



**WHITE ROCK**  
*City by the Sea*

# CITY OF WHITE ROCK

## 2025 – 2029 FINANCIAL PLAN

June 2025

Candice Gartry, Director, Financial Services

## About This Document

The City's Financial Plan outlines the money we plan to raise and spend over the next five years. It is the plan that aligns council's Strategic Priorities with the services delivered to residents every day.

*Please contact Candice Gartry, CPA, CGA, Director, Financial Services at [cgartry@whiterockcity.ca](mailto:cgartry@whiterockcity.ca) with any questions*





# CONTENTS

|  |           |
|--|-----------|
| <b>MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER</b>   | <b>5</b>  |
| <b>ABOUT WHITE ROCK</b>                                | <b>7</b>  |
| <b>ORGANIZATIONAL PROFILE</b>                          | <b>9</b>  |
| The Municipal council                                  | 9         |
| The Senior Leadership Team                             | 10        |
| The Employee Team                                      | 11        |
| <b>COUNCIL STRATEGIC PLAN PRIORITIES</b>               | <b>13</b> |
| <b>FINANCIAL MANAGEMENT</b>                            | <b>17</b> |
| Financial Planning Framework                           | 17        |
| Basis of Accounting and Budgeting                      | 17        |
| Financial Planning Process                             | 18        |
| Funding Structure                                      | 19        |
| Budget Principles                                      | 21        |
| Budget Factors   | 22        |
| Financial Plan Timelines                               | 23        |
| Financial Plan Amendments                              | 24        |
| Linking Financial Plan to Strategy                     | 24        |
| GFOA Award   | 25        |
| Financial Policies                                     | 26        |
| Finance Related Policies                               | 26        |
| Workforce Planning                                     | 29        |
| Impact of Unfunded Positions                           | 31        |
| <b>CONSOLIDATED FINANCIAL PLAN — EXECUTIVE SUMMARY</b> | <b>32</b> |
| 2025 – 2029 Consolidated Financial Plan – Summary      | 32        |
| Property Taxation and Utility Charges                  | 32        |
| Capital Program (Infrastructure Replacement)           | 34        |
| <b>OPERATING DEPARTMENT SUMMARIES</b>                  | <b>39</b> |
| Council and Office of the CAO                          | 39        |
| Corporate Administration                               | 44        |
| Human Resources  | 49        |
| Financial Services                                     | 56        |
| Fiscal Services  | 62        |
| Information Technology                                 | 66        |
| Police Services  | 72        |
| Fire Rescue  | 76        |
| Planning and Development                               | 82        |
| Recreation and Culture                                 | 97        |

|  |            |
|--|------------|
| Engineering and Operations                       | 116        |
| Solid Waste Utility                              | 129        |
| Drainage Utility                                 | 135        |
| Sanitary Sewer Utility                           | 144        |
| Water Utility                                    | 152        |
| <b>CAPITAL PROGRAM</b>                           | <b>163</b> |
| 2025 – 2029 General Fund Capital Plan            | 166        |
| 2025 – 2029 General Fund Capital Project Details | 168        |
| <b>BACKGROUND</b>                                | <b>187</b> |
| Reserve Funds and Accumulated Surplus            | 187        |
| Debt Management Five-Year Forecast               | 189        |
| Operating Funds Five-Year-Estimate               | 190        |
| Utility Operating Fund Five-Year-Estimates       | 192        |
| Solid Waste Utility Five-Year-Estimates          | 192        |
| Drainage Utility Five-Year-Estimates             | 193        |
| Sanitary Sewer Utility Five-Year-Estimates       | 194        |
| Water Utility Five-Year-Estimates                | 195        |
| <b>STATISTICS</b>                                | <b>196</b> |
| General Statistics                               | 196        |
| Taxation and Assessments                         | 197        |
| Revenues   | 198        |
| Expenses   | 199        |
| Grants In Aid                                    | 200        |
| Permissive Tax Exemptions                        | 201        |
| <b>GLOSSARY</b>                                  | <b>202</b> |
| <b>BUDGET BYLAW</b>                              | <b>205</b> |
| <b>QUICK LINKS</b>                               | <b>207</b> |

## Welcome and Acknowledgements

Thank you for taking the time to read the White Rock 2025 – 2029 Financial Plan. This report was prepared for council by Financial Services and had substantial input from City departments.

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



# A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

***“I’m pleased to present the City’s 2025-2029 Financial Plan, which reflects the dedication of our City employees to advancing White Rock’s long-term vision.”***

This plan prioritizes community needs, enhances service delivery, and supports Council’s strategic focus across six essential domains:

1. Community
2. Housing and Land Use
3. Infrastructure (Built and Natural Environment)
4. Local Economy
5. Organization and Governance
6. Waterfront

Key highlights of the Financial Plan include:

- Advancing the development of a new community hub, which will be a vibrant space for all White Rock residents. The hub is envisioned to include a new city hall and council chambers, as well as a modern library, daycare, commercial outlets, public amenities, and green spaces.
- Responding to new provincial mandates that require White Rock to create more housing, while also creating and launching a new affordable housing project for the city.
- Streamlining the building and permit process to improve efficiency and service delivery for residents and businesses.

These initiatives are vital to sustaining White Rock’s growth and livability, but they also come at a cost. To maintain our high standard of services and deliver on these ambitious projects, a 4.94% property tax increase has been approved for 2025.



***“To maintain our high standard of services and deliver on these ambitious projects, a 4.94% property tax increase has been approved for 2025.”***

This increase is driven by several factors, including rising operational costs, inflationary pressures, and the need to meet new provincial requirements, while safeguarding our city's financial stability. The additional revenue will:

- Support service enhancements in critical areas like Planning and Development, Finance, and Human Resources.
- Contribute to capital reserves, ensuring White Rock's long-term fiscal health.
- Address inflationary cost adjustments across all departments.

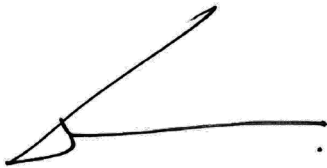
As a smaller municipality within Metro Vancouver, White Rock faces unique financial challenges. Delivering high-quality services comparable to larger cities requires us to strike a careful balance between maintaining fiscal responsibility and meeting community expectations.

Furthermore, external factors such as new provincial legislation, increasing climate change impacts, and market inflation are reshaping the financial landscape for municipalities across British Columbia. In response, this Financial Plan adopts a balanced approach, leveraging tax revenues, reserves, and development fees to fund vital projects and services.

While the 4.94% tax increase reflects the realities of today's economic environment, every decision we make prioritizes the long-term well-being of our residents and the sustainability of our community.

Together, through strategic investments and careful planning, we will ensure White Rock continues to thrive as a vibrant, welcoming city.

***“Delivering high-quality services...  
... requires us to strike a careful balance between maintaining fiscal responsibility and meeting community expectations.”***



**Guillermo Ferrero**

Chief Administrative Officer



## ABOUT WHITE ROCK

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

Since its establishment in 1957, White Rock has welcomed residents and visitors alike – thanks to the moderate temperatures, stunning vistas, and great amenities. The City has a proud history and a vibrant future. White Rock's waterfront, Five Corners area, and Uptown all offer a variety of restaurants, retail stores, and services. The City features attractive housing, parks, community services, facilities, pathways, and extensive trails.

The iconic White Rock Pier crowns the City's waterfront and is Canada's longest wooden pier at 470 metres. In addition, the waterfront is home to a railway used by BNSF (Burlington Northern Santa Fe) Railway, as well as a historic train station that houses the White Rock Museum and Archives. Residents and visitors enjoy the walkable, 2.19-kilometre-long promenade and visiting the legendary white rock, known to the Semiahmoo First Nation as P'Quals.

Attracting a diverse demographic spanning from young families to retirees, White Rock offers the friendliness of a small town with the amenities of a modern urban centre.



**13%**increase in Instagram  
page visits**750**

fire inspections

**5.12** SQ KM  
city area**2,486**business licences  
issued**2.19** KM

promenade length

**88%**increase in number of  
facebook page visits**10,638**registrations into  
recreation classes  
and programs**\$23,250**total Civic Grants-in-Aid  
awarded by the City  
in 2023**9.03%**residents between  
0-14 years old**53.66%**residents between  
15-64 years old**37.31%**residents over  
64 years old**19,952** (2016)**21,939** (2021)2021 population  
compared to 2016



## ORGANIZATIONAL PROFILE

### THE MUNICIPAL COUNCIL

Local government in the City of White Rock is provided by a mayor and council. Currently, the council comprises a mayor and six councillors, all elected for a four-year term. The current elected council was sworn in on November 7, 2022:

**Mayor Megan Knight**

**Councillor  
David Chesney**

**Councillor  
Ernie Klassen**

**Councillor  
Bill Lawrence**

**Councillor  
Michele Partridge**

**Councillor  
Christopher Trevelyan**

**Councillor  
Elaine Cheung**

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

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



## THE SENIOR LEADERSHIP TEAM

The Senior Leadership Team at the City of White Rock plays a pivotal role in maintaining operational efficiency and community effectiveness. Comprised of experienced professionals from various departments, this team collaborates to deliver essential services, manage resources prudently, and implement policies aligned with the council's Strategic Priorities and long-term vision. Their leadership fosters a culture of transparency, accountability, and innovation, crucial for meeting the diverse needs of residents and businesses. By guiding the City through complex challenges and opportunities, the Senior Leadership Team contributes significantly to building a thriving, sustainable community.

**Back row, left to right:** Ed Wolfe, Fire (and Rescue) Chief, Candice Gартry, Director, Financial Services, Guillermo Ferrero, Chief Administrative Officer, Kari Laing, Director, Human Resources, Jim Gordon, Director, Engineering and Municipal Operations, Staff Sergeant Rob Dixon.

**Front row, left to right:** Tracey Arthur, Director, Corporate Administration, John Woolgar, Director, Recreation and Culture, Chris Zota, Chief Information Officer, Anne Berry, Director, Planning and Development Services



## THE EMPLOYEE TEAM

The Chief Administrative Officer leads a team of dedicated employees responsible for providing recommendations and policy advice to council and coordinating the day-to-day operations of the municipality.



The workforce is comprised of Exempt staff (Management), CUPE staff, and IAFF Fire staff, supplemented by paid on-call volunteer Firefighters, temporary support staff, and a variety of program contractors.

The staff complement is gradually increasing in line with changes in the operating environment, added responsibilities and services, and public expectations.

The Workforce Summary is a listing of the average full time equivalent (FTE) Workforce.

| <b>Workforce Summary</b>                 |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|
|  | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> |
| <b>Council and Administration</b>        |             |             |             |             |             |
| Council and Office of CAO                | 2           | 2           | 2           | 2           | 2           |
| Corporate Administration                 | 5           | 5           | 5           | 5           | 6           |
| Communications and Government Relations  | 3           | 3           | 3           | 3           | 3           |
| <b>Financial Services</b>                | 14          | 14          | 14          | 15          | 15          |
| <b>Human Resources</b>                   | 5           | 5           | 5           | 6           | 6           |
| <b>Information Technology</b>            | 7           | 7           | 7           | 7           | 7           |
| <b>Planning and Development</b>          |             |             |             |             |             |
| Planning                                 | 6           | 5           | 5           | 5           | 5           |
| Economic Development                     | -           | -           | -           | -           | -           |
| Building                                 | 8           | 9           | 11          | 12          | 12          |
| Parking                                  | 7           | 7           | 7           | 7           | 7           |
| Bylaw Enforcement and Animal Control     | 3           | 3           | 3           | 3           | 3           |
| <b>Protective Services</b>               |             |             |             |             |             |
| Fire Rescue and Emergency Program*       | 27          | 28          | 28          | 28          | 28          |
| RCMP, Victims Services**                 | 12          | 12          | 11          | 11          | 11          |
| <b>Recreation and Culture</b>            |             |             |             |             |             |
| Recreation                               | 19          | 21          | 21          | 21          | 21          |
| <b>Engineering and Operations</b>        |             |             |             |             |             |
| Operations                               | 11          | 13          | 13          | 13          | 13          |
| Road, Sanitary Sewer, Drain, Solid Waste | 16          | 16          | 16          | 16          | 16          |
| Parks                                    | 16          | 16          | 16          | 16          | 16          |
| Facilities                               | 3           | 3           | 3           | 3           | 3           |
| Garage and Fleet                         | 2           | 2           | 2           | 2           | 2           |
| <b>Water</b>                             | 10          | 9           | 9           | 9           | 9           |
|  | <b>176</b>  | <b>180</b>  | <b>181</b>  | <b>184</b>  | <b>185</b>  |

\* Does not include Paid on-Call Firefighters

\*\* Does not include RCMP Officers

It is important to note the actual number of staff working on any one day varies over the year as the City employs seasonal and casual employees. The table above lists the number of Full-Time Equivalent positions, or FTEs, which differs from the number of staff, or people, the City employs. The primary reason for this difference is not all staff employed by the City work full-time, so the Staff head count is higher than the FTE count.

# COUNCIL STRATEGIC PRIORITIES

At the beginning of each four-year term in office, White Rock City council establishes its strategic priorities to identify the most important work they wish to accomplish. These priorities reflect initiatives that council deems most critical to effectively steward the City toward its 30-year vision described in the Official Community Plan:




*A beautiful, distinctive, and engaged community of people from all walks of life who choose to live, work, and play in White Rock. Our residents and visitors experience an extraordinary quality of life due to White Rock's temperate climate, safe and healthy neighbourhoods, thriving urban Town Centre, accessible ocean waterfront and historic pier, rich cultural and natural heritage, and diverse open space and recreational amenities. Our progress and commitment to sustainability builds community identity and pride, while ensuring White Rock meets the needs of current and future generations. (Official Community Plan, 2018)*

Identifying strategic priorities is important for financial planning. It guides council's decisions of where to direct limited funding. These priorities are consistently tracked, reported on, and re-evaluated throughout council's four-year term to measure performance and respond to changing circumstances.

Council's 2023–2026 strategic priorities have been grouped into six focus areas: Community, Housing and Land Use, Infrastructure (Built and Natural Environment), Local Economy, Organization and Governance, and Waterfront.

## COUNCIL'S STRATEGIC PRIORITIES

2023-2026

|   |   |   |  |  |   |
|---|---|---|--|--|---|
|  <p>We foster a livable city with connected residents enjoying distinctive places and activities</p> |  <p>We advocate for diversity in housing and practice balanced land-use planning</p> |  <p>We plan, build, and maintain infrastructure to enhance quality of life and civic service delivery while mitigating and adapting to environmental impacts</p> |  <p>We facilitate diversified economic growth and leverage partnerships</p> |  <p>We commit to continuous process improvement, efficient service delivery, and fostering positive relationships with Semiahmoo First Nation and other stakeholders</p> |  <p>We support a prosperous and vibrant waterfront</p> |
| COMMUNITY   | HOUSING & LAND USE  | INFRASTRUCTURE<br>(Built & Natural Environment)   | LOCAL ECONOMY  | ORGANIZATION & GOVERNANCE  | WATERFRONT  |



## COUNCIL STRATEGIC PRIORITIES 2023 - 2026

**Priority Area – Community: We foster a liveable city with connected residents enjoying distinctive places and activities.**

**Objective 1: Encourage positive community gathering by designing and implementing inviting public spaces and beautification projects.**

- Actions:**
- a. Develop and implement a Beautification and Placemaking Action Plan to optimize beauty and encourage community participation (e.g., murals, markets, mosaics in sidewalks, walkways, community gardens, and art).
  - b. Research and recommend an appropriate model for creating a community foundation to support community development.
  - c. Conduct a needs assessment of Hogg Park to determine how to maximize its use.
  - d. Complete Helen Fathers Centre Street Walkway enhancement project.
  - e. Conduct the needs assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.
  - f. Conduct a needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population in partnership with the Kent Street Seniors Society.

**Objective 2: Plan for adverse weather impacts to protect community safety.**

- Actions:**
- a. Assess future location, annually seek to secure grant funding to operate the Warming Centre each winter from November – March.
  - b. Annually update and implement Emergency Extreme Heat Event Plan during summer season, including operation of cooling centres.

**Objective 3: Expand walking, cycling and transit opportunities.**

- Actions:**
- a. Build upon the Integrated Transportation and Infrastructure Master Plan (ITIMP) by incorporating sidewalk and cycle projects in the Financial Plan and then constructing them.
  - b. Continue program of bus stop improvements.
  - c. Construct a new rainbow cross walk at Peace Arch Elementary School and explore cost sharing with the School District.
  - d. Research grants for walking, cycling projects.

**Objective 4: Develop new Community Hub.**

- Actions:**
- a. Complete Facilities Master Plan.
  - b. Conduct community facility needs assessment.

**Objective 5: Formalize a City volunteer program.**

- Actions:**
- a. Optimize the City's digital volunteer management platform (Better Impact) to leverage the use of community volunteers where appropriate across the City, e.g. community policing, special events, adopt-a-street clean-up.
  - b. Conduct a volunteer recruitment campaign during National Volunteer Week in April.

**Priority Area – Housing and Land Use: We advocate for diversity in housing and practice balanced land-use planning.**

**Objective 1: Increase at-and-below-market rental housing inventory.**

- Actions:**
- a. Deliver a plan, identifying location, funding, and partners, to build an affordable housing project.
  - b. Develop an affordable housing strategy to support the creation of appropriate affordable housing options through future development.

**Objective 2: Enable appropriate market housing builds to address inventory shortages and build tax revenue.**

- Actions:**
- a. Encourage missing “middle-housing” (e.g., duplexes, triplexes, small townhouses, and coach houses) through infill development in established neighbourhoods to provide more housing options for families.
  - b. Assess long-term land use and density in Uptown (town centre) along North Bluff Road, from Oxford Street to Finlay Street, in consultation with the City of Surrey's approved Semiahmoo Plan.

**Priority Area – Infrastructure (Built and Natural Environment):** We plan, build, and maintain infrastructure to enhance quality of life and civic service delivery, while mitigating and adapting to environmental impacts.

**Objective 1: Ensure future infrastructure resiliency by making decisions through a long-term lens.**

- Actions:**
- a. Develop a project plan to build a new Community Hub.
  - b. Create an integrated long-term infrastructure plan.
  - c. Conduct the Needs Assessment to address arts and cultural infrastructure and activate the Cultural Strategic Plan objectives.
  - d. Conduct the needs assessment to redesign Kent Street Activity Centre to benefit a growing 50+ population.

**Objective 2: Adapt infrastructure to address climate change factors.**

- Actions:**
- a. Address drainage issues on Marine Drive between Elm and Oxford.
  - b. Reconstruct the remainder of the pier.
  - c. Harden West Beach to sea level rise.

**Objective 3: Maintain updated infrastructure master plans.**

- Actions:**
- a. Maintain Water Master Plan.
  - b. Prepare new Development Cost Charges Bylaw.

**Objective 4: Construct key infrastructure projects.**

- Actions:**
- c. Maintain sidewalk, roads, and sewer lines according to the infrastructure five-year asset plan.
  - d. Complete annual \$500K pavement management program and add repaving projects status updates to the City website.

**Objective 5: Effectively consult with Semiahmoo First Nation to address infrastructure priorities related to SFN land.**

- Actions:**
- a. Work with Semiahmoo First Nation to mitigate effects of sea level rise and flooding of lowlands.
  - b. Survey and document buried infrastructure on Semiahmoo First Nation land.
  - c. Mitigate water quality issues from upland drainage.

**Priority Area – Local Economy:** We facilitate diversified economic growth and leverage partnerships.

**Objective 1: Foster a business-friendly environment to attract and retain businesses, including review of bylaws to improve businesses processes.**

- Actions:**
- a. Endorse and implement an Economic Development Strategy.
  - b. Identify and engage business community stakeholders, including the White Rock Business Improvement Association (BIA) and South Surrey White Rock Chamber of Commerce (SSWRCC), by sector, for regular dialogue with the City to identify opportunities and challenges.
  - c. Expand the definition of permitted use for home-based businesses.
  - d. Identify opportunities for patio expansion on to City space and determine feasibility of allowing all-season patios.
  - e. Review and implement a City-wide parking strategy.
  - f. Review the Sign Bylaw.

**Objective 2: Increase patronship of our commercial districts.**

- Actions:**
- a. Review the Noise Bylaw.

**Priority Area – Organization and Governance: We commit to continuous process improvement, efficient service delivery, and fostering positive relationships with Semiahmoo First Nation and other key stakeholders.**

**Objective 1: Increase revenue from City programs, assets, and services.**

- Actions:**
- a. Review parking at waterfront and Uptown (town centre).
  - b. Review sign permit and business licence rates.
  - c. Review Sidewalk Use Agreement rates and consider opportunities for program expansion.
  - d. Complete a Recreation Services Strategy to increase participation and revenue.
  - e. Consider strategy and review bylaw rules for Short-term Rentals.
  - f. Hire a grant writer.
  - g. Hire a purchasing officer.

**Objective 2: Improve permit process to reduce wait times.**

- Actions:**
- a. Add up to four full-time building permit staff over four years.
  - b. Complete eApply implementation for application submissions.
  - c. Review the Planning Procedure Bylaw for opportunities to streamline the planning approval process.

**Objective 3: Realize service delivery efficiencies via digital transformation and aligning existing processes with best practices.**

- Actions:**
- a. Identify and replace financial system with an enterprise-grade solution (a system that is integrated across departments), to encompass HR functionality.
  - b. Adopt a formal digital transformation strategy and culture, with an emphasis on digitizing at least 50% of our legacy forms and templates.
  - c. Implement an organization-wide electronic records management system and practices.
  - d. Implement quarterly financial reporting.
  - e. Complete website refresh (look and feel and menu/navigation re-architecture).
  - f. Delivery of electronic fire inspection reports.
  - g. Complete and implement a new Notice Enforcement Bylaw and Adjudication process.

**Objective 4: Sustain and nurture the established partnership between the City of White Rock and Semiahmoo First Nation.**

- Actions:**
- a. Deliver annual Sea Festival and support Semiahmoo Days in partnership with Semiahmoo First Nation.
  - b. Provide logistical event support for National Day for Truth and Reconciliation.
  - c. Ratify and implement Communication Protocol Memorandum of Understanding.
  - d. Consult with Semiahmoo First Nation on all infrastructure and climate change-related infrastructure projects affecting their land and the waterfront.

**Priority Area – Waterfront: We support a prosperous and vibrant waterfront.**

**Objective 1: Revitalize waterfront public spaces to be more inviting.**

- Actions:**
- a. Develop Marine Drive specific projects in Beautification and Placemaking Action Plan.
  - b. Add public Wi-Fi access points along East Beach.
  - c. Develop and implement strategy to modernize and revitalize Marine Drive storefronts.
  - d. Explore options for alternative uses of west beach parkade 4th floor.
  - e. Assess long-term land use and density from 14871 Marine Drive (Elm Street) to 15081 Marine Drive (east end of West Beach) to accommodate four-storey buildings.
  - f. Identify and implement on-the-water activities along the waterfront.
  - g. Work with other levels of government to explore grant opportunities.

**Objective 2: Secure funding for pier upgrades.**

- Actions:**
- a. Apply for provincial and federal government grants.



# FINANCIAL MANAGEMENT

## FINANCIAL PLANNING FRAMEWORK

The City of White Rock is taking important steps toward managing the long-term sustainability of the community's assets and services, as financial stability is fundamental to the health of the community.

Implementing a financial planning framework is a key factor in managing overall risk, meeting the challenges of infrastructure investment, and providing effective service levels for assets and operations.

### Community Vision and Priorities: (Our vision)

- [Official Community Plan](#)
- [Council Strategic Priorities](#) (Plan)
- Master Plans (Water, Sanitary Sewer, Drainage, Facilities, Parks, Transportation, Recreation and Culture, and Fire Rescue)

### Strategies for Financial Strength and Stability (How we get there)

- Recognized value for services provided
- Predictable infrastructure investment
- Responsible debt management
- Comparative property taxes
- Improved reserves and surplus

### Financial Policies and Performance (How we measure what we do)

- Capacity assessment, workforce planning, service standards, and service performance

### Financial Planning (How we plan ahead)

- Five-Year Financial Plan
- Long-Term Financial Plan (Future)
- Asset Management Plan (Future)

## BASIS OF ACCOUNTING AND BUDGETING

The consolidated financial statements of the City are prepared to conform with Canadian Public Sector Accounting Standards, using the accrual method of accounting in which revenues are recognized in the year in which they are earned and measurable, and expenses recognized as they are incurred and measurable. In contrast, this Financial Plan has been prepared in accordance with the requirements outlined in the [Community Charter](#) using a modified accrual method in which revenues are recognized at the time they are earned, and expenses are recognized at the time they are planned. This Financial Plan is organized by type of operation (e.g., general fund, utility fund), with each operation considered a separate budgeting and accounting activity.

Revenue estimates in the Financial Plan are developed using historical trends, known external factors, and departmental input. Property tax revenues are based on assessed values provided by BC Assessment, with estimates for non-market change (new construction) aligned with recent development activity. User fees and charges are forecast based on past revenue patterns, anticipated changes in service levels, and Council-approved fee schedules. Some revenue sources, such as development-related income and government grants, are inherently difficult to predict due to their dependence on market conditions, project timing, and funding eligibility criteria. These uncertainties often result in year-over-year fluctuations between budgeted and actual results.

To meet the legislative requirement for a balanced budget and to satisfy the conditions of most grant programs, the City includes the full cost of capital projects and the corresponding anticipated grant funding in the Financial Plan, even if the grant has not yet been formally awarded. This ensures both fiscal accountability and readiness to proceed should funding be secured.

Funds are budgeted and reported along departmental lines, with accountability and authority for budget approval and financial plan amendments resting with council. Council delegates the authority for actual disbursement and implementation of the Five-Year Financial Plan to the Chief Administration Officer and Directors.

All financial and operational policies related to accounting practices are adhered to in the development of the Five-Year Financial Plan.

## FINANCIAL PLANNING PROCESS

The City of White Rock's Financial Plan development process begins with strategic planning and includes public consultation, briefings for council, and comprehensive discussion sessions culminating in a proposed Five-Year Financial Plan for council approval. The process also includes some key Financial Plan assumptions. Using this as a framework, work plans are developed for each department, with resource needs identified. The base Financial Plan is developed to maintain existing service levels in accordance with policies, staff present recommended service level changes, where appropriate, to council for their consideration through a budget increase request process which includes any costs in excess of what is permitted as part of base budget assumptions.

Major capital expenditures are identified on a five-year cycle, with annual reviews and updates. The Five-Year Capital Plan reflects projects consistent with council strategic priorities and long-range plans.

The City of White Rock emphasizes a City-wide perspective in developing the 2025 – 2029 Capital Plan. This provides a balanced review of submissions to ensure they are consistent with the City's objectives outlined in [council's Strategic Priorities](#), the [Citywide Official Community Plan \(OCP\)](#) and other approved master plans and strategies. Within this context, teams consisting of staff from one or more departments work with Financial Services to submit a prioritized list of capital projects within the available funding, and estimated funding for future years. Financial Services coordinates the submissions, and a summarized project list is then presented to the Senior Leadership Team, which evaluates and prioritizes the capital projects for the Financial Plan. This prioritization is based on selected criteria with an emphasis on the City's direction and fit with council priorities.

The finalized Financial Plan is presented to council for review and approval.

The Financial Plan has been prepared with public consultation completed in accordance with the provisions of the [Community Charter](#). Budget consultation for this Financial Plan included a budget survey advertised via the City's website and social media platforms, as well as advertisements in the local newspaper, [The Peace Arch News](#). Additionally, once the first draft of the Financial Plan was completed, it was posted on the City's website and was made available for public comment on its [Talk White Rock](#) platform. Further, the public had the opportunity to present their comments in person at the Regular Council Meeting held on February 10, 2025, prior to Council's adoption of the Financial Plan.

This Financial Plan takes into account the public feedback and is a balance between maintaining existing services and making investments for the future, to ensure the City is able to respond to pressures and opportunities.

## FUNDING STRUCTURE

The City uses specific funds to budget and account for its operations. Each fund is treated as a separate entity and is accounted for on an accrual basis, with revenue sources recognized when earned. The revenue in each fund may be spent only for the purpose specified in the fund, with unearned revenue in the current period reported on the Statement of Financial Position as deferred revenue.

Each fund belongs to one of the following two categories:

1. **Operating** funds are used for day-to-day operations.
2. **Capital** funds pay for physical assets with a life of more than one year.

Use of funds is specified as follows:

- **General Operating Fund:** Is the primary fund for most municipal services and departments with the exception of solid waste, drainage, water, and sanitary sewer operations. The General Operating Fund has a number of revenue sources, the largest of which is property taxation. Through this fund a number of City service are provided to the community through the following departments:
  - Council and the Office of the CAO
  - Corporate Administration
  - Human Resources
  - Financial Services
  - Fiscal Services
  - Information Technology
  - Planning and Development Services
  - Recreation and Culture
  - Engineering and Operations
  - Fire Rescue
  - Police Services
- **Solid Waste Operating Fund:** Provides for all revenues and expenses related to the operation of the self-funded municipal solid waste collection system. Revenues are collected through billing based on fixed annual rates per household.
- **Drainage Operating Fund:** Provides for all revenues and expenses related to the operation of the self-funded municipal drainage system. Revenues are collected through annual billing per household.
- **Water Operating Fund:** Provides for all revenues and expenses related to the operation of the self-funded municipal water system. Revenues are collected through water billing based on volume of water consumed as well as a fixed fee.
- **Sanitary Sewer Operating Fund:** Community sewage collection system revenues and expenses are accounted for separately in this fund. This fund is self-funded. Revenues are collected through billing based on fixed annual rates per household.
- **General Capital Fund:** Used to account for all capital expenditures of the municipality, other than for utilities.
- **Solid Waste, Drainage, Water, and Sanitary Sewer Capital Funds:** Used to account for all utility capital (asset improvement) expenditures of the municipality.

| Department                    |   |    |   |   |    |    |     |    |    |     | Fund                       |
|-------------------------------|---|----|---|---|----|----|-----|----|----|-----|----------------------------|
|                               | G | SW | D | W | SS | GC | SWC | DC | WC | SSC | Fund                       |
| General Government Operations | X |    |   |   |    | X  |     |    |    |     | G General                  |
| Police                        | X |    |   |   |    | X  |     |    |    |     | SW Solid Waste             |
| Fire                          | X |    |   |   |    | X  |     |    |    |     | D Drainage                 |
| Engineering and Operations    | X |    |   |   |    | X  |     |    |    |     | W Water                    |
| Recreation and Culture        | X |    |   |   |    | X  |     |    |    |     | SS Sanitary Sewer          |
| Fiscal Services               | X |    |   |   |    |    |     |    |    |     | GC General Capital         |
| Solid Waste                   |   | X  |   |   |    |    | X   |    |    |     | SWC Solid Waste Capital    |
| Drainage                      |   |    | X |   |    |    |     | X  |    |     | DC Drainage Capital        |
| Water                         |   |    |   | X |    |    |     |    | X  |     | WC Water Capital           |
| Sanitary Sewer                |   |    |   |   | X  |    |     |    |    | X   | SSC Sanitary Sewer Capital |





## BUDGET PRINCIPLES

The Financial Plan is prepared annually with the following principles in mind:

1. **Fiscally responsible, balanced, and focused on the long-term.** The Financial Plan is built with a long-term view in mind, ensuring that priorities are pursued in a financially sustainable and resilient manner, taking into consideration external economic conditions.
2. **Affordability and cost effectiveness.** By ensuring value for money through productivity and innovation, the City aims to keep property taxes and fees affordable.
3. **Use of Surplus and Reserves.** Working Capital (accumulated surplus), as well as operating and capital reserves, are used to smooth out volatility in operations and to provide funding for future projects and infrastructure replacement. Refer to: [Accumulated Surplus Fund Policy 307](#).
4. **Keep debt at a manageable level.** The municipality takes a careful and strategic approach to the use of debt. The purchase of the water system was financed with debt. Large infrastructure that will require replacement in the coming years may require financing. Some debt servicing is anticipated as part of the future long-term financial plan process.
5. **Keep property tax and user fees affordable.** Property taxes, utility charges, and user fees are reviewed each year with affordability in mind. Comparisons with other local governments are made to provide context, while understanding unique local circumstances specific to the City of White Rock.
6. **Balanced taxation principle.** The municipality maintains tax stability by setting tax rates that reflect the proportionate relationship of property classes, while considering new construction values, changes in property classes, and significant assessment changes. This gives taxpayers a sense of confidence that their property tax bill will increase proportionately to the increase in tax revenue required, considering assessment increases of their property to the assessment class average.
7. **Maintain assets in an appropriate state of repair.** Maintaining core infrastructure and amenities in an appropriate state of repair is critical to the long-term financial health and resilience of the community. This helps to minimize the deferral of asset management obligations, and infrastructure deficits do not accumulate to unacceptable levels. This will become more important as assets age and the City develops an 'Asset Management Plan' and Long-Term Financial Plan.
8. **Optimize capital investments.** Before adding new facilities, the municipality will consider re-purposing and right-sizing existing facilities to continue to advance the principles of co-location and functional integration to enhance operational efficiency and customer service. All new facilities will be designed with flexible, adaptable, and expandable spaces to accommodate changing demographics and future growth.



## BUDGET FACTORS

Although the world is now generally thought to be in the post Covid-19 stage, the outcomes of the pandemic continue to impact the global economy. While most areas have seen a return to pre-Covid-19 levels, some, such as recreation and culture, have been slower to recover. The financial environment continues to be impacted by high inflation rates as well as significantly increased construction costs. Additionally, new legislation being imposed by the Provincial government around housing and land use has further complicated the financial and economic environments. Managing the City's financial resources during this time continues to be of the utmost importance. This Financial Plan was designed to be adaptable and adjustable as the City faces these uncertainties, and other budget factors, including those discussed below,

Over the years, the primary revenue sources available to municipalities to fund the delivery of services have largely not changed. Local governments continue to rely almost exclusively on property taxes, which are not directly connected with other taxes such as sales and income. As government grants decline or are targeted to specific initiatives, property taxes and user fees become the principal funding sources for maintaining services in an environment where costs continue to rise.

The City will continue to focus on service improvements, prudent fiscal management and a long-term plan to reach sustainable infrastructure replacement funding levels.

Preparation of the 2025 – 2029 Financial Plan has considered the following factors:

1. **Inflation: Exceptionally high inflation is being felt across the country, North America, and beyond.** The inflationary pressures faced by local government are much different than the Consumer Price Index that reviews a “basket of goods” for a household including:
  - Food and shelter
  - Household operations and furnishings
  - Clothing and footwear
  - Transportation
  - Health and personal care
  - Recreation and education
  - Alcohol and tobacco products

Inflation is forecast to continue to be higher than average in 2025 and may remain so in the near term given supply chain challenges coupled with current levels of economic uncertainty.
2. **Wage and Benefit Costs:** The City expects to renegotiate collective agreements with CUPE and IAFF employees in 2025. The RCMP negotiated its last collective agreement in August 2024, which continues to have a substantial impact on local policing costs.
3. **Utility and Fuel Costs:** Utility and fuel costs to the City are expected to continue to rise. These costs are largely outside of the control of the City.
4. **External Partners:** The City's Solid Waste and Sanitary Sewer Utility Financial Plans, and the resulting user fees, are highly dependent on the rates Metro Vancouver charges to the municipalities. These fees are expected to continue to increase significantly over the coming years due to Metro Vancouver's planned projects to meet service requirements, growth demands, and needed upgrades.

5. **Staffing Capacity and Service:** In a small organization, workforce planning (organizational capacity review) is especially important to ensure the organization is using its human resource capacity to effectively provide services expected by the community.

This is a continuous internal process used to ensure a high level of productivity is achieved while also maintaining an appropriate level of work-life balance by the workforce. In the near-term, corporate administration and planning and development services are areas where capacity is needed.

6. **User Fees and Utility Charges:** User fees and charges form a significant portion of planned revenue. Many specific municipal services, such as recreation, solid waste, drainage, water, sanitary sewer, and development services (building permits, development applications) can be measured and charged for on a user-pay basis. This approach attempts to fairly apportion the value of municipal service to those who make use of it. User fees accounted for 23.3% of revenues in the 2025 municipal Financial Plan. A regular fee review in the fall of each year helps keep fees current and informs the Financial Planning process cycle.
7. **Sustainable Asset Improvement Investment:** The municipality faces growing infrastructure renewal requirements and facilities repair and maintenance challenges. Development of an 'Asset Management Plan' will, in the future, provide a gradual approach to resolving these challenges and achieving sustainable infrastructure replacement funding levels. There is an opportunity to apply fiscal discipline and gradually increase capital reinvestment spending over a reasonable period to reach sustainable levels.
8. **Debt Servicing:** Current debt servicing levels are modest. Interest rates started to decrease in 2024 and further rate reductions are expected. The strategic use of moderate levels of debt can assist in maintaining generational equity and moving larger projects forward that otherwise could not be afforded on a cash basis.

## FINANCIAL PLAN TIMELINES

The City follows a systematic process to consider, consult, and approve the Financial Plan (budget) following this general timeline:

|                       |  |
|-----------------------|--|
| June                  | Establish principles for financial sustainability and targets for financial health. Council provides broad budget direction.                 |
| July/August           | Departments, along with Financial Services, prepare preliminary budget information.<br>Budget Survey open for public responses and comments. |
| September to November | Development of draft budget.   |
| November to January   | Financial Plan document prepared.  |
| December              | Initial operating budget options presented to council.<br>Water Utility budget presented, and rates are approved.                            |
| January               | First draft of budget presented to council.<br>Public engagement and comment period.   |
| February/March        | Readings and adoption of budget and Financial Plan.  |

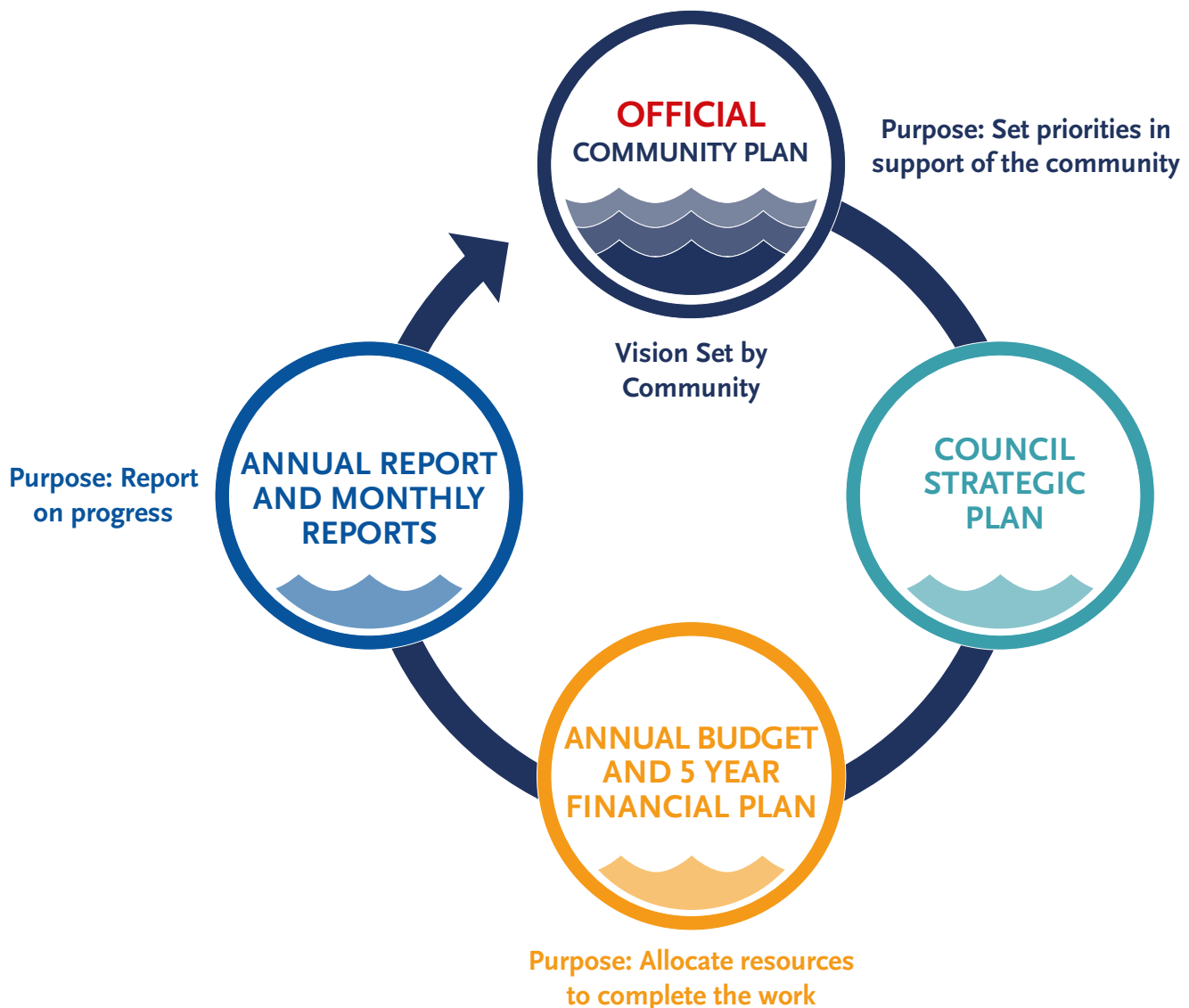
## FINANCIAL PLAN AMENDMENTS

Council has the authority over budgetary approvals and Financial Plan amendments. Amendments can be made to the Five-Year Financial Plan by completing, and council adopting, a revised Five-Year Financial Plan and its related Financial Plan Bylaw. This can be done at any time after the original adoption of the Five-Year Financial Plan.

## LINKING FINANCIAL PLAN TO STRATEGY

The City plays an essential role in ensuring that the right level of programs and services are provided at the right cost for the community. Achieving important goals within an affordable budget requires that each dollar be carefully managed and wisely invested.

The allocation of financial resources is aligned with council Priorities and is designed to drive results, as measured through the key indicators listed in each portion of the department plan.



## GFOA AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of White Rock, BC, for a third consecutive year for its annual Financial Plan (budget) for the fiscal year beginning January 1, 2024. To receive this award a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and public communications device. This award is valid for a one-year period. We believe this Financial Plan document continues to confer to the program requirements and, as such, it will be submitted to the GFOA to determine its eligibility for another award for 2025.



**The Government Finance Officers Association  
of the United States and Canada**

*presents this*

### **CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION**

*to*

**Financial Services**  
City of White Rock, British Columbia



*The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.*

Executive Director

*Christopher P. Morrell*

Date: **10/9/2024**



## FINANCIAL POLICIES

### Regulatory Requirements

The Corporation of the City of White Rock is incorporated under the Local Government Act of British Columbia and is governed by the Community Charter (the “Charter”). The Charter requires a Five-Year Financial Plan to be adopted by May 15<sup>th</sup> of the first year of the plan and include both operating and capital (asset-improvement) expenditures. The Charter states that the public must be consulted prior to the Five- Year Financial Plan being adopted. The Financial Plan must be adopted by bylaw and cover a five-year period, with the first year of the Financial Plan being the year the plan comes into effect. The Financial Plan can be amended by bylaw at any time.

Section 165 of the Charter directs that the Five-Year Financial Plan must be balanced for each year. This means that the total of the proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year.

Ensuring the City is financially sustainable is one of council’s key strategic priorities. To that end, council has adopted a series of financial, and finance related, policies which is a significant step toward achieving long-term financial sustainability and ensuring municipal services and infrastructure continue to be provided for future generations.

## FINANCE RELATED POLICIES

### [Procurement Policy \(#301\)](#)

**Policy Statement:** “It is council’s expectation that the City obtain the best value for its expenditures while ensuring that all acquisition and procurement processes are compliant with legislation and legal requirements, as required, and are characterized by the highest level of corporate and personal integrity. Council expects the procurement process to be open, transparent, and fair, and that all qualified vendors be given an opportunity to compete for the City’s business.”

### [Accumulated Surplus Fund Policy \(#307\)](#)

**Policy Statement:** “The City will maintain a General Operating Fund accumulated surplus at 10% to 15% of general operating financial plan expenditures for the purpose of:

- i. Ensuring the City’s General Operating Fund is never in a deficit position;
- ii. Interim financing to reduce the debt incurred to borrow for operations until the City’s taxation due date;
- iii. Financing internal borrowing to reduce the cost of debt; and
- iv. A buffer against annual variations in anticipated revenues.”

### [Investment Policy \(#310\)](#)

**Policy Statement:** “The purpose of the City of White Rock’s (the “City’s”) Investment Policy is to provide a management framework for its investment portfolio and to ensure that the investment of public funds is handled with due care. It is the policy of the City to invest its funds in a manner that will provide for the optimal blend of security and risk-adjusted returns, while meeting current and future cash flow demands. Further, this Policy was created to adhere to the statutory requirements of the Community Charter and the Local Government Act as applicable.”

#### Insurance Coverage for Contractors Policy (#316)

**Policy Statement:** “City council establish a policy for Contractors Liability Insurance Coverage that will regulate any contracts being issued by the City. Contracts that are over the amount of \$75K will require naming the City insured with \$5M liability insurance and any contracts under \$75K will require naming the City insured with \$3M liability insurance unless staff determines that there may be an unusual risk associated to that contract, then it is staff’s discretion to increase the liability insurance requirement to \$5M.”

#### Municipal Property Tax Exemptions (#317)

**Policy Statement:** “Section 224 of the Community Charter authorizes municipal councils to provide a permissive tax exemption for properties and facilities owned by non-profit organizations providing services that council considers to be a benefit to the community and directly related to the purposes of the organization. A municipal property tax exemption is a means for council to support community organizations that further council’s objectives of enhancing quality of life (social, economic, cultural) and delivering services economically. Section 224 also authorizes tax exemptions for other properties, such as land and improvements owned or held by a municipality and certain land or improvements surrounding places of worship.

In this Policy, council recognizes the presence of non-profit organizations in White Rock that are providing a beneficial service to the community. To assist these organizations, it is reasonable that they be eligible to apply for a permissive exemption of municipal property taxes for a specified period of time. Permissive tax exemptions do not apply to sanitary sewer, drainage, solid waste, and other user utility fees which will still be payable by the organization.”

#### Emergency Expenditures Policy (#322)

**Policy Statement:** “The Community Charter requires the establishment of a process to authorize emergency expenditures that are not included in the financial plan.”

#### Financing of Lane Paving Projects (#323)

**Policy Statement:** “This policy addresses the mechanism to fund the capital costs of paving laneways in the City, in particular where the laneways are used primarily by local area residents. It sets a framework to finance the capital costs of paving laneways in the City in a consistent manner, balancing the interests of benefiting property owners and all taxpayers in the City.”

#### Grant Applications/Infrastructure and Operational Policy (#324)

**Policy statement:** “There are many grant opportunities that can arise, primarily Federal and/or Provincial. Staff will strive to seek out these opportunities and where it makes good economic sense will pursue them.

At times grant opportunities are announced with tight timelines for submission. When it is determined a grant will be pursued, Staff, in discussion with the Chief Administrative Officer, will begin work to complete the grant.”

#### Business Travel and Expense (#325)

**Policy statement:** “The purpose of this policy is to establish a framework and guidelines for the purchase and reimbursement of approved business and travel expenses incurred on behalf of the City of White Rock (the “City”) while on authorized City business. The policy will:

- a. define approved reasonable business and travel expenses and establish responsibility for the approval of business and travel expense reimbursements.”

#### Asset Retirement Obligations (#326)

**Policy statement:** “The objective of this policy is to stipulate the accounting treatment for asset retirement obligations (ARO) so that the users of the financial report can discern information about these assets and their end-of-life obligations.”

#### Executive Compensation (#403)

**Policy statement:** “The City of White Rock’s compensation program will be reflective of the City’s mission of building community excellence through effective stewardship of all community resources and values of excellence, respect, integrity, responsibility, accountability and value, and community participation in government.

The City will consider its competitive marketplace, the relative value of each position, individual performance, qualifications and experience when compensating individuals. The compensation plan will be designed to enable the City to successfully attract, engage, retain and motivate employees. The total compensation program offered includes wages/salary and a wide range of benefits and will reward individuals for their overall contributions through a performance-based and feedback culture.”

#### Density Bonus/Amenity Contribution (#511)

**Policy statement:** “The purpose of density bonus/amenity contribution requirements is to permit an increase in allowable densities in exchange for providing community amenities, consistent with section 482 of the Local Government Act which allows council to establish, within a zoning bylaw, conditions relating to the conservation or provision of amenities, affordable housing, and special needs housing. It allows the City to participate in a share of the increase in property values resulting from increases to the allowable densities and provide for amenities that help with the impact of increased development. Variables such as location, land value, lot size, building costs, and market conditions affect the feasibility of value increases to the land when greater density is permitted. If these variables provide worthwhile economic gains to a property owner proposing redevelopment of their site, over and above the costs of providing the amenity contribution, then density bonus is a realistic way of acquiring benefit for the community.”

#### Criteria for Sale of Municipal Land Policy (#517)

**Policy statement:** “The purpose of this policy is to provide transparent guidance to the public and prospective purchasers regarding the criteria for consideration of proposals for the purchase of municipal property, which are typically processed as application to council under the Planning Procedures Bylaw, 2017, No. 2234 (as amended).”

## WORKFORCE PLANNING

In a small organization, workforce planning (organizational capacity review) is vital to ensure the organization is using its human resource capacity to effectively provide the services expected by the community.

This is a continuous internal process used to ensure appropriate levels of service and work life balance are maintained by the workforce, with high levels of productivity achieved. In the near term, planning and development, human resources, and communications are areas of capacity focus.

The City employs an equivalent FTE workforce of 184 and this is planned to increase to 185 in 2025 with the addition of a Privacy Assessment Officer (FOI/CCTV).





The Workforce Summary is a listing of the average full-time equivalent (FTE) Workforce.

| <b>Workforce Summary</b>                 |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|
|  | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> |
| <b>Council and Administration</b>        |             |             |             |             |             |
| Council and Office of CAO                | 2           | 2           | 2           | 2           | 2           |
| Corporate Administration                 | 5           | 5           | 5           | 5           | 6           |
| Communications and Government Relations  | 3           | 3           | 3           | 3           | 3           |
| <b>Financial Services</b>                | 14          | 14          | 14          | 15          | 15          |
| <b>Human Resources</b>                   | 5           | 5           | 5           | 6           | 6           |
| <b>Information Technology</b>            | 7           | 7           | 7           | 7           | 7           |
| <b>Planning and Development</b>          |             |             |             |             |             |
| Planning                                 | 6           | 5           | 5           | 5           | 5           |
| Economic Development                     | -           | -           | -           | -           | -           |
| Building                                 | 8           | 9           | 11          | 12          | 12          |
| Parking                                  | 7           | 7           | 7           | 7           | 7           |
| Bylaw Enforcement and Animal Control     | 3           | 3           | 3           | 3           | 3           |
| <b>Protective Services</b>               |             |             |             |             |             |
| Fire Rescue and Emergency Program*       | 27          | 28          | 28          | 28          | 28          |
| RCMP, Victims Services**                 | 12          | 12          | 11          | 11          | 11          |
| <b>Recreation and Culture</b>            |             |             |             |             |             |
| Recreation                               | 19          | 21          | 21          | 21          | 21          |
| <b>Engineering and Operations</b>        |             |             |             |             |             |
| Operations                               | 11          | 13          | 13          | 13          | 13          |
| Road, Sanitary Sewer, Drain, Solid Waste | 16          | 16          | 16          | 16          | 16          |
| Parks                                    | 16          | 16          | 16          | 16          | 16          |
| Facilities                               | 3           | 3           | 3           | 3           | 3           |
| Garage and Fleet                         | 2           | 2           | 2           | 2           | 2           |
| <b>Water</b>                             | 10          | 9           | 9           | 9           | 9           |
|  | <b>176</b>  | <b>180</b>  | <b>181</b>  | <b>184</b>  | <b>185</b>  |

\* Does not include Paid on Call Firefighters

\*\* Does not include RCMP Officers

## IMPACT OF UNFUNDED POSITIONS

Capacity pinch points have been identified in several areas, with the following three positions identified to address those needs, but not included in the Financial Plan:

1. **Planning and Development – Auxiliary Plumbing Officer 0.40 FTE**  
**Annual cost (including benefits)—\$55,400**  
This is to provide capacity for appropriate coverage for business continuity purposes in the event of unplanned leaves and vacancies, and to provide additional technical assistance in the review of larger complex construction projects.
2. **Corporate Administration – Indigenous Relations Officer 0.60 FTE**  
**Annual cost (including benefits)—\$73,100**  
This is to provide capacity to work across business units focusing specifically on Indigenous Relations to ensure the City honours its “nothing about us without us” commitment to Reconciliation and the Semiahmoo First Nation.
3. **Financial Services – Grant Writer**  
**Annual cost (including benefits)—\$165,700**  
This is to provide capacity to work across business areas and focus on identifying grant opportunities, thereby increasing revenue, specifically funding for projects.

While these positions are needed immediately, they have not been included in the 2025 Financial Plan. Given the impact on property taxes already identified to maintain current service levels a further increase of an equivalent 0.95% in property taxes would be needed to fund all positions in 2025. The current Five-Year Financial Plan includes funding for the Auxiliary Plumbing Official, Indigenous Relations Officer, and Grant Writer in 2027.

The service impact of these deferrals is as follows:

1. Reduced ability to roll out new programs and initiatives, and continued reliance on casual and consultant coverage to backfill.
2. A deferral of the implementation of the Culture Strategic Plan.
3. Limited ability to search for and apply for grant funding opportunities.

# CONSOLIDATED FINANCIAL PLAN – EXECUTIVE SUMMARY

## 2025 – 2029 CONSOLIDATED FINANCIAL PLAN – SUMMARY

The City of White Rock Consolidated Financial Plan for 2025 balances \$157.2M in funding with \$157.2M in expenditures. The Financial Plan provides for the continuation of services expected by the community, with a focus on improving services.

This requires striking a balance between the need to continue increasing capital funding, maintaining service levels, managing high inflation rates, and keeping operating costs in check. Sound fiscal choices must be made that reflect community priorities and the ability to pay during an uncertain economic climate.

Funding is provided for key projects and initiatives to move strategic priorities of council forward, upgrade infrastructure as per Master Plans, implementation of the Integrated Transportation and Infrastructure Master Plan (ITIMP), address joint infrastructure challenges with Semiahmoo First Nation, and maintain excellent operational services for residents.

To provide clarity and transparency the amount of property taxation charged for Policing and Asset Improvement have been separately identified in the Financial Plan. Similar approaches have been employed to produce the Solid Waste, Drainage, Sanitary Sewer, and Water Utility Financial Plans. Costs to replace infrastructure are the predominant factor in developing those Utility Financial Plans along with the cost of Metro Vancouver sanitary sewer treatment.

## PROPERTY TAXATION AND UTILITY CHARGES

This Financial Plan is based on a combined Municipal, Police, and Asset Improvement property tax increase of \$221, or 4.94% to the average single-family home.

| Budget Impact to Average Single-Family Household in 2025 |                |                |              |               |
|--|----------------|----------------|--------------|---------------|
|  | 2024           | 2025           | Change \$\$  | % of Increase |
| <b>Property Taxation</b>                                 |                |                |              |               |
| Municipal Operations                                     | \$2,406        | \$2,511        | \$105        | 2.35%         |
| Police Service   | 1,113          | 1,186          | 73           | 1.63%         |
| Asset Improvement  | 966            | 1,009          | 43           | 0.96%         |
| <b>Total Property Taxes</b>                              | <b>\$4,485</b> | <b>\$4,706</b> | <b>\$221</b> | <b>4.94%</b>  |
| <b>Utilities</b>   |                |                |              |               |
| Drainage Utility Charge                                  | \$612          | \$651          | \$39         | 1.88%         |
| Solid Waste Utility Charge                               | 412            | 429            | 17           | 0.82%         |
| Sanitary Sewer Utility Charge                            | 293            | 394            | 101          | 4.86%         |
| Water Utility Charge                                     | 760            | 900            | 140          | 6.74%         |
| <b>Total Utilities</b>                                   | <b>\$2,077</b> | <b>\$2,374</b> | <b>\$297</b> | <b>14.30%</b> |
| <b>Total Annual Cost</b>                                 | <b>\$6,562</b> | <b>\$7,080</b> | <b>\$518</b> | <b>7.90%</b>  |

For an average single-family household Municipal Operations have increased by \$105 to the average single-family household, Police Service operational costs have increased by \$73, and contributions for Capital have increased \$43. The consolidated impact on a single-family household is projected to be an increase of \$518, or 7.9%, from property taxes and utilities for the 2025 budget year.

| Budget Impact to Average Multi-Family (Strata) Unit in 2025 |                |                |              |               |
|---|----------------|----------------|--------------|---------------|
|   | 2024           | 2025           | Change \$\$  | % of Increase |
| <b>Property Taxation</b>                                    |                |                |              |               |
| Municipal Operations  | \$938          | \$979          | \$41         | 2.35%         |
| Police Service  | 434            | 462            | \$28         | 1.63%         |
| Capital   | 376            | 393            | \$17         | 0.96%         |
| <b>Total Property Taxes</b>                                 | <b>\$1,748</b> | <b>\$1,834</b> | <b>\$86</b>  | <b>4.94%</b>  |
| <b>Utilities</b>  |                |                |              |               |
| Drainage Utility Charge                                     | \$184          | \$195          | \$11         | 1.38%         |
| Sanitary Sewer Utility Charge                               | 293            | 394            | 101          | 12.66%        |
| Water Utility Charge  | 321            | 405            | 84           | 10.53%        |
| <b>Total Utilities</b>                                      | <b>\$798</b>   | <b>\$994</b>   | <b>\$196</b> | <b>24.57%</b> |
| <b>Total Annual Cost</b>                                    | <b>\$2,546</b> | <b>\$2,828</b> | <b>\$282</b> | <b>11.10%</b> |

For a multi-family (strata) household, Municipal Operations have increased by \$41, Police Service operational costs have increased by \$28, and Capital has increased \$17. The consolidated impact on a multi-family household is projected to be an increase of \$282 or 11.1%, from property taxes and utilities for 2025.



## COMMUNITY ENGAGEMENT

Community engagement is an important part of the Financial Planning process. The City uses its 'Talk White Rock' online community engagement platform to provide the public with the opportunity to review and comment on City financial plans.

On June 21, 2024, the City launched a 2025 Budget Survey which was open to the public until August 25, 2024. The survey was promoted via 2 notices in the *Peace Arch News* as well as through the City's social media accounts and on the City's website. The responses from this survey were presented to council at its September 9, 2024, meeting.

Following the completion of the first draft of the 2025–2029 Consolidated Financial Plan, the document was posted online for public comment on January 9, 2025. The comment period closed on January 30, 2025, and was promoted through the City's website, social media, and two additional newspaper notices. Survey results and public feedback were summarized and presented to Council at its Regular Meeting on February 10, 2025, where members of the public also had the opportunity to speak directly to Council prior to adoption of the Financial Plan.

## CAPITAL PROGRAM (INFRASTRUCTURE REPLACEMENT)

The City approaches Capital Management from a short-term five-year funding perspective. This operates primarily as a pay-as-you-go approach driven by the availability of funding (e.g., the timing of replacement of infrastructure is currently driven by the amount of available funds in reserves rather than through a long-term asset management service life replacement approach).

Construction cost inflation is a significant factor. By increasing funding on pace with inflation, the City can maintain the current level of asset improvement purchasing power, but not move forward in reaching future sustainability targets. Not increasing by at least inflation means the deferral of capital projects to future years, increasing the risk of asset failure and the potential for service disruption.

Capital funding will increase by \$297K, which will provide a modest increase for infrastructure mandated by Bylaw 221. This is equivalent to an average 0.96% property tax increase to the average single-family homeowner.

## IMPACT OF CAPITAL INVESTMENT ON OPERATING COSTS

The capital investments planned for 2025 - 2029 are primarily focused on renewing and upgrading existing infrastructure. As no new parks or civic facilities are contemplated during this period, the City does not anticipate any significant increases to ongoing operating costs such as staffing, utilities, or maintenance.

Where applicable, renewal projects are expected to improve efficiency, reduce unplanned maintenance, and extend the useful life of assets, potentially leading to cost savings or more stable operating expenditures over time.

For some projects, particularly those in early planning or design phases, the impact on operating budgets will not be fully known until further detailed work is completed. As these projects progress, any new operating impacts will be incorporated into future financial plans.

The City continues to apply a life-cycle approach to infrastructure planning and asset management, aligning capital and operating considerations to support long-term financial sustainability.

Over the five-year horizon capital investment is projected to increase by an average of \$313K per year, or 0.91%, pending development of an Asset Management Plan.

Over the next five years, the City plans to invest \$152M in asset improvement, largely with funding from reserves. This includes significant spending on roads, facilities, drains, sewers, and water systems. However, the current level of funding in reserves is estimated to be insufficient to replace current infrastructure on a sustainable basis over the long term. An Asset Management Plan is needed to establish a long-term approach to addressing this.

## **UTILITY FUNDS**

The paragraphs below outline the 2025 utility rates as approved by council. These fees are established each year by bylaw. The rates are based on the City's Five-Year Financial Plan for the utilities and services which includes forecasted revenues and expenses, capital requirements, and reserves to save for future required infrastructure improvements. The bylaw rates are set to ensure that fees charged recover the cost of providing the services. It is important to note that the rates outlined below are average rates and that actual rates charged will vary depending on usage and property square footage.

