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



March 6, 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 WEDNESDAY, MARCH 13, 2019 at **6:00 p.m.** for the transaction of business as listed below.

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 March 13, 2019 as circulated.

2. PREVIOUS MINUTES

None

Note: *the Finance and Audit Committee meeting minutes of February 28, 2019 are to be received at the March 11, 2019 Finance and Audit Committee meeting.*

3. REPORTS

3.1 2019 TO 2023 DRAFT FINANCIAL PLAN

The Director of Financial Services to give a general outline of the proposed 2019 - 2023 Draft Financial Plan.

Note: The February 28, 2019 Power Point presentation and corporate reports in regard to the proposed financial plan have been attached for reference purposes.

- Power Point Presentation given **by the** Director of Financial Services at the February 28, 2019 Finance and Audit Committee Meeting **Page 3**
- Corporate report dated February 28, 2019 from the Director of Financial Services titled "2019 to 2023 Draft Financial Plan – General Fund Operating Budget" **Page 56**
- Corporate report dated February 28, 2019 from the Director of Financial Services titled "2019 to 2023 Draft Financial Plan – General Fund Asset Improvement Budget" **Page 67**
- Corporate report dated February 28, 2019 from the Director of Financial Services titled "2019 to 2023 Draft Financial Plan – Water Utility" **Page 92**

- Corporate report dated February 28, 2019 from the Director of Financial Services titled “2019 to 2023 Draft Financial Plan – Drainage Utility”. **Page 101**
- Corporate report dated February 28, 2019 from the Director of Financial Services titled “2019 to 2023 Draft Financial Plan – Sanitary Sewer Utility” **Page 108**

Note from City Notice: *The City of White Rock’s Five Year Financial Plan (the Plan) was introduced at the February 28, 2019 Finance and Audit Committee meeting (video and a copy of the PowerPoint presentation can be accessed on the City’s website). There will be an opportunity for public and/or written comments/submissions to the City’s Five Year Financial Plan (the Plan). Copies of the written submissions received prior to the agenda deadline will be included in the agenda package. Items received following that up until the meeting will be posted to the website the following day. Copies of the Presentation/Information are available in the Administration office at City Hall during regular business hours. If you have any questions, please contact ClerksOffice@whiterockcity.ca or 604 541 2212. These meetings will be recorded live and archived through the City’s web-streaming service. **There were no submissions received by the agenda deadline (March 6, 2019).***

4. CONCLUSION OF THE MARCH 13, 2019 FINANCE AND AUDIT COMMITTEE MEETING

2019 TO 2023 Draft Financial Plan General Fund Operating Budget

February 28, 2019

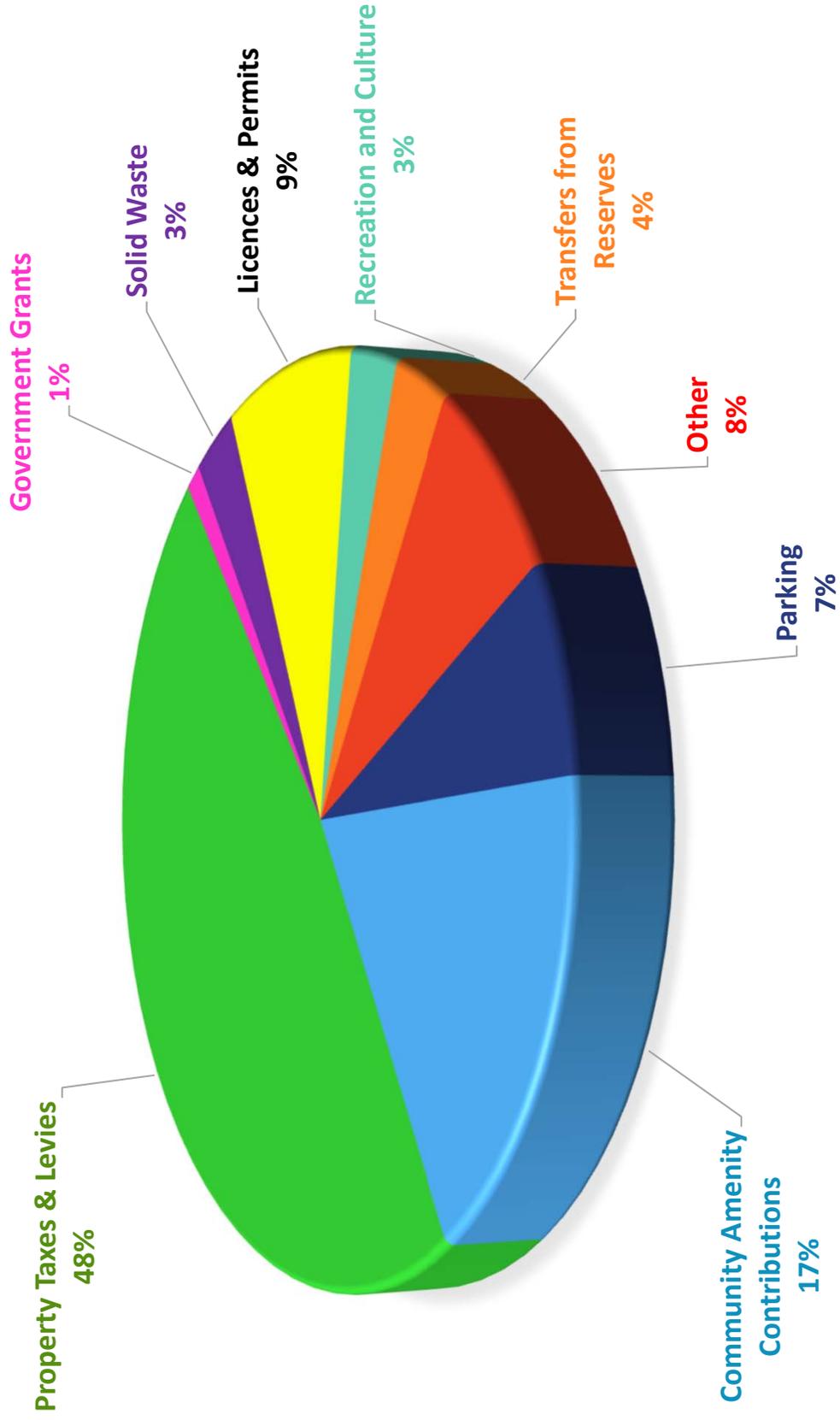
WHITE ROCK
My City by the Sea!

DRAFT GENERAL FUND OPERATING BUDGET

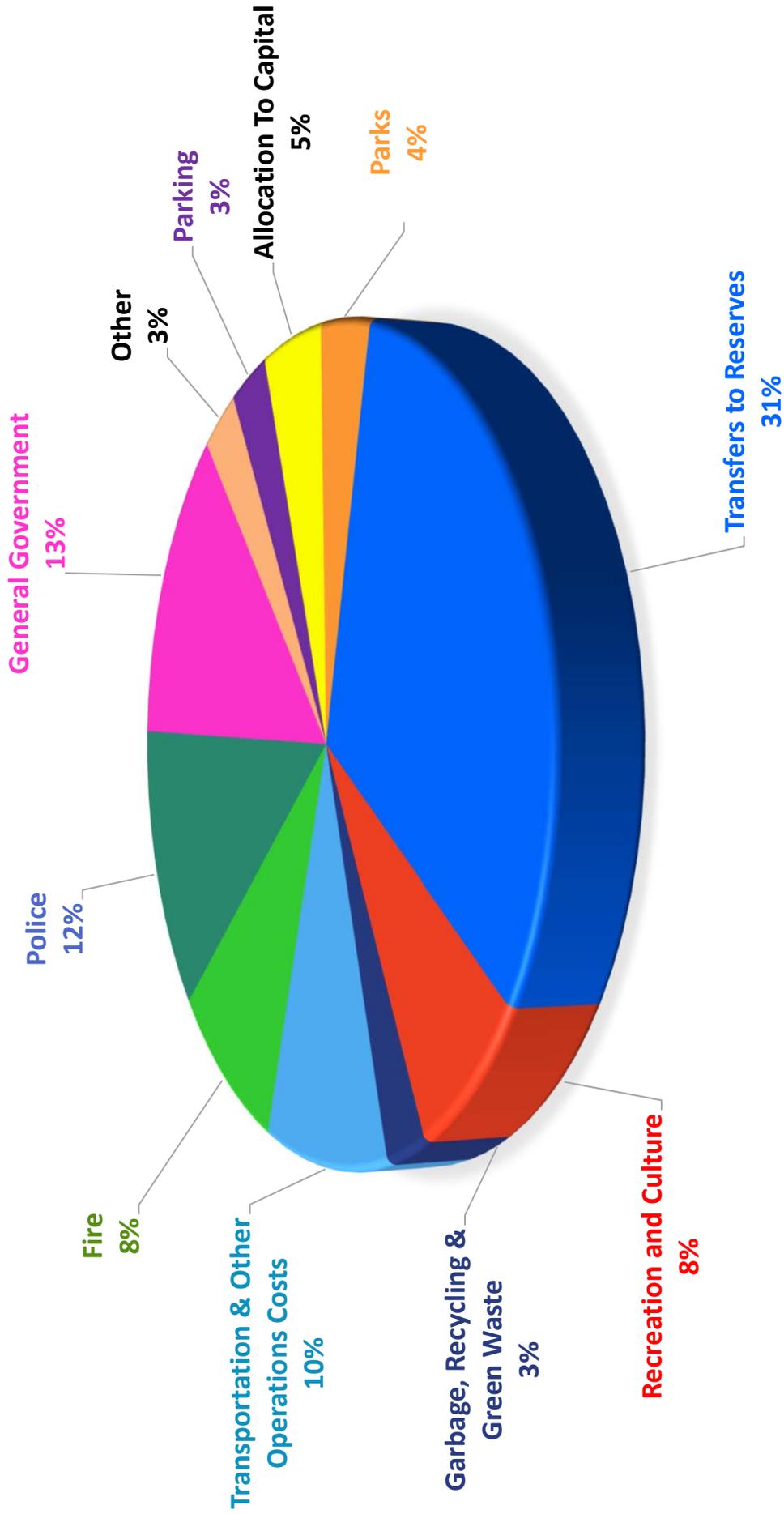
| | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------|----------------|----------------|----------------|----------------|
| Municipal Taxes, FVRL Levy & BIA Levy | \$23.9M | \$25.0 M | \$26.3M | \$27.4M | \$28.2M |
| Community Amenity Contributions | \$8.7M | \$2.9M | \$3.6M | | |
| Other Revenues | \$15.7M | \$16.5M | \$14.4M | \$13.9M | \$13.7M |
| Transfers from Reserves & Accumulated Surplus Fund | \$1.7M | \$0.4M | \$0.2M | \$0.3M | \$0.2M |
| TOTAL | \$50.0M | \$44.8M | \$44.5M | \$41.6M | \$42.1M |
| Dept. Expenditures | \$32.1M | \$32.2M | \$33.0M | \$34.0M | \$34.7M |
| GR Allocation to Asset Improvements | \$2.4M | \$2.7M | \$2.8M | \$3.0M | \$3.1M |
| Transfers to Reserves & Accumulated Surplus | \$15.5M | \$9.9M | \$8.7M | \$4.6M | \$4.3M |
| TOTAL | \$50.0M | \$44.8M | \$44.5M | \$41.6M | \$42.1M |

Efficiency of One Year

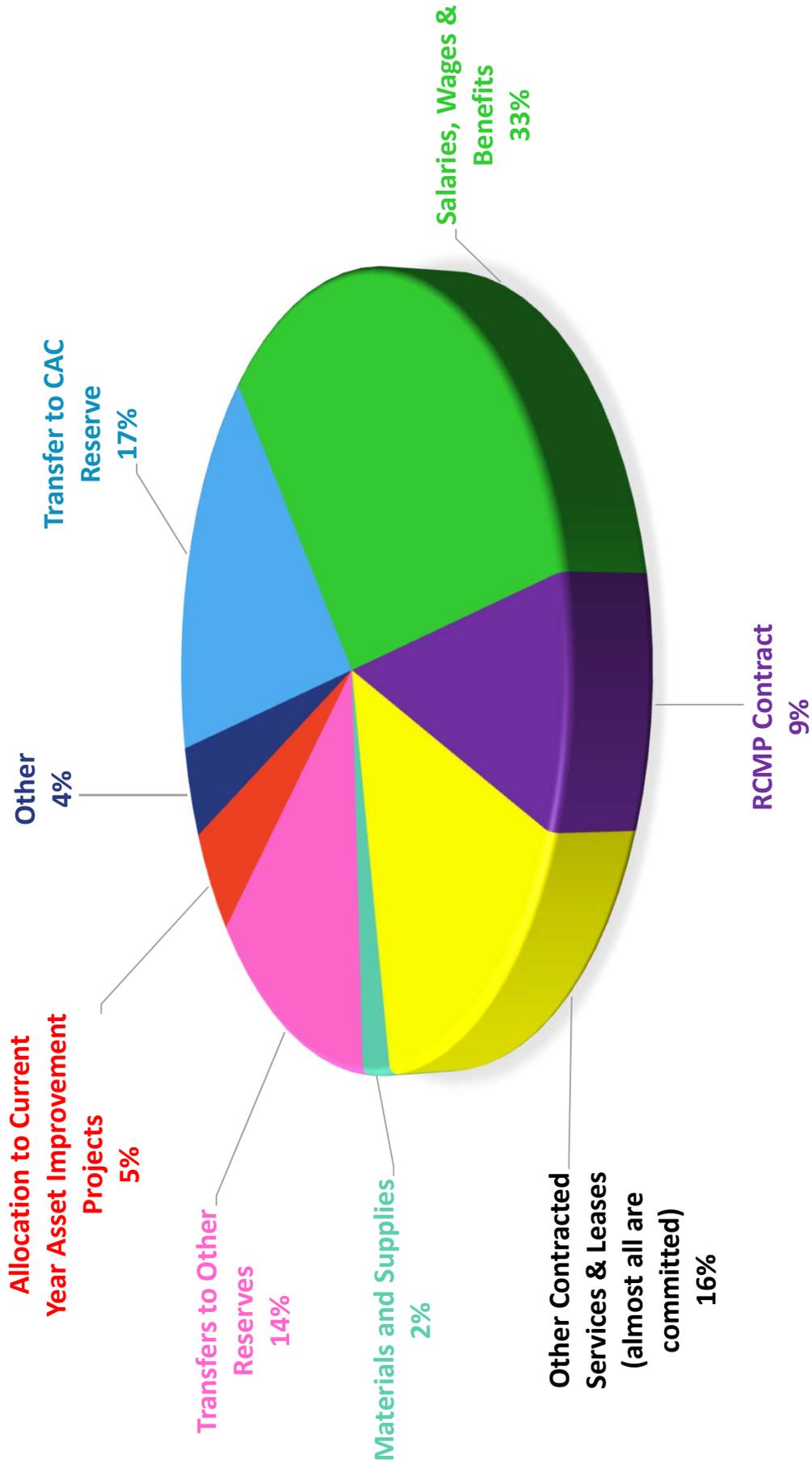
2019 Draft General Fund Operating Budget - Revenues



2019 Draft General Fund Operating Budget – Expenditures by Function



2019 General Fund Operating Budget Expenditures by Type



GENERAL FUND OPERATING BUDGET

PROPERTY TAXES

- The 2018 to 2022 Financial Plan projected a 2019 property tax increase of 3.02%
- At this time, the draft 2019 budget reflects a property tax increase of 3.58%. This is higher than expected mainly due to the added cost of the provincial Employer Health Tax and a higher level of janitorial services for City facilities, including public washrooms.
- Other factors contributing to the proposed property tax increase are general wage increases as stipulated by collective agreements, annualized impacts of two Police Officers added in July 2018 and a Police Support Clerk added in October 2018, and an increase in base funding for Parks maintenance.

GENERAL FUND OPERATING BUDGET

PROPERTY TAXES

- Overall property tax increase of 3.58% - equates to \$123 on an average detached single family home & \$38 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
- Certain one-time funding requests are not funded in this draft Plan; the Finance and Audit Committee may wish to consider if it would like the Draft Financial Plan amended to incorporate some of these items

GENERAL FUND OPERATING BUDGET OTHER PROPOSED FEE ADJUSTMENTS

- Proposed reduction of \$2 in Solid Waster User Fee; from \$333 to \$331
- Proposed increase of \$10 in Secondary Suite User Fee; from \$290 to \$300
- Proposed inflationary increases in misc Fees and Charges
- Waterfront/Parkade parking rates to be reviewed by the Parking Task Force; any rate adjustments require Fees & Charges Bylaw amendment
- Draft Financial Plan assumes annual waterfront/parkade parking revenues will be sufficient enough to offset Parkade operating costs and loss of Hospital area revenues due to reduced pay parking hours

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

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Projected Revenue | \$4.0M | \$4.5M | \$2.3M | \$1.6M | \$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” | \$2.7M | \$3.2M | \$1.0M | \$0.3M | \$0.0M |

- Excess building permit revenue is proposed 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 (replenish)
- Details on Pages 10 & 11 of the Agenda; some previously approved



GENERAL FUND OPERATING BUDGET

OTHER ONE-TIME COSTS

- Other one-time costs funded in the 2019 to 2023 Draft Financial Plan are listed on Pages 11 & 12 of the Agenda
- The following are related to Council’s Strategic Priorities:

| | |
|--|----------|
| Mayor & Council Strategic Priority Sessions | \$12,000 |
| Economic Strategy (funded from ED Reserve) | \$60,000 |
| Temporary Part-Time Economic Development Officer (funded from ED Reserve) | \$50,000 |
| Solid Waste Review | \$75,000 |
| OCP Review – Town Centre Component In addition, \$50,000 was previously approved for the OCP Review to be spend out of the 2018 contingency budget; unspent amounts will be carried over to the 2019 budget | \$50,000 |

GENERAL FUND OPERATING BUDGET – SEA FESTIVAL

- Contributions to this event, when hosted by the White Rock Events Society, and costs since the City assumed this role, have been funded on a “one-time” basis
- Amount funded on a “one-time” basis in the Draft 2019 Budget is \$50,000
- If the Finance and Audit Committee would like to fund this on an ongoing basis, a further property tax increase of 0.2% would be required

SIDEWALK/PATIO LICENCE FEES

- This item was dealt with by Council after the 2019 to 2023 Draft Financial Plan was completed
- Assuming that the February 25th amendment to the Fees and Charges Bylaw is adopted, and that the reduced Sidewalk Patio rate (\$4/sq ft) is temporary, it is recommended that the funding source for the estimated revenue reduction of \$78,000 be an operating reserve
- An adjustment for this will be made to the 2019 to 2023 Draft Financial Plan

GENERAL FUND OPERATING BUDGET “ONE-TIME” REQUESTS NOT FUNDED

| | |
|---|--|
| Grant to Peace Arch Elementary for Playground Equipment | \$25,000 |
| Grant to White Rock Elementary for Playground Equipment | \$5,000 to \$50,000 |
| Grant to Peace Arch Elementary for Visual Arts Class Equipment | \$8,000 or less |
| Grant to WR Players Club (Naming rights proposal - \$30,000 per year for five years) | \$150,000 |
| Financial Assistance to Peninsula Productions for modifications to space leased from the City, to accommodate a 70 seat theatre | \$24,000 (\$8,000 per year, for three years) |
| Temporary Full-Time assistance with administration of Council committees and for the Executive Assistance to the Mayor and CAO (1 yr) | \$67,000 |
| Temporary Full-Time assistance for City Communications (1 yr) | \$68,000 |

FREE PARKING AT CENTENNIAL PARK

- Council previously resolved that this initiative be considered
- The impact on the City's budget would be an annual net revenue loss of \$110,000
- This equates to a property tax increase of 0.5%
- Another option is to increase waterfront parking rates to generate another \$110,000 in revenues. However as the budget for waterfront revenues has already been increased to offset Parkade operating costs and the Hospital area revenue loss, it is unlikely this option would be feasible in the short term.

2019 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
- 2019 FVRL Levy will be \$958,000; up \$23,500 or 2.5% compared to 2018
- This is incorporated into the Draft Financial Plan

2020 TO 2023 PROJECTIONS

- The following new regular full-time staff positions are assumed to be added future years:
 - Purchasing Officer – 2020 (65% funded by taxes & 35% by utility fees)
 - Two Firefighters – one in 2021 and one in 2022
- Other assumptions are listed on Page 13 of the Agenda
- Projected annual property tax increases range from 2.3% to 2.7%

2019 TO 2023 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 for March 11, and that an advertisement be placed in the newspaper notifying the public of the opportunity for public comments and/or requesting written comments or questions on the 2019 to 2023 Draft Financial Plan

2019 TO 2023 FINANCIAL PLAN SCHEDULE

- **Aug 2018** Staff began development of the draft 2019 to 2023 Financial Plan
- **Feb 28** Draft presented to the Finance and Audit Committee
- **Mar 11** Public Consultation (proposed public meeting date)
- **Apr 15*** Final amendments (eg. capital & operating budget project carry-overs, impact of final BC Assessment property values etc.) & 3 readings of Bylaw
- **Apr 29** Adoption of FP Bylaw & 3 readings of Tax & Utility Rate Bylaws
- **May 13** Adoption of Property Tax and Utility Rate Bylaws
- *** Requires special meeting**

2019 TO 2023 Draft Financial Plan

General Fund Asset Improvement Budget (Capital Projects)

February 28, 2019

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WHAT ARE ASSET IMPROVEMENT PROJECTS?

- Upgrades or replacements of the City's infrastructure, parks, facilities, vehicles and equipment
- Studies/Masterplans related to infrastructure
- Includes IT infrastructure related work
- 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 for this Financial Plan)

GENERAL FUND ASSET IMPROVEMENTS

- Proposed asset improvements total \$61M over 5 years
- Annual amounts range from \$6M to \$20M
- This does not include funding that will be carried over from 2018 to 2019, to complete projects started but not finished at the end of 2018. Examples include Memorial Park, the Parkade, and the Water Treatment Plant. These will be added to the 2019 to 2023 Financial Plan in April, once the figures are available.
- Proposed projects, with proposed funding sources, are listed on Pages 24 to 38 of the Agenda

PIER REPAIR AND RESTORATION – PHASE 1

- To occur in 2019
- Includes immediate repairs, incorporating steel pilings/concrete deck, temporary telecomm. connection, and ground improvement (if needed)
- 2019 budget is \$4.28M (total is \$4.3M, including money spent in 2018)
- Assumes the following funding sources at this time:
 - \$3.1M from insurance proceeds
 - \$260,000 from Pier Preservation Reserve
 - \$186,000 from Infrastructure Reserve (amount set aside for Seabed Dredging)
 - \$734,000 from uncommitted Community Amenity Contributions (CACs) on hand
- Funding sources will be adjusted if government grant/funding is approved and/or if actual insurance proceeds differ

PIER RESTORATION – PHASE 2

- Planned for 2020 to 2021
- Includes restoration of the rest of the Pier (excluding the West Wharf), incorporating steel pilings/concrete deck and ground improvement, if needed
- 2020/21 budget is \$11.6M
- Assumes the following funding sources at this time:
 - \$2M from government grant/funding assistance
 - \$5M from donations/fundraising proceeds
 - \$4.4M from CACs
 - \$0.2M from the Pier Preservation Reserve
- Amounts funded from donations and government grants are estimates only
- If more or less are received, the amount funded from CACs will be adjusted
- It is recommended that money be left in the CAC reserve, as a back-up funding source for this project

EAST BEACH SHORELINE RESTORATION

- Budgeted in 2019, work is underway
- Includes restoration work required to repair damage from Dec 20 severe storm
- 2019 budget is \$600,000
- Up to 80% of this cost (or part of it) could be funded from the provincial Disaster Financial Assistance program, but approval has not yet been received
- In the meantime, the funding source reflected in the Draft Financial Plan is the City's Accumulated Surplus Fund
- If provincial funding assistance is received, the amount used from the Accumulated Surplus Fund will be reduced

ROADWORKS

- Strategic Transportation Plan to be updated in 2019
- 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
 - Johnston Road Phase 3 (Thrift to Roper) is not planned to be done until after 2023

MARINE DRIVE/HUMP STABILIZATION

- Recent testing of the slope stability indicates that the risk of failure has increased; impacting the integrity of Marine Drive
- \$1.2M is budgeted in 2019 to stabilize this, with the installation of micro pilings
- Funded by a combination of general revenue allocated to asset improvement projects and money in reserves

EXTENSION OF PROMENADE TO COLDICUTT RAVINE & PEDESTRIAN OVERHEAD WALKWAY

- Transport Canada ordered that the City undertake measures to mitigate pedestrian trespassing in this area; and follow up notifications have been received
- These projects (mainly Overhead Walkway) are intended to alleviate this situation
- Conceptual designs are in their final stages, and options will be presented to Council in March
- Matching grant funding from the federal *Rail Safety Improvement Program* has been approved for these projects, in the following amounts: Promenade Extension \$200,000 for design; Overhead Walkway \$500,000 for design and/or construction

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EXTENSION OF PROMENADE TO COLDICUTT RAVINE & PEDESTRIAN OVERHEAD WALKWAY

- The following amounts are included in the proposed 2019/2020 budgets for these projects (these figures do not include amounts spent in 2018):
 - \$2.93M for Extension of Promenade (preliminary estimate only)
 - \$2.37M for the Overhead Walkway
- Budgeted funding sources are a combination of Parkland DCCs, the federal grants, and CACs
- The federal grant contribution agreements expire on March 31, 2019, and extensions have been requested
- A total of \$3.4M in CACs is committed for these projects

