

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ENVIRONMENTAL HEALTH: WATER FUND

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Frontage Tax	\$ (230,585)	\$ (230,585)	\$ (235,197)	\$ (239,901)	\$ (244,699)	\$ (249,593)
Sale of Services	(3,462,724)	(3,585,242)	(3,656,947)	(3,730,086)	(3,804,687)	(3,880,781)
Investment Revenue	(25,801)	(36,390)	(50,443)	(68,506)	(90,574)	(114,722)
	(3,719,110)	(3,852,217)	(3,942,586)	(4,038,493)	(4,139,960)	(4,245,096)
Operating Expenses						
Administration	1,130,708	1,211,411	1,260,972	1,283,887	1,309,563	1,335,752
Treatment	42,775	42,612	43,464	44,334	45,220	46,125
Supply	204,994	209,252	215,273	219,579	223,970	228,449
Distribution	650,688	662,566	680,203	693,807	707,684	721,837
Pumping & Power	137,962	145,514	148,424	151,393	154,421	157,509
	2,167,127	2,271,355	2,348,337	2,393,000	2,440,858	2,489,673
Fiscal Services						
Other Fiscal Services	35,671	39,979	47,523	46,551	33,130	33,130
Debt 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
	1,064,522	1,084,609	1,130,580	1,168,637	1,162,626	1,174,437
Total Operating Expenses	3,231,649	3,355,964	3,478,917	3,561,636	3,603,484	3,664,110
Net Operating (Surplus) Deficit	(487,461)	(496,253)	(463,670)	(476,856)	(536,476)	(580,986)
Adjustments to Balanced Budget						
Remove Amortization	(800,632)	(800,632)	(789,790)	(781,676)	(771,302)	(765,328)
Principal Reductions On Debt	293,156	323,250	386,917	452,444	492,310	534,254
Contribution to Other Funds						
Transfer to Fund Capital*	1,507,237	1,087,183	1,036,120	1,260,640	707,327	603,029
Contribution to/from Surplus and Reserves						
Transfer from CWF Reserve	(27,800)	-	-	-	-	-
Transfer to/(from) Capital Reserve**	(141,385)	(63,548)	(169,577)	(454,551)	108,141	209,031
Transfer to/(from) Accumulated Surplus	(343,115)	(50,000)	-	-	-	-
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
*Transfer to Fund Capital						
Utility Fee and Reserve Use	1,186,772	1,037,183	1,036,120	1,260,640	707,327	603,029
Accumulated Surplus Flow Through	320,465	50,000				
	1,507,237	1,087,183	1,036,120	1,260,640	707,327	603,029
**Capital Reserve Transfer						
Capital Reserve & Replacement	(146,919)	(69,082)	(175,111)	(460,085)	102,607	203,497
Equipment Reserve	5,534	5,534	5,534	5,534	5,534	5,534
	(141,385)	(63,548)	(169,577)	(454,551)	108,141	209,031

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ENVIRONMENTAL HEALTH: WATER FUND

