

**DISTRICT OF SQUAMISH  
2014-2018 DRAFT FINANCIAL PLAN  
SERVICE LEVEL CHANGES**

**GENERAL FUND**

**SERVICE CONTRACTIONS**

**CORPORATE SERVICES**

	NOTES /COMMENTS	ACCEPTED	FTE*
Legal Fees		(12,000)	
Part Time Admin Clerk		(8,276)	(0.14)
Legislative Services - Equipment Maintenance		(4,000)	
Committee Expenses - Minute Taking Services		(2,000)	
Reduction in Paid Newspaper Advertising for Community Campaigns		(4,000)	
Animal Shelter and Pound Office - Reduce operating hours	<i>This contraction is based on full year so may require reduction for partial year in 2014</i>	(18,583)	(0.25)
Reduce Proactive Bylaw Enforcement Patrols and Response to Violations	<i>This contraction is based on full year so may require reduction for partial year in 2014</i>	(15,000)	(0.20)
IT - Server Hosting Reduction		(9,000)	
IT - Contract Services Reduction		(7,000)	
IT - Travel Budget Reduction		(3,000)	
IT - Server Virtualization Reduction		(3,000)	
Training		(3,500)	
Volunteer Practices and Training		(7,500)	-
Fees and Services Charges Recovery Program for Fire Services		(20,000)	

**FINANCIAL SERVICES**

Contingency Reduction		(50,000)	
Community Enhancement Grant Contraction	<i>Approved to date, pending additional information on BIA request for events support</i>	(43,449)	
Tax Write Off Provision		(1,000)	
HR Recruiting		(4,500)	
Organizational Training and Development		(2,000)	
Employee Social and Wellness Program Reduction		(1,000)	
Reduce Library Open Hours	<i>This contraction is based on full year so may require reduction for partial year in 2014</i>	(7,996)	(0.14)
Interlibrary Loan Services - Reduction	<i>This contraction is based on full year so may require reduction for partial year in 2014</i>	(3,510)	(0.06)
Children's programming services changes	<i>This contraction is based on full year so may require reduction for partial year in 2014</i>	(8,230)	(0.13)
Adult Programming Services Reduction	<i>This contraction is based on full year so may require reduction for partial year in 2014</i>	(4,007)	(0.06)
RCMP - Client Services	<i>This contraction is based on full year so will require reduction for partial year in 2014</i>	(66,857)	(1.00)

**BUSINESS AND COMMUNITY SERVICES**

Real Estate Contract Services Reduction		(20,000)	-
Recreation Community Engagement	<i>This contraction is based on full year so will require reduction for partial year in 2014</i>	(95,026)	(1.00)
Brennan Park Needs Assessment Reduction		(15,000)	-
Volunteer Program Removal		(3,750)	-
Campground revenue - upon closure	<i>Campground to remain open but maintenance and revenue updated to net to zero. Based on 2013 revenues revenue to increase to \$20K</i>	(2,575)	-

**DEVELOPMENT SERVICES & PUBLIC WORKS**

Reduce maintenance on select community parks		(12,285)	(0.17)
Sidewalk repair		(13,028)	(0.04)
Bike lane maintenance		(11,547)	(0.15)
Beaver dam control		(7,874)	(0.10)
SD48 Field painting		(13,753)	(0.16)
Campground maintenance	<i>Council determined to maintain camping but indicated to staff to update revenue and expenses to net to zero operating cost</i>	(6,257)	(0.08)
Reduce maintenance at the bowling green		(9,767)	(0.13)
Revenue increases to building and development fees		(200,925)	

**TOTAL CONTRACTIONS**

	<b>\$ (721,195)</b>	<b>(3.79)</b>
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**DISTRICT OF SQUAMISH  
2014-2018 DRAFT FINANCIAL PLAN  
SERVICE LEVEL CHANGES**

