



Management Recommendation



Management Recommendation

- **As an organization, we strongly believe that some options identified as possible service reductions are not in the best interests of the community or the organization;**
- **The following pages represent the Management Recommendation, which equates to a 7.70% increase to the budget over 2013.**



Management Recommendation

- **Management Recommendation includes:**
 - Some of the identified service reductions but not all;
 - Suggests certain areas where we believe additional investment is required for the success of the organization;
 - Additional special projects;



Management Recommendation

- **The following worksheets list:**

1. Service reductions included in the Management Recommendation (listed in the same order that was presented in the “Operating” slides);
2. 2014 recommended Special Projects contained within the allocated Special Project envelope;
3. Service level increases (over 2013) recommended;
4. Additional Special Projects recommended;
5. Growth related requests not currently included in the plan;
6. Other requests NOT put forward, but included for reference.

General Fund Operating: 2014 Existing Service Level to Management Recommended Scenario

	Dollar Amount	Percent Change From 2013
2014 Existing Service Level Tax Requirement	\$22,767,755	6.20%
Total Service Contraction to Zero %	(301,390)	-1.41%
Additional Service Increases Recommended	104,140	0.49%
Additional Special Projects Recommended	178,000	0.83%
Change in Capital Contribution	127,439	0.59%
Change in Capital Reserve	214,400	1.00%
2014 Tax Requirement For Management Recommended Scenario	\$23,090,344	7.70%

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
SERVICE CONTRACTION FOR ZERO %					
Contingency Reduction	COR	(50,000)			✓
Community Enhancement Grant Contraction	COR	(70,123)			✓
Tax Write Off Provision	COR	(1,000)			✓
Legal Fees	CP	(12,000)			✓
Legislative Services - Equipment Maintenance	CP	(4,000)			✓
Committee Expenses - Minute Taking Services	CP	(2,000)			✓
Comms - Reduction in newspaper advertising for community campaigns	CM	(4,000)			✓
IT - Server Hosting Reduction	CK	(9,000)			✓
IT - Travel Budget Reduction	CK	(3,000)			✓
Volunteer Callouts First Responder	RI	(31,900)			✓

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
Volunteer Practices and Training	RI	(7,500)			✓
Fee's and Services Charges Recovery Program for Fire Services	RI	(20,000)			✓
Training	EMERG	(3,500)			✓
Youth Resource Centre	TH/CS	(58,500)	Youth Centre savings less \$70,000 demolition costs in first year		✓
Volunteer Program Removal	TH	(3,750)			✓
Eliminate mowing maintenance - Community parks	BS	(12,285)			✓
Campground maintenance (net of revenue loss)	BS/TH	(8,832)	Net of revenue loss \$17,425		✓
					✓
TOTAL CONTRACTIONS		(301,390)			
NET IMPACT ON TAX WITH CONTRACTION		\$ (301,390)			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

	AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
SPECIAL PROJECTS				
PROJECTS WITHIN ENVELOPE				
Squamish Anniversary Celebration - Shimizu Delegation	CP	10,000		✓
Comms - Update Marketing Materials following brand enhancement project	CM	5,000		✓
Comms - 100 Years Celebrations Operational Support (Scenario 1 and 2)	CM	5,000		✓
Online payment services for MAIS - Taxes, Dog and Business Licenses	MC	7,500		✓
Customer Service Project	JM	5,000		✓
Lot 69 - Clean Up Strategy	NP	35,000		✓
Long Term Real Estate Needs Assessment	NP	40,000		✓
Squamish Business Investor Toolkit	DM	35,000		✓
Squamish Economic Development Strategy - Branding -unfunded portion	DM	19,212		✓
Employment Lands Strategy - unfunded portion	DM	15,000		✓

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
Program and Policy Development	DG	10,000			✓
Corporate GIS Strategy.xml	RS	20,000			✓
Cheekye_Cheakamus Confluence Sediment Removal.xml	RS	130,000			✓
DS - Building _ Business License Bylaw Amendments	CB	33,000			✓
Downtown Revite	CB	70,000			✓
Biennale - Unfunded	CB	10,000			✓
Drop In Centre - siding repairs	CS	6,000			✓
RCMP well pump servicing	CS	15,000			✓
Arts Council Washroom upgrades	CS	10,000			✓
Municipal Hall - siding repairs and re paint	CS	25,000			✓
Municipal Hall plumbing upgrades	CS	20,000			✓

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
RCMP exterior maintenance	CS	5,000			✓
RCMP - catch tray under hot water tank	CS	8,000			✓
Arts Council Building exterior repairs	CS	10,000			✓
Adventure Centre exterior wood staining and floor repairs	CS	31,000			✓
BP - Ice resurfacers boiler replacement	CS	10,000			✓
BP Concession building railing repairs	CS	10,000			✓
TOTAL ENVELOPE PROJECTS		\$ 599,712			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
FUNDED PROJECTS INCLUDED					
Election-funded from cyclic reserve	CP	52,000			✓
Managed Network - Carry Forward	CK	50,000			✓
Technical Rescue Funding - Carry Forward	RI	18,000			✓
Reconstruct the General Ledger for Finance - Carry Forward	MC	7,000			✓
Occupational Health and Safety Audit Implementation - Carry Forward	JM	5,000			✓
Airport Long - Term Lease - Phase 2 Geotech Analysis - Carry Forward	NP	30,000			✓
Marine Strategy - Phase 1 - Carry Forward	NP	25,000			✓
Squamish Economic Development Strategy - Branding - Carryforward	DM	45,788			✓
Employment Lands Strategy - Carryforward	DM	35,000			✓
Flood Hazard Management Plan - Community Works Fund	RM	155,000			✓

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP**

GENERAL FUND CONTRACTIONS AND SPECIAL PROJECTS OUTLINED IN DEPARTMENT REVIEWS - MANAGEMENT RECOMMENDATION

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
Master Drainage Plans - Community Works Fund	RM	50,000			✓
DS - Biennale - Portion Funded By Donation	CB	10,000			✓
TOTAL FUNDED PROJECTS		\$ 482,788			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP
GENERAL FUND ADDITIONAL REQUESTS - MANAGEMENT RECOMMENDATION**

	AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
SERVICE LEVEL INCREASES RECOMMENDED				
Additional 1% Contribution to Capital Reserve	COR 214,400		<input type="checkbox"/>	✓
Increase in Capital Contribution	COR 127,439		<input type="checkbox"/>	✓
IT - Website Maintenance	CK 6,000		<input type="checkbox"/>	✓
IT - Business Analyst labour increase from .8 to 1.0 FTE	CK 15,753		<input type="checkbox"/>	✓
Bus stop maintenance	RM 10,000		<input type="checkbox"/>	✓
Lamp standard maintenance	BS 38,714		<input type="checkbox"/>	✓
Invasive species removal	BS 29,542		<input type="checkbox"/>	✓
Arts Council Building washrooms - extend opening times	CS 4,130		<input type="checkbox"/>	✓
TOTAL SERVICE LEVEL INCREASES	\$ 445,979	\$	104,140	

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP
GENERAL FUND ADDITIONAL REQUESTS - MANAGEMENT RECOMMENDATION**

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
ADDITIONAL SPECIAL PROJECTS RECOMMENDED					
SODC Consulting Services	CP	100,000			✓
Comms - 100 Years Celebrations Operational Support	CM	20,000			✓
Automation Improvements at 3rd Ave. Tide Gates	BS	10,000			✓
Banners	BS	18,000			✓
DS - Voluntary Community Amenity Contribution Policy	CB	30,000			✓
TOTAL ADDITIONAL PROJECTS		\$ 178,000			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP
GENERAL FUND ADDITIONAL REQUESTS - GROWTH NOT CURRENTLY INCLUDED**

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
SERVICE LEVEL INCREASES RECOMMENDED					
Crumpit Woods - Roads and Drainage	BS	36,382			
Crumpit Woods - Parks	BS	14,797			
TOTAL SERVICE LEVEL INCREASES		\$ 51,180			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP
GENERAL FUND: ADDITIONAL REQUESTS - NOT INCLUDED IN MANAGEMENT'S RECOMMENDATION**

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
SERVICE LEVEL INCREASES REQUESTED - NOT RECOMMENDED					
IT - Microsft Licensing Increase	CK	10,000			
RCMP Service Increase	DM	334,000			
Local History and Digitization Services	EZ	14,023			
Real Estate Administrator	NP	30,606			
Transit and Solid Waste Coordinator	BS	78,791			
Electrician	BS	116,713			
Operations Technician	BS	99,590			
Kayak Put-in Site Maintenance	BS	4,818			
Trail Maintenance Expansion	BS	110,814			
TOTAL SERVICE LEVEL INCREASES		\$ 799,355			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP
GENERAL FUND: ADDITIONAL REQUESTS - NOT INCLUDED IN MANAGEMENT'S RECOMMENDATION**

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
ADDITIONAL SPECIAL PROJECTS REQUESTED - NOT RECOMMENDED FOR 2014					
DS - OCP Monitoring Program	CB	55,000			
DS - Development Permit Area Review Amendment and Creation	CB	40,000			
DS - Public Art Policy	CB	5,000			
TOTAL ADDITIONAL PROJECTS		\$ 100,000			

**DISTRICT OF SQUAMISH
2014-2018 FINANCIAL PLAN WORKSHOP
EMERGING ISSUES**

		AMOUNT	NOTES /COMMENTS	AGREE	MGT REC.
SERVICE LEVEL INCREASES PENDING REVIEW					
Invasive Species - three year program (\$365K)	BS	121,667			
Additional Downtown Banners	BS	2,000			
TOTAL SERVICE LEVEL INCREASES		\$ 123,667			