### **DRAINAGE UTILITY FUND (DRAINAGE UTILITY CHARGE)**

The 2025 Drainage Utility Financial Plan is based on a drainage utility charge for a single-family household of \$651 per year which is a \$39 increase (6.37%) over the 2024 rate. The average drainage utility charge for a multi-family strata unit is set to increase by \$11 (5.98%) for the year to \$195 per year for 2025.

### **SOLID WASTE UTILITY FUND (SOLID WASTE UTILITY CHARGE)**

The 2025 Solid Waste Utility Financial Plan is based on a solid waste charge of \$429 per household per year or \$17 over the 2024 rate. This is an increase of 4.13% over the 2024 rate. Please see the Solid Waste Utility Fund section of the financial plan for more information on this increase.

### **SANITARY SEWER UTILITY FUND (SEWER UTILITY CHARGE)**

The 2025 Sanitary Sewer Utility Financial Plan is based on a sewer charge of \$394 per year or \$101 over the 2024 rate. This is a 34.47% increase over the 2024 rate for both a single-family household and a multi-family strata unit, and is directly related to the rates levied by Metro Vancouver.

## **WATER UTILITY FUND**

The 2025 Water Utility Financial Plan is based on a council approved water rate per cubic meter and an annual fixed charge. For an average single-family household this would be a combined total of \$900 based on a median consumption of 2,092 cubic feet, or an increase of \$140 (18.42%) over the 2024 rate. For an average multi-family strata unit, the combined total is \$405 or an increase of 26.17%.

2025 is the 4<sup>th</sup> and final year of a four-year phase in of a water rate structure change. Once all phases have been implemented, water consumption will be aligned with water utility costs and will promote water conservation.

Water rates for strata units are increasing by a higher percentage in 2025 than single-family households due to this rate structure change. Strata households are charged per unit with a base amount plus a usage amount. As the new rate structure phases in, the base amount per unit included in the total amount is decreasing and the water usage (consumption) amount is increasing based on actual usage. The higher increase for strata households was expected as the new rate structure is phased in because single-family households had been subsidizing strata households under the old system. The new rate structure was designed to balance this out. Once fully implemented customers will pay more equitably for water across the three customer types (single-family, multi-family, and commercial).

The 2025 Water Capital Plan includes plans to replace mains, wells, and equipment. Key projects include water main upgrades and/or replacements on Goggs from Oxford to the water treatment plant, Pacific from Cypress to Balsam and Pacific lane, and work on wells #2 and #4.

## RESERVES AND SURPLUS SUMMARY

The City's Reserves and Surplus are detailed on page 187 of this report. Operating reserves are expected to remain relatively consistent over the five-year period.

## DEBT SUMMARY

The City continues to manage its capital investment with minimal reliance on external debt, primarily using reserves and a pay-as-you-go model. No new borrowing is planned for the 2025–2029 period, and existing debt, entirely related to the self-funded Water Utility, will continue to be repaid through user fees.

As of the end of 2024, the City's debt per capita was \$893, down from \$929 in 2023. All outstanding debt is issued through the Municipal Finance Authority (MFA).

Under the [Community Charter](#) and [Local Government Act](#), annual debt servicing costs must remain below 25% of controllable revenues. In 2024, the City's debt servicing limit was approximately \$17.3M, with actual servicing costs of \$1.4M (7.85% of the allowable amount), demonstrating prudent debt management.

The full debt summary is provided on page 189 of this report.

## LONG TERM FINANCIAL PLANS

Long-term financial planning is essential for ensuring the ongoing financial stability and resilience of the City. This process involves forecasting future revenues, expenditures, and capital requirements while considering factors such as economic conditions, population trends, and potential risks. By aligning financial strategies with the City's long-term goals—such as infrastructure maintenance, and service delivery—White Rock can create a clear path to maintaining fiscal health. This approach enables the City to prioritize investments, allocate resources wisely, and address challenges as they arise, all without compromising the quality of services provided to residents. Moreover, ongoing assessment and adaptation of the financial plan promotes transparency and accountability, helping to ensure that the City remains on a solid financial footing for both current and future generations.

The City's long-range planning efforts focus on balancing the essential services that residents and businesses depend on with the needs of growth and development. This includes securing the necessary funding for the upkeep, adaptation, and timely renewal of the City's infrastructure. As recent changes in provincial legislation are anticipated to influence the City's growth and funding strategies, it will be important to update financial frameworks to align with these new regulations. While additional tax revenue from new developments and denser land use will benefit the City, these funds often do not align in timing with related expenses. Consequently, projected property tax increases in the coming years (2026-2029) may remain significant, potentially ranging from 5% to 9% annually, to support the planned investments and growth. The City's long-term financial planning reflects a commitment to responsible and sustainable fiscal management, safeguarding the City's financial stability while carefully balancing tax increases and leveraging reserves and other funding sources to reduce impacts on taxpayers.

## Consolidated Financial Plan Summary

|                                     | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         |   |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|---|
| <b>Revenue</b>                      |              |              |              |              |              |              |   |
| Property Taxes and Parcel Taxes     | \$30,784,800 | \$32,703,400 | \$34,500,902 | \$37,185,700 | \$39,019,900 | \$40,763,700 |   |
| Regional Library Levy               | 1,112,900    | 1,166,000    | 1,189,300    | 1,213,100    | 1,237,400    | 1,262,100    |   |
| Business Improvement Levy           | 364,000      | 378,600      | 393,700      | 409,400      | 425,800      | 442,800      |   |
| Grants In Lieu of Taxes             | 307,600      | 313,800      | 320,100      | 326,500      | 333,000      | 339,700      |   |
| Sales of Service and Other Revenues | 19,175,100   | 21,766,500   | 22,986,000   | 24,283,000   | 25,664,200   | 27,134,400   | 1 |
| Development Cost Charges            | 1,512,800    | 534,000      | 145,000      | 244,300      | 304,300      | 158,000      |   |
| Other/Own Sources                   | 17,026,200   | 20,735,600   | 18,601,600   | 13,486,000   | 13,544,900   | 12,963,400   | 2 |
| Government Grants                   | 14,418,500   | 15,838,800   | 2,843,100    | 2,621,100    | 2,082,900    | 582,900      | 3 |
| Total Revenue                       | 84,701,900   | 93,436,700   | 80,979,702   | 79,769,100   | 82,612,400   | 83,647,000   |   |
| <b>Expenses</b>                     |              |              |              |              |              |              |   |
| Council and Office of the CAO       | 1,102,000    | 1,155,500    | 1,194,100    | 1,202,500    | 1,226,600    | 1,251,100    |   |
| Corporate Administration            | 1,972,100    | 2,059,100    | 2,195,700    | 2,222,500    | 2,267,000    | 2,312,400    |   |
| Human Resources                     | 1,296,000    | 1,207,700    | 1,146,400    | 1,169,300    | 1,192,700    | 1,216,600    |   |
| Finance                             | 2,748,700    | 2,894,800    | 2,866,302    | 3,057,200    | 3,105,800    | 3,189,400    |   |
| Fiscal Services                     | 2,506,200    | 2,320,400    | 2,740,400    | 3,219,900    | 3,705,900    | 4,215,700    |   |
| Information Technology              | 1,643,600    | 1,740,800    | 1,704,500    | 1,983,200    | 2,022,900    | 2,063,400    |   |
| Police                              | 7,971,000    | 8,479,300    | 8,794,300    | 9,246,200    | 9,613,500    | 9,943,700    |   |
| Fire Rescue                         | 5,218,200    | 5,310,600    | 5,395,200    | 5,596,300    | 5,766,900    | 5,938,600    |   |
| Planning and Development            | 6,173,800    | 5,847,300    | 5,409,100    | 5,574,300    | 5,704,800    | 5,846,100    |   |
| Engineering and Operations          | 8,809,300    | 9,005,700    | 9,113,900    | 9,295,700    | 9,481,000    | 9,670,200    |   |
| Recreation and Culture              | 4,783,100    | 5,433,300    | 4,984,000    | 5,083,500    | 5,185,100    | 5,288,600    |   |
| Solid Waste                         | 1,259,500    | 1,322,100    | 1,355,100    | 1,388,800    | 1,423,400    | 1,459,100    |   |
| Sanitary Sewer                      | 2,879,700    | 4,337,200    | 4,535,500    | 4,820,700    | 5,229,800    | 5,618,100    |   |
| Drainage                            | 394,000      | 368,300      | 342,200      | 351,300      | 360,700      | 370,300      |   |
| Water                               | 4,043,900    | 3,539,100    | 3,614,600    | 3,680,000    | 4,782,000    | 3,788,800    |   |
| Total Operating Expenses            | 52,801,100   | 55,021,200   | 55,391,302   | 57,891,400   | 61,068,100   | 62,172,100   |   |
| Add:                                |              |              |              |              |              |              |   |
| Transfer from Reserves              | 58,406,800   | 63,724,800   | 15,911,000   | 18,167,600   | 16,276,200   | 12,192,200   | 4 |
| Deduct:                             |              |              |              |              |              |              |   |
| Asset Improvement Expenditures      | 72,319,000   | 80,989,000   | 18,673,000   | 21,319,000   | 17,936,000   | 12,608,000   |   |
| Debt Repayment                      | 816,000      | 826,500      | 837,100      | 861,500      | 639,900      | 661,100      |   |
| Transfer to Reserves                | 17,172,600   | 20,324,800   | 21,989,300   | 17,864,800   | 19,244,600   | 20,398,000   | 4 |
| Total Budget For the Year           | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |   |

1. Sales of Service and Other Revenues primarily include utility user fees and utility connection fees, as well as revenues from Recreation and Culture.
2. Other/Own Sources (Revenue) includes contributions related to capital other than from government grants, plus community amenity contributions, building permit revenues, parking revenues, investment income, and income tax penalties and interest.
3. Government Grants budget for 2024 included \$1.8M from the Investing in Canada Infrastructure Program, plus an additional \$4M of unidentified grant funding in anticipation of grants needed to complete the pier restoration. 2025 budget includes grants primarily related to the Drainage Utility and for Marine Drive Storm Water Improvements, plus an additional \$10M of unidentified grant funding in anticipation of grants needed to complete the pier restoration.
4. Transfers to and from Reserves are largely related to capital projects. The funds coming in for capital projects are put into Reserves. As costs are incurred, funds are moved out of those Reserves to cover the expenditures.





# COUNCIL AND OFFICE OF THE CAO

## COUNCIL

The main functions of a municipal council are to look after the current and future economic, social, and environmental wellbeing of its community.

The primary duties of a municipal council are to:

- Create administrative policy
- Adopt bylaws on matters delegated to local government through the Local Government Act and other Provincial statutes to protect the public

Additionally, council acquires, manages, and relinquishes city assets while focusing on setting a course of action and goals to be accomplished by municipal staff under the direction of the Chief Administrative Officer (CAO).

Council and Office of the CAO provides for the operational costs of the mayor and six councillors, including council remuneration, governance expenses, hosting public events, and participating or attending community in-person events.

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Achieved 2024 Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for a third year.
- Re-established a winter-long Daytime Warming Centre supported by a new Warming Centre Park Ambassador Volunteer Program.
- Re-established and operated summer cooling centres and misting stations.
- Secured the services of a Grant Writer to build organizational capacity to take advantage of grant opportunities as they arise.
- Increased capacity in Planning and Development Services to eliminate permit application backlog, provide better internal and external customer service, and manage new provincial regulations.
- Adoption of new Zoning Bylaw 2506 to implement provincially mandated Bill 44 Small Scale Multi Unit Housing Legislation.
- Actively in the process of hiring a Project Manager for the Community Hub Project and completing Terms of Reference.

- Completion of Vidal Street Sidewalk Replacement Project improving accessibility.
- Installation of the Pier Accessibility Mat.
- Installation of new outdoor 7ft wheelchair accessible picnic table at the Kent Street Activity Centre.
- Completion of Johnston Road Construction Project Phase 2.
- Installation of New “Welcome to White Rock” sign at North Bluff and Johnston Road.
- Completion of City Hall parking lot updates and improvements enhancing functionality.
- Completion of White Rock Sanitary Sewer CCTV Inspection Program to plan for future rehabilitation work.
- Completion of trenchless sewer repairs and new sanitary main on Marine Lane.
- Completion of Five Corners tree lighting upgrade project.
- Completion of Promenade tree lighting repairs and upgrades.
- Completion of Waterfront parking stalls painting on sections of East Beach and West Beach.
- Installation of pier reconstruction digital donation Box.
- Installation of Johnston Road regular rapid flashing beacon pedestrian signal adjacent to Playhouse Theatre.
- Completion of upgrade to Duprez Ravine timber pedestrian bridge at Ruth Johnson Park.
- Installation of new all way stop signs at Intersection of George Street and Thrift Avenue.
- Planting of 752 BC native trees and shrubs in Ruth Johnson Park.
- Planting nine new large magnolia trees.
- Planting of over 20,000 bulbs throughout the city for spring display in 2025.
- Completion of new retaining wall and guardrail replacement at Beachview Avenue.
- Securing ICBC funding for installation of five speed reader boards, traffic safety review at two sites and an Oxford/Russell pedestrian activated crosswalk
- Development of an analytics dashboard “City Regulations Assistant” designed to capture and analyze enquiries made to the city’s AI-based chatbot to improve service deliver and prioritizing resources.
- Initiating the design phase for the new ERP software project to streamline internal processes and enhance service delivery.
- Implementation of new IT Help Desk ticketing platform to improve internal efficiencies and user experience.
- Implementation of new Winter Road Conditions interactive map on City website informing residents of real-time snow removal activities.
- Installation of new tourist web camera at East Beach.
- Implementing summer promenade security patrols to educate and deter crime.
- Completion of Saltaire Public Art Installation Phase 2.
- Conducting senior leadership teams emergency operations centre training.
- New street banner installations.
- Completion of new City of White Rock Floats receiving recognition and awards.
- Implementation of new senior connector service at Kent Street Activity Centre.
- Completion of updated and refreshed City brand guidelines and logo.
- Hosted and supported community events including the White Rock Arts Festival, Canada Day by the Bay and White Rock Sea Festival/Semiahmoo Days that included a Torch Light Parade.
- Supported 1,800 participants in recreation and culture summer camps.
- Delivered White Rock’s first “Night Market by the Pier” during Friday evenings in the summer at Memorial Park Plaza, attracting over 4000 participants.
- Welcomed new community events including Uptown Festive Shopping Crawl.
- New partnership with UNITI to deliver adapted summer camps at Centennial Park.

## PLANS FOR 2025

- Continue delivery on council Strategic Priorities for 2025–2029.
- Continue to meet GFOA criteria to maintain the City's Distinguished Budget Award standing received for its 2022, 2023 and 2024 Financial Plans.
- Update the City of White Rock's Development Cost Charges Bylaw.
- Completion of watermain upgrades – Cypress Street from Pacific Lane to Royal Avenue.
- Completion of water treatment plant filter media replacement.
- Continuation of White Rock paving project to upgrade road repairs.
- Progressing with the Buena Vista – Johnston to Best bike path initiative.
- Continue to develop a project plan to build a new Community Hub for civic and public service delivery.
- Continue to work towards securing a site for affordable housing.
- Continue to review and identify new sources of revenues for City services, programs, and assets.
- Create and fund an integrated long-term infrastructure plan beyond five years.

## OFFICE OF THE CAO

The Chief Administrative Officer (CAO) of the City of White Rock, as described in the Community Charter, is appointed by council to manage and direct all City employees and operations. The CAO position is responsible for the following:

- Enacting council policies and directives.
- Providing input and advice to council on policy-related issues.
- Assisting council in setting corporate goals.

The CAO is responsible for providing advice on local government governance as well as the authority and responsibilities municipalities have under the **Community Charter, Local Government Act, Freedom of Information and Protection of Privacy Act (FIPPA), and Municipal Finance Authority Act**.

The CAO is also responsible for the overall administration of the City's departments and providing leadership and direction to the Senior Leadership Team.

The Department consists of the CAO and an Executive Assistant shared with the mayor's Office and council.



# KEY INDICATORS

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

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

## PLANS FOR 2025

- Deliver on 2025 council Strategic Priorities.
- Continue to successfully lead the organization while navigating staff shortages and employee retention challenges, as well as managing new housing provincial regulations.
- Continue to achieve GFOA certification for the City's budgeting document.
- Contract negotiations with CUPE and IAFF.
- Continue to advise and strategize with council to support delivery of its community vision.
- Review and expand civic space to accommodate operational growth.

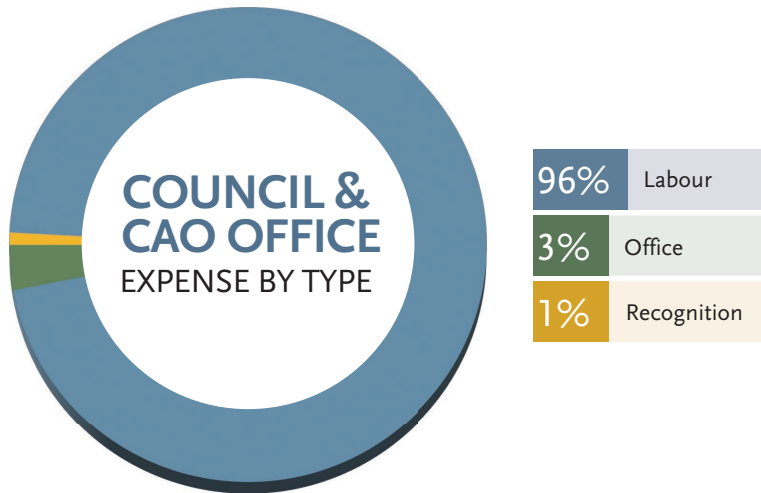
## LOOKING AHEAD TO 2026 – 2029

- Work with council to deliver its Strategic Priorities for the term.
- Continue to support council by providing advice on policy decisions.
- Continue with “everything is possible” and Customer Service Excellence philosophy.



# FINANCIAL PLAN SUMMARY

The net property taxes required for the council and CAO Office are projected to increase by \$73,700, or 7% in 2025.



**Note:** This Financial Plan does not include any contingencies for wage and benefit increases, pending collective bargaining, which are included as a corporate contingency in the Fiscal Services section of the Financial Plan.

| Corporate Administration – Financial Plan |                  |                  |                    |                    |                    |                 |             |
|---|------------------|------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| Revenue                                   | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$    | Change<br>% |
| Cost Recoveries                           | \$-              | \$-              | \$2,082            | \$-                | \$-                | \$-             |             |
| Transfer from Reserves                    | 10,800           | 1,500            | 42,100             | 42,100             | 21,900             | (20,200)        | -48%        |
| <b>Total Revenue</b>                      | <b>\$10,800</b>  | <b>\$1,500</b>   | <b>\$44,182</b>    | <b>\$42,100</b>    | <b>\$21,900</b>    | <b>(20,200)</b> | <b>0%</b>   |
| Operating Expenses                        |                  |                  |                    |                    |                    |                 |             |
| Mayor and Council                         | \$434,096        | \$532,958        | \$546,826          | \$577,900          | \$605,400          | \$27,500        | 5%          |
| CAO Office                                | 403,653          | 424,909          | 505,002            | 524,100            | 550,100            | 26,000          | 5%          |
| <b>Total Operating Expenses</b>           | <b>\$837,749</b> | <b>\$957,867</b> | <b>\$1,051,828</b> | <b>\$1,102,000</b> | <b>\$1,155,500</b> | <b>\$53,500</b> | <b>5%</b>   |
| Net Property Taxes Required               | \$826,949        | \$956,367        | \$1,007,646        | \$1,059,900        | \$1,133,600        | \$73,700        | 7%          |

1. Decrease related to exempt compensation policy review in 2024.





# CORPORATE ADMINISTRATION

Corporate Administration is responsible for legislative, communications, government relations, municipal government and land administration including:

- Providing legislative support and recommendations to council and Committees on policies, procedures, and various Acts
- Recording and procedural overseeing of council and Committee proceedings and maintaining the official records of the City of White Rock (including bylaws, agendas, and minutes)
- Managing all requests received under the Freedom of Information and Protection of Privacy Act
- Processing official correspondence to and from council
- Overseeing risk management claims, City property negotiations, and land registration
- Overseeing the City's Communication and Government Relations department
- Overseeing Corporate Record practices
- Co-ordinating the municipal elections for the positions of mayor (1), council (6) and School Trustee (1) scheduled every four years

The Communications and Government Relations division provides communication and community engagement expertise and counsel. This includes oversight for internal and external communications, comprising government relations, media relations, social media, website, emergency communication, branding and graphic design, and communications strategic planning. Also included is outreach to community partners and other levels of government, including the Semiahmoo First Nation and Metro Vancouver, as well as Provincial and Federal government partners to address intergovernmental, regional, and inter-municipal priorities and issues.

The Property, Insurance and Risk Management division oversees various City matters regarding land purchase, sale, contracts, land title registration, and third-party liability claims. They also oversee the City's long-term leases, licenses and advise on various risk aspects including review of City contracts and agreements in the context of risk and insurance.



The Department is led by the Director of Corporate Administration and is comprised of a Property, Insurance and Risk Manager, a Manager of Communications and Government Relations, a Deputy Corporate Officer, a Committee Clerk, a Senior Communications Coordinator, a Digital Media and Communications Assistant and Records Coordinator:



## KEY INDICATORS

In 2024 the department-maintained service standards for meetings including public hearings and the regular processing of correspondence. Insurance claims activity was steady, though this item may fluctuate from year-to-year as claims take time to work through the process. Communications activity also remained high.

| Corporate Administration                  |             |             |             |             |                |
|---|-------------|-------------|-------------|-------------|----------------|
| Key Activity Levels                       | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Projected |
| Council Meetings (Special and Regular)    | 28          | 24          | 22          | 22          | 22             |
| Council Meetings (Closed)                 | 12          | 14          | 22          | 16          | 16             |
| Standing Committee Meetings               | 32          | 21          | 8           | -           | -              |
| Select Committee/Advisory Board Meetings  | 31          | 37          | 12          | 27          | 24             |
| Public Hearings/Public Meetings Conducted | 21          | 7           | 11          | 10          | 10             |
| Community Forums                          | 1           | -           | -           | -           | -              |
| Council Bulletins                         | 51          | 52          | 52          | 52          | 52             |
| Freedom of Information Requests           | 53          | 27          | 58          | 33          | 30             |
| Insurance Incidents Processed             | 16          | 15          | 5           | 13          | 10             |
| Website Visitor Sessions                  | 1,103,556   | 1,217,306   | 1,290,235   | 1,333,759   | 1,400,000      |
| Website Homepage Views                    | 114,343     | 135,157     | 135,900     | 138,255     | 140,000        |
| Facebook Page Visits                      | 7,364       | 16,990      | 27,536      | 51,367      | 55,000         |
| Facebook Followers                        | 7,200       | 8,396       | 9,359       | 10,823      | 11,000         |
| Instagram Page Visits                     | 4,175       | 6,580       | 9,887       | 11,198      | 12,000         |
| Instagram Followers                       | 3,200       | 3,977       | 5,190       | 6,161       | 6,200          |
| X (formerly known as Twitter) Followers   | 3,999       | 4,247       | 4,392       | 4,549       | 4,560          |

| Service Plan                                   |                          | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Projected |
|--|--------------------------|-------------|-------------|-------------|-------------|----------------|
| Staff Complement                               |                          | 8           | 8           | 8           | 8           | 8              |
| Standing/Select Committees                     | Committees Supported     | 12          | 11          | 5           | 4           | 4              |
| Regular council                                | Agenda Posted on Time    | 100%        | 100%        | 100%        | 100%        | 100%           |
| Council Bulletin                               | Within One Week          | 100%        | 100%        | 100%        | 100%        | 100%           |
| Council and Standing Committee Meeting Minutes | Completed by Next Agenda | 100%        | 100%        | 100%        | 100%        | 100%           |



## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Launched refreshed City branding
- Review of all City Records / Policies (underway)
- Mayor State of the City Address

## PLANS FOR 2025

- Maintain service level standards for meetings, public hearings, and communications
- Complete full refresh of the City's website
- Unveil restored P'Quals (white rock) and interpretive installation sharing its Semiahmoo history for National Day of Truth and Reconciliation
- Committee volunteer appreciation ceremony

## LOOKING AHEAD TO 2026 – 2029

- Records/document management and process improvements



# FINANCIAL PLAN SUMMARY

The net property taxes required by Corporate Administration are projected to increase by \$116,200, or 7% in 2025.



## Corporate Administration – Financial Plan

| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$      | Change<br>%       |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------|
| Property Rentals                | \$204,874          | \$213,091          | \$217,716          | \$217,400          | \$222,100          | \$4,700           | 2%                |
| Cost Recoveries                 | 3,535              | 4,333              | 11,500             | -                  | -                  | -                 | 0%                |
| Grants and Other                | -                  | 2,712              | 3,371              | 300                | 500                | 200               | 67%               |
| Transfer from Reserves          | 82,100             | 51,500             | 63,400             | 68,800             | 34,700             | (34,100)          | -50% <sup>1</sup> |
| <b>Total Revenue</b>            | <b>\$290,509</b>   | <b>\$271,636</b>   | <b>\$295,987</b>   | <b>\$286,500</b>   | <b>\$257,300</b>   | <b>\$(29,200)</b> | <b>-10%</b>       |
| Operating Expenses              |                    |                    |                    |                    |                    |                   |                   |
| Corporate Services              | \$563,920          | \$483,082          | \$753,951          | \$766,900          | \$875,900          | \$109,000         | 14% <sup>2</sup>  |
| Communications                  | 280,973            | 334,924            | 348,841            | 465,500            | 428,000            | (37,500)          | -8%               |
| Risk Management                 | 228,713            | 240,580            | 242,289            | 260,100            | 283,300            | 23,200            | 9%                |
| Legal                           | 329,493            | 291,135            | 350,055            | 302,000            | 308,000            | 6,000             | 2%                |
| Elections                       | 89,273             | (314)              | -                  | -                  | -                  | -                 | 0%                |
| Property Rentals                | 61,378             | 53,812             | 51,537             | 63,200             | 64,900             | 1,700             | 3%                |
| Office                          | 76,512             | 76,271             | 65,469             | 89,700             | 76,300             | (13,400)          | -15% <sup>3</sup> |
| Equipment                       | 18,332             | 16,170             | 12,080             | 24,700             | 22,700             | (2,000)           | -8%               |
| <b>Total Operating Expenses</b> | <b>\$1,648,594</b> | <b>\$1,495,660</b> | <b>\$1,824,222</b> | <b>\$1,972,100</b> | <b>\$2,059,100</b> | <b>\$87,000</b>   | <b>4%</b>         |
| Net Property Taxes Required     | \$1,358,085        | 1,224,024          | \$1,528,235        | \$1,685,600        | \$1,801,800        | \$116,200         | 7%                |

1. Decrease related to exempt compensation policy review in 2024.
2. Increase primarily related to new full-time position to manage privacy assessments and CCTV footage requests.
3. Decrease primarily related to earlier council meeting start times - meals on council meetings days are no longer required.





# HUMAN RESOURCES

White Rock's Human Resources department supports and enhances the City's vision through the establishment of programs and policies helping approximately 200 employees in reaching and accomplishing their goals and objectives.

Human Resources supports employees from their initial candidate experience through to the end of their employment lifecycle, providing strategic advice and expertise, and with a focus on attracting, retaining, and motivating a qualified, diverse, and inclusive workforce.

## CORE BUSINESS AREAS INCLUDE:

### Workplace Health and Safety

The department supports the creation and maintenance of a safe, respectful, and healthy work environment for all employees. This is accomplished through an effective safety management system. The City is committed to preventing accidents, injuries, and illnesses by adhering to a positive safety culture and the execution of various prevention activities such as:

- Risk assessment
- Training
- Inspections
- Investigations
- Safe work practices and procedures
- Hazard-specific programs

### Recruitment and Workforce Planning

The department leads the recruitment process to identify, attract, interview, and select new City employees. It provides newcomers with corporate orientations and work plans to help guide and set expectations, supporting a successful transition into the City's corporate team and culture.

The City's greatest strength comes from employees who have the right skills in the right place at the right time, and this is accomplished through:

- Ongoing workforce analysis
- Identifying skills, gaps
- Identifying supportive interventions to help the City accomplish mandates and strategic objectives

**Disability/Leave Management and Employee Wellness**

Through a coordinated effort, the department supports and facilitates employees through the disability management process, considering their abilities and limitations in the workplace.

Working with employees' doctors or WorkSafeBC, the department facilitates stay-at-work plans and graduated return to work plans to ensure a safe stay/ return to work for all individuals.

Employee wellness efforts are coordinated through the department, providing employees with opportunities to participate in annual flu clinics, the City's Employee and Family Assistance Program, mental health education, as well as Recreation's fitness programs, available to all staff.

The City of White Rock is proud to be an equal opportunity workplace and is committed to promoting and preserving a culture of diversity, equity, and inclusion.

**Employee Policy Development, Administration, and Compliance**

The department is responsible for researching, developing, and maintaining HR employee policies to provide employment instruction in alignment with City objectives and goals.

They provide administrative support to all employees for personal requests, such as confirmation of employment, or employee information updates. They also collaborate regionally by participating in surveys and providing monthly and annual statistical information to other agencies.

Expertise is provided in responding to compliance issues, investigating employee complaints, and providing recommendations on corrective actions, ensuring the City is both meeting, and respecting, collective agreement, policy, and employment legal obligations.

**Employee Training and Development**

The Department provides educational opportunities to enhance the knowledge, skills, and abilities of employees. Opportunities may be unique one-on-one or corporate- wide training that upgrades employees' skills needed to perform their current roles, or for other future roles that may become available.

**Benefit, Compensation, and Employee Administration**

The department identifies, maintains, and manages employee benefits for the City. This includes facilitating the process between the employee and the benefits provider to ensure their coverage is in line with their entitlements, as well as providing employees with comprehensive information when assisting with benefit inquiries. The department also facilitates compensation reviews, including the development of classification specifications and conducting compensation evaluations for all roles within the City.

**Employee and Labour Relations**

Partnerships are fostered with the City's unions and employees, and the department provides expertise to staff on matters related to collective agreements and the interpretation and administration of staff policies.

The City's Human Resources team is a partner in achieving workforce excellence to deliver valued services to the people of White Rock.

### Organizational Review and Job Evaluation

The department collaborates with other City departments to better understand their needs and operational requirements, providing recommendations on organizational structure and positions within the City. These ongoing reviews are vital to ensure the City is proactive in creating staff resources to achieve strategic priorities and service delivery.

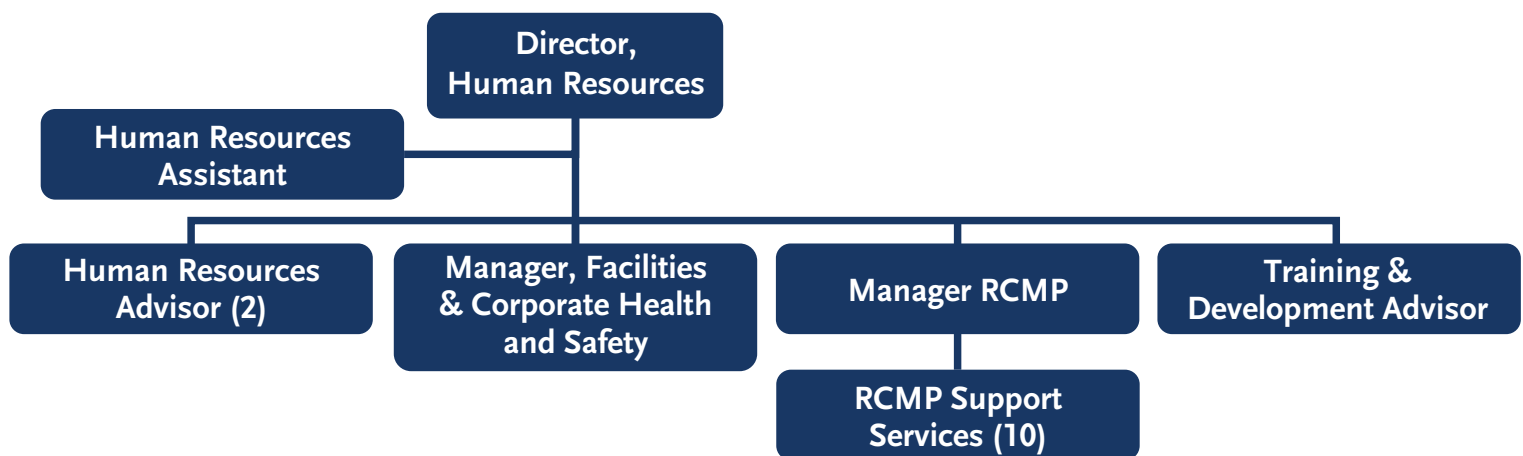
### RCMP Support Services

RCMP Support Services staff provides the citizens of White Rock access to policing administrative services such as Police Information Checks, Civil Fingerprinting services, Victim Services, and various Community Policing programs. RCMP Support staff are trained in cultural diversity, maintaining confidentiality, answering basic criminal code offence questions, and providing citizens with referrals to various resources available to the community of White Rock.

### Department Structure

The department is comprised of a:

- Director
- Manager, Facilities and Corporate Health and Safety (roll shared with Municipal Engineering and Operations)
- Two Human Resource Advisors
- Junior Advisor, Training and Development
- Human Resource Assistant
- Manager, RCMP Support Services
- 10 civilian CUPE employees currently provide RCMP support services



## KEY INDICATORS

In 2024, much of Human Resources' focus revolved around Training and Development, completion of annual reviews, and implementing desired changes that came recommended as part of the employee and compensation surveys completed. In 2025 we hope to further these enhancements and work towards multiple system implementations that will allow us to build efficiencies and capacity for the department and the City as a whole.

| Key Activity Levels                 |                                      | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|-------------------------------------|--------------------------------------|----------------|----------------|----------------|----------------|-------------------|
| Staff Complement                    |                                      | 13.9           | 14.6           | 15.6           | 16.6           | 16.6              |
| Recruitments                        | Competitions Managed                 | 66.0           | 80.0           | 60.0           | 68.0           | 75.0              |
| Job Evaluations                     |                                      | 15.0           | 11.0           | 13.0           | 16.0           | 10.0              |
| Organizational Reviews              |                                      | 5.0            | 2.0            | 4.0            | 2.0            | 2.0               |
| Training Opportunities – Corporate  | Courses Scheduled                    | 86.0           | 52.0           | 42.0           | 48.0           | 46.0              |
|                                     | Courses Run                          | 77.0           | 43.0           | 39.0           | 48.0           | 46.0              |
| Training Opportunities – Individual | Courses Scheduled                    | 42.0           | 40.0           | 41.0           | 46.0           | 46.0              |
| WorkSafeBC BC Files                 | Time Loss/Healthcare/<br>Report Only | 38.0           | 50.0           | 25.0           | 16.0           | 20.0              |
| WorkSafe BC Reports                 | Reports                              | 3.0            | 1.0            | 3.0            | 2.0            | 5.0               |
| Disability/Leave Management         | Active Files                         | 73.0           | 134.0          | 20.0           | 42.0           | 50.0              |
| Formal Inquiries/Investigations     | Active Files                         | 21.0           | 19.0           | 15.0           | 11.0           | 5.0               |

### 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Coordinated and completed 360-degree reviews for City Management employees
- Rolled out enhancements to Training and Development Directive for City employees
- Implemented new Training and Development software
- Completed City online training request form
- Initiated migration of online file system to SharePoint
- Initiated and participated in the City's ERP system update and implementation
- Completed CUPE Bargaining
- Implemented formal Remote Work Program
- Updated various Human Resources Policies and Administrative Directives
- Planned and executed employee engagement events
- Streamlined and improved new hire process and onboarding
- Implemented In-house quantitative respiratory fit testing



**PLANS FOR 2025**

- CUPE and IAFF Collective Bargaining
- Continue to incorporate Diversity, Equity, and Inclusion into HR-related practices
- Continue to participate in City's enterprise system update and implementation
- Complete migration of online file system to SharePoint
- Continue improvements to Policies and Administrative Directives
- Development of Safe Work Procedure manual for Public Works'
- Improve hearing conservation program and conduct noise mapping and noise exposure sampling
- Complete and implement employee development review processes for all levels of the organization

**LOOKING AHEAD TO 2026 – 2029**

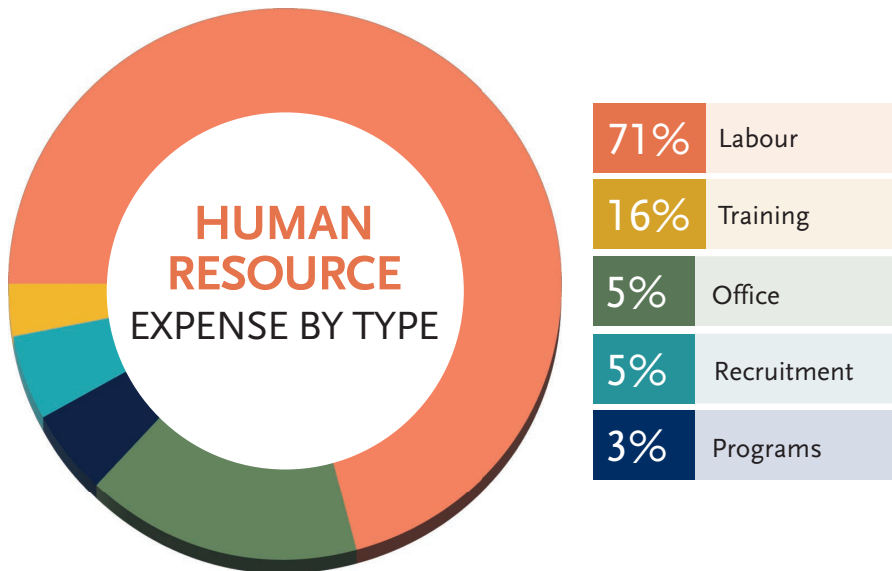
- Continue to increase the automation of HR processes, such as more electronic forms and processes
- Continue improvements to the City's Health and Safety management system
- Continue improvements to Policies and Administrative Directives
- Expand Recruitment and Retention strategies
- Continue ongoing Diversity, Equity, and Inclusion practices and improvements





# FINANCIAL PLAN SUMMARY

The net property taxes for the Human Resources Department are projected to decrease by \$33,600, or 3% over 2024.



| Human Resources – Financial Plan     |                  |                  |                    |                    |                    |                   |             |
|--------------------------------------|------------------|------------------|--------------------|--------------------|--------------------|-------------------|-------------|
| Revenue                              | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$      | Change<br>% |
| Cost Recoveries                      | \$-              | \$89             | \$-                | \$-                | \$-                | \$-               | 0%          |
| Transfer from Operating Reserves     | 177,300          | 58,200           | 85,300             | 179,300            | 124,600            | (54,700)          | -31%        |
| <b>Total Revenue</b>                 | <b>\$177,300</b> | <b>\$58,289</b>  | <b>\$85,300</b>    | <b>\$179,300</b>   | <b>\$124,600</b>   | <b>\$(54,700)</b> | <b>-31%</b> |
| Operating Expenses                   |                  |                  |                    |                    |                    |                   |             |
| Human Resources                      | \$662,061        | \$543,156        | \$860,547          | \$927,400          | \$853,700          | \$(73,700)        | -8%         |
| Employee Health, Safety and Wellness | 22,215           | 16,443           | 25,443             | 46,600             | 42,200             | (4,400)           | -9%         |
| Training                             | 62,901           | 84,151           | 99,808             | 193,200            | 198,100            | 4,900             | 3%          |
| Testing and Recruitment              | 148,633          | 16,207           | 89,683             | 45,900             | 59,500             | 13,600            | 30%         |
| Office                               | 438              | 11,594           | 16,982             | 52,500             | 37,600             | (14,900)          | -28%        |
| Equipment                            | 4,211            | 4,821            | 3,423              | 9,400              | 9,600              | 200               | 2%          |
| Consulting                           | 23,725           | 53,604           | 28,756             | 21,000             | 7,000              | (14,000)          | -67%        |
| <b>Total Operating Expenses</b>      | <b>\$924,184</b> | <b>\$729,976</b> | <b>\$1,124,642</b> | <b>\$1,296,000</b> | <b>\$1,207,700</b> | <b>\$(88,300)</b> | <b>-7%</b>  |
| Net Property Taxes Required          | \$746,884        | \$671,687        | \$1,039,342        | \$1,116,700        | \$1,083,100        | \$(33,600)        | -3%         |

1. 2024 budget included funding for one-time items: exempt compensation policy review, benefit consultant, employee recognition event, partially offset by additional recruitment costs in 2025 for difficult to fill positions.
2. Increase recruitment costs for difficult to fill positions. (Note 1).
3. Decrease related to removal of 2024 one-time budget items (Note 1).





# FINANCIAL SERVICES

The Financial Services Department is responsible for the overall management of municipal financial affairs.

Financial Services provides accounting and audit services for \$152M in annual expenses and revenues. These services also extend to include:

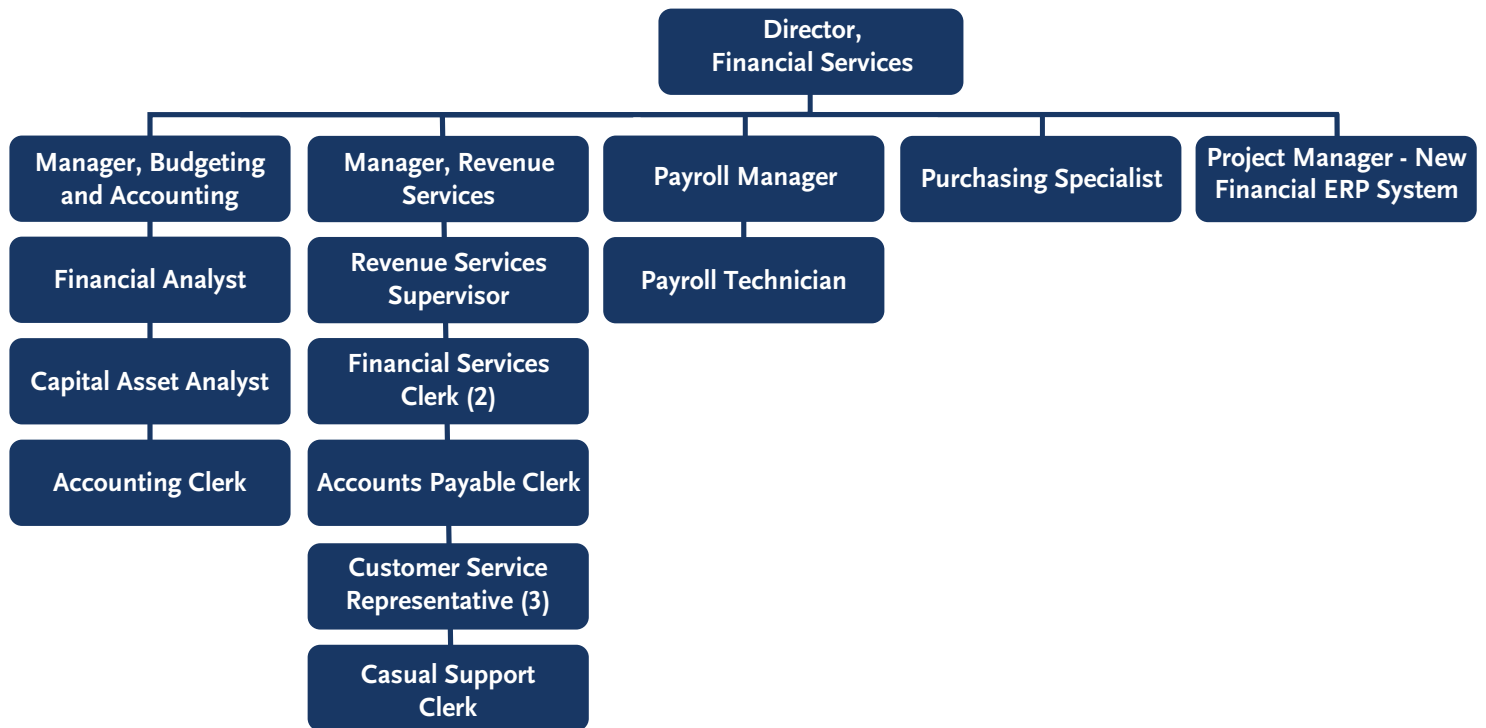
- Cash management of over \$170M in investments to maximize returns and provide additional income to both operating and reserve funds with minimal risk.
- Accounts payable, processing over 5,000 invoices annually.
- Coordination of the production of three different payroll groups, paid bi-weekly.
- Management of benefits records maintenance for over 200 staff.
- Support for departments with financial analysis, coordinating annual financial planning processes, and financial policy development.
- Preparation of financial statements, which are audited by an independent accounting firm, as well as various other statutory reports.

Financial Services also processes all revenues including property taxes, utility bills, parking tickets, and parking decals and permits. The division is also responsible for:

- Switchboard for City's primary phone number
- Mail processing for the City
- Administration of council Grants-In-Aid program
- Permissive tax exemptions
- Miscellaneous accounts receivable
- Providing support to the budget and accounting division through account reconciliations

This section produces more than 8,000 utility bills, 9,800 tax notices, and 8,500 ticket payments on an annual basis, as well as generates approximately 9,500 ticket warnings and reminders. This section also manages a pre-approved instalment tax payment and utility auto-debit system, as well as an online payment system.

The Department consists of the following:





## KEY INDICATORS

In 2024, finance activity increased over prior years, and higher levels of online payments were experienced as cash is being used less (68% of payments are made online or at customers financial institutes).

Finance service standards were met during the year, and the Financial Plan presentation process was awarded with the GFOA Distinguished Budget Presentation award for the City's 2024 Financial Plan. Financial Services plans to submit the 2025 – 2029 Financial Plan for consideration.

| Key Activity Levels         |  | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|-----------------------------|--|----------------|----------------|----------------|----------------|-------------------|
| Property Taxation           | Collections (\$ Millions)                  | 45.7           | 48.1           | 52.4           | 55.1           | 56.0              |
|                             | Tax Notices Issued                         | 9,191          | 9,218          | 9,621          | 9,626          | 9,800             |
| Investments                 | Portfolio Managed (\$ Millions)            | 145            | 155            | 171            | 185            | 195               |
| Cash Receipting and Banking | Transactions Processed                     | 37,982         | 39,741         | 43,600         | 43,261         | 43,600            |
| Parking                     | Decals and Permits Sold                    | 8,835          | 9,749          | 9,100          | 10,231         | 10,500            |
| Payroll                     | Pay-Stub Issued                            | 5,118          | 5,139          | 5,390          | 5,400          | 5,400             |
| Utility Billing             | Bills Issued                               | 18,918         | 18,969         | 19,007         | 19,085         | 19,100            |
| Accounts Payable            | Invoices Processed                         | 6,196          | 5,977          | 5,300          | 5,619          | 5,500             |
| Payroll                     | Processed on Time                          | Achieved       | Achieved       | Achieved       | Achieved       | Achieved          |
| Tax Notices                 | Mailed on Time                             | Achieved       | Achieved       | Achieved       | Achieved       | Achieved          |
| Utility Bills               | Processed on Time                          | Achieved       | Achieved       | Achieved       | Achieved       | Achieved          |
| Five-Year Financial Plan    | Prepared on Time                           | Achieved       | Achieved       | Achieved       | Achieved       | Achieved          |
|                             | GFOA Budget Presentation Standard Achieved | Achieved       | Achieved       | Achieved       | Achieved       | Achieved          |
| Financial Statements        | Prepared on Time                           | Delayed        | Delayed        | Achieved       | Achieved       | Achieved          |
|                             | Unqualified Audit Report                   | Achieved       | Achieved       | Achieved       | Achieved       | Achieved          |



## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Earned the GFOA Distinguished Budget Presentation Award for third consecutive year for City's 2024 Financial Plan
- Implemented Phase 3 of consumption-based billing rate structure for water services; once fully implemented, water consumption will align with water utility costs.
- Finalized Asset Retirement Obligations and corresponding policy.
- Launched online access to T4s.
- Adopted Electronic Funds Transfer (EFT) as primary method of invoice payment.
- Procured and signed contract for the new Enterprise Resource Planning (ERP) system (Unit4) and initiated implementation.
- Completed procurement process for Auditor Services.
- Completed procurement process for Appraisal Services.
- Completed procurement process for Grant Writing Services.
- Filled key staffing roles: recruited a Manager of Revenue Services (replacing the incumbent seconded to the ERP project), a Revenue Services Supervisor (replacing the incumbent who passed away), and a Tangible Capital Analyst (replacing the incumbent who retired).
- Supported other departments in expanding eApply options for various permit applications.
- Continued implementation of an online forms system for payments related to Parking Decals, Permits, Green Can Stickers, and Extra Garbage Pickup Stickers.
- Participated in the Metro Vancouver Regional Finance Advisory Committee (RFAC).
- Implemented PS 3400 Revenue Recognition standard change.

## PLANS FOR 2025

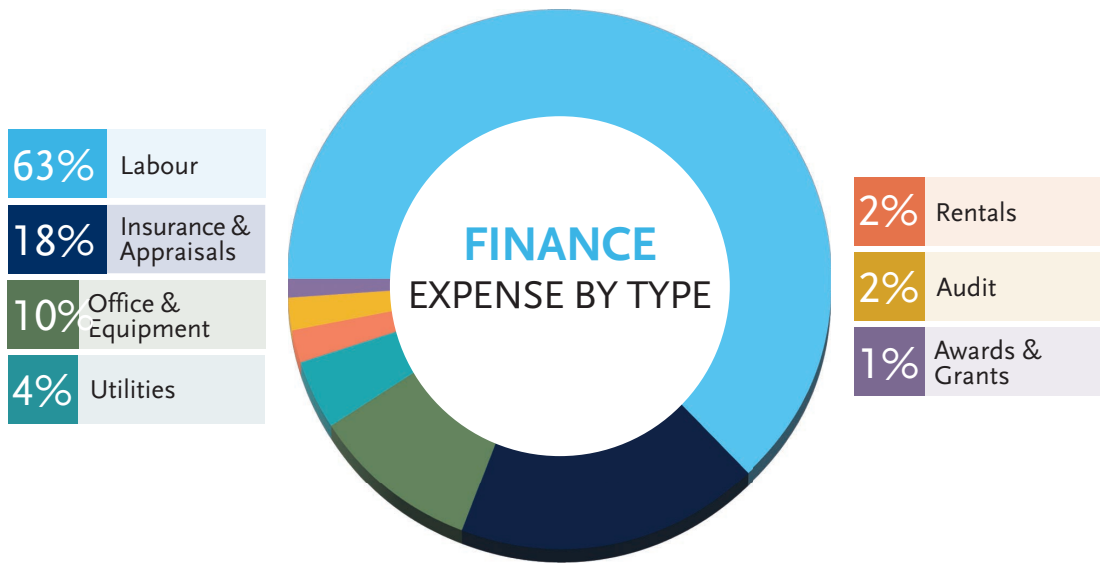
- Continue to design and implement new ERP system
- Review the Drainage Utility Bylaw.
- Establish new Purchasing section and recruit a Purchasing Specialist (efforts in 2024 were unsuccessful).
- Implement Phase 4 (final phase) of water utility rate structure change.
- Submit City's 2025–2029 Financial Plan to the GFOA for consideration for the Distinguished Budget Presentation Award.
- Adopt electronic signing software.
- Develop online timesheet template for exempt staff.
- Complete PCI (Payment Card Industry) compliance review in collaboration with Information Technology and Parking.
- Review and update policies, including Procurement Policy (#301), Accumulated Surplus Fund Policy (#307), Insurance Coverage for Contractors Policy (#316), and Emergency Expenditures Policy (#322).

## LOOKING AHEAD TO 2026 – 2029

- Continue implementation of new ERP system.
- Review Financial Policies.
- Implement Capital Asset Management system.

# FINANCIAL PLAN SUMMARY

The net property taxes required for Financial Services are forecast to increase by \$68,700, or 3% over 2024.

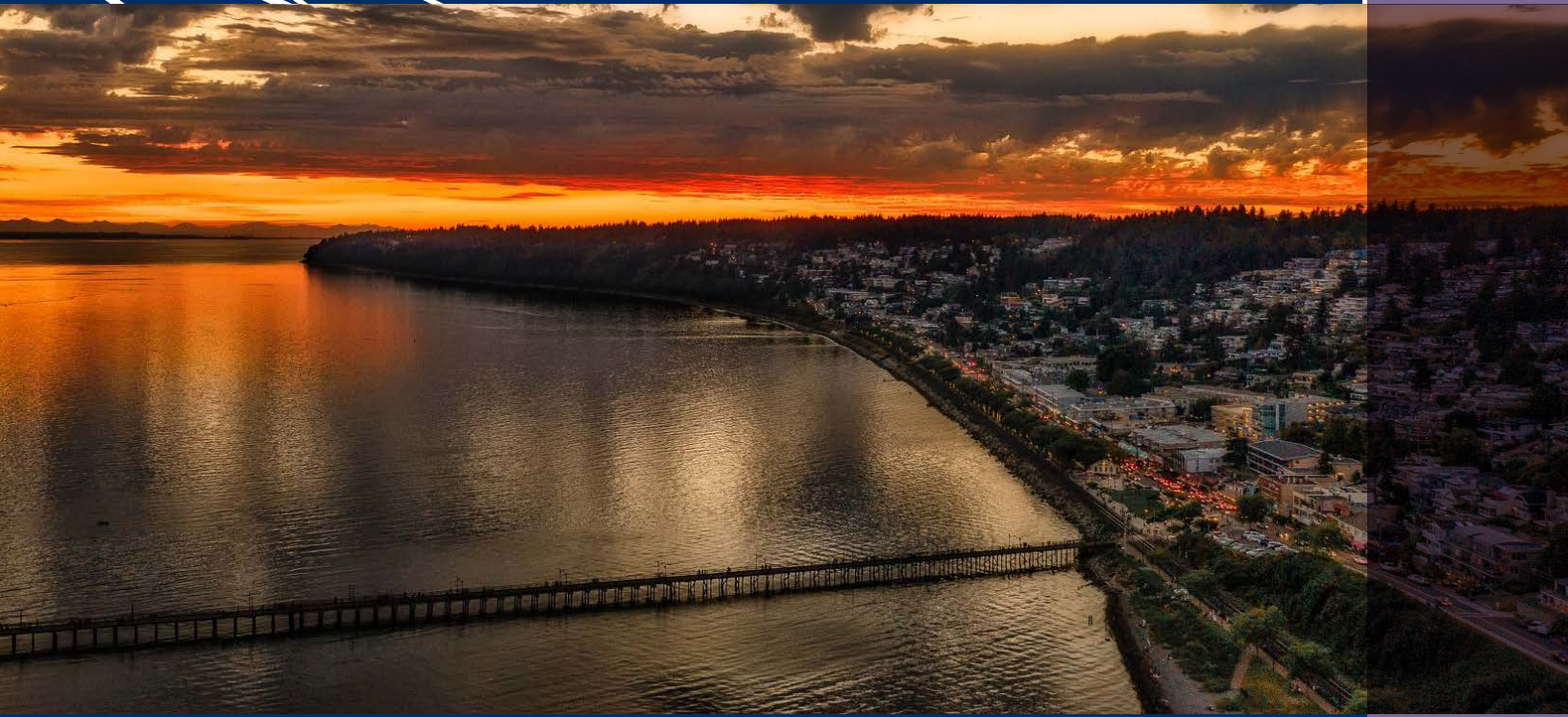


## Financial Services – Financial Plan

| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$     | Change<br>% |   |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|---|
| Penalties and Interest          | \$296,535          | \$420,344          | \$504,108          | \$288,000          | \$367,000          | 79,000           | 27%         | 1 |
| Rentals                         | 44,316             | 41,067             | 50,534             | 200                | -                  | (200)            | -100%       |   |
| Grants and Other                | 153,000            | 167,817            | 188,640            | 100,600            | 103,800            | 3,200            | 3%          |   |
| Recovery of Costs               | 108,800            | 110,900            | 113,100            | 113,100            | 115,400            | 2,300            | 2%          |   |
| Transfer from Reserves          | -                  | 10,000             | 70,100             | 100,100            | 114,400            | 14,300           | 14%         | 2 |
| <b>Total Revenue</b>            | <b>\$602,651</b>   | <b>\$750,128</b>   | <b>\$926,482</b>   | <b>\$602,000</b>   | <b>\$700,600</b>   | <b>\$98,600</b>  | <b>16%</b>  |   |
| Operating Expenses              |                    |                    |                    |                    |                    |                  |             |   |
| Finance                         | \$730,092          | \$833,753          | \$1,042,152        | \$1,285,800        | \$1,342,400        | \$56,600         | 4%          |   |
| Revenue and Customer Service    | 424,929            | 449,470            | 501,729            | 603,900            | 599,900            | (4,000)          | -1%         |   |
| Office and Equipment            | 185,046            | 221,055            | 242,778            | 233,700            | 300,700            | 67,000           | 29%         | 3 |
| Utilities                       | 71,120             | 82,383             | 84,869             | 87,400             | 118,800            | 31,400           | 36%         | 4 |
| Insurance and Appraisals        | 341,573            | 426,824            | 525,427            | 548,600            | 559,500            | 10,900           | 2%          |   |
| Audit                           | 44,069             | 51,631             | 27,018             | 50,000             | 61,700             | 11,700           | 23%         | 5 |
| Awards and Grants               | 75,850             | 23,250             | 23,358             | 25,000             | 25,000             | -                | 0%          |   |
| Other                           | 76,967             | 75,740             | 68,541             | 82,300             | 76,000             | (6,300)          | -8%         |   |
| <b>Total Operating Expenses</b> | <b>\$1,949,646</b> | <b>\$2,164,106</b> | <b>\$2,515,872</b> | <b>\$2,916,700</b> | <b>\$3,084,000</b> | <b>\$167,300</b> | <b>6%</b>   |   |
| Net Property Taxes Required     | \$1,346,995        | \$1,413,978        | \$1,589,390        | \$2,314,700        | \$2,383,400        | \$68,700         | 3%          |   |

1. Increased revenue expected for penalties and interest.
2. Increase in funding for grant writing services, partially offset by decrease in funding for 2024 property appraisal and exempt compensation policy review.
3. Budget for grant writing services and increased credit card processing charges.
4. Increased cost of garbage pickup from City facilities.
5. Increased audit fees due to new contract.





# FISCAL SERVICES

The Fiscal Services section summarizes all the corporate investment, reserves, grants, and other revenue transfers.

## REVENUES:

**Investment Income:** This is generated through investment of the City's funds in accordance with the Community Charter Act and the City's investment policy.

**Community Amenity Charges:** These are collected through the development approvals process and transferred to a capital reserve for future use when community amenities are constructed.

**Recovery of Costs:** This is an internal cost transfer account used to allocate labour costs to different departments when a position works in more than one division, and where corporate support is provided from; Corporate Administration, Finance, Human Resources, and Information Technology. It also includes small external cost recoveries.

**Operating Reserves:** These reserves are used to support operations from year-to-year, including specific funding for one-time projects or to provide temporary staff capacity funded from previous annual operations.

**Grants:** Includes funds received from Provincial Community Works Fund from year-to-year. These funds are transferred to a capital reserve and held for future use, primarily road reconstruction.



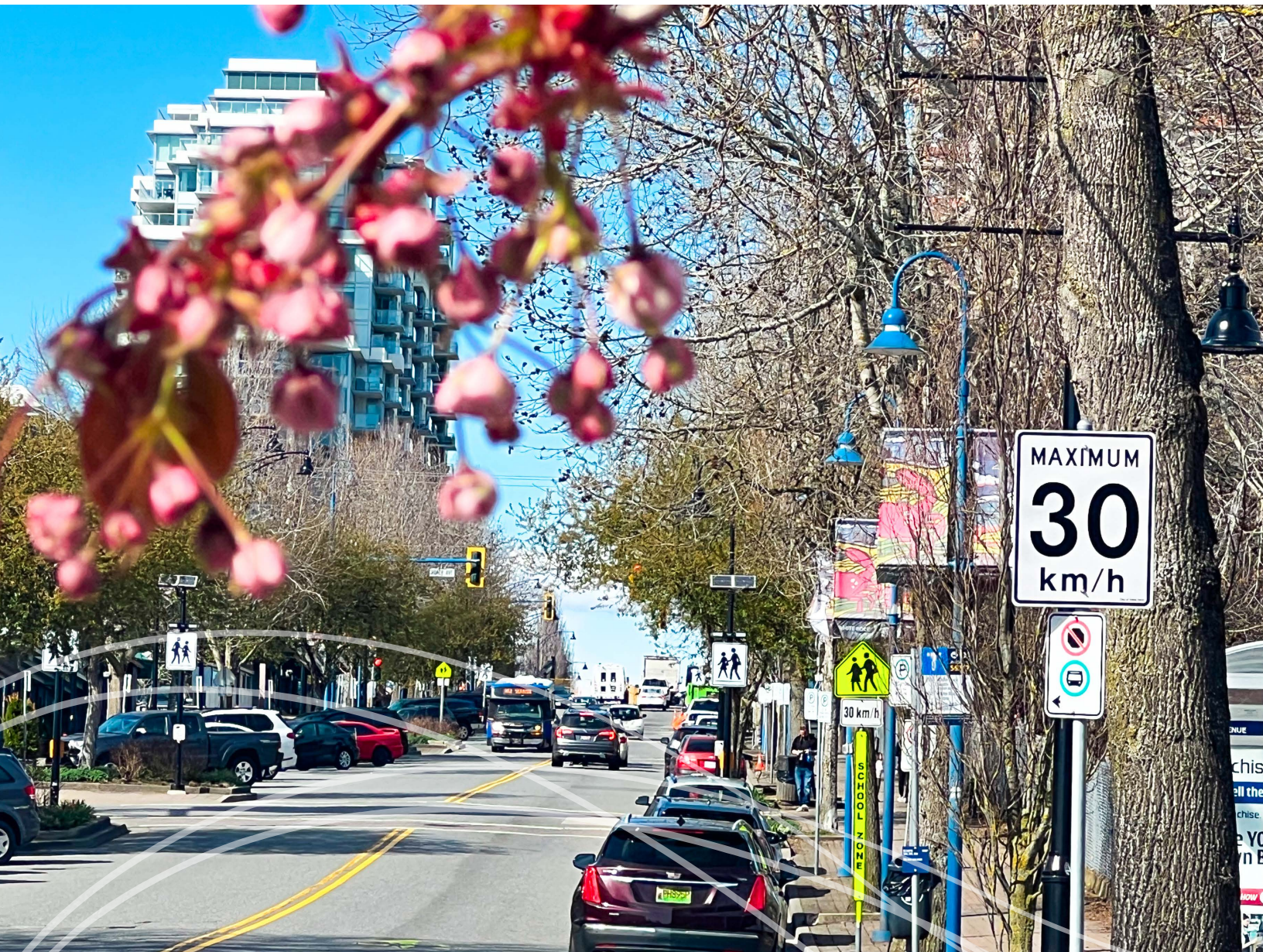
## EXPENSES:

**Operating Reserves:** Funds are transferred to operating reserves to set aside funds for one-time future costs and for unanticipated expenses.

