

**THE CORPORATION OF THE
CITY OF WHITE ROCK
BYLAW 2377**



A Bylaw to adopt a Financial Plan for 2021 to 2025

WHEREAS the City Council of the Corporation of the City of White Rock is empowered by the provisions of Section 165 of the “Community Charter” to adopt a Financial Plan for the five-year period ending the thirty-first day of December 2025.

AND WHEREAS it is necessary for such Financial Plan to be adopted before the annual property tax rate bylaw is adopted.

The CITY COUNCIL of The Corporation of the City of White Rock in open meeting assembled, ENACTS as follows:-

1. Schedules “A”, “B”, and “C” attached hereto and forming part of this Bylaw are hereby adopted as the Financial Plan of the Corporation of the City of White Rock for the five-year period ending December 31, 2025.
2. All payments already made from City Revenue for the current year are hereby ratified and confirmed.
3. This Bylaw may be cited for all purposes as the “White Rock Financial Plan (2021-2025) Bylaw, 2021, No. 2377”.

RECEIVED FIRST READING on the	day of	, 2021
RECEIVED SECOND READING on the	day of	, 2021
RECEIVED THIRD READING on the	day of	, 2021
ADOPTED on the	day of	, 2021

MAYOR

DIRECTOR OF
CORPORATE ADMINISTRATION

**CORPORATION OF THE CITY OF WHITE ROCK
CONSOLIDATED FINANCIAL PLAN
Schedule 'A' to Bylaw No. 2377, 2021**

	2021	Budget Projections			
	Budget	2022	2023	2024	2025
REVENUE					
Municipal Taxation (see below)	\$ 26,598,000	\$ 28,482,500	\$ 29,592,100	\$ 30,606,900	\$ 31,529,400
Utility Rates	13,326,800	13,978,600	14,663,300	15,458,600	16,296,400
Sale of Services	1,413,400	2,432,300	2,481,000	2,530,700	2,581,600
Grants from Other Governments (1)	17,719,900	558,100	526,200	859,500	865,500
Contributions (2)	4,788,300	497,300	1,388,900	1,712,200	1,419,300
Other Revenue	9,248,500	12,157,900	8,844,100	8,177,000	11,008,600
Interest and Penalties	1,219,295	1,745,550	1,757,478	1,748,552	1,806,367
Total Revenues	74,314,195	59,852,250	59,253,078	61,093,452	65,507,167
EXPENSES					
General Services					
Protective Services	12,757,500	13,084,100	13,323,300	13,576,600	13,912,000
Parks, Recreation and Culture	11,293,300	11,689,600	10,979,000	10,130,100	10,213,600
Transportation, Engineering and Operations	9,769,900	9,297,300	9,054,200	8,727,600	8,856,100
General Government	8,587,000	8,949,400	8,988,400	9,141,200	9,345,100
	42,407,700	43,020,400	42,344,900	41,575,500	42,326,800
Utilities Services					
Sanitary Sewer Utility	3,875,600	3,320,200	3,580,400	3,899,800	4,326,400
Drainage Utility	1,226,400	1,335,800	1,364,400	1,400,100	1,418,100
Solid Waste Utility	1,351,300	1,167,100	1,187,600	1,208,500	1,229,800
Water Utility	3,908,000	4,397,900	3,990,800	4,148,600	4,659,300
	10,361,300	10,221,000	10,123,200	10,657,000	11,633,600
Fiscal Expenses					
Interest on Debt	694,700	694,700	687,000	681,300	681,300
Total Expenses	53,463,700	53,936,100	53,155,100	52,913,800	54,641,700
INCREASE IN TOTAL EQUITY	20,850,495	5,916,150	6,097,978	8,179,652	10,865,467
Reconciliation to Financial Equity					
Amortization of Tangible Capital Assets	10,215,000	11,114,000	9,988,000	8,404,000	8,345,000
Capital Expenses (Schedule B)	(58,071,000)	(12,942,000)	(15,334,000)	(12,270,000)	(19,759,000)
Debt Retirement	(725,400)	(749,000)	(773,400)	(780,600)	(805,800)
Internal Charges	(2,044,600)	(2,086,300)	(2,128,200)	(2,169,900)	(2,212,700)
Internal Recoveries	2,044,600	2,086,300	2,128,200	2,169,900	2,212,700
CHANGE IN FINANCIAL EQUITY (Reserves)	(27,730,905)	3,339,150	(21,422)	3,533,052	(1,354,333)
Financial Equity, beginning of year	78,564,600	50,833,695	54,172,845	54,151,423	57,684,475
FINANCIAL EQUITY (Reserves), end of year	\$ 50,833,695	\$ 54,172,845	\$ 54,151,423	\$ 57,684,475	\$ 56,330,142

Notes:

(1) Includes capital grants noted on Schedule B.

