

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
OPERATING FUNDS SUMMARY**

	2015	2016	2017	2018	2019	2020
Revenue						
Taxation						
Property Tax	(23,343,529)	(24,462,735)	(27,597,981)	(27,440,954)	(29,042,452)	(29,592,607)
Special Assessments	(220,345)	(220,345)	(221,245)	(222,163)	(226,606)	(231,138)
Parcel Taxes	(508,225)	(508,225)	(518,390)	(528,757)	(539,332)	(550,119)
Grants in Lieu	(1,065,258)	(1,065,258)	(1,086,563)	(1,108,294)	(1,130,460)	(1,153,070)
Sale of Services	(12,625,165)	(13,033,395)	(13,232,863)	(13,497,520)	(13,767,470)	(14,042,820)
Grants *	(1,112,917)	(1,405,258)	(1,452,298)	(1,402,681)	(1,403,071)	(1,403,469)
Other Revenue	(2,044,464)	(2,538,886)	(2,560,882)	(2,670,391)	(2,616,962)	(2,751,274)
Investment Revenue	(676,237)	(736,159)	(841,918)	(789,798)	(934,386)	(1,102,321)
	(41,596,140)	(43,970,261)	(47,512,140)	(47,660,559)	(49,660,741)	(50,826,817)
Expense						
General Fund						
General Government	6,674,609	6,760,887	7,165,781	7,132,429	7,348,154	7,538,563
Protective Services	7,948,950	8,278,446	8,447,759	8,815,757	8,980,612	9,148,275
Transportation & Transit	4,492,353	4,735,865	4,473,893	4,647,675	4,605,027	4,776,125
Economic and Community Development	1,806,363	1,945,756	1,888,093	1,770,573	1,909,565	1,944,237
Recreation, Parks and Trails	3,948,968	4,426,007	4,453,779	4,665,237	4,647,914	4,672,345
Public Health - Cemetery	63,863	74,533	76,024	107,544	79,095	80,677
Total Operating	24,935,106	26,221,494	26,505,330	27,139,216	27,570,367	28,160,222
Fiscal Services	212,628	134,686	302,808	135,753	129,681	140,080
Debt Service - Interest	972,720	1,084,303	1,526,546	1,602,041	1,714,771	1,852,733
Amortization	3,814,873	3,814,873	3,703,948	3,579,146	3,485,080	3,346,934
	29,935,327	31,255,356	32,038,632	32,456,156	32,899,900	33,499,970
Solid Waste Utility						
Operating	2,167,473	2,957,240	2,954,438	3,015,474	3,074,961	3,135,639
Fiscal Services	28,252	25,000	25,000	25,000	25,000	25,000
Debt Service - Interest	18,194	17,098	17,098	17,098	17,098	17,098
	2,213,919	2,999,338	2,996,536	3,057,572	3,117,060	3,177,737
Water Utility						
Operating	2,167,127	2,271,355	2,348,337	2,393,000	2,440,858	2,489,673
Fiscal Services	35,671	39,979	47,523	46,551	33,130	33,130
Debt Service - Interest	228,219	243,999	293,267	340,410	358,194	375,979
Amortization	800,632	800,632	789,790	781,676	771,302	765,328
	3,231,649	3,355,964	3,478,917	3,561,636	3,603,484	3,664,110
Sewer Utility						
Operating	2,769,502	2,801,228	2,825,876	2,839,698	2,906,491	2,954,419
Fiscal Services	64,215	51,774	50,000	50,000	55,691	50,000
Debt Service - Interest	261,402	246,647	246,647	169,297	175,795	175,795
Amortization	806,923	806,923	794,014	782,885	777,074	776,099
	3,902,042	3,906,573	3,916,537	3,841,881	3,915,050	3,956,313
Total Expenses	39,282,937	41,517,231	42,430,623	42,917,245	43,535,493	44,298,129
Net (Surplus)/ Deficit	(2,313,203)	(2,453,030)	(5,081,518)	(4,743,314)	(6,125,247)	(6,528,688)
Transfer to Wholly Owned Subsidiary						
Loan Guarantee Receivable	3,000,000	-	-	-	-	-
	3,000,000	-	-	-	-	-
Adjustments To Balanced Budget						
Remove Amortization	(5,422,428)	(5,422,427)	(5,287,752)	(5,143,707)	(5,033,456)	(4,888,361)
Borrowing	(3,000,000)	-	-	-	-	-
Debt Service - Principal Reduction	2,021,568	2,234,096	2,889,325	2,893,348	3,177,245	3,482,645
	(6,400,860)	(3,188,331)	(2,398,427)	(2,250,359)	(1,856,211)	(1,405,716)
Transfers to / from Surplus & Provisions						
Transfers to Surplus and Provisions	725,819	61,580	84,172	149,365	154,662	160,066
Transfers from Surplus and Provisions	(2,464,779)	(1,949,300)	(235,000)	(350,000)	(300,000)	(250,000)
	(1,738,960)	(1,887,720)	(150,828)	(200,635)	(145,338)	(89,934)
Transfers to / from Reserves						
Transfers to Reserves	2,421,443	1,585,591	3,014,540	2,950,601	3,913,578	3,788,589
Transfers from Reserves	(814,300)	(332,136)	-	-	-	-
	1,607,143	1,253,455	3,014,540	2,950,601	3,913,578	3,788,589
Transfers To/From Other Funds	5,845,880	6,275,626	4,616,233	4,243,708	4,213,218	4,235,749
Total Adjustments to Balanced Budget	2,313,203	2,453,030	5,081,518	4,743,314	6,125,247	6,528,688
Budget (Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Interest revenue on other reserves is not reflected in this schedule

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
OPERATING FUNDS SUMMARY

	2015	2016	2017	2018	2019	2020
Revenue						
Taxation						
Property Tax	(23,343,529)	(24,707,110)	(27,412,441)	(27,113,644)	(28,678,691)	(29,032,509)
Special Assessments	(220,345)	(220,345)	(221,245)	(222,163)	(226,606)	(231,138)
Parcel Taxes	(508,225)	(508,225)	(518,390)	(528,757)	(539,332)	(550,119)
Grants in Lieu	(1,044,258)	(1,064,858)	(1,086,155)	(1,107,878)	(1,130,036)	(1,152,637)
Sale of Services	(12,525,185)	(13,104,907)	(13,412,905)	(13,681,163)	(13,954,786)	(14,233,882)
Grants *	(1,117,917)	(1,455,258)	(1,402,298)	(1,402,681)	(1,403,071)	(1,403,469)
Other Revenue	(1,044,464)	(2,598,956)	(2,538,112)	(2,670,391)	(2,616,962)	(2,751,274)
Investment Revenue	(640,227)	(736,159)	(841,918)	(773,629)	(901,721)	(1,051,488)
	(41,596,148)	(44,395,818)	(47,433,465)	(47,500,306)	(49,451,206)	(50,406,514)
Expense						
General Fund						
General Government	6,074,609	6,838,187	7,165,781	7,108,311	7,323,554	7,513,471
Protective Services	7,945,950	8,346,094	8,516,760	8,886,138	9,052,401	9,221,499
Transportation & Transit	4,497,353	4,871,545	4,387,547	4,652,648	4,604,999	4,776,097
Economic and Community Development	1,806,363	2,051,849	1,940,208	1,823,730	1,963,785	1,999,542
Recreation, Parks and Trails	1,945,368	4,422,557	4,442,100	4,653,325	4,635,764	4,659,951
Public Health - Cemetery	61,863	74,533	76,024	107,544	79,095	80,677
Total Operating	24,935,106	26,604,765	26,528,420	27,231,696	27,659,598	28,251,237
Fiscal Services	217,628	134,686	197,752	137,311	122,571	101,803
Debt Service - Interest	972,720	1,084,303	1,296,737	1,375,640	1,472,816	1,527,048
Amortization	1,814,873	3,814,873	3,703,948	3,579,146	3,485,080	3,346,934
	29,935,327	31,638,627	31,726,857	32,323,794	32,740,065	33,227,022
Solid Waste Utility						
Operating	2,967,475	2,947,240	2,903,438	2,963,454	3,021,901	3,081,517
Fiscal Services	28,252	25,000	25,000	25,000	25,000	25,000
Debt Service - Interest	16,104	17,098	17,098	17,098	17,098	17,098
	2,213,919	2,989,338	2,945,536	3,005,552	3,063,999	3,123,615
Water Utility						
Operating	2,367,127	2,271,355	2,348,337	2,393,000	2,440,858	2,489,673
Fiscal Services	63,871	39,979	47,523	46,551	33,130	33,130
Debt Service - Interest	2,362,110	243,999	293,267	340,410	358,194	375,979
Amortization	800,612	800,632	789,790	781,676	771,302	765,328
	3,231,649	3,355,964	3,478,917	3,561,636	3,603,484	3,664,110
Sewer Utility						
Operating	2,789,302	2,801,228	2,825,876	2,839,698	2,906,491	2,954,419
Fiscal Services	74,216	51,774	50,000	50,000	55,691	50,000
Debt Service - Interest	261,402	246,647	246,647	169,297	175,795	175,795
Amortization	806,923	806,923	794,014	782,885	777,074	776,099
	3,902,612	3,906,573	3,916,537	3,841,881	3,915,050	3,956,313
Total Expenses	44,262,937	41,890,502	42,067,847	42,732,863	43,322,599	43,971,060
Net (Surplus)/ Deficit	(2,311,303)	(2,505,316)	(5,365,617)	(4,767,443)	(6,128,607)	(6,435,455)
Transfer to Wholly Owned Subsidiary						
Loan Guarantee Receivable	(600,000)	-	-	-	-	-
	(600,000)	-	-	-	-	-
Adjustments To Balanced Budget						
Remove Amortization	(5,422,427)	(5,422,427)	(5,287,752)	(5,143,707)	(5,033,456)	(4,888,361)
Borrowing	(3,000,000)	-	-	-	-	-
Debt Service - Principal Reduction	2,021,568	2,234,096	2,657,145	2,648,441	2,900,129	3,102,767
	(6,400,860)	(3,188,331)	(2,630,607)	(2,495,266)	(2,133,327)	(1,785,594)
Transfers to / from Surplus & Provisions						
Transfers to Surplus and Provisions	125,819	18,914	81,506	146,699	151,996	157,400
Transfers from Surplus and Provisions	(2,464,779)	(2,091,300)	(235,000)	(350,000)	(300,000)	(250,000)
	(1,788,960)	(2,072,386)	(153,494)	(203,301)	(148,004)	(92,600)
Transfers to / from Reserves						
Transfers to Reserves	2,421,443	1,774,255	3,259,587	3,253,737	4,201,720	4,077,901
Transfers from Reserves	(814,300)	(272,136)	-	(15,000)	(5,000)	-
	1,607,143	1,502,119	3,259,587	3,238,737	4,196,720	4,077,901
Transfers To/From Other Funds	5,845,880	6,263,915	4,890,132	4,227,273	4,213,218	4,235,749
Total Adjustments to Balanced Budget	2,313,203	2,505,316	5,365,617	4,767,443	6,128,607	6,435,455
Budget (Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Interest revenue on other reserves is not reflected in this schedule

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL GOVERNMENT

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Taxation (excluding property tax)						
Special Assessments	\$ (220,345)	\$ (220,345)	\$ (221,245)	\$ (222,163)	\$ (226,606)	\$ (231,138)
Grants in Lieu	(1,065,258)	(1,065,258)	(1,086,563)	(1,108,294)	(1,130,460)	(1,153,070)
Sale of Services						
Administrative Services	(15,000)	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
Financial Services	(12,000)	(12,000)	(12,240)	(12,485)	(12,734)	(12,989)
Other Revenue						
Administrative Services	(800)	(800)	(816)	(832)	(849)	(866)
Facilities	(470,459)	(473,791)	(483,267)	(492,932)	(502,791)	(512,847)
Financial Services	(12,000)	(12,000)	(12,240)	(12,485)	(12,734)	(12,989)
Common Services	(60,000)	(60,000)	(61,200)	(62,424)	(63,672)	(64,946)
Investment Revenue	(484,299)	(536,814)	(606,578)	(598,452)	(710,205)	(834,389)
Penalties and Interest	(335,000)	(335,000)	(341,700)	(348,534)	(355,505)	(362,615)
Grants						
Common Services	(688,097)	(948,097)	(944,762)	(944,762)	(944,762)	(944,762)
	(3,363,258)	(3,679,105)	(3,785,911)	(3,818,969)	(3,976,238)	(4,146,847)
Operating Expenses						
Legislative Services	405,639	410,901	419,119	427,501	436,051	444,772
Community Grants	499,320	213,639	213,639	213,639	213,639	213,639
Administrative Services	1,389,894	1,435,826	1,464,543	1,493,833	1,533,710	1,564,184
Communications	247,982	261,886	256,924	262,062	277,303	282,650
Information Technology	1,007,047	980,038	1,067,469	1,137,268	1,197,324	1,209,850
Real Estate Services	249,019	289,909	473,637	302,955	337,614	342,366
Facilities & Leases	245,922	259,926	257,510	262,696	267,985	338,380
Financial Services	1,249,527	1,315,827	1,342,144	1,403,258	1,441,324	1,469,950
Human Resources	349,417	364,457	330,946	337,565	349,316	356,203
Library	842,400	1,014,237	1,031,382	1,048,869	1,066,707	1,084,901
Library Facility	108,780	113,166	205,373	137,624	119,919	122,261
Common Services	79,662	101,075	103,096	105,158	107,261	109,407
	6,674,609	6,760,887	7,165,781	7,132,429	7,348,154	7,538,563
Fiscal Services						
Other Fiscal Services	212,628	134,686	302,808	135,753	129,681	140,080
Debt Interest	972,720	1,084,303	1,526,546	1,602,041	1,714,771	1,852,733
Amortization	3,814,873	3,814,873	3,703,948	3,579,146	3,485,080	3,346,934
	5,000,221	5,033,862	5,533,303	5,316,940	5,329,532	5,339,748
Net Operating (Surplus) Deficit	8,311,572	8,115,644	8,913,173	8,630,400	8,701,449	8,731,465
Transfer to Wholly Owned Subsidiary						
Loan Guarantee Receivable	3,000,000	-	-	-	-	-
Adjustments to Balanced Budget						
Remove Amortization	(3,814,873)	(3,814,873)	(3,703,948)	(3,579,146)	(3,485,080)	(3,346,934)
Borrowing	(3,000,000)	-	-	-	-	-
Principal Reductions On Debt	1,285,794	1,461,904	2,031,738	2,083,923	2,308,703	2,552,785
Contribution to Other Funds						
Transfer To Other Funds	2,211,028	2,206,955	2,423,513	1,548,774	2,172,426	1,710,200
Contribution To/From Surplus and Reserves						
Transfer from Other Reserve	(266,500)	-	-	-	-	-
Transfer from Community Works Fund	(260,000)	-	-	-	-	-
Transfer to Capital Reserve	767,016	1,000,451	1,245,079	1,521,200	1,795,901	2,086,776
Transfer to Equipment Reserve	326,510	326,510	326,510	326,510	326,510	326,510
Transfer to Community Works Fund	751,013	751,013	751,013	751,013	751,013	751,013
Transfer to Carbon Neutral Reserve	26,665	26,665	26,665	26,665	26,665	26,665
Transfer to Public Art Reserves	15,000	15,000	15,000	15,000	15,000	15,000
Draw from Accumulated Surplus	(322,700)	(881,000)	-	-	-	-
Draw from Special Provisions	(144,050)	(40,000)	-	-	-	-
Contribution/(Draw) to/from Special Provisions	(130,308)	49,679	10,312	70,958	71,617	72,289
Contribution to Forestry Building Provision	5,837	(1,279)	10,678	15,225	19,862	24,592
Funded By Property Tax	\$ 7,772,177	\$ 9,216,670	\$ 12,049,733	\$ 11,410,521	\$ 12,704,066	\$ 12,950,361

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL GOVERNMENT

	2016	2017	2018	2019	2020
Operating Revenues					
Taxation (excluding property tax)					
Special Assessments	(170,143)	(220,345)	(221,245)	(222,163)	(226,606)
Grants in Lieu	(1,064,858)	(1,064,858)	(1,086,155)	(1,107,878)	(1,130,036)
Sale of Services					
Administrative Services	(15,000)	(15,000)	(15,300)	(15,606)	(15,918)
Financial Services	(12,000)	(12,000)	(12,240)	(12,485)	(12,734)
Other Revenue					
Administrative Services	(800)	(800)	(816)	(832)	(849)
Facilities	(473,791)	(483,267)	(492,932)	(502,791)	(512,847)
Financial Services	(12,000)	(12,240)	(12,485)	(12,734)	(12,989)
Common Services	(97,300)	(61,200)	(62,424)	(63,672)	(64,946)
Investment Revenue	(536,814)	(606,578)	(582,282)	(677,540)	(783,556)
Penalties and Interest	(335,000)	(341,700)	(348,534)	(355,505)	(362,615)
Grants					
Common Services	(948,097)	(944,762)	(944,762)	(944,762)	(944,762)
	(3,716,005)	(3,785,503)	(3,802,384)	(3,943,148)	(4,095,581)
Operating Expenses					
Legislative Services	410,901	419,119	427,501	436,051	444,772
Community Grants	290,939	213,639	213,639	213,639	213,639
Administrative Services	1,418,126	1,446,489	1,475,418	1,514,927	1,545,025
Communications	279,586	274,978	280,477	296,087	301,809
Information Technology	980,038	1,067,469	1,137,268	1,197,324	1,209,850
Real Estate Services	289,909	473,637	302,955	337,614	342,366
Facilities & Leases	259,926	257,510	262,696	267,985	338,380
Financial Services	1,315,827	1,342,144	1,379,141	1,416,723	1,444,858
Human Resources	364,457	330,946	337,565	349,316	356,203
Library	1,014,237	1,031,382	1,048,869	1,066,707	1,084,901
Library Facility	113,166	205,373	137,624	119,919	122,261
Common Services	101,075	103,096	105,158	107,261	109,407
	6,838,187	7,165,781	7,108,311	7,323,554	7,513,471
Fiscal Services					
Other Fiscal Services	134,686	197,752	137,311	122,571	101,803
Debt interest	1,084,303	1,296,737	1,375,640	1,472,816	1,527,048
Amortization	3,814,873	3,703,948	3,579,146	3,485,080	3,346,934
	5,033,862	5,198,437	5,092,098	5,080,468	4,975,785
Net Operating (Surplus) Deficit	8,156,044	8,578,715	8,398,025	8,460,874	8,393,675
Transfer to Wholly Owned Subsidiary					
Loan Guarantee Receivable	-	-	-	-	-
Adjustments to Balanced Budget					
Remove Amortization	(3,814,873)	(3,703,948)	(3,579,146)	(3,485,080)	(3,346,934)
Borrowing	-	-	-	-	-
Principal Reductions On Debt	1,461,904	1,799,558	1,839,017	2,031,588	2,172,907
Contribution to Other Funds					
Transfer To Other Funds	2,206,945	2,658,523	1,548,774	2,172,426	1,710,200
Contribution To/From Surplus and Reserves					
Transfer from Other Reserve	-	-	-	-	-
Transfer from Community Works Fund	-	-	-	-	-
Transfer to Capital Reserve	1,000,451	1,247,522	1,521,647	1,792,783	2,079,570
Transfer to Equipment Reserve	326,510	326,510	326,510	326,510	326,510
Transfer to Community Works Fund	751,013	751,013	751,013	751,013	751,013
Transfer to Carbon Neutral Reserve	26,665	26,665	26,665	26,665	26,665
Transfer to Public Art Reserves	65,450	65,450	65,450	65,450	65,450
Draw from Accumulated Surplus	(951,000)	-	-	-	-
Draw from Special Provisions	(67,000)	-	-	-	-
Contribution/(Draw) to/from Special Provisions	7,013	7,646	68,292	68,951	69,623
Contribution to Forestry Building Provision	(1,279)	10,678	15,225	19,862	24,592
Funded By Property Tax	\$ 9,167,844	\$ 11,768,333	\$ 10,981,472	\$ 12,231,042	\$ 12,273,271

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
PROTECTIVE SERVICES

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Policing	\$ (282,823)	\$ (52,500)	\$ (53,550)	\$ (54,621)	\$ (55,713)	\$ (56,828)
Fire Services	(10,300)	(10,300)	(10,506)	(10,716)	(10,930)	(11,149)
Animal Control	(56,750)	(85,079)	(86,781)	(88,516)	(90,287)	(92,092)
Other Revenue						
Policing Facilities	(154,188)	(151,998)	(155,038)	(158,139)	(161,301)	(164,528)
Fire Services	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Bylaw Enforcement	(9,800)	(9,800)	(9,996)	(10,196)	(10,400)	(10,608)
Animal Control	(12,000)	(12,000)	(12,240)	(12,485)	(12,734)	(12,989)
Building Inspection	(375,925)	(535,719)	(546,433)	(557,362)	(568,509)	(579,879)
Grants						
Policing	(313,411)	(313,411)	(313,411)	(313,411)	(313,411)	(313,411)
Emergency Management	(16,250)	(18,750)	(19,125)	(19,508)	(19,898)	(20,296)
	(1,238,947)	(1,197,057)	(1,214,730)	(1,232,756)	(1,251,143)	(1,269,898)
Operating Expenses						
Policing	4,807,418	5,107,137	5,188,209	5,436,081	5,533,361	5,631,077
Policing Facilities	225,651	182,759	189,909	190,133	193,932	197,806
Fire Services	1,633,217	1,669,188	1,702,572	1,835,946	1,872,664	1,911,138
Fire Services Facilities	131,097	132,723	135,366	138,062	140,812	143,617
Emergency Management	174,096	181,733	195,368	189,075	192,857	196,714
Emergency Management Facilities	28,630	28,682	29,256	29,840	30,437	31,045
Bylaw Enforcement	307,532	326,707	333,241	339,906	346,704	353,639
Animal Control	259,142	273,300	278,766	284,342	290,028	295,829
Animal Control Facilities	14,865	14,949	45,245	15,548	15,856	16,171
Building Inspection	367,302	361,267	349,827	356,823	363,960	371,239
	7,948,950	8,278,446	8,447,759	8,815,757	8,980,612	9,148,275
Net Operating (Surplus) Deficit	6,710,003	7,081,389	7,233,030	7,583,001	7,729,469	7,878,377
Contribution to/from Surplus and Reserves						
Contribution to Protective Services Provisions	779,780	13,125	13,125	13,125	13,125	13,125
Draw from Protective Service Provisions	(100,000)	(225,000)	(200,000)	(350,000)	(300,000)	(250,000)
Funded By Property Tax	\$ 7,389,783	\$ 6,851,214	\$ 7,046,155	\$ 7,246,126	\$ 7,442,594	\$ 7,641,502

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
PROTECTIVE SERVICES**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Policing	\$ (282,823)	\$ (52,500)	\$ (53,550)	\$ (54,621)	\$ (55,713)	\$ (56,828)
Fire Services	(10,300)	(10,300)	(10,506)	(10,716)	(10,930)	(11,149)
Animal Control	(56,750)	(85,079)	(86,781)	(88,516)	(90,287)	(92,092)
Other Revenue						
Policing Facilities	(154,188)	(151,998)	(155,038)	(158,139)	(161,301)	(164,528)
Fire Services	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Bylaw Enforcement	(5,800)	(9,800)	(9,996)	(10,196)	(10,400)	(10,608)
Animal Control	(12,000)	(12,000)	(12,240)	(12,485)	(12,734)	(12,989)
Building Inspection	(515,975)	(535,719)	(546,433)	(557,362)	(568,509)	(579,879)
Grants						
Policing	(313,411)	(313,411)	(313,411)	(313,411)	(313,411)	(313,411)
Emergency Management	(18,750)	(18,750)	(19,125)	(19,508)	(19,898)	(20,296)
	<u>(1,738,947)</u>	<u>(1,197,057)</u>	<u>(1,214,730)</u>	<u>(1,232,756)</u>	<u>(1,251,143)</u>	<u>(1,269,898)</u>
Operating Expenses						
Policing	4,807,418	5,107,137	5,188,209	5,436,081	5,533,361	5,631,077
Policing Facilities	225,651	182,759	189,909	190,133	193,932	197,806
Fire Services	1,633,217	1,736,836	1,771,573	1,906,327	1,944,453	1,984,362
Fire Services Facilities	131,097	132,723	135,366	138,062	140,812	143,617
Emergency Management	174,096	181,733	195,368	189,075	192,857	196,714
Emergency Management Facilities	28,630	28,682	29,256	29,840	30,437	31,045
Bylaw Enforcement	307,532	326,707	333,241	339,906	346,704	353,639
Animal Control	259,142	273,300	278,766	284,342	290,028	295,829
Animal Control Facilities	14,865	14,949	45,245	15,548	15,856	16,171
Building Inspection	367,302	361,267	349,827	356,823	363,960	371,239
	<u>7,948,950</u>	<u>8,346,094</u>	<u>8,516,760</u>	<u>8,886,138</u>	<u>9,052,401</u>	<u>9,221,499</u>
Net Operating (Surplus) Deficit	<u>6,710,003</u>	<u>7,149,037</u>	<u>7,302,030</u>	<u>7,653,382</u>	<u>7,801,258</u>	<u>7,951,601</u>
Contribution to/from Surplus and Reserves						
Contribution to Protective Services Provisions	779,780	13,125	13,125	13,125	13,125	13,125
Draw from Protective Service Provisions	(100,000)	(225,000)	(200,000)	(350,000)	(300,000)	(250,000)
Funded By Property Tax	<u>\$ 7,389,783</u>	<u>\$ 6,918,862</u>	<u>\$ 7,115,155</u>	<u>\$ 7,316,507</u>	<u>\$ 7,514,383</u>	<u>\$ 7,714,726</u>

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
TRANSPORTATION AND TRANSIT**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Engineering	(5,000)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Public Works General	(44,685)	(42,118)	(42,960)	(43,820)	(44,696)	(45,590)
Roads, Drainage, Sidewalks & Bridges	(3,000)	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)
Transit	(295,940)	(320,168)	(326,571)	(333,103)	(339,765)	(346,560)
Other Revenue						
Engineering	(180,457)	(299,957)	(305,956)	(312,075)	(318,317)	(324,683)
Airport	(35,960)	(35,654)	(36,367)	(37,094)	(37,836)	(38,593)
Development Cost Charges	-	(72,864)	(45,540)	(104,742)	-	(81,972)
Grants						
Engineering	-	-	(50,000)	-	-	-
	(565,042)	(778,761)	(815,555)	(839,157)	(749,104)	(846,058)
Operating Expenses						
Engineering	689,456	978,283	703,373	801,747	682,182	774,825
Engineering - Roads Studies and Contract	50,000	34,000	34,680	35,374	36,081	36,803
Public Works General	156,245	193,719	197,597	201,553	205,589	209,705
Public Works Facilities	57,644	58,588	59,753	60,942	62,155	63,392
Roads, Drainage, Bridges, Sidewalks, Bike Lanes	1,730,055	1,716,162	1,739,273	1,774,059	1,809,540	1,845,731
Snow Clearing	304,542	247,239	252,184	257,227	262,372	267,619
Flood Protection	148,991	147,023	149,963	152,963	156,022	159,142
Transportation - Other	5,000	5,000	5,100	5,202	5,306	5,412
Transit	1,284,970	1,270,253	1,295,658	1,321,571	1,348,003	1,374,963
Airport	65,450	85,599	36,311	37,037	37,778	38,534
	4,492,353	4,735,865	4,473,893	4,647,675	4,605,027	4,776,125
Net Operating (Surplus) Deficit	3,927,311	3,957,104	3,658,338	3,808,518	3,855,923	3,930,067
Contribution to/from Surplus and Reserves						
Transfer from Community Works Reserve*	(260,000)	(267,136)	-	-	-	-
Transfer from Carbon Neutral Reserve	-	(65,000)	-	-	-	-
Contribution to/from Airport Provision	(29,490)	(49,945)	56	57	58	60
Draw from Accumulated Surplus	158,553	-	-	-	-	-
Funded By Property Tax	\$ 3,796,374	\$ 3,575,023	\$ 3,658,395	\$ 3,808,575	\$ 3,855,981	\$ 3,930,127

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
TRANSPORTATION AND TRANSIT

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Engineering	(5,000)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Public Works General	(64,005)	(42,118)	(42,960)	(43,820)	(44,696)	(45,590)
Roads, Drainage, Sidewalks & Bridges	(3,000)	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)
Transit	(295,040)	(320,168)	(326,571)	(333,103)	(339,765)	(346,560)
Other Revenue						
Engineering	(180,457)	(299,957)	(305,956)	(312,075)	(318,317)	(324,683)
Airport	(35,965)	(35,654)	(36,367)	(37,094)	(37,836)	(38,593)
Development Cost Charges	-	(95,634)	(22,770)	(104,742)	-	(81,972)
Grants						
Engineering	-	(50,000)	-	-	-	-
	(565,042)	(851,531)	(742,785)	(839,157)	(749,104)	(846,058)
Operating Expenses						
Engineering	149,456	1,085,283	618,373	806,747	682,182	774,825
Engineering - Roads Studies and Contract	10,000	34,000	34,680	35,374	36,081	36,803
Public Works General	135,245	193,719	197,597	201,553	205,589	209,705
Public Works Facilities	57,644	58,588	59,753	60,942	62,155	63,392
Roads, Drainage, Bridges, Sidewalks, Bike Lanes	1,730,055	1,714,842	1,737,927	1,774,032	1,809,512	1,845,703
Snow Clearing	804,343	247,239	252,184	257,227	262,372	267,619
Flood Protection	240,892	147,023	149,963	152,963	156,022	159,142
Transportation - Other	5,000	5,000	5,100	5,202	5,306	5,412
Transit	1,388,970	1,300,253	1,295,658	1,321,571	1,348,003	1,374,963
Airport	65,450	85,599	36,311	37,037	37,778	38,534
	4,832,393	4,871,545	4,387,547	4,652,648	4,604,999	4,776,097
Net Operating (Surplus) Deficit	3,327,811	4,020,014	3,644,762	3,813,491	3,855,896	3,930,039
Contribution to/from Surplus and Reserves						
Transfer from Community Works Reserve*	(280,000)	(247,136)	-	(15,000)	(5,000)	-
Transfer from Carbon Neutral Reserve	-	(25,000)	-	-	-	-
Contribution to/from Airport Provision	(29,480)	(49,945)	56	57	58	60
Draw from Accumulated Surplus	(58,553)	-	-	-	-	-
Funded By Property Tax	\$ 3,798,374	\$ 3,697,933	\$ 3,644,818	\$ 3,798,548	\$ 3,850,954	\$ 3,930,099

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ECONOMIC AND COMMUNITY DEVELOPMENT**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Community Planning	\$ (15,000)	\$ (15,000)	\$ (15,300)	\$ (15,606)	\$ (15,918)	\$ (16,236)
Environmental Planning	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Other Revenue						
Community Planning	\$ (356,500)	(501,866)	(511,903)	(522,141)	(532,584)	(543,236)
Environmental Planning	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)	(1,082)
Economic Development	-	-	-	-	-	-
Events Management	(32,875)	(28,937)	(29,516)	(30,106)	(30,708)	(31,322)
Grants						
Community Planning	-	-	-	-	-	-
Environmental Planning	-	-	-	-	-	-
Economic Development	(90,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Events Management	-	-	-	-	-	-
	(495,375)	(671,803)	(682,739)	(693,894)	(705,272)	(716,877)
Operating Expenses						
Community Planning	1,027,904	1,234,607	1,136,442	979,808	1,099,404	1,119,392
Environmental Planning	128,960	115,590	147,502	99,452	101,441	103,470
Economic Development Operations	173,848	97,237	99,182	101,165	173,189	175,252
Economic Development Properties	10,110	2,562	2,694	77,828	2,966	3,106
Economic Development - Other Agency	351,717	386,717	394,451	402,340	410,387	418,595
Events Management	113,824	109,043	107,822	109,979	122,178	124,422
	1,806,363	1,945,756	1,888,093	1,770,573	1,909,565	1,944,237
Net Operating (Surplus) Deficit	1,310,988	1,273,953	1,205,354	1,076,679	1,204,293	1,227,360
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	(128,000)	(65,000)	(35,000)	-	-	-
Funded By Property Tax	\$ 1,182,988	\$ 1,208,953	\$ 1,170,354	\$ 1,076,679	\$ 1,204,293	\$ 1,227,360

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ECONOMIC AND COMMUNITY DEVELOPMENT

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Community Planning	\$ (15,000)	\$ (15,000)	\$ (15,300)	\$ (15,606)	\$ (15,918)	\$ (16,236)
Environmental Planning	-	-	-	-	-	-
Economic Development	-	-	-	-	-	-
Other Revenue						
Community Planning	\$ (356,500)	(501,866)	(511,903)	(522,141)	(532,584)	(543,236)
Environmental Planning	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)	(1,082)
Economic Development	-	-	-	-	-	-
Events Management	(32,875)	(28,937)	(29,516)	(30,106)	(30,708)	(31,322)
Grants						
Community Planning	-	-	-	-	-	-
Environmental Planning	-	-	-	-	-	-
Economic Development	(90,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Events Management	-	-	-	-	-	-
	(495,375)	(671,803)	(682,739)	(693,894)	(705,272)	(716,877)
Operating Expenses						
Community Planning	1,027,504	1,264,607	1,136,442	979,808	1,099,404	1,119,392
Environmental Planning	128,960	140,590	147,502	99,452	101,441	103,470
Economic Development Operations	173,848	148,330	151,297	154,323	227,409	230,557
Economic Development Properties	30,110	2,562	2,694	77,828	2,966	3,106
Economic Development - Other Agency	351,717	386,717	394,451	402,340	410,387	418,595
Events Management	113,824	109,043	107,822	109,979	122,178	124,422
	1,806,363	2,051,849	1,940,208	1,823,730	1,963,785	1,999,542
Net Operating (Surplus) Deficit	1,310,988	1,380,046	1,257,469	1,129,836	1,258,513	1,282,664
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	(128,000)	(65,000)	(35,000)	-	-	-
Funded By Property Tax	\$ 1,182,988	\$ 1,315,046	\$ 1,222,469	\$ 1,129,836	\$ 1,258,513	\$ 1,282,664

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
RECREATION, PARKS AND TRAILS

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Recreation Services	\$ (632,236)	\$ (656,436)	\$ (669,565)	\$ (682,956)	\$ (696,615)	\$ (710,547)
Parks and Trails	(144,669)	(154,669)	(157,762)	(160,918)	(164,136)	(167,419)
Grants		-	-	-	-	-
Recreation Services	(5,159)	-	-	-	-	-
	(782,064)	(811,105)	(827,327)	(843,874)	(860,751)	(877,966)
Operating Expenses						
Recreation Services	1,622,132	1,631,255	1,667,980	1,700,339	1,708,346	1,742,013
Recreation Facilities	951,322	1,098,217	1,070,633	1,215,428	1,155,109	1,110,184
Parks and Trails	1,375,514	1,696,536	1,715,166	1,749,470	1,784,459	1,820,148
	3,948,968	4,426,007	4,453,779	4,665,237	4,647,914	4,672,345
Net Operating (Surplus) Deficit	3,166,904	3,614,902	3,626,452	3,821,364	3,787,163	3,794,379
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	-	(50,000)	-	-	-	-
Funded By Property Tax	\$ 3,166,904	\$ 3,564,902	\$ 3,626,452	\$ 3,821,364	\$ 3,787,163	\$ 3,794,379

Revised

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
RECREATION, PARKS AND TRAILS**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services						
Recreation Services	\$ (632,236)	\$ (656,436)	\$ (669,565)	\$ (682,956)	\$ (696,615)	\$ (710,547)
Parks and Trails	(144,669)	(154,669)	(157,762)	(160,918)	(164,136)	(167,419)
Grants		-	-	-	-	-
Recreation Services	(5,159)	-	-	-	-	-
	<u>(782,064)</u>	<u>(811,105)</u>	<u>(827,327)</u>	<u>(843,874)</u>	<u>(860,751)</u>	<u>(877,966)</u>
Operating Expenses						
Recreation Services	1,622,132	1,631,255	1,667,980	1,700,339	1,708,346	1,742,013
Recreation Facilities	951,322	1,098,217	1,070,633	1,215,428	1,155,109	1,110,184
Parks and Trails	1,375,514	1,693,086	1,703,487	1,737,557	1,772,308	1,807,754
	<u>3,948,968</u>	<u>4,422,557</u>	<u>4,442,100</u>	<u>4,653,325</u>	<u>4,635,764</u>	<u>4,659,951</u>
Net Operating (Surplus) Deficit	3,166,904	3,611,452	3,614,773	3,809,451	3,775,012	3,781,985
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus		(50,000)	-	-	-	-
Funded By Property Tax	\$ 3,166,904	\$ 3,561,452	\$ 3,614,773	\$ 3,809,451	\$ 3,775,012	\$ 3,781,985

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
PUBLIC HEALTH: CEMETERY**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services	\$ (28,560)	\$ (28,560)	\$ (29,131)	\$ (29,714)	\$ (30,308)	\$ (30,914)
	(28,560)	(28,560)	(29,131)	(29,714)	(30,308)	(30,914)
Operating Expenses						
Cemetery Services	12,314	14,433	14,721	45,016	15,316	15,622
Cemetery Maintenance	51,549	60,100	61,302	62,529	63,779	65,055
	63,863	74,533	76,024	107,544	79,095	80,677
Funded By Property Tax	\$ 35,303	\$ 45,973	\$ 46,893	\$ 77,830	\$ 48,787	\$ 49,763

Revised

Committee of the Whole January 12, 2016

2016-2020 Financial Plan

On-Table

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
PUBLIC HEALTH: CEMETERY**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Sale of Services	\$ (28,560)	\$ (28,560)	\$ (29,131)	\$ (29,714)	\$ (30,308)	\$ (30,914)
	(28,560)	(28,560)	(29,131)	(29,714)	(30,308)	(30,914)
Operating Expenses						
Cemetery Services	12,314	14,433	14,721	45,016	15,316	15,622
Cemetery Maintenance	51,549	60,100	61,302	62,529	63,779	65,055
	63,863	74,533	76,024	107,544	79,095	80,677
Funded By Property Tax	\$ 35,303	\$ 45,973	\$ 46,893	\$ 77,830	\$ 48,787	\$ 49,763

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**DISTRICT OF SQUAMISH
2016-2020 DRAFT FINANCIAL PLAN
RECONCILIATION FROM 2015 BUDGET**

	Dollar Amount	Percent Change
RECONCILIATION OF 2015 BUDGET TO 2016		
2015 General Property Tax Requirement	\$ 23,343,529	
2016 Changes in Existing Service Levels		
Net Labour Change (Schedule 1)	760,295	3.3%
RCMP Contract Change (includes removal of provision use) (Schedule 2)	222,082	1.0%
Transit Contract (Schedule 2)	(39,760)	-0.2%
Other Existing Service Level Adjustments (Schedule 3)	(49,237)	-0.2%
2015 Non-Recurring Items Removed	(383,561)	-1.6%
Change in Allocations To Other Funds	(379,205)	-1.6%
Change in Debt Service	271,290	1.2%
Change in Provision Contributions	(536,416)	-2.3%
Change in Contribution to Capital	234,004	1.0%
Change in Contribution to Capital Rehabilitation Reserve	233,435	1.0%
Total Adjustments To Tax Revenue Requirement For Existing Service	332,927	1.4%
2016 New Initiatives		
2016 Service Level Reductions (Schedule 4)	(207,992)	-0.9%
2016 Service Level Increases (Schedule 5)	484,434	2.1%
2016 Net Projects Funded From Taxation (Schedule 7)	509,837	2.2%
Total Adjustments To Tax Revenue Requirement For New Initiatives	786,279	3.4%
2016 General Property Tax Requirement	\$ 24,462,735	4.8%
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2016 General Fund Capital Plan (\$9,825,993) - Total Taxation Funding	\$ 1,471,945	
2016 General Fund SODC Capital Plan (\$9,201,000) - Total Taxation Funding	\$ 10,010	

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

	Dollar Amount	Percent Change
RECONCILIATION OF 2015 BUDGET TO 2016		
2015 General Property Tax Requirement	\$ 23,343,529	
2016 Changes in Existing Service Levels		
Net Labour Change (Schedule 1)	760,295	3.3%
RCMP Contract Change (includes removal of provision use) (Schedule 2)	222,082	1.0%
Transit Contract (Schedule 2)	(39,760)	-0.2%
Other Existing Service Level Adjustments (Schedule 3)	(48,837)	-0.2%
2015 Non-Recurring Items Removed	(383,561)	-1.6%
Change in Allocations To Other Funds	(379,205)	-1.6%
Change in Debt Service	271,290	1.2%
Change in Provision Contributions	(539,082)	-2.3%
Change in Other Reserve Contributions (Public Art Reserve)	50,450	0.2%
Change in Contribution to Capital	233,994	1.0%
Change in Contribution to Capital Rehabilitation Reserve	233,435	1.0%
Total Adjustments To Tax Revenue Requirement For Existing Service	381,101	1.6%
2016 New Initiatives		
2016 Service Level Reductions (Schedule 4)	(89,251)	-0.4%
2016 Service Level Increases (Schedule 5)	471,664	2.0%
2016 Net Projects Funded From Taxation (Schedule 7)	600,067	2.6%
Total Adjustments To Tax Revenue Requirement For New Initiatives	982,480	4.2%
2016 General Property Tax Requirement	\$ 24,707,110	5.8%
2016 General Fund Capital Plan (\$8,992,637) - Total Taxation Funding	\$ 1,481,945	
2016 General Fund SODC Capital Plan (\$8,200,000) - Total Taxation Funding	\$ -	

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

Schedule 1

CHANGE IN LABOUR TO 2016 EXISTING SERVICE LEVEL			2016 FTE
Contracted Inflation & Step Changes	\$ 383,583	1.6%	
Benefit Changes	12,656	0.1%	
Transfers From Other Funds	166,968	0.7%	0.90
2015 New Positions Annualized	175,651	0.8%	2.03
Change in Recoveries (from operating, capital and external)	10	0.0%	
Casual, call out, acting & sick pay, premiums, allowances	21,427	0.1%	0.29
Total	\$ 760,295	3.3%	3.22
<i>Removal of non-recurring staffing & rounding (to FTE change)</i>			<i>(0.83)</i>
<i>Change in FTE to Agree to 2016 Existing Service Level FTE</i>			<i>2.39</i>

Schedule 2

EXISTING SERVICE LEVEL CONTRACT CHANGES		
RCMP Contract Changes	\$ 122,082	0.5%
RCMP Provision Use Reduction	100,000	0.4%
	222,082	1.0%
Transit Contract - net revenue change	(39,760)	-0.2%
	\$ 182,322	0.8%

Schedule 3

OTHER EXISTING SERVICE LEVEL CHANGES		
Own Source Revenues	\$ (113,900)	-0.5%
Office, Training and Other	(11,424)	0.0%
Transfer from Region	(2,500)	0.0%
Leases and Property Management	(836)	0.0%
Recreation Programming Costs	5,000	0.0%
Insurance	11,706	0.1%
Landfill Tipping Fees Paid To Solid Waste Fund	18,000	0.1%
PW Materials, Supplies, Contracts	20,150	0.1%
Utilities	24,567	0.1%
	\$ (49,237)	-0.2%

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

Schedule 1

CHANGE IN LABOUR TO 2016 EXISTING SERVICE LEVEL			2016 FTE
Contracted Inflation & Step Changes	\$ 383,583	1.6%	
New Positions Added in 2015	-	0.0%	
Benefit Changes	12,656	0.1%	
Transfers From Other Funds	166,968	0.7%	0.90
2015 New Positions Annualized	175,651	0.8%	2.03
Change in Recoveries (from operating, capital and external)	10	0.0%	
Casual, call out, acting & sick pay, premiums, allowances	21,427	0.1%	0.29
Total	\$ 760,295	3.3%	3.22

<i>Removal of non-recurring staffing & rounding (to FTE change)</i>	<i>(0.83)</i>
<i>Change in FTE to Agree to 2016 Existing Service Level FTE</i>	<i>2.39</i>

Schedule 2

EXISTING SERVICE LEVEL CONTRACT CHANGES		
RCMP Contract Changes	\$ 122,082	0.5%
RCMP Provision Use Reduction	100,000	0.4%
	222,082	1.0%
Transit Contract - net revenue change	(39,760)	-0.2%
	\$ 182,322	0.8%

Schedule 3

OTHER EXISTING SERVICE LEVEL CHANGES		
Own Source Revenues	\$ (413,500)	-0.5%
Office, Training and Other	(11,424)	0.0%
Transfer from Region	(2,500)	0.0%
Leases and Property Management	(836)	0.0%
Professional Services	-	0.0%
Recreation Programming Costs	5,000	0.0%
Insurance	11,706	0.1%
Landfill Tipping Fees Paid To Solid Waste Fund	18,000	0.1%
PW Materials, Supplies, Contracts	20,150	0.1%
Utilities	24,567	0.1%
	\$ (48,837)	-0.2%

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

Council Review
November 17, 2015

Schedule 4

Ref	SERVICE LEVEL REDUCTIONS - GENERAL FUND			2016 FTE
	General Government			
1	Reduction Medical Attendance Management (HR)	(3,000)	0.0%	
	Protective Services			
2	Bear Aware Contract Reduction	(12,000)	-0.1%	
3	Reduction in Overtime For Burning Complaints	(28,151)	-0.1%	(0.09)
4	Reduction in Volunteer First Responder Call Outs	(39,497)	-0.2%	(0.07)
5	Reduction in Fire Services Casual Holiday Relief	(18,659)	-0.1%	(0.25)
	Economic & Community Planning			
6	Economic Development Service Level Reduction	(106,685)	-0.5%	(1.00)
		\$ (207,992)	-0.9%	(1.41)

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

Schedule 4

Ref	SERVICE LEVEL REDUCTIONS - GENERAL FUND				2016 FTE	Full FTE
	General Government					
1	Reduction Medical Attendance Management (HR)	HR	(3,000)	0.0%		
	Protective Services					
2	Bear Aware Contract Reduction	Bylaw	(12,000)	-0.1%		
3	Reduction in Overtime For Burning Complaints	Fire	-	0.0%	-	-
4	Reduction in Volunteer First Responder Call Outs	Fire	-	0.0%	-	-
5	Reduction in Fire Services Casual Holiday Relief	Fire	(18,659)	-0.1%	(0.25)	(0.25)
	Economic & Community Planning					
6	Economic Development Service Level Reduction	EDP	(55,593)	-0.2%	(0.50)	(0.50)
			\$ (89,252)	-0.4%	(0.75)	(0.75)

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
SERVICE LEVEL REDUCTION DESCRIPTIONS & JUSTIFICATIONS - GENERAL FUND
SCHEDULE 4

Council Review
November 17, 2015
Staffing Change

No.	Presentation Name	Department	Description For Presentation	Service Change Justification	
1	Reduction Medical / Attendance Management	Human Resources	Service level reduction. Since 2013 Medical / Attendance Management (GL # 1021211238-900) has been funded at \$10,000. Well this type of expense is unpredictable, the yearly actuals have been significantly less. It is important to maintain an adequate amount, but a reduction appears manageable.		
2	Bear Aware/Wildsafe 2016 Contraction	Bylaw & Animal Control	Reduction in Service Contract with BC Conservation Foundation for Wildsafe/ Bear Aware		
3	Cost Reduction Overtime Burning Complaints	Fire Rescue	Reduction in Overtime Costs by not responding to burning complaints after regular business hours.	A savings of \$21,000 may be realized however this is a reduction in customer service to the community and during times of extreme fire hazard may not be a wise way to go.	Captain (-.09 FTE)
4	Volunteer First Responder Call Outs	Fire Rescue	Response by Volunteer Firefighters to First Responder Medical Aid Calls outside the fulltime staff hours of work.	Serious events or conditions such as cardiac arrests, strokes, severe trauma and emergency childbirth require immediate care and medical interventions provided by trained responders prior to transport. Positive outcomes are often dependent on the level of pre-hospital care provided and swift transport to the hospital. Patient's regularly require the assistance of trained personnel beyond the two (2) BC Ambulance Service members assigned to the call particularly when having to move patients from difficult surroundings such as multi story buildings, construction sites and wilderness settings. Direct impact on patient care and life/safety.	Captain (-.07 FTE)
5	Casual Holiday Relief Reduction	Fire Rescue	Remove holiday relief coverage for the fire dept. clerk and firefighters.	This will result in productivity loss at the clerk's position as well as times when the doors would be locked and no-one answering phones. Eliminating the relief firefighter will again cause productivity loss and leave the crew shorthanded at times meaning delayed response and making the initial crew on scene less functional. i.e. no interior rescue or attack until other volunteer members arrive. Direct impact on reduced customer service and potential risk related to delayed response time.	Firefighter & Clerk (-.25 FTE)
6	Economic Development	Economic Development	This proposes a service level contraction to maintain only the economic development coordinator position. Services performed would be response to basic inquiries, maintenance of the community profile the business retention interview process. All proactive services would be withdrawn until funding was re-established.		Economic Development Manager (-1.0 FTE)

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

Schedule 5

Ref	SERVICE LEVEL INCREASES - GENERAL FUND			2016 FTE	Full FTE
	General Government				
1	Mayor/Council Meeting Attendance	3,000	0.0%		
2	Library Grant Increase	5,000	0.0%		
3	Increased Library Assistant Hours	16,983	0.1%	0.29	0.29
4	Library Security	78,000	0.3%		
5	Library Janitorial Service	3,003	0.0%	0.05	0.05
6	Development Technician-Finance (net revenues)	-	0.0%	1.00	1.00
C2	New Municipal ERP System Maintenance (Capital Prj)	15,000	0.1%		
	Protective Services				
7	Animal Control Licenceing Program Expansion (net revenue)	(9,040)	0.0%	0.25	0.25
8	Bylaw Enforcement	15,431	0.1%	0.20	0.20
9	Fire Training Facility Maintenance	13,000	0.1%		
10	Fire Inspector/Firefighter (net provision use)	10,199	0.0%	1.00	1.00
11	School Liaison Program (net provision use)	16,000	0.1%		
	Economic & Community Planning				
12	Planning & Building Front Counter Casual Clerk II (net revenue)	-	0.0%	0.19	0.19
13	Planner - Development Applications (net revenue)	-	0.0%	1.00	1.00
	Transportation				
14	Director Major Projects (net revenue including \$18,092 Bldg Dept revenue)	-	0.0%	1.00	1.00
15	New Position(s) Sustainability Projects *	62,974	0.3%	0.75	2.00
16	Electrician (before allocations to utilities & utility savings)	84,075	0.4%	1.00	1.00
17	Roads & Drainage Growth (bike lanes, bus shelters, pedestrian corridors)	37,665	0.2%	0.30	0.30
C36	Emergency Generator Maintenance (Capital Prj)	4,287	0.0%		
C14	Pioneer Way Extension Maintenance (Capital Prj)	1,320	0.0%	0.19	0.19
	Recreation Parks and Culture				
18	Recreation Day Camps Capacity (net revenue)	(5,013)	0.0%	0.29	0.29
19	Parks Benchmarking	2,500	0.0%		
20	Trail Expansion For Active Transportation	122,100	0.5%	1.25	1.25
C63	Corridor Trail Maintenance (Capital Prj)	11,450	0.0%	0.16	0.16
C64	Off Leash Dog Park Maintenance (Capital Prj)	6,500	0.0%	0.05	0.05
C65	Field 5 Automated Lights Power Savings & Revenue (Capital Prj)	(10,000)	0.0%		
	\$ 484,434	2.1%		8.97	10.22

* Positions also allocating to other funds. May be moved to "Economic Development and Community Planning" for final presentation

Items 2-5 are based on the Library Board's submissions. Management has forwarded on for Council review without further edit.

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
GENERAL FUND**

Schedule 5

Ref	SERVICE LEVEL INCREASES - GENERAL FUND				2016 FTE	Full FTE
	General Government					
1	Mayor/Council Meeting Attendance	Leg	3,000	0.0%		
2	Library Grant Increase	Lib	5,000	0.0%		
3	Increased Library Assistant Hours	Lib	16,983	0.1%	0.29	0.29
4	Library Security	Lib	78,000	0.3%		
5	Library Janitorial Service	Fac	3,003	0.0%	0.05	0.05
6	Development Technician-Finance (net revenues)	Fin	-	0.0%	1.00	1.00
C2	New Municipal ERP System Maintenance (Capital Prj)	IT	15,000	0.1%		
	Protective Services					
7	Animal Control Licenceing Program Expansion (net revenue)	Bylaw	(9,040)	0.0%	0.25	0.25
8	Bylaw Enforcement	Bylaw	15,431	0.1%	0.20	0.20
9	Fire Training Facility Maintenance	Fire	13,000	0.1%		
10	Fire Inspector/Firefighter (net provision use)	Fire	10,199	0.0%	1.00	1.00
11	School Liaison Program (net provision use)	RCMP	16,000	0.1%		
	Economic & Community Planning					
12	Planning & Building Front Counter Casual Clerk II (net revenue)	P&B	-	0.0%	0.19	0.19
13	Planner - Development Applications (net revenue)	P&B	-	0.0%	1.00	1.00
	Transportation					
14	Director Major Projects (net revenue including \$18,092 Bldg Dept revenue)	Eng	-	0.0%	1.00	1.00
15	New Position(s) Sustainability Projects *	Eng	62,974	0.3%	0.75	2.00
16	Electrician (before allocations to utilities & utility savings)	Ops	84,075	0.4%	1.00	1.00
17	Roads & Drainage Growth (bike lanes, bus shelters, pedestrian corridors)	Ops	37,665	0.2%	0.30	0.30
C36	Emergency Generator Maintenance (Capital Prj)	Ops	4,287	0.0%		
C14	Pioneer Way Extension Maintenance (Capital Prj)	Ops	-	0.0%	-	-
	Recreation Parks and Culture					
18	Recreation Day Camps Capacity (net revenue)	Rec	(5,013)	0.0%	0.29	0.29
19	Parks Benchmarking	Pk	2,500	0.0%		
20	Trail Expansion For Active Transportation	Pk	122,100	0.5%	1.25	1.25
C63	Corridor Trail Maintenance (Capital Prj)	Pk	-	0.0%	-	-
C64	Off Leash Dog Park Maintenance (Capital Prj)	Pk	6,500	0.0%	0.05	0.05
C65	Field 5 Automated Lights Power Savings & Revenue (Capital Prj)	Rec/Pk	(10,000)	0.0%		
			\$ 471,664	2.0%	8.62	9.87

* Positions also allocating to other funds. May be moved to "Economic Development and Community Planning" for final presentation

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
GENERAL FUND**

Council Review
November 17, 2015

Schedule 6

Ref	FUTURE YEAR SERVICE LEVEL CHANGES - GENERAL FUND	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	General Government								
C2	Software Maintenance (ERP Capital Project)	84,000		5,000		26,775		(11,000)	
C2	IT Database Administrator (ERP Capital Project)	42,500	0.50	42,500	0.50				
C71	Water Meter Billing (Water Meter Capital Project)			33,600	0.54				
	Protective Services								
21	RCMP Casual Support Transcription	14,766	0.21						
9	Fire Training Facility Maintenance Incremental Changes			1,000				1,000	
22	Fire Fighter (provision use to phase in)			96,375	1.00				
23	RCMP Member Complement - (provision use to phase in)			160,000					
	Transportation								
15	New Position(s)Sustainability* (before 70% allocation to other funds)	100,736	1.00	27,143	0.25				
		\$ 242,002	1.71	\$ 365,618	2.29	\$ 26,775	-	\$ (10,000)	-

* Positions allocating to other funds and may be moved to Economic Development and Community Planning for final bylaw presentation

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
GENERAL FUND**

Council Review
November 17, 2015

Schedule 6

Ref	FUTURE YEAR SERVICE LEVEL CHANGES - GENERAL FUND	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	General Government								
C2	Software Maintenance (ERP Capital Project)	84,000		5,000		26,775		(11,000)	
C2	IT Database Administrator (ERP Capital Project)	42,500	0.50	42,500	0.50				
C71	Water Meter Billing (Water Meter Capital Project)			9,955	0.16				
	Protective Services								
21	RCMP Casual Support Transcription	14,766	0.21						
9	Fire Training Facility Maintenance Incremental Changes			1,000				1,000	
22	Fire Fighter (provision use to phase in)			96,375	1.00				
23	RCMP Member Complement - (provision use to phase in)			160,000					
	Transportation								
15	New Position(s)Sustainability* (before 70% allocation to other funds)	100,736	1.00	27,143	0.25				
		\$ 242,002	1.71	\$ 341,973	1.91	\$ 26,775	-	\$ (10,000)	-

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
SERVICE LEVEL INCREASE DESCRIPTIONS & JUSTIFICATIONS - GENERAL FUND
SCHEDULE 5

Council Review
November 17, 2015
New Staffing

No.	Year	Presentation Name	Department	Description For Presentation	Service Change Justification	
1	2016	Mayor/Council Meeting Attendance	Legislative Services	There is currently no account for the Mayor and Council members to attend meetings outside of the District of Squamish (ie Minister meetings, etc.). Travel and other expenses related to meeting attendance have been charged to the Mayor's Public Relations account and that account will be over budget for 2015.		
2	2016	Library Grant increase	Library Operations	The library's scope of purchasing materials for our collection has expanded beyond print materials; we now purchase digital materials in eBook and eAudiobook format, which often carry a higher cost per item than print but have the added benefit of not being susceptible to damage or wearing out. This is a component of our collection that the public has indicated they would like the library to invest in, and this increase to our purchasing budget would allow us to meet that demand.	The library grant has remained at \$74,000 since 2013, despite rising costs of print and digital materials. Increasing and improving our eBook collection ties in well with our recent "Book a Librarian" service improvement we have implemented, which provides free one-on-one assistance to library patrons on various topics including how to access our digital collection using their personal electronic devices.	
3	2016	Increase in hours for two library assistant positions	Library Operations	The library board has given the direction to increase the hours of library positions currently at 30 hours per week to 35 hours per week. Offering full-time hours for library positions improves our ability as an employer to recruit and retain qualified and professional employees. Increased hours in these positions will improve service delivery to our community, as these positions will now help with tasks such as managing the maintenance of our library website as well as aspects of technical services currently given less time than is adequate. Additionally, staff in these positions will cross-train in other roles in order to minimize any service delivery interruptions when staff are away.		Senior Library Assistant Inter Loan/Circulation & Library Assistant Circulation - 0.29 FTE
4	2016	Library Security	Library Operations	This service change provides for security guard coverage on site during library hours of operation and immediately after shifts. The intent is to foster a feeling of safety for staff and patrons while still maintaining a welcoming environment. The cost of one security guard covering these hours is approximately \$1500 per week based on \$25/hour. Alternatively, this could be reduced to 4 hour shifts per day however incidents are not predictable and it may be difficult to determine higher risks times of the day for a partial coverage scenario.	Employers are required to provide a safe work environment for staff and the Library Board and District are committed to ensuring a pleasant and safe environment for all library patrons. Library staff is trained to manage incidental mental health and addiction behavior related to customer service and public interface; however there has been an escalation of aggressive incidents which extends past this level of training and is no longer considered reasonable for the nature of their jobs. Patrons have also noticed a change in climate and have expressed concerns.	
5	2016	Library janitorial service for Saturdays	Facilities	The library is open 7 days a week, and currently has no janitorial coverage between Friday morning and Sunday morning (there are 13 open library hours in between these janitorial shifts). The library, the meeting room and the bathrooms are used by an average of 360 people on Fridays and 330 people on Saturdays, three weekly story time programs run in the meeting room on Friday and Saturday mornings with an average of 33 people in each session, and the meeting room is rented out for 1-2 extra events per month on Saturday afternoons.	Given the low usage of the office space on the weekends, this additional shift could be 2 hours and could just focus on the meeting space, children's reading area and washrooms. An additional two hours of janitorial coverage per week on Friday evenings after the library has closed would ensure that our patrons arrive to a clean facility every morning of the week.	Janitor .05 FTE
6	2016	Finance Development Technician	Finance	Accountant or Senior Clerk required to manage substantial increase in development activities including SODC contract for DCC administration.	Considerable financial risk is associated with failure to properly manage SODC front ender agreements as well as all development deposits, securities and latecomer agreements. Current staffing does not afford dedicated resources for the financial management and oversight of development. Currently relying on other equally busy operational departments to manage these areas but with additional development pressures the capacity in those departments is also stretched.	Finance Development Technician 1.0 FTE
7	2016	Animal Control Licensing Program Expansion	Bylaw & Animal Control	Increase Animal Control hours 2 x 260 to reinstate service levels to 2013 full time. Demands for service, feedback from residents and visitors, participation on stakeholder community committees result in a requirement to reinstate full time hours for the 2 Animal Control employees.	Revenue Projections Dog Licence Revenue increase \$12,500: 5500 dogs, estimated in Squamish with only 2013 licences in 2015. Proactive licence program to see 500 additional dogs licenced in 2016 based on 2015 rates. Amend Animal Control Fees and Charges. Animal Control fees for licencing, adoption, impound and boarding were established prior to 2005. Investigation shows Squamish fees 50-100% lower than many lower mainland communities. Staff propose increasing licences by \$5 (except seniors) and other fees 25% or revenue estimates at \$15,828.91	Animal Control Officers .25 FTE

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
SERVICE LEVEL INCREASE DESCRIPTIONS & JUSTIFICATIONS - GENERAL FUND
SCHEDULE 5

Council Review
November 17, 2015
New Staffing

No.	Year	Presentation Name	Department	Description For Presentation	Service Change Justification	
8	2016	Bylaw Enforcement 2016	Bylaw & Animal Control	1) Bylaw Enforcement has evolved from "Parking Enforcer" to "Specialized General Investigator and Enforcer "of District Bylaws to ensure Public Safety.2) Bylaw Enforcement Officers are dealing with, and participating and contributing on teams considering community social issues previously outside their "municipal bylaw" mandate such as Homelessness, Substance Abuse and Mental Health. They are the boots on the ground when there is nobody else.3) Documentation and evidentiary standards have changed, considerably more time is spent investigating incidents ensuring exacting documentation is compiled and evidentiary requirements satisfied. This includes providing mandatory disclosure documents.		Bylaw Officer .20 FTE
9	2016	Fire Rescue Training Site Operation and Maintenance	Fire Rescue	Although the site has been in service for many years, there has never been a maintenance budget established. Props and yard area require repair and ongoing maintenance to keep it safe, functional and to attract other fire departments to train here. There is revenue potential to charge other agencies to use the site, plus we currently save money on technical rescue training by allowing a training agency use of our site for free training for our members.	Council declared that SFR is a full service Department under the guidelines of the Provincial Training Standard. If we can't maintain that status through training, we will be limited to interior fire attack on simple buildings only. Small single family dwellings and the building inventory in Squamish is very complex and getting more so.	
10	2016	Full Time Inspector/Firefighter	Fire Rescue	Full Time Inspector Firefighter	The number of inspectors/firefighters has not changed/increased since 1996, while their duties , including training, and the volume of required/regulated inspections has continued to rise. This staff increase will allow the District to maintain the current service level, as we are seeing a decrease in service ability as our population, businesses and inspectable properties have grown by 40% since 1996. The complexity of buildings and fire alarm and suppression systems has increased over time. Without this staff increase our service level to the community will have to change and we will need to consider not responding to medical calls and cutting back or eliminating public education programs.	Firefighter Inspector 1.0 FTE
11	2016	School Liaison Program	RCMP	RCMP requests funding to support a dedicated School Liaison Officer (SLO) for the community of Squamish. The SLO program is intended to meet the mandates and goals of the Squamish School Board, the RCMP and the District of Squamish by focusing on youth issues and working directly in the schools. The aim of fostering socially responsible behavior in children and youth, and intervening when they may be critically at risk, are best met when trusting, respectful and positive relationships are established between students, school staff and the police.	The community of Squamish would benefit from a full time SLO as the RCMP will contribute to the growth and development of the youth of Squamish into responsible, engaged, socially and environmentally conscious citizens and potential civic leaders of the future. While difficult to quantify the success of SLO programs, anecdotally there is a wealth of evidence that SLO's have an immediate positive impact on youth, encourage socially responsible behavior on an on-going basis and contribute significantly to shaping the youth of today into community leaders of tomorrow.	
12	2016	DS - Front Counter Coverage by Casual Clerk II	Planning & Building	DS has 2 full time Clerks 4, who take in front counter development inquiries, book building inspections, take in building and planning applications, process building licenses, provide administrative support for building and planners. Clerk 4 positions involve both front counter and back-of-the-house duties. Considering elevated development environment in Squamish, Clerks have to focus on front counter duties leaving less time to do administrative duties. The existing budget allows for 350 hours for a casual Clerk 2 to cover Clerk 4 absences and vacations. DS requests an increase from 350 to 700 hours for casual Clerk 2 to provide one day per week front counter support for Clerks 4.	With elevated development pressure, need to resource the front counter area appropriately to avoid negative impacts on processing times. The additional cost should be funded by building permit fees, which will increase in 2016.	Clerk II .19 FTE
13	2016	DS - Planner 1 to Process Development Applications	Planning & Building	An elevated number of development applications are expected in the coming years, particularly the development of the SODC lands and associated revenue from Development Permit applications. The expenditure sum associated with this position is reflected on the revenue side in Development Permit Fees. The position will only be filled once the expected SODC development applications start arriving at the Development Services.	Position needed to cope with expected growth in Development Permit applications.	Planner 1.0 FTE

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
SERVICE LEVEL INCREASE DESCRIPTIONS & JUSTIFICATIONS - GENERAL FUND
SCHEDULE 5

Council Review
November 17, 2015
New Staffing

No.	Year	Presentation Name	Department	Description For Presentation	Service Change Justification	
14	2016	Director Major Projects	Engineering	Hiring of a senior Development Engineer to represent DOS interests in large and complex developments such as SODC, Waterfront Landing and Kingswood (Scott Crescent). Current engineering workloads are sufficiently high that processing of these major projects would be considerably delayed without additional resources. It is essential that the District reviews the Engineering plans for infrastructure and oversees proper inspections.	Facilitates new development of major projects and ensures they are not delayed. Protects DOS interests during infrastructure design and construction to ensure that ongoing maintenance and operations costs are not increased. Preventative review of pending developments. Should be offset by new (e.g. SODC) application revenues, in the long run. A majority of the costs should be offset from new revenue from Servicing Agreement fees but the timing on that comes long after the preliminary design work and negotiation needs to be completed.	Director Major Projects 1.0 FTE
15	2016	New Position(s) - Sustainability Projects	Engineering	Council Strategic Plan has identified many needs for improved services for Alternate Energy programs, Active Transportation, Zero Waste, Climate Change and GHG reductions, along with improve District and Regional Transit. The one person allocated to Sustainability is currently focused on solid waste and transit programs. To meet Council goals within the 2018 time frame as outlined in the CSP it is proposed to add a staff person in 2016, and then a Manager of Sustainable Services in 2017.	This proposal is a service level increase. Items such as "Improved Regional Transit" will have a positive economic impact and quantifying those for Squamish would be part of the works. Zero Waste will be expensive but less expensive than shipping waste; Alternate Energy has potential to lower District costs, and GHG reductions can lead to funding opportunities. Improvement projects to Zero Waste, to alternate energy and to transportation have the potential to count as carbon offset projects.	Manager of Sustainable Services & Climate/Energy Coordinator 0.75 FTE
16	2016	Electrician - New Position	Operations - Roads	District facilities and infrastructure require regular electrical maintenance that has not historically been completed and was not completed in 2015. The District is out of compliance in these areas and needs to develop a preventative maintenance program to meet current legislated standards. Efficiencies will be gained by having an Electrician on staff. An Electrician will oversee and review any and all electrical contract work. The majorities of municipalities of similar size to Squamish have at least one Electrician if not two. Presently the District spends over \$200,000 / year on contract Electricians for electrical work at District facilities and infrastructure.	The District is currently out of compliance in Federally and Provincially regulated areas with respect to electrical safety. The position would result in savings of \$75,000 in the contracted services GL for the department, making the net impact around \$35,000 annually.	Electrician 1.0 FTE
17	2016	Roads and Drainage growth	Operations - Roads	With new developments and subdivisions being constructed, the District is acquiring more infrastructure to maintain; roads, bike lanes, bus stops, garbage cans, street furniture, pedestrian crossing lights, street lighting and storm water drainage systems. Resources are required to repair and maintain these new items. Street markings need repainting, potholes repaired, signs need replacing, ditches need maintenance, culverts are replaced, lights repaired, garbage cans emptied, bus shelters maintained. As we have more infrastructure, maintenance needs inevitably also increase. The overall increase includes both additional staffing and material costs.	As the community grows and develops, the DoS acquires more infrastructure that it has to maintain. If we do not undertake preventive maintenance and repairs, then we likely shorten the lifespan of the assets, thereby requiring them to be replaced sooner than would be necessary.	Small Equipment Operator & Labourer .30 FTE
18	2016	Recreation Day Camps Capacity	Recreation Services	Day Camps provide a variety of motor skills development, education, arts and culture, and exposure to our great outdoors for our community's children at an accessible cost. Parents are able to carry on their work routines during school breaks knowing their children are receiving excellent care and having fun. Camps are extremely popular and are at 100% capacity and waitlisted. Those on waitlists are no longer being able to be accommodated leaving many families to try to seek child care elsewhere during school breaks.	Increasing the amount of hours for Recreation Program Leaders (Camp Leaders) will allow Rec Day Camps to expand to meet community demand. The increase in hours will result in additional revenue in excess of the expense. Expanding the camps will reduce or eliminate waitlists for the program increasing customer satisfaction.	Program Leaders .29 FTE
19	2016	Parks Benchmarking	Operations - Parks	Participation in the Yardstick Parks benchmarking initiative	Council directive. Benchmarking results will inform future Parks cost saving initiatives	
20	2016	New Position - Trail Maintenance Expansion & Active Transportation Enhancement	Operations - Parks	Currently the District only maintains the Corridor and Discovery trails. This services expansion would be to maintain all of the connector trails from various neighborhoods to the Corridor and Discovery trails (currently maintained minimally). New maintenance on the connector trails would now include snow and ice control, vegetation control, safety inspections, litter pick up, signage, drainage and bridge maintenance. Currently we have 0.75 FTE assigned to trail maintenance. This plan will have 2 FTE in total. One person will be full time and the remaining labour will be used as needed for projects and snow and ice control.	The pure service level change is intended solely to facilitate an increase active transportation in the community. Encouraging active transportation will result in fewer vehicle trips, less wear and tear on roads and will therefore road maintenance cost savings. Calculating this impact, is however, very difficult. Some estimate could be made if trail counters were employed on the new trails.	Small Equipment Operator & Labourer 1.25 FTE

No.	Year	Fund	Presentation Name	Department	Description For Presentation	Service Change Justification	New Staffing
21	2017	General	Casual Support Transcription	RCMP	We request an increase of \$14 766 to the RCMP municipal budget in order to support the transcription of operational audio files. This translates into 90 days of assistance which positively impacts the administrative team's ability to meet the RCMP's operational requirements. Providing a dedicated casual clerk to this workload will increase our ability to meet set standards of service to our internal partners.	Transcription requires concentration and focus. On avg. it takes 4 hrs. of work for 1 hr of audio. Poor quality audio or disruptions to the transcriptionist increase this time. Our plan is to support this workload with a dedicated RCMP cleared casual, who will work on site, away from the front desk and phones to limit disruptions.	Casual Clerk II .21 FTE
22	2018	General	Fire Personnel	Fire Rescue	Adding an additional Fire Fighter as per the Fire Master Plan	Supported by the Fire Master Plan to reduce overtime costs and ensure coverage when many volunteers are still commuting from work.	Firefighter 1.0 FTE
23	2018	General	RCMP MEMBER COMPLIMENT	RCMP	RCMP is seeking funding for an additional member in 2017 fiscal year. This part of our budget planning aims to address officer workload as well as maintain or improve call response time and service to the community. Our current member compliment is 23 general duty officers is 2 less than it was in 2000. We have not seen an increase in 6 years although the population in Squamish has been increasing steadily. Officer file load at Squamish Detachment is among the highest in the province which directly impacts quality and timeliness of service, attributes to member burnout and poor work life balance.	Squamish has become well known as a desirable recreation destination and, as a result tourism has grown significantly. Several large scale events requiring increased RCMP presence and support have become well established as annual events. Due to the desirability of Squamish as a place to live, the population has also grown considerably. These demographic factors, coupled with the increased operational and administrative demands on RCMP members tax the existing resources. The request for an additional officer in 2017 is being made so that we can keep pace with growth and meet our goal of providing top-notch police service to the District of Squamish.	

Schedule 7

Schedule 7				Funding Source						
Ref	SPECIAL PROJECTS			Taxation	Accumulated Surplus	Reserves	Provisions	CWF (Gas Tax)	Other Grants & Recoveries	2016 FTE
	General Government									0.34
1	Long Term Real Estate Strategy	40,000	0.2%	40,000						
2	Electronic Document Management (in progress)	40,000	0.2%	40,000						
3	Digital Strategy	20,000	0.1%	20,000						
4	Branding Transition	5,000	0.0%	5,000						
5	Budget Public Engagement Online Platform	5,000	0.0%	5,000						
6	CUPE 2016 Contract Renewal Bargaining	40,000	0.0%				40,000			
7	Sponsored Crown Grant Survey (carry forward)	26,000	0.0%		26,000					
8	Forestry Building Repaint Underside of Metal Canopies	7,500	0.0%				7,500			
9	Phase in Operating Project Envelope (2 year)	(130,000)	-0.6%	(130,000)						
	Protective Services									0.01
10	Building & Business Bylaw Rewrite (carry forward)	18,300	0.0%		18,300					
Transportation & Transit Services										
Flood, Drainage and Watercourse										
11	Watercourse & Sensitive Habitat Mapping - GIS (in progress)	60,000	0.3%	60,000						
12	Cheekeye Fan Development Review - Mitigation Alternatives	50,000	0.2%	50,000						
13	Integrated Flood Hazard Plan	150,000	0.0%					150,000		
14	Integrated Stormwater Management Plans	160,000	0.0%					87,136	72,864	
Active Transportation Transit & Airport										
15	Bus Stop Shelter Garbage Containers and Signage	10,992	0.0%	10,992						
16	Safe Routes To School (Carbon Neutral Reserve)	65,000	0.0%			40,000		25,000		
17	Active Transportation Plan (In Progress) (Carbon Neutral Reserve)	25,000	0.0%			25,000				
18	Turtle Trail Implementation Strategy (in progress)	5,000	0.0%					5,000		
19	Airport Long Term Lease Phase 2 Geotech Analysis	50,000	0.0%				50,000			
Economic & Community Planning										
20	OCP Review and Update (in progress)	190,845	0.6%	140,845	50,000					
21	Neighbourhood Energy Utility (in progress)	55,000	0.2%	50,000	5,000					
22	Downtown Neighbourhood Implementation Plan (in progress)	25,000	0.1%	25,000						
23	Squamish Estuary Management Plan (in progress)	20,000	0.1%	20,000						
24	Sign Bylaw Review	12,000	0.1%	12,000						
25	Downtown Parking Strategy (carry forward)	10,000	0.0%		10,000					
26	Filming in Squamish - Development of Marketing Materials	3,335	0.0%						3,335	
Recreation, Parks & Trails										
27	BP Stawamus Chief Room Ceiling Tile Removal	120,000	0.5%	120,000						
28	Youth Centre New Flooring	17,000	0.1%	17,000						
29	BP Desiccant Wheel for Arena Dehumidifier	14,000	0.1%	14,000						
30	Sponsorship and Community Partnership Policy - Arts, Recreation, Culture	10,000	0.0%	10,000						
31	BP Recreation Centre Renovation Plan (carry forward)	35,000	0.0%		35,000					
32	Downtown Banners (carry forward)	15,000	0.0%		15,000					
		\$ 1,174,972	2.2%	\$ 509,837	\$ 159,300	\$ 65,000	\$ 97,500	\$ 267,136	\$ 76,199	1.35

Schedule 7

				Funding Source						2016 FTE
Ref	SPECIAL PROJECTS			Taxation	Accumulated Surplus	Reserves	Provisions	CWF (Gas Tax)	Other Grants & Recoveries	
	General Government									
1	Long Term Real Estate Strategy	40,000	0.2%	40,000						0.34
2	Electronic Document Management (in progress)	40,000	0.2%	40,000						
3	Digital Strategy	20,000	0.1%	20,000						
4	Branding Transition	5,000	0.0%	5,000						
5	Budget Public Engagement Online Platform	5,000	0.0%	5,000						
6	CUPE 2016 Contract Renewal Bargaining	40,000	0.0%				40,000			0.01
7	Sponsored Crown Grant Survey (carry forward)	26,000	0.0%		26,000					
8	Forestry Building Repaint Underside of Metal Canopies	7,500	0.0%				7,500			
	SORCA Grant From Race Donation	2,300	0.0%						2,300	
	Grant to Squamish BMX Club	75,000	0.0%				40,000		35,000	
9	Phase in Operating Project Envelope (2 year)	(130,000)	-0.6%	(130,000)						
	Protective Services									
10	Building & Business Bylaw Rewrite (carry forward)	18,300	0.0%		18,300					
	Transportation & Transit Services									
	<i>Flood, Drainage and Watercourse</i>									
11	Watercourse & Sensitive Habitat Mapping - GIS (in progress)	60,000	0.3%	60,000						0.01
12	Cheekeye Fan Development Review - Mitigation Alternatives	50,000	0.2%	50,000						
13	Integrated Flood Hazard Plan	150,000	0.0%					150,000		
14	Integrated Stormwater Management Plans	160,000	0.0%					87,136	72,864	
	GIS Orthophoto Updates	27,000	0.0%				27,000			
	Active Transportation Transit & Airport									
15	Bus Stop Shelter Garbage Containers and Signage	10,992	0.0%	10,992						1.00
16	Safe Routes To School (Carbon Neutral Reserve)	45,000	0.0%		40,000	-		5,000		
17	Active Transportation Plan (In Progress) (Carbon Neutral Reserve)	25,000	0.0%			25,000				
18	Turtle Trail Implementation Strategy (in progress)	5,000	0.0%					5,000		
	Downtown Truck Route Study	100,000	0.1%	27,230					72,770	
	Transit - Automated Vehicle Location	30,000	0.1%	30,000						
19	Airport Long Term Lease Phase 2 Geotech Analysis	50,000	0.0%				50,000			
	Economic & Community Planning									
20	OCP Review and Update (in progress)	220,845	0.6%	140,845	80,000					1.35
21	Neighbourhood Energy Utility (in progress)	55,000	0.2%	50,000	5,000					
22	Downtown Neighbourhood Implementation Plan (in progress)	25,000	0.1%	25,000						
23	Squamish Estuary Management Plan (in progress)	20,000	0.1%	20,000						
24	Sign Bylaw Review	12,000	0.1%	12,000						
25	Downtown Parking Strategy (carry forward)	10,000	0.0%		10,000					
26	Filming in Squamish - Development of Marketing Materials	3,335	0.0%						3,335	
	Carbon Offsets 2015	25,000	0.1%	25,000						
	Recreation, Parks & Trails									
27	BP Stawamus Chief Room Ceiling Tile Removal	120,000	0.5%	120,000						
28	Youth Centre New Flooring	17,000	0.1%	17,000						
29	BP Desiccant Wheel for Arena Dehumidifier	14,000	0.1%	14,000						
30	Sponsorship and Community Partnership Policy - Arts, Recreation, Culture	10,000	0.0%	10,000						
31	BP Recreation Centre Renovation Plan (carry forward)	35,000	0.0%		35,000					
32	Downtown Banners (carry forward)	23,000	0.0%	8,000	15,000					
		\$ 1,452,272	2.6%	\$ 600,067	\$ 229,300	\$ 25,000	\$ 164,500	\$ 247,136	\$ 186,269	1.35

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**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
GENERAL FUND**

Schedule 8

Ref	FUTURE YEAR SPECIAL PROJECTS - FUNDED BY TAXATION	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	General Government								
	Land Acquisition and Lease*	175,250							
33	Boundary Expansion	70,000							
34	Library Repair and Repaint Siding	15,000		20,000					
35	Library New Carpet	75,000							
	Other General Government Projects - TBD			70,000		145,000		145,000	-
	Transportation								
36	Asset Management Plan	50,000							
37	Downtown Truck Study - Municipal Portion	27,230							
38	Downtown Entrance Study - Municipal Portion	27,230							
	Integrated Stormwater Management Plans - Municipal Portion			125,258				98,028	
	Transportation Capital Plan			50,000					
	Other Transportation Projects - TBD					150,000		52,000	
	Protective Services								
39	Evacuation Plan Consultant	10,000							
40	Dog Pound Exterior Repairs and Painting	30,000							
41	RCMP Duct Cleaning	3,500							
	Economic and Community Development								
42	Food Security	25,000							
43	OCP Review and Update (in Progress)	115,845	1.00						
44	Wildlife Corridor Mapping	50,000							
	Other Economic and Community Development Projects - TBD					180,000		180,000	-
	Recreation, Parks & Trails								
45	Recreation Facilities Strategic Plan	50,000		50,000					
46	BP Arena Dressing Room Upgrades	47,000							
47	BP Arena Sports Flooring Replacement	57,500							
	BP Arena Insulation Replacement			200,000					
	BP Exterior Paint and Reseal			30,000					
	BP Adventure Centre Flooring and Exterior Stain			75,000					
	BP Main Lobby Ceiling Tile Replacement					130,000			
	Drop In Centre Siding Replacement							65,000	
	Recreation, Parks & Trails Projects - TBD					45,000		110,000	-
	Health & Welfare (Cemetery)								
	Cemetery Master Plan			30,000					
		\$ 828,555	1.00	\$ 650,258	-	\$ 650,000	-	\$ 650,028	-

* Land Acquisition details remain in-camera

Schedule 9

Ref	FUTURE YEAR SPECIAL PROJECTS - ALTERNATE FUNDING	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	Accumulated Surplus	(35,000)							
48	Marine Strategy Phase 2 Policy Development and Mgmt Model	35,000							
	Other Grants & Recoveries	(95,540)		(104,742)				(81,972)	
37	Downtown Truck Study - DCC Portion (R1a) and Federal Grant	72,770							
38	Downtown Entrance Study - DCC Portion (R1b)	22,770							
	Integrated Stormwater Management Plans - DCC Portion (D-1)			104,742				81,972	
		\$ -	-	\$ -	-	\$ -	-	\$ -	-

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
GENERAL FUND**

Council Review
November 17, 2015

Schedule 8

Ref	FUTURE YEAR SPECIAL PROJECTS - FUNDED BY TAXATION	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	General Government								
	Land Acquisition and Lease*	175,250							
33	Boundary Expansion	70,000							
34	Library Repair and Repaint Siding	15,000		20,000					
35	Library New Carpet	75,000							
	Other General Government Projects - TBD			70,000		145,000		145,000	-
	Transportation								
36	Asset Management Plan	50,000							
37	Downtown Truck Study - Municipal Portion	-							
38	Downtown Entrance Study - Municipal Portion	27,230							
	Integrated Stormwater Management Plans - Municipal Portion			125,258				98,028	
	Transportation Capital Plan			50,000					
	Other Transportation Projects - TBD					150,000		52,000	
	Protective Services								
39	Evacuation Plan Consultant	10,000							
40	Dog Pound Exterior Repairs and Painting	30,000							
41	RCMP Duct Cleaning	3,500							
	Economic and Community Development								
42	Food Security	25,000							
43	OCP Review and Update (in Progress)	115,845	1.00						
44	Wildlife Corridor Mapping	50,000							
	Other Economic and Community Development Projects - TBD					180,000		180,000	-
	Recreation, Parks & Trails								
45	Recreation Facilities Strategic Plan	50,000		50,000					
46	BP Arena Dressing Room Upgrades	47,000							
47	BP Arena Sports Flooring Replacement	57,500							
	BP Arena Insulation Replacement			200,000					
	BP Exterior Paint and Reseal			30,000					
	BP Adventure Centre Flooring and Exterior Stain			75,000					
	BP Main Lobby Ceiling Tile Replacement					130,000			
	Drop In Centre Siding Replacement							65,000	
	Recreation, Parks & Trails Projects - TBD					45,000		110,000	-
	Health & Welfare (Cemetery)								
	Cemetery Master Plan			30,000					
		\$ 801,325	1.00	\$ 650,258	-	\$ 650,000	-	\$ 650,028	-

* Land Acquisition details remain in-camera

Schedule 9

Ref	FUTURE YEAR SPECIAL PROJECTS - ALTERNATE FUNDING	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	Accumulated Surplus	(35,000)							
48	Marine Strategy Phase 2 Policy Development and Mgmt Model	35,000							
	Community Works Fund	(15,000)		(5,000)					
	Safe Routes To School	15,000		5,000					
	Other Grants & Recoveries	(22,770)		(104,742)				(81,972)	
37	Downtown Truck Study - DCC Portion (R1a) and Federal Grant	-							
38	Downtown Entrance Study - DCC Portion (R1b)	22,770							
	Integrated Stormwater Management Plans - DCC Portion (D-1)			104,742				81,972	
		\$ -	-	\$ -	-	\$ -	-	\$ -	-

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DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2016 SPECIAL OPERATING PROJECTS
SCHEDULE 7

Council Review
November 17, 2015

No.	Year	Presentation Name	Department	Project Description	Project Justification Benefits	Additional Project Staffing
1	2016	Long Term Real Estate and Facilities Strategy	Real Estate	Establish the District's long-term real estate and facilities needs 25 years out to guide facilities replacements, upcoming acquisitions and dispositions and to provide important input into the Long-Term Capital Plan.	Will provide long-needed overall strategic direction to the operation of the Real Estate Department. Will ensure DOS does not sell current properties or pass up opportunities to acquire other properties that will be required in the future and hard to re-acquire. Will also ensure funds are established to pay for future facilities when they are required.	
2	2016	Document Management System Roll-out Completion	Information Technology	This is already in the current Financial Plan. By the end of 2015, most departments will have had their documents migrated to the SharePoint Document Management System. Migrated departments have gone through SharePoint and Records Management workshops and training. Custom sites have been setup and a major file clean-up and migration effort has been completed. Roll-out to remaining departments and a brief revisit of early adopters is planned for Q1 and 2 of 2016.	For the first time electronic files are being stored securely with LGMA records management policies enforced in the background. Once the system is rolled out to all Departments, organization-wide information sharing and collaboration will continue to improve. This is already evident in areas that have been migrated. Efficiencies will continue to be gained as more processes are improved and automated. Further system needs will also continue to be documented for future projects. A new Intranet and custom search functionality will connect staff across the organization and make it easy to discover resources and information from all areas.	Labourer 0.34 FTE, Business Analyst \$28,136
3	2016	Digital Strategy for Squamish	Information Technology	A committee with members from Council, District staff, and the community was formed in 2015 to develop a Digital Strategy for Squamish. Several meetings have been held with mixed results. In order to build a strategy that is meaningful with future outcomes that are important to community stakeholders, a concerted effort is required beyond committee meetings. A consultant with expertise and experience in this area will help lead workshops, engage with stakeholders and come up with defined, achievable goals and outcomes. A meaningful, actionable document can then be presented to Council and the Community in 2016.	A committee alone is not enough to develop this strategy. All cities and municipalities that have gone through this process relied in part on the expertise of consultants. A consultant will help to lead the process, facilitate meetings, and document outcomes. A meaningful strategy can thus be completed in 2016 providing direction for Council, the District and the Community.	
4	2016	Branding transition	Communications	We continue to transition our municipal signage and materials to the new brand. \$5000 annually has been budgeted to date.	Continuation of the adoption of the new brand, which was expected to take a number of years to keep costs down.	
5	2016	Budget Public Engagement online platform	Communications	Budget required to develop an online public engagement tool surrounding the budget process to help increase interest and participation from the community.	Provide interesting and interactive ways for the community to learn about and offer input into the budget process.	
6		CUPE 2016 Contract Renewal Bargaining Costs	Human Resources	CUPE contract is coming up for renewal. This cost is necessary to ensure effective collective bargaining with CUPE Local 2269. The funds will be used to pay for negotiator services and other bargaining costs and will help ensure our bargaining goals are achieved to every degree possible.	CUPE attend with a professional negotiator and the employer's Bargaining Committee require the expertise of an experienced lead negotiator. DOS maintains a cyclic reserve to fund additional costs required at each renewal period that exceed the existing labour negotiation operating budget of \$50K.	
7	2016	Sponsored Crown Grant Surveying - Carry Forward	Real Estate	Final surveying work is required to complete several Sponsored Crown Grant applications in process by the District. The applications requiring final surveying include: Smoke Bluffs Park expansion (\$10,000), Access Road to the Windsurfing Spit (\$5,000), Landfill (\$7,000) and Dyking (\$4,000).	The remaining Sponsored Crown Grants are expected to be completed in 2016. These applications serve to ensure long term access to various community assets.	

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2016 SPECIAL OPERATING PROJECTS
SCHEDULE 7

Council Review
November 17, 2015

No.	Year	Presentation Name	Department	Project Description	Project Justification Benefits	Additional Project Staffing
8	2016	Forestry building - repaint underside of metal canopies	Facilities	In 2013 the exterior siding was repaired and repainted. This project proposes to paint the underside of the metal canopies at the Forestry building as the paint has peeled.	The canopies are visible to visitors to the building as well as staff and so this project will improve the visual appeal of the building as well as prolong the life of the canopies.	
9	2016	Phase In Operating Project Envelope	Finance	This initiative involves the draw of \$100,000 from accumulated surplus to help phase in a standard \$650K special project envelope in the general fund. Every year a special operating project allowance is required to address facility maintenance, operational and strategic priorities. In 2015 \$385K was funded from taxation but it came at the cost of general maintenance and deferral of strategic priorities.	The \$130,000 accumulated surplus allows the District to meet Council targets for general taxation increase while still moving half way closer to establishing the annual \$650,000 special project envelope target. Ultimately this envelope will help the District stabilize the tax requisition while ensuring that a minimum level of annual preventative facility and operational maintenance projects can be accomplished without compromising the advancement of broader strategic priorities.	
10	2016	DS - Building & Business License Bylaw Amendments	Planning & Building	Mobile Home Bylaw/ Business Bylaw/ Mobile Food Vending/ Street Performers	Update of outdated bylaws to align with strategic and community priorities and initiatives to streamline and create more user friendly documents.	
11	2016	Watercourse and Sensitive Habitat Mapping	Engineering	Complete study and update watercourse and sensitive habitat mapping in GIS.	Currently, there is not a comprehensive map of watercourse and sensitive habitat mapping. This places challenges on development reviews that require the mapping. As a result costs are being downloaded onto individual developers and the lack of mapping requires additional effort by staff to determine whether watercourses or sensitive habitats are adjacent to developments. Furthermore this ad hoc approach ultimately results in habitat loss and environmental impacts from development. Updated sensitive habitat mapping is supported by OCP Policy: "16 - 14 The District shall map and inventory sensitive environmental areas and update Schedule C when the mapping has been completed."	
12	2016	Cheeky Fan Development Review - Mitigation Alternatives	Engineering	This project will involve retaining a specialist flood/hazard consultant to review mitigation alternatives to the large debris barrier proposed for a large development on the fan. The review will generally confirm the hazard characteristics and existing levels of risk. All possible mitigation measures will be considered and evaluated. Mitigation measures will be short-listed based on a multi-objective analysis. Cost will be estimated for short-listed measures. The analysis will be presented to Council and the public and a final report will be submitted with recommendations.	This study/review will allow staff to properly advise Council on mitigation alternatives other than what is proposed under the current development proposal so that options can be compared and the most favourable option for land use and mitigation can be selected with adequate knowledge and awareness.	
13	2016	Integrated Flood Hazard Management Plan	Engineering	The existing Flood Hazard Management Plan was created in 1994 and is obsolete as a result of the extensive community development and changes to Provincial design standards including rising sea levels since original creation of the document. The project is evaluating flood and geo-hazards from all major river systems, the Cheeky Fan and the ocean. The updated IFHMP will contain a list of prioritized flood mitigation measures including a long range capital plan and policy measures.	The updated plan will also assist with development reviews and establishing appropriate flood construction levels and land use regulations for floodplain management. Finally, an updated IFHMP will show senior funding partners that the District has completed due diligence and is planning appropriately for flood prevention which increases probability of future grant funding.	

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2016 SPECIAL OPERATING PROJECTS
SCHEDULE 7

Council Review
November 17, 2015
Additional Project
Staffing

No.	Year	Presentation Name	Department	Project Description	Project Justification Benefits	
14	2016	DCC - D-1 - Integrated Stormwater Management Plans	Engineering	Preparation of ISMP's is a requirement of the Liquid Waste Management Plan and has been included in the DCC bylaw. The LWMP forms a binding contract between the DOS and BCMOE, as such this budget item is non-discretionary. An ISMP is a comprehensive study that examines the linkage between drainage servicing, land use planning and environmental protection. The purpose is to present a blueprint that supports the growth of a community in a way that maintains or ideally enhances the overall health of a watershed.	Improved stream health, environmental sustainability.	
15	2016	New bus stop shelters garbage containers and signage	Operations - Roads	A private company has offered to install 6 new bus stop shelters and to do the basic maintenance and vandalism repair. The donation does not include bear proof garbage bins or route information signage, nor does it include garbage removal, litter picking and snow removal.		
16	2016	Safe Routes to School	Engineering	Work with HasteBC to develop Safe Routes to Schools. The project will involve public consultation and will result in a list of projects to improve the safety of walking/cyclig routes to schools.	Improved safety for pedestrians/cyclists/students. Increased use of walking and cycling as a mode of transportation.	
17	2016	Active Transportation Plan	Engineering	The Active Transportation Plan will guide DoS investments into programs and infrastructure that will encourage people to increase their use of walking and cycling as a mode of transportation. It will bring together information from the existing 2031 Multi-Modal Transportation Study and Trails Master Plan, but will focus on commuter cycling and pedestrian infrastructure. It will include a review of routes and supporting programs, design guidelines, a capital expenditure plan, and public consultation.	The Active Transportation Plan will enhance walking/bicycle use and safety and is an important step towards increasing the pedestrian/cycling transportation mode share in Squamish. It will provide a vision and a set of capital projects that can be used for future infrastructure funding applications. It will build on the preliminary assessment of active transportation routes in the 2031 Multi-Modal Transportation Study and develop public support for Squamish's bike/pedestrian network.	
18	2016	Turtle Trail Implementation Strategy	Engineering	The Squamish Trails Society has proposed a 'Turtle Trail', an interpretive trail around the perimeter of south Squamish utilizing and improving on existing trails, roadways and dikes. This study will prepare an implementation strategy to make the Turtle Trail a reality including preparation of prioritized works with budgetary cost estimates so the District can plan and begin implementing recommendations.	Improved recreational and tourism opportunities, improvements to multi-modal transporation system. Council request.	
19	2016	Airport Long - Term Lease - Phase 2 Geotech Analysis - Carry Forward	Real Estate	The existing five (5) tenants at the Squamish Airport have been seeking long-term leases for many years. Several issues need to be resolved before long-term leases can be entered into including the amendment, waiving or satisfaction of the conditions contained in the Cheekye Fan Terrain Hazard Policy or area-wide mitigation. Once the mitigation solution for the Cheekye Fan has been established a geotech analysis will be required to determine how long-term leases and building permits can safely be approved.	The project is an important economic development (business retention) initiative. The existing tenants provide a significant quantity of full-time, well-paying jobs. Previously this project has been budgeted for at \$30,000. Recent discussions suggests this amount should be increased to \$50,000. NOTE: This work is to be funded out of the Airport Provision Account.	
20	2016	DS - OCP Review and Update	Planning & Building	Current OCP was adopted in 2009. the 2015-2017 review and update will ensure OCP reflects current community vision, values and goals. A number of other land use-related initiatives have been recently/currently undertaken (Employment Lands Strategy, Integrated floodplain management), the results will need to be reflected in OCP. Development Permit Area guidelines need to be updated to guide development more effectively and efficiently in sensitive, hazard, and form and character contexts. These actions will serve to clarify approaches that lead analysis of development applications. Budget is required for a consulting firm to design and implement a focused community engagement process.	The OCP review and update is a Council priority for 2016. The current OCP has not been reviewed in over six years, a number of land-use related initiatives have been undertaken in that time that require integration with OCP, development pressure has increased substantially since the last update, significant gaps have been identified in the current OCP through the development application review process.	Planner \$88,245, Dues & Training \$2,600
21	2016	DS - Neighbourhood Energy Utility	Planning & Building	Develoment of a Plan to build a neighbourhood energy utility downtown Squamish.	Innovative energy conservation system employed by new developments, and GHG reductions.	

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2016 SPECIAL OPERATING PROJECTS
SCHEDULE 7

Council Review
November 17, 2015

No.	Year	Presentation Name	Department	Project Description	Project Justification Benefits	Additional Project Staffing
22	2016	Downtown Neighbourhood Plan Implementation	Planning & Building	Adoption of the Downtown Neighbourhood Plan will have considerable implications for land use downtown. Updating zoning downtown has been a consistent priority for council over the last year.	The Zoning Bylaw will require changes to make it consistent with the Downtown Neighbourhood Plan once the Plan is adopted.	
23	2016	Squamish Estuary Management Plan Update	Engineering	Complete an update and public review of the 1999 Squamish Estuary Management Plan.	The 1999 SEMP is currently out of date. Several of the projects proposed in the plan have been achieved, and project review process is not functioning as intended. Furthermore, the 1999 SEMP indicates that the plan will be reviewed every 5 years. Since 1999, a plan review has not occurred. In order for SEMP to be a functional document, it requires public consultation and update.	
24	2016	DS - Sign Bylaw Review	Planning & Building	This project entails repealing the District's current outdated Sign Bylaw 1582, 2000 and advancing a modernized sign bylaw that is user friendly and clearly and visually articulates sign regulations for high quality, human-scaled signage.	Sign regulations will be brought into alignment with the District's DP Area guidelines, as well as best practices for durable, sustainable signage (materials, high efficiency lighting, etc). The new bylaw will also integrate process improvements for sign permitting, including streamlining the process with respect to DPA guidelines, an updated application form and review of sign fees and encroachment agreement administration.	
25	2016	Downtown Parking Strategy	Planning & Building	Council direction not completed in 2015.	Need for a parking strategy in the downtown for businesses and visitors. Includes both consideration of new, additional parking stalls and a parkade location, in addition to a strategy / approach to paid parking.	
26	2016	CARRY FORWARD - Filming in Squamish - development of marketing materials	Film & Events	A grant from the BC Film Commission (now Creative BC) has not yet been used up. The remainder is to be used to market Squamish as a filming destination.	The grant was provided to support the marketing of Squamish as a filming destination.	
27	2016	BP Stawamus Chief room ceiling tile removal	Facilities	The drop ceiling in the Stawamus Chief room (old auditorium) is original ie 37 years old. This project proposes to remove the ceiling completely and have a plenum style ceiling with exposed pipes and ducts. The project includes: * Removal of the tiles and supports. * Reset existing sprinkler drops to meet regulatory needs of the new ceiling and HVAC adjustments. * Removal of existing light fixtures and replace/upgrade with LED auditorium function lighting. * Painting of the new ceiling and installation of insulation	As the current ceiling has reached the end of its service life it becomes a safety hazard to staff and patrons. The frame is damaged and swayed from staff hanging items from it in the past. There have also been occasions of tiles or light lenses falling when hit by a ball. This project will provide a higher ceiling for more ball sports. The new LED lights are more suitable for auditorium use in that they will not fall if hit by a ball and the bulbs last up to 10 years. There would also be lower maintenance costs for light bulb or ceiling tile replacement. In addition, LED lights use much less energy than the current T8 lights.	
28	2016	Youth Centre - new flooring	Facilities	The Youth Centre is owned by the DOS and leased out to the Sea to Sky community Services. Under the lease the DOS are responsible for major repairs to the building over \$1000. The building is 46 years old and much of the structure and interior is original. The vinyl flooring through out much of the building is 46 years old and definitely showing signs of wear. There are many areas where the floor has completely deteriorated and is a safety hazard for those that use the building and is impossible to keep clean. RDH examined the building in 2010 and strongly recommended replacing the high traffic areas of the floor with a resilient type flooring and subfloor to prevent an accident.	The current floor is ripped and contains holes in the high traffic areas. This project proposes to replace these high traffic areas with a resilient floor that is safe and easy to keep clean.	

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2016 SPECIAL OPERATING PROJECTS
SCHEDULE 7

Council Review
November 17, 2015
Additional Project
Staffing

No.	Year	Presentation Name	Department	Project Description	Project Justification Benefits
29	2016	BP - desiccant wheel for arena dehumidifier	Facilities	To replace the wheel for the main dehumidifier in the arena.	The desiccant wheel for the dehumidifier has a life expectancy of 5 - 7 years. The current wheel at Brennan Park will be 7 years old in spring 2014. Staff are noticing longer "drying" times when the wheel is being dried out and not actually removing humidity. Replacing the wheel will better maintain humidity levels in the arena, provide a safe and quality ice surface and prevent condensation on the cold metal beams/rafters.
30	2016	Sponsorship and Community Partnership Policy for Arts, Recreation , and Cultural Services	Recreation Services	To review options and develop a policy on partnering with other agencies/organizations and accepting sponsorship and/or donations towards Arts, Recreation, and Cultural facilities and programs.	Squamish's recreation infrastructure is loved but worn and requires updating and expansion to meet the growing community needs. Alternative forms of funding should be sought out to reduce the financial impact to tax payers. A policy is required to guide Council, staff, and the community on how to seek and receive alternate forms of funding that align with community values.
31	2016	Brennan Park Recreation Centre Renovation Plan - Carry Forward	Recreation Services	In 2014 a Needs Assessment was initiated for Brennan Park Recreation Centre. 1st draft architectural drawings have been completed. 45k has been allocated to this program under the title Brennan Park Needs Assessment. 35k requires carrying forward for this project to see order of magnitude cost estimates and options for Council consideration.	Squamish's population is rapidly expanding and the Rec Centre's needs to be revitalized and capacity expanded to meet community demands.
32	2016	New Banners for Downtown	Operations - Parks	Banners for downtown have become faded and worn and are in need of redesign and replacement.	Downtown banners are part of the face of Squamish during the busy summer tourist season. Along with the planter boxes and hanging baskets, banners welcome visitors into downtown and help create an attractive and unified community feel on Cleveland Avenue.

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2017 SPECIAL PROJECTS DESCRIPTIONS & JUSTIFICATIONS - UTILITIES
SCHEDULE 8 & 9

No.	Year	Fund	Presentation Name	Department	Project Description	Project Justification Benefits
33	2017	General	Boundary Extension Project	Real Estate	The District has submitted to the Province a request for multiple boundary extensions to incorporate various areas of importance and industrial projects currently outside District boundaries. It also includes a request to explore a governance review related to the impacts of the Garibaldi at Squamish project. It is anticipated that the requests will be process in two parts - the smaller , multiple extensions will be processed in 1 package, very likely in 2016. In discussions with the Province, it is anticipated that the Garibaldi at Squamish project will become more involved in 2017. Therefore, the project costs are split into 2016/2017 on that basis.	The District will incur additional legal fees (est.\$15,000) and community consultation (est. \$20,000) for each phase of the project. The proposed boundary extensions area significant in size and scope and these amounts are not significant compared against there potential impact. The proposed extensions will also incorporate industrial operations into the District which will increase taxation revenues to the District.
34	2017	General	Library repair and repaint siding	Facilities	The siding at the library is 16 years old. In many places the paint has peeled off exposing the wood beneath and some areas of the siding and joint sealant are deteriorating. This project proposes to repair the damaged areas, apply new sealant where appropriate and re-paint. Urgent areas will be addressed in 2016 and the remaining siding re-painted in 2018.	This is preventative maintenance that will prolong the life of the building.
35	2017	General	Library - new carpet	Facilities	The library experiences approximately 350 visitors a day. The carpet in the library is 17 years old and with such high traffic is starting to show signs of wear and is becoming hard to clean in the high traffic areas. This project proposes to replace the carpet throughout.	To provide a comfortable environment for staff and patrons. In addition this will ensure the carpet can be cleaned in the areas where children play.
36	2017	General	Asset Management Plan Update	Engineering	The Asset Management Plan should be updated every 5 years to take into account additional asset inventory information that has been collected and to ensure that the District is planning responsibly for asset management.	An updated AMP will ensure that the District is planning responsibly and will not be surprised in the future with unexpected increases in utility rates or general taxes.
37	2017	General	Downtown Truck Routing Study	Engineering	This study is recommended in the forthcoming DCC bylaw to study the optimal truck route through or around downtown Squamish including to/from Squamish Terminals. Three primary options including 3rd Ave, Logger's Lane and the 7th Avenue connector have been assessed at a high level in the Multi-Modal Transportation Study. These will be evaluated in greater detail and the public and key stakeholders will be consulted throughout this project.	Resolving ongoing issues related to conflicts between truck traffic and existing and future development. Maintaining traffic flow to/from Squamish Terminals and other key truck destinations. Improved vision for future community planning. Gaining an understanding of costs and future infrastructure improvements. The District has been successful in receiving \$50k of grant funding from Transport Canada and this project will leverage those funds.
38	2017	General	Downtown Entrance Study	Engineering	Study the area bounded by Highway 99 on the north, Pemberton Avenue on the south, Bailey Street/Third Avenue to the west and Logger's Lane to the east taking into account the following key issues: issues associated with Pemberton Ave entrance, Bailey Street, Logger's Lane, and the Cleveland	The entry to downtown leaves an important impression on visitors. An efficient, free-flowing, and aesthetic downtown entrance will encourage visitors to the downtown and assist in downtown revitalization. Council request
39	2017	General	Evacuation Plan Consultant	Emergency Program	An all hazards evacuation plan is a critical component of the mandatory regulatory requirement of emergency planning for Squamish under the Local Authority Emergency Management Regulation (1996). There is no existing evacuation plan and the District is currently exposed to significant/considerable/unacceptable risk should a major evacuation be required in the short term.	Squamish faces a rare combination of evacuation challenges that would benefit from the independent advice and review of an expert in evacuation planning. These include a high natural hazard environment with one arterial route in and out of the district and pockets of communities that are easily isolated if an access bridge or road becomes impassable. Evacuation planning is a critical aspect of planning for the safety and wellbeing of citizens and visitors to Squamish.
40	2017	General	Dog pound - exterior repairs and painting	Facilities	The dog pound building is 50 years old. The exterior consists mainly of concrete block. The paint is weathered and non existant in many areas and should be repainted to keep the building sealed. There are many gaps and cracks in the block walls that have appeared over the years that should be filled. In addition to wooden facia is also weather beaten and the paint has peeled off. This project will clean the exterior of the building and repair any damaged wood as well as re paint. The project will also replace windows and doors that have reached the end of their service Life.	To prolong the life of the building, and prevent the ingress of water and pests.

41	2017	General	RCMP duct cleaning	Facilities	Cleaning of all heating and ventilating ducts at the RCMP Station. This was last performed 3 years ago. Industry standards suggest cleaning every 3 -4 years.	Although there are many sources of air pollutants, a building's air ducts can be one of the major contributors. Removing mould, dirt and fungi from the ducts is the first step to cleansing a building and improving indoor air quality. Cleaning the ducts will ensure they're virtually free of dust, allergens and mould. In addition to improving the health of visitors and employees, duct cleaning will reduce the need for frequent dusting and potentially improve air flow throughout the building.
42	2017	General	Food Security Strategy	Development Services	A Strategy to improve food security for Squamish in alignment with the Squamish Food Charter adopted by Council in 2015.	Council Priority
43	2017	General	DS - OCP Review and Update	Planning & Building	Current OCP was adopted in 2009. the 2015-2017 review and update will ensure OCP reflects current community vision, values and goals. A number of other land use-related initiatives have been recently/currently undertaken (Employment Lands Strategy, Integrated floodplain management), the results will need to be reflected in OCP. Development Permit Area guidelines need to be updated to guide development more effectively and efficiently in sensitive, hazard, and form and character contexts. These actions will serve to clarify approaches that lead analysis of development applications. Budget is required for a consulting firm to design and implement a focused community engagement process.	The OCP review and update is a Council priority for 2016. The current OCP has not been reviewed in over six years, a number of land-use related initiatives have been undertaken in that time that require integration with OCP, development pressure has increased substantially since the last update, significant gaps have been identified in the current OCP through the development application review process.
44	2017	General	Wildlife Corridors Mapping	Engineering	Wildlife Corridor Mapping as outlined in the Council Strategic Plan, in order to ensure inclusion in the OCP. This mapping follows the Terrestrial Ecosystem Mapping project.	
45	2017	General	Recreation Facilities Strategic Plan	Recreation Services	A Recreation Facilities Strategic Plan will provide direction, costs and prioritized investment for arts, recreation and culture facilities. The scope includes providing a upgrade plan for Brennan Park Recreation Centre, an upgrade or replacement plan for the Youth Centre and direction on the optimization of the seniors centre to continue to meet seniors needs but drive increased participation by those 50+ in years and direction on opening the centre to the greater community after the Seniors Centre's regular hours.	Brennan Park Recreation Centre is loved but worn and requires significant updating and expansion to meet community growth and changing needs. The Youth Centre is at the end of usable life without significant updating or replacement. The Seniors Centre is used by a core group of older seniors and there is opportunity to increase participation and visits by those 50+ in years and opening the centre to the greater community after the seniors Centre regular hours.
46	2017	General	BP - arena dressing room upgrades	Facilities	There are 6 dressing rooms at the arena. Each has a shower stall in which the tiling is old, chipped and cracked and very hard to get clean as dirt penetrates the tile and grout. The current plumbing is original, and leaking. This project includes the re tiling of the shower stalls as well as replacing the shower heads and controls. Heating is provided by a forced air natural gas furnace which is inadequate for demands and includes 65 m of un-insulated venting. This project also provides for a new system whereby each dressing room has it's own motion sensor controlled, electric unit heater.	Many complaints are currently received from the the hockey and skating user groups with regard to the quality of the showers as well as the temperature in the dressing rooms. New tiling would allow proper cleaning of the tile and avoid someone getting cut on a broken tile. Shower heads on a timer would help to save energy costs. New unit heaters would offer energy savings as well as a warmer environment for the users.
47	2017	General	BP arena - sports flooring replacement	Facilities	The rubber flooring and asphalt planking around the arena covers 7800 square feet. Most of it is 37 years old but some has been replaced and patched over the years as it wears out. The sports flooring is now becoming a safety hazard as it is so patched and uneven and many of the old areas now need replacing. This project proposes to replace all the flooring except flooring that will be replaced with the new slab in 2016. This includes the arena lobby, hallways, washrooms and all dressing rooms.	To provide a safe surface for skaters and staff to walk on and ensure it can be cleaned.
48	2017	General	Marine Strategy - Phase 2 - Policy Development and Management Model	Planning & Building	Phase 2 is proposed to focus on establishing the District objectives for the waterfront including dredging, enforcement and compliance, economic development, development applications, recreational access, environmental stewardship and downtown revitalization. A timeline and approach for advancing these timelines will be developed and implemented. Any necessary changes to existing DOS policy/bylaws or creation of new policy/bylaws will be undertaken. Will need to ensure substantial participation by Squamish Nation.	The Squamish waterfront will be the focus of significant community changing redevelopment in the next 10 years. The Marine strategy is intended to ensure the DOS is doing what it can to minimize the impact of current challenges (live-aboards, sewage...) and take advantage of any opportunities as the redevelopment occurs.