

# 2014-2018 Capital Plan



## Key Long Term Financial Policies

- **Use debt for larger projects where reserves and current revenues will not be sufficient;**
  - A project threshold of \$300,000 in the short term, increasing up to \$1,000,000 over a 5-year period was proposed.
- **Finance smaller projects through reserves and current revenues.**
- **Maintain a debt servicing ratio that allows borrowing room for emergencies and unexpected opportunities;**
  - A debt servicing ratio to a maximum of 20% was proposed.

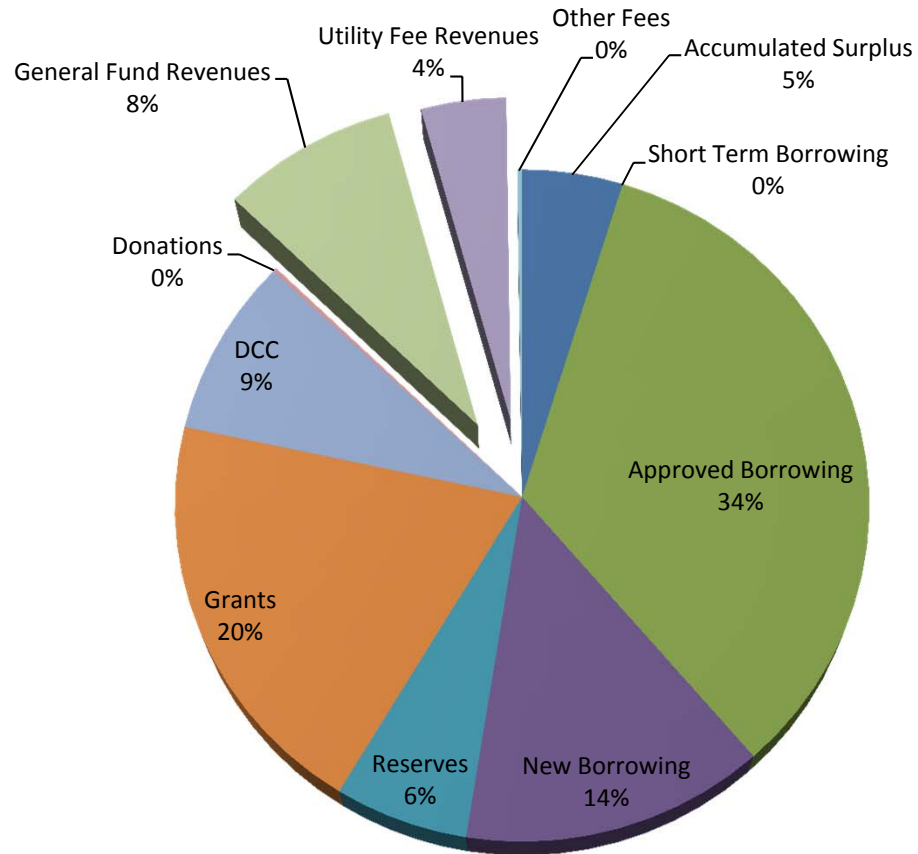


## Quick Facts on Capital Infrastructure

### According to our 2012 financial statements we have:

- \$144 million of assets in the general fund (book value);
- \$80 million of assets in the water and sewer funds;
- Amortization indicates assets, on average, have 60-65% remaining life;
- Current available reserves to replace these assets are \$6.5 million and \$3 million respectively, or 4.6% and 3.8% of the original cost let alone replacement value;
- The General Fund capital plan continues to fund projects over \$125K from borrowing which falls below policy targets.

## 2013 Capital Plan Financing





# Capital Funding Envelope

## Why?

- Debt service estimated at \$3.3 million for 2014;
- First debt payment for SODC of \$3.2 million due 2014 ;
- Policy target is to cap debt servicing at 20% of revenue or \$6.5 million for debt servicing;
- The legal maximum is 25% affording us \$8.14 million;
- Borrowing scenarios for 2014-2018 indicated the need to restrict new borrowing below \$2M in 2014 to remain below legal authorities over the long range plan but our policy of 20% is precarious.



## Capital Funding Envelope (cont'd)

- With \$2 million borrowing, limited reserves and constraints on increasing taxes beyond the 2013 level, the capital plan is heavily restricted;
- Water and sewer funds are forced into self-sufficiency;
- Capital Managers encouraged to employ Community Works Fund;
- Still, the total possible funding envelope for new projects came in at \$6.58 million and had to be allocated to four Capital Managers and included water and sewer;
- Equipment Reserve is available for fleet purchases in addition to the envelope if the asset is identified.



## Five Year Capital Plan – Management Recommendation

- **Capital Summary:**

- New borrowing is maintained within the envelope over the five years and is lower than past years;
- Water and Sewer are moving away from borrowing and relying more on self-funding;
- However, the General Fund direct contribution from revenue is \$119,025 over 2014 –slow progress towards achieving long term financial policies for this fund.



## Capital Fund – Management Recommendation

- In order to reach zero % for 2014, we would fund \$1,410,778 (\$8,414 reduction over 2013);
- Management’s Recommendation is to fund \$1,538,217;
  - The difference is a result of the Government Road/Depot Road intersection project included at \$127,439.
- EMBC grant for 2015/2016 not yet confirmed.





## Five Year Capital Plan – Management Recommendation

- DCCs
  - After 2015, the Plan assumes the new DCC bylaw will be in effect;
  - The Plan currently assumes borrowing between DCC reserves until other capital funding constraints are resolved;
  - All DCC reserves are forecast to be drawn down to just under \$4 million over the five year plan based on reserve balances today.
- **Detailed Capital Plan**
  - Capital Managers will highlight key projects for 2014 and 2015 and outline their approach to project selection.