(2) Includes capital contributions and DCCs noted on Schedule B.

Municipal Taxation					
Property Taxes	\$ 26,307,000	\$ 28,185,800	\$ 29,294,800	\$ 30,303,700	\$ 31,220,100
Parcel Taxes	5,200	5,200	-	-	-
Grant-in-Lieu of Taxes	263,000	268,200	273,500	278,900	284,500
Utilities 1%-in-Lieu of Taxes	22,800	23,300	23,800	24,300	24,800
	\$ 26,598,000	\$ 28,482,500	\$ 29,592,100	\$ 30,606,900	\$ 31,529,400

**CORPORATION OF THE CITY OF WHITE ROCK
CONSOLIDATED FINANCIAL PLAN
Schedule 'A' to Bylaw No. 2377, 2021**

(continued)

Proportion of Revenues By Funding Source:

The following table shows the proportion of total revenue purposed to be raised from each funding source. Property taxes form the largest portion of revenues. They provide a stable and consistent source of revenues to pay for many services, such as police and fire protection, that are difficult or undesirable to fund on a user-pay basis.

Utilities' rates are the City's second largest reliable component of planned revenues. These revenues pay for services including water, sewer, drainage and solid waste and are charged on a user-pay basis. This basis attempts to fairly apportion utility service costs to those that make use of these services.

Other revenue sources, including sale of services, interest and penalties, government grants and contributions make up the remainder of total revenues. These revenues fluctuate due to economic conditions and City initiatives and in the case of government grants, require approval by senior governments.

Revenue Source	% Total Revenue
Taxation	36%
Utility Rates	18%
Sale of Services	2%
Gov't Grants	24%
Contributions	6%
Other Revenue	12%
Interest & Penalties	2%
	100%

Distribution of Property Taxes Between Property Classes:

The following table provides the distribution of property tax revenue between property classes. The City's primary goal is to set tax rates that are sufficient, after maximizing non-tax revenues, to provide for service delivery; city assets; and maintain tax stability. This is accomplished by maintaining the historical relationship between the property classes and applying the same annual tax rate increase across all Classes. A secondary goal is to set tax rates that are competitive within the region.

Class No	Property Class	% Tax Burden
1	Residential	91%
2	Utilities	<1%
5	Light Industry	<1%
6	Business	8%
8	Recreation/Non-Profit	<1%
		100%

Use of Permissive Exemptions:

The City's Annual Municipal Report contains a list of permissive exemptions granted for the year and the amount of tax revenue foregone. Permissive tax exemption is granted to not-for-profit institutions as per City policy and includes exemptions for religious institutions, service organizations and cultural institutions that form a valuable part of our community. Each year organizations can make an application for permissive exemption which are reviewed on a case-by-case basis.

**CORPORATION OF THE CITY OF WHITE ROCK
CONSOLIDATED CAPITAL PROGRAM**

Schedule 'B' to Bylaw No. 2377, 2021

Note: This Schedule has been provided as an addendum to Schedule A. The figures in this Schedule are included in the consolidated figures in Schedule A.

	2021 Budget	Budget Projections			
		2022	2023	2024	2025
CAPITAL EXPENSES					
Municipal Engineering and Operations	\$ 8,147,000	\$ 2,286,000	\$ 3,237,000	\$ 2,805,000	\$ 6,182,000
Facilities	1,895,000	2,439,000	3,086,000	702,000	4,839,000
Vehicles	2,824,000	337,000	45,000	153,000	584,000
Parks	18,011,000	435,000	711,000	185,000	185,000
Protective Services	511,000	35,000	45,000	-	-
Information Technology	816,000	1,480,000	230,000	205,000	205,000
Parking	291,000	205,000	1,075,000	80,000	80,000
Capital Contingencies	2,581,000	1,200,000	1,300,000	1,400,000	1,400,000
Drainage Infrastructure	15,930,000	1,028,000	1,574,000	1,800,000	1,886,000
Sewer Infrastructure	3,160,000	675,000	2,223,000	2,070,000	2,023,000
Water Infrastructure	3,905,000	2,822,000	1,808,000	2,870,000	2,375,000
Total Capital Expenses	\$ 58,071,000	\$ 12,942,000	\$ 15,334,000	\$ 12,270,000	\$ 19,759,000
FUNDING SOURCES					
Reserve Funds	36,402,200	12,462,100	14,000,100	10,279,500	18,061,400
Development Cost Charges	903,000	149,800	1,055,900	1,302,200	1,109,300
Grants from Other Governments	17,169,400	37,600	-	333,300	333,300
Contributions	3,596,400	292,500	278,000	355,000	255,000
Total Funding Sources	\$ 58,071,000	\$ 12,942,000	\$ 15,334,000	\$ 12,270,000	\$ 19,759,000

CORPORATION OF THE CITY OF WHITE ROCK
CONSOLIDATED STATEMENT OF RESERVES AND DEVELOPMENT COST CHARGES
Schedule 'C' to Bylaw No. 2377, 2021

Note: This Schedule has been provided as an addendum to Schedule A. The reserve figures in this Schedule are included in the consolidated figures in Schedule A.
Development Cost Charges are provided for information, but are deferred charges rather than reserves.
Statutory reserves were established by bylaw in accordance with BC Municipal Legislation.

