,000 is proposed to be borrowed from the Sanitary Sewer Infrastructure Reserve in 2022
- This loan is budgeted to be repaid, with interest, within 10 years
- This loan must be paid back before the funds are needed for sanitary sewer purposes
- According to the projections in this Draft Financial Plan, this money is not expected to be needed for sewer works within the next 5 years



# 2020 TO 2024 DRAFT FINANCIAL PLAN SANITARY SEWER UTILITY

- A 2020 sanitary sewer user fee increase of \$5 (2%) is proposed
- The 2020 residential rate is proposed to increase from \$260 to \$265, and the commercial rate \$273 to \$278
- Sanitary Sewer User Fees are proposed to increase by 2% annually from 2020 to 2023
- Surrey's sewer rate increase for 2020 is 4.4% (2020 to 2024 Financial Plan Bylaw has 3<sup>rd</sup> reading)

A photograph of a long pier extending into the ocean at dusk. The pier is illuminated by a series of arched streetlights that recede into the distance. The sky is a deep blue, and the water reflects the lights. On the left side of the image, there is a large, stylized blue graphic consisting of several overlapping, wavy lines that resemble waves or a ribbon.

# WHITE ROCK

*My City by the Sea!*