

CITY OF WHITE ROCK

2022 FINANCIAL PLAN



WHITE ROCK
City by the Sea!

About This Document

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

Space held for future GFOA Distinguished Budget Presentation Award certification.

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Welcome and Acknowledgements

Thank you for taking the time to read the White Rock Financial Plan (the plan). This report was prepared for Council by the Finance Department, and had substantial input from key City departments.

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



A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

On behalf of the City's employee team, I am pleased to present the City's 2022 Financial Plan in a new format.

This year's budget is responsive to the needs of the community and is influenced by Covid-19. A comprehensive strategic planning tool was implemented last year to convey real-time capacity and progress on projects, as well as clearly identify a path forward to ensuring that the community's needs were met during the pandemic and beyond in six areas:

- Community
- Environment
- Waterfront
- Infrastructure
- Economy
- Covid-19

The 2022-2026 budget complements this strategic management process and includes funding for key initiatives of Council, such as:

- Solid waste pickup for commercial and multi-family properties
- Housing needs/affordable housing strategies
- Community amenity contribution 'shovel in the ground' projects
- The City's relationship with the Semiahmoo First Nation

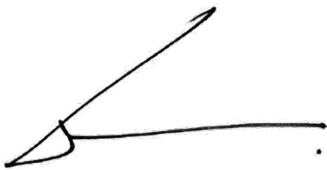
These important Council initiatives and others in the plan are currently on track to be completed, and their status is reported regularly to Council and residents.

The City's revenue streams were impacted again by Covid-19 in 2021, particularly in recreation and parking. Joint Federal-Provincial Safe Restart and Recovery assistance was provided, and a significant amount was used to maintain services and protect those areas without increasing taxation. Further use of those funds will be required in 2022 during the recovery stage, and gradual return to full operations in 2023—assuming that Covid-19 stays on a path leading to recovery.

The 2022 budget is based on maintaining the delivery of services. The combined revenues from taxes and utility charges equates to a White Rock single-family household seeing an increase of \$246, or 4.37% compared to 2021. This increase is comparable with other lower mainland local governments, and it sustains the organization's ability to provide the same level of service and risk management during the pandemic. It also reflects a substantial contractual increase in policing costs and provides a modest increase in asset improvement funding. The City, an attractive and desirable waterfront location, is small compared to other local Metro Vancouver communities and continues to deliver many of the same services as larger neighbouring municipalities. At times, the delivery of these services requires higher taxes, as a result.

While local governments are always dynamic places to work, it is acknowledged that this past year has again been particularly demanding of City staff as they respond to the increased pressure of living, working, and serving the community during the Covid-19 pandemic. I admire the resilience and adaptability of our team as everyone remained dedicated to maintaining services with as little impact as possible to our community, and with safety measures in place.

I also wish to thank our Council for its support and leadership throughout this period. While the past two years have been challenging, I know that we will continue to work together and keep moving forward, continuing to adapt to meet the needs of the community.



Guillermo Ferrero
Chief Administrative Officer



THE WHITE ROCK COMMUNITY

White Rock is a picturesque, seaside city of 20,922 in southwest British Columbia. The city is located beside the sprawling sandy beach and warm, shallow waters of Semiahmoo Bay on the unceded territory of the Semiahmoo First Nation, and the Coast Salish people.

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

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

Attracting a diverse demographic spanning from young families to retirees, White Rock offers the friendliness of a small town with the amenities of a modern urban centre. It is a safe city that is protected by White Rock Fire Rescue, White Rock RCMP and the BC Ambulance Services.

THE YEAR IS 2045...

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



20,922*
residents
* 2020 Province of B.C.



298
Fire inspections



5.12 SQ KM
city area



2,025
Business Licences issued



2.19 KM
promenade length



682,663
total post reach on Facebook



3,015
registrations into
recreation classes
and programs



\$45,201
total Civic Grants-in-Aid
awarded by the City



ORGANIZATIONAL PROFILE

THE MUNICIPAL COUNCIL

Local government in the City of White Rock is provided by a Mayor and Council. Currently, a Mayor and six Councillors make up Council, all of whom are elected for a four-year term. The new Council elected in the 2018 election were sworn in on November 5th, 2018:



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

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

THE EMPLOYEE TEAM

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



The workforce is comprised of exempt staff, Management, CUPE staff, and IAFF Fire staff supplemented by Paid on Call Volunteer Firefighters, temporary support staff, and a variety of program contractors.

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

Workforce Summary					
	2018	2019	2020	2021	2022
Council and Administration					
Council and Office of CAO	2	2	2	2	2
Corporate Administration	5	5	6	5	5
Communications & Government Relations	3	3	3	3	4
Financial Services	13	13	14	14	13
Human Resources	4	4	5	5	5
Information Technology	6	6	6	7	7
Planning and Development					
Planning	7	6	6	6	5
Economic Development	-	1	1	-	-
Building	9	8	7	8	9
Parking	7	7	6	7	7
Bylaw Enforcement and Animal Control	4	3	3	3	3
Protective Services					
Fire Rescue and Emergency Program**	26	26	26	27	28
RCMP, Support Services	12	12	12	12	12
Recreation and Culture					
Recreation	20	21	18	19	21
Engineering and Operations					
Operations	10	10	11	11	13
Road, Sewer, Drain, Solid Waste	15	16	16	16	16
Parks	12	12	12	16	16
Facilities	3	3	3	3	3
Garage and Fleet	2	2	2	2	2
Water	10	10	10	10	9
	170	170	169	176	180

**Does not include Paid on Call Firefighters

COUNCIL STRATEGIC PLAN PRIORITIES

When City Council approved the Strategic Priorities for White Rock in early 2019, they heard clear priorities from the community that included the reopening of Canada’s Longest Pier and Waterfront Promenade, both severely damaged in December 2018 by a harsh and sudden winter storm.

Today the City faces a different storm. The declaration of a Covid-19 global pandemic in March 2020 has left the world profoundly changed. In response, the City moved to online services, advocated to aid residents and businesses in need, and provided alternatives to in-person Council meetings, public meetings, special events, recreation and public engagement.

Throughout this time, the City continued to provide essential services, including fire and police, solid waste collection and recycling, clean drinking water, roads and parks maintenance, taxation and parking services. A Covid-19 Recovery Task Force was formed in June 2020 to respond to the social and economic needs of White Rock during the pandemic.

Council’s 2021-2022 Strategic Priorities maintain, where possible, the public input principles heard in 2019 along with further input provided by the community during the pandemic. Priorities were refined and will focus on Community, Environment, Waterfront, Infrastructure, Economy, and continued response to Covid-19.



COMMUNITY

We will make the best possible community decisions in collaboration with residents and stakeholders, providing an excellent quality of life.



ENVIRONMENT

We will continue to improve our environmental stewardship to preserve and protect the natural environment for future generations.



WATERFRONT

We will enhance, promote and share our regional, premier, seaside experience.



INFRASTRUCTURE

We will build and maintain physical and organizational structures and facilities to enhance our community's quality of life.



ECONOMY

We will support the prosperity and diversification of the City's economic base.



COVID-19

We will provide the best possible community outcomes and resilience to maximize recovery from COVID-19.

NARROWING THE FOCUS

To help narrow the focus for Council's 2021-2022 Strategic Priorities, City Council on March 8, 2021, selected a list of top-five items to achieve leading up to 2022. They are:

- 1**
THE
OFFICIAL
COMMUNITY
PLAN (OCP)
REVIEW
- 2**
SOLID
WASTE
PICKUP
FOR MULTI
FAMILY
- 3**
HOUSING
NEEDS /
AFFORDABLE
HOUSING
- 4**
COMMUNITY
AMENITY
CONTRIBUTION
'SHOVEL-IN-
THE-GROUND'
PROJECTS
- 5**
THE CITY'S
RELATIONSHIP
WITH THE
SEMIAHMOO
FIRST NATION
PROJECTS



FINANCIAL MANAGEMENT

FINANCIAL PLANNING FRAMEWORK

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

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

Community Vision and Priorities: (Our vision)

- Official Community Plan
- Council Strategic Plan
- Master Plans (Water, Sewer, Drainage, Facilities, Parks, Transportation, and Culture)

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

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

Financial Policies & Performance (How we measure what we do)

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

Financial Planning (How we plan ahead)

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

BASIS OF ACCOUNTING AND BUDGETING

The accounting policies of the City conform to Canadian Generally Accepted Accounting Principles for local governments, and Consolidated Financial Statements are prepared as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Professional Accountants. The budget document follows this approach and is structured in an easy-to-read format.

FUNDING STRUCTURE

The City uses specific funds to account for its revenues and expenditures. All funds are accounted for on the accrual basis, with revenue sources recognized when earned. The revenue in each fund may be spent only for the purpose specified in the fund with unearned revenue in the current period reported on the balance sheet as deferred revenue.

Each fund belongs to one of the following two categories: Operating or Capital.

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

Use of funds is specified as follows:

- **General Operating Fund:** Used to account for all general operating revenues and expenses of the municipality other than solid waste, drainage, water, and sewer operations
- **Solid Waste Operating Fund:** Provides for all revenues and expenses related to the operation of the municipal solid waste collection system. Revenues are collected through billing based on fixed annual rates per household
- **Drainage Operating Fund:** Provides for all revenues and expenses related to the operation of the municipal drainage system. Revenues are collected through annual billing per household
- **Water Operating Fund:** Provides for all revenues and expenses related to the operation of the municipal water system. Revenues are collected through water billing based on volume of water consumed
- **Sewer Operating Fund:** Community sewage collection system revenues and expenses are accounted for separately in this fund. Revenues are from consumption-based utility billings
- **General Capital Fund:** Used to account for all capital expenditures of the municipality, other than for utilities
- **Solid Waste, Drainage, Water and Sewer Capital Funds:** Used to account for all utility capital expenditures of the municipality

Department	Operating					Capital					Fund	
	G	SW	D	W	S	GC	SWC	DC	WC	SC		
General Government Operations	X					X					G	General
Police	X					X					SW	Solid Waste
Fire	X					X					D	Drainage
Engineering and Operations	X					X					W	Water
Recreation and Culture	X					X					S	Sewer
Solid Waste		X					X				GC	General Capital
Drainage			X					X			SWC	Solid Waste Capital
Water				X					X		DC	Drainage Capital
Sewer					X					X	WC	Water Capital
Fiscal Services	X										SC	Sewer Capital

BUDGET PRINCIPLES

The budget is prepared annually with the following principles in mind:

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

BUDGET FACTORS

The Covid-19 pandemic is still impacting the global economy, and impacts continue to be felt. Managing during this uncertain time through a safe restart and recovery is of primary importance. The City will continue to focus on a return to the steady program of service improvements; prudent fiscal management and a long-term plan to reach sustainable infrastructure replacement funding levels.

Preparation of the 2022 – 2026 Financial Plan has considered the following factors:

1. **Covid-19 Pandemic:** This budget reflects the impact of the current pandemic.
2. **Inflation:** The inflationary pressures faced by local government are much different than the Consumer Price Index that reviews a “basket of goods” for a household including:
 - Food and shelter
 - Household operations and furnishings
 - Clothing and footwear
 - Transportation
 - Health and personal care
 - Recreation and education
 - Alcohol and tobacco products

Inflation is forecast to be higher than average in 2022 and may remain so in the near term given supply chain challenges coupled with current levels of economic uncertainty.

3. **Wage and Benefit Costs:** The City expects to renegotiate collective agreements with CUPE and IAFF employees in 2022. The RCMP recently negotiated a first collective agreement, and this will have substantial impact on local policing costs.
4. **Staffing Capacity and Service:** In a small organization, workforce planning (organizational capacity review) is especially important to ensure that the organization is using its human resource capacity to effectively provide the services expected by the community.

This is a continuous internal process used to ensure that an appropriate level of work-life balance is maintained by the workforce, and a high level of productivity is achieved. In the near-term, records management, human resources, engineering administration and culture are areas where capacity is needed.

5. **User Fees and Utility Charges:** User fees and charges form a significant portion of planned revenue. Many specific municipal services, such as recreation, solid waste, drainage, water, sewer, and development services (building permits, development applications) can be measured and charged for on a user-pay basis. This approach attempts to fairly apportion the value of municipal service to those who make use of it. User fees accounted for 30% of revenues in the 2021 municipal budget. A regular fee review in the fall of each year helps keep fees current and informs the budget process cycle.

6. **Sustainable Asset Improvement Investment:** The municipality faces a growing infrastructure renewal requirement and a facilities repair and maintenance challenge. Development of an Asset Management Plan will in the future provide a gradual approach to resolving this challenge and achieve sustainable infrastructure replacement funding levels. There is an opportunity to apply fiscal discipline and gradually increase capital reinvestment spending over a reasonable period to reach sustainable levels.
7. **Debt Servicing:** Current debt servicing levels are modest. Interest rates remain low and the strategic use of moderate levels of debt can assist in maintaining generational equity and move larger projects forward that otherwise could not be afforded on a cash basis.
8. **Projects and Strategic Initiatives Funding by Reserves:** Annual projects and strategic initiatives are developed through service reviews and studies as well as strategic planning. Currently these initiatives are funded through current revenues, grants and operating reserves as annual surplus allows. Restructuring funding for this area of the budget will be reviewed with the 2023 Financial Plan.
9. **Covid-19 Safe Restart Grant for Local Governments:** In November of 2020 the City received a joint Federal/Provincial Grant of \$3,769,000. This conditional grant is to support the City in dealing with the increased operating costs, lower revenues from Covid-19, and ensure the continued delivery of services people depend on in the community. The grant is being used to fund eligible costs from the impact of Covid-19 in 2020 and 2021. Use of the grant has also been incorporated in the 2022 Financial Plan to bridge the loss of recreation revenues.

BUDGET TIMELINES

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

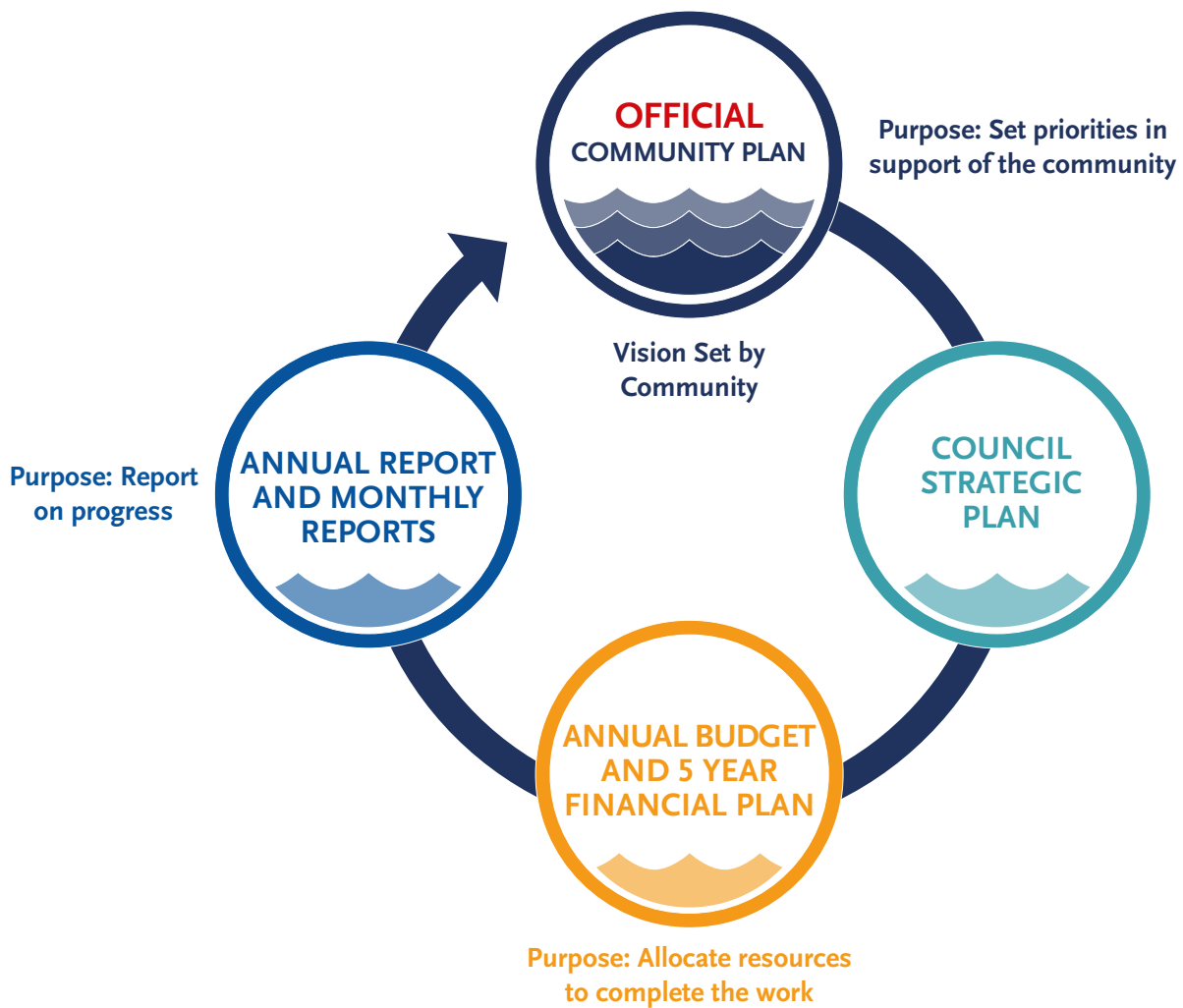
September	Establish principles for financial sustainability and targets for financial health. Council provides broad budget direction
October	Q3 results presented
October to January	Development of draft budget
December	Water Utility presented, and rates approved
January	Introduction of draft budget for public consultation
January to February	Public Consultation/Feedback – LetsTalk Platform
February to March	Operating and Capital Budget presentations
April to May	Official budget adopted, bylaws approved, and tax rates approved

LINKING BUDGET TO STRATEGY

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

The proposed budget advances key priorities contained in the strategic plan and maintains services during this unprecedented time of pandemic recovery and restart process.

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



WORKFORCE PLANNING

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

This is a continuous internal process used to ensure that both appropriate levels of work life balance are maintained by the workforce and high levels of productivity are achieved. In the near term, records management, human resources, engineering administration and culture are areas of capacity focus.

The City employs an equivalent FTE workforce of 176 and this is planned to increase to 180 in 2022 as follows:

- A Grant Writer
- A Firefighter to implement the position approved in 2021
- Programming positions in recreation as service returns to pre-Covid-19 levels
- Temporary engineering assistance for RoW permit processing and the engineering dept restructure

Workforce Summary					
	2018	2019	2020	2021	2022
Council and Administration					
Council and Office of CAO	2	2	2	2	2
Corporate Administration	5	5	6	5	5
Communications & Government Relations	3	3	3	3	4
Financial Services	13	13	14	14	13
Human Resources	4	4	5	5	5
Information Technology	6	6	6	7	7
Planning and Development					
Planning	7	6	6	6	5
Economic Development	-	1	1	-	-
Building	9	8	7	8	9
Parking	7	7	6	7	7
Bylaw Enforcement and Animal Control	4	3	3	3	3
Protective Services					
Fire Rescue and Emergency Program**	26	26	26	27	28
RCMP, Support Services	12	12	12	12	12
Recreation and Culture					
Recreation	20	21	18	19	21
Engineering and Operations					
Operations	10	10	11	11	13
Road, Sewer, Drain, Solid Waste	15	16	16	16	16
Parks	12	12	12	16	16
Facilities	3	3	3	3	3
Garage and Fleet	2	2	2	2	2
Water	10	10	10	10	9
	170	170	169	176	180

**Does not include Paid on Call Firefighters

IMPACT OF UNFUNDED POSITIONS

Capacity pinch points have been identified in several areas with the following four positions identified to address those needs:

1. **Corporate Administration - Records Management Coordinator**

Annual cost—\$98,900

This is to provide the capacity to more completely meet statutory records management requirements and develop policy and processes to ensure that data is retrievable, authentic, and accurate.

2. **Human Resources - Human Resources Advisor**

Annual cost—\$126,200

This is to permanently fund from taxation revenue a current temporary human resource advisor position that is temporarily funded from reserves and prior years surplus. A larger employee base and increased complexity with increased recruitment activity have gradually eroded HR capacity in corporate leave management, employee education, employee communication, and employee wellness, which is being temporarily addressed.

3. **Recreation and Culture - Culture Services Program Coordinator**

Annual cost—\$77,500

This is to begin implementing the Council approved Cultural Strategic Plan which lists as first priority the recruitment of a Culture Services Program Coordinator to manage implementation of the plan.

While these positions are needed immediately, they have not been included in the proposed budget, given the impact on property taxes already identified to maintain current service levels a further increase of an equivalent 1.2% in property taxes would be needed to fund all positions. They remain unfunded at this time and will be reconsidered again in 2023. During the budget process, funding for the new Firefighter and Building Inspector positions were reduced and funding for the vacant Purchasing Specialist was eliminated. Partial funding for the new Grant Writer was provided. Full annual funding will need to be reinstated in 2023 to maintain these positions.

The service impact of this deferral is as follows:

1. A delay in achieving compliance with statutory obligations around Records Management. Having a position to oversee all City records through the same corporate process throughout their various stages would serve as an important administrative function for the organization. The result would provide higher efficiency in regard to time and cost and in addition the mitigation of risk.
2. Continued reliance on prior years surplus to maintain current service level in Human Resources.
3. A deferral of the implementation of the Culture Strategic Plan.
4. A deferral of the implementation of a centralized purchasing support.

CONSOLIDATED FINANCIAL PLAN – EXECUTIVE SUMMARY

2022 CONSOLIDATED FINANCIAL PLAN – SUMMARY

The *approved* City of White Rock Consolidated Financial Plan for 2022 balances \$109 million in revenues with \$109 million in expenses. The plan provides for the continuation of services expected by the community and a focus on maintaining service levels during this unprecedented time of Covid-19.

This requires striking a balance between the need to continue increasing capital funding, maintaining service levels, and keeping operating costs in check. Sound fiscal choices must be made that reflect community priorities and the ability to pay during Covid-19 and an uncertain economic climate.

Funding is provided for key projects and initiatives to move strategic priorities of Council forward, such as Solid Waste Pickup for Commercial and Multi-Family Properties, Housing Needs/Affordable Housing, Community Amenity Contribution ‘Shovel in the Ground’ Projects, and the City’s relationship with the Semiahmoo First Nation.

To provide clarity and transparency the amount of property taxation charged for Policing and Asset Improvement has also been separately identified in the 2022 budget.

Similar approaches have been employed to produce the Solid Waste, Drain, Sewer, and Water Utility budgets. Costs to replace infrastructure are the predominant factor in developing those Utility Budgets along with the cost of Metro sanitary sewer treatment.

The impact of the proposed 2022 Budget on an average single-family household is projected to be \$246 or 4.37% from property taxes and utilities.

Budget Impact to Average Household in 2022					
	2021	2022	Change \$\$	Change %	
Property Taxation					
Municipal Operations	\$ 2,141	\$ 2,184	\$ 43	1.14%	
Police Service	925	1,025	100	2.61%	
Asset Improvement	756	813	57	1.49%	
Total Property Taxes	\$ 3,822	\$ 4,022	\$ 200	5.24%	
Utilities					
Drainage Utility Charge	\$ 530	\$ 555	\$ 25	1.35%	
Solid Waste Utility Charge	337	345	8	0.44%	
Sewer Utility Charge	265	265	-	0.00%	
Water Utility Charge	705	719	14	0.76%	
Total Utilities	\$ 1,837	\$ 1,884	\$ 47	2.56%	
Total Annual Cost	5,659	5,906	247	4.37%	

Change over 2021 4.37%

GENERAL FUND (PROPERTY TAXATION)

After new growth (non-market change in property assessment) is considered, the 2022 proposed budget is based on a combined Municipal, Police, and Asset Improvement property tax increase of \$200 or 5.24% to the average home.

An average family home for 2022 has an assessed value of \$1,841,832 (the home's property tax increase may be higher or lower than the average of \$200, if the home's property assessment varied from the average home assessment, which increased 25.8% over 2021).

Municipal Operations have been limited to an \$43 or 1.1% increase to the average homeowner. This has been achieved through cost management while absorbing revenue losses; the City is no longer eligible for a Provincial Small Communities Protection Grant and investment returns are dropping. Fee and charge revenues are forecast to begin rebounding, and the provincial Covid-19 restart grant will help bridge that gap for 2022.

Significant increases in **Police Service** operational costs are expected from the new RCMP collective agreement, and changes in cost sharing as a result of the shift away from RCMP in the City of Surrey. This translates to an \$100 or 2.6% increase in property taxes to the average homeowner.

ASSET IMPROVEMENT PROGRAM (INFRASTRUCTURE REPLACEMENT)

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

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

Asset Improvement funding will increase by \$370,800 which will provide a modest increase for infrastructure mandated by bylaw 2021. This is equivalent to a 1.5% property tax increase to the average homeowner.

Over the five-year plan horizon this is projected to increase by an average of \$75 per year or 2% pending development of an Asset Management Plan, as follows:

	2022	2023	2024	2025	2026
Property Taxation for Asset Improvement	\$813	\$888	\$963	\$1037	\$1112

Over the next five years the City plans to invest \$71.6 million in asset improvement with funding from reserves. This includes significant spending on roads, facilities, drains, sewer and water systems; however, the current level of funding is generally thought to be insufficient to replace current infrastructure on a sustainable basis over the long-term. An Asset Management Plan is needed to outline a long-term approach to determining this.

IMPACT OF CAPITAL INVESTMENT ON OPERATING COSTS

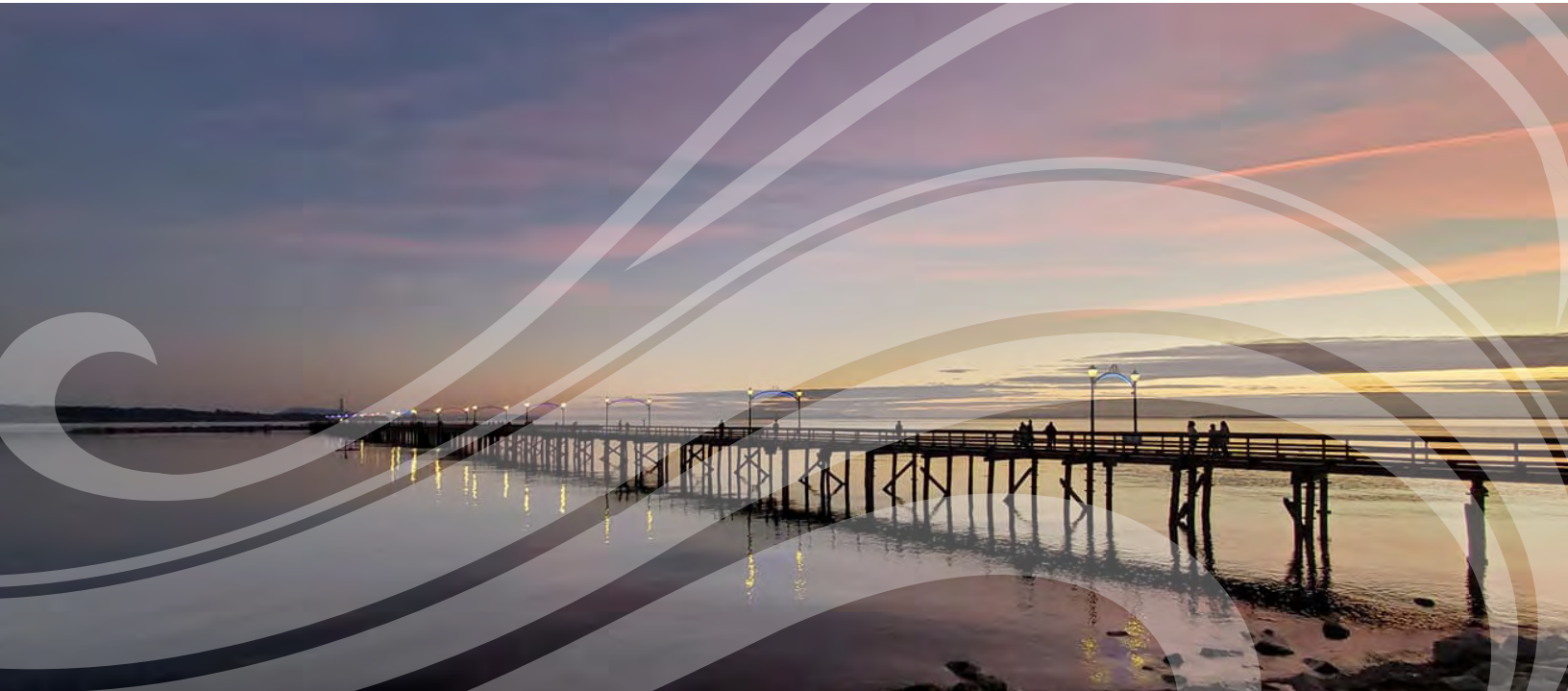
The majority of the City's asset improvement program is focused on the replacement of existing infrastructure and will assist in maintaining the current operating cost to repair and manage those assets in the future. Modest upgrading of assets is planned, and this will help to mitigate risk and maintain service levels. No significant change in operating costs over the five-year term of this financial plan is expected as a result of the capital program.

DRAINAGE UTILITY FUND (DRAINAGE UTILITY CHARGE)

The 2022 Drainage Utility Budget is based on a drainage utility charge for a single-family household of \$555 per year or \$25 over 2021. This is an increase of 4.7%. The five-year Drainage Asset Improvement Plan includes funding for \$22.2 million of storm drain upgrades.

SOLID WASTE UTILITY FUND (SOLID WASTE UTILITY CHARGE)

The 2022 Solid Waste Utility Budget is based on a solid waste charge of \$345 per household per year. This is an increase of 2.4% and for a single-family household this would be \$8 over 2021. The five-year Solid Waste Asset Improvement Plan includes the replacement of all Haul-All collection vehicles ordered in 2021.



SEWER UTILITY FUND (SEWER UTILITY CHARGE)

The 2022 Sewer Utility Budget is based on a sewer charge of \$265 per year. There is no increase in cost for the year for a single-family household over 2021. The 2022 Sewer Asset Improvement Plan includes \$13.5 million of mains replacement and an inflow and infiltration reduction program.

WATER UTILITY FUND

The 2022 Water Utility Budget is based on a council approved water rate per cubic meter and a fixed charge annually. For an average single-family household this would be a combined total of \$719 based on a median consumption of 2238 cubic feet, or an increase of \$14 (2.0%) over 2021.

The 2022 Water Asset Improvement Program includes \$15.4 million to replace mains, wells, valves and equipment. Key projects include; replacements on Johnston Road, Russel Avenue and Prospect Avenue, replacement of the Oxford well and the Everall Pressure Reducing Valve Station. An update of the Water Master Plan is envisioned for 2022.

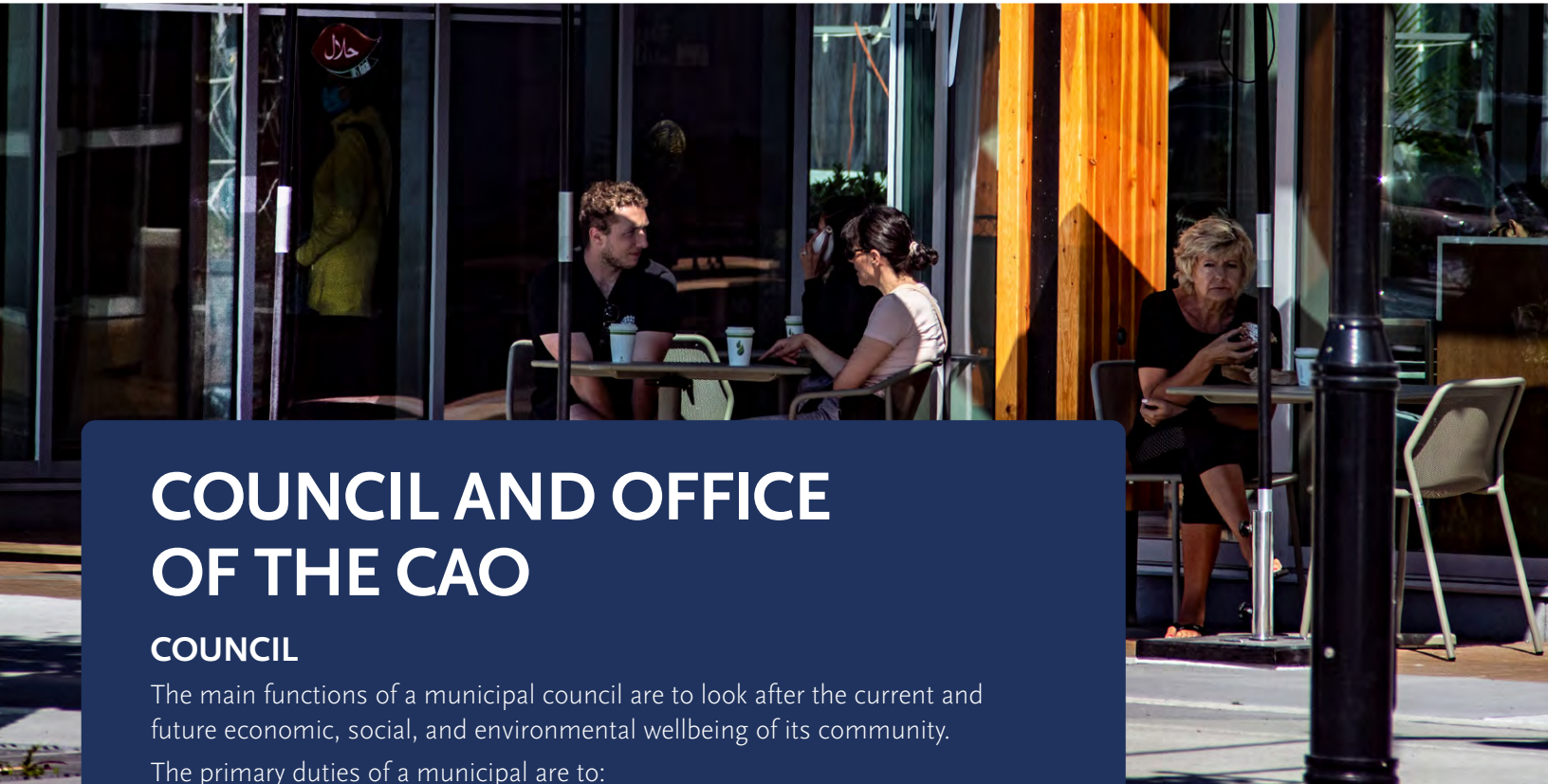
RESERVES AND SURPLUS SUMMARY

The City's Reserves and Surplus are detailed on page 172 of this report. Operating reserves are planned to be reduced while capital reserves are expected to slightly increase as vehicle and equipment reserves rebuild for future replacements.

DEBT SUMMARY

Overall debt levels will not change significantly over the five-year term of this plan. No new debt is forecast, and regular debt principal and interest payments will continue. The debt summary is detailed on page 174 of this report.

Consolidated Budget Summary						
	2021	2022	2023	2024	2025	2026
Revenue						
Property Taxes and Parcel Taxes	\$ 24,893,400	\$ 26,511,200	\$ 28,205,910	\$ 29,234,100	\$ 30,288,800	\$ 31,443,400
Regional Library Levy	990,100	1,015,300	1,035,600	1,056,300	1,077,400	1,098,900
Business Improvement Levy	343,000	352,800	357,000	364,000	371,300	378,700
Local Improvement Parcel Tax	5,200	5,200	-	-	-	-
Grants In Lieu of Taxes	261,700	286,800	292,500	298,400	304,400	310,500
Sales of Service and Other Revenues	15,318,800	16,637,100	18,122,200	19,066,300	20,131,800	21,281,200
Development Cost Charges	937,100	849,500	954,200	815,800	908,900	1,011,400
Other/Own Sources	13,935,200	13,042,300	9,605,400	8,881,600	8,741,800	8,666,000
Government Grants	16,620,900	9,335,000	1,369,500	2,141,000	2,384,700	2,212,100
Total Revenue	\$73,305,400	\$68,035,200	\$59,942,310	\$61,857,500	\$64,209,100	\$66,402,200
Expenses						
Council and Office of the CAO	\$ 870,700	\$ 950,500	\$ 945,500	\$ 964,400	\$ 983,700	\$ 1,018,900
Corporate Administration	1,511,400	1,663,700	1,578,300	1,609,900	1,642,100	1,763,700
Human Resources	739,200	1,020,000	732,100	746,700	761,600	776,800
Finance	1,944,900	2,056,500	2,128,600	2,188,200	2,214,600	2,259,000
Fiscal Services	1,433,300	1,232,300	1,293,810	1,361,800	1,431,600	1,512,000
Information Technology	1,252,300	1,304,600	1,305,800	1,331,900	1,358,500	1,396,900
Police	6,322,400	7,016,000	7,267,100	7,539,000	7,864,000	8,208,500
Fire Rescue	4,474,900	4,541,900	4,652,700	4,797,600	4,942,500	5,088,600
Planning and Development	4,033,400	4,145,500	4,165,100	4,268,000	4,343,400	4,420,200
Engineering and Operations	7,359,600	7,613,600	7,809,000	7,964,800	8,123,500	8,285,400
Recreation and Culture	3,271,000	3,851,600	4,218,700	4,303,200	4,389,200	4,476,800
Solid Waste	1,183,300	1,071,500	1,037,600	1,007,500	1,027,700	1,048,300
Sanitary Sewer	2,211,100	2,207,000	2,517,000	2,922,500	3,458,400	4,141,600
Drainage	375,400	354,900	362,000	369,100	376,500	384,000
Water	3,367,300	3,622,700	3,191,500	3,242,600	3,958,500	3,347,300
Total Operating Expenses	\$40,350,200	\$42,652,300	\$43,204,810	\$44,617,200	\$46,875,800	\$48,128,000
Add:						
Transfer from Reserves	41,642,900	40,977,300	19,721,000	15,088,200	16,005,400	14,516,000
Deduct:						
Capital Expenditures	60,219,000	50,924,000	20,846,000	16,776,000	18,620,000	17,495,000
Debt Repayment	725,400	782,500	807,800	816,000	826,500	837,100
Transfer to Reserves	13,653,700	14,653,700	14,804,700	14,736,500	13,892,200	14,458,100
Total Budget For the Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



COUNCIL AND OFFICE OF THE CAO

COUNCIL

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

The primary duties of a municipal are to:

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

Additionally, council acquires, manages, and disposes of the City's assets while focusing on setting a course of action, and goals that are accomplished by municipal staff under the direction of the Chief Administrative Officer.

The Council budget provides for the operational costs of the Mayor and six Councillors including, Council remuneration, governance expenses, communications, hosting public events, and participating or attending community in-person events.

COUNCIL HIGHLIGHTS FOR 2021

- Strengthened a respectful and trusting relationship with the Semiahmoo First Nation
- Completed a new Official Community Plan with specific reference to building heights
- Completed a Housing Needs Assessment and dedicated \$4M to an Affordable Housing Reserve to be used for this purpose
- Brought back City managed solid waste collection for multi-family and commercial starting in 2023
- Invested community amenity contributions to upgrade Emerson Park, Maccaud Park, the Centre Street Walkway, and multiple hillside walkways
- Supported a new budget process and presentation to improve engagement and a better understanding of how tax dollars are invested in the community
- Updated the 2021-2022 Strategic Plan priorities for the rest of the term
- Restructured water utility rates for a more equitable service delivery

- Created a Marine Drive one-way closure helping restaurants during the summer
- The Bright Walk Winter Light Display
- Received over \$550,000 in special purposes grants and a \$3.8M provincial Safe Restart Grant to help with Covid-19 delivery of services
- Implemented many initiatives to help with Covid-19 including free waterfront parking during shoulder season, free parking around the hospital, and reduced patio fees

PLANS FOR 2022

- Complete Strategic Priorities for 2022 (as reported during Council meetings)
- Continue implementing the new more comprehensive and detailed budget presentation process to improve engagement and a better understanding of how tax dollars are invested in the community
- Support the community and the City organization during the final stages of the pandemic, and transition to safe restart, and fully normal operations by end of 2022
- Municipal Elections
- Building organizational capacity to take advantage of grant opportunities as they arise
- Implement Economic Development Strategy
- Complete the Bylaw Adjudication Process
- Complete Community Amenity Contribution projects, including an Affordable Housing Project

OFFICE OF THE CAO

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

- Council policies and directives
- Provide input and advice to Council on policy-related issues
- Assist Council in setting corporate goals

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

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

The Department consists of the CAO and an Executive Assistant that is shared with the Mayor's Office and Council.

KEY INDICATORS

2021 HIGHLIGHTS AND ACCOMPLISHMENTS

- Supported development of updated budget process.
- Re-aligned High Priority Council Strategic Priorities and provided weekly reporting on status
- Delivered on Council Strategic Priorities for 2021
- Re-established in-person meeting with all staff and all departments
- Represented the City at Metro Vancouver Regional Administrator Advisory Committee
- Monitored and Assessed Covid-19 Recovery and advised Council
- Provided Weekly Activity Updates to Council

PLANS FOR 2022

- Deliver on 2021-2022 Council Strategic Priorities
- Continue to lead the organization navigating Covid-19 challenges
- Support 2022 Municipal Elections
- Finalize new budget process and apply for GFOA certification
- Return to full capacity by filling vacant management and senior management positions
- Begin the incorporation of the approved annual Capital Plan into the same platform that is currently used to track all other Strategic Projects (Cascade)

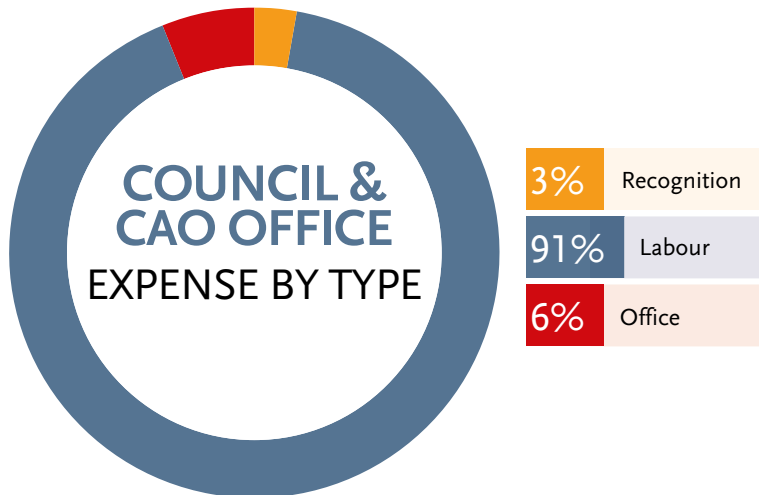
LOOKING AHEAD TO 2023-2026

- Work with newly elected Council to determine their Strategic Priorities for the term
- Continue to support Council providing advice on policy decisions
- Implementation of new budget process; including enhanced reporting on the Capital Plan
- Continue with “everything is possible” and Customer Service Excellence philosophy



BUDGET SUMMARY

The net budget is forecast to increase by \$67,500 or 8% in 2022 as Council and CAO expenses increase back to pre-Covid-19 levels for travel, employee/volunteer recognition and in-person community events.