**Interest Transferred to Reserves:** Some investment income is transferred to reserves each year. This is trending up as investment returns have increased, compared to previous years.

**Capital Reserves:** Funds are transferred to Capital Reserves to fund future asset improvement infrastructure replacement costs. This is discussed in the Asset Improvement section of the Financial Plan.

**Community Amenity Reserves:** Involves the transfer of funds collected through the development approval process.





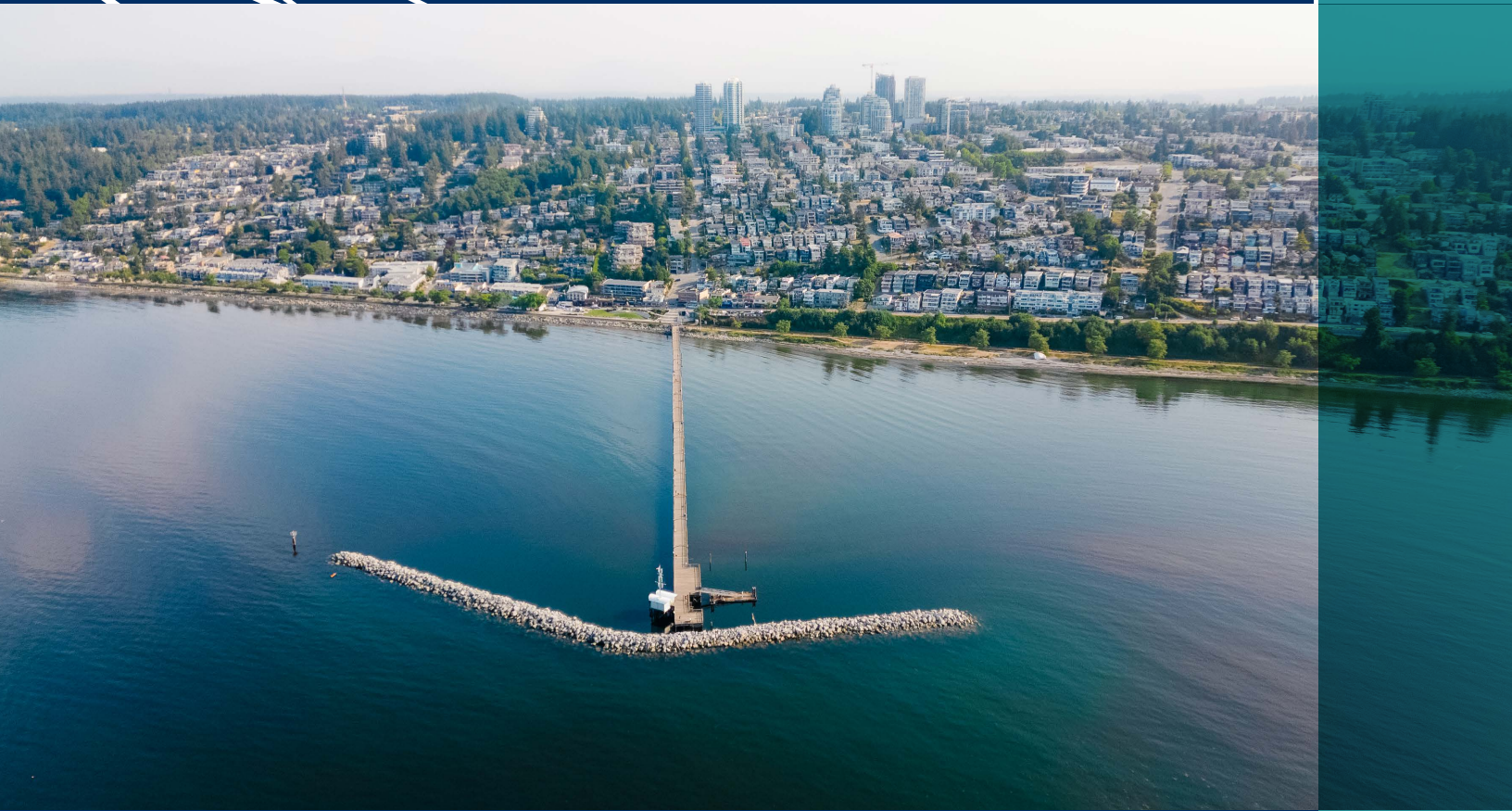
# FINANCIAL PLAN SUMMARY

The net property taxes required for Fiscal Services are projected to increase by \$434,200, or 23% over 2024 amounts:

| Fiscal Services – Financial Plan       |              |              |              |              |              |             |          |
|--|--------------|--------------|--------------|--------------|--------------|-------------|----------|
| Revenue                                | 2022 Actuals | 2023 Actuals | 2024 Actuals | 2024 Budget  | 2025 Budget  | Change \$   | Change % |
| Investment Income                      | \$3,312,733  | \$8,315,826  | \$8,934,557  | \$4,500,000  | \$5,000,000  | 500,000     | 11%      |
| Other Revenue                          | 759,688      | 765,951      | 738,535      | 713,200      | 728,800      | 15,600      | 2%       |
| Community Amenity Charges              | -            | -            | -            | 770,000      | 3,250,500    | 2,480,500   | 322%     |
| Recovery of Costs                      | 2,173,533    | 2,453,467    | 2,454,294    | 2,509,500    | 2,460,600    | (48,900)    | -2%      |
| Transfers from Operating Reserves      | -            | 197,500      | 249,700      | 695,000      | 50,000       | (645,000)   | -93%     |
| Transferred from Other Funds           | 338,864      | 301,815      | 332,470      | 325,700      | 349,300      | 23,600      | 7%       |
| Grants                                 | 272,377      | 5,989,082    | 579,959      | 576,600      | 134,300      | (442,300)   | -77%     |
| Total Revenue                          | \$6,857,195  | \$18,023,641 | \$13,289,515 | \$10,090,000 | \$11,973,500 | \$1,883,500 | 19%      |
| Operating Expenses                     |              |              |              |              |              |             |          |
| Contingency and Other Expenses         | \$874,052    | \$1,301,815  | \$729,278    | \$1,641,600  | \$1,441,100  | (200,500)   | -12%     |
| Interest Transferred to Reserves       | 414,377      | 862,867      | 1,039,634    | 900,000      | 900,000      | -           | 0%       |
| Transfer to Operating Reserves         | 1,266,700    | 4,124,499    | 911,300      | 200,100      | 309,200      | 109,100     | 55%      |
| Transfer to Capital Reserves           | 8,990,841    | 18,401,306   | 15,876,165   | 8,439,900    | 8,368,500    | (71,400)    | -1%      |
| Transfers to Community Amenity Reserve | 344,494      | 509,927      | 568,969      | 770,000      | 3,250,500    | 2,480,500   | 322%     |
| Total Operating Expenses               | \$11,890,464 | \$25,200,414 | \$19,125,346 | \$11,951,600 | \$14,269,300 | \$2,317,700 | 19%      |
| Net Property Taxes Required            | \$5,033,269  | \$7,176,773  | \$5,835,831  | \$1,861,600  | \$2,295,800  | \$434,200   | 23%      |

1. Increase primarily related to increased dollars invested.
2. In 2025 three major new developments expected (two in 2024).
3. Decrease primarily related to removal of 2024 one-time budget items: exempt compensation policy review and ratified collective agreement(s).
4. Decrease related to Local Government Climate Action grant received in 2024.
5. Increase related to partial reimbursement from Ministry of Emergency Management and Climate Readiness for some days when Warming Centre was in operation.

| Fiscal Services – Transfers to Capital Reserves | 2024 Budget      | 2025 Budget      |
|---|------------------|------------------|
| Equipment Replacement                           | \$928,700        | \$965,500        |
| General Infrastructure                          | 2,873,500        | 3,094,200        |
| Road Infrastructure                             | 1,000,000        | 1,020,000        |
| Infrastructure Replacement                      | 475,600          | 480,600          |
| Growing Communities Fund                        | -                | -                |
| Secondary Suite                                 | 405,000          | 415,000          |
| Capital Works & Machinery                       | 2,020,500        | 2,098,900        |
| Community Works Fund                            | 131,000          | 134,300          |
| Climate Action Revenue Incentive                | 445,600          | -                |
| Technology Replacement                          | 150,000          | 150,000          |
| Other   | 10,000           | 10,000           |
|   | <b>8,439,900</b> | <b>8,368,500</b> |



# INFORMATION TECHNOLOGY

White Rock's Information Technology Department ensures the networks, computers, and systems that support the City are secure and effective. They are responsible for the management, oversight, coordination, and planning of core:

- Technology
- Cyber security
- Digital platforms
- Geographic information systems

The department oversees the technology infrastructure of over 16 facilities/ sites, including a City-owned parkade, and essential water utility infrastructure, including pump stations and a treatment plant. It also provides IT support services to the RCMP detachment.

This department consists of two sections: Information Technology and Geographical Information Systems (GIS), and has a total of seven positions:

- Chief Information Officer
- Network administrator
- Business applications analyst
- GIS analyst
- GIS specialist
- Two technical support specialists



A wide variety of Corporate Network and SCADA (Supervisory Control and Data Acquisition) water utility network assets are managed and maintained, with complementary technology to deliver high quality computing services and support the communication needs of a growing organization.

Additionally, a Geographic Information System with over 300 data sets is maintained with application development and end-user support provided.

Services are provided in five areas:

1. **BUSINESS DEVELOPMENT** – Business process and operations efficiencies are used to enable rapid response and technology changes in a fiscally responsible manner.
2. **INFRASTRUCTURE** – Modern infrastructure architectures and network services are deployed across the City to ensure high-performance resiliency and reliability.
3. **DIGITAL ENGAGEMENT SERVICES** – Adaptive technology is provided to meet the online engagement needs of the community and organization.
4. **CYBERSECURITY** – Key City infrastructure architecture is continuously monitored to detect, assess, and protect against internal and external threats.
5. **ENTERPRISE APPLICATIONS** – Configuration and integration support for enterprise applications such as Tempest, Perfect Mind, iCity, SCADA, and ArcGIS.



## KEY INDICATORS

Technology touches virtually every aspect of the City's operations and continues to rapidly grow in use, complexity, and importance. Demand for technology investments continues to outpace available funding levels. The need to replace legacy technologies, secure critical Information Technology (IT) infrastructure and modernize our services has never been greater.

Key indicators show the breadth of technology supported and the level of service provided via the helpdesk:

| Key Activity Levels   |                                     | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|-----------------------|-------------------------------------|----------------|----------------|----------------|----------------|-------------------|
| City Staff Supported  | Employees Supported (FTE)           | 176            | 180            | 182            | 185            | 185               |
| Helpdesk              | Helpdesk Requests                   | 1,600          | 1,550          | 1,600          | 1650           | 1610              |
| Software              | Business Applications/Platforms     | 39             | 41             | 45             | 45             | 45                |
| Hardware              | Servers Supported                   | 49             | 51             | 51             | 52             | 53                |
|                       | Computers/Laptops/Tablets Supported | 200            | 205            | 215            | 215            | 220               |
|                       | Printers Supported                  | 22             | 23             | 23             | 23             | 23                |
|                       | Mobile Devices Supported            | 200            | 200            | 202            | 203            | 203               |
|                       | Landline Phones Supported           | 160            | 160            | 180            | 204            | 190               |
|                       | Fibre Optics Cable Supported        | 16 km          | 16 km          | 17 km          | 17 km          | 17 km             |
|                       | CCTV cameras Supported              | 48             | 52             | 53             | 55             | 65                |
|                       | Wi-Fi Access Points                 | 14             | 21             | 26             | 31             | 33                |
| Data Storage Capacity | x Terabytes                         | 10             | 11             | 12             | 14             | 15.5              |
| Email                 | Mailboxes Supported                 | 175            | 180            | 183            | 200            | 200               |
| GIS                   | Datasets Supported                  | 300            | 300            | 300            | 315            | 319               |
| Network Uptime        | Service Availability                | 99.99%         | 99.99%         | 99.99%         | 99.99%         | 99.99%            |
| City Website Uptime   | Service Availability                | 99.99%         | 99.99%         | 99.99%         | 99.99%         | 99.99%            |
| Cyber Attacks         | Number of Successful Attacks        | 0              | 0              | 0              | 0              | 0                 |
| Telephony Outages     | Service Availability                | 0              | 0              | 1              | 0              | 0                 |

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Implemented a cloud-based Help Desk Management system
- Added a tourism camera on East Beach and backup Internet connection using the Starlink satellite service
- Developed AI-based city regulations chatbot
- Assisted with migration of TELUS copper-based lines to fiber optics
- Updated internal training and registration app
- Initiated implementation of LoRaWAN network (future-proofing initiative)
- Developed and implemented map-based Development Application portal
- Hardened infrastructure resiliency and cybersecurity posture with implementation of Managed Detection and Response service
- Water Treatment Plant – IT Infrastructure Updates

## PLANS FOR 2025

The list below comprises the top corporate initiatives. Routine IT-driven projects are also ongoing.

- Migrate HR and Corporate Administration data files to SharePoint (cloud)
- Continue to build online ePermit applications to expand portfolio of online services
- Identify and implement corporate records storage and management platform
- Assist with implementation of new ERP system
- Upgrade core network infrastructure

## LOOKING AHEAD TO 2026 – 2029

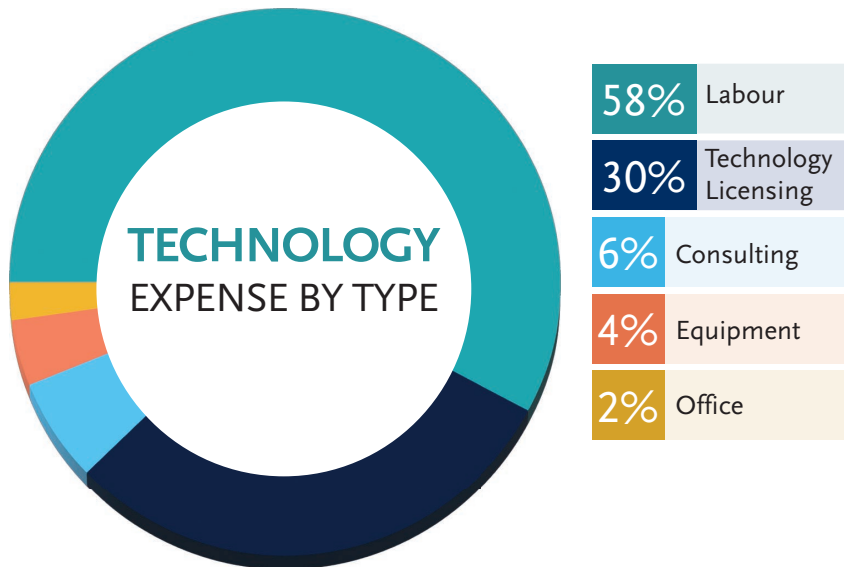
- Continue to build online ePermit applications
- Implement eSignature platform
- Identify ways and opportunities to leverage generative AI technology to augment existing services and processes
- The rapid advent of transformative AI-powered technologies requires a paradigm shift in how we think about training and development. Tech literacy is now core to every role, requiring learning to be continuous and built at the level of individual skills that are deployed at the point of need
- Aim to complete the migration of all corporate files to the Microsoft cloud platform by 2027
- Continue to improve metrics transparency by building online visual dashboards

## Asset Improvement Program

The Five-Year Financial Plan includes needed funding to update and maintain current hardware, software, and applications requirements related to the City's technology and communications systems. A variety of corporate initiatives are identified including replacing the City's financial system and implementing document management and eCommerce systems. Further details are provided in the Asset Improvement Program section of this document.

# FINANCIAL PLAN SUMMARY

The net property taxes required for Information Technology are projected to increase by \$63,600, or 4% in 2025.



| Information Technology – Financial Plan |                 |                 |                 |                |                |              |             |
|---|-----------------|-----------------|-----------------|----------------|----------------|--------------|-------------|
| Revenue                                 | 2022<br>Actuals | 2023<br>Actuals | 2024<br>Actuals | 2024<br>Budget | 2025<br>Budget | Change<br>\$ | Change<br>% |
| Other Revenues                          | \$27,013        | \$30,231        | \$44,497        | \$27,400       | \$27,900       | \$500        | 2%          |
| Grants                                  | -               | 22,500          | -               | -              | 22,500         | 22,500       | 100%        |
| Transfer from Reserves                  | 24,400          | 45,065          | 76,789          | 67,600         | 78,200         | 10,600       | 16%         |
| Total Operating Revenues                | \$51,413        | \$97,796        | \$121,286       | \$95,000       | \$128,600      | \$33,600     | 35%         |
| Operating Expenses                      |                 |                 |                 |                |                |              |             |
| Administration                          | \$831,704       | \$805,759       | \$950,833       | \$1,059,100    | \$1,127,300    | \$68,200     | 6%          |
| Technology Software Support             | 355,576         | 441,315         | 520,836         | 493,900        | 514,500        | 20,600       | 4%          |
| Technology Hardware Support             | 36,491          | 84,370          | 94,393          | 61,400         | 69,200         | 7,800        | 13%         |
| Telecommunications                      | 29,128          | 32,251          | 27,062          | 29,200         | 29,800         | 600          | 2%          |
| Total Operating Expenses                | \$1,252,899     | \$1,363,695     | \$1,593,124     | \$1,643,600    | \$1,740,800    | \$97,200     | 6%          |
| Net Property Taxes Required             | \$1,201,486     | \$1,265,899     | \$1,471,838     | \$1,548,600    | \$1,612,200    | \$63,600     | 4%          |

1. 2025 amount is grant from UBCM for Next Generation 911 project.
2. Increased funding in 2025 for privacy assessment for East Beach and Memorial Park CCTV camera installation, partially offset by decrease in funding required related to exempt compensation policy review in 2024.
3. Increased budget for hardware maintenance and equipment.





# POLICE SERVICES

Police services in White Rock are provided by the White Rock RCMP. The RCMP operate a fully functional detachment providing public services during regular business hours. After hours, the City of White Rock contracts the Surrey Police OCC to dispatch the White Rock members to calls for service.

The RCMP Detachment is run by a Detachment Commander, Operations NCO and Support Services Manager. The Detachment has a deployment of 26 Regular Members, 10 full-time and one permanent part-time Municipal staff and 8 casual on-call employees.

## Frontline Policing

Frontline policing is divided into four watches, consisting of a Corporal and four Constables, who provide 24/7 coverage to the residents of White Rock. White Rock Detachment members respond to over 7,000 calls a year. They also investigate complaints, conduct road safety enforcement, and conduct proactive foot, bike, and vehicle patrols throughout the City.

## General Investigative Section

This unit consists of a Corporal and two Constables, who take the lead roles investigating serious or complex investigations in White Rock. They have advanced training and skills in judicial authorizations, interviewing and investigation techniques.

## Community Response Constable

This Constable position has a broad mandate: Conduct project-based investigations, respond to Frontline calls, monitor prolific offenders, act as a school liaison, create youth-based initiatives, conduct road safety enforcement, and create community engagement opportunities.

## Community Policing

Community Policing services conduct educational awareness programs for the residents of White Rock through programs such as Speed Watch, Block Watch, Fraud Awareness, and Lock Out Auto Crime. These programs are led by a Community Policing Coordinator and promoted by 30 Community Policing volunteers.

## RCMP Support Services

RCMP Support Services staff provide operational policing support services: Crime Prevention, Victim Services, Frontline support to conduct Police Information Checks and Civil Fingerprinting, Disclosures, Exhibit and Fleet Maintenance and Information Management.

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Increased Traffic Enforcement in the City through the utilization of ALPR (Automatic License Plate Reader), E-Ticketing and new laser measurement tool (LIDAR)
- Increased foot and mountain bike patrols around beach areas during special events and peak season
- Piloted new municipal staffing initiative to support members during the summer months
- Introduction of new filing naming conventions, mandated by Crown Counsel MOU (EIM, MCM) to all RCMP staff
- Upgraded all computers to Window 11 by deadline
- Upgraded all MDT's to CF33 model
- Hired 7 new employees to work in Police Services (3 full-time, 4 casual); department has been significantly understaffed for last 12 months, and is now fully staffed
- Refacing (renovations) of the Detachment started in Summer 2024 and expect to be completed by end of 2024
- Implemented POS transactions for all payment which improved customer service for Police Information Checks (PIC)

## PLANS FOR 2025

- Implement new electronic file disclosure progress (DEMS – Digital Evidence Management System) which will improve collection/delivery of evidence between RCMP and Crown Counsel
- Review and update Community Policing Programs to match emergent crime trends
- Review of RCMP staffing levels for 2026-2029 and determine anticipatory staffing increases required in order to maintain acceptable service levels to our residents

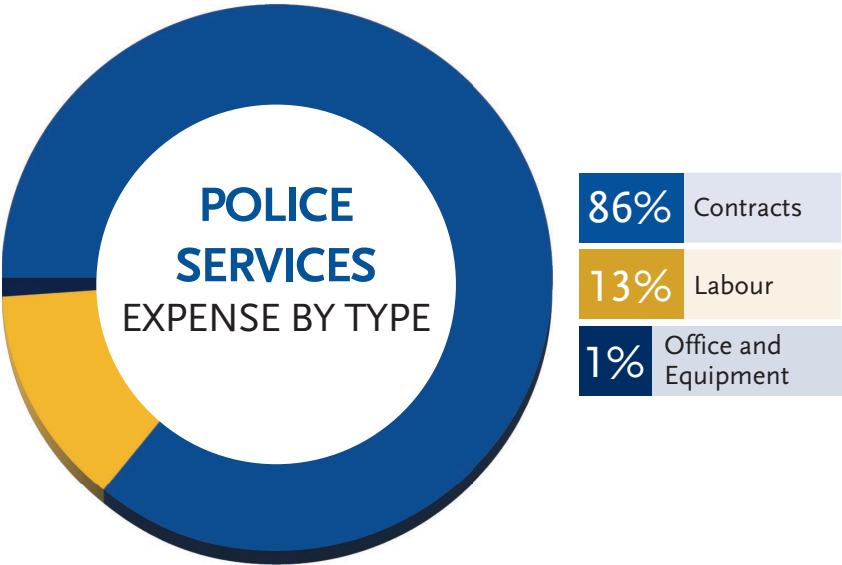
## LOOKING AHEAD TO 2026 – 2029

- Prepare for the deployment of body-worn cameras and its disclosure processes
- Maintaining/increasing staff complements in RCMP and Municipal departments
- Provide extensive training on new systems, procedures and equipment, as required
- Preserve strong relationships with internal and external stakeholders and provide open communication / transparency
- Maintain stakeholder trust in the service we provide



# FINANCIAL PLAN SUMMARY

The net property taxes required for the Police Services are projected to increase by \$508,800, or 7% in 2025. The most significant financial pressure to manage is the RCMP contract which is 86% of the Financial Plan expense.



| Police Services – Financial Plan     |                    |                    |                    |                    |                    |                  |             |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| Revenue                              | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$     | Change<br>% |
| Sale of Services and Cost Recoveries | \$40,349           | \$63,840           | \$46,991           | \$49,700           | \$49,200           | (500)            | -1%         |
| Grants                               | 259,662            | 268,797            | 298,284            | 267,800            | 267,800            | -                | 0%          |
| Transfer from Reserves               | -                  | -                  | 14,400             | 14,400             | 12,800             | (1,600)          | -11%        |
| <b>Total Revenue</b>                 | <b>\$300,011</b>   | <b>\$332,637</b>   | <b>\$359,675</b>   | <b>\$331,900</b>   | <b>\$329,800</b>   | <b>\$(500)</b>   | <b>0%</b>   |
| Operating Expenses                   |                    |                    |                    |                    |                    |                  |             |
| RCMP Contract                        | \$5,599,191        | \$5,499,506        | \$5,619,193        | \$6,422,300        | \$6,961,200        | 538,900          | 8%          |
| Civilian Support                     | 605,728            | 614,044            | 742,049            | 913,500            | 891,100            | (22,400)         | -2%         |
| Community Policing                   | 54,451             | 60,179             | 67,277             | 154,500            | 140,900            | (13,600)         | -9%         |
| Victims Assistance                   | 98,323             | 74,750             | 65,867             | 95,800             | 92,500             | (3,300)          | -3%         |
| Dispatch                             | 342,930            | 343,285            | 353,332            | 360,100            | 369,000            | 8,900            | 2%          |
| Administration                       | 44,789             | 31,565             | 29,275             | 24,800             | 24,600             | (200)            | -1%         |
| <b>Total Operating Expenses</b>      | <b>\$6,745,412</b> | <b>\$6,623,329</b> | <b>\$6,876,993</b> | <b>\$7,971,000</b> | <b>\$8,479,300</b> | <b>\$508,300</b> | <b>6%</b>   |
| Net Property Taxes Required          | \$6,445,401        | \$6,290,692        | \$6,517,318        | \$7,639,100        | \$8,149,500        | \$508,800        | 7%          |





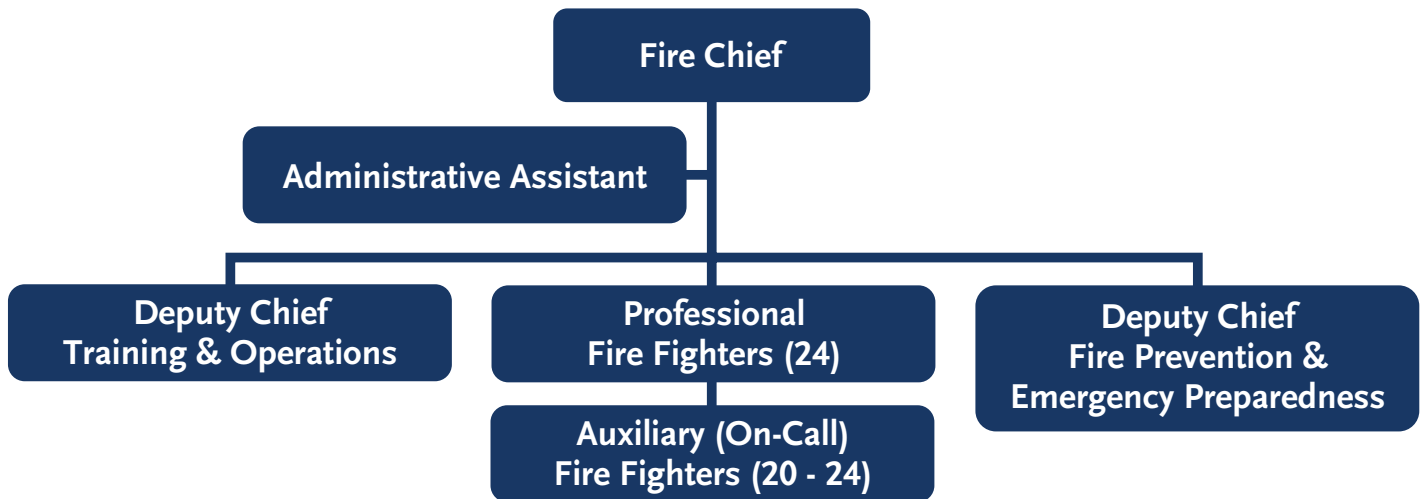
## FIRE RESCUE

White Rock Fire Rescue was established in 1933 to serve and protect our community from the impacts of:

- Fires
- Illness
- Accidents
- Natural or human-caused hazards

This is accomplished through public education, preparedness, prevention, and emergency response with an emphasis on safety, quality of service, efficiency, and effectiveness.

The Department consists of a Fire Chief who is also the Emergency Program Coordinator, a Deputy Chief for Training and Operations, a Deputy Chief for Fire Prevention and Emergency Preparedness, an Administrative Assistant, 24 Professional Career Firefighters and 20 to 24 Auxiliary Paid-Per-Call Firefighters. The department is staffed 24 hours, seven days a week with four rotating four-to-five-person fire suppression crews, supplemented by auxiliary firefighters as needed.



The department responds to a wide variety of emergency incidents and provides service in seven key areas:

1. **FIRE SUPPRESSION** response to incidents involving or potentially involving fire.
2. **RESCUE AND SAFETY** response to wide range of incidents such as confined space rescue, structural collapse, low to steep rope rescue, hazardous materials incidents, environmental emergencies, electrical problems, weather events, natural gas leaks, public assists, and general complaints.
3. A proactive **FIRE PREVENTION** program minimizes occurrence and potential consequences of fires. Regular inspections are carried out enforcing BC Building Code and BC Fire Code in all assembly, commercial, institutional, and multi-residential buildings. All new building or renovation plans and development proposals are reviewed. Business license and pre-occupancy inspections are made when required, and fire investigations of all fires resulting in over \$500 damage or loss are conducted.
4. White Rock Firefighters are trained as Emergency Medical Responders for **MEDICAL CALL** medical emergencies. This service is a part of the pre-hospital medical care system in the Province of British Columbia. Over 50% of White Rock Fire Rescue calls for service are medically related.
5. The department conducts fire safety and emergency preparedness training and offers a variety of other **PUBLIC EDUCATION** programs.
6. **MOTOR VEHICLE INCIDENTS (MVI)** response. The department is equipped with rescue equipment that can be used for auto extrication and may provide fire suppression, medical assistance, fuel leak control, environmental protection and scene security for the safety of other emergency responders.
7. The department is responsible for administering and maintaining the City's **EMERGENCY RESPONSE** and **RECOVERY PLAN** including activating the Emergency Operations Center when necessary. The plan guides the operations, organization, responsibilities, and coordination necessary to provide for effective response to and recovery from major emergencies or disasters in the City.

# KEY INDICATORS

In 2024, White Rock Fire Rescue teams have responded to more than 2,000 incidents so far – an increase of 3.86% from 2023. It is expected that these teams will respond to approximately 2,100 incidents in 2025. The three-year average call volume has increased by 19%.

| Key Measures and Statistics   |                |                |                |                |                   |
|---|----------------|----------------|----------------|----------------|-------------------|
|   | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
| Staff Complement  | 23             | 24             | 24             | 24             | 24                |
| Auxiliaries (Paid per call) Firefighters  | 23             | 20             | 24             | 24             | 24                |
| Proportion of fire suppression incidents responded to within NFPA 1710 standard of 90% within 5 minutes | 74%            | 74%            | 79%            | 74%            | 74%               |
| Average Response Time (minutes)   | 4.16           | 3.83           | 4.25           | 4.00           | 4.00              |
| Fire Prevention Inspections   | 229            | 407            | 606            | 750            | 750               |
| Plan Reviews  | 8              | 45             | 39             | 48             | 48                |
| Education Sessions  | -              | 19             | 29             | 21             | 23                |
| Department Personnel Training Hours   | 926.8          | 699.0          | 671.0          | 925.0          | 912.0             |
| Response to Requests for Assistance - Medical   | 939            | 1,252          | 1,174          | 1,470          | 1,282             |
| Response to Requests for Assistance - Fire Alarms   | 216            | 277            | 283            | 233            | 309               |
| Response to Requests for Assistance - MVI   | 60             | 48             | 51             | 70             | 55                |
| Response to Requests for Assistance - Public Assistance   | 287            | 147            | 352            | 140            | 150               |
| Response to Requests for Assistance - Structure   | 24             | 25             | 34             | 35             | 37                |
| Response to Requests for Assistance - Burning Complaints  | 88             | 33             | 49             | 52             | 53                |
| Brush Fire  | 7              | 3              | 7              | 4              | 7                 |
| Carbon Monoxide Alarms  | 6              | 13             | 13             | 10             | 13                |
| Electrical STV/FURN/Dryer Fire  | 3              | 8              | 6              | 6              | 8                 |
| Explosion   | 5              | -              | 1              | 1              | 2                 |
| Gas/Diesel Spill  | 3              | 4              | 5              | 5              | 4                 |
| Hazmat  | 4              | 2              | 11             | 5              | 6                 |
| Hydro Pole Fire   | 4              | 4              | 2              | 7              | 4                 |
| Investigation   | 1              | 1              | 1              | 8              | 10                |
| Miscellaneous Fire  | 17             | 10             | 31             | 23             | 19                |
| Nat Gas Leak/Smell  | 12             | 13             | 11             | 12             | 19                |
| Post Fire Inspection  | 1              | 1              | 1              | 2              | 2                 |
| Rescue Other  | -              | 4              | -              | -              | 3                 |
| Rescue Water  | 1              | -              | 2              | -              | 2                 |
| Road Flush  | 2              | -              | 1              | -              | 2                 |
| Vehicle Fire  | 4              | 2              | 1              | 3              | 2                 |
| Wires Down  | 17             | 38             | 24             | 30             | 26                |
| <b>Total</b>  | <b>1,701</b>   | <b>1,885</b>   | <b>2,060</b>   | <b>2,116</b>   | <b>2,015</b>      |

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Completed the upgrade of service delivery to pre-hospital medical care. All White Rock First Responder Instructors have transitioned to Emergency Medical Responder status. Our in-house instructor group provided the necessary training to transition all career firefighters to the nationally recognized Emergency Medical Responder license
- Recruited and trained four professional firefighters and thirteen auxiliary firefighters
- Engaged with International Association of Fire Fighters Union to further develop Mental Health and Wellness programming specific to First Responders
- Completed Forcible Entry training for all staff
- Implemented wireless technologies and new software to improve service delivery and create efficiencies
- Negotiated a new Mutual/Automatic Aid Agreement with Surrey Fire Rescue Services that provides improved service delivery to residents and a safer environment for firefighters
- Completed joint operational High-Rise training with Surrey Fire Service
- Collaborated with Recreation and Culture and Communications to update our Extreme Heat Emergency Response Plan that includes an educational component and a communications plan, and provides for the operation of both Cooling and Misting stations

## PLANS FOR 2025

- Recruitment and training of 10 – 12 auxiliary firefighters
- Continue to further develop Mental Health and Wellness programming specific to First Responders
- Continue to build out online training platform for Career and Auxiliary firefighters
- Conduct Emergency Management Overview Training for Senior Leadership team and Operating Leadership team
- Conduct an Emergency Operations Center functional exercise.
- Transition the City's Emergency Operations Center from the Fire Hall to the White Rock Community Centre
- Continue implementing use of wireless technologies and new software to improve service and create efficiencies
- Participate in Joint Training initiatives with Surrey Fire Dept
- Develop and begin implementation of a White Rock Fire Rescue Master Plan

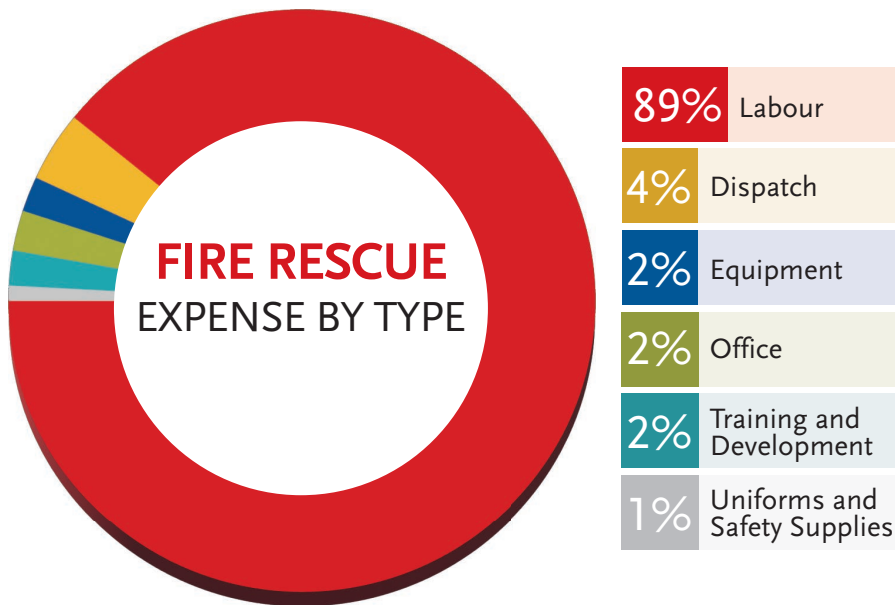
## LOOKING AHEAD TO 2026 – 2029

- Complete a comprehensive Hazard Risk Vulnerability Assessment for the City
- Conduct Emergency Operations Center Training for relevant City Staff
- Engage with consultant to conduct an Emergency Operations Center functional exercise
- Implement Fire Prevention home inspection program
- Continue to work with Semiahmoo First Nation on Emergency Management initiatives
- Review and update City's Emergency Response and Recovery Plan to ensure alignment with new provincial Emergency Disaster Management Act



# FINANCIAL PLAN SUMMARY

The Fire Rescue budget are projected to increase by \$83,800, or 2% in 2025.



| Fire Rescue – Financial Plan |              |              |              |             |             |           |          |
|------------------------------|--------------|--------------|--------------|-------------|-------------|-----------|----------|
| Revenue                      | 2022 Actuals | 2023 Actuals | 2024 Actuals | 2024 Budget | 2025 Budget | Change \$ | Change % |
| Cost Recoveries              | \$151,735    | \$151,491    | \$123,913    | \$25,500    | \$26,000    | \$500     | 2%       |
| Contributions                | 35,314       | -            | 49,234       | 31,000      | 26,000      | (5,000)   | -16%     |
| Grants and Other             | 2,287        | 4,277        | 49,176       | 43,100      | 3,200       | (39,900)  | -93%     |
| Transfer from Reserves       | 20,300       | 34,200       | 64,900       | 140,400     | 193,400     | 53,000    | 38%      |
| Total Revenue                | \$209,636    | \$189,968    | \$287,223    | \$240,000   | \$248,600   | \$8,600   | 4%       |
| Operating Expenses           |              |              |              |             |             |           |          |
| Fire Administration          | \$724,522    | \$756,136    | \$851,499    | \$873,900   | \$891,000   | \$17,100  | 2%       |
| Fire Operations              | 3,599,215    | 3,809,344    | 4,210,783    | 3,932,500   | 3,971,200   | 38,700    | 1%       |
| Dispatch                     | 143,837      | 152,506      | 167,580      | 159,600     | 202,000     | 42,400    | 27%      |
| Equipment                    | 97,720       | 57,793       | 112,159      | 102,000     | 94,000      | (8,000)   | -8%      |
| Auxiliary Program            | 91,708       | 90,739       | 89,976       | 93,600      | 94,800      | 1,200     | 1%       |
| Emergency Program            | 9,704        | 13,927       | 5,611        | 56,600      | 57,600      | 1,000     | 2%       |
| Transfer to Reserves         | -            | 25,200       | -            | -           | -           | -         | 0%       |
| Total Operating Expenses     | \$4,666,706  | \$4,905,645  | \$5,437,608  | \$5,218,200 | \$5,310,600 | \$92,400  | 2%       |
| Net Property Taxes Required  | \$4,457,070  | \$4,715,677  | \$5,150,385  | \$4,978,200 | \$5,062,000 | \$83,800  | 2%       |

1. Expected decrease in recovery for equipment paid for by developers expected, offset by decreased equipment costs.
2. Decrease in grant funding for Indigenous engagement collaboration (grant funding was in 2024) related to emergency management disaster act.
3. 2025 increase related to carry forward of 2024 un-spent budget for Indigenous engagement collaboration related to emergency management disaster act and Fire Rescue Master Plan.
4. Increase related to higher costs for contract with Surrey Fire Department for dispatch service and E-Comm (911) user fee increase.





## PLANNING AND DEVELOPMENT

The White Rock Planning and Development Services Department is responsible for managing the growth and development of the City, while maintaining the quality of life enjoyed by White Rock residents.

Department staff provide customer service to residents, businesses, realtors, developers, agencies, and other levels of government. This includes responding to general inquiries regarding land use and zoning controls and building and development processes, as well as other requests for information. The department processes development and building permit applications, working for compliance with City and Provincial regulatory requirements. The Planning and Development Services team also provides licensing support and bylaw and parking enforcement for the City.

### PLANNING

The Planning Division is responsible for the implementation of the Official Community Plan (the “OCP”), for the careful and sustainable redevelopment of the City, and for responding to updates in Provincial Legislation. It provides advice to council on growth management, development review, and policy and procedure development. Additionally, the planning team services the public, processes development applications, and advances regional planning initiatives on behalf of the City. Staff within the planning team support the City’s Advisory Design Panel in its review of development permit applications and the Board of Variance in its review of applications for zoning relief. The Planning Division also administers sign permits, municipal addressing, and other complementary services, and provides staff liaison and support to the City’s Housing Advisory Committee.

## BUILDING

The Building Division performs permit reviews and approvals, including review of “alternative solutions” that meet BC Building Code requirements. The City’s Building Officials conduct regular inspections of new construction and renovation work ensuring all projects conform to applicable zoning regulations, development permit conditions, registered covenants, and the BC Building Code, as well as Business License review and inspections. The Division clerical staff also processes applications for tree permits in accordance with the City’s Tree Protection Bylaw, supporting the enforcement of tree-related violations with the Bylaw Division.

## BYLAW ENFORCEMENT AND ANIMAL CONTROL

The Bylaw Division provides education and oversees enforcement of a wide variety of the City’s bylaws to help uphold community standards and expectations. The work of the City’s Bylaw Officers also involves inspections of secondary suites, ticketing for offenses against the City’s Tree Protection Bylaw, assisting in finding lost dogs, and carrying out patrols along the White Rock Pier and Promenade. Additionally, this service includes monitoring construction activity to ensure such work minimizes the impact to residents and businesses.

## BUSINESS LICENCE

The Business License Service oversees applications for commercial businesses and manages those for B&B’s, short-term rentals, and Trades Licenses for construction- related companies (including landscaping and tree services). Sidewalk Use Agreements and Dog Licenses are also managed, as is the provision of clerical support for the City’s Bylaw Enforcement Team.

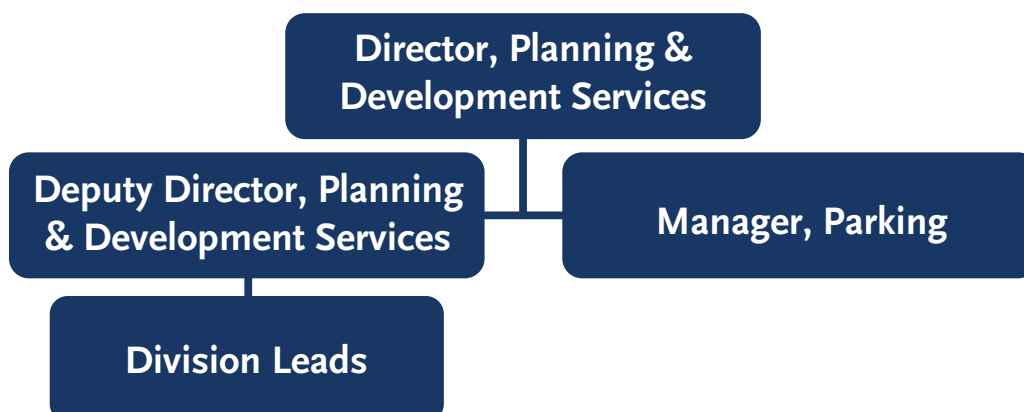
## TREE PERMITS

This service includes not only the processing of permits but also the response to enquiries regarding private trees. The City’s Tree Preservation Official regularly provides customer service to residents with concerns relating to tree retention, and requests for tree removal, while acting as a liaison when considering activities that could potentially impact a City tree.

## PARKING

The Parking Division manages most aspects of parking on behalf of the City, ensuring residents and visitors have access to parking. Parking is provided with a focus on customer service, helpful technology, and cost-effective revenue generation.

The department is comprised of 26 employees and is led by an exempt team consisting of the Director of Planning and Development Services, Deputy Director of Planning and Development Services, Manager of Parking, and Planning Division Lead.





# KEY INDICATORS

## 2024 HIGHLIGHTS OR ACCOMPLISHMENTS

- Successfully operated the City's emergency daytime warming centre for the 2023/24 winter season, with 3,845 visits over the three-and-a-half-month operational period
- Advanced multiple development application files to third reading, helping to create an increase in the local housing supply
- Submitted an application to the Housing Accelerator Fund grant program Second Intake, which if successful could yield up to \$9.3M in funds for additional housing in the City
- Completed the Interim Housing Needs Report, as mandated by Provincial Legislation (Bill 44)
- Prepared and implemented a new Zoning Bylaw No. 2506 to comply with the Small-Scale Multi Unit Housing Legislation (Bill 44)
- Prepared and implemented an amendment to the Official Community Plan to align with the Small Scale Multi Unit Housing Legislation (Bill 44)
- Worked with the Housing Advisory Committee to affirm a framework and complete a draft Affordable Housing Strategy, for consideration by council in 2025
- Prepared a new Development Application Procedure Bylaw for council consideration, to streamline the development application process moving forward
- Presented council with North Bluff Study scoping report

## PLANS FOR 2025

- Preparation of Parking Strategy Prioritization Report and implementation of actions resulting from the report
- Review Planning Application fees to ensure all application types are captured and fees are current
- Review Sign Bylaw to ensure it follows industry standards and best practices
- Review Noise Bylaw to ensure it follows industry standards and best practices
- Review Business License Bylaw to ensure it follows industry standards and best practices
- Adopt Affordable Housing Strategy and begin implementation of "immediate" actions
- Complete and Implement Adjudication Bylaw and related framework for enforcement
- Adopt new Development Procedures Bylaw and update application forms and prepare new application guidelines to align supplementary guidance documents with the new regulations
- Bring forward housekeeping amendments to new Zoning Bylaw No. 2506, following its recent implementation
- Expand DocuPro online applications beyond plumbing and sprinkler permits, to include demolition, tree, road, and right of way permits and eventually building permits
- Continue to integrate internal development application management system (Prospero), with public-facing map viewer (ESRI) for real-time indication of City planning proposals and building activity
- Review OCP and prepare amendments in accordance the Provincially mandated requirements for the Interim Housing Needs Report, and updates as a result of the adoption of Metro 2050 by the Metro Vancouver Board
- Advance the North Bluff Study Area review

## LOOKING AHEAD TO 2026 – 2029

- Undertake a Building Bylaw review to ensure the bylaw remains current and in keeping with best practices
- Continue to expand DocuPro online applications beyond plumbing and sprinkler permits, to include demolition, tree, road, and right of way permits and eventually building permits
- Increase and improve public parking access to support environmental sustainability efforts
- Continue to create customer service efficiencies (e.g., streamline application processes which include multiple departments)

# FINANCIAL PLAN SUMMARY

The net contribution from the Planning and Development department are projected to decrease by \$46,300, or 4% over 2024. Further details can be found in the individual division Financial Plans.

See individual division Financial Plans for variance explanations.



| Planning and Development – Financial Plan |                    |                    |                    |                    |                    |                    |             |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------|
| Revenue                                   | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$       | Change<br>% |
| BIA Levy                                  | \$374,905          | \$353,894          | \$364,239          | \$364,000          | \$378,600          | 14,600             | 4%          |
| Planning fees                             | 192,749            | 97,805             | 49,661             | 82,800             | 73,000             | (9,800)            | -12%        |
| Building Permit Fees                      | 1,800,423          | 1,610,086          | 1,693,778          | 1,587,000          | 1,595,000          | 8,000              | 1%          |
| Business Licence & Sidewalk fees          | 551,893            | 597,620            | 882,711            | 569,400            | 578,500            | 9,100              | 2%          |
| Enforcement Fines                         | 27,263             | 58,533             | 29,117             | 34,000             | 34,700             | 700                | 2%          |
| Parking fees                              | 3,577,605          | 4,453,889          | 4,289,690          | 4,367,800          | 4,453,600          | 85,800             | 2%          |
| Grants and Other                          | 82,095             | 253,778            | 393,986            | 299,500            | 48,500             | (251,000)          | -84%        |
| Transfers from reserves                   | 157,300            | 215,800            | 563,694            | 918,800            | 688,600            | (230,200)          | -25%        |
| <b>Total Revenue</b>                      | <b>\$6,764,233</b> | <b>\$7,641,405</b> | <b>\$8,266,876</b> | <b>\$8,223,300</b> | <b>\$7,850,500</b> | <b>\$(372,800)</b> | <b>-5%</b>  |
| Operating Expenses                        |                    |                    |                    |                    |                    |                    |             |
| Planning & Development Admin              | \$358,791          | \$826,365          | \$922,045          | \$1,027,800        | \$685,500          | (342,300)          | -33%        |
| Economic Development                      | 488,465            | 362,029            | 365,835            | 383,800            | 397,400            | 13,600             | 4%          |
| Planning Services                         | 306,692            | 280,295            | 489,621            | 963,000            | 847,700            | (115,300)          | -12%        |
| Building Inspections                      | 834,128            | 956,761            | 904,218            | 1,437,800          | 1,452,600          | 14,800             | 1%          |
| Bylaw Enforcement                         | 308,933            | 326,651            | 346,473            | 456,700            | 458,300            | 1,600              | 0%          |
| Parking                                   | 1,503,748          | 1,675,488          | 1,838,067          | 1,904,700          | 2,005,800          | 101,100            | 5%          |
| Transfers to Reserves                     | 538,500            | 287,100            | 883,600            | 752,000            | 752,000            | -                  | 0%          |
| <b>Total Operating Expenses</b>           | <b>\$4,339,257</b> | <b>\$4,714,689</b> | <b>\$5,749,859</b> | <b>\$6,925,800</b> | <b>\$6,599,300</b> | <b>\$(326,500)</b> | <b>-5%</b>  |
| Net Contribution                          | \$2,424,976        | \$2,926,716        | \$2,517,017        | \$1,297,500        | \$1,251,200        | \$(46,300)         | -4%         |

## PLANNING ADMINISTRATION

This includes all leadership, administration, customer service, and support services of the Department, and supports related Regional and Provincial initiatives.

The net property taxes required are expected to decrease by \$28,400.

### Planning and Development Administration – Financial Plan

| Revenue                          | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget     | 2025<br>Budget   | Change<br>\$       | Change<br>% |   |
|----------------------------------|------------------|------------------|------------------|--------------------|------------------|--------------------|-------------|---|
| Business & Sidewalk Licence Fees | \$551,893        | \$-              | \$10,785         | \$-                | \$-              | -                  | 0%          |   |
| Grants and Other                 | 19,793           | 205,464          | 111,186          | 15,000             | 15,300           | 300                | 2%          |   |
| Transfer from Reserves           | -                | 14,400           | 372,394          | 402,900            | 72,200           | (330,700)          | -82%        | 1 |
| <b>Total Revenue</b>             | <b>\$571,686</b> | <b>\$219,864</b> | <b>\$494,365</b> | <b>\$417,900</b>   | <b>\$87,500</b>  | <b>\$(330,400)</b> | <b>-79%</b> |   |
| <b>Operating Expenses</b>        |                  |                  |                  |                    |                  |                    |             |   |
| Administration                   | \$230,979        | \$339,405        | \$570,150        | \$581,600          | \$599,100        | 17,500             | 3%          |   |
| Bank Charges                     | 3,370            | 5,312            | 6,285            | 3,400              | 3,500            | 100                | 3%          |   |
| Programs                         | 199              | 463,906          | 329,494          | 419,000            | -                | (419,000)          | -100%       | 2 |
| Office                           | 124,243          | 17,742           | 16,116           | 23,800             | 82,900           | 59,100             | 248%        | 3 |
| <b>Total Operating Expenses</b>  | <b>\$358,791</b> | <b>\$826,365</b> | <b>\$922,045</b> | <b>\$1,027,800</b> | <b>\$685,500</b> | <b>\$(342,300)</b> | <b>-33%</b> |   |
| Net Property Taxes Required      | \$(212,895)      | \$606,501        | \$427,680        | \$609,900          | \$598,000        | \$(11,900)         | -2%         |   |

1. Budget decrease due to removal of funding of reserves for the warming centre and exempt compensation policy review, net of increase related to unsightly premises bylaw and art program framework.
2. Budget decrease primarily related to removal of one-time items (Note 1) and movement of warming centre budget to Recreation and Culture.
3. Increase related to consultant for unsightly premises bylaw & art program framework.

### Planning and Building

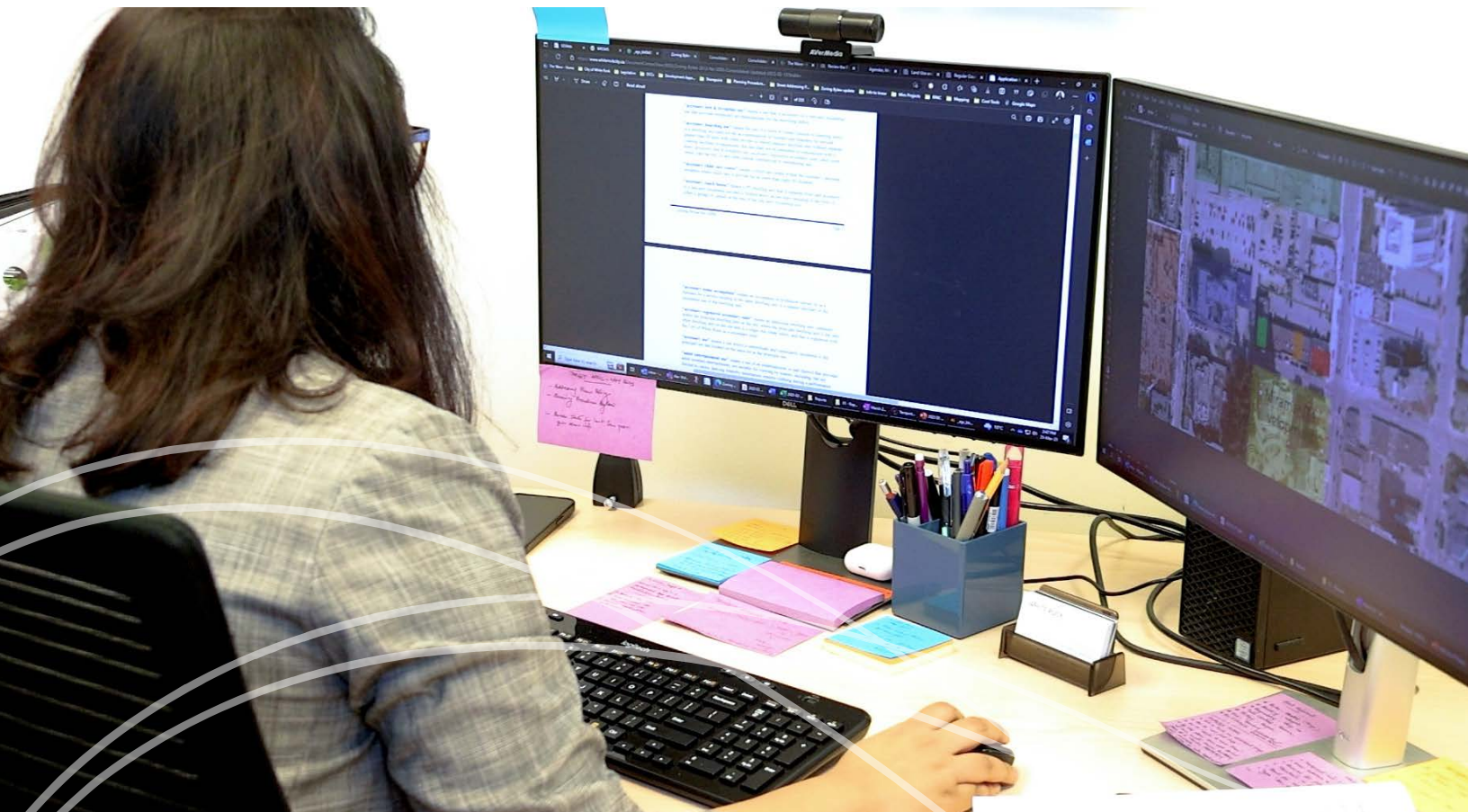
| Key Activity Levels       |                                     | 2021<br>Actuals | 2022<br>Actuals | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|---------------------------|-------------------------------------|-----------------|-----------------|----------------|----------------|-------------------|
| Residential Permits       | New Single Family Development (SFD) | 6               | -               | 6              | 5              | 5                 |
|                           | New SFD with Suite                  | 30              | 23              | 26             | 36             | 36                |
|                           | Duplex                              | -               | -               | 2              | -              | -                 |
|                           | Renovation - Addition               | 44              | 53              | 47             | 90             | 90                |
|                           | Suites Only                         | 6               | 2               | 7              | 6              | 6                 |
|                           | Multi-Residential                   | 2               | 1               | -              | 6              | 6                 |
|                           | Demolition/Tank Removal             | 38              | 37              | 39             | 30             | 30                |
| Commercial Institutions   |                                     | 19              | 21              | 51             | 40             | 40                |
| Total Permits             |                                     | 145             | 137             | 178            | 213            | 213               |
| Tree Management Permits   |                                     | 5               | 5               | 1              | -              | -                 |
| Type 1                    |                                     | 40              | 31              | 32             | 32             | 32                |
| Type 2                    |                                     | 8               | 8               | 5              | 5              | 5                 |
| Type 3                    |                                     | 50              | 28              | 43             | 43             | 43                |
| Net New Residential Units |                                     | 342             | 124             | 72             | 217            | 217               |
| Total Permit Revenue      |                                     | \$1,782,562     | \$946,790       | \$919,745      | \$1,600,000    | \$1,600,000       |
| Construction Value        |                                     | \$157,038,181   | \$69,616,264    | \$53,315,103   | \$100,000,000  | \$100,000,000     |



## ECONOMIC DEVELOPMENT

The Economic Development department primarily consists of the White Rock Business Improvement Association (BIA) levy and grant.

| Economic Development – Financial Plan |                  |                  |                  |                  |                  |                 |           |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------|
| Revenue                               | 2022 Actuals     | 2023 Actuals     | 2024 Actuals     | 2024 Budget      | 2025 Budget      | Change \$       | Change %  |
| BIA Levy                              | \$374,905        | \$353,894        | \$364,239        | \$364,000        | \$378,600        | \$14,600        | 4%        |
| Other                                 | 1,429            | -                | 55               | 1,400            | -                | (1,400)         | -100%     |
| Transfers from Reserves               | 20,500           | -                | -                | -                | -                | -               | 0%        |
| <b>Total Revenue</b>                  | <b>\$396,834</b> | <b>\$353,894</b> | <b>\$364,294</b> | <b>\$365,400</b> | <b>\$378,600</b> | <b>\$13,200</b> | <b>4%</b> |
| Operating Expenses                    |                  |                  |                  |                  |                  |                 |           |
| Economic Development                  | \$20,450         | \$-              | \$55             | \$-              | \$-              | \$-             | 0%        |
| Tourism                               | 112,190          | -                | -                | -                | -                | -               | 0%        |
| BIA and Chamber                       | 355,021          | 362,029          | 365,780          | 369,000          | 383,700          | 14,700          | 4%        |
| Marketing and Promotion               | 804              | -                | -                | 14,800           | 13,700           | (1,100)         | -7%       |
| Transfer to Reserves                  | 13,500           | 13,100           | 16,600           | -                | -                | -               | 0%        |
| <b>Total Operating Expenses</b>       | <b>\$501,965</b> | <b>\$375,129</b> | <b>\$382,435</b> | <b>\$383,800</b> | <b>\$397,400</b> | <b>\$13,600</b> | <b>4%</b> |
| Net Property Taxes Required           | \$105,131        | \$21,235         | \$18,141         | \$18,400         | \$18,800         | \$400           | 2%        |



**PLANNING SERVICES**

Planning Services is responsible for providing advice to council on growth management, development review, and on a variety of strategic planning projects. The team provides daily customer service to the public regarding land use permissions (e.g., zoning controls), process development planning applications such as zoning amendments, development permits, development variances, and subdivision applications. They also assist in coordinating the inter-departmental review of land use and development proposals and represent the City in advancing regional planning initiatives.