## **Five Year Capital Plan – Management Recommendation**

- **What didn't make the Plan?**

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN WORKSHOP  
ADDITIONAL CAPITAL PROJECT REQUESTS - NOT INCLUDED IN MANAGEMENT'S RECOMMENDATION**

		AMOUNT					NOTES /COMMENTS	AGREE	MGT REC.
		2014	2015	2016	2017	2018			
<b>GENERAL FUND</b>									
Council Workstation Upgrades	CK	12,000							
Legacy Capital Project	RM	500,000	500,000						
Pedestrian Infrastructure Improvements	RM		100,000	100,000	100,000	100,000			
Undergrounding of BC Hydro Utility Lines - Second Avenue	RM	65,000	2,392,000						
Field 5 Spectator Covered Area	BS	40,000							
Hendrickson Field - Light Installation	BS	380,000							
Replace Greenhouse	BS	40,000							
SVMF Upgrades	BS	1,225,000	1,000,000						
Electrician Man-Lift Truck	BS	120,000							

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN WORKSHOP  
ADDITIONAL CAPITAL PROJECT REQUESTS - NOT INCLUDED IN MANAGEMENT'S RECOMMENDATION**

		AMOUNT					NOTES /COMMENTS	AGREE	MGT REC.
		2014	2015	2016	2017	2018			
Sidewalk/Trail Maintenance Unit	BS	191,571							
Trailer for Roller Compactor	BS	14,815							
Brennan Park - Commercial Way Trail	BS	156,098							
DS - Squamish Signage and Wayfinding Program	CB		150,000						
Youth Centre - Lighting Upgrade from T12 to T8	CS		5,000						
BP - Community Centre storefront doors	CS		35,000						
BP - Community Centre Lobby HVAC	CS		38,000						
BP - Exterior Signage	CS		50,000						
<b>TOTAL GENERAL FUND CAPITAL PROJECTS</b>		<b>\$ 2,167,484</b>	<b>\$ 1,278,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>			

**UTILITIES**

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN WORKSHOP  
ADDITIONAL CAPITAL PROJECT REQUESTS - NOT INCLUDED IN MANAGEMENT'S RECOMMENDATION**

	AMOUNT					NOTES /COMMENTS	AGREE	MGT REC.
	2014	2015	2016	2017	2018			
Temporary Storage Containers - Utilites	Water	10,000						
Sewer Maintenance Unit	Sewer		175,000					
Pipe Locator	Sewer	8,000						
<b>TOTAL UTILITY CAPITAL PROJECTS</b>		<b>\$ 18,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		



## Capital Plan Highlights - Engineering 2013

### Completed 18 Projects total of \$11 million:

- Landfill Upgrades- new depot, new cell, close cell 1;
- Westway water line – 1.9km, 300mm plus PRV;
- Government Road sewer – 1km, 450mm;
- Cheakamus Bridge – deck resurface;
- EMBC Flood Protection – North Yards, Brackendale, sediment removal;
- Annual Paving program – 17 roads rebuilt;
- Mamquam Blind Channel Dredge – safe boating.



# Capital Plan Highlights and Prioritization: Municipal Infrastructure – General Fund (24)

## Methodology for prioritizing and selecting projects

- Project Identification - Reviewed existing plans and studies (Asset Management Plan, Multi-Modal Transportation Plan, Capital Plans, OCP, DCC Bylaw list, pending DP's);
- Financial Capacity - Reviewed spending envelope provided by Finance;
- Used the following selection criteria to prioritize and select projects to fit spending limits:
  - 1) Risk;
  - 2) Rehabilitation/Replacement;
  - 3) Efficiency;
  - 4) New Initiatives.

## Key projects for 2014 and 2015

- 1) Risk - Squamish River dike raise, Eagle Viewing Area dike upgrades;
- 2) Rehabilitation/Replacement - annual road reconstruction, Eagle Run Bridge replacement;
- 3) Efficiency - Corridor Trail expansion, trail and bicycle east-west connections;
- 4) New Initiatives - Cleveland Avenue – Victoria to Main streetscape upgrades.



# Capital Plan Highlights and Prioritization: Municipal Infrastructure – Utilities (9)

## Methodology for prioritizing and selecting projects

- Project Identification - Reviewed existing plans and studies (Asset Management Plan, Capital Plans, DCC Bylaw project list, pending developments);
- Financial Capacity - Reviewed spending envelope provided by Finance;
- Used the following selection criteria to prioritize/select projects to fit within spending limits:
  - 1) Risk;
  - 2) Rehabilitation/Replacement;
  - 3) Efficiency;
  - 4) Growth.

## Key projects for 2014 and 2015

- 1) Risk - WWTP centrifuge, water fill stations, Judd Road sewer upgrades;
- 2) Rehabilitation/Replacement - annual lift station reconstruction;
- 3) Efficiency - decommission C3, C4, C5, C7 lift stations;
- 4) Growth – new water supply, new reservoir, Loggers Lane/Centennial Way watermain, C11/M13 Lift Station Upgrades, Government Road Sewer.



# Capital Plan Highlights and Prioritization: Fire Rescue





# Capital Plan: Fire Rescue

**2014**

## **Fleet Replacement 1992 Fire Pumper - \$545,000**

- This vehicle no longer meets the criteria to support the Fire Underwriters Survey (FUS);
- Failure to replace this apparatus may result in an increase to Residential and Commercial Fire Insurance premiums and may reduce our Municipal insurance rating;
- National Fire Protection Association recommends replacement after 15 years;
- FUS gives no credit for Fire Apparatus over 20 years old.