Council And Office of the CAO - Operating Budget							
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Transfer from Reserves	\$ -	\$ -	\$ -	\$ -	\$ 12,300	\$ 12,300	100%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 12,300	\$ 12,300	100%
Operating Expenses							
Mayor and Council	\$ 477,884	\$ 408,237	\$ 447,575	\$ 462,900	\$ 526,800	\$ 63,900	14%
CAO Office	431,984	421,706	401,619	407,800	423,700	15,900	4%
Total Operating Expenses	\$ 909,868	\$ 829,943	\$ 849,194	\$ 870,700	\$ 950,500	\$ 79,800	9%
Net Property Taxes Required	\$ 909,868	\$ 829,943	\$ 849,194	\$ 870,700	\$ 938,200	\$ 67,500	8%

1. Inflation and return to pre-Covid-19 levels for recognition and travel costs including: conferences LMLGA, UBCM and FCM.
Every year, Council completes a CAO performance review as part of its good governance practice, and this is funded from reserves.
2. Inflationary cost increase and a partial return to pre-Covid-19 travel, employee/volunteer recognition, and in person community events.



CORPORATE ADMINISTRATION

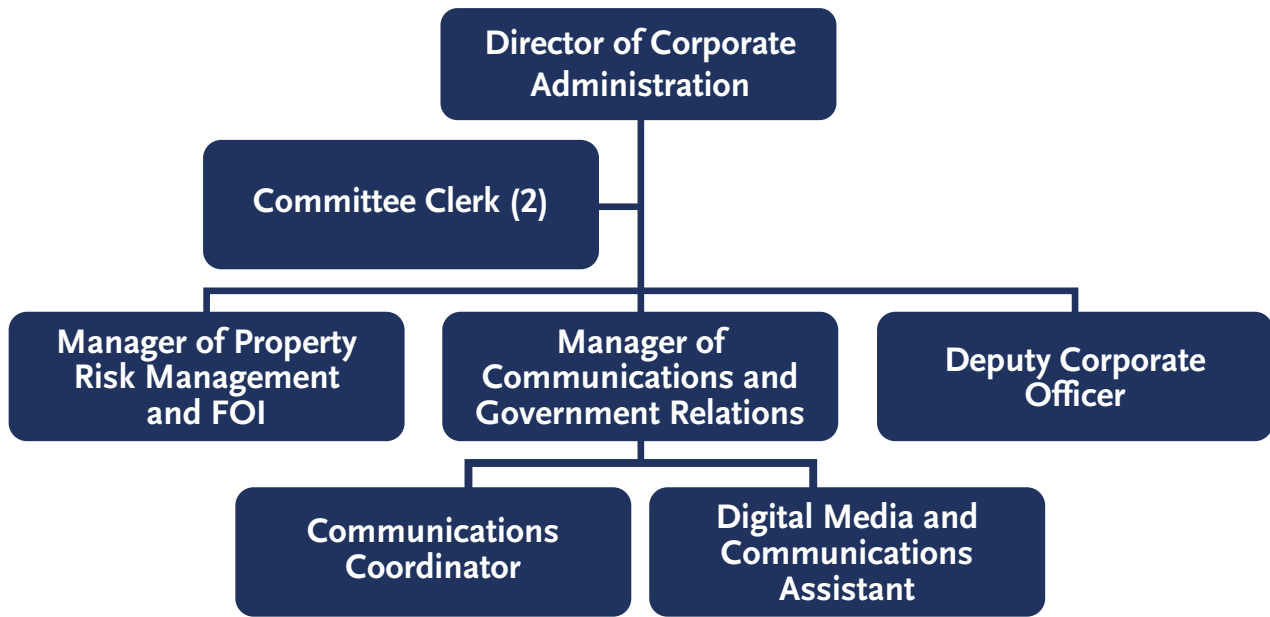
White Rock Corporate Administration is responsible for legislative, communications, government relations and municipal government administration including:

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

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

The Property, Risk, and Freedom of Information division oversees various City matters including land purchase and sale, land title registration, third-party liability claims, and responses to Freedom of Information and Protection of Privacy Act access requests. They also handle the City's long-term leases and licenses, and advise on risk aspects of policy development, procedural updates, and bylaw enforcement.

The Department is led by the Director of Corporate Administration and is comprised of a Manager of Property, Risk Management and FOI, a Manager of Communications and Government Relations, a Deputy Corporate Officer, 2 Committee Clerks, a Communications Coordinator, and a Digital Media and Communications Assistant:



KEY INDICATORS

In 2021 the department maintained service standards for meetings, a significant number of public hearings and the regular processing of correspondence, while incorporating new meeting methods required as a result of Covid-19. Insurance claims activity was slightly higher than previous years but is expected to fluctuate from year-to-year as claims take time to work through the process. Legal costs are continuing to trend down and communications activity remains high.

Corporate Administration					
Key Activity Levels	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Council Meetings (Regular and Special)	23	29	30	28	19
Council Meetings (Closed and with SFN)	10	16	25	13	TBD
Standing Committee Meetings	26	45	33	32	TBD
Select Committee/Advisory Body Meetings	46	76	56	31	TBD
Public Hearings Conducted	15	5	8	21	TBD
Community Forums	0	3	1	1	TBD
Council Bulletins	49	51	52	51	52
Freedom of Information Requests	78	51	58	59	65
Insurance incidents processed	12	28	15	20	20
Website Visitor Sessions	New	902,424	1,022,558	1,103,556	1,150,000
Website News Items Posted	114	109	120	124	130
Website Homepage views	New	New	110,301	114,434	115,000
Facebook Followers	New	New	New	7,200	7,200
Facebook Reach	New	New	238,078	200,143	200,000
Instagram Followers	New	New	New	3,200	3,300
Instagram Reach	New	New	22,748	38,531	40,000
Twitter Followers	New	New	3,789	3,999	4,050
Online Surveys Posted	New	4	8	6	6
Online Survey Responses	New	784	2,611	2,346	2,300

Service Plan		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Staff Complement		8	9	8	8	8
Standing/Select Committees	Committees Supported	15	20	20	12	12
Regular Council	Agenda Posted on Time	100%	100%	100%	100%	100%
Council Bulletin	Within one Week	100%	100%	100%	100%	100%
Council and Standing Committee Meeting Minutes	Completed by Next Agenda	100%	100%	100%	100%	100%

2021 HIGHLIGHTS AND ACCOMPLISHMENTS

- Council and Committee meetings Live Streaming/Electronic Participation
- Coordination of a full Review of the City's Committee Structure

PLANS FOR 2022

- Maintaining service level standards for meetings, public hearings and communications
- Review of Legal Services (request for proposal process)
- 2022 Local Government Election (Mayor, Council, School Trustee)
- Inaugural Meeting for New Council (Term 2022 – 2026)
- Update of the City's website and online presence

LOOKING AHEAD TO 2023 – 2026

- Council Orientation post 2022 election
- Document Management Improvements



BUDGET SUMMARY

The department's net budget is forecast to increase by \$42,100 or 3% in 2022. This is primarily due to increased insurance premiums and the cost of the municipal election, which is partially offset by increased property rental revenues and election reserves. Without the cost of the election the department's net cost would have been reduced over 2021.



Note that these budgets do not include any contingencies for wage and benefit increases which are included as a corporate contingency in the Financial Services section of the budget, pending collective bargaining.

Corporate Administration - Operating Budget								
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Property Rentals	\$ 154,082	\$ 164,700	\$ 199,400	\$ 167,100	\$ 203,400	\$ 36,300	22%	1
Cost Recoveries	10,191	10,000	-	-	5,000	5,000	100%	
Transfer from Reserves	-	-	28,300	28,300	97,200	68,900	243%	2
Total Revenue	\$ 164,273	\$ 174,700	\$ 227,700	\$ 195,400	\$ 305,600	\$ 110,200	56%	
Operating Expenses								
Corporate Services	\$ 532,896	\$ 585,691	\$ 598,250	\$ 613,500	\$ 603,500	\$ (10,000)	-2%	3
Communications	211,322	281,416	298,250	309,600	356,900	47,300	15%	4
Risk Management	221,262	219,039	231,300	218,000	244,200	26,200	12%	5
Legal	289,650	221,159	200,000	205,000	205,000	-	0%	
Elections	-	-	-	-	87,000	87,000	100%	6
Property Rentals	38,554	33,306	42,800	54,300	54,400	100	0%	
Office	86,914	72,742	109,900	86,900	88,600	1,700	2%	
Equipment	28,196	17,390	18,800	24,100	24,100	-	0%	
Total Operating Expenses	\$ 1,408,794	\$ 1,430,743	\$ 1,499,300	\$ 1,511,400	\$ 1,663,700	\$ 152,300	10%	
Net Contribution	\$ 1,244,521	\$ 1,256,043	\$ 1,271,600	\$ 1,316,000	\$ 1,358,100	\$ 42,100	3%	

1. Revenues will increase as rentals rebound from Covid-19 restrictions.
2. Reserves set aside for the 2022 municipal election and a part time temporary communications assistant position.
3. Casual wages eliminated.
4. Wage cost increase from step changes in existing positions and part time temporary communications assistant position.
5. Insurance premium increasing for same coverage.
6. Cost of carrying out the 2022 Election.



HUMAN RESOURCES

White Rock Human Resources supports and enhances the City's vision through the establishment of programs and policies helping guide approximately 225 employees in reaching and accomplishing their goals and objectives. Human Resources supports employees from their initial candidate experience through to the end of their employment lifecycle; providing strategic advice and expertise on a full range of services and programs with a focus on attracting, retaining, and motivating a qualified, diverse, and inclusive workforce.

CORE BUSINESS AREAS INCLUDE:

Workplace Health and Safety

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

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

Recruitment and Workforce Planning

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

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

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

Disability/Leave Management and Employee Wellness

Through a coordinated effort, the department supports and facilitates employees through the disability management process, considering their abilities and limitations in the workplace. Working with employees' doctors or WorkSafeBC, the department facilitates stay-at-work plans and graduated return to work plans to ensure a safe stay/return to work for all individuals.

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

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

Employee Policy Development, Administration, and Compliance

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

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

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

Employee Training and Development

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

Benefit, Compensation, and Employee Administration

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

Employee and Labour Relations

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

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

Organizational Review and Job Evaluation

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

RCMP Support Services

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

Department Structure

The department is comprised of a:

- Director
- Health and Safety Advisor
- Human Resource Advisor
- Junior Human Resources Advisor (temporary)
- Human Resource Assistant
- 12 civilian CUPE employees currently provide RCMP support services



KEY INDICATORS

In 2021, much of Human Resources' focus revolved around workplace safety and workforce planning in response to Covid-19. This continues to be the trend in 2022 with the continuation of the pandemic and the ensuing provincial orders and legislation changes.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Staff Complement		14.2	13.9	14.1	13.9	14.6
Recruitments	Competitions Managed	67	54	29	66	65
Job Evaluations		10	4	10	15	10
Organizational Reviews		0	2	3	5	2
Training Opportunities - Corporate	Courses Scheduled	49	37	58	86	50
	Courses Run	46	35	45	77	45
	Registrations	628	499	562	936	825
Training Opportunities - Individual	Courses Scheduled	31	17	49	42	60
Worksafe BC Files	Time Loss/Healthcare/ Report Only	38	41	47	38	40
Worksafe BC Reports	Reports	10	1	5	3	N/A
Disability/Leave Management	Active Files	58	43	46	73	90
Formal Inquiries/Investigations	Active Files	19	18	24	21	20
Employee Administrative Activity	Requests Supported	447	467	458	450	475

2021 HIGHLIGHTS AND ACCOMPLISHMENTS

- Created and rolled out the City's Communicable Disease Prevention Plan in response to PHO guidance to control and contain communicable disease outbreaks
- Implemented new measures to report and manage leave related to Covid-19
- Completed an employee vaccination status survey
- Rolled out the RCMP's mandatory vaccination requirements
- Ongoing updates of SafeWork plans and procedures to comply with evolving Covid-19 requirements
- Leadership and succession training restarted after being temporarily paused with Covid-19
- RCMP IT services and dispatching review commenced in response to Surrey's decision to go to a municipal police force
- Building services review completed to align with new BOABC requirements
- Successfully negotiated a CUPE Collective Agreement for 2020 – 2021
- Rolled out the City's Anti-Racial Discrimination and Anti-Racism Policy and conducted City-Wide training in accordance with the policy

- Completed an RCMP Support Services organizational review in response to changing operational requirements
- Completed updates to the City's confined space entry and first aid programs
- Improved violence prevention safety processes, including rolling out employee training
- Created a work training program in the City's water utility
- Conducted an employee diversity, equity, and inclusion survey
- Recognized City employees in accordance with the updated City Employee Recognition Program Policy

PLANS FOR 2022

- Roll out Proof of Vaccination Policy
- CUPE and IAFF Collective Bargaining
- Incorporating Diversity, Equity, and Inclusion into HR-related practices
- Implement a Fork-Lift Safety Program
- Improve WorkSafeBC incident investigation processes and procedures
- Updates to First Aid program in response to regulatory changes
- Audit employee leave management processes and update policy
- Participate in City's enterprise system update and implementation
- Review implications of Bill 6 – Assessable BC Act
- Refining the employee on-boarding process
- Reviewing options to improve the capturing of employee training records until such time a HRIS is identified
- Implement a Remote Work Policy

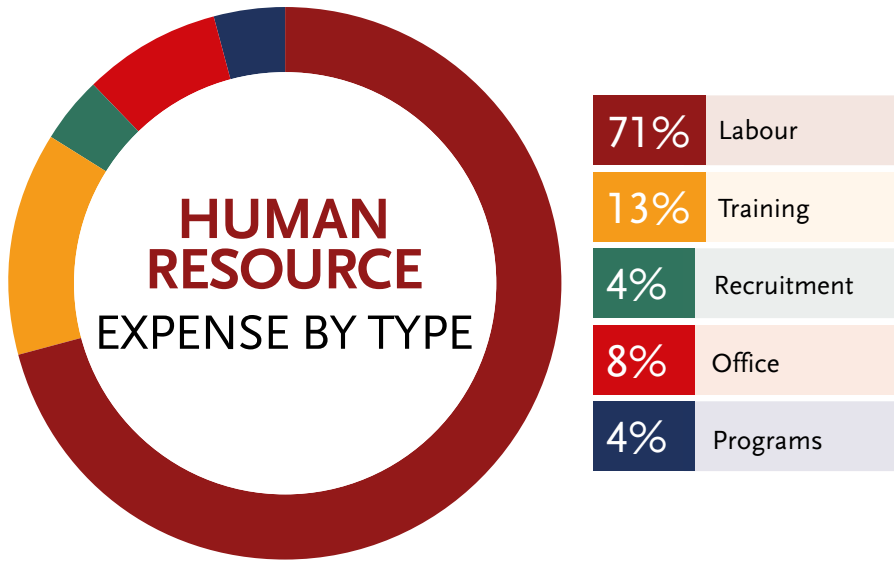
LOOKING AHEAD TO 2023 – 2026

- Research options for and implement a HR Information System
- Review employee performance review process
- Increase the automation of HR processes, such as more electronic forms and processes
- Continuing to implement SafeWorkBC programs, including silica

BUDGET SUMMARY

The department's net budget is forecast to increase by \$35,800 or 5% over 2021. Increased consulting fees for Human Resource support work is offset by reduced training and conference costs.

Note: Budgets do not include any contingencies for wage and benefit increases, which are included as a corporate contingency in the Financial Services section of the budget, pending collective bargaining.



Human Resources Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Cost Recoveries	\$ 3,680	\$ 12	\$ --	\$ 100	\$ --	\$ (100)	0%
Transfer from Operating Reserves	-	-	87,000	87,000	332,100	245,100	282%
Total Funding	\$ 3,680	\$ 12	\$ 87,000	\$ 87,100	\$ 332,100	\$ 245,000	281%
Operating Expenses							
Human Resources	\$ 739,366	\$ 489,101	\$ 550,800	\$ 524,600	\$ 722,300	\$ 197,700	38%
Employee Health, Safety and Wellness	18,847	29,197	38,200	42,600	36,300	(6,300)	-15%
Training	55,237	66,596	144,600	144,600	136,200	(8,400)	-6%
Testing and Recruitment	27,859	62,459	143,500	14,800	44,800	30,000	203%
Office	943	605	1,400	2,300	2,100	(200)	-9%
Equipment	4,591	4,263	5,400	4,300	4,300	-	0%
Legal and Consulting	47,747	80,264	10,300	6,000	74,000	68,000	1133%
Total Operating Expenses	\$ 894,590	\$ 732,485	\$ 894,200	\$ 739,200	\$ 1,020,000	\$ 280,800	38%
Net Property Taxes Required	\$ 890,910	\$ 732,473	\$ 807,200	\$ 652,100	\$ 687,900	\$ 35,800	5%

1. HR Director transition, temporary consulting assistance and HR Advisor position, all funded from operating reserves.
2. Employee Health Safety and Wellness Program budgets have been reduced to previous year levels after completion of AED implementation.
3. Training and conference costs in 2021 were higher with unused 2020 training due to Covid-19 being forwarded into 2021 to complete training programs.
4. Increased recruitment and testing activity forecast, funded from operating reserve.
5. Consulting fees for exempt compensation review, employee survey, employee benefits plan review which are funded from reserves.



FINANCIAL SERVICES

The Finance Department is responsible for the overall management of municipality financial affairs.

The Budgeting and Accounting Division provides accounting and audit services for over \$89 million in annual expenses and revenues. These services also extend to include:

- Cash management and of over \$125 million in investments to maximize the returns and provide additional income to both operating and reserve funds
- Accounts payable, processing over 7,000 invoices annually
- Coordination of the production of 3 different payroll groups, paid bi-weekly
- Manage benefits records maintenance for over 200 staff
- Support departments with their financial analysis, coordinating the annual budgeting process, and financial policy development
- Prepare financial statements, which are audited by an independent accounting firm, as well as various other statutory reports

The Purchasing Section will provide a complete range of purchasing services to all departments including preparing quotations, tenders, and requests for proposals. This position is new and has yet to be filled.

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

- Re-capture
- Mail processing for the City
- Administration of Council grants in aid program
- Permissive tax exemptions
- Miscellaneous accounts receivable
- Provides support to the budget and accounting division through account reconciliations

With over 18,000 utility bills and 9,000 tax notices produced annually, this section processes around 7,000 ticket payments and generates approximately 8,600 ticket warnings and reminders. This section also manages a pre-approved instalment tax payment and utility auto-debit system, and a web based online payment system.

The Department consists of the following:

- Director of Finance
- Manager of Budgets and Accounting
- Manager of Revenue Services
- Customer Service Representatives
- Property Tax Clerk
- Financial Services Clerk
- Accounts Payable Clerk
- Accounting Clerk
- Capital Asset Analyst
- Purchasing Specialist (Unfunded for 2022)
- Financial Analyst
- Payroll Technician
- Casual Support Clerks



KEY INDICATORS

In 2021, finance activity levels were consistent with previous years, however higher levels of online payments were experienced, as cash is being used less. Accounts payable invoices are expected to rebound in 2022.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Property Taxation	Collections (Million)	45	46.1	47.1	51.2	TBD
	Tax Notices Issued	8,791	8,791	8,845	9,191	9,300
Investments	Portfolio Managed (Million)	\$100M	\$111M	\$128M	\$125M	\$125M
Cash Receipting and Banking	Transactions Processed	38,428	38,260	36,782	43,646	44,000
Parking	Decals and Permits Sold	6,518	9,328	7,907	8,045	7,800
Payroll	Pay-Stubs Issued	5,084	5,172	5,102	5,100	5,100
Utility Billing	Bills Issued	18,813	18,872	18,890	18,914	18,900
Accounts Payable/ Receivable	Invoices Processed	7,964	8,553	6,601	7,500	8,000

11 service standards were met during the year, and the budget presentation process is being aligned with the GFOA Distinguished Budget presentation standard for 2022 and 2023.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Payroll	Processed on Time	Achieved	Achieved	Achieved	Achieved	100%
Tax Notices	Mailed on Time	Achieved	Achieved	Achieved	Achieved	100%
Utility Bills	Processed on Time	Achieved	Achieved	Achieved	Achieved	100%
Five-Year Financial Plan	Prepared on Time	Achieved	Achieved	Achieved	Achieved	On Time
	GFOA Standard Achieved	N/A	N/A	N/A	New	In Progress
Financial Statements	Prepared on Time	Achieved	Achieved	Achieved	Achieved	On Time
	GFOA Standard Achieved	N/A	N/A	N/A	N/A	In Progress
	Unqualified Audit Report	Achieved	Achieved	Achieved	Achieved	Achieved
User Fees Reviewed on Time	End of Year	N/A	May	March	Achieved	On Time

2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- Restructured Water Utility Rate system and planned to phase in the changes over four years starting in 2022. Significant customer engagement via newsletters, utility bills, and individual letters
- Implementation of online payments by credit card, for property taxes, utility bills and planning, building, and operations fees
- Implementation of a new online forms system that allows for collection of payments. Used for Parking Decals and Permits as well as Recycling Containers, Green Can Stickers or Extra Garbage Pickup Stickers
- Developed new budget presentation and process using GFOA Distinguished Budget Presentation Award approach

PLANS FOR 2022

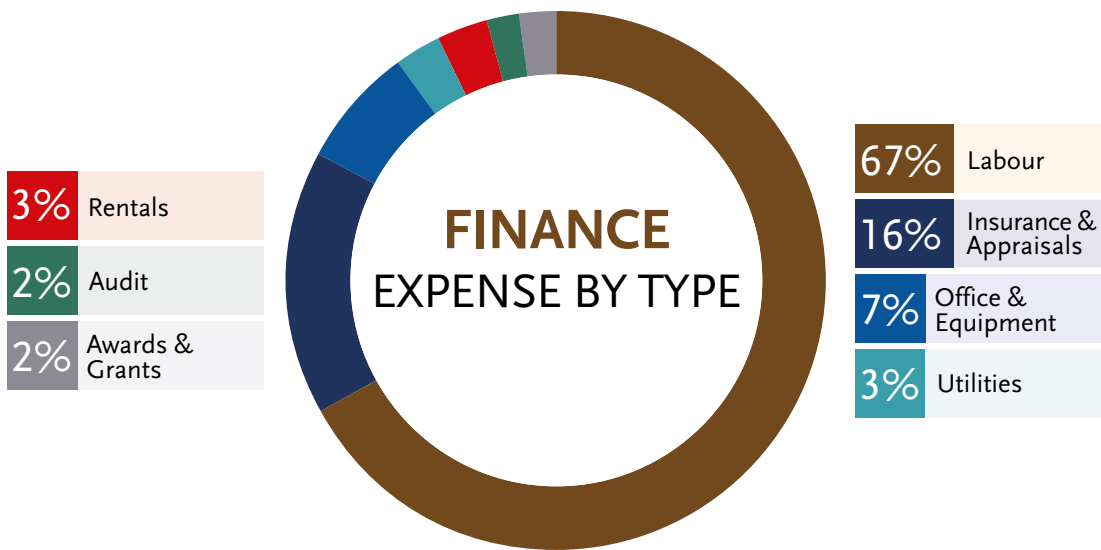
- Effective staff transition
- Phase 1 implementation of water utility rate structure change
- Prepare for multi-family and commercial solid waste collection system start-up, and implement billing system using quarterly utility bills
- Design and procure new financial software system
- Continue conversion of existing forms to new online form system

LOOKING AHEAD TO 2023 – 2026

- Continue implementation of new financial system
- Continue implementation of multi-family and commercial solid waste system
- Financial Policy review
- Organize and initiate new Purchasing Section

BUDGET SUMMARY

The net department budget is forecast to increase by \$20,600 or 1% over 2021. This is from a combination of higher insurance premiums and bank charges (more payments online, less cash used), increases to property rental charges at Miramar Towers, as well as the reinstatement of travel and training to pre-Covid-19 levels. This is offset by the reduction in funding for the purchasing specialist position, increased communication rental revenues and the use of reserves to fund consulting costs related to the implementation of this new financial system.



City of White Rock - Finance Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Penalties and Interest	\$ 355,262	\$ 228,484	\$ 279,000	\$ 245,000	\$ 265,000	20,000	8%	
Rentals	48,999	48,199	43,600	44,100	64,900	20,800	47%	1
Grants and Other	121,324	111,776	140,960	86,600	119,800	33,200	38%	2
Transfer from Reserves	-	-	-	-	20,000	20,000	100%	3
Total Funding	\$ 525,585	\$ 388,459	\$ 463,560	\$ 375,700	\$ 469,700	\$ 94,000	25%	
Operating Expenses								
Finance	\$ 849,264	\$ 895,360	\$ 801,250	\$ 952,800	\$ 956,000	\$ 3,200	0%	4
Revenue and Customer Service	412,458	460,156	501,450	493,100	516,700	23,600	5%	5
Office and Equipment	134,811	118,020	131,460	133,700	158,800	25,100	19%	6
Utilities	58,183	61,509	64,078	65,600	66,500	900	1%	
Insurance and Appraisals	149,676	233,136	293,300	290,700	338,700	48,000	17%	7
Audit	27,200	38,325	36,300	42,300	43,100	800	2%	
Awards and Grants	70,552	71,614	50,000	50,000	50,000	-	0%	
Other	46,905	55,771	78,600	59,000	72,000	13,000	22%	8
Total Operating Expenses	\$ 1,749,049	\$ 1,933,891	\$ 1,956,438	\$ 2,087,200	\$ 2,201,800	\$ 114,600	5%	
Net Property Taxes Required	\$ 1,223,464	\$ 1,545,432	\$ 1,492,878	\$ 1,711,500	\$ 1,732,100	\$ 20,600	1%	

- Rentals revenues returning to pre-Covid-19 levels.
- GST rebates increasing from purchases returning to pre-Covid-19 levels.
- Reserves used to fund consulting costs for implementation of the new financial system.
- Reinstatement of travel and training to pre-Covid-19 levels, as well as adjustment to the 2020/2021-wage contract. Vacant Purchasing Specialist position funding removed.
- Reinstatement of travel to pre-Covid-19 levels and 2020/2021 wage adjustments.
- Bank charges from higher credit card use. Consultants cost for financial system implementation funded from operating reserves.
- Property insurance premiums increasing for the same level of coverage.
- Miramar Towers Property Rental costs increasing for share of insurance and building common costs.



FISCAL SERVICES

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

REVENUES:

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

Community Amenity Charges: These are collected through the development approvals process and transferred to a capital reserve for future use when community amenities are constructed. No funds are expected in 2022.

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

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

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

Covid Safe Start Reserve: This is where the funding provided by the Provincial Government in 2019 is allocated. For 2022 the reserve is primarily planned to support recreation operations, with a small balance left for use in 2023.

EXPENSES:

Interest Transferred to Reserves: Some investment income is transferred to reserve each year. This is trending down as investment returns are reduced, compared to previous years.

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

Capital Reserves: Funds are transferred to Capital Reserves to fund future infrastructure replacement costs. This is discussed in the Asset Improvement section of the budget.

Community Amenity Reserves: Involves the transfer of funds collected through the development approval process. No funds are expected in 2022.



BUDGET SUMMARY

The Fiscal Services budget is forecast to increase by \$278,400 from 2021, primarily due to the planned increase in transfers to capital Reserves for Asset Improvements:

- Higher cost recoveries, investment income and other revenues \$427,500
- Less funds transferred to operating reserves \$89,700
- Lower grant revenues \$(130,000)
- Lower use of operating and Covid-19 reserves \$(390,900)
- More funds transferred to capital reserves \$(274,700)

City of White Rock - Fiscal Services Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Investment Income	\$ 2,318,472	\$ 1,292,024	\$ 870,900	\$ 964,400	\$ 1,024,000	59,600	6%
Other Revenue	332,255	639,371	557,800	173,800	286,800	113,000	65%
Community Amenity Charges	8,430,000	3,386,000	3,600,000	-	-	-	0%
Recovery of Costs	1,911,316	2,026,227	2,193,660	2,188,800	2,302,200	113,400	5%
Transfers from Operating Reserves	1,651,291	1,955,511	118,000	138,000	50,000	(88,000)	-64%
Transferred from Other Funds	221,257	221,880	229,600	229,600	261,000	31,400	14%
Grants	372,514	3,976,443	147,195	250,300	120,300	(130,000)	-52%
COVID-19 Safe Start Reserve	-	-	238,000	302,900	-	(302,900)	-100%
Total Revenue	\$ 15,237,105	\$ 13,497,456	\$ 7,955,155	\$ 4,247,800	\$ 4,044,300	\$ (203,500)	-5%
Operating Expenses							
Contingency and Other Expenses	\$ 44,622	\$ 419,749	\$ 161,470	\$ 983,300	\$ 865,800	(117,500)	-12%
Interest Transferred to Reserves	171,233	180,679	387,000	450,000	400,000	(50,000)	-11%
Transfer to Operating Reserves	2,078,783	3,314,241	180,400	89,900	57,600	(32,300)	-36%
Transfer to Capital Reserves	6,334,393	7,579,414	6,322,700	5,944,900	6,219,600	274,700	5%
Transfers to Community Amenity Reserve	8,614,192	3,597,281	3,600,000	-	-	-	0%
Total Operating Expenses	\$ 17,243,223	\$ 15,091,364	\$ 10,651,570	\$ 7,468,100	\$ 7,543,000	\$ 74,900	1%
Net Property Taxes Required	\$ 2,006,118	\$ 1,593,908	\$ 2,696,415	\$ 3,220,300	\$ 3,498,700	\$ 278,400	9%

1. Rates of returning are fairly static, based on funds invested.
2. Grants in Lieu levies increased, property tax write-offs reduced.
3. Cost recoveries increase in line with the cost of the support provided and the restructure of engineering services.
4. Reserves not required in 2022.

5.	These transfers are for internal repayments from Water and Solid Waste	\$261,000
6.	Community Works Fund Grants received each year for road works	\$120,300
7.	Covid reserves not required for fiscal services in 2022.	
8.	Less contingency needed in 2022.	
9.	Interest transferred to statutory reserves	\$400,000
10.	Minor operating reserves for carry forwards	\$57,600
11.	For 2022, transfers to capital reserves of \$6,219,600 are:	
	• Equipment Replacement	\$668,600
	• General Infrastructure	\$2,488,400
	• Road Infrastructure Replacement	\$774,300
	• Infrastructure Replacement	\$210,800
	• Secondary Suite Reserve	\$385,000
	• Capital Works Machinery	\$1,379,300
	• Community Works Fund	\$120,300
	• Technology Replacement	\$105,000
	• Other	\$87,900

INFORMATION TECHNOLOGY

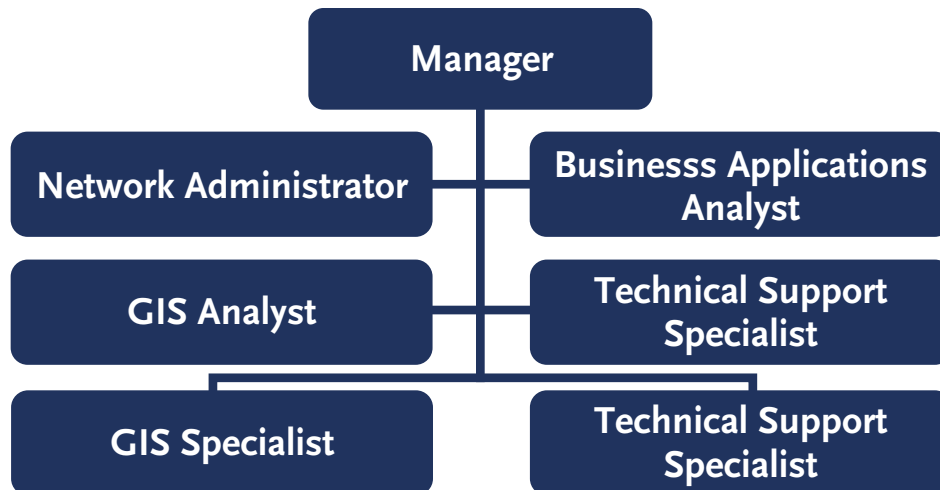
White Rock Information Technology Department ensures the networks, computers, and systems that support the City are secure and effective. They are responsible for the management, oversight, coordination, and planning of core:

- Technology
- Data
- Websites
- Geographic information systems

As well as overseeing the communications infrastructure of over 16 facilities/sites (including facets of both the parkade and water utility infrastructure).

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

- Network administrator
- Business applications analyst
- GIS analyst
- GIS specialist
- 2 Technical support specialists



A wide variety of Corporate Network and SCADA (Supervisory Control and Data Acquisition) water utility network assets are also managed and maintained, with complementary technology (including routers, firewalls, switches and data storage devices), ensuring high quality computing, and support communications services are delivered.

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

Services are provided in 5 areas:

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



KEY INDICATORS

As technology continues to grow in use, complexity, and importance in all aspects of operations, the recent acquisition of the Water Utility, Parkade, and Memorial Park have increased the need for technology support. As the organization expands, the number of staff requiring technological and device services has also increased.

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

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
City Staff Supported	Employees supported (FTE)	170	172	170	176	180
Helpdesk	Helpdesk requests	1355	1312	1444	1600	1550
Software	Business Applications/Platforms	28	32	37	39	41
Hardware	Servers Supported	38	40	45	49	51
	Computers/Laptops/Tablets Supported	177	185	192	200	205
	Printers Supported	19	20	22	22	23
	Mobile Devices Supported	155	178	200	200	200
	Landline Phones Supported	145	148	156	160	160
	Fibre Optics Cable Supported	16	16km	16km	16km	16km
	CCTV Cameras Supported	24	48	48	48	52
	Wifi Access Points	13	13	14	14	21
Data Storage Capacity	x Terrabytes	7.5	8	8.75	9.5	10.5
Email	Mailboxes Supported	150	160	166	175	180
GIS	Datasets Supported	279	285	290	300	300
Network Connected	99.9% Uptime	Achieved	Achieved	Achieved	Achieved	100%
Internet Connected	99.9% Uptime	Achieved	Achieved	Achieved	Achieved	100%
Data Backups Completed	Weekly	New	Achieved	Achieved	52	52
Core applications up to date	Updates completed on time	New	95%	95%	95%	95%

2021 HIGHLIGHTS AND ACCOMPLISHMENTS

- Strengthened the security of SCADA water utility technology infrastructure with new firewalls and major software upgrades
- Completed an independent 3rd party review of the City's SCADA cybersecurity posture.
- Introduced the White Rock Solid Waste Form, an adaptive platform for building and updating digital forms to meet changing community and organizational needs
- Creation of a new Open Data portal (March 2021)
- Released three new visual dashboards: Council Meetings Voting Records, Service Requests Analytics Dashboard, and Building Permits Dashboard
- Implemented new cybersecurity measures and systems to protect corporate technology assets
- Upgraded the White Rock Pier lighting computer to support synchronized light shows (Museum, Statue, and the Pier)
- Upgraded and transitioned the Geographic Information System to a cloud-based service
- Implemented a new online ePermit system for plumbing and electrical permits

PLANS FOR 2022

- Build additional online ePermit applications to help streamline business processes
- Continue major network server upgrades
- Extend the City's fiber optics cables from West Beach to East Beach, providing improved public Wi-Fi, CCTV, environmental/traffic sensors, and Internet of Things (IoT)
- Continue the transition of technology workload to Microsoft Azure cloud-based systems

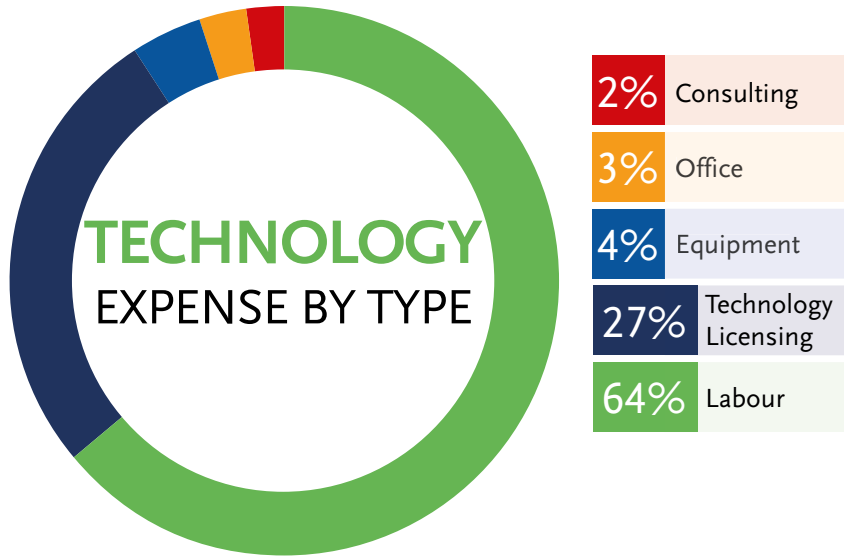
LOOKING AHEAD TO 2023 – 2026

- Corporate phone systems upgrade
- Continue to improve metrics transparency by building online visual dashboards
- Leverage technology to assist with managing the impact of climate change by introducing next generation flood sensors and micro-weather stations

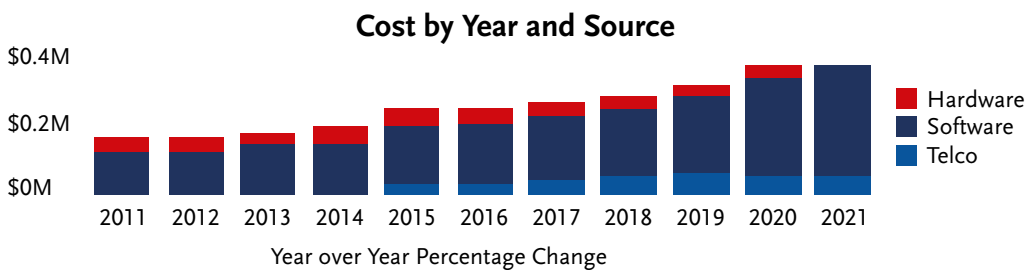


BUDGET SUMMARY

The Information Technology Budget is projected to increase by \$42,600 or 4% from increased software support costs as the industry continues to shift toward a subscription based system.



1. Operating revenues have increased by 16% through the addition of new Rogers leases.
2. Reserves funding to continue temporary GIS Implementation support.
3. Operating costs are projected to increase by 4% from software and hardware maintenance, and telecommunication contracts. As the world increasingly relies on technology, the cost to support hardware and software continues to increase. Over the last ten years software and hardware costs have continually increased, and while hardware costs have levelled off, software is forecast to continue increasing at rates substantially higher than inflation. This is in large part due to a move from a CAPEX to an OPEX mode where most software programs are now sold as a subscription model as opposed to a one-time capital investment. As the number of devices and products increases, so too does the support and licensing costs for them. This is reflected in the budget where hardware costs are reduced by 7% and software costs shown as increasing by 18%.



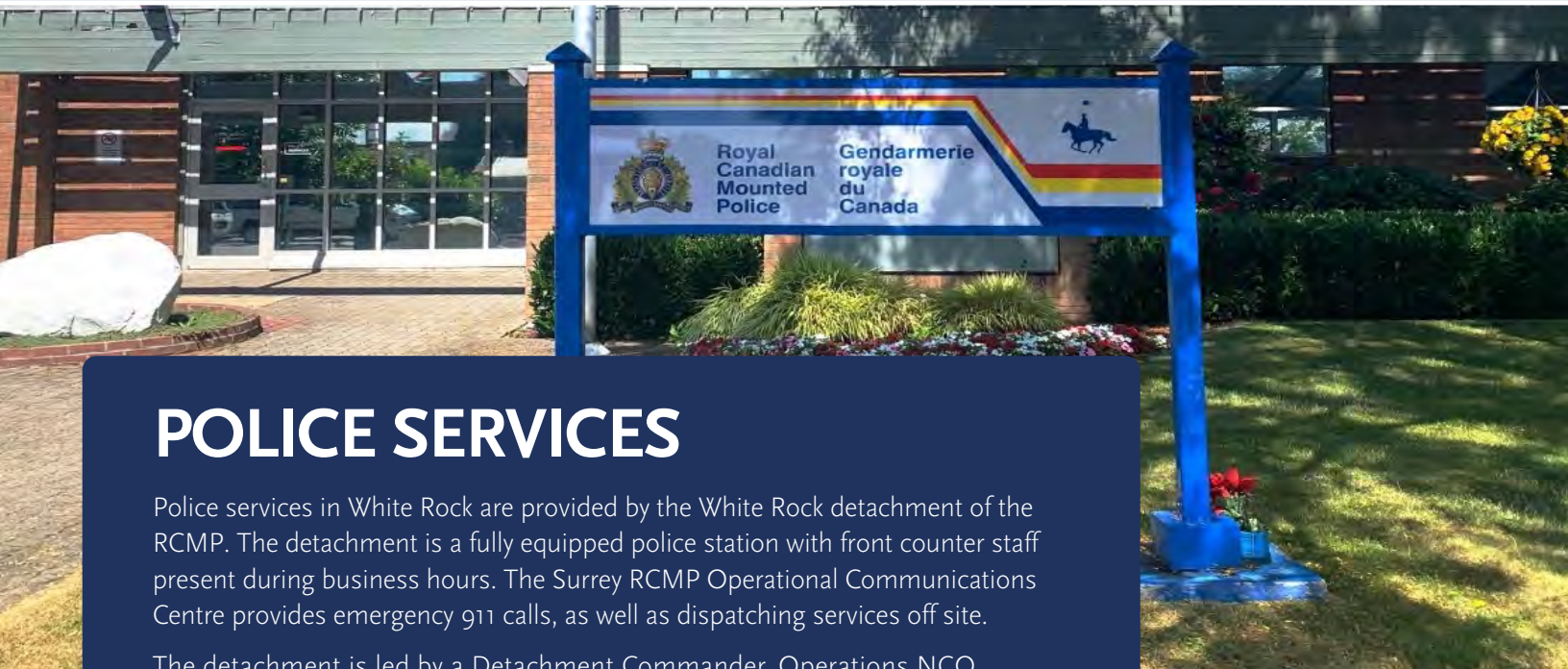
Information Technology - Operating Budget								
Operating Revenues	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Other Revenues	\$ 27,128	\$ 26,371	\$ 25,700	\$ 25,700	\$ 29,700	\$ 4,000	16%	1
Transfer from Reserves	-	-	18,700	18,700	24,400	5,700	30%	2
Total Operating Revenues	\$ 27,128	\$ 26,371	\$ 44,400	\$ 44,400	\$ 54,100	\$ 9,700	22%	
Operating Expenses								
Administration	\$ 683,182	\$ 710,122	\$ 744,050	\$ 865,500	\$ 867,500	\$ 2,000	0%	
Technology Software Support	229,591	252,167	327,700	304,000	357,700	53,700	18%	3
Technology Hardware Support	38,487	71,817	35,500	51,800	48,400	(3,400)	-7%	3
Telecommunications	26,572	29,390	30,500	31,000	31,000	-	-100%	
Total Operating Expenses	\$ 977,832	\$ 1,063,496	\$ 1,137,750	\$ 1,252,300	\$ 1,304,600	\$ 52,300	4%	
Net Property Taxes Required	\$ 950,704	\$ 1,037,125	\$ 1,093,350	\$ 1,207,900	\$ 1,250,500	\$ 42,600	4%	

Similarly, telecommunications costs also continue to increase with little choice left to consumers in the market.

