

**THE CORPORATION OF THE  
CITY OF WHITE ROCK  
BYLAW 2394**



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 amended

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"C" attached hereto and forming part of the "White Rock Financial Plan (2021-2025) Bylaw, 2021, No. 2377", are hereby repealed and replaced by the Schedules "A", "B" and "C" attached hereto and forming part of this bylaw.
2. This Bylaw may be cited for all purposes as the "White Rock Financial Plan (2021-2025) Bylaw, 2021, No. 2377, Amendment No. 1, 2021, No.2394".

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

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MAYOR

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DIRECTOR OF  
CORPORATE ADMINISTRATION

**CORPORATION OF THE CITY OF WHITE ROCK**  
**CONSOLIDATED FINANCIAL PLAN**  
**Schedule 'A' to Bylaw No. 2394, 2021**

	2021 Budget	Budget Projections			
		2022	2023	2024	2025
<b>REVENUE</b>					
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)	4,447,200	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
<b>Total Revenues</b>	<b>72,296,602</b>	<b>59,276,063</b>	<b>58,659,875</b>	<b>60,270,430</b>	<b>64,674,832</b>
<b>EXPENSES</b>					
Operating Expenses	40,714,562	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
<b>Total Expenses</b>	<b>50,546,662</b>	<b>51,261,757</b>	<b>51,951,077</b>	<b>53,240,500</b>	<b>55,260,000</b>
<b>EXPENSES</b>					
<b>General Services</b>					
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	10,128,800	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
	<b>39,999,100</b>	<b>40,342,100</b>	<b>41,155,500</b>	<b>41,923,200</b>	<b>42,863,100</b>
<b>Utilities Services</b>					
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
	<b>9,852,862</b>	<b>10,224,957</b>	<b>10,108,577</b>	<b>10,636,000</b>	<b>11,715,600</b>
<b>Fiscal Expenses</b>					
Interest on Debt	694,700	694,700	687,000	681,300	681,300
<b>Total Expenses</b>	<b>50,546,662</b>	<b>51,261,757</b>	<b>51,951,077</b>	<b>53,240,500</b>	<b>55,260,000</b>
<b>INCREASE IN TOTAL EQUITY</b>	<b>21,749,940</b>	<b>8,014,306</b>	<b>6,708,798</b>	<b>7,029,930</b>	<b>9,414,832</b>
<b>Reconciliation to Financial Equity</b>					
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
<b>CHANGE IN FINANCIAL EQUITY (Reserves)</b>	<b>(28,784,460)</b>	<b>2,669,306</b>	<b>(126,602)</b>	<b>2,952,330</b>	<b>(1,934,968)</b>
<b>Financial Equity, beginning of year</b>	<b>83,921,157</b>	<b>55,136,697</b>	<b>57,806,003</b>	<b>57,679,401</b>	<b>60,631,731</b>
<b>FINANCIAL EQUITY (Reserves), end of year</b>	<b>\$ 55,136,697</b>	<b>\$ 57,806,003</b>	<b>\$ 57,679,401</b>	<b>\$ 60,631,731</b>	<b>\$ 58,696,763</b>

Notes:

(1) Includes capital grants noted on Schedule B.

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

<b>Municipal Taxation</b>					
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
	<b>\$ 26,493,400</b>	<b>\$ 28,487,200</b>	<b>\$ 29,597,700</b>	<b>\$ 30,613,300</b>	<b>\$ 31,535,700</b>

**CORPORATION OF THE CITY OF WHITE ROCK  
CONSOLIDATED FINANCIAL PLAN**

**Schedule 'A' to Bylaw No. 2394, 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	37%
Utility Rates	18%
Sale of Services	2%
Gov't Grants	23%
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	o/o 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. 2394, 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.

	<b>2021 Budget</b>	<b>Budget Projections</b>			
		<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>CAPITAL EXPENSES</b>					
Municipal Engineering and Operations	\$ 8,594,400	\$ 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
<b>Total Capital Expenses</b>	<b>\$ 57,114,400</b>	<b>\$ 13,120,000</b>	<b>\$ 15,027,000</b>	<b>\$ 12,475,000</b>	<b>\$ 19,964,000</b>
<b>FUNDING SOURCES</b>					
Reserve Funds	36,861,200	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	3,285,300	237,500	211,000	300,000	200,000
<b>Total Funding Sources</b>	<b>\$ 57,114,000</b>	<b>\$ 13,120,000</b>	<b>\$ 15,027,000</b>	<b>\$ 12,475,000</b>	<b>\$ 19,964,000</b>

**CORPORATION OF THE CITY OF WHITE ROCK**  
**CONSOLIDATED STATEMENT OF RESERVES AND DEVELOPMENT COST CHARGES**  
**Schedule 'C' to Bylaw No. 2394, 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	8,076,740	15,384,406	13,633,498	13,491,830	16,406,432
Capital Program	(36,861,200)	(12,715,100)	(13,760,100)	(10,539,500)	(18,341,400)
Change in Financial Equity (Reserves)	(28,784,460)	2,669,306	(126,602)	2,952,330	(1,934,968)
Change in Financial Equity (Reserves)	(28,784,460)	2,669,306	(126,602)	2,952,330	(1,934,968)
Financial Equity, Beginning of Year	83,921,157	55,136,697	57,806,003	57,679,401	60,631,731
<b>Financial Equity, End of Year</b>	<b>55,136,697</b>	<b>57,806,003</b>	<b>57,679,401</b>	<b>60,631,731</b>	<b>58,696,763</b>
<b>CHANGE IN FINANCIAL EQUITY (RESERVES)</b>					
Accumulated Surplus Funds	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Non-Statutory Reserves	(20,959,888)	463,121	1,059,199	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	(5,250,662)	2,756,225	(572,150)	(583,593)	3,192,235
<b>Change in Financial Equity (Reserves)</b>	<b>\$ (28,784,460)</b>	<b>\$ 2,669,306</b>	<b>\$ (125,602)</b>	<b>\$ 2,952,330</b>	<b>\$ (1,934,968)</b>
<b>FINANCIAL EQUITY (RESERVES) BALANCES</b>					
Accumulated Surplus	\$ 8,806,060	\$ 8,841,060	\$ 8,876,060	\$ 8,911,060	\$ 8,946,060
Non-Statutory Reserves	28,925,925	29,389,046	30,447,245	32,062,975	25,144,631
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	7,876,272	10,632,497	10,060,347	9,476,754	12,668,989
Total Statutory Reserves	17,404,712	19,575,897	18,356,096	19,657,696	24,606,072
<b>Total Financial Equity (Reserves)</b>	<b>\$ 55,136,697</b>	<b>\$ 57,806,003</b>	<b>\$ 57,679,401</b>	<b>\$ 60,631,731</b>	<b>\$ 58,696,763</b>
<b>DEVELOPMENT COST CHARGES (DCC RESERVES)</b>					
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
<b>Change in Statutory DCC Reserves</b>	<b>\$ 125,362</b>	<b>\$ 923,040</b>	<b>\$ 26,342</b>	<b>\$ (221,897)</b>	<b>\$ (31,503)</b>
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
<b>Total Statutory DCC Reserves</b>	<b>\$ 15,073,122</b>	<b>\$ 15,996,162</b>	<b>\$ 16,022,504</b>	<b>\$ 15,800,607</b>	<b>\$ 15,769,104</b>