	NOTES /COMMENTS	ACCEPTED	FTE*
<b>SERVICE LEVEL INCREASES</b>			
<b>CORPORATE SERVICES</b>			
IT - Website Maintenance		6,000	
<b>FINANCIAL SERVICES</b>			
Additional 1% Contribution to Capital Reserve		214,400	
Increase in Capital Contribution		127,439	
<b>DEVELOPMENT SERVICES</b>			
Invasive species removal		29,542	0.06
Arts Council Building Washrooms - Extend Opening Times		4,130	
Transit and Solid Waste Coordinator	50% to Solid Waste resulting in less impact on taxation	40,085	0.50
<b>TOTAL SERVICE LEVEL INCREASES</b>		<b>\$ 421,596</b>	<b>0.56</b>
<b>SERVICE LEVEL INCREASES DUE TO GROWTH</b>			
<b>DEVELOPMENT SERVICES</b>			
Crumpit Woods - Roads and Drainage		11,882	0.11
Crumpit Woods - Parks		14,797	0.06
<b>TOTAL SERVICE LEVEL INCREASES DUE TO GROWTH</b>		<b>\$ 26,679</b>	<b>0.17</b>
<b>NET SERVICE LEVEL CHANGES - GENERAL FUND</b>		<b>\$ (272,920)</b>	<b>(3.07)</b>
<b>SOLID WASTE FUND</b>			
<b>SERVICE LEVEL INCREASES</b>			
Transit and Solid Waste Coordinator	50% to Solid Waste resulting in less impact on taxation	40,085	0.50
<b>NET SERVICE LEVEL CHANGES - GENERAL FUND</b>		<b>\$ 40,085</b>	<b>0.50</b>
<b>WATER FUND</b>			
<b>SERVICE LEVEL INCREASES DUE TO GROWTH</b>			
Water System Growth		7,504	0.04
Crumpit Woods - Water		27,979	0.10
<b>NET SERVICE LEVEL CHANGES - WATER FUND</b>		<b>\$ 35,483</b>	<b>0.14</b>
<b>SEWER FUND</b>			
<b>SERVICE LEVEL INCREASES</b>			
Chief Operator Waste Water Collections	<i>This is based on full year so will reduce for partial year in 2014</i>	101,747	1.00
WWTP Upgrade		18,000	-
<b>TOTAL SERVICE LEVEL INCREASES</b>		<b>\$ 119,747</b>	<b>1.00</b>
<b>SERVICE LEVEL INCREASES DUE TO GROWTH</b>			
Crumpit Woods - Sewer		13,237	0.09
<b>TOTAL SERVICE LEVEL INCREASES DUE TO GROWTH</b>		<b>\$ 13,237</b>	<b>0.09</b>
<b>NET SERVICE LEVEL CHANGES - SEWER FUND</b>		<b>\$ 132,984</b>	<b>1.09</b>
<b>NET SERVICE LEVEL CHANGES - ALL FUNDS</b>		<b>\$ (64,368)</b>	<b>(1.35)</b>

\* FTE - The best way to measure the increase in staff is to measure by "Full Time Equivalents" (FTEs). This figure incorporates full-time, part-time, seasonal and casual employees and provides a figure that measures these employees as if they were combined together to represent full-time staff. For example, two part-time staff each working 20 hours equals one Full Time Equivalent or FTE.

**DISTRICT OF SQUAMISH  
2014-2018 DRAFT FINANCIAL PLAN  
SPECIAL OPERATING PROJECTS**

NOTES /COMMENTS	ACCEPTED	FTE
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**GENERAL FUND**

**OPERATING PROJECTS - funded by taxation**

Squamish Anniversary Celebration - Shimizu Delegation	10,000	
Update of Marketing Materials following brand enhancement project	5,000	
100 Years Celebrations Operational Support	5,000	
Online payment services for MAIS - Taxes, Dog and Business Licenses	7,500	
Customer Service Project	5,000	
Squamish Business Investor Toolkit	35,000	
Squamish Economic Development Strategy - Branding -unfunded portion	19,212	
Employment Lands Strategy - unfunded portion	15,000	
Program and Policy Development	10,000	
Corporate GIS Strategy.xml	20,000	
Cheekye_Cheakamus Confluence Sediment Removal.xml	<i>Staff to approach Province to solicit funding for 2/3rd if project to proceed</i>	43,333
BP - Ice resurfacers boiler replacement	10,000	
Municipal Hall - siding repairs and re paint	25,000	
Municipal Hall plumbing upgrades	20,000	
RCMP exterior maintenance	5,000	
RCMP - catch tray under hot water tank	8,000	
Arts Council Washroom upgrades	10,000	
Arts Council Building exterior repairs	10,000	
Drop In Centre - siding repairs	6,000	
BP Concession building railing repairs	10,000	
Adventure Centre exterior wood staining and floor repairs	31,000	
RCMP well pump servicing	15,000	
DS - Building _ Business License Bylaw Amendments	33,000	
Downtown Revitalization	70,000	
DS-Biennale - unfunded	<i>Budget amount pending clarification of in-kind and site preparation costs</i>	10,000
100 Years Celebrations Operational Support	20,000	
Automation Improvements at 3rd Ave. Tide Gates	10,000	
Banners	18,000	
DS - Voluntary Community Amenity Contribution Policy	<i>Council reduced requiring more in house staff</i>	20,000
Recycling Bin - Pilot Project Down Town (non capital portion)	<i>Council requested: Trial in 2014 - 1/2 yr maintenance.</i>	1,403
<b>TOTAL OPERATING PROJECTS - funded by taxation</b>	<b>507,448</b>	<b>0.06</b>