Staff within the planning team support the City's Advisory Design Panel in its review of development permit applications and the Board of Variance in its review of applications for zoning relief. The Planning Division also administers sign permits, municipal addressing and other complementary services.

The department is comprised of four staff: a Planning Division Lead, a Planner and a temporary Planner, a Planning & Development Assistant II, and a Planning & Development Assistant I.



| Planning Services – Financial Plan |              |              |              |             |             |             |          |
|------------------------------------|--------------|--------------|--------------|-------------|-------------|-------------|----------|
| Revenue                            | 2022 Actuals | 2023 Actuals | 2024 Actuals | 2024 Budget | 2025 Budget | Change \$   | Change % |
| Permit Fees                        | \$192,749    | \$97,805     | \$49,661     | \$82,800    | \$73,000    | (9,800)     | -12%     |
| Cost Recoveries                    | 45,000       | 2,937        | (3,109)      | 15,000      | 15,000      | -           | 0%       |
| Grants and Other                   | 1,749        | 2,380        | 248,789      | 248,900     | 2,000       | (246,900)   | -99%     |
| Transfer from Reserves             | -            | -            | 61,700       | 277,400     | 391,000     | 113,600     | 41%      |
| Total Revenue                      | \$239,498    | \$103,122    | \$357,041    | \$624,100   | \$481,000   | \$(143,100) | -23%     |
| Operating Expenses                 |              |              |              |             |             |             |          |
| Administration                     | \$293,690    | \$252,706    | \$414,187    | \$520,200   | \$591,700   | 71,500      | 14%      |
| Equipment                          | 901          | -            | 2,747        | -           | 1,500       | 1,500       | 100%     |
| Office                             | 12,101       | 27,589       | 72,687       | 442,800     | 254,500     | (188,300)   | -43%     |
| Total Operating Expenses           | \$306,692    | \$280,295    | \$489,621    | \$963,000   | \$847,700   | \$(115,300) | -12%     |
| Net Property Taxes Required        | \$67,194     | \$177,173    | \$132,580    | \$338,900   | \$366,700   | \$27,800    | 8%       |

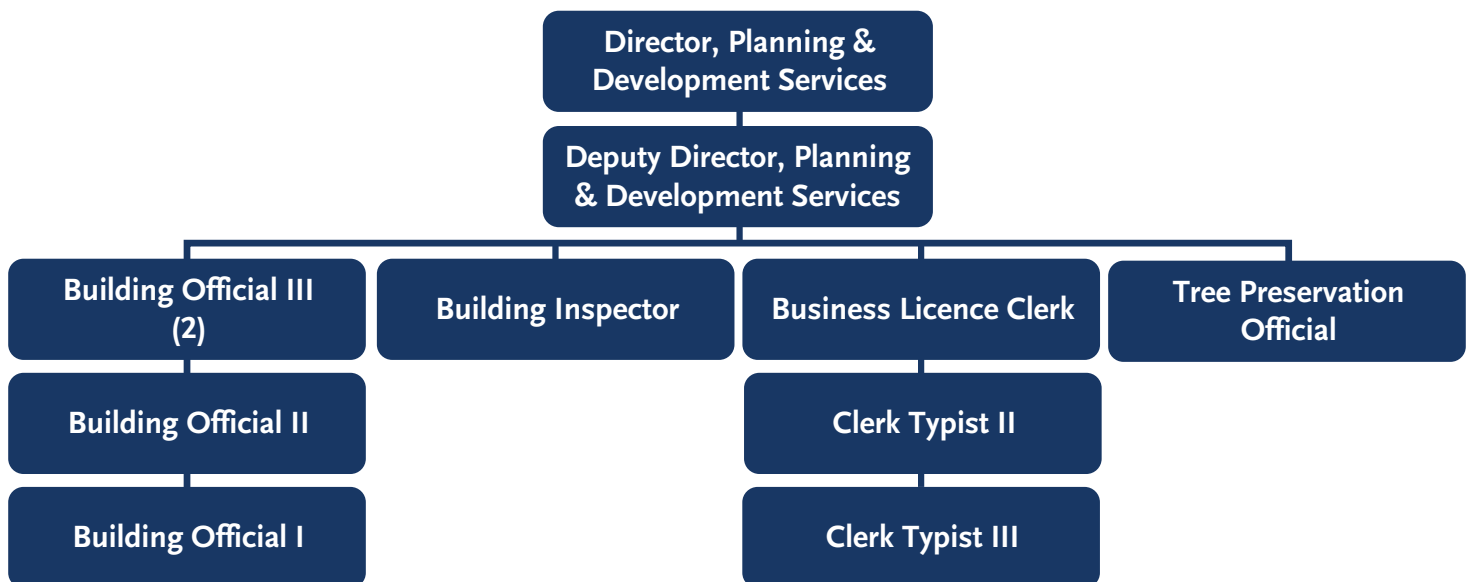
1. Anticipated decrease in permit fees based on prior years' trend.
2. Budget decrease to due removal of 2024 one-time funding from Ministry of Housing related to implementation of Provincial housing regulations.
3. Increase funding from reserves related to temporary full-time staff to assist with implementation of Provincial housing regulations.
4. Budget decrease related to removal of 2024 one-time budget for consultant to assist with implementation of Provincial housing regulations.

## BUILDING DIVISION

The Building Division is responsible for processing permit applications including demolition, building, plumbing, tenant improvement (commercial “fit up”), and other types of construction work. The review of permit applications includes preliminary consultation with would-be applicants (due diligence), initial submission review (consultation), plans checking (for compliance with the BC Building Code and Zoning Bylaw), and construction inspection. Outside of the processing of permits, the Division supports public enquiries surrounding approval requirements, ad hoc reviews of concerns regarding unsafe building conditions, and reviews of planning proposals through referrals.

Additionally, the division processes applications for tree permits made in accordance with the City's Tree Protection Bylaw and supports enforcement of tree-related violations alongside the Bylaw Division. This additional service includes not only the processing of permits but the response to enquiries regarding both private and public (City) trees. The City's Tree Preservation Official regularly provides customer service to residents with concerns regarding tree retention, and removal requests. They also act as a liaison when considering activities that have the potential to impact a City tree.

The Building Division is comprised of two Building Official 3's, a Building Official 2, a Building Official 1, residential Building Inspector, Assistant Plans Examiner, a Business License Clerk, two Building Clerks, and the Tree Preservation Official.





| Building – Financial Plan        |                    |                    |                    |                    |                    |                 |             |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| Revenue                          | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$    | Change<br>% |
| Building and Other Permits       | \$1,800,423        | \$1,610,086        | \$1,693,778        | \$1,587,000        | \$1,595,000        | 8,000           | 1%          |
| Business & Sidewalk Licence Fees | -                  | 597,620            | 871,926            | 569,400            | 578,500            | 9,100           | 2%          |
| Grants and Other                 | 1,100              | 3,843              | 5,608              | 1,000              | 3,000              | 2,000           | 200%        |
| Transfer from Reserves           | 96,300             | 201,400            | 94,700             | 165,300            | 168,700            | 3,400           | 2%          |
| <b>Total Revenue</b>             | <b>\$1,897,823</b> | <b>\$2,412,949</b> | <b>\$2,666,012</b> | <b>\$2,322,700</b> | <b>\$2,345,200</b> | <b>\$22,500</b> | <b>1%</b>   |
| Operating Expenses               |                    |                    |                    |                    |                    |                 |             |
| Administration                   | \$828,453          | \$828,383          | \$825,324          | \$1,294,700        | \$1,312,600        | 17,900          | 1%          |
| Equipment                        | -                  | 999                | 579                | 14,200             | 14,100             | (100)           | -1%         |
| Office                           | 5,675              | 127,379            | 78,315             | 128,900            | 125,900            | (3,000)         | -2%         |
| Transfer to Reserves             | 525,000            | 274,000            | 867,000            | 752,000            | 752,000            | -               | 0%          |
| <b>Total Operating Expenses</b>  | <b>\$1,359,128</b> | <b>\$1,230,761</b> | <b>\$1,771,218</b> | <b>\$2,189,800</b> | <b>\$2,204,600</b> | <b>\$14,800</b> | <b>1%</b>   |
| Net Contribution                 | \$538,695          | \$1,182,188        | \$894,794          | \$132,900          | \$140,600          | \$7,700         | 6%          |

**BYLAW ENFORCEMENT**

The Bylaw Division of the department includes the provision of education and enforcement on a wide variety of the City's bylaws to help uphold community standards and expectations. The City's Bylaw Officers' work involves activities such as inspections of secondary suites, ticketing for offenses against the City's Tree Protection Bylaw, assisting in finding lost dogs, and carrying out patrols along the White Rock Pier and Promenade. This service also involves monitoring construction activity to ensure such work minimizes impact to residents and businesses.

Comprised of a Senior Bylaw Enforcement Officer, two Bylaw Enforcement Officers 2, and a pool of five casual Bylaw Enforcement Officers and two Casual Bylaw patrollers.



| Bylaw Enforcement                 |             |             |             |             |                |
|-----------------------------------|-------------|-------------|-------------|-------------|----------------|
| Key Activity Levels               | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Projected |
| Requests for Service (Complaints) | 943         | 1,200       | 1,280       | 1,300       | 1,350          |
| MTI Infraction Tickets Issued     | 113         | 128         | 127         | 130         | 135            |

Activity levels are consistent with previous years given the circumstances.

| Bylaw Enforcement – Financial Plan |                  |                  |                  |                  |                  |                |             |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| Revenue                            | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$   | Change<br>% |
| Fines and Other                    | \$27,263         | \$58,533         | \$29,117         | \$34,000         | \$34,700         | 700            | 2%          |
| Transfer from Reserves             | 2,800            | -                | -                | 34,000           | 35,700           | 1,700          | 5%          |
| <b>Total Revenue</b>               | <b>\$30,063</b>  | <b>\$58,533</b>  | <b>\$29,117</b>  | <b>\$68,000</b>  | <b>\$70,400</b>  | <b>\$2,400</b> | <b>4%</b>   |
| Operating Expenses                 |                  |                  |                  |                  |                  |                |             |
| Administration                     | \$303,550        | \$316,616        | \$338,917        | \$377,900        | \$380,900        | 3,000          | 1%          |
| Equipment                          | 1,542            | -                | -                | -                | -                | -              | 0%          |
| Office                             | 3,841            | 10,035           | 7,556            | 78,800           | 77,400           | (1,400)        | -2%         |
| <b>Total Operating Expenses</b>    | <b>\$308,933</b> | <b>\$326,651</b> | <b>\$346,473</b> | <b>\$456,700</b> | <b>\$458,300</b> | <b>\$1,600</b> | <b>0%</b>   |
| Net Property Taxes Required        | \$278,870        | \$268,118        | \$317,356        | \$388,700        | \$387,900        | \$(800)        | 0%          |



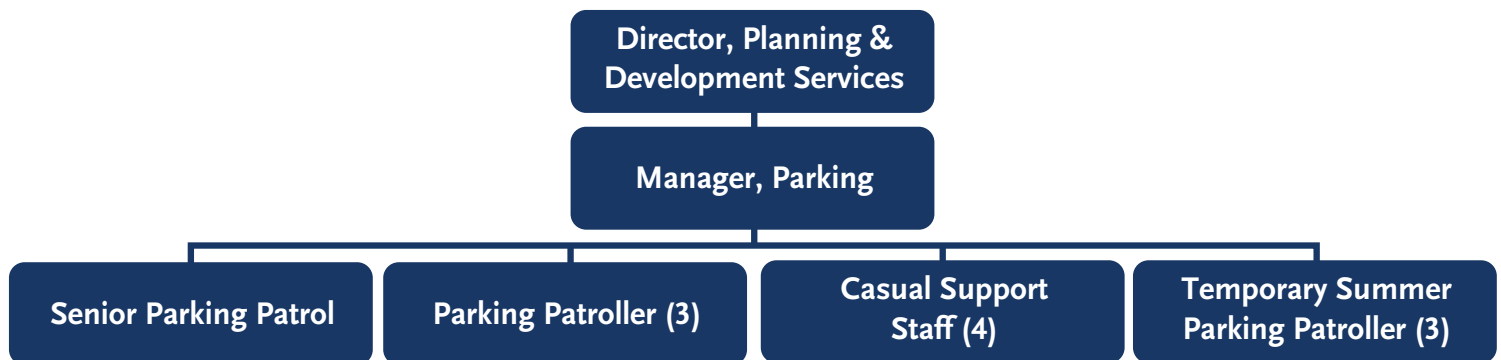
## PARKING

The Parking Division manages most aspects of parking on behalf of the City, ensuring residents and visitors have access to parking. Parking is provided with a focus on customer service, helpful technology, and cost-effective revenue generation.

The Division is responsible for regulating on-street parking activities including:

- Enforcement of parking permits and residential/commercial parking decals
- Follow-up on parking complaints
- Enforcement of violations against municipal bylaws
- Providing input on development applications regarding the City's parking interests
- Assisting other departments with parking-related matters

Additionally, the division manages contracts related to the use and maintenance of the City's parking payment systems. The division is comprised of a Manager of Parking, Senior Parking Patrol, three Parking Patrollers, three Temporary Summer Parking Patrollers, and a pool of up to four casual support staff.



| Key Activity Levels          | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Actual | 2025 Projected |
|------------------------------|-------------|-------------|-------------|-------------|----------------|
| Parking Requests for Service | 767         | 732         | 773         | 1,100       | 1,200          |
| Number of Tickets Issued     | 8,877       | 10,513      | 15,131      | 13,200      | 13,400         |
| Resident Decals Sold         | 3,693       | 5,082       | 4,816       | 5,048       | 5,050          |
| Merchant Decals Sold         | 52          | 57          | 59          | 55          | 60             |
| Centennial Arena Decals Sold | 1,338       | 1,423       | 1,725       | 3,000       | 3,000          |
| Reserved Stalls Leases       | 2           | 6           | 4           | 5           | 5              |
| Resident Permits Sold        | 4,532       | 4,785       | 5,038       | 5,044       | 5,050          |
| Pay Parking Transactions     | 623,112     | 740,660     | 840,467     | 806,000     | 806,000        |



The net contribution from the Division is projected to decrease slightly, primarily due to additional waterfront security services:

| Parking – Financial Plan          |              |              |              |             |             |            |          |
|-----------------------------------|--------------|--------------|--------------|-------------|-------------|------------|----------|
| Revenue                           | 2022 Actuals | 2023 Actuals | 2024 Actuals | 2024 Budget | 2025 Budget | Change \$  | Change % |
| Parking Dispenser and Meter Sales | \$2,990,672  | \$3,670,891  | \$3,466,780  | \$3,651,000 | \$3,671,000 | 20,000     | 1%       |
| Parking Decals                    | 268,465      | 306,835      | 337,310      | 295,600     | 337,600     | 42,000     | 14%      |
| Residential Permits               | 64,356       | 67,610       | 76,093       | 66,200      | 70,000      | 3,800      | 6%       |
| Fines                             | 254,112      | 408,553      | 409,507      | 355,000     | 375,000     | 20,000     | 6%       |
| Grants and Other                  | 13,024       | 39,154       | 31,457       | 18,200      | 13,200      | (5,000)    | -27%     |
| Transfer from Reserves            | 37,700       | -            | 34,900       | 39,200      | 21,000      | (18,200)   | -46%     |
| Total Revenue                     | \$3,628,329  | \$4,493,043  | \$4,356,047  | \$4,425,200 | \$4,487,800 | \$62,600   | 1%       |
| Operating Expenses                |              |              |              |             |             |            |          |
| Administration                    | \$120,502    | \$121,174    | \$181,989    | \$183,000   | \$190,700   | 7,700      | 4%       |
| Patrol                            | 375,337      | 387,226      | 450,573      | 561,600     | 567,000     | 5,400      | 1%       |
| Use Agreements                    | 463,884      | 481,468      | 508,897      | 505,900     | 509,300     | 3,400      | 1%       |
| Bank Charges and Collection Fees  | 173,201      | 285,320      | 289,536      | 245,500     | 288,200     | 42,700     | 17%      |
| Equipment                         | 136,812      | 147,823      | 151,848      | 165,400     | 168,000     | 2,600      | 2%       |
| Office                            | 234,012      | 252,477      | 255,224      | 243,300     | 282,600     | 39,300     | 16%      |
| Total Operating Expenses          | \$1,503,748  | \$1,675,488  | \$1,838,067  | \$1,904,700 | \$2,005,800 | \$101,100  | 5%       |
| Net Contribution                  | \$2,124,581  | \$2,817,555  | \$2,517,980  | \$2,520,500 | \$2,482,000 | \$(38,500) | -2%      |

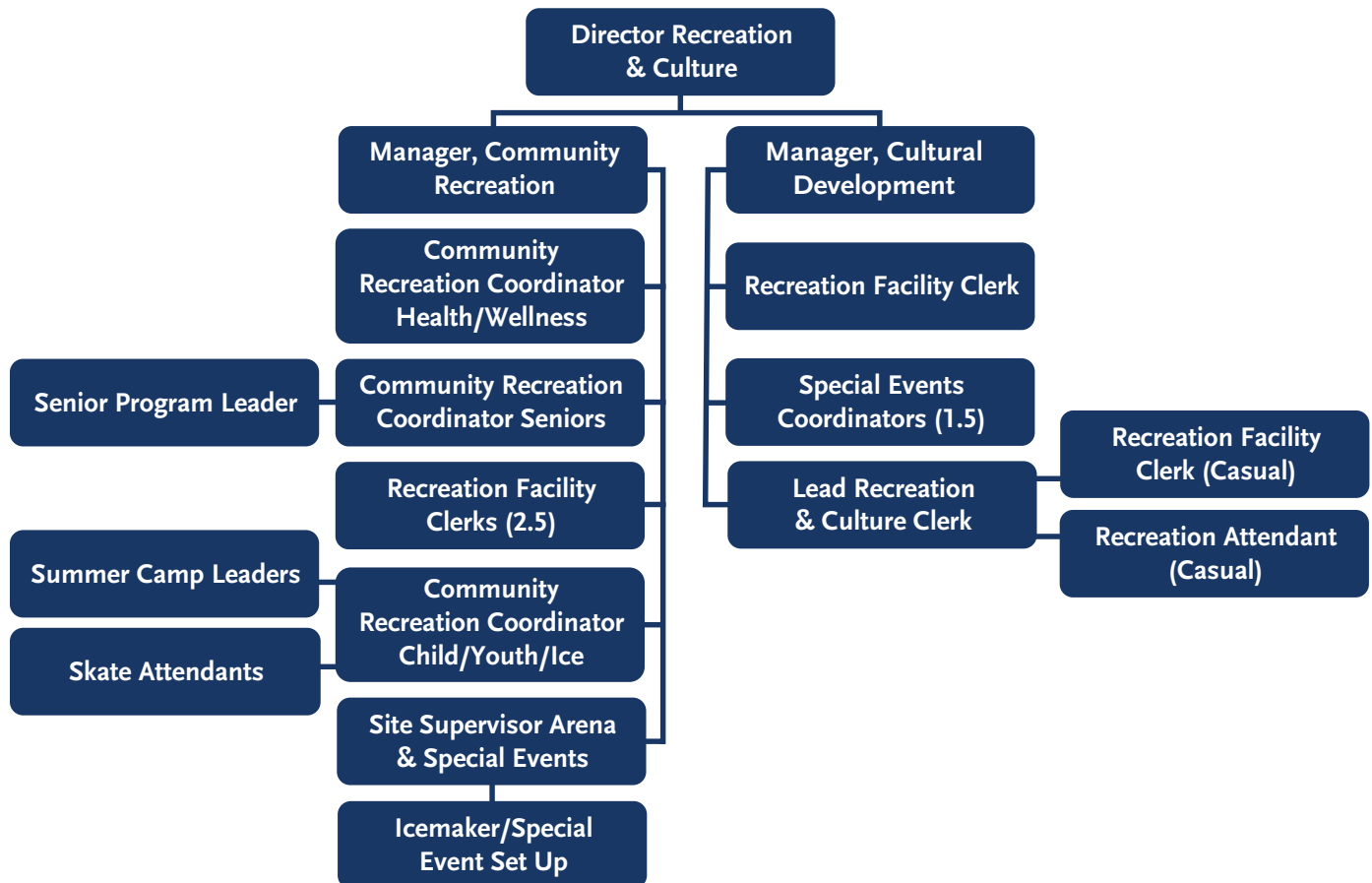
1. Anticipated increase from increased rates.
2. Anticipated decrease per prior years' trend.
3. Budget decrease due to removal of one-time 2024 budget for uniforms, pay station warranties and exempt compensation policy review.
4. Anticipated increased bank/credit card charges and collection fees.
5. Increase for additional waterfront security services and increase production cost of parking decals.



## RECREATION AND CULTURE

The Recreation and Culture department supports a healthy, vibrant, and creative lifestyle by integrating active living and culture into the daily lives of residents. The Recreation and Culture Department engages the community by building opportunities for participation in health and wellness, seniors' activities, arts, heritage and special events programming, and by facilitating our diverse community organizational partners.

The Recreation and Culture department is comprised of 14 full-time employees, up to 30 casual workers, 55 active instructors, and hundreds of community volunteers.



Community services are offered through the Recreation and Culture Department directly and by staff facilitating a variety of not-for-profit organizations and business partners contributing to meet the needs of our diverse community.

Events, festivals, and on-location filming can be spotted in a variety of locations from the Waterfront to Uptown. Recreation programs created for children, adults, and seniors are delivered by skilled instructors in clean and safe facilities, including:

- White Rock Community Centre
- Kent Street Activity Centre
- Centennial Park Leisure Centre and Arena
- Horst and Emmy Werner Centre for Active Living
- Landmark Uptown Gallery

The partners working closely with Recreation and Culture staff include:

**Sports organizations:**

- Grassroots Junior Hockey Society
- Semiahmoo Minor Hockey Association
- White Rock South Surrey Skating Club
- White Rock Ball Hockey League
- White Rock Whalers Hockey Club
- White Rock Adult Hockey League
- Coastal Football Club (Soccer)
- White Rock United (Soccer)
- White Rock South Surrey Baseball Association
- White Rock Pickleball Association
- South Surrey White Rock Minor Softball Association
- Surrey White Rock Ringette
- Semiahmoo Minor Lacrosse Association
- Peace Arch Curling Club
- White Rock Tennis Club
- Mann Park Lawn Bowling Club
- White Rock Lawn Bowling Club

**Cultural organizations:**

- White Rock Library (Fraser Valley Regional Library services)
- White Rock Museum and Archives
- Peninsula Productions (Centennial Park Black Box Theatre)
- White Rock Oceana PARC Playhouse
- Semiahmoo Arts Society
- International Artist Day Society

**Business or Municipal:**

- White Rock Business Improvement Association
- White Rock South Surrey Chamber of Commerce
- Service Clubs (i.e., Rotary)
- Art Galleries
- Community Sponsors
- City of Surrey – Culture Crawl

White Rock has quality community culture and recreation programs for children, adults, and seniors living in the White Rock/South Surrey communities, including at the following locations:

- Centennial Park Leisure Centre and Arena
- Kent Street Activity Centre (“KSAC”)
- White Rock Community Centre
- Horst and Emmy Werner Centre for Active Living
- Landmark Uptown Gallery
- White Rock Museum and Archives
- Outdoor sports venues and parks



**Other Activities:**

- Management of meeting rooms and special events facilities available for rent
- Support of internal City events
- Production of seasonal recreation guides, as well as marketing and communication tools to promote recreation and culture programs, activities, and events
- Representation of the City on various multi-disciplinary community committees for sport, health, arts and culture, heritage, tourism, filming, children, youth, adults, and seniors
- Coordination of commercial filming in White Rock
- Organization of community special events held on City property
- Management and support of volunteers at facilities and special events
- Communication with Fraser Valley Regional Library for services provided at the White Rock Library
- Coordination with White Rock Museum and Archives in support of heritage programs, events, and services



## KEY INDICATORS

2024 was a year of growth for the Recreation and Culture Program and rental revenue have exceeded pre-Covid-19 levels. Recreation and Culture have extended services to the community by creating an inviting environment for participants, community partners, rental groups, and instructors.

| Key Activity Levels   | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|---|----------------|----------------|----------------|----------------|-------------------|
| Staff Complement – Full-Time                                  | 13             | 15             | 15             | 15             | 15                |
| Staff Complement – Regular Part Time (NEW)                    | New            | New            | New            | 2              | 2                 |
| Staff Complement – Casual                                     | 6              | 18             | 18             | 18             | 18                |
| Program Registrations   | 9,078          | 7,017          | 9,665          | 10,638         | 11,000            |
| Drop-in Admissions  | 7,588          | 11,691         | 17,267         | 10,163         | 10,300            |
| Senior Activity Groups  | 10             | 17             | 17             | 17             | 17                |
| Children's Summer Camps (combined City programs and partners) | 903            | 1,091          | 1,574          | 1,899          | 2,000             |
| Room Booking Hours  | 1,473          | 2,619          | 3,516          | 3,423          | 3,900             |
| Dry Floor Booking Hours                                       | 199            | 580            | 657            | 753            | 760               |
| Ice Facility Bookings Hours                                   | 1,401          | 1,608          | 1,742          | 1,789          | 1,800             |
| Sport Field Booking Hours                                     | 4,506          | 6,020          | 6,301          | 4,207          | 6,000             |
| In-Person Special Events                                      | 11             | 54             | 55             | 56             | 56                |
| Art Walk Artists  | 9              | 15             | 16             | 13             | 13                |
| Licenses Buskers  | 17             | 52             | 55             | 50             | 50                |
| Pop-Up Gallery Exhibits                                       | 12             | 12             | 12             | 12             | 12                |
| Pop-Up Gallery Attendees                                      | -              | -              | -              | 7,000          | 7,000             |
| Landmark Pop Uptown Attendees                                 | New            | New            | 7,500          | 7,350          | 7,350             |
| Category A Level Event Attendees                              | New            | New            | 112,750        | 103,500        | 104,000           |
| Category B Level Event Attendees                              | New            | New            | 28,000         | 37,700         | 40,000            |
| Category C Level Event Attendees                              | New            | New            | 20,000         | 139,238        | 140,238           |
| Number of City Event Volunteers                               | New            | New            | 195            | 155            | 155               |
| Number of City Event Volunteer Hours                          | New            | New            | 782            | 951            | 951               |
| Film Productions  | New            | New            | 6              | 2              | 4                 |

**Note:** Centennial Oval was under construction from January to April 2024.

As the community dealt with isolation and the impact of the pandemic, the department responded with a variety of creative online options to engage. This method will continue to change and decline as programming gets back to in-person.

| Online                     | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|----------------------------|----------------|----------------|----------------|----------------|-------------------|
| Online Recreations Classes | 31             | 9              | 4              | 2              | 2                 |

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Created Community Banner Program. 8 new banners by local artists will now be on display throughout the city.
- Developed artist in residence program to create environment where artists can develop new skills and approaches and work with community.
- Established partnership with City of Surrey to deliver White Rock and South Surrey Culture Crawl, expanding our reach to artists across the Peninsula, with 28 sites participating and over 40 activities. This event highlighted the work of over 70 artists.
- Designed and built new float that conveys the spirit of White Rock's community. The float went out to 4 parades and won awards for Best Float and Best Humour.
- Held City's first Torchlight Parade since 2019. The Parade encouraged community spirit and attracted 44 groups who participated.
- 70 events across the City were attended by 280,438 visitors and supported by 155 volunteer hours.
- Celebrated 40th anniversary of The Grey Whale Family (Whaling Wall) Mural and unveiled a new interpretive sign.
- Celebrated installation of False Borders, a new public art installation at Saltaire Amphitheatre. The art was created by Marianne Nicolson, Musgamakw Dzawada'enuxw of the Kwakwaka'wakw people of the Pacific Northwest Coast in collaboration with artist, Roxanne Charles of Semiahmoo First Nation
- Selected Artist, Amy Bao to design the new Johnston Road Crosswalk called, Seaside Stroll.
- Developed 5-year Public Art and Placemaking workplan.
- Rebranded Landmark Uptown Gallery to create a design that reflects the creativity and professionalism of White Rock's artist community and support promotion of the gallery through visual identity.
- Featured 12 artist groups at Pop-Up Gallery attracting over 7,000 visits.
- Created a City public art and private public art inventory, assessed the condition of city public art and maintenance schedule.
- Established design for City public art interpretive signage.
- Established summer camp for children with disabilities in partnership with UNITI.
- Completed Kent Street Needs Assessment and presented findings to council.
- Completed Emergency Support Services modernization grant project. Recreation and Culture staff are now trained in the Evacuee Registration and Assistance (ERA) tool.
- Completed Emergency Support Services function exercise day involving 10 Recreation and Culture staff and 10 community volunteers.
- Provided Emergency Support Services to residents of a White Rock apartment building fire. Placed over 10 residents in lodging and continued to support residents for over 30 days.
- Completed new vinyl wraps of department mini-bus, 11 seater van, and special events truck in new city branding colours and logo.
- Complete hiring process Community Recreation Coordinator with aquatics experience to launch swimming lessons for White Rock residents.
- Partnered with the Grassroots Junior Hockey Society to generate revenue and utilize the Centre for Active Living during off-peak recreation and culture programming hours.
- Completed the review and amendments of the Facility Allocation and Fee Waiver Guidelines.

## PLANS FOR 2025

- Develop heritage signage interpretation plan to tell stories of White Rock's people and connect them through shared histories
- Install public art and interpretive signage at P'Quals in partnership with Semiahmoo First Nation
- Re-imagine the Poetry in Motion program to feature original poetry and create connection with White Rock's literary community
- Conduct cultural needs assessment to build towards a cultural plan
- Review public art policy and create established procedures for working with artists and private development
- Develop an artist call out for proposals for two new murals, to be created and opened in the summer of 2025
- Continue to deliver high quality events that engage community and build on the success of the Torchlight Parade to increase the number of participants
- Research an urban design program and the development of an artist roster to encourage integrating art into White Rock's infrastructure
- Establish public art maintenance plan and engage a conservator to review maintenance documentation
- Develop sustainable swimming lesson program for White Rock children
- Review, seek feedback from residents and recreation program participants to create a White Rock Community Centre increased utilization strategy
- Complete LED lightning retrofit at Centennial Arena
- Complete sound system rejuvenation at Centennial Arena
- Continue to deliver high quality summer camps and expand camps to the White Rock Community Centre and the Kent Street Activity Centre.
- Increase White Rock Community Centre utilization by increasing recreation program participation and fitness centre usage
- Select outdoor fitness equipment and install on the western end of the Centennial Park Oval

## LOOKING AHEAD TO 2026 – 2029

- Create a City cultural plan
- Review the events policy to ensure that it reflects best practice and supports the delivery of community, co-produced and city produced events
- Launch urban design program and artist roster
- Create new street banners to highlight community art
- Create heritage webpage to highlight White Rock's designated heritage sites
- Secure long-term facility location to provide swimming lessons for White Rock children
- Support recommendations in the Kent Street Needs Assessment report



## FINANCIAL PLAN SUMMARY

The net property taxes required for Recreation and Culture are projected to increase by \$293,000, or 17% in 2025.



## Recreation and Culture – Financial Plan

| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$     | Change<br>% |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| Regional Library Levy           | \$1,015,222        | \$1,042,070        | \$1,111,555        | \$1,112,900        | \$1,166,000        | 53,100           | 5%          |
| Revenues                        | 1,474,853          | 1,785,186          | 1,966,313          | 1,763,500          | 2,070,300          | 306,800          | 17%         |
| Transfer from Reserves          | 388,876            | -                  | 111,400            | 201,600            | 198,900            | (2,700)          | -1%         |
| <b>Total Revenue</b>            | <b>\$2,878,951</b> | <b>\$2,827,256</b> | <b>\$3,189,268</b> | <b>\$3,078,000</b> | <b>\$3,435,200</b> | <b>\$357,200</b> | <b>12%</b>  |
| <b>Operating Expenses</b>       |                    |                    |                    |                    |                    |                  |             |
| Leisure Administration          | \$764,333          | \$500,693          | \$609,750          | \$698,400          | \$1,129,600        | 431,200          | 62%         |
| White Rock Community Centre     | 305,152            | 345,606            | 400,288            | 375,000            | 396,100            | 21,100           | 6%          |
| Centennial Arena                | 566,665            | 695,827            | 757,732            | 782,200            | 726,500            | (55,700)         | -7%         |
| Centre for Active Living        | 43,245             | 89,672             | 218,313            | 86,400             | 202,300            | 115,900          | 134%        |
| Kent Street Activity Centre     | 248,128            | 326,822            | 341,740            | 312,700            | 364,800            | 52,100           | 17%         |
| Community Recreation            | 509,211            | 560,609            | 472,895            | 600,600            | 561,300            | (39,300)         | -7%         |
| Summer Programs                 | 57,562             | 94,279             | 153,884            | 108,600            | 129,300            | 20,700           | 19%         |
| Special Events                  | 253,438            | 295,397            | 429,639            | 489,900            | 539,000            | 49,100           | 10%         |
| Library                         | 1,017,075          | 1,048,697          | 1,112,896          | 1,116,100          | 1,167,000          | 50,900           | 5%          |
| Museum and Archives             | 160,270            | 208,088            | 209,931            | 213,200            | 217,400            | 4,200            | 2%          |
| <b>Total Operating Expenses</b> | <b>\$3,925,079</b> | <b>\$4,165,690</b> | <b>\$4,707,068</b> | <b>\$4,783,100</b> | <b>\$5,433,300</b> | <b>\$650,200</b> | <b>14%</b>  |
| Net Property Taxes Required     | \$1,046,128        | \$1,338,434        | \$1,517,800        | \$1,705,100        | \$1,998,100        | \$293,000        | 17%         |

See individual division Financial Plans for variance explanations.

## RECREATION AND CULTURE ADMINISTRATION

Recreation and Culture Administration provides for the management of all Recreation and Culture Services. The Recreation and Culture Administration is comprised of three managerial staff and administrative expenses.

| Recreation and Culture Administration – Financial Plan |                 |                 |                 |                |                |              |             |   |
|--|-----------------|-----------------|-----------------|----------------|----------------|--------------|-------------|---|
| Revenue  | 2022<br>Actuals | 2023<br>Actuals | 2024<br>Actuals | 2024<br>Budget | 2025<br>Budget | Change<br>\$ | Change<br>% |   |
| Grants and Other                                       | \$219,650       | \$12,701        | \$17,299        | \$17,300       | \$104,600      | \$87,300     | 505%        | 1 |
| Transfer from Reserves                                 | 102,860         | -               | 45,900          | 80,900         | 135,700        | 54,800       | 68%         | 2 |
| Total Revenue  | \$322,510       | \$12,701        | \$63,199        | \$98,200       | \$240,300      | \$142,100    | 145%        |   |
| Operating Expenses                                     |                 |                 |                 |                |                |              |             |   |
| Administration   | \$432,433       | \$464,576       | \$578,658       | \$598,600      | \$619,600      | 21,000       | 4%          |   |
| Office   | 34,311          | 3,120           | 2,438           | 42,200         | 38,200         | (4,000)      | -9%         |   |
| Programs   | 232,500         | -               | -               | 5,000          | 440,000        | 435,000      | 8700%       | 3 |
| Maintenance and Equipment                              | 29,743          | -               | -               | -              | -              | -            | 0%          |   |
| Emergency Social Services                              | 35,346          | 32,997          | 28,654          | 52,600         | 31,800         | (20,800)     | -40%        | 4 |
| Total Operating Expenses                               | \$764,333       | \$500,693       | \$609,750       | \$698,400      | \$1,129,600    | \$431,200    | 62%         |   |
| Net Property Taxes Required                            | \$441,823       | \$487,992       | \$546,551       | \$600,200      | \$889,300      | \$289,100    | 48%         |   |

1. 2025 budget includes one-time funding received from the Ministry of Emergency Management and Climate Readiness related to the warming centre.
2. Increase primarily related to increased costs for the warming centre, net of removal of additional funding required in 2024 related to exempt compensation policy review.
3. Reflects movement of the warming centre budget from Planning and Development Services to Recreation and Culture.
4. Budget decrease primarily related to removal of one-time funding in 2024 for Emergency Social Services (ESS) modernization.



## WHITE ROCK COMMUNITY CENTRE

The Community Centre hosts a wide variety of recreation and culture programs, activities, and events, and also serves as a venue for hosting large indoor group gatherings. The centre features a fitness centre, equipped with cardio machines and weights. The centre also features a fitness studio where yoga, pilates and dance classes are held. The other rooms are activated with cultural and recreation programs such as art classes, guitar lessons, line dancing, bridge, mahjong and Zumba.

### White Rock Community Centre – Financial Plan

| Revenue                         | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$    | Change<br>% |   |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-------------|---|
| Program Revenues                | \$207,899        | \$301,677        | \$325,738        | \$277,000        | \$276,600        | (400)           | 0%          |   |
| Transfer from Reserves          | 144,520          | -                | -                | -                | 1,200            | 1,200           | 100%        | 1 |
| <b>Total Revenue</b>            | <b>\$352,419</b> | <b>\$301,677</b> | <b>\$325,738</b> | <b>\$277,000</b> | <b>\$277,800</b> | <b>\$800</b>    | <b>0%</b>   |   |
| Operating Expenses              |                  |                  |                  |                  |                  |                 |             |   |
| Administration                  | \$11,605         | \$12,534         | \$14,304         | \$11,700         | \$12,400         | 700             | 6%          |   |
| Programs                        | 289,387          | 324,830          | 381,815          | 358,400          | 374,900          | 16,500          | 5%          |   |
| Equipment                       | 4,160            | 8,242            | 4,169            | 4,900            | 8,800            | 3,900           | 80%         | 2 |
| <b>Total Operating Expenses</b> | <b>\$305,152</b> | <b>\$345,606</b> | <b>\$400,288</b> | <b>\$375,000</b> | <b>\$396,100</b> | <b>\$21,100</b> | <b>6%</b>   |   |
| Net Property Taxes Required     | \$(47,267)       | \$43,929         | \$74,550         | \$98,000         | \$118,300        | \$20,300        | 21%         |   |

1. Increase in funding related to benefit load adjustments.
2. Expected increase in equipment maintenance and repairs.





## CENTENNIAL PARK LEISURE CENTRE AND ARENA

The Centennial Park Leisure Centre and Arena facility consists of a 250-seat arena, a small hall (150 max), and three meeting rooms used to host a wide variety of recreation and culture programs, activities, and events. The City programs this facility with activities such as public skating, fitness classes, and day camps. The community also benefits by using space for dry floor activities such as ball hockey, lacrosse, and indoor trade shows and events. This facility provides office space for the White Rock Whalers Junior Hockey Team and the White Rock South Surrey Skating Club. Additionally, it functions as one of the City's emergency reception centres in the event of a community emergency.

| Centennial Park – Financial Plan |                  |                  |                  |                  |                  |                   |             |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------|
| Revenue                          | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$      | Change<br>% |
| Program Revenues                 | \$518,838        | \$696,792        | \$689,904        | \$683,100        | \$649,300        | (33,800)          | -5%         |
| Grants and Other                 | 1,000            | 1,500            | 500              | 1,000            | 500              | (500)             | -50% 1      |
| Transfer from Reserves           | 31,261           | -                | 3,000            | 3,000            | 2,600            | (400)             | -13% 2      |
| <b>Total Revenue</b>             | <b>\$551,099</b> | <b>\$698,292</b> | <b>\$693,404</b> | <b>\$687,100</b> | <b>\$652,400</b> | <b>\$(34,700)</b> | <b>-5%</b>  |
| Operating Expenses               |                  |                  |                  |                  |                  |                   |             |
| Administration                   | \$15,070         | \$15,636         | \$17,894         | \$17,100         | \$15,800         | (1,300)           | -8%         |
| Programs                         | 498,159          | 599,746          | 670,094          | 700,400          | 640,600          | (59,800)          | -9%         |
| Maintenance and Equipment        | 53,436           | 80,445           | 69,744           | 64,700           | 70,100           | 5,400             | 8%          |
| <b>Total Operating Expenses</b>  | <b>\$566,665</b> | <b>\$695,827</b> | <b>\$757,732</b> | <b>\$782,200</b> | <b>\$726,500</b> | <b>\$(55,700)</b> | <b>-7%</b>  |
| Net Property Taxes Required      | \$15,566         | \$(2,465)        | \$64,328         | \$95,100         | \$74,100         | (21,000)          | -22%        |

1. Expected decrease in grant funding.
2. Decrease in funding from reserves.

## HORST AND EMMY WERNER CENTRE FOR ACTIVE LIVING

The Horst and Emmy Werner Centre for Active Living facility hosts a wide variety of recreation and culture programs and events, with a focus on fitness, health, and wellness. The Peace Arch Curling Club leases the curling club building from the City and looks after the ice surfaces and the ice refrigeration plant. The City partners with the Division of Family Practice, Fraser Health Authority, Heart and Stroke Recovery, and Grassroots Junior Hockey Society to lease space and provide services. The Centre can host large indoor group gatherings, such as meetings, workshops, presentations, and special events. In addition to offering curling, the Peace Arch Curling Club rents its dry floor during the summer for indoor activities such as pickleball as well as events, such as the Rotary Book Sale.

| Centre for Active Living – Financial Plan |                 |                  |                  |                  |                  |                  |             |
|---|-----------------|------------------|------------------|------------------|------------------|------------------|-------------|
| Revenue                                   | 2022<br>Actuals | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$     | Change<br>% |
| Program Revenues                          | \$61,366        | \$148,320        | \$310,764        | \$137,000        | \$316,900        | 179,900          | 131% 1      |
| Transfer from Reserves                    | 23,825          | -                | -                | -                | -                | -                | 0%          |
| <b>Total Revenue</b>                      | <b>\$85,191</b> | <b>\$148,320</b> | <b>\$310,764</b> | <b>\$137,000</b> | <b>\$316,900</b> | <b>\$179,900</b> | <b>131%</b> |
| Operating Expenses                        |                 |                  |                  |                  |                  |                  |             |
| Administration                            | \$1,595         | \$281            | \$44             | \$1,100          | \$-              | (1,100)          | -100% 2     |
| Programs                                  | 38,439          | 87,054           | 216,631          | 82,700           | 199,100          | 116,400          | 141% 3      |
| Equipment                                 | 3,211           | 2,337            | 1,638            | 2,600            | 3,200            | 600              | 23%         |
| <b>Total Operating Expenses</b>           | <b>\$43,245</b> | <b>\$89,672</b>  | <b>\$218,313</b> | <b>\$86,400</b>  | <b>\$202,300</b> | <b>\$115,900</b> | <b>134%</b> |
| Net Property Taxes Required               | \$(41,946)      | \$(58,648)       | \$(92,451)       | \$(50,600)       | \$(114,600)      | \$(64,000)       | 126%        |

1. Anticipated revenue increase primarily related to program growth, additional summer camps, and new GrassRoots Junior Hockey Society lease.
2. Anticipated decrease in telecommunication expenses.
3. Increase correlated to expected increase in Program Revenues.

## KENT STREET ACTIVITY CENTRE

The KSAC facility hosts a wide variety of events and activities focused on active living and cultural engagement opportunities for seniors.

With activities such as line dancing and snooker to the provision of frozen meals, KSAC is at the heart of serving this large population. The City partnered with the Kent Street Seniors Society to complete a needs assessment study as growth in this service demographic has grown significantly and needs exceed the available space. The Kent Street Needs Assessment was completed in early 2024 with council directing staff to forward the report to the Community Hub Steering Committee for consideration.

There are currently 17 volunteer-led senior's activity groups at KSAC. Facilitated by City Staff, these groups connect into the greater community with programming ideas and fundraising activities.

| Kent Street Activity Centre – Financial Plan |                  |                  |                  |                  |                  |                 |             |
|--|------------------|------------------|------------------|------------------|------------------|-----------------|-------------|
| Revenue                                      | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$    | Change<br>% |
| Program Revenues                             | \$65,202         | \$147,547        | \$197,968        | \$152,900        | \$199,500        | 46,600          | 30%         |
| Grants and Other                             | -                | 16,000           | -                | -                | -                | -               | 0%          |
| Transfer from Reserves                       | 64,510           | -                | -                | -                | 1,200            | 1,200           | 100%        |
| <b>Total Revenue</b>                         | <b>\$129,712</b> | <b>\$163,547</b> | <b>\$197,968</b> | <b>\$152,900</b> | <b>\$200,700</b> | <b>\$47,800</b> | <b>31%</b>  |
| Operating Expenses                           |                  |                  |                  |                  |                  |                 |             |
| Administration                               | \$8,323          | \$15,693         | \$6,876          | \$8,900          | \$9,000          | 100             | 1%          |
| Programs                                     | 239,070          | 309,250          | 334,789          | 302,600          | 354,600          | 52,000          | 17%         |
| Equipment                                    | 735              | 1,879            | 75               | 1,200            | 1,200            | -               | 0%          |
| <b>Total Operating Expenses</b>              | <b>\$248,128</b> | <b>\$326,822</b> | <b>\$341,740</b> | <b>\$312,700</b> | <b>\$364,800</b> | <b>\$52,100</b> | <b>17%</b>  |
| Net Property Taxes Required                  | \$118,416        | \$163,275        | \$143,772        | \$159,800        | \$164,100        | \$4,300         | 3%          |

1. Increase primarily related to reallocation of revenues and expenses for seniors summer bus trips from Summer Programs budget.

## COMMUNITY RECREATION

The Community Recreation Financial Plan includes funding for wages and benefits for three full-time Community Recreation Coordinators and accounts for expenditures needed to fund hundreds of recreation programs for people of all ages. It also includes the revenues collected from these programs, which help to offset program costs

| Community Recreation – Financial Plan |                 |                 |                 |                |                |              |             |
|---------------------------------------|-----------------|-----------------|-----------------|----------------|----------------|--------------|-------------|
| Revenue                               | 2022<br>Actuals | 2023<br>Actuals | 2024<br>Actuals | 2024<br>Budget | 2025<br>Budget | Change<br>\$ | Change<br>% |
| Program Revenues                      | \$253,289       | \$269,214       | \$198,726       | \$255,300      | \$304,300      | 49,000       | 19%         |
| Transfer from Reserves                | -               | -               | 18,500          | 18,500         | 4,900          | (13,600)     | -74%        |
| Total Revenue                         | \$253,289       | \$269,214       | \$217,226       | \$273,800      | \$309,200      | \$35,400     | 13%         |
| Operating Expenses                    |                 |                 |                 |                |                |              |             |
| Administration                        | \$25,709        | \$32,796        | \$34,772        | \$33,100       | \$33,700       | 600          | 2%          |
| Programs                              | 458,907         | 499,084         | 375,474         | 492,900        | 467,100        | (25,800)     | -5%         |
| Marketing and Communications          | 11,749          | 12,071          | 44,081          | 50,200         | 38,700         | (11,500)     | -23%        |
| Leisure Guide                         | 12,846          | 16,658          | 18,568          | 24,400         | 21,800         | (2,600)      | -11%        |
| Total Operating Expenses              | \$509,211       | \$560,609       | \$472,895       | \$600,600      | \$561,300      | \$(39,300)   | -7%         |
| Net Property Taxes Required           | \$255,922       | \$291,395       | \$255,669       | \$326,800      | \$252,100      | \$(74,700)   | -23%        |

1. Anticipated increase in program revenues.
2. Budget decrease primarily related to removal of one-time funding in 2024 for Recreation and Culture branding refresh.



## SUMMER PROGRAMS

This area focuses on our City-programmed week-long kid's summer camp experience. In 2024, participants in Summer Camps increased by over 18% compared to 2023.

Recreation and Culture continue to serve a need for childcare for residents and their families. New summer camps offered in 2024 included Kids Business Bootcamps, Drama camps, and arts camps. A partnership with UNITI brought two adapted summer camps for children with disabilities to the Centre for Active Living.

| Summer Programs – Financial Plan |                 |                 |                  |                  |                  |                 |             |
|----------------------------------|-----------------|-----------------|------------------|------------------|------------------|-----------------|-------------|
| Revenue                          | 2022<br>Actuals | 2023<br>Actuals | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$    | Change<br>% |
| Program Revenues                 | \$63,003        | \$81,409        | \$104,786        | \$89,800         | \$106,000        | 16,200          | 18%         |
| Grants                           | 8,770           | -               | -                | 8,600            | -                | (8,600)         | -100%       |
| Transfer from Reserves           | -               | -               | -                | -                | 500              | 500             | 100%        |
| <b>Total Revenue</b>             | <b>\$71,773</b> | <b>\$81,409</b> | <b>\$104,786</b> | <b>\$98,400</b>  | <b>\$106,500</b> | <b>\$8,100</b>  | <b>8%</b>   |
| Operating Expenses               |                 |                 |                  |                  |                  |                 |             |
| Programs                         | \$57,562        | \$94,279        | \$153,884        | \$108,600        | \$129,300        | 20,700          | 19%         |
| <b>Total Operating Expenses</b>  | <b>\$57,562</b> | <b>\$94,279</b> | <b>\$153,884</b> | <b>\$108,600</b> | <b>\$129,300</b> | <b>\$20,700</b> | <b>19%</b>  |
| Net Property Taxes Required      | \$(14,211)      | \$12,870        | \$49,098         | \$10,200         | \$22,800         | \$12,600        | 124%        |

1. Decrease expected as Summer Student grants not anticipated.
2. Increase primarily related to expanded Land 'n' Sea Summer camp net of reallocation of seniors summer bus trips to Kent Street Activity Centre.



## SPECIAL EVENTS

Special Event programming helps create a sense of community identity, belonging, pride, and spirit. It showcases White Rock to visitors as a great place to visit, live, work, and play. In addition to A Level City-produced events such as Bright Walk in White Rock, White Rock and South Surrey Culture Crawl, Canada Day by the Bay, and Sea Festival, many community partners and event organizers support or co-present special events.

### Landmark Pop UpTown Gallery

At the heart of White Rock, is the Landmark Uptown Gallery. The gallery provides the opportunity for 11 artists group to showcase their work and program the space to engage the community for a month at a time. The Gallery also is home to the City's artist in residence who is chosen annually and is provided space to create specialty programming and develop and hone their skills.

### Public Art and Placemaking

Public art and placemaking is an integral part of the fabric of the city. The city has over 22 public art installations and a growing collection of placemaking initiatives. These include but are not limited to, the street banner program, poetry in motion program and stencil sidewalk designs. The public art and placemaking projects are considered as part of a 5-year work plan in consultation with the Public Art and Culture Committee.

| Special Events – Financial Plan |                  |                  |                  |                  |                  |                   |             |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------|
| Revenue                         | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$      | Change<br>% |
| Program Revenues                | \$45,337         | \$23,726         | \$17,418         | \$29,200         | \$26,600         | (2,600)           | -9%         |
| Contributions and Donations     | 8,500            | 54,200           | 72,420           | 66,000           | 75,000           | 9,000             | 14%         |
| Grants and Other                | 22,000           | 32,100           | 30,790           | 45,300           | 10,000           | (35,300)          | -78%        |
| Transfer from Reserves          | 21,900           | -                | 44,000           | 99,200           | 52,800           | (46,400)          | -47%        |
| <b>Total Revenue</b>            | <b>\$97,737</b>  | <b>\$110,026</b> | <b>\$164,628</b> | <b>\$239,700</b> | <b>\$164,400</b> | <b>\$(75,300)</b> | <b>-31%</b> |
| Operating Expenses              |                  |                  |                  |                  |                  |                   |             |
| Administration                  | \$24,750         | \$16,387         | \$19,929         | \$31,800         | \$21,600         | (10,200)          | -32%        |
| Programs                        | 178,816          | 215,690          | 349,349          | 387,700          | 448,900          | 61,200            | 16%         |
| Marketing and Communications    | 18,314           | 20,826           | 30,005           | 31,400           | 33,500           | 2,100             | 7%          |
| Equipment                       | 31,558           | 42,494           | 30,356           | 39,000           | 35,000           | (4,000)           | -10%        |
| <b>Total Operating Expenses</b> | <b>\$253,438</b> | <b>\$295,397</b> | <b>\$429,639</b> | <b>\$489,900</b> | <b>\$539,000</b> | <b>\$49,100</b>   | <b>10%</b>  |
| Net Property Taxes Required     | \$155,701        | \$185,371        | \$265,011        | \$250,200        | \$374,600        | \$124,400         | 50%         |

1. Expected revenue increase.
2. Budget decrease due to removal of one-time grant funding in 2024 related to public Art, offset by anticipated grant funding in 2025 for Canada Day event and various festivals.
3. Budget decreased primarily related to removal of one-time amounts for public art, the heritage program and 40th anniversary of Grey Whale mural.
4. Decrease primarily related to removal of 2024 one-time items and reallocation of Waterfront Concert Series budget (to Programs line item).
5. Increase related to Waterfront Concert Series reallocation (from Administration line item) and reallocation of Special Events staff previously from Community Recreation, offset by removal of 2024 one-time items.
6. Decrease primarily related to removal of 2024 one-time items.



## LIBRARY

The Fraser Valley Regional Library System operates the White Rock Library under an agreement with the City. Funding supports a variety of library services including loaning books and digital collections, internet access, reading rooms, and reading literacy programs.

| Library – Financial Plan        |                    |                    |                    |                    |                    |                 |                   |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------------|
| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$    | Change<br>%       |
| Regional Library Revenue        | \$1,015,222        | \$1,042,070        | \$1,111,555        | \$1,112,900        | \$1,166,000        | 53,100          | 5%                |
| Other Revenue                   | (1)                | -                  | -                  | 1,000              | 1,000              | -               | 0%                |
| <b>Total Revenue</b>            | <b>\$1,015,221</b> | <b>\$1,042,070</b> | <b>\$1,111,555</b> | <b>\$1,113,900</b> | <b>\$1,167,000</b> | <b>\$53,100</b> | <b>5%</b>         |
| Operating Expenses              |                    |                    |                    |                    |                    |                 |                   |
| Office                          | \$1,814            | \$846              | \$-                | \$3,200            | \$1,000            | (2,200)         | -69% <sup>1</sup> |
| Library                         | 1,015,261          | 1,047,851          | 1,112,896          | 1,112,900          | 1,166,000          | 53,100          | 5%                |
| <b>Total Operating Expenses</b> | <b>\$1,017,075</b> | <b>\$1,048,697</b> | <b>\$1,112,896</b> | <b>\$1,116,100</b> | <b>\$1,167,000</b> | <b>\$50,900</b> | <b>5%</b>         |
| Net Property Taxes Required     | \$1,854            | \$6,627            | \$1,341            | \$2,200            | \$-                | \$(2,200)       | -100%             |

1. Decrease primarily related to decreased telecommunication costs.



## MUSEUM AND ARCHIVES

The White Rock Museum and Archives Society operates the White Rock Museum and is responsible for the storage, inventory, display, and protection of the City's archives collection in accordance with an Operating Agreement with the City. The Museum and Archives is managed by a non-profit society board of directors, a small team of staff, and several community volunteers. The Museum and Archives receives an annual grant from the City and conducts many fundraising initiatives to fund operations.

The Museum is a crucial tourist resource, welcoming over 30,000 people a year. It hosts a variety of community programs and exhibits each year to increase community residents' and visitors' awareness of White Rock's rich history and heritage. The value-add of this small vital team enhances the City's special events programming and plays the critical role of steward of the City's archives and artifacts, which otherwise would be the role of City Staff.

| Museum and Archives – Financial Plan |                  |                  |                  |                  |                  |                |             |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| Revenue                              | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget   | 2025<br>Budget   | Change<br>\$   | Change<br>% |
| Program Revenues                     | \$-              | \$-              | \$-              | \$-              | \$-              | \$-            | 0%          |
| <b>Total Revenue</b>                 | <b>\$-</b>       | <b>\$-</b>       | <b>\$-</b>       | <b>\$-</b>       | <b>\$-</b>       | <b>\$-</b>     | <b>0%</b>   |
| Operating Expenses                   |                  |                  |                  |                  |                  |                |             |
| Office                               | \$6,570          | \$6,299          | \$4,131          | \$7,400          | \$7,500          | 100            | 1%          |
| Museum and Archives Grant            | 153,700          | 201,789          | 205,800          | 205,800          | 209,900          | 4,100          | 2%          |
| <b>Total Operating Expenses</b>      | <b>\$160,270</b> | <b>\$208,088</b> | <b>\$209,931</b> | <b>\$213,200</b> | <b>\$217,400</b> | <b>\$4,200</b> | <b>2%</b>   |
| Net Property Taxes Required          | \$160,270        | \$208,088        | \$209,931        | \$213,200        | \$217,400        | \$4,200        | 2%          |





# ENGINEERING AND OPERATIONS

The Engineering and Municipal Operations Department is responsible for the City's infrastructure assets, ensuring essential services are available when needed by the community. Municipal services and infrastructure provide a high quality of life for residents, businesses, and visitors, focusing on environment, sustainability, and fiscal responsibility. The department also administers bylaws and policies related to activities on road rights-of-way, ensuring private redevelopment compliments or enhances existing infrastructure assets.

The Engineering Department plans, designs, and constructs the public infrastructure necessary for a safe and sustainable quality of life for White Rock residents, businesses, and visitors. It also operates and maintains the same infrastructure on a 24/7 basis and pro-actively responds to emergencies related to:

- **Transportation:** Roads, sidewalks, streetlights, traffic signals
- **Parks:** Waterfront promenade, parks, hillside walkways & road-ends, City trees, sports fields & courts, playgrounds, natural areas, and irrigation systems
- **Facilities:** All City facilities, comfort stations and the Pier
- **Fleet:** City vehicles and equipment

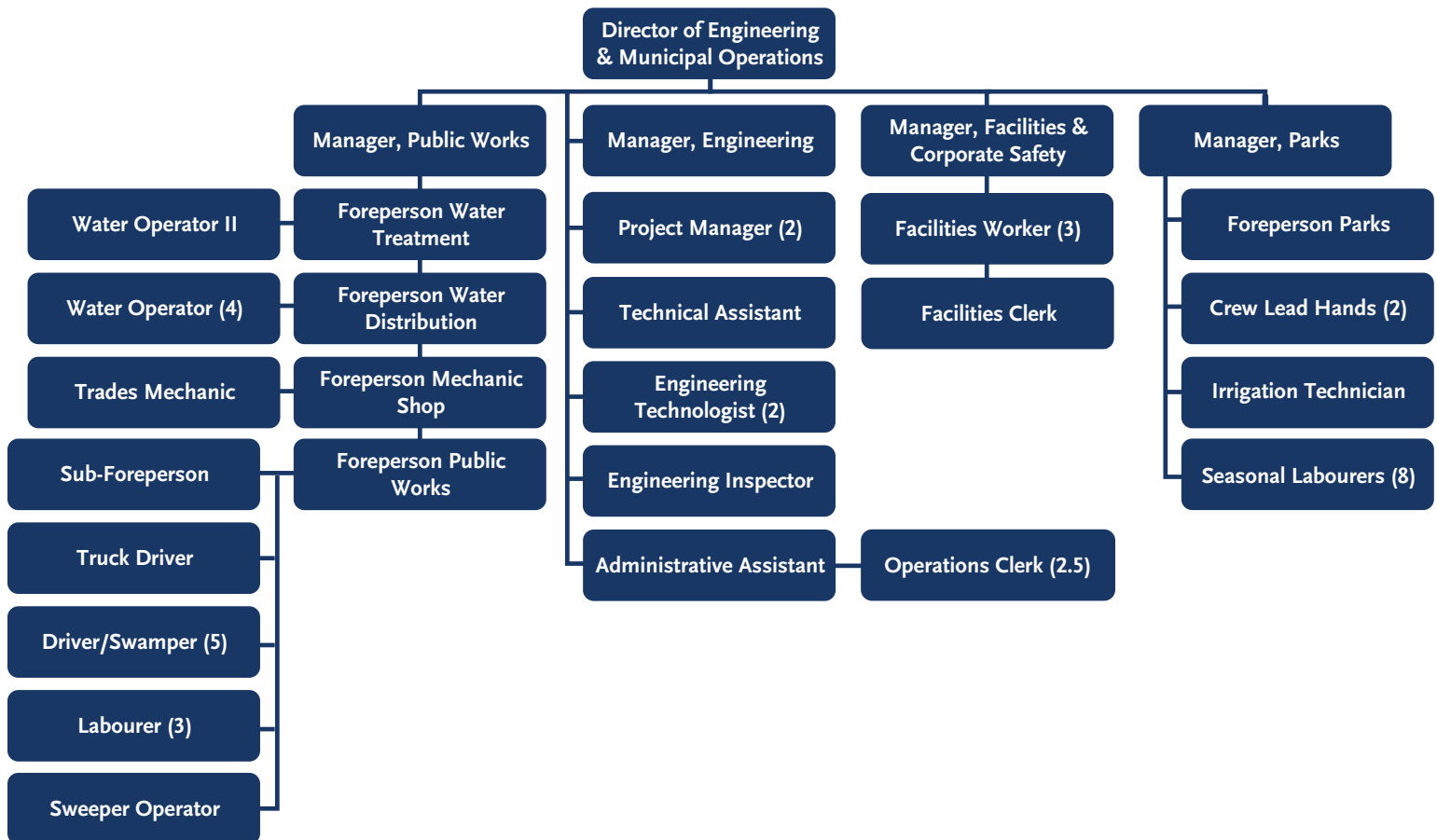
The department also plans, designs, operates, and maintains utility infrastructure on a 24/7 basis including:

- **Drainage:** Drainage mains, catch basins and manholes, outfalls, service connections, pumping stations
- **Sanitary Sewer:** mains, service connections, manholes, siphons, and pump stations
- **Water:** Wells, the water treatment plant, reservoirs, pump stations, pressure reducing valves, mains, service connections, hydrants
- **Solid Waste:** Residential garbage, green waste, recycling collection

In addition, the department regulates activities and construction on City rights-of-way to:

- Safeguard infrastructure
- Safeguard services by approving all designs for work on City rights-of-way
- Inspect works installed by private developers that become municipal property (e.g., roads, sidewalks, traffic control measures, drainage mains, sanitary mains, watermains)
- Issue driveway access permits and permits to work within municipal road allowance

The Department is led by the Director of Engineering and Municipal Operations, as well as a Manager of Public Works, a Manager of Engineering, and a Manager of Parks.



## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Installed new roof at Kent Street Activity Centre
- Police Services exterior improvements
- Installed new crosswalk and signage at Roper Street and George Street to encourage safer community around school area
- Completed traffic calming study and additional engineering work to compliment the City's Integrated Transportation and Infrastructure Master Plan
- Replaced over 150 wooden planks and six handrails at the end of their service life at the Pier
- Completed five grant applications for various capital projects
- Procured Survey As&When and Civil As&When consultants
- Installed pedestrian activated crosswalk on Johnston Road, south of North Bluff
- Completed Johnston Road Phase 2 which included improving the road and sidewalk (east side) for better safety, accessibility, and enjoyment of the downtown core and to create a distinct gateway into White Rock
- Installed improved letdowns at Winter Street and Thrift Avenue for accessibility
- Installed new accessibility mat on the White Rock Pier and acquired a grant from Sparc BC to support the project
- Began work on an updated DCC Bylaw
- Completed Vidal Street Paver Upgrades to improve accessibility in the City
- Began design of traffic calming initiatives along eastern Marine Drive
- Completed repair of the damaged walkway bridge in Ruth Johnson Park
- Completed the City Hall lunchroom renovation
- Planted over 750 BC native trees and shrubs in Ruth Johnson Park through succession planning and ecosystem restoration projects
- Planted 100 City trees as part of City tree planting program
- Planted over 1,000 drought tolerant perennial plants, 2,500 annual bedding plants for seasonal summer displays, 200 seasonal hanging baskets, and over 20,000 bulbs as part of fall bulb planting program
- Installed new City banners and hardware along Johnston Road, Five Corners, East Beach and West Beach, as part of the revitalized Street Banner program
- Installed high-quality colour-changing tree canopy lighting in the large Tulip tree at Five Corners for creative lighting options year-round
- Installed 16 seasonal pole-mounted lit wreath décor along Johnston Rd to support PACAC initiatives
- Completed second phase of tree pruning maintenance and canopy lighting fixes along White Rock Promenade (west)
- Expanded annual Bright Walk in White Rock lighting display in Memorial Park to include south side of museum and additional festive lighting and props
- Removed over 150 cubic metres of invasive plants from Ruth Johnson Park and West Beach shoreline, 140 lbs of litter from the waterfront area, and engaged more than 300 community members through collaboration with Green Teams Canada
- Completed concept designs and detailed drawings for the Generations Playground Splash Pad project
- Completed trenchless and open cut sewers repair program which includes point repairs at 27 locations
- Cleared over 160 tonnes of beach logs that were obstructing access ramps and posed a threat to the Pier's structural safety

## PLANS FOR 2025

- Continue to improve internal processes to improve efficiencies
- Finalize updated DCC Bylaw
- Implement short and medium term intersection improvements to improve pedestrian and vehicle safety
- Construct Oxford and North Bluff intersection improvements in collaboration with the City of Surrey
- Begin conceptual design of Johnston Road Phase 3 corridor improvements between Thrift and Pacific
- Continue to improve accessibility throughout the City
- Construct traffic calming initiatives along eastern Marine Drive
- Complete buried infrastructure assessment on Semiahmoo First Nations lands
- Work with TransLink to advocate for BRT and transit initiatives in White Rock
- Construct additional office spaces at City Hall
- Coordinated multiple approving agencies and accessibility committee for the Finlay Street Access Ramp project
- Complete construction of Generations Playground splash pad
- Engage consultant for Parks Master Plan update
- Complete Rotary Park Annex guardrail extension
- Continue to upgrade tree lighting
- Continue Ruth Johnson infrastructure upgrades
- Continue City tree removal and replacement program
- Complete Helen Fathers Centre Street Walkway landscaping improvements

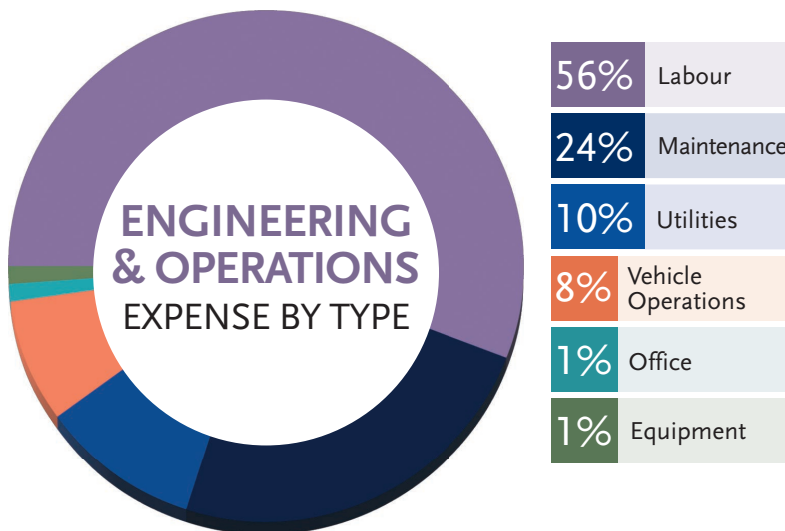
## LOOKING AHEAD TO 2026 – 2029

- Design and install projects included in City's Integrated Transportation and Infrastructure Master Plan (ITIMP)
- Update City's Traffic Calming Policy
- Continue to update Master Plans
- Harmonize City's Street and Traffic Bylaw No. 1529 with provincial regulations
- Complete Johnston Road upgrades between Thrift Avenue and Roper (Phase 3)
- Implement recommendations of City's updated Facilities Master Plan
- Eradicate invasive blackberry from West Beach shoreline
- Continue to implement invasives removal and succession planting for ecosystem restoration in Ruth Johnson Park
- Diversify City urban forest with focus on habitat support, drought tolerance, and community enhancement
- Develop the Marine Drive/Promenade Regional Greenway Network (RGN) in alignment with Regional Greenways 2050 plan to support regional livability



# FINANCIAL PLAN SUMMARY

The net property taxes required for Engineering and Operations are projected to increase by \$262,300, or 3% over its 2024 budget. Please see individual division Financial Plans for more details.





## Engineering and Operations – Financial Plan

| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$      | Change<br>% |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------|
| Fees                            | \$210,029          | \$180,720          | \$205,150          | \$247,400          | \$248,700          | \$1,300           | 1%          |
| Cost Recoveries                 | 485,738            | 576,473            | 501,717            | 456,200            | 479,600            | 23,400            | 5%          |
| Grants and Other                | 36,227             | 24,792             | 46,457             | 22,400             | 11,000             | (11,400)          | -51%        |
| Transfer from Reserves          | 91,112             | 252,900            | 229,400            | 307,600            | 253,200            | (54,400)          | -18%        |
| <b>Total Revenue</b>            | <b>\$823,105</b>   | <b>\$1,034,885</b> | <b>\$982,724</b>   | <b>\$1,033,600</b> | <b>\$992,500</b>   | <b>\$(41,100)</b> | <b>-4%</b>  |
| Operating Expenses              |                    |                    |                    |                    |                    |                   |             |
| Engineering Administration      | \$1,347,825        | \$1,726,440        | \$1,918,257        | \$2,022,700        | \$2,168,000        | \$145,300         | 7%          |
| Roads                           | 1,197,511          | 1,208,383          | 1,313,464          | 1,434,800          | 1,426,400          | (8,400)           | -1%         |
| Parks                           | 2,048,480          | 2,249,312          | 2,659,904          | 2,793,200          | 2,795,000          | 1,800             | 0%          |
| Facilities                      | 1,801,021          | 1,802,008          | 1,725,924          | 1,900,000          | 1,939,400          | 39,400            | 1%          |
| Garage and Fleet                | 898,464            | 846,983            | 998,421            | 1,002,000          | 1,053,200          | 51,200            | 5%          |
| Special Events                  | 11,220             | 11,499             | 25,515             | 53,700             | 45,600             | (8,100)           | -16%        |
| <b>Total Operating Expenses</b> | <b>\$7,304,521</b> | <b>\$7,844,625</b> | <b>\$8,641,485</b> | <b>\$9,206,400</b> | <b>\$9,427,600</b> | <b>\$221,200</b>  | <b>2%</b>   |
| Net Property Taxes Required     | \$6,481,415        | \$6,809,741        | \$7,658,761        | \$8,172,800        | \$8,435,100        | \$262,300         | 3%          |

See individual division Financial Plans for variance explanations.



## ENGINEERING ADMINISTRATION

Engineering Administration staff provide the main interface with the public and manage permit allocation for rights-of-way areas. They also manage service requests ranging from transportation to solid waste to parks maintenance to utility repairs. A significant program of Asset Improvements is also planned, designed, and constructed each year.

| Engineering Administration – Financial Plan |                 |                 |                 |                |                |              |             |
|---|-----------------|-----------------|-----------------|----------------|----------------|--------------|-------------|
| Revenue                                     | 2022<br>Actuals | 2023<br>Actuals | 2024<br>Actuals | 2024<br>Budget | 2025<br>Budget | Change<br>\$ | Change<br>% |
| Fees  | \$210,029       | \$180,720       | \$205,150       | \$247,400      | \$248,700      | \$1,300      | 1%          |
| Cost Recoveries                             | 1,589           | -               | -               | 2,000          | -              | (2,000)      | -100%       |
| Grants and Other                            | 77              | 466             | -               | -              | -              | -            | 0%          |
| Transfer from Reserves                      | 34,600          | 252,900         | 192,200         | 255,400        | 188,600        | (66,800)     | -26%        |
| Total Revenue                               | \$246,295       | \$434,086       | \$397,350       | \$504,800      | \$437,300      | \$(67,500)   | -13%        |
| Operating Expenses                          |                 |                 |                 |                |                |              |             |
| Engineering Administration                  | \$1,249,164     | \$1,552,813     | \$1,755,721     | \$1,842,400    | \$2,064,500    | \$222,100    | 12%         |
| Equipment                                   | 39,883          | 40,130          | 30,659          | 37,400         | 44,000         | 6,600        | 18%         |
| Office                                      | 58,778          | 133,497         | 131,877         | 142,900        | 59,500         | (83,400)     | -58%        |
| Total Operating Expenses                    | \$1,347,825     | \$1,726,440     | \$1,918,257     | \$2,022,700    | \$2,168,000    | \$145,300    | 7%          |
| Net Property Taxes Required                 | \$1,101,530     | \$1,292,354     | \$1,520,907     | \$1,517,900    | \$1,730,700    | \$212,800    | 14%         |

1. Cost Recovery budget removed as recoveries no longer anticipated.
2. Decrease related to removal of 2024 one-time items budget for road bylaw updates and exempt compensation policy review.
3. Increase primarily related to Manager Facilities Corporate Health & Safety moving from the Human Resources department to Engineering Administration and additional casual wages.
4. Increase primarily related to software maintenance agreements previously budgeted in the Information Technology department.
5. Decrease primarily related to removal of 2024 one-time items and reduced consulting budget.



## ROADS

Road maintenance of all City transportation infrastructure is led by the Manager of Public Works with support from the Public Works Foreperson (40%), Sub-Foreperson (80%), two Driver/Swampers (20%), an equipment operator, Backhoe Operator (60%), Labourer (80%), Tandem Driver (55%), and temporary/standby support as needed.

| Key Activity Levels |                            | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|---------------------|----------------------------|----------------|----------------|----------------|----------------|-------------------|
| Employees           |                            | 6              | 8              | 8              | 8              | 8                 |
| Roads               | Sweeping Hours             | 931            | 950            | 1,750          | 1,750          | 1,750             |
|                     | Line Painting Hours        | 143            | 150            | 240            | 240            | 250               |
|                     | Pothole Hours              | 496            | 170            | 160            | 300            | 200               |
|                     | Vegetation/Sightline Hours | 120            | 200            | 250            | 250            | 250               |
|                     | Winter Maintenance Hours   | 591            | 600            | 741            | 600            | 600               |
| Sidewalks           | Inspection Hours           | 246            | 400            | 684            | 736            | 950               |
|                     | Inspection Hours           | 534            | 500            | 761            | 625            | 500               |
| Signs               | Repair Hours               | 1,305          | 1,500          | 955            | 1,355          | 1,500             |
|                     | Repair Hours               | 1,964          | 2,000          | 1,696          | 1,665          | 2,000             |
| Culverts            |                            | 198            | 200            | 120            | 160            | 200               |
| Illegal Dumping     |                            | 1              | 2              | 5              | 40             | 40                |

The net property taxes required for Roads is projected to decrease by \$18,400, or 1%.

| Roads – Financial Plan          |                    |                    |                    |                    |                    |                  |             |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$     | Change<br>% |
| Cost Recoveries                 | \$58,422           | \$158,667          | \$84,208           | \$30,600           | \$31,200           | 600              | 2%          |
| Grants and Other                | 31,399             | 24,101             | 29,597             | 22,400             | 11,000             | (11,400)         | -51% 1      |
| Transfer from Reserves          | -                  | -                  | -                  | -                  | 4,000              | 4,000            | 100% 2      |
| <b>Total Revenue</b>            | <b>\$89,821</b>    | <b>\$182,768</b>   | <b>\$113,805</b>   | <b>\$53,000</b>    | <b>\$46,200</b>    | <b>\$(6,800)</b> | <b>-13%</b> |
| Operating Expenses              |                    |                    |                    |                    |                    |                  |             |
| Operations                      | \$726,152          | \$665,939          | \$776,860          | \$878,200          | \$878,700          | 500              | 0%          |
| Maintenance                     | 274,909            | 346,216            | 352,814            | 357,000            | 344,100            | (12,900)         | -4%         |
| Utilities                       | 187,807            | 192,037            | 180,776            | 191,900            | 195,700            | 3,800            | 2%          |
| Equipment                       | 8,643              | 4,191              | 3,014              | 7,700              | 7,900              | 200              | 3%          |
| <b>Total Operating Expenses</b> | <b>\$1,197,511</b> | <b>\$1,208,383</b> | <b>\$1,313,464</b> | <b>\$1,434,800</b> | <b>\$1,426,400</b> | <b>\$(8,400)</b> | <b>-1%</b>  |
| Net Property Taxes Required     | \$1,107,690        | \$1,025,615        | \$1,199,659        | \$1,381,800        | \$1,380,200        | \$(1,600)        | 0%          |

1. Expected decrease in revenue.
2. Increase primarily related to benefit load adjustments.



## PARKS

The Parks operating Financial Plan provides for the operation and maintenance of all City parks and public spaces including:

- Passive turf and sports fields
- Landscape and seasonal plantings
- Hanging baskets
- Hillside walkways and road-ends
- City trees
- Natural areas
- Playgrounds
- Streetscape and Parks garbage collection
- Hard landscape features
- Irrigation systems
- Street banners

A Manager of Parks leads Parks maintenance services with support from:

- A Parks Foreperson
- Two Lead Hands
- Six Labourers
- An Irrigation System Worker
- Admin Support
- Temporary seasonal Labourer support



| Key Activity Levels                                |   | 2021<br>Actual         | 2022<br>Actual         | 2023<br>Actual         | 2024<br>Actual         | 2025<br>Projected      |
|--|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| Public Inquiry/Complaint (Non-Urgent)              | One Day Response  | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Employee Accident Free Days                        | 365 Days  | 365                    | 365                    | 365                    | 365                    | 365                    |
| Passive Turf (95,000 m2)                           | Mowing Every Two Weeks From March to October            | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
|  | Fertilizer Three Times Per Year                         | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Sports Fields (30,000 m2)                          | Mow Once Per Week                                       | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Garden Beds – Seasonal Displays (4,000 m2)         | 10,000 Plants Installed Annually                        | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
|  | Weekly Maintenance                                      | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Garden Beds – Landscape Plantings (19,000 m2)      | 2,000 Plants Installed Annually                         | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
|  | Maintained Every Two Weeks                              | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Hanging Baskets (200)                              | Hand Watered Three Times Per Week From May to September | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Hillside Walkways – Landscape Plantings (4,500 m2) | Weeding Every Two Weeks                                 | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| Hillside Walkways – Turf (19,500 m2)               | Mowing Every Two Weeks During Growing Season            | 100%                   | 100%                   | 100%                   | 100%                   | 100%                   |
| City Trees Managed                                 | Trees   | 5,813                  | 6,000                  | 6,000                  | 6,000                  | 6,000                  |
|  | New Planted Annually                                    | New                    | 33                     | 60                     | 100                    | 100                    |
|  | Prune and Inspect                                       | 150                    | 150                    | 150                    | 150                    | 150                    |
| Natural Areas                                      | Area Managed  | 160,000 m <sup>2</sup> | 160,000 m <sup>2</sup> | 160,000 m <sup>2</sup> | 160,000 m <sup>2</sup> | 160,000 m <sup>2</sup> |
| Playgrounds  | Inspected Each Month                                    | 4                      | 4                      | 4                      | 4                      | 4                      |
| Waterfront and Pier Garbage Receptacles            | Serviced Daily  | 189                    | 199                    | 199                    | 199                    | 199                    |
| Streetscape Garbage Receptacles                    | Serviced Twice Per Week                                 | 153                    | 153                    | 153                    | 153                    | 153                    |
| Hard Landscape                                     | Area Maintained   | 10,000 m <sup>2</sup>  | 10,000 m <sup>2</sup>  | 10,000 m <sup>2</sup>  | 10,000 m <sup>2</sup>  | 10,000 m <sup>2</sup>  |
|  | Benches   | 280                    | 280                    | 280                    | 280                    | 280                    |
|  | Picnic Tables   | 53                     | 53                     | 53                     | 53                     | 53                     |
|  | Drinking Fountains                                      | 10                     | 10                     | 10                     | 10                     | 10                     |
|  | Footbridges   | 8                      | 8                      | 8                      | 8                      | 8                      |
| Irrigation Systems                                 | Start Up and Winterize Once Per Year                    | 27                     | 27                     | 27                     | 27                     | 27                     |

The net property taxes required for Parks are projected to increase by \$23,700, or 1% over 2024.

| Parks – Financial Plan          |                    |                    |                    |                    |                    |                   |             |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------|
| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$      | Change<br>% |
| Cost Recoveries                 | \$59,365           | \$68,545           | \$41,564           | \$25,000           | \$25,000           | -                 | 0%          |
| Grants and Other                | 2,506              | -                  | 15,000             | -                  | -                  | -                 | 0%          |
| Transfer from Reserves          | -                  | -                  | 36,200             | 51,200             | 32,700             | (18,500)          | -36%        |
| <b>Total Revenue</b>            | <b>\$61,871</b>    | <b>\$68,545</b>    | <b>\$92,764</b>    | <b>\$76,200</b>    | <b>\$57,700</b>    | <b>\$(18,500)</b> | <b>-24%</b> |
| Operating Expenses              |                    |                    |                    |                    |                    |                   |             |
| Operations                      | \$1,101,944        | \$1,125,903        | \$1,460,770        | \$1,629,200        | \$1,649,600        | \$20,400          | 1%          |
| Maintenance                     | 622,782            | 798,664            | 850,001            | 826,400            | 811,100            | (15,300)          | -2%         |
| Landscaping                     | 138,835            | 140,902            | 174,899            | 140,300            | 143,100            | 2,800             | 2%          |
| Utilities                       | 137,698            | 142,949            | 133,983            | 164,600            | 154,100            | (10,500)          | -6%         |
| Equipment                       | 27,130             | 21,057             | 27,819             | 23,500             | 25,500             | 2,000             | 9%          |
| Office and Other                | 20,091             | 19,837             | 12,432             | 9,200              | 11,600             | 2,400             | 26%         |
| <b>Total Operating Expenses</b> | <b>\$2,048,480</b> | <b>\$2,249,312</b> | <b>\$2,659,904</b> | <b>\$2,793,200</b> | <b>\$2,795,000</b> | <b>\$1,800</b>    | <b>0%</b>   |
| Net Property Taxes Required     | \$1,986,609        | \$2,180,767        | \$2,567,140        | \$2,717,000        | \$2,737,300        | \$20,300          | 1%          |

1. Budget decrease related to removal of 2024 one-time budget for Bright Walk security services and updated Exempt Compensation Policy review.
2. Increase primarily related to increased consulting costs.

## FACILITIES

The City's Facilities division supports the critical functions of local government, public works services, Police, Fire, and community recreation. These facilities include the White Rock Arena, Centre for Active Living, White Rock Community Centre, Kent Street Activity Centre, Municipal Hall, Fire Hall, Operations Building and Yard, Museum, and Library. The City owns 31 buildings, including rental buildings.

Facilities maintenance is provided by three facility maintenance workers, and is supplemented by a variety of custodial, maintenance, security, and pest control contractors.

In 2024, Facilities received and responded to over 640 requests for maintenance or repair.

| Facilities – Financial Plan     |                    |                    |                    |                    |                    |                 |             |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$    | Change<br>% |
| Cost Recoveries                 | \$101,752          | \$107,202          | \$76,642           | \$76,900           | \$78,400           | \$1,500         | 2%          |
| Grants and Other                | 455                | -                  | -                  | -                  | -                  | -               | 0%          |
| Transfer from Reserves          | 56,512             | -                  | 1,000              | 1,000              | 1,600              | 600             | 60%         |
| <b>Total Revenue</b>            | <b>\$158,718</b>   | <b>\$107,202</b>   | <b>\$77,642</b>    | <b>\$77,900</b>    | <b>\$80,000</b>    | <b>\$2,100</b>  | <b>3%</b>   |
| Operating Expenses              |                    |                    |                    |                    |                    |                 |             |
| Operations                      | \$278,641          | \$268,031          | \$334,447          | \$370,500          | \$373,600          | 3,100           | 1%          |
| Maintenance                     | 457,384            | 450,594            | 401,621            | 434,900            | 456,000            | 21,100          | 5%          |
| Janitorial and Security         | 539,152            | 523,225            | 465,886            | 470,300            | 482,000            | 11,700          | 2%          |
| Utilities                       | 517,385            | 553,668            | 518,600            | 615,000            | 620,200            | 5,200           | 1%          |
| Equipment                       | 8,458              | 6,490              | 5,370              | 9,300              | 7,600              | (1,700)         | -18%        |
| <b>Total Operating Expenses</b> | <b>\$1,801,021</b> | <b>\$1,802,008</b> | <b>\$1,725,924</b> | <b>\$1,900,000</b> | <b>\$1,939,400</b> | <b>\$39,400</b> | <b>2%</b>   |
| Net Property Taxes Required     | \$1,642,302        | \$1,694,807        | \$1,648,282        | \$1,822,100        | \$1,859,400        | \$37,300        | 2%          |

1. Budget increase primarily related to benefit load adjustments off set by removal of one-time item in 2024 (portable air conditioner).
2. Budget decreased related to removal of budget for one-time item in 2024 (Note 1).



## GARAGE AND FLEET

A Foreperson and Mechanic provide garage and fleet maintenance for over 70 vehicles. Additionally, they service large equipment for Administration, Public Works, Parks, Utility, and Public Safety use.

| Key Activity Levels           |                       | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|-------------------------------|-----------------------|----------------|----------------|----------------|----------------|-------------------|
| Employees                     |                       | 2              | 2              | 2              | 2              | 2                 |
| Equipment Downtime            |                       | 7%             | 5%             | 5%             | 5%             | 5%                |
| Fleet Maintained              | Number of Vehicles    | 78             | 78             | 80             | 80             | 80                |
| Employee Accident Free Days   | Days in Year          | 365            | 365            | 365            | 365            | 365               |
| Vehicle/Equipment Inspections | Completed on Schedule | 17             | 25             | 25             | 25             | 25                |
| Vehicle/Equipment Maintenance | Completed on Schedule | 100%           | 100%           | 100%           | 100%           | 100%              |

| Garage and Fleet – Financial Plan |                  |                  |                  |                    |                    |                 |             |
|-----------------------------------|------------------|------------------|------------------|--------------------|--------------------|-----------------|-------------|
| Revenue                           | 2022<br>Actuals  | 2023<br>Actuals  | 2024<br>Actuals  | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$    | Change<br>% |
| Cost Recoveries                   | \$264,610        | \$242,059        | \$299,303        | \$321,700          | \$345,000          | \$23,300        | 7%          |
| Transfer from Reserves            | -                | -                | -                | -                  | 26,200             | 26,200          | 100%        |
| <b>Total Revenue</b>              | <b>\$264,610</b> | <b>\$242,059</b> | <b>\$299,303</b> | <b>\$321,700</b>   | <b>\$371,200</b>   | <b>\$49,500</b> | <b>15%</b>  |
| Operating Expenses                |                  |                  |                  |                    |                    |                 |             |
| Garage Operations                 | \$204,794        | \$191,877        | \$254,528        | \$265,800          | \$267,700          | \$1,900         | 1%          |
| Vehicle Operations                | 672,482          | 633,457          | 720,549          | 708,100            | 753,700            | 45,600          | 6%          |
| Office                            | 1,305            | 1,687            | 961              | 1,700              | 1,700              | -               | 0%          |
| Equipment                         | 19,883           | 19,962           | 22,383           | 26,400             | 30,100             | 3,700           | 14%         |
| <b>Total Operating Expenses</b>   | <b>\$898,464</b> | <b>\$846,983</b> | <b>\$998,421</b> | <b>\$1,002,000</b> | <b>\$1,053,200</b> | <b>\$51,200</b> | <b>5%</b>   |
| Net Property Taxes Required       | \$633,854        | \$604,924        | \$699,118        | \$680,300          | \$682,000          | \$1,700         | 0%          |

1. Budget primarily related to replacing Zamboni batteries.



## SOLID WASTE UTILITY

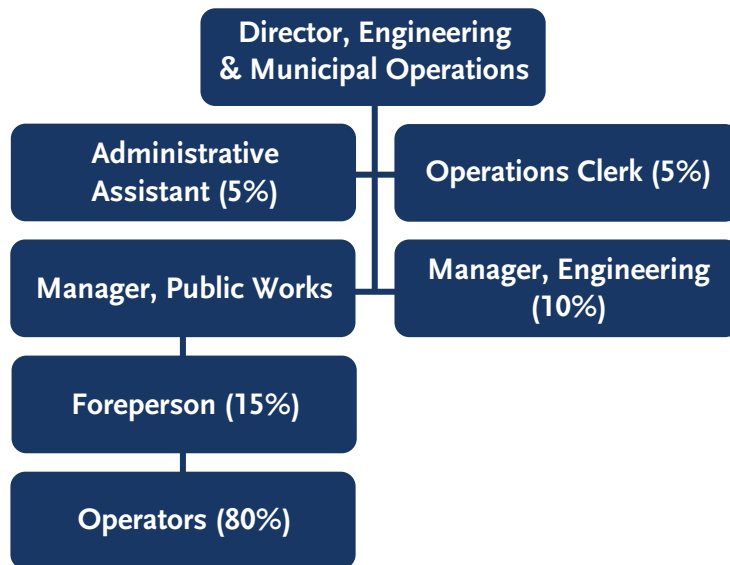
City garbage collection services are provided bi-weekly and recycling and organics waste is collected on a weekly basis using one garbage truck, two green waste trucks, and two recycling trucks. The City procured five new compacting collection vehicles in 2022, replacing the City's fleet of non-compacting collection vehicles and maximizing efficiency by eliminating the need to consolidate materials at the City's Engineering and Municipal Operations Yard.

Following pick-up, collection drivers transport waste directly to respective disposal facilities. Drivers deliver garbage to the North Surrey Recycling and Waste Centre, organics to the GFL Environmental compost facility in Delta, and recycling materials to Recycle BC's designated recycling processor, currently GFL Environmental's Materials Recovery Facility in Richmond.

Since 2014, the City has collected recyclables on behalf of Recycle BC. Additional residential drop off of recycling of materials not collected curbside is encouraged at Return-It Depots and Metro Vancouver Recycling and Waste facilities.

Trucks and equipment are maintained at the White Rock Engineering and Municipal Operations Yard and support is provided by Corporate Services, Finance, and Information Technology.

Overseen by the Director of Engineering and Municipal Operations, the utility is managed by the Manager of Public Works (20%), a foreman (15%), and five Driver/Swamper collection operators. Engineering support is provided by an Administrative Assistant, an Operations Clerk and an Engineering Manager, as required.



## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Maintained collection service
- Worked with the Waste Management Association of BC to develop a plan to reduce traffic congestion, noise and GHG emissions in the City of White Rock
- Reviewed and updated the City's Collection Removal, Disposal and Recycling of Solid Waste Bylaw No. 2084
- Renewed Recycle BC Master Services Agreement and Statement of Work contracts

## PLANS FOR 2025

- Continue to improve Solid Waste communication information accessible to residents
- Expand waste reduction and recycling information at public events
- Investigate feasibility of large item pickup service

## LOOKING AHEAD TO 2026 – 2029

- Work with Metro Vancouver, member municipalities, Stewards, and industry leaders to update the Region's Solid Waste Management Plan and put into practice key components of the plan, with a focus on the five R's hierarchy: Reduce, Reuse, Recycle everything possible, Recover energy from what's disposed, and manage the Residuals
- Partner with Recycle BC to implement an incentivized Streetscape Recycling Collection program

## KEY INDICATORS

In 2024, the City collected over 3,400 metric tonnes of residential solid waste, including 1,140 metric tonnes of garbage, 2,600 metric tonnes of green waste, and 850 metric tonnes of recycling materials. Residential solid waste collection is expected to remain relatively consistent in 2025.

| Key Activity Levels |                  | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|---------------------|------------------|----------------|----------------|----------------|----------------|-------------------|
| Employees           | Employees (FTE)  | 5.65           | 5.65           | 5.65           | 5.65           | 5.65              |
| Homes Served        | Residences       | 4,040          | 4,040          | 4,040          | 4,040          | 4,040             |
|                     | Multi-Family     | 67             | 67             | 73             | 73             | 73                |
| Garbage             | Tonnes Collected | 1,201          | 1,172          | 1,229          | 1,158          | 1,200             |
| Green Waste         | Tonnes Collected | 2,350          | 2,200          | 1,598          | 2,208          | 2,000             |
| Recycling           | Tonnes Recycled  | 698            | 750            | 743            | 668            | 700               |
| Invoicing           | Invoiced on Time | 100%           | 100%           | 100%           | 100%           | 100%              |

### RESERVES

**Operating Reserves** have been established for Working Capital to provide a foundation for operations

**Capital Reserves** are established for the replacement of equipment with the goal of gradually increasing reserves balances to reach sustainable replacement levels.

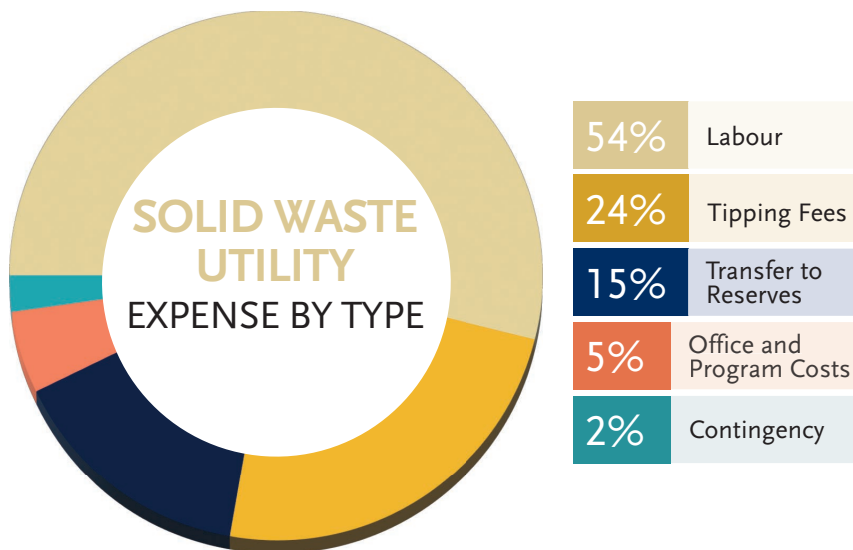
Over the next five years, reserves are projected to gradually increase from \$1.1M to \$2.7M, continuing to provide a modest working capital for operations and sufficient funding for replacement of the existing vehicle fleet in the future.

| Solid Waste Utility – 2024 to 2029 Reserves Scorecard |                 |                              |                              |                              |                              |                              |                |                |
|---|-----------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------|----------------|
|   | Balance<br>2024 | Projected<br>Balance<br>2025 | Projected<br>Balance<br>2026 | Projected<br>Balance<br>2027 | Projected<br>Balance<br>2028 | Projected<br>Balance<br>2029 | Status<br>2024 | Status<br>2029 |
| Working Capital                                       |                 |                              |                              |                              |                              |                              |                |                |
| Operating (Accumulated)<br>Surplus                    | \$255,200       | \$284,500                    | \$314,300                    | \$344,600                    | \$375,500                    | \$406,900                    | Low            | Low            |
| Capital (Statutory Reserves)                          |                 |                              |                              |                              |                              |                              |                |                |
| Solid Waste Equipment                                 | 909,300         | 1,187,100                    | 1,470,500                    | 1,759,600                    | 2,054,500                    | 2,355,300                    | Low            | Good           |
| Overall Reserves                                      | \$1,164,500     | \$1,471,600                  | \$1,784,800                  | \$2,104,200                  | \$2,430,000                  | \$2,762,200                  |                |                |



## FINANCIAL PLAN SUMMARY

The Solid Waste Utility is based on a fee-for-service model for garbage collection, green waste, and recycling—charged to residential customers on an annual basis.



The City's solid waste user fees are established each year through bylaw. The fees are based on the City's Five-Year Financial Plan for the solid waste utility system, including forecasted revenues and expenses, capital requirements, and reserves. There is no debt financing. User rates are set to recover the cost of providing the service, including provisions for capital asset improvements and/or replacements.

The average Solid Waste user fee rate increase for 2025 is 4.13%, which equates to an average increase of \$17 per single-family household for the year. This is in-line with the projected revenue increase of 4.28% for 2025 as provided for in the 2024 – 2029 financial plan adopted by council. The revenue increase, and thus user fee increase, is necessary to offset increased pick-up costs and tipping fees, partially offset by decreases in contractor fees for green waste pick-up and increased cost recoveries.

Solid Waste user fee revenue is projected to increase by an average of 2% over the next five years.

The 2025 user fee revenue increase is needed for:

|  |              |
|--|--------------|
| Operational Costs  | 0.69%        |
| Transfer to Capital Reserves for Asset Improvement Program | 1.67%        |
| Transfer to Operating Reserve                              | 1.77%        |
| <b>Total</b>   | <b>4.13%</b> |

| Solid Waste Utility – Financial Plan |              |              |              |             |             |           |          |
|--------------------------------------|--------------|--------------|--------------|-------------|-------------|-----------|----------|
| Revenue                              | 2022 Actuals | 2023 Actuals | 2024 Actuals | 2024 Budget | 2025 Budget | Change \$ | Change % |
| Solid Waste Fees                     | \$1,418,785  | \$1,458,776  | \$1,691,438  | \$1,693,100 | \$1,765,500 | \$72,400  | 4%       |
| Recycling Fees                       | 187,595      | 197,609      | 205,349      | 195,800     | 199,700     | 3,900     | 2%       |
| Decal and Other Sales                | 9,494        | 9,831        | 9,431        | 8,600       | 5,200       | (3,400)   | -40%     |
| Cost Recoveries                      | 175,170      | 60,346       | 51,913       | 54,900      | 73,800      | 18,900    | 34%      |
| Transfer from Operating Reserve      | 1,579,580    | 49,668       | -            | 5,900       | -           | (5,900)   | -100%    |
| Total Revenue                        | \$3,370,624  | \$1,776,230  | \$1,958,131  | \$1,958,300 | \$2,044,200 | \$85,900  | 4%       |
| Operating Expenses                   |              |              |              |             |             |           |          |
| Operations                           | \$84,926     | \$27,600     | \$-          | \$-         | \$-         | \$-       | 0%       |
| Solid Waste Pickup                   | 211,747      | 171,468      | 189,894      | 187,300     | 206,900     | 19,600    | 10%      |
| Recycling                            | 290,308      | 222,751      | 258,153      | 281,300     | 290,200     | 8,900     | 3%       |
| Green Waste                          | 254,265      | 229,883      | 236,607      | 327,700     | 271,500     | (56,200)  | -17%     |
| Disposal                             | 342,465      | 404,204      | 441,668      | 413,600     | 492,500     | 78,900    | 19%      |
| Corporate Support                    | 486,568      | 497,069      | 455,048      | 473,800     | 437,200     | (36,600)  | -8%      |
| Contingency                          | -            | -            | -            | 27,800      | 38,800      | 11,000    | 40%      |
| Transfer to Operating Reserve        | (30)         | -            | 129,961      | -           | 29,300      | 29,300    | 100%     |
| Transfer to Capital Reserves         | 1,700,375    | 223,255      | 246,800      | 246,800     | 277,800     | 31,000    | 13%      |
| Total Operating Expenses             | \$3,370,624  | \$1,776,230  | \$1,958,131  | \$1,958,300 | \$2,044,200 | \$85,900  | 4%       |
| Net                                  | \$-          | \$-          | \$-          | \$-         | \$-         | \$-       |          |

1. Anticipated decrease in revenue.
2. Increased recovery from General Fund for pick-up at City facilities.
3. Anticipated increased pick-up costs offset by higher cost recoveries (Note 2).
4. Decrease primarily related to cost decrease for contractor green waste pick-up.
5. Increased tipping fees levied by Metro Vancouver.
6. Increased contingency budget.
7. Creation of operating reserve (similar to other City utilities) for unforeseen cost increases and un-budgeted one-time expenses.
8. Increased transfer, primarily for vehicles.



### **ASSET IMPROVEMENT PROGRAM**

The Solid Waste Utility's asset improvement program is for the replacement of trucks and equipment and is funded through equipment reserves that the utility contributes to each year. As all five of the utility's vehicles were replaced in 2022, no additional asset improvements are planned in the next five years. The City is exploring options to purchase a rear load garbage truck that would serve the purpose of initiating a large item collection service and also function as a spare vehicle.





## DRAINAGE UTILITY

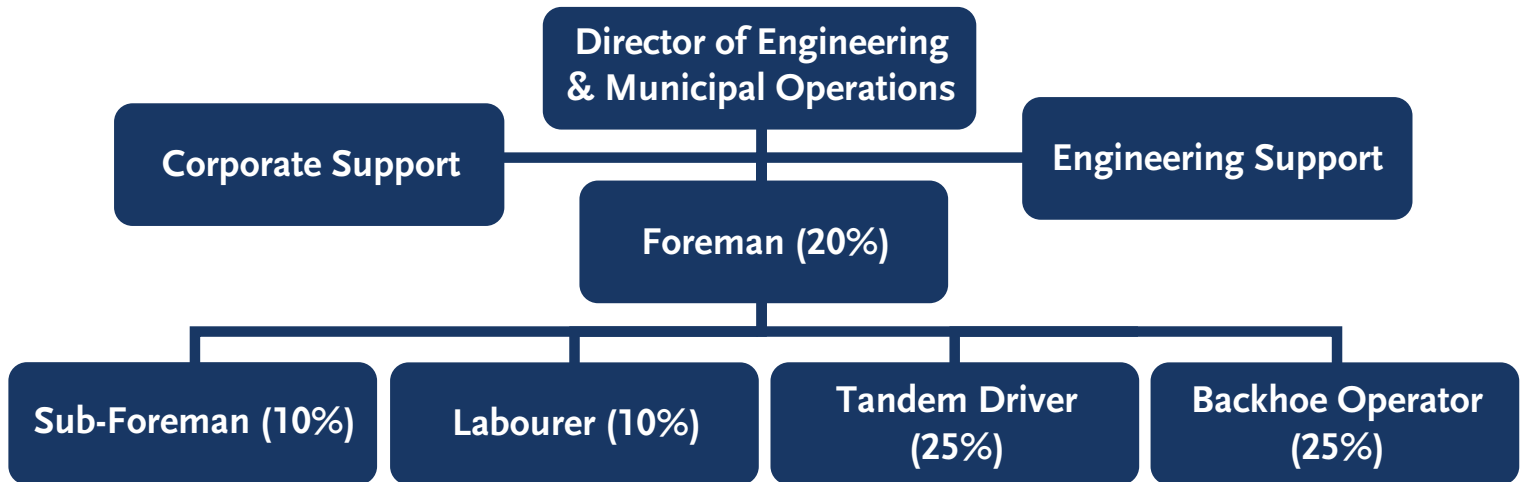
The City's drainage network receives run-off from a total catchment area of 772 Ha, of which 229 Ha comes from the City of Surrey. The majority of storm sewers discharge directly into Semiahmoo Bay or to Little Campbell River through piped outfalls or culvert crossings along Marine Drive; the rest discharges to Surrey at Stayte Road and 136<sup>th</sup> Street. There are approximately 100 km of storm sewers (with pipe sizes ranging from 100 mm to 1,325 mm), 1,821 catch basins, 1,179 manholes, 1,620 meters of ditches, and 1,872 meters of streams that are maintained. Full system replacement cost is estimated at \$320M.

There are two stormwater pump stations. The Oxford Pump Station discharges directly to Semiahmoo Bay and the Habgood Pump Station discharges to the Little Campbell River. The City is working cooperatively with the Semiahmoo First Nation (SFN) to address the location of the Habgood Pump Station and buried infrastructure on SFN land. Solutions to these issues are being investigated concurrently with flooding issues along Marine Drive. Proposals are being developed for senior government grant applications to resolve both the flooding and infrastructure location challenges in this southeast sector of the City.

Overseen by the Director of Engineering and Municipal Operations, the operation and maintenance of the utility is led by the Manager of Public Works, while the planning, design, and construction of utility infrastructure is led by the Manager of Engineering.

Corporate support is provided by Finance, Human Resources, and Information Technology.





# KEY INDICATORS

In 2024, the focus of activity remained on regular maintenance. This work will continue into 2025 and beyond.

Maintenance projections for 2025 are consistent with previous years with no significant changes expected.

| Key Activity Levels       |                          | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|---------------------------|--------------------------|----------------|----------------|----------------|----------------|-------------------|
| Employees                 |                          | 6              | 8              | 8              | 8              | 8                 |
| Catch Basins              | Cleaned and Inspected    | 908            | 900            | 900            | 913            | 900               |
| Open Ditches (40)         | Cleaned and Inspected    | 160            | 160            | 160            | 160            | 160               |
| Mainlines Cleaned         | Kilometers               | 22             | 20             | 18             | 20             | 20                |
| Mainlines Video Assessed  | Kilometers               | 20             | -              | 19             | 20             | 20                |
| Manholes                  | Inspected and Maintained | 542            | 540            | 540            | 592            | 540               |
| Sewer Connection Installs | Residential Homes        | 24             | 18             | 40             | 43             | 40                |
| Sewer Pump Stations       | Cleaned and Inspected    | 148            | 155            | 156            | 160            | 160               |
| Sewer Pumps               | Cleaned and Inspected    | 10             | 12             | 12             | 12             | 12                |

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Completed the 2024 Point Repair program, utilizing trenchless technologies at 15 locations throughout the City
- Completed CCTV inspection of 20% of the City's drainage mains
- Installed 43 drainage connections for new residential developments
- Began updating the City's Drainage Master Plan
- Completed Johnston Road phase II drainage improvements

## PLANS FOR 2025

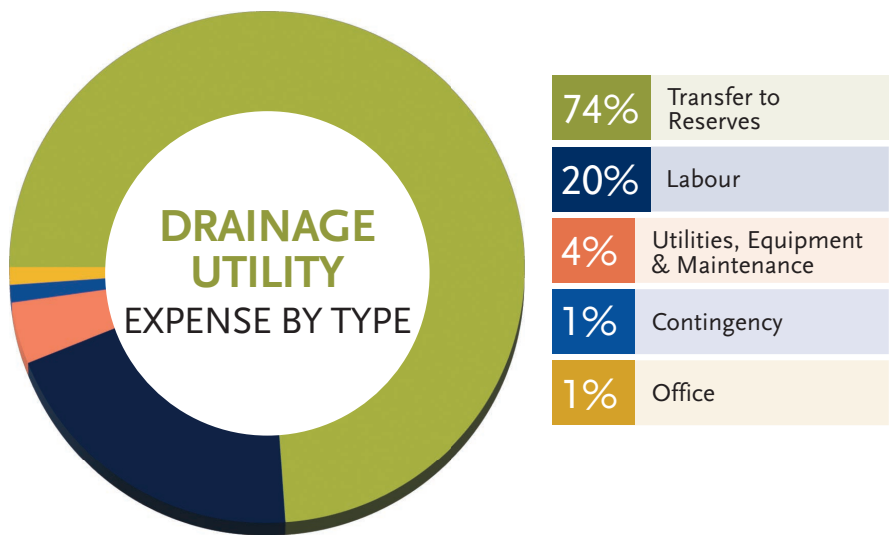
- Continue the City's Point Repair program
- Complete the City's Drainage Master Plan Update
- Continue the City's CCTV inspection program
- Construct the Marine Drive Parking Lot improvements between Oxford and the Museum
- Design Buena Vista – Johnston to Best drainage improvements
- Design Prospect – Johnston to Foster drainage improvements
- Construct the Thrift – Johnston to Vidal drainage improvements
- Continue to work with Semiahmoo First Nation on drainage optimization along Marine Drive between Stayte and Finlay

## LOOKING AHEAD TO 2026 – 2029

- Construct Phoenix Ravine culvert replacement
- Continue the City's CCTV program and Point Repair program
- Update the City's Sewer Connection Bylaw No. 396

# BUDGET SUMMARY

The City’s drainage user fees are established each year through bylaw. The fees are based on the City’s Five-Year Financial Plan for the drainage utility system, which includes forecasted revenues and expenses, capital requirements and reserves. There is no debt financing. User rates are set to recover the cost of providing the service, including provisions for capital asset improvements and/or replacements.



Drainage user fee revenues are projected to increase by an average of 6% annually over the next five years, primarily to build capital reserves needed to address future infrastructure replacement needs.

The 2025 Drainage user fee revenue increase is projected to be 6% for the following:

|  |        |
|--|--------|
| Operations   | -3.16% |
| Transfer to Capital Reserves for Asset Improvement Program | 9.16%  |
| Total  | 6.00%  |



The anticipated increase to annual drainage fees for 2025 is forecast to be 6.37% (\$39) for an average single-family home, from \$612 to \$651. For an average multi-family home the increase is \$11, from \$184 to \$195, or 5.98%.

| Drainage Utility – Financial Plan |                    |                    |                    |                    |                    |                  |           |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|-----------|
| Revenue                           | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$     | Change %  |
| User Fees                         | \$2,902,625        | \$3,043,875        | \$3,215,165        | \$3,215,000        | \$3,407,900        | 192,900          | 6%        |
| Connection Fees                   | 64,500             | 164,895            | 290,966            | 224,000            | 226,000            | 2,000            | 1%        |
| Cost Recoveries                   | -                  | -                  | -                  | -                  | -                  | -                | 0%        |
| Investment Income and Other       | 20,000             | 40,000             | 40,000             | 40,000             | 40,000             | -                | 0%        |
| Transfer from Operating Reserve   | -                  | -                  | -                  | -                  | 35,000             | 35,000           | 100%      |
| <b>Total Revenue</b>              | <b>\$2,987,125</b> | <b>\$3,248,770</b> | <b>\$3,546,131</b> | <b>\$3,479,000</b> | <b>\$3,708,900</b> | <b>\$229,900</b> | <b>7%</b> |
| Operations                        | \$354,964          | \$200,253          | \$217,376          | \$356,900          | \$291,700          | \$(65,200)       | -18%      |
| Corporate Support                 | 487,600            | 559,218            | 597,447            | 658,100            | 658,600            | 500              | 0%        |
| Transfer to Operating Reserve     | -                  | 85,700             | 48,700             | -                  | -                  | -                | 0%        |
| Transfer to Capital Reserves      | 2,144,561          | 2,403,599          | 2,682,608          | 2,464,000          | 2,758,600          | 294,600          | 12%       |
| <b>Total Operating Expenses</b>   | <b>\$2,987,125</b> | <b>\$3,248,770</b> | <b>\$3,546,131</b> | <b>\$3,479,000</b> | <b>\$3,708,900</b> | <b>\$229,900</b> | <b>7%</b> |
| Net                               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-              |           |

1. Budget for consultant to update Drainage Utility Fee bylaw related to recent provincial housing legislation.
2. Decreased wages (as more work expected to be done by existing staff) and contract maintenance, offset by increased maintenance supplies.
3. Increase to build capital infrastructure reserve.





## RESERVES

**Operating Reserves** have been established for two functions:

- Working Capital Reserve providing a foundation for Operations.
- Drainage Operating Reserve providing a buffer for unanticipated expenses.

**Capital Reserves** are established for the replacement of infrastructure with the goal of gradually increasing reserves balances to reach sustainable replacement levels. A replacement cost estimate and sustainable replacement funding target has not been determined to date.

The current strategy is to continue to gradually increase reserves (so that they are at between 5% and 10% of the estimated replacement value), while both an Asset Management Plan and sustainable replacement targets are established.

The **Development Cost Charge Reserve** holds funds collected during the development approval process, which can be used to partially fund growth related projects identified in the Drainage Master Plan.

Reserves are projected to gradually increase from \$9.9M to \$12.6M (approximately 9% of estimated replacement value) over the next five years and will continue to provide a modest contingency for infrastructure while asset management work is undertaken. However, this is below optimum and the reason why user rates increases for future infrastructure replacement are required.

### Drainage Utility – 2024 to 2029 Reserves Scorecard

|                                      | Balance<br>2024     | Projected<br>Balance<br>2025 | Projected<br>Balance<br>2026 | Projected<br>Balance<br>2027 | Projected<br>Balance<br>2028 | Projected<br>Balance<br>2029 | Status<br>2024 | Status<br>2029 |
|--------------------------------------|---------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------|----------------|
| <b>Working Capital</b>               |                     |                              |                              |                              |                              |                              |                |                |
| Operating (Accumulated) Surplus      | \$918,500           | \$918,500                    | \$918,500                    | \$918,500                    | \$918,500                    | \$918,500                    | Good           | Good           |
| <b>Operations (Reserve Accounts)</b> |                     |                              |                              |                              |                              |                              |                |                |
| Drainage Operating Reserve           | 25,000              | 25,000                       | 25,000                       | 25,000                       | 25,000                       | 25,000                       | Low            | Low            |
| <b>Capital (Statutory Reserves)</b>  |                     |                              |                              |                              |                              |                              |                |                |
| Drainage Infrastructure              | 16,024,900          | 5,898,500                    | 5,245,700                    | 4,922,400                    | 5,341,300                    | 7,557,300                    | Low            | Low            |
| Development Cost Charges             | 3,975,800           | 4,023,600                    | 4,454,500                    | 4,869,800                    | 5,871,800                    | 5,934,700                    | Good           | Good           |
| <b>Overall Reserves</b>              | <b>\$20,944,200</b> | <b>\$10,865,600</b>          | <b>\$10,643,700</b>          | <b>\$10,735,700</b>          | <b>\$12,156,600</b>          | <b>\$14,435,500</b>          |                |                |

## CAPITAL FINANCIAL PLAN

The Capital Financial Plan is guided by the 2019 Drainage Master Plan. The Capital Financial Plan provides for renewal and replacement of drainage infrastructure, as well as the Marine Drive Stormwater Improvements. The majority of infrastructure replacement continues to be focused on storm sewers coordinated with the replacement of other road, sanitary, and water projects.

Over the next five years, asset improvement projects for the Drainage Utility average \$4.5M annually and are primarily funded through reserves.

### Drainage Utility Fund - Capital Financial Plan

| Infrastructure Renewal            | 2024<br>Actual      | 2025<br>Budget      | 2026<br>Budget     | 2027<br>Budget     | 2028<br>Budget     | 2029<br>Budget     | 5 Year Total<br>Budget |
|-----------------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|------------------------|
| Coordinated with Roadworks        | \$890,910           | \$8,662,000         | \$3,653,000        | \$250,000          | \$250,000          | \$-                | \$12,815,000           |
| Other Drainage                    | 629,555             | 2,697,000           | 1,100,000          | 600,000            | 600,000            | 600,000            | 5,597,000              |
| Outfalls                          | -                   | 367,000             | 300,000            | -                  | -                  | -                  | 667,000                |
| Pump Stations                     | -                   | 780,000             | -                  | 2,250,000          | 2,250,000          | -                  | 5,280,000              |
| Storm Sewers                      | 95,429              | 4,207,000           | 275,000            | 1,375,000          | 775,000            | 75,000             | 6,707,000              |
| Technology, Planning and Other    | 167,490             | 739,000             | 330,000            | 360,000            | 480,000            | 460,000            | 2,369,000              |
| Contingency                       | -                   | 150,000             | 200,000            | 200,000            | 250,000            | 250,000            | 1,050,000              |
| <b>Total</b>                      | <b>\$1,783,384</b>  | <b>\$17,602,000</b> | <b>\$5,858,000</b> | <b>\$5,035,000</b> | <b>\$4,605,000</b> | <b>\$1,385,000</b> | <b>\$34,485,000</b>    |
| Funding Sources                   |                     |                     |                    |                    |                    |                    |                        |
| Capital In Progress Reserve       | \$565,592           | \$2,266,900         | \$-                | \$-                | \$-                | \$-                | \$2,266,900            |
| Contributions                     | 125,640             | 50,600              | -                  | -                  | 60,500             | -                  | 111,100                |
| Drainage Development Cost Charges | 47,405              | 313,600             | 45,000             | 69,900             | 111,300            | 25,000             | 564,800                |
| Grants                            | -                   | 4,387,800           | 2,216,000          | 1,500,000          | 1,500,000          | -                  | 9,603,800              |
| Infrastructure Reserve            | 1,044,747           | 10,583,100          | 3,597,000          | 3,465,100          | 2,933,200          | 1,360,000          | 21,938,400             |
| User and Connection Fees          | \$1,783,384         | \$17,602,000        | \$5,858,000        | \$5,035,000        | \$4,605,000        | \$1,385,000        | \$34,485,000           |
| <b>Total</b>                      | <b>\$15,009,000</b> | <b>\$5,482,000</b>  | <b>\$5,858,000</b> | <b>\$5,035,000</b> | <b>\$4,605,000</b> | <b>\$1,385,000</b> | <b>\$22,365,000</b>    |

## MAJOR CAPITAL PROJECT DETAILS

Storm sewers are pro-actively replaced on a priority basis and based on the Drainage Master Plan and local experience.

Improvements to the mains on Thrift (Johnston to Vidal) and Prospect (Archibald to Johnston) are planned to coordinate with other road and utility improvements already underway in 2024.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Coordinated Replacements with Roadworks</b> |                |                |                |                |                |                |                        |
| Blackburn Crescent - Archibald to High         | \$134          | \$512,000      | \$-            | \$-            | \$-            | \$-            | \$512,000              |
| Buena Vista - Johnston to Best                 | 19,340         | 437,000        | 518,000        | -              | -              | -              | 955,000                |
| Five Corners Improvement Project               | -              | 172,000        | 113,000        | -              | -              | -              | 285,000                |
| Johnston - Russell to Thrift                   | 825,001        | -              | -              | -              | -              | -              | -                      |
| Johnston - Thrift to Pacific                   | -              | 25,000         | -              | 250,000        | 250,000        | -              | 525,000                |
| Marine and Nichol Intersection Improvements    | 11,670         | -              | -              | -              | -              | -              | -                      |
| Marine Drive Stormwater Improvements           | 26,793         | 5,943,000      | 3,022,000      | -              | -              | -              | 8,965,000              |
| Prospect - Foster to Johnston                  | 3,109          | 703,000        | -              | -              | -              | -              | 703,000                |
| Thrift - Johnston to Vidal                     | 4,863          | 870,000        | -              | -              | -              | -              | 870,000                |
| Thrift - Johnston to Vidal                     | 445,000        | 430,000        | -              | -              | -              | -              | 430,000                |
| Development Coordinated Works                  | -              | 46,000         | 10,000         | 10,000         | 10,000         | 10,000         | 86,000                 |

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Other Drainage</b>                                     |                |                |                |                |                |                |                        |
| Generations Playground Splash Pad                         | \$-            | \$26,000       | \$-            | \$-            | \$-            | \$-            | \$26,000               |
| Drainage Rehabilitation                                   | 598,972        | 1,046,000      | 600,000        | 600,000        | 600,000        | 600,000        | 3,446,000              |
| Drainage Upgrade Marine: Johnston to Martin               | 25,066         | 125,000        | 500,000        | -              | -              | -              | 625,000                |
| Marine Drive Parking Lot - Oxford to Museum               | -              | 1,500,000      | -              | -              | -              | -              | 1,500,000              |
| North of Oval Landscaping and Retaining Wall Improvements | 5,517          | -              | -              | -              | -              | -              | -                      |

|                                       | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Outfalls</b>                       |                |                |                |                |                |                |                        |
| Coldicutt Outfall Ravine Improvements | \$-            | \$367,000      | \$-            | \$-            | \$-            | \$-            | \$367,000              |
| McNally Creek Catchment Improvements  | -              | -              | 300,000        | -              | -              | -              | 300,000                |

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Pump Stations</b>                                   |                |                |                |                |                |                |                        |
| Generator Replacement Program (at Oxford Pump Station) | \$-            | \$130,000      | \$-            | \$-            | \$-            | \$-            | \$130,000              |
| Oxford Pump Station                                    | -              | 650,000        | -              | 2,250,000      | 2,250,000      | -              | 5,150,000              |

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Storm Sewers</b>                          |                |                |                |                |                |                |                        |
| Best Storm Sewer - Thrift to Russell         | \$-            | \$-            | \$200,000      | \$-            | \$300,000      | \$-            | \$500,000              |
| Coldicutt Storm Main - Chestnut to Lancaster | 28,587         | 870,000        | -              | 1,200,000      | -              | -              | 2,070,000              |
| Marine Drive Storm Sewer - Elm to Vidal      | -              | -              | -              | 100,000        | 400,000        | -              | 500,000                |
| Phoenix Ravine Culvert Replacement at Marine | 4,467          | 2,783,000      | -              | -              | -              | -              | 2,783,000              |
| Royal Storm Sewer: Centre to Cypress         | -              | 452,000        | -              | -              | -              | -              | 452,000                |
| Storm Water Monitoring Program               | 62,375         | 102,000        | 75,000         | 75,000         | 75,000         | 75,000         | 402,000                |

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Technology and Other</b>                |                |                |                |                |                |                |                        |
| Ageing Infrastructure Analysis             | \$-            | \$50,000       | \$-            | \$-            | \$-            | \$-            | \$50,000               |
| Climate Change Resilience                  | -              | 100,000        | 50,000         | 100,000        | 200,000        | 200,000        | 650,000                |
| DCC Bylaw Review                           | 16,356         | 12,000         | 20,000         | -              | 20,000         | -              | 52,000                 |
| Development Coordinated Works              | -              | 96,000         | 10,000         | 10,000         | 10,000         | 10,000         | 136,000                |
| Drainage - Minor Capital                   | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Drainage CCTV Inspections                  | 119,210        | 250,000        | 250,000        | 250,000        | 250,000        | 250,000        | 1,250,000              |
| Drainage Master Plan Update                | 8,556          | 141,000        | -              | -              | -              | -              | 141,000                |
| Engineering Design Specifications Document | -              | 40,000         | -              | -              | -              | -              | 40,000                 |
| SSMUH Utility Capacity Assessment          | 23,368         | -              | -              | -              | -              | -              | -                      |

### Capital Contingency

A capital contingency is maintained to provide a buffer for capital projects in case project scope changes, or if inflation and contracted prices exceed original estimates. If the contingency is not required during the year it remains in reserve for future use, or for other capital projects.

|                            | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Capital Contingency</b> |                |                |                |                |                |                |                        |
| Capital Contingency        | \$-            | \$150,000      | \$200,000      | \$200,000      | \$250,000      | \$250,000      | \$1,050,000            |





## SANITARY SEWER UTILITY

The White Rock Sanitary Sewer Utility System collects White Rock wastewater and delivers it to the Metro Vancouver pump station at Oxford Street and Marine Drive. Metro conveys the sewage to Iona Island for treatment.

Wastewater on the east side of the City flows by gravity to either the Keil Street or Ash Street pump stations and is conveyed along the BNSF right-of-way to the Metro Pump station. Wastewater on the west side of town flows by a combination of pumping from the Bergstrom Pump station and gravity to the Metro Pump station.