# Capital Plan: Fire Rescue

**2014**

## **Replacement of Fire Prevention Vehicle (2004 Ford Ranger) - \$55,000**

- Recommendation that the prevention vehicle be replaced with a Fire Incident Command Vehicle;
- The existing Command vehicle does not provide the required space, equipment or technologies necessary to support tactical decision-making at today's emergency incidents;
- The existing Command vehicle will be moved into a support role for prevention and education.



## **Capital Plan: Fire Rescue**

**2014**

### **Fire Fighting Equipment Inventory Maintenance - \$15,000**

- Provides funding to purchase hose and firefighting equipment necessary to maintain inventory levels.

**2015**

### **Replacement of Fire Prevention Vehicle (2005 Chevrolet Uplander Compact Van) - \$40,000**

- Recommend replacing van with a multi-purpose 4-wheel drive pick-up style vehicle with seating for 5. Includes all emergency warning devices and lighting including NFPA and DOT compliant reflective markings.



# Capital Plan: Fire Rescue

**2015**

## **Replacement of Rescue Truck (2003 Ford F550 & 1993 Grumman Van) - \$325,000**

- Recommend replacing Light Duty Rescue and Grumman Van with a Medium Duty Rescue Truck;
- This will provide the department with a vehicle that has adequate space and weight carrying capacity to accommodate all the equipment and manpower needed at the various rescue scenes we attend to.

# Capital Plan Highlights and Prioritization: Fleet





# Capital Plan: Fleet

## Methodology for funding and replacement:

- Fleet has its own replacement reserve that each department that has a vehicle contributes to annually;
  - Covers fuel, maintenance AND replacement;
  - *This fund cannot be used for other purposes;*
- We rely on borrowing or taxation dollars ONLY when we add to the fleet or fix problems in the replacement fund;
- Replacement frequency follows Best Management Practices and varies from 7 to 15 years, depending on the unit.





## Capital Plan: Fleet

### 2014

Unit 9075	2004 F550 Plow/Dump	\$120,000
Unit 9076	2004 F250 4X4 Pick up	\$38,000
Unit 9378	1973 Spartan Generator	\$75,000
Unit 9412	2004 Trail-eze Trailer	\$40,000
Unit 9415	2005 Elgin Sweeper	\$250,000
Unit F9338	1997 Chev S10 Pickup	\$38,000

### 2015

Unit 9078	2005 Ford Ranger Pickup	\$28,000
Unit 9079	2005 New Holland Tractor	\$75,000
Unit 9082	2005 Scott Trailer	\$8,000
Unit 9419	Inger Roller/Compactor	\$39,000
Unit F9411	2004 Ford Freestar Van	\$25,000





# Capital Plan Highlights and Prioritization: Facilities

## Methodology for prioritizing and selecting projects

Reviewed existing plans and studies including the RDH Asset Management Plan and Green Building Action Plan. Projects then prioritized according to:

- Safety;
- Failed equipment;
- Energy conservation;
- Financial resources.

### Key projects for 2014 to 2016

- Forestry Building roof top unit replacement and duct work \$131,000 (2014);
- Public Works ladies change room \$30,000 (2014);
- Municipal Hall roof top unit replacement \$66,000 (2015 and 2016);
- Brennan Park Arena slab replacement \$1,320,000 (2015 and 2016);
- Tantalus Fire Hall seismic rehabilitation \$1,990,000 (2014 and 2015).



# Capital Plan Highlights and Prioritization: Information Technology and Office Systems

## Methodology for prioritizing and selecting projects

- Network and server infrastructure has been upgraded;
- Focus is now on organization-wide software/system needs (where we have no systems) to operate more effectively, gain efficiencies, and eliminate department silos;
- Working within new capital envelope and phasing projects;
- Continuing to improve utilization of existing software with help of Business Analyst.



# Capital Plan Highlights and Prioritization: Information Technology and Office Systems

## Key projects for 2014 and 2015

- Electronic Document Management System completion (\$94k);
- Asset Management System (\$60k);
- Fleet Maintenance System (\$20k);
- Annual Workstation Upgrades (\$20k);
- Council Chamber AV/Media System Upgrades (\$25k);
- Development Services System – phase 1 (\$80k).

**DISTRICT OF SQUAMISH**  
**2014-2018 FINANCIAL PLAN**  
**CAPITAL PLAN - Management Recommendation**

Project	Total Cost	2014 Budget	2015 budget	2016 Budget	2017 Budget	2018 Budget
<b>Capital Revenues</b>						
Accumulated Surplus		\$ 313,964	\$ -	\$ -	\$ -	\$ -
Approved Borrowing		3,272,976	-	400,000	-	-
New Borrowing		940,000	2,640,630	3,406,666	3,130,900	5,064,340
Other Reserves		235,000	-	-	-	-
Reserves		854,833	365,986	315,922	130,462	543,255
Grants & Other		1,159,000	1,902,033	2,933,334	100,000	1,600,000
DCC		535,000	1,943,760	3,891,930	1,895,350	335,460
General Fund Revenues		1,538,217	1,443,000	1,792,000	1,317,000	1,085,000
Utility Fee Revenues		1,981,300	2,717,240	2,465,070	1,663,750	1,552,200
		<u>\$ 10,830,290</u>	<u>\$ 11,012,649</u>	<u>\$ 15,204,922</u>	<u>\$ 8,237,462</u>	<u>\$ 10,180,255</u>
<b>Expenditure Summary</b>						
General Government	\$ 2,752,110	\$ 400,530	\$ 144,000	\$ 172,000	\$ 972,000	\$ 1,090,000
Protective Services	5,240,000	905,000	2,075,000	703,000	1,502,000	55,000
Transportation	13,669,585	3,846,035	3,338,649	3,730,922	1,130,462	1,543,255
Economic and Community Development	235,000	235,000	-	-	-	-
Recreation, Parks and Trails	5,031,000	567,000	294,000	2,642,000	778,000	750,000
Solid Waste Utility	6,950,000	800,000	-	1,500,000	150,000	4,500,000
Water Utility	14,636,075	1,996,075	2,913,000	4,727,000	3,155,000	1,842,000
Sewer Utility	7,008,650	2,080,650	2,248,000	1,730,000	550,000	400,000
	<u>\$ 55,522,420</u>	<u>\$ 10,830,290</u>	<u>\$ 11,012,649</u>	<u>\$ 15,204,922</u>	<u>\$ 8,237,462</u>	<u>\$ 10,180,255</u>

