

THE CORPORATION OF THE
CITY OF WHITE ROCK
CORPORATE REPORT



DATE: January 25, 2021

TO: Finance and Audit Committee

FROM: Colleen Ponzini, Director, Financial Services

SUBJECT: 2021 – 2025 Draft Financial Plan

RECOMMENDATIONS

THAT the Finance and Audit Committee:

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

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

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

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

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

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

INTRODUCTION/BACKGROUND

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

General Fund

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

Utility Funds Operations and Capital (Appendices E and F)

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

General Fund Operations (Appendix A)

Operating Deficits Due to the Covid-19 Pandemic

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

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

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

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

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

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

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

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

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

2021 Increases to the Base Operating Budget

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

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

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

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

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

Requests for Ongoing Operating Increases (Appendix B)

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

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

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

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

General Fund Future Years

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

Requests for One Time Operating Increases (Appendix C)

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

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

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

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

Options to Stay Below a 2.5% Tax Rate Increase

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

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

The table is repeated here for easy reference.

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

There are three basic options to consider:

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

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

General Fund – General Fund Capital (Appendix D)

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

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

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

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

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

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

Municipal Engineering & Operations Projects

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

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

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

Facilities

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

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

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

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

Vehicles

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

Parks

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

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

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

Protective Services

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

Information Technology

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

Parking

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

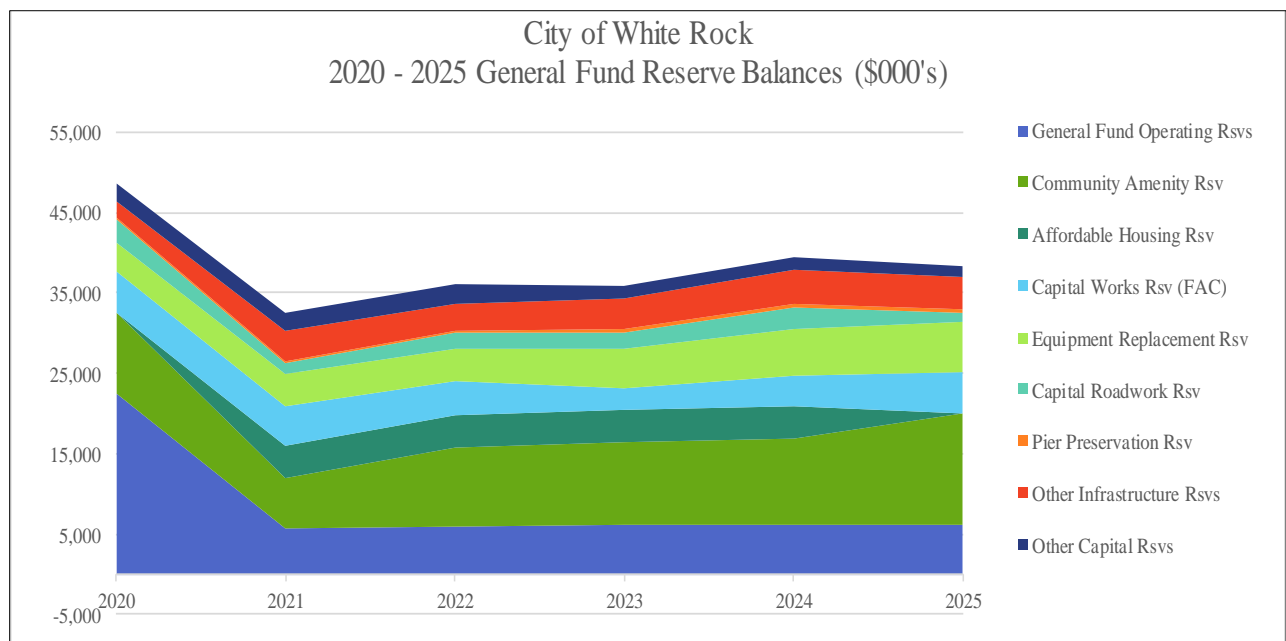
Capital Contingencies

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

General Fund – General Fund Reserves

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

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



Utility Funds Operations and Capital (Appendices E and F)

Utility Rates

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

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

Sewer Utility

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

Revenues

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

Operating Expenses

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

Capital

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

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

Drainage Utility

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

Revenues

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

Operating Expenses

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

Capital

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

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

Solid Waste Utility

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

Revenues

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

Operating Expenses

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

Capital

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

Water Utility

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

Revenues

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

Operating Expenses

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

Capital

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

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

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

FINANCIAL IMPLICATIONS

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

LEGAL IMPLICATIONS

Not Applicable.

COMMUNICATION AND COMMUNITY ENGAGEMENT IMPLICATIONS

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

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS

All departments have provided input for this report.