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

Capital Program

This five-year plan includes \$2.9 million needed to update and maintain current hardware, software, and applications requirements related to the City’s technology and communications systems. A variety of corporate initiatives are identified including the City’s replacement Financial System, document management system implementation, as well as eCommerce systems. Further details are provided in the Asset Improvement Program section of this document.



POLICE SERVICES

Police services in White Rock are provided by the White Rock detachment of the RCMP. The detachment is a fully equipped police station with front counter staff present during business hours. The Surrey RCMP Operational Communications Centre provides emergency 911 calls, as well as dispatching services off site.

The detachment is led by a Detachment Commander, Operations NCO, and Support Services Manager. The Detachment has a deployment of 26 Regular Members who are supported by ten full-time and 1 permanent part-time Municipal staff supplemented by a casual, on-call workforce of ten additional employees.

Frontline Policing

Frontline policing is divided into four watches, each with a Corporal in charge and responding to the majority of the approximately 7,000 annual calls for service, traffic enforcement and proactive policing initiatives. A two-member **GENERAL INVESTIGATION UNIT** handles most complex or sensitive investigations.

Community Response Team (CRT)

A two-member CRT provides a broad mandate of services and support to the community. Duties such as, project-based investigations, school liaison, traffic enforcement, community engagement and a variety of youth-based initiatives, such as anti-bullying and social media awareness are part of their work.

They investigate matters that are the subject of repeated calls for service, ongoing offences or issues requiring a focused approach to identify contributing factors that can be addressed through education and crime prevention techniques. They are also responsible for implementing drug trafficking and property crime reduction initiatives.

Community Policing

Community Policing services provides a number of crime prevention programs such as, Speed Watch, Block Watch, Fraud Awareness, and Lock Out Auto Crime. This service has an active group of 30 Community Policing volunteers who help to deliver and promote these programs, and is led by a Municipal Crime Prevention Coordinator.

RCMP Support Services

The RCMP support services staff provides access to services such as, Crime Prevention, Victim Services, Criminal Record Checks, Civil Fingerprinting, and various crime reporting. They specialize in areas of Administration, Community Policing/ Crime Prevention, and Victim Services.

SUPPORT SERVICES HIGHLIGHTS AND ACCOMPLISHMENTS FOR 2021

- White Rock Community Policing welcomed back volunteers to a new and improved Community Policing program that included enhancements to initiatives such as, Speed Watch, Block Watch and Fraud Awareness campaigns. Programs were revisited with Covid-19 safety protocols put in place
- White Rock Community Policing purchased an online Volunteer Management System, known as Better Impact. Better Impact provides the White Rock Community Policing staff a better means of organizing, tracking, and educating new and existing volunteers with improved efficiency
- White Rock frontline staff embarked on enhanced training programs, and created more efficient workflow processes to better serve both internal and external clients
- The City of White Rock and the City of Surrey have negotiated a new long-term Emergency Dispatching contract agreement to maintain White Rock's high level of service to our clients
- Training has commenced to White Rock front line staff to handle all non-emergency calls for service within our own community, therefore decreasing call wait times and providing citizens with improved access to the officers serving their community
- CPIC narrative traffic has been redirected back to the detachment to improve response times to other agencies requiring police assistance
- The City of White Rock IT Department—in partnership with the RCMP Support Services Manager—have hired internal IT support personnel to provide local knowledgeable support, without the need to rely on external sources
- White Rock RCMP Records staff positions have been reviewed and updated to provide a better, more well-rounded knowledgeable support to RCMP members
- A new position: Electronic File Disclosure Clerk has been created to meet projected Provincial Crown mandates of electronic court disclosures



SUPPORT SERVICES CHALLENGES AND OPPORTUNITIES FOR 2022

- Addressing increased demands from Provincial Crown Counsel for written disclosure of audio and video evidence
- Implementing a disclosure policy for body-worn cameras evidence, and addressing increased demands on municipal staff to supply and redact disclosure requests
- Review of current staff responsibilities with emphasis on ensuring White Rock RCMP support services positions remain competitive in the rapidly advancing policing environment
- Continue staff training programs to facilitate independent police operations, thus preparing staff for complete independence from Surrey RCMP
- Updating necessary equipment and computer systems to replace outdated and retiring systems, such as digital fingerprinting and traffic statistics software
- Review of casual guarding services to determine the cost effectiveness of maintaining a fully operational prisoner holding cell
- Exploring grant opportunities to supplement the purchase of a new Victim Services vehicle that is nearing its end-of-life

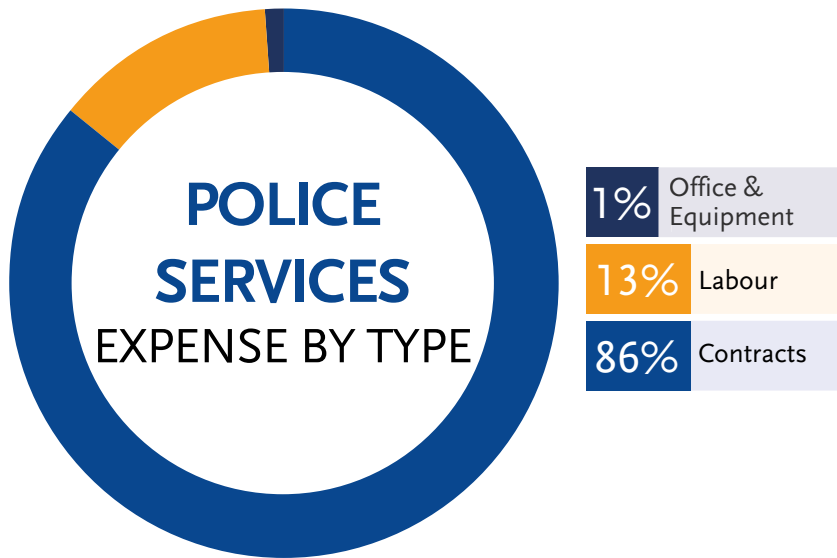
LOOKING AHEAD TO 2023-2026

- RCMP building repairs and upgrades requiring security clearance processes and escort arrangement costs need to be factored in overall project scope. Escorts and security clearances are the responsibility of the RCMP detachment
- Updated training plans and program outlines to support new RCMP enhanced systems, such as electronic fingerprinting, electronic disclosure changes to Provincial Crown Counsel, upgrades to RCMP vehicles including Automated License Plate Readers and E Ticketing (as required) to meet updated RCMP mandates, implemented in 2022
- Revisit services provided to the public, with the expectation that the process will be modernized for services such as, online Police Information Checks
- Review current property destruction methods to explore if funds can be recovered by way of police auction or provincial engagement, in order to explore a proceeds of crime court ruling

BUDGET SUMMARY

The Police Service budget is forecast to increase by \$661,200 or 11% in 2022. The most significant financial pressure to manage is the RCMP contract which is almost 86% of the budget. RCMP Financial Services Division advises that the per member cost for 2022/2023 can be expected to rise by 10% as a result of the new collective agreement.

Integrated Program Support costs for Emergency Response Team, Forensic Identification Section, Police Dog Services, Collision & Reconstruction Services and the Real Time Intelligence Center have been impacted, and are expected to rise by 12%.



Police Services - Operating Budget							
Revenues	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Sale of Services and Cost Recoveries	\$ 50,606	\$ 29,320	\$ 33,700	\$ 33,300	\$ 40,700	7,400	22.2%
Grants	270,706	308,166	290,686	260,200	285,200	25,000	9.6%
Total Revenues	\$ 321,312	\$ 337,486	\$ 324,386	\$ 293,500	\$ 325,900	\$ 32,400	11.0%
Operating Expenses							
RCMP Contract	\$ 4,040,670	\$ 5,296,427	\$ 5,020,500	\$ 5,020,500	\$ 5,655,000	634,500	12.6%
Civilian Support	649,860	635,209	612,500	749,900	791,900	42,000	5.6%
Community Policing	77,741	51,059	60,300	128,800	115,400	(13,400)	-10.4%
Victims Assistance	84,522	77,864	111,500	72,400	90,200	17,800	24.6%
Dispatch	315,949	324,391	334,000	332,800	340,700	7,900	2.4%
Administration	70,245	67,998	70,100	18,000	22,800	4,800	26.7%
Total Operating Expenses	\$ 5,238,987	\$ 6,452,948	\$ 6,208,900	\$ 6,322,400	\$ 7,016,000	\$ 693,600	11.0%
Net Property Taxes Required	\$ 4,917,675	\$ 6,115,462	\$ 5,884,514	\$ 6,028,900	\$ 6,690,100	\$ 661,200	11.0%

1. Application fee revenues returning to pre-Covid-19 levels.
2. Traffic fine grant revenues increasing.
3. Contract cost estimated to increase by 13% from new collective agreement. Program support costs increased due to additional training and education requirements brought on as a result of Covid-19. RCMP staff were required to learn new methods of providing police services such as, online training videos, maintenance of online resources including social media handles.
4. Wages increased due to position reclassifications to meet increasing RCMP requirements.
5. Wages restructured from regular to casual hours.
6. Casual wages increased due to staff vacancies, vacation coverage and increased sick time due to Covid-19 precautionary measures being adhered to.
7. RCMP DNA testing cost has doubled from \$8,000 to \$15,200.



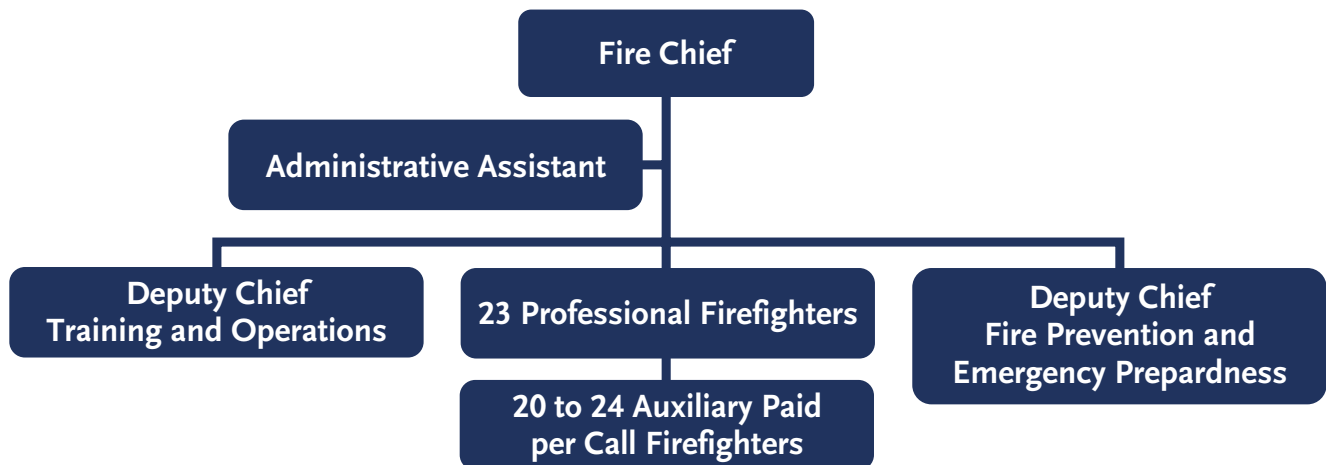
FIRE RESCUE

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

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

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

The Department consists of a Fire Chief who is also the Emergency Program Coordinator, a Deputy Chief for Training and Operations, a Deputy Chief for Fire Prevention and Emergency Preparedness, an Administrative Assistant, 23 Professional Career Firefighters and 20 to 24 Auxiliary Paid-Per-Call Firefighters. The department is staffed 24 hours, 7 days a week with four rotating 4 to 5 person fire suppression crews supplemented by auxiliary firefighters as needed.



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

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



KEY INDICATORS

In 2021, White Rock Fire Rescue estimates teams responded to 1,292 incidents - an increase of 10% from 2020, and 29% below the five-year average of 1,817. A further increase of 10% in call volumes is forecast for 2022 as BC's Restart plan continues. The number of medical responses is quickly returning to pre-pandemic levels and E-Comm has experienced a 14% increase in 911 calls this year. The inspection program and all fire prevention and emergency preparedness educational sessions remained at reduced levels in 2021. They are forecast to return to normal in 2022 as the department begins to catch up on inspections deferred in 2020 and 2021. The five-year average call volume has increased by 20% from 2010-2014 to 2015-2019.

Performance Measures and Statistics					
Key Measures	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Staff Complement	22	22	22	23	24
Auxiliary Firefighters	23	23	23	23	24
Average Response Time (Minutes)	4.3	4.2	4.1	4.2	4.2
Fire Prevention Inspections	560	747	296	229	822
Plan Reviews	8	18	4	8	20
Education Sessions	21	19	0	0	21
Department Personnel Training Hours	929	887	629	769	950
Response to Requests for Assistance - Medical	950	942	474	700	1036
Response to Requests for Assistance - Fire Alarms	146	145	188	144	160
Response to Requests for Assistance - MVI	61	67	49	39	74
Response to Requests for Assistance - Public Assistance	388	419	260	253	461
Response to Requests for Assistance - Structure	27	29	23	15	32
Response to Requests for Assistance - Burning Complaints	53	88	91	87	97
Brush Fire	6	5	4	5	6
Vehicle Fire	3	1	4	2	1
Hydro Pole Fire	18	1	9	3	8
Miscellaneous Fire	2	13	10	12	14
Electrical STV/Furnace/Dryer Fire	6	9	7	2	10
Post Fire Inspection	2	0	1	1	2
Explosion	0	0	1	5	5
Gas/Diesel Spill	3	6	2	0	5
Natural Gas Leak/Smell	24	16	15	8	18
Hazmat	0	2	1	1	2
Investigation	33	34	9	1	37
Rescue Other	1	0	0	0	0
Rescue Water	1	1	0	1	1
Road Flush	0	1	2	0	2
Wires Down	85	31	24	13	34
Total	1809	1810	1174	1292	2004

2021 HIGHLIGHTS AND ACCOMPLISHMENTS

- Implemented the Mass Notification Program for the City (Council Strategic Priority)
- Recruitment and training of 2 professional firefighters and 9 auxiliary firefighters
- Implemented Fireground Survival Training for all suppression staff (20 hours per person)
- Developed new operational guidelines for High Building Response
- Facilitated EOC training and Emergency Exercise for 50 senior staff with CEPF grant funding
- Provincial Wildfire Deployment
- Suppression Firefighters were trained and participated in Fraser Health Immunizer Program

PLANS FOR 2022

- Upgrade service delivery of pre-hospital medical care by transitioning all firefighters to the nationally recognized Emergency Medical Responder license
- Recruitment and training of 1 professional firefighter and 6 – 8 Auxiliary firefighters
- Continue to develop Mental Health and Wellness programming specific to First Responders
- Complete Live Fire Ground training for all staff
- Continue implementing use of wireless technologies to improve service and create efficiencies

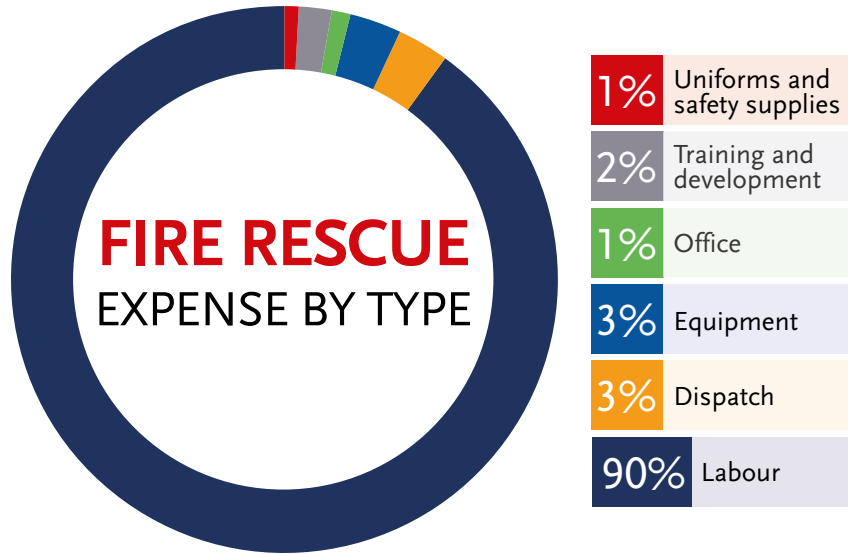
LOOKING AHEAD TO 2023 – 2026

- Develop a White Rock Fire Rescue Master Plan
- Complete a comprehensive Hazard Risk Vulnerability Assessment for the City
- Continue to create service efficiencies – for example, invest in Training and Asset Management software to better schedule, deliver and track required training and manage inventory
- Upgrade Emergency Operations Centre Equipment and Information Technology laptops, software and other relevant equipment. All current computers are units retired from service in the City due to age. An Emergency Management consultant will help identify the EOC resources necessary to best support overall management of disaster response



BUDGET SUMMARY

The Fire Rescue budget is forecast to increase by \$71,000 or 1.6% in 2022 which is primarily from the addition of 1 new firefighter position approved by Council in 2020. Note that the cost of collective agreement settlements is budgeted as a corporate contingency in the Financial Services budget.



Fire Rescue - Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Cost Recoveries	\$ 45,608	\$ 53,541	\$ 131,000	\$ 19,500	\$ 20,000	\$ 500	2.6%
Contributions	32,409	65,700	105,500	86,200	47,600	(38,600)	-44.8%
Grants and Other	(13,783)	3,758	28,000	3,600	3,000	(600)	-16.7%
Transfer from Reserve	-	-	20,000	20,000	54,700	34,700	173.5%
Total Funding	\$ 64,234	\$ 122,999	\$ 284,500	\$ 129,300	\$ 125,300	\$ (4,000)	-3.1%
Operating Expenses							
Fire Administration	\$ 612,336	\$ 633,436	\$ 650,000	\$ 671,200	\$ 690,900	\$ 19,700	2.9%
Fire Operations	3,287,844	3,210,283	3,294,720	3,376,000	3,491,800	115,800	3.4%
Dispatch	141,511	104,319	155,200	155,200	144,500	(10,700)	-6.9%
Equipment	85,365	108,763	164,550	143,100	106,000	(37,100)	-25.9%
Auxiliary Program	91,685	76,530	73,400	92,400	91,800	(600)	-0.6%
Emergency Program	11,498	5,050	37,750	37,000	16,900	(20,100)	-54.3%
Total Operating Expenses	\$4,230,239	\$ 4,138,381	\$ 4,375,620	\$ 4,474,900	\$ 4,541,900	\$ 67,000	1.5%
Net Property Taxes Required	\$4,166,005	\$ 4,015,382	\$ 4,091,120	\$ 4,345,600	\$ 4,416,600	\$ 71,000	1.6%

1. One time contributions from external sources will reduce in line with expense reductions.
2. Wage increases.
3. New firefighter for 2022 previously approved by Council, full funding required in 2023.
4. Reduced radio lease repayments.
5. Equipment purchases have been reduced from 2021 where developer contributions funded the majority of purchases.
6. Emergency Program funding has been maintained at 2021 levels after conclusion of the grant funded EOC exercises last year.



PLANNING AND DEVELOPMENT

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

Department staff provide customer services to residents, businesses, realtors, developers, agencies, and other levels of government. This includes responding to general inquiries regarding; land use and zoning controls, building and development processes, as well as other requests for information. The Planning and Development Services team also responds to complaints, occasionally resulting in enforcement.

PLANNING

The Planning Division is responsible for the implementation of the OCP, for the careful and sustainable redevelopment of the City, and for responding to the housing emergency in 2022 and beyond. It provides advice to Council on growth management, development review, and a variety of other projects including the Housing Action Plan (Housing Strategy). Additionally, the planning team services the public, processes development applications, and advances regional planning initiatives on behalf of the City. The division also processes applications for tree permits, in accordance with the City's Tree Management Bylaw, supporting the enforcement of tree-related violations with the Bylaw Division. Staff within the planning team support the City's Advisory Design Panel in its review of development permit applications and the Board of Variance in its review of applications for zoning relief. The Planning Division also administers sign permits, municipal addressing, and other complementary services.

BUILDING

The Building Division performs permit reviews and approvals, including a review of "alternative solutions" that meet BC Building Code requirements. The City's Building Officials conduct regular inspections of new construction and renovation work ensuring all projects conform to applicable zoning regulations, development permit conditions, registered covenants, and the BC Building Code.

BYLAW ENFORCEMENT AND ANIMAL CONTROL

The Bylaw Division provides education and oversees enforcement of a wide variety of the City's bylaws to help uphold community standards and expectations. The work of the City's Bylaw Officers involves inspections of secondary suites, ticketing for offenses against the City's Tree Management Bylaw, assisting in finding lost dogs, and carrying out patrols along the White Rock Pier and Promenade. Additionally, this service includes monitoring construction activity to ensure that such work does not impact residents and businesses.

BUSINESS LICENCE

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

TREE PERMITS

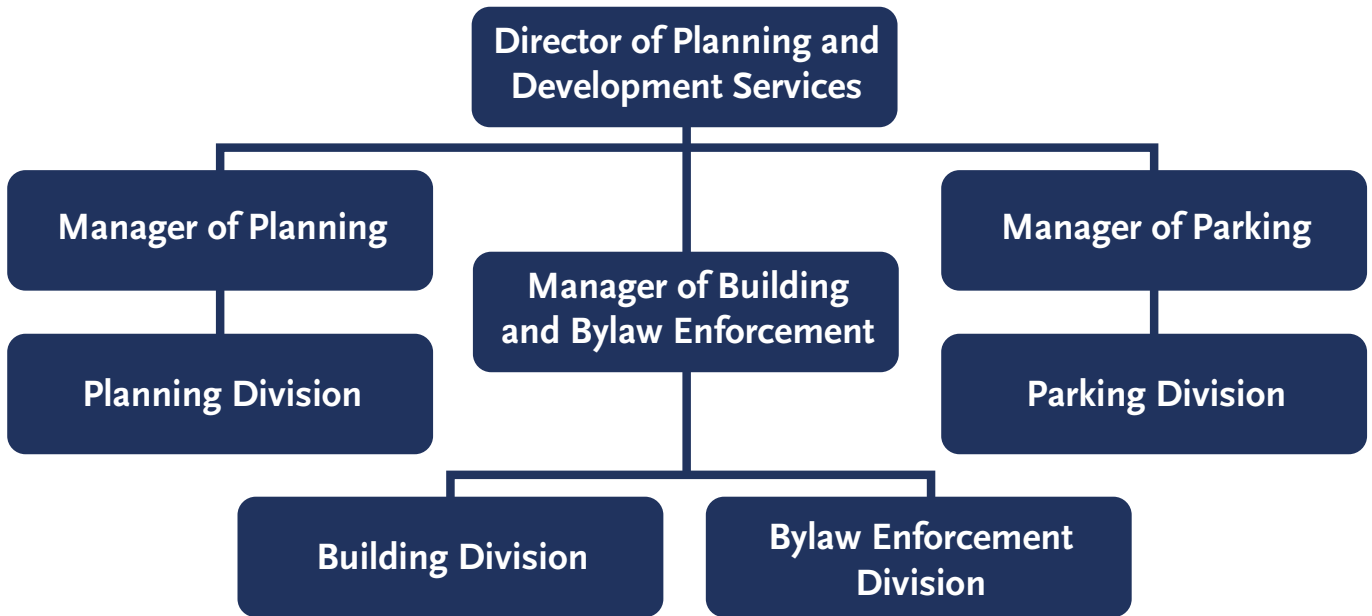
This service includes not only the processing of permits, but also the response to enquiries regarding private and public (City) trees. The City's Arboricultural Technician regularly provides customer service to residents with concerns relating to tree retention, and requests for tree removal, while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

PARKING

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



The department is comprised of 24 employees and led by the Director of Planning and Development Services, Manager of Planning, Manager of Building and Bylaw Enforcement, and Manager of Parking.



KEY INDICATORS

2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- Updated 2019 Official Community Plan
- Adoption of Housing Needs Report
- Completion of major builds, including the Fantom and Semiahmoo Towers
- Implementation of online payments system for plumbing and sprinkler permits
- Implementation of a new application procedures to further assist Plan Review Teams
- Implementation of a new Tree Management Bylaw and transition of staff reporting structure
- Introduction of 2 additional Casual Bylaw Patroller staff to further manage the promenade
- Establishment of a Formal Pre-Application process for Planning Applications to support greater cost recovery while providing a framework of documented due diligence for applicants

PLANS FOR 2022

- Adoption of Parking Strategies Report and implementation of “immediate” actions
- Adoption of Economic Development Strategic Plan and implementation of “immediate” actions
- Preparation of Housing Action Plan (Housing Strategy) and implementation of “immediate” actions
- Implementation of Adjudication Bylaw and related framework for enforcement
- Implementation of Key Issue amendments to Zoning Bylaw No. 2000
- Introduction of DocuPro online applications for plumbing, sprinkler and demolition permits (acting as an extension and redesign of the current online application process for business and dog licences)
- Reclassification of Plans Examiner as a Building Official to complete the transition of the Building Approvals Department to optimize customer service
- Integration of internal development application management system (Prospero), with public-facing map viewer (ESRI) for real-time indication of City planning proposals, and building activity

LOOKING AHEAD TO 2023 – 2026

- Increase and improve public parking access to support environmental sustainability efforts
- Continue to create customer service efficiencies (e.g., streamline application processes which include multiple departments)
- Transition to paperless (online) building permit applications

BUDGET SUMMARY

The departments net contribution is projected to reduce by \$53,900 or 3% over 2021.

Operating revenues are reducing for planning and building but parking is rebounding and less reserves are being used for a combined reduction in revenues of \$849,800.

Operating expenses have been limited to a small inflation increase and an increase in bylaw enforcement hours. Transfers to reserves are being reduced as building permit fees are reducing.



Note: these budgets do not include any contingencies for wage and benefit increases, (included as a corporate contingency in the Financial Services section of the budget, pending collective bargaining).

Planning and Development - Operating Budget								
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
BIA Levy	\$ 356,190	\$ 336,779	\$ 340,700	\$ 343,000	\$ 352,800	9,800	3%	
Planning fees	143,294	123,153	149,200	124,200	93,700	(30,500)	-25%	1
Building Permit Fees	1,832,354	2,169,003	2,584,000	4,163,000	3,290,000	(873,000)	-21%	2
Business Licence & Sidewalk fees	535,354	509,436	509,800	542,400	556,500	14,100	3%	
Enforcement Fines	28,392	30,151	25,000	25,000	26,000	1,000	4%	
Parking fees	2,579,023	2,195,821	2,813,000	2,579,000	3,586,000	1,007,000	39%	3
Grants and Other	39,270	45,396	71,630	67,200	38,700	(28,500)	-42%	4
Transfers from reserves	-	-	1,069,900	1,157,900	208,200	(949,700)	-82%	5
Total Revenue	\$ 5,513,877	\$ 5,409,739	\$ 7,563,230	\$ 9,001,700	\$ 8,151,900	\$ (849,800)	-9%	
Operating Expenses								
Planning Administration	\$ 288,139	\$ 298,578	\$ 288,600	\$ 346,600	\$ 318,000	(28,600)	-8%	6
Economic Development	414,420	458,002	575,100	473,200	553,900	80,700	17%	7
Planning Services	427,223	389,673	399,100	508,600	400,400	(108,200)	-21%	8
Building Inspections	706,579	706,135	714,200	811,700	902,600	90,900	11%	9
Bylaw Enforcement	285,281	278,528	310,600	320,000	336,100	16,100	5%	10
Parking	1,343,831	1,407,951	1,568,000	1,573,300	1,634,500	61,200	4%	11
Transfers to Reserves	557,800	894,000	1,309,000	2,888,000	1,980,000	(908,000)	-31%	12
Total Operating Expenses	\$ 4,023,273	\$ 4,432,867	\$ 5,164,600	\$ 6,921,400	\$ 6,125,500	\$ (795,900)	-11%	
Net Contribution	\$1,490,604	\$ 976,872	\$ 2,398,630	\$ 2,080,300	\$ 2,026,400	\$ (53,900)	-3%	

1. Planning fee revenues are forecast to reduce due to slower development applications.
2. Building Permit fee revenues reflect a slight recovery from the last two years but are lower than pre-Covid-19 levels.
3. 2022 Parking fee revenues are expected to rebound by nearly 40% as recovery continues. Hospital parking fees are forecast to be reinstated in early 2022.
4. The completion of the UBCM Housing Needs report means that there is a reduced grant revenue forecast for 2022.
5. Transfers from reserves for parking reduced as parking revenues recover.
6. Planning Administration costs are reduced from lower student wages for records management, no OCP budget, and bank charges/office expenses reduced based on favourable actual experience.
7. Economic Development Officer for 2022 only.
8. Planning Services costs have decreased due to the transfer of the Arboricultural Technician to the Building Inspection Function, as well as the elimination of \$15,000 in summer student wages related to the completed zoning bylaw review.
9. Building Inspection costs are increased primarily due to the addition of the Arboricultural Technician transferred from Planning for 2022 and a position reclassification.
10. Bylaw enforcement costs have increased to provide 150 additional hours of bylaw patrol.
11. Parking review backfilling wages, new paystation at hospital location.
12. Transfers to Reserves from Parking, building permit revenues are reduced from the previous year.

PLANNING ADMINISTRATION

This includes all leadership, administration, customer service, and support services of the Department, and provides for the advancement of the Economic Development Strategic Plan.

It is comprised of the Director of Planning, a contracted Economic Development Officer, and a Planning and Development Assistant.

Planning Administration - Operating Budget							
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Business & Sidewalk Licence Fees	\$ 535,354	\$ 509,436	\$ 509,800	\$ 542,400	\$ 556,500	14,100	3%
Grants and Other	23,138	13,282	12,000	22,000	12,000	(10,000)	-45%
Transfer from Reserves	-	-	38,400	38,400	11,400	(27,000)	-70%
Total Revenue	\$ 558,492	\$ 522,718	\$ 560,200	\$ 602,800	\$ 579,900	\$ (22,900)	-4%
Operating Expenses							
Administration	\$ 264,951	\$ 277,435	\$ 270,000	\$ 306,700	\$ 295,500	(11,200)	-4%
Bank Charges	5,848	2,887	2,000	10,000	3,000	(7,000)	-70%
Office	17,340	18,256	16,600	29,900	19,500	(10,400)	-35%
Total Operating Expenses	\$ 288,139	\$ 298,578	\$ 288,600	\$ 346,600	\$ 318,000	\$ (28,600)	-8%
Net Contribution	\$ 270,353	\$ 224,140	\$ 271,600	\$ 256,200	\$ 261,900	\$ 5,700	2%

The net budget contribution is expected to increase by \$5,700 as a result of a return to normal business licence revenue levels, the reinstatement of sidewalk fees, and reduced expenses:

1. Administration costs have been reduced from lower student wages for records management.
2. Bank Charges reduced to reflect actual experience.
3. Office expenses have been reduced to favourably reflect actual expense.

Planning and Building						
Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
Residential Permits	New SFD	10	5	8	4	5
	New SFD with Suite	28	24	24	22	20
	Duplex	2	-	-	-	-
	Renovation - Addition	57	54	35	35	35
	Suite only	8	11	3	6	5
	Multi Residential	5	2	1	1	1
	Demolition/Tank Removal	62	27	27	32	25
	Commercial Institutional	32	21	15	11	10
Total Permits	205	144	113	111	101	
No Trees	7	4	5	5	5	
Type 1	22	22	34	40	35	
Type 2	7	6	8	8	8	
Type 3	45	35	61	50	45	
Net New Residential Units	514	172	66	208	100	
Total Permit Revenue	2,618,643	2,007,078	773,341	1,126,339	1,000,000	
Construction Value	248,248,306	189,964,981	63,873,324	97,768,601	95,000,000	

ECONOMIC DEVELOPMENT

The Business Improvement Area levy is forecast to increase by 3% in 2022 and funds BIA and Chamber activities, marketing and promotion, and tourism. The Economic Development Officer position is maintained for 2022, with funding from operating reserves.

City of White Rock - Economic Development Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
BIA Levy	\$ 356,190	\$ 336,779	\$ 340,700	\$ 343,000	\$ 352,800	\$ 9,800	3%
Other	2,761	2,286	2,380	2,400	2,400	-	0%
Transfers from Reserves	-	-	102,000	-	71,400	71,400	100%
Total Funding	\$ 358,951	\$ 339,065	\$ 445,080	\$ 345,400	\$ 426,600	\$ 81,200	24%
Operating Expenses							
Economic Development	\$ 439	\$ 8,005	\$ 102,000	\$ -	\$ 71,400	\$ 71,400	100%
Tourism	78,381	108,000	110,000	110,000	112,200	2,200	2%
BIA and Chamber	335,600	341,997	348,000	348,100	355,000	6,900	2%
Marketing and Promotion	-	-	15,100	15,100	15,300	200	1%
Total Operating Expenses	\$ 414,420	\$ 458,002	\$ 575,100	\$ 473,200	\$ 553,900	\$ 80,700	17%
Net Property Taxes Required	\$ 55,469	\$ 118,937	\$ 130,020	\$ 127,800	\$ 127,300	\$ (500)	0%



PLANNING SERVICES

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

Additionally, the division also processes applications for tree permits made in accordance with the City’s Tree Management Bylaw supporting enforcement of tree-related violations alongside the Bylaw Division. Staff within the planning team support the City’s Advisory Design Panel in its review of development permit applications and the Board of Variance in its review of applications for zoning relief. The Planning Division also administers sign permits, municipal addressing and other complementary services.

Comprised of three staff, a Manager of Planning, a Planner and a Planning and Development Assistant.



Planning and Building					
Key Activity Levels	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Board of Variance Appeal	7	3	2	3	3
Change of Address	-	-	7	2	1
Development Variance Permit	5	2	4	1	2
Historic Planning Application	8	-	-	-	-
Liquor License Resolution	4	2	3	5	4
Major Development Permit	10	6	5	2	3
Minor Development Permit	7	6	6	3	5
OCP/Zoning Amendment	2	1	-	-	-
Zoning Amendment	6	11	11	8	8
Phased Development Agreement	1	-	-	-	-
Pre-Application Review	3	-	-	-	-
Subdivision	12	2	3	5	3
Temporary Use Permit	1	2	1	3	3
Property Identification Folder	7	62	13	18	15
Enquiries	-	-	65	98	100
No Treed	2	7	4	5	5
Types 1	7	22	22	34	40
Types 2	7	7	6	8	8
Types 3	113	45	35	61	50
Total	202	178	187	253	250
Total Minus Enquiries	202	178	122	158	150

Planning Services - Operating Budget								
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Permit Fees	\$ 143,294	\$ 123,153	\$ 149,200	\$ 124,200	\$ 93,700	(30,500)	-25%	1
Cost Recoveries	-	15,032	10,000	-	10,000	10,000	0%	
Grants and Other	2,150	1,100	31,700	31,600	1,100	(30,500)	-97%	2
Transfer from Reserves	-	-	48,400	48,400	-	(48,400)	-100%	
Total Revenue	\$ 145,444	\$ 139,285	\$ 239,300	\$ 204,200	\$ 104,800	\$ (99,400)	-49%	
Operating Expenses								
Administration	\$ 418,195	\$ 360,884	\$ 348,600	\$ 459,600	\$ 354,700	(104,900)	-23%	3
Equipment	-	228	100	-	-	-	0%	
Office	9,028	28,561	50,400	49,000	45,700	(3,300)	-7%	4
Total Operating Expenses	\$ 427,223	\$ 389,673	\$ 399,100	\$ 508,600	\$ 400,400	\$ (108,200)	-21%	
Net Property Taxes Required	\$ 281,779	\$ 250,388	\$ 159,800	\$ 304,400	\$ 295,600	\$ (8,800)	-3%	

The net budget is expected to be reduced by \$8,800 due to the combination of a slowing of development related activity offset by cost reductions:

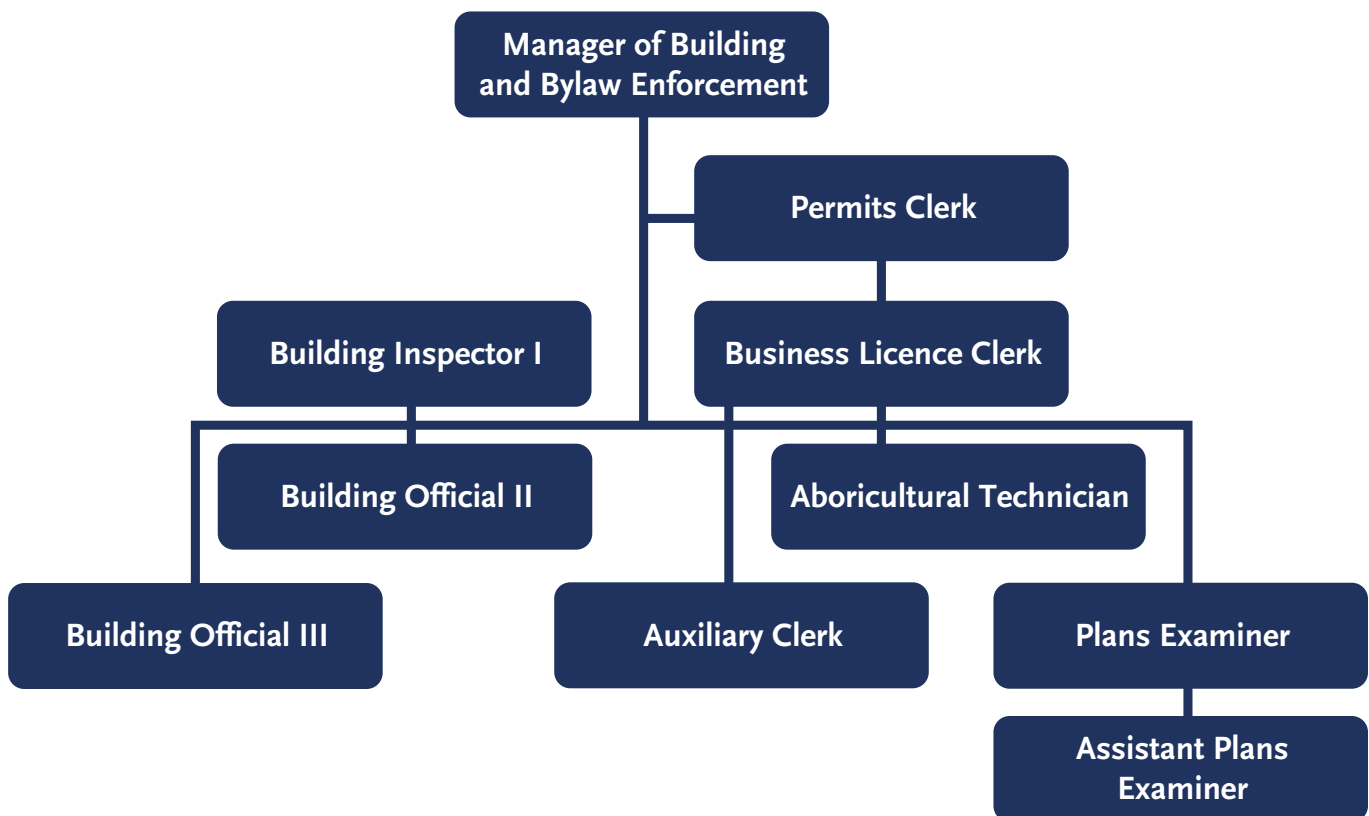
1. Planning fees are reducing as a result of slowing development applications.
2. The completion of the UBCM Housing Needs report means that for 2022 there is reduced grant revenue.
3. Planning Administration costs are reduced due to the transition of the Arboricultural Technician to the Building Inspection Function as well as the elimination of \$15,000 in summer student wages related to the zoning bylaw review and no OCP budget being needed.
4. Reduced consulting budget.

BUILDING DIVISION

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

In 2021, the Manager of Building and Bylaw Enforcement became responsible for overseeing Tree Management Permits. This additional service includes—not only the processing of permits, but the response to enquiries regarding both private and public (City) trees. The City’s Arboricultural Technician regularly provides customer service to residents with concerns regarding tree retention, and requests for removal. They also act as a liaison when considering activities that have the potential to impact a City tree.

The division is comprised of a Manager of Building, Licences, Bylaw Enforcement and Tree Management, a Building Official 3, Building Official 2 and a residential Building Inspector, Plans Examiner, Assistant Plans Examiner, a Business Licence Clerk, a Building Clerk an Arboricultural Technician, as well as a casual auxiliary clerk.



Building - Operating Budget								
	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Building and other Permits	\$ 1,832,354	\$ 2,169,003	\$ 2,584,000	\$ 4,163,000	\$ 3,290,000	(873,000)	-21%	1
Grants and Other	-	1,296	-	-	-	-	0%	
Transfer from Reserves	-	-	83,200	83,200	84,900	1,700	2%	
Total Funding	\$ 1,832,354	\$ 2,170,299	\$ 2,667,200	\$ 4,246,200	\$ 3,374,900	\$ (871,300)	-21%	
Operating Expenses								
Administration	\$ 703,895	\$ 702,575	\$ 703,800	\$ 804,100	\$ 893,700	89,600	11%	2
Equipment	-	209	3,600	3,600	-	(3,600)	-100%	
Office	2,684	3,351	6,800	4,000	8,900	4,900	123%	
Transfer to Reserves	557,800	894,000	1,309,000	2,888,000	1,980,000	(908,000)	-31%	3
Total Operating Expenses	\$ 1,264,379	\$ 1,600,135	\$ 2,023,200	\$ 3,699,700	\$ 2,882,600	\$ (817,100)	-22%	
Net Contribution	\$ 567,975	\$ 570,164	\$ 644,000	\$ 546,500	\$ 492,300	\$ (54,200)	-10%	

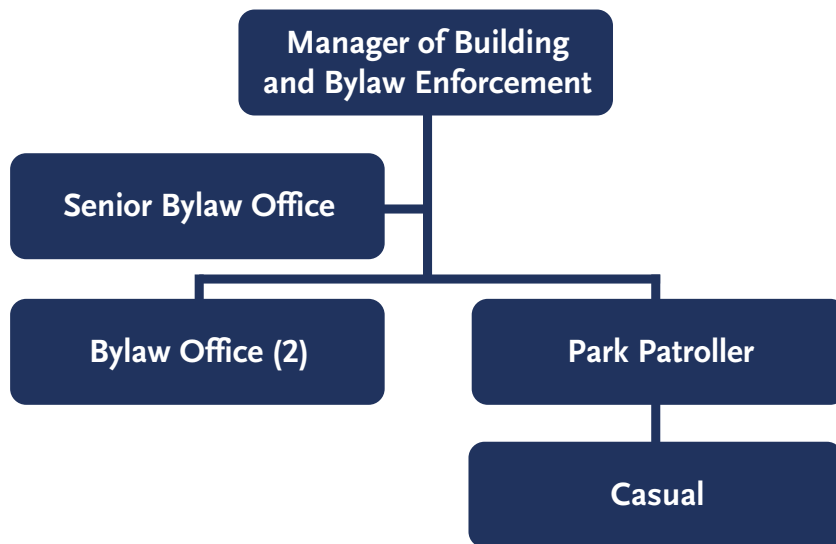
The net budget contribution is expected to reduce by \$54,200 due to a slower recovery in building activity.