<b>Grants Breakdown</b>						
BC EMBC Program			\$ 1,207,033	\$ 1,333,334		
Ministry of Transportation		5,000	95,000			
Letter of Credit		204,000				
Community Works Fund		255,000	100,000	100,000	100,000	100,000
Gas Tax Grant		418,000				
Proceeds on sale		2,000				
Post Closure Liability				1,500,000		1,500,000
CWF -Sewer		275,000	500,000			
<b>Total</b>		<u>\$ 1,159,000</u>	<u>\$ 1,902,033</u>	<u>\$ 2,933,334</u>	<u>\$ 100,000</u>	<u>\$ 1,600,000</u>

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN  
CAPITAL PLAN - Management Recommendation**

							Summary Of Funding Over The Five Year Plan						
Project	Total Cost	2014 Budget	2015 budget	2016 Budget	2017 Budget	2018 Budget	Accum Surplus Draw	Approved Borrowing	New Borrowing	Reserve	Grants & Other	Developer Contribution (Note 2)	Fund From Revenue
<b>General Government</b>													
<b>Facilities</b>													
Municipal Hall 2 New Roofs	720,000				720,000		-	-	720,000	-	-	-	-
Forestry Building New Roof	730,000					730,000	-	-	730,000	-	-	-	-
Forestry Building New Doors	20,000				20,000		-	-	-	-	-	-	20,000
Arts Council Building Replace Windows	22,000				22,000		-	-	-	-	-	-	22,000
Forestry Building Roof Top Unit Replacement	123,110	123,110					-	123,110	-	-	-	-	-
Municipal Hall Roof Top Unit replacement	66,000		44,000	22,000			-	-	-	-	-	-	66,000
Forestry Building HVAC Duct work	25,000	6,420					-	-	-	-	-	-	6,420
Forestry Building - New Hot Water Tank	10,000	10,000					10,000	-	-	-	-	-	-
	1,716,110	139,530	44,000	22,000	762,000	730,000	10,000	123,110	1,450,000	-	-	-	114,420
<b>Information Technology</b>													
Asset Management System	60,000	60,000					60,000	-	-	-	-	-	-
Council Video Edit System and Projector Upgrades	25,000	25,000					-	-	-	-	-	-	25,000
Development Services System (phase 1)	80,000		80,000				-	-	-	-	-	-	80,000
Development Services System (phase 2)	40,000			40,000			-	-	-	-	-	-	40,000
Document Management System - Project Completion	94,000	94,000					-	24,000	-	-	-	-	70,000
Finance System Upgrade	280,000				100,000	180,000	-	-	280,000	-	-	-	-
Fleet Management System	20,000	20,000					-	20,000	-	-	-	-	-
Phone System Upgrade - Carry Forward	20,000	20,000					-	20,000	-	-	-	-	-
Rec Services System Upgrade	80,000				80,000		-	-	-	-	-	-	80,000
Server Hardware Upgrades	40,000			40,000			-	-	-	-	-	-	40,000
Thunderbird Tower Replacement	150,000					150,000	-	-	150,000	-	-	-	-
Workstation Upgrades	60,000	25,000	20,000	20,000	20,000	20,000	-	-	-	-	-	-	105,000
	949,000	244,000	100,000	100,000	200,000	350,000	60,000	64,000	430,000	-	-	-	440,000
<b>Library</b>													
Public Space Planning Renovations	45,000			25,000	10,000	10,000	-	-	-	-	-	-	45,000
Computer Access Upgrade	25,000			25,000			-	-	-	-	-	-	25,000
Public Space Improvement	7,000	7,000					-	-	-	-	-	-	7,000
Space Planning Project	10,000	10,000					-	-	-	-	-	-	10,000
	87,000	17,000	-	50,000	10,000	10,000	-	-	-	-	-	-	87,000
<b>Total General Government</b>	\$ 2,752,110	\$ 400,530	\$ 144,000	\$ 172,000	\$ 972,000	\$ 1,090,000	\$ 70,000	\$ 187,110	\$ 1,880,000	\$ -	\$ -	\$ -	\$ 641,420
<b>Protective Services</b>													
<b>Police Services Facilities</b>													
RCMP New Exterior Camera	40,000				40,000		-	-	-	-	-	-	40,000
	40,000	-	-	-	40,000	-	-	-	-	-	-	-	40,000
<b>Fire Services Operations and Facilities</b>													
Fire Vehicle - Replace 2008 Chev CMD1	37,000			37,000			-	-	-	-	-	-	37,000
Fleet Addition - Contribution to Multi Use Vehicle	100,000			100,000			-	-	100,000	-	-	-	-
Records Management System Upgrade	50,000			50,000			-	-	-	-	-	-	50,000
Firefighting Equipment - Hose and Appliances	90,000			40,000	25,000	25,000	-	-	-	-	-	-	90,000
Equipment Replacement - SCBA	225,000				225,000		-	-	225,000	-	-	-	-
Fire Fighting Equipment Inventory Maintenance - Option 1	105,000	15,000		40,000	25,000	25,000	-	-	-	-	-	-	105,000
Replacement of Fire Department Vehicle (FP-1)	40,000		40,000				-	-	-	40,000	-	-	-
Replacement of Fire Prevention Vehicle (FP-2)	55,000	55,000					-	-	-	33,081	2,000	-	19,919
Replacement Rescue Truck - Option 1	325,000		325,000				-	-	207,113	117,887	-	-	-
Fleet Replacement of 1992 Peterbilt Fire Apparatus	545,000	545,000					-	-	-	545,000	-	-	-
Fire Vehicle - Replace 2010 Chev - CMD 201	37,000				37,000		-	-	-	-	-	-	37,000
Fire Vehicle - 1997 Aerial Apparatus 51	1,150,000				1,150,000		-	-	1,150,000	-	-	-	-
Firehall Tantalus Overhead doors	60,000			60,000			-	-	-	-	-	-	60,000
Firehall Tantalus Roof Top Unit Replacement	15,000			15,000			-	-	-	-	-	-	15,000
Firehall Valleycliffe Tower Rebuild	355,000			355,000			-	-	355,000	-	-	-	-
Tantalus Firehall Seismic Upgrade	2,000,000	290,000	1,710,000				-	-	2,000,000	-	-	-	-
	5,189,000	905,000	2,075,000	697,000	1,462,000	50,000	-	-	4,037,113	735,968	2,000	-	413,919
<b>Bylaw Enforcement &amp; Facilities</b>													
Dog Pound Canopy Roof	6,000			6,000			-	-	-	-	-	-	6,000
Dog Pound New Office Furniture	5,000					5,000	-	-	-	-	-	-	5,000
	11,000	-	-	6,000	-	5,000	-	-	-	-	-	-	11,000
<b>Total Protective Services</b>	\$ 5,240,000	\$ 905,000	\$ 2,075,000	\$ 703,000	\$ 1,502,000	\$ 55,000	\$ -	\$ -	\$ 735,968	\$ 2,000	\$ -	\$ -	\$ 464,919