CITY HALL

- This facility is nearing the end of its useful life, does not meet seismic standards, and does not have the capacity needed to house City Staff
- Urgent, seismic improvements have been done
- The next phase of seismic work is estimated to cost more than \$2M and will likely require temporary closure of City Hall
- Due to lack of capacity, the City's Bylaw Enforcement, Human Resources and IT Departments relocated to the City Hall Annex (which has issues as well)
- This was thought to be temporary until major upgrades occurred at City Hall, or the building was replaced
- More details, including options, will be provided in a report from the Chief Administrative Officer at the March 11 Council Meeting
- At this time, pending Council's review of the options, there are no major upgrades included in the Draft Financial Plan for City Hall

NEW FINANCIAL SYSTEM

- An amount of \$1.5M is budgeted in 2021 to replace the City's Financial System.
- The proposed funding source is the General Fund Infrastructure Reserve
- The current system (Vadim) was implemented in 2002.
- Since then, the City's needs have evolved and technology has advanced.
- The City has outgrown Vadim, which does not incorporate technology needed to support efficient and effective business processes

OTHER ITEMS TO NOTE

- An update of the City's Facilities Masterplan is budgeted for 2019. This will identify and update specific projects and priorities on work to be done on City Facilities
- An amount of \$56,000 is budgeted in 2019 to purchase and install an LED electronic notice board on Johnston Road (at Russell Ave)
- This is proposed to be used to advertise various events (similar to the previous banner which crossed Johnston Road)
- The proposed funding source is CACs

MAJOR PROJECTS REMOVED FROM THE FINANCIAL PLAN

- Shoreline Protection and Promenade - \$15M budget removed from 2020/2021/2022. Not all funding sources were confirmed. For budget purposes they included DCCs, CACs and anticipated grants
- Two Hillside Walkway Major Upgrades (Road Ends) – two budgets of \$80,000 each were removed, one from 2021 and one from 2022. Funding sources were a combination of DCCs, CACs and reserves
- Installation of Mooring Buoys - \$300,000 budget was removed from 2020
- Council may wish to re-instate some of these items at this time, or at a future date, but the funding sources will need to be reviewed
- The intended use of the property located at 1510 Johnston Road was a Town Square, but that is not included in the Draft Financial Plan

COMMUNITY AMENITY CONTRIBUTIONS

- CACs in the amount of \$17.4M were received in 2017 and 2018
- The projected balance, after completion of Memorial Park, the Parkade, and the PAH Auxiliary Public Art, is \$2.6M
- A further \$15.2M is projected to be received in 2019 to 2021 (actual timing may differ, these are staff's best estimates)
- A total of \$9M is projected to be spent in this Draft Financial Plan (details to follow on the next slide)
- This leaves an uncommitted balance of approximately \$9M
- It is recommended that some CACs be left uncommitted as a backup funding source, if needed, for the Pier Restoration

2019 TO 2023 DRAFT FINANCIAL PLAN

PROPOSED USES OF CACS

| Year | Asset Improvement Project | Proposed CAC Funding |
|--------------|--|-----------------------|
| 2019 | Pier Phase 1 Immediate Repairs | \$0.73M |
| 2019 | Coldicutt Ravine Overhead Walkway | \$1.30M |
| 2019/20 | Extension of Promenade to Coldicutt Ravine | \$2.10M |
| 2019 | LED Notice Board for Johnston Road | \$0.06M |
| 2020/21 | Pier Phase 2 Restoration | \$4.40M |
| 2021 | Parkland Purchase (this is one funding source of this project's \$1M budget) | \$0.20M |
| 2019 to 2023 | Community Public Art | <u>0.24M</u> |
| | Total Committed | <u>\$9.03M</u> |

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 | ✓ | |

2019 TO 2023 Draft Financial Plan

Water Utility

February 28, 2019

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2019 TO 2023 DRAFT FINANCIAL PLAN

WATER UTILITY

- 2019 proposed operating budget is \$6M
- Main source of revenue is Water Service User Fees
- 2019 water rate increase of 3% was approved
- This has an impact of \$4 per quarter (\$1/month) on an average detached single family home and \$2 per quarter (less than \$1/month) on an average strata property
- Expenditures are comprised of operating and administrative costs, infrastructure upgrades and debt principal & interest costs

2019 TO 2023 DRAFT FINANCIAL PLAN

WATER UTILITY RESERVES

- A portion of water utility revenues is allocated to reserves each year
- It is prudent that the City gradually build up these 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

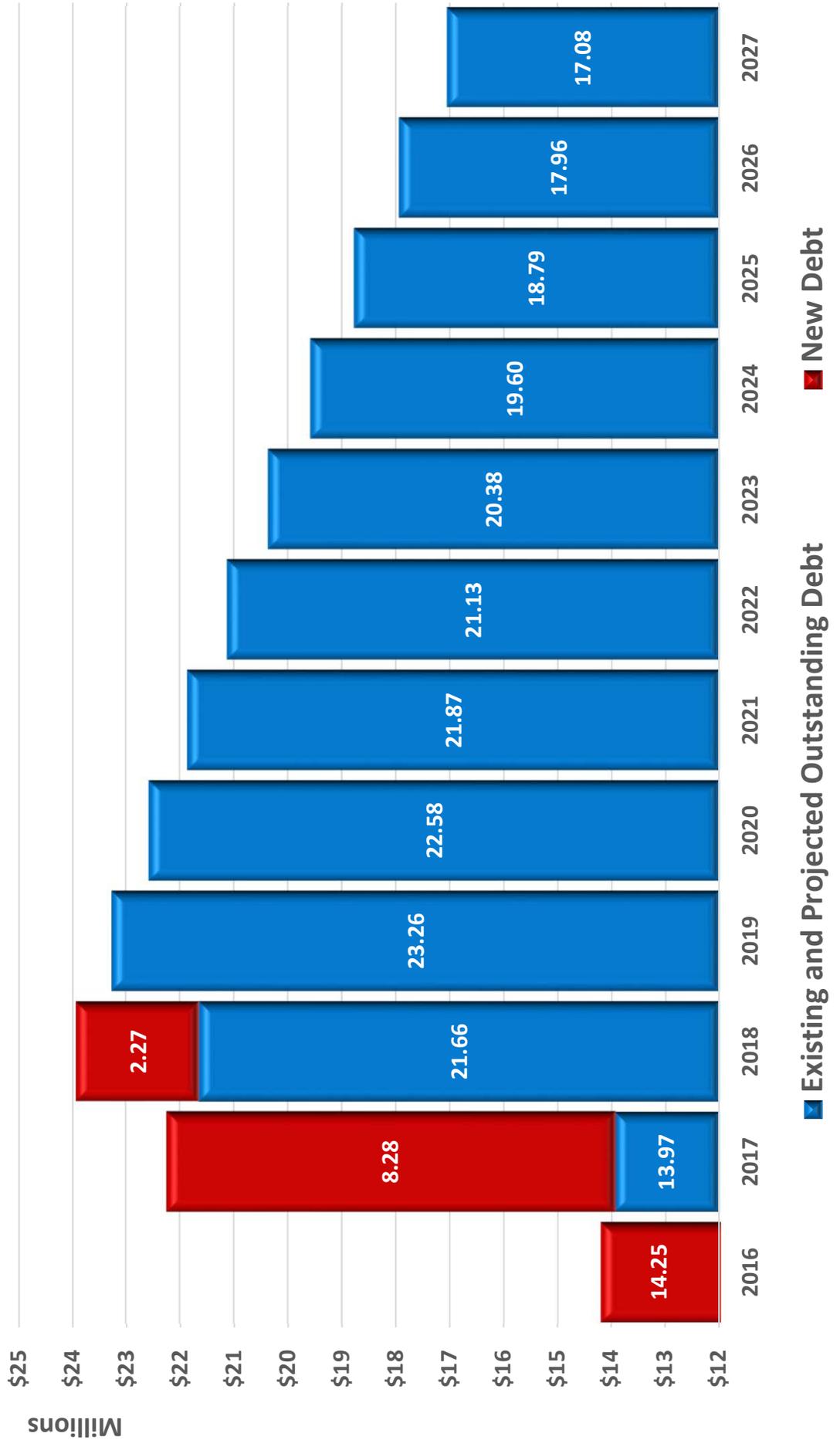
2019 TO 2023 DRAFT FINANCIAL PLAN WATER UTILITY ASSET IMPROVEMENT PROJECTS

- Upcoming completion of new Water Treatment Facility
- Other planned improvements, and funding sources, are listed on Pages 47 to 49 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 2021/22. The budget is \$1M. At this time, 2/3 of this amount is budgeted to be funded from an infrastructure grant.

PROPOSED WATER UTILITY ASSET IMPROVEMENT PROJECT FINANCING

- It is projected that a total of \$1M (\$500,000 in 2020 and \$500,000 in 2022) will be borrowed internally from the Sanitary Sewer Infrastructure Reserve to complete certain water main upgrades
- 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

WATER UTILITY EXTERNAL DEBT



2020 TO 2023 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:
 - 2020 – 5%
 - 2021 – 6%
 - 2022 – 6%
 - 2023 – 6%

2019 TO 2023 Draft Financial Plan

Drainage Utility

February 28, 2019

2019 TO 2023 DRAFT FINANCIAL PLAN

DRAINAGE UTILITY

- 2019 proposed operating budget is \$2.8M
- Main funding source is Drainage Utility User Fee
- Planned infrastructure upgrades, and proposed funding sources, are listed on Agenda Pages 55 & 56
- Where possible, timing corresponds to planned roadworks

2019 TO 2023 DRAFT FINANCIAL PLAN

DRAINAGE UTILITY

- Largest planned project is relocation of Habgood Pumpstation - \$10.9M (includes amounts spent to date)
- Construction is budgeted in 2020
- 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 City has applied for an Investing in *Canada Infrastructure Program Green Infrastructure Grant* for this purpose. This program provides funding of up to 73.33% of eligible costs
- Projected drainage reserves are below recommended levels

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 2019 drainage fee would increase by:
 - \$23, from \$461 to \$484, for a typical detached single family home &
 - \$7, from \$134 to \$141, for a typical strata unit
- Annual drainage fee increases of 5% are projected for 2020 to 2023

2019 TO 2023 Draft Financial Plan

Sanitary Sewer Utility

February 28, 2019

The logo for White Rock features the words "WHITE ROCK" in a bold, white, sans-serif font. Below this, the tagline "My City by the Sea!" is written in a white, cursive script font. The logo is positioned in the upper right corner of a dark blue curved banner that spans the width of the page.

WHITE ROCK
My City by the Sea!

2019 TO 2023 DRAFT FINANCIAL PLAN

SANITARY SEWER UTILITY

- 2019 proposed operating budget is \$3.8M
- 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 be more than \$1.6M in 2019 and to increase by an average of 11% per year, to \$2.5M by 2023
- Planned infrastructure upgrades/replacements are listed, along with proposed funding sources, on Agenda Pages 62 and 63
- Where possible, timing corresponds to planned roadworks

2019 TO 2023 DRAFT FINANCIAL PLAN SANITARY SEWER FUND - INTERNAL LOANS

- In order to provide a funding source for certain water main upgrades, \$1M (\$500,000 in 2020 and \$500,000 in 2022) is proposed to be borrowed from the Sanitary Sewer Infrastructure Reserve
- These loans are budgeted to be repaid, with interest, within 10 years
- These loans 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

2019 TO 2023 DRAFT FINANCIAL PLAN

SANITARY SEWER UTILITY

- A 2019 sanitary sewer user fee reduction of \$6 (2.2%) is proposed
- The 2019 residential rate is proposed to decrease from \$266 to \$260, and the commercial rate \$279 to \$273
- Sanitary Sewer User Fees are proposed to increase by 2% annually from 2020 to 2023

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: February 28, 2019

TO: Finance and Audit Committee

FROM: Sandra Kurylo, Director of Financial Services

SUBJECT: 2019 to 2023 Draft Financial Plan – General Fund Operating Budget

RECOMMENDATIONS

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated February 28, 2019, from the Director of Financial Services, titled “2019 to 2023 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 and / or 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 2019 to 2023 Draft Financial Plan.

PAST PRACTICE / POLICY / LEGISLATION

The *Community Charter* requires that the 2019 to 2023 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, 2019. 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 2019 to 2023 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, 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 2019 General Fund Operating Budget

The main funding source for the General Operating Fund is property taxes. The last Financial Plan, which covers the years 2018 to 2022, was adopted by the previous Council last spring. Because it is a five-year plan, it projected annual costs and funding sources to 2022. The 2019 property tax projected at that time was 3.02%. Since then, new information and expenditures have been identified, which put further pressure on property taxes. Staff have undertaken significant review and analysis of the 2019 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 new or increased expenditures. Initial budget submissions from all City departments would have required a 2019 property tax increase of more than 7%. After a review of priorities and applying budget reductions or new revenues, the 2019 to 2023 Draft Financial Plan now reflects a 2019 property tax increase of 3.58%. 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 2019 to 2023 Draft Financial Plan. Items not currently funded are also listed in this corporate report for Council’s consideration. A 3.58% property tax increase has an impact of \$123 on an average detached single family home, and \$38 on an average strata property in the City.

Reductions are proposed for the 2019 Solid Waste User Fee and the 2019 Sanitary Sewer User Fee. Details follow in this corporate report, and in the 2019 to 2023 Draft Financial Plan – Sanitary Sewer Fund corporate report.

The draft 2019 budget provides for the following, which contribute to the proposed property tax increase:

- Employee general wage increases as stipulated in the CUPE and Firefighter collective agreements. This represents a property tax increase of about 1.5%;
- Added mandatory cost of the provincial Employer Health Tax, requiring a property tax increase of 0.5%;
- Higher level of policing services, due to the funding of two new additional police officers starting in July 2018, approved in the 2018 to 2022 Financial Plan. As these positions were added part way through last year, the impact on property taxes is spread over two years. Due to this and for other reasons, the 2019 budget for the City’s contract with the RCMP has increased by \$168,000, requiring a property tax increase of 0.8%;
- An additional civilian Police Support Clerk position added to City’s staffing compliment in the fall of 2018, approved in the 2018 to 2022 Financial Plan. As the annual cost funding of this new position is phased in over two calendar years, so is the impact on property taxes;
- Higher level of janitorial services for City facilities, equating to a property tax increase of 0.6%;
- Increase in base funding for Parks maintenance. This will allow for an increased level of service on a sustainable basis;
- Increase in casual staff hours, to provide part-time Recreation Attendant coverage in the Centre for Active Living. It is assumed that the funding source for this will be increased recreation program revenues, not property taxes;

- Additional seasonal six-month temporary full-time Parking Patrol Officer, proposed to be funded from the new residential parking permit fees;
- Additional casual staff hours (in Finance and at the White Rock Community Centre), to assist with selling residential parking permits, during the peak season. The proposed funding source is revenue from the new parking permit fees;
- Increase in legal fee budget;
- Various other inflationary and contractual cost increases related to current services;
- Provision for a possible adjustment in Mayor and Council remuneration to offset the impact of the recent change in the Income Tax Act (1/3 expense allowance no longer tax free);
- Funding to offset an expected reduction in White Rock's share of provincial traffic fine revenue;
- Funding to offset an expected loss in revenue due to reduced hours of pay parking in the hospital area (now free from midnight to 10:00 a.m.). Rather than increase property taxes further, the 2019 waterfront parking revenue target has been increased to compensate for this; and
- Operating and maintenance costs of the new Parkade. The 2019 waterfront parking revenue target has been increased to provide a funding source for this.

Various cost reductions are incorporated in the 2019 to 2023 Draft Financial Plan to assist in funding some of these items. Proposed funding sources are also provided by the following new or increased revenues:

- Property taxes from new development;
- Increase in investment income budget;
- The 2019 proposed waterfront parking revenue budget has been increased to offset the expected revenue loss due to reduced pay parking hours in the hospital parking locations, and to provide a funding source for operations and maintenance costs of the parkade. It is anticipated there will be more waterfront visitors, hence more revenue, with the added parking capacity, re-opening Memorial Park and new City special events. However the level of incremental revenue is difficult to predict and will depend somewhat on the parking rate policies established for the parkade and any other parking rate adjustments that may be recommended by the Parking Task Force. If the revenue target is not met, other funding sources will have to be identified to meet budget requirements. It is anticipated that options and potential financial impacts will be considered. If any new rates, or changes in parking rates are pursued, an amendment to the City's Fees and Charges Bylaw will need to occur before they can be instituted; and
- Inflationary increases in miscellaneous fees and charges. A Fees and Charges Bylaw amendment will be brought forward once the 2019 to 2023 Financial Plan is adopted.

Solid Waste User Fee

The funding source for solid waste removal and disposal costs is the Solid Waste User Fee. As actual costs have been lower than expected, a reduction in the fee is proposed. It is recommended that the 2019 fee be reduced to \$331, which is \$2 lower than in 2018. This requires amendment to the City's Solid Waste Bylaw, which is planned to come forward in April.

Secondary Suite Service Fee

The Secondary Suite Service Fee is a funding source for certain asset improvement/capital projects. The current rate is \$290 per suite. It is proposed to increase to \$300 in 2019. The Secondary Suite Service Fee Bylaw is planned to be amended once the 2019 to 2023 Financial Plan is adopted to reflect this change.

Impact of Large Development Projects

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 2019 to 2023 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. This is a continuation of past practice. It is proposed that this anticipated spike in building permit revenue be the funding source for the following expenditures:

| | |
|---|---|
| Full-Time Plans Examiner staff position | This was approved last year. It is funded to 2023 from this source in the Draft Financial Plan. |
| Full-Time Engineering/Public Works Inspector staff position | This was approved last year. It is funded to 2023 from this source in the Draft Financial Plan. |
| Corporate advertising budget increase | This was approved last year. It is funded to 2023 from this source in the Draft Financial Plan. |
| Temporary Full-Time Engineering Technical Assistant | Six month term position to review lot servicing applications and develop expedited process documents. |
| Provision for 2019 Council Contingency | \$50,000 for unanticipated one-time expenditures that Council may wish to approve during the year. This is in addition to the City’s regular General Operating Fund contingency budget. |
| Temporary Full-Time Human Resource Advisor (2020) | One-year term position. This was approved last year for 2020. |
| Temporary employee health and safety assistance (2020) | Casual or contract help with completing employee safety assessments and related procedures. |

| | |
|---|--|
| Temporary Full-Time Co-op Student to assist with implementation of Strategic Transportation Plan (2020) | Four to six month term, partially funded by a federal grant. |
|---|--|

Most of this “one-time” building permit revenue that is remaining is budgeted to be put into the General Fund Infrastructure Reserve. 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.

The 2019 to 2023 Draft Financial Plan also assumes that \$8.7M in Community Amenity Contributions (CACs) will be received in 2019. The timing of this is staff’s best estimate, based on information available at this time. Overall, \$15.2M in CACs is projected to be received over the next three (3) years, including the \$8.7M budgeted in 2019.

Other Funded “One-Time” Operating Budget Requests

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 2019 from reserves, and reflected as such in this Draft Financial Plan are as follows:

| | |
|--|----------|
| Mayor and Council Strategic Priority Setting Sessions | \$12,000 |
| Economic Development Strategy (funded from Economic Development Reserve) | \$60,000 |
| Temporary Part-Time Economic Development Officer to implement Economic Development Strategy (funded from Economic Development Reserve) | \$50,000 |
| Solid Waste Service Review | \$75,000 |
| Dogs on Promenade Trial Initiative – signage, dog waste bags and dispensers | \$24,000 |
| OCP Review – Town Centre component | \$50,000 |
| Sea Festival – ongoing funding for this event was not previously approved. At this time is it funded on a “one-time” basis for 2019 only, in the Draft Financial Plan. If Council wishes to fund it on a long term basis, a further property tax increase of 0.2% is required. | \$50,000 |
| Temporary Full-Time CO-OP Student to assist IT with updating Geographical Information System (GIS) data | \$16,000 |
| Assistance with development of a more formalized Asset Management Plan (funded from money put into an operating reserve for this purpose) | \$20,000 |
| Temporary assistance with City purchasing (funded from money put into an operating reserve for this purpose). This provides a funding source if required for assistance with writing RFP’s or procurement contracts. | \$5,000 |
| Temporary assistance with implementation of new recreation facility and program booking system | \$18,000 |

| | |
|---|-----------|
| Employee Survey (recommended every two years) | \$11,000 |
| Exempt Staff Compensation Review (Council Policy No. 403 requires this to be done in expiration years of the CUPE collective agreement) | \$7,000 |
| December 20, 2018 severe storm event recovery costs (e.g. staff overtime worked, contracted debris removal etc.). The 2018 to 2022 Financial Plan is in the process of being amended to incorporate this, and the 2019 to 2023 Draft Financial Plan includes the same figures and funding source (accumulated surplus fund). A portion of these costs may be recoverable through the City’s insurance policy and/or up to 80% through the provincial Disaster Financial Assistance program, however these funding sources have not been confirmed. If additional funding from these external sources is approved, the amount funded from the City’s accumulated surplus fund will be reduced. | \$342,000 |

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 2019 to 2023 Draft Financial Plan will be required.

| | |
|--|--|
| Peace Arch Elementary Playground Equipment | \$25,000 |
| White Rock Elementary Playground Equipment | \$5,000 to \$50,000 |
| Peace Arch Elementary Visual Arts Class Equipment – requested assistance to purchase all or some of the following: Canon Rebel with lens, Canon EOS 5D with lens, and 24 Lexar Professional 1000x SD Cards. Cost estimate for all items is \$7,000 to \$8,000. | \$7,000 to \$8,000 |
| Peninsula Productions – assistance for modifications to the space they are leasing from the City, to accommodate a 70 seat theatre | \$24,000 (\$8,000 each year, for three years) |
| Temporary full-time assistance with the administration of Council Committees, and for the Executive Assistant to the Mayor and CAO (for one year) | \$67,000 |
| Temporary full-time assistance with City Communications (for one year) | \$68,000 |

Other Items Not Incorporated into the 2019 to 2023 Draft Financial Plan

- Remove Pay Parking at Centennial Park – Council previously resolved that this be considered in the 2019 to 2023 Financial Plan process. The impact on the City’s budget is an annual net revenue loss of \$110,000. If this is pursued, a replacement ongoing funding source is required. This equates to a property tax increase of 0.5%. Another option is to increase parking rates and the revenue budget at another location, but given the fact that the waterfront revenue budget already has been increased to recover operating costs of the parkade and the reduction in parking revenue from the hospital area, it is unlikely that generating another \$110,000 will be possible in the short term.
- Summer Trolley Service – The cost of this service in the past has been approximately \$75,000 per season. It was previously cost-shared with the White Rock Business Improvement Association (BIA), and the City’s portion was funded on a one-time basis

only. The BIA has advised the City it will no longer be contributing funding for this purpose. As well, it is not known if a “trolley” service will be available in the future, as the previous provider has advised he is no longer offering this service.

2019 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 2019 White Rock levy, which has been approved by the FVRL Board and is incorporated into the 2019 to 2023 Draft Financial Plan is \$958,066. This is \$23,482 or 2.5% higher than in 2018. This is shown as a separate levy on the City’s annual property tax notices.

Projected Operating Budgets for 2020 to 2023

Several other assumptions were made in order to project the City’s General Fund Operating Budget revenues and expenditures over the four (4) years, 2020 to 2023. Examples include the following:

- For 2020 onwards, the rate of inflation is assumed to be 2% per year;
- A Purchasing Officer staff position is assumed to be added in 2020, with 65% of the salary funded by taxes, and 35% by the various utility funds and solid waste program (this was approved in the last Financial Plan for 2020);
- 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);
- A temporary full-time Human Resources Advisor is assumed to be added in 2020, for one year (this was approved in the last Financial Plan for 2020);
- A Temporary Full-Time CO-OP student is assumed to be hired in 2020 to assist with implementation of the Strategic Transportation Plan;
- It is assumed that short term resources will be provided in 2020 to assist with employee health and safety documentation and employee benefits administration;
- At a recent meeting of City Council, the White Rock RCMP Detachment Commander requested four (4) additional officers; one in each year from 2020 to 2023. As two additional officers were added to the detachment’s compliment last year, there are no further officers included in this 2019 to 2023 Draft Financial Plan. The annual cost of a police officer equates to a property tax increase of approximately 0.6%;
- 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;
- Projected waterfront parking revenues are anticipated to be sufficient to fund Parkade operating and maintenance costs. In line with current policy, contributions to the capital works reserve for future major repairs or upgrades to this facility are assumed to start in 2020, and to be funded by further incremental parking revenues; and
- The current White Rock Business Improvement Area bylaw expires on December 31, 2019. It is assumed that another White Rock Business Improvement Area bylaw, effective January 1, 2020 will be adopted, with annual inflationary increases in the levy.

Based on a proposed 3.58 % property tax increase for 2019, the following tax increases are projected in future years at this time:

- 2020 – 2.48%
- 2021 – 2.62%
- 2022 – 2.69%
- 2023 – 2.32%

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. At this time, it is proposed that a public meeting be scheduled for March 11 and that an advertisement be placed in the newspaper requesting written comments prior to that time. It would also be helpful if Council can advise staff if there are any specific items in the 2019 to 2023 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.

Staff recommend Option 1.