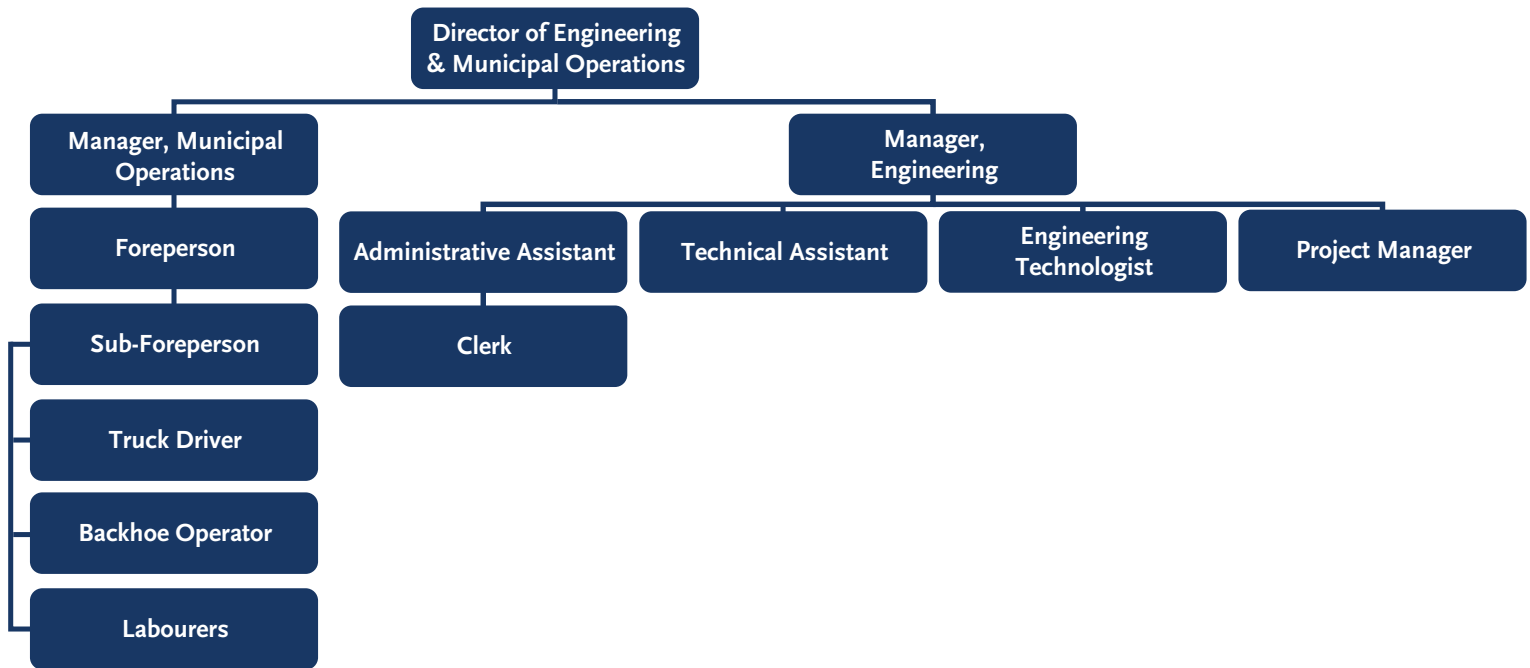
System infrastructure includes:

- Three lift stations
- 82.6 km of sanitary sewer mains, (including 3.1 km of force main and siphon)
- 1,157 manholes

Within the City's sewer system, gravity sewers range in sizes from 100 mm to 600 mm, force mains range from 100 mm to 150 mm, and siphons range from 450 mm to 525 mm. The current system replacement cost is estimated to be \$200M.

Overseen by the Director of Engineering and Municipal Operations, the operation and maintenance of the utility is led by the Manager of Public Works, while the planning, design, and construction of utility infrastructure is led by the Manager of Engineering.

Corporate support is provided by Finance, Human Resources, and Information Technology.



## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Completed the 2024 Point Repair program, utilizing trenchless and open cut technologies at 21 locations throughout the City
- Conducted CCTV inspection of 20% of the City's sanitary mains as part of a planned five year preventative maintenance program
- Installed 43 sanitary service connections for new residential developments
- Completed the Marine/Nichol road and sanitary improvements project
- Completed construction of the Johnston Road phase II sanitary improvements

## PLANS FOR 2025

- Continue the City's CCTV program
- Continue the City's point repair program
- Construct the Thrift – Johnston to Vidal sanitary improvements
- Construct Pacific – Stayte to Stevens sanitary improvements
- Construct Stayte – 1127 Stayte to Buena Vista sanitary improvements

## LOOKING AHEAD TO 2026 – 2029

- Update the City's Sewer Connection Bylaw No. 396
- Continue the City's CCTV program and Point Repair program
- Update the City's Sanitary Master Plan
- Continue rehabilitation work coordinated with the City's ITIMP projects
- Construct the Buena Vista – Johnston to Best sanitary improvements

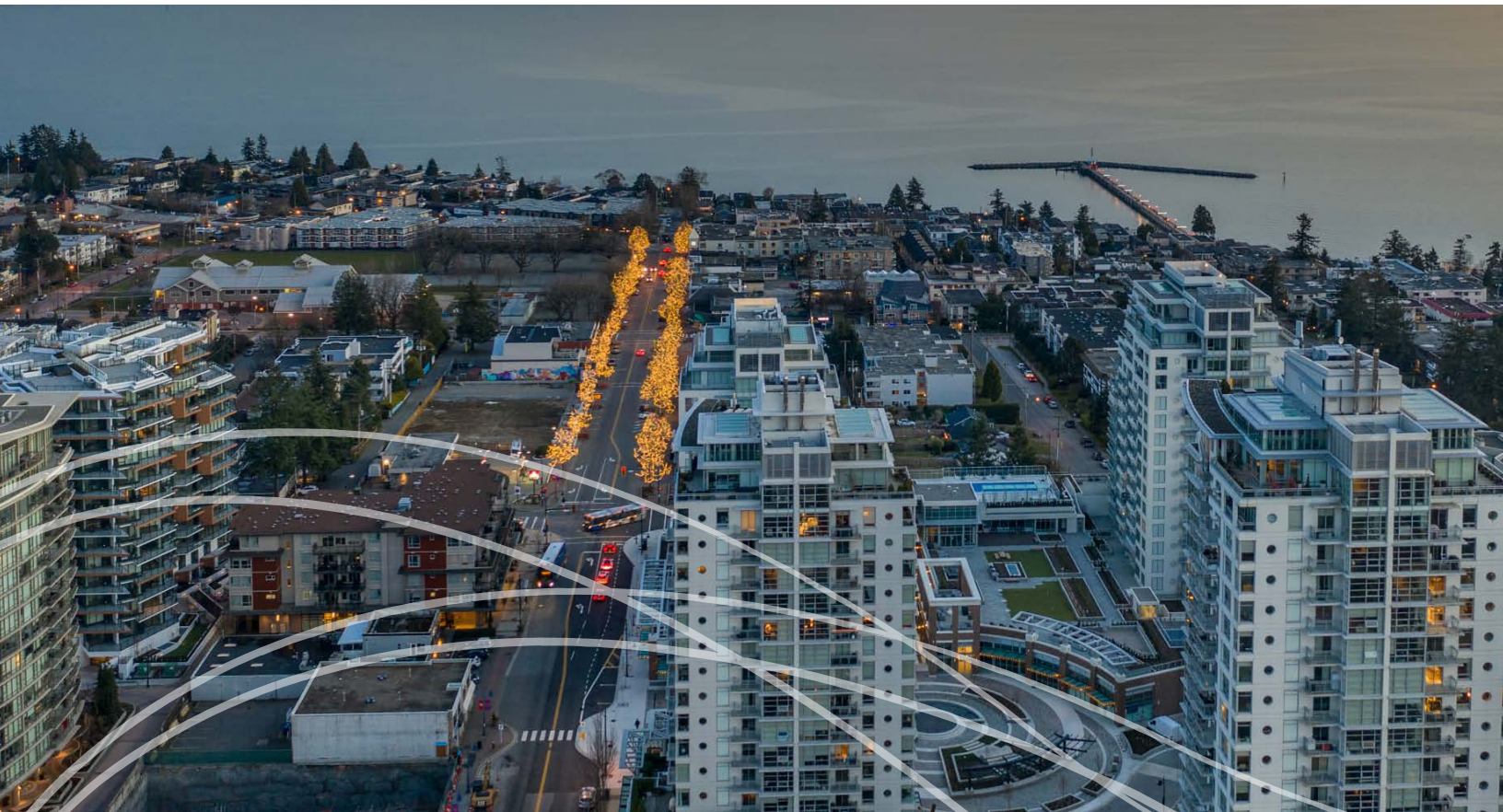


## KEY INDICATORS

In 2023, the White Rock Sanitary Sewer utility operated continuously during the year, within public health standards, and with zero odour complaints. All pump stations were regularly inspected and cleaned, and manholes checked biannually. Pumps are checked monthly. Over 17 km of pipe were video assessed and cleaned, and there were no significant noncompliance events during the year.

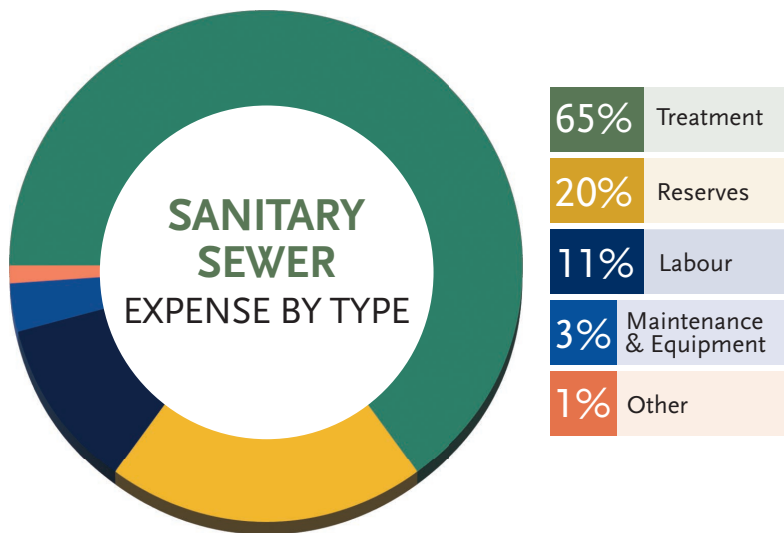
Maintenance projections for 2025 are consistent with previous years. No significant changes are expected.

| Key Activity Levels |                             | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|---------------------|-----------------------------|----------------|----------------|----------------|----------------|-------------------|
| Employees           |                             | 1.5            | 1.5            | 1.5            | 1.5            | 1.5               |
| Odour Complaints    | Per Year                    | -              | -              | -              | -              | -                 |
| Main Lines          | Cleaned Kilometers          | 16.5           | 17.0           | 21             | 20.0           | 17.5              |
|                     | Video Assessed Kilometers   | 16.5           | -              | 21             | 20.0           | 17.5              |
| Pump Stations       | Inspect and Maintain Events | 148            | 155            | 155            | 155            | 152               |
| Pump Station Pumps  | Inspect and Maintain Events | 10             | 12             | 12             | 12             | 12                |
| Manholes            | Inspect and Maintain        | 591            | 580            | 575            | 580            | 586               |
| Sewer Connections   | Installed                   | 24             | 18             | 39             | 43             | 35                |



# FINANCIAL PLAN SUMMARY

The proposed average user fee rate increase for 2025 for the Sanitary Sewer is 34.47%. This is significantly higher than what had been anticipated in the 2024-2029 Financial Plan for 2025 and is largely the result of the significant increase in levies assessed by the Metro Vancouver GVS&DD (Greater Vancouver Sewerage and Drainage District), which are outside of the City's control. The overall revenue increase required to offset the increased expenses is 37% or \$1.5M. 92% of the required revenue increase of \$1.5M is related to the increased operations cost.



|  |              |
|--|--------------|
| Operations   | 31.8%        |
| Transfer to Capital Reserves for Asset Improvement Program | 2.6%         |
| <b>Total</b>   | <b>34.4%</b> |

Sanitary Sewer user fee revenue is projected to increase by an average of 8% from 2026 to 2029.



## Sanitary Sewer Utility – Financial Plan

| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$       | Change %   |   |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|---|
| Sewer User Fees                 | \$3,739,817        | \$3,974,861        | \$4,226,843        | \$4,186,200        | \$5,729,200        | \$1,543,000        | 37%        | 1 |
| Connection Fees                 | 49,750             | 182,100            | 287,966            | 224,000            | 226,000            | 2,000              | 1%         |   |
| Investment Income and Other     | 65,850             | 122,039            | 109,099            | 100,000            | 100,000            | -                  | 0%         |   |
| Reserves                        | 14,948             | 12,448             | -                  | -                  | -                  | -                  | 0%         |   |
| <b>Total Revenue</b>            | <b>\$3,870,365</b> | <b>\$4,291,448</b> | <b>\$4,623,908</b> | <b>\$4,510,200</b> | <b>\$6,055,200</b> | <b>\$1,545,000</b> | <b>34%</b> |   |
| <b>Operating Expenses</b>       |                    |                    |                    |                    |                    |                    |            |   |
| Corporate Support               | \$484,603          | \$555,714          | \$505,475          | \$588,300          | \$562,600          | \$(25,700)         | -4%        |   |
| Treatment                       | 1,815,526          | 2,075,692          | 2,461,661          | 2,461,700          | 3,908,300          | 1,446,600          | 59%        | 2 |
| Operations                      | 380,808            | 261,224            | 212,648            | 355,700            | 361,300            | 5,600              | 2%         |   |
| Debt Charges                    | 29,708             | 22,819             | -                  | -                  | -                  | -                  | 0%         |   |
| Transfer to Operating Reserve   | -                  | 31,398             | 314,700            | -                  | -                  | -                  | 0%         |   |
| Transfer to Capital Reserves    | 1,159,720          | 1,344,601          | 1,129,424          | 1,104,500          | 1,223,000          | 118,500            | 11%        | 3 |
| <b>Total Operating Expenses</b> | <b>\$3,870,365</b> | <b>\$4,291,448</b> | <b>\$4,623,908</b> | <b>\$4,510,200</b> | <b>\$6,055,200</b> | <b>\$1,545,000</b> | <b>34%</b> |   |
| Net                             | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                |            |   |

1. Majority of increase due to Metro Vancouver GVS&DD (Greater Vancouver Sewerage and Drainage District) levy increase (Note 2). Balance of increase related to operations and capital reserves.
2. Increase primarily due to Metro Vancouver GVS&DD (Greater Vancouver Sewerage and Drainage District) levy increase.
3. Increase to build capital infrastructure reserve.

## Reserves

Capital Reserves are established for the replacement of infrastructure with the goal of maintaining minimum balances equivalent to between 5% and 10% of sanitary sewer assets replacement value. The current asset replacement value is estimated to be over \$200M, which would require a reserve balance of at least \$10M to be maintained.

Reserves are projected to gradually decrease from \$14.3M in 2024 to \$13.7M in 2029, which is below optimum and why sanitary sewer user fees increases for infrastructure replacement are proposed in future years.

| Sanitary Sewer Utility – 2024 to 2029 Reserves Scorecard |                     |                              |                              |                              |                              |                              |                |                |
|--|---------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------|----------------|
|  | Balance<br>2024     | Projected<br>Balance<br>2025 | Projected<br>Balance<br>2026 | Projected<br>Balance<br>2027 | Projected<br>Balance<br>2028 | Projected<br>Balance<br>2029 | Status<br>2024 | Status<br>2029 |
| <b>Working Capital</b>                                   |                     |                              |                              |                              |                              |                              |                |                |
| Operating (Accumulated) Surplus                          | \$1,453,200         | \$1,453,200                  | \$1,453,200                  | \$1,453,200                  | \$1,453,200                  | \$1,453,200                  | Good           | Good           |
| <b>Capital (Statutory Reserves)</b>                      |                     |                              |                              |                              |                              |                              |                |                |
| Sewer Infrastructure                                     | 15,879,000          | 12,616,000                   | 12,614,700                   | 11,689,700                   | 12,044,000                   | 12,643,400                   | Low            | Low            |
| Development Cost Charges                                 | 1,128,300           | 1,155,600                    | 1,303,500                    | 1,475,300                    | 1,888,600                    | 1,896,700                    | Low            | Good           |
| <b>Overall Reserves</b>                                  | <b>\$18,460,500</b> | <b>\$15,224,800</b>          | <b>\$15,371,400</b>          | <b>\$14,618,200</b>          | <b>\$15,385,800</b>          | <b>\$15,993,300</b>          |                |                |

## Capital Financial Plan

The Capital Financial Plan is guided by the 2019 Sewer Master Plan and provides for the renewal and replacement of mains; a program of inflow and infiltration reduction, pipe rehabilitation and capacity upgrades.

| Sanitary Sewer Utility Fund - Capital Financial Plan |                    |                    |                    |                    |                    |                    |                        |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------------|
| Infrastructure Renewal                               | 2024<br>Actual     | 2025<br>Budget     | 2026<br>Budget     | 2027<br>Budget     | 2028<br>Budget     | 2029<br>Budget     | 5 Year Total<br>Budget |
| Coordinated with Road Works                          | \$1,056,106        | \$2,859,000        | \$388,000          | \$350,000          | \$350,000          | \$-                | \$3,947,000            |
| Planning & Inspections                               | 156,151            | 475,000            | 250,000            | 250,000            | 250,000            | 250,000            | 1,475,000              |
| Rehabilitation Program                               | 807,322            | 1,471,000          | 850,000            | 2,350,000          | 600,000            | 885,000            | 6,156,000              |
| Technology and Other                                 | 16,356             | 457,000            | 30,000             | 10,000             | 30,000             | 10,000             | 537,000                |
| Contingency  | -                  | 150,000            | 200,000            | 200,000            | 250,000            | 250,000            | 1,050,000              |
| <b>Total</b>   | <b>\$2,035,935</b> | <b>\$5,412,000</b> | <b>\$1,718,000</b> | <b>\$3,160,000</b> | <b>\$1,480,000</b> | <b>\$1,395,000</b> | <b>\$13,165,000</b>    |
| <b>Funding Sources</b>                               |                    |                    |                    |                    |                    |                    |                        |
| Capital In Progress Reserve                          | \$532,900          | \$302,800          | \$73,300           | \$-                | \$-                | \$-                | \$376,100              |
| Contributions  | 199,145            | 323,900            | -                  | 538,200            | -                  | -                  | 862,100                |
| Grants   | -                  | 488,400            | 201,700            | -                  | -                  | -                  | 690,100                |
| Infrastructure Reserve                               | 1,267,534          | 4,183,200          | 1,403,000          | 2,601,800          | 1,440,000          | 1,375,000          | 11,003,000             |
| Sanitary Development Cost Charges                    | 36,356             | 113,700            | 40,000             | 20,000             | 40,000             | 20,000             | 233,700                |
| <b>Total</b>   | <b>\$2,035,935</b> | <b>\$5,412,000</b> | <b>\$1,718,000</b> | <b>\$3,160,000</b> | <b>\$1,480,000</b> | <b>\$1,395,000</b> | <b>\$13,165,000</b>    |

Most infrastructure replacement continues to be focused on sanitary sewer mains coordinated with other road, drainage, and water projects.

Sanitary Sewer mains are pro-actively replaced on a priority basis in coordination with other road and drainage projects. Specific locations for future years will be assigned as annual condition assessments occur.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Coordinated with Road Works</b>          |                |                |                |                |                |                |                        |
| Blackburn: Archibald to High                | \$134          | \$512,000      | \$-            | \$-            | \$-            | \$-            | \$512,000              |
| Buena Vista: Johnston to Best               | 4,740          | 627,000        | -              | -              | -              | -              | 627,000                |
| Columbia: Parker to Stayte                  | -              | 435,000        | -              | -              | -              | -              | 435,000                |
| Finlay: Buena Vista to Balsam               | 43,650         | 206,000        | -              | -              | -              | -              | 206,000                |
| Five Corners Improvement Project            | 450            | 122,000        | 113,000        | -              | -              | -              | 235,000                |
| Johnston: Russell to Thrift                 | 745,659        | -              | -              | -              | -              | -              | -                      |
| Johnston: Thrift to Pacific                 | -              | 25,000         | -              | 350,000        | 350,000        | -              | 725,000                |
| Marine and Nichol Intersection Improvements | 258,231        | -              | -              | -              | -              | -              | -                      |
| Marine Drive Stormwater Improvements        | -              | 475,000        | 275,000        | -              | -              | -              | 750,000                |
| Thrift: Johnston to Vidal                   | 3,242          | 457,000        | -              | -              | -              | -              | 457,000                |
| Thrift: Johnston to Vidal                   | 300,000        | 160,000        | -              | -              | -              | -              | 160,000                |

The Pipe Rehabilitation Program is designed to rehabilitate existing sewers instead of a more costly full replacement. Locations are determined each year by CCTV inspections and the intention is to maintain the integrity of the existing pipe and stop inflow and infiltration into the system, which reduces the cost of regional treatment per litre to Metro Vancouver.

|                                       | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Planning and Inspections</b>       |                |                |                |                |                |                |                        |
| Sanitary CCTV Inspections             | \$132,783      | \$250,000      | \$250,000      | \$250,000      | \$250,000      | \$250,000      | \$1,250,000            |
| Sanitary Master Plan Update           | -              | 150,000        | -              | -              | -              | -              | 150,000                |
| Sanitary Pump Station Capacity Review | -              | 75,000         | -              | -              | -              | -              | 75,000                 |
| SSMUH Utility Capacity Assessment     | 23,368         | -              | -              | -              | -              | -              | -                      |

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Rehabilitation Program (Upgrades)</b>             |                |                |                |                |                |                |                        |
| Bergstrom Pump Station Upgrade                       | \$-            | \$-            | \$250,000      | \$1,000,000    | \$-            | \$-            | \$1,250,000            |
| Sanitary Rehabilitation                              | 787,827        | 900,000        | 600,000        | 600,000        | 600,000        | 600,000        | 3,300,000              |
| Sanitary Upgrade Finlay - Goggs to Oxenham           | -              | -              | -              | -              | -              | 285,000        | 285,000                |
| Sanitary Upgrade Marine - Anderson to Oxford         | -              | 250,000        | -              | -              | -              | -              | 250,000                |
| Sanitary Upgrade Royal - Cypress to Balsam           | 19,495         | 81,000         | -              | 750,000        | -              | -              | 831,000                |
| Sanitary Upgrade Stayte - 1127 Stayte to Buena Vista | -              | 240,000        | -              | -              | -              | -              | 240,000                |

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Technology and Other</b>                      |                |                |                |                |                |                |                        |
| Ageing Infrastructure Analysis                   | \$-            | \$50,000       | \$-            | \$-            | \$-            | \$-            | \$50,000               |
| DCC Bylaw Review                                 | 16,356         | 12,000         | 20,000         | -              | 20,000         | -              | 52,000                 |
| Development Coordinated Works                    | -              | 60,000         | 10,000         | 10,000         | 10,000         | 10,000         | 100,000                |
| Engineering Design Specifications Document       | -              | 40,000         | -              | -              | -              | -              | 40,000                 |
| Generations Playground Splash Pad                | -              | 115,000        | -              | -              | -              | -              | 115,000                |
| Generator Replacement Program (Ash Pump Station) | -              | 130,000        | -              | -              | -              | -              | 130,000                |
| Sanitary Minor Capital                           | -              | 50,000         | -              | -              | -              | -              | 50,000                 |

### Capital Contingency

A capital contingency is maintained as a buffer for capital projects. If the contingency is not required during the year it remains in reserve to be reused in the next year or for other capital projects.

|                     | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Contingency</b>  |                |                |                |                |                |                |                        |
| Capital Contingency | \$-            | \$150,000      | \$200,000      | \$200,000      | \$250,000      | \$250,000      | \$1,050,000            |





# WATER UTILITY

The White Rock Water Utility has been owned and operated by the City since its purchase from private interests in 2015. Drinking water is obtained from the Sunnyside Uplands Aquifer and distributed from seven groundwater wells located at three different sites throughout the City.

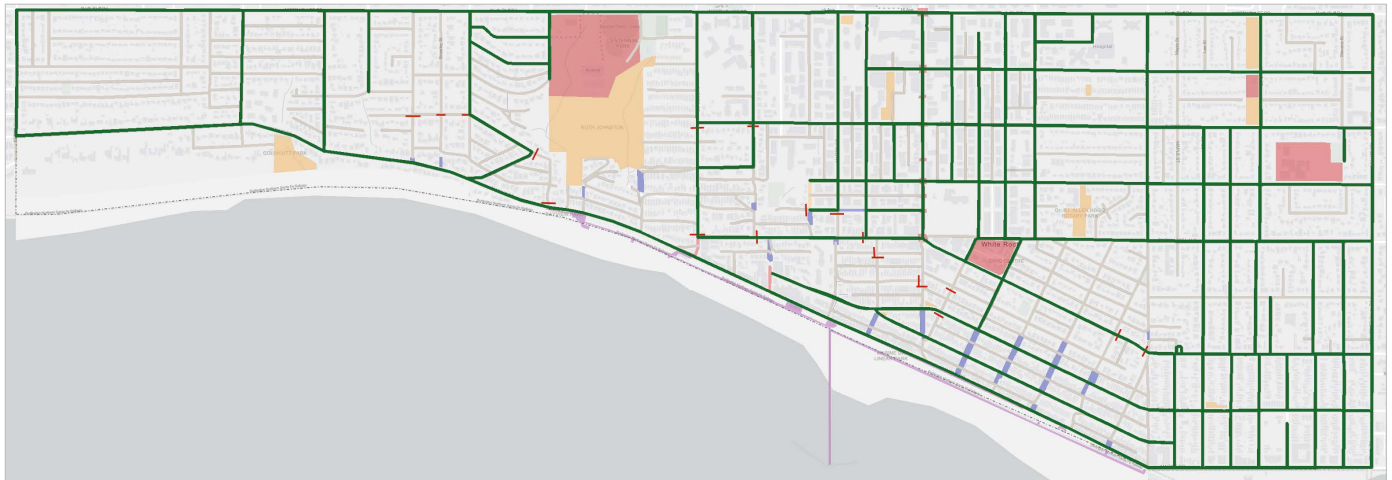
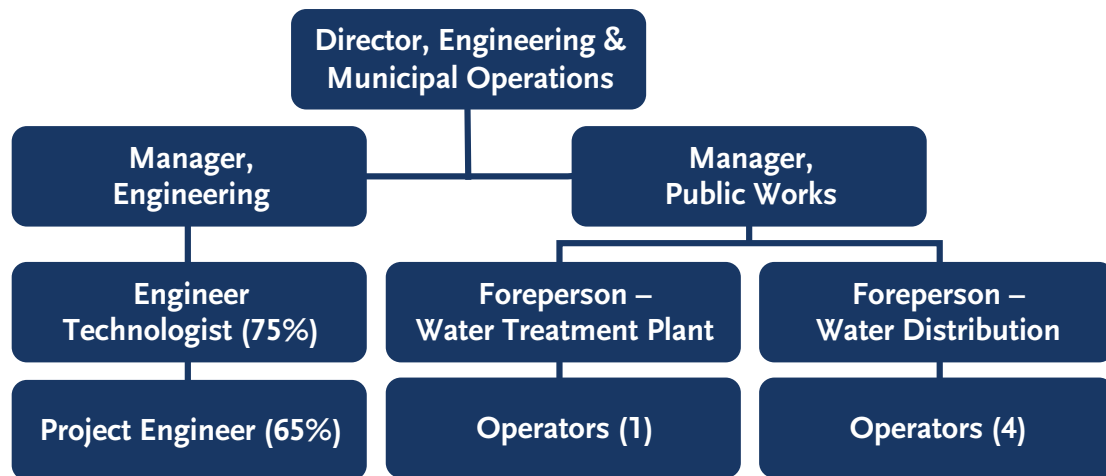
The utility provides safe drinking water to more than 21,000 people in White Rock, portions of Surrey, and the Semiahmoo First Nation for domestic, commercial and emergency use. All water meets firefighting standards, health standards, and the Drinking Water Protection Act.

System infrastructure includes:

- Seven groundwater wells
- Four reservoirs (Roper, Oxford, and two at Merklin)
- One water treatment plant
- 77 km water main network
- Two Merklin and Oxford booster stations
- Three pressure-reducing valve stations (Roper, Johnstone, and Stevens)
- Over 4,500 metered properties
- 380 hydrants for firefighting

Overseen by the Director of Municipal Operation, the day-to-day operation and maintenance of the White Rock Water Utility is led by the Manager of Public Works, while the planning, design, and construction of utility infrastructure is led by the Manager of Engineering.

Corporate support provided by Finance, Human Resources, and Information Technology.



## 2024 KEY INDICATORS

- White Rock Water Utility delivered over 2,595,600 cm of potable water in 2024
- Both wells and the reservoir were inspected and maintained, and the treatment plant continued to operate within Public health Standards
- 77 km of water mains were flushed during the year and 10 breaks repaired
- No significant noncompliance events were reported
- Hydrant, valve maintenance, and exercising programs continued
- Meter reading was completed on time
- Treatment plant produced high quality drinking water

Maintenance projections for 2025 are consistent with previous years, resulting in no significant changes expected as a result.

| Key Activity Levels           |                          | 2021<br>Actual | 2022<br>Actual | 2023<br>Actual | 2024<br>Actual | 2025<br>Projected |
|-------------------------------|--------------------------|----------------|----------------|----------------|----------------|-------------------|
| Employees                     |                          | 7              | 7              | 7              | 7              | 7                 |
| Storage Capacity              | Litres                   | 6,019,901      | 6,019,901      | 6,019,901      | 6,019,901      | 6,019,901         |
| Water Delivered               | Cubic Metres             | 2,619,208      | 2,595,842      | 2,554,950      | 2,595,650      | 2,600,000         |
| Wells                         | Inspected and Maintained | Monthly        | Monthly        | Monthly        | Monthly        | Monthly           |
| Reservoir                     | Inspected and Maintained | Monthly        | Monthly        | Monthly        | Monthly        | Monthly           |
| Treatment Plant               | Inspected and Maintained | Daily          | Daily          | Daily          | Daily          | Daily             |
| Water Mains                   | Kilometers Flushed       | 77             | 77             | 77             | 77             | 77                |
|                               | Breaks Repaired          | 11             | 10             | 10             | 4              | -                 |
| Pump Stations (2)             | Cleaned and Inspected    | Daily          | Daily          | Daily          | Daily          | Daily             |
| PRV                           | Maintained               | 4              | 4              | 4              | 4              | 4                 |
| Water Services                | New Installations        | 40             | 37             | 35             | 44             | 44                |
| Meter                         | Replaced                 | 123            | 124            | 133            | 120            | 120               |
|                               | Read                     | 4,600          | 4,600          | 4,600          | 4,600          | 4,600             |
| Hydrants                      | Installed                | 4              | 4              | 3              | 5              | 5                 |
|                               | Class A and B services   | 179            | 181            | 177            | 184            | 184               |
| Water Quality Non-Compliance  |                          | 1 micro        | 1 micro        | 2 micro        | 2 micro        | 1 micro           |
| Low Water Pressure Complaints |                          | 12             | 5              | 2              | 3              | -                 |
| Meter Reading On-Time         |                          | 100%           | 100%           | 100%           | 100%           | 100%              |
| Valve Exercising              |                          | 100%           | 100%           | 100%           | 50%            | 50%               |
| Hydrant Purges                |                          | 100%           | 100%           | 100%           | 100%           | 100%              |
| Service Connection Breaks     |                          | 5              | 5              | 5              | 4              | 4                 |

## 2024 HIGHLIGHTS AND ACCOMPLISHMENTS

- Continued working on design to connect new well #5 to water treatment plant
- Updated the City's Water Master Plan
- Completed Well Controls and PLC Upgrade
- Completed water quality program including flushing, testing, and routine maintenance
- Replaced undersized cast iron pipe at locations subject to premature corrosion and leaks
- Installed four new hydrants throughout the City
- Replaced 120 water meters throughout the City
- Repaired 4 broken water mains
- Replaced E33 Bayoxide Filter media at the Water Treatment Plant for improved arsenic filtration.

## PLANS FOR 2025

- Install the emergency water connections in coordination with the City of Surrey
- Install civil infrastructure to connect the new Well #5 to the City's raw water infrastructure
- Install three step down transformers for three water wells to service each well independently
- Coordinate design of water infrastructure with a few upcoming road improvement projects
- Design watermain along Coldicutt Avenue between Lancaster and Chestnut

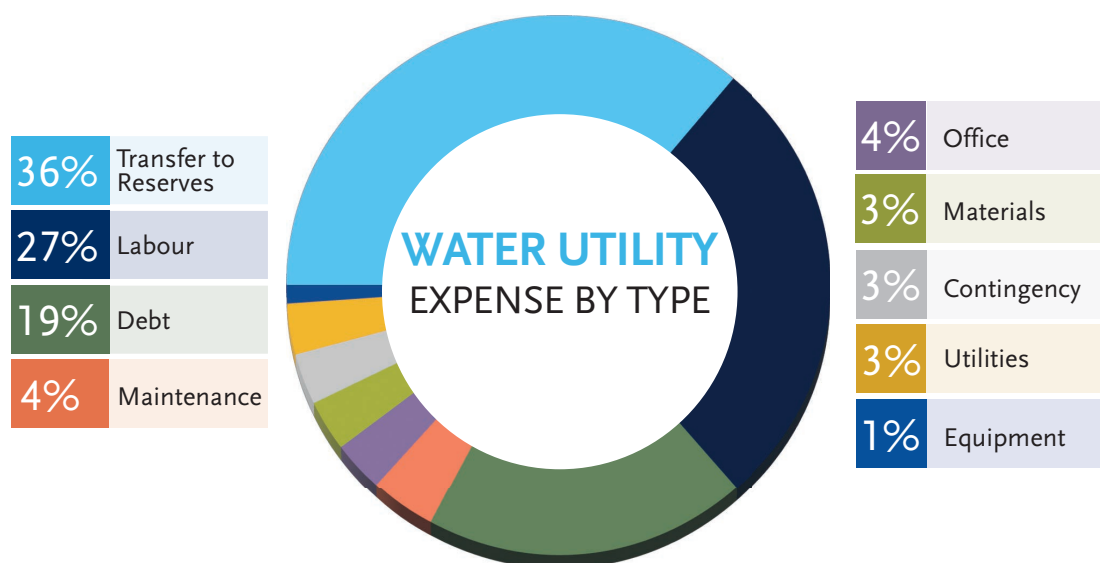
## LOOKING AHEAD TO 2026 – 2029

- Continue to focus on the supply-side upgrades in order to ensure reliable provision of drinking water
- Continue the long-range program to replace aged cast iron pipe ahead of large-scale pipe failures
- Replace the manganese filter media in 2029
- Design and construct watermain (raw line) up-sizing



## FINANCIAL PLAN SUMMARY

Each year, water rates are established by the City through bylaw, and based on the City's Five-Year Financial Plan for the water system. This includes forecasted revenues and expenses capital requirements, reserves, and debt financing. User rates are set to recover the cost of providing the service, including provisions for capital asset improvements and/or replacements.



2025 is the final year of a four-year phase-in plan for a new water user fee rate structure which will align water consumption with water utility costs and promote water conservation. From 2025 onwards, the City will charge a smaller fixed fee related to the size of the meter, with water consumption billed at the same rate.

For the final year of this restructured process, the average annual cost to a single-family residential property (average 2,092 cubic feet) is set to increase by 6.74%, or from \$760 to \$900.

For a multi-family home (average 973 cubic feet) the proposed average increased annual cost is \$405 up from \$321 in 2024. The actual amount charged will vary depending on actual consumption.

Water user fee revenue is projected to increase by an average of 6% over the next five years.

Water rates for strata units are increasing by a higher percentage in 2024 than single-family households due to the rate structure change. Strata households are charged per unit with a base amount plus a usage amount. As the new rate structure phases in, the base amount per unit included in the total amount is decreasing and the water usage (consumption) amount is increasing based on actual usage. The higher increase for strata households was expected as the new rate structure is phased in because single-family households had been subsidizing strata households under the old system. The new rate structure was designed to balance this out. Once fully implemented customers will pay more equitably for water across the three customer types (single-family, multi-family, and commercial).

| Water Utility – Financial Plan  |                    |                    |                    |                    |                    |                    |            |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|
| Revenue                         | 2022<br>Actuals    | 2023<br>Actuals    | 2024<br>Actuals    | 2024<br>Budget     | 2025<br>Budget     | Change<br>\$       | Change %   |
| Water User Fees                 | \$5,970,740        | \$6,587,144        | \$6,940,279        | \$6,889,700        | \$7,405,200        | \$515,500          | 7%         |
| Connection Fees                 | 218,965            | 202,554            | 486,520            | 224,000            | 229,000            | 5,000              | 2%         |
| Other Income                    | 204,159            | 262,737            | 293,695            | 244,800            | 276,900            | 32,100             | 13%        |
| Operating Reserves              | 10,500             | 15,000             | 659,800            | 792,000            | -                  | (792,000)          | -100%      |
| <b>Total Revenue</b>            | <b>\$6,404,364</b> | <b>\$7,067,435</b> | <b>\$8,380,294</b> | <b>\$8,150,500</b> | <b>\$7,911,100</b> | <b>\$(239,400)</b> | <b>-3%</b> |
| Operating Expenses              |                    |                    |                    |                    |                    |                    |            |
| Engineering Administration      | \$297,847          | \$305,989          | \$349,531          | \$350,800          | \$426,600          | \$75,800           | 22%        |
| Corporate Support               | 703,478            | 814,228            | 837,655            | 917,600            | 906,500            | (11,100)           | -1%        |
| Waterworks                      | 1,371,953          | 1,315,837          | 2,356,323          | 2,352,600          | 1,832,200          | (520,400)          | -22%       |
| Facilities                      | 317,706            | 341,382            | 284,879            | 318,900            | 326,700            | 7,800              | 2%         |
| Contingency                     | -                  | -                  | -                  | 227,700            | 226,800            | (900)              | 0%         |
| Debt Charges                    | 1,413,894          | 1,437,512          | 1,461,897          | 1,461,900          | 1,487,100          | 25,200             | 2%         |
| Transfer to Operating Reserve   | 391,561            | 755,954            | 770,328            | 261,000            | 260,600            | (400)              | 0%         |
| Transfer to Capital Reserves    | 1,907,925          | 2,096,533          | 2,319,681          | 2,260,000          | 2,444,600          | 184,600            | 8%         |
| <b>Total Operating Expenses</b> | <b>\$6,404,364</b> | <b>\$7,067,435</b> | <b>\$8,380,294</b> | <b>\$8,150,500</b> | <b>\$7,911,100</b> | <b>\$(239,400)</b> | <b>-3%</b> |
| Net                             | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                |            |

1. Increase related to actuarial gains on outstanding debt and anticipated higher late payment penalty revenue.
2. Decrease primarily related to removal of 2024 one-time budget for bayoxide media replacement.
3. Increase primarily related to temporary engineering admin position and increased General Fund administration fees.
4. Decrease primarily related to removal of 2024 one-time budget item (Note 2), offset by increase in Metro Vancouver licensing fees and increased training budget.
5. Increased transfer for capital infrastructure and vehicles.

**Debt:**

Debt financing costs to fund the purchase of the utility vary slightly from year-to-year from actuarial adjustments. 2023 saw no additional borrowing and repayments will continue to reduce the principal to \$16.5M by 2028.

**Reserves:**

Operating Reserves have been established for three functions:

- Working Capital Reserve – providing a foundation for operations
- Water Operating Reserve – providing a buffer for unanticipated costs
- Water Treatment Reserve – smoothing out the costs of media replacement at the treatment plant

Capital Reserves are established for the replacement of infrastructure with the goal of maintaining balances equivalent to between 5% and 10% of the water assets replacement value. The current asset replacement value is estimated to be \$180M, which would require a reserve balance of at least \$9M to be maintained.

Capital reserves are projected to increase from \$7.2M in 2024 to \$13.6M in 2028, which is still below optimum and partially why water rate increases for future infrastructure replacement is required.

| Water Utility – 2024 to 2029 Reserves Scorecard |                     |                              |                              |                              |                              |                              |                |                |
|---|---------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------|----------------|
|   | Balance<br>2024     | Projected<br>Balance<br>2025 | Projected<br>Balance<br>2026 | Projected<br>Balance<br>2027 | Projected<br>Balance<br>2028 | Projected<br>Balance<br>2029 | Status<br>2024 | Status<br>2029 |
| <b>Working Capital</b>                          |                     |                              |                              |                              |                              |                              |                |                |
| Operating (Accumulated) Surplus                 | \$2,245,000         | \$2,245,000                  | \$2,245,000                  | \$2,245,000                  | \$2,245,000                  | \$2,245,000                  | Good           | Good           |
| <b>Operations and Debt (Reserve Accounts)</b>   |                     |                              |                              |                              |                              |                              |                |                |
| Water Operating Reserve                         | 619,800             | 654,000                      | 688,200                      | 722,400                      | 756,600                      | 790,800                      | Low            | Low            |
| Water Treatment Reserve                         | 428,700             | 619,700                      | 827,700                      | 1,035,700                    | 168,700                      | 376,700                      | Low            | Low            |
| Debt Retirement                                 | 53,800              | 53,800                       | 53,800                       | 53,800                       | 53,800                       | 53,800                       | Good           | Good           |
| <b>Capital (Reserve Accounts)</b>               |                     |                              |                              |                              |                              |                              |                |                |
| Vehicles and Equipment Replacement              | 209,202             | 190,302                      | 227,102                      | 208,302                      | 246,602                      | 285,702                      | Good           | Good           |
| Water Infrastructure                            | 8,728,600           | 3,490,100                    | 4,500,100                    | 5,316,300                    | 6,795,000                    | 7,964,300                    | Low            | Low            |
| Development Cost Charges                        | 1,519,200           | 1,708,700                    | 1,958,800                    | 2,235,100                    | 2,772,500                    | 2,814,100                    | Good           | Good           |
| <b>Overall Reserves</b>                         | <b>\$13,804,302</b> | <b>\$8,961,602</b>           | <b>\$10,500,702</b>          | <b>\$11,816,602</b>          | <b>\$13,038,202</b>          | <b>\$14,530,402</b>          |                |                |

## CAPITAL FINANCIAL PLAN – WATER UTILITY

Over the next five years, the City will work to replace water mains, wells, valves, and equipment. This is primarily funded from Water Infrastructure and Equipment Replacement Reserves. Annual spending ranges between \$2.0M and \$4.1M per year.

| Water Utility Fund - Capital Financial Plan |                    |                    |                  |                    |                    |                    |                     |
|---|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|---------------------|
| Infrastructure Renewal                      | 2024 Actual        | 2025 Budget        | 2026 Budget      | 2027 Budget        | 2028 Budget        | 2029 Budget        | 5 Year Total Budget |
| Coordinated Replacements with Roadworks     | \$783,555          | \$107,000          | \$82,000         | \$416,000          | \$250,000          | \$250,000          | \$1,105,000         |
| Hydrants and Meters                         | 87,120             | 75,000             | 55,000           | 55,000             | 55,000             | 55,000             | 295,000             |
| Pumps and Valves                            | -                  | 75,000             | -                | -                  | 750,000            | 750,000            | 1,575,000           |
| Reservoirs                                  | 16,233             | 157,000            | 36,000           | 36,000             | 36,000             | 36,000             | 301,000             |
| Technology, Planning and Other              | 69,994             | 1,247,000          | 310,000          | 90,000             | 160,000            | 160,000            | 1,967,000           |
| Vehicles                                    | 59,351             | 64,000             | -                | 65,000             | -                  | -                  | 129,000             |
| Water Mains                                 | 377,512            | 2,855,000          | 710,000          | 872,000            | 650,000            | 650,000            | 5,737,000           |
| Wells                                       | 100,324            | 2,784,000          | 250,000          | 500,000            | 150,000            | 150,000            | 3,834,000           |
| Capital Contingency                         | -                  | 450,000            | 450,000          | 500,000            | 500,000            | 500,000            | 2,400,000           |
| <b>Total</b>                                | <b>\$1,494,089</b> | <b>\$7,814,000</b> | <b>1,893,000</b> | <b>\$2,534,000</b> | <b>\$2,551,000</b> | <b>\$2,551,000</b> | <b>\$17,343,000</b> |

Guided by the Water Master Plan, the capital program provides for replacements of end-of-life City water mains and associated trench restoration, and provides for additional work necessary to meet population growth and equipment upgrades.

The program also provides for the renewal and replacement of water wells, reservoir components, and treatment facilities, and includes provision for an assessment of the network for system optimization and prioritization of improvements.

| Water Utility Fund - Capital Financial Plan |                    |                    |                  |                    |                    |                    |                     |
|---|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|---------------------|
| Funding Sources                             | 2024 Actual        | 2025 Budget        | 2026 Budget      | 2027 Budget        | 2028 Budget        | 2029 Budget        | 5 Year Total Budget |
| Contributions                               | \$9,660            | \$100,000          | \$100,000        | \$119,000          | \$100,000          | \$100,000          | \$519,000           |
| Equipment Replacement Reserve               | 56,598             | 55,000             | -                | 56,300             | -                  | -                  | 111,300             |
| Water Development Cost Charges              | 20,563             | 12,000             | 20,000           | -                  | 113,000            | 113,000            | 258,000             |
| Water Fund Infrastructure Reserve           | 1,407,268          | 7,647,000          | 1,773,000        | 2,358,700          | 2,338,000          | 2,338,000          | 16,454,700          |
| <b>Total</b>                                | <b>\$1,494,089</b> | <b>\$7,814,000</b> | <b>1,893,000</b> | <b>\$2,534,000</b> | <b>\$2,551,000</b> | <b>\$2,551,000</b> | <b>\$17,343,000</b> |

The capital program is primarily funded through reserves set aside each year from water sales to the community, supplemented by a small amount of developer contributions.

Costs are estimated at the Class 'D' level for Financial Plan purposes, using a variety of local construction cost information, as well as experience and supplier information. As projects are designed, the cost estimates are refined and vetted through the City's purchasing process. Large projects valued at \$250K or more are confirmed with council prior to the purchasing process.

Over the next five years of infrastructure replacement, focus will continue to be on Well #5 replacement and water mains coordinated with other road, sanitary, and drainage projects in the City.



**Key projects include:**

- Water main upgrades on Pacific and Goggs
- Supply and aquifer capacity study
- Generator replacement at well #2
- Civil infrastructure to support the new well #5 and connect it to the City's raw intake line
- Annual water meter and hydrant replacement program (an average of 120 water meters and four hydrants are replaced each year)

At this time, there is no significant infrastructure work anticipated for the Reservoir or Treatment Plant over the next five years.

**MAJOR PROJECT SPENDING**

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Coordinated Replacements with Roadworks</b> |                |                |                |                |                |                |                        |
| Blackburn Crescent: Archibald to High          | \$255          | \$-            | \$-            | \$-            | \$-            | \$-            | \$-                    |
| Johnston: Pacific to Columbia                  | -              | 82,000         | 82,000         | 166,000        | -              | -              | 330,000                |
| Johnston: Russell to Thrift                    | 783,300        | -              | -              | -              | -              | -              | -                      |
| Johnston: Thrift to Pacific                    | -              | 25,000         | -              | 250,000        | 250,000        | 250,000        | 775,000                |

**Pumps, Valves, Hydrants, and Meters**

A pressure reducing station is planned for installation at North Bluff Road and Everall Street in 2028 so high pressures can be maintained to the east of Everall and lower pressures to the west. This will address customer complaints of low pressures near Johnston Road and Merklin Street while not raising the pressures to the west.

|                            | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Pumps and Valves</b>    |                |                |                |                |                |                |                        |
| Everall Street PRV Station | \$-            | \$-            | \$-            | \$-            | \$750,000      | \$750,000      | \$1,500,000            |
| Oxford Pumphouse HVAC      | -              | 75,000         | -              | -              | -              | -              | 75,000                 |
| <b>Hydrants and Meters</b> |                |                |                |                |                |                |                        |
| Fire Hydrants              | \$12,120       | \$75,000       | \$55,000       | \$55,000       | \$55,000       | \$55,000       | \$295,000              |
| Water Meters               | 75,000         | -              | -              | -              | -              | -              | -                      |

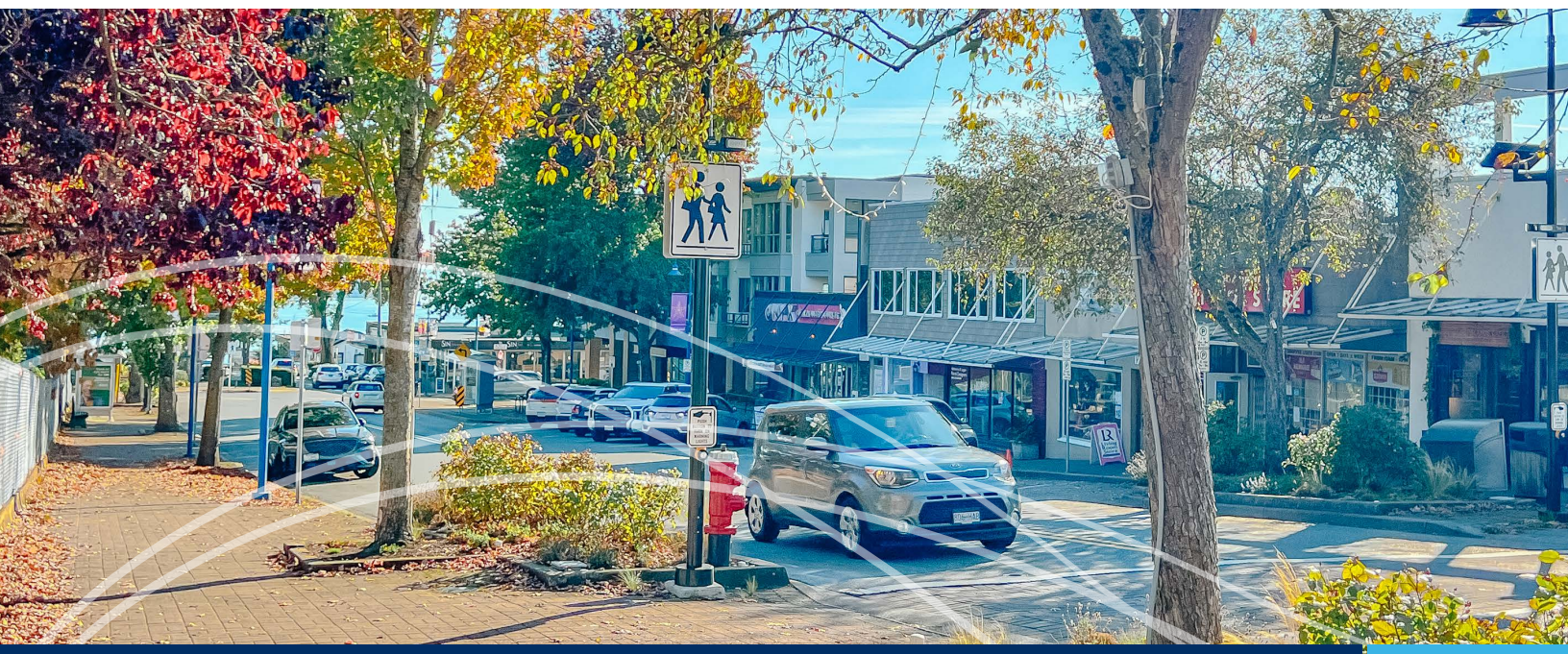
|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Reservoirs</b>                              |                |                |                |                |                |                |                        |
| Roper Reservoir Building Exterior Improvements | \$-            | \$80,000       | \$-            | \$-            | \$-            | \$-            | \$80,000               |
| Water Reservoir Cleaning Program               | 16,233         | 77,000         | 36,000         | 36,000         | 36,000         | 36,000         | 221,000                |

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Technology and Other</b>                                |                |                |                |                |                |                |                        |
| Ageing Infrastructure Analysis                             | \$-            | \$50,000       | \$-            | \$-            | \$-            | \$-            | \$50,000               |
| BC Hydro Transformer Replacement                           | 9,851          | 635,000        | -              | -              | -              | -              | 635,000                |
| Chemical Room Jib Crane                                    | -              | -              | -              | -              | -              | -              | -                      |
| DCC Bylaw Review   | 16,356         | 12,000         | 20,000         | -              | 20,000         | 20,000         | 72,000                 |
| Development Coordinated Works                              | -              | 45,000         | 15,000         | 15,000         | 15,000         | 15,000         | 105,000                |
| Engineering Design Specifications Document                 | -              | 40,000         | -              | -              | -              | -              | 40,000                 |
| Generations Playground Splash Pad                          | -              | 68,000         | -              | -              | -              | -              | 68,000                 |
| Information Technology Infrastructure Replacement/Upgrades | 3,419          | 47,000         | 25,000         | 25,000         | 25,000         | 25,000         | 147,000                |
| SSMUH Utility Capacity Assessment                          | 23,368         | -              | -              | -              | -              | -              | -                      |
| SCADA Upgrades   | -              | -              | 50,000         | -              | -              | -              | 50,000                 |
| Simulated Emergency Response Plan Update                   | -              | -              | 150,000        | -              | -              | -              | 150,000                |
| Supply and Aquifer Capacity Study                          | -              | 300,000        | -              | -              | -              | -              | 300,000                |
| Water Conservation Plan Update                             | -              | -              | -              | -              | 50,000         | 50,000         | 100,000                |
| Water Master Plan Update                                   | 17,000         | -              | -              | -              | -              | -              | -                      |
| Water Minor Capital  | -              | 50,000         | 50,000         | 50,000         | 50,000         | 50,000         | 250,000                |

### Vehicles and Equipment

No vehicles are scheduled for replacement until 2027.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles and Equipment</b>               |                |                |                |                |                |                |                        |
| Replace Colorado Extended Cab 4WD Unit #360 | \$-            | \$-            | \$-            | \$65,000       | \$-            | \$-            | \$65,000               |
| Replace Ford F150 Crew Cab 4X4 Unit #362    | 57,853         | -              | -              | -              | -              | -              | -                      |
| Replace Ford F250 Crew Cab 4X4 Unit #364    | 1,498          | 64,000         | -              | -              | -              | -              | 64,000                 |





### Water Main Replacement Program

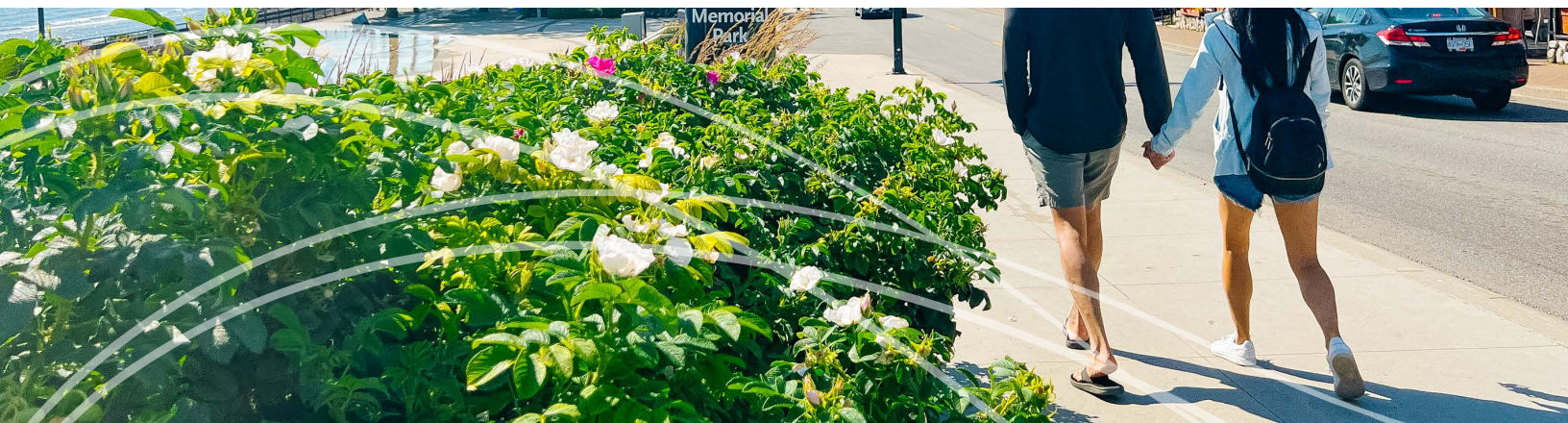
Water main replacement projects continue to be selected based on the most recent Water Master Plan and subsequent leak history. Wherever possible, renewals are linked to nearby redevelopment to leverage developer contributions and coordinate with replacement of other infrastructure like sanitary and drainage upgrades. Key projects include replacements on Columbia Lane and Johnston.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Water Mains</b>   |                |                |                |                |                |                |                        |
| Water Main Upgrade: Balsam - Pacific Lane to Royal               | \$-            | \$-            | \$-            | \$397,000      | \$-            | \$-            | \$397,000              |
| Water Main Upgrade: Coldicutt - Chestnut to Lancaster            | 35,677         | 863,000        | -              | -              | -              | -              | 863,000                |
| Water Main Upgrade: Columbia Lane - Cypress to Ash               | -              | -              | 550,000        | -              | -              | -              | 550,000                |
| Water Main Upgrade: Cypress - Pacific Lane to Royal              | 341,835        | 206,000        | -              | -              | -              | -              | 206,000                |
| Water Main Upgrade: Goggs - Oxford to Water Treatment Plant      | -              | 300,000        | -              | -              | -              | -              | 300,000                |
| Water Main Upgrade: Martin - Roper to Thrift                     | -              | -              | -              | -              | 650,000        | 650,000        | 1,300,000              |
| Water Main Upgrade: North Bluff - Oxford to Overall              | -              | -              | -              | 475,000        | -              | -              | 475,000                |
| Water Main Upgrade: Oxford/MacDonald                             | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Water Main Upgrade: Pacific - Cypress to Balsam and Pacific Lane | -              | 611,000        | -              | -              | -              | -              | 611,000                |
| Water Main Upgrade: Surrey Emergency Connection                  | -              | 300,000        | -              | -              | -              | -              | 300,000                |
| Water Main Upgrade: Vine to Water Treatment Plant                | -              | 525,000        | -              | -              | -              | -              | 525,000                |
| Water Main: Cast Iron Condition Assessment                       | -              | -              | 160,000        | -              | -              | -              | 160,000                |

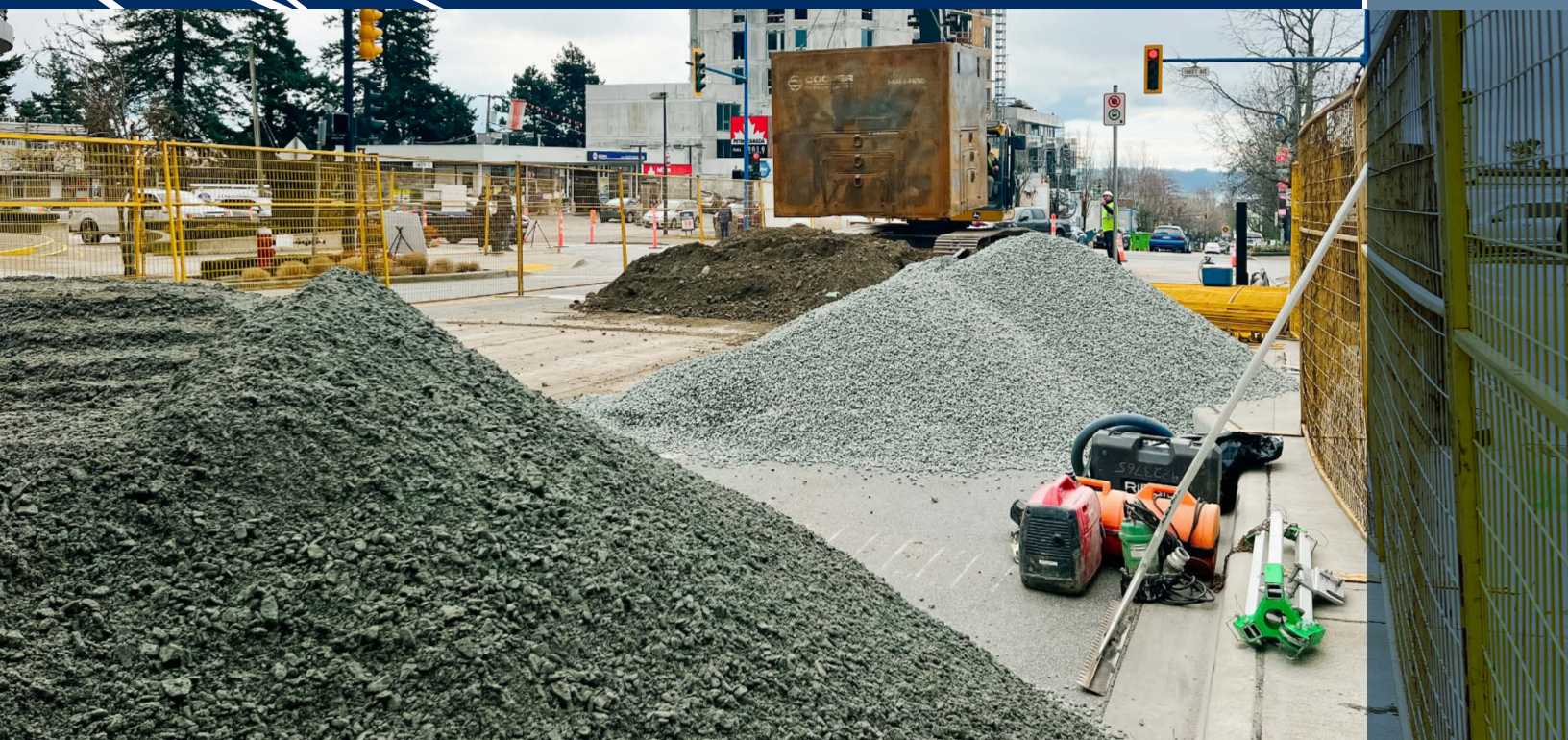
### Capital Contingency

A capital contingency is maintained between \$450K and \$500K per year to provide a cost buffer for both planned projects and flexibility if additional capital work becomes urgent.

|                     | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | Total 5 Year<br>Budget |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Contingency</b>  |                |                |                |                |                |                |                        |
| Capital Contingency | \$-            | \$450,000      | \$450,000      | \$500,000      | \$500,000      | \$500,000      | \$2,400,000            |







# CAPITAL PROGRAM

One of the biggest challenges facing the community is that the City has a growing capital and infrastructure replacement obligation in the long-term, and assets for which only modest reinvestment has been funded in the past.