Items in blue represent additions or changes for Management recommendation

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN  
CAPITAL PLAN - Management Recommendation**

							Summary Of Funding Over The Five Year Plan						
Project	Total Cost	2014 Budget	2015 budget	2016 Budget	2017 Budget	2018 Budget	Accum Surplus Draw	Approved Borrowing	New Borrowing	Reserve	Grants & Other	Developer Contribution (Note 2)	Fund From Revenue
<b>Transportation and Transit</b>													
<b>Flood Protection</b>													
Eagle Viewing Area Dike Upgrades	2,625,000	625,000		2,000,000			-	75,000	1,216,666	-	1,333,334	-	-
Raise Squamish River Dyke	1,910,550	100,000	1,810,550				-	100,000	603,517	-	1,207,033	-	-
Improve Flap Gate Security	20,000	20,000					-	-	-	-	-	-	20,000
	4,555,550	745,000	1,810,550	2,000,000	-	-	-	175,000	1,820,183	-	2,540,367	-	20,000
<b>Roads, Drainage, Bridges and Sidewalks</b>													
Annual Road Reconstruction	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-	-	-	-	5,000,000
Battery Back Up for District Owned Traffic Lights	45,000	15,000	15,000	15,000			-	-	-	-	-	-	45,000
Centennial Way Improvements	100,000	5,000	95,000				-	-	-	-	100,000	-	-
Cleveland - Victoria to Main Streetscape upgrades	500,000	100,000		400,000			-	500,000	-	-	-	-	-
Dryden Road Paving (Bracken Arms Development)	46,000	46,000					-	-	-	-	46,000	-	-
Eagle Viewing Area Parking Area Improvements	50,000	50,000					50,000	-	-	-	-	-	-
Kingfisher Paving (Logger's Creek Development)	80,500	80,500					-	-	-	-	80,500	-	-
School Zone Traffic Safety Improvements	100,000		100,000				-	-	-	-	-	-	100,000
The Crescent Paving (University Heights Devolpment)	77,500	77,500					-	-	-	-	77,500	-	-
Trail and Bicycle Route East West Connections	220,000	220,000					20,000	-	-	-	200,000	-	-
Eagle Run Drive Bridge Replacement	800,000	800,000					-	712,468	-	-	-	-	87,532
Flap Gate Replacement - Logger's Lane Culvert	30,000	30,000					-	-	-	-	30,000	-	-
Smoke Bluffs Culvert Replacement	125,000	25,000	100,000				-	-	-	-	25,000	-	100,000
							-	-	-	-	-	-	-
Government Rd - Depot Rd Intersection Improvements	127,439	127,439					-	-	-	-	-	-	127,439
	7,301,439	2,576,439	1,310,000	1,415,000	1,000,000	1,000,000	70,000	1,212,468	-	-	559,000	-	5,459,971
<b>Public Works Facilities</b>													
Public Works Ladies change room upgrades	30,000	30,000					-	-	-	-	-	-	30,000
Public Works shop improvement	50,000	50,000					-	-	-	-	-	-	50,000
Public Works Yard gas furnace	10,000		10,000				-	-	-	-	-	-	10,000
Harris Slough Pumphouse roof replacement	15,000	15,000					-	-	-	-	-	-	15,000
							-	-	-	-	-	-	-
	105,000	95,000	10,000	-	-	-	-	-	-	-	-	-	105,000

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN  
CAPITAL PLAN - Management Recommendation**