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Frontage Tax	\$ (230,585)	\$ (230,585)	\$ (235,197)	\$ (239,901)	\$ (244,699)	\$ (249,593)
Sale of Services	(3,462,724)	(3,612,854)	(3,685,111)	(3,758,813)	(3,833,989)	(3,910,669)
Investment Revenue	(25,801)	(36,390)	(50,443)	(68,506)	(90,574)	(114,722)
	(3,719,110)	(3,879,829)	(3,970,750)	(4,067,220)	(4,169,262)	(4,274,984)
Operating Expenses						
Administration	1,130,708	1,211,411	1,260,972	1,283,887	1,309,563	1,335,752
Treatment	42,775	42,612	43,464	44,334	45,220	46,125
Supply	204,994	209,252	215,273	219,579	223,970	228,449
Distribution	650,688	662,566	680,203	693,807	707,684	721,837
Pumping & Power	137,962	145,514	148,424	151,393	154,421	157,509
	2,167,127	2,271,355	2,348,337	2,393,000	2,440,858	2,489,673
Fiscal Services						
Other Fiscal Services	35,671	39,979	47,523	46,551	33,130	33,130
Debt 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
	1,064,522	1,084,609	1,130,580	1,168,637	1,162,626	1,174,437
Total Operating Expenses	3,231,649	3,355,964	3,478,917	3,561,636	3,603,484	3,664,110
Net Operating (Surplus) Deficit	(487,461)	(523,865)	(491,834)	(505,584)	(565,778)	(610,874)
Adjustments to Balanced Budget						
Remove Amortization	(800,632)	(800,632)	(789,790)	(781,676)	(771,302)	(765,328)
Principal Reductions On Debt	293,156	323,250	386,917	452,444	492,310	534,254
Contribution to Other Funds						
Transfer to Fund Capital*	1,507,237	1,067,423	1,061,347	1,257,868	707,327	603,029
Contribution to/from Surplus and Reserves						
Transfer from CWF Reserve	(27,800)	-	-	-	-	-
Transfer to/(from) Capital Reserve**	(141,385)	(16,176)	(166,640)	(423,052)	137,443	238,919
Transfer to/(from) Accumulated Surplus	(343,115)	(50,000)	-	-	-	-
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
*Transfer to Fund Capital						
Utility Fee and Reserve Use	1,186,772	1,017,423	1,061,347	1,257,868	707,327	603,029
Accumulated Surplus Flow Through	320,465	50,000				
	1,507,237	1,067,423	1,061,347	1,257,868	707,327	603,029
**Capital Reserve Transfer						
Capital Reserve & Replacement	(146,919)	(21,710)	(172,174)	(428,586)	131,909	233,385
Equipment Reserve	5,534	5,534	5,534	5,534	5,534	5,534
	(141,385)	(16,176)	(166,640)	(423,052)	137,443	238,919

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ENVIRONMENTAL HEALTH: SEWER FUND**

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Frontage Tax	\$ (277,640)	\$ (277,640)	\$ (283,193)	\$ (288,857)	\$ (294,634)	\$ (300,526)
Sale of Services	(4,946,728)	(4,946,728)	(5,045,663)	(5,146,576)	(5,249,507)	(5,354,497)
Investment Revenue	(164,611)	(161,429)	(181,422)	(117,340)	(126,007)	(142,109)
	(5,388,979)	(5,385,797)	(5,510,277)	(5,552,773)	(5,670,148)	(5,797,133)
Operating Expenses						
Administration	1,071,087	1,115,410	1,107,341	1,137,791	1,170,545	1,183,754
Collection	478,948	434,269	442,954	451,813	460,850	470,067
Treatment and Disposal	1,219,467	1,251,549	1,275,581	1,250,093	1,275,096	1,300,598
	2,769,502	2,801,228	2,825,876	2,839,698	2,906,491	2,954,419
Fiscal Services						
Other Fiscal Services	64,215	51,774	50,000	50,000	55,691	50,000
Debt 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
	1,132,540	1,105,345	1,090,661	1,002,182	1,008,560	1,001,894
Net Operating (Surplus) Deficit	(1,486,937)	(1,479,224)	(1,593,740)	(1,710,892)	(1,755,098)	(1,840,820)
Adjustments to Balanced Budget						
Remove Amortization	(806,923)	(806,923)	(794,014)	(782,885)	(777,074)	(776,099)
Principal Reductions On Debt	407,215	403,278	423,056	307,343	324,493	340,367
Contribution to/from Other Funds						
Transfer to Fund Capital*	2,127,615	2,981,488	1,156,600	1,434,294	1,333,465	1,922,520
Contribution to/from Surplus and Reserves						
Transfer to/(from) Capital Reserve**	354,670	(478,618)	808,098	752,140	874,214	354,032
Transfer to/(from) Accumulated Surplus	(595,640)	(620,000)	-	-	-	-
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
*Transfer to Fund Capital						
Utility Fee and Reserve Use	1,665,645	2,401,488	1,156,600	1,434,294	1,333,465	1,922,520
Accumulated Surplus Flow Through	461,970	580,000				
	2,127,615	2,981,488	1,156,600	1,434,294	1,333,465	1,922,520
**Capital Reserve Transfer						
Capital Reserve & Replacement	333,730	(499,558)	787,158	731,200	853,274	333,092
Equipment Reserve	20,940	20,940	20,940	20,940	20,940	20,940
	354,670	(478,618)	808,098	752,140	874,214	354,032