1. Building Permit revenues reflect a slight recovery from the last two years but remaining at lower than pre-Covid-19 levels.
2. Administrative costs have increased primarily due to the addition of the Arboricultural Technician (\$105,000) transferred from Planning for 2022, as well as the reclassification of Building Official I to a Building Official II.
3. Transfers to reserves are reducing in line with reduced permit revenues.

BYLAW ENFORCEMENT

The Bylaw Division of the department includes the provision of education and enforcement on a wide variety of the City’s bylaws to help uphold community standards and expectations. The City’s Bylaw Officers work involves a range of activities such as inspections of secondary suites, ticketing for offenses against the City’s Tree Management Bylaw, assisting in finding lost dogs, and carrying out patrols along the White Rock Pier and Promenade. This service also involves monitoring construction activity to ensure that such work does not impact residents and businesses.

Comprised of a Senior Bylaw Enforcement Officer, 2 Bylaw Enforcement Officers, a Part Time Bylaw Patroller, and a pool of 6 casual Bylaw Enforcement Officers and 2 Casual Bylaw patrollers.



Bylaw Enforcement					
Key Activity Levels	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Forecast
Requests for Service (Complaints)	822	839	957	943	950
MTI Infraction Tickets Issued	85	131	143	113	110

Bylaw Enforcement - Operating Budget								
	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Fines and Other	\$ 28,392	\$ 30,151	\$ 25,000	\$ 25,000	\$ 26,000	1,000	4%	1
Transfer from Reserves	-	-	4,000	4,000	2,800	(1,200)	-30%	
Total Funding	\$ 28,392	\$ 30,151	\$ 29,000	\$ 29,000	\$ 28,800	\$ (200)	-1%	
Operating Expenses								
Administration	\$ 278,978	\$ 274,765	\$ 304,800	\$ 303,700	\$ 328,900	25,200	8%	2
Equipment	-	-	-	4,000	-	(4,000)	-100%	3
Office	6,303	3,763	5,800	12,300	7,200	(5,100)	-41%	4
Total Operating Expenses	\$ 285,281	\$ 278,528	\$ 310,600	\$ 320,000	\$ 336,100	\$ 16,100	5%	
Net Property Taxes Required	\$ 256,889	\$ 248,377	\$ 281,600	\$ 291,000	\$ 307,300	\$ 16,300	6%	

Activity levels are consistent with previous years given the circumstances.

The net cost of the enforcement function is forecast to increase by \$16,300 or 6%:

1. Fine revenues are relatively stable.
2. Administration costs are forecast to increase by \$25,200, providing an additional 150 hours of bylaw enforcement.
3. The increased patrol hours are partially offset by reduction in equipment and office costs.

Note: wage contingency costs for 2021 and 2022 are budgeted in the Financial Services budget as a corporate contingency, pending collective bargaining.

PARKING

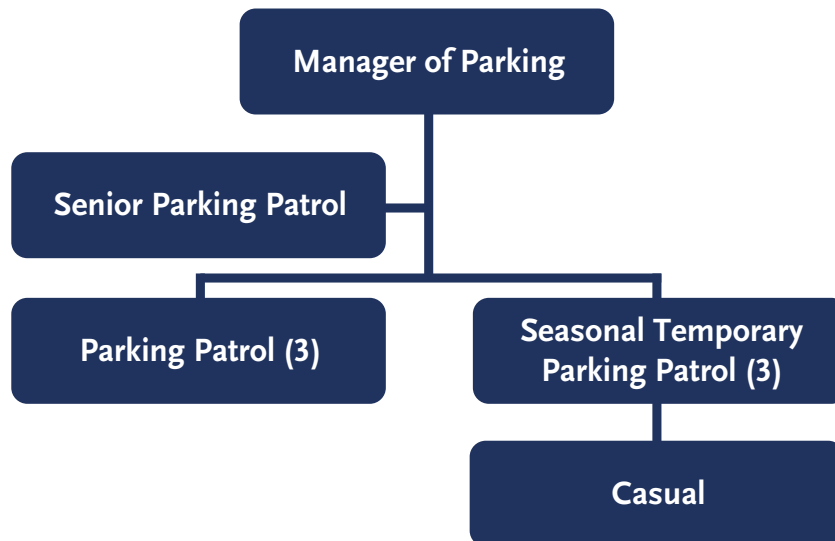
The Parking Division manages most aspects of parking on behalf of the City, ensuring that residents and visitors have access to parking. Parking is provided with a focus on customer service, helpful technology, and cost-effective revenue generation.

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

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

Additionally, the Division also manages contracts tied to the use and maintenance of the City's parking payment systems, and is comprised of a Manager of Parking, Senior Parking Patrol, Senior Parking Patrol, 3 Parking Patrollers, 4 Temporary Summer Parking Patrollers, and a pool of 4 casual support staff.

Activity levels are gradually returning to pre-Covid-19 levels:



Key Activity Levels	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Parking Requests for Service	604	1,004	978	743	800
Number of Tickets Issues	13,458	10,109	12,243	9,089	10,000
Resident Decals Sold	5,544	4,983	4,299	3,693	5,000
Commercials Decals Sold	65	72	50	52	50
Centennial Decals Sold	3,105	3,024	2,938	1,361	3,000
Reserved Stalls Leased	8	5	5	2	5
Resident Permits Sold	9,245	5,415	4,225	4,532	4,300
Pay Parking Transactions	642,933	501,364	468,871	660,298	650,000

Parking - Operating Budget								
	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Parking Dispenser and Meter Sales	\$1,996,980	\$1,664,501	\$2,301,000	\$2,010,000	\$2,824,000	814,000	40%	1
Parking Decals	278,406	194,132	228,000	279,000	347,000	68,000	24%	1
Residential Permits	53,010	42,509	52,000	40,000	60,000	20,000	50%	1
Fines	250,627	294,679	232,000	250,000	355,000	105,000	42%	1
Grants and Other	11,221	12,400	15,550	11,200	13,200	2,000	18%	
Transfer from Reserves	-	-	793,900	983,900	37,700	(946,200)	-96%	
Total Funding	\$ 2,590,244	\$ 2,208,221	\$ 3,622,450	\$ 3,574,100	\$ 3,636,900	\$ 62,800	2%	
Operating Expenses								
Administration	\$ 108,208	\$ 106,463	\$ 115,450	\$ 132,700	\$ 138,600	5,900	4%	2
Patrol	402,091	427,320	418,300	471,400	489,000	17,600	4%	2
Use Agreements	454,752	455,563	455,700	455,300	456,000	700	0%	
Bank Charges and Collection Fees	100,540	101,593	149,000	69,500	166,000	96,500	139%	3
Equipment	94,363	119,756	160,300	167,800	159,000	(8,800)	-5%	4
Office	183,877	197,256	269,250	276,600	225,900	(50,700)	-18%	5
Total Operating Expenses	\$ 1,343,831	\$ 1,407,951	\$ 1,568,000	\$ 1,573,300	\$ 1,634,500	\$ 61,200	4%	
Net Contribution	\$ 1,246,413	\$ 800,270	\$ 2,054,450	\$ 2,000,800	\$ 2,002,400	\$ 1,600	0%	

The net contribution from the Division is forecast to remain almost unchanged from 2021:

1. Parking revenues are expected to rebound by almost 40% in 2022 as recovery continues. Hospital pay parking fees are forecast to be reinstated early in 2022.
2. Wage and benefit costs.
3. Expenses have been maintained within 2% guidelines, which is well below forecast inflation of 4.2%. However, a significant increase in the use of credit cards instead of cash is resulting in significant increases in credit card charges which are expected to double from \$69,500 to \$166,000.
4. Equipment costs – technology software costs and maintenance supplies have been reduced to reflect favourable actual experience.
5. Office expenses have been reduced as consulting fees are no longer required now that the Parking Review has been completed.



RECREATION AND CULTURE

The Recreation and Culture Department helps foster a healthy and vibrant community through programs, activities, and events aimed at:

- Improving the fitness and wellness of residents, and
- Creating a sense of community identity, belonging, pride, and spirit

It is comprised of 13 full-time employees, up to 30 casual workers, 55 active instructors, and supported by the work of hundreds of community volunteers.



Working with a variety of community partners, a wide range of high-quality sport, recreational, arts and culture services are provided. Services are delivered by skilled instructors in clean and safe facilities, and include:

- Quality Community Recreation programs for children, adults, and seniors living in the White Rock / South Surrey communities
- The Centennial Park Leisure Centre and Arena, Kent Street Activity Centre, White Rock Community Centre, the Horst & Emmy Werner Centre for Active Living, and The Landmark Pop-Up Town Gallery
- Outdoor sports venues and parks
- Meeting rooms and special events facilities available for rent
- Production of seasonal recreation guides, as well as marketing and communication tools to promote recreation and culture programs, activities, and events
- Representation of the City on various multi-disciplinary community committees for sport, health, arts and culture, heritage, tourism, filming, children, youth, adults and seniors
- The coordination of commercial filming in White Rock
- Organization of community special events held on City property
- Management and support of volunteers at facilities and special events
- Communicating with Fraser Valley Regional Library for services provided at the White Rock Library
- Coordinating with White Rock Museum and Archives in support of heritage programs, events, and services
- Liaising with Tourism White Rock for visitor services and destination marketing services to enhance tourism in White Rock



KEY INDICATORS

In 2020/21, Recreation and Culture services were severely impacted by Provincial Health Orders that restricted participation in:

- Sports
- Fitness
- Arts and culture programs
- Activities and events

Considerable department capacity was spent both interpreting and adjusting to Provincial Health Orders to provide the community with safe, healthy activities and events, both virtually and in-person. 2020/21 program registrations, visits, and bookings were substantially lower than those seen pre-Covid-19. It is expected that service levels will align with pre-Covid-19 levels by the end of 2022 as restrictions are lifted. It is likely that financial recovery rates will take more time to return to normal levels.

Key Activity Levels	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Staff Complement - Full Time	13	13	13	13	13
Staff Complement - Casual	7	8	5	6	8
Financial Recovery Rate					
Program Registrations	New	9924	1552	3664	6000
Online Recreation Classes	New	0	4	31	20
Drop-In Admissions (fitness, skating, bridge, cardio gyms)	New	7306	4189	5238	6500
Seniors Activity Groups	New	18	0	10	17
Children's Summer Camp Participants	New	592	435	794	800
Room Bookings Hours	New	4143	357	4336	4400
Community Group Rental Groups	New	387	4	11	30
Dry Floor Facility Booking Hours	New	585	0	760	800
Ice Facility Booking Hours	New	1913	1238	2029	2100
Sports Field Booking Hours	New	6914	2492	6632	6900
In Person Special Events	New	47	7	13	46
Online Special Events	New	0	7	8	0
Art Walk Artists	New	14	9	9	0
Licensed Buskers	New	47	0	15	0
Pop Up Gallery Exhibits	New	11	5	7	12

2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- The Cultural Strategic Plan was completed and approved by Council
- An increase in online recreation, culture and events programming brought services to the safety of people's homes during Covid-19
- Significant increases in registration, drop-in admissions, and indoor/outdoor facility booking hours over 2020, while managing continued impacts of public health restrictions
- An outdoor table tennis table was installed at Kent Street Activity Centre grounds, in collaboration with the Kent Street Seniors Society and City Engineering
- Equipment and support provided to Semiahmoo First Nation as they hosted the inaugural Truth and Reconciliation Day Walk on September 30 attended by over 2,000 people
- Presented a very successful online gamification activity called "Search the Rock" to help promote local businesses, and to teach participants about the rich heritage and attractions of White Rock

PLANS FOR 2022

- Deliver Council priority projects: Joint Semiahmoo Days/Seafest, Outdoor Comfort Station Feasibility, and the Centennial Park Baseball Training Facility Contribution
- Focus on a staged return of services to pre-Covid-19 levels while remaining adaptive to Provincial Health Orders and guidelines for allowed activities, capacities, and number of participants. Such restrictions, coupled with public reluctance to return to crowded indoor activities, will see continued revenue challenges through 2022
- Produce, co-produce, and support 46 outdoor special events in 2022, including signature events such as Canada Day at the Bay, The Summer Concert Series, and Sea Festival/Semiahmoo Days, (subject to public health restrictions being lifted to allow a return to large outdoor crowds in public spaces)
- Assist with the return of senior's activity groups to the Kent Street Activity Centre and White Rock Community Centre
- Continue growth of drop-in fitness room use at White Rock Community Centre
- Conduct an overall assessment to determine what additional space is needed for arts and culture programs and events, and prepare applicable concept briefings
- Collaborate on delivery of work plans with the Public Art Advisory Committee, Arts and Culture Advisory Committee, and the History and Heritage Committee
- Complete Film Attraction Strategy
- Complete community public art projects

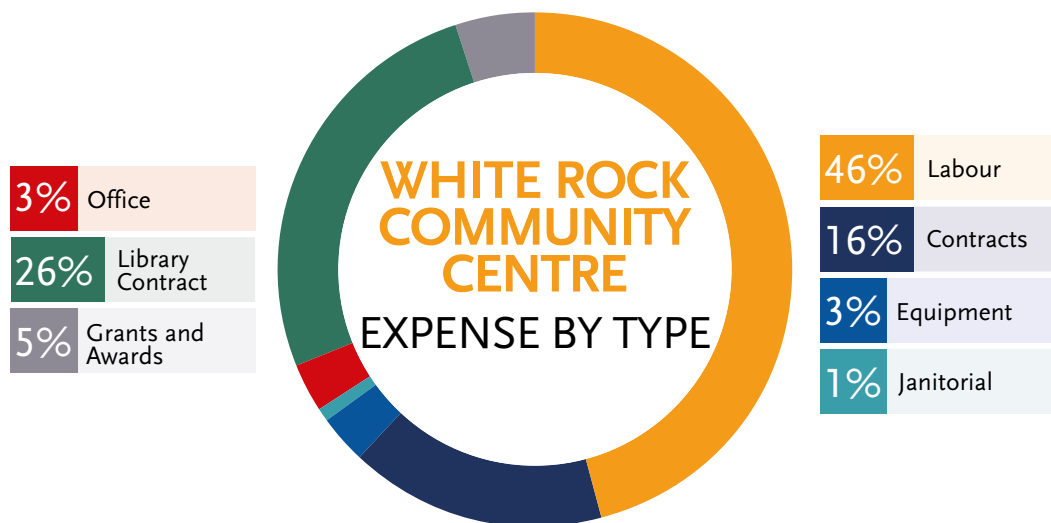
LOOKING AHEAD TO 2023 – 2026

- Seek return to pre-Covid-19 service levels
- Facility and equipment maintenance to ensure high-quality aesthetic, safety, cleanliness, and function
- Look to expand recreation and culture services to address new residential needs for those moving into new buildings in the Town Centre (add new program and event space for preschool, gym/sports facilities, senior's activities)
- Following completion of the planned 2022 Seniors Facility Needs Assessment, develop facility expansion plans
- On completion of the planned 2022 Arts and Culture Needs Assessment, develop conceptual plans for the expansion of arts and culture programs, activities and events that will provide the infrastructure for future programming needs

BUDGET SUMMARY

Currently, the most significant financial pressure for the department are the temporary Covid-19 revenue losses coupled with the subsequent increased costs due to modified building cleaning procedures. This is due to public health restrictions, the reluctance of many customers to return to crowded group activities, (such as fitness classes and indoor events), as well as the elevated need to clean and sanitize public spaces.

The department's net budget is forecast to increase by \$66,600 or 5% in 2022 from a significant return of revenues combined with the Safe Recovery and Restart Grant which will help fund full operations as the gradual return to regular operations continues. Expenses have been increased in most areas to reflect inflationary expenditure increases of goods and services, returning staff wages, and temporary costs related to increasing service levels back to pre-Covid-19 levels. It is important to note that these budgets do not include any contingencies for 2021 and 2022 wage and benefit increases, which are included as a corporate contingency in the Financial Services section of the budget, pending collective bargaining.



2022 revenues are expected to be lower than pre-Covid-19, with a gradual return to pre-Covid-19 activity levels by the Fall 2022 program session. Provincial Restart and Recovery Grant funding of \$365,700 is suggested to bridge this revenue gap for 2022:

- Leisure Administration \$80,000
- White Rock Community Centre \$117,500
- Centennial Arena \$122,800
- Community Recreation \$(12,000)
- Centre for Active Living \$34,800
- Special Events \$(58,500)
- Summer Programs \$7,800
- Kent Street Activity Centre \$73,300

Recreation and Culture - Operating Budget							
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Regional Library Levy	\$ 963,402	\$ 975,183	\$ 987,300	\$ 990,100	\$ 1,015,300	25,200	3%
Revenues	1,697,685	688,143	663,600	527,800	1,026,600	498,800	95%
Transfer from Reserves	-	-	345,600	490,700	480,700	(10,000)	100%
Total Revenue	\$ 2,661,087	\$ 1,663,326	\$ 1,996,500	\$ 2,008,600	\$ 2,522,600	\$ 514,000	95%
Operating Expenses							
Leisure Administration	\$ 436,932	\$ 438,203	\$ 508,800	\$ 503,400	\$ 691,600	188,200	37%
White Rock Community Centre	351,176	203,888	240,000	221,900	297,300	75,400	34%
Centennial Arena	549,586	504,920	532,500	541,500	584,300	42,800	8%
Centre for Active Living	344,063	54,789	23,200	58,600	96,500	37,900	65%
Kent Street Activity Centre	290,185	206,580	184,300	207,600	253,200	45,600	22%
Community Recreation	539,690	370,780	412,400	370,300	411,300	41,000	11%
Summer Programs	61,350	22,305	27,200	50,900	73,900	23,000	45%
Special Events	388,669	52,730	101,800	163,600	262,500	98,900	60%
Library	962,812	979,638	991,900	992,700	1,020,100	27,400	3%
Museum and Archives	129,241	155,858	157,700	160,500	160,900	400	0%
Total Operating Expenses	\$ 4,053,704	\$ 2,989,691	\$ 3,179,800	\$ 3,271,000	\$ 3,851,600	\$ 580,600	-82%
Net Property Taxes Required	\$ 1,392,617	\$ 1,326,365	\$ 1,183,300	\$ 1,262,400	\$ 1,329,000	\$ 66,600	5%



LEISURE ADMINISTRATION

Leisure Administration provides for the management of Recreation and Culture Services. The budget is comprised of 3 managerial staff, miscellaneous administrative expenses, and a program grant to Alexandra House to support youth programming at the Youth Space at Bakerview Park.

Leisure Administration - Operating Budget								
Revenue	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Revenues	\$ 1,716	\$ 19,000	\$ 5,000	\$ -	\$ 80,000	\$ 80,000	100%	1
Transfer from Reserves	-	-	19,000	19,000	99,000	80,000	421%	2
Total Revenue	\$ 1,716	\$ 19,000	\$ 24,000	\$ 19,000	\$ 179,000	\$ 160,000	842%	
Operating Expenses								
Administration	\$ 428,703	\$ 430,079	\$ 452,000	\$ 474,900	\$ 502,800	27,900	6%	3
Office	2,971	2,568	47,300	21,700	22,000	300	1%	
Programs	5,000	5,000	5,000	5,000	143,000	138,000	2760%	1
Maintenance and Equipment	148	-	-	-	22,000	22,000	100%	1
Emergency Social Services	110	556	4,500	1,800	1,800	-	0%	
Total Operating Expenses	\$ 436,932	\$ 438,203	\$ 508,800	\$ 503,400	\$ 691,600	\$ 188,200	37%	
Net Property Taxes Required	\$ 435,216	\$ 419,203	\$ 484,800	\$ 484,400	\$ 512,600	\$ 28,200	6%	

1. The Council approved \$138,000 warming shelter program budget and maintenance costs of \$22,000. Partially offset by \$80,000 City of Surrey contribution.
2. COVID 19 Reserve funding for warming shelter expenses.
3. Administration costs reflect contracted and exempt wage increases, pay grade changes.

WHITE ROCK COMMUNITY CENTRE

The Centre hosts a wide variety of recreation and culture programs, activities and events. It also serves as a venue for hosting large indoor group gatherings including:

- Civic
- Not for profit and private business meetings
- Workshops
- Presentations, and Special events

With the facility reopening, program revenues are expected to rebound, and program expenses are being increased back towards pre-Covid-19 levels. The net cost of operations remains unchanged as revenues rebound with support from the Covid-19 Restart Grant.

White Rock Community Centre - Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Program Revenues	\$ 366,823	\$ 77,578	\$ 71,800	\$ 59,500	\$ 204,900	145,400	244%	1
Transfer from Reserves	-	-	187,300	187,300	117,500	(69,800)	-37%	2
Total Funding	\$ 366,823	\$ 77,578	\$ 259,100	\$ 246,800	\$ 322,400	\$ 75,600	31%	
Operating Expenses								
Administration	20,166	13,453	10,900	14,200	11,100	(3,100)	-22%	3
Programs	327,197	189,725	225,200	203,400	281,900	78,500	39%	4
Equipment	3,813	710	3,900	4,300	4,300	-	0%	
Total Operating Expenses	\$ 351,176	\$ 203,888	\$ 240,000	\$ 221,900	\$ 297,300	\$ 75,400	34%	
Net Property Taxes Required	\$ (15,647)	\$ 126,310	\$ (19,100)	\$ (24,900)	\$ (25,100)	\$ (200)	1%	

1. Revenues returning to partial pre-Covid-19 levels.
2. Reduction in Covid-19 support.
3. Credit card charges budget reduced to actual usage.
4. Program costs increasing back toward pre-Covid-19 levels to support higher activity levels.

CENTENNIAL PARK LEISURE CENTRE AND ARENA

The facility consists of a 250-seat arena, a small auditorium, and three meeting rooms that are used to host a wide variety of recreation and culture programs, activities and events including:

- Ice activities
- Fitness classes
- Recreation programs for people of all ages
- Dry floor activities such as ball hockey, lacrosse and indoor trade shows and events

This facility also provides office space for the White Rock Whalers Junior Hockey Team and the White Rock South Surrey Skating Club. Additionally, it also functions as one of the City's emergency reception centres in the event of a community emergency.

Program revenues are increasing as restrictions ease and program expenses are being increased back towards pre-Covid-19 levels. The net cost of the facility is expected to increase by \$22,100 as activity returns to pre-Covid-19 levels.

Centennial Arena - Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Program Revenues	\$ 489,774	\$ 325,818	\$ 295,800	\$ 275,100	\$ 419,200	144,100	52%	1
Grants and Other	1,000	463	1,000	-	1,000	1,000	100%	
Transfer from Reserves	-	-	229,200	247,200	122,800	(124,400)	-50%	2
Total Funding	\$ 490,774	\$ 326,281	\$ 526,000	\$ 522,300	\$ 543,000	\$ 20,700	4%	
Operating Expenses								
Administration	\$ 19,166	\$ 16,837	\$ 13,500	\$ 19,700	\$ 18,300	(1,400)	-7%	3
Programs	474,311	428,349	460,000	462,800	503,800	41,000	9%	4
Maintenance and Equipment	56,109	59,734	59,000	59,000	62,200	3,200	5%	5
Total Operating Expenses	\$ 549,586	\$ 504,920	\$ 532,500	\$ 541,500	\$ 584,300	\$ 42,800	8%	
Net Property Taxes Required	\$ 58,812	\$ 178,639	\$ 6,500	\$ 19,200	\$ 41,300	\$ 22,100	115%	

1. Partial return to pre-Covid-19 revenue levels.
2. Bridge funding from Covid-19 reserves.
3. Temporarily reduced credit card charges.
4. Program costs increasing back toward pre-Covid-19 levels to support higher activity levels.
5. Contract maintenance returning to pre-Covid-19 levels.

HORST AND EMMY WERNER CENTRE FOR ACTIVE LIVING

The facility hosts a wide variety of recreation and culture programs, activities and events, with a focus on fitness, health and wellness. Space is also leased to the:

- Peace Arch Curling Club
- Division of Family Practice
- Alzheimer's BC, Heart and Stroke Recovery
- Candlelight Cuisine Restaurant

The Centre can host large indoor group gatherings, such as meetings, workshops, presentations, and special events. In addition to offering Curling, the Peace Arch Curling Club rents its dry floor during the summer for indoor activities such as pickleball as well as events, such as the Rotary Book Sale.

The centre is generally self sufficient with a small net cost. Similar to other facilities, revenues are expected to rebound in 2021 and expenses will be increased to provide programming opportunities.

The net cost is reduced by \$17,700 for 2022.

Centre for Active Living - Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Program Revenues	\$ 357,321	\$ 33,353	\$ 26,100	\$ 30,500	\$ 57,000	26,500	87%	1
Transfer from Reserves	-	-	(13,300)	5,700	34,800	29,100	511%	
Total Funding	\$ 357,321	\$ 33,353	\$ 12,800	\$ 36,200	\$ 91,800	\$ 55,600	154%	
Operating Expenses								
Administration	\$ 3,544	\$ 983	\$ 1,900	\$ 3,700	\$ 1,500	(2,200)	-59%	2
Programs	336,641	52,635	18,700	52,500	92,500	40,000	76%	3
Equipment	3,878	1,171	2,600	2,400	2,500	100	4%	
Total Operating Expenses	\$ 344,063	\$ 54,789	\$ 23,200	\$ 58,600	\$ 96,500	\$ 37,900	65%	
Net Property Taxes Required	\$ (13,258)	\$ 21,436	\$ 10,400	\$ 22,400	\$ 4,700	\$ (17,700)	-79%	

1. Revenues returning toward pre-Covid-19 activity levels.
2. Temporarily reduced credit card fees.
3. Program costs increasing back toward pre-Covid-19 levels to support higher activity levels.

KENT STREET ACTIVITY CENTRE

The KSAC facility hosts a wide variety of events and activities:

- Recreation and culture programs
- Activities and events for seniors
- Indoor group gatherings, meetings, workshops, presentations, and special events

There are currently 16 volunteer-led senior’s activity groups at KSAC. Due to Covid-19 restrictions, the Centre was closed for most of 2020 to September. Activity groups are slowly restarting at the facility, although with group size limitations in place.

Revenues are expected to significantly increase in 2022 to almost pre-Covid-19 levels. Programming expenses will be restarted, and the net cost of the facility is expected to increase slightly over the previous year.

Kent Street Activity Centre - Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Program Revenues	\$ 120,362	\$ 63,976	\$ 15,600	\$ 37,900	\$ 60,500	22,600	60%	1
Transfer from Reserves	-	-	56,000	56,000	73,300	17,300	31%	2
Total Funding	\$ 120,362	\$ 63,976	\$ 71,600	\$ 93,900	\$ 133,800	\$ 39,900	42%	
Operating Expenses								
Administration	\$ 11,673	\$ 8,754	\$ 7,200	\$ 10,500	\$ 10,900	400	4%	
Programs	278,040	195,615	176,400	195,900	241,100	45,200	23%	3
Equipment	472	2,211	700	1,200	1,200	-	0%	
Total Operating Expenses	\$ 290,185	\$ 206,580	\$ 184,300	\$ 207,600	\$ 253,200	\$ 45,600	22%	
Net Property Taxes Required	\$ 169,823	\$ 142,604	\$ 112,700	\$ 113,700	\$ 119,400	\$ 5,700	5%	

1. Revenues returning toward pre-Covid-19 levels.
2. Temporary Safe Restart grant assistance while activity levels gradually increase.
3. Program costs increasing back toward Pre-Covid-19 levels to support higher activity levels.

COMMUNITY RECREATION

The Community Recreation budget includes funding for wages and benefits for 3 full-time Recreation programmers, and accounts for expenditures needed to fund hundreds of recreation programs for people of all ages. It also includes the revenues collected from these programs, which will help to offset program costs.

The net cost of the service is expected to increase by \$1,600 or 1% as programs return to pre-Covid-19 levels.

Community Recreation - Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Program Revenues	\$ 147,246	\$ 117,658	\$ 183,600	\$ 69,800	\$ 109,900	40,100	57%	1
Grants and Other	28,997	1,000	-	-	-	-	0%	
Transfer from Reserves	-	-	(60,300)	(11,300)	(12,000)	(700)	6%	
Total Funding	\$ 176,243	\$ 118,658	\$ 123,300	\$ 58,500	\$ 97,900	\$ 39,400	67%	
Operating Expenses								
Administration	\$ 9,439	\$ 9,883	\$ 12,300	\$ 10,200	\$ 15,600	5,400	53%	2
Programs	454,961	327,584	387,200	316,300	348,700	32,400	10%	3
Marketing And Communications	34,798	16,722	6,300	33,800	35,000	1,200	4%	4
Leisure Guide	40,492	16,591	6,600	10,000	12,000	2,000	20%	5
Total Operating Expenses	\$ 539,690	\$ 370,780	\$ 412,400	\$ 370,300	\$ 411,300	\$ 41,000	11%	
Net Property Taxes Required	\$ 363,447	\$ 252,122	\$ 289,100	\$ 311,800	\$ 313,400	\$ 1,600	1%	

1. Revenues returning toward pre-Covid-19 levels with support from Safe Restart grant funding.
2. Increased credit card charges.
3. Program costs returning to pre-Covid-19 levels to support higher activity levels.
4. Inflation and increased marketing to help restart programs.
5. Leisure Guide provided on line with some print copies available.



SUMMER PROGRAMS

Summer programming provides a week-long kid’s summer camp experience for over 800 local children. The program was cancelled during Covid-19 but is planned to restart again in 2022.

Summer Camps - Operating Budget							
Operating Revenues	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Program Revenues	\$ 56,019	\$ 21,849	\$ 31,400	\$ 35,000	\$ 50,000	15,000	43%
Grants	-	-	3,200	-	-	-	0%
Transfer from Reserves	-	-	(18,300)	700	7,800	7,100	1014%
Total Operating Revenues	\$ 56,019	\$ 21,849	\$ 16,300	\$ 35,700	\$ 57,800	\$ 22,100	62%
Operating Expenses							
Programs	\$ 61,350	\$ 22,305	\$ 27,200	\$ 50,900	\$ 73,900	23,000	45%
Total Operating Expenses	\$ 61,350	\$ 22,305	\$ 27,200	\$ 50,900	\$ 73,900	\$ 23,000	45%
Net Property Taxes Required	\$ 5,331	\$ 456	\$ 10,900	\$ 15,200	\$ 16,100	\$ 900	6%

1. Revenues and expenses to run the program have been estimated at pre-Covid-19 levels for 2022.
2. Covid-19 restart support funding.



SPECIAL EVENTS

Special Event programming helps create a sense of community identity, belonging, pride, and spirit. It showcases White Rock to visitors as a great place to visit, live, work, and play.

Prior to Covid-19 three signature events were produced each year:

1. Tour de White Rock.
2. Sea Festival/Semiahmoo Days.
3. Canada Day at the Bay.

Many community partners and event organizers were also supported or co-presented over 50 annual special events.

With the potential easing of restrictions on group gatherings in 2022, it is hoped that many of these important community events can run in 2022, although the Tour De White Rock has unfortunately been canceled for 2022.

Special Events - Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Program Revenues	\$ 23,479	\$ 3,449	\$ 14,600	\$ 10,000	\$ 11,500	1,500	15%
Contributions and Donations	89,648	10,000	4,800	-	20,000	20,000	100%
Grants and Other	12,657	14,000	10,500	10,000	10,000	-	0%
Transfer from Reserves	-	-	(54,000)	(13,900)	37,500	51,400	370%
Total Funding	\$ 125,784	\$ 27,449	\$ (24,100)	\$ 6,100	\$ 79,000	\$ 72,900	1195%
Operating Expenses							
Administration	\$ 21,926	\$ 1,939	\$ 3,000	\$ 14,200	\$ 31,400	17,200	121%
Programs	178,228	32,097	69,600	102,500	180,700	78,200	76%
Tour de White Rock	155,128	416	-	-	-	-	0%
Marketing And Communications	25,603	18,278	19,300	25,100	31,300	6,200	25%
Equipment	7,784	-	9,900	21,800	19,100	(2,700)	-12%
Total Operating Expenses	\$ 388,669	\$ 52,730	\$ 101,800	\$ 163,600	\$ 262,500	\$ 98,900	60%
Net Property Taxes Required	\$ 262,885	\$ 25,281	\$ 125,900	\$ 157,500	\$ 183,500	\$ 26,000	17%

1. Revenues are expected to partially return to pre-Covid-19 levels.
2. Modest return to pre-Covid-19 levels. No Tour de White Rock contributions in 2022.
3. Use of Safe Restart Reserve to bridge return to full events.
4. Return to full operations.
5. Return to full operations with increased program contracts.
6. Planning for a return of the Tour de White Rock Event. Event canceled for 2022, return expected in 2023
7. Marketing increased to pre-Covid-19 levels.
8. Rental of equipment reduced.

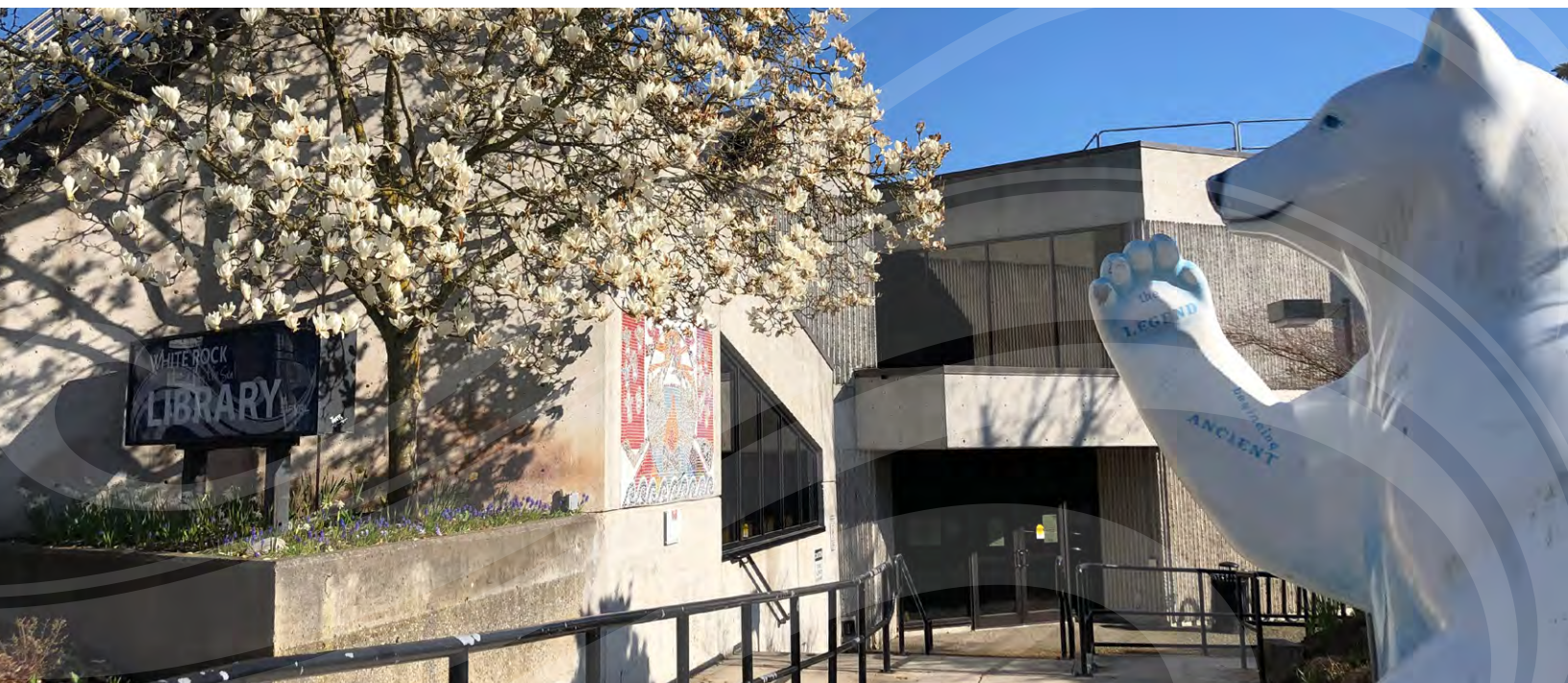
LIBRARY

The Fraser Valley Regional Library System operates the White Rock Library under an agreement with the City. Funding supports a variety of library services including:

- Loaning books and digital collections
- Internet access
- Reading rooms
- Reading literacy programs

A 3% increase in library assessment and \$2,200 in office furniture is forecast for 2022.

Library - Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Regional Library Revenue	\$ 963,402	\$ 975,183	\$ 987,300	\$ 990,100	\$ 1,015,300	\$ 25,200	3%
Other Revenue	2,643	(1)	200	-	2,600	2,600	100%
Total Funding	\$ 966,045	\$ 975,182	\$ 987,500	\$ 990,100	\$ 1,017,900	\$ 27,800	0%
Operating Expenses							
Office	\$ 4,746	\$ 1,847	\$ 1,800	\$ 2,600	\$ 4,800	2,200	85%
Library	958,066	977,791	990,100	990,100	1,015,300	25,200	3%
Total Operating Expenses	\$ 962,812	\$ 979,638	\$ 991,900	\$ 992,700	\$ 1,020,100	\$ 27,400	3%
Net Property Taxes Required	\$ (3,233)	\$ 4,456	\$ 4,400	\$ 2,600	\$ 2,200	\$ (400)	-15%



MUSEUM AND ARCHIVES

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

The Museum hosts a variety of community programs and exhibits each year to increase community residents and visitors' awareness of White Rock's rich history and heritage.

There are no revenues associated with this function and the net budget is forecast to remain consistent with 2021. Office equipment purchases have been reduced and the Museum grant will increase slightly.

Museum and Archives - Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Program Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	-	0%
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Operating Expenses							
Office	\$ 8,941	\$ 8,158	\$ 7,000	\$ 9,800	\$ 7,200	\$ (2,600)	-27%
Museum and Archives grant	120,300	147,700	150,700	150,700	153,700	3,000	3%
Total Operating Expenses	\$ 129,241	\$ 155,858	\$ 157,700	\$ 160,500	\$ 160,900	\$ 400	0%
Net Property Taxes Required	\$ 129,241	\$ 155,858	\$ 157,700	\$ 160,500	\$ 160,900	\$ 400	0%



ENGINEERING & OPERATIONS

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

The Engineering Division plans, designs, and constructs the public infrastructure necessary for a safe sustainable quality of life for White Rock residents, businesses, and visitors. The Division regulates activities and construction on City rights of way for the following reasons and provisions to:

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

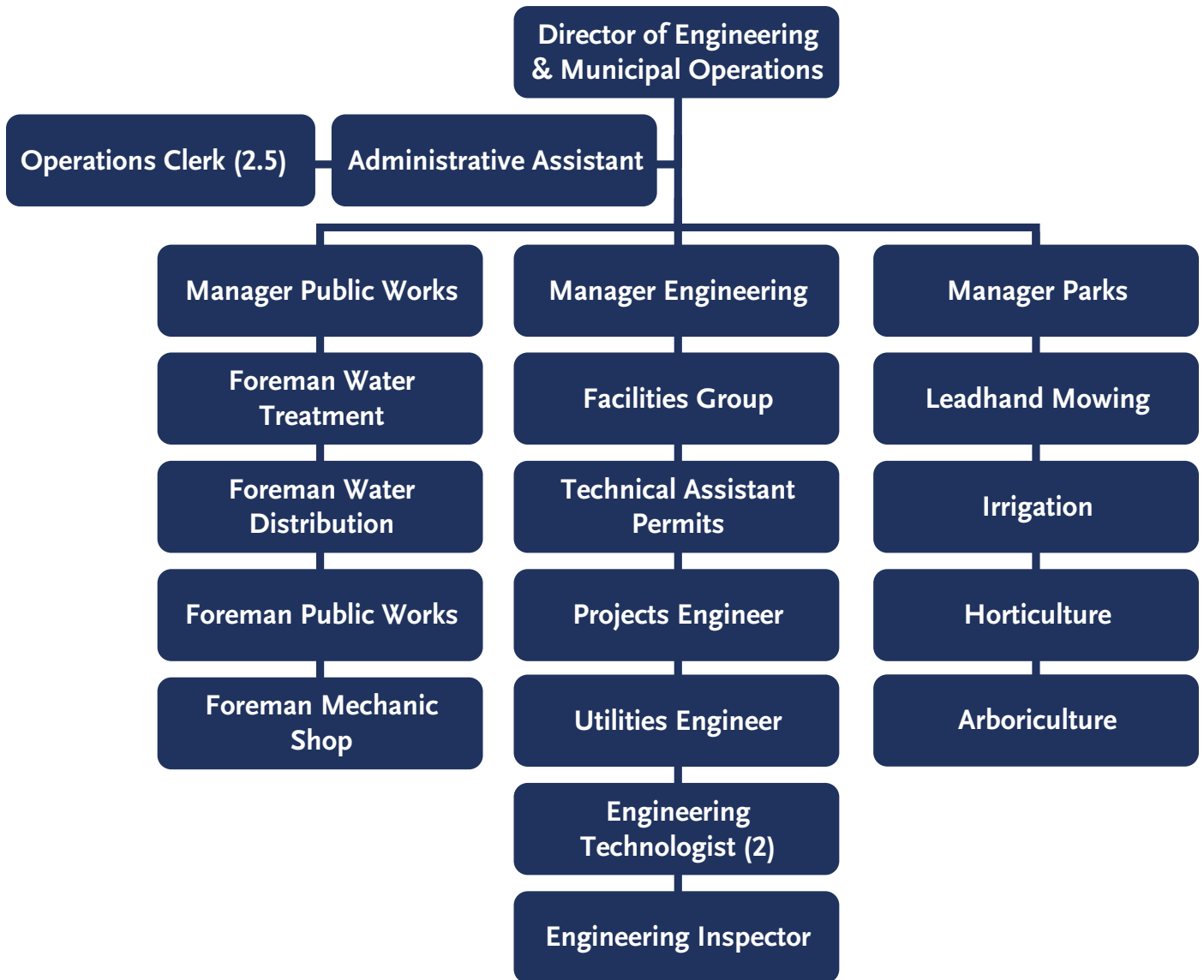
The Operations Division operates and maintains the following infrastructure on a 24/7 basis and pro-actively responds to emergencies:

- **Transportation:** Roads, sidewalks, streetlights, traffic signals
- **Parks:** Waterfront promenade, parks, road ends, hanging baskets, trees on City right of way, sports fields
- **Facilities:** Recreation, public safety, and municipal operations buildings, tennis courts
- **Fleet:** City vehicles

The Division also operates and maintains utility infrastructure on a 24/7 basis including:

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

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



2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- Completed Marine Drive stabilization project
- Carried out Marine Drive Lane closure project
- Finished beach access ramps at Bay and Cypress Streets
- Received replacement street sweeper
- Coordinated pavement resurfacing on North Bluff Road between Johnston Road and Stayte Road with Surrey
- Repaved North Bluff between Bergstrom Road and Lancaster Street

PLANS FOR 2022

- Complete the Integrated Transportation & Infrastructure Master Plan (ITIMP)
- Expand City managed solid waste collection to include multi-family and commercial properties. Award contract in 2022 and collection to start in 2023
- Finish repairs to slide damaged areas in Ruth Johnson Park
- Complete Maccaud, Emerson, and Centre Street improvement projects
- Coordinate construction of new water supply well – see Water Utility for details

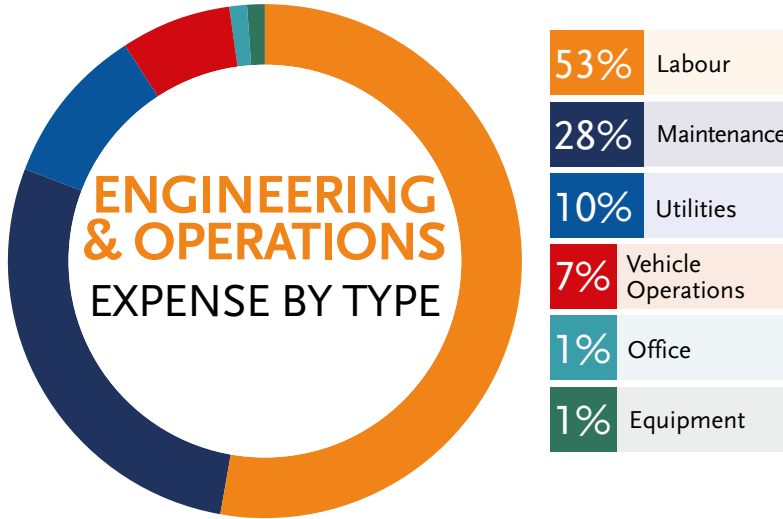
LOOKING AHEAD TO 2023 – 2026

- Update master plans for Strategic Transportation, Facilities and Development Cost Charges
- Conversion of Street lights to highly efficient LED
- Phoenix Ravine Culvert Replacement
- Implementation of ITIMP projects



BUDGET SUMMARY

The department's net budget is forecast to increase by \$288,100 or 4% compared to 2021.