							Summary Of Funding Over The Five Year Plan						
Project	Total Cost	2014 Budget	2015 budget	2016 Budget	2017 Budget	2018 Budget	Accum Surplus Draw	Approved Borrowing	New Borrowing	Reserve	Grants & Other	Developer Contribution (Note 2)	Fund From Revenue
<b>Transportation and Transit (continued)</b>													
<b>Fleet and Equipment</b>													
Generator - Unit 9377 - Spartan Trailer mounted Generator	75,000	75,000					-	-	-	-	-	-	-
Vehicle - SCADA Technician Truck - carry over	40,000	40,000					-	75,000	-	-	-	-	-
Vehicle - Unit 9073 - GMC S10 pick up - carry forward	38,000	38,000					-	40,000	-	-	-	-	-
Vehicle - Unit 9406 - Chev 1500 Pick up - 2WD - carry forward	38,000	38,000					6,533	-	-	31,467	-	-	-
Vehicle - Unit 9407 - F150 Pick up - carry forward	38,665	38,665					4,575	-	-	33,425	-	-	-
Vehicle - Unit 9408 - F550 truck with plow/dump	58,950	58,950					-	-	-	38,665	-	-	-
Vehicle - Unit F9388 - GMC S10 Pick up 2WD - carry forward	38,000	38,000					-	25,498	-	9,595	-	-	2,907
Brine Tank - Carry forward - (formally know as the brine making	27,981	27,981					27,981	-	-	-	-	-	-
Vehicle - Unit 9392 - New Holland Tractor Flail Mower	75,000	75,000					-	-	-	75,000	-	-	-
Vehicle - Unit 9079 - New Holland LV80 Tractor	75,000		75,000				-	-	-	75,000	-	-	-
Vehicle - F9414 - 2005 Chev P/U	38,000		37,511				-	-	-	37,511	-	-	-
Vehicle - Unit 9419 - 2005 IR Roller	39,000		33,093				-	-	-	33,093	-	-	-
Vehicle - F9428 - 2008 Toyota Prius	28,000		28,000				-	-	-	28,000	-	-	-
Vehicle - Unit 9078 - Ford Ranger	28,000		26,495				-	-	-	26,495	-	-	-
Vehicle - Unit 9082 - 2005 Scott Trailer	8,000		8,000				-	-	-	8,000	-	-	-
Vehicle - Unit 9420 - 2006 Ford F550	60,000			60,000			-	-	-	60,000	-	-	-
Vehicle - Unit 9418 - 2006 Chev 4x4	38,000			38,000			-	-	-	38,000	-	-	-
Vehicle - Unit 9422 - 2007 GMC 4x4	38,000			38,000			-	-	-	38,000	-	-	-
Vehicle - Unit 9080 - 2006 Ford Ranger	38,000			36,565			-	-	-	36,565	-	-	-
Vehicle - Unit 9081 - 2006 Ford F250	38,000			35,425			-	-	-	35,425	-	-	-
Vehicle - Unit 9416 - 2006 Ford Ranger	38,000			29,277			-	-	-	29,277	-	-	-
Vehicle - F9211 - 2006 Chev Express Van	28,000			28,000			-	-	-	28,000	-	-	-
Vehicle - F9417 - 2006 Ford Escape	28,000			28,000			-	-	-	28,000	-	-	-
Vehicle - F9083 - 2006 Ford Freestar	25,000			22,655			-	-	-	22,655	-	-	-
Vehicle - Unit 9084 - 2007 Jacobsen 628D Mower	55,000				42,182		-	-	-	42,182	-	-	-
Vehicle - F9421 - 2007 Ford Ranger	38,000				35,438		-	-	-	35,438	-	-	-
Vehicle - F9433 - 2010 Ford Hybrid Escape	30,000				30,000		-	-	-	30,000	-	-	-
Vehicle - F9434 2010 Ford Escape	30,000				22,842		-	-	-	22,842	-	-	-
Vehicle - Unit 9426 - 2008 Freightliner ST Dump	160,000					160,000	-	-	-	160,000	-	-	-
Vehicle - Unit 9429 - 2008 Cat 420E Backhoe	150,000					150,000	-	-	-	150,000	-	-	-
Vehicle - Unit 9424 - 2008 MTU/Mobile Generator	75,000					75,000	-	-	-	75,000	-	-	-
Vehicle - Unit 9431 - 2008 Ford F550	60,000					60,000	-	-	-	60,000	-	-	-
Vehicle - Unit 9423 - 2008 Chev P/U	38,000					34,881	-	-	-	34,881	-	-	-
Vehicle - Unit 9430 - 2008 Ford Ranger	28,000					28,000	-	-	-	28,000	-	-	-
Vehicle - Unit 9085 - 2008 Kubota RTV 1100	55,000					23,374	-	-	-	23,374	-	-	-
Vehicle - Unit 9425 - 2008 International Sign Truck	12,000					12,000	-	-	-	12,000	-	-	-
	1,707,596	429,596	208,099	315,922	130,462	543,255	39,089	140,498	-	1,444,840	-	-	2,907
<b>Total Transportation and Transit</b>	\$ 13,669,585	\$ 3,846,035	\$ 3,338,649	\$ 3,730,922	\$ 1,130,462	\$ 1,543,255	\$ 109,089	\$ 1,527,966	\$ 1,820,183	\$ 1,444,840	\$ 3,099,367	\$ -	\$ 5,587,878
<b>Economic and Community Development</b>													
Real Estate Remediation - Confidential	235,000	235,000	-				-	-	-	235,000	-	-	-
<b>Total Economic and Community Development</b>	235,000	\$ 235,000	\$ -	\$ -	\$ -	\$ -	-	-	-	235,000	-	-	-