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ENVIRONMENTAL HEALTH: SEWER FUND

	2015	2016	2017	2018	2019	2020
Operating Revenues						
Frontage Tax	\$ (277,640)	\$ (277,640)	\$ (283,193)	\$ (288,857)	\$ (294,634)	\$ (300,526)
Sale of Services	(4,946,728)	(5,045,628)	(5,146,541)	(5,249,471)	(5,354,461)	(5,461,550)
Investment Revenue	(164,611)	(161,429)	(181,422)	(117,340)	(126,007)	(142,109)
	<u>(5,388,979)</u>	<u>(5,484,697)</u>	<u>(5,611,155)</u>	<u>(5,655,668)</u>	<u>(5,775,101)</u>	<u>(5,904,185)</u>
Operating Expenses						
Administration	1,071,087	1,115,410	1,107,341	1,137,791	1,170,545	1,183,754
Collection	478,948	434,269	442,954	451,813	460,850	470,067
Treatment and Disposal	1,219,467	1,251,549	1,275,581	1,250,093	1,275,096	1,300,598
	<u>2,769,502</u>	<u>2,801,228</u>	<u>2,825,876</u>	<u>2,839,698</u>	<u>2,906,491</u>	<u>2,954,419</u>
Fiscal Services						
Other Fiscal Services	64,215	51,774	50,000	50,000	55,691	50,000
Debt 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
	<u>1,132,540</u>	<u>1,105,345</u>	<u>1,090,661</u>	<u>1,002,182</u>	<u>1,008,560</u>	<u>1,001,894</u>
Net Operating (Surplus) Deficit	(1,486,937)	(1,578,124)	(1,694,618)	(1,813,788)	(1,860,051)	(1,947,873)
Adjustments to Balanced Budget						
Remove Amortization	(806,923)	(806,923)	(794,014)	(782,885)	(777,074)	(776,099)
Principal Reductions On Debt	407,215	403,278	423,056	307,343	324,493	340,367
Contribution to/from Other Funds						
Transfer to Fund Capital*	2,127,615	2,989,547	1,170,262	1,420,631	1,333,465	1,922,520
Contribution to/from Surplus and Reserves						
Transfer to/(from) Capital Reserve**	354,670	(387,777)	895,314	868,698	979,167	461,085
Transfer to/(from) Accumulated Surplus	(595,640)	(620,000)	-	-	-	-
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

***Transfer to Fund Capital**

Utility Fee and Reserve Use	1,665,645	2,409,547	1,170,262	1,420,631	1,333,465	1,922,520
Accumulated Surplus Flow Through	461,970	580,000				
	<u>2,127,615</u>	<u>2,989,547</u>	<u>1,170,262</u>	<u>1,420,631</u>	<u>1,333,465</u>	<u>1,922,520</u>

****Capital Reserve Transfer**

Capital Reserve & Replacement	333,730	(408,717)	874,374	847,758	958,227	440,145
Equipment Reserve	20,940	20,940	20,940	20,940	20,940	20,940
	<u>354,670</u>	<u>(387,777)</u>	<u>895,314</u>	<u>868,698</u>	<u>979,167</u>	<u>461,085</u>

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ENVIRONMENTAL HEALTH: SOLID WASTE FUND

	2015 Budget	2016	2017	2018	2019	2020
Operating Revenues						
Sale of services						
Waste Collections	\$ (1,247,750)	\$ (1,518,595)	\$ (1,487,767)	\$ (1,517,522)	\$ (1,547,873)	\$ (1,578,830)
Landfill Operations	(1,422,000)	(1,583,000)	(1,614,660)	(1,646,953)	(1,679,892)	(1,713,490)
Other Revenue						
Investment Revenue	(1,526)	(1,526)	(3,476)	(5,500)	(7,600)	(11,101)
	(2,671,276)	(3,103,121)	(3,105,903)	(3,169,975)	(3,235,365)	(3,303,421)
Operating Expenses						
Administration	288,018	384,860	330,610	339,169	345,131	351,212
Waste Collections	1,004,855	1,213,260	1,237,525	1,262,276	1,287,521	1,313,272
Landfill Operations	874,600	1,359,120	1,386,302	1,414,028	1,442,309	1,471,155
	2,167,473	2,957,240	2,954,438	3,015,474	3,074,961	3,135,639
Fiscal Services						
Other Fiscal Services	28,252	25,000	25,000	25,000	25,000	25,000
Debt interest	18,194	17,098	17,098	17,098	17,098	17,098
	46,446	42,098	42,098	42,098	42,098	42,098
Total Operating Expenses	2,213,919	2,999,338	2,996,536	3,057,572	3,117,060	3,177,737
Net Operating (Surplus) Deficit	(457,357)	(103,783)	(109,367)	(112,403)	(118,306)	(125,684)
Adjustments to Balanced Budget						
Principal Reductions On Debt	35,403	45,664	47,614	49,638	51,738	55,239
Contribution to/from Surplus and Reserves						
Contribution to Reserves	321,954	8,119	11,753	12,766	16,567	20,445
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
ENVIRONMENTAL HEALTH: SOLID WASTE FUND

