

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



**DATE:** December 11, 2023

**TO:** Mayor and Council

**FROM:** Candice Gartry, Director, Financial Services

**SUBJECT:** 2024 – 2028 Draft Asset Improvement Financial Plan

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**RECOMMENDATION(S)**

THAT Council:

1. Receive for information the corporate report dated December 11, 2023, from the Director, Financial Services, titled “2024 – 2028 Draft Asset Improvement Financial Plan”;
  2. Endorse the presented Draft Asset Improvement Financial Plan figures; and
  3. Direct staff to proceed with preparing the consolidated 2024 – 2028 Financial Plan and to include the projects and amounts detailed in the 2024 – 2028 Draft Asset Improvement Plan.
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**EXECUTIVE SUMMARY**

The purpose of this corporate report is to introduce and obtain Council’s endorsement of the 2024 – 2028 Draft Asset Improvement Plan.

**PREVIOUS COUNCIL DIRECTION**

<b>Motion # &amp; Meeting Date</b>	<b>Motion Details</b>
Motion # 2023-200 May 1, 2023	THAT Council give final reading to "City of White Rock Financial Plan (2023-2027) Bylaw, 2023, No. 2458". <p style="text-align: right;"><b>CARRIED</b></p>
Motion # 2023-301 July 10, 2023	THAT Council give final reading to "White Rock Financial Plan (2023-2027) Bylaw 2458, Amendment No. 1, No. 2474" <p style="text-align: right;"><b>CARRIED</b></p>

**BACKGROUND**

Section 165(1) of the *Community Charter* states that:

*A municipality must have a financial plan that is adopted annually, by bylaw, before the annual property tax bylaw is adopted.*

Section 197(1) of the *Community Charter* states that:

*Each year, after adoption of the financial plan but before May 15, a council must, by bylaw, impose property value taxes for the year by establishing tax rates for*

- (a) The municipal revenue proposed to be raised for the year from property value taxes, as provided in the financial plan, and*
- (b) The amounts to be collected for the year by means of rates established by the municipality to meet its taxing obligations in relation to another local government or other public body.*

Further, Section 173(1) of the *Community Charter* states that:

*A municipality must not make an expenditure other than one authorized under subsection (2) or (3).*

## **INTRODUCTION**

The purpose of this corporate report is to introduce and obtain Council’s endorsement of the 2024 – 2028 Draft Asset Improvement Plan.

The proposed 2024 – 2028 Asset Improvement Plans budget for a total spend of \$89.9M over the next 5 – years is as follows:

<b>Asset Improvement Financial Plan per Fund</b>							
<b>Infrastructure Renewal</b>	<b>5 - Year Financial Plan</b>						
	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>2026 Budget</b>	<b>2027 Budget</b>	<b>2028 Budget</b>	<b>5 Year Total Budget</b>
Solid Waste Utility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage Utility	10,193,000	5,703,000	4,143,000	5,233,000	4,460,000	4,766,000	24,305,000
Sanitary/Sewer Utility	5,423,000	1,589,000	1,879,000	2,862,000	2,160,000	2,352,000	10,842,000
Water Utility	5,296,000	2,550,000	1,634,000	2,189,000	2,210,000	2,417,000	11,000,000
General Fund	38,303,000	11,301,000	7,410,000	9,590,000	7,757,000	7,687,000	43,745,000
<b>Total</b>	<b>\$ 59,215,000</b>	<b>\$ 21,143,000</b>	<b>\$ 15,066,000</b>	<b>\$ 19,874,000</b>	<b>\$ 16,587,000</b>	<b>\$ 17,222,000</b>	<b>\$ 89,892,000</b>

## **DISCUSSION**

Attached as Appendices A to D are tables detailing staff’s recommendations regarding projects and funding sources for the 2024 – 2028 Draft Asset Improvement Financial Plan. Amounts budgeted in 2023, with some updates, are also shown for information. Additionally, there are some 2023 projects that require the related funding be carried over to 2024 in order to complete the project. These amounts will be added to the 2024 to 2028 Financial Plan once the final 2023 figures are available. This is expected to be in mid-April.

Asset improvement projects include capital projects (e.g., infrastructure/equipment upgrades and replacements, the construction or purchase of new assets etc.), major maintenance work and certain infrastructure related studies/masterplans. Often these projects will have components allocated to multiple funds, i.e., Water Utility, Drainage Utility and General Fund.