**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN  
CAPITAL PLAN - Management Recommendation**

							Summary Of Funding Over The Five Year Plan						
Project	Total Cost	2014 Budget	2015 budget	2016 Budget	2017 Budget	2018 Budget	Accum Surplus Draw	Approved Borrowing	New Borrowing	Reserve	Grants & Other	Developer Contribution (Note 2)	Fund From Revenue
<b>Recreation, Parks and Culture</b>													
<b>Recreation Services and Facilities</b>													
Arena Sports Flooring in change room area	65,000			65,000			-	-	-	-	-	-	65,000
Arena Wall Insulation	100,000			100,000			-	-	100,000	-	-	-	-
Arena Ceiling	105,000			105,000			-	-	105,000	-	-	-	-
Arena Exterior Patching and Painting	60,000			60,000			-	-	-	-	-	-	60,000
Arena Fire Exits	80,000			80,000			-	-	-	-	-	-	80,000
Arena - Laser Sensor for Refrgeration	36,000			36,000			-	-	-	-	-	-	36,000
Arena - Exhaust Fans	21,000			21,000			-	-	-	-	-	-	21,000
Arena Dasher Board and Glass Upgrade	500,000					500,000	-	-	500,000	-	-	-	-
Arena Compressor and Motor	350,000				350,000		-	-	350,000	-	-	-	-
New Ice Re-Surfacers	165,000				165,000		-	-	165,000	-	-	-	-
Arena Cooling Tower	150,000					150,000	-	-	150,000	-	-	-	-
BP Back Up Generator	60,000			60,000			-	-	-	-	-	-	60,000
BP Community Centre Roof Replacement	780,000			780,000			-	-	780,000	-	-	-	-
BP New Ceiling Tile and Insulation	125,000				125,000		-	-	125,000	-	-	-	-
BP New Roof Top Unit for Black Tusk Room	35,000			35,000			-	-	-	-	-	-	35,000
BP - Electrical Transformer Replacement 50%	100,000	100,000					-	-	100,000	-	-	-	-
Arena Slab Replacement	1,320,000		120,000	1,200,000			-	-	1,320,000	-	-	-	-
<i>BP - Community Centre Lobby HVAC</i>	<i>38,000</i>				<i>38,000</i>		-	-	-	-	-	-	<i>38,000</i>
	4,090,000	100,000	120,000	2,542,000	678,000	650,000	-	-	3,695,000	-	-	-	395,000
<b>Recreation, Parks and Culture (continued)</b>													
<b>Parks, Trails and Park Facilities</b>													
Farmer's Market Power Supply	12,000	12,000					-	-	-	-	-	-	12,000
Tennis court resurfacing (Brennan Park)	38,000		38,000				-	-	-	-	-	-	38,000
Corridor Trail Safety Improvements	25,000	25,000					25,000	-	-	-	-	-	-
Corridor Trail	430,000	430,000					12,000	-	-	-	418,000	-	-
Cycling Infrastructure Improvements	400,000		100,000	100,000	100,000	100,000	-	-	-	-	400,000	-	-
Portable Baseball Backstops	36,000		36,000				-	-	-	-	-	-	36,000
	941,000	467,000	174,000	100,000	100,000	100,000	37,000	-	-	-	818,000	-	86,000
<b>Total Recreation, Parks and Trails</b>	<b>\$ 5,031,000</b>	<b>\$ 567,000</b>	<b>\$ 294,000</b>	<b>\$ 2,642,000</b>	<b>\$ 778,000</b>	<b>\$ 750,000</b>	<b>\$ 37,000</b>	<b>\$ -</b>	<b>\$ 3,695,000</b>	<b>\$ -</b>	<b>\$ 818,000</b>	<b>\$ -</b>	<b>\$ 481,000</b>
<b>Total General Fund</b>	<b>\$ 26,927,695</b>	<b>\$ 5,953,565</b>	<b>\$ 5,851,649</b>	<b>\$ 7,247,922</b>	<b>\$ 4,382,462</b>	<b>\$ 3,438,255</b>	<b>\$ 216,089</b>	<b>\$ 1,715,076</b>	<b>\$ 11,432,296</b>	<b>\$ 2,415,808</b>	<b>\$ 3,919,367</b>	<b>\$ -</b>	<b>\$ 7,175,217</b>