Many of the existing assets were constructed with significant funding support from senior levels of government. Current replacement cost estimates are not known for certain in many cases and substantial work is needed to develop these accordingly. Assets will be approaching the end of their useful life and increased renewal reinvestment is required to replace them, maintain service to the community, and protect the next generation.

Good progress has been made through the introduction of Tangible Asset Accounting (TCA) disclosure requirements. Like all Canadian municipalities, public infrastructure is recorded at historical cost and now depreciated. Several master plans have also been prepared, or are in the process of being prepared.

The City currently approaches Asset Management from a five-year funding perspective. This functions as a pay-as-you-go approach driven by the availability of funding.

Funding is determined each year during the Financial Planning process, however, without the development of an asset management plan beyond the typical master plan horizon of 20 years, the level of annual funding needed to maintain assets in good repair long term is unknown. The current level of funding is thought to be insufficient to replace current infrastructure on a sustainable basis over the long-term.

Construction cost inflation is a significant factor. By increasing funding on pace with inflation in previous years, the City maintained the level of asset improvement purchasing power through to 2019 but did not move forward in reaching future sustainability targets as Asset Improvement funding was not increased in 2020 to 2022 due to Financial Plan constraints. Some capital projects were deferred to future years, increasing the risk of asset failure and potential for service disruption. However, capital funding began to increase in 2023 in line with internal policies.



The timing of infrastructure replacement is therefore influenced primarily by the amount of available funds in reserves rather than through a long-term asset management service life replacement approach.

This next step forward can be achieved through the development of a Sustainable Asset Management Plan to provide the pathway forward to determine a sustainable infrastructure replacement level and manage debt financing, as well as assist with upgrading, expansion, and growth in the future. This approach generally includes:

- The use of a separate asset reinvestment property tax levy to clearly identify infrastructure funding for taxpayers
- Separating out the currently combined tax rate
- Development of Long-Term (50 to 80 years) Asset Management Plan for all General and Utility Capital
- Development and integration of the plan with a Long-Term Financial Plan
- Updating Reserves, Surplus Policy, Taxation Policy, and Financial Strategy Policy

## **2025 – 2029 CAPITAL FUNDING APPROACH**

The City currently transfers a portion of property taxes annually collected to reserves for future capital improvement needs. In 2024, this transfer is expected to be \$6.7M.

The City's desired approach is to increase the base level of capital improvement funding each year in the following ways:

- Inflation to maintain purchasing power (bylaw required increase for facilities, 2% for other assets)
- Adjustments to budgeted transfers to reserves based on changes in appraised values of buildings
- A proportion of property tax revenues from new growth assessments
- Additional funding as approved during the budget process

Developing a consistent long-term funding path moving forward will require a Capital Management Plan and Long-Term Financial Strategy. In the interim, while those are being developed, continuing to increase the transfer to reserves by an inflation amount each year, at minimum, will help to shore up the reserves available.

The tables on pages 168 to 189 show the amounts budgeted for capital improvements from the General Fund. The 2024 budget amounts, with some updates, are shown for information purposes. There are some 2024 projects that require the related funding to be carried over to 2025 in order to complete the project. These amounts will be added to this document once the final 2024 figures are available. This is expected to be in mid-April.

## **IMPACT OF CAPITAL ON OPERATING COSTS**

The majority of the City's capital program focuses on the replacement of existing infrastructure and assists in maintaining the current operating cost to repair and manage those assets. Modest upgrading of assets is planned, which will help mitigate risk and maintain service levels.

No significant changes in operating costs over the five year term of this Financial Plan are expected due to the capital program.

## **FIVE-YEAR CAPITAL PROJECTIONS**

**Note:** Five-Year Capital Reserve Projections will be included in the final draft of this document.

## FIVE-YEAR ASSET IMPROVEMENT RESERVE PROJECTIONS

Capital Reserves for General Fund Asset Improvements are forecast to average at approximately \$69.3M over the five-year term of this Financial Plan.

| General Fund – 2024 to 2029 Reserves Scorecard |                     |                              |                              |                              |                              |                              |                |                |
|--|---------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------|----------------|
| Capital  | Balance<br>2024     | Projected<br>Balance<br>2025 | Projected<br>Balance<br>2026 | Projected<br>Balance<br>2027 | Projected<br>Balance<br>2028 | Projected<br>Balance<br>2029 | Status<br>2024 | Status<br>2029 |
| Capital Works                                  | \$14,602,800        | \$5,955,300                  | \$6,720,100                  | \$7,783,000                  | \$9,009,100                  | \$10,560,000                 | Low            | Low            |
| Roadworks                                      | 7,414,600           | 2,539,900                    | 2,282,400                    | 2,811,600                    | 3,509,000                    | 3,791,100                    | Low            | Low            |
| Other Infrastructure                           | 10,536,800          | 5,311,500                    | 5,412,100                    | 4,726,700                    | 4,819,900                    | 5,020,500                    | Low            | Low            |
| Growing Community Fund*                        | 428,300             | -                            | -                            | -                            | -                            | -                            | N/A            | N/A            |
| Community Hub Reserve                          | 10,463,100          | 10,030,100                   | 8,806,100                    | 7,722,100                    | 7,538,100                    | 7,538,100                    | Good           | Good           |
| Pier Preservation                              | 3,096,000           | 1,532,000                    | 1,507,000                    | 1,482,000                    | 1,457,000                    | 1,432,000                    | Low            | Low            |
| Equipment and Technology Replacement           | 6,198,800           | 6,428,800                    | 7,101,600                    | 7,283,800                    | 7,803,500                    | 8,619,200                    | Good           | Good           |
| Affordable Housing                             | 9,514,500           | 10,363,800                   | 10,659,100                   | 10,819,000                   | 10,981,300                   | 11,146,000                   | Good           | Good           |
| Community Works*                               | 762,800             | 486,800                      | 629,400                      | 643,600                      | 506,900                      | 522,200                      | N/A            | N/A            |
| Local Improvements                             | 38,700              | 39,300                       | 39,800                       | 40,400                       | 41,000                       | 41,700                       | Nominal        | Nominal        |
| Land Sales                                     | 778,700             | 790,400                      | 802,200                      | 814,200                      | 826,500                      | 838,900                      | Nominal        | Nominal        |
| Community Amenity Contributions                | 9,444,400           | 8,353,300                    | 13,788,100                   | 13,617,100                   | 13,519,100                   | 13,671,500                   | Good           | Good           |
| Parking  | 403,700             | 39,500                       | 39,500                       | 39,500                       | 39,500                       | 39,500                       | Low            | Low            |
| Secondary Suites Service Fees                  | 2,625,700           | 1,906,000                    | 2,197,400                    | 2,302,200                    | 1,747,200                    | 2,020,200                    | Good           | Good           |
| Climate Action Revenue Incentive Program*      | 743,200             | 336,600                      | 136,600                      | 88,700                       | 40,800                       | 100                          | N/A            | N/A            |
| Development Cost Charges                       | 12,964,200          | 14,296,800                   | 16,156,700                   | 17,934,600                   | 22,300,200                   | 22,634,800                   | Good           | Good           |
| <b>Overall Reserves</b>                        | <b>\$90,016,300</b> | <b>\$68,410,100</b>          | <b>\$76,278,100</b>          | <b>\$78,108,500</b>          | <b>\$84,139,100</b>          | <b>\$87,875,800</b>          |                |                |

\* Reserve funds denotes with an “\*” are grant based. As grant funds come in, they must be spent. The funds are not intended to remain in the reserve.

## 2025 – 2029 GENERAL FUND CAPITAL PLAN

The focus of the program remains primarily on the coordinated replacement of roads, underground utilities, facilities, parks, vehicles, and parking lot infrastructure. General Fund Asset Improvement projects are estimated to total \$50.8M over the next five years.

| General Fund – Capital Financial Plan |                    |                     |                    |                     |                    |                    |                     |
|---------------------------------------|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------|---------------------|
| Infrastructure Renewal                | 2024 Actual        | 2025 Budget         | 2026 Budget        | 2027 Budget         | 2028 Budget        | 2029 Budget        | 5 Year Total Budget |
| Facilities                            | \$1,257,726        | \$7,027,000         | \$2,875,000        | \$2,533,000         | \$1,287,000        | \$1,107,000        | \$14,829,000        |
| Information Technology                | 771,523            | 3,974,000           | 275,000            | 295,000             | 305,000            | 255,000            | 5,104,000           |
| Parking                               | 29,667             | 2,118,000           | 130,000            | 130,000             | 130,000            | 130,000            | 2,638,000           |
| Parks                                 | 924,807            | 19,693,000          | 782,000            | 830,000             | 635,000            | 305,000            | 22,245,000          |
| Roads                                 | 2,661,038          | 15,088,000          | 3,425,000          | 5,185,000           | 5,275,000          | 3,835,000          | 32,808,000          |
| Vehicles/Fleet                        | 157,497            | 1,377,000           | 617,000            | 517,000             | 568,000            | 345,000            | 3,424,000           |
| Contingency                           | -                  | 884,000             | 1,100,000          | 1,100,000           | 1,100,000          | 1,300,000          | 5,484,000           |
| <b>Total</b>                          | <b>\$5,802,258</b> | <b>\$50,161,000</b> | <b>\$9,204,000</b> | <b>\$10,590,000</b> | <b>\$9,300,000</b> | <b>\$7,277,000</b> | <b>\$86,532,000</b> |

| Funding Sources  |                    |                     |                    |                     |                    |                    |                     |
|--|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------|---------------------|
| Affordable Housing Reserve                             | \$-                | \$500,000           | \$-                | \$-                 | \$-                | \$-                | \$500,000           |
| Capital In Progress Reserve                            | 534,950            | 5,176,100           | -                  | -                   | -                  | -                  | 5,176,100           |
| Capital Works Reserve                                  | 950,403            | 4,692,300           | 1,614,000          | 1,434,000           | 1,394,000          | 1,198,000          | 10,332,300          |
| Climate Action Revenue Incentive Program Reserve       | 57,857             | 406,600             | 200,000            | 200,000             | 200,000            | 194,700            | 1,201,300           |
| Community Amenity Contribution Reserve (Non Statutory) | 176,029            | -                   | -                  | -                   | -                  | -                  | -                   |
| Community Amenity Contribution Reserve (Statutory)     | 156,178            | 3,608,000           | 50,000             | 375,000             | 300,000            | 50,000             | 4,383,000           |
| Community Hubb Reserve                                 | 74,860             | 1,433,000           | 1,224,000          | 1,084,000           | 184,000            | -                  | 3,925,000           |
| Community Works Fund Reserve (Gas Tax)                 | 554,277            | 419,600             | -                  | 135,000             | 285,000            | 132,000            | 971,600             |
| Computer Replacement Reserve                           | 96,000             | 224,000             | 145,000            | 165,000             | 165,000            | 115,000            | 814,000             |
| Contributions  | 383,047            | 3,657,200           | 441,000            | 762,200             | 770,000            | 175,000            | 5,805,400           |
| Equipment Replacement Reserve                          | 58,100             | 465,800             | 145,000            | 677,000             | 388,000            | 195,000            | 1,870,800           |
| General Infrastructure Reserve                         | 953,436            | 6,457,900           | 679,000            | 1,176,000           | 626,400            | 300,000            | 9,239,300           |
| General Revenue  | 692,900            | 3,094,200           | 3,209,500          | 3,372,200           | 3,537,600          | 3,608,400          | 16,821,900          |
| Grants   | -                  | 10,528,000          | -                  | -                   | -                  | -                  | 10,528,000          |
| Growing Community Funds Reserve                        | 82,684             | 428,300             | -                  | -                   | -                  | -                  | 428,300             |
| Highways Development Cost Charges                      | 92,552             | 82,700              | 20,000             | 154,400             | 20,000             | -                  | 277,100             |
| Parking Reserve  | 283                | 364,200             | -                  | -                   | -                  | -                  | 364,200             |
| Parkland Development Cost Charges                      | 16,356             | 12,000              | 20,000             | -                   | 20,000             | -                  | 52,000              |
| Pier Reserve   | 68,534             | 1,564,000           | 25,000             | 25,000              | 25,000             | 25,000             | 1,664,000           |
| Roadworks Reserve                                      | 789,606            | 5,894,700           | 1,297,900          | 700,000             | 385,000            | 1,101,900          | 9,379,500           |
| Secondary Suite Service Fee Reserve                    | 51,096             | 1,134,700           | 133,600            | 330,200             | 1,000,000          | 182,000            | 2,780,500           |
| Traffic Fine Revenue Sharing Reserve                   | 13,110             | 17,700              | -                  | -                   | -                  | -                  | 17,700              |
| <b>Total</b>   | <b>\$5,802,258</b> | <b>\$50,161,000</b> | <b>\$9,204,000</b> | <b>\$10,590,000</b> | <b>\$9,300,000</b> | <b>\$7,277,000</b> | <b>\$86,532,000</b> |

**Highlights include:**

- Coordinated transportation upgrades with utility infrastructure projects, subject to coordination with adjacent redevelopment and council Strategic Priorities
- Additional funding to move forward with Integrated Transportation and Infrastructure Master Plan (ITIMP) projects
- Conversion of all 761 streetlights to LED by the end of 2025 as per Federal regulation
- Rehabilitation of the Marine Drive Parking Lot from Oxford to the Museum
- Construction of Finlay Street Beach Access Ramp to increase beach accessibility
- Marine Drive Stormwater Improvements
- Public Art funding





## 2025 – 2029 GENERAL FUND CAPITAL PROJECT DETAILS

### Roads

The City of White Rock's Integrated Transportation and Infrastructure Master Plan (ITIMP) is a comprehensive multi-modal transportation master plan that guides the City's transportation investments, municipal infrastructure improvements, capital expenditures, and decision making over the next 20 years and beyond. The plan encourages walking and cycling as the first choice for short trips, and transit use for access to schools, local businesses, recreation facilities, and local and regional employment centres. The plan also accommodates growth in vehicle traffic, as required, for economic growth and community development patterns. In addition, the ITIMP ensures that transportation improvements coincide with other municipal infrastructure improvements projects (i.e., sewers, drainage, and water). The plan was approved by council in 2022 and will inform future priorities, replacement cost valuations, and annual reinvestment targets.

Road reconstruction is planned in several areas. Streetlights will be replaced with high efficiency LED units by the end of 2025, as per Federal regulation, and a modest program of sidewalk and retaining wall improvements is maintained.

| Roads – Capital Financial Plan |                    |                     |                    |                    |                    |                    |                     |
|--------------------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Infrastructure Renewal         | 2024 Actual        | 2025 Budget         | 2026 Budget        | 2027 Budget        | 2028 Budget        | 2029 Budget        | 5 Year Total Budget |
| Bus Stops and Street Lights    | \$84,585           | \$1,347,000         | \$40,000           | \$40,000           | \$40,000           | \$40,000           | \$1,507,000         |
| Paving Program                 | 334,228            | 2,476,000           | 1,200,000          | 1,200,000          | 1,350,000          | 1,200,000          | 7,426,000           |
| Road Reconstruction            | 1,806,072          | 8,298,000           | 1,370,000          | 2,670,000          | 2,870,000          | 1,520,000          | 16,728,000          |
| Sidewalks and Retaining Walls  | 252,331            | 1,017,000           | 375,000            | 675,000            | 375,000            | 675,000            | 3,117,000           |
| Technology, Planning and Other | 183,822            | 1,950,000           | 440,000            | 600,000            | 640,000            | 400,000            | 4,030,000           |
| <b>Total</b>                   | <b>\$2,661,038</b> | <b>\$15,088,000</b> | <b>\$3,425,000</b> | <b>\$5,185,000</b> | <b>\$5,275,000</b> | <b>\$3,835,000</b> | <b>\$32,808,000</b> |

|                                   | 2024 Actual | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget | 2029 Budget | 5 Year Total Budget |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Roads – Bus Stops and Streetlight |             |             |             |             |             |             |                     |
| Bus Stop Accessibility            | \$22,683    | \$57,000    | \$40,000    | \$40,000    | \$40,000    | \$40,000    | \$217,000           |
| Street Light LED Upgrades         | 61,902      | 1,290,000   | -           | -           | -           | -           | 1,290,000           |

### Streetlights

An annual program of streetlight and pole replacements will continue in 2025. Replacement locations are determined on an annual basis and coordinated with other transportation and utility projects. By 2026, all 761 remaining non-LED streetlights will be replaced with LED high-efficiency units which will reduce energy use and meet the Federal Government deadline for conversion.

|  | 2024 Actual | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget | 2029 Budget | 5 Year Total Budget |
|--|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Roads – Road Paving                        |             |             |             |             |             |             |                     |
| Pavement Assessment                        | \$-         | \$150,000   | \$-         | \$-         | \$150,000   | \$-         | \$300,000           |
| Pavement Overlays                          | 31,423      | 2,126,000   | 1,000,000   | 1,000,000   | 1,000,000   | 1,000,000   | 6,126,000           |
| Paver Upgrades: Marine Drive               | -           | 200,000     | 200,000     | 200,000     | 200,000     | 200,000     | 1,000,000           |
| Paver Upgrades: Vidal - Victoria to Marine | 302,805     | -           | -           | -           | -           | -           | -                   |

## Road Reconstruction

Road reconstruction is coordinated with upgrades to underground utilities. Major projects between 2025 – 2029 include:

- Finlay – Buena Vista to Balsam
- Buena Vista – Johnston to Best
- Five Corner's Improvement Project
- Marine Drive Stormwater Improvement

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Roads – Reconstruction</b>                    |                |                |                |                |                |                |                        |
| Balsam - Finlay to Columbia                      | \$-            | \$-            | \$-            | \$350,000      | \$350,000      | \$-            | \$700,000              |
| Best - Buena Vista to North Bluff                | -              | -              | 100,000        | -              | 500,000        | -              | 600,000                |
| Blackburn Crescent - Archibald to High           | 134            | 891,000        | -              | -              | -              | -              | 891,000                |
| Buena Vista - Johnston to Best                   | 4,884          | 1,315,000      | -              | -              | -              | -              | 1,315,000              |
| Columbia - Parker to Stayte                      | -              | 186,000        | -              | -              | -              | -              | 186,000                |
| Columbia and Finlay Intersection Improvements    | -              | 100,000        | 300,000        | -              | -              | -              | 400,000                |
| Development Coordinated Works                    | -              | 511,000        | 20,000         | 20,000         | 20,000         | 20,000         | 591,000                |
| Finlay - Buena Vista to Balsam                   | 43,650         | 606,000        | -              | -              | -              | -              | 606,000                |
| Five Corners Improvement Project                 | 68,224         | 708,000        | 600,000        | -              | -              | -              | 1,308,000              |
| Johnston - Russell to Thrift                     | 1,356,348      | 319,000        | -              | -              | -              | -              | 319,000                |
| Johnston - Thrift to Pacific                     | -              | 25,000         | -              | 2,000,000      | 2,000,000      | -              | 4,025,000              |
| Marine and Nichol Intersection Improvements      | 263,763        | -              | -              | -              | -              | -              | -                      |
| Marine Drive Stormwater Improvements             | -              | 858,000        | 250,000        | -              | -              | -              | 1,108,000              |
| North Bluff and Martin Intersection Improvements | -              | -              | -              | -              | -              | 700,000        | 700,000                |
| North Bluff and Hospital Street                  | -              | -              | 100,000        | 300,000        | -              | -              | 400,000                |
| North Bluff and Oxford Intersection Improvements | -              | 424,000        | -              | -              | -              | -              | 424,000                |
| North Bluff: Best to Finlay                      | -              | -              | -              | -              | -              | 800,000        | 800,000                |
| Oxford - Thrift to Buena Vista                   | -              | 900,000        | -              | -              | -              | -              | 900,000                |
| Oxford - Thrift to Russell                       | 25,430         | 314,000        | -              | -              | -              | -              | 314,000                |
| Prospect - Foster to Johnston                    | 20,035         | 519,000        | -              | -              | -              | -              | 519,000                |
| Thrift - Johnston to Vidal                       | 23,604         | 622,000        | -              | -              | -              | -              | 622,000                |

### Sidewalks and Retaining Walls

Small sidewalk and retaining wall improvements are determined on a year-to-year basis. Major projects between 2025 – 2029 primary include guardrail replacement OF various curb and sidewalk rehabilitations.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Sidewalks and Retaining Walls</b>                                  |                |                |                |                |                |                |                        |
| Beachview Retaining Wall  | \$189,926      | \$127,000      | \$-            | \$-            | \$-            | \$-            | \$127,000              |
| Bollard Installations   | 8,671          | 41,000         | -              | -              | -              | -              | 41,000                 |
| Curb and Sidewalk Rehabilitation Program                              | -              | 275,000        | 275,000        | 275,000        | 275,000        | 275,000        | 1,375,000              |
| Guardrail Replacement Program   | -              | 300,000        | -              | 300,000        | -              | 300,000        | 900,000                |
| Marine Drive Bike Racks   | -              | 28,000         | -              | -              | -              | -              | 28,000                 |
| Miscellaneous Retaining Wall Improvements                             | -              | 246,000        | 100,000        | 100,000        | 100,000        | 100,000        | 646,000                |
| Pedestrian Controlled Crosswalk:<br>Johnston and South of North Bluff | 53,734         | -              | -              | -              | -              | -              | -                      |

### Technology and Planning

In 2025 work will continue on various accessibility improvements and road/pedestrian improvements.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Roads – Technology, Planning and Other</b>        |                |                |                |                |                |                |                        |
| Climate Action Projects                              | \$7,326        | \$143,000      | \$50,000       | \$50,000       | \$50,000       | \$50,000       | \$343,000              |
| DCC Bylaw Review                                     | 32,712         | 24,000         | 40,000         | -              | 40,000         | -              | 104,000                |
| Engineering Design Specifications Document           | -              | 40,000         | -              | -              | -              | -              | 40,000                 |
| Fiber Optic Cable Ducting: Thrift - Everall to Goggs | 8,550          | 99,000         | -              | -              | -              | -              | 99,000                 |
| Miscellaneous Road/Pedestrian Improvements           | 78,396         | 142,000        | 100,000        | 100,000        | 100,000        | 100,000        | 542,000                |
| Other Accessibility Improvements                     | -              | 400,000        | 150,000        | 150,000        | 150,000        | 150,000        | 1,000,000              |
| Survey Monument Replacement Program                  | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Traffic Calming Implementation                       | 23,459         | 467,000        | -              | -              | -              | -              | 467,000                |
| Traffic Calming: Marine Drive - Stayte and Finlay    | 25,376         | 335,000        | -              | -              | -              | -              | 335,000                |
| Traffic Safety Review                                | 8,003          | 100,000        | 100,000        | 100,000        | 100,000        | 100,000        | 500,000                |
| Waterfront Parking Facility Structural Repairs       | -              | 150,000        | -              | 200,000        | 200,000        | -              | 550,000                |

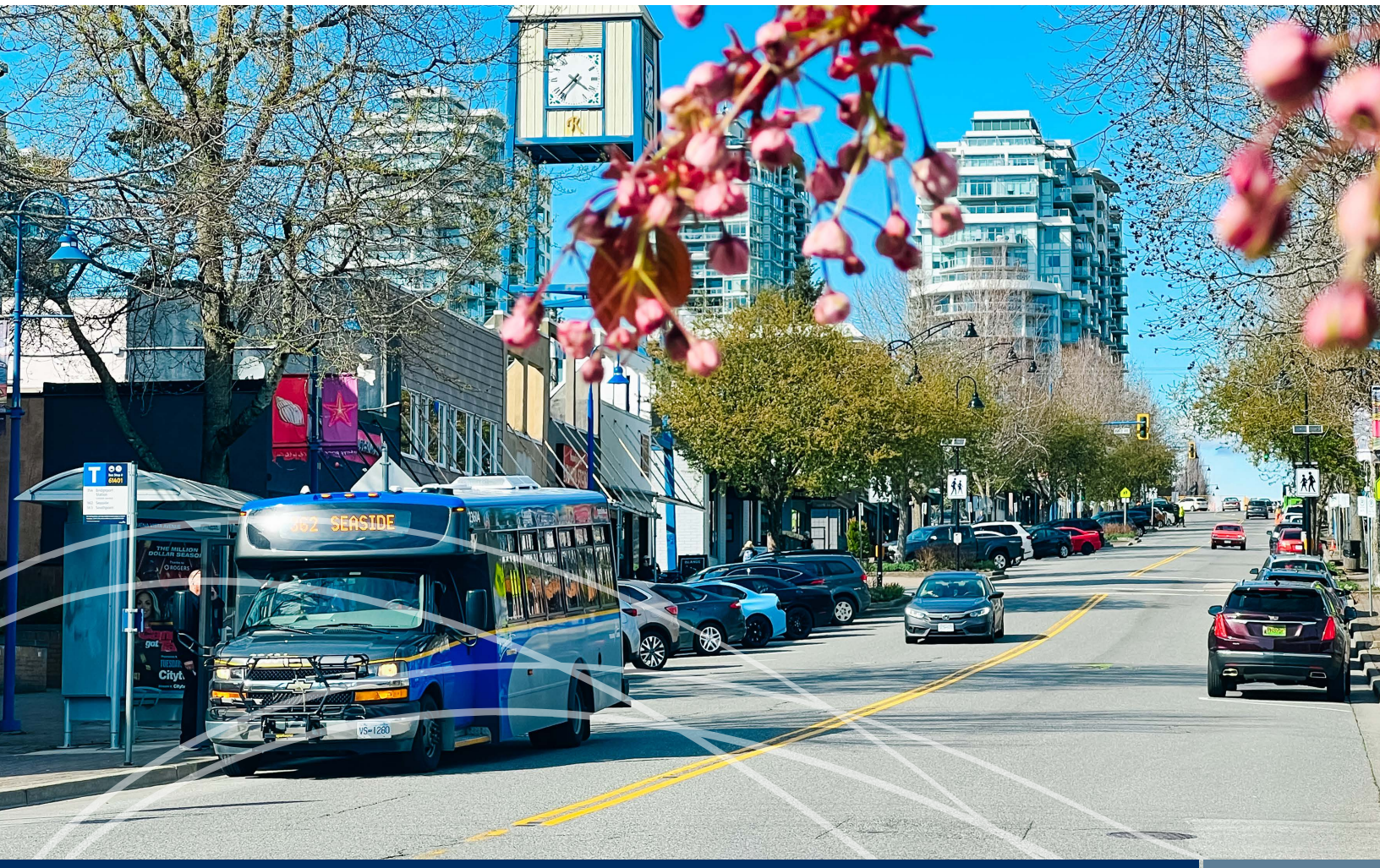


## Parking

The City manages on-street pay parking in the uptown area and along the Waterfront, as well as in the Montecito and Victoria Avenue parkades. The City also leases land from the Burlington Northern and Sante Fe Railway (BNSF) for the parking lots along the waterfront and south of Marine Drive.

A modest annual program of parking area paving work is maintained.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Parking</b>   |                |                |                |                |                |                |                        |
| Street Light Maintenance Program                           | \$-            | \$-            | \$50,000       | \$50,000       | \$50,000       | \$50,000       | \$200,000              |
| Marine Drive Parking Lot Rehabilitation - Oxford to Museum | 1,157          | 1,097,000      | -              | -              | -              | -              | 1,097,000              |
| Parking Lot Paving Overlays                                | -              | 392,000        | 80,000         | 80,000         | 80,000         | 80,000         | 712,000                |
| Town Centre Parking Stalls                                 | -              | 240,000        | -              | -              | -              | -              | 240,000                |
| Dispenser Credit Card Reader Replacements                  | -              | 162,000        | -              | -              | -              | -              | 162,000                |
| Parkade Gate Automation                                    | -              | 72,000         | -              | -              | -              | -              | 72,000                 |
| Parking Enforcement Technology                             | -              | 95,000         | -              | -              | -              | -              | 95,000                 |
| Traffic Calming: Marine Drive west of Finlay               | -              | 60,000         | -              | -              | -              | -              | 60,000                 |
| Waterfront Parking Facility Structural Review              | 28,510         | -              | -              | -              | -              | -              | -                      |





## Facilities

The City's owns 31 building facilities situated throughout the City. These support the critical functions of local government, public works services, water supply, community recreation, and public safety. These facilities include:

- Centennial Arena
- Centre for Active Living
- Municipal Hall and Annex
- Fire Hall
- Kent Street Activity Centre
- Museum and Library
- Operations Building and Yard
- RCMP Building
- White Rock Community Centre
- Water Treatment Plant

Investments to maintain current facilities are based on a Facilities Master Plan, which was updated in 2023, and a sustainable annual replacement investment target. A program of facility repairs for 2025 – 2029 was planned based on those recommendations.

Over the next five years, investments will be focused on CCTV cameras at East Beach and Memorial park as well as other various upgrades.

### Facilities – Asset Improvement Financial Plan

| Infrastructure Renewal       | 2024 Actual        | 2025 Budget        | 2026 Budget        | 2027 Budget        | 2028 Budget        | 2029 Budget        | 5 Year Total Budget |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Affordable Housing           | \$-                | \$500,000          | \$-                | \$-                | \$-                | \$-                | \$500,000           |
| Centennial Arena             | 4,400              | 785,000            | 534,000            | -                  | -                  | -                  | 1,319,000           |
| Centre for Active Living     | 35,436             | 453,000            | 12,000             | 12,000             | 12,000             | 14,000             | 503,000             |
| City Hall and Annex          | 109,770            | 477,000            | -                  | -                  | -                  | -                  | 477,000             |
| Community Hub                | 74,860             | 1,433,000          | 1,224,000          | 1,084,000          | 184,000            | -                  | 3,925,000           |
| Fire Rescue Hall             | 357,830            | 172,000            | 120,000            | 310,000            | -                  | -                  | 602,000             |
| Kent Street Activity Centre  | 79,604             | 424,000            | 62,000             | 45,000             | 9,000              | 9,000              | 549,000             |
| Library                      | 88,802             | 691,000            | 61,000             | 100,000            | 100,000            | 100,000            | 1,052,000           |
| Museum and Archives          | 20,965             | 10,000             | -                  | -                  | -                  | -                  | 10,000              |
| Operations Building and Yard | -                  | 400,000            | -                  | -                  | -                  | -                  | 400,000             |
| Other                        | 86,899             | 1,078,000          | 850,000            | 970,000            | 970,000            | 970,000            | 4,838,000           |
| Police Services Building     | 317,954            | 570,000            | -                  | -                  | -                  | -                  | 570,000             |
| White Rock Community Centre  | 81,206             | 34,000             | 12,000             | 12,000             | 12,000             | 14,000             | 84,000              |
| <b>Total</b>                 | <b>\$1,257,726</b> | <b>\$7,027,000</b> | <b>\$2,875,000</b> | <b>\$2,533,000</b> | <b>\$1,287,000</b> | <b>\$1,107,000</b> | <b>\$14,829,000</b> |

### Affordable Housing

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Affordable Housing</b> |                |                |                |                |                |                |                        |
| Affordable Housing Project             | -              | 500,000        | -              | -              | -              | -              | 500,000                |

### Centennial Arena

Upgrades to the ammonia diffuser water tanks, a condenser replacement, and replacement of the dressing room floor are planned for 2025.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Centennial Arena</b>     |                |                |                |                |                |                |                        |
| Ammonia Diffusion Water Tanks            | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Ammonia Exhaust Fan Replacement          | 4,400          | 134,000        | -              | -              | -              | -              | 134,000                |
| Autoscrubber Replacements                | -              | 25,000         | -              | -              | -              | -              | 25,000                 |
| Concession Appliance Replacements        | -              | 4,000          | -              | -              | -              | -              | 4,000                  |
| Condenser Replacement                    | -              | 40,000         | 440,000        | -              | -              | -              | 480,000                |
| Dressing Room Flooring Replacement       | -              | 80,000         | -              | -              | -              | -              | 80,000                 |
| Hall Tables and Equipment Replacement    | -              | 25,000         | -              | -              | -              | -              | 25,000                 |
| Ice Lights Replacement                   | -              | 131,000        | -              | -              | -              | -              | 131,000                |
| Interior Signage Replacement             | -              | 11,000         | -              | -              | -              | -              | 11,000                 |
| Mechanical System Upgrades               | -              | 175,000        | -              | -              | -              | -              | 175,000                |
| Office Renovation                        | -              | -              | 72,000         | -              | -              | -              | 72,000                 |
| Relief Valves Replacement                | -              | 10,000         | -              | -              | -              | -              | 10,000                 |
| Sound System Replacement                 | -              | 100,000        | -              | -              | -              | -              | 100,000                |
| Spectator Protective Netting Replacement | -              | -              | 22,000         | -              | -              | -              | 22,000                 |

### Centre for Active Living

An HVAC system upgrade is planned for 2025.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Centre for Active Living</b> |                |                |                |                |                |                |                        |
| Cardio Equipment Replacement                 | \$26,108       | \$12,000       | \$12,000       | \$12,000       | \$12,000       | \$14,000       | \$62,000               |
| Heating and Safety System Upgrades           | 9,328          | 191,000        | -              | -              | -              | -              | 191,000                |
| HVAC System Upgrade                          | -              | 250,000        | -              | -              | -              | -              | 250,000                |

### City Hall and Annex

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – City Hall and Annex</b>         |                |                |                |                |                |                |                        |
| Annex Council Chamber Design Work               | \$94,252       | \$-            | \$-            | \$-            | \$-            | \$-            | \$-                    |
| Annex Mechanical System Support                 | -              | 25,000         | -              | -              | -              | -              | 25,000                 |
| Building Upgrades                               | -              | 89,000         | -              | -              | -              | -              | 89,000                 |
| Council Chambers Renovations (to office spaces) | 15,518         | 263,000        | -              | -              | -              | -              | 263,000                |
| Window and Building Membrane Replacement        | -              | 100,000        | -              | -              | -              | -              | 100,000                |

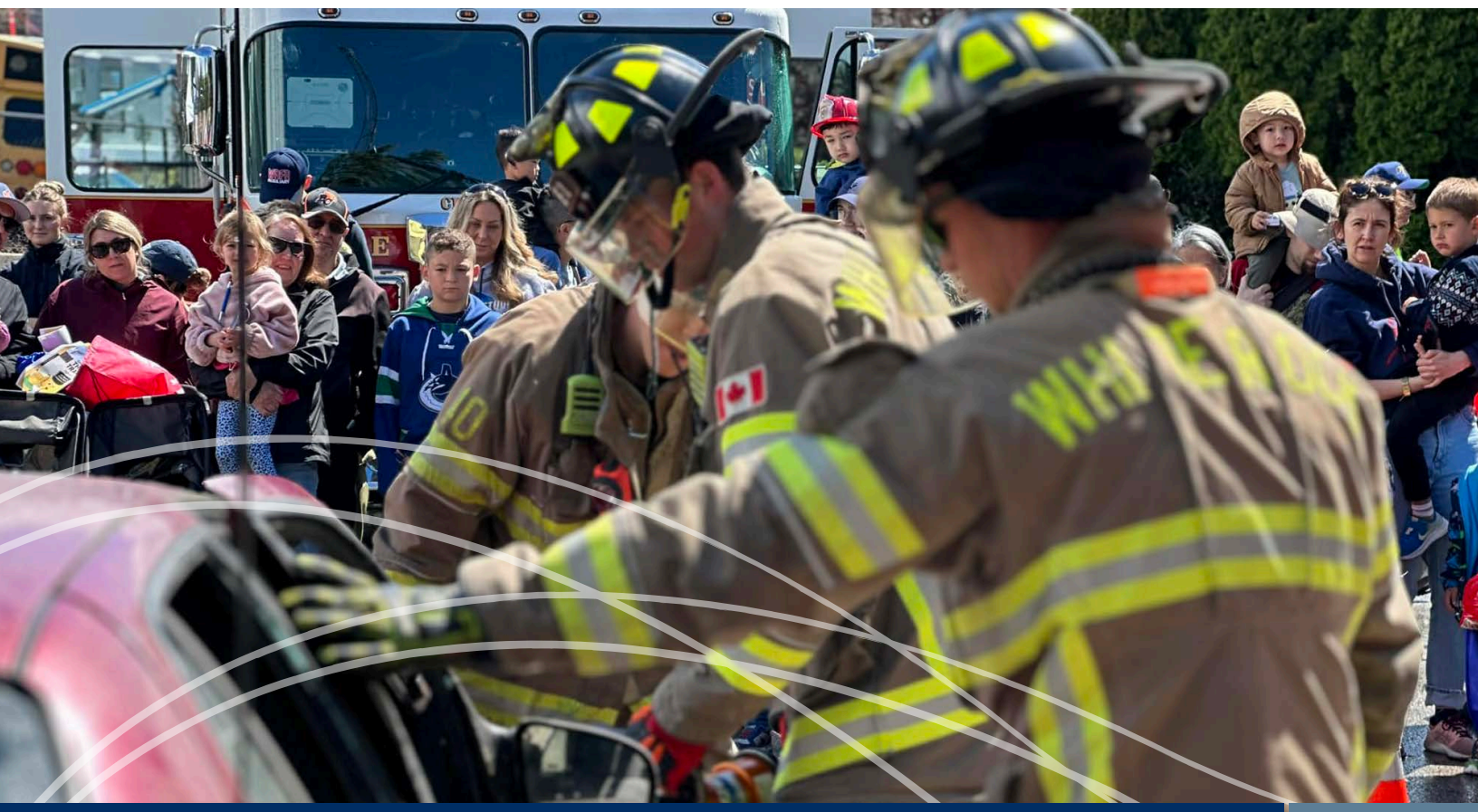
### Community Hub

|                                   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Community Hub</b> |                |                |                |                |                |                |                        |
| Community Hub Project             | \$74,860       | \$1,433,000    | \$1,224,000    | \$1,084,000    | \$184,000      | \$-            | \$3,925,000            |

### Fire (Rescue) Hall

Turn out gear replacement is planned for 2026. New self contained breathing equipment is planned for 2027.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Fire (Rescue) Hall</b>         |                |                |                |                |                |                |                        |
| Additional Sleeping Quarters                   | \$324,648      | \$-            | \$-            | \$-            | \$-            | \$-            | \$-                    |
| Cabinet Replacements                           | -              | 40,000         | -              | -              | -              | -              | 40,000                 |
| Structural Improvements                        | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Overhead Door Operator Replacement             | 8,142          | 32,000         | -              | -              | -              | -              | 32,000                 |
| Self Contained Breathing Equipment Replacement | -              | -              | -              | 310,000        | -              | -              | 310,000                |
| Respirator Fit Testing Equipment               | 25,040         | -              | -              | -              | -              | -              | -                      |
| Emergency Operations Centre Transition to WRCC | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Turn Out Gear Replacement                      | -              | -              | 120,000        | -              | -              | -              | 120,000                |



### Kent Street Activity Centre

Upgrades to the kitchen and sound systems are planned for 2025.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Kent Street Activity Centre</b>                     |                |                |                |                |                |                |                        |
| Auditorium Floor Refinishing/Replacement                            | \$6,239        | \$9,000        | \$9,000        | \$40,000       | \$9,000        | \$9,000        | \$76,000               |
| Bottle Filler Station   | -              | 10,000         | -              | -              | -              | -              | 10,000                 |
| Computer Lab Computer Upgrades                                      | -              | 6,000          | -              | -              | -              | -              | 6,000                  |
| Exterior Siding Replacement   | -              | 317,000        | -              | -              | -              | -              | 317,000                |
| HVAC System for Classroom   | -              | -              | 8,000          | -              | -              | -              | 8,000                  |
| HVAC System for Kitchen   | -              | 20,000         | -              | -              | -              | -              | 20,000                 |
| Interior Painting   | 11,065         | -              | -              | -              | -              | -              | -                      |
| Kitchen Floor Replacement   | -              | -              | 15,000         | -              | -              | -              | 15,000                 |
| Kitchen Ramp Replacement  | -              | 30,000         | -              | -              | -              | -              | 30,000                 |
| Lobby Expansion   | -              | -              | 30,000         | -              | -              | -              | 30,000                 |
| Lobby Furniture Replacement   | -              | -              | -              | 5,000          | -              | -              | 5,000                  |
| Needs Assessment Study  | 12,025         | -              | -              | -              | -              | -              | -                      |
| Picnic Table Cement Pad   | 3,990          | -              | -              | -              | -              | -              | -                      |
| Roof Replacement  | 46,285         | -              | -              | -              | -              | -              | -                      |
| Sound System Replacement  | -              | 15,000         | -              | -              | -              | -              | 15,000                 |
| Table & Chair Replacements - Auditorium, Classroom and Computer Lab | -              | 12,000         | -              | -              | -              | -              | 12,000                 |
| Wheelchair Stage Ramp   | -              | 5,000          | -              | -              | -              | -              | 5,000                  |

### Library

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Library</b>            |                |                |                |                |                |                |                        |
| Ceiling Tile Replacement               | \$-            | \$10,000       | \$-            | \$-            | \$-            | \$-            | \$10,000               |
| Electrical Breaker/Outlet Replacements | 35,110         | -              | -              | -              | -              | -              | -                      |
| Elevator Replacement                   | 49,213         | 202,000        | 50,000         | 100,000        | 100,000        | 100,000        | 552,000                |
| Furniture Replacements                 | 4,479          | 39,000         | 11,000         | -              | -              | -              | 50,000                 |
| Interior Painting                      | -              | 15,000         | -              | -              | -              | -              | 15,000                 |
| Sprinklers Installation                | -              | 400,000        | -              | -              | -              | -              | 400,000                |
| Washroom Upgrade                       | -              | 25,000         | -              | -              | -              | -              | 25,000                 |

### Museum and Archives

No significant repairs or replacements are planned for the next five years.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Museum and Archives</b> |                |                |                |                |                |                |                        |
| Exterior Painting                       | \$12,415       | \$-            | \$-            | \$-            | \$-            | \$-            | \$-                    |
| Office Painting                         | -              | 10,000         | -              | -              | -              | -              | 10,000                 |
| Wood Skirting Installation              | 8,550          | -              | -              | -              | -              | -              | -                      |



## Operations Building and Yard

An HRV replacement is scheduled for 2025.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Operations Building and Yard</b> |                |                |                |                |                |                |                        |
| HRV Replacement                                  | \$-            | \$250,000      | \$-            | \$-            | \$-            | \$-            | \$250,000              |
| Kitchen Renovation                               | -              | 40,000         | -              | -              | -              | -              | 40,000                 |
| Salt Bay Improvements                            | -              | 75,000         | -              | -              | -              | -              | 75,000                 |
| Vehicle Shop Structural Upgrade                  | -              | 20,000         | -              | -              | -              | -              | 20,000                 |
| Wood Deck Replacement                            | -              | 15,000         | -              | -              | -              | -              | 15,000                 |

## Other

A variety of projects are planned to continue to improve accessibility around the City and implement the Facility Master Plan.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Other</b>  |                |                |                |                |                |                |                        |
| Centennial Baseball Diamond Comfort Station Mechanical System Upgrades | \$-            | \$50,000       | \$-            | \$-            | \$-            | \$-            | \$50,000               |
| City Facility Accessibility Improvements                               | -              | 250,000        | 50,000         | 50,000         | 50,000         | 50,000         | 450,000                |
| Emergency Measures Earthquake Mitigation Projects                      | -              | 20,000         | -              | -              | -              | -              | 20,000                 |
| Facilities Masterplan Implementation                                   | -              | 210,000        | 600,000        | 795,000        | 795,000        | 795,000        | 3,195,000              |
| Facility Access Systems  | -              | 191,000        | -              | -              | -              | -              | 191,000                |
| Facility Earthquake Gas Valves   | -              | 30,000         | -              | -              | -              | -              | 30,000                 |
| Facility Energy Audit  | -              | -              | 75,000         | -              | -              | -              | 75,000                 |
| Facility Lighting Replacements   | -              | 33,000         | -              | -              | -              | -              | 33,000                 |
| Fall Protection Equipment  | -              | 154,000        | -              | -              | -              | -              | 154,000                |
| Miscellaneous Facility Upgrades  | 86,899         | 140,000        | 125,000        | 125,000        | 125,000        | 125,000        | 640,000                |

## Police Services Building

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – Police Services Building</b> |                |                |                |                |                |                |                        |
| Carpet Replacement                           | \$-            | \$100,000      | \$-            | \$-            | \$-            | \$-            | \$100,000              |
| Exterior Improvements                        | 317,954        | 455,000        | -              | -              | -              | -              | 455,000                |
| Interior Painting                            | -              | 15,000         | -              | -              | -              | -              | 15,000                 |

### White Rock Community Centre

No significant repairs are planned for the next five years. A modest budget for replacement of cardio equipment is being maintained.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Facilities – White Rock Community Centre (WRCC)</b> |                |                |                |                |                |                |                        |
| Cardio Equipment Replacement                           | \$-            | \$12,000       | \$12,000       | \$12,000       | \$12,000       | \$14,000       | \$62,000               |
| Chair Replacements                                     | -              | 11,000         | -              | -              | -              | -              | 11,000                 |
| Council Chambers (establish at WR Community Centre)    | 71,851         | 1,000          | -              | -              | -              | -              | 1,000                  |
| Interior Painting                                      | 9,355          | -              | -              | -              | -              | -              | -                      |
| Kitchen Equipment Replacement                          | -              | 10,000         | -              | -              | -              | -              | 10,000                 |



## Parks

The City's parks and playgrounds include the Pier and waterfront area, as well as 19 community, neighbourhood and passive parks, three tennis courts, eight pickleball courts, one lacrosse court, three sport fields, four children's play areas, and several kilometers of trails, and treed boulevard spaces.

Renewal investment over the next five years will focus on the Waterfront, City hillsides, Centennial park, and other projects. It is important to note that the pier project is dependent on the City receiving grant funding.

| Parks – Capital Financial Plan |                  |                     |                  |                  |                  |                  |                     |
|--------------------------------|------------------|---------------------|------------------|------------------|------------------|------------------|---------------------|
| Infrastructure Renewal         | 2024 Actual      | 2025 Budget         | 2026 Budget      | 2027 Budget      | 2028 Budget      | 2029 Budget      | 5 Year Total Budget |
| Boulevards                     | \$74,712         | \$255,000           | \$40,000         | \$40,000         | \$90,000         | \$40,000         | \$465,000           |
| Centennial Park                | 175,507          | 1,656,000           | 200,000          | 200,000          | -                | -                | 2,056,000           |
| Hillsides                      | 24,459           | 185,000             | 7,000            | 330,000          | 260,000          | 5,000            | 787,000             |
| Other                          | 51,184           | 214,000             | 275,000          | -                | 25,000           | -                | 514,000             |
| Public Art                     | 237,587          | 935,000             | 50,000           | 50,000           | 50,000           | 50,000           | 1,135,000           |
| Tree Management                | 78,545           | 60,000              | 60,000           | 60,000           | 60,000           | 60,000           | 300,000             |
| Waterfront                     | 282,813          | 16,388,000          | 150,000          | 150,000          | 150,000          | 150,000          | 16,988,000          |
| <b>Total</b>                   | <b>\$924,807</b> | <b>\$19,693,000</b> | <b>\$782,000</b> | <b>\$830,000</b> | <b>\$635,000</b> | <b>\$305,000</b> | <b>\$22,245,000</b> |

## Boulevards, Paths, Walkways, and Stairs

Continued replacement of garbage cans and park benches remain the largest projects planned for the next few years.

|  | 2024 Actual | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget | 2029 Budget | 5 Year Total Budget |
|--|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Parks – Boulevards                         |             |             |             |             |             |             |                     |
| Central Control Irrigation System          | \$-         | \$27,000    | \$-         | \$-         | \$-         | \$-         | \$27,000            |
| Garbage Can Replacements                   | 7,959       | 83,000      | 25,000      | 25,000      | 25,000      | 25,000      | 183,000             |
| Park Benches                               | 8,098       | 15,000      | 15,000      | 15,000      | 15,000      | 15,000      | 75,000              |
| Rotary Park Annex Guardrail Extension      | -           | 15,000      | -           | -           | -           | -           | 15,000              |
| Ruth Johnston Park Infrastructure Upgrades | 58,655      | 115,000     | -           | -           | 50,000      | -           | 165,000             |

### Centennial Park

The main project planned for 2025 – 2029 is for the installation of a splash pad at the Generations Playground in Centennial Park.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Centennial Park</b>                                    |                |                |                |                |                |                |                        |
| Bikeway   | \$40,303       | \$105,000      | \$200,000      | \$200,000      | \$-            | \$-            | \$505,000              |
| Electronic Sign Replacement                               | 15,061         | -              | -              | -              | -              | -              | -                      |
| Generations Playground Outdoor Tennis Table               | -              | 15,000         | -              | -              | -              | -              | 15,000                 |
| Generations Playground Splash Pad                         | 84,937         | 1,478,000      | -              | -              | -              | -              | 1,478,000              |
| North of Oval Landscaping and Retaining Wall Improvements | 28,801         | 58,000         | -              | -              | -              | -              | 58,000                 |
| Pickleball Courts   | 6,405          | -              | -              | -              | -              | -              | -                      |

### Hillsides

Significant work is planned for 2027 and 2028 for Martin Street Walkway improvements.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Parks – Hillsides</b>                         |                |                |                |                |                |                |                        |
| Helen Fathers Centre Street Walkway Improvements | \$19,541       | \$100,000      | \$-            | \$-            | \$-            | \$-            | \$100,000              |
| Martin Street Walkway Improvements               | -              | 75,000         | -              | 325,000        | 250,000        | -              | 650,000                |
| Special Events Equipment Replacement             | 4,918          | 10,000         | 7,000          | 5,000          | 10,000         | 5,000          | 37,000                 |

### Other Parks

Updating the Parks Master Plan is scheduled for 2025.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Parks – Other</b>  |                |                |                |                |                |                |                        |
| Parks Master Plan Update                                    | \$-            | \$110,000      | \$-            | \$-            | \$-            | \$-            | \$110,000              |
| Parks Walkway Signs   | -              | 25,000         | -              | -              | -              | -              | 25,000                 |
| Prospect Clock Tower Relocation and Electrical Improvements | 6,463          | 24,000         | -              | -              | -              | -              | 24,000                 |
| Ruth Johnston Park Bridge Upgrade                           | -              | -              | 250,000        | -              | -              | -              | 250,000                |
| Street Banner Program                                       | 44,721         | 55,000         | 25,000         | -              | 25,000         | -              | 105,000                |



## Public Art

It is expected that community public art projects will continue over the next five years.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Parks – Public Art</b>                        |                |                |                |                |                |                |                        |
| Antique Fire Truck Display                       | \$3,259        | \$547,000      | \$-            | \$-            | \$-            | \$-            | \$547,000              |
| Arts and Culture Infrastructure Concept Plan     | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Arts and Culture Needs Assessment                | -              | 25,000         | -              | -              | -              | -              | 25,000                 |
| Community Public Art Projects (funded from CACs) | 40,745         | 225,000        | 50,000         | 50,000         | 50,000         | 50,000         | 425,000                |
| Heritage Interpretive Signage                    | -              | 78,000         | -              | -              | -              | -              | 78,000                 |
| Johnston/Thrift Public Art                       | 182,693        | 10,000         | -              | -              | -              | -              | 10,000                 |
| Welcome to White Rock Sign                       | 10,890         | -              | -              | -              | -              | -              | -                      |

## Tree Management

Tree removal and replacement remain the primary focus of the Tree Management asset improvement plan.

|                                | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Parks – Tree Management</b> |                |                |                |                |                |                |                        |
| Tree Removal and Replacement   | \$78,545       | \$60,000       | \$60,000       | \$60,000       | \$60,000       | \$60,000       | \$300,000              |

## Waterfront

Continued plank replacements along the Pier are planned for 2024. Pier restoration completion is desired but grant funding is yet to be secured. It is important to note that the pier restoration completion project is dependent on the City obtaining grant funding for the project.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Parks – Waterfront</b>                |                |                |                |                |                |                |                        |
| Finlay Street Beach Access Ramp          | \$20,575       | \$599,000      | \$-            | \$-            | \$-            | \$-            | \$599,000              |
| Oxford Comfort Station Paver Replacement | 9,000          | 91,000         | -              | -              | -              | -              | 91,000                 |
| Pier Accessibility Mat                   | 110,434        | -              | -              | -              | -              | -              | -                      |
| Pier Condition Inspection                | 39,511         | 6,000          | -              | -              | -              | -              | 6,000                  |
| Pier Donation Kiosk                      | 8,305          | -              | -              | -              | -              | -              | -                      |
| Pier Plank Replacements                  | 29,024         | 34,000         | 25,000         | 25,000         | 25,000         | 25,000         | 134,000                |
| Pier Repairs                             | -              | 50,000         | -              | -              | -              | -              | 50,000                 |
| Pier Restoration Completion              | -              | 15,000,000     | -              | -              | -              | -              | 15,000,000             |
| P'Quals Interpretive Installation        | 16,553         | 163,000        | -              | -              | -              | -              | 163,000                |
| P'Quals Surface Upgrade                  | -              | 260,000        | -              | -              | -              | -              | 260,000                |
| Tree Light Replacements                  | 49,411         | 185,000        | 125,000        | 125,000        | 125,000        | 125,000        | 685,000                |

## Vehicles

The City maintains a fleet of over 60 vehicles and equipment for Administration, Public Works, Parks, Utilities, and Public Safety use.

- Building and Licensing (two vehicles)
- Bylaw Enforcement (two vehicles)
- Fire (four apparatus, two vehicles)
- Public Works Operations (16 vehicles, three trailers, five equipment)
- Facilities (four vehicles)
- Parks (nine vehicles, one trailer, five equipment)
- Leisure Services (three vehicles)
- Parking (two vehicles)

Fleet renewal of vehicles at the end of their life cycle reduces vehicle breakdown and emissions and is a more cost-effective method in maintaining the fleet. Vehicles are annually assessed based on a combination of age, repair history and mileage. Fleet rightsizing is reviewed each time and, if feasible, electric vehicles are considered.

Planned fleet replacements for 2025 are estimated at \$1M for vehicles for Operations, Facilities, and Recreation and Culture.

| Vehicles/Fleet – Asset Improvement Financial Plan |                  |                    |                  |                  |                  |                  |                     |
|---|------------------|--------------------|------------------|------------------|------------------|------------------|---------------------|
| Infrastructure Renewal                            | 2024 Actual      | 2025 Budget        | 2026 Budget      | 2027 Budget      | 2028 Budget      | 2029 Budget      | 5 Year Total Budget |
| Facilities  | \$74,650         | \$-                | \$-              | \$-              | \$160,000        | \$-              | \$160,000           |
| Fire Rescue                                       | -                | 735,000            | 387,000          | -                | -                | -                | 1,122,000           |
| Operations  | -                | 60,000             | -                | 150,000          | 8,000            | 75,000           | 293,000             |
| Other   | 50,530           | 250,000            | 150,000          | 150,000          | 150,000          | 150,000          | 850,000             |
| Parks   | -                | 332,000            | -                | 162,000          | 130,000          | -                | 624,000             |
| Planning and Development                          | -                | -                  | -                | 55,000           | -                | 120,000          | 175,000             |
| Recreation and Culture                            | 32,317           | -                  | 80,000           | -                | 120,000          | -                | 200,000             |
| <b>Total</b>                                      | <b>\$157,497</b> | <b>\$1,377,000</b> | <b>\$617,000</b> | <b>\$517,000</b> | <b>\$568,000</b> | <b>\$345,000</b> | <b>\$3,424,000</b>  |

## Facilities

No replacements are planned until 2028.

|                               | 2024 Actual | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget | 2029 Budget | 5 Year Total Budget |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Vehicles/Fleet – Facilities   |             |             |             |             |             |             |                     |
| Ford Transit Van Unit #125    | \$-         | \$-         | \$-         | \$-         | \$80,000    | \$-         | \$80,000            |
| Ford Transit Van Unit #128    | -           | -           | -           | -           | 80,000      | -           | 80,000              |
| Ford Econo Line Van Unit #154 | 74,650      | -           | -           | -           | -           | -           | -                   |

### Fire Rescue

The Fire Rescue is scheduled to replace the Ford F150 and the Ford F550 4X4.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles/Fleet – Fire Rescue</b>        |                |                |                |                |                |                |                        |
| Ford F150 Unit #113                        | \$-            | \$80,000       | \$-            | \$-            | \$-            | \$-            | \$80,000               |
| Nissan Rogue Unit #129                     | -              | -              | 65,000         | -              | -              | -              | 65,000                 |
| Command Support Chevy Gruman Van Unit #235 | -              | -              | 322,000        | -              | -              | -              | 322,000                |
| Ford F550 4X4 CAFS Unit #236               | -              | 655,000        | -              | -              | -              | -              | 655,000                |

### Operations

Operations plans to replace its Ford Transit Connect Van in 2027 as well as its Public Works F550 Crew Cab.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles/Fleet – Operations</b>           |                |                |                |                |                |                |                        |
| Ford Transit Connect Van Unit #102           | \$-            | \$-            | \$-            | \$50,000       | \$-            | \$-            | \$50,000               |
| Public Works: Ford F250 Super Duty Unit #134 | -              | -              | -              | -              | -              | 75,000         | 75,000                 |
| Public Works: Ford F550 Crew Cab Unit #151   | -              | -              | -              | 100,000        | -              | -              | 100,000                |
| Public Works: Ford Focus Unit #164           | -              | 60,000         | -              | -              | -              | -              | 60,000                 |
| Public Works: Shoring Trailer Unit #182      | -              | -              | -              | -              | 8,000          | -              | 8,000                  |

### Other

Investments in Electric Vehicle Charging Stations is planned to continue in the coming years.

|                                    | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles/Fleet – Other</b>      |                |                |                |                |                |                |                        |
| Electric Vehicle Charging Stations | \$-            | \$250,000      | \$150,000      | \$150,000      | \$150,000      | \$150,000      | \$850,000              |
| Green Fleet Review                 | 50,530         | -              | -              | -              | -              | -              | -                      |

### Parks

Parks is planning for replacements of the Ford F150, Minidump, and the Jacobsen Realmaster in 2025. The next set of replacements is scheduled for 2027.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles/Fleet – Parks</b>                        |                |                |                |                |                |                |                        |
| Polaris Ranger EV Electric Utility Vehicle Unit #103 | \$-            | \$-            | \$-            | \$28,000       | \$-            | \$-            | \$28,000               |
| Ford F250 2 Wheel Drive Unit #112                    | -              | 65,000         | -              | -              | -              | -              | 65,000                 |
| Parks Ford F150 4X4 Crew Cab Unit #120               | -              | -              | -              | 65,000         | -              | -              | 65,000                 |
| John Deere Mower Unit #156                           | -              | -              | -              | 30,000         | -              | -              | 30,000                 |
| Ford F250 4X2 Crew Cab Unit #158                     | -              | -              | -              | -              | 80,000         | -              | 80,000                 |
| Ford F150 Pickup Unit #165                           | -              | 65,000         | -              | -              | -              | -              | 65,000                 |
| Ford F450 Minidump Unit #166                         | -              | 110,000        | -              | -              | -              | -              | 110,000                |
| Toro Mower Unit #168                                 | -              | 92,000         | -              | -              | -              | -              | 92,000                 |
| John Deere Mower Unit #172                           | -              | -              | -              | 24,000         | -              | -              | 24,000                 |
| Spyder Mower Unit #185                               | -              | -              | -              | -              | 50,000         | -              | 50,000                 |
| John Deere Mower Unit #187                           | -              | -              | -              | 15,000         | -              | -              | 15,000                 |

### Planning and Development

No replacements are scheduled until 2027.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles/Fleet – Planning and Development</b> |                |                |                |                |                |                |                        |
| Nissan Leaf Unit #106                            | \$-            | \$-            | \$-            | \$55,000       | \$-            | \$-            | \$55,000               |
| Nissan Leaf Unit #108                            | -              | -              | -              | -              | -              | 55,000         | 55,000                 |
| Bylaw Enforcement Ford F150 4X4 Supercab         | -              | -              | -              | -              | -              | 65,000         | 65,000                 |

### Recreation and Culture

Recreation and Culture are scheduled to replace the Ford T350 MD Roof Van in 2026.

|  | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Vehicles/Fleet – Recreation and Culture</b> |                |                |                |                |                |                |                        |
| Parade Float Update Unit #101                  | \$27,500       | \$-            | \$-            | \$-            | \$-            | \$-            | \$-                    |
| Ford Challenger 24 Passenger Van Unit #152     | -              | -              | -              | -              | 120,000        | -              | 120,000                |
| Wrap for Seniors Mini Bus Unit #152            | 4,817          | -              | -              | -              | -              | -              | -                      |
| Ford T350 MD Roof Van Unit #153                | -              | -              | 80,000         | -              | -              | -              | 80,000                 |



## Technology

Technology infrastructure is comprised of all the networked hardware and software needed for municipal operations.

