



## REPORT | ADMINISTRATIVE REPORT TO COUNCIL

**PRESENTED:** March 31, 2015

**REPORT:** 15-044

**FROM:** Corporate and Community Services

**FILE:** 4530

**SUBJECT:** FIVE-YEAR FINANCIAL PLAN 2015-2019

### COMMENT/RECOMMENDATION FROM THE CHIEF ADMINISTRATIVE OFFICER

That the recommendation of the General Manager of Corporate and Community Services be endorsed.

### RECOMMENDATION

That Council consider giving first, second and third readings to the Five-Year Financial Plan 2015-2019 Bylaw No. 2085, 2015.

### REFERENCES

Appendix "A" – Five-Year Financial Plan 2015-2019 Bylaw No. 2085, 2015

### PURPOSE OF REPORT

The Five-Year Financial Plan 2015-2019 sets out the proposed revenue sources and expenditures for the municipality for the period January 1, 2015 to December 31, 2019.

### DISCUSSION

The *Community Charter* requires municipalities to approve a five-year financial plan bylaw each year prior to the adoption of the annual property tax bylaw before May 15. The attached bylaw and schedules reflect the following guidelines as presented at the March 17, 2015 regular council meeting:

1. To implement a 1.7% increase to property value taxes and solid waste fees in 2015 (excluding non-market and property count changes);
2. To implement a 1.5% increase to water parcel taxes and user fees (excluding property count changes);
3. To implement a 1.0% increase to sewer parcel taxes and user fees (excluding property count changes); and
4. To include the project amounts as described in Appendix A to Administrative Report No. 15-041.

### OTHER POLICY CONSIDERATIONS

Section 165 of the *Community Charter* requires municipalities to prepare a five-year financial plan to be adopted annually by bylaw. Once adopted, the plan is in effect until it is amended, and may be amended by bylaw at any time.

Section 165 (3.1) requires additional disclosure regarding the proportion of revenues from each source and the objectives and policies in relation to the distribution of property value taxes among the different classes. This information is provided in Schedule C of the bylaw.

## **COMMUNITY ENGAGEMENT AND CONSULTATION**

Community engagement and consultation is an ongoing process throughout the year and includes the Community Life Survey, FE&A Oversight Committee, public meetings and printed material and online information.

Engagement and consultation specifically focused on financial planning has taken place at a separate public meeting.

On February 25, 2015 a public open house was held for community members to view budget information, provide comments and ask questions of staff and council. This provided an opportunity hear about community indicators, proposed projects and significant changes proposed for the 2015 operating budget.

An administrative report advising council of the proposed budget guidelines for 2015 and to obtain a council resolution for the guidelines to be used when preparing the 2015-2019 Five-Year Financial Plan was presented at the regular council meeting held on March 17, 2015.

All presentations, including videos, are available to the public on the municipal website. Comments may be provided by emailing [budget@whistler.ca](mailto:budget@whistler.ca)

## **SUMMARY**

The financial plan bylaw sets out the proposed revenues, expenditures and transfers for the years 2015 through 2019 and must be adopted prior to; May 15, 2015 and the adoption of the property tax bylaw before. This bylaw is being presented to council for consideration of the first three readings prior to adoption.

Respectfully submitted,

Ken Roggeman  
DIRECTOR OF FINANCE  
for  
Norm McPhail  
GENERAL MANAGER, CORPORATE AND COMMUNITY SERVICES

**RESORT MUNICIPALITY OF WHISTLER**

**FIVE-YEAR FINANCIAL PLAN 2015-2019 BYLAW NO. 2085, 2015**

**A BYLAW TO ADOPT A FIVE-YEAR FINANCIAL PLAN FOR 2015-2019**

**WHEREAS** the Council must have a financial plan pursuant to Section 165 of the *Community Charter*;

**AND WHEREAS** the Council deems it necessary and appropriate to adopt a five-year financial plan for the years 2015 to 2019;

**NOW THEREFORE**, the Municipal Council of the Resort Municipality of Whistler ENACTS AS FOLLOWS:

1. This Bylaw may be cited for all purposes as the "Five-Year Financial Plan 2015-2019 Bylaw No. 2085, 2015".
2. That Council adopt the Five-Year Financial Plan for the years 2015-2019 inclusive, for each year of the plan, as set out in Schedules A, B and C attached hereto and forming a part of this Bylaw as follows:

Schedule A – Consolidated Operating Summary

Schedule B – Consolidated Project Summary

Schedule C – Supplementary Information

GIVEN FIRST, SECOND, and THIRD READINGS this \_\_ day of \_\_\_\_\_, \_\_\_\_.