**DISTRICT OF SQUAMISH  
2014-2018 FINANCIAL PLAN  
CAPITAL PLAN - Management Recommendation**

							Summary Of Funding Over The Five Year Plan							
Project	Total Cost	2014 Budget	2015 budget	2016 Budget	2017 Budget	2018 Budget	Accum Surplus Draw	Approved Borrowing	New Borrowing	Reserve	Grants & Other	Developer Contribution (Note 2)	Fund From Revenue	
<b>Solid Waste Utility</b>														
Landfill - Design of Waste Disposal	150,000				150,000		-	-	150,000	-	-	-	-	
Landfill Closure Phase 2	1,500,000			1,500,000			-	-	-	-	1,500,000	-	-	
Landfill Expansion or Transfer Station	3,000,000					3,000,000	-	-	3,000,000	-	-	-	-	
Landfill Closure Phase 3	1,500,000					1,500,000	-	-	-	-	1,500,000	-	-	
Landfill Environmental Upgrade	800,000	800,000					-	800,000	-	-	-	-	-	
<b>Total Solid Waste Utility</b>	<b>\$ 6,950,000</b>	<b>\$ 800,000</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ 150,000</b>	<b>\$ 4,500,000</b>	<b>\$ -</b>	<b>\$ 800,000</b>	<b>\$ 3,150,000</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Water Utility</b>														
Decommission Logger's Lane/High School PRV Stations	86,000				15,000	71,000	-	-	-	-	-	-	86,000	
Flow Meters	240,000			80,000	80,000	80,000	-	-	-	-	-	-	240,000	
Government Rd Watermain -Mamquam Rd to Works Yard	556,000				85,000	471,000	-	-	300,240	-	-	255,760	-	
Logger's Lane Feedermain/Centennial Way Watermain	2,050,000			205,000	1,845,000		-	-	-	-	-	2,029,500	20,500	
New Blind Channel PRV Station	150,000				30,000	120,000	-	-	-	-	-	148,500	1,500	
Annual PRV Replacement	1,005,000	290,000	130,000	175,000	130,000	280,000	-	10,000	-	-	-	-	995,000	
Annual Watermain Replacement	4,561,000	1,093,000	1,053,000	825,000	870,000	720,000	-	175,000	-	-	-	-	4,386,000	
New Reservoir	3,642,000		300,000	3,342,000			-	-	-	-	-	3,605,580	36,420	
New Water Supply	1,660,000	260,000	1,400,000				-	60,000	-	-	-	1,584,000	16,000	
Powerhouse pump replacement - carry forward	50,000	50,000					-	41,285	-	-	-	-	8,715	
SCADA Upgrades - Water	20,000	20,000					-	-	-	-	-	-	20,000	
SCADA Reporting System - Water - Carry Forward	6,000	6,000					6,000	-	-	-	-	-	-	
Water Fill Stations	300,000			100,000	100,000	100,000	-	-	300,000	-	-	-	-	
Vehicle - Water Crew Truck - Carry forward	50,875	50,875					50,875	-	-	-	-	-	-	
HMI Interface - Powerhouse Springs	10,000						-	-	-	-	-	-	10,000	
Cross Connection Control Program - Carry Over	129,200	126,200					-	108,615	-	-	-	-	17,585	
BP - Pumhouse Repair	50,000	50,000					-	-	-	-	-	-	50,000	
<i>Well Protection Plan Implementation</i>	<i>70,000</i>	<i>40,000</i>	<i>30,000</i>				-	-	-	-	-	-	<i>70,000</i>	
<b>Total Water Utility</b>	<b>\$ 14,636,075</b>	<b>\$ 1,996,075</b>	<b>\$ 2,913,000</b>	<b>\$ 4,727,000</b>	<b>\$ 3,155,000</b>	<b>\$ 1,842,000</b>	<b>\$ 56,875</b>	<b>\$ 394,900</b>	<b>\$ 600,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,623,340</b>	<b>\$ 5,957,720</b>	
<b>Sewer Utility</b>														
Annual Sewer Lift Station Reconstruction	600,000	150,000	150,000	150,000	150,000	-	35,000	-	-	-	-	-	565,000	
C11/M13 Pump Station Upgrades	224,000		224,000				-	-	-	-	-	221,760	2,240	
Decommission C3, C4, C5, C7 Pump Stations	1,500,000	150,000	1,350,000				-	-	-	-	550,000	-	950,000	
SCADA upgrades - Sewer	20,000	20,000					-	-	-	-	-	-	20,000	
Sewer flusher replacement - Unit 9409 - carry forward	29,650	29,650					-	-	-	29,650	-	-	-	
Sewer Replacement and Rehabilitation	2,000,000	400,000	400,000	400,000	400,000	400,000	-	-	-	-	225,000	-	1,775,000	
Waste Water Treatment Plant air conditioning	25,000	25,000					-	-	-	-	-	-	25,000	
WWTP Centrifuge	1,100,000	1,100,000					-	763,000	-	-	-	337,000	-	
SCADA Reporting System - Sewer - Carry Forward	6,000	6,000					6,000	-	-	-	-	-	-	
WWTP Roof Over Garage	34,000			34,000			-	-	-	-	-	-	34,000	
WWTP Doors	30,000			30,000			-	-	-	-	-	-	30,000	
Government Rd. Sewer Main (Judd to Peterson)	1,000,000		100,000	900,000			-	-	-	-	-	333,000	667,000	
Judd Rd Sewer Main (West of Government Road)	240,000		24,000	216,000			-	-	-	-	-	86,400	153,600	
M1 Lift Station	200,000	200,000					-	-	-	-	-	-	200,000	
<b>Total Sewer Utility</b>	<b>\$ 7,008,650</b>	<b>\$ 2,080,650</b>	<b>\$ 2,248,000</b>	<b>\$ 1,730,000</b>	<b>\$ 550,000</b>	<b>\$ 400,000</b>	<b>\$ 41,000</b>	<b>\$ 763,000</b>	<b>\$ -</b>	<b>\$ 29,650</b>	<b>\$ 775,000</b>	<b>\$ 978,160</b>	<b>\$ 4,421,840</b>	
<b>TOTAL ALL DISTRICT FUNDS</b>	<b>\$ 55,522,420</b>	<b>\$ 10,830,290</b>	<b>\$ 11,012,649</b>	<b>\$ 15,204,922</b>	<b>\$ 8,237,462</b>	<b>\$ 10,180,255</b>	<b>\$ 313,964</b>	<b>\$ 3,672,976</b>	<b>\$ 15,182,536</b>	<b>\$ 2,445,458</b>	<b>\$ 7,694,367</b>	<b>\$ 8,601,500</b>	<b>\$ 27,934,337</b>	
<b>2014 Projects Only</b>		<b>\$ 10,830,290</b>					<b>\$ 313,964</b>	<b>\$ 3,272,976</b>	<b>\$ 940,000</b>	<b>\$ 1,089,833</b>	<b>\$ 1,159,000</b>	<b>\$ 535,000</b>	<b>\$ 3,519,517</b>	
												<i>Taxation</i>	<i>\$ 1,538,217</i>	
												<i>Utility Fees</i>	<i>\$ 1,981,300</i>	