Hardware includes the following:

- 51 servers
- 180 computers/laptops/tablets
- 23 printers
- 155 mobile devices
- 16 km of fiber optic lines
- 52 CCTV cameras
- Telephony system
- 21 WiFi access points

While 42 business applications are maintained, software systems are moving away from a capital ownership model toward a subscription model, meaning owned assets in this area will reduce over time while operating budgets will increase.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Information Technology – Corporate Initiatives</b> |                |                |                |                |                |                |                        |
| Bylaw Enforcement Mobile System                       | \$-            | \$25,000       | \$-            | \$-            | \$-            | \$-            | \$25,000               |
| CCTV Cameras - East Beach and Memorial Park           | -              | 199,000        | -              | -              | -              | -              | 199,000                |
| City Facility CCTV System                             | 753            | 12,000         | -              | -              | -              | -              | 12,000                 |
| Document Management System Implementation             | 29,801         | 134,000        | 55,000         | 55,000         | 65,000         | 65,000         | 374,000                |
| E-Commerce/Data Management Projects                   | 33,868         | 83,000         | 40,000         | 40,000         | 40,000         | 40,000         | 243,000                |
| GIS Intranet Upgrade                                  | -              | 24,000         | 10,000         | 10,000         | 10,000         | 10,000         | 64,000                 |
| GIS WROMS Upgrade                                     | 679            | -              | -              | -              | -              | -              | -                      |
| Intranet Enhancements                                 | 1,114          | 26,000         | 10,000         | 10,000         | 10,000         | 10,000         | 66,000                 |
| New Financial System                                  | 604,613        | 3,143,000      | -              | -              | -              | -              | 3,143,000              |
| Plumbing Permits eApply                               | -              | 30,000         | -              | -              | -              | -              | 30,000                 |
| Telephone System Server Upgrade                       | 3,013          | -              | -              | -              | -              | -              | -                      |
| Tempest Ad-hoc Modifications                          | 1,682          | 41,000         | 15,000         | 15,000         | 15,000         | 15,000         | 101,000                |

The most significant investment in the next five years will be the replacement of the enterprise financial system and CCTV cameras at East Beach and Memorial Park. Also forecasted are continued investments in cloud-based platforms, cyber security systems and measures, GIS, eGovernment platforms and solutions, including those designed to enhance the delivery of Planning and Development services.

|   | 2024<br>Actual | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget | 2029<br>Budget | 5 Year Total<br>Budget |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------------------|
| <b>Information Technology – Infrastructure Support</b>        |                |                |                |                |                |                |                        |
| CCTV Server Replacement (Parkade)                             | \$-            | \$19,000       | \$-            | \$-            | \$-            | \$-            | \$19,000               |
| Infrastructure Replacement/Upgrades                           | 40,032         | 183,000        | 90,000         | 35,000         | 55,000         | 60,000         | 423,000                |
| PC Replacements   | 55,968         | 55,000         | 55,000         | 55,000         | 55,000         | 55,000         | 275,000                |
| SAN DR Storage Device Replacement<br>(located at WRCC)        | -              | -              | -              | -              | 55,000         | -              | 55,000                 |
| SAN Main Storage Device Replacement<br>(located at City Hall) | -              | -              | -              | 75,000         | -              | -              | 75,000                 |



### Contingency

An asset improvement contingency of \$1M to \$1.1M is maintained as a buffer for inflation and scope adjustments to approved projects, providing some flexibility should asset improvement priorities change during the year. This is funded from reserves. If the contingency is not required during the year it remains in reserve to be reused the following year for other approved asset improvement projects.

|                     | 2024<br>Actual | 2025<br>Budget   | 2026<br>Budget     | 2027<br>Budget     | 2028<br>Budget     | 2029<br>Budget     | 5 Year Total<br>Budget |
|---------------------|----------------|------------------|--------------------|--------------------|--------------------|--------------------|------------------------|
| <b>Contingency</b>  |                |                  |                    |                    |                    |                    |                        |
| Capital Contingency | \$-            | \$884,000        | \$1,100,000        | \$1,100,000        | \$1,100,000        | \$1,300,000        | \$5,484,000            |
| <b>Total</b>        | <b>\$-</b>     | <b>\$884,000</b> | <b>\$1,100,000</b> | <b>\$1,100,000</b> | <b>\$1,100,000</b> | <b>\$1,300,000</b> | <b>\$5,484,000</b>     |

# BACKGROUND

## RESERVE FUNDS AND ACCUMULATED SURPLUS

The City reserves funds for future operation and asset improvement purposes using a variety of statutory and other reserve accounts.

### 2024 to 2029 Reserves Scorecard

| Accumulated Surplus and Reserves          | Balance<br>2024      | Projected<br>Balance<br>2025 | Projected<br>Balance<br>2026 | Projected<br>Balance<br>2027 | Projected<br>Balance<br>2028 | Projected<br>Balance<br>2029 | Status<br>2024 | Status<br>2029 |
|---|----------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------|----------------|
| <b>Working Capital</b>                    |                      |                              |                              |                              |                              |                              |                |                |
| Operating (Accumulated) Surplus           | \$8,803,500          | \$8,838,500                  | \$8,838,500                  | \$8,838,500                  | \$8,838,500                  | \$8,838,500                  | Good           | Good           |
| <b>Operations</b>                         |                      |                              |                              |                              |                              |                              |                |                |
| General Operating                         | 3,283,100            | 2,038,500                    | 1,913,600                    | 2,068,300                    | 2,235,300                    | 2,380,800                    | Low            | Low            |
| Other                                     | 328,700              | 331,500                      | 270,000                      | 270,000                      | 270,000                      | 270,000                      | Good           | Good           |
| COVID Safe Restart Reserve*               | 135,900              | 45,300                       | 45,300                       | 45,300                       | 45,300                       | 45,300                       | N/A            | N/A            |
| Local Govt Housing Initiative Reserve*    | 191,100              | 6,300                        | 6,300                        | 6,300                        | 6,300                        | 6,300                        | N/A            | N/A            |
| <b>Capital</b>                            |                      |                              |                              |                              |                              |                              |                |                |
| Capital Works                             | \$14,602,800         | \$5,955,300                  | \$6,720,100                  | \$7,783,000                  | \$9,009,100                  | \$10,560,000                 | Low            | Low            |
| Roadworks                                 | 7,414,600            | 2,539,900                    | 2,282,400                    | 2,811,600                    | 3,509,000                    | 3,791,100                    | Low            | Low            |
| Other Infrastructure                      | 10,536,800           | 5,311,500                    | 5,412,100                    | 4,726,700                    | 4,819,900                    | 5,020,500                    | Low            | Low            |
| Growing Community Fund*                   | 428,300              | -                            | -                            | -                            | -                            | -                            | N/A            | N/A            |
| Community Hub Reserve                     | 10,463,100           | 10,030,100                   | 8,806,100                    | 7,722,100                    | 7,538,100                    | 7,538,100                    | Good           | Good           |
| Pier Preservation                         | 3,096,000            | 1,532,000                    | 1,507,000                    | 1,482,000                    | 1,457,000                    | 1,432,000                    | Low            | Low            |
| Equipment and Technology Replacement      | 6,198,800            | 6,428,800                    | 7,101,600                    | 7,283,800                    | 7,803,500                    | 8,619,200                    | Good           | Good           |
| Affordable Housing                        | 9,514,500            | 10,363,800                   | 10,659,100                   | 10,819,000                   | 10,981,300                   | 11,146,000                   | Good           | Good           |
| Community Works*                          | 762,800              | 486,800                      | 629,400                      | 643,600                      | 506,900                      | 522,200                      | N/A            | N/A            |
| Local Improvements                        | 38,700               | 39,300                       | 39,800                       | 40,400                       | 41,000                       | 41,700                       | Nominal        | Nominal        |
| Land Sales                                | 778,700              | 790,400                      | 802,200                      | 814,200                      | 826,500                      | 838,900                      | Nominal        | Nominal        |
| Community Amenity Contributions           | 9,444,400            | 8,353,300                    | 13,788,100                   | 13,617,100                   | 13,519,100                   | 13,671,500                   | Good           | Good           |
| Parking                                   | 403,700              | 39,500                       | 39,500                       | 39,500                       | 39,500                       | 39,500                       | Low            | Low            |
| Secondary Suites Service Fees             | 2,625,700            | 1,906,000                    | 2,197,400                    | 2,302,200                    | 1,747,200                    | 2,020,200                    | Good           | Good           |
| Climate Action Revenue Incentive Program* | 743,200              | 336,600                      | 136,600                      | 88,700                       | 40,800                       | 100                          | N/A            | N/A            |
| Development Cost Charges                  | 12,964,200           | 14,296,800                   | 16,156,700                   | 17,934,600                   | 22,300,200                   | 22,634,800                   | Good           | Good           |
| <b>Overall Reserves</b>                   | <b>\$102,758,600</b> | <b>\$79,670,200</b>          | <b>\$87,351,800</b>          | <b>\$89,336,900</b>          | <b>\$95,534,500</b>          | <b>\$99,416,700</b>          |                |                |

\* Reserve funds denotes with an “\*” are grant based. As grant funds come in, they must be spent. The funds are not intended to remain in the reserve.



**Accumulated Surplus or Working Capital**

The accumulated surplus, or working capital reserve, is used as a float for operations, in accordance with the Surplus and Reserves Policy.

**Operations Reserves**

This reserve is used to assist with occasional operating costs, buffering the impact on property taxes and provide for unanticipated expenses. No specific reserve balance policies have been established for these.

**Capital Reserves**

Capital reserves are accumulated to help fund the cost of replacing infrastructure as it reaches end-of-service life. The City operates on a mostly pay-as-you-go basis for asset replacement on a rolling five year basis, maintaining lean levels of reserves as a result. Development of an Asset Management Plan will provide the long-term information needed to determine appropriate levels of infrastructure replacement funding, as well as establish a long-term financial strategy to reach those levels over time. Once this work has been completed, Capital reserves targets can be better established.

**Community Amenity Contributions**

These are collected as developments are approved, providing a source of funding for the community to allocate to new amenities as growth occurs.

**Development Cost Charges**

Development Cost Charges are collected as developments are approved and fund a component of the cost to build infrastructure related to growth. These funds are used to partially finance parkland and highways-related capital projects, outlined in each Development Cost Charge bylaw.



## DEBT MANAGEMENT FIVE-YEAR FORECAST

The City's approach to debt management is guided by the Community Charter and the Local Government Act, which set limits on municipal borrowing to ensure long-term financial sustainability. Under current legislation, municipalities may not incur annual debt servicing costs exceeding 25% of controllable revenues, as defined by the Ministry of Municipal Affairs. These revenues include property taxes, fees, and user charges, but exclude grants and borrowing proceeds.

The City's current outstanding debt relates exclusively to the Water Utility and is serviced through user fees. No new borrowing is planned for the 2025 - 2029 period. Principal and interest payments will continue to service existing debt, with overall debt levels are expected to gradually decline. As of the end of 2024, the City's debt per capita was \$893, down from \$929 in the previous year, reflecting responsible borrowing practices relative to population growth.

Current debt financing has been used for the following projects:

| Debt Summary             |          |         |               |                     |                     |
|--------------------------|----------|---------|---------------|---------------------|---------------------|
| Purpose                  | Borrowed | Matures | Interest Rate | Amount Borrowed     | Balanced Owed 2024  |
| Water System Acquisition | 2016     | 2046    | 2.60%         | \$14,250,000        | \$11,751,359        |
| Water System             | 2017     | 2027    | 2.80%         | 440,000             | 145,905             |
| Water System             | 2017     | 2047    | 2.80%         | 5,779,000           | 4,848,239           |
| Water System             | 2017     | 2027    | 3.15%         | 1,662,000           | 551,119             |
| Water System             | 2017     | 2047    | 3.15%         | 400,000             | 335,575             |
| Water Treatment Plant    | 2018     | 2048    | 3.15%         | 2,274,850           | 1,965,558           |
| <b>Total Revenue</b>     |          |         |               | <b>\$24,805,850</b> | <b>\$19,597,755</b> |

In 2024, the City's annual debt servicing limit was approximately \$17.3M. Actual debt servicing costs were \$1.4M, just 7.85% of the allowable limit, demonstrating that the City is operating well within its legislated borrowing capacity.

The City has historically maintained low debt levels, preferring to fund capital projects through reserves and a pay-as-you-go model. All long-term borrowing must be authorized by Council through a loan authorization bylaw and approved either by the Inspector of Municipalities or via an alternative approval process.

| Principal Payments Forecasted |            | Annual Debt Servicing in 2024        |                    |
|-------------------------------|------------|--------------------------------------|--------------------|
| 2025                          | \$805,830  | Interest on Debt                     | \$681,243          |
| 2026                          | 831,820    | 2024 Debt Principal Repayment        | 637,093            |
| 2027                          | 858,656    | Principal Payments On Capital Leases | 38,554             |
| 2028                          | 639,945    | Interest on Capital Leases           | 1,610              |
| 2029                          | 661,158    |                                      | <b>\$1,358,500</b> |
| Thereafter                    | 15,800,346 |                                      |                    |
| <b>\$19,597,755</b>           |            |                                      |                    |

After development of an Asset Management Plan, long-term financial planning can be used to model the need for any future debt requirements. This prudent, strategic approach to debt ensures that borrowing is used only when necessary to advance key infrastructure priorities, while safeguarding future financial flexibility.

The Municipality is required by the Community Charter Act to adopt a Five-Year Financial Plan bylaw on or before May 15 annually. This Financial Plan includes five year estimates. Given the dynamic nature of municipal governments and the economy overall, five-year estimates are prepared on a broad-brush basis, with adjustments made for known significant cost factors.

The net budget funded from property taxation is projected to increase from \$32.6M in 2025 to \$40.5M in 2029.

| Consolidated Financial Plan Summary |              |              |              |              |              |              |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 2024                                |              | 2025         | 2026         | 2027         | 2028         | 2029         |
| Revenue                             |              |              |              |              |              |              |
| Property Taxes and Parcel Taxes     | \$30,784,800 | \$32,703,400 | \$34,500,902 | \$37,185,700 | \$39,019,900 | \$40,763,700 |
| Regional Library Levy               | 1,112,900    | 1,166,000    | 1,189,300    | 1,213,100    | 1,237,400    | 1,262,100    |
| Business Improvement Levy           | 364,000      | 378,600      | 393,700      | 409,400      | 425,800      | 442,800      |
| Grants In Lieu of Taxes             | 307,600      | 313,800      | 320,100      | 326,500      | 333,000      | 339,700      |
| Sales of Service and Other Revenues | 19,175,100   | 21,766,500   | 22,986,000   | 24,283,000   | 25,664,200   | 27,134,400   |
| Development Cost Charges            | 1,512,800    | 534,000      | 145,000      | 244,300      | 304,300      | 158,000      |
| Other/Own Sources                   | 17,026,200   | 20,735,600   | 18,601,600   | 13,486,000   | 13,544,900   | 12,963,400   |
| Government Grants                   | 14,418,500   | 15,838,800   | 2,843,100    | 2,621,100    | 2,082,900    | 582,900      |
| Total Revenue                       | \$84,701,900 | \$93,436,700 | \$80,979,702 | \$79,769,100 | \$82,612,400 | \$83,647,000 |
| Expenses                            |              |              |              |              |              |              |
| Council and Office of the CAO       | \$1,102,000  | \$1,155,500  | \$1,194,100  | \$1,202,500  | \$1,226,600  | \$1,251,100  |
| Corporate Administration            | 1,972,100    | 2,059,100    | 2,195,700    | 2,222,500    | 2,267,000    | 2,312,400    |
| Human Resources                     | 1,296,000    | 1,207,700    | 1,146,400    | 1,169,300    | 1,192,700    | 1,216,600    |
| Finance                             | 2,748,700    | 2,894,800    | 2,866,302    | 3,057,200    | 3,105,800    | 3,189,400    |
| Fiscal Services                     | 2,506,200    | 2,320,400    | 2,740,400    | 3,219,900    | 3,705,900    | 4,215,700    |
| Information Technology              | 1,643,600    | 1,740,800    | 1,704,500    | 1,983,200    | 2,022,900    | 2,063,400    |
| Police                              | 7,971,000    | 8,479,300    | 8,794,300    | 9,246,200    | 9,613,500    | 9,943,700    |
| Fire Rescue                         | 5,218,200    | 5,310,600    | 5,395,200    | 5,596,300    | 5,766,900    | 5,938,600    |
| Planning and Development            | 6,173,800    | 5,847,300    | 5,409,100    | 5,574,300    | 5,704,800    | 5,846,100    |
| Engineering and Operations          | 8,809,300    | 9,005,700    | 9,113,900    | 9,295,700    | 9,481,000    | 9,670,200    |
| Recreation and Culture              | 4,783,100    | 5,433,300    | 4,984,000    | 5,083,500    | 5,185,100    | 5,288,600    |
| Solid Waste                         | 1,259,500    | 1,322,100    | 1,355,100    | 1,388,800    | 1,423,400    | 1,459,100    |
| Sanitary Sewer                      | 2,879,700    | 4,337,200    | 4,535,500    | 4,820,700    | 5,229,800    | 5,618,100    |
| Drainage                            | 394,000      | 368,300      | 342,200      | 351,300      | 360,700      | 370,300      |
| Water                               | 4,043,900    | 3,539,100    | 3,614,600    | 3,680,000    | 4,782,000    | 3,788,800    |
| Total Operating Expenses            | \$52,801,100 | 55,021,200   | \$55,391,302 | \$57,891,400 | \$61,068,100 | \$62,172,100 |
| Add:                                |              |              |              |              |              |              |
| Transfer from Reserves              | 58,406,800   | 63,724,800   | 15,911,000   | 18,167,600   | 16,276,200   | 12,192,200   |
| Deduct:                             |              |              |              |              |              |              |
| Asset Improvement Expenditures      | 72,319,000   | 80,989,000   | 18,673,000   | 21,319,000   | 17,936,000   | 12,608,000   |
| Debt Repayment                      | 816,000      | 826,500      | 837,100      | 861,500      | 639,900      | 661,100      |
| Transfer to Reserves                | 17,172,600   | 20,324,800   | 21,989,300   | 17,864,800   | 19,244,600   | 20,398,000   |
| Total Budget For the Year           | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |



1. Sales of Service and Other Revenues primarily include utility user fees and utility connection fees, as well as revenues from Recreation and Culture.
2. Other/Own Sources (Revenue) includes contributions related to capital other than from government grants, plus community amenity contributions, building permit revenues, parking revenues, investment income, and income tax penalties and interest.
3. Government Grants budget for 2024 included \$1.8M from the Investing in Canada Infrastructure Program, plus an additional \$4M of unidentified grant funding in anticipation of grants needed to complete the pier restoration. 2025 budget includes grants primarily related to the Drainage Utility and for Marine Drive Storm Water Improvements, plus an additional \$10M of unidentified grant funding in anticipation of grants needed to complete the pier restoration.
4. Transfers to and from Reserves are largely related to capital projects. The funds coming in for capital projects are put into Reserves. As costs are incurred, funds are moved out of those Reserves to cover the expenditures.





## UTILITY OPERATING FUND FIVE-YEAR-ESTIMATES

### Solid Waste Utility

The solid waste utility expenses are projected to increase from \$2M in 2024 to \$2.2M in 2029, or an average per year increase of 2.75% to the average single-family homeowner.

| Solid Waste Utility – Financial Plan |                    |                    |                    |                    |                    |                    |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue                              | 2024<br>Budget     | 2025<br>Budget     | 2026<br>Budget     | 2027<br>Budget     | 2028<br>Budget     | 2029<br>Budget     |
| Solid Waste Fees                     | \$1,693,100        | \$1,765,500        | \$1,807,000        | \$1,849,200        | \$1,893,400        | \$1,938,600        |
| Recycling Fees                       | 195,800            | 199,700            | 203,700            | 207,800            | 212,000            | 216,200            |
| Decal and Other Sales                | 8,600              | 5,200              | 5,300              | 5,400              | 5,500              | 5,600              |
| Cost Recoveries                      | 54,900             | 73,800             | 75,300             | 76,800             | 78,300             | 79,900             |
| Transfer from Operating Reserve      | 5,900              | -                  | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>                 | <b>\$1,958,300</b> | <b>\$2,044,200</b> | <b>\$2,091,300</b> | <b>\$2,139,200</b> | <b>\$2,189,200</b> | <b>\$2,240,300</b> |
| Operating Expenses                   |                    |                    |                    |                    |                    |                    |
| Operations                           | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                |
| Solid Waste Pickup                   | 187,300            | 206,900            | 211,100            | 215,200            | 219,500            | 223,900            |
| Recycling                            | 281,300            | 290,200            | 296,000            | 301,900            | 307,900            | 314,100            |
| Green Waste                          | 327,700            | 271,500            | 276,900            | 282,400            | 288,100            | 293,900            |
| Disposal                             | 413,600            | 492,500            | 502,400            | 512,500            | 522,700            | 533,100            |
| Corporate Support                    | 473,800            | 437,200            | 445,600            | 454,100            | 463,600            | 473,100            |
| Contingency                          | 27,800             | 38,800             | 46,100             | 53,700             | 61,600             | 70,000             |
| Transfer to Operating Reserve        | -                  | 29,300             | 29,800             | 30,300             | 30,900             | 31,400             |
| Transfer to Capital Reserves         | 246,800            | 277,800            | 283,400            | 289,100            | 294,900            | 300,800            |
| <b>Total Operating Expenses</b>      | <b>\$1,958,300</b> | <b>\$2,044,200</b> | <b>\$2,091,300</b> | <b>\$2,139,200</b> | <b>\$2,189,200</b> | <b>\$2,240,300</b> |
| Net                                  | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                |

## Drainage Utility

The drainage utility expenses are projected to increase from \$3.5M in 2024 to \$4.6M in 2029, or an average of 6% per year to the average single-family homeowner. This includes increases in operations and for needed infrastructure replacement each year.

| Drainage Utility – Financial Plan |                    |                    |                    |                    |                    |                    |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue                           | 2024<br>Budget     | 2025<br>Budget     | 2026<br>Budget     | 2027<br>Budget     | 2028<br>Budget     | 2029<br>Budget     |
| User Fees                         | \$3,215,000        | \$3,407,900        | \$3,612,400        | \$3,829,100        | \$4,058,800        | 4,302,300          |
| Connection Fees                   | 224,000            | 226,000            | 228,000            | 230,000            | 232,000            | 234,000            |
| Cost Recoveries                   | -                  | -                  | -                  | -                  | -                  | -                  |
| Investment Income and Other       | 40,000             | 40,000             | 40,000             | 40,000             | 40,000             | 40,000             |
| Transfer from Operating Reserve   | -                  | 35,000             | -                  | -                  | -                  | -                  |
| <b>Total Revenue</b>              | <b>\$3,479,000</b> | <b>\$3,708,900</b> | <b>\$3,880,400</b> | <b>\$4,099,100</b> | <b>\$4,330,800</b> | <b>\$4,576,300</b> |
| Operating Expenses                |                    |                    |                    |                    |                    |                    |
| Operations                        | \$356,900          | \$291,700          | \$297,500          | \$303,400          | \$309,400          | \$315,500          |
| Corporate Support                 | 658,100            | 658,600            | 638,700            | 653,900            | 669,300            | 684,800            |
| Transfer to Operating Reserve     | -                  | -                  | -                  | -                  | -                  | -                  |
| Transfer to Capital Reserves      | 2,464,000          | 2,758,600          | 2,944,200          | 3,141,800          | 3,352,100          | 3,576,000          |
| <b>Total Operating Expenses</b>   | <b>\$3,479,000</b> | <b>\$3,708,900</b> | <b>\$3,880,400</b> | <b>\$4,099,100</b> | <b>\$4,330,800</b> | <b>\$4,576,300</b> |
| Net                               | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                |



### Sanitary Sewer Utility

The sanitary sewer utility expenses are projected to increase from \$6.1M in 2024 to \$8.1M in 2029, or an average increase of 8% per year to the average single-family household. The increases are primarily due to increased Greater Vancouver Sewerage and Drainage District (GVS and DD) development cost charge levy amounts charged to the City by Metro Vancouver.

| Sanitary Sewer Utility – Financial Plan |                    |                    |                    |                    |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue                                 | 2024<br>Budget     | 2025<br>Budget     | 2026<br>Budget     | 2027<br>Budget     | 2028<br>Budget     | 2029<br>Budget     |
| Sewer User Fees                         | \$4,186,200        | \$5,729,200        | \$6,187,500        | \$6,682,500        | \$7,217,100        | \$7,794,500        |
| Connection Fees                         | 224,000            | 226,000            | 228,000            | 230,000            | 232,000            | 234,000            |
| Investment Income and Other             | 100,000            | 100,000            | 100,000            | 100,000            | 100,000            | 100,000            |
| <b>Total Revenue</b>                    | <b>\$4,510,200</b> | <b>\$6,055,200</b> | <b>\$6,515,500</b> | <b>\$7,012,500</b> | <b>\$7,549,100</b> | <b>\$8,128,500</b> |
| Operating Expenses                      |                    |                    |                    |                    |                    |                    |
| Corporate Support                       | \$588,300          | \$562,600          | \$576,000          | \$589,500          | \$603,300          | \$618,200          |
| Treatment                               | 2,461,700          | 3,908,300          | 4,095,900          | 4,370,200          | 4,767,900          | 5,144,600          |
| Operations                              | 355,700            | 361,300            | 368,600            | 376,000            | 383,600            | 391,300            |
| Debt Charges                            | -                  | -                  | -                  | -                  | -                  | -                  |
| Transfer to Operating Reserve           | -                  | -                  | -                  | -                  | -                  | -                  |
| Transfer to Capital Reserves            | 1,104,500          | 1,223,000          | 1,475,000          | 1,676,800          | 1,794,300          | 1,974,400          |
| <b>Total Operating Expenses</b>         | <b>\$4,510,200</b> | <b>6,055,200</b>   | <b>\$6,515,500</b> | <b>\$7,012,500</b> | <b>\$7,549,100</b> | <b>8,128,500</b>   |
| Net                                     | \$-                | \$-                | \$-                | \$-                | \$-                | \$-                |

## Water Utility

The water utility expenses are projected to increase from \$7.9M in 2024 to \$9.9M in 2029, or an average of 6% increase to the average single-family homeowner from 2026 to 2029.

| Water Utility – Financial Plan  |                    |                    |                    |                    |                     |                    |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| Revenue                         | 2024 Budget        | 2025 Budget        | 2026 Budget        | 2027 Budget        | 2028 Budget         | 2029 Budget        |
| Water User Fees                 | \$6,889,700        | \$7,405,200        | \$7,849,500        | \$8,320,500        | \$8,819,700         | \$9,348,900        |
| Connection Fees                 | 224,000            | 229,000            | 234,000            | 239,000            | 244,000             | 249,000            |
| Other Income                    | 244,800            | 276,900            | 302,900            | 329,800            | 294,400             | 315,600            |
| Operating Reserves              | 792,000            | -                  | -                  | -                  | 1,075,000           | -                  |
| <b>Total Revenue</b>            | <b>\$8,150,500</b> | <b>\$7,911,100</b> | <b>\$8,386,400</b> | <b>\$8,889,300</b> | <b>\$10,433,100</b> | <b>\$9,913,500</b> |
| Operating Expenses              |                    |                    |                    |                    |                     |                    |
| Engineering Administration      | \$350,800          | \$426,600          | \$435,100          | \$443,700          | \$452,400           | \$461,100          |
| Corporate Support               | 917,600            | 906,500            | 924,400            | 943,400            | 962,600             | 982,000            |
| Waterworks                      | 2,352,600          | 1,649,000          | 1,682,000          | 1,715,600          | 2,824,900           | 1,784,900          |
| Facilities                      | 318,900            | 326,700            | 333,200            | 339,900            | 346,700             | 353,600            |
| Contingency                     | 227,700            | 260,000            | 283,600            | 308,100            | 333,700             | 360,400            |
| Debt Charges                    | 1,461,900          | 1,487,100          | 1,513,100          | 1,528,000          | 1,256,500           | 1,277,700          |
| Transfer to Operating Reserve   | 261,000            | 260,600            | 242,200            | 242,200            | 242,200             | 242,200            |
| Transfer to Capital Reserves    | 2,260,000          | 2,594,600          | 2,972,800          | 3,368,400          | 4,014,100           | 4,451,600          |
| <b>Total Operating Expenses</b> | <b>\$8,150,500</b> | <b>\$7,911,100</b> | <b>\$8,386,400</b> | <b>\$8,889,300</b> | <b>\$10,433,100</b> | <b>\$9,913,500</b> |
| Net                             | \$-                | \$-                | \$-                | \$-                | \$-                 | \$-                |



# STATISTICS

## GENERAL STATISTICS

THE CORPORATION OF THE CITY OF WHITE ROCK

Comparative General Statistics (unaudited)

|  | 2024          | 2023         | 2022         | 2021          | 2020         |
|--|---------------|--------------|--------------|---------------|--------------|
| <b>Population (2021 Census)</b>  |               |              |              |               |              |
|  | 21,939        | 21,939       | 21,939       | 21,939        | 19,952       |
| <b>Area in Hectares</b>  |               |              |              |               |              |
| Land   | 543           | 543          | 543          | 543           | 543          |
| Water  | 887           | 887          | 887          | 887           | 887          |
| <b>Kilometers of Road</b>  |               |              |              |               |              |
| Paved  | 81.1          | 81.1         | 81.1         | 81.1          | 81.1         |
| Gravelled  | 1.0           | 1.0          | 1.0          | 1.0           | 1.0          |
| <b>Building Permits</b>  |               |              |              |               |              |
| Number   | 201           | 139          | 100          | 107           | 86           |
| Construction Value   | \$104,112,899 | \$53,315,103 | \$69,616,265 | \$157,038,181 | \$63,873,325 |
| <b>Comparative Debt Statistics</b>   |               |              |              |               |              |
| Debt (Issued)  | \$19,597,755  | \$20,378,409 | \$21,151,841 | \$21,900,837  | \$22,626,177 |
| Debt per Capita  | \$893         | \$929        | \$964        | \$998         | \$1,134      |
| <b>Tax Rates for Municipal Purposes, including General and Fraser Valley Regional Library Levies</b> |               |              |              |               |              |
| (stated in dollars per \$1,000 of assessed taxable value)  |               |              |              |               |              |
| Residential  | 2.31273       | 2.19131      | 2.26271      | 2.59078       | 2.56924      |
| Utility  | 13.44419      | 13.42534     | 14.1882      | 16.01337      | 15.54245     |
| Light industry   | 3.74247       | 3.4875       | 4.06202      | 4.45499       | 4.44687      |
| Business & Other   | 3.68402       | 3.46553      | 3.88544      | 4.45499       | 4.44687      |
| Recreational/Non-Profit  | 1.66096       | 1.1289       | 1.55918      | 1.75868       | 1.78352      |
| <b>Tax Rates for School Purposes</b>   |               |              |              |               |              |
| (stated in dollars per \$1,000 of assessed taxable value)  |               |              |              |               |              |
| Residential  | 0.98860       | 0.95500      | 0.99140      | 1.19450       | 1.22520      |
| Utility  | 12.11000      | 12.57000     | 12.72000     | 12.86000      | 13.03000     |
| Light industry   | 3.39000       | 3.33000      | 3.52000      | 3.86000       | 1.05610      |
| Business & Other   | 3.39000       | 3.33000      | 3.52000      | 3.86000       | 1.10700      |
| Recreational/Non-Profit  | 2.11000       | 1.99000      | 2.03000      | 2.33000       | 0.78440      |

|   | 2024                    | 2023                    | 2022                    | 2021                   | 2020                   |
|---|-------------------------|-------------------------|-------------------------|------------------------|------------------------|
| <b>Comparative Taxation Statistics</b>                                  |                         |                         |                         |                        |                        |
| Residential   | \$47,791,109            | \$44,975,374            | \$40,959,907            | \$38,223,592           | \$36,120,610           |
| Utility   | 313,426                 | 367,041                 | 345,740                 | 329,356                | 327,574                |
| Light Industry  | 21,649                  | 21,712                  | 16,088                  | 8,343                  | 5,548                  |
| Business & Other  | 5,375,737               | 4,734,075               | 4,432,563               | 4,346,816              | 3,131,755              |
| Recreational/Non-Profit   | 18,458                  | 15,658                  | 16,700                  | 17,608                 | 10,894                 |
| Utility Levy in Lieu of Taxes   | 279,482                 | 271,494                 | 262,904                 | 239,139                | 257,792                |
| Business Improvement Area Levy  | 364,239                 | 353,894                 | 374,905                 | 318,952                | 336,779                |
| <b>Total Current Taxes including School and Other Government Levies</b> | <b>\$54,164,100</b>     | <b>\$50,739,248</b>     | <b>\$46,408,807</b>     | <b>\$43,483,806</b>    | <b>\$40,190,952</b>    |
| Sanitary Sewer User Fees  | 4,193,579               | 3,945,369               | 3,711,739               | 3,651,647              | 3,557,769              |
| Drainage User Fees  | 3,215,165               | 3,043,875               | 2,902,625               | 2,775,458              | 2,658,487              |
| Solid Waste User Fees   | 1,691,438               | 1,458,776               | 1,418,785               | 1,386,078              | 1,384,733              |
| Water User Fees   | 6,745,251               | 6,374,490               | 5,774,013               | 5,704,188              | 5,139,529              |
| Secondary Suite Service Fees  | 405,039                 | 398,124                 | 386,418                 | 382,778                | 380,538                |
| Other Local Service Area Fees   | -                       | -                       | 11,757                  | 11,757                 | 11,757                 |
| <b>Total Taxes and Fees</b>   | <b>\$70,414,572</b>     | <b>\$15,220,634</b>     | <b>\$14,205,337</b>     | <b>\$13,911,906</b>    | <b>\$13,132,812</b>    |
| <b>Taxes and Fees per Capita</b>  | <b>\$3,210</b>          | <b>\$694</b>            | <b>\$647</b>            | <b>\$634</b>           | <b>\$658</b>           |
| <b>Assessment for General Purposes (Taxable Value)</b>                  |                         |                         |                         |                        |                        |
| Land  | \$10,604,156,854        | \$10,723,281,184        | \$9,280,203,604         | \$7,443,573,967        | 7,153,758,133          |
| Improvements  | 3,364,807,409           | 3,161,682,664           | 2,987,354,864           | 2,549,843,357          | 2,338,984,158          |
| Exempt Land   | (364,033,937)           | (363,036,059)           | (327,092,940)           | (256,364,176)          | (265,235,767)          |
| Exempt Improvements   | (207,823,165)           | (185,687,348)           | (168,159,007)           | (111,851,926)          | (90,117,502)           |
| <b>Total</b>  | <b>\$13,397,107,161</b> | <b>\$13,336,240,441</b> | <b>\$11,772,306,521</b> | <b>\$9,625,201,222</b> | <b>\$9,137,389,022</b> |
| <b>Assessment per Capita</b>  | <b>\$610,653</b>        | <b>\$607,878</b>        | <b>\$536,593</b>        | <b>\$438,726</b>       | <b>\$457,969</b>       |
| <b>Assessment for School Purposes</b>                                   | <b>\$13,414,655,225</b> | <b>\$13,353,503,081</b> | <b>\$11,788,782,245</b> | <b>\$9,640,747,614</b> | <b>\$9,152,765,442</b> |

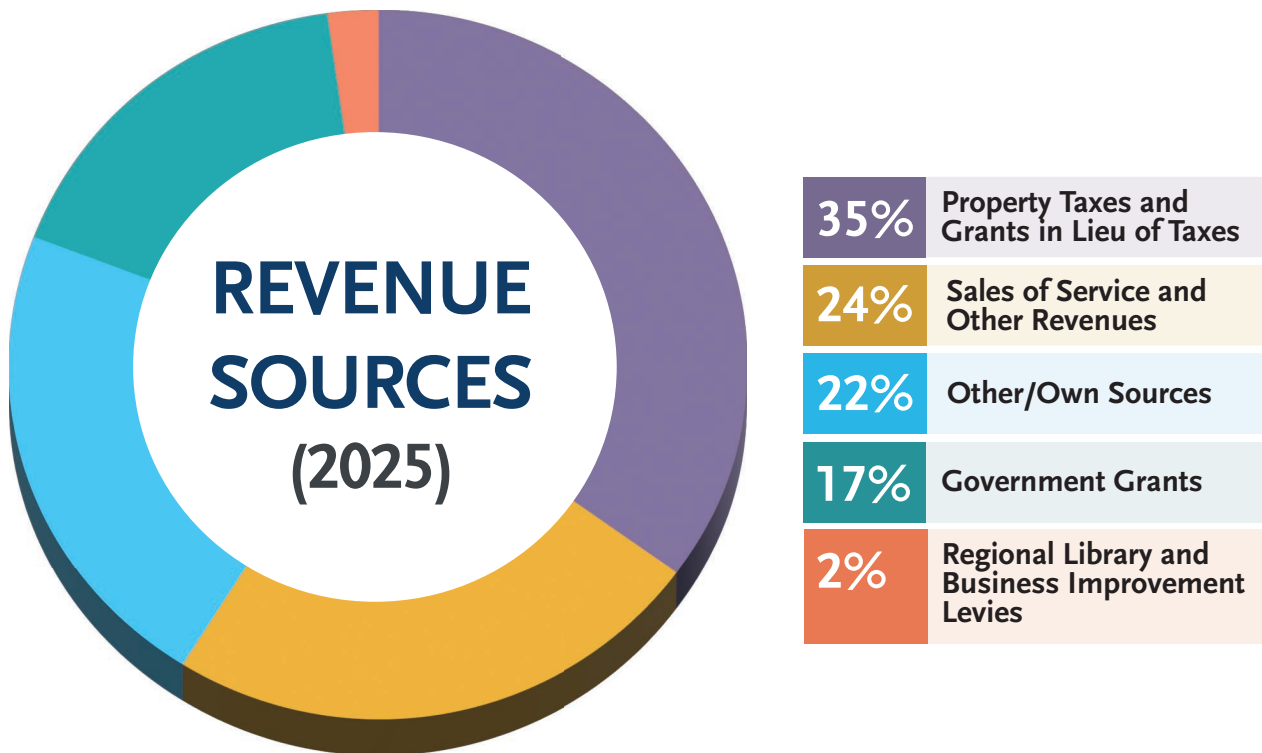
## REVENUES

### THE CORPORATION OF THE CITY OF WHITE ROCK

#### 2025 BUDGETED REVENUES

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

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

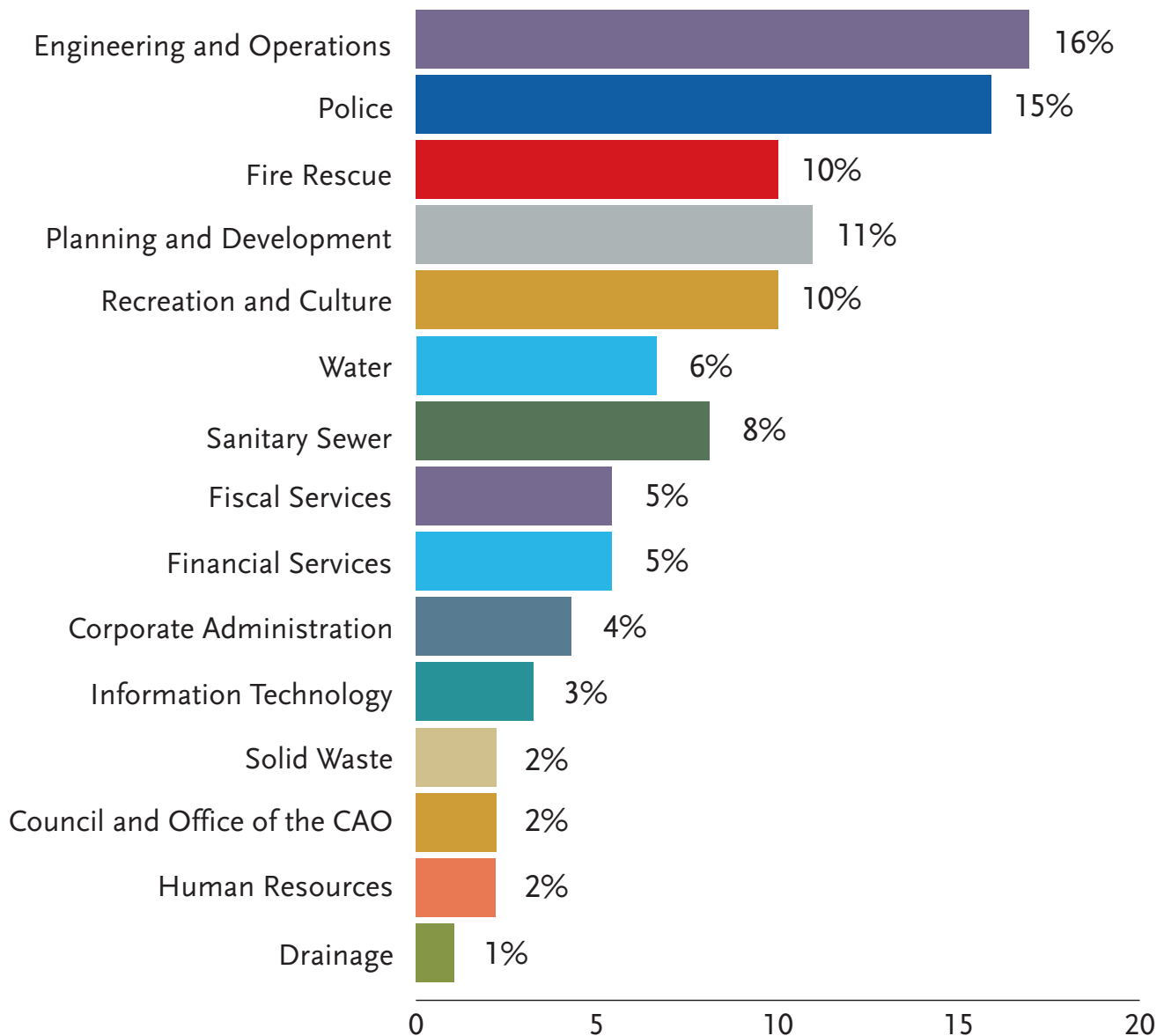


## EXPENSES

THE CORPORATION OF THE CITY OF WHITE ROCK

### 2025 BUDGETED EXPENSES

From fire rescue to the water utility, from operations to future infrastructure replacement, revenue from property taxes goes toward providing a variety of services and amenities for a livable community.





## GRANTS IN AID

THE CORPORATION OF THE CITY OF WHITE ROCK

Grants-In-Aid (unaudited) – Awarded 2024

Year ended December 31, 2024

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

| Organization                                      | Amount          |
|---|-----------------|
| <b>Arts and Culture</b>                           |                 |
| Christmas on the Peninsula Society                | \$1,000         |
| Naked Stage Productions Society                   | 500             |
| Peninsula Arts Foundation                         | 1,000           |
| Semiahmoo Arts Society                            | 1,000           |
| South Rock Art Tour                               | 1,000           |
| South Rock Comedy Society                         | 1,000           |
| White Rock Farmer's Market                        | 1,000           |
| White Rock Museum and Archives Society            | 643             |
| White Rock Social Justice Film Society            | 1,000           |
| <b>Athletics/Sports</b>                           |                 |
| Mann Park Lawn Bowling Club                       | 643             |
| Peace Arch Curling Club                           | 1,000           |
| White Rock Lawn Bowling Club                      | 643             |
| <b>Social</b>                                     |                 |
| CARP White Rock Surrey                            | 1,000           |
| Peace Arch Hospital Auxiliary                     | 643             |
| Semiahmoo Family Place Association                | 1,000           |
| Sources Foundation                                | 643             |
| South Surrey White Rock Repair Café               | 1,000           |
| Together South Surrey White Rock                  | 1,000           |
| Volunteer Cancer Drivers Society (VCDS)           | 1,000           |
| White Rock Elks Lodge No. 431                     | 1,000           |
| White Rock South Surrey Stroke Recovery Branch    | 643             |
| <b>Other</b>                                      |                 |
| BC Pets and Friends                               | 1,000           |
| Earl Marriott High School Dry Grad Committee      | 1,000           |
| Ecole Peace Arch Elementary School Garden Project | 1,000           |
| Semiahmoo Peninsula Marine Rescue Society         | 1,000           |
| Semiahmoo Secondary Dry Grad 2024                 | 1,000           |
| <b>Total Grants-In-Aid Awarded</b>                | <b>\$23,358</b> |

## PERMISSIVE TAX EXEMPTIONS

THE CORPORATION OF THE CITY OF WHITE ROCK

Permissive Tax Exemptions Issued 2024

Estimated Property Taxes

| Roll #       | Organization  | Municipal<br>General Purposes | Fraser Valley<br>Regional Library |
|--------------|---|-------------------------------|-----------------------------------|
| 001403.000   | Church on Oxford Hill                                       | \$5,353                       | \$193                             |
| 002146.000   | Faith Hope Love Church                                      | 1,909                         | 69                                |
| 002136.000   | Parish of the Holy Trinity                                  | 4,894                         | 177                               |
| 003886.000   | Roman Catholic Church                                       | 10,049                        | 363                               |
| 002995.000   | Salvation Army  | 4,256                         | 154                               |
| 002876.000   | St. John's Presbyterian Church                              | 7,058                         | 255                               |
| 003762.000   | White Rock Community Church                                 | 1,390                         | 50                                |
| 003763.000   | White Rock Community Church                                 | 2,135                         | 77                                |
| 001779.000   | White Rock Life Church                                      | 2,339                         | 84                                |
| 001290.004   | Peace Arch Curling Club                                     | 10,116                        | 365                               |
| 006331.000   | Burlington Northern and Santa Fe (BNSF) Railway Company     | 17,875                        | 645                               |
| 001290.010   | Peninsula Productions Society                               | 908                           | 33                                |
| 005303.000   | Options Community Services Society                          | 3,424                         | 124                               |
| 002695.000   | Peace Arch Hospital and Community Health Foundation         | 6,852                         | 247                               |
| 002696.000   | Peace Arch Hospital and Community Health Foundation         | 7,183                         | 259                               |
| 002697.000   | Peace Arch Hospital and Community Health Foundation         | 14,287                        | 516                               |
| 002699.000   | Peace Arch Hospital and Community Health Foundation         | 7,001                         | 253                               |
| 002700.000   | Peace Arch Hospital and Community Health Foundation         | 6,731                         | 243                               |
| 001789.000   | Peace Arch Hospital Auxiliary Society                       | 8,697                         | 314                               |
| 004103.000   | Sources Community Resources Society                         | 11,595                        | 418                               |
| 002603.000   | White Rock Players' Club                                    | 29,329                        | 1,058                             |
| 001290.006   | White Rock South Surrey Stroke Recovery Association         | 115                           | 4                                 |
| 001290.005   | White Rock/South Surrey Division of Family Practice Society | 1,158                         | 42                                |
| 003718.000   | White Rock Lawn Bowling Club                                | 3,445                         | 124                               |
| 001110.002   | White Rock Tennis Club                                      | 1,239                         | 45                                |
| 001110.001   | Mann Park Bowling Club                                      | 2,029                         | 73                                |
| 003754.001   | White Rock Business Improvement Association                 | 1,089                         | 39                                |
| <b>Total</b> |   | <b>\$172,456</b>              | <b>\$6,224</b>                    |

# GLOSSARY

**Accounting Surplus:** An accounting surplus is revenues less expenses. It does not include expenditures made for capital, on debt principal, or transfers to/from reserves.

**Accrual:** This is an accounting method that measures the financial performance and position of an organization by recognizing economic events when they happen, regardless of when the related cash changes hands. For instance, revenue is recognized in the financial statements when earned, not when received.

**Accumulated Surplus:** The accumulated surplus is a pool of accumulated funds that are the result of historical budgetary surpluses. Budgetary surpluses result in funds remaining in accumulated surplus (unappropriated) or transferred to reserve (appropriated).

**Annual Financial Plan:** The yearly budget.

**Appropriated:** When a fund is appropriated, it is subject to certain restrictions on what its assets can be used for.

**Asset:** Anything you own that has monetary value plus any money you are owed.

**Asset Improvement Plan:** This term is used interchangeably with “Capital Program or Capital Plan”.

**Balanced Financial Plan:** A financial plan where current revenue, including transfers from reserves, is equal to current operating expenditures and transfers out of reserves.

**Capital Asset:** General capital assets are those in excess of \$10K with a useful life of two or more years (e.g., land, buildings).

**Capital Financial Plan:** A financial plan outlining projected expenditures on capital assets during a given fiscal period. Also referred to as an Asset Improvement Financial Plan.

**Capital Project:** Creation or improvement of assets.

**Capital Expenditure:** The expenditure of monies for the purchase or construction of a capital asset. Also known as an Asset Improvement expenditure.

**Carbon Footprint:** The amount of carbon dioxide (CO<sub>2</sub>) that is emitted by the municipality.

**Community Charter:** The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.

**Consolidated Financial Plan:** The combined summary of all operating, utility, and capital budgets.

**Council:** The six councillors and mayor elected at-large that represent the municipality as a whole.

**Deferred Revenue:** Refers to payments received in advance for services not yet performed. The most common form of deferred revenue in municipal accounting consists of Development Cost Charges which are advanced payments for future capital services needed because of growth.

**Development Cost Charge (DCC):** A fee paid by a developer to help fund costs related to developing a property. These fees are often used for parks and streets, as well as towards the infrastructure used to provide water, sanitary sewer, and storm drainage services.

**Development Permit:** A permit that allows development of a property subject to certain conditions such as the timing or sequence of construction, density of development, or alteration of specific requirements of the zoning of the property etc.

**Fee:** A fee is a charge to recover the cost of providing a service.

**Financial Plan:** This term is used interchangeably with “budget”.

**Five-Year Financial Plan:** A financial plan for five years of annual budgets.

**Full-Time Equivalent (FTE) Staff:** A statistic used to compare staffing levels between departments or organizations. It is calculated by dividing the total number of hours one full-time staff member is scheduled to work in a year.

**Fund:** A pool of money normally set apart for a specific purpose.

**Fund Balance:** The excess of assets over liabilities in a fund.

**Green House Gases (GHG):** Green House Gases are gases generated from fossil fuels being burned and released into the atmosphere. It is linked to climate change.

**Grant Funds:** These funds are given to an organization from another organization (e.g. senior government to local government) and may have conditions attached to them requiring specific spending to occur or a goal to be accomplished in order to retain the funds.

**Infrastructure:** Physical structures that form the foundation for development, such as sanitary sewer and water works, drains, roads, buildings, and playgrounds.

**Key Indicators:** Measures used to provide a snapshot of activity and service levels in each department.

**Liability:** A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.

**Liabilities:** Liabilities are present obligations an entity has to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefit.

**Municipal Finance Authority (MFA):** [The Municipal Finance Authority of British Columbia \(MFA\)](#) was created in 1970 to contribute to the financial well-being of local governments throughout BC. The MFA pools the borrowing and investment needs of BC communities through a collective structure and provides a range of low-cost, flexible financial services to clients equally, regardless of the size of the community..

**New Construction Taxation Revenue:** New taxation revenue results from taxable land or buildings that were not subject to taxes in the previous year. Newly built taxable buildings, previously exempt taxable property, newly subdivided land, or valuation increase due to zoning amendments.

**Official Community Plan (OCP):** Under the Local Government Act, Section 875, an OCP is a statement of objectives and policies to guide decisions on planning and land use management. It is intended within the area covered by the plan, respecting the purposes of local government.

**Operating Costs:** Expenses which are related to the operation of a business, or related device, component, piece of equipment or facility.

**Other/Own (Revenue) Sources:** This includes contributions related to capital other than government grants plus community amenity contributions, building permit revenues, parking revenues, investment income, and income tax penalties and interest.



**Property Taxes:** A form of taxation imposed by local governments on the value of real estate owned by individuals or businesses. These taxes are typically calculated based on the assessed value of the property, which includes both the land and any structures on it.

**Parcel Taxes:** A type of property tax levied by local governments on a specific parcel of land, rather than being based on the property's assessed value.

**Regional Library Levy:** A specific tax imposed by a local government to fund the operations and services of a regional library system.

**Revenue:** Income from taxation, grants, services, and fees.

**Request for Proposal (RFP):** An invitation presented for suppliers to submit a proposal on a commodity or service, issued at an early stage in a procurement process.

**Sales of Services and Other Revenues:** Sales of Service and Other Revenues primarily include utility user fees and utility connection fees, as well as revenues from Recreation and Culture.

**Service Plans:** These plans depict the operating costs/revenues and related performance measures of a department.

**Statement of Financial Information (SOFI):** The SOFI is a financial statement prepared pursuant to the Financial Information Act. The SOFI contains audited financial statements, as well as other mandated schedules, including the schedule of remuneration and expenses. The SOFI also includes the schedule showing payments made for the provision of goods or services.

**Special Initiatives:** One-time operating projects outside the normal course of work performed by Staff.

**Sustainable Infrastructure Replacement Funding:** The annual funding required so an asset can be replaced at the end of its useful life without borrowing.

**Transfers from Reserves:** Movement of funds received, often in prior years and primarily for capital/infrastructure projects, from the reserve fund to cover costs incurred for the project. Similar to a transfer from your personal savings account to your regular account to cover costs. Additionally, any surplus funds at year-end are transferred to Reserves in accordance with the [Accumulated Surplus policy](#).

**Transfers to Reserves:** Movement of funds, primarily related to capital/ infrastructure projects to Reserve so they can be drawn upon in future years to fund projects and initiatives.

# FINANCIAL PLAN BYLAW

| Consolidated Financial Plan Summary |              |              |              |              |              |              |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 2024                                |              | 2025         | 2026         | 2027         | 2028         | 2029         |
| Revenue                             |              |              |              |              |              |              |
| Property Taxes and Parcel Taxes     | \$30,784,800 | \$32,703,400 | \$34,500,902 | \$37,185,700 | \$39,019,900 | \$40,763,700 |
| Regional Library Levy               | 1,112,900    | 1,166,000    | 1,189,300    | 1,213,100    | 1,237,400    | 1,262,100    |
| Business Improvement Levy           | 364,000      | 378,600      | 393,700      | 409,400      | 425,800      | 442,800      |
| Grants In Lieu of Taxes             | 307,600      | 313,800      | 320,100      | 326,500      | 333,000      | 339,700      |
| Sales of Service and Other Revenues | 19,175,100   | 21,766,500   | 22,986,000   | 24,283,000   | 25,664,200   | 27,134,400   |
| Development Cost Charges            | 1,512,800    | 534,000      | 145,000      | 244,300      | 304,300      | 158,000      |
| Other/Own Sources                   | 17,026,200   | 20,735,600   | 18,601,600   | 13,486,000   | 13,544,900   | 12,963,400   |
| Government Grants                   | 14,418,500   | 15,838,800   | 2,843,100    | 2,621,100    | 2,082,900    | 582,900      |
| Total Revenue                       | \$84,701,900 | \$93,436,700 | \$80,979,702 | \$79,769,100 | \$82,612,400 | \$83,647,000 |
| Expenses                            |              |              |              |              |              |              |
| Council and Office of the CAO       | \$1,102,000  | \$1,155,500  | \$1,194,100  | \$1,202,500  | \$1,226,600  | \$1,251,100  |
| Corporate Administration            | 1,972,100    | 2,059,100    | 2,195,700    | 2,222,500    | 2,267,000    | 2,312,400    |
| Human Resources                     | 1,296,000    | 1,207,700    | 1,146,400    | 1,169,300    | 1,192,700    | 1,216,600    |
| Finance                             | 2,748,700    | 2,894,800    | 2,866,302    | 3,057,200    | 3,105,800    | 3,189,400    |
| Fiscal Services                     | 2,506,200    | 2,320,400    | 2,740,400    | 3,219,900    | 3,705,900    | 4,215,700    |
| Information Technology              | 1,643,600    | 1,740,800    | 1,704,500    | 1,983,200    | 2,022,900    | 2,063,400    |
| Police                              | 7,971,000    | 8,479,300    | 8,794,300    | 9,246,200    | 9,613,500    | 9,943,700    |
| Fire Rescue                         | 5,218,200    | 5,310,600    | 5,395,200    | 5,596,300    | 5,766,900    | 5,938,600    |
| Planning and Development            | 6,173,800    | 5,847,300    | 5,409,100    | 5,574,300    | 5,704,800    | 5,846,100    |
| Engineering and Operations          | 8,809,300    | 9,005,700    | 9,113,900    | 9,295,700    | 9,481,000    | 9,670,200    |
| Recreation and Culture              | 4,783,100    | 5,433,300    | 4,984,000    | 5,083,500    | 5,185,100    | 5,288,600    |
| Solid Waste                         | 1,259,500    | 1,322,100    | 1,355,100    | 1,388,800    | 1,423,400    | 1,459,100    |
| Sanitary Sewer                      | 2,879,700    | 4,337,200    | 4,535,500    | 4,820,700    | 5,229,800    | 5,618,100    |
| Drainage                            | 394,000      | 368,300      | 342,200      | 351,300      | 360,700      | 370,300      |
| Water                               | 4,043,900    | 3,539,100    | 3,614,600    | 3,680,000    | 4,782,000    | 3,788,800    |
| Total Operating Expenses            | \$52,801,100 | 55,021,200   | \$55,391,302 | \$57,891,400 | \$61,068,100 | \$62,172,100 |
| Add:                                |              |              |              |              |              |              |
| Transfer from Reserves              | 58,406,800   | 63,724,800   | 15,911,000   | 18,167,600   | 16,276,200   | 12,192,200   |
| Deduct:                             |              |              |              |              |              |              |
| Asset Improvement Expenditures      | 72,319,000   | 80,989,000   | 18,673,000   | 21,319,000   | 17,936,000   | 12,608,000   |
| Debt Repayment                      | 816,000      | 826,500      | 837,100      | 861,500      | 639,900      | 661,100      |
| Transfer to Reserves                | 17,172,600   | 20,324,800   | 21,989,300   | 17,864,800   | 19,244,600   | 20,398,000   |
| Total Budget For the Year           | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |

1. Sales of Service and Other Revenues include utility user and connection fees, as well as revenues from Recreation and Culture.
2. Other/Own Sources (Revenue) include contributions related to capital other than from government grants, plus community amenity contributions, building permit revenues, parking revenues, investment income, and income tax penalties and interest.
3. Government Grants budget for 2024 included \$1.8M from the Investing in Canada Infrastructure Program, and grant revenue budgeted, but not yet identified, for the pier restoration project. 2025 budget includes grants related to the Drainage Utility and for Marine Drive Storm Water Improvements, as well as budgeted, but not yet identified, grant revenue for the pier restoration project.
4. Transfers to and from Reserves are largely related to capital projects. The funds coming in for capital projects are put into Reserves. As costs are incurred, funds are moved out of those Reserves to cover the expenditures.

# QUICK LINKS

City of White Rock: [whiterockcity.ca](http://whiterockcity.ca)

City council: [whiterockcity.ca/417/City-Council](http://whiterockcity.ca/417/City-Council)

Reports and Plans (including Annual Report and Financial Plans): [whiterockcity.ca/1117/Reports-Plans](http://whiterockcity.ca/1117/Reports-Plans)

Policies: [whiterockcity.ca/427/Council-Policies](http://whiterockcity.ca/427/Council-Policies)

Bylaws: [whiterockcity.ca/177/Bylaw-Directory](http://whiterockcity.ca/177/Bylaw-Directory)

Official Community Plan: [whiterockcity.ca/467/Imagine-White-Rock-2045---Official-Commu](http://whiterockcity.ca/467/Imagine-White-Rock-2045---Official-Commu)

Council Strategic Priorities: [whiterockcity.ca/436/Council-Strategic-Priorities](http://whiterockcity.ca/436/Council-Strategic-Priorities)

PSAB – Public Sector Accounting Standards Board: [frascanada.ca/en/psab](http://frascanada.ca/en/psab)

CPA – Canadian Institute of Professional Accountants: [cpacanada.ca](http://cpacanada.ca)

Local Government Act of British Columbia: [bclaws.gov.bc.ca/civix/document/id/complete/statreg/r15001\\_00](http://bclaws.gov.bc.ca/civix/document/id/complete/statreg/r15001_00)

Community Charter: [bclaws.gov.bc.ca/civix/document/id/complete/statreg/03026\\_00](http://bclaws.gov.bc.ca/civix/document/id/complete/statreg/03026_00) Financial

Financial Information Act: [bclaws.gov.bc.ca/civix/document/id/complete/statreg/96140\\_01](http://bclaws.gov.bc.ca/civix/document/id/complete/statreg/96140_01)

Questions about the Financial Plan: [budget@whiterockcity.ca](mailto:budget@whiterockcity.ca)

*Communication and Graphic Design support provided by Morello Communications Inc – [www.morello.ca](http://www.morello.ca)*