	2015 Budget	2016	2017	2018	2019	2020
Operating Revenues						
Sale of services						
Waste Collections	\$ (1,247,750)	\$ (1,363,595)	\$ (1,436,767)	\$ (1,465,502)	\$ (1,494,812)	\$ (1,524,709)
Landfill Operations	(1,422,000)	(1,683,000)	(1,716,660)	(1,750,993)	(1,786,013)	(1,821,733)
Other Revenue						
Investment Revenue	(1,526)	(1,526)	(3,476)	(5,500)	(7,600)	(11,101)
	(2,671,276)	(3,048,121)	(3,156,903)	(3,221,995)	(3,288,426)	(3,357,543)
Operating Expenses						
Administration	288,018	424,860	330,610	339,169	345,131	351,212
Waste Collections	1,004,855	1,163,260	1,186,525	1,210,256	1,234,461	1,259,150
Landfill Operations	874,600	1,359,120	1,386,302	1,414,028	1,442,309	1,471,155
	2,167,473	2,947,240	2,903,438	2,963,454	3,021,901	3,081,517
Fiscal Services						
Other Fiscal Services	28,252	25,000	25,000	25,000	25,000	25,000
Debt interest	18,194	17,098	17,098	17,098	17,098	17,098
	46,446	42,098	42,098	42,098	42,098	42,098
Total Operating Expenses	2,213,919	2,989,338	2,945,536	3,005,552	3,063,999	3,123,615
Net Operating (Surplus) Deficit	(457,357)	(58,783)	(211,367)	(216,443)	(224,427)	(233,927)
Adjustments to Balanced Budget						
Principal Reductions On Debt	35,403	45,664	47,614	49,638	51,738	55,239
Contribution to/from Surplus and Reserves						
Contribution to Accumulated Surplus	100,000	50,000	50,000	50,000	50,000	50,000
Draw from Accumulated Surplus	-	(45,000)	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
Contribution to Reserves	321,954	8,119	113,753	116,806	122,688	128,688
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DISTRICT OF SQUAMISH 2016-2020 DRAFT FINANCIAL PLAN RECONCILIATION FROM 2015 BUDGET						
	Water		Sewer		Solid Waste	
	Dollar Amount	Impact On Fees	Dollar Amount	Impact On Fees	Dollar Amount	Impact On Fees
RECONCILIATION OF 2015 BUDGET TO 2016						
2015 Utility Capital Reserve (Contributions) / Draws	\$ 146,919		\$ (333,730)		\$ (321,954)	
Net Labour Change (Schedule 1)	(8,617)	-0.3%	(27,061)	-0.5%	(40,272)	-3.2%
Utility Fee Increases	(122,518)	-3.6%	-	0.0%	(431,845)	-34.6%
Contract Changes (Schedule 2)	-	0.0%	-	0.0%	176,425	14.1%
Other Existing Service Level Adjustments (Schedule 3)	8,541	0.2%	3,226	0.1%	390,003	31.3%
2015 Non-Recurring Items Removed	(20,000)	-0.6%	(10,000)	-0.2%	(73,500)	-5.9%
Change in Allocations From Other Funds	107,067	3.1%	106,653	2.2%	77,112	6.2%
Change in Debt Service	39,590	1.2%	(27,949)	-0.6%	5,912	0.5%
Change in Contribution to Capital	(149,589)	-4.4%	735,843	14.9%	-	0.0%
Total Adjustments To Reserve Due To Base Changes	(145,526)	-4.2%	780,712	15.8%	103,835	8.3%
2015 New Initiatives						
2016 Service Level Changes (Schedule 4)	42,699	1.2%	(17,424)	-0.4%	140,000	11.2%
2016 Projects Funded From Fees (Schedule 5)	24,990	0.7%	70,000	1.4%	70,000	5.6%
Total Adjustments To Reserve Due To New Initiatives	67,689	2.0%	52,576	1.1%	210,000	16.8%
2016 Utility Capital Reserve (Contributions)/Draws	\$ 69,082	-2.3%	\$ 499,558	16.9%	\$ (8,119)	25.2%
2016 Water Fund Capital Plan (\$2,503,069) - Total Fees Funding						
	\$ 1,015,883					
2016 Sewer Fund Capital Plan (\$4,400,341) - Total Fees Funding						
			\$ 2,401,488			
2016 SODC Water Fund Capital Plan (\$2,130,300) - Total Fee Funding						
	\$ 21,300					