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

Funding sources have been identified for all projects in the proposed plan and are summarized below and included in the appendices.

It is important to note that some of the areas where grant funding has been identified as a funding source does not necessarily mean that the grant funding has been secured. We include these

amounts in the Financial Plan as the majority of grants require that the whole project has been included within the Financial Plan before they will consider providing grant revenue.

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

**Solid Waste Utility Asset Improvement Projects (2024 – 2028)**

The Solid Waste Utility’s asset improvement program is for the replacement of trucks and equipment and is funded through the equipment reserves to which the utility contributes to annually. As all five of the utility’s vehicles were replaced in 2022, no additional asset improvement projects are planned within the next five years.

**Drainage Utility Asset Improvement Projects (2024 – 2028)**

The Drainage Utility’s asset improvement program generally focuses on storm sewers, culverts, and storm mains. The priority of the projects is based on the Drainage Master plan and local experience. The asset improvement projects are largely funded via user and connection fees, drainage development cost charges, and drainage capital reserve funds.

Drainage Utility Fund - Asset Improvement Financial Plan							
Funding Sources	2023	2024	2025	5 - Year Financial Plan			5 Year Total
	Budget	Budget	Budget	2026	2027	2028	
User & Connection Fees	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Drainage Development Cost Charges	630,600	427,000	142,900	45,000	247,700	267,700	1,130,300
Capital In Progress Reserve	2,420,800	346,000	90,100	-	-	-	436,100
Infrastructure Reserve	6,144,500	3,083,300	2,313,200	2,971,900	2,712,300	2,952,300	14,033,000
Grants	454,200	1,787,100	1,536,300	2,216,100	1,500,000	1,500,000	8,539,500
Contributions	142,900	59,600	60,500	-	-	46,000	166,100
<b>Total</b>	<b>\$ 10,193,000</b>	<b>\$ 5,703,000</b>	<b>\$ 4,143,000</b>	<b>\$ 5,233,000</b>	<b>\$ 4,460,000</b>	<b>\$ 4,766,000</b>	<b>\$ 24,305,000</b>

The proposed asset improvement projects total \$24.3M over the next five (5) years, with annual budgeted spending ranging from \$4.1M to \$5.7MM. This does not include the unspent budgets/funding that will be carried over from the 2023 budget to the 2024 budget to complete the projects.

Some of the larger Drainage Utility projects planned for 2024 – 2028 (detailed list in Appendix A):

- Drainage rehabilitation (\$2.9M)
- Finlay/Ash Outfall Replacements (\$3.1M)
- Oxford Pump Station (\$5M)
- Habgood/Keil St. Pump Station (\$2.7M)

The proposed project summary for the 5 – Year Financial Plan are listed below:

Drainage Utility Fund - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	2024	2025	5 - Year Financial Plan			5 Year Total
	Budget	Budget	Budget	2026	2027	2028	
Coordinated with Road Works	\$ 2,763,000	\$ 1,032,000	\$ 408,000	\$ 841,000	\$ 1,110,000	\$ 1,246,000	\$ 4,637,000
Storm Sewers	4,918,000	150,000	1,238,000	938,000	50,000	50,000	2,426,000
Pump Stations	409,000	2,288,000	961,000	-	2,250,000	2,250,000	7,749,000
Outfalls	80,000	300,000	646,000	2,434,000	-	-	3,380,000
Other Drainage	1,952,000	1,583,000	600,000	750,000	750,000	750,000	4,433,000
Technology & Other Costs	30,000	200,000	140,000	70,000	100,000	220,000	730,000
Contingency	41,000	150,000	150,000	200,000	200,000	250,000	950,000
<b>Total</b>	<b>\$ 10,193,000</b>	<b>\$ 5,703,000</b>	<b>\$ 4,143,000</b>	<b>\$ 5,233,000</b>	<b>\$ 4,460,000</b>	<b>\$ 4,766,000</b>	<b>\$ 24,305,000</b>

### Sanitary/Sewer Utility Asset Improvement Projects (2024 – 2028)

The Sanitary/Sewer Utility’s asset improvement program is guided by the 2019 Sewer Master Plan and provides for the renewal and replacement of mains; a program of inflow and infiltration reduction, pipe rehabilitation, and capacity upgrades. The asset improvement projects are primarily funded via user and connection fees, sanitary/sewer development cost charges, and sanitary/sewer capital reserve funds.