This is as a result of a combination of increased costs for Engineering Administration, Parks, Roads, and Special Events—offset by an increase in application fees, advertising, cost recoveries, and reductions in facility costs.

Note: These budgets do not include any contingencies for wage and benefit increases, which are included as a corporate contingency in the Financial Services section of the budget, pending collective bargaining.



City of White Rock - Engineering and Operations Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Fees	\$ 174,540	\$ 378,654	\$ 305,000	\$ 191,200	\$ 405,000	\$ 213,800	112%	1
Cost Recoveries	461,709	417,497	354,300	346,700	360,100	13,400	4%	
Grants and Other	142,475	82,442	20,411	16,000	21,000	5,000	31%	2
Transfer from Reserves	-	-	606,100	368,100	107,700	(260,400)	-71%	3
Total Funding	\$ 778,724	\$ 878,593	\$ 1,285,811	\$ 922,000	\$ 893,800	\$ (28,200)	-3%	
Operating Expenses								
Engineering Administration	\$1,206,214	\$1,241,098	\$1,344,400	\$1,463,900	\$1,563,400	\$ 99,500	7%	3
Roads	1,255,171	1,243,025	1,431,400	1,302,500	1,380,700	78,200	6%	4
Parks	2,317,303	2,109,918	2,250,100	2,309,100	2,396,000	86,900	4%	5
Facilities	1,643,018	1,798,649	1,895,600	1,766,300	1,707,900	(58,400)	-3%	6
Garage and Fleet	777,897	751,876	766,450	805,200	817,800	12,600	2%	
Special Events	56,298	3,277	1,600	8,300	49,400	41,100	495%	7
Total Operating Expenses	\$ 7,255,901	\$ 7,147,843	\$ 7,689,550	\$ 7,655,300	\$ 7,915,200	\$ 259,900	3%	
Net Property Taxes Required	\$ 6,477,177	\$ 6,269,250	\$ 6,403,739	\$ 6,733,300	\$ 7,021,400	\$ 288,100	4%	

1. Application activity levels increased, forecast application fee increased for ROW alterations service.
2. Increased advertising revenues.
3. Less reserves needed in 2022 due to the Railway study and the Covid-19 extra cleaning budget in facilities being removed.
4. Increased asphalt and higher maintenance supplies costs.
5. Materials costs, porta-potties.
6. Reduction in extra cleaning and maintenance required during Covid-19.
7. Return of special events not held during Covid-19.

ENGINEERING ADMINISTRATION

Engineering Administration staff provides the main interface with the public and manages permit allocation for right of way areas. They also manage service requests ranging from solid waste to parks maintenance to storm repairs. A significant program of Asset Improvements are also planned, designed, and constructed each year.

The Engineering Administration Operating budget provides for the operation and maintenance of the City's public buildings. The net budget is forecast to remain status quo with a slight decrease over 2021. Reserves funding is being used for 2022 to assist with temporary staffing, in order to maintain service levels with higher rights of way permit activity.

City of White Rock - Engineering and Operations Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Fees	\$ 174,540	\$ 378,654	\$ 305,000	\$ 191,200	\$ 405,000	\$ 213,800	112%	1
Cost Recoveries	-	-	-	-	2,000	2,000	100%	
Grants and Other	4,841	-	2,200	-	-	-	0%	
Transfer from Reserves	-	-	212,800	212,800	107,700	(105,100)	-49%	2
Total Funding	\$ 179,381	\$ 378,654	\$ 520,000	\$ 404,000	\$ 514,700	\$ 110,700	27%	
Operating Expenses								
Engineering Administration	\$ 976,477	\$ 1,103,745	\$ 1,174,900	\$ 1,264,100	\$ 1,448,000	\$ 183,900	15%	3
Equipment	37,885	27,141	40,800	29,100	31,500	2,400	8%	4
Office	191,852	110,212	128,700	170,700	83,900	(86,800)	-51%	5
Total Operating Expenses	\$ 1,206,214	\$ 1,241,098	\$ 1,344,400	\$ 1,463,900	\$ 1,563,400	\$ 99,500	7%	
Net Property Taxes Required	\$ 1,026,833	\$ 862,444	\$ 824,400	\$ 1,059,900	\$ 1,048,700	\$ (11,200)	-1%	

1. Additional permit fees as activity increasing.
2. Operating reserves funding used in 2022 to fund increased temporary wage costs for rights of way permitting and higher activity levels. Less required as the Railroad Activity Study removed.
3. Wages transferred from the organizational restructure and wage increases. Temporary resources are increased due to additional permitting work that is offset by transfers from reserves for 2022, as well as the reduced consulting fees used in previous years.
4. New equipment lease and higher radio licence costs.
5. Consulting costs reduced because Railroad Activity Study work not being undertaken.

ROADS

Road maintenance of all City transportation infrastructure is led by the Manager of Public Works with support from the Public Works Foreman (40%), Sub-foreman (80%), 2 Driver/Swampers (20%), an equipment operator, Backhoe Operator(60%), Labourer (80%), Tandem Driver (55%) and temporary/ standby support as needed.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Plan
Employees		7	6	6	6	8
Roads	Inspections Hours	1278	937	532	931	950
	Sweeping Hours	3555	2112	1584	1435	1500
	Line Painting Hours	0	0	434	496	500
	Pothole Hours	141	157	139	120	200
	Vegetation/Sightline Hours	2288	2862	782	591	600
	Winter Maintenance Hours	533	489	469	246	400
Sidewalks	Inspections Hours	319	638	1152	534	500
	Repair hours	252	1838	3484	1305	1500
Signs	Repair hours	1907	1611	2147	1964	2000
Culverts	Repair hours	136	136	112	198	200
Illegal Dumping	Clean up hours	0	0	2	1	2

The net budget is forecast to increase by \$68,700 or 5% primarily from higher supply costs.

City of White Rock - Roads Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Cost Recoveries	92,106	62,106	30,400	25,500	30,000	4,500	18%
Grants and Other	46,764	23,879	16,000	16,000	21,000	5,000	31%
Transfer from Reserves	-	-	238,000	-	-	-	0%
Total Funding	\$ 138,870	\$ 85,985	\$ 284,400	\$ 41,500	\$ 51,000	\$ 9,500	23%
Operating Expenses							
Operations	\$ 654,122	\$ 660,186	\$ 693,900	\$ 738,400	\$ 769,700	31,300	4%
Maintenance	405,019	389,536	540,000	363,000	410,000	47,000	13%
Utilities	183,646	184,289	188,000	188,000	192,000	4,000	2%
Equipment	12,384	9,014	9,500	13,100	9,000	(4,100)	-31%
Total Operating Expenses	\$ 1,255,171	\$ 1,243,025	\$ 1,431,400	\$ 1,302,500	\$ 1,380,700	\$ 78,200	6%
Net Property Taxes Required	\$ 1,116,301	\$ 1,157,040	\$ 1,147,000	\$ 1,261,000	\$ 1,329,700	\$ 68,700	5%

- Higher levels of permit activity.
- Advertising revenues expected to increase from partial return to pre-Covid-19 levels.
- Wage cost increases.
- Significantly higher cost of materials is driving up contracted maintenance costs.
- Small equipment purchases and rentals have been reduced based on favourable experience.

PARKS

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

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

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

- A Parks Foreman
- 2 Lead Hands
- 6 Labourers
- An Irrigation System Worker
- A Parks Gardener
- Admin Support
- Temporary Labourer support

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Public inquiry/complaint (non urgent)	1 day response	New	New	New	100%	100%
Employee Accident Free Days	365 Days	New	New	New	365	365
Passive Turf (95,000 m2)	Mowing every 2 weeks from March to October	100%	100%	100%	100%	100%
	Fertilize 3 times/year	100%	100%	100%	100%	100%
Sports Fields (30,000 m2)	Mow once per week	100%	100%	100%	100%	100%
Garden Beds - Seasonal Displays (4,000 m2)	10,000 plants installed annually	100%	100%	100%	100%	100%
	Weekly Maintenance	100%	100%	100%	100%	100%
Garden Beds - Landscape Plantings (19,000 m2)	2,0000 plants installed annually	100%	100%	100%	100%	100%
	Maintained every two weeks	100%	100%	100%	100%	100%
Hanging Baskets (200)	Hand watered 3 times/week from May to September	100%	100%	100%	100%	100%
Hillside Walkways - landscape plantings (4,500 m2)	Weeding every two weeks	100%	100%	100%	100%	100%

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Hillside Walkways - Turf (19,500 m ²)	Mowing every 2 weeks during growing season	100%	100%	100%	100%	100%
City Trees Managed	Trees	5800	5800	5800	5813	6000
	New planted per year	200	200	200	200	200
	Prune and inspect	150	150	150	150	150
Natural Areas	Area Managed	160,000 m ²	160,000 m ²	160,000 m ²	160,000 m ²	160,000 m ²
Playgrounds	Inspected each month	4	4	4	4	4
Waterfront and Pier Garbage Receptacles	Serviced Daily	189	189	189	189	189
Streetscape Garbage Receptacles	Serviced twice per week	153	153	153	153	153
Hard Landscape	Area Maintained	10,000 m ²	10,000 m ²	10,000 m ²	10,000 m ²	10,000 m ²
	Benches	280	280	280	280	280
	Picnic Tables	53	53	53	53	53
	Drinking Fountains	10	10	10	10	10
Irrigation Systems	Footbridges	8	8	8	8	8
	Start up and winterize once per year	27	27	27	27	27

Maintenance activities have remained consistent with previous years, although public use of outdoor areas has substantially increased during Covid-19. Staff are incorporating new ideas and efficiencies.

The net budget is forecast to increase by \$86,900 or 4% over 2021, primarily due to Covid-19 related increases in materials costs.

City of White Rock - Parks Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Cost Recoveries	\$ 38,258	\$ 90,352	\$ 25,000	\$ 25,000	\$ 25,000	-	0%	
Grants and Other	98,070	39,949	-	-	-	-	0%	
Total Funding	\$ 136,328	\$ 130,301	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0%	
Operating Expenses								
Operations	\$ 1,118,524	\$ 1,056,240	\$ 1,130,300	\$ 1,332,500	\$ 1,378,900	\$ 46,400	3%	1
Maintenance	907,607	724,482	746,200	681,000	658,400	(22,600)	-3%	2
Landscaping	119,987	113,948	125,000	95,000	140,000	45,000	47%	3
Utilities	125,517	118,739	131,000	126,600	139,000	12,400	10%	4
Equipment	16,829	49,090	62,400	28,000	29,000	1,000	4%	5
Office and Other	28,839	47,419	55,200	46,000	50,700	4,700	10%	6
Total Operating Expenses	\$ 2,317,303	\$ 2,109,918	\$ 2,250,100	\$ 2,309,100	\$ 2,396,000	\$ 86,900	4%	
Net Property Taxes Required	\$ 2,180,975	\$ 1,979,617	\$ 2,225,100	\$ 2,284,100	\$ 2,371,000	\$ 86,900	4%	

1. Wage and benefits costs from step changes.
2. Maintenance contracts are being gradually reduced back as we return to pre-Covid-19 activity levels. Bay Street Porta Potty added.
3. \$25,000 added for Bright Walk for White Rock and there are some materials increases.
4. Increased water utility charges.
5. Telecommunications contract increases.
6. Program contract costs for garbage collection increased due to volume.



FACILITIES

The City's facilities support the critical functions of local government, public works services, community recreation and public safety. These facilities include the White Rock Arena, Centre for Active Living, White Rock Community Centre, Kent Street Activity Centre, Municipal Hall, Fire Hall, Operations Building and Yard, Museum, and Library.

Facilities maintenance is provided by 3 facility maintenance workers, and is supplemented by a variety of a custodial, maintenance, security, and pest control contractors.

Key indicators will be added in 2023 caused by fact that they are currently unavailable due to staff shortages.

The Facilities Operating budget provides for the operation and maintenance of the City's public buildings. The Budget is forecast to increase by \$95,300 or 6% as less reserves are being used and as Covid-19 related additional janitorial and maintenance costs are being scaled-back to pre-Covid-19 levels.

City of White Rock - Facilities Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Cost Recoveries	\$ 159,522	\$ 89,858	\$ 83,700	\$ 80,900	\$ 82,500	\$ 1,600	2%
Grants	(7,200)	18,614	2,211	-	-	-	0%
Transfer from Reserves	-	-	155,300	155,300	-	(155,300)	-100%
Total Funding	\$ 152,322	\$ 108,472	\$ 241,211	\$ 236,200	\$ 82,500	\$ (153,700)	-65%
Operating Expenses							
Operations	\$ 277,362	\$ 204,574	\$ 261,500	\$ 303,500	\$ 325,600	22,100	7%
Maintenance	497,842	648,027	485,500	395,000	373,600	(21,400)	-5%
Janitorial and Security	411,916	475,008	678,300	578,500	529,000	(49,500)	-9%
Utilities	451,661	461,168	458,000	475,000	472,000	(3,000)	-1%
Equipment	4,237	9,872	12,300	14,300	7,700	(6,600)	-46%
Total Operating Expenses	\$ 1,643,018	\$ 1,798,649	\$ 1,895,600	\$ 1,766,300	\$ 1,707,900	\$ (58,400)	-3%
Net Property Taxes Required	\$ 1,490,696	\$ 1,690,177	\$ 1,654,389	\$ 1,530,100	\$ 1,625,400	\$ 95,300	6%

1. Wage increases, employee reclassification, and step increases as new staff progress.
2. Reduction in additional maintenance supplies needed during Covid-19.
3. Reduction in additional janitorial costs incurred during Covid-19.
4. Water utility usage lower than expected.
5. Higher equipment rentals needed during Covid-19 now being reduced back to pre-Covid-19 levels.

GARAGE AND FLEET

A Foreman and Mechanic provide garage and fleet maintenance for over 70 vehicles. Additionally, they service large equipment for Administration, Public Works, Parks, Utility, and Public Safety use. A detailed description of the vehicles is provided in the Asset Improvement section of the budget.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Employees		2	2	2	2	2
Equipment Downtime		5%	5%	12%	7%	5%
Fleet Maintained	Number of vehicles	70	71	72	72	72
Employee Accident Free Days	Days in year	365	365	365	365	365
Vehicle/Equipment Inspections	Completed on schedule	17	17	17	17	17
Vehicle/Equipment Maintenance	Completed on schedule	100%	100%	100%	100%	100%

The net budget is forecast to increase slightly to cover overtime costs and inflation over 2021.

City of White Rock - Garage and Fleet Operating Budget								
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Cost Recoveries	\$ 171,823	\$ 175,181	\$ 215,200	\$ 215,300	\$ 220,600	\$ 5,300	2%	
Total Funding	\$ 171,823	\$ 175,181	\$ 215,200	\$ 215,300	\$ 220,600	\$ 5,300	2%	
Operating Expenses								
Garage Operations	\$ 215,447	\$ 210,362	\$ 215,200	\$ 223,100	\$ 234,400	\$ 11,300	5%	1
Vehicle Operations	539,944	518,716	524,500	556,500	558,000	1,500	0%	
Office	889	1,068	1,050	1,100	1,100	-	0%	
Equipment	21,617	21,730	25,700	24,500	24,300	(200)	-1%	2
Total Operating Expenses	\$ 777,897	\$ 751,876	\$ 766,450	\$ 805,200	\$ 817,800	\$ 12,600	2%	
Net Property Taxes Required	\$ 606,074	\$ 576,695	\$ 551,250	\$ 589,900	\$ 597,200	\$ 7,300	1%	

1. Increased overtime budget and inflation.
2. Equipment testing budget reduced, based on favourable experience in previous years.

SPECIAL EVENTS

The special events budget provides for the support needed for events during the year. Since Covid-19 very few special events have been held, however some special events are planned for 2022 during the restart and recovery phase of Covid-19. The budget is forecast to increase by \$41,100 in 2022 as event activity increases. Much of this cost is to assist with barricades, garbage cleanup etc.



SOLID WASTE UTILITY

Waste management services (garbage, recycling and organics collection) are provided to residents by both the City and private sector service providers. City services are provided to 4,038 single-family households and 67 multi-family townhouses.

Strata and apartment buildings, mixed-use buildings, as well as institutional, commercial, and industrial buildings are all serviced by private waste collection companies.

City garbage collection services are provided bi-weekly while recycling and organics waste is collected on a weekly basis using one garbage truck, two green waste trucks, and two recycling trucks. All current collection vehicles are non-packing units and collection is carried out manually. With the planned arrival of five new replacement trucks, scheduled for early 2022, capacity and efficiency will be improved due to onboard compaction.

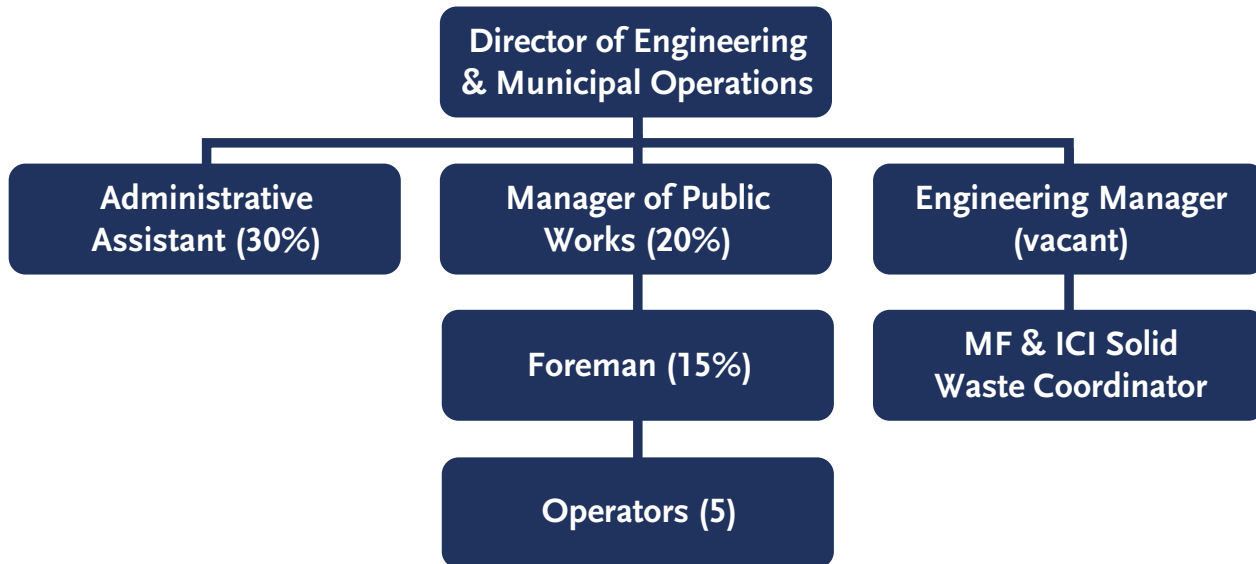
Since 2014 the City has collected recyclables on behalf of RecycleBC. Additional recycling of materials not collected curbside is also encouraged at the Return-it Semiahmoo Bottle Depot.

Following pick-up, garbage and organics materials are tipped, compacted, or consolidated and then temporarily stored at the City's Operations Yard. Compacted garbage is then transported to the Surrey Transfer Station while consolidated organics are transported to the GFL Environmental compost facility in Delta by Waste Connections of Canada. Recycling is hauled directly by City staff to Richmond for processing. The current temporary storage and transfer of garbage and organics will cease operation when the new packer trucks arrive in early 2022.

System infrastructure includes three Haul-All trucks and two Recycler Units that will be replaced with five new compacting trucks at an approximate cost of \$2.0M.

Trucks and equipment are maintained at the White Rock Public Works Yard and support is provided by corporate services, finance, and information technology.

The utility is managed by the Manager of Public Works, a foreman (15%) and 5 Operators. Engineering support is provided by an Administrative Assistant (30%).



2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- Completed the Dillon Consulting Solid Waste Operations Review
- Maintained collection service and billing on schedule

PLANS FOR 2022

- Enter into contracts to expand the service to provide collection to multi-family and commercial customers starting in 2023
- Replacement of fleet vehicles: two Recycling Trucks, one Solid Waste truck, and two Green Waste trucks
- Discontinue the transfer of daily garbage and green waste at the works yard when new trucks arrive; thereby alleviating resident complaints about rodents, noise, and smell

LOOKING AHEAD TO 2023 – 2026

- Expansion of services to multi-family, commercial, industrial, and institutional customers through City of White Rock-managed contracts, and a Solid Waste Coordinator position

KEY INDICATORS

In 2021 the White Rock Solid Waste utility collected a projected 1300 metric tonnes of residential solid waste from the community, collected and composted 1700 metric tons of green waste, and 750 tonnes of materials for recycling. Collections were made on schedule and billing sent out on time. Collections for single-family residents are expected to remain relatively consistent in 2022.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Employees	FTE	5.65	5.65	5.65	5.65	5.65
Homes Served	Residences	4038	4040	4040	4040	4040
	Multi-Family	67	67	67	67	67
Solid Waste	Tonnes Collected	1182	1176	1277	1300	1300
Green Waste	Tonnes Collected	1645	1505	1643	1700	1700
Recycling	Tonnes Recycled	799	735	698	750	750
Invoicing	Invoiced on Time	100%	100%	100%	100%	100%

RESERVES

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

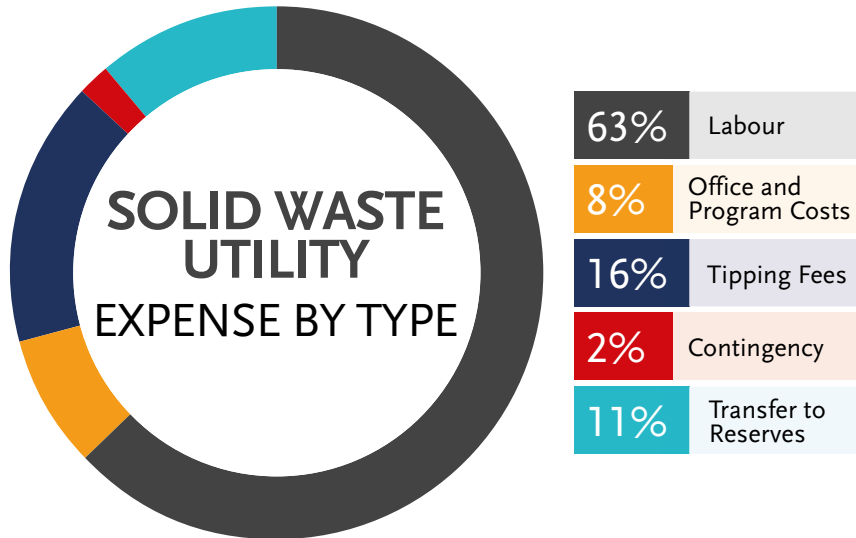
Capital Reserves are established for the replacement of equipment with the goal of gradually increasing reserves balances to reach sustainable replacement levels.

Over the next five years, reserves are projected to gradually increase from \$500,000 to \$1,500,000, continuing to provide a modest working capital for operations and sufficient funding for replacement of the existing vehicle fleet in the future.

2022 to 2026 Reserves Scorecard								
	Balance 2021	Balance 2022	Balance 2023	Balance 2024	Balance 2025	Balance 2026	Status 2021	Status 2026
WORKING CAPITAL								
Operating (Accumulated) Surplus	738,400	214,100	164,100	164,100	164,100	164,100	Low	Low
CAPITAL (Statutory Reserves)								
Solid Waste Equipment	1,591,800	338,600	554,400	801,200	1,079,000	1,387,800	Good	Good
OVERALL RESERVES	2,330,200	552,700	718,500	965,300	1,243,100	1,551,900		

BUDGET SUMMARY

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



The City’s solid waste user fees are established each year through bylaw. The fees are based on the City’s Five-Year Financial Plan for the solid waste utility system, including forecasted revenues and expenses, capital requirements as well as reserves. There is no debt financing.

Solid Waste User Fee revenues are projected to increase by an average of 3 to 4% annually over the next five years, primarily to cover operating costs and gradually increase funding of the asset improvement program.

The Solid Waste residential fee for a single-family household is projected to increase from \$337 to \$345, or by \$8 (2.4%).

The recycling fee for a single-family household is projected to increase from \$42 to \$44 or by \$2 or 7%.

The 2022 user fee revenue increase is needed for:

Operational Costs (\$10,000)	0.6%
Transfer to Capital Reserves for Asset Improvement Program (\$31,000)	1.8%
Total	2.4%

Solid Waste Utility - Operating Budget								
	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %	
Solid Waste Fees	\$ 1,359,748	\$ 1,384,733	\$1,386,000	\$ 1,383,700	\$ 1,419,300	\$ 35,600	3%	1
Recycling Fees	178,048	178,425	179,400	165,900	177,900	12,000	7%	2
Decal and Other Sales	9,679	5,921	4,725	6,900	7,300	400	6%	3
Cost recoveries	33,320	40,029	36,300	35,600	36,500	900	3%	
Transfer from Operating Reserve	-	45,666	238,400	180,000	153,300	(26,700)	-15%	4
Total Funding	\$ 1,580,795	\$ 1,654,774	\$ 1,844,825	\$ 1,772,100	\$ 1,794,300	\$ 22,200	1%	
Operating Expenses								
Operations	\$ -	\$ -	\$ 58,400	\$ -	\$ 151,300	\$ 151,300	100%	5
Solid Waste Pickup	191,770	278,791	308,100	333,000	168,800	(164,200)	-49%	6
Recycling	226,809	219,865	219,105	239,700	228,600	(11,100)	-5%	7
Green Waste	251,017	291,413	258,267	248,900	258,000	9,100	4%	8
Disposal	243,369	324,875	267,000	321,500	279,000	(42,500)	-13%	
Corporate Support	350,549	393,370	491,300	438,800	491,800	53,000	12%	9
Contingency	-	-	-	36,400	32,000	(4,400)	-12%	
Transfer to reserves	317,281	146,460	242,653	153,800	184,800	31,000	20%	
Total Operating Expenses	\$ 1,580,795	\$ 1,654,774	\$ 1,844,825	\$ 1,772,100	\$ 1,794,300	\$ 22,200	1%	

- 2022 revenues are expected to remain consistent, with 2021 single-family household collection fees increasing from \$337 to \$345.
- Revenues improve from increased recycling activity as recovery occurs.
- Decal and other sales continue to build to pre-Covid-19 levels.
- The transfer from operating reserve is reduced from 2021, when it was needed to offset temporary contract costs while vehicles were being replaced. In 2022 funds are needed to cover the cost of hiring a Solid Waste Coordinator to assess the feasibility of Multi-Family/Commercial solid waste collection program expansion and implementation of the program if approved.
- This planned temporary funding for a new Solid Waste Coordinator position is needed to assess the feasibility of Multi-Family/ Commercial program expansion and implementation if approved.
- Reduction in temporary solid waste pickup contractor fees necessary in 2021 while trucks were being replaced.
- Reduction in temporary recycle contractor costs necessary in 2021 that will not be required once trucks are replaced.
- Reduction in green waste contract costs that were temporarily increased in 2021.
- Increased corporate support cost allocation from the engineering department restructure.
- Contingency ranges in the \$30,000 to \$40,000 range per year to provide an operational buffer if required.
- Continuing the gradual increase in transfer to reserves to reach sustainable equipment replacement levels.

ASSET IMPROVEMENT PROGRAM

The Solid Waste Utility's asset improvement program is for the replacement of trucks and equipment and is funded through equipment reserves that the utility contributes to each year.

City of White Rock	2021	2022	2023	2024	2025	2026
Solid Waste Asset Improvement Budget						
Infrastructure Renewal						
Vehicles	\$ 1,951,000	\$ 1,951,000	\$ -	\$ -	\$ -	\$ -
Total Investment	\$ 1,951,000	\$ 1,951,000	\$ -	\$ -	\$ -	\$ -
Funding Source						
Reserve Funds	\$ 1,951,000	\$ 1,951,000	\$ -	\$ -	\$ -	\$ -
Total Funding	\$ 1,951,000	\$ 1,951,000	\$ -	\$ -	\$ -	\$ -

Five new solid waste vehicles—approved for purchase and ordered in 2020—will be delivered in 2022.

Vehicles	2021	2022	2023	2024	2025	2026
Garbage Sterling Haul All Unit #332	377,000	377,000	-	-	-	-
Garbage Ford F550 Haul All Unit #333	377,000	377,000	-	-	-	-
Garbage Ford F550 Rollins Haul All Unit #325	377,000	377,000	-	-	-	-
Peterbilt Recycler Unit #329	410,000	410,000	-	-	-	-
Peterbilt Recycler Unit #330	410,000	410,000	-	-	-	-

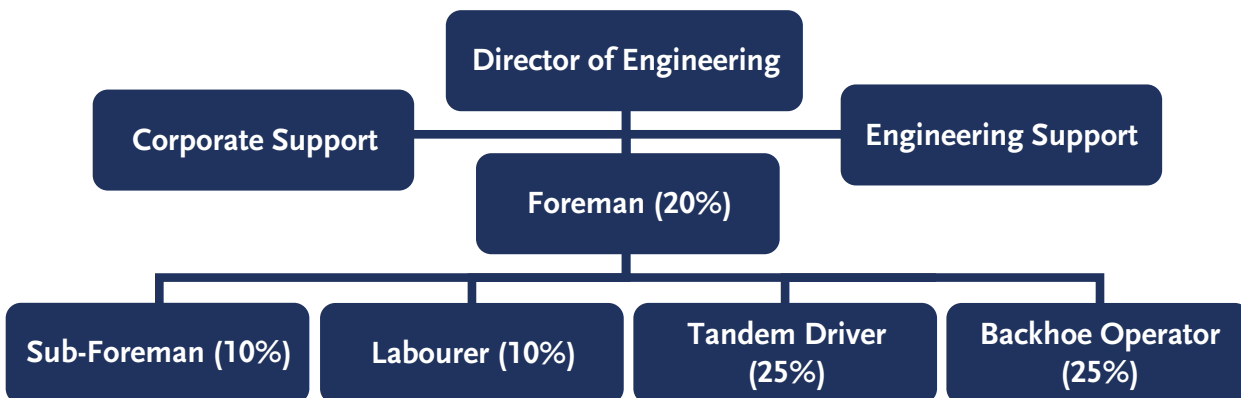
DRAINAGE UTILITY

The City’s drainage network receives run-off from a total catchment area of 772 Ha, 229 Ha of which are from the City of Surrey. The majority of storm sewers discharge directly into Semiahmoo Bay or to Little Campbell River through piped outfalls or culvert crossings along Marine Drive. The remaining discharge goes to Surrey at Stayte Road and 136 Street. There are approximately 100 km of storm sewers with pipe sizes ranging from 100 mm to 1325 mm, 1821 catch basins, 1179 manholes, 1620 meters of ditches and 1872 meters of streams that are maintained. Full system replacement Cost is estimated at \$136 million.

There are two stormwater pump stations. The Oxford Pump Station discharges directly to Semiahmoo Bay and the Keil (Habgood) Pump Station discharges to the Little Campbell River. The City is working cooperatively with the Semiahmoo First Nation (SFN) to address the location of the Habgood Pump Station and buried infrastructure on SFN land. Solutions to these issues are being investigated concurrently with flooding issues along Marine Drive. Proposals are being developed for senior government grant applications to resolve both the flooding and infrastructure location challenges in this south east sector of the City. Infrastructure proposals will likely include a new force main, reconnection of gravity sewers and a new large outfall near Finlay Street and are roughly estimated at \$15M.

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

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



KEY INDICATORS

In 2021 the focus of activity remained on regular maintenance and resolving the location of the Habgood Pump Station and flooding issue along Marine Drive. This work will continue into 2022 and beyond.

Maintenance projections for 2022 are consistent with previous years with no significant changes expected.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Employees		7	6	6	6	8
Catch Basins	Cleaned and Inspected	863	812	892	908	911
Open Ditches (40)	Cleaned and Inspected	159	141	156	160	160
Mainlines Cleaned	Kilometers	18	20.5	17	22	20
Mainlines Video Assessed	Kilometers	17	19	17	20	20
Manholes	Inspected and Maintained	520	535	530	542	540
Sewer Connection Install	Residential Homes	37	35	19	24	35
Sewer Pumpstations	Cleaned and Inspected	150	152	155	148	155
Sewer Pumps	Cleaned and Inspected	10	12	12	10	12

2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- Completed the 2021 Point Repair program utilizing trenchless technologies
- Completed the 2021 CCTV program
- Storm water quality testing at drainage outfalls completed
- Presented water quality results to regional stakeholders at a recent meeting, attendees including SFN, Province of BC, Federal Government of Canada, Whatcom State regional government, Blaine municipality, Shared Waters Alliance, Lummi First Nation

PLANS FOR 2022

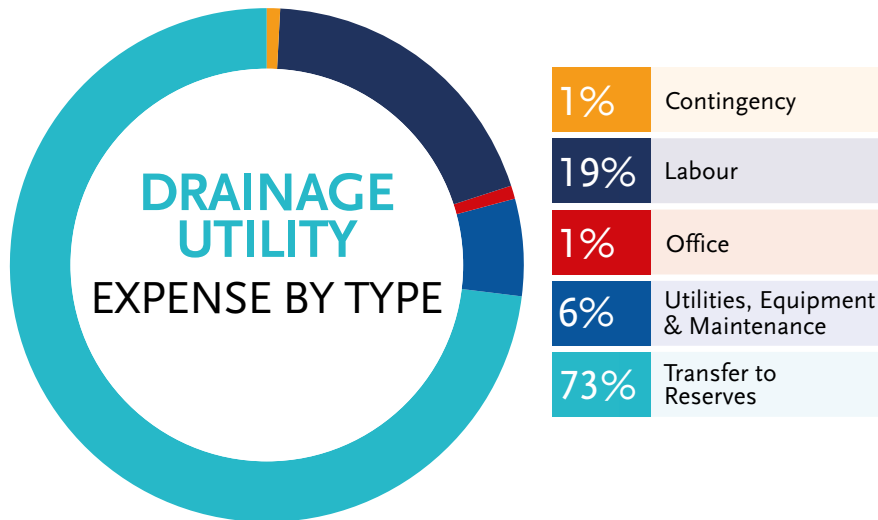
- CCTV Program
- Point Repair Program
- Capital Works Program
- Manhole Rehabilitation Program

LOOKING AHEAD TO 2023 – 2026

- Annual CCTV Programs
- Annual Point Repair Programs

BUDGET SUMMARY

The City’s drainage user fees are established each year through bylaw. The fees are based on the City’s Five-Year Financial Plan for the drainage utility system, which includes forecasted revenues and expenses, capital requirements and reserves. There is no debt financing.



Drainage user fee revenues are projected to increase by an average of 4.5% annually over the next five years, primarily to build capital reserves needed to address future infrastructure replacement needs; funding the capital program and operating costs.

The 2022 revenue increase is projected to 4.5% for the following:

Operational Costs	0.0%
Transfer to Capital Reserves for Asset Improvement Program (\$125,000)	4.5%
Total	4.5%



Drainage - Operating Budget							
	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
User Fees	\$ 2,531,498	\$ 2,658,487	\$ 2,775,500	\$ 2,777,400	\$2,902,400	125,000	5%
Connection Fees	177,680	228,550	200,000	208,000	220,000	12,000	6%
Cost Recoveries	46,896	-	-	-	-	-	0%
Investment Income and other	20,000	22,279	20,000	20,000	14,000	(6,000)	-30%
Total Funding	\$ 2,776,074	\$ 2,909,316	\$ 2,995,500	\$ 3,005,400	\$ 3,136,400	\$ 131,000	4%
Operating Expenses							
Operations	\$ 311,748	\$ 272,873	\$ 288,650	\$ 338,000	\$ 319,000	\$ (19,000)	-6%
Corporate Support	492,789	551,521	594,400	630,400	531,900	(98,500)	-16%
Transfer to Operating Reserve	58,400	53,200	-	-	-	-	0%
Transfer to Capital Reserves	1,913,137	2,031,722	2,112,450	2,037,000	2,285,500	248,500	12%
Total Operating Expenses	\$ 2,776,074	\$ 2,909,316	\$ 2,995,500	\$ 3,005,400	\$ 3,136,400	\$ 131,000	4%
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

The City’s drainage user fees are established each year through bylaw. The fees are based on the City’s Five-Year Financial Plan for the drainage utility system, which includes forecasted revenues and expenses, capital requirements and reserves. There is no debt financing.

Drainage user fee revenues are projected to increase by an average of 4.5% annually over the next five years, primarily to build capital reserves needed to address future infrastructure replacement needs; funding the capital program and operating costs.

The 2022 revenue increase is projected to 4.5% for the following:

The anticipated increase to annual drainage fees is forecast to be 4.7% (or by \$25 for an average single family home from \$530 to \$555). For an average multi-family home, the increase is \$7 from \$160 to \$167. The minimum charge will also increase from \$52.25 to \$54.60.

1. Revenue increase to support the capital program*.
2. Increased to reflect actual costs of connections.
3. Reduced investment rates.
4. Costs are reduced, as additional Covid-19 materials costs are no longer required.
5. Reduced as a result of the engineering department restructure and a more representative allocation of engineering and corporate support costs.
6. Increased to maintain gradual buildup of reserve balances for future infrastructure replacement.

*See Reserves Section.

RESERVES

Operating Reserves have been established for two functions, a:

- Working Capital Reserve providing a foundation for Operations
- Drainage Operating Reserve providing a buffer to smooth out fluctuations in annual drainage user fees

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

The current strategy is to continue to gradually increase reserves, (equal to a 4.5% annual fee increase for an average household), while both an Asset Management Plan and sustainable replacement targets are established.

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

Reserves are projected to gradually increase from \$13.8 million (10.1%) to \$12.4 million (9.1%) over the next five years and will continue to provide a modest contingency for infrastructure, while asset management work is undertaken.

2021 to 2025 Reserves Scorecard								
	Actual Balance	Projected Balance	Projected Balance	Projected Balance	Projected Balance	Projected Balance	Status	Status
	2021	2022	2023	2024	2025	2026	2021	2026
WORKING CAPITAL								
Operating (Accumulated) Surplus	784,100	784,100	784,100	784,100	784,100	784,100	Good	Good
OPERATIONS (Reserve Accounts)								
Drainage Operating Reserve	25,000	25,000	25,000	25,000	25,000	25,000	Low	Low
CAPITAL (Statutory Reserves)								
Drainage Infrastructure	11,232,200	9,626,400	8,133,900	8,586,000	9,011,500	9,292,200	Low	Low
Development Cost Charges	3,329,700	3,323,700	3,005,900	2,787,300	2,556,500	2,333,100	Good	Good
OVERALL RESERVES	15,371,000	13,759,200	11,948,900	12,182,400	12,377,100	12,434,400		
Target between (5% and 10%)	11.3%	10.1%	8.8%	8.9%	9.1%	9.1%		

ASSET IMPROVEMENT PROGRAM

The asset improvement program is guided by the 2019 Drainage Master Plan. The capital budget provides for renewal and replacement of drainage infrastructure related to roads projects, as well as Columbia Diversion Plan projects intended to capture drainage waters currently discharged to Surrey and to Semiahmoo First Nation (SFN) lands.

The majority of infrastructure replacement continues to be focused on storm sewers coordinated with the replacement of other road, sewer and water projects. Additional storm sewer replacements are planned for 2023 to 2025 with locations to be determined once the Strategic Transportation Plan is completed. The large pump station at Habgood and Keil Street was replaced in 2021 and further work in that area is expected in 2023 to 2025.

City of White Rock	2021	2022	2023	2024	2025	2026
Drainage Capital Budget						
Infrastructure Renewal						
Storm Sewers	\$ 3,436,000	\$ 2,215,000	\$ 2,235,000	\$ 710,000	\$ 1,060,000	\$ 810,000
Coordinated Replacements with Road Works	1,954,000	2,221,000	956,000	100,000	1,262,000	290,000
Pump Stations	9,308,000	-	259,000	2,288,000	461,000	-
Outfalls	85,000	85,000	-	-	646,000	2,434,000
Technology and Other	34,000	30,000	-	-	10,000	-
Contingency	489,000	100,000	100,000	100,000	100,000	100,000
	\$ 15,306,000	\$ 4,651,000	\$ 3,550,000	\$ 3,198,000	\$ 3,539,000	\$ 3,634,000

Upgrading and Expansion						
Drainage Upgrades	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Total Investment	\$ 15,306,000	\$ 4,651,000	\$ 4,450,000	\$ 4,098,000	\$ 4,439,000	\$ 4,534,000

Funding Source						
User Fees	\$ 1,002,100	\$ 585,300	\$ 400,000	\$ -	\$ -	\$ -
Reserve Funds	7,503,700	3,306,000	3,493,500	2,070,300	2,224,100	2,501,400
Grants	6,368,400	311,800	179,900	1,719,800	1,957,500	1,784,900
DCCs	414,500	447,900	350,300	247,400	257,400	247,700
Contributions	17,300	-	26,300	60,500	-	-
Total Funding	\$ 15,306,000	\$ 4,651,000	\$ 4,450,000	\$ 4,098,000	\$ 4,439,000	\$ 4,534,000

Over the next five years, the Drainage Utility's capital budget averages \$3.6M annually and is primarily funded through reserves, development cost charges and government grants.