ADOPTED this \_\_ day of \_\_\_\_\_, \_\_\_\_.

\_\_\_\_\_  
Nancy Wilhelm-Morden  
Mayor

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

I HEREBY CERTIFY that this is a true copy of "Five-Year Financial Plan 2015-2019 Bylaw No. 2085, 2015".

\_\_\_\_\_  
Shannon Story,  
Corporate Officer

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2015 - 2019**

**BYLAW 2085, 2015  
SCHEDULE A**

	2015	2016	2017	2018	2019
<b>REVENUE</b>					
<b>General Fund</b>					
Property Taxes	35,229,170	36,937,785	37,805,823	38,391,813	38,833,319
Other Property Tax	1,002,584	1,006,323	1,008,108	1,009,236	1,010,027
Government Grants	513,180	513,180	513,180	513,180	513,180
Fees and Charges	9,336,587	9,898,497	10,155,021	10,368,524	10,534,444
Investment Income	2,081,853	1,874,649	1,793,474	1,936,397	2,224,537
RMI Grant	5,161,718	6,730,945	6,685,888	6,685,888	6,685,888
2% MRDT	4,132,021	4,194,001	4,235,941	4,278,301	4,321,084
Works and Service Charges	224,283	224,283	224,283	224,283	224,283
<b>Water Fund</b>					
Parcel Taxes	3,788,907	3,833,345	3,862,958	3,896,664	3,926,762
Fees and Charges	2,767,771	2,799,250	2,819,932	2,843,576	2,864,586
Works and Service Charges	21,288	21,288	21,288	21,288	21,288
<b>Sewer Fund</b>					
Parcel Taxes	3,901,731	3,952,620	3,996,731	4,041,357	4,082,649
Fees and Charges	3,518,702	3,565,512	3,605,915	3,646,782	3,684,692
Works and Service Charges	32,863	32,864	32,865	32,866	32,867
<b>Solid Waste Fund</b>					
Parcel Taxes	-	-	-	-	-
Fees and Charges	4,282,708	4,349,940	4,353,011	4,356,081	4,359,152
Government Grants	444,687	444,687	444,687	444,687	444,687
	<b>76,440,052</b>	<b>80,379,168</b>	<b>81,559,104</b>	<b>82,690,922</b>	<b>83,763,444</b>
<b>EXPENDITURE</b>					
<b>General Fund</b>					
Payroll and Goods & Services	45,749,153	47,629,230	48,841,366	49,803,316	50,765,266
Debt Interest & Principal	690,167	686,968	683,768	680,569	239,299
Residents & Partners	3,430,218	3,470,798	3,498,257	3,525,991	3,554,002
Contingency	547,544	568,093	581,675	592,510	603,340
<b>Water Fund</b>					
Payroll and Goods & Services	2,021,503	2,063,466	2,105,779	2,147,521	2,189,268
Debt Interest & Principal	-	-	-	-	-
<b>Sewer Fund</b>					
Payroll and Goods & Services	2,635,336	2,705,736	2,783,850	2,861,796	2,939,743
Debt Interest & Principal	1,403,786	1,403,786	1,403,786	1,403,786	1,403,786
<b>Solid Waste Fund</b>					
Payroll and Goods & Services	4,348,380	4,410,899	4,436,534	4,438,416	4,439,712
Debt Interest & Principal	838,861	838,861	647,311	510,490	510,490
	<b>61,664,947</b>	<b>63,777,837</b>	<b>64,982,326</b>	<b>65,964,395</b>	<b>66,644,905</b>

