

**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)	\$ 26,493,400	\$ 28,487,200	\$ 29,597,700	\$ 30,613,300	\$ 31,535,700
	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)	16,620,900	558,100	526,200	859,500	865,500
	Contributions (2)	5,447,200	442,300	1,321,900	1,657,200	1,364,300
	Other Revenue	8,710,500	11,627,900	8,308,100	7,398,300	10,220,600
	Interest and Penalties	1,284,402	1,749,663	1,761,675	1,752,830	1,810,732
	Total Revenues	73,296,602	59,276,063	58,659,875	60,270,430	64,674,832
EXPENSES						
	Operating Expenses	40,476,562	40,009,357	40,025,677	40,823,900	42,192,600
	Interest and Bank Charges	694,700	694,700	687,000	681,300	681,300
	Utility Purchases and Levies	1,832,400	2,033,700	2,273,400	2,557,300	2,966,100
	Amortization	7,305,000	8,524,000	8,965,000	9,178,000	9,420,000
	Total Expenses	50,308,662	51,261,757	51,951,077	53,240,500	55,260,000
EXPENSES						
	General Services					
	Protective Services	12,667,600	13,072,500	13,391,600	13,731,500	14,078,600
	Parks, Recreation and Culture	8,525,100	9,300,900	9,495,900	9,579,500	9,775,500
	Transportation, Engineering and Operations	9,890,800	8,970,300	9,161,500	9,259,300	9,438,400
	General Government	8,677,600	8,998,400	9,106,500	9,352,900	9,570,600
		39,761,100	40,342,100	41,155,500	41,923,200	42,863,100
	Utilities Services					
	Sanitary Sewer Utility	3,432,162	3,282,157	3,540,777	3,864,800	4,322,400
	Drainage Utility	1,159,400	1,303,800	1,319,400	1,351,100	1,396,100
	Solid Waste Utility	1,348,300	1,305,100	1,327,600	1,348,500	1,368,800
	Water Utility	3,913,000	4,333,900	3,920,800	4,071,600	4,628,300
		9,852,862	10,224,957	10,108,577	10,636,000	11,715,600
	Fiscal Expenses					
	Interest on Debt	694,700	694,700	687,000	681,300	681,300
	Total Expenses	50,308,662	51,261,757	51,951,077	53,240,500	55,260,000
INCREASE IN TOTAL EQUITY		22,987,940	8,014,306	6,708,798	7,029,930	9,414,832
Reconciliation to Financial Equity						
	Amortization of Tangible Capital Assets	7,305,000	8,524,000	8,965,000	9,178,000	9,420,000
	Capital Expenses (Schedule B)	(57,114,000)	(13,120,000)	(15,027,000)	(12,475,000)	(19,964,000)
	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)		(27,546,460)	2,669,306	(126,602)	2,952,330	(1,934,968)
Financial Equity, beginning of year		83,921,157	56,374,697	59,044,003	58,917,401	61,869,731
FINANCIAL EQUITY (Reserves), end of year		\$ 56,374,697	\$ 59,044,003	\$ 58,917,401	\$ 61,869,731	\$ 59,934,763

Notes:

(1) Includes capital grants noted on Schedule B.

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

Municipal Taxation					
Property Taxes	\$ 26,202,400	\$ 28,190,500	\$ 29,300,400	\$ 30,310,100	\$ 31,226,400
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
	\$ 26,493,400	\$ 28,487,200	\$ 29,597,700	\$ 30,613,300	\$ 31,535,700

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	23%
Contributions	7%
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	\$ 8,594,000	\$ 2,411,000	\$ 3,387,000	\$ 2,955,000	\$ 6,332,000
Facilities	1,430,000	2,439,000	3,086,000	702,000	4,839,000
Vehicles	2,824,000	337,000	45,000	153,000	584,000
Parks	18,902,000	435,000	211,000	185,000	185,000
Protective Services	566,000	35,000	45,000	-	-
Information Technology	804,000	1,480,000	230,000	205,000	205,000
Parking	236,000	205,000	1,075,000	80,000	80,000
Capital Contingencies	1,100,000	1,200,000	1,300,000	1,400,000	1,400,000
Drainage Infrastructure	16,002,000	1,028,000	1,562,000	1,800,000	1,886,000
Sewer Infrastructure	2,960,000	675,000	2,223,000	2,070,000	2,023,000
Water Infrastructure	3,696,000	2,875,000	1,863,000	2,925,000	2,430,000
Total Capital Expenses	\$ 57,114,000	\$ 13,120,000	\$ 15,027,000	\$ 12,475,000	\$ 19,964,000
FUNDING SOURCES					
Reserve Funds	35,861,200	12,715,100	13,760,100	10,539,500	18,341,400
Development Cost Charges	897,100	129,800	1,055,900	1,302,200	1,089,300
Grants from Other Governments	16,070,400	37,600	-	333,300	333,300
Contributions	4,285,300	237,500	211,000	300,000	200,000
Total Funding Sources	\$ 57,114,000	\$ 13,120,000	\$ 15,027,000	\$ 12,475,000	\$ 19,964,000