MAJOR CAPITAL PROJECT DETAILS

Storm sewers are pro-actively replaced on a priority basis and based on the Drainage Master Plan and local experience. The culvert and storm main at 14239 Marine Drive are set for replacement in 2023 and 2024. In future years, other specific locations will be assigned, as annual condition assessments occur.

Storm Sewers	2021	2022	2023	2024	2025	2026
North of Oval Landscaping & Retaining Wall Improvements	65,000	65,000	-	-	-	-
Duprez Ravine Storm Recovery - East	82,000	50,000	-	-	-	-
Marine Drive Parking Lot - Oxford to Museum	226,000	226,000	-	-	-	-
Oxford Storm Sewer Phase I - B/Vista to Thrift	675,000	-	675,000	-	-	-
Thrift Storm Sewer - Vidal to Martin	445,000	445,000	-	-	-	-
14239 Marine Drive Culvert/Storm Main	-	200,000	1,000,000	-	-	-
Royal Storm Sewer - Centre to Cypress	452,000	452,000	-	-	-	-
Weatherby Lane Storm Sewer - Russell to Vine	68,000	68,000	-	-	-	-
Marine Drive Storm Sewer - Habgood to Keil	150,000	-	-	150,000	-	-
Marine Drive Forcemain - Habgood to Finlay	400,000	-	-	-	400,000	-
Condition Assessment	113,000	105,000	100,000	100,000	100,000	150,000
Storm Water Monitoring Program	63,000	50,000	50,000	50,000	50,000	50,000
Renew & Replacement Program	677,000	524,000	400,000	400,000	500,000	600,000
Development Coordinated Works	20,000	30,000	10,000	10,000	10,000	10,000

Coordinated with Roadworks	2021	2022	2023	2024	2025	2026
Marine & Nichol Intersection Improvements	26,000	26,000	-	-	-	-
Marine Finlay to Stayte	-	374,000	520,000	-	1,176,000	-
Johnston - Russell to Thrift	656,000	21,000	374,000	-	-	-
Johnston - Thrift to Roper	-	3,000	3,000	100,000	86,000	-
Buena Vista - 15367 Buena Vista	-	-	59,000	-	-	-
Columbia - Habgood to Parker	350,000	350,000	-	-	-	-
Habgood - Pacific to Columbia	400,000	400,000	-	-	-	-
Prospect - Foster to Johnston	10,000	269,000	-	-	-	-
Best - Thrift to Russell	-	266,000	-	-	-	-
Blackburn Crescent - Archibald to high	512,000	512,000	-	-	-	-
Martin - Buena Vista to Victoria	-	-	-	-	-	290,000

Improvements to the mains in Prospect Street, (from Foster to Johnson) and Best Road, (from Thrift to Russel), are planned for 2022 to coordinate with other road and utility improvements already underway.

Pump Stations	2021	2022	2023	2024	2025	2026
Habgood / Keil St Pump Station	9,308,000	-	259,000	2,288,000	461,000	-

Outfalls	2021	2022	2023	2024	2025	2026
Coldicutt Outfall & Main to Marine	85,000	85,000	-	-	-	-
Finlay/Ash Outfall Replacements	-	-	-	-	646,000	2,434,000

Drainage Upgrades	2021	2022	2023	2024	2025	2026
Locations to be Determined with Transportation Plan	-	-	900,000	900,000	900,000	900,000

A \$900,000 program of general drainage system upgrades is planned to coordinate with roadworks outlined in the Strategic Transportation Plan. Locations will be determined once the plan is completed.

Capital Contingency

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

Contingency	2021	2022	2023	2024	2025	2026
Capital Contingency	489,000	100,000	100,000	100,000	100,000	100,000



SANITARY SEWER UTILITY

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

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

System infrastructure includes:

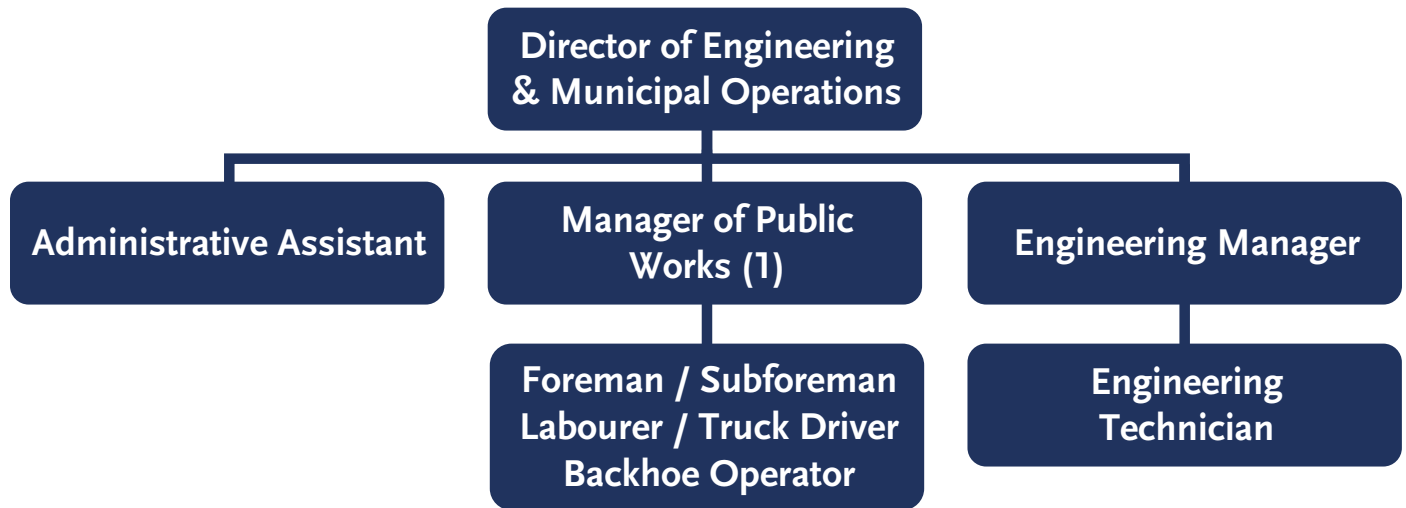
- 3 lift stations
- 82.6 kilometers of sanitary sewer mains, (including 3.1 km of force main and siphon)
- 1157 manholes

Within the City's sewer system, gravity sewers range in sizes from 100 mm to 600 mm, force mains range from 100 mm to 150 mm, and siphons range from 450 mm to 525 mm. The current system replacement cost is estimated to be \$105 million.

The utility is led by the Director of Engineering, and operated by a team comprised of the following a:

- Foreman (25%)
- Sub-Foreman (10%)
- Labourer (10%)
- Backhoe Operator (15%)
- Tandem Driver (20%)
- Temporary Support Worker (25%)

Engineering support is provided by both a Manager of Public Works (10%) and a Engineering Technician (30%) with additional corporate support provided by Finance, Human Resources, and Information Technology.



2021 HIGHLIGHTS OR ACCOMPLISHMENTS

- Upgraded an undersized sanitary sewer on Keil and Marine
- Completed the 2021 Point Repair program utilizing trenchless methods
- Completed the 2021 Sanitary sewer program
- Streamlined grease cutting maintenance program on Marine Drive

PLANS FOR 2022

- 2022 CCTV program
- 2022 point repair program
- 2022 capital works program
- Manhole rehabilitation program

LOOKING AHEAD TO 2023 – 2026

- Rehabilitation work coordinated with Strategic Transportation Plan projects
- Johnson from Thrift to Roper
- Regular program of capacity upgrades

KEY INDICATORS

In 2021 the White Rock Sanitary Sewer utility operated continuously during the year, within public health standards, and with zero odour complaints. All pump stations were regularly inspected and cleaned, and manholes checked biannually. Pumps are checked monthly. Over 16 kilometers of pipe were video assessed and cleaned, and there were no significant noncompliance events during the year.

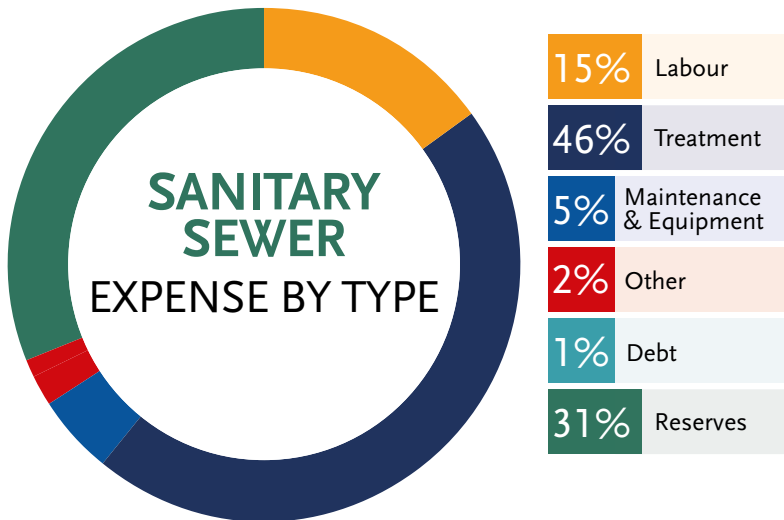
Maintenance projections for 2022 are consistent with previous years. No significant changes are expected.

Key Activity Levels		2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Forecast
Employees		1.5	1.5	1.5	1.5	1.5
Odour Complaints	Per year	0	0	0	0	0
Main Lines	Cleaned km	16	17.5	15	16.5	17
	Video assessed km	16	17.5	15	16.5	17
Pump Stations	Inspect and maintain events	150	152	155	148	155
Pump Station Pumps	Inspect and maintain events	10	12	12	10	12
Manholes	Inspect and maintain	570	586	566	591	580
Sewer Connections	Installed	37	35	19	24	35



BUDGET SUMMARY

The City’s sewer user fees are established each year through bylaw. The fees are based on the City’s Five-Year Financial Plan for the sewer utility system, which includes forecasted revenues and expenses, capital requirements and reserves. There is no debt financing.



Sewer user fee revenues are projected to increase annually from a low of 3% in 2022 to a high of 9% in 2026, primarily as a result of anticipated higher Metro costs of treatment.

The 2022 user fee revenue increase is projected to be 3.0% and is needed for:

Operations	0.0%
Transfer to Capital Reserves for Asset Improvement Program (\$109,300)	3.0%
Total	3.0%

The annual sewer user fee will remain the same for all households as 2021 at \$265.

Sanitary Sewer Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Sewer User Fees	\$ 3,466,683	\$ 3,587,209	\$3,680,500	\$3,560,200	\$3,667,000	\$ 106,800	3.0%
Connection Fees	160,680	236,550	200,000	208,000	220,000	12,000	5.8%
Investment Income and Other	64,748	66,252	44,000	64,000	49,800	(14,200)	-22.2%
Reserves	14,948	14,948	14,900	14,900	14,900	-	0.0%
Total Funding	\$ 3,707,059	\$3,904,959	\$3,939,400	\$ 3,847,100	\$ 3,951,700	\$ 104,600	2.7%
Operating Expenses							
Corporate Support	\$ 390,725	439,728	495,000	551,600	550,100	\$ (1,500)	-0.3%
Treatment	1,647,045	1,851,535	1,832,400	1,832,400	1,815,400	(17,000)	-0.9%
Operations	300,045	212,115	254,600	305,700	319,100	13,400	4.4%
Debt Charges	27,483	28,189	29,000	29,000	29,700	700	2.4%
Transfer to Capital Reserves	1,341,761	1,373,392	1,328,400	1,128,400	1,237,400	109,000	9.7%
Total Operating Expenses	\$ 3,707,059	\$3,904,959	\$3,939,400	\$ 3,847,100	\$ 3,951,700	\$ 104,600	2.7%

1. Revenue increase of 3% to support operations.
2. Connection fees have been increased to reflect actual costs of connections.
3. Investment interest rates are reducing.
4. Corporate Support is reduced as a result of the engineering department restructure and a more representative allocation of engineering and corporate support costs.
5. Metro is projecting their treatment costs to be slightly lower than last year, however significant increases are forecast for the next five years.
6. Higher level of contracted maintenance required for grease cutting on Marine Drive due to restaurants fats, oils, and greases entering the sanitary sewer system which blocks the sewer and collection in the pump station.
7. Increased to maintain purchasing power and increase reserves.

Reserves

Capital Reserves are established for the replacement of infrastructure with the goal of maintaining minimum balances equivalent to between 5% and 10% of sanitary sewer assets replacement value. The current asset replacement value is estimated to be \$105 million, which would require a reserve balance of between \$5.3 million and \$10.5 million be maintained. Reserves are projected to gradually reduce over the next five years from between \$15.3 million (14.5%) to \$8.5 million (8.1%) that is below optimum and why sewer user fee increases for future infrastructure replacement are proposed in future years.

2021 to 2025 Reserves Scorecard								
	Balance	Balance	Balance	Balance	Balance	Balance	Status	Status
	2021	2022	2023	2024	2025	2026	2021	2026
WORKING CAPITAL								
Operating (Accumulated) Surplus	1,107,100	1,107,100	1,107,100	1,107,100	1,107,100	1,107,100	Good	Good
OPERATIONS (Reserve Accounts)								
Sewer Operating Reserve	25,600	11,800	-	-	-	-	Low	Low
CAPITAL (Statutory Reserves)								
Sewer Infrastructure	14,797,800	13,058,900	11,897,000	10,863,300	9,265,300	7,250,500	Good	Low
Development Cost Charges	969,300	1,097,500	865,000	629,800	382,100	162,100	Good	Good
OVERALL RESERVES	16,899,800	15,275,300	13,869,100	12,600,200	10,754,500	8,519,700		
Target between (5% and 10%)	16.1%	14.5%	13.2%	12.0%	10.2%	8.1%		



Asset Improvement Program

City of White Rock	2021	2022	2023	2024	2025	2026
Sewer Capital Budget						
Infrastructure Renewal						
Main Replacements	\$ 1,539,000	\$ 1,303,000	\$ 1,797,000	\$ 1,110,000	\$ 1,063,000	\$ 1,732,000
Inflow and Infiltration Reduction Program	1,094,000	700,000	500,000	500,000	500,000	600,000
Rehabilitation Program	415,000	415,000	-	-	-	-
Planning and Inspections	249,000	205,000	100,000	100,000	110,000	150,000
Contingency	100,000	100,000	100,000	100,000	100,000	100,000
Upgrading and Expansion (Water Master Plan)						
Capacity Upgrades	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 300,000
Total Investment	\$ 3,847,000	\$ 3,173,000	\$ 2,947,000	\$ 2,260,000	\$ 2,223,000	\$ 2,882,000
Funding Source						
User Fees	\$ 810,000	\$ 833,000	\$ 450,000	\$ -	\$ -	\$ -
Reserve Funds	2,959,800	2,143,300	1,806,900	1,979,100	1,970,300	2,548,100
Grants	-	146,700	401,800	-	-	-
DCCs	40,000	50,000	242,700	242,700	252,700	222,700
Contributions	37,200	-	45,600	38,200	-	111,200
Total Funding	\$ 3,037,000	\$ 2,340,000	\$ 2,497,000	\$ 2,260,000	\$ 2,223,000	\$ 2,882,000

The 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 majority of infrastructure replacement continues to be focused on sanitary sewer mains coordinated with the replacement of other road, drain and water projects. Over the next five years the Sanitary Sewer Utility's capital budget is in the range of \$2.2M to \$2.7M annually and is primarily funded through reserves, development cost charges and drainage user fee contributions.

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

Main Replacements	2021	2022	2023	2024	2025	2026
Marine - Finlay to Stayte	-	200,000	548,000	-	-	-
Marine & Nichol Intersection Improvements	100,000	100,000	-	-	-	-
Marine - Bishop to Terry	-	-	-	-	-	602,000
Johnston - Russell to Thrift	472,000	21,000	334,000	-	-	-
Johnston - Thrift to Roper	-	5,000	5,000	200,000	153,000	-
Columbia - Parker to Stayte	435,000	435,000	-	-	-	-
Blackburn Crescent - Archibald to high	512,000	512,000	-	-	-	-
Blackburn Crescent - Archibald to high	-	-	-	-	-	220,000
Locations pending completion of Transportation Plan	-	-	900,000	900,000	900,000	900,000
Development Coordinated Works	20,000	30,000	10,000	10,000	10,000	10,000

An annual Inflow and Infiltration program of repairs reduces losses from water inflow and infiltration into the sanitary sewer pipes, helping reduce the cost of GVRD treatment. Locations are determined each year based on CCTV inspections.

Inflow and Infiltration Program	2021	2022	2023	2024	2025	2026
Various Locations	1,094,000	700,000	500,000	500,000	500,000	600,000

The Pipe Rehabilitation Program is designed to rehabilitate existing sewers as opposed to a more costly full replacement. The intention is to maintain the integrity of the existing pipe and stop inflow and infiltration into the system, which reduces the cost of regional treatment per litre to Metro Vancouver.

Rehabilitation Program	2021	2022	2023	2024	2025	2026
Columbia - Maple to Finlay	130,000	130,000	-	-	-	-
Finlay - Goggs to Oxenham	285,000	285,000	-	-	-	-

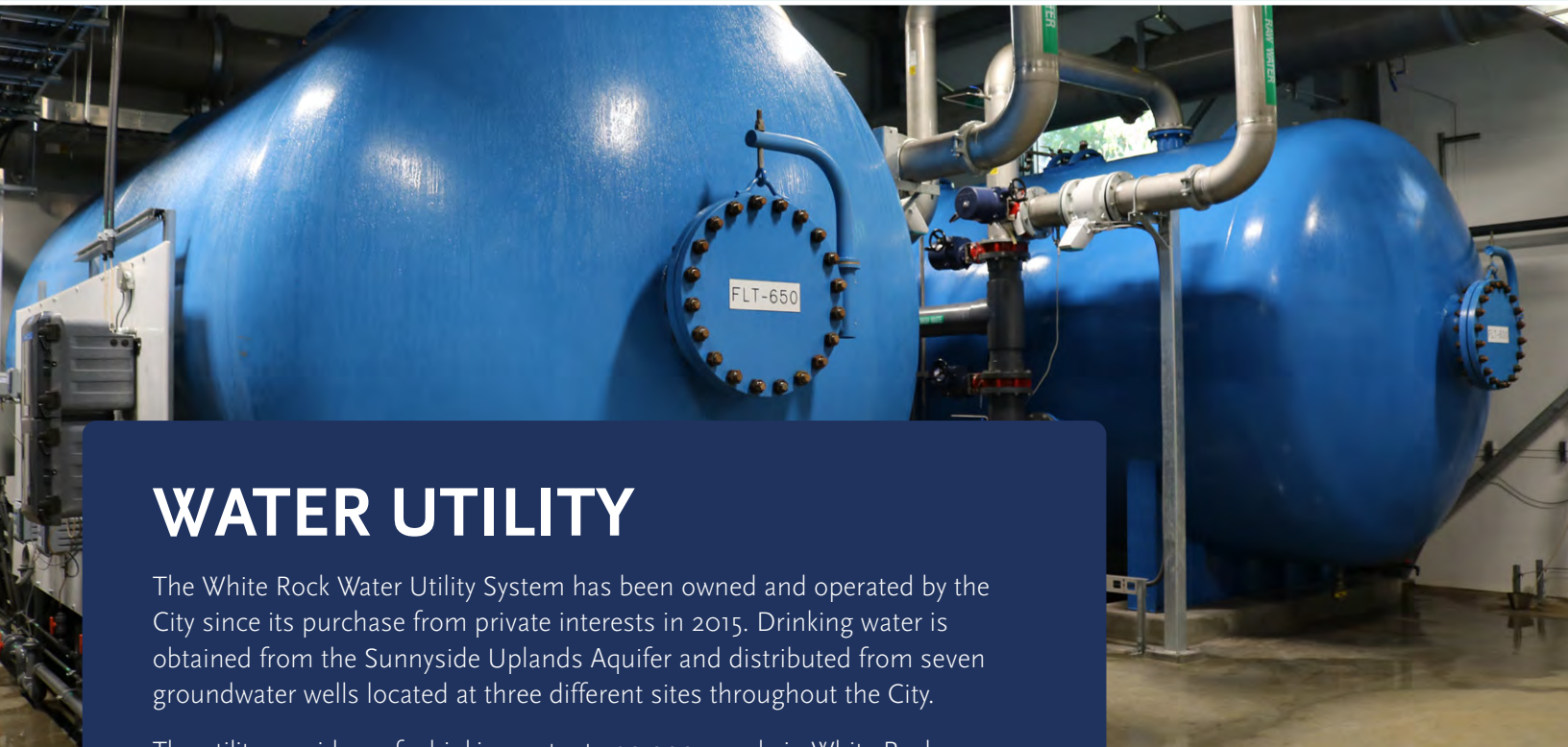
A regular program of CCTV inspections helps inform the capital program. Updates of the Sewer Master Plan, DCC bylaw and pump station capacity are planned.

Planning and Inspections	2021	2022	2023	2024	2025	2026
Sanitary Pump Station Capacity Review	75,000	75,000	-	-	-	-
Sanitary CCTV Inspections	140,000	100,000	100,000	100,000	100,000	150,000
Sewer Master Plan Update	14,000	-	-	-	-	-
DCC Bylaw Review	20,000	30,000	-	-	10,000	-

Capital Contingency

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

Contingency	2021	2022	2023	2024	2025	2026
Capital Contingency	100,000	100,000	100,000	100,000	100,000	100,000



WATER UTILITY

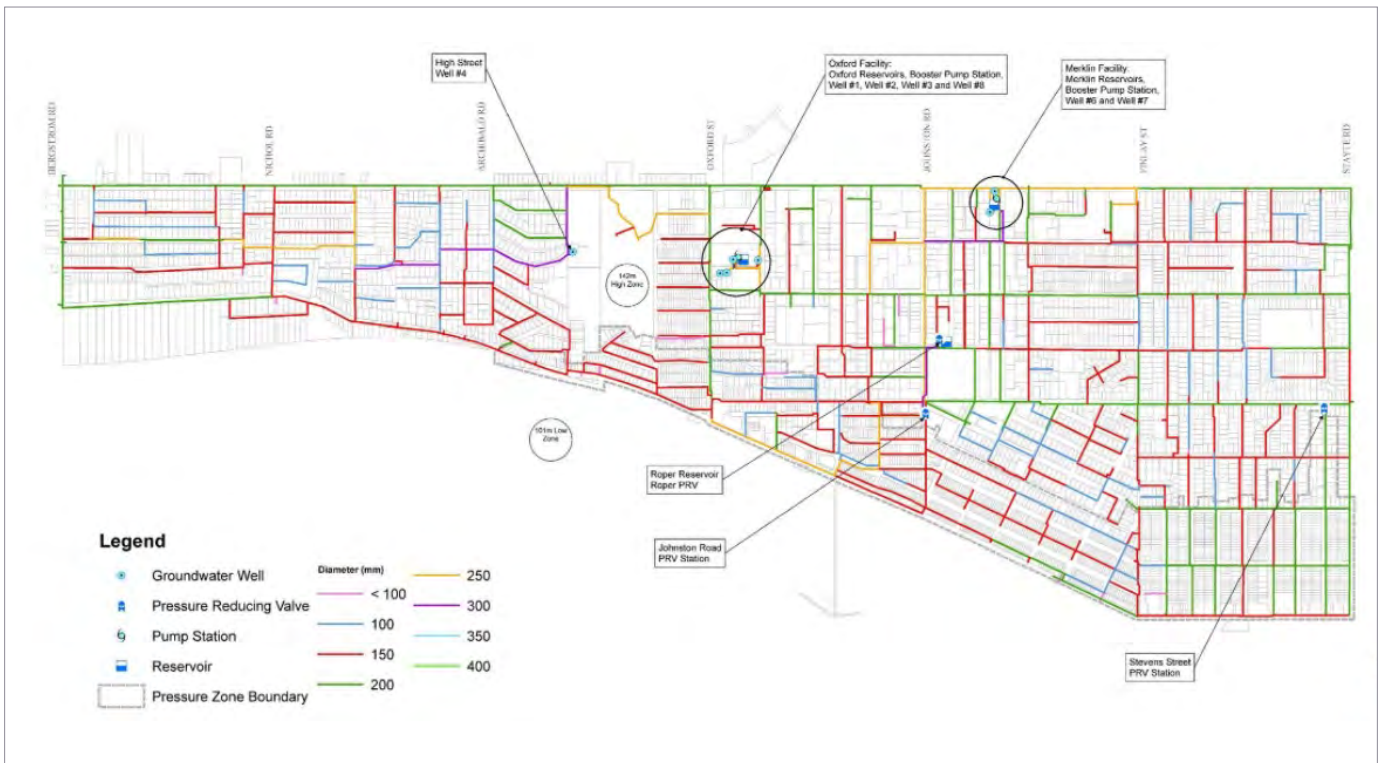
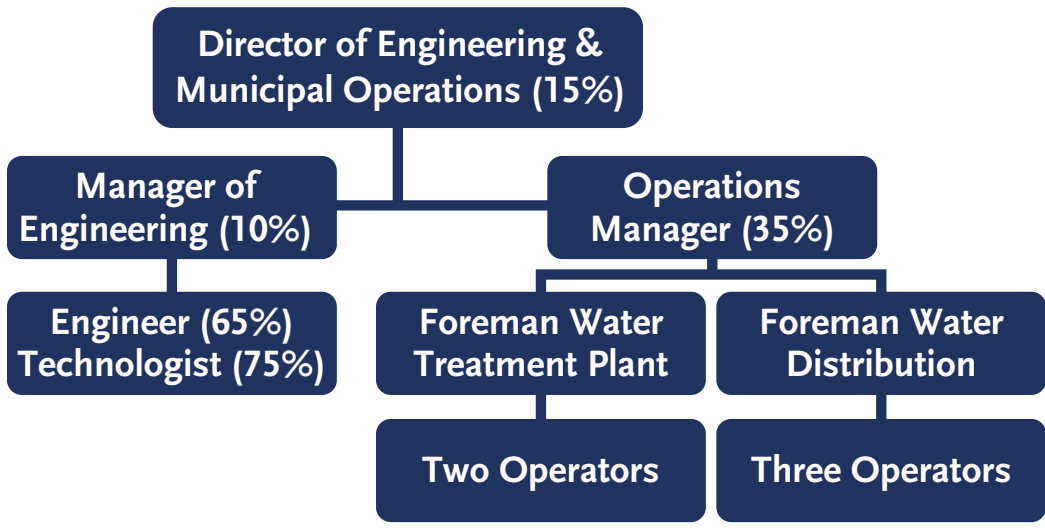
The White Rock Water Utility System has been owned and operated by the City since its purchase from private interests in 2015. Drinking water is obtained from the Sunnyside Uplands Aquifer and distributed from seven groundwater wells located at three different sites throughout the City.

The utility provides safe drinking water to 20,000 people in White Rock, portions of Surrey, and the Semiahmoo First Nation for domestic, commercial and emergency use, meeting firefighting standards, health standards, and the Drinking Water Protection Act.

System infrastructure includes:

- 7 groundwater wells
- 4 reservoirs (Roper, Oxford, and two at Merklin)
- 1 water treatment plant
- 77 km water main network
- 2 Merklin and Oxford booster stations
- 3 Pressure reducing valve stations (Roper, Johnstone and Stevens)
- Over 4500 metered properties
- 179 hydrants for firefighting.

The White Rock Water Utility System is led by the senior staff of the Engineering Department, operated by Foremen for both the operations and treatment, as well as five additional operators who oversee the system on a 24/7 basis. Engineering support is provided by a Project Engineer (65%), and an Engineering Technologist (75%). Finance support is provided by a Water Utility Billing Clerk with Corporate support provided by Finance, Human Resources, and Information Technology.



2021 KEY INDICATORS

- White Rock Water Utility delivered a projected 2,000,000 cm of portable water
- Both wells and the reservoir were inspected, maintained, and the treatment plant continued to operate within Public health Standards
- 77 kilometers of water mains were flushed during the year and 11 breaks repaired
- No significant noncompliance events were reported
- Hydrant, valve maintenance, and exercising programs continued
- Meter reading was completed on time
- Treatment plant produced high quality drinking water

Maintenance projections for 2022 are consistent with previous years, resulting in no significant changes expected as a result.

Water Utility		2018	2019	2020	2021	2022
Key Activity Levels		Actual	Actual	Actual	Projected	Forecast
Operations Employees		5	6	6	7	7
Storage Capacity	Litres	6,019,901	6,019,901	6,019,901	6,019,901	6,019,901
Water delivered	Cubic Meters	1,672,060	1,724,618	1,917,055	2,000,000	2,000,000
Wells	Inspected & Maintained	Monthly	Monthly	Monthly	Monthly	Monthly
Reservoir	Inspected & Maintained	Monthly	Monthly	Monthly	Monthly	Monthly
Treatment Plant	Inspected & Maintained	Daily	Daily	Daily	Daily	Daily
Water Mains	Kilometers Flushed	77	77	77	77	77
Water Mains	Breaks Repaired	6	9	10	11	10
Pump Stations (2 Stations)	Cleaned & Inspected	Daily	Daily	Daily	Daily	Daily
PRV	Maintained	4	4	4	4	4
Water Services	New Installations	73	41	36	40	40
Meter	Replaced	99	92	127	123	120
Meter	Read	4534	4534	4536	4537	4537
Hydrants	Installed	4	4	4	4	4
Hydrants	Class A & B Serviced	348	350	177	179	179

Water Utility		2018	2019	2020	2021	2022
Service Plan		Actual	Actual	Actual	Projected	Forecast
Water Quality Non-Compliance Events	Events Days	1 Metals	2 Micro	3 Micro	1 Micro	1 Micro
Low Water Pressure Complaints	Complaints Days	24	34	18	12	12
Meter reading on time	3 Per Year	100%	100%	100%	100%	100%
Value Exercising	Annual	100%	100%	100%	100%	100%
Hydrant Exercising	Annual	100%	100%	100%	100%	100%
Service connection breaks	Per year	5	3	6	5	5

2021 HIGHLIGHTS AND ACCOMPLISHMENTS

Water Main Capital Works:

Replaced undersized cast iron (CI) pipe at locations subject to premature corrosion and leaks. Additional fire hydrants were installed to meet current standards:

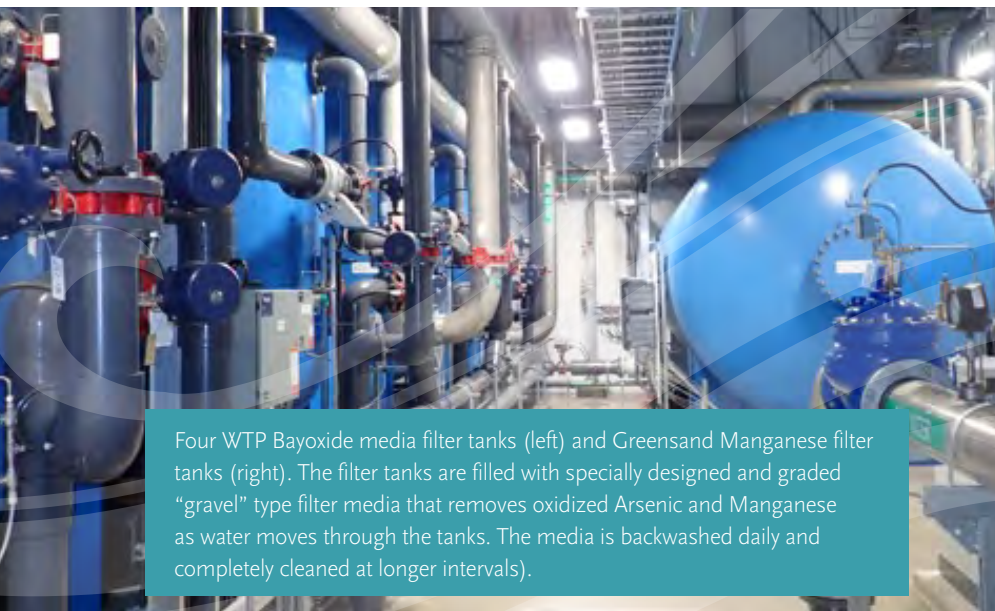
- 1500 block of Chestnut Street replaced 135m of 100mm CI pipe with 150mm Ductile Iron (DI). Installed radio read water meters (image below)
- 1500 block of Stevens Street replaced 195m of 100mm CI pipe with 150mm DI installed radio-read water meters

Oxford/Prospect Water Tie-ins:

The 100mm cast iron pipe on Prospect Avenue and McDonald Avenue was tied-in to the 200mm pipe on Oxford to improve area fire flow.

Water Treatment Plant:

Regeneration of the filter media was completed to extend the filter life beyond forecast 2022 replacement to defer the media replacement and save funds.



Four WTP Bayoxide media filter tanks (left) and Greensand Manganese filter tanks (right). The filter tanks are filled with specially designed and graded “gravel” type filter media that removes oxidized Arsenic and Manganese as water moves through the tanks. The media is backwashed daily and completely cleaned at longer intervals).



PLANS FOR 2022

1. **New Well:** A New well #5 is proposed to replace the decommissioned well #5. During summer heat spells the well demand approaches current capacity. The scope of the work includes; well-siting study, drilling, supportive infrastructure installation, and SCADA controls.
2. **North Bluff Road:** Oxford to Everall New Pipe: This pipe segment provides main distribution to the west side of White Rock. The City of Surrey is also proposing to realign the intersection at 16th Ave and Oxford. Work would be coordinated between the two cities in order to replace the 200mm cast iron water main with a 250mm ductile iron pipe.
3. **Water Master Plan Update:** The 2017 Water Master Plan will be updated by consultants who will review upgrades made over the past five years.
4. **Well Controller Upgrades:** Controller upgrade adjusts to the pressure change when the treatment plant stops pumping to Merklin reservoir, thereby reducing motor wear and tear while extending service life.
5. **Well Upgrades:** Refresh one well system as part of an ongoing 5-year refresh and capacity management program.

LOOKING AHEAD TO 2023 – 2026

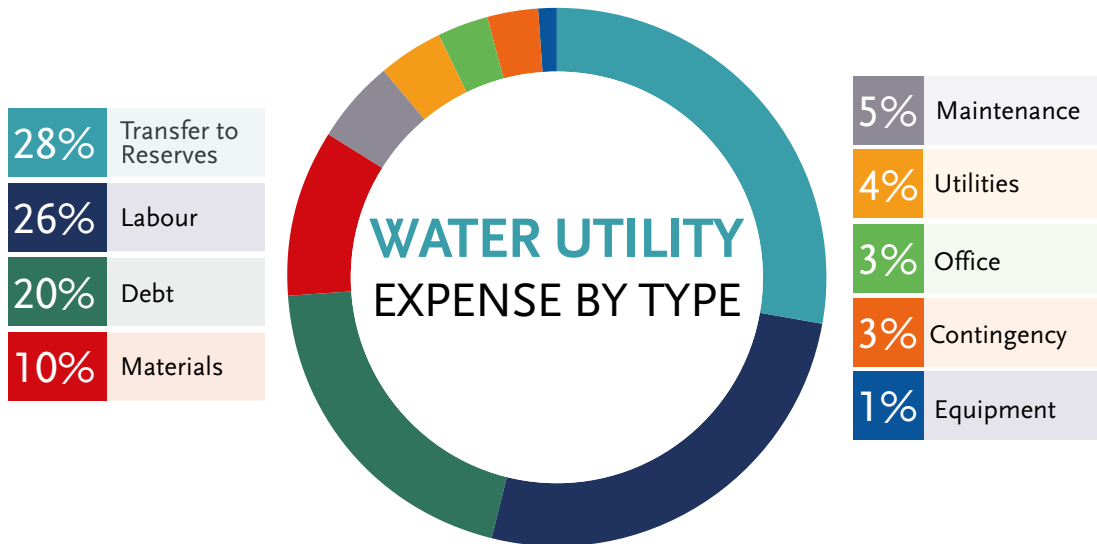
We will strive to maintain focus on the supply-side upgrades in order to ensure reliable provision of drinking water. We will continue the long-range program to replace aged cast iron pipe ahead of large-scale pipe failures.

Replacement of the Bayoxide filter media at the Treatment Plant may be deferred beyond 2022 as a result of the refresh cycle that was recently completed. Manganese filter media is planned for replacement in 2029.

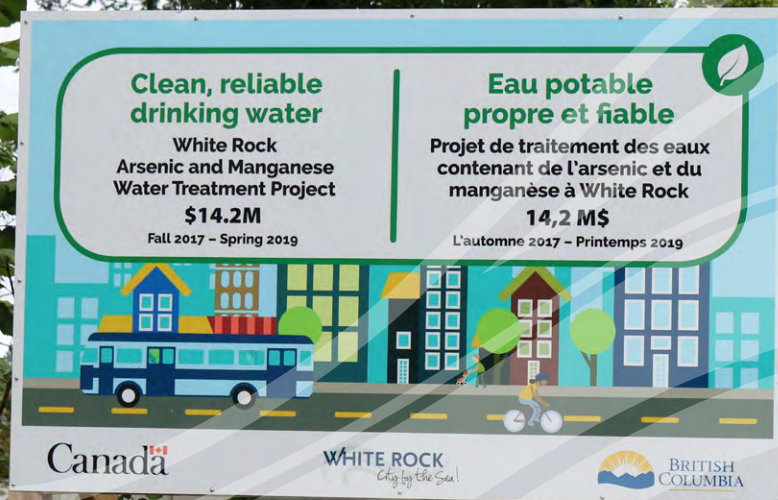


BUDGET SUMMARY

Each year, water rates are established by the City through bylaw, and based on the City’s Five-Year Financial Plan for the water system. This includes: forecasted revenues and expenses capital requirements, as well as reserves and debt financing.



Water user fee revenues are projected to increase by an average of 6.5% annually over the next five years, primarily to build capital reserves necessary to address future infrastructure replacement needs. They also fund operating costs driven by water treatment filtration expenses and purchase of the Utility through debt financing.



The 2022 revenue increase is projected to be 6.5% and is needed for:

Water Operations (\$68,100)	1.2%
Transfer to Capital Reserves for Asset Improvement Program (\$296,300)	5.3%
Total	6.5%

A new water user fee rate structure will be phased in over the next four years to align water consumption with water utility costs, and promote water conservation. Once complete (year four), the City will charge a smaller fixed fee related to the size of the meter, with water consumption billed at the same rate. For the first year of this restructured process the annual cost to a single-family residential property (2238 cubic feet) is proposed to increase by 2% or from \$705 to \$719 as follows:

	2021	2022
Fixed Charge	\$576	\$460
User fee	129	259
Total	\$705	\$719

For a multi-family home (990 cubic feet) the proposed increased annual cost would be 5.6% (\$247 - \$261—up by \$14). This will vary depending on actual consumption.

City of White Rock - Water Operating Budget							
Funding	2019 Actuals	2020 Actuals	2021 Projected	2021 Budget	2022 Budget	Change \$	Change %
Water User Fees	\$ 4,945,865	\$ 5,323,314	\$ 5,780,500	\$ 5,605,500	5,969,900	\$ 364,400	6.5%
Connection Fees	\$ 228,955	\$ 182,572	\$ 290,000	\$ 300,000	300,000	-	0.0%
Other Income	129,393	140,620	184,100	166,900	181,800	14,900	8.9%
Operating Reserves	552,200	413,464	141,300	141,300	481,500	340,200	240.8%
Total Funding	\$ 5,856,413	\$ 6,059,970	\$ 6,395,900	\$ 6,213,700	\$ 6,933,200	\$ 719,500	11.6%
Operating Expenses							
Engineering Administration	459,331	409,786	378,700	362,600	379,100	\$ 16,500	4.6%
Corporate Support	490,103	608,344	645,478	663,600	713,000	49,400	7.4%
Waterworks	1,362,754	1,246,851	1,517,250	1,576,900	1,921,400	344,500	21.8%
Facilities	285,230	344,704	335,500	333,800	330,000	(3,800)	-1.1%
Contingency	-	-	-	244,400	225,900	(18,500)	-7.6%
Debt Charges	1,347,395	1,368,858	1,391,100	1,391,100	1,414,000	22,900	1.6%
Transfer to Operating Reserve	399,516	511,707	398,300	298,300	298,200	(100)	0.0%
Transfer to Capital Reserves	1,512,084	1,569,720	1,729,572	1,343,000	1,651,600	308,600	23.0%
Total Operating Expenses	\$ 5,856,413	\$ 6,059,970	\$ 6,395,900	\$ 6,213,700	\$ 6,933,200	\$ 719,500	11.6%
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

The 2022 proposed budget balances \$6.9 million of revenues with \$6.9 million of costs.

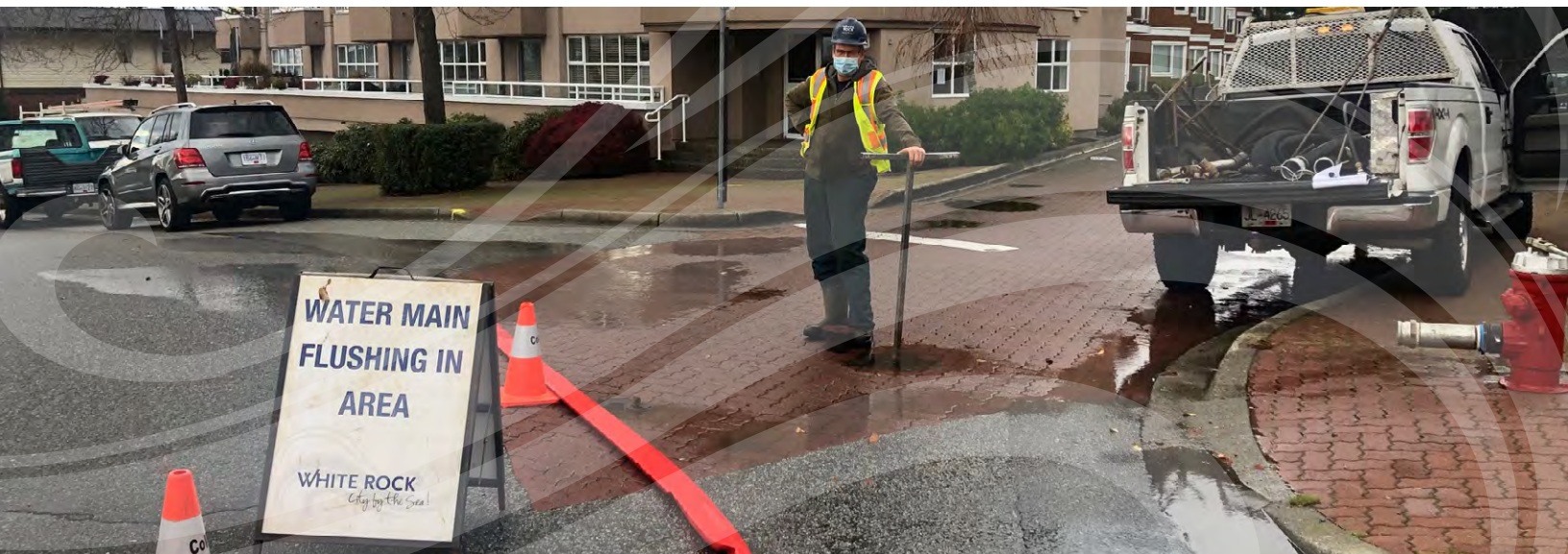
Operating Revenues:

1. Water user fee revenues of 5.97 million is based a water user fee rate increase, reductions in the minimum charge and consumption by meter size using consumption experienced in 202. This will generate an extra \$364,400 or 6.5% in water user fee revenues.
2. Other income includes actuarial gains on debt, water user fee penalties, and service charges.
3. Operating Reserves will be used to fund a \$471,000 contingency for the Bayoxide media replacement at the treatment plant which may be required by 2022.