FINANCIAL EQUITY (RESERVES)	2021	Budget Projections			
	Budget	2022	2023	2024	2025
Transfers (to) from:					
Operating Program	8,671,295	15,801,250	13,978,678	13,812,552	16,707,067
Capital Program	(36,402,200)	(12,462,100)	(14,000,100)	(10,279,500)	(18,061,400)
Change in Financial Equity (Reserves)	(27,730,905)	3,339,150	(21,422)	3,533,052	(1,354,333)
Change in Financial Equity (Reserves)	(27,730,905)	3,339,150	(21,422)	3,533,052	(1,354,333)
Financial Equity, Beginning of Year	78,564,600	50,833,695	54,172,845	54,151,423	57,684,475
Financial Equity, End of Year	50,833,695	54,172,845	54,151,423	57,684,475	56,330,142
CHANGE IN FINANCIAL EQUITY (RESERVES)					
Accumulated Surplus Funds	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Non-Statutory Reserves	(25,163,067)	1,136,655	1,167,145	2,200,291	(6,333,792)
Statutory Reserves					
Land Sale Reserve	4,232	4,317	4,403	4,491	4,581
Equipment Replacement Reserve	(1,509,913)	353,995	752,342	699,308	601,884
Capital Works Reserve	(1,127,020)	(950,743)	(1,411,936)	1,173,705	1,141,832
Local Improvement Reserve	673	687	701	715	729
Community Amenity Reserve	29,190	2,759,239	(569,077)	(580,458)	3,195,433
Change in Financial Equity (Reserves)	\$ (27,730,905)	\$ 3,339,150	\$ (21,422)	\$ 3,533,052	\$ (1,354,333)
FINANCIAL EQUITY (RESERVES) BALANCES					
Accumulated Surplus	\$ 9,159,568	\$ 9,194,568	\$ 9,229,568	\$ 9,264,568	\$ 9,299,568
Non-Statutory Reserves	23,293,932	24,430,587	25,597,732	27,798,023	21,464,231
Statutory Reserves					
Land Sale Reserve	215,838	220,155	224,558	229,049	233,630
Equipment Replacement Reserve	3,823,869	4,177,864	4,930,206	5,629,514	6,231,398
Capital Works Reserve	5,119,203	4,168,460	2,756,524	3,930,229	5,072,061
Local Improvement Reserve	34,344	35,031	35,732	36,447	37,176
Community Amenity Reserve	9,186,941	11,946,180	11,377,103	10,796,645	13,992,078
Total Financial Equity (Reserves)	\$ 50,833,695	\$ 54,172,845	\$ 54,151,423	\$ 57,684,475	\$ 56,330,142
DEVELOPMENT COST CHARGES (DCC RESERVES)					
Change in Statutory DCC Reserves					
Highways DCC	\$ 866,968	\$ 168,659	\$ (270,752)	\$ (345,756)	\$ (406,302)
Drainage DCC	418,485	154,834	(94,771)	(131,916)	(144,654)
Parkland DCC	2,600,425	517,742	538,197	548,961	549,840
Sanitary DCC	332,499	44,215	(194,776)	(248,667)	(68,810)
Water DCC	542,968	97,905	109,963	18,233	102,427
Change in Statutory DCC Reserves	\$ 4,761,345	\$ 983,354	\$ 87,860	\$ (159,146)	\$ 32,500
Statutory DCC Reserves					
Highways DCC	\$ 3,969,719	\$ 4,138,378	\$ 3,867,626	\$ 3,521,870	\$ 3,115,567
Drainage DCC	3,208,815	3,363,649	3,268,877	3,136,961	2,992,307
Parkland DCC	8,156,910	8,674,652	9,212,849	9,761,810	10,311,650
Sanitary DCC	1,105,236	1,149,451	954,676	706,009	637,200
Water DCC	1,648,109	1,746,014	1,855,976	1,874,209	1,976,635
Total Statutory DCC Reserves	\$ 18,088,789	\$ 19,072,143	\$ 19,160,004	\$ 19,000,858	\$ 19,033,359