CLIMATE CHANGE IMPLICATIONS

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

ALIGNMENT WITH STRATEGIC PRIORITIES

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

OPTIONS / RISKS / ALTERNATIVES

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

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

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

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

CONCLUSION

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

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

Respectfully submitted,



Colleen Ponzini, CPA, CGA
Director, Financial Services

Comments from the Chief Administrative Officer

I concur with the recommendations of this corporate report.



Guillermo Ferrero
Chief Administrative Officer

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

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

Appendix A

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

GENERAL FUND CAPITAL BUDGET

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

Requests for Ongoing Operating Increases

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Benefits of a five-person shift include:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Requests for One Time Operating Increases

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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5				2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
6												
343			Capital Contingency									
344												
345			Capital Contingency funded from general revenue		500,000	500,000	600,000	700,000	800,000	800,000	3,400,000	
346			Capital Contingency funded from capital works reserve		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
347			Capital Contingency funded from land sale reserve	200,000		200,000					200,000	
348			Capital Contingency funded from statutory CAC reserve	1,200,000		1,200,000					1,200,000	
349			Capital Contingency funded from roadworks reserve		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
350			Capital Contingency funded from infrastructure reserve	98,000	300,000	398,000	300,000	300,000	300,000	300,000	1,598,000	
351			Capital Contingency funded from grants	1,380,000		1,380,000					1,380,000	
352			Capital Contingency funded from contributions		100,000	100,000	100,000	100,000	100,000	100,000	500,000	
353												

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

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

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

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

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

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

SOLID WASTE FUND CAPITAL BUDGET

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

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

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

WATER FUND CAPITAL BUDGET

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

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

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

	2020 Carry Forward	2021 New Requests	2021 FP	2022 FP	2023 FP	2024 FP	2025 FP	Total 2021-2025	Future Years
Projects with Corresponding Roadworks									
Kent - Buena Vista to Pacific									1,227,000
Marine & Nichol Intersection Improvements		26,000	26,000					26,000	
Parker - Thrift to Pacific									1,334,000
Johnston - Russell to Thrift	13,000	643,000	656,000					656,000	
Johnston - Thrift to Roper				3,000	3,000	100,000	86,000	192,000	
Buena Vista - 15367 Buena Vista					59,000			59,000	
Buena Vista - Best to Johnston									280,000
Columbia - Habgood to Parker	350,000		350,000					350,000	
Habgood - Pacific to Columbia	400,000		400,000					400,000	
Prospect - Foster to Johnston	10,000		10,000	259,000				269,000	
Best - Thrift to Russell				266,000				266,000	
Russell - Best to Fir									256,000
Blackburn Crescent - Archibald to high	270,000	246,000	516,000					516,000	
Martin - Buena Vista to Victoria									290,000
Drainage Upgrades (pending completion of Strategic Transportation Plan Update)					1,000,000	1,200,000	1,200,000	3,400,000	
Other Drainage									
North of Oval Landscaping & Retaining Wall Improvements		65,000	65,000					65,000	
Development Coordinated Works	20,000		20,000	10,000	10,000	10,000	10,000	60,000	
Marine Drive Parking Lot - Oxford to Museum		226,000	226,000					226,000	
Condition Assessment	7,000	100,000	107,000	100,000	100,000	100,000	100,000	507,000	
Renew & Replacement Program	277,000	400,000	677,000	400,000	400,000	400,000	500,000	2,377,000	
Storm Water Monitoring Program	38,000	50,000	88,000	50,000	50,000	50,000	50,000	288,000	
Oxford Storm Sewer Phase I - B/Vista to Thrift		675,000	675,000					675,000	
Thrift Storm Sewer - Vidal to Martin	445,000		445,000					445,000	
Victoria Storm Sewer - Martin/Columbia to Fir									1,280,000
14239 Marine Drive Culvert/Storm Main	432,000		432,000					432,000	
Royal Storm Sewer - Centre to Cypress	452,000		452,000					452,000	
Pacific Storm Sewer - Johnston to Dolphin									1,200,000
Dolphin Storm Sewer - Royal to Pacific									176,000
Roper Storm Sewer - Foster to Winter									100,000
Stayte Storm Sewer - Buena Vista to Roper									300,000
Weatherby Lane Storm Sewer - Russell to Vine	68,000		68,000					68,000	
Vidal Storm Sewer - Marine to Victoria									100,000
Marine Finlay to Stayte		520,000	520,000					520,000	
Marine Drive Storm Sewer - Habgood to Keil	20,000	130,000	150,000					150,000	
Marine Drive Forcemain - Habgood to Finlay	20,000	380,000	400,000					400,000	
Habgood / Keil St Pump Station	28,000	9,275,000	9,303,000					9,303,000	
Coldicutt Outfall & Main to Marine	85,000		85,000					85,000	
Pheonix Outfall to Malabar									85,000
Sewer Master Plan Update	14,000		14,000					14,000	
DCC Bylaw Review	10,000	10,000	20,000	10,000			10,000	40,000	
Capital Contingency	400,000	100,000	500,000	100,000	100,000	100,000	100,000	900,000	

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

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

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