CONCLUSION

It is recommended that the Finance and Audit Committee endorse the 2019 to 2023 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

City of White Rock Draft 2019 - 2023 Financial Plan
General Fund Operating Budget

| | 2018 Budget | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| Revenues: | | | | | | |
| Municipal Property Taxes | \$ 21,401,100 | \$ 22,296,400 | \$ 23,429,991 | \$ 24,661,122 | \$ 25,758,764 | \$ 26,521,044 |
| Regional Library Levy | 934,584 | 958,066 | 977,227 | 996,772 | 1,016,707 | 1,037,041 |
| B/A tax Levy | 347,700 | 357,600 | 340,600 | 347,400 | 354,300 | 361,400 |
| Grant in Lieu of Taxes & Utility Levies | 274,400 | 279,900 | 285,498 | 291,208 | 297,032 | 302,973 |
| Fees & Charges | | | | | | |
| Recreation and Culture Programs | 1,537,400 | 1,603,400 | 1,640,593 | 1,678,684 | 1,717,694 | 1,757,649 |
| Solid Waste User Fees | 1,365,300 | 1,355,400 | 1,386,500 | 1,414,200 | 1,442,500 | 1,471,300 |
| Engineering and Operations | 112,600 | 175,000 | 133,620 | 136,292 | 139,018 | 141,799 |
| Own/Other Sources | | | | | | |
| Tax Penalties/Interest | 200,000 | 230,000 | 231,000 | 231,000 | 232,000 | 232,000 |
| Cell Tower Rentals | 42,200 | 64,500 | 64,900 | 65,300 | 65,700 | 66,500 |
| Property Rentals | 165,000 | 170,800 | 177,100 | 179,300 | 181,500 | 183,700 |
| Business Licences | 573,000 | 587,000 | 592,000 | 597,000 | 602,000 | 607,000 |
| Building Permits | 2,900,000 | 3,970,000 | 4,538,000 | 2,275,000 | 1,575,000 | 1,275,000 |
| Parking | 3,294,800 | 3,404,700 | 3,537,600 | 3,569,600 | 3,601,600 | 3,634,600 |
| Net Investment Income | 565,000 | 875,000 | 875,000 | 875,000 | 875,000 | 875,000 |
| Community Amenity Contributions | 12,914,063 | 8,696,000 | 2,880,000 | 3,600,000 | - | - |
| Repayment of Surplus from Water Fund | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| Other | 2,461,200 | 2,616,500 | 2,717,246 | 2,770,501 | 2,829,580 | 2,879,537 |
| Government Grants | 549,000 | 543,900 | 552,800 | 549,700 | 555,800 | 555,800 |
| Total Revenues | \$ 49,672,347 | \$ 48,219,166 | \$ 44,394,675 | \$ 44,273,079 | \$ 41,279,195 | \$ 41,937,343 |
| Transfers from Reserves: | | | | | | |
| Sanitary Sewer Fund Infrastructure Reserve (for internal loans) | 6,958,100 | - | - | - | - | - |
| Community Amenity Contribution Reserve (for principal & interest payments on internal loans) | 16,076 | - | - | - | - | - |
| Community Amenity Contribution Reserve (for debt servicing costs) | 51,000 | - | - | - | - | - |
| Police Equipment Reserve | 64,800 | 21,600 | - | - | - | - |
| Economic Development Reserve | - | 110,000 | - | - | - | - |
| Other Projects Reserve | 20,000 | - | - | - | - | - |
| Traffic Fine Revenue Sharing Reserve | 4,000 | 4,000 | 3,600 | - | - | - |
| Parking Reserve | 136,000 | - | - | - | - | - |
| Other Operating Reserves | 1,332,600 | 662,700 | 406,300 | 221,900 | 271,400 | 202,900 |
| Appropriation from surplus | 270,000 | 942,000 | - | - | - | - |
| Total Transfers From Reserves | \$ 8,852,576 | \$ 1,740,300 | \$ 409,900 | \$ 221,900 | \$ 271,400 | \$ 202,900 |
| Total Revenues & Transfers from Reserves | \$ 58,524,923 | \$ 49,959,466 | \$ 44,804,575 | \$ 44,494,979 | \$ 41,550,595 | \$ 42,140,243 |

Note: The 2018 budget included internal loans that were not required.

| | 2018 Budget | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Expenditures: | | | | | | |
| Fire | 4,220,000 | 4,274,100 | 4,388,342 | 4,621,589 | 4,875,816 | 5,031,347 |
| Police | 5,858,300 | 6,044,300 | 6,212,428 | 6,369,685 | 6,525,580 | 6,685,626 |
| Parking | 1,555,700 | 1,500,800 | 1,534,816 | 1,556,512 | 1,578,643 | 1,601,215 |
| Permits, Licencing & Bylaw Enforcement | 1,524,600 | 1,415,200 | 1,441,974 | 1,470,813 | 1,500,230 | 1,530,234 |
| Parks | 1,751,600 | 1,925,900 | 1,939,938 | 2,053,737 | 2,094,811 | 2,136,708 |
| Garbage, Recycling & Green Waste | 1,432,800 | 1,456,700 | 1,489,800 | 1,512,400 | 1,542,700 | 1,573,700 |
| Transportation and Other Operations | 4,266,600 | 4,832,500 | 4,506,308 | 4,575,020 | 4,641,075 | 4,733,808 |
| Recreation and Culture | 3,806,084 | 3,894,766 | 3,902,175 | 3,975,165 | 4,054,664 | 4,135,803 |
| General Government (Note 1) | 6,572,400 | 6,665,100 | 6,800,372 | 6,884,006 | 7,184,385 | 7,268,663 |
| City Rental Properties | 44,300 | 44,400 | 44,822 | 23,852 | 22,391 | 22,839 |
| Interest on Debt | 51,000 | - | - | - | - | - |
| Total Expenditures | \$ 31,083,384 | \$ 32,053,766 | \$ 32,260,975 | \$ 33,042,779 | \$ 34,020,295 | \$ 34,719,943 |
| Transfers to Reserves: | | | | | | |
| Capital Works Reserve | 1,074,400 | 1,056,100 | 1,263,200 | 1,335,200 | 1,398,100 | 1,442,000 |
| Equipment Replacement Reserve | 629,900 | 583,100 | 612,300 | 624,600 | 637,100 | 649,800 |
| Community Amenity Contribution Reserve | 12,914,063 | 8,696,000 | 2,880,000 | 3,600,000 | - | - |
| Other reserves | | | | | | |
| Pier Preservation Reserve | 42,200 | 64,500 | 64,900 | 65,300 | 65,700 | 66,500 |
| Community Work Fund Reserve (Gas Tax) | 115,800 | 115,800 | 121,600 | 121,600 | 127,700 | 127,700 |
| Computer Replacement Reserve | 95,000 | 100,000 | 100,000 | 105,000 | 105,000 | 110,000 |
| Police Equipment Reserve | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Roadworks Reserve | 628,900 | 685,500 | 654,300 | 667,400 | 900,700 | 954,300 |
| Buena Vista Rental Property Reserve | 9,300 | 10,600 | 10,600 | 10,600 | 10,600 | 10,600 |
| Infrastructure Reserve | 849,900 | 2,509,800 | 3,532,200 | 1,474,200 | 629,200 | 384,200 |
| Secondary Suite Service Fee Reserve | 328,000 | 342,000 | 352,000 | 362,000 | 372,000 | 382,000 |
| Council Technology Reserve | 3,000 | 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 |
| Memorial Park Internal Loan Reserve | 1,062,500 | - | - | - | - | - |
| Waterfront Parking Facility Internal Loan Reserve | 1,080,000 | - | - | - | - | - |
| Promenade Extension Internal Loan Reserve | 674,600 | - | - | - | - | - |
| Parkland Acquisition Internal Loan Reserve | 425,000 | - | - | - | - | - |
| Johnston Rd Gateway Feature Internal Loan Reserve | 1,000,000 | - | - | - | - | - |
| Johnston Rd North Bluff to Russell Internal Loan Reserve | 1,216,000 | - | - | - | - | - |
| Capital Contingency Internal Loan Reserve | 1,500,000 | - | - | - | - | - |
| Other Operating Reserves | 1,424,200 | 1,253,900 | 208,600 | 208,700 | 208,800 | 108,900 |
| Surplus Repayment from Water Fund | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| General Revenue Allocation to Asset Improvements | 2,248,300 | 2,371,700 | 2,655,400 | 2,789,100 | 3,007,400 | 3,095,800 |
| Repayments of Accumulated Surplus | 23,700 | 23,700 | - | - | - | - |
| Transfer to Sanitary Sewer Fund Infrastructure reserve (principal & interest payments on internal loans) | 16,076 | - | - | - | - | - |
| Principal payments on capital leases | | | | | | |
| Total | \$ 27,441,539 | \$ 17,905,700 | \$ 12,543,600 | \$ 11,452,200 | \$ 7,530,300 | \$ 7,420,300 |
| Total Expenditures & Transfers | \$ 58,524,923 | \$ 49,959,466 | \$ 44,804,575 | \$ 44,494,979 | \$ 41,550,595 | \$ 42,140,243 |

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: February 28, 2019

TO: Finance and Audit Committee

FROM: Sandra Kurylo, Director of Financial Services

SUBJECT: 2019 to 2023 Draft Financial Plan – General Fund Asset Improvement Budget

RECOMMENDATIONS

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated February 28, 2019, from the Director of Financial Services, titled “2019 to 2023 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 and/or requesting written comments or questions, based on the information presented in this corporate report, or as amended.
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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 2019 to 2023 Financial Plan.

PAST PRACTICE / POLICY / LEGISLATION

The *Community Charter* requires that the 2019 to 2023 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, 2019. 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 2019 to 2023 Draft Financial Plan. Amounts budgeted in 2018, with some updates, are also shown for information. Some of these projects were not completed during 2018, and funding

required to be carried over to 2019 to complete the work, will be added to the 2019 to 2023 Financial Plan once the final 2018 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 2019 to 2023 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.

2019 to 2023 Draft Financial Plan – General Fund Asset Improvement Projects

The proposed asset improvements total \$61.3M over the five (5) years, with annual amounts ranging from \$6.1M to \$20.2M. This does not include funding that will be carried over from 2018's budget to 2019, to complete certain projects started in 2018. Examples are Memorial Park, the Parkade and the pedestrian railway crossings. These carry-over budgets and funding sources will be added to the 2019 to 2023 Draft Financial Plan when final 2018 figures are available.

The project cost figures included in 2019 to 2023 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 2019 will be the updating of the City's Strategic Transportation Plan. This will update the needs and priorities with respect to future roadworks and pedestrian safety improvements in the City. Some roadworks/pedestrian safety projects that were identified in the last Financial Plan have been temporarily removed in the 2019 to 2023 Draft Financial Plan, pending the updating of this study. It is important that projects in the Financial Plan reflect current priorities. Once the Strategic Transportation Plan update is complete, some of these projects will be reinstated with the timing based on updated priorities. In the meantime, future

funding allotments for the implementation of updated Strategic Transportation Plan have been included in the Draft Financial Plan and details will be added at a later date.

Another change in this 2019 to 2023 Draft Financial Plan is the deferral of Johnston Road Reconstruction Phase 2 (Russell to Thrift), to 2021, with design work being done in 2020. 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 planned to occur after 2023.

Staff have been closely monitoring the slope stability of the Marine Drive Hump. Recent testing has confirmed that the risk of failure, impacting the integrity of Marine Drive, has increased. As a result, the highest priority 2019 road related project is stabilization of the slope through micro pile installation. An amount of \$1.2M has been budgeted for this project.

Pier Repair/Restoration

This work is planned to be done in two phases. Phase 1 includes immediate repairs to damage caused by the December 20, 2018 severe storm event. It incorporates the steel pile and concrete deck option in repaired areas, and a temporary telecom connection to the cell tower. In addition, there is provision in this budget for some ground improvement (if needed). The cost estimate for this work, including the amount spent in 2018, is \$4.3M. In order to authorize a budget for this on a timely basis, the 2018 to 2022 Financial Plan is in the process of being amended to incorporate this.

The 2019 portion of these costs, (\$4.28M), with the same funding sources, is included in this 2019 to 2023 Financial Plan. Some, but not all of this amount will be covered by insurance. Typically, insurance will cover the cost (subject to policy limits) of bringing the Pier back to the condition it was in before the severe windstorm event, incorporating applicable updated codes. The City's insurers are currently reviewing the cost estimates, and this needs to be completed before it can confirm which components will be covered by the policy. For budget purposes, it is assumed that \$3.1M will be funded by insurance proceeds at this time.

In order to assist in financing the remaining costs, the City has applied for an *Investing in Canada Infrastructure Program – Community, Culture and Recreation* grant (73.33% funding) and is seeking recovery costs under provincial "Disaster Financial Assistance" (80% funding). As well, further requests for provincial funding were made. At this time, it is not known if this government funding will be provided.

As a result, staff are proposing that the remaining \$1.18M be funded, for budget purposes, as follows:

- \$260,000 from the Pier Preservation Reserve;
- \$186,000 from the Infrastructure Reserve (amount that was put aside for seabed dredging); and
- \$734,000 from uncommitted community amenity contributions on-hand.

These funding sources may only be temporary and may be amended if additional external funding sources are confirmed.

Phase 2 includes restoration of the rest of the Pier, incorporating the steel piling and concrete deck option, and ground improvement (if needed). The estimated cost is \$11.6M and at this time, the work is budgeted to occur over two calendar years; 2020 and 2021. Restoration of the west wharf is not included in the budget at this time, as input from Council is required regarding

the scope and location of a marina. If desired, it could be added to the 2019 to 2023 Draft Financial Plan once this is confirmed and a cost estimate is available.

As stated above, the City has applied for an *Investing in Canada Infrastructure Program – Community, Culture and Recreation* grant (73.33% funding) for this work. This could potentially provide Phase 2 funding of up to \$8.5M. The City is also seeking recovery cost funding under the provincial “Disaster Financial Assistance Program”. As well, further requests for provincial funding are being made.

Certain community fundraising campaigns have been initiated for this purpose and the City has been approached by individuals and businesses offering to donate money for the Pier. At this time for budget purposes, the following proposed funding sources are included in the 2019 to 2023 Draft Financial Plan for Phase 2 of the Pier Restoration:

- \$2M in government grants;
- \$5M in donations/fundraising proceeds;
- \$4.4M in Community Amenity Contributions (CACs); and
- \$200,000 from the Pier Reserve.

Before contracts can be signed for this work, secure funding sources need to be in place. Assuming this is a high priority for Council, it is recommended that money be left available in the CAC reserve to provide a backup funding source in case the grant and fundraising amounts are not realized to the extent budgeted. If more grant funding or donations than budgeted are received, then the amount funded from CACs will be reduced accordingly.

East Beach Shoreline Restoration

The preliminary cost estimate (still to be refined) to complete this work is \$600,000. In order to authorize a budget for this on a timely basis, the 2018 to 2022 Financial Plan is in the process of being amended to incorporate this. This amount, with the same funding sources, has also been incorporated into the 2019 to 2023 Draft Financial Plan. If the City’s application for recovery costs under the provincial government’s “Disaster Financial Assistance” fund is approved, up to 80% of these costs may be funded from that program. Further relief may also result from the City’s additional request to the Provincial government. As this funding is not yet confirmed, for budget purposes, the recommended funding source incorporated into the 2019 to 2023 Draft Financial Plan is the City’s accumulated surplus fund. It should be noted that this will reduce the balance in the fund to slightly below the minimum level required by Council Policy No. 307. This Policy requires the minimum balance to be 10% of the City’s general fund operating budget. Allocating \$600,000 to this project will reduce the uncommitted balance to 9.4% of the general fund operating budget. If Disaster Financial Assistance funding is approved, the amount used from the City’s accumulated surplus fund will be reduced.

Extension of the Promenade to Coldicutt Ravine and Pedestrian Overhead Walkway

The conceptual designs for both of these projects are nearing completion. Once complete, the Director of Engineering and Municipal Operations will report to Council on the options, before proceeding further. By way of background, Transport Canada previously notified the City of the need to take action to mitigate pedestrian trespassing in this location. These two projects are intended to alleviate this situation. On February 19, 2019, the City received reminder notification from Transport Canada of its previous directive that action must be taken to mitigate these pedestrian trespassing issues.

Matching grant funding from the federal Rail Safety Improvement Program was approved for these projects. Funding of up to \$200,000 was approved for design of the Promenade Extension

and up to \$500,000 for the Overhead Walkway project. The City has submitted grant claims for funds spent to date. These grant agreements expire on March 31, 2019 and the City has requested extensions. In the past, requests for extensions under this grant program have been approved.

The following amounts are included in the 2019 to 2023 Draft Financial Plan for these projects:

Extension of the Promenade

- \$460,000 for design (includes \$30,000 spent in 2018); and
- \$2.5M for construction in 2020 (estimated cost could vary, will depend on design option chosen).

Budgeted funding sources are a combination of Parkland DCCs, the federal grant, and CACs.

Pedestrian Overhead Walkway

- \$400,000 for design (includes \$34,000 spent in 2018); and
- \$2M for construction in 2019.

Budgeted funding sources are a combination of Parkland DCCs, the federal grant, and CACs

A total of \$3.4M in CACs is committed for these projects.

City Hall

Despite certain improvements made to City Hall over the last several years the building is nearing the end of its useful life, does not meet seismic standards, and it does not have the capacity needed to house City staff. While urgent seismic improvements have been made, the next phase of seismic work is substantial, estimated to cost more than \$2M and likely to require a temporary closure of the facility due to the disruption. Due to a lack of capacity, the City's Bylaw Enforcement, Human Resources and Information Technology departments relocated to the City Hall Annex and there are issues with this facility as well. This was thought to be a temporary move until major upgrades occurred to City Hall, or the building was replaced. The Chief Administrative Officer will report more details on this matter to Council on March 11, including options for consideration. At this time, there are no major upgrades included in the 2019 to 2023 Draft Financial Plan for City Hall. An amount of \$50,000 is included in the 2019 draft budget for completion of a feasibility study, if required. Council may wish to direct staff that amendments be made to the 2019 to 2023 Draft Financial Plan later to address this issue.

Facilities Masterplan Update

An update of the City's Facilities Masterplan is budgeted for 2019. 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 2019 to 2023 Draft Financial Plan for some recreation facilities, 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.

New Financial System (2021)

An amount of \$1.5M is included in the 2019 to 2023 Draft Financial Plan to replace the City's Financial System in 2021. The City's current financial system (Vadim) is nearing the end of its useful life. Vadim was implemented in 2002. Since that time, the City's needs have evolved and have become more complex. In addition, technology has advanced significantly. The City has outgrown Vadim, which is designed towards smaller municipalities, and does not fully

incorporate current technology that supports efficient and effective business processes. More details are included in Appendix D, which is attached to this corporate report.

Major Projects Removed From the Financial Plan

In recognition that the current Council's priorities are different from the previous Council's, the following projects have been removed from the City's Five-Year Financial Plan. Council may wish to reinstate some of them and if so 2019 to 2023 Draft Financial Plan amendments will be required.

- Shoreline Protection and Promenade - \$15M budget removed from 2020/2021/2022. Funding sources were not fully secured, but for planning purposes were a combination of DCCs, CACs, and anticipated grants.
- Two Hillside Walkway Upgrades (road ends) – two budgets of \$800,000 each removed, one from 2021 and one from 2022. Funding sources were a combination of DCCs, CACs, and the Secondary Suite Service Fee Reserve.
- Installation of Mooring Buoys - \$300,000 budget removed from 2020.

Some of the above funding sources may have to be re-examined if Council wishes to reinstate these projects. For example, the level of CACs available has been reduced by the need to re-allocate some to the Pier project. In addition, the amount of CACs projected to be received to 2023 has been reduced, due to an expected reduction of large development projects in the future.

It was planned that once the City acquired the property located at 1510 Johnston Road, a town square would be constructed. Provision has not been made for this in the 2019 to 2023 Draft Financial Plan.

Funding Sources

Many General Fund projects in this Draft Financial Plan are funded from general revenue and City reserves. Included are projections of CACs that the City is expecting to receive for approved projects. The timing of when they are actually received may differ from staff's best estimates at this time. If received later, then the phasing of related asset improvement projects may have to be adjusted.

In addition, it is recognized that an update of the City's DCC Bylaw is needed and this is budgeted for 2019. This is required so that DCCs can be used as a funding source for growth related infrastructure projects that were not identified as priorities when the DCC Bylaw was last adopted.

Attached, as Appendix C, is a summary of projected General Fund Asset Improvement Reserves, based on information and assumptions in this Draft Financial Plan.

A final amendment to the 2019 to 2023 Financial Plan Bylaw will come forward in the spring with details on incomplete 2018 capital project budgets and funding sources to be carried over to 2019.

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 2019 to 2023 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: 2019 to 2023 Draft Financial Plan General Fund Asset Improvement Projects

Appendix B: 2019 to 2023 Draft General Fund Asset Improvement Projects with Funding Sources

Appendix C: Projected General Fund Asset Improvement Reserves

Appendix D: New Financial System Justification

City of White Rock DRAFT 2019 - 2023 Financial Plan
General Fund Asset Improvement Projects

| | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------------|-----------|---------|---------|-----------|---------|---------|---------|---------|---------|---------|--------------------|-----------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | | | |
| Municipal Engineering & Operations | | | | | | | | | | | | | |
| Pavement Condition Analysis | | | | 25,000 | | | | | | | | 25,000 | |
| Pavement Overlays | 403,000 | 350,000 | 400,000 | 400,000 | 400,000 | 500,000 | 500,000 | | | | | 2,150,000 | |
| Roadworks | | | | 442,000 | | | | | | | | 442,000 | |
| Marine - Finlay to Slayte | | | | | | | | | | | | | |
| Marine - High to Bishop | 39,000 | | | | | | | | | | | | |
| Marine - High to Anderson | | | | 458,000 | | | | | | | | 458,000 | |
| Marine - Oxford to Anderson | | | | 369,000 | | | | | | | | 369,000 | |
| Marine - Bishop to Terry | | | | 812,000 | | | | | | | | 812,000 | |
| Marine & Nichol Intersection Improvements | | | | 81,000 | | | | | | | | 81,000 | |
| Kent - Buena Vista to Pacific | | | | 710,000 | | | | | | | | 710,000 | |
| Parker - Thrift to Pacific | | | | 296,000 | 846,000 | | | | | | | 1,142,000 | |
| Parker - Pacific to Columbia | 429,000 | | | | | | | | | | | | |
| Maple - Pacific to Columbia | 105,000 | | | | | | | | | | | | |
| Lee - Pacific to Columbia | 165,000 | | | | | | | | | | | | |
| Johnston - North Bluff to Russell | 3,164,000 | | | | | | | | | | | | |
| Johnston - Russell to Thrift | 100,000 | | | 60,000 | 2,926,000 | | | | | | | 2,986,000 | |
| Johnston - Thrift to Roper (assumes only preliminary design money is in the budget for 2018) | 50,000 | | | | | | | | | | | | ???? |
| Johnston Road Gateway Feature | 23,000 | | | | | | | | | | | | |
| Thrift - Johnston to Vidal | 500,000 | | | | | | | | | | | | |
| North Bluff & Oxford Intersection Improvements | 105,000 | | | | | | | | | 53,000 | | 53,000 | |
| Buena Vista - 15367 Buena Vista | | | | | | | | | | | | | |
| Buena Vista - Best to Johnston | | | | | | | | | | | | | 383,000 |
| Columbia - Parker to Slayte | 193,000 | | | | | | | | | | | | |
| Columbia - Habgood to Parker | 108,000 | | | | | | | | | | | | |
| Habgood - Pacific to Columbia | 627,000 | | | | | | | | | | | | |
| Pacific - Maple to Parker | 205,000 | | | | | | | | | | | | |
| Pacific - Habgood to Ewson | 74,000 | | | 26,000 | | | | | | | | 26,000 | |
| 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 |
| Russell - Finlay to Best | 312,000 | | | | | | | | | | | | |
| Blackburn Crescent - Archibald to high | | 250,000 | | | | | | | | | | 250,000 | |
| Martin - Buena Vista to Victoria | | | | 20,000 | 220,000 | | | | | | | 240,000 | |
| Saturna - Archibald to North Bluff | 110,000 | | | | | | | | | | | | |
| Other | | | | | | | | | | | | | |
| Development Coordinated Works | | | | | | | | | | | | | |
| Roper Sidewalk Replacement - Johnston to Fir | 25,000 | 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 | 41,000 | | | | | | | | | | | | |
| Marine Drive Hump Slope Stabilization & Vegetation Replacement | | | | 80,000 | | | | | | | | 80,000 | |
| Marine Drive Hump Micro Pile Installation | 250,000 | | | | | | | | | | | | |
| Miscellaneous Retaining Wall Improvements | | 1,200,000 | | | | | | | | | | 1,200,000 | |
| | 40,000 | 10,000 | 75,000 | 75,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 360,000 | |