Sanitary/Sewer Utility Fund - Asset Improvement Financial Plan							
Funding Sources	2023	2024	2025	5 - Year Financial Plan			5 Year Total
	Budget	Budget	Budget	2026	2027	2028	
User & Connection Fees	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sanitary Development Cost Charges	272,700	20,000	113,200	262,700	222,700	242,700	861,300
Capital In Progress Reserve	1,330,900	-	61,800	73,300	-	-	135,100
Infrastructure Reserve	3,133,800	1,569,000	1,464,100	2,000,400	1,937,300	1,907,600	8,878,400
Grants	-	-	239,900	201,700	-	-	441,600
Contributions	235,600	-	-	323,900	-	201,700	525,600
<b>Total</b>	<b>\$ 5,423,000</b>	<b>\$ 1,589,000</b>	<b>\$ 1,879,000</b>	<b>\$ 2,862,000</b>	<b>\$ 2,160,000</b>	<b>\$ 2,352,000</b>	<b>\$ 10,842,000</b>

The proposed asset improvement projects total \$10.8M over the next five (5) years, with annual budgeted spending ranging from \$1.6M to \$2.9M. This does not include the unspent budgets/funding that will be carried over from the 2023 budget to the 2024 budget to complete the projects.

Some of the larger Sanitary/Sewer Utility projects planned for 2024 – 2028 (detailed list in Appendix B):

- Johnston Road – Russel to Thrift, Thrift to Roper, Roper to Pacific (\$975K)
- Sanitary sewer upgrades (\$2.7M)
- Ongoing sanitary rehabilitation (\$3M)

The proposed project summary for the 5 – Year Financial Plan are listed below:

Sanitary/Sewer Utility Fund - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	2024	2025	5 - Year Financial Plan			5 Year Total
	Budget	Budget	Budget	2026	2027	2028	
Coordinated with Road Works	\$ 1,657,000	\$ 729,000	\$ 779,000	\$ 1,032,000	\$ 300,000	\$ 422,000	\$ 3,262,000
Inflow & Infiltration Reduction Program	2,035,000	610,000	610,000	610,000	610,000	610,000	3,050,000
Planning & Inspections	244,000	100,000	340,000	120,000	150,000	170,000	880,000
Upgrades	1,487,000	-	-	900,000	900,000	900,000	2,700,000
Contingency	-	150,000	150,000	200,000	200,000	250,000	950,000
<b>Total</b>	<b>\$ 5,423,000</b>	<b>\$ 1,589,000</b>	<b>\$ 1,879,000</b>	<b>\$ 2,862,000</b>	<b>\$ 2,160,000</b>	<b>\$ 2,352,000</b>	<b>\$ 10,842,000</b>

### Water Utility Asset Improvement Projects (2024 – 2028)

The Water Utility’s asset improvement program focuses on replacement of end-of-life water mains, wells, trenches, valves and equipment, as well as additional work necessary to meet population growth. The projects are primarily funded from the Water Infrastructure and Equipment Replacement Reserves and are guided by the 2017 Water Master Plan.

Water Utility Fund - Asset Improvement Financial Plan							
Funding Sources	2023 Budget	5 - Year Financial Plan					5 Year Total Budget
		2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
Water Development Cost Charges	\$ 30,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 113,000	\$ 133,000
Water Fund Infrastructure Reserve	5,109,900	2,338,400	1,515,000	2,069,000	2,047,100	2,142,900	10,112,400
Equipment Replacement Reserve	49,900	111,600	-	-	62,900	-	174,500
Contributions	106,200	100,000	119,000	100,000	100,000	161,100	580,100
<b>Total</b>	<b>\$ 5,296,000</b>	<b>\$ 2,550,000</b>	<b>\$ 1,634,000</b>	<b>\$ 2,189,000</b>	<b>\$ 2,210,000</b>	<b>\$ 2,417,000</b>	<b>\$ 11,000,000</b>

The proposed asset improvement projects total \$11M over the next five (5) years, with annual budgeted spending ranging from \$1.6M to \$2.6M. This does not include the unspent budgets/funding that will be carried over from the 2023 budget to the 2024 budget to complete the projects.