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2015 - 2019**

**BYLAW 2085, 2015  
SCHEDULE A Cont'd**

	2015	2016	2017	2018	2019
<b>TRANSFERS TO (FROM ) OTHER FUNDS / RESERVES</b>					
Interest Paid to Reserves	1,840,534	1,632,455	1,514,314	1,544,389	1,730,801
Recreation Works Charges Reserve	118,040	118,040	118,040	118,040	118,040
Transportation Works Charges Reserve	90,480	90,480	90,480	90,480	90,480
Employee Housing Charges Reserve	15,763	15,763	15,763	15,763	15,763
RMI Reserve	(39,455)	1,529,772	1,484,715	1,484,715	1,484,715
2% MRDT Reserve	593,423	614,823	629,304	643,930	658,702
General Capital Reserve	5,063,632	5,033,632	4,999,671	4,990,791	5,212,527
Vehicle Replacement Reserve	491,290	941,290	941,290	941,290	941,290
Library	-	-	-	-	-
General Operating Surplus (Deficit)	(0)	0	0	(0)	(0)
General Operating Reserve	684,878	693,305	866,646	929,771	898,166
Water Works Charges Reserve	21,288	21,288	21,288	21,288	21,288
Water Capital Reserve	2,505,450	2,500,000	2,500,000	2,500,000	2,500,000
Water Operating Reserve	959,840	964,110	955,091	959,804	961,399
Water Operating Surplus (Deficit)	0	(0)	0	0	0
Sewer Works Charges Reserve	32,863	32,864	32,865	32,866	32,867
Sewer Capital Reserve	1,877,576	1,877,516	1,877,516	1,877,516	1,877,517
Sewer Operating Reserve	369,504	381,281	379,795	382,072	379,399
Sewer Operating Surplus (Deficit)	0	(0)	(0)	(0)	0
Solid Waste Capital Reserve	150,000	150,000	150,000	150,000	150,000
Solid Waste Operating Reserve	-	4,713	-	43,812	45,587
Solid Waste Surplus (Deficit)	(0)	(0)	0	0	(0)
	<u>14,775,105</u>	<u>16,601,331</u>	<u>16,576,778</u>	<u>16,726,526</u>	<u>17,118,539</u>
<b>REVENUE LESS EXPENDITURE AND TRANSFERS</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2015 - 2019**

**BYLAW 2085, 2015  
SCHEDULE B**

	2015	2016	2017	2018	2019
<b>REVENUE</b>					
<b>General Fund</b>					
Government Grants	137,740	48,915	48,915	48,915	48,915
Contribution from Developers	-	-	-	-	-
Equipment disposal proceeds	141,600	141,600	141,600	141,600	141,600
Debt Proceeds	-	-	-	-	-
Other Contributions	99,076	19,450	12,887	15,450	12,887
<b>Water Fund</b>					
Government Grants	92,362	-	-	-	-
<b>Sewer Fund</b>					
Government Grants	20,833	-	-	-	29,167
<b>Solid Waste Fund</b>					
Government Grants	-	-	-	-	-
	491,611	209,965	203,402	205,965	232,569
<b>EXPENDITURE</b>					
<b>General Fund</b>					
Non-capital Expenditure	2,240,255	1,355,560	2,650,560	1,250,560	1,200,560
Infrastructure Maintenance	3,274,428	2,719,929	4,560,024	1,378,944	864,424
Capital Expenditure	11,259,784	7,484,104	5,786,274	3,469,972	2,018,558
<b>Water Fund</b>					
Non-capital Expenditure	301,362	117,000	499,000	587,000	250,000
Infrastructure Maintenance	1,232,000	568,000	460,000	460,000	460,000
Capital Expenditure	6,046,000	8,276,800	5,013,800	2,094,900	304,600
<b>Sewer Fund</b>					
Non-capital Expenditure	240,000	191,500	10,000	562,500	120,000
Infrastructure Maintenance	545,500	212,000	200,000	200,000	200,000
Capital Expenditure	887,954	2,402,000	265,000	270,000	275,000
<b>Solid Waste Fund</b>					
Non-capital Expenditure	40,000	-	-	-	-
Infrastructure Maintenance	150,000	150,000	150,000	150,000	150,000
Capital Expenditure	40,000	1,000,000	-	700,000	-
<b>All Funds</b>					
Depreciation	10,160,494	10,525,169	10,908,427	11,129,728	11,260,426
	36,417,777	35,002,062	30,503,084	22,253,604	17,103,567