Operating Expenses:

The Water Utility’s main operating expenses relate to staffing, materials and supplies, contract maintenance, long-term debt interest, and transfers to reserves for future infrastructure replacement. Increases in overall operating cost have been kept at a minimum for 2022.

4. Engineering Administrative costs are forecast to increase by 4.6% from wage and benefits, inflation, and the recent restructure.
5. Corporate Support costs have increased by 7.4% from inflation, but primarily from an increase to the corporate support fee charged to the water fund, which is gradually being increased to 100% of actual costs.
6. Waterworks costs have increased for one year to provide the \$471,000 contingency for Bayoxide media replacement at the Treatment Plant, funded by the operations reserve that is built up by \$167,000 annually to account for media consumption every three years during the treatment process. Costs will return to standard levels in 2023.
7. Transfer to Capital Reserves are forecast to increase by \$308,600, consistent with the long-term plan to increase funding for infrastructure replacement. This is equivalent to 5.3% of the user fee increase for 2022.



Debt:

Debt financing costs to fund the purchase of the utility vary slightly from year-to-year from actuarial adjustments. 2021 saw no additional borrowing and repayments will continue to reduce the principal to \$18.0M by 2026.

Reserves:

Operating Reserves have been established for three functions:

- Working Capital Reserve – providing a foundation for operations
- Water Operating Reserve – providing a buffer for year-over-year water rate fluctuations.
- Water Treatment Reserve – smooths out the costs of media replacement at the treatment plant

Capital Reserves are established for the replacement of infrastructure with the goal of maintaining balances equivalent to between 5% and 10% of the water assets replacement value. The current asset replacement value is estimated to be \$138 million, which would require a reserve balance of between \$6.9 and \$13.8 million to be maintained. Reserves are projected to remain between \$5.3 million (3.9%) and \$5.2 million (3.8%). This is well below optimum levels forecast to cover the next five years, and why water rate increases for future infrastructure replacement are required.

2021 to 2026 Reserves Scorecard								
	Balance 2021	Balance 2022	Balance 2023	Balance 2024	Balance 2025	Balance 2026	Status 2021	Status 2026
WORKING CAPITAL								
Operating (Accumulated) Surplus	1,248,000	1,248,000	1,248,000	1,248,000	1,248,000	1,248,000	Good	Good
OPERATIONS (Reserve Accounts)								
Water Operating Reserve	419,100	458,600	508,600	558,600	608,600	658,600	Low	Low
Water Treatment Reserve	534,500	235,500	426,500	617,500	310,500	501,500	Good	Good
Debt Retirement	28,700	28,700	28,700	28,700	28,700	28,700	Good	Good
CAPITAL and DEBT (Statutory Reserves)								
Vehicles and Equipment Replacement	190,800	112,300	152,600	193,700	235,600	278,300	Good	Good
Water Infrastructure	4,890,200	2,772,800	2,571,000	1,767,900	1,121,400	1,969,600	Low	Low
Development Cost Charges	1,444,000	1,669,900	1,687,300	1,704,100	1,711,100	1,634,800	Good	Good
OVERALL RESERVES	7,507,300	5,277,800	5,374,700	4,870,500	4,015,900	5,071,500		
Capital Reserves Target (5% to 10%)	5.5%	3.8%	3.9%	3.5%	2.9%	3.7%		

ASSET IMPROVEMENT PROGRAM – WATER UTILITY

Over the next five years, the Water Utility plans to spend \$13.7 million to replace water mains, wells, valves, and equipment. This is primarily funded from Water Infrastructure and Equipment Replacement Reserves. Annual spending ranges between \$1.5 million and \$3.4 million per year.

Guided by the 2017 Water Master Plan, the capital program provides for replacements of end of life city water mains, associated trench restoration, and provides for additional work necessary to meet population growth as well as equipment upgrades.

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

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

Costs are estimated at the Class ‘D’ level for budget purposes, using a variety of local construction cost information, as well as experience and supplier information. As projects are designed, the cost estimates are refined and vetted through the purchasing process. Large projects valued at \$250,000 or more are confirmed with Council prior to the purchasing process.

City of White Rock	2021	2022	2023	2024	2025	2026
Water Capital Budget						
Infrastructure Renewal						
Wells	\$ 112,000	\$ 2,013,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 85,000
Reservoirs	42,000	60,000	138,000	33,000	36,000	36,000
Treatment Plant	22,000	-	-	-	-	-
Mains	1,807,000	1,128,000	1,522,000	2,020,000	2,669,000	1,812,000
Pumps and Valves	35,000	95,000	-	600,000	-	-
Meters	65,000	64,000	64,000	64,000	64,000	64,000
Hydrants	53,000	53,000	55,000	55,000	55,000	55,000
Vehicles and Equipment	36,000	148,000	-	-	-	-
Technology and Other	42,000	106,000	16,000	16,000	26,000	20,000
Contingency	335,000	350,000	400,000	400,000	450,000	450,000
Total Investment	\$2,549,000	\$4,017,000	\$2,270,000	\$3,268,000	\$3,380,000	\$ 2,522,000
Funding Source						
Reserve Funds	\$ 2,414,200	\$ 3,887,000	\$ 2,163,800	\$ 3,168,000	\$ 3,270,000	\$ 2,229,000
Debt	4,900	-	-	-	-	-
DCCs	20,000	30,000	-	-	10,000	93,000
Contributions	109,900	100,000	106,200	100,000	100,000	200,000
	\$2,549,000	\$4,017,000	\$2,270,000	\$3,268,000	\$3,380,000	\$ 2,522,000

Over the next five years of infrastructure replacement, focus will continue to be on water mains, coordinated with the replacement of other road, sewer, and drainage projects alongside a well replacement.

Key projects include:

- Main replacements on Johnston Road, Russell Avenue, and Prospect Avenue
- Construction to replace the Oxford Well in 2022 at a cost of \$1.8 million dollars
- Construction of the Everall Street Pressure Reducing Valve Station in 2024 at a cost of \$600,000
- Maintenance of an annual program of meter and hydrant replacement (an average of 120 meters and 4 hydrants are replaced each year)
- An update to the Water Master Plan is planned for 2022 and a condition assessment of all cast iron water mains is planned for 2026

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



MAJOR PROJECT SPENDING

Well Replacement Program

The new Oxford Well has been moved forward for replacement in 2022 as a result of peak demand increases experienced during the heat dome last summer. Although water supply was steady and adequate at all times, an increase in supply is warranted through an abundance of caution, and as a hedge against heat spikes due to climate change.

A program of annual well maintenance and controller upgrades continues to be a focus as it relates to the need for reliable and adequate supply of water during demand spikes.

Wells	2021	2022	2023	2024	2025	2026
New Oxford Well #9 (Well #3 Replacement)		1,825,000				
Well Upgrades	112,000	101,000	75,000	80,000	80,000	85,000
Well Controller Upgrades		87,000				

Water Main Replacement Program

Water main replacement projects continue to be selected based on the 2017 Water Master Plan and subsequent leak history. Replacement of mains are scheduled before breaks significantly affect customer service. Wherever possible, renewals are linked to nearby redevelopment in order to leverage developer contributions and coordinate with replacement of other infrastructure like sewer and drainage systems. Key projects include replacements on Johnston Road, Russell Avenue and Prospect Avenue.

Water Mains	2021	2022	2023	2024	2025	2026
Johnston - Russell to Thrift	610,000	21,000	675,000			
Johnston - Thrift to Roper		10,000	11,000	115,000	100,000	
Blackburn Crescent - Archibald to high	65,000	65,000				
Surrey Emergency Connection	150,000	304,000				
Chestnut Blackburn to North Bluff	289,000					
1500 Blk Stevens	395,000					
1500 Habgood	161,000	246,000				
Prospect & Oxford	50,000					
Brearily Street and North Bluff	87,000					
North Bluff - Oxford to Overall		482,000				
Russell Ave - Merklin to Finlay			100,000	620,000		
Royal Easement - Cypress to Balsam			736,000			
Columbia Lane Cypress to Ash				385,000		
Buena Vista - Foster to Blackwood				300,000		
Russell Ave - Finlay to Stevens				600,000	708,000	
Coldicutt Chestnut to Lancaster					630,000	
1300 Blk Martin St					550,000	
Goggs Ave. Oxford to Overall					231,000	

Water Mains	2021	2022	2023	2024	2025	2026
Prospect Ave - Everall to Blackwood					450,000	
Martin North Bluff to Roper						650,000
Vidal St Thrift to Vine						440,000
Johnston Rd Beachview to Royal						184,000
1400 Blk Martin						378,000
Cast Iron Condition Assessment						160,000

Pumps and Valves

A pressure reducing station is planned for installation at North Bluff Road and Everall Street in 2024 so high pressures can be maintained to the east of Everall and lower pressures to the west. This will address customer complaints of low pressures near Johnston and Merklin Streets while not raising the pressures to the west to where they could cause customer concerns.

Pumps and Valves	2021	2022	2023	2024	2025	2026
Everall Street PRV Station				600,000		
Oxford Pumphouse HVAC		75,000				
Water Pressure Monitoring Stations	15,000					
Merklin Pump House Roof Repair	20,000	20,000				

Equipment Replacement

Vehicles are replaced as part of the regular fleet management program. In 2022 a 2012 F250 Crew Cab and 2 F150 trucks (2011 and 2012) are planned for replacement, subject to fleet ordering restrictions.

Vehicles and Equipment	2021	2022	2023	2024	2025	2026
Replace Ford F150 2wd Unit #363	36,000	36,000				
Replace Ford F150 Crew Cab 4X4 Unit #362		40,000				
Replace Ford F250 Crew Cab 4X4 Unit #364		42,000				
Chemical Room Jib Crane		30,000				

Capital Contingency

A capital contingency is maintained of between \$350,00 and \$450,000 per year to provide a cost buffer for both planned projects and flexibility in the event that additional capital work becomes urgent.

Contingency	2021	2022	2023	2024	2025	2026
Capital Contingency	335,000	350,000	400,000	400,000	450,000	450,000



ASSET IMPROVEMENT PROGRAM

Asset Management is an integrated process that involves activities related to: planning, finance, engineering, and operations. This is necessary to effectively manage existing and new infrastructure to maximize benefits, reduce risks, and provide satisfactory levels of service within the community, in a socially, environmentally, and economically sustainable manner.

“ASSET MANAGEMENT: Maintain assets in an appropriate state of repair. Optimize capital investments to meet public and economic needs while achieving value for the investment”

The challenge facing the community is the City has a growing capital and infrastructure replacement obligation in the long-term, and assets—for which modest reinvestment has been funded in the past.

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

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

The City currently approaches Asset Management from a five-year funding perspective. This functions as a pay-as-you-go approach driven by the availability of funding. Funding is determined each year during the budget process, however, without the development of an asset management plan the level of annual funding needed to maintain assets in good repair is unknown. The current level of funding is considered to be insufficient to replace current infrastructure on a sustainable basis over the long-term.

Construction cost inflation is also a significant factor. By increasing funding on pace with inflation in previous years, the City maintained the level of asset improvement purchasing power through to 2019, but did not move forward in reaching future sustainability targets. In 2020 and 2021 Asset Improvement funding was not increased substantially due to budget constraints. Some capital projects were deferred to future years, increasing the risk of asset failure and potential for service disruption.

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

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

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

2022 – 2026 ASSET IMPROVEMENT FUNDING APPROACH

The City currently transfers a portion of property taxes annually collected to reserves for future asset improvement needs. In 2021 this transfer was \$4,924,300.

The City's current approach is to increase the base level of asset improvement funding each year as follows:

- Inflation to maintain purchasing power (bylaw required increase for facilities, Facilities, 2% for other assets)
- A proportion of property tax revenues from new growth assessments
- Additional funding as approved during the budget process

In 2020 and 2021 the base level of annual funding was maintained but not increased for inflation. Some capital projects were deferred to future years as a result.

Developing a consistent long-term funding path moving forward will require an Asset Management Plan and Long-Term Financial Strategy. In the interim, while those are being developed, the following approach would help maintain 2020 asset reinvestment spending power levels by increasing the transfer to reserves through an inflation amount each year.

This partial increase in funding will result in a reduction in the level of actual replacement work that can be funded, given inflation and construction cost increases. This has resulted in the deferral of infrastructure replacements over the five year horizon of the plan.

Approach for 2022 (Property Tax increase of 1.5%):

	Amount	Tax Impact
Base - 2020 Funding level for Asset Improvement	\$4,924,300	0.00%
Transfers to Reserves		
Bylaw required facilities funding	\$241,600	0.97%
(Partial) inflation protection	\$129,200	0.52%

IMPACT OF CAPITAL INVESTMENT ON OPERATING COSTS

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

No significant changes in operating costs over the 5-year term of this financial plan are expected as a result of the capital program.



FIVE-YEAR ASSET IMPROVEMENT RESERVE PROJECTIONS

Capital Reserves for General Fund Asset Improvement are forecast to remain at approximately \$41 million over the five year term of this plan.

2022 to 2026 Reserves Scorecard								
	Balance	Balance	Balance	Balance	Balance	Balance	Status	Status
	2021	2022	2023	2024	2025	2026	2021	2026
CAPITAL								
Capital Works	11,461,400	5,242,000	4,747,800	3,673,700	4,508,200	4,938,600	Low	Low
Roadworks	5,030,100	4,225,900	2,892,800	3,537,400	2,917,900	2,705,300	Low	Low
Other Infrastructure	4,890,800	4,495,500	4,638,600	5,051,400	4,296,200	4,181,800	Low	Low
Pier Preservation	541,700	581,400	646,400	712,300	779,100	846,900	Low	Low
Equipment and Technology Replacement	5,756,100	4,583,000	5,262,700	5,922,000	6,482,000	6,886,800	Good	Good
Affordable Housing	4,000,000	1,020,000	2,030,200	3,050,500	3,081,000	3,111,800	Good	Good
Community Works	836,300	639,000	159,100	129,800	138,100	272,100	Nominal	Nominal
Local Improvements	34,000	34,300	34,600	35,000	35,300	35,700	Nominal	Nominal
Land Sales	416,700	420,800	425,000	429,300	433,600	437,900	Nominal	Nominal
Community Amenity Contributions	14,089,100	8,228,200	7,405,900	6,424,700	6,438,700	6,452,800	Good	Good
Parking	437,700	187,700	42,500	42,500	42,500	42,500	Nominal	Nominal
Secondary Suites Service Fees	1,556,300	831,900	142,500	547,500	392,500	679,500	Good	Good
Climate Action Revenue Incentive Program	171,900	167,900	167,900	167,900	167,900	167,900	Good	Good
Development Cost Charges	10,747,300	12,198,500	11,960,000	11,752,300	11,479,100	11,143,600	Good	Good
OVERALL RESERVES	59,969,400	42,856,100	40,556,000	41,476,300	41,192,100	41,903,200		

2022 – 2026 CONSOLIDATED GENERAL FUND ASSET IMPROVEMENT PLAN

Over the next five years the City plans to invest \$71.6 million in asset replacements and improvements with funding from reserves, development cost charges, and contributions, while maintaining reserve balances at consistent levels. As a result, funding is primarily from revenues on a year-to-year basis and some projects have been deferred to match with the level of available funding. Projects not completed in 2021 have been carried over and the budgets identified again in 2022.

City of White Rock	2021	2022	2023	2024	2025	2026	Total
Consolidated General Capital Budget							
Infrastructure Renewal							
Roads	\$ 9,131,000	\$ 6,714,000	\$ 6,057,000	\$ 2,618,000	\$ 5,445,000	\$ 3,988,000	\$24,822,000
Parking	315,000	423,000	1,075,000	80,000	80,000	80,000	\$ 1,738,000
Facilities	6,514,000	8,326,000	2,031,000	2,778,000	974,000	1,320,000	\$15,429,000
Parks and Trails	19,283,000	18,417,000	788,000	346,000	290,000	359,000	20,200,000
Vehicles	908,000	436,000	98,000	153,000	584,000	505,000	1,776,000
Technology	815,000	2,016,000	230,000	205,000	205,000	205,000	2,861,000
Contingency	1,651,000	800,000	900,000	1,000,000	1,000,000	1,100,000	4,800,000
Total Investment	\$ 38,617,000	\$ 37,132,000	\$ 11,179,000	\$ 7,180,000	\$ 8,578,000	\$ 7,557,000	\$71,626,000
Funding Source							
Reserve Funds	\$ 19,893,400	\$ 20,313,700	\$ 10,081,500	\$ 6,649,300	\$ 7,782,000	\$ 6,904,000	\$ 51,730,500
Community Amenity Charges	5,333,100	4,971,000	50,000	50,000	50,000	50,000	5,171,000
Development Cost Charges	352,800	321,600	361,200	325,700	388,800	448,000	1,845,300
Grants	9,712,000	8,461,000	366,600	-	-	-	8,827,600
Contributions	3,325,700	3,064,700	319,700	155,000	357,200	155,000	4,051,600
	\$ 38,617,000	\$ 37,132,000	\$ 11,179,000	\$ 7,180,000	\$ 8,578,000	\$ 7,557,000	\$71,626,000

The focus of the program remains primarily on the coordinated replacement of roads, underground utilities, facilities, parks, vehicles, and parking lot infrastructure.

Highlights include:

- Coordinated transportation upgrades with utility infrastructure projects including; Johnston Road from Russell Avenue to Thrift Avenue, and from Thrift Avenue to Roper Avenue subject to coordination with adjacent redevelopment and Council Strategic Priorities
- Additional funding to move forward with Integrated Transportation & Infrastructure Master Plan (ITIMP) projects
- Building exterior and roof repairs at the arena and a renovation of the Civic Precinct facilities
- Conversion of all 761 streetlights to LED as per Federal regulation
- Rehabilitation of the Marine Drive Parking Lot from Oxford to Museum
- Finlay Street Beach Access Ramp to increase beach accessibility
- Public Art funding

2022 – 2026 GENERAL FUND CAPITAL PROJECT DETAILS

Roads

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

City of White Rock	2021	2022	2023	2024	2025	2026
Transportation Capital Budget						
Infrastructure Renewal						
Paving Program	\$ 908,000	\$ 775,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 750,000
Road Reconstruction	5,370,000	3,987,000	3,802,000	338,000	3,715,000	2,028,000
Sidewalks and Retaining Walls	1,242,000	570,000	120,000	145,000	145,000	145,000
Crosswalks and Intersections	80,000	109,000	-	-	-	-
Bus Stops	200,000	25,000	-	-	-	-
Street Lights	381,000	315,000	620,000	620,000	50,000	50,000
Parking	240,000	240,000	-	-	-	-
Technology and Planning	220,000	203,000	15,000	15,000	35,000	15,000
Strategic Transportation Plan	490,000	490,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Investment	\$ 9,131,000	\$ 6,714,000	\$ 6,057,000	\$ 2,618,000	\$ 5,445,000	\$ 3,988,000

An \$24.8 million program of transportation infrastructure replacements and upgrades is planned for 2022 to 2026 with some locations to be determined through the ITIMP process. This includes a \$500,000 annual program of road surface rehabilitation with paving locations determined from year-to-year based on a spring roads inspection.

Roads reconstruction is planned in several areas and additional locations will be identified through the ITIMP. Streetlights will be replaced with high efficiency LED units by 2025 as per Federal regulation and a modest program of sidewalk and retaining wall improvements is maintained.

Road Reconstruction

Road reconstruction is coordinated with upgrades to underground utilities. Major projects include:

- Johnston Road from Russell Avenue to Thrift Avenue,
- Prospect Avenue from Foster Street to Johnson Road,
- Oxford Street from Thrift Avenue to Buena Vista Avenue
- Marine Drive from Finlay Street to Stayte Road in 2023
- Johnston Road from Thrift Avenue to Roper Avenue in 2025

Road Reconstruction	2021	2022	2023	2024	2025	2026
Johnston - Russell to Thrift	1,866,000	97,000	2,107,000	-	-	-
Johnston - Thrift to Roper	-	25,000	25,000	318,000	3,695,000	-
Thrift - Johnston to Vidal	498,000	498,000	-	-	-	-
Habgood - Pacific to Columbia	618,000	618,000	-	-	-	-
Blackburn Crescent - Archibald to High	898,000	891,000	-	-	-	-
Marine - High to Bishop	39,000	-	-	-	-	-
Marine Drive Bike Racks	-	28,000	-	-	-	-
Marine & Nichol Intersection Improvements	234,000	220,000	-	-	-	-
North Bluff - Johnston to Stayte	541,000	180,000	-	-	-	-
North Bluff & Oxford Intersection Improvements	118,000	116,000	-	-	-	-
Columbia - Parker to Stayte	186,000	186,000	-	-	-	-
Columbia - Habgood to Parker	200,000	200,000	-	-	-	-
Pacific - Habgood to Ewson	100,000	100,000	-	-	-	-
Royal - Johnston to Fir	4,000	-	-	-	-	-
Prospect - Foster to Johnston	44,000	542,000	-	-	-	-
Best - Thrift to Russell	-	263,000	-	-	-	-
Oxford - Thrift to Buena Vista	-	-	900,000	-	-	-
Columbia & Maple Improvements	-	-	197,000	-	-	-
Marine - Finlay to Stayte	-	-	500,000	-	-	-
Buena Vista - 15367 Buena Vista	-	-	53,000	-	-	-
Marine - Bishop to Terry	-	-	-	-	-	809,000
Martin - Buena Vista to Victoria	-	-	-	-	-	1,199,000
Development Coordinated Works	24,000	23,000	20,000	20,000	20,000	20,000

Sidewalks and Retaining Walls

An upgrade of the Dolphin Walkway retaining wall is planned for 2022 in order to revitalize the area and stabilize the slope, as it is a safety concern. Other small sidewalk and retaining wall improvements are determined on a year-to-year basis.

Sidewalks and Retaining Walls	2021	2022	2023	2024	2025	2026
North Bluff Sidewalk - Centennial Oval	155,000	150,000	-	-	-	-
Marine Drive Hump Micro Pile Installation	300,000	5,000	-	-	-	-
Miscellaneous Retaining Wall Improvements	6,000	45,000	45,000	45,000	45,000	45,000
Semiahmoo Retaining Wall Replacement	180,000	177,000	-	-	-	-
Marine Drive Hump Bin Wall Repairs	500,000	-	-	-	-	-
Miscellaneous Road/Pedestrian Improvements	101,000	93,000	75,000	100,000	100,000	100,000
Dolphin Walkway Retaining Walls Upgrade	-	100,000	-	-	-	-

Streetlights

An annual program of \$50,000 in streetlight and line pole replacements is maintained. Replacement locations are determined on an annual basis and coordinated with other transportation and utility projects. For 2023 and 2024 all 761 remaining non LED streetlights will be replaced with LED high efficiency units which will reduce energy use and meet the Federal Government deadline for conversion.

Streetlights	2021	2022	2023	2024	2025	2026
Street Lighting Program (includes poles)	381,000	315,000	50,000	50,000	50,000	50,000
Street Light LED Upgrades	-	-	570,000	570,000	-	-

Technology and Planning

The ITIMP will be completed in 2022 and a regular program of traffic safety and other transportation upgrades will be planned based upon the Plan and Council input. The DCC bylaw update scheduled for 2021 will be carried over to 2022.

Technology and Planning	2021	2022	2023	2024	2025	2026
Strategic Transportation Plan Update	102,000	50,000	-	-	-	-
Mobile Message Boards	50,000	50,000	-	-	-	-
DCC Bylaw Review	40,000	60,000	-	-	20,000	-
Traffic Safety Review	28,000	43,000	15,000	15,000	15,000	15,000

Parking

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

A modest annual program of parking area paving work is maintained. With the recent completion of the Victoria Avenue Parkade in 2019, one significant parking improvement is planned for the next five years – the rehabilitation of the Marine Drive Parking Lot from Oxford to the Museum at a cost of \$1,000,000 in 2023. This lot is badly deteriorated with settling, drainage issues, and an uneven pavement surface.

With a significant technology investment in 2021 to implement a Permit/Licence Plate recognition system, pay parking equipment, and an EV charging station, no further technology projects are forecast at this time.

City of White Rock	2021	2022	2023	2024	2025	2026
Transportation Capital Budget						
Infrastructure Renewal						
Paving Program	\$ 82,000	\$ 157,000	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000
Parking Lots	-	130,000	1,000,000	-	-	-
Technology and Planning	205,000	120,000	-	-	-	-
Accessability Upgrades	28,000	16,000	-	-	-	-
Total Investment	\$ 315,000	\$ 423,000	\$ 1,075,000	\$ 80,000	\$ 80,000	\$ 80,000



Facilities

The City’s building facilities are situated at more than a dozen locations throughout the City. These support the critical functions of local government, public works services, water supply, community recreation, and public safety. These facilities include:

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

Investments to maintain current facilities are based on a Facilities Master Plan currently being updated with completion scheduled for 2022; including development of replacement cost valuations,= and a sustainable annual replacement investment target. A program of facility repairs for 2023 to 2026 is planned and based on those recommendations.

Over the next five years, renewal investments of \$15.4 million will be focused on roof and exterior building replacements, the City Hall, and a variety of small building component repairs. Projects include replacement of the White Rock Arena and Kent Street Activity Centre exterior building coverings, replacement of the Arena and Fire Hall roofs and \$3 million set aside to address seismic issues at City Hall. A variety of regular building equipment and component repairs are also identified in most locations.

City of White Rock	2021	2022	2023	2024	2025	2026
Facilities Capital Budget						
Infrastructure Renewal						
Arena	\$ 120,000	\$ 1,451,000	\$ 150,000	\$ -	\$ 115,000	\$ 462,000
Centre for Active Living	78,000	64,000	12,000	12,000	12,000	8,000
White Rock Community Centre	21,000	52,000	6,000	7,000	7,000	8,000
Kent Street Activity Centre	629,000	667,000	64,000	8,000	80,000	16,000
Affordable Housing	4,000,000	4,000,000	-	-	-	-
Museum	33,000	55,000	-	-	10,000	-
Library	169,000	338,000	69,000	111,000	60,000	56,000
City Hall	100,000	26,000	1,000,000	2,000,000	-	-
Fire Hall	409,000	157,000	-	-	-	-
Police	220,000	398,000	-	-	-	-
Operations Building and Yard	90,000	82,000	90,000	50,000	-	-
Facility Master Plan Improvements	115,000	415,000	395,000	495,000	595,000	695,000
Other	530,000	621,000	245,000	95,000	95,000	75,000
Total Investment	\$ 6,514,000	\$ 8,326,000	\$ 2,031,000	\$ 2,778,000	\$ 974,000	\$ 1,320,000

Arena

Repairs of the arena’s flat roof, shop roof, and building exterior are planned for 2022, along with a variety of small repairs to building equipment and components such as ice lights and ammonia exhaust fan. The main condenser is planned for replacement in 2026.

Arena	2021	2022	2023	2024	2025	2026
Building Exterior Replacement	27,000	844,000	-	-	-	-
Roof Replacement	13,000	396,000	-	-	-	-
Shop Roof	-	66,000	-	-	-	-
Autoscrubber	13,000	-	25,000	-	-	-
Ice Edger	9,000	-	-	-	-	-
Interior Signage	11,000	11,000	-	-	-	-
Concession Appliances	4,000	4,000	-	-	-	-
Condenser	-	-	-	-	40,000	440,000
Ammonia Diffusion Water Tanks	-	-	-	-	50,000	-
Ammonia Exhaust Fan	-	13,000	125,000	-	-	-
Office Window Covering	7,000	4,000	-	-	-	-
Hall Curtains	20,000	12,000	-	-	-	-
Arena Hall Tables and Equipment	-	-	-	-	25,000	-
Security Gate	16,000	16,000	-	-	-	-
Ice Lights	-	75,000	-	-	-	-
Relief Valves	-	10,000	-	-	-	-
Spectator Protective Netting	-	-	-	-	-	22,000

Centre for Active Living

No significant repairs are planned for the next five years, pending the update of the Facility Master Plan. A modest budget for replacement of cardio equipment is maintained.

Centre for Active Living	2021	2022	2023	2024	2025	2026
New Exterior Lighting	5,000	5,000	-	-	-	-
Washroom Barrier Updates	15,000	15,000	-	-	-	-
Washroom Improvements	10,000	10,000	-	-	-	-
HVAC Controller Improvements	14,000	-	-	-	-	-
Cardio Equipment Replacement	24,000	24,000	12,000	12,000	12,000	8,000
Audio System Replacement	10,000	10,000	-	-	-	-

White Rock Community Centre

No significant repairs are planned for the next five years, pending the update of the Facility Master Plan. A modest budget for replacement of cardio equipment is maintained.

White Rock Community Centre	2021	2022	2023	2024	2025	2026
Chair Replacements	11,000	11,000	-	-	-	-
Kitchen Equipment Replacement	10,000	10,000	-	-	-	-
Audio System Replacement	-	25,000	-	-	-	-
Cardio Equipment Replacement	-	6,000	6,000	7,000	7,000	8,000

Kent Street Activity Centre

No significant repairs are planned for the next five years, pending the update of the Facility Master Plan. A modest budget for refinishing of the auditorium floor is maintained, although this will likely continue to be pushed into future years due to reduced usage as a result of Covid-19 restrictions. Small equipment and component repairs are identified on an annual basis.

Kent Street Activity Centre	2021	2022	2023	2024	2025	2026
Exterior Siding Replacement	350,000	350,000	-	-	-	-
Roof Repairs	30,000	30,000	-	-	-	-
Driveway and Patio Replacement	50,000	50,000	-	-	-	-
Washroom Upgrades	100,000	99,000	-	-	-	-
Auditorium Floor Refinishing/Replaceme	7,000	14,000	40,000	8,000	8,000	8,000
Kitchen Floor Replacement	-	-	-	-	15,000	-
Lighting Upgrades	8,000	13,000	-	-	-	-
Electrical Distribution Panel Replacement	29,000	29,000	-	-	-	-
Exterior Door Replacement	20,000	27,000	-	-	-	-
Lobby Expansion	-	-	-	-	30,000	-
Auditorium AV System Replacement	-	20,000	-	-	-	-
Cupboard Replacements	-	-	12,000	-	-	-
Table & Chair Replacements - Auditorium, Classroom & Computer Lab	-	-	-	-	12,000	-
Sound System Replacement	-	-	-	-	15,000	-
Patio Landscape Improvements	5,000	5,000	-	-	-	-
Outside Bench Replacements	5,000	5,000	-	-	-	-
Retaining Wall Replacement	15,000	15,000	-	-	-	-
Kitchen Ramp Replacement	10,000	10,000	-	-	-	-
Computer Lab Computer Upgrades	-	-	12,000	-	-	-
HVAC System for Classroom	-	-	-	-	-	8,000

Museum

No significant capital repairs are planned for the next five years, pending a Facility Master Plan update.

Museum	2021	2022	2023	2024	2025	2026
Exterior Painting	14,000	14,000	-	-	-	-
Window Repairs/Replacements	-	35,000	-	-	-	-
Exterior LED Lighting	13,000	-	-	-	-	-
Wood Skirting Installation	6,000	6,000	-	-	-	-
Office Painting	-	-	-	-	10,000	-

Library

No significant repairs are planned for the next five years, pending the update of the Facility Master Plan. Annual funding for staged elevator and furniture replacement is maintained and the customer service desk is planned for replacement in 2022, along with the sprinkler system.

Library	2021	2022	2023	2024	2025	2026
Ceiling Tile Replacement	10,000	10,000	-	-	-	-
Interior Painting	15,000	15,000	-	-	-	-
Elevator Replacement	60,000	108,000	50,000	95,000	45,000	45,000
Furniture Replacements	21,000	3,000	19,000	16,000	15,000	11,000
Computer Workstation Replacements	10,000	-	-	-	-	-
Customer Service Desk Replacement	-	74,000	-	-	-	-
Sprinkler System	-	75,000	-	-	-	-
Electrical Breaker/Outlet Replacements	28,000	28,000	-	-	-	-
Washroom Upgrade	25,000	25,000	-	-	-	-

City Hall

As with many older schools and municipal buildings in BC, City Hall does not meet current seismic standards. Funds are set aside and it is proposed that this issue will be discussed further with Council.

City Hall	2021	2022	2023	2024	2025	2026
Office Upgrades	100,000	11,000	-	-	-	-
City Hall Project	-	-	1,000,000	2,000,000	-	-
Electrical Improvements	-	15,000	-	-	-	-

Fire Hall

No significant repairs are planned for the next five years, pending an updated Facility Master Plan.

Fire Hall	2021	2022	2023	2024	2025	2026
Overhead Door Operator Replacement	40,000	40,000	-	-	-	-
Overhead Door Earthquake Detection	2,000	2,000	-	-	-	-
Cabinet Replacements	-	25,000	-	-	-	-
Flat Roof Replacement	291,000	13,000	-	-	-	-
Cladding	-	5,000	-	-	-	-
Furnace Replacement	76,000	72,000	-	-	-	-

Police

Exterior building envelope renovations are required to correct moisture damage in the soffits and siding, as well as to address Fire Code egress.

Police	2021	2022	2023	2024	2025	2026
Front Entrance Upgrades	10,000	203,000	-	-	-	-
Server Room & Other Structural Modifications	190,000	180,000	-	-	-	-
Security Cameras	5,000	-	-	-	-	-
Interior Painting	15,000	15,000	-	-	-	-

Operations Building and Yard

No significant repairs are planned for the next five years, pending the update of the facility master plan. Renovations to the downstairs building area are planned for 2022 and 2023 based on the yard Master Space Plan. The yard gate arms will also be replaced in 2024.

Operations Building and Yard	2021	2022	2023	2024	2025	2026
Roof Repairs	10,000	10,000	-	-	-	-
Lunch Room Conversion	25,000	-	-	-	-	-
Generator Room Fan	5,000	-	-	-	-	-
Wood Deck Replacement	-	15,000	-	-	-	-
Downstairs Renovations	-	10,000	90,000	-	-	-
Yard Master Plan/Space Plan	50,000	42,000	-	-	-	-
Vehicle Gate Arms	-	-	-	50,000	-	-
Parks Building Gutter	-	5,000	-	-	-	-

Other

A variety of other building repairs and improvements are identified each year based on a priority basis, and funded within a modest \$75,000 budget maintained for miscellaneous facility upgrades. Building accessibility improvements are planned for 2022 and 2023, and repairs to the building and window membrane at 1174 Fir Street are planned for 2023.

Other	2021	2022	2023	2024	2025	2026
Evergreen Daycare Window Replacement	10,000	10,000	-	-	-	-
Arts Building windows and washroom	37,000	7,000	-	-	-	-
Oxford Storage Building Repairs	15,000	-	-	-	-	-
Emergency Measures Earthquake Mitigati	21,000	21,000	-	-	-	-
Civic Block Rooftop Safety Upgrades	25,000	3,000	-	-	-	-
Pier Building Event Power Receptacle	7,000	7,000	-	-	-	-
Martin & Marine ATM Kiosk Demolition	35,000	34,000	-	-	-	-
Facility lighting, alarms and access	50,000	40,000	-	-	-	-
1174 Fir Street Building Upgrades	116,000	210,000	100,000	-	-	-
City Facility Accessibility Improvements	50,000	100,000	50,000	-	-	-
Fall Protection Equipment	94,000	114,000	20,000	20,000	20,000	-
Miscellaneous Facility Upgrades	70,000	75,000	75,000	75,000	75,000	75,000



Parks

The City’s parks and playgrounds include the Pier and waterfront area, 19 community, neighbourhood and passive parks, 6 tennis courts, 1 lacrosse court, 3 sport fields, 4 children’s play areas, and several kilometers of trails and treed boulevard spaces.

Renewal Investment over the next five years will focus on replacement of lights for waterfront trees, as well as the Finlay Street beach access ramp, Public Art, walkway improvements and general tree management.

City of White Rock	2021	2022	2023	2024	2025	2026
Parks Capital Budget						
Infrastructure Renewal						
Parkland Acquisition	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Centennial Park	844,000	945,000	-	-	-	-
Waterfront	11,924,000	11,802,000	650,000	160,000	160,000	160,000
Other Parks	2,987,000	1,854,000	-	-	-	-
Boulevards, Paths and Stairs	1,582,000	1,780,000	-	-	-	69,000
Public Art	300,000	407,000	50,000	50,000	50,000	50,000
Tree Management	111,000	90,000	40,000	40,000	40,000	40,000
Lighting, Furniture and Equipment	535,000	539,000	48,000	96,000	40,000	40,000
Total Investment	\$19,283,000	\$18,417,000	\$ 788,000	\$ 346,000	\$ 290,000	\$ 359,000

Centennial Park

The electronic sign is planned for replacement in 2022 along with installation of an outdoor tennis table.

Centennial Park	2021	2022	2023	2024	2025	2026
North of Oval Landscaping & Retaining Wall Improvements	320,000	320,000	-	-	-	-
Tennis Court & Lacrosse Box Resurfacing	24,000	-	-	-	-	-
Batting Cage Replacement	500,000	500,000	-	-	-	-
Electronic Sign Replacement	-	60,000	-	-	-	-
Generations Playground Outdoor Tennis Table	-	15,000	-	-	-	-
Pickleball Courts	-	50,000	-	-	-	-

Waterfront

Completion of surface protection for P'Quals (White Rock) is planned for 2022 subject to further discussion with Council and SFN. Also it is planned to extend the City wide \$150,000 annual program of tree light replacements to include new lights to be placed in the trees between the Pier and P'Quals. The Finlay Street Beach access ramp is planned to be replaced in 2023.

Waterfront	2021	2022	2023	2024	2025	2026
Memorial Park Upgrade	26,000	26,000	-	-	-	-
Pier Immediate Repairs	107,000	78,000	-	-	-	-
Pier Restoration Completion	10,978,000	10,977,000	-	-	-	-
Terry Parr Plaza Upgrade	20,000	20,000	-	-	-	-
Surface Protection of the "White Rock"	30,000	180,000	-	-	-	-
Bay Street Beach Access Ramp	259,000	5,000	-	-	-	-
Cypress Street Beach Access Ramp	91,000	-	-	-	-	-
Finlay Street Beach Access Ramp	-	-	500,000	-	-	-
Bay and Marine Flower Bed	18,000	-	-	-	-	-
Marine Drive Irrigation (Marine Drive West of Anderson)	20,000	20,000	-	-	-	-
New Tree Lights	225,000	208,000	-	-	-	-
Tree Light Replacements	150,000	288,000	150,000	160,000	160,000	160,000

Other Parks

No significant capital projects have been identified for other parks; however, the MacCaud and Emerson Park upgrades are scheduled for completion in 2022.

Other Parks and Playgrounds	2021	2022	2023	2024	2025	2026
Generations Park Upgrade	350,000	350,000	-	-	-	-
Goggs Park Upgrade	100,000	100,000	-	-	-	-
Barge Park Upgrade	350,000	350,000	-	-	-	-
MacCaud Park Upgrade	250,000	233,000	-	-	-	-
Emerson Park Playground Upgrade	360,000	360,000	-	-	-	-
Ruth Johnston Park East Ravine Restoration	1,574,000	461,000	-	-	-	-
Coldicutt Ravine Slope Stabilization	3,000	-	-	-	-	-

Public Art

The Arts and Culture Needs Assessment will be completed in 2022 and an infrastructure concept developed. Community public arts projects will be completed using an annual \$50,000 budget.

Public Art	2021	2022	2023	2024	2025	2026
Arts & Culture Needs Assessment	-	25,000	-	-	-	-
Arts & Culture Infrastructure Concept Plan	-	50,000	-	-	-	-
Community Public Art Projects	100,000	138,000	50,000	50,000	50,000	50,000
Johnston/Thrift Public Art	200,000	194,000	-	-	-	-

Boulevards, Paths, Walkways, and Stairs

Three projects are identified for 2022 such as, stair replacements at Centennial Trail, as well as Ruth Johnston Park and walkway improvements at the Martin Street Walkway.

Boulevards, Paths, Walkways and Stairs	2021	2022	2023	2024	2025	2026
Centre St Walkway Improvements	1,550,000	1,419,000	-	-	-	-
Bryant Park Path Upgrade	7,000	-	-	-	-	-
Boulevard Improvements Near Roper Reservoir	25,000	25,000	-	-	-	-
Centennial Trail Stairway Improvements	-	161,000	-	-	-	-
Martin Street Walkway Improvements	-	75,000	-	-	-	-
Ruth Johnston Park Stair Replacement	-	100,000	-	-	-	-
Buena Vista & Martin Walkway Improvements	-	-	-	-	-	69,000

Lighting, Furniture, and Equipment

Regular replacement budgets are maintained for park benches and garbage cans.

Lighting, Furniture, Equipment	2021	2022	2023	2024	2025	2026
Tree Lights for Johnston Road & Five Corners	50,000	50,000	-	-	-	-
Prospect Clock Tower Rehab and Relocation	70,000	55,000	-	-	-	-
"Antique" Fire Truck Display	350,000	350,000	-	-	-	-
Central Control Irrigation System	7,000	7,000	-	-	-	-
Parks Backflow Testing Devices	5,000	-	-	-	-	-
Community Gardens Planter Box Repairs	15,000	4,000	-	-	-	-
Special Events Banners	-	25,000	-	26,000	-	-
Special Events Tent Replacements	-	8,000	8,000	-	-	-
Parade Float Update	-	-	-	30,000	-	-
Garbage Can Replacements	23,000	25,000	25,000	25,000	25,000	25,000
Park Benches	15,000	15,000	15,000	15,000	15,000	15,000

Vehicles

The District maintains a fleet of over 60 vehicles and equipment for Administration, Public Works, Parks, Utilities and Public Safety use, with a replacement value of \$3.6 million. An average annual reserve fund investment of \$670,000 is required to renew the vehicles and equipment on a life-cycle basis.