Some of the larger Water Utility projects planned for 2024 – 2028 (detailed list in Appendix C):

- Overall Street PRV station (\$750K)
- Water main upgrade – Thrift to Roper (\$650K)
- Water main upgrade – Columbia Lane Cypress to Ash (\$550K)
- New Oxford Well # 5 (\$800K)

The proposed project summary for the 5 – Year Financial Plan are listed below:

Water Utility Fund - Asset Improvement Financial Plan							
Infrastructure Renewal	2023 Budget	5 - Year Financial Plan					5 Year Total Budget
		2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
Coordinated with Road Works	\$ 675,000	\$ 90,000	\$ 208,000	\$ 282,000	\$ 366,000	\$ 111,000	\$ 1,057,000
Wells	1,842,000	1,105,000	110,000	110,000	110,000	110,000	1,545,000
Reservoirs	173,000	30,000	66,000	66,000	66,000	66,000	294,000
Treatment Plant	100,000	-	-	-	-	-	-
Water Mains	1,629,000	575,000	550,000	1,001,000	872,000	650,000	3,648,000
Pumps & Valves	75,000	-	-	-	-	750,000	750,000
Meters	64,000	75,000	75,000	75,000	75,000	75,000	375,000
Hydrants	55,000	55,000	55,000	55,000	55,000	55,000	275,000
Vehicles & Equipment	65,000	130,000	-	-	86,000	-	216,000
Technology & Other	576,000	90,000	120,000	150,000	80,000	100,000	540,000
Contingency	42,000	400,000	450,000	450,000	500,000	500,000	2,300,000
<b>Total</b>	<b>\$ 5,296,000</b>	<b>\$ 2,550,000</b>	<b>\$ 1,634,000</b>	<b>\$ 2,189,000</b>	<b>\$ 2,210,000</b>	<b>\$ 2,417,000</b>	<b>\$ 11,000,000</b>

### General Fund Asset Improvement Projects (2024 – 2028)

The proposed General Fund Asset Improvement Projects total \$44.0M over the next five (5) years, with annual budgeted spending ranging from \$7.4M to \$11.3M. This does not include the unspent budgets/funding that will be carried over from the 2023 budget to the 2024 budget to complete certain projects that were either not started in the year or started but not completed in 2024.

The proposed project summary for the 5 – Year Financial Plan are listed below:

General Fund - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	5 - Year Financial Plan					5 Year Total
	Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
Roads	\$ 10,084,000	\$ 4,803,000	\$ 3,870,000	\$ 5,793,000	\$ 4,182,000	\$ 4,224,000	\$ 22,872,000
Parking	1,143,000	580,000	80,000	80,000	80,000	80,000	900,000
Facilities	8,258,000	2,181,000	1,344,000	1,508,000	1,374,000	1,078,000	7,485,000
Parks	16,581,000	1,195,000	395,000	435,000	410,000	465,000	2,900,000
Vehicles/Fleet	582,000	80,000	481,000	434,000	351,000	480,000	1,826,000
Information Technology	1,360,000	1,462,000	240,000	240,000	260,000	260,000	2,462,000
Contingency	295,000	1,000,000	1,000,000	1,100,000	1,100,000	1,100,000	5,300,000
<b>Total</b>	<b>\$ 38,303,000</b>	<b>\$ 11,301,000</b>	<b>\$ 7,410,000</b>	<b>\$ 9,590,000</b>	<b>\$ 7,757,000</b>	<b>\$ 7,687,000</b>	<b>\$ 43,745,000</b>

The funding sources proposed for the 5 – Year Financial Plan are listed below:

General Fund - Asset Improvement Financial Plan							
Funding Sources	2023	5 - Year Financial Plan					5 Year Total
	Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
General Revenue	\$ 2,695,300	\$ 2,845,000	\$ 2,946,700	\$ 3,121,500	\$ 3,267,700	\$ 3,333,100	\$ 15,514,000
Parkland Development Cost Charges	30,000	-	-	20,000	-	20,000	40,000
Highways Development Cost Charges	342,800	9,800	78,700	265,600	123,800	267,500	745,400
Capital Works Reserve	3,249,400	2,277,000	1,256,000	1,472,000	1,209,000	1,169,000	7,383,000
Community Amenity Contribution Reserve	3,427,000	750,000	50,000	50,000	50,000	50,000	950,000
Community Amenity Contribution Reserve	183,000	-	-	-	-	-	-
Affordable Housing Reserve	4,000,000	-	-	-	-	-	-
Equipment Replacement Reserve	149,100	32,300	183,000	384,100	611,000	480,000	1,690,400
Capital In Progress Reserve	4,070,900	490,200	-	-	-	-	490,200
Pier Reserve	25,000	95,000	25,000	25,000	25,000	25,000	195,000
Computer Replacement Reserve	150,000	134,000	145,000	145,000	165,000	165,000	754,000
Roadworks Reserve	3,657,500	1,497,000	1,200,600	1,737,600	476,500	1,607,400	6,519,100
Parking Reserve	225,000	146,000	-	-	-	-	146,000
Community Works Fund Reserve (Gas Tax)	1,084,800	-	150,000	125,000	-	-	275,000
Traffic Fine Revenue Sharing Reserve	31,000	-	-	-	-	-	-
Secondary Suite Service Fee Reserve	837,000	960,000	-	708,000	633,000	-	2,301,000
Climate Action Revenue Incentive Program	304,000	67,700	50,000	50,000	50,000	50,000	267,700
Fire Rescue Equipment Reserve	40,000	-	-	-	-	-	-
General Infrastructure Reserve	2,750,200	1,818,600	1,170,000	1,129,000	991,000	365,000	5,473,600
Grants	8,000,000	-	-	-	-	-	-
Contributions	3,051,000	178,400	155,000	357,200	155,000	155,000	1,000,600
<b>Total</b>	<b>\$ 38,303,000</b>	<b>\$ 11,301,000</b>	<b>\$ 7,410,000</b>	<b>\$ 9,590,000</b>	<b>\$ 7,757,000</b>	<b>\$ 7,687,000</b>	<b>\$ 43,745,000</b>

### General Fund – Roads

The proposed asset improvement projects for Roads total \$22.9M over the next five (5) years, with annual budgeted spending from \$3.9M to \$5.8M. Details of the projects are found in Appendix D.

Roads - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	5 - Year Financial Plan					5 Year Total
	Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
Paving Program	\$ 1,295,000	\$ 1,200,000	\$ 1,250,000	\$ 1,200,000	\$ 1,200,000	\$ 1,350,000	\$ 6,200,000
Road Reconstruction	6,967,000	1,727,000	1,395,000	3,438,000	1,867,000	1,219,000	9,646,000
Sidewalks & Retaining Walls	433,000	208,000	125,000	125,000	125,000	125,000	708,000
Bus Stops	25,000	40,000	40,000	40,000	40,000	40,000	200,000
Street Lights	230,000	620,000	620,000	50,000	50,000	50,000	1,390,000
Technology, Planning & Other	1,134,000	1,008,000	440,000	940,000	900,000	1,440,000	4,728,000
<b>Total</b>	<b>\$ 10,084,000</b>	<b>\$ 4,803,000</b>	<b>\$ 3,870,000</b>	<b>\$ 5,793,000</b>	<b>\$ 4,182,000</b>	<b>\$ 4,224,000</b>	<b>\$ 22,872,000</b>

Some of the larger projects planned for 2024 – 2028 include:

- Pavement overlays (\$1M per year)
- Various Roadworks projects:
  - o Johnston Road (\$6.8M)
  - o Marine Drive – Finlay to State (\$500K)
  - o Martin – Buena Vista to Victoria (\$1.2M)
- Paver upgrades – Marine Drive (\$900K)
- Street Light LED upgrades (\$1.4M)

### General Fund – Parking

- The proposed asset improvement projects total \$900K over the next five (5) years, with annual budgeted spending ranging from \$80K to \$580K. The two Parking projects are annual parking lot paving overlays (\$80K per year) and the Marine Drive parking lot rehabilitation – Oxford to the museum (\$500K).

Parking	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 Year Total Budget
Town Centre Parking Stalls (funded from CAC)	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Centre Parallel Street Parking	41,000	-	-	-	-	-	-
Parking Lot Paving Overlays	232,000	80,000	80,000	80,000	80,000	80,000	400,000
Marine Drive Parking Lot Rehabilitation - Oxford to Museum	630,000	500,000	-	-	-	-	500,000

### General Fund – Facilities

The proposed asset improvement Facilities projects total \$7.5M over the next five (5) years, with annual budgeted spending ranging from \$1.1M to \$2.2M. Details of the projects are found in Appendix D.