**OPERATING PROJECTS - funded by alternate sources**

Election-funded from cyclic reserve	52,000	
Managed Network - Carry Forward	50,000	
Technical Rescue Funding - Carry Forward	18,000	
Reconstruct the General Ledger for Finance - Carry Forward	7,000	
Occupational Health and Safety Audit Implementation - Carry Forward	5,000	
Airport Long - Term Lease - Phase 2 Geotech Analysis - Carry Forward	30,000	
Marine Strategy - Phase 1 - Carry Forward	25,000	

**DISTRICT OF SQUAMISH  
2014-2018 DRAFT FINANCIAL PLAN  
SPECIAL OPERATING PROJECTS**

	NOTES /COMMENTS	ACCEPTED	FTE
Squamish Economic Development Strategy - Branding - Carryforward		45,788	
Employment Lands Strategy - Carryforward		35,000	
Flood Hazard Management Plan - Community Works Fund		155,000	
Master Drainage Plans - Community Works Fund		50,000	
DS - Biennale - Portion Funded By Donation		10,000	
SODC Consulting Services		100,000	
Cheekye_Cheakamus Confluence Sediment Removal.xml	<i>Cost to be recovered from SODC for net zero impact</i>	86,667	
	<i>Council directed that only to proceed if costs shared 2/3rd</i>		
<b>TOTAL OPERATING PROJECTS - funded by alternate sources</b>		<b>669,455</b>	-
<b>TOTAL ALL PROJECTS - GENERAL FUND</b>		<b>\$ 1,176,903</b>	<b>0.06</b>

**SOLID WASTE FUND**

<b>SPECIAL PROJECTS - funded from taxation</b>			
Solid Waste Utility RFP for Collection Contract		30,000	
<b>TOTAL ALL PROJECTS - SOLID WASTE FUND</b>		<b>\$ 30,000</b>	-

**WATER FUND**

<b>PROJECTS - funded from taxation</b>			
Modify Ayr Drive Water Control Station		10,000	
Water Operational Improvements		15,000	
Well Protection Plan and Implementation - Unfunded Portion		20,000	
<b>TOTAL PROJECTS - funded from taxation</b>		<b>45,000</b>	-
<b>PROJECTS - funded by alternate sources</b>			
Water Master Plan - Community Works Fund		100,000	
Well Protection Plan and Implementation - Carry Forward		100,000	
<b>TOTAL PROJECTS - funded by alternate sources</b>		<b>200,000</b>	
<b>TOTAL ALL PROJECTS - WATER FUND</b>		<b>\$ 245,000</b>	-

**SEWER FUND**

<b>PROJECTS - funded from taxation</b>			
Liquid Waste Management Plan Stage 3 - unfunded portion		25,000	
Sanitary Sewer Master Plan Update		121,020	
<b>TOTAL PROJECTS - funded from taxation</b>		<b>146,020</b>	-
<b>PROJECTS - funded by alternate sources</b>			
Liquid Waste Management Plan Stage 3 - Carry Forward		50,000	
<b>TOTAL PROJECTS - funded by alternate sources</b>		<b>50,000</b>	
<b>TOTAL ALL PROJECTS - SEWER FUND</b>		<b>\$ 196,020</b>	-

**DISTRICT OF SQUAMISH  
2014-2018 DRAFT FINANCIAL PLAN  
COUNCIL ADJUSTMENTS TO CAPITAL PLAN**

	AMOUNT					NOTES /COMMENTS
	2014	2015	2016	2017	2018	
<b>GENERAL FUND</b>						
Cycling infrastructure improvements	100,000					<i>Add additional \$100,000 to cycling infrastructure this year versus starting in 2015</i>
BP Electrical Transformers	(100,000)		100,000			<i>Project deferred to 2016 due to BC Hydro parter timing</i>
Legacy Project	100,000					<i>February 4 Council resolution to add this project - 50% to come from Legacy Grant</i>
Recycling Bin Pilot Project	10,000					<i>Council requested pilot project in Downtown for 2014. Capital outlay for bins and operating costs during pilot project</i>
<b>TOTAL ADJUSTMENTS</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	