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2015 - 2019**

**BYLAW 2085, 2015  
SCHEDULE B Cont'd**

	2015	2016	2017	2018	2019
<b>TRANSFERS (TO) FROM OTHER FUNDS (RESERVES)</b>					
RMI Reserve	4,881,784	2,616,801	2,117,801	1,714,801	1,414,801
2% MRDT Reserve	1,217,540	1,287,324	591,316	473,944	236,474
General Capital Reserve	5,382,515	5,363,475	6,393,158	1,107,420	806,135
Recreation Works Charges	-	-	-	-	-
Parking Reserve	-	-	-	-	-
Parkland Reserve	-	-	-	-	-
Vehicle Replacement Reserve	2,185,418	914,634	1,507,224	1,765,952	788,773
Library Reserve	81,879	49,749	37,312	49,749	37,312
General Operating Reserve	2,536,915	1,117,645	2,146,645	781,645	596,645
WVLC Surplus	-	-	-	-	-
Transportation Works Charges	110,000	-	-	-	-
Water Capital Reserve	7,088,000	8,654,800	5,283,800	2,364,900	574,600
Water Operating Reserve	399,000	307,000	689,000	777,000	440,000
Water Works and Service Charges	-	-	-	-	-
Sewer Capital Reserve	1,433,454	2,614,000	465,000	470,000	475,000
Sewer Operating Reserve	219,167	191,500	10,000	562,500	90,833
Sewer Works and Service Charges	-	-	-	-	-
Solid Waste Capital Reserve	190,000	1,150,000	150,000	850,000	150,000
Solid Waste Operating Reserve	40,000	-	-	-	-
	<u>25,765,672</u>	<u>24,266,928</u>	<u>19,391,255</u>	<u>10,917,911</u>	<u>5,610,573</u>
<b>ADD BACK NON CASH ITEMS</b>					
Depreciation	10,160,494	10,525,169	10,908,427	11,129,728	11,260,426
<b>REVENUE AND TRANSFERS LESS EXPENDITURE</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2015 - 2019  
SUPPLEMENTARY INFORMATION**

**BYLAW 2085, 2015  
SCHEDULE C**

**Proportion of total revenue proposed to be raised from each funding source in 2015**

<b>Funding Source</b>	<b>% of Total Revenue</b>	<b>Dollar value</b>
Property value taxes	47%	36,231,755
Parcel taxes	10%	7,690,637
Fees	26%	20,184,201
Investment income	3%	2,081,853
Debt	0%	-
Grants	2%	1,208,802
Transfer taxes	12%	9,293,739
Other	0%	240,676
<b>Total</b>	<b>100%</b>	<b>76,931,663</b>

The municipality will continue to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to maintain a reasonable tax burden by maximizing other revenue sources, lowering the cost of municipal services and shifting the burden to user fees and charges where feasible.

**Proposed distribution of property tax revenue in 2015**

<b>Property Class</b>	<b>% of Total Property Taxation</b>	<b>Dollar value, completed roll</b>
Class 1 - Residential	66.35%	23,424,568.12
Class 2 - Utilities	1.62%	579,311.52
Class 5 - Light industry	0.13%	46,733
Class 6 - Business other	30.32%	10,673,149
Class 8 - Recreational	1.57%	542,778
<b>Total</b>	<b>100%</b>	<b>35,266,540</b>

The municipality will continue to set tax rates to ensure tax stability by maintaining a consistent proportionate relationship between classes. The proposed distribution shown above is consistent with the prior year. In order to maintain the current share of taxation between property classes, minor adjustments are made to the tax ratios to account for market based assessment variation between the classes. This policy provides a balanced tax impact among property classes.



**RESORT MUNICIPALITY OF WHISTLER  
FIVE-YEAR FINANCIAL PLAN 2015 - 2019**

**BYLAW 2085, 2015  
SCHEDULE C Cont'd**

**Permissive Exemptions**

As permitted by the Community Charter, council has granted exemptions from municipal property taxes for the following general purposes:

- \* Land and improvements surrounding a statutorily exempt building for public worship.
- \* Properties owned or held by a not-for-profit organization whose purpose is to contribute to the well-being of the community with the provision of cultural, social, educational or recreational services.

Permissive exemptions for municipal property taxes in 2015 are estimated to be \$297,000.