- Permits and Licences (4 vehicles)
- Fire (4 apparatus, 2 vehicles)
- Public Works Operations (16 vehicles, 3 trailers, 5 equipment)
- Facilities (4 vehicles)
- Parks (9 vehicles, 1 trailer, 5 equipment)
- Leisure Services (3 vehicles)
- Parking (2 vehicles)

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

Planned fleet replacements for 2022 are estimated at \$436,000 and include an Operations backhoe, Facilities van, a Fire trailer, forklift and garbage compactor.

City of White Rock	2021	2022	2023	2024	2025	2026
Fleet Capital Budget						
Infrastructure Renewal						
Operations	\$ 829,000	\$ 280,000	\$ 45,000	\$ 153,000	\$ 163,000	\$ 65,000
Facilities	-	50,000	-	-	-	-
Recreation	-	-	8,000	-	65,000	110,000
Planning	-	-	-	-	36,000	45,000
Fire	79,000	66,000	45,000	-	280,000	285,000
Parking	-	40,000	-	-	40,000	-
Total Investment	\$ 908,000	\$ 436,000	\$ 98,000	\$ 153,000	\$ 584,000	\$ 505,000

Operations

Operations plans to replace their 2012 electric gator, forklift, compactor garbage container and 2015 Backhoe in 2022. A variety of trucks and a Ford Focus are slated for replacement from 2023 to 2026.

Operations	2021	2022	2023	2024	2025	2026
Polaris Ranger Electric Gator	-	20,000	-	-	-	-
Ford F350 Flatdeck	46,000	-	-	-	-	-
Sterlin Street Sweeper	415,000	-	-	-	-	-
Ford F450 Flatdeck	78,000	-	-	-	-	-
Ford F450 Flatdeck	92,000	-	-	-	-	-
John Deere Backhoe	-	200,000	-	-	-	-
Ford F150 Pickup	-	-	45,000	-	-	-
Ford F150 4x4 Crew Cab	-	-	-	48,000	-	-
Ford F550 Crew Cab	-	-	-	75,000	-	-
Ford Focus	-	-	-	30,000	-	-
Ford F150 4x4 SuperCab	-	-	-	-	-	45,000
Sanders	28,000	-	-	-	-	-
Snow Plows	44,000	-	-	-	-	-
Forklift	-	30,000	-	-	-	-
Compactor Garbage Container	-	30,000	-	-	-	-
Ford F350 4x4	49,000	-	-	-	-	-
Chev 3500 Dump Truck	77,000	-	-	-	-	-
Ford F150	-	-	-	-	45,000	-
Ford F450 Minidump Truck	-	-	-	-	78,000	-
Jacobsen Realmaster	-	-	-	-	40,000	-
Polaris Ranger EV Electric Utility Vehicle	-	-	-	-	-	20,000

Facilities

One of the facilities' four vehicles is planned for replacement in 2022, the 2009 Ford Econoline Van used for a multitude of construction activities, as this unit is used for Facilities Maintenance Carpenter position.

Facilities	2021	2022	2023	2024	2025	2026
Ford Econoline Van	-	50,000	-	-	-	-

Recreation

No vehicle replacements in recreation are expected until 2025 and the Ford Challenger 24 passenger bus in 2026.

Recreation	2021	2022	2023	2024	2025	2026
Ford T350 Roof Van	-	-	-	-	65,000	-
Ford Challenger Bus	-	-	-	-	-	110,000
Senors Mini Bus Wrap	-	-	8,000	-	-	-

Planning

This is the regular cost of replacement for both the development services pooled vehicle (in 2025), and a bylaw enforcement truck (in 2026).

Planning	2021	2022	2023	2024	2025	2026
Nissan Leaf (Development Services)	-	-	-	-	36,000	-
Ford F150 4x4 (Bylaw)	-	-	-	-	-	45,000

Fire

The next significant apparatus replacement for fire is in 2025 when the Command Support vehicle (Chevrolet Grumman) is planned for retirement. In addition, the Fire department plans to replace turn out gear in 2022 and SCBA breathing units in 2023 that will have reached end-of-service.

Fire	2021	2022	2023	2024	2025	2026
Ford Escape Hybrid	41,000	-	-	-	-	-
Command Support Chev Grumman Van	-	-	-	-	280,000	-
Nissan Rogue	-	-	-	-	-	45,000
Ford F550 4x4	-	-	-	-	-	240,000
Vehicle data terminals	3,000	-	-	-	-	-
Trailer for Specialized Equipment	-	10,000	-	-	-	-
Traffic Signal Pre-emption Power Supply	-	-	5,000	-	-	-
Turn Out Gear Replacement	-	35,000	-	-	-	-
Thermal Imaging Equipment Replacement	20,000	21,000	-	-	-	-
Self Contained Breathing Cylinder Replacement	15,000	-	40,000	-	-	-

Parking

Regular replacement of the 2015 Express Van in 2022 and the 2015 Transit Van used for enforcement in 2025.

Parking	2021	2022	2023	2024	2025	2026
Chevy City Express Van	-	40,000	-	-	-	-
Ford Transit Connect Van	-	-	-	-	40,000	-

Technology

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

Hardware includes the following:

- 38 primary hyper converged network servers
- 177 Computers/laptops/tablets
- 19 printers
- 155 mobiles devices
- 16km of fiber optic lines
- 52 CCTV cameras
- A telephone system
- 13 Wi-Fi access points in the community

While 39 business applications are maintained, software systems are moving away from a capital ownership model toward a subscription base, and thus, owned assets in this area will reduce over time while operating budgets increase.

The most significant investment in the next five years will be replacement of the enterprise financial system. Continued investments in servers and personal computer replacements, eCommerce data management, GIS and the Tempest system are forecast as well.

City of White Rock	2021	2022	2023	2024	2025	2026
Information Technology						
Infrastructure Renewal						
Personal Computers	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Network Infrastructure	127,000	78,000	75,000	75,000	75,000	75,000
Corporate Initiatives						
Document Management	\$ 52,000	\$ 72,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Financial System	250,000	1,500,000	-	-	-	-
Public Safety Systems	24,000	35,000	-	-	-	-
WorkSafe Systems	10,000	10,000	-	-	-	-
Utility & Property Systems (Tempest)	36,000	58,000	15,000	15,000	15,000	15,000
Ecommerce Data Management	65,000	63,000	40,000	40,000	40,000	40,000
ePermits and Digitized Forms	110,000	30,000	-	-	-	-
Geographic Information System	10,000	18,000	10,000	10,000	10,000	10,000
Intranet	10,000	20,000	10,000	10,000	10,000	10,000
Telephone	-	-	25,000	-	-	-
CCTV	39,000	35,000	-	-	-	-
Fibre Optics	-	27,000	-	-	-	-
Other	47,000	35,000	-	-	-	-
Total Investment	\$ 815,000	\$2,016,000	\$ 230,000	\$ 205,000	\$ 205,000	\$ 205,000

Contingency

A capital contingency of \$800,000 to \$1,100,000 is maintained as a buffer for inflation and scope adjustments to approved projects, providing some flexibility should Asset improvement priorities change during the year. This is funded from reserves, and if the contingency is not required during the year, it remains in reserve to be reused the following year for other approved capital projects.



BACKGROUND

RESERVE FUNDS AND ACCUMULATED SURPLUS

The City reserves funds for future operating and capital purposes using a variety of statutory and other reserve accounts.

2022 to 2026 Reserves Scorecard								
	Balance 2021	Balance 2022	Balance 2023	Balance 2024	Balance 2025	Balance 2026	Status 2021	Status 2026
WORKING CAPITAL								
Operating (Accumulated) Surplus	6,236,400	6,271,400	6,306,400	6,341,400	6,376,400	6,376,400	Good	Good
OPERATIONS								
General Operating	2,121,000	1,471,400	1,426,300	1,220,400	1,027,800	835,400	Low	Low
Other	314,100	141,200	164,700	188,200	211,700	142,200	Good	Good
COVID Safe Restart Reserve	1,142,600	776,900	776,900	776,900	776,900	776,900	Good	Good
CAPITAL								
Capital Works	11,461,400	5,242,000	4,747,800	3,673,700	4,508,200	4,938,600	Low	Low
Roadworks	5,030,100	4,225,900	2,892,800	3,537,400	2,917,900	2,705,300	Low	Low
Other Infrastructure	4,890,800	4,495,500	4,638,600	5,051,400	4,296,200	4,181,800	Low	Low
Pier Preservation	541,700	581,400	646,400	712,300	779,100	846,900	Low	Low
Equipment and Technology Replacement	5,756,100	4,583,000	5,262,700	5,922,000	6,482,000	6,886,800	Good	Good
Affordable Housing	4,000,000	1,020,000	2,030,200	3,050,500	3,081,000	3,111,800	Good	Good
Community Works	836,300	639,000	159,100	129,800	138,100	272,100	Nominal	Nominal
Local Improvements	34,000	34,300	34,600	35,000	35,300	35,700	Nominal	Nominal
Land Sales	416,700	420,800	425,000	429,300	433,600	437,900	Nominal	Nominal
Community Amenity Contributions	14,089,100	8,228,200	7,405,900	6,424,700	6,438,700	6,452,800	Good	Good
Parking	437,700	187,700	42,500	42,500	42,500	42,500	Nominal	Nominal
Secondary Suites Service Fees	1,556,300	831,900	142,500	547,500	392,500	679,500	Good	Good
Climate Action Revenue Incentive Program	171,900	167,900	167,900	167,900	167,900	167,900	Good	Good
Development Cost Charges	10,747,300	12,198,500	11,960,000	11,752,300	11,479,100	11,143,600	Good	Good
OVERALL RESERVES	69,783,500	51,517,000	49,230,300	50,003,200	49,584,900	50,034,100		

Accumulated Surplus or Working Capital

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

Operations Reserves

This reserve is used to assist with operating costs from time-to-time, buffering the impact on property taxes. No specific reserve balance policies have been established for these.

Capital Reserves

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

Community Amenity Contributions

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

Development Cost Charges

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



DEBT MANAGEMENT FIVE-YEAR FORECAST

The City has used moderate levels of debt servicing to purchase the Water Utility system and supplement reserve fund investment financing of large utility capital projects from time to time.

Current debt financing has been used for the following projects:

Debt Summary					
Purpose	Borrowed	Matures	Interest Rate	Amount Borrowed	Balance Owed
Sanitary Sewer	2008	2023	6%	225,000	49,000
Water System Acquisition	2016	2046	3%	14,250,000	13,087,000
Water System	2017	2027	3%	440,000	321,000
Water System	2017	2047	3%	5,779,000	5,404,000
Water System	2017	2027	3%	1,662,000	1,214,000
Water System	2017	2047	3%	400,000	374,000
Water Treatment System	2018	2048	3%	2,275,000	2,178,000
				\$ 25,031,000	\$ 22,627,000

Principal Payments Forecasted:

2021	725,000
2022	749,000
2023	773,000
2024	781,000
2025	806,000
2026	806,000

Annual Debt Servicing in 2020:

Interest	695,000
Principal	725,000
	\$ 1,420,000

Debt Per Capita is gradually decreasing from \$1,203 to \$1,134 in 2020.

No new debt is expected in the next five years, however in future, debt financing may be required for major infrastructure replacement if grants from senior levels of government are not received, or as a bridge if insufficient capital reserves have been accumulated for that replacement.

After development of an Asset Management Plan, long-term financial planning can be used to model the need for any future debt requirements.

CONSOLIDATED OPERATING FUNDS FIVE YEAR ESTIMATES

The Municipality is required by the Community Charter Act to adopt a five-year financial plan bylaw on or before May 15. This plan includes five-year operating estimates. Given the dynamic nature of the municipal environment, five-year estimates are prepared on a broad-brush basis with adjustments made for significant cost factors where they are known with some certainty.

The net budget funded from property taxation is projected to increase from \$26.5 million in 2022 to \$31.4 million in 2026, or an average 3.5% increase to the average homeowner.

Consolidated Budget Summary						
	2021	2022	2023	2024	2025	2026
Revenue						
Property Taxes and Parcel Taxes	\$ 24,893,400	\$ 26,511,200	\$ 28,205,910	\$ 29,234,100	\$ 30,288,800	\$ 31,443,400
Regional Library Levy	990,100	1,015,300	1,035,600	1,056,300	1,077,400	1,098,900
Business Improvement Levy	343,000	352,800	357,000	364,000	371,300	378,700
Local Improvement Parcel Tax	5,200	5,200	-	-	-	-
Grants In Lieu of Taxes	261,700	286,800	292,500	298,400	304,400	310,500
Sales of Service and Other Revenues	15,318,800	16,637,100	18,122,200	19,066,300	20,131,800	21,281,200
Development Cost Charges	937,100	849,500	954,200	815,800	908,900	1,011,400
Other/Own Sources	13,935,200	13,042,300	9,605,400	8,881,600	8,741,800	8,666,000
Government Grants	16,620,900	9,335,000	1,369,500	2,141,000	2,384,700	2,212,100
Total Revenue	\$73,305,400	\$68,035,200	\$59,942,310	\$61,857,500	\$64,209,100	\$66,402,200
Expenses						
Council and Office of the CAO	\$ 870,700	\$ 950,500	\$ 945,500	\$ 964,400	\$ 983,700	\$ 1,018,900
Corporate Administration	1,511,400	1,663,700	1,578,300	1,609,900	1,642,100	1,763,700
Human Resources	739,200	1,020,000	732,100	746,700	761,600	776,800
Finance	1,944,900	2,056,500	2,128,600	2,188,200	2,214,600	2,259,000
Fiscal Services	1,433,300	1,232,300	1,293,810	1,361,800	1,431,600	1,512,000
Information Technology	1,252,300	1,304,600	1,305,800	1,331,900	1,358,500	1,396,900
Police	6,322,400	7,016,000	7,267,100	7,539,000	7,864,000	8,208,500
Fire Rescue	4,474,900	4,541,900	4,652,700	4,797,600	4,942,500	5,088,600
Planning and Development	4,033,400	4,145,500	4,165,100	4,268,000	4,343,400	4,420,200
Engineering and Operations	7,359,600	7,613,600	7,809,000	7,964,800	8,123,500	8,285,400
Recreation and Culture	3,271,000	3,851,600	4,218,700	4,303,200	4,389,200	4,476,800
Solid Waste	1,183,300	1,071,500	1,037,600	1,007,500	1,027,700	1,048,300
Sanitary Sewer	2,211,100	2,207,000	2,517,000	2,922,500	3,458,400	4,141,600
Drainage	375,400	354,900	362,000	369,100	376,500	384,000
Water	3,367,300	3,622,700	3,191,500	3,242,600	3,958,500	3,347,300
Total Operating Expenses	\$40,350,200	\$42,652,300	\$43,204,810	\$44,617,200	\$46,875,800	\$48,128,000
Add:						
Transfer from Reserves	41,642,900	40,977,300	19,721,000	15,088,200	16,005,400	14,516,000
Deduct:						
Capital Expenditures	60,219,000	50,924,000	20,846,000	16,776,000	18,620,000	17,495,000
Debt Repayment	725,400	782,500	807,800	816,000	826,500	837,100
Transfer to Reserves	13,653,700	14,653,700	14,804,700	14,736,500	13,892,200	14,458,100
Total Budget For the Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

UTILITY OPERATING FUNDS FIVE YEAR ESTIMATES

Solid Waste Utility

The net budget funded from solid waste utility charges is projected to increase from \$1.7 million to \$1.9 million in 2026, or an average of 3.5% per year increase to the average homeowner.

Solid Waste Utility - Operating Budget							
	2021 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Solid Waste Fees	\$1,386,000	\$ 1,383,700	\$ 1,419,300	1,475,100	1,531,500	1,588,000	1,644,900
Recycling Fees	179,400	165,900	177,900	179,500	183,100	186,800	190,500
Decal and Other Sales	4,725	6,900	7,300	9,400	9,600	9,800	10,000
Cost recoveries	36,300	35,600	36,500	37,400	38,100	38,900	39,700
Transfer from Operating Reserve	238,400	180,000	153,300	-	-	-	-
Total Funding	\$ 1,844,825	\$ 1,772,100	\$ 1,794,300	\$ 1,701,400	\$ 1,762,300	\$ 1,823,500	\$ 1,885,100
Operating Expenses							
Operations	\$ 58,400	\$ -	\$ 151,300				
Solid Waste Pickup	308,100	333,000	168,800	176,400	180,300	184,300	188,400
Recycling	219,105	239,700	228,600	233,200	237,900	242,700	247,600
Green Waste	258,267	248,900	258,000	263,400	269,000	274,800	280,700
Disposal	267,000	321,500	279,000	284,000	289,000	294,000	299,000
Corporate Support	491,300	438,800	491,800	498,000	508,000	518,000	528,000
Contingency	-	36,400	32,000	30,600	31,300	31,900	32,600
Transfer to reserves	242,653	153,800	184,800	215,800	246,800	277,800	308,800
Total Operating Expenses	\$ 1,844,825	\$ 1,772,100	\$ 1,794,300	\$ 1,701,400	\$ 1,762,300	\$ 1,823,500	\$ 1,885,100
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Drainage Utility

The net budget funded from drainage utility charges is projected to increase from \$3.1 million to \$3.7 million in 2026, or an average of 4.5% per year increase to the average homeowner. This includes increases in operations and for infrastructure replacement each year.

Drainage - Operating Budget							
	2021 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
User Fees	\$ 2,775,500	\$ 2,777,400	\$2,902,400	3,033,000	\$ 3,169,500	\$ 3,312,100	\$ 3,461,100
Connection Fees	200,000	208,000	220,000	222,000	224,000	226,000	228,000
Cost Recoveries	-	-	-	-	-	-	-
Investment Income and other	20,000	20,000	14,000	14,000	14,000	14,000	14,000
Total Funding	\$ 2,995,500	\$ 3,005,400	\$ 3,136,400	\$ 3,269,000	\$3,407,500	\$ 3,552,100	\$ 3,703,100
Operating Expenses							
Operations	\$ 288,650	\$ 338,000	\$ 319,000	\$ 362,000	\$ 369,100	\$ 376,500	\$ 384,000
Corporate Support	594,400	630,400	531,900	506,000	516,000	526,000	537,000
Transfer to Operating Reserve	-	-	-	-	-	-	-
Transfer to Capital Reserves	2,112,450	2,037,000	2,285,500	2,401,000	2,522,400	2,649,600	2,782,100
Total Operating Expenses	\$ 2,995,500	\$ 3,005,400	\$ 3,136,400	\$ 3,269,000	\$3,407,500	\$ 3,552,100	\$ 3,703,100
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Sanitary Sewer Utility

The net budget funded from sewer utility charges is projected to increase from \$3.9 million to \$5.2 million in 2026, or from a low of 3% in 2022 to a high of 9% in 2026 increase to the average homeowner. This increase is primarily due from a significant Metro treatment cost increase.

Sanitary Sewer Operating Budget							
Funding	2021 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Sewer User Fees	\$3,680,500	\$3,560,200	\$3,667,000	\$3,850,400	\$4,119,900	\$4,490,700	\$4,894,900
Connection Fees	200,000	208,000	220,000	222,000	224,000	226,000	228,000
Investment Income and Other	44,000	64,000	49,800	45,400	35,000	35,000	35,000
Reserves	14,900	14,900	14,900	12,400	-	400,000	48,000
Total Funding	\$3,939,400	\$3,847,100	\$3,951,700	\$4,130,200	\$4,378,900	\$5,151,700	\$5,205,900
Operating Expenses							
Corporate Support	492,000	492,000	491,000	501,000	511,000	521,000	531,000
Treatment	1,830,100	1,830,100	1,813,200	2,123,300	2,526,700	3,054,800	3,729,900
Operations	177,900	305,700	323,100	329,300	335,900	342,600	349,500
Office	5,300	5,300	5,900	4,600	4,700	4,700	4,800
Contingency	-	56,600	51,400	54,100	55,200	56,300	57,400
Debt Charges	29,000	29,000	29,700	22,900	-	-	-
Transfer to Capital Reserves	1,405,100	1,128,400	1,237,400	1,095,000	945,400	1,172,300	533,300
Total Operating Expenses	\$3,939,400	\$3,847,100	\$3,951,700	\$4,130,200	\$4,378,900	\$5,151,700	\$5,205,900
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Water Utility

The net budget funded from water utility charges is projected to increase from \$6.9 million to \$8.3 million in 2026 or an average 6.5% increase to the average homeowner. This includes a 1.5% increase in operations and 5% increase for infrastructure replacement in each year.

City of White Rock - Water Operating Budget							
Funding	2021 Projected	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Water User Fees	\$ 5,780,500	\$ 5,605,500	5,969,900	6,357,900	6,771,200	7,211,300	7,680,000
Connection Fees	\$ 290,000	\$ 300,000	300,000	305,000	310,000	315,000	320,000
Other Income	184,100	166,900	181,800	205,400	229,800	254,900	280,900
Operating Reserves	141,300	141,300	481,500	-	-	498,000	-
Total Funding	\$ 6,395,900	\$ 6,213,700	\$ 6,933,200	\$6,868,300	\$ 7,311,000	\$8,279,200	\$ 8,280,900
Operating Expenses							
Engineering Administration	378,700	362,600	379,100	390,800	398,600	406,600	414,700
Corporate Support	645,478	663,600	713,000	896,600	914,700	932,900	951,200
Waterworks	1,517,250	1,576,900	1,921,400	1,289,600	1,315,500	2,005,800	1,368,700
Facilities	335,500	333,800	330,000	342,800	349,600	356,600	363,700
Contingency	-	244,400	225,900	231,400	236,900	242,300	247,700
Debt Charges	1,391,100	1,391,100	1,414,000	1,437,500	1,461,900	1,487,100	1,513,100
Transfer to Operating Reserve	398,300	298,300	298,200	317,600	317,900	318,300	331,700
Transfer to Capital Reserves	1,729,572	1,343,000	1,651,600	1,962,000	2,315,900	2,529,600	3,090,100
Total Operating Expenses	\$ 6,395,900	\$ 6,213,700	\$ 6,933,200	\$6,868,300	\$ 7,311,000	\$8,279,200	\$ 8,280,900
Net	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

STATISTICS

GENERAL STATISTICS

THE CORPORATION OF THE CITY OF WHITE ROCK

Comparative General Statistics (unaudited)

Year ended December 31, 2020

	2020	2019	2018	2017	2016
Population (2016 census)	19,952	19,952	19,952	19,952	19,952
Area in hectares:					
Land	543	543	543	543	543
Water	887	887	887	887	887
Kilometers of road:					
Paved	81.1	81.1	81.1	81.1	80.1
Gravelled	1.0	1.0	1.0	1.0	1.0
Building permits:					
Number	113	144	204	258	220
Value	\$ 63,873,325	\$ 189,964,981	\$ 248,248,306	\$ 146,056,192	\$ 70,683,950
Comparative debt statistics:					
Debenture and other debt	\$ 22,626,177	\$ 23,328,618	\$ 24,008,890	\$ 22,346,427	\$ 20,573,276
Debt per capita	\$ 1,134	\$ 1,169	\$ 1,203	\$ 1,120	\$ 1,031

Tax rates for municipal purposes, including General and Fraser Valley Regional Library Levies :

(stated in dollars per \$1,000 of assessed taxable value)

Residential	2.56924	2.30048	2.26270	2.27153	3.02056
Utility	15.54245	14.47520	15.75406	16.83207	19.61803
Light industry	4.44687	0.00000	0.00000	0.00000	0.00000
Business & other	4.44687	5.29247	6.01305	6.09161	6.90138
Recreational/nonprofit	1.78352	1.83331	1.67840	1.69511	2.26271

Tax rates for school purposes:

(stated in dollars per \$1,000 of assessed taxable value)

Residential	1.22520	1.13640	1.16320	1.25680	1.61380
Utility	13.0300	13.20000	13.40000	13.40000	13.50000
Light industry	1.05610	0.00000	0.00000	0.00000	0.00000
Business & other	1.10700	3.70000	4.20000	4.80000	5.40000
Recreational/nonprofit	0.78440	2.30000	2.50000	2.70000	3.10000

TAXATION AND ASSESSMENTS

THE CORPORATION OF THE CITY OF WHITE ROCK

Comparative General Statistics (unaudited)

Year ended December 31, 2020

	2020	2019	2018	2017	2016
Comparative taxation statistics:					
Residential	\$ 36,120,610	\$ 34,496,448	\$ 33,139,134	\$ 32,408,242	\$ 30,330,050
Utility	327,574	327,537	317,035	313,678	295,058
Light industry	5,548	–	–	–	–
Business & other	3,131,755	4,380,340	4,043,985	3,719,138	4,162,046
Recreational/nonprofit	10,894	16,074	17,089	19,397	15,202
Utility levy in lieu of taxes	257,792	249,092	246,772	249,545	251,695
Business improvement area levy	336,779	356,190	346,379	270,575	311,702
Sanitary sewer parcel tax	–	–	–	153,410	153,460
Total current taxes including school and other government levies	40,190,952	39,825,681	38,110,394	37,133,985	35,519,213
Sanitary sewer user fees	3,557,769	3,439,110	3,518,103	3,432,244	3,377,802
Drainage user fees	2,658,487	2,531,498	2,413,036	2,150,175	2,048,559
Solid waste user fees	1,384,733	1,359,748	1,368,297	1,365,300	1,390,600
Water user fees	5,139,529	4,772,497	4,635,515	4,302,249	3,733,479
Secondary suite service fees	380,538	358,917	335,878	317,534	302,790
Other local service area fees	11,757	11,757	11,757	11,757	11,757
Total taxes and fees	\$ 53,323,765	\$ 52,299,208	\$ 50,392,980	\$ 48,713,244	\$ 46,384,200
Taxes and fees per capita	\$ 2,673	\$ 2,621	\$ 2,526	\$ 2,442	\$ 2,325

Assessment for general purposes (taxable value):

Land	\$ 7,443,573,967	\$ 7,738,096,213	\$ 7,517,133,853	\$ 7,042,512,663	\$ 4,752,816,518
Improvements	2,549,843,357	2,131,531,608	2,057,091,708	1,999,904,808	1,824,532,508
	9,993,417,324	9,869,627,821	9,574,225,561	9,042,417,471	6,577,349,026
Deduct					
Exempt land	256,364,176	272,417,339	225,306,900	208,511,100	146,291,000
Exempt improvements	111,851,926	86,467,302	84,683,102	88,486,702	86,815,902
	\$ 9,625,201,222	\$ 9,510,743,180	\$ 9,264,235,559	\$ 8,745,419,669	\$ 6,344,242,124
Assessment per capita	\$ 482,418	\$ 476,681	\$ 464,326	\$ 438,323	\$ 317,975
Assessment for school purposes	\$ 9,640,747,614	\$ 9,526,035,316	\$ 9,278,926,103	\$ 8,760,266,185	\$ 6,358,232,596

REVENUES

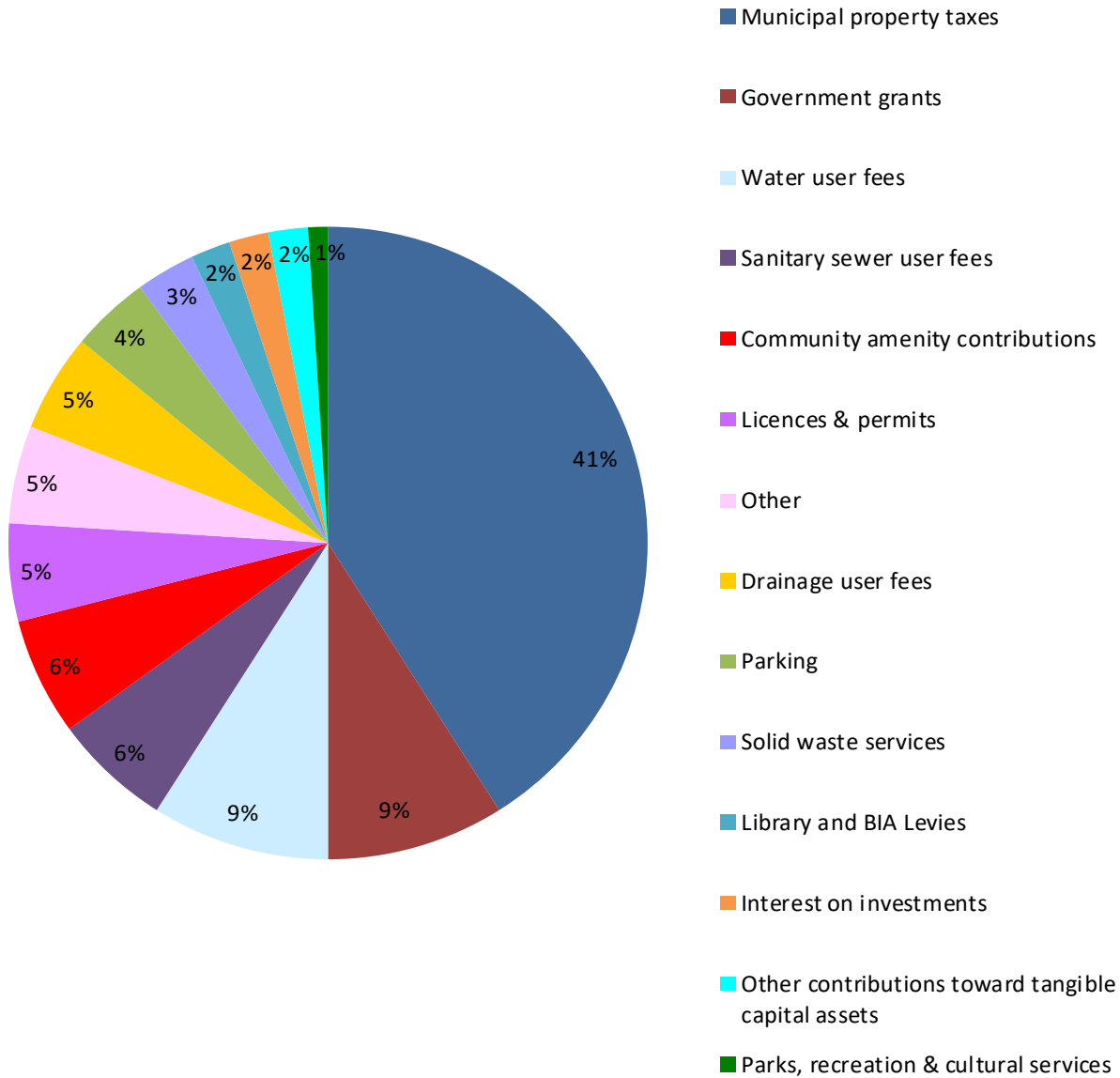
THE CORPORATION OF THE CITY OF WHITE ROCK

2020 Revenues (unaudited)

Year ended December 31, 2020

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

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



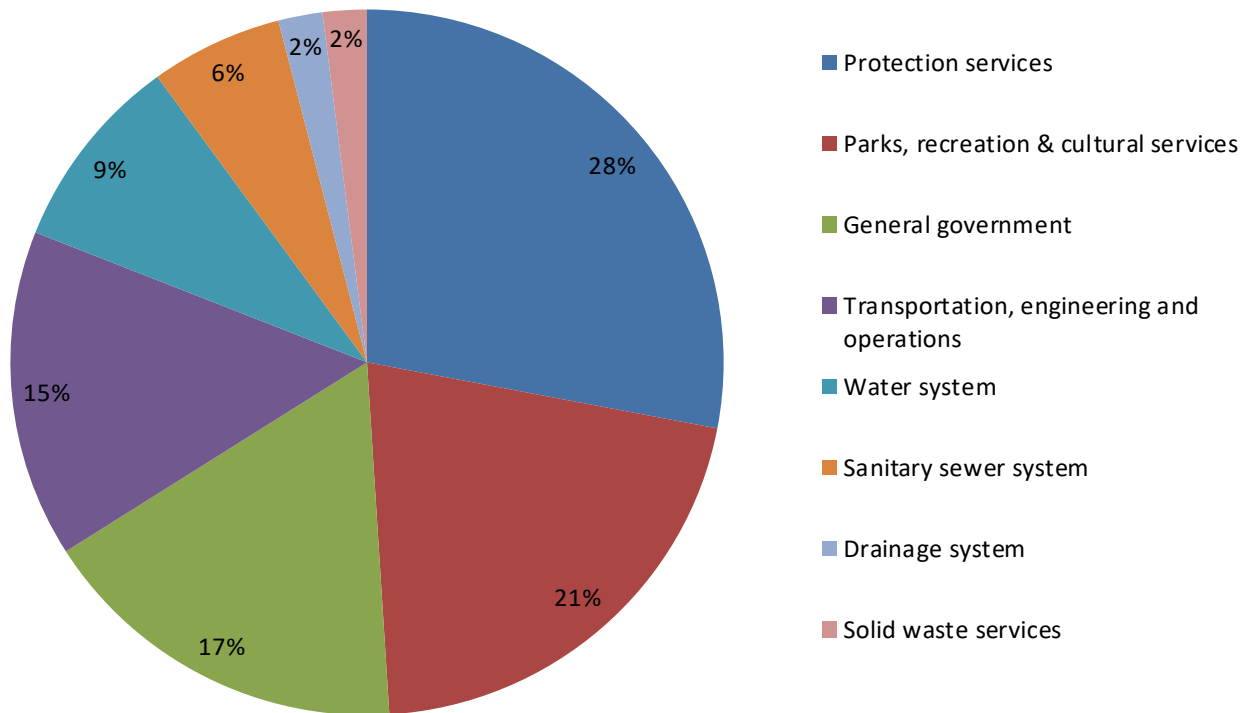
EXPENSES

THE CORPORATION OF THE CITY OF WHITE ROCK

2020 Expenses (unaudited)

Year ended December 31, 2020

Wondering where your money goes when you pay your property taxes? From fire rescue to reserves for future upgrades and replacement of infrastructure, your money goes toward providing a variety of services and amenities for a livable community.



GRANTS IN AID

THE CORPORATION OF THE CITY OF WHITE ROCK 2020 Civic Grants-In-Aid (unaudited)

Year ended December 31, 2020

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

Arts and Cultural

Christmas on the Peninsula Society	\$ 1,000
Crescent Beach Pipe Band	800
Peninsula Arts Foundation	1,500
White Rock Community Orchestral Society	1,000
White Rock Museum & Archives	1,000
White Rock Players' Club	1,800
White Rock Social Justice Film Society	750

Arts and Cultural Development

Peninsula Productions Society	\$ 3,500
Semiahmoo Arts Society	5,000
Surrey Youth Theater Company	701
White Rock City Orchestra	3,000
White Rock Museum & Archives	5,000

Athletes/Sports

2812 RCACC Seaforth Highlanders of Canada	500
Air Cadet League of Canada, 907 Squadron Sponsoring Committee	1,000
White Rock Lawn Bowling Club	1,650

Social

Avalon Women's Centre White Rock	1,500
CARP - A New Vision of Aging for Canada	500
Peace Arch Hospice Society	1,000
Volunteer Cancer Drivers Society	1,500
White Rock Elks No. 431	2,000
White Rock Polar Bear Swim	750
White Rock South Surrey Stroke Recovery Branch	2,000

Other

BC Pets and Friends	1,000
Critter Care Wildlife Society	750
Friends of Semiahmoo Bay Society	1,000
Holiday Home Tour for Hope	2,000
Semiahmoo Peninsula Marine Rescue Society	2,000
The Canadian Red Cross Society	1,000

Total City Grants Awarded:

\$45,201

PERMISSIVE TAX EXEMPTIONS

THE CORPORATION OF THE CITY OF WHITE ROCK
 2020 Permissive Tax Exemptions (unaudited)
 Estimated Property Taxes

Roll #	Name	Municipal General Purposes	Fraser Valley Regional Library
001110.001	Mann Park Bowling Club	\$ 1,534	\$ 64
001110.002	White Rock Tennis Club	925	39
001290.004	Peace Arch Curling Club	8,123	339
001290.005	White Rock/South Surrey Division of Family Practice Society	750	31
001290.006	White Rock South Surrey Stroke Recovery Association	120	5
001290.007	Alzheimer Society of BC	799	33
001290.010	Peninsula Productions Society	678	28
001403.000	Church on Oxford Hill	3,915	163
001779.000	White Rock Life Church	1,998	83
001789.000	Peace Arch Hospital Auxiliary Society	6,249	261
002136.000	Parish of the Holy Trinity	3,356	140
002146.000	Faith Hope Love Church	1,307	55
002603.000	White Rock Players' Club	34,528	1,441
002695.000	Peace Arch Hospital & Community Health Foundation	6,489	271
002696.000	Peace Arch Hospital & Community Health Foundation	6,796	284
002697.000	Peace Arch Hospital & Community Health Foundation	13,528	564
002699.000	Peace Arch Hospital & Community Health Foundation	6,629	277
002700.000	Peace Arch Hospital & Community Health Foundation	6,373	266
002876.000	St. John's Presbyterian Church	4,876	203
002995.000	Salvation Army	2,919	122
003718.000	White Rock Lawn Bowling Club	3,117	130
003762.000	White Rock Community Church	1,100	46
003763.000	White Rock Community Church	1,688	70
003886.000	Roman Catholic Church	13,566	566
004103.000	Sources Community Resources Society	8,525	356
005303.000	Options Community Services Society	2,811	117
006331.000	Burlington Northern & Santa Fe (BNSF) Railway Company	14,842	619
		\$ 157,541	\$ 6,573

GLOSSARY

Accounting Surplus: An accounting surplus is revenues less expenses. It does not include expenditures made for capital, on debt principal or transfers to/from reserves. Local governments may budget for an accounting surplus or deficit, but not a budget deficit or surplus. Refer to the definition of a balanced budget.

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

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

Annual Budget: The budget for the current year.

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

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

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

Balanced budget: A financial plan where current revenue, including transfers from operating reserves, is equal to current operating expenditures.

Capital Asset: General capital assets are those in excess of \$10,000 with a useful life of two or more years (e.g., land, buildings).

Capital Budget: A financial plan outlining projected expenditures on capital assets during a given fiscal period.

Capital Project: Creation or improvement of infrastructure assets.

Capital Expenditure: The expenditure of monies for the purchase or construction of a capital asset.

Carbon Footprint: The amount of carbon dioxide (CO₂) that is emitted by the municipality.

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

Consolidated Budget: The combined summary of all operating, utility and capital budgets.

Consolidated Financial Plan: Used interchangeably with Consolidated Budget.

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

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

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

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

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

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

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

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

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

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

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

Grant Funds: These are given to an organization from another organization (senior government to local government) which may have conditions attached to it that requires specific spending to occur, or a goal to be accomplished in order to retain the funds.

Infrastructure: Physical structures that form the foundation for development, such as sanitary sewer and water works, drains, transit and transportation facilities, buildings, playgrounds and communications.

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

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

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

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

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

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

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

Revenue: Income from taxation, grants, services and fees.

RFP: A Request For Proposal is issued at an early stage in a procurement process, where an invitation is presented for suppliers to submit a proposal on a commodity or service.

Service Plans: These plans depict the operating costs/revenues and related performance measures of a Department.

Statement of Financial Information (SOFI): The SOFI is a financial statement prepared pursuant to the Financial Information Act. The SOFI contains audited financial statements, as well as other mandated schedules, including the schedule of remuneration and expenses. The SOFI also includes the schedule showing payments made for the provision of goods or services.

Special Initiatives: One-time operating projects that are outside the normal course of work performed by staff.

Sustainable Infrastructure Replacement Funding: This refers to the annual funding that is required so an asset can be replaced at the end of its useful life without borrowing.

BUDGET BYLAW

CORPORATION OF THE CITY OF WHITE ROCK
CONSOLIDATED FINANCIAL PLAN
 Schedule 'A' to Byaw No. 2428, 2022

Consolidated Budget Summary						
	2021	2022	2023	2024	2025	2026
Revenue						
Property Taxes and Parcel Taxes	\$ 24,893,400	\$ 26,511,200	\$ 28,205,910	\$ 29,234,100	\$ 30,288,800	\$ 31,443,400
Regional Library Levy	990,100	1,015,300	1,035,600	1,056,300	1,077,400	1,098,900
Business Improvement Levy	343,000	352,800	357,000	364,000	371,300	378,700
Local Improvement Parcel Tax	5,200	5,200	-	-	-	-
Grants In Lieu of Taxes	261,700	286,800	292,500	298,400	304,400	310,500
Sales of Service and Other Revenues	15,318,800	16,637,100	18,122,200	19,066,300	20,131,800	21,281,200
Development Cost Charges	937,100	849,500	954,200	815,800	908,900	1,011,400
Other/Own Sources	13,935,200	13,042,300	9,605,400	8,881,600	8,741,800	8,666,000
Government Grants	16,620,900	9,335,000	1,369,500	2,141,000	2,384,700	2,212,100
Total Revenue	\$ 73,305,400	\$ 68,035,200	\$ 59,942,310	\$ 61,857,500	\$ 64,209,100	\$ 66,402,200
Expenses						
Council and Office of the CAO	\$ 870,700	\$ 950,500	\$ 945,500	\$ 964,400	\$ 983,700	\$ 1,018,900
Corporate Administration	1,511,400	1,663,700	1,578,300	1,609,900	1,642,100	1,763,700
Human Resources	739,200	1,020,000	732,100	746,700	761,600	776,800
Finance	1,944,900	2,056,500	2,128,600	2,188,200	2,214,600	2,259,000
Fiscal Services	1,433,300	1,232,300	1,293,810	1,361,800	1,431,600	1,512,000
Information Technology	1,252,300	1,304,600	1,305,800	1,331,900	1,358,500	1,396,900
Police	6,322,400	7,016,000	7,267,100	7,539,000	7,864,000	8,208,500
Fire Rescue	4,474,900	4,541,900	4,652,700	4,797,600	4,942,500	5,088,600
Planning and Development	4,033,400	4,145,500	4,165,100	4,268,000	4,343,400	4,420,200
Engineering and Operations	7,359,600	7,613,600	7,809,000	7,964,800	8,123,500	8,285,400
Recreation and Culture	3,271,000	3,851,600	4,218,700	4,303,200	4,389,200	4,476,800
Solid Waste	1,183,300	1,071,500	1,037,600	1,007,500	1,027,700	1,048,300
Sanitary Sewer	2,211,100	2,207,000	2,517,000	2,922,500	3,458,400	4,141,600
Drainage	375,400	354,900	362,000	369,100	376,500	384,000
Water	3,367,300	3,622,700	3,191,500	3,242,600	3,958,500	3,347,300
Total Operating Expenses	\$ 40,350,200	\$ 42,652,300	\$ 43,204,810	\$ 44,617,200	\$ 46,875,800	\$ 48,128,000
Add:						
Transfer from Reserves	41,642,900	40,977,300	19,721,000	15,088,200	16,005,400	14,516,000
Deduct:						
Capital Expenditures	60,219,000	50,924,000	20,846,000	16,776,000	18,620,000	17,495,000
Debt Repayment	725,400	782,500	807,800	816,000	826,500	837,100
Transfer to Reserves	13,653,700	14,653,700	14,804,700	14,736,500	13,892,200	14,458,100
Total Budget For the Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -