

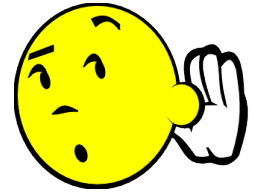
# 2016-2020 Financial Plan

Workshop #1

Capital Plan

# Weigh in-we are listening...

- Attend open meetings and comment in person
- Email: [budgetfeedback@squamish.ca](mailto:budgetfeedback@squamish.ca) or [Council@squamish.ca](mailto:Council@squamish.ca)
- Via Twitter [@Squamishtown](https://twitter.com/Squamishtown), hashtag #SquamishBudget
- Comments section on [www.squamish.ca](http://www.squamish.ca) website



# Resources



- 2015-2019 Strategic Plan
  - [www.squamish.ca](http://www.squamish.ca)
  - Your Government \ projects and initiatives \ 2015 to 2018 Strategic Plan
- Workshop materials:
  - “Let’s Talk Budget”
  - [www.squamish.ca](http://www.squamish.ca)
  - Your Government \ Budget\Financial Plan & Annual Reports \Budget 2016\Draft Budget Documents

# What's Up Today?

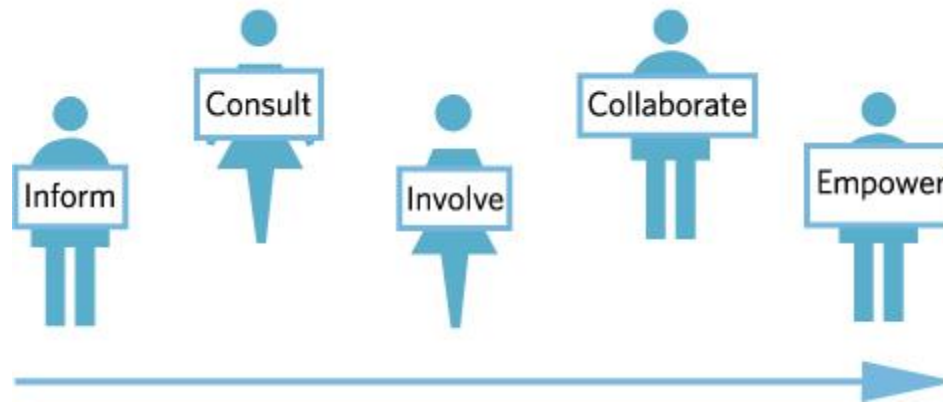
- Strategic Plan Work Plan Overview
- Public Engagement – Survey Questions
- Capital Plan
  - Key policies and targets
  - Achieving sustainability
  - Approach to building the plan
  - Highlights & executive summaries
  - Review detailed plan
- Determine future workshop schedule



# Strategic Plan Work Plan



# Public Engagement



# Capital Plan Review



# Key Policies & Targets

Advancing toward long range financial guidelines

- Threshold for borrowing and reserve use
- 20% debt service on revenues
- Build capital reserves to fund rehabilitation
- Base capital replacements on condition



# Achieving Financial Sustainability

CORRECTED - NOVEMBER 30TH

## Annual Contributions Review

|                  | Amortization<br>2014 | Direct<br>Contribution<br>2016 | Rehab<br>Reserve<br>Contribution<br>2016 | Equipment<br>Reserve<br>Contribution<br>2015 | Total<br>Contribution | Under / (Over)<br>Fund |
|------------------|----------------------|--------------------------------|------------------------------------------|----------------------------------------------|-----------------------|------------------------|
| General Fund     | \$ 3,961,007         | \$ 1,471,945                   | \$ 1,000,451                             | \$ 326,510                                   | \$ 2,798,906          | \$ 1,162,101           |
| Solid Waste Fund |                      |                                | 8,119                                    |                                              | 8,119                 | (8,119)                |
| Water Fund       | 772,747              | 1,015,883                      | (47,782)                                 | 5,534                                        | 973,635               | (200,888)              |
| Sewer Fund       | 774,110              | 2,401,488                      | (499,558)                                | 20,940                                       | 1,922,870             | (1,148,760)            |
|                  | \$ 5,507,864         | \$ 4,889,316                   | \$ 461,230                               | \$ 352,984                                   | \$ 5,703,530          | \$ (195,666)           |

## Balances to 2015

|                  | Accumulated<br>Amortization | Rehab<br>Reserves<br>Estimates to<br>Dec 31, 2015 | Equipment<br>Reserves<br>Estimate to<br>Dec 31, 2015 | Total<br>Reserves<br>Estimated to<br>Dec 31, 2015 | Under /<br>(Over) Fund |     |
|------------------|-----------------------------|---------------------------------------------------|------------------------------------------------------|---------------------------------------------------|------------------------|-----|
| General Fund     | \$60,277,104                | 1,837,152                                         | \$ 4,836,845                                         | \$ 6,673,997                                      | \$ 53,603,107          | 13% |
| Solid Waste Fund |                             | 1,104,770                                         |                                                      | 1,104,770                                         | (1,104,770)            |     |
| Water Fund       | 15,540,991                  | 1,230,818                                         |                                                      | 1,230,818                                         | 14,310,173             | 8%  |
| Sewer Fund       | 18,370,874                  | 3,288,436                                         |                                                      | 3,288,436                                         | 15,082,438             | 18% |
|                  | \$94,188,969                | \$ 7,461,176                                      | \$ 4,836,845                                         | \$ 12,298,021                                     | \$ 81,890,948          |     |

Average Capital Plan 2009-2015     \$14.5M

# Approach to Building The Plan

- Funding parameter estimates
- Capital Managers oversee/prioritize
- Meet strategic plan, master plans, regulations, mitigate infrastructure risks
- Management review
  - strategic plan
  - master plans
  - practical and justified operationally



# Capital Highlights

- \$57.9M plus \$17.9M SODC DCC Projects
- \$16.7M and \$11.3M (*revising to \$8.2M*) for 2016
- \$1.48M funded directly from taxation (*\$1.47M*)
- Utility funds expected to self-fund except for \$500K borrowing in Water

# Game Changers

- SODC land negotiations
  - Deal still pending
  - DCC project timing
- Corporate-wide technology advancements



# Capital Plan Summary

|                                       | 2015              | 2016              | 2017              | 2018              | 2019             | 2020             |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| <b>Capital Plan Funding Sources</b>   |                   |                   |                   |                   |                  |                  |
| Contributions From Taxation           | \$ 1,247,951      | \$ 1,481,955      | \$ 2,313,513      | \$ 1,548,774      | \$ 2,172,426     | \$ 1,710,200     |
| Contributions From Utility Fees       | 2,852,417         | 3,438,671         | 2,192,720         | 2,694,934         | 2,040,792        | 2,525,549        |
| Federal & Provincial Grants           | 1,846,918         | 1,136,000         | 1,608,000         | 1,574,000         | 1,574,000        | 1,574,000        |
| Sale of Capital Services              | 77,200            | 92,336            | 92,336            | 92,336            | 92,336           | 92,336           |
| Other Revenue and Donations           | 195,445           | 877,448           | -                 | -                 | -                | -                |
| Development Cost Charges              | 897,855           | 9,358,887         | 1,237,654         | 5,249,475         | 459,335          | 1,556,280        |
| Transfers From Surplus and Provisions | 1,745,512         | 1,355,000         | 110,000           | -                 | -                | -                |
| Transfers From Reserves               | 1,283,514         | 1,422,715         | 824,075           | 658,917           | 698,601          | 495,000          |
| Borrowing                             | 4,694,842         | 8,897,391         | 4,619,591         | 3,675,000         | 2,015,000        | 1,750,000        |
| Contributed Assets                    |                   |                   |                   |                   |                  |                  |
| <b>Total Capital Funding Sources</b>  | <b>14,841,654</b> | <b>28,060,403</b> | <b>12,997,889</b> | <b>15,493,436</b> | <b>9,052,490</b> | <b>9,703,365</b> |

# Capital Plan Summary (continued)

|                                    | 2015              | 2016              | 2017              | 2018              | 2019             | 2020             |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|
| <b>Capital Plan Expenditures</b>   |                   |                   |                   |                   |                  |                  |
| General Government                 | 426,835           | 927,000           | 1,410,000         | 1,190,000         | 550,000          | 578,000          |
| Protective Services                | 2,738,823         | 770,000           | 89,000            | 73,000            | 554,000          | 196,000          |
| Transportation and Transit         | 4,366,727         | 14,343,826        | 6,067,809         | 4,078,000         | 4,590,500        | 4,025,000        |
| Economic and Community Development | 200,000           | 245,000           | 250,000           | 250,000           | 250,000          | 250,000          |
| Recreation, Parks and Trails       | 1,219,067         | 2,741,167         | 850,166           | 960,000           | -                | -                |
| Solid Waste Utility                | -                 | -                 | -                 | -                 | -                | -                |
| Water Utility                      | 2,492,917         | 4,633,069         | 2,906,523         | 5,200,914         | 1,294,699        | 1,155,074        |
| Sewer Utility                      | 3,397,285         | 4,400,341         | 1,361,891         | 3,741,522         | 1,813,291        | 3,499,291        |
| <b>Total Capital Expenditures</b>  | <b>14,841,654</b> | <b>28,060,403</b> | <b>12,997,889</b> | <b>15,493,436</b> | <b>9,052,490</b> | <b>9,703,365</b> |
|                                    | \$ -              | \$ -              | \$ -              | \$ -              | \$ -             | \$ -             |

# Capital Plan Details

- Executive Summaries
- Council Questions
- Council Direction
  - Edit/Approval
  - Authorization to begin borrowing bylaws



# Wrapping It Up



- Public feedback, Q&A for audience
- Council direction
  - Edit/approval in principle
  - Authorization to begin borrowing bylaws
- Future workshop scheduling

# Next Workshop: Utilities