Facilities - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	5 - Year Financial Plan					5 Year Total
	Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
White Rock Arena	\$ 695,000	\$ 81,000	\$ 205,000	\$ 462,000	\$ -	\$ -	\$ 748,000
Centre for Active Living	152,000	12,000	12,000	12,000	12,000	12,000	60,000
White Rock Community Centre	42,000	382,000	12,000	12,000	12,000	12,000	430,000
Kent Street Activity Centre	880,000	25,000	100,000	16,000	45,000	9,000	195,000
City Hall & Annex	52,000	655,000	-	-	-	-	655,000
Operations Building & Yard	115,000	-	50,000	-	-	-	50,000
Fire (& Rescue) Hall	255,000	160,000	-	120,000	260,000	-	540,000
RCMP Building	715,000	-	-	-	-	-	-
Affordable Housing	4,000,000	-	-	-	-	-	-
Museum	55,000	-	10,000	-	-	-	10,000
Library	380,000	16,000	135,000	61,000	100,000	100,000	412,000
Technology, Planning & Other	917,000	850,000	820,000	825,000	945,000	945,000	4,385,000
<b>Total</b>	<b>\$ 8,258,000</b>	<b>\$ 2,181,000</b>	<b>\$ 1,344,000</b>	<b>\$ 1,508,000</b>	<b>\$ 1,374,000</b>	<b>\$ 1,078,000</b>	<b>\$ 7,485,000</b>

Some of the larger facilities projects planned for 2024 – 2028 include:

- Arena condenser replacement (\$480K)
- White Rock Community Centre fitness centre renovations (\$355K)
- Fire Rescue – Self-contained breathing equipment replacement (\$260K)
- Library elevator replacement (\$370K)

General Fund – Parks

The proposed asset improvement Parks projects total \$2.9M over the next five (5) years, with annual budgeted spending ranging from \$395K to \$1.2M. Details of the projects are found in Appendix D.

Some of the larger projects planned for 2024 – 2028 include:

- Pier plank replacements (\$125K)
- Tree light replacements (\$125K per year)
- Finlay Street Beach access ramp (\$500K)
- Tree removal and replacements (\$200K)

Parks - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	5 - Year Financial Plan					5 Year Total
	Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
Parkland Acquisition	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Centennial Park	2,222,000	200,000	-	-	-	-	200,000
Waterfront	11,582,000	820,000	150,000	150,000	150,000	150,000	1,420,000
Other	241,000	-	110,000	150,000	125,000	125,000	510,000
Boulevards, Paths & Stairs	451,000	40,000	40,000	40,000	40,000	90,000	250,000
Public Art	443,000	90,000	50,000	50,000	50,000	50,000	290,000
Tree Management	90,000	40,000	40,000	40,000	40,000	40,000	200,000
Lighting, Furniture & Equipment	552,000	5,000	5,000	5,000	5,000	10,000	30,000
<b>Total</b>	<b>\$ 16,581,000</b>	<b>\$ 1,195,000</b>	<b>\$ 395,000</b>	<b>\$ 435,000</b>	<b>\$ 410,000</b>	<b>\$ 465,000</b>	<b>\$ 2,900,000</b>

General Fund – Vehicle & Fleet

The proposed asset improvement Vehicle & Fleet projects total \$1.8M over the next five (5) years, with annual budgeted spending ranging from \$80K to \$481K. Details of the projects are found in Appendix D. Some of the larger projects include:

- Ford Challenger passenger van – Recreation & Culture (\$120K)
- Command support Chevy van – Fire Rescue (\$280K)
- Ford F550 4x4 CAFS – Fire Rescue (\$308K)

Vehicles/Fleet - Asset Improvement Financial Plan							
Infrastructure Renewal	2023	5 - Year Financial Plan					5 Year Total
	Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	
Operations	\$ 142,000	\$ 50,000	\$ -	\$ -	\$ 229,000	\$ 8,000	\$ 287,000
Facilities	75,000	-	-	-	-	285,000	285,000
Parks	47,000	30,000	201,000	-	72,000	67,000	370,000
Recreation & Culture	58,000	-	-	80,000	-	120,000	200,000
Planning & Development Services	100,000	-	-	-	-	-	-
Fire Rescue	10,000	-	280,000	354,000	-	-	634,000
Other	150,000	-	-	-	50,000	-	50,000
<b>Total</b>	<b>\$ 582,000</b>	<b>\$ 80,000</b>	<b>\$ 481,000</b>	<b>\$ 434,000</b>	<b>\$ 351,000</b>	<b>\$ 480,000</b>	<b>\$ 1,826,000</b>