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	Budget Projections			
		2022	2023	2024	2025
Transfers (to) from:					
Operating Program	8,314,740	15,384,406	13,633,498	13,491,830	16,406,432
Capital Program	(35,861,200)	(12,715,100)	(13,760,100)	(10,539,500)	(18,341,400)
Change in Financial Equity (Reserves)	(27,546,460)	2,669,306	(126,602)	2,952,330	(1,934,968)
Change in Financial Equity (Reserves)	(27,546,460)	2,669,306	(126,602)	2,952,330	(1,934,968)
Financial Equity, Beginning of Year	83,921,157	56,374,697	59,044,003	58,917,401	61,869,731
Financial Equity, End of Year	56,374,697	59,044,003	58,917,401	61,869,731	59,934,763

CHANGE IN FINANCIAL EQUITY (RESERVES)

Accumulated Surplus Funds	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Non-Statutory Reserves	(20,881,888)	463,121	1,058,199	1,615,730	(6,918,344)
Statutory Reserves					
Land Sale Reserve	4,349	4,435	4,524	4,614	4,707
Equipment Replacement Reserve	(1,492,678)	354,446	752,802	699,777	602,363
Capital Works Reserve	(1,121,254)	(944,608)	(1,405,678)	1,180,088	1,148,342
Local Improvement Reserve	673	687	701	714	729
Community Amenity Reserve	(4,090,662)	2,756,225	(572,150)	(583,593)	3,192,235
Change in Financial Equity (Reserves)	\$ (27,546,460)	\$ 2,669,306	\$ (126,602)	\$ 2,952,330	\$ (1,934,968)

FINANCIAL EQUITY (RESERVES) BALANCES

Accumulated Surplus	\$ 8,806,060	\$ 8,841,060	\$ 8,876,060	\$ 8,911,060	\$ 8,946,060
Non-Statutory Reserves	29,003,925	29,467,046	30,525,245	32,140,975	25,222,631
Statutory Reserves					
Land Sale Reserve	221,762	226,197	230,721	235,335	240,042
Equipment Replacement Reserve	3,846,401	4,200,847	4,953,649	5,653,426	6,255,789
Capital Works Reserve	5,425,939	4,481,331	3,075,653	4,255,741	5,404,083
Local Improvement Reserve	34,338	35,025	35,726	36,440	37,169
Community Amenity Reserve	9,036,272	11,792,497	11,220,347	10,636,754	13,828,989
Total Statutory Reserves	18,564,712	20,735,897	19,516,096	20,817,696	25,766,072
Total Financial Equity (Reserves)	\$ 56,374,697	\$ 59,044,003	\$ 58,917,401	\$ 61,869,731	\$ 59,934,763

DEVELOPMENT COST CHARGES (DCC RESERVES)

Change in Statutory DCC Reserves					
Highways DCC	\$ (112,922)	\$ 157,115	\$ (282,526)	\$ (357,766)	\$ (418,552)
Drainage DCC	(340,204)	145,568	(104,222)	(141,556)	(154,487)
Parkland DCC	468,202	487,666	507,520	517,669	517,924
Sanitary DCC	29,647	40,340	(198,729)	(252,698)	(72,922)
Water DCC	80,639	92,351	104,299	12,454	96,534
Change in Statutory DCC Reserves	\$ 125,362	\$ 923,040	\$ 26,342	\$ (221,897)	\$ (31,503)
Statutory DCC Reserves					
Highways DCC	\$ 3,392,530	\$ 3,549,645	\$ 3,267,119	\$ 2,909,353	\$ 2,490,800
Drainage DCC	2,745,545	2,891,113	2,786,890	2,645,334	2,490,847
Parkland DCC	6,653,108	7,140,774	7,648,294	8,165,963	8,683,887
Sanitary DCC	911,488	951,828	753,100	500,402	427,481
Water DCC	1,370,451	1,462,802	1,567,101	1,579,555	1,676,089
Total Statutory DCC Reserves	\$ 15,073,122	\$ 15,996,162	\$ 16,022,504	\$ 15,800,607	\$ 15,769,104