Note: For 2019 to 2023 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

| | 2018 & Approved Updates | 2019 | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | Total 2019-2023 | Future Years |
|---|-------------------------------|----------------|----|----|---------|----|----|------|----|-----------|------|----|----|-----------|-----------|--|--------------------|-----------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | | |
| Municipal Engineering & Operations | | | | | | | | | | | | | | | | | | |
| Other (continued) | | | | | | | | | | | | | | | | | | |
| Semiahmoo Retaining Wall Replacement | | 100,000 | | | | | | | | | | | | | 100,000 | | | |
| Victoria Retaining Wall Repairs Foster to Vidal | | | | | | | | | | | | | | | | | 150,000 | |
| DCC Bylaw Review | | 20,000 | | | 20,000 | | | | | | | | | | 20,000 | | | |
| Traffic Safety Review | 19,000 | 10,000 | | | 10,000 | | | | | | | | | | 15,000 | | | |
| Street Lighting Program | 45,000 | 45,000 | | | 45,000 | | | | | | | | | | 55,000 | | | |
| Bus Stop Accessibility | 75,000 | 110,000 | | | | | | | | | | | | | 110,000 | | | |
| North Bluff Gateway Signs | 6,000 | | | | | | | | | | | | | | | | | |
| Marine Drive Gateway Signs | 5,000 | | | | | | | | | | | | | | | | | |
| Marine Drive Portable Improvements | 54,000 | | | | | | | | | | | | | | | | | |
| LED Sign Board Johnston Rd/Russell | | 56,000 | | | | | | | | | | | | | 56,000 | | | |
| Strategic Transportation Plan Update | | 200,000 | | | | | | | | | | | | | 200,000 | | | |
| Other Strategic Transportation Plan / DCC Bylaw Projects (25% DCC's, 75% Other Sources) | 547,000 | | | | 500,000 | | | | | 1,500,000 | | | | 2,000,000 | 4,500,000 | | | |
| Miscellaneous Road/Pedestrian Improvements not in STP | 125,000 | 50,000 | | | 50,000 | | | | | 75,000 | | | | 75,000 | 300,000 | | | |
| Vehicle Fleet & Equipment Replacements | | | | | | | | | | | | | | | | | | |
| Public Works Polaris Ranger Electric Utility Vehicle Unit #103 | | 18,000 | | | | | | | | | | | | | 18,000 | | | |
| Public Works Ford F550 SD Mini Dump Unit #133 | | 83,000 | | | | | | | | | | | | | 83,000 | | | |
| Public Works Ford F350 Flatdeck Unit #136 (replacement vehicle will be a mini dump) | | | | | 75,000 | | | | | | | | | | 75,000 | | | |
| Public Works Sterling Street Sweeper Unit #140 | | | | | 300,000 | | | | | | | | | | 300,000 | | | |
| 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 | | | | | 185,000 | | | | | | | | | | 185,000 | | | |
| Public Works Ford F150 Pickup Unit #150 | | | | | | | | | | | | | | 40,000 | 40,000 | | | |
| 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 | | | | | | | | | | | | | 36,000 | | | |
| Road Marking Equipment | 5,000 | | | | | | | | | | | | | | | | | |
| Public Works Equipment Snow Plow on unit #365 | | 50,000 | | | | | | | | | | | | | 50,000 | | | |
| Garage 5 Tonne Overhead Crane | | 70,000 | | | | | | | | | | | | | 70,000 | | | |
| Garage 25 Tonne Hydraulic Press | | 8,000 | | | | | | | | | | | | | 8,000 | | | |
| Garbage, Recycling & Green Waste | | | | | | | | | | | | | | | | | | |
| Garbage Compactor Rebuild | 70,000 | | | | | | | | | | | | | | | | | |
| Green Waste Disposal Bins Concrete Pad | 25,000 | | | | | | | | | | | | | | | | | |
| Vehicle Fleet Replacements | | | | | | | | | | | | | | | | | | |
| Garbage Sterling Haul All Unit #332 | | | | | 143,000 | | | | | | | | | | 143,000 | | | |
| Garbage Ford F550 Haul All Unit #333 | | | | | 140,000 | | | | | | | | | | 140,000 | | | |
| Garbage Ford F550 Rollins Haul All Unit #325 | | | | | 165,000 | | | | | | | | | | 165,000 | | | |
| Peterbilt Recycler Unit #329 | | | | | 258,000 | | | | | | | | | | 258,000 | | | |
| Peterbilt Recycler Unit #330 | | | | | 258,000 | | | | | | | | | | 258,000 | | | |

Note: For 2019 to 2023 projects, figures printed in **italics** are partially or fully funded from grants and/or contributions

| Facilities | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------|---------|--------|--------|-------|-------|-------|-------|-------|--------|-------|-----------------|--------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Arena | | | | | | | | | | | | | |
| Building Exterior Replacement | 200,000 | | | | | | | | | | | - | |
| Roof Replacement | | 100,000 | | | | | | | | | | 100,000 | |
| Dehumidifier Repairs/Replacement | | 100,000 | | | | | | | | | | 100,000 | |
| Autoscrubber Replacements | 20,000 | 12,000 | | | | | | | | 25,000 | | 37,000 | |
| Ice Edger Replacement | | | | 10,000 | | | | | | | | 10,000 | |
| Security Card Access Integration with CAL | 15,000 | | | | | | | | | | | - | |
| Lighting Upgrade (50% City, 50% BC Hydro Rebate) | 5,000 | | | | | | | | | | | - | |
| Interior Signage Replacement | 13,000 | | | | | | | | | | | - | |
| Concession Appliance Replacements | 4,000 | | | | | | | | | | | - | |
| Zamboni Bay Floor Replacement | | 30,000 | | | | | | | | | | 30,000 | |
| Chiller Replacement | | 225,000 | | | | | | | | | | 225,000 | |
| Hot Water Tank Replacement | 12,000 | | | | | | | | | | | - | |
| Rubber Floor Replacement | 25,000 | | | | | | | | | | | - | |
| Skate Shop Counter Replacement | 10,000 | 10,000 | | | | | | | | | | 10,000 | |
| Office Counter Replacement | 13,000 | 7,000 | | | | | | | | | | 7,000 | |
| Deck Board Replacements | 20,000 | | | | | | | | | | | - | |
| Genie Lift Replacement | 13,000 | | | | | | | | | | | - | |
| Office Window Covering Replacement | | | 7,000 | | | | | | | | | 7,000 | |
| Hall Curtains Replacement | | | 20,000 | | | | | | | | | 20,000 | |
| Lounge Ceiling Replacement | | | 20,000 | | | | | | | | | 20,000 | |
| Relief Valves Replacement | | | | 10,000 | | | | | | | | 10,000 | |
| | | | | | | | | | | | | | |
| Centre for Active Living | | | | | | | | | | | | | |
| Handicap Auto Door Openers | 8,000 | | | | | | | | | | | - | |
| New Exterior Lighting | | 5,000 | | | | | | | | | | 5,000 | |
| Security Gate Replacement for NGO Offices | | 15,000 | | | | | | | | | | 15,000 | |
| Portable Card Reader | 6,000 | | | | | | | | | | | - | |
| Portable Registration Workstation | 18,000 | | | | | | | | | | | - | |
| Cardio Equipment Replacement | 25,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 30,000 | |
| Audio System Replacement | | | 10,000 | | | | | | | | | 10,000 | |
| | | | | | | | | | | | | | |
| WR Community Centre | | | | | | | | | | | | | |
| Portable Card Reader | 6,000 | | | | | | | | | | | - | |
| Lobby & Rental Space Furniture | 2,000 | | | | | | | | | | | - | |
| Floor Replacement Halls A, B & C | 55,000 | | | | | | | | | | | - | |
| Security Gate Replacement | | 20,000 | | | | | | | | | | 20,000 | |
| Chair Replacements | | 11,000 | | | | | | | | | | 11,000 | |
| Council Meeting Live Stream Technology | | 30,000 | | | | | | | | | | 30,000 | |

Note: For 2019 to 2023 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

| Facilities | 2018 & Approved Updates | 2019 | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | Total 2019-2023 | Future Years |
|--|-------------------------|---------|--------|-------|-------|-------|-------|-------|--------|-------|-------|--------|-------|-------|--------|---------|-----------------|--------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Kent Street Activity Centre | | 350,000 | | | | | | | | | | | | | | 350,000 | | |
| Exterior Siding Replacement | | | | | | | | | | | | | | | | | | |
| Driveway and Patio Replacement | 50,000 | | | | | | | | | | | | | | | | | |
| Washroom Upgrades | | 100,000 | | | | | | | | | | | | | | 100,000 | | |
| Auditorium Floor Refinishing/Replacement | 6,000 | 30,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 83,000 | | | |
| Lighting Upgrades | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | | | |
| Kitchen Floor Replacement | | 5,000 | | | | | | | | | | | | | 5,000 | | | |
| Cedarshake Awning Replacement | 10,000 | | | | | | | | | | | | | | 5,000 | | | |
| Outdoor Signage Replacement | 5,000 | | | | | | | | | | | | | | | | | |
| Shade Blind Replacement | | | | | | | | | | | | | | | | | | |
| Cupboard Replacements | | 10,000 | | | | | | | | | | | | | 10,000 | | | |
| Classroom & Computer Lab Furniture Replacement | 10,000 | | | | | | | | | | | | | | | | | |
| Lobby Furniture Replacement | | | 5,000 | | | | | | | | | | | | 5,000 | | | |
| Patio Landscape Improvements | 5,000 | | | | | | | | | | | | | | | | | |
| Retaining Wall Replacement | 15,000 | | | | | | | | | | | | | | | | | |
| Outside Bench Replacements | | 5,000 | | | | | | | | | | | | | 5,000 | | | |
| Kitchen Ramp Replacement | | 10,000 | | | | | | | | | | | | | 10,000 | | | |
| Storage Room Floor Replacement | | | 6,000 | | | | | | | | | | | | 6,000 | | | |
| Stage Cupboards Replacement | | | 5,000 | | | | | | | | | | | | 5,000 | | | |
| Museum | | | | | | | | | | | | | | | | | | |
| Window Repairs | 25,000 | | | | | | | | | | | | | | | | | |
| Exterior Painting | 30,000 | | | | | | | | | | | | | | | | | |
| Events Kiosk Sign | | 10,000 | | | | | | | | | | | | | 10,000 | | | |
| Exterior LED Lighting | | 32,000 | | | | | | | | | | | | | 32,000 | | | |
| Library | | | | | | | | | | | | | | | | | | |
| Ceiling Tile Replacement | 10,000 | | | | | | | | | | | | | | | | | |
| Lighting & Ceiling System Replacement | | | | | | | | | | | | | | | | | | |
| New Intrusion, Fire and Elevator Alarms | 20,000 | | | | | | | | | | | | | | | | | |
| Lounge Chair Replacements | 7,000 | | | | | | | | | | | | | | | | | |
| Children's Area Shelving & Desk Replacements | 10,000 | | 7,000 | | | | | | | | | | | | 7,000 | | | |
| Book Display Island Replacement | 18,000 | | | | | | | | | | | | | | | | | |
| New Book Display Islands | | 16,000 | | | | | | | | | | | | | 16,000 | | | |
| Furniture Replacements | | 12,000 | 8,000 | | | | | | | | | 23,000 | | | 43,000 | | | |
| Computer Workstation Replacements | | | 10,000 | | | | | | | | | | | | 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 | | | |
| City Hall | | | | | | | | | | | | | | | | | | |
| City Hall Replacement Feasibility Study | | | | | | | | | | | | | | | | | | |
| Office Upgrades | 100,000 | | | | | | | | | | | | | | 50,000 | | | |
| Sign Replacement | 16,000 | | | | | | | | | | | | | | | | | |
| New Secure Mail Drop/Box and Reception Area Modification | | 10,000 | | | | | | | | | | | | | 10,000 | | | |
| Exterior LED Lighting | | | | | | | | | | | | | | | | 33,000 | | |
| Sprinkler System | | | | | | | | | | | | | | | | 50,000 | | |
| Lawn and Garden Improvements | | | | | | | | | | | | | | | | 50,000 | | |
| Lower Floor Renovation | | | | | | | | | | | | | | | | ??? | | |
| Seismic Upgrades | | | | | | | | | | | | | | | | > \$2M | | |

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| Facilities | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------|---------|---------|---------|---------|---------|--|------|--|------|--|-----------------|--------------|
| | | FP | | FP | | FP | | FP | | FP | | | |
| Operations Building & Yard | | | | | | | | | | | | | |
| Operations Building Locker Replacement | | | | | | | | | | | | | |
| Yard Fencing | 171,000 | | | | | | | | | | | | 25,000 |
| Rubble Pit Rebuild | 50,000 | | | | | | | | | | | | |
| Yard Master Plan/Space Plan | | 50,000 | | | | | | | | | | 50,000 | |
| New Parks Yard Fencing | | 150,000 | | | | | | | | | | 150,000 | |
| Other | | | | | | | | | | | | | |
| Facilities Masterplan Update | | 115,000 | | | | | | | | | | 115,000 | |
| Facilities Masterplan Implementation | | | 300,000 | 400,000 | 500,000 | 600,000 | | | | | | 1,800,000 | |
| Evergreen Daycare Window Replacement | | 10,000 | | | | | | | | | | 10,000 | |
| Arts & Culture Window Upgrades & Exterior Door Replacement | 20,000 | | | | | | | | | | | | |
| Pop Up Gallery Tenant Improvements | 60,000 | | | | | | | | | | | | |
| Centennial Field Concession & Washroom Building Replacement | | | | | | 100,000 | | | | | | 100,000 | |
| Emergency Measures Earthquake Mitigation Projects | 21,000 | | | | | | | | | | | | |
| Facility Alarm Systems Integration | 139,000 | | | | | | | | | | | | |
| Facility Lighting Replacements | 20,000 | | | | | | | | | | | | |
| Portable Ozone System | 32,000 | | | | | | | | | | | | |
| Fall Protection Equipment | 38,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | | | | | | 100,000 | |
| Miscellaneous Facility Upgrades | 72,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | | | | | | 375,000 | |
| Parks | | | | | | | | | | | | | |
| Centennial Park | | | | | | | | | | | | | |
| Tennis Court Resurfacing | 14,000 | | | | | | | | | | | | |
| Generations Playground | 870,000 | | | | | | | | | | | | |
| Generations Playground Pathway & Picnic Area Upgrade | | 175,000 | | | | | | | | | | 175,000 | |
| Walkway Improvements | | | | | | | | | | | | | |
| North of Oval Landscaping & Retaining Wall Improvements | | | 220,000 | | | | | | | | | 220,000 | |
| Waterfront | | | | | | | | | | | | | |
| Shoreline Protection - Erosion Repair | 93,000 | | | | | | | | | | | | |
| Eastbeach Shoreline Protection & Promenade Concept Plan | 100,000 | | | | | | | | | | | | |
| Eastbeach Shoreline Restoration | | 600,000 | | | | | | | | | | 600,000 | |
| All Abilities Playground (funded from contributions) | | | | | | | | | | | | 300,000 | |
| Marina Expansion (50% Capital Reserves, 50% Contributions) | 150,000 | | | | | | | | | | | | |
| Memorial Park Upgrade - (92% CAC's, 8% capital reserves) | 3,674,000 | | | | | | | | | | | | 1,000,000 |
| Memorial Park Public Art (100% CAC's) | 117,000 | | | | | | | | | | | | |
| Pier Washroom & Viewing Platform (39% CAC's, 6% DCC's, 55% capital reserves) | 1,878,000 | | | | | | | | | | | | |
| Pier Pre-servicing | 267,000 | | | | | | | | | | | | |
| Fitness Circuit Equipment | 30,000 | | | | | | | | | | | | |
| Railway Pedestrian Crossings | | | | | | | | | | | | | |
| Finlay Crossing Upgrade (funded 23.3% City, 50% Grant, 26.7% BNSF) | 393,000 | | | | | | | | | | | | |
| Bay Crossing Upgrade (funded 19.4% City, 50% Grant, 30.6% BNSF) | 674,000 | | | | | | | | | | | | |
| Balsam Crossing Upgrade (funded 22.7% City, 47% Grant, 30.3% BNSF) | 632,000 | | | | | | | | | | | | |
| Cypress Crossing Upgrade (funded 24.6% City, 50% Grant, 25.4% BNSF) | 218,000 | | | | | | | | | | | 604,000 | |
| Ash Crossing Upgrade (funded 19.2% City, 50% Grant, 30.8% BNSF) | 630,000 | | | | | | | | | | | | |
| Pier Crossing Upgrade (funded 50% City, 50% Grant) | 99,000 | | | | | | | | | | | | |
| New Oxford Crossing - signals & lights (funded 20% City, 80% Grant) | 60,000 | | | | | | | | | | | 66,000 | |
| New Anderson Crossing - signals & lights (funded 20% City, 80% Grant) | 60,000 | | | | | | | | | | | 20,000 | |

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| Parks | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|---|-------------------------|-----------|-----------|-----------|---------|---------|---------|---------|---------|---------|---------|-----------------|--------------|
| | | FP | | FP | | FP | | FP | | FP | | | |
| Waterfront (continued) | | | | | | | | | | | | | |
| Pier Repairs/Restoration | | | | | | | | | | | | | |
| Pier Immediate Repairs | 20,000 | 4,280,000 | | | | | | | | | | 4,280,000 | |
| Pier Restoration Completion | | | 5,000,000 | 6,600,000 | | | | | | | | 11,600,000 | |
| Pier Lighting | 149,000 | | | | | | | | | | | | |
| Promenade Extension to Collicutt Ravine & Overhead Walkway | | | | | | | | | | | | | |
| Overhead Walkway | | | | | | | | | | | | | |
| Design (25% DCC's, 25% CAC's, 50% Grant) | 34,000 | 366,000 | | | | | | | | | | 366,000 | |
| Construction (25% DCC's, 60% CAC's, 15% Grant) | | 2,000,000 | | | | | | | | | | 2,000,000 | |
| Promenade Extension | | | | | | | | | | | | | |
| Design (25% DCC's, 31% CAC's, 44% Grant) | 30,000 | 430,000 | | | | | | | | | | 430,000 | |
| Construction (21% DCC's, 79% CAC's) | | 2,500,000 | | | | | | | | | | 2,500,000 | |
| Promenade Railing Repainting | | | | | | | | | | | | 100,000 | |
| Oxford Washroom Door Replacements | 5,000 | | | 100,000 | | | | | | | | | |
| Balsam Washroom Door Replacements | 10,000 | | | | | | | | | | | | |
| Bayview Park Upgrade | 13,000 | | | | | | | | | | | | |
| Terry Parr Plaza Upgrade | 20,000 | | | | | | | | | | | | |
| Surface Protection of the "White Rock" | | 31,000 | | | | | | | | | | 31,000 | |
| Hillside | | | | | | | | | | | | | |
| Centre & Everall St Walkway Improvements | 20,000 | | | | | | | | | | | | |
| Centennial Trail Stairway Improvements | 20,000 | | | | | | | | | | | | |
| Buena Vista & Martin Walkway Improvements | 75,000 | | | | | | | | | | | | |
| Other | | | | | | | | | | | | | |
| Garbage Can Replacements | 148,000 | | 50,000 | | | | | | | | | 100,000 | |
| Park Benches | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | | | | | | 10,000 | 50,000 | |
| Central Control Irrigation System | | 110,000 | | | | | | | | | | 110,000 | |
| Special Events Stage Extensions | 5,000 | | | | | | | | | | | | |
| Special Events Tent Replacements | 5,000 | | | | | | | | | | | | |
| Community Public Art Projects (funded from CAC's) | 28,000 | 50,000 | 50,000 | 50,000 | 50,000 | | | | | | 50,000 | 250,000 | |
| Peace Arch Hospital Auxiliary Public Art (funded from CAC's) | 100,000 | | | | | | | | | | | | |
| Barge Park Playground Upgrade | 33,000 | | | | | | | | | | | | |
| Bryant Park Path Upgrade | 15,000 | | | | | | | | | | | | |
| Butterfly Garden New Path | 39,000 | | | | | | | | | | | | |
| Tree Light Replacements | 74,000 | | | | | | | | | | | | |
| Tree Removal and Replacement | 40,000 | 40,000 | 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 | | | | | | | | | | 50,000 | |
| Parks Masterplan Implementation - projects to be determined | | | | 200,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 1,000,000 | |
| Parks Masterplan & Acquisitions | | | | | | | | | | | | | |
| Parks and Recreation Masterplan | 15,000 | | | | | | | | | | | | |
| Parkland Acquisition (DCC's 49.5%, Land Sale Reserve 42%, CAC's 8.5%) | 5,000,000 | | | | | | | | | | | | |
| Parkland Acquisition (assumes DCC bylaw is amended) (50% DCC's, 20% CAC's, 30% sec. suite fee res.) | | | | 1,000,000 | | | | | | | | 1,000,000 | |

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| Vehicle Fleet & Equipment Replacements Facilities, Parks & Recreation, & Other Facilities | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|---|-------------------------|--------|----|--------|----|------|----|--------|--------|---------|----|-----------------|--------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Ford Econo Line Van Unit #154. | | | | | | | | | 40,000 | | | 40,000 | |
| Parks & Recreation | | | | | | | | | | | | | |
| Ford 22 Passenger Van Unit #152 | 92,000 | | | | | | | | | | | | |
| Honda Civic Hybrid Unit #143 | 43,000 | | | | | | | | | | | | |
| 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 | | | | | | 40,000 | | 75,000 | |
| Jacobsen Realmaster Unit #168 | | | | | | | | | | | | 40,000 | |
| Polaris Ranger Electric Gator Unit #107 | | | | | | | | 18,000 | | | | 18,000 | |
| Kubota F3990 Front Mower Unit #156 | | | | | | | | 37,000 | | | | 37,000 | |
| Kubota F3990 Front Mower Unit #172 | | | | | | | | 37,000 | | | | 37,000 | |
| Bylaw Enforcement | | | | | | | | | | | | | |
| Ford F150 Pickup Unit #105 | | | | 38,000 | | | | | | | | 38,000 | |
| Other New Vehicle Fleet & Equipment Purchases | | | | | | | | | | | | | |
| Parks Remote Control Slope Mower Unit #185 | 49,000 | | | | | | | | | | | | |
| Parks Pickup for Manager | | 25,000 | | | | | | | | | | 25,000 | |
| Bylaw Pickup for Bylaw Officers | | 40,000 | | | | | | | | | | 40,000 | |
| Police Department | | | | | | | | | | | | | |
| Front Entrance Upgrades | 25,000 | 75,000 | | | | | | | | | | 75,000 | |
| Security Cameras | 5,000 | | | | | | | | | | | | |
| Soft Interview Room Soundproofing | 12,000 | | | | | | | | | | | | |
| Washroom Upgrades | 71,000 | | | | | | | | | | | | |
| Storage Area Renovations | 1,000 | | | | | | | | | | | | |
| Cell Area Ventilation System | 20,000 | | | | | | | | | | | | |
| HVAC Modification | 5,000 | | | | | | | | | | | | |
| Interior Painting | | 15,000 | | | | | | | | 17,000 | | 32,000 | |
| Fire Department | | | | | | | | | | | | | |
| Kitchen Update | 95,000 | | | | | | | | | | | | |
| Men's Washroom Repairs | 19,000 | | | | | | | | | | | | |
| Gym Floor Replacement | 20,000 | | | | | | | | | | | | |
| Overhead Door Replacement | 90,000 | | | | | | | | | | | | |
| Cabinet Replacements | | 25,000 | | | | | | | | | | 25,000 | |
| Flat Roof Replacement | | 80,000 | | | | | | | | | | 80,000 | |
| Living Room Floor Replacement | | 10,000 | | | | | | | | | | 10,000 | |
| Furnace Replacement | | 15,000 | | | | | | | | | | 15,000 | |
| Traffic Signal Pre-emption Power Supply | 5,000 | | | | | | | | | | | | |
| Urban Rescue Equipment | 16,000 | | | | | | | | | | | | |
| Turn Out Gear Replacement | 75,000 | | | | | | | | 35,000 | | | 35,000 | |
| Extrication Equipment Replacement | | | | 42,000 | | | | | | | | 42,000 | |
| Large Diameter Fire Hose Replacement | | 25,000 | | | | | | | | | | 25,000 | |
| Thermal Imaging Equipment Replacement | | | | 20,000 | | | | | | | | 20,000 | |
| Self Contained Breathing Cylinder Replacement | | | | 15,000 | | | | | | | | 15,000 | |
| Vehicle Fleet & Equipment Replacements | | | | | | | | | | | | | |
| American La France Pumper Unit #216 | 343,000 | | | | | | | | | | | | |
| Aerial Truck Unit #238 | 1,370,000 | | | | | | | | | | | | |
| 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 | |

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| | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------|--------|--------|-----------|--------|--------|-----------|--------|--------|--------|--------|-----------------|--------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Information Technology | | | | | | | | | | | | | |
| Existing Infrastructure Support - City Wide | | | | | | | | | | | | | |
| PC Replacements | 38,000 | 35,000 | 15,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 140,000 | |
| Infrastructure Replacement/Upgrades | 65,000 | 15,000 | 55,000 | 20,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 220,000 | |
| MS Office & Windows Update | 8,000 | 20,000 | | | | | | | | | | 20,000 | |
| MS Office O365 License Conversion | | | 20,000 | | | | | | | | | 20,000 | |
| Nimble CS220 SAN Replacement | | 35,000 | | | | | | | | | | 35,000 | |
| SAN Replacement | | | | | 75,000 | | | | | | | 75,000 | |
| Corporate Initiatives | | | | | | | | | | | | | |
| Document Management System Implementation | 46,000 | 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 | 53,000 | 42,000 | 55,000 | 52,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 249,000 | |
| Open Data Portal | 4,000 | | | | | | | | | | | - | |
| City Website Upgrades | 32,000 | | | | | | | | | | | - | |
| GIS Intranet Upgrade | 12,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 40,000 | |
| City Facility CCTV System | 90,000 | | | | | | | | | | | - | |
| Five Corners CCTV Equipment | 19,000 | | | | | | | | | | | - | |
| Granicus Mobile Encoder | 25,000 | | | | | | | | | | | - | |
| Mass Notification Software | | 13,000 | | | | | | | | | | 13,000 | |
| Bylaw Enforcement Mobile System | 25,000 | | | | | | | | | | | - | |
| HR Training Registration Module | | 5,000 | | | | | | | | | | 5,000 | |
| Vadim iCity Upgrade | 8,000 | | | | | | | | | | | - | |
| Tempest Land Based Management System and Financial Modules | 65,000 | | | | | | | | | | | - | |
| Tempest Additional Modules & Functionality | 89,000 | 66,000 | 20,000 | | | | | | | | | 86,000 | |
| Tempest Latecomer Agreements Module | 13,000 | | | | | | | | | | | - | |
| Tempest Ad-hoc Modifications | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 | |
| Tempest Upgrade | | | | | | | | | | 15,000 | | 15,000 | |
| New Financial System | | | | | | | 1,500,000 | | | | | 1,500,000 | |
| Department Initiatives | | | | | | | | | | | | | |
| Fire Department | | | | | | | | | | | | | |
| Management System | 6,000 | | | | | | | | | | | - | |
| Inspection Handheld Devices | 4,000 | | | | | | | | | | | - | |
| Emergency Management Software | 5,000 | | | | | | | | | | | - | |
| Parks & Recreation | | | | | | | | | | | | | |
| CLASS Software Replacement | 83,000 | | | | | | | | | | | - | |
| CLASS Software Upgrade | 13,000 | | | | | | | | | | | - | |
| Parking | | | | | | | | | | | | | |
| Parking Lot Paving Overlays | | | | | | | | | | | | | |
| Marine Drive Parking Lot Rehabilitation - Oxford to Museum | 20,000 | | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 300,000 | |
| Parking Permit/License Plate Recognition System | 40,000 | | | 1,130,000 | | | | | | | | 1,130,000 | |
| Hospital Parking Meter Upgrades | 120,000 | | | | | | | | | | | - | |
| Centennial Park Parking Dispenser Upgrade | | 77,000 | | | | | | | | | | 77,000 | |
| Waterfront Parking Facility | 15,000 | | | | | | | | | | | - | |
| Construction & Pay Parking Equipment (6% secondary suite fee reserve, 2% parking reserve, 92% CAC's) | 9,563,000 | | | | | | | | | | | - | |
| Vehicle Fleet Replacements | | | | | | | | | | | | | |
| Ford Transit Connect Van Unit #102 | 33,000 | | | | | | | | | | | - | |
| Chevy City Express Van Unit #144 | | | | | | | | 36,000 | | | | 36,000 | |

| | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|------------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Capital Contingency | | | | | | | | | | | | | |
| Capital Contingency funded from general revenue | 67,000 | 300,000 | 400,000 | 500,000 | 600,000 | 600,000 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 2,500,000 | |
| Capital Contingency funded from capital works reserve | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | |
| Capital Contingency funded from roadworks reserve | 300,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 700,000 | |
| Capital Contingency funded from infrastructure reserve | 177,000 | 100,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,300,000 | |
| Capital Contingency funded from contributions | 24,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | |
| Total Asset Improvement Expenditures | 38,663,000 | 15,051,000 | 13,858,000 | 20,209,000 | 6,059,000 | 6,059,000 | 6,113,000 | 6,113,000 | 6,113,000 | 6,113,000 | 6,113,000 | 61,290,000 | 2,078,000 |

Note: For 2019 to 2023 projects, figures printed in *italics* are partially or fully funded from grants and/or contributions

General Fund Asset Improvement Funding Sources

| | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 |
|--|-------------------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | |
| General Fund | | | | | | | | | | | | |
| General Revenue | 2,132,300 | 2,371,700 | 2,655,400 | 2,789,100 | 3,007,400 | 3,095,800 | 3,095,800 | 3,095,800 | 3,095,800 | 3,095,800 | 3,095,800 | 13,919,400 |
| Accumulated Surplus | 270,000 | 600,000 | - | - | - | - | - | - | - | - | - | 600,000 |
| Parkland Development Cost Charges | 2,615,700 | 713,500 | 1,020,600 | 10,000 | - | - | 10,000 | - | - | 10,000 | - | 1,754,100 |
| Highways Development Cost Charges | 587,300 | 63,200 | 199,400 | 689,900 | 446,700 | 514,800 | 514,800 | 514,800 | 514,800 | 514,800 | 514,800 | 1,914,000 |
| Capital Works Reserve | 2,136,000 | 1,589,300 | 607,000 | 596,000 | 745,000 | 892,000 | 892,000 | 892,000 | 892,000 | 892,000 | 892,000 | 4,429,300 |
| Land Sale Reserve | 2,316,500 | 69,600 | - | - | - | - | - | - | - | - | - | 69,600 |
| Community Amenity Contribution Reserve (Statutory) | 14,588,100 | 2,262,100 | 3,729,400 | 2,950,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 9,041,500 |
| Community Amenity Contribution Reserve (Non Statutory) | 319,000 | 10,600 | - | - | - | - | - | - | - | - | - | 10,600 |
| Off-Street Parking Reserve | 6,400 | - | - | - | - | - | - | - | - | - | - | - |
| Equipment Replacement Reserve | 1,449,800 | 101,000 | 1,042,000 | 762,000 | 353,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 2,338,000 |
| Capital in Progress Reserve | 2,943,800 | 152,800 | - | - | - | - | - | - | - | 43,200 | - | 196,000 |
| Pier Reserve | 20,000 | 260,000 | - | 200,000 | - | - | - | - | - | - | - | 460,000 |
| Computer Replacement Reserve | 98,000 | 90,000 | 85,000 | 125,000 | 52,700 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 447,700 |
| Roadworks Reserve | 2,424,400 | 576,000 | 100,000 | 2,472,700 | 521,200 | 282,200 | 282,200 | 282,200 | 282,200 | 282,200 | 282,200 | 3,952,100 |
| Police Equipment Reserve | 15,000 | - | - | - | - | - | - | - | - | - | - | - |
| Traffic Calming Reserve | 25,400 | - | - | - | - | - | - | - | - | - | - | - |
| Parking Reserve | 279,200 | 77,000 | - | 275,200 | - | - | - | - | - | - | - | 352,200 |
| Community Works Fund Reserve (Gas Tax) | 370,900 | - | 20,000 | 345,000 | 133,000 | - | - | - | - | - | - | 498,000 |
| Traffic Fine Revenue Sharing Reserve | 11,000 | 8,700 | - | - | - | - | - | - | - | - | - | 8,700 |
| Secondary Suite Service Fee Reserve | 699,700 | 487,800 | 449,200 | 728,900 | 300,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 2,115,900 |
| Climate Action Revenue Incentive Program Reserve | 10,000 | - | - | - | - | - | - | - | - | - | - | - |
| Fire Rescue Equipment Reserve | 83,000 | - | - | - | - | - | - | - | - | - | - | - |
| General Infrastructure Reserve | 2,121,900 | 1,125,100 | 300,000 | 4,315,200 | 300,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 6,790,300 |
| Grants | 1,440,200 | 1,030,600 | 1,000,000 | 1,000,000 | - | - | - | - | - | - | - | 3,030,600 |
| Contributions | 1,699,400 | 3,462,000 | 2,650,000 | 2,950,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 9,362,000 |
| Total Asset Improvement Funding | 38,663,000 | 15,051,000 | 13,858,000 | 20,209,000 | 6,059,000 | 6,059,000 | 6,113,000 | 6,113,000 | 6,113,000 | 6,113,000 | 6,113,000 | 61,290,000 |

City of White Rock General Fund - DRAFT 2019 Asset Improvement Projects

| 2019 Project | Funding Sources: | | | | | | | | | | | | | | | |
|---|------------------|-----------------|----------------|----------------|-----------------------|-------------------|---------------------------|-----------------------|-------------------|---------------------------|------------------------------|-------------------------|-----------------|----------------|---------------|--------|
| | Total Amount | General Revenue | Parkland DCC's | Highways DCC's | Capital Works Reserve | Land Sale Reserve | Equipment Replace Reserve | Statutory CAC Reserve | Roadworks Reserve | Non-statutory CAC Reserve | Community Works Fund Reserve | Secondary Suite Reserve | Parking Reserve | Other Reserves | Contributions | Grants |
| Pavement Overlays | 350,000 | 350,000 | | | | | | | | | | | | | | |
| Roadworks Pacific Habgood to Ewson | 26,000 | | | | | | | | 26,000 | | | | | | | |
| Roadworks Best Thrift to Russell | 286,000 | | | | | | | | | | | 212,800 | | | | |
| Roadworks Blackburn Cres. Archibald to High | 250,000 | | | 53,200 | | | | | | | | | | | | |
| Development Coordinated Works | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Marine Drive Hump Micro Pile Installation | 1,200,000 | 244,700 | | | | | | | | | | 100,000 | | 855,300 | | |
| Retaining Wall Improvements | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Semiahmoo Retaining Wall Replacement | 100,000 | 65,000 | | | | | | | | | | | | 35,000 | | |
| DCC Bylaw Review | 20,000 | | 10,000 | 10,000 | | | | | | | | | | | | |
| Traffic Safety Review | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Street Lighting Program | 45,000 | 45,000 | | | | | | | | | | | | | | |
| Bus Stop Accessibility | 110,000 | 55,000 | | | | | | | | | | | | | | 55,000 |
| LED Sign Board Johnston Rd/Russell | 56,000 | | | | | | | 56,000 | | | | | | | | |
| Strategic Transportation Plan Update | 200,000 | 200,000 | | | | | | | | | | | | | | |
| Misc. Road/Pedestrian Improvements not in STP | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Repl. PW Polaris Ranger Electric Utility Veh. Unit #103 | 18,000 | | | | | | 18,000 | | | | | | | | | |
| Replace PW Ford 550 SD Mini Dump Unit #133 | 83,000 | | | | | | 83,000 | | | | | | | | | |
| PW New Pickup for Engineering Inspector Unit #118 | 36,000 | 36,000 | | | | | | | | | | | | | | |
| PW New Snow Plow on unit #365 | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Garage New 5 Tonne Overhead Crane | 70,000 | 70,000 | | | | | | | | | | | | | | |
| Garage New 25 Tonne Hydraulic Press | 8,000 | 8,000 | | | | | | | | | | | | | | |
| Arena Roof Replacement | 100,000 | | | | 100,000 | | | | | | | | | | | |
| Arena Dehumidifier Repairs/Replacement | 100,000 | | | | 100,000 | | | | | | | | | | | |
| Arena 20' Auto scrubber Replacement | 12,000 | 12,000 | | | | | | | | | | | | | | |
| Arena Zamboni Bay Floor Replacement | 30,000 | 30,000 | | | 30,000 | | | | | | | | | | | |
| Arena Chiller Replacement | 225,000 | | | | 225,000 | | | | | | | | | | | |
| Arena Skate Shop Counter Replacement | 10,000 | | | | 10,000 | | | | | | | | | | | |
| Arena Office Counter Replacement | 7,000 | | | | 7,000 | | | | | | | | | | | |
| CAL New Exterior Lighting | 5,000 | 5,000 | | | | | | | | | | | | | | |
| CAL Security Gate Replacement for NGO Offices | 15,000 | | | | 15,000 | | | | | | | | | | | |
| CAL Cardio Equipment Replacement | 6,000 | 6,000 | | | | | | | | | | | | | | |
| WRCC Security Gate Replacement | 20,000 | | | | 20,000 | | | | | | | | | | | |
| WRCC Chair Replacements | 11,000 | | | | 11,000 | | | | | | | | | | | |
| WRCC Council Meeting Live Stream Technology | 30,000 | 30,000 | | | | | | | | | | | | | | |
| KSAC Exterior Siding Replacement | 350,000 | | | | 350,000 | | | | | | | | | | | |
| KSAC Washroom Upgrades | 100,000 | | | | 100,000 | | | | | | | | | | | |
| KSAC Auditorium Floor Replacement | 30,000 | | | | 30,000 | | | | | | | | | | | |
| KSAC Lighting Upgrades | 5,000 | | | | 5,000 | | | | | | | | | | | |
| KSAC Kitchen Floor Replacement | 5,000 | | | | 5,000 | | | | | | | | | | | |
| KSAC Cedar Shake Awning Replacement | 5,000 | | | | 5,000 | | | | | | | | | | | |
| KSAC Cupboard Replacements | 10,000 | | | | 10,000 | | | | | | | | | | | |
| KSAC Outside Bench Replacements | 5,000 | | | | 5,000 | | | | | | | | | | | |
| KSAC Kitchen Ramp Replacement | 10,000 | | | | 10,000 | | | | | | | | | | | |
| Museum Events Kiosk Sign | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Museum Exterior LED Lighting | 32,000 | 32,000 | | | | | | | | | | | | | | |
| Library Children's Area Shelving & Desk Replacements | 7,000 | | | | 7,000 | | | | | | | | | | | |
| Library Book Display Island Replacement | 16,000 | | | | 16,000 | | | | | | | | | | | |
| Library Furniture Replacement | 12,000 | | | | 12,000 | | | | | | | | | | | |
| Library Exterior LED Lighting | 30,000 | | | | 30,000 | | | | | | | | | | | |
| City Hall Replacement Feasibility Study | 50,000 | 50,000 | | | | | | | | | | | | | | |
| City Hall New Mail Drop Box | 10,000 | | | | 10,000 | | | | | | | | | | | |
| Operations Yard Master/Space Plan | 50,000 | 50,000 | | | | | | | | | | | | | | |
| New Parks Yard Fencing | 150,000 | 150,000 | | | | | | | | | | | | | | |
| Facilities Master Plan Update | 115,000 | | | | 115,000 | | | | | | | | | | | |
| Evergreen Daycare Window Replacement | 10,000 | | | | 10,000 | | | | | | | | | | | |

| 2019 | | 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 | Non-statutory CAC Reserve | Community Works Fund Reserve | Secondary Suite Reserve | Parking Reserve | Other Reserves | Contributions | Grants |
| Fall Protection Equipment | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Miscellaneous Facility Upgrades | 75,000 | | | | 75,000 | | | | | | | | | | | |
| Generations Playground Pathway & Picnic Area Upgrade | 175,000 | | | | | | | | | | | 175,000 | | | | |
| Eastbeach Shoreline Restoration | 604,000 | | | | | 52,400 | | | | | | | | 600,000 | | |
| Cypress Railway Pedestrian Crossing Upgrade | 66,000 | | | | | 13,200 | | | | | | | | 97,600 | 152,000 | 302,000 |
| Oxford Crossing - signals & lights | 20,000 | | | | | 4,000 | | | | | | | | | | 52,800 |
| Anderson Crossing - signals & lights | 4,280,000 | | | | | | | 734,000 | | | | | | 446,000 | 3,100,000 | 16,000 |
| Pier Immediate Repairs | 2,366,000 | | 585,600 | | | | | 1,297,600 | | | | | | | | 482,800 |
| Coldicut Overhead Walkway | 430,000 | | 117,900 | | | | | 135,100 | | | | | | | | 177,000 |
| Promenade Extension to Coldicut Ravine | 31,000 | 31,000 | | | | | | | | | | | | | | |
| Surface Protection of the "White Rock" | 10,000 | | | | | | | | | | | | | | | |
| Park Benches | 110,000 | 110,000 | | | | | | | | 10,600 | | | | | 10,000 | |
| Central Control Irrigation System | 50,000 | | | | | | | | | | | | | | | |
| Community Public Art Projects | 40,000 | | | | | | | 39,400 | | | | | | | 40,000 | |
| Tree Removal & Replacement | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Tree Management Inventory and Program | 25,000 | 25,000 | | | | | | | | | | | | | | |
| Parks New Pickup for Manager Unit #119 | 40,000 | 40,000 | | | | | | | | | | | | | | |
| Bylaw New Pickup for Bylaw Officers Unit #109 | 75,000 | | | | 66,300 | | | | | | | | | 8,700 | | |
| RCMP Front Entrance Upgrades | 15,000 | | | | 15,000 | | | | | | | | | | | |
| RCMP Building Interior Painting | 25,000 | | | | | | | | | | | | | | | |
| Fire Cabinet Replacements | 80,000 | | | | 25,000 | | | | | | | | | | | |
| Fire Hall Flat Roof Replacement | 10,000 | | | | 80,000 | | | | | | | | | | | |
| Fire Hall Livin Room Floor Replacement | 15,000 | | | | 10,000 | | | | | | | | | | | |
| Fire Hall Furnace Replacement | 25,000 | 25,000 | | | 15,000 | | | | | | | | | | | |
| Fire Large Diameter Fire Hose Replacement | 35,000 | | | | | | | | | | | | | | | |
| IT - PC Replacements | 15,000 | 15,000 | | | | | | | | | | | | 35,000 | | |
| IT - Infrastructure Replacement/Upgrades | 20,000 | | | | | | | | | | | | | | | |
| IT - MS Office & Windows Update | 35,000 | | | | | | | | | | | | | 20,000 | | |
| IT - Nimble CS220 SAN Replacement | 20,000 | 20,000 | | | | | | | | | | | | 35,000 | | |
| IT - Document Management System | 42,000 | 42,000 | | | | | | | | | | | | | | |
| IT - Other E-Commerce/Data Mgmt. Projects | 10,000 | 10,000 | | | | | | | | | | | | | | |
| IT - GIS Intranet Upgrades | 13,000 | 13,000 | | | | | | | | | | | | | | |
| IT - Mass Notification Software | 5,000 | 5,000 | | | | | | | | | | | | | | |
| IT - HR Training Registration Module | 66,000 | 66,000 | | | | | | | | | | | | | | |
| IT - Tempest Additional Modules & Functionality | 15,000 | 11,000 | | | | | | | | | | | 77,000 | 4,000 | | |
| IT - Tempest Ad-hoc Modifications | 77,000 | | | | | | | | | | | | | | | |
| Hospital Parking Meter Upgrades | 900,000 | 300,000 | | | 100,000 | | | | 300,000 | | | | | 100,000 | 100,000 | |
| Capital Contingency | - | | | | | | | | | | | | | | | |
| Total 2019 General Fund | 15,051,000 | 2,371,700 | 713,500 | 63,200 | 1,589,300 | 69,600 | 101,000 | 2,262,100 | 576,000 | 10,600 | - | 487,800 | 77,000 | 2,236,600 | 3,462,000 | 1,030,600 |

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

| 2020 Project | Funding Sources: | | | | | | | | | | | | | | | |
|--|-------------------|------------------|------------------|----------------|-----------------------|-------------------|---------------------------|-------------------------------|-------------------|-------------|------------------------------|-------------------------|-----------------|----------------|------------------|------------------|
| | Total Amount | General Revenue | Parkland DCC's | Highways DCC's | Capital Works Reserve | Land Sale Reserve | Equipment Replace Reserve | Community Amenity Contr. Res. | Roadworks Reserve | CAC Reserve | Community Works Fund Reserve | Secondary Suite Reserve | Parking Reserve | Other Reserves | Contri-butions | Grants |
| Pavement Condition Analysis | 25,000 | 25,000 | | | | | | | | | | | | | | |
| Pavement Overlays | 400,000 | 400,000 | | | | | | | | | | | | | | |
| Roadworks Marine Finlay to Stlaye | 442,000 | 442,000 | | | | | | | | | | | | | | |
| Roadworks Parker Thrift to Pacific | 296,000 | 235,100 | | 60,900 | | | | | | | | | | | | |
| Roadworks Johnston Russell to Thrift | 60,000 | 45,200 | | 14,800 | | | | | | | | | | | | |
| Roadworks Prospect Foster to Johnston | 50,000 | 44,500 | | | | | | | | | | | | | | |
| Roadworks Martin Buena Vista to Victoria | 20,000 | 20,000 | | | | | | | | | 20,000 | | | | | |
| Development Coordinated Works | 80,000 | 80,000 | | | | | | | | | | | | | | |
| North Bluff Sidewalk Replacement - Centennial Oval | 75,000 | 75,000 | | | | | | | | | | | | | | |
| Retaining Wall Improvements | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Traffic Safety Review | 45,000 | 45,000 | | | | | | | | | | | | | | |
| Street Lighting Program | 500,000 | 232,600 | | 123,700 | | | | | | | 143,700 | | | | | |
| Other Strategic Transportation Plan Projects | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Misc. Road/Pedestrian Improvements not in STP | 143,000 | 143,000 | | | | | | | | | | | | | | |
| Replace Garbage Sterling Haul All Unit #332 | 140,000 | 140,000 | | | | | | | | | | | | | | |
| Replace Garbage Ford F550 Haul All Unit #333 | 165,000 | 165,000 | | | | | | | | | | | | | | |
| Replace Garbage Ford F550 Rollins Haul All Unit #325 | 258,000 | 258,000 | | | | | | | | | | | | | | |
| Replace Peterbilt Recycler Unit #329 | 258,000 | 258,000 | | | | | | | | | | | | | | |
| Replace Peterbilt Recycler Unit #330 | 7,000 | 7,000 | | | 7,000 | | | | | | | | | | | |
| Arena Office Window Covering Replacement | 20,000 | 20,000 | | | 20,000 | | | | | | | | | | | |
| Arena Lounge Ceiling Replacement | 20,000 | 20,000 | | | 20,000 | | | | | | | | | | | |
| CAL Cardio Equipment Replacement | 6,000 | 6,000 | | | | | | | | | | | | | | |
| CAL Audio System Replacement | 10,000 | 10,000 | | | 10,000 | | | | | | | | | | | |
| WRCC Chair Replacements | 11,000 | 11,000 | | | 11,000 | | | | | | | | | | | |
| KSAC Auditorium Floor Refinishing | 7,000 | 7,000 | | | | | | | | | | | | | | |
| KSAC Lighting Upgrades | 5,000 | 5,000 | | | 5,000 | | | | | | | | | | | |
| KSAC Lobby Furniture Replacement | 5,000 | 5,000 | | | 5,000 | | | | | | | | | | | |
| KSAC Storage Room Floor Replacement | 6,000 | 6,000 | | | 6,000 | | | | | | | | | | | |
| KSAC Stage Cupboards Replacement | 5,000 | 5,000 | | | 5,000 | | | | | | | | | | | |
| Library Furniture Replacement | 8,000 | 8,000 | | | 8,000 | | | | | | | | | | | |
| Library Computer Workstation Replacements | 10,000 | 10,000 | | | 10,000 | | | | | | | | | | | |
| Library Washroom Upgrade | 25,000 | 25,000 | | | 25,000 | | | | | | | | | | | |
| Facilities Masterplan Implementation | 300,000 | 300,000 | | | 300,000 | | | | | | | | | | | |
| Fall Protection Equipment | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Miscellaneous Facility Upgrades | 75,000 | 75,000 | | | 75,000 | | | | | | | | | | | |
| North of Centennial Oval Improvements | 220,000 | 220,000 | | | | | | | | | | | | | | |
| Pier Restoration Completion | 5,000,000 | 5,000,000 | | | | | | | | | | | | | | |
| Promenade Extension to Coldicutt Ravine | 2,500,000 | 525,600 | | | | | | | | | | | | | | |
| Garbage Can Replacements | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Park Benches | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Community Public Art Projects | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Tree Removal & Replacement | 40,000 | 40,000 | | | | | | | | | | | | | | |
| Parkland Acquisition | 1,000,000 | 495,000 | | | | | | | | | | | | | | |
| Replace Parks GMC Cargo Van Unit #163 | 40,000 | 40,000 | | | | | | | | | | | | | | |
| Replace Bylaw Ford F150 Pickup Unit #105 | 38,000 | 38,000 | | | | | | | | | | | | | | |
| Fire Extrication Equipment Replacement | 42,000 | 42,000 | | | | | | | | | | | | | | |
| Fire Vehicle Data Terminal & Computer Replacements | 16,000 | 16,000 | | | | | | | | | | | | | | |
| IT - PC Replacements | 15,000 | 15,000 | | | | | | | | | | | | | | |
| IT - Infrastructure Replacements/Upgrades | 55,000 | 5,000 | | | | | | | | | | | | | | |
| IT - MS Office & Windows Update | 20,000 | 20,000 | | | | | | | | | | | | | | |
| IT - Document Management System | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Other E-Commerce/Data Mgmt. Projects | 55,000 | 55,000 | | | | | | | | | | | | | | |
| IT - Tempnet Additional Modules & Functionality | 20,000 | 20,000 | | | | | | | | | | | | | | |
| IT - Tempnet Ad-hoc Modifications | 15,000 | 15,000 | | | | | | | | | | | | | | |
| Backlog Lot Paving Overlays | 75,000 | 75,000 | | | | | | | | | | | | | | |
| Capital Contingency | 1,000,000 | 400,000 | | | 100,000 | | | | | | | | | | | |
| Total 2020 General Fund | 13,858,000 | 2,655,400 | 1,020,600 | 199,400 | 607,000 | - | 1,042,000 | 3,729,400 | 100,000 | - | 20,000 | 449,200 | - | 385,000 | 2,650,000 | 1,000,000 |

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

| 2021 | | Funding Sources: | | | | | | | | | | | | | | |
|--|-------------------|------------------|----------------|----------------|-----------------------|-------------------|---------------------------|-------------------------------|-------------------|-------------|------------------------------|-------------------------|-----------------|----------------|------------------|------------------|
| Project | Total Amount | General Revenue | Parkland DCC's | Highways DCC's | Capital Works Reserve | Land Sale Reserve | Equipment Replace Reserve | Community Amenity Contr. Res. | Roadworks Reserve | CAC Reserve | Community Works Fund Reserve | Secondary Suite Reserve | Parking Reserve | Other Reserves | Contributions | Grants |
| Pavement Overlays | 400,000 | 400,000 | | | | | | | | | | | | | | |
| Roadworks Marine High to Anderson | 458,000 | 12,800 | | 104,300 | | | | | | | 125,000 | 340,900 | | | | |
| Roadworks Marine Oxford to Anderson | 369,000 | 84,000 | | 84,000 | | | | | | | | 160,000 | | | | |
| Roadworks Marine Bishop to Terry | 812,000 | 184,900 | | 184,900 | | | | | 627,100 | | | | | | | |
| Marine & Nichol Intersection Improvements | 81,000 | 60,000 | | | | | | | 21,000 | | | | | | | |
| Roadworks Parker Thrift to Pacific | 846,000 | 261,800 | | 44,200 | | | | | | | 120,000 | 540,000 | | | | |
| Roadworks Johnston Russell to Thrift | 2,926,000 | 104,400 | | 104,400 | | | | | 1,000,000 | | | | | 1,701,600 | | |
| Roadworks Prospect Foster to Johnston | 500,000 | 34,400 | | 34,400 | | | | | 500,000 | | | | | | | |
| Roadworks George Thrift to Russell | 139,000 | | | | | | | | 104,600 | | | | | | | |
| Roadworks Martin Buena Vista to Victoria | 220,000 | | | | | | | | 120,000 | | | | | | | |
| Development Coordinated Works | 20,000 | 20,000 | | | | | | | | | 100,000 | | | | | |
| Retaining Wall Improvements | 75,000 | 75,000 | | | | | | | | | | | | | | |
| DCC Bylaw Review | 20,000 | | 10,000 | 10,000 | | | | | | | | | | | | |
| Traffic Safety Review | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Street Lighting Program | 45,000 | 45,000 | | | | | | | | | | | | | | |
| Other Strategic Transportation Plan Projects | 376,300 | 376,300 | | 123,700 | | | | | | | | | | | | |
| Misc. Road/Pedestrian Improvements not in STP | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Replace PW Ford F350 Flatdeck Unit #136 | 75,000 | | | | | | 75,000 | | | | | | | | | |
| Replace PW Sterling Street Sweeper Unit #140 | 300,000 | | | | | | 300,000 | | | | | | | | | |
| Replace PW Ford F450 Flatdeck Unit #147 | 83,000 | | | | | | 83,000 | | | | | | | | | |
| Replace PW Ford F450 Flatdeck Unit #148 | 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 | | | | | | | | | | | |
| Library Customer Service Desk Replacement | 16,000 | | | | 16,000 | | | | | | | | | | | |
| Library Sprinkler System | 75,000 | 75,000 | | | | | | | | | | | | | | |
| Facilities Masterplan Implementation | 400,000 | | | | 400,000 | | | | | | | | | | | |
| Fail Protection Equipment | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Miscellaneous Facility Upgrades | 75,000 | | | | 75,000 | | | | | | | | | | | |
| Waterfront All Abilities Playground | 300,000 | | | | | | | | | | | | | | | |
| Pier Restoration Completion | 6,600,000 | | | | | | | 2,900,000 | | | | | | 200,000 | 300,000 | 1,000,000 |
| Promenade Railing Repainting | 100,000 | 95,400 | | | | | | | | | | | | 4,600 | | |
| Park Benches | 10,000 | | | | | | | | | | | | | | 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 | | | | | | | | | |
| Replace Parks Chev 3500 4x4 Dump Truck Unit #160 | 20,000 | | | | | | | | | | | | | | | |
| Fire Thermal Imaging Equipment Replacement | 15,000 | 20,000 | | | | | | | | | | | | | | |
| Fire Self Contained Breathing Cylinder Replacement | 40,000 | 15,000 | | | | | | | | | | | | | | |
| Replace Fire Ford Escape Hybrid Unit #132 | 30,000 | | | | | | 40,000 | | | | | | | 30,000 | | |
| IT - PC Replacements | 20,000 | | | | | | | | | | | | | 20,000 | | |
| IT - Infrastructure Replacement/Upgrades | 75,000 | | | | | | | | | | | | | 75,000 | | |
| IT - SAN Replacement | 20,000 | | | | | | | | | | | | | | | |
| IT - Document Management System | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Other E-Commerce/Data Mgmt. Projects | 52,000 | 52,000 | | | | | | | | | | | | | | |
| GIS Intranet Upgrades | 10,000 | 10,000 | | | | | | | | | | | | | | |
| Tempest Ad-hoc Modifications | 15,000 | | | | | | | | | | | | | | | |
| New Financial System | 1,500,000 | | | | | | | | | | | | | | | |
| Walking Lot Paving Overlays | 75,000 | 75,000 | | | | | | | | | | | | | | |
| Prime Drive Parking Lot Rehab-Oxford to Museum | 1,130,000 | 579,800 | | | | | | | | | | | | | | |
| Capital Contingency | 1,100,000 | 500,000 | | | | | | | | | | | | | | |
| Total 2021 General Fund | 20,209,000 | 2,789,100 | 10,000 | 689,900 | 596,000 | - | 762,000 | 2,950,000 | 2,472,700 | - | 345,000 | 728,900 | 275,200 | 4,600 | 2,950,000 | 1,000,000 |

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

| 2022 | | Funding Sources: | | | | | | | | | | | | | | |
|---|------------------|------------------|----------------|----------------|-----------------------|-------------------|---------------------------|-------------------------------|-------------------|-------------|------------------------------|-------------------------|-----------------|----------------|----------------|--------|
| Project | Total Amount | General Revenue | Parkland DCC's | Highways DCC's | Capital Works Reserve | Land Sale Reserve | Equipment Replace Reserve | Community Amenity Contr. Res. | Roadworks Reserve | CAC Reserve | Community Works Fund Reserve | Secondary Suite Reserve | Parking Reserve | Other Reserves | Contributions | Grants |
| Pavement Overlays | 500,000 | 500,000 | | | | | | | | | | | | | | |
| Roadworks Kent Buena Vista to Pacific | 710,000 | 501,300 | | 75,700 | | | | | | | 133,000 | | | | | |
| 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 Projects | 1,500,000 | 407,800 | | 371,000 | | | | | 421,200 | | 300,000 | | | | | |
| Misc. Road/Pedestrian Improvements not in STP | 75,000 | 75,000 | | | | | | | | | | | | | | |
| Replace Public Works John Deere Backhoe Unit #121 | 185,000 | | | | | | 185,000 | | | | | | | | | |
| Arena Relief Valves Replacement | 10,000 | | | | 10,000 | | | | | | | | | | | |
| CAL Cardio Equipment Replacement | 6,000 | 6,000 | | | | | | | | | | | | | | |
| KSAC Auditorium Floor Replacement | 32,000 | | | | 32,000 | | | | | | | | | | | |
| KSAC Lighting Upgrades | 5,000 | | | | 5,000 | | | | | | | | | | | |
| Library Furniture Replacement | 23,000 | | | | 23,000 | | | | | | | | | | | |
| Facilities Masterplan Implementation | 500,000 | | | | 500,000 | | | | | | | | | | | |
| Fall Protection Equipment | 20,000 | 20,000 | | | | | | | | | | | | | | |
| Miscellaneous Facility Upgrades | 75,000 | | | | 75,000 | | | | | | | | | | | |
| Garbage Can Replacements | 50,000 | 50,000 | | | | | | | | | | | | | | |
| Park Benches | 10,000 | | | | | | | | | | | | | | 10,000 | |
| Community Public Art Projects | 50,000 | | | | | | | 50,000 | | | | | | | | |
| Tree Removal & Replacement | 40,000 | | | | | | | | | | | | | | 40,000 | |
| Parks Masterplan Implementation | 400,000 | 400,000 | | | | | | | | | | | | | | |
| Replace Facilities Ford Econo Line Van Unit #154. | 40,000 | | | | | | | | | | | | | | | |
| Replace Parks Polaris Ranger Electric Gator Unit #107 | 18,000 | | | | | | | | | | | | | | | |
| Replace Parks Kubota F3990 Front Mower Unit #156 | 37,000 | | | | | | | | | | | | | | | |
| Replace Parks Kubota F3990 Front Mower Unit #172 | 37,000 | | | | | | | | | | | | | | | |
| Fire Turn Out Gear Replacement | 35,000 | 35,000 | | | | | | | | | | | | | | |
| IT - PC Replacements | 30,000 | | | | | | | | | | | | | | | |
| IT - Infrastructure Replacement/Upgrades | 65,000 | 42,300 | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | |
| IT - Tempest Upgrade | 15,000 | 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 | | 36,000 | | 100,000 | | | | | 300,000 | 100,000 | |
| Total 2022 General Fund | 6,059,000 | 3,007,400 | | 446,700 | 745,000 | | 353,000 | 50,000 | 521,200 | | 133,000 | 300,000 | | 352,700 | 150,000 | |

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

| 2023 | | Funding Sources: | | | | | | | | | | | | | | |
|---|------------------|------------------|----------------|----------------|-----------------------|-------------------|---------------------------|-------------------------------|-------------------|-------------|------------------------------|-------------------------|-----------------|----------------|------------------|----------|
| Project | Total Amount | General Revenue | Parkland DCC's | Highways DCC's | Capital Works Reserve | Land Sale Reserve | Equipment Replace Reserve | Community Amenity Contr. Res. | Roadworks Reserve | CAC Reserve | Community Works Fund Reserve | Secondary Suite Reserve | Parking Reserve | Other Reserves | Contri - butions | Grants |
| Pavement Overlays | 500,000 | 500,000 | | | | | | | | | | | | 43,200 | | |
| Roadworks Buena Vista - 15367 Buena Vista | 53,000 | 20,000 | | 9,800 | | | | | | | | | | | | |
| Development Coordinated Works | 20,000 | 75,000 | | | | | | | | | | | | 25,000 | | |
| Retaining Wall Improvements | 100,000 | | 10,000 | 10,000 | | | | | | | | | | | | |
| DCC Bylaw Review | 20,000 | 15,000 | | | | | | | | | | | | | | |
| Traffic Safety Review | 15,000 | 55,000 | | | | | | | | | | | | | | |
| Street Lighting Program | 55,000 | 1,172,800 | | 495,000 | | | | | | | | | | | | |
| Other Strategic Transportation Plan Projects | 2,000,000 | 50,000 | | | | | | | 182,200 | | | | | 25,000 | | |
| Misc. Road/Pedestrian Improvements not in STP | 75,000 | | | | | | | | | | | | | | | |
| Replace Public Works Ford F150 Pickup Unit #150 | 40,000 | 25,000 | | | | | 40,000 | | | | | | | | | |
| Arena 28" Auto scrubber Replacement | 25,000 | 6,000 | | | | | | | | | | | | | | |
| CAL Cardio Equipment Replacement | 6,000 | 7,000 | | | | | | | | | | | | | | |
| CAL Cardio Equipment Replacement | 7,000 | | | | | | | | | | | | | | | |
| KSAC Auditorium Floor Refinishing | 600,000 | | | | 600,000 | | | | | | | | | | | |
| Facilities Masterplan Implementation | 100,000 | | | | 100,000 | | | | | | | | | | | |
| Centennial Field Concession & Washroom Bldg Repl. | 100,000 | | | | | | | | | | | | | | | |
| Fail Protection Equipment | 20,000 | | | | | | | | | | | | | | | |
| Miscellaneous Facility Upgrades | 75,000 | | | | 75,000 | | | | | | | | | | | |
| Park Benches | 10,000 | | | | | | | | | | | | | | | |
| Community Public Art Projects | 50,000 | | | | | | | 50,000 | | | | | | | | |
| Tree Removal & Replacement | 40,000 | | | | | | | | | | | | | | | |
| Parks Masterplan Implementation | 400,000 | | | | | | | | | | | | | 400,000 | | |
| Replace Parks Jacobsen Realmaster #168 | 40,000 | | | | | | 40,000 | | | | | | | | | |
| RCMP Building Interior Painting | 17,000 | | | | 17,000 | | | | | | | | | | | |
| Replace Fire Command Support Van Unit #235 | 280,000 | | | | | | | | | | | | | | | |
| IT - PC Replacements | 30,000 | | | | | | | | | | | | | | | |
| IT - Infrastructure Replacement/Upgrades | 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 | 75,000 | 75,000 | | | | | | | | | | | | | | |
| Capital Contingency | 1,300,000 | 700,000 | | | 100,000 | | | | 100,000 | | | | | 300,000 | 100,000 | |
| Total 2023 General Fund | 6,113,000 | 3,095,800 | 10,000 | 514,800 | 892,000 | - | 80,000 | 50,000 | 282,200 | - | 150,000 | - | - | 888,200 | 150,000 | - |

**City of White Rock Draft 2019-2023 Financial Plan
Projected General Fund Asset Improvement Reserves**

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| DCC's (Deferred Revenue) | | | | | | |
| Development Cost Charges - Parkland | \$ 4,279,423 | \$ 5,416,408 | \$ 5,472,194 | \$ 6,090,705 | \$ 6,298,332 | \$ 6,414,198 |
| Development Cost Charges - Highways | 1,726,309 | 2,630,944 | 2,918,244 | 2,497,748 | 2,132,558 | 1,655,262 |
| RESERVES CREATED BY BYLAW | | | | | | |
| Capital Works Reserve | 3,951,469 | 3,491,966 | 4,224,568 | 5,055,651 | 5,816,395 | 6,488,223 |
| Land Sale Reserve | 186,097 | 119,523 | 121,913 | 124,352 | 126,839 | 129,375 |
| Equipment Replacement Reserve | 4,060,257 | 4,627,063 | 4,284,260 | 4,193,437 | 4,480,026 | 5,143,695 |
| Local Improvement Reserve | 32,355 | 33,002 | 33,662 | 34,335 | 35,022 | 35,723 |
| Community Amenity Contribution Reserve | 2,615,465 | 9,166,014 | 8,491,440 | 9,317,769 | 9,453,624 | 9,592,196 |
| OTHER RESERVES | | | | | | |
| Community Works Fund Reserve (Gas Tax) | 119,550 | 238,899 | 346,293 | 127,584 | 124,783 | 256,256 |
| Pier Preservation Reserve | 266,811 | 71,311 | 136,211 | 1,511 | 67,211 | 133,711 |
| Capital Roadworks Reserve | 1,599,202 | 1,708,702 | 2,263,002 | 457,702 | 837,202 | 1,509,302 |
| Work in Progress Reserve | 196,000 | 43,200 | 43,200 | 43,200 | 43,200 | - |
| Secondary Suite Service Fee Reserve | 630,297 | 484,497 | 387,297 | 20,397 | 92,397 | 324,397 |
| General Infrastructure Reserve | 1,875,102 | 2,047,102 | 5,275,702 | 2,434,702 | 2,763,902 | 2,398,102 |
| Other Reserves | 927,406 | 868,806 | 924,406 | 669,806 | 762,706 | 818,306 |
| Total | \$ 22,465,743 | \$ 30,947,437 | \$ 34,922,392 | \$ 31,068,899 | \$ 33,034,197 | \$ 34,898,746 |

New Financial System Justification

Vadim, the City's current financial system, was implemented in 2002. Since that time, the City's needs have evolved and have become more complex. Also, technology has advanced significantly. The City has outgrown Vadim, which is geared more towards smaller municipalities, and does not fully incorporate current technology that supports efficient and effective business processes. Also, when the City acquired this system, Vadim was the sole product that the vendor offered. Since then, the vendor has been acquired by larger companies, a couple of times. These companies provide a number of products, with Vadim being just one of them. There have been issues with the vendor's customer service compared to when the City first implemented Vadim. Examples of the City's evolved needs are as follows:

- New Public Sector Accounting Standards regarding accounting for Tangible Capital Assets, effective in 2009. This led to the need for a capital asset accounting module that should integrate with the City's general ledger. The Vadim fixed asset module only partially met the requirements and was not purchased. The City had to purchase a separate system (called "Citywide") for this asset tracking and bookkeeping. This is not efficient in that there are two databases containing the same data, and this data now needs to be entered twice – once in Citywide to track asset additions and amortization, and again in Vadim to record project costs and pay invoices. A seamless integration is preferred.
- Federal/Provincial requirements for municipalities to formalize and implement full asset management practices and plans. One step towards this is the need for improved integrated asset management/work order systems. Vadim currently has a module for this (which the City currently uses only for the entering of payroll information for outside workers). When Vadim was originally implemented the full maintenance management functionality was set up and used, however the users found it too cumbersome and time consuming so it was not kept up. Shortly after, Vadim advised that the module would no longer be supported from a development standpoint and if the City wanted to continue with the full functionality it would have to acquire another product which works with Vadim called Cartegraph. After examining this option the decision was made not to pursue it and to continue using this original module only for outside worker payroll entry.
- Implementation of Tempest over the last 5 years. Tempest is a Land Based Management System that integrates all functions related to City properties. It is used for City Property Taxes, Utility Billing, Cash Receipting, Planning and Development, Calls for Service, and related applications. Tempest does not integrate with Vadim. The only interface available is not efficient. It needs close monitoring as at times it does not work, and data you think has been exported to Vadim, has not been. Also, it does not function in an efficient manner – for example, a Tempest cash receipting payment cannot be reversed

against a Vadim accounts receivable invoice if returned NSF. Also invoice overpayments create unbalanced journal entries. These require manual processes to fix, which should be automatic.

- Higher volume and more complex accounts, and transactions. The largest driver of this has been the acquisition of the water utility. The City has a greater volume of accounts, interfund accounts and reconciliations to manage. Current systems provide more efficiencies, such as the ability to drill down into details of various accounts and transactions. A recent Vadim iCity upgrade was supposed to provide this feature, along with more flexible report creation. However this does not work properly for White Rock. Vadim advised this is because the volume of the City's accounts and transactions is too large for the system to support, so this functionality cannot be used in most cases at White Rock. Staff were advised this is because the initial design of the underlying database was meant for smaller amounts of data than White Rock now has, so it is not a simple fix that the vendor can make.
- More complex budgeting and financial plans. In particular with the acquisition of the water utility, increased development, more complex financing as well as significant capital projects, the City's budgeting and financial planning have become much more complex. Currently this is done with excel spreadsheets and the data needs to be entered a 2nd time into Vadim for budget management purposes. A more streamlined, integrated approach is needed. Vadim does have the capability to import excel data but this is not available in an efficient, user friendly manner. As an alternative, Vadim does have a built in budgeting system. However it is not capable of handling narrative descriptions required for good budget development and does not have the security capability needed for decentralized budget entry/reporting purposes.
- We would like to implement electronic time reporting for City staff. However in order to do this, the maintenance management product "Worktech" would need to be acquired. This may not be the best solution for overall maintenance management purposes. Electronic time reporting should be inherent in the payroll module.
- Some modules, such as Human Resources, will be better utilized if more user friendly.



Sandra Kurylo
Director of Financial Services

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: February 28, 2019
TO: Finance and Audit Committee
FROM: Sandra Kurylo, Director of Financial Services
SUBJECT: 2019 to 2023 Draft Financial Plan – Water Utility

RECOMMENDATIONS

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated February 28, 2019, from the Director of Financial Services, titled “2019 to 2023 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 and/or 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 2019 to 2023 Draft Financial Plan.

PAST PRACTICE / POLICY / LEGISLATION

The *Community Charter* requires that the 2019 to 2023 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, 2019. 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 2019 to 2023 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. The 2019 water rates were set in December 2018, as they were required to be adopted

by Council prior to January 1, 2019. At that time, Council approved a water rate increase of 3%, which has an impact of \$4 per quarter (\$1 per month) on an average detached single family home and \$2 per quarter (less than \$1 per month) on an average strata property in the City; and

- Expenditures are comprised of operating and administrative costs, infrastructure upgrades, and debt servicing 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 would need to utilize reserves and also rely on debt and government grants for basic infrastructure renewal/upgrades. If these funding sources are not available, 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 save 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.

As well, money is being saved in the City’s Equipment Replacement Reserve for the cyclical replacement of water service vehicles.

Water Utility Asset Improvement Projects

A major milestone is completion of the Arsenic/Manganese Treatment Plant, which is expected to be operational within the next month.

Other capital projects planned over the five (5) years are listed in Appendix B. Many of them are high priority recommendations from the City’s 2017 Water System Master Plan. The majority of planned work involves catching up on water main upgrades. A new well at the Oxford site is planned for 2021/2022 and the budget for this project is \$1M. At this time, the budgeted funding sources are \$330,000 from the Water Infrastructure Reserve and \$670,000 (2/3) from an anticipated infrastructure government grant. This will have to be adjusted if grant funding does not become not available.

Projected Water Rates (2020 to 2023) 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 5% in 2020, and 6% annually in 2021 to 2023. These proposed increases are included in the 2019 to 2023 Draft Financial

Plan. In addition, it is assumed that \$1M will be borrowed internally (\$500,000 in 2020, and \$500,000 in 2022) from the City’s Sanitary Sewer Infrastructure Reserve to complete certain water main upgrades within recommended timeframes. 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 2019 to 2023 Draft Financial Plan.

It is planned that the City’s Development Cost Charge (DCC) Bylaw will be updated in 2019.

This will enable DCCs to be used as a funding source for growth related projects that were not identified when the City’s DCC Bylaw was last adopted.

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.

Water Rate Structure

The City’s water rate structure is based on the same model that Epcor had in place, except for a minor adjustment that was made related to Epcor’s Fire Protection Services. The current rate structure is partially fixed and partially variable. The fixed base fees include usage of up to certain maximum amounts of water. A further variable rate is charged for additional water that is consumed. Some users have complained that they pay too much for their water as their water consumption is well below the levels allowed in the fixed base fees. In order to better correlate the amount paid for water to the amount of water used, and subsequently to encourage water conservation, the previous Council considered adjusting the rate structure to become more consumption based, starting in 2018. However Council’s decision was not to change the water fee structure at that time. It is understood that the current Council wishes to revisit the water rate structure prior to setting 2020 water rates. Staff will report back to Council with options and impacts, later this year.

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 2019 to 2023 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.

A handwritten signature in black ink, appearing to read "D. Bottrill", is centered on a light gray rectangular background.

Dan Bottrill
Chief Administrative Officer

Appendix A: 2019 to 2023 Draft Financial Plan Water Fund Operating Budgets
Appendix B: 2019 to 2023 Draft Water Fund Asset Improvement Projects
Appendix C: Projected Water Fund Asset Improvement Reserves and Debt

City of White Rock DRAFT 2019 - 2023 Financial Pl:
Water Fund Operating Budget

| | 2018 Budget | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Revenues: | | | | | | |
| Water Service User Fees | \$ 4,848,500 | \$ 5,012,900 | \$ 5,290,900 | \$ 5,661,200 | \$ 6,084,600 | \$ 6,476,400 |
| Connection Fees | 300,000 | 350,000 | 355,000 | 360,000 | 365,000 | 370,000 |
| Other | 87,861 | 115,400 | 136,800 | 159,000 | 181,900 | 205,500 |
| Total Revenues | \$ 5,236,361 | \$ 5,478,300 | \$ 5,782,700 | \$ 6,180,200 | \$ 6,631,500 | \$ 7,051,900 |
| Transfers from Reserves | | | | | | |
| Sanitary Sewer Fund Infrastructure Reserve (for internal loans) | - | - | 500,000 | - | 500,000 | - |
| Water Treatment Plant Operating Reserve | - | - | - | 468,000 | - | - |
| Unspent Debt Proceeds Reserve | 600,000 | 552,200 | 406,000 | - | - | - |
| Total Transfers: | \$ 600,000 | \$ 552,200 | \$ 906,000 | \$ 468,000 | \$ 500,000 | \$ - |
| Total Revenues & Transfers from Reserves | \$ 5,836,361 | \$ 6,030,500 | \$ 6,688,700 | \$ 6,648,200 | \$ 7,131,500 | \$ 7,051,900 |

| | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Expenditures: | | | | | | |
| Operating Expenditures | 2,401,200 | 2,546,900 | 2,598,600 | 3,119,300 | 2,704,900 | 2,759,400 |
| Administration Costs Allocated from General Fund | 404,000 | 426,000 | 442,800 | 451,700 | 460,700 | 469,900 |
| Interest on Internal Loans | 3,400 | 2,900 | 2,500 | 22,100 | 10,700 | 19,300 |
| Interest on External Debt | 676,600 | 681,300 | 681,300 | 681,300 | 681,300 | 681,300 |
| Total Expenditures | \$ 3,485,200 | \$ 3,657,100 | \$ 3,725,200 | \$ 4,274,400 | \$ 3,857,600 | \$ 3,929,900 |
| Transfer to Water Treatment Plant Operating Reserve | - | 181,000 | 181,000 | 181,000 | 190,000 | 190,000 |
| Transfer to General Operating Reserve | 100,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Transfer to Infrastructure Reserve | 1,571,461 | 1,403,400 | 1,471,200 | 1,308,500 | 1,675,900 | 1,949,700 |
| Transfer to Internal Loan Reserve | - | - | 500,000 | - | 500,000 | - |
| Transfer to Equipment/Vehicle Replacement Reserve | 45,800 | 37,900 | 38,700 | 39,500 | 40,300 | 41,100 |
| Principal Payments on Internal Loans | 35,000 | 35,000 | 35,000 | 85,000 | 85,000 | 135,000 |
| Principal Payments on Long Term Debt | 598,900 | 666,100 | 687,600 | 709,800 | 732,700 | 756,200 |
| Total Transfers & Debt Principal Payments: | \$ 2,351,161 | \$ 2,373,400 | \$ 2,963,500 | \$ 2,373,800 | \$ 3,273,900 | \$ 3,122,000 |
| Total Expenditures & Transfers to Reserves | \$ 5,836,361 | \$ 6,030,500 | \$ 6,688,700 | \$ 6,648,200 | \$ 7,131,500 | \$ 7,051,900 |

City of White Rock DRAFT 2019 - 2023 Financial Plan
Water Fund Asset Improvement Projects

| | 2018 & Approved Updates | 2019 | | | 2020 | | | 2021 | | | 2022 | | | 2023 | | | Total 2019-2023 | Future Years |
|---|-------------------------------|------|----|---------|--------|----|---------|------|----|----|------|----|----|------|----|---------|--------------------|-----------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | | |
| Projects with Corresponding Roadworks | | | | | | | | | | | | | | | | | | |
| Johnston - North Bluff to Russell | 300,000 | | | | | | | | | | | | | | | - | | |
| Johnston - Russell to Thrift | 15,000 | | | | 10,000 | | 502,000 | | | | | | | | | 512,000 | | |
| Johnston - Thrift to Roper | | | | | | | | | | | | | | | | - | ??? | |
| Other Water | | | | | | | | | | | | | | | | | | |
| Total Water Quality Management - Phase 1 Oxford | 12,000 | | | | | | | | | | | | | | | - | | |
| Total Water Quality Management - Phase 2 Merklein | 106,000 | | | | | | | | | | | | | | | - | | |
| Oxford Arsenic/Manganese Treatment Plant | 13,068,000 | | | | | | | | | | | | | | | - | | |
| Oxford Well | 16,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Marine Dr. Vidal to Martin | 510,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Marine Dr. Bergstrom to Nichol | 142,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Saturna Dr & Archibald Rd | 565,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Magdalen Cr Marine to Sunset | 24,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Goggs Ave. Oxford to Everall | 143,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Surrey Emergency Connection | 150,000 | | | | | | | | | | | | | | | - | | |
| Water Main Upgrade - Chestnut Blackburn to North Bluff | | | | 73,000 | | | | | | | | | | | | 73,000 | | |
| Water Main Upgrade - Coldicutt Chestnut to Lancaster | | | | 227,000 | | | | | | | | | | | | 227,000 | | |
| Water Main Upgrade - Martin North Bluff to Roper | | | | 650,000 | | | | | | | | | | | | 650,000 | | |
| Water Main Upgrade - Vidal St Thrift to Vine | | | | 338,000 | | | | | | | | | | | | 338,000 | | |
| Water Main Upgrade - Columbia Lane Cypress to Ash | | | | | | | | | | | | | | | | 321,000 | | |
| Water Main Upgrade - Marine Dr. Johnston to Martin | | | | 403,000 | | | | | | | | | | | | 403,000 | | |
| Water Main Upgrade - Johnston Rd Beachview to Royal | | | | | | | | | | | | | | | | 153,000 | | |
| Water Main Upgrade - 1400 Blk Martin | | | | | | | | | | | | | | | | - | 378,000 | |
| Water Main Upgrade - Russell Ave - Merklein to Finlay | | | | | | | | | | | | | | | | 300,000 | 600,000 | |
| Water Main Upgrade - 13800 Coldicutt Ave | | | | | | | | | | | | | | | | - | 269,000 | |
| Water Main Upgrade - 1300 Blk Martin St | | | | | | | | | | | | | | | | - | 207,000 | |
| Water Main Upgrade - North Bluff - Oxford to Everall | | | | | | | | | | | | | | | | 230,000 | - | |
| Water Main Upgrade - Prospect Ave - Everall to Oxford | | | | | | | | | | | | | | | | - | 240,000 | |
| Water Main Upgrade - Buena Vista - Foster to Blackwood | | | | | | | | | | | | | | | | 230,000 | - | |
| Water Main Upgrade - 1500 Blk Stevens | | | | | | | | | | | | | | | | 207,000 | - | |
| Water Main Upgrade - 1500 Habgood | | | | | | | | | | | | | | | | - | 109,000 | |
| Water Main Upgrade - Russell Ave - Finlay to Stevens | | | | | | | | | | | | | | | | 500,000 | 1,090,000 | |
| Water Main Completion - Prospect Ave - Everall to Blackwood | | | | 357,000 | | | | | | | | | | | | 357,000 | - | |
| Water Main Tie-In - Prospect & Oxford | | | | 50,000 | | | | | | | | | | | | 50,000 | - | |
| Water Main Relocation - 15100 Beachview Ave. | | | | 28,000 | | | | | | | | | | | | - | - | |
| Water Main Relocation - Royal Easement - Cypress to Balsam | | | | 414,000 | | | | | | | | | | | | 160,000 | 160,000 | |
| Water Main - Cast Iron Condition Assessment | | | | 60,000 | | | | | | | | | | | | 61,000 | 65,000 | |
| Well Upgrades | | | | | | | | | | | | | | | | 65,000 | 316,000 | |

| | 2018 FP | 2019 FP | 2020 FP | 2021 FP | 2022 FP | 2023 FP | Total 2019-2023 | Future Years |
|--|-------------------|------------------|------------------|------------------|------------------|------------------|--------------------|-----------------|
| Other Water (continued) | | | | | | | | |
| 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 | 50,000 | | | | | | - | |
| Roper Reservoir Control Upgrades | 75,000 | | | | | | - | |
| Roper Reservoir Dedicated Inlet | 130,000 | | | | | | - | |
| Cross Connection Control | 50,000 | | | | | | - | |
| Brearily St and North Bluff Looping | | 155,000 | | | | | 155,000 | |
| Water Meters | 63,000 | 63,000 | 64,000 | 64,000 | 64,000 | 64,000 | 319,000 | |
| Fire Hydrants | 32,000 | 33,000 | 34,000 | 35,000 | 35,000 | 35,000 | 172,000 | |
| Stevens/Buena Vista PRV Station Upgrades | 7,000 | | | | | | - | |
| Everall Street PRV Station | 250,000 | | | | | | - | |
| New Water Pressure Monitoring Stations | 180,000 | | | | | | - | |
| Water Facility Security Installation | 39,000 | 300,000 | | | | | 300,000 | |
| Water Works Masterplan | 11,000 | | | | | | - | |
| Water Aquifer Protection Plan | 24,000 | | | | | | - | |
| Water Fiber Optic Network Upgrade | | 100,000 | | | | | 100,000 | |
| Replace Ford F450 Cube Van Unit #361 | 59,000 | | | | | | - | |
| Replace GMC Dump Truck Unit #365 | 151,000 | | | | | | - | |
| Replace Ford F150 2wd Unit #363 | | | | 36,000 | | | 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 | 30,000 | |
| Memorial Park Upgrade | 106,000 | | | | | | - | |
| Pier Pre-servicing | 111,000 | | | | | | - | |
| Waterfront Parking Facility Utility Work | 85,000 | | | | | | - | |
| Information Technology Infrastructure Replacement/Upgrades | 5,000 | 12,000 | 14,000 | 16,000 | 16,000 | 16,000 | 74,000 | |
| Capital Contingency | | | | | | | | |
| Capital Contingency funded from infrastructure reserve | 76,500 | 200,000 | 200,000 | 250,000 | 250,000 | 300,000 | 1,200,000 | |
| Capital Contingency funded from contributions | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | |
| Total Asset Improvement Expenditures | 17,157,500 | 1,667,000 | 2,206,000 | 2,146,000 | 2,288,000 | 1,633,000 | 9,940,000 | |

Water Fund Asset Improvement Funding Sources

| | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 |
|--|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| | | FP | | | |
| <u>Water</u> | | | | | | | | | | | | |
| Long term Debt | 2,221,600 | - | - | - | - | - | - | - | - | - | - | - |
| Unspent Debt Proceeds | 580,000 | - | - | - | - | - | - | - | - | - | - | - |
| Internal Loan Reserve | - | - | 500,000 | - | - | 500,000 | - | - | 500,000 | - | - | 1,000,000 |
| Water Development Cost Charges | 108,300 | 10,000 | 93,000 | 10,000 | - | 10,000 | - | - | - | 10,000 | - | 123,000 |
| Water Fund Infrastructure Reserve | 3,256,200 | 1,557,000 | 1,413,000 | 1,666,700 | 1,272,700 | 1,523,000 | 1,272,700 | 1,523,000 | 1,272,700 | 1,523,000 | - | 7,432,400 |
| Equipment Replacement Reserve | 45,000 | - | - | 36,000 | 82,000 | - | - | - | 82,000 | - | - | 118,000 |
| Grants | 10,846,400 | - | - | 333,300 | 333,300 | - | - | - | 333,300 | - | - | 666,600 |
| Contributions | 100,000 | 100,000 | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| Total Asset Improvement Funding | 17,157,500 | 1,667,000 | 2,206,000 | 2,146,000 | 2,288,000 | 2,288,000 | 2,146,000 | 2,288,000 | 1,633,000 | 1,633,000 | 9,940,000 | |

City of White Rock DRAFT 2019-2023 Financial Plan

Projected Water Fund Asset Improvement Reserves

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Water Development Cost Charges (Deferred Revenue) | 590,729 | 1,009,554 | 1,144,125 | 1,263,733 | 1,306,665 | 1,322,698 |
| Water Infrastructure Reserve | 721,767 | 568,167 | 626,368 | 268,168 | 671,368 | 1,098,068 |
| Unspent Debt Proceeds Reserve | 580,000 | - | - | - | - | - |
| Total Water Asset Improvement Reserves | \$ 1,892,496 | \$ 1,577,721 | \$ 1,770,493 | \$ 1,531,901 | \$ 1,978,033 | \$ 2,420,766 |

Projected Water Fund Outstanding External Long Term Debt

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------------|------------|------------|------------|------------|------------|
| Projected Water Outstanding Long Term Debt | 23,931,321 | 23,265,160 | 22,577,537 | 21,867,754 | 21,134,811 | 20,378,239 |

Projected Water Fund Outstanding Internal Loans

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------|----------------|----------------|----------------|------------------|----------------|
| Projected Outstanding Internal Loan - General Fund Accumulated Surplus | 245,000 | 210,000 | 175,000 | 140,000 | 105,000 | 70,000 |
| Projected Outstanding Internal Loan - Sanitary Sewer Fund Infrastructure Reserve | - | - | 500,000 | 450,000 | 900,000 | 800,000 |
| Projected Water Fund Outstanding Internal Loans | 245,000 | 210,000 | 675,000 | 590,000 | 1,005,000 | 870,000 |

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: February 28, 2019
TO: Finance and Audit Committee
FROM: Sandra Kurylo, Director of Financial Services
SUBJECT: 2019 to 2023 Draft Financial Plan – Drainage Utility

RECOMMENDATIONS

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated February 28, 2019, from the Director of Financial Services, titled “2019 to 2023 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 and/or 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 2019 to 2023 Draft Financial Plan.

PAST PRACTICE / POLICY / LEGISLATION

The *Community Charter* requires that the 2019 to 2023 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, 2019. 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 2019 to 2023 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;
- The bulk of expenditures relate to asset improvements/system upgrades;
- The Storm Sewer master plan recommends certain system upgrades that are needed to deal with capacity. Condition assessments as well as the renewal and replacement program are ongoing. Where applicable, phasing of the work corresponds to general fund road projects. 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; and
- Relocation of the Habgood Pumpstation, with an estimated overall budget of \$10.9M, including amounts spent to date, is the largest planned Drainage Utility capital project. Construction is budgeted in 2020. Sufficient funds are not available to complete this project without grant funding. Including amounts spent in 2017 and 2018, there is \$4.6M in City funds committed for this project. Therefore, a minimum grant of \$6.3M is required to proceed. In August 2018, the City applied for an Investing in Canada Infrastructure Program Green Infrastructure grant for this purpose. Funding of up to 73.33% of eligible costs is available under this program. Commitments should not be made on construction, or beyond the City allocated funding, until this additional funding source is confirmed.

Drainage User Fees and Other Funding Sources

Annual drainage user fee increases of 5% from, 2019 to 2023, are projected 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 relocation of the Habgood Pumpstation have put significant pressure on this Utility's reserves and the projections included in this 2019 to 2023 Draft Financial plan work towards reinstating them to sustainable levels.

A 5% drainage fee increase in 2019 equates to an increase of \$23 for a typical single family detached home (from \$461 to 484) and \$7 for a typical strata property (from \$134 to \$141) in the City.

It is planned that the City's Development Cost Charge (DCC) Bylaw will be updated in 2019. This will enable DCCs to be used as a funding source for growth related projects that were not identified when the City's DCC Bylaw was last adopted.

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 2019 to 2023 Draft 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 2019 to 2023 Financial Plan Drainage Fund Operating Budget
Appendix B: Draft 2019 to 2023 Drainage Fund Asset Improvement Projects
Appendix C: Projected Drainage Fund Asset Improvement Reserves

City of White Rock Draft 2019 - 2023 Financial Plan
Sanitary Sewer Fund Operating Budget

| | 2018 Budget | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenues: | | | | | | |
| User Fees | \$ 3,520,000 | \$ 3,530,400 | \$ 3,706,700 | \$ 3,941,200 | \$ 4,074,200 | \$ 4,154,500 |
| Connection Fees | 200,000 | 204,000 | 206,000 | 208,000 | 210,000 | 212,000 |
| Local Service Area Taxes | 5,206 | 5,206 | 5,206 | 5,206 | 5,206 | 5,206 |
| Other | 6,656 | 58,034 | 58,034 | 58,775 | 59,554 | 60,371 |
| Total Revenues | \$ 3,731,862 | \$ 3,797,640 | \$ 3,975,940 | \$ 4,213,181 | \$ 4,348,960 | \$ 4,432,077 |
| Transfers from Reserves & Funds: | | | | | | |
| Terry Road Local Improvement Reserve | 14,948 | 14,948 | 14,948 | 14,948 | 14,948 | 12,448 |
| Transfer from Infrastructure Reserve (for Internal Loans) | 6,958,100 | - | 500,000 | - | 500,000 | - |
| Transfer from General Fund (principal & interest payments on internal loans) | 16,076 | - | - | - | - | - |
| Transfer from Water Fund (principal & interest payments on internal loans) | - | - | - | 70,000 | 59,000 | 118,000 |
| Total Transfers: | \$ 6,989,124 | \$ 14,948 | \$ 514,948 | \$ 84,948 | \$ 573,948 | \$ 130,448 |
| Total Revenues & Transfers from Reserves | \$ 10,720,986 | \$ 3,812,588 | \$ 4,490,888 | \$ 4,298,129 | \$ 4,922,908 | \$ 4,562,525 |
| Expenditures: | | | | | | |
| GVS&DD Levy | 1,543,373 | 1,644,700 | 1,797,700 | 2,027,800 | 2,291,400 | 2,490,800 |
| Operating Expenditures | 349,568 | 359,300 | 366,400 | 373,700 | 381,100 | 388,700 |
| Costs Allocated from General Fund | 405,000 | 389,000 | 405,100 | 413,200 | 421,500 | 429,900 |
| Interest on Debt | 13,363 | 13,363 | 13,363 | 13,363 | 13,363 | 13,363 |
| Total Expenditures | \$ 2,311,304 | \$ 2,406,363 | \$ 2,582,563 | \$ 2,828,063 | \$ 3,107,363 | \$ 3,322,763 |
| Transfers to Reserves & Other Funds: | | | | | | |
| Infrastructure Reserve | 569,134 | 667,105 | 593,499 | 639,499 | 466,199 | 372,899 |
| Transfer to General Fund (for internal loans) | 6,958,100 | - | - | - | - | - |
| Transfer to Water Fund (for internal loans) | - | - | 500,000 | - | 500,000 | - |
| Revenue Allocation to Asset Improvements | 869,000 | 725,000 | 800,000 | 815,000 | 833,000 | 849,700 |
| Principal Payments on Long Term Debt | 13,448 | 14,120 | 14,826 | 15,567 | 16,346 | 17,163 |
| Total Transfers: | \$ 8,409,682 | \$ 1,406,225 | \$ 1,908,325 | \$ 1,470,066 | \$ 1,815,545 | \$ 1,239,762 |
| Total Expenditures & Transfers to Reserves | \$ 10,720,986 | \$ 3,812,588 | \$ 4,490,888 | \$ 4,298,129 | \$ 4,922,908 | \$ 4,562,525 |

Note: The 2018 budget included transfers to the General Fund for internal loans that were not required.

City of White Rock DRAFT 2019 - 2023 Financial Plan
 Drainage Fund Asset Improvement Projects

| Projects with Corresponding Roadworks | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------------|------|----|---------|----|-----------|----|-----------|----|-----------|--------|--------------------|-----------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Kent - Buena Vista to Pacific | | | | | | | | 1,243,000 | | | | 1,243,000 | |
| Parker - Thrift to Pacific | | | | 300,000 | | 1,050,000 | | | | | | 1,350,000 | |
| Parker - Pacific to Columbia | 177,000 | | | | | | | | | | | - | |
| Maple - Pacific to Columbia | 32,000 | | | | | | | | | | | - | |
| Lee - Pacific to Columbia | 66,000 | | | | | | | | | | | - | |
| Johnston - North Bluff to Russell | 336,000 | | | | | | | | | | | - | |
| Johnston - Russell to Thrift | 15,000 | | | 13,000 | | 645,000 | | | | | | 658,000 | |
| Johnston - Thrift to Roper | | | | | | | | | | | | - | ???? |
| Buena Vista - 15367 Buena Vista | | | | | | | | | | | 59,000 | 59,000 | |
| Buena Vista - Best to Johnston | 355,000 | | | | | | | | | | | - | 280,000 |
| Columbia - Habgood to Parker | 405,000 | | | | | | | | | | | - | |
| Habgood - Pacific to Columbia | 332,000 | | | | | | | | | | | - | |
| 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 |
| Russell - Finlay to Best | 287,000 | | | | | | | | | | | - | |
| Blackburn Crescent - Archibald to high | | | | 300,000 | | | | | | | | 300,000 | |
| Marth - Buena Vista to Victoria | | | | | | 20,000 | | 150,000 | | | | 170,000 | |
| Drainage Upgrades (pending completion of Strategic Transportation Plan Update) | | | | | | | | 800,000 | | 1,200,000 | | 2,000,000 | |
| Other Drainage | | | | | | | | | | | | | |
| Development Coordinated Works | 10,000 | | | 5,000 | | 5,000 | | 10,000 | | 10,000 | | 35,000 | |
| Memorial Park Upgrade | 62,000 | | | | | | | | | | | - | |
| Promenade Extension to Coldcut Ravine | 75,000 | | | | | | | | | | | - | |
| Marine Drive Parking Lot - Oxford to Museum | | | | | | | | | | | | - | |
| Design | 50,000 | | | | | | | | | | | - | |
| Rehabilitation | | | | | | 226,000 | | | | | | 226,000 | |
| Waterfront Parking Facility Utility Work | 10,000 | | | | | | | | | | | - | |
| Condition Assessment | 93,000 | | | 75,000 | | 100,000 | | 100,000 | | 100,000 | | 450,000 | |
| Renew & Replacement Program | 507,000 | | | 350,000 | | 400,000 | | 400,000 | | 400,000 | | 1,900,000 | |
| Oxford Storm Sewer Phase I - B/Vista to Thrift | | | | | | 675,000 | | | | | | 675,000 | |
| Thrift Storm Sewer - Vidal to Martin | | | | 450,000 | | | | | | | | 450,000 | |
| Victoria Storm Sewer - Martin/Columbia to Fir | | | | | | | | | | | | - | 1,280,000 |
| 14239 Marine Drive Culvert/Storm Main | 480,000 | | | | | | | | | | | - | |
| Royal Storm Sewer - Johnston to Fir | 52,000 | | | | | | | | | | | - | |
| 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 |
| Stayte Storm Sewer - Buena Vista to Roper | | | | | | | | | | | | - | 300,000 |
| Weatherby Lane Storm Sewer - Russell to Vine | 205,000 | | | | | | | | | | | - | - |

| | 2018 FP | 2019 FP | 2020 FP | 2021 FP | 2022 FP | 2023 FP | Total 2019-2023 | Future Years |
|---|------------------|------------------|-------------------|------------------|------------------|------------------|--------------------|------------------|
| | | | | | | | | |
| Other Drainage (continued) | | | | | | | | |
| Vidal Storm Sewer - Marine to Victoria | | | | | | | - | 100,000 |
| Habgood / Keil St Pump Station | | | | | | | | |
| Marine Finlay to Stayle | | | 520,000 | | | | 520,000 | |
| Marine Drive Storm Sewer - Habgood to Keil | | 20,000 | 130,000 | | | | 150,000 | |
| Marine Drive Foremain - Habgood to Finlay | | 20,000 | 380,000 | | | | 400,000 | |
| Habgood / Keil St Pump Station | 214,000 | 60,000 | 9,275,000 | | | | 9,335,000 | |
| Coldicut Outfall & Main to Marine | 85,000 | | | | | | - | |
| Pheonix Outfall to Malabar | | | | | | | - | 85,000 |
| Sewer Master Plan Update | 47,000 | | | | | | - | |
| DCC Bylaw Review | | 10,000 | | 10,000 | | | 30,000 | |
| Capital Contingency | 99,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | |
| Total Asset Improvement Expenditures | 3,994,000 | 1,390,000 | 11,630,000 | 3,759,000 | 2,922,000 | 1,879,000 | 21,580,000 | 3,777,000 |

Drainage Fund Asset Improvement Funding Sources

| | 2018 & Approved Updates | 2019 FP | 2020 FP | 2021 FP | 2022 FP | 2023 FP | Total 2019-2023 |
|--|-------------------------------|------------------|-------------------|------------------|------------------|------------------|--------------------|
| | | | | | | | |
| Drainage | | | | | | | |
| User & Connection Fees | 949,200 | 968,000 | 988,800 | 1,007,100 | 610,000 | 585,300 | 4,159,200 |
| Drainage Development Cost Charges | 208,600 | 137,500 | 311,800 | 396,500 | 199,900 | 346,300 | 1,392,000 |
| Capital In Progress Reserve | 1,117,300 | 40,000 | 867,800 | 129,500 | - | 44,400 | 1,081,700 |
| Habgood Keil Pump Station Reserve | 45,800 | - | - | - | - | - | - |
| Infrastructure Reserve | 1,673,100 | 244,500 | 3,161,600 | 2,225,900 | 2,112,100 | 903,000 | 8,647,100 |
| Grants | - | - | 6,300,000 | - | - | - | 6,300,000 |
| Total Asset Improvement Funding | 3,994,000 | 1,390,000 | 11,630,000 | 3,759,000 | 2,922,000 | 1,879,000 | 21,580,000 |

**City of White Rock 2019-2023 Financial Plan
Projected Drainage Fund Asset Improvement Reserves**

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Drainage Development Cost Charges (Deferred Revenue) | 1,899,810 | 2,495,302 | 2,582,820 | 2,415,687 | 2,292,130 | 1,988,210 |
| Drainage Work In Progress Reserve | 1,081,700 | 1,041,700 | 173,900 | 44,400 | 44,400 | - |
| Drainage Infrastructure Reserve | 4,165,654 | 4,853,354 | 2,706,454 | 1,594,354 | 1,116,754 | 2,003,154 |
| Total Drainage Asset Improvement Reserves | \$ 7,147,164 | \$ 8,390,356 | \$ 5,463,174 | \$ 4,054,441 | \$ 3,453,284 | \$ 3,991,364 |

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: February 28, 2019
TO: Finance and Audit Committee
FROM: Sandra Kurylo, Director of Financial Services
SUBJECT: 2019 to 2023 Draft Financial Plan – Sanitary Sewer Utility

RECOMMENDATIONS

THAT the Finance and Audit Committee:

1. Receive for information the corporate report dated February 28, 2019, from the Director of Financial Services, titled “2019 to 2023 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 and/or 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 2019 to 2023 Draft Financial Plan.

PAST PRACTICE / POLICY / LEGISLATION

The *Community Charter* requires that the 2019 to 2023 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, 2019. 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 2019 to 2023 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 main operating expense is a levy paid to the Greater Vancouver Sewerage and Drainage District (GVS&DD), which is expected to be \$1,644,700 in 2019. For 2020 onwards, it is assumed to increase by an average of 11% annually, based on estimates provided by Metro Vancouver. It is projected to reach \$2.5M by 2023; and
- 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 Loans

Appendix A includes transfers from and to reserves which are related to proposed internal loans to the Water Fund. This internal borrowing (\$500,000 in 2020, and \$500,000 in 2022) provides a funding source for certain water main upgrades. These loans are 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 2019 to 2023 Draft Financial Plan, that is not expected within this five (5) year period. More details on the proposed use of these borrowed funds are provided in the Director of Financial Services corporate report, titled “2019 to 2023 Draft Financial Plan – Water Utility Budget.”

Sanitary Sewer User Fees

The Draft 2019 to 2023 Financial Plan proposes a \$6 or 2.2% reduction in the sanitary sewer user fees for 2019. Previous plans indicated there would be more work needed on the City’s sanitary sewers than recent Masterplans have indicated. As a result, a reduction in the fees for 2019 is recommended. The 2019 residential sanitary sewer user fee is proposed to decrease from \$266 to \$260, and the commercial sanitary sewer user fee from \$279 to \$273.

Sanitary sewer user fees are projected to increase by 2% annually in 2020 to 2023 in the 2019 to 2023 Draft Financial Plan.

Reserves

Appendix C includes projected year-end balances of Sanitary Sewer Fund reserves and development cost charges (DCCs). It is planned that the City’s Development Cost Charge (DCC) Bylaw will be updated in 2019. This will enable DCCs to be used as a funding source for growth related projects that were not identified when the City’s DCC Bylaw was last adopted.

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 2019 to 2023 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: 2019 to 2023 Draft Financial Plan Sanitary Sewer Fund Operating Budgets
Appendix B: 2019 to 2023 Draft Sanitary Sewer Fund Asset Improvement Projects
Appendix C: Projected Sanitary Sewer Fund Reserves

City of White Rock Draft 2019 - 2023 Financial Plan
Sanitary Sewer Fund Operating Budget

| | 2018 Budget | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenues: | | | | | | |
| User Fees | \$ 3,520,000 | \$ 3,530,400 | \$ 3,706,700 | \$ 3,941,200 | \$ 4,074,200 | \$ 4,154,500 |
| Connection Fees | 200,000 | 204,000 | 206,000 | 208,000 | 210,000 | 212,000 |
| Local Service Area Taxes | 5,206 | 5,206 | 5,206 | 5,206 | 5,206 | 5,206 |
| Other | 6,656 | 58,034 | 58,034 | 58,775 | 59,554 | 60,371 |
| Total Revenues | \$ 3,731,862 | \$ 3,797,640 | \$ 3,975,940 | \$ 4,213,181 | \$ 4,348,960 | \$ 4,432,077 |
| Transfers from Reserves & Funds: | | | | | | |
| Terry Road Local Improvement Reser | 14,948 | 14,948 | 14,948 | 14,948 | 14,948 | 12,448 |
| Transfer from Infrastructure Reserve (for Internal Loans) | 6,958,100 | - | 500,000 | - | 500,000 | - |
| Transfer from General Fund (principal & interest payments on internal loans) | 16,076 | - | - | - | - | - |
| Transfer from Water Fund (principal & interest payments on internal loans) | - | - | - | 70,000 | 59,000 | 118,000 |
| Total Transfers: | \$ 6,989,124 | \$ 14,948 | \$ 514,948 | \$ 84,948 | \$ 573,948 | \$ 130,448 |
| Total Revenues & Transfers from Reserves | \$ 10,720,986 | \$ 3,812,588 | \$ 4,490,888 | \$ 4,298,129 | \$ 4,922,908 | \$ 4,562,525 |
| Expenditures: | | | | | | |
| GVS&DD Levy | 1,543,373 | 1,644,700 | 1,797,700 | 2,027,800 | 2,291,400 | 2,490,800 |
| Operating Expenditures | 349,568 | 359,300 | 366,400 | 373,700 | 381,100 | 388,700 |
| Costs Allocated from General Fund | 405,000 | 389,000 | 405,100 | 413,200 | 421,500 | 429,900 |
| Interest on Debt | 13,363 | 13,363 | 13,363 | 13,363 | 13,363 | 13,363 |
| Total Expenditures | \$ 2,311,304 | \$ 2,406,363 | \$ 2,582,563 | \$ 2,828,063 | \$ 3,107,363 | \$ 3,322,763 |
| Transfers to Reserves & Other Funds: | | | | | | |
| Infrastructure Reserve | 569,134 | 667,105 | 593,499 | 639,499 | 466,199 | 372,899 |
| Transfer to General Fund (for internal loans) | 6,958,100 | - | - | - | - | - |
| Transfer to Water Fund (for internal loans) | - | - | 500,000 | - | 500,000 | - |
| Revenue Allocation to Asset Improvements | 869,000 | 725,000 | 800,000 | 815,000 | 833,000 | 849,700 |
| Principal Payments on Long Term Debt | 13,448 | 14,120 | 14,826 | 15,567 | 16,346 | 17,163 |
| Total Transfers: | \$ 8,409,682 | \$ 1,406,225 | \$ 1,908,325 | \$ 1,470,066 | \$ 1,815,545 | \$ 1,239,762 |

| | | | | | | |
|--|---------------|--------------|--------------|--------------|--------------|--------------|
| Total Expenditures & Transfers to Reserves | \$ 10,720,986 | \$ 3,812,588 | \$ 4,490,888 | \$ 4,298,129 | \$ 4,922,908 | \$ 4,562,525 |
|--|---------------|--------------|--------------|--------------|--------------|--------------|

Note: The 2018 budget included transfers to the General Fund for internal loans that were not required.

City of White Rock DRAFT 2019 - 2023 Financial Plan
Sanitary Sewer Fund Asset Improvement Projects

| Projects with Corresponding Roadworks | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 | Future Years |
|--|-------------------------|------|------------------|------|------------------|---------|------------------|---------|------------------|---------|------------------|-------------------|--------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Projects with Corresponding Roadworks | | | | | | | | | | | | | |
| Marine - Finlay to Slayte | | | 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 | 155,000 | | | | | | | | | | | - | |
| Maple - Pacific to Columbia | 47,000 | | | | | | | | | | | - | |
| Lee - Pacific to Columbia | 52,000 | | | | | | | | | | | - | |
| Johnston - North Bluff to Russell | 258,000 | | | | | | | | | | | - | |
| Johnston - Russell to Thrift | 15,000 | | 9,000 | | 465,000 | | | | | | | 474,000 | ???? |
| Johnston - Thrift to Roper | | | | | | | | | | | | - | |
| Merklin - Thrift to Roper | | | | | | | | | | | | - | |
| Blackwood - Thrift to North Bluff | | | | | | | | | | | | - | |
| Buena Vista - Best to Johnston | | | | | | | | | | | | - | 330,000 |
| Columbia - Parker to Slayte | 440,000 | | 250,000 | | | | | | | | | 250,000 | |
| Blackburn Crescent - Archibald to high | | | | | | 20,000 | | 200,000 | | | | 220,000 | |
| Martin - Buena Vista to Victoria | | | | | | | | | | 800,000 | 1,200,000 | 2,000,000 | |
| Sanitary Sewer Upgrades (pending completion of Strategic Transportation Plan Update) | | | | | | | | | | | | | |
| Other Sanitary Sewer | | | | | | | | | | | | | |
| Development Coordinated Works | 10,000 | | 5,000 | | 5,000 | | | 10,000 | | 10,000 | | 35,000 | |
| Memorial Park Upgrade | 62,000 | | | | | | | | | | | - | |
| Pier Pre-servicing | 87,000 | | | | | | | | | | | - | |
| Waterfront Parking Facility Utility Work | 125,000 | | | | | | | | | | | - | |
| Sanitary Capacity Upgrades | 321,000 | | 350,000 | | 400,000 | | 450,000 | | 450,000 | | 450,000 | 2,100,000 | |
| Sanitary I & I Reduction Program | 443,000 | | 450,000 | | 500,000 | | 500,000 | | 500,000 | | 500,000 | 2,450,000 | |
| Sanitary CCTV Inspections | 117,000 | | 90,000 | | 100,000 | | 100,000 | | 100,000 | | 100,000 | 490,000 | |
| 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 - Slayte to Stevens | | | | | | | | | | | | - | 100,000 |
| Sanitary Sewer Rehab Slayte - 1127 Slayte to Buena vista | | | | | | | | | | | | - | 140,000 |
| Sanitary Pump Station at Bishop | | | | | | | | | | | | - | 1,130,000 |
| Sewer Master Plan Update | 47,000 | | | | | | | | | | | - | |
| DCC Bylaw Review | | | 10,000 | | | | | | | | 10,000 | 30,000 | |
| Capital Contingency | 147,000 | | 100,000 | | 100,000 | | 100,000 | | 100,000 | | 100,000 | 500,000 | |
| Total Asset Improvement Expenditures | 2,401,000 | | 1,255,000 | | 2,099,000 | | 3,206,000 | | 1,960,000 | | 2,370,000 | 10,890,000 | |

Sanitary Sewer Asset Improvement Funding Sources

| | 2018 & Approved Updates | 2019 | | 2020 | | 2021 | | 2022 | | 2023 | | Total 2019-2023 |
|--|-------------------------------|------------------|------------------|------------------|------------------|------------------|----|------|----|------|--|--------------------|
| | | FP | FP | FP | FP | FP | FP | FP | FP | FP | | |
| Sanitary Sewer | | | | | | | | | | | | |
| User & Connection Fees | 869,000 | 725,000 | 800,000 | 815,000 | 833,000 | 849,700 | | | | | | 4,022,700 |
| Sanitary Development Cost Charges | - | 30,000 | 20,000 | 370,500 | 218,000 | 327,000 | | | | | | 965,500 |
| Capital In Progress Reserve | 274,900 | - | 328,000 | 21,000 | - | - | | | | | | 349,000 |
| Infrastructure Reserve | 1,257,100 | 500,000 | 951,000 | 1,999,500 | 909,000 | 1,193,300 | | | | | | 5,552,800 |
| Total Asset Improvement Funding | 2,401,000 | 1,255,000 | 2,099,000 | 3,206,000 | 1,960,000 | 2,370,000 | | | | | | 10,890,000 |

**City of White Rock Draft 2019-2023 Financial Plan
Projected Sanitary Sewer Fund Asset Improvement Reserves**

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------------------|----------------------|----------------------|---------------------|---------------------|------------------|
| Sanitary Development Cost Charges (Deferred Revenue) | 470,287 | 740,685 | 880,781 | 598,800 | 402,927 | 80,716 |
| Sanitary Work In Progress Reserve | 349,000 | 349,000 | 21,000 | - | - | - |
| Sanitary Infrastructure Reserve | 10,790,441 | 10,957,546 | 10,100,045 | 8,740,043 | 7,797,242 | 6,976,841 |
| Total Sanitary Sewer Asset Improvement Reserves | \$ 11,609,728 \$ | 12,047,231 \$ | 11,001,826 \$ | 9,338,843 \$ | 8,200,169 \$ | 7,057,557 |

2019 TO 2023 DRAFT FINANCIAL PLAN

- Details on the Draft were originally provided in Feb 28 Finance & Audit Committee documents & presentation
- The Committee made the following amendments:
 - Added the following expenditures to reflect grants to be issued to the following organizations:

| | |
|---|-----------------|
| Peace Arch Elementary – Playground Equipment | \$10,000 |
| White Rock Elementary – Playground Equipment | \$10,000 |
| Peace Arch Elementary – Visual Arts Class equipment/supplies | \$2,500 |

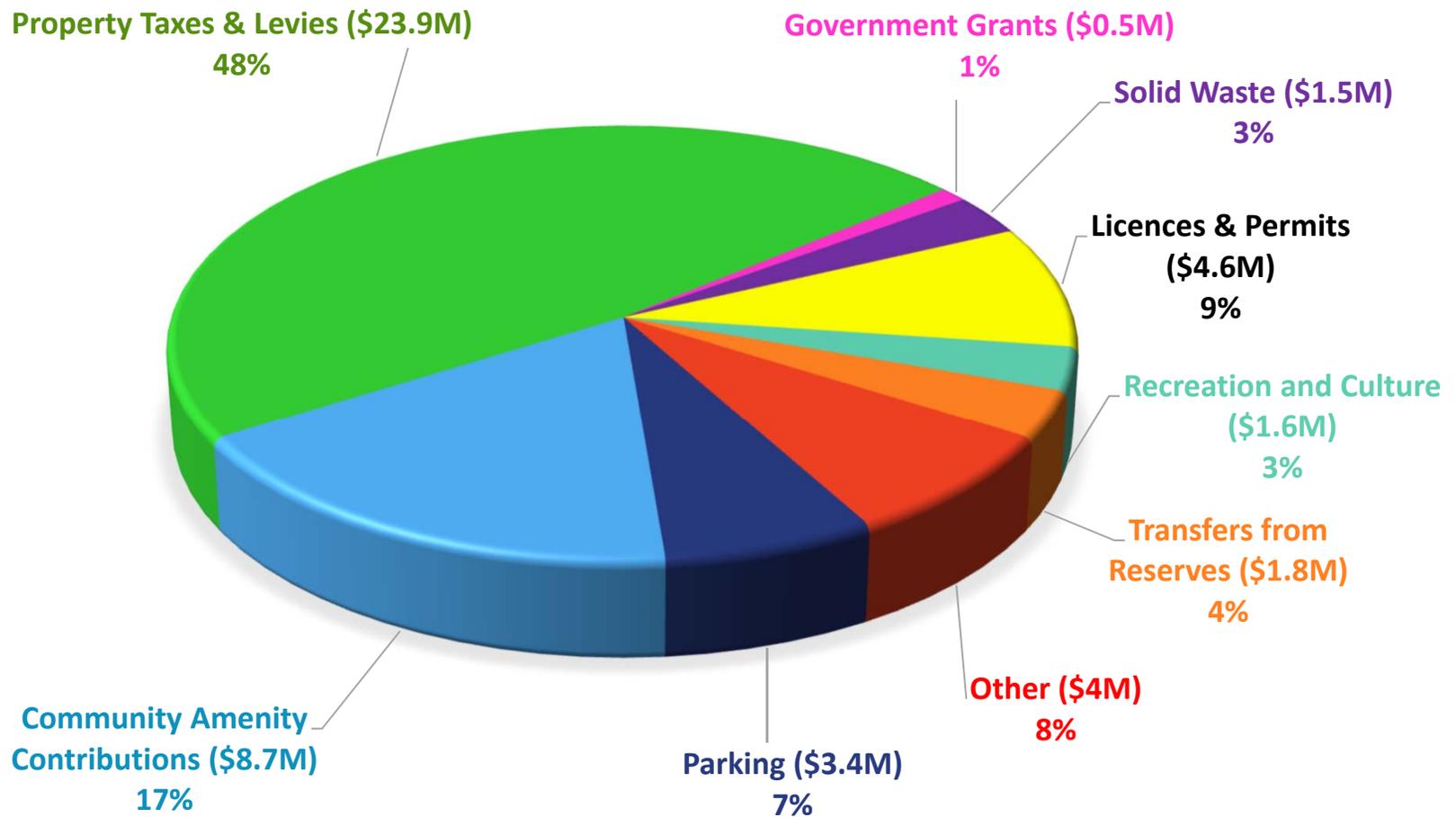
2019 TO 2023 DRAFT FINANCIAL PLAN

- The Committee also resolved that the Overhead Pedestrian Crossing at Coldicutt Ravine, and Extension of the Promenade to Coldicutt Ravine General Fund Asset Improvement Projects be removed
- In order to pay for design costs incurred in 2019 to date, an amount of \$4,000 for each of these projects has been left in the 2019 draft budget
- The following amounts were removed:
 - Overhead Pedestrian Crossing - \$2,362,000
 - Extension of Promenade - \$2,926,000
- This freed up \$1.2M in Parkland DCCs & \$3.4M in CACs, however it is expected that previously approved grant funding of \$700,000 will no longer be available
- As a result, the year-to-date design budgets (total of \$8,000) are funded from the City's infrastructure reserve and DCCs
- City reserve funds will likely have to replace \$41,000 in grants claimed or received last year

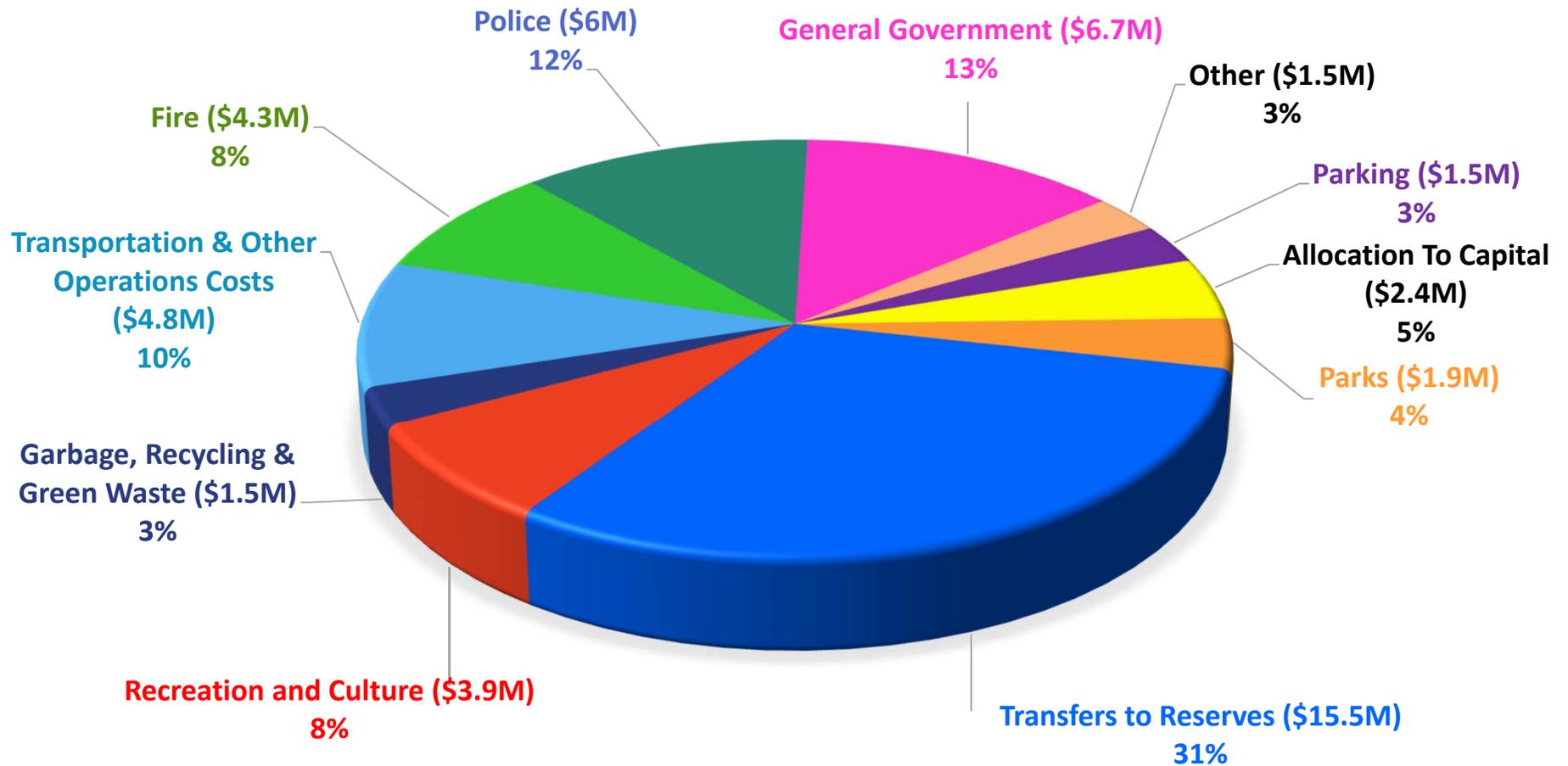
2019 PROPERTY TAXES

- The draft 2019 budget reflects a property tax increase of 3.58%, mainly due to:
 - General wage increases as stipulated in collective agreements
 - Additional cost of Provincial Employer Health Tax
 - Annualized impact of two new police officers and a new RCMP administrative position approved last year
 - Higher level of janitorial services
- Overall property tax increase of 3.58% - equates to \$123 on an average detached single family home & \$38 on an average strata property
- It is also planned that certain one-time costs be funded from one-time funding sources, rather than property taxes

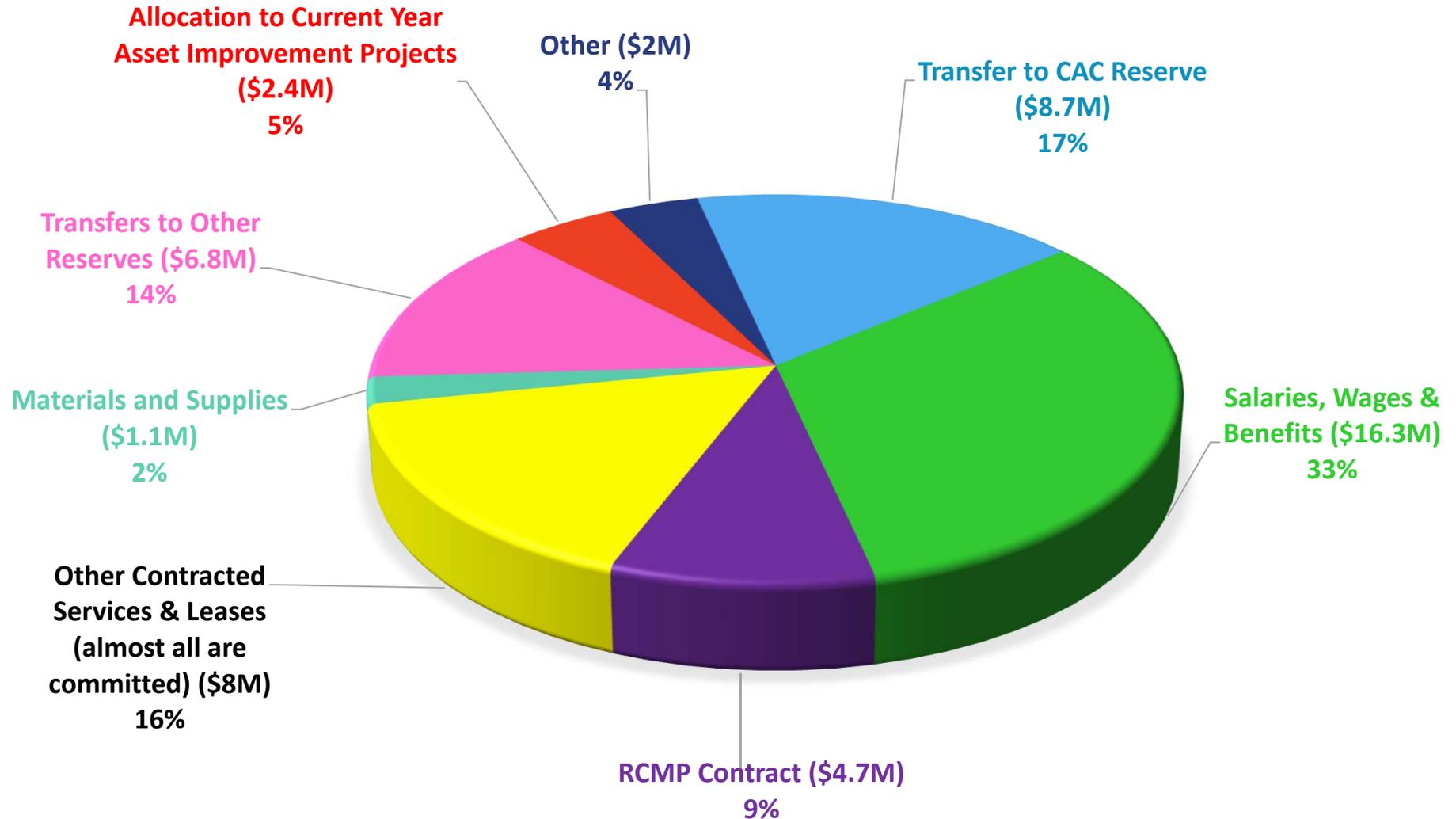
2019 DRAFT GENERAL FUND OPERATING BUDGET - REVENUES



2019 DRAFT GENERAL FUND OPERATING BUDGET – EXPENDITURES BY FUNCTION



2019 GENERAL FUND OPERATING BUDGET - EXPENDITURES BY TYPE



2019 TO 2023 DRAFT FINANCIAL PLAN

- The 2019 draft budget also incorporates:
 - A \$2 reduction in the Solid Waste User Fee; from \$333 to \$331
 - A \$10 increase in the Secondary Suite Service Fee, from \$290 to \$300
 - A 2.5% increase in the FVRL Levy
 - Proposed inflationary increase in misc Fees and Charges
- Waterfront/Parkade parking rates will be reviewed by the Parking Task Force; budgeted parking revenues have been increased to offset new Parkade operating costs and loss of Hospital parking revenue due to reduced hours

GENERAL FUND ASSET IMPROVEMENT PROJECTS

- Major projects include the following:
 - Immediate Repairs to the Pier – final funding sources to be determined pending confirmation on the amount of insurance proceeds to be received
 - 2020/21 Restoration of the Remaining Portions of the Pier – subject to assumptions regarding grant approvals and donations/fundraising proceeds
 - East Beach Shoreline Restoration
 - Marine Drive/Hump Stabilization
 - Updating of Strategic Transportation Plan and Facilities Masterplan
- If actual grants, donations and/or insurance proceeds are less than budgeted, may have to use more CACs

WATER UTILITY

- **Several water main upgrades and one new well planned for 2019 to 2023**
- **No new external borrowing projected**
- **2019 Water Rate increase of 3% approved; impact of \$4 per quarter on an average detached single family home and \$2 per quarter on an average strata property**
- **The following future year water rate increases are projected to pay for operational costs, infrastructure upgrades, and to work towards having a sustainable Water Utility (ie. gradually putting money into reserves for future infrastructure upgrades):**
 - **2020 – 5%**
 - **2021 – 6%**
 - **2022 – 6%**
 - **2023 – 6%**

DRAINAGE UTILITY

- **Largest planned project is relocation of Habgood Pumpstation - \$10.9M (includes amounts spent to date)**
- **Construction is budgeted in 2020**
- **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 City has applied for an Investing in *Canada Infrastructure Program Green Infrastructure Grant* for this purpose. This program provides funding of up to 73.33% of eligible costs**
- **Projected drainage reserves are below recommended levels**

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 2019 drainage fee would increase by:
 - \$23, from \$461 to \$484, for a typical detached single family home &
 - \$7, from \$134 to \$141, for a typical strata unit
- Annual drainage fee increases of 5% are projected for 2020 to 2023

2019 TO 2023 DRAFT FINANCIAL PLAN SANITARY SEWER UTILITY

- The largest operating expense is a levy paid to the Greater Vancouver Sewerage and Drainage District, which is expected to be more than \$1.6M in 2019 and to increase by an average of 11% per year, to \$2.5M by 2023
- A 2019 sanitary sewer user fee reduction of \$6 (2.2%) is proposed
- The 2019 residential rate is proposed to decrease from \$266 to \$260, and the commercial rate \$279 to \$273
- Sanitary Sewer User Fees are proposed to increase by 2% annually from 2020 to 2023



WHITE ROCK
My City by the Sea!