General Fund – Information Technology

The proposed asset improvement projects total \$2.5M over the next five (5) years, with annual budgeted spending ranging from \$240K to \$1.5M. Details of the projects are found in Appendix D.



Information Technology - Asset Improvement Financial Plan							
	5 - Year Financial Plan						
	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 Year Total Budget
Infrastructure Renewal	\$ 156,000	\$ 167,000	\$ 145,000	\$ 145,000	\$ 165,000	\$ 165,000	\$ 787,000
Corporate Initiatives	1,204,000	1,295,000	95,000	95,000	95,000	95,000	1,675,000
<b>Total</b>	<b>\$ 1,360,000</b>	<b>\$ 1,462,000</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 2,462,000</b>

Some of the larger projects include:

- PC replacements (\$275K)
- Infrastructure replacements/upgrades (\$330K)
- E-commerce and data management projects (\$200K)
- New financial ERP system (\$1.2M)

### **Final 2024 to 2028 Financial Plan Amendment**

An amendment to the 2024 to 2028 Financial Plan Bylaw will come forward in April 2024 with details on incomplete 2023 capital project budgets and funding sources to be carried over to 2024.

### **FINANCIAL IMPLICATIONS**

The asset improvement items summarized in this report, and detailed in the appendices, make up part of the 2024 – 2028 Financial Plan. They are funded by a variety of sources including reserve funds, grants, user fees, and property taxes.

### **LEGAL IMPLICATIONS**

No specific legal implications to note. Council approval required to authorize the budget, including asset improvements, utility charges and property taxation rates.

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

A public survey on the City’s 2024 budget was made available for responses and comment from October 16, 2023, through to November 13, 2023. There will be an additional opportunity for community feedback on the 2024 budget during the Public Comment period planned for January 10, 2024, through to January 23, 2024.

### **INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS**

All departments have been involved in preparing the 2024 budget

### **ALIGNMENT WITH STRATEGIC PRIORITIES**

The asset improvement projects summarized in this report, and detailed in the appendices, align with the following Council Strategic Priorities:

Community:

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

Objective 4 – Develop new Community Hub.

Infrastructure:

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

Objective 3 – Maintain updated infrastructure master plans.

Objective 4 – Construct key infrastructure projects.

**OPTIONS / RISKS / ALTERNATIVES**

The following options are available for Council’s consideration:

1. To endorse the 2024 – 2028 Draft Asset Improvement Financial Plan and direct staff to include the projects and amounts contained within in the 2024 – 2028 Consolidated Financial Plan.
2. To amend the 2024 – 2028 Draft Asset Improvement Financial Plan and direct staff to include the amended projects and amounts in the 2024 – 2028 Consolidated Financial Plan.

**CONCLUSION**

Staff recommend Council:

1. Receive for information the corporate report dated December 11, 2023, from the Director, Financial Services, titled “2024 – 2028 Draft Asset Improvement Financial Plan”;
2. Endorse the presented Draft Asset Improvement Financial Plan figures and assumptions; and
3. Direct staff to proceed with preparing the 2024 – 2028 Consolidated Financial Plan and to include the projects and amounts detailed in the 2024 – 2028 Draft Asset Improvement Plan.

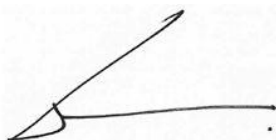
Respectfully submitted,



Candice Gartry  
Director, Financial Services

**Comments from the Chief Administrative Officer**

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



Guillermo Ferrero  
Chief Administrative Officer

Appendix A: Drainage Utility Asset Improvement Projects 2024 – 2028

Appendix B: Sanitary Sewer Utility Asset Improvement Projects 2024 – 2028

Appendix A: Water Asset Improvement Projects 2024 – 2028

Appendix A: General Fund Asset Improvement Projects 2024 – 2028