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
UTILITY FUNDS

	Water		Sewer		Solid Waste	
	Dollar Amount	Impact On Fees	Dollar Amount	Impact On Fees	Dollar Amount	Impact On Fees
RECONCILIATION OF 2015 BUDGET TO 2016						
2015 Utility Capital Reserve (Contributions) / Draws	\$ 146,919		\$ (333,730)		\$ (321,954)	
2016 Changes in Existing Service Levels						
Net Labour Change (Schedule 1)	(8,617)	-0.3%	(27,061)	-0.5%	(40,272)	-3.2%
Utility Fee Increases	(150,130)	-4.4%	(98,900)	-2.0%	(376,845)	-30.2%
Contract Changes (Schedule 2)	-	0.0%	-	0.0%	176,425	14.1%
Other Existing Service Level Adjustments (Schedule 3)	8,541	0.2%	3,226	0.1%	390,003	31.3%
2015 Non-Recurring Items Removed	(20,000)	-0.6%	(10,000)	-0.2%	(73,500)	-5.9%
Change in Allocations From Other Funds	107,067	3.1%	106,653	2.2%	77,112	6.2%
Change in Debt Service	39,590	1.2%	(27,949)	-0.6%	5,912	0.5%
Change in Contribution to Capital	(169,349)	-4.9%	743,902	15.1%	-	0.0%
Total Adjustments To Reserve Due To Base Changes	(192,898)	-5.6%	689,871	14.0%	158,835	12.7%
2015 New Initiatives						
2016 Service Level Changes (Schedule 4)	42,699	1.2%	(17,424)	-0.4%	45,000	3.6%
2016 Projects Funded From Fees (Schedule 5)	24,990	0.7%	70,000	1.4%	110,000	8.8%
Total Adjustments To Reserve Due To New Initiatives	67,689	2.0%	52,576	1.1%	155,000	12.4%
2016 Utility Capital Reserve (Contributions)/Draws	\$ 21,710	-3.7%	\$ 408,717	15.1%	\$ (8,119)	25.2%
2016 Water Fund Capital Plan (\$2,503,069) - Total Fees Funding	\$ 1,015,883					
2016 Sewer Fund Capital Plan (\$5,206,181) - Total Fees Funding			\$ 2,409,547			
2016 SODC Water Fund Capital Plan (\$154,000) - Total Fee Funding	\$ 1,540					

DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
UTILITIES

Council Review
November 17, 2015

Schedule 1

CHANGE IN LABOUR TO 2016 EXISTING SERVICE LEVEL	Water		Sewer		Total Water & Sewer		Solid Waste					
Contracted Inflation & Step Changes	\$	11,050	0.3%	\$	11,809	0.2%	\$	22,859	0.3%	\$	-	0.0%
Benefit Changes		2,354	0.1%		(2,847)	-0.1%		(493)	0.0%		-	0.0%
Transfers to Other Funds		(39,766)	-1.2%		(1,230)	0.0%		(40,996)	-0.5%		(40,272)	-3.2%
Recoveries (from operating, capital and external)		6,985	0.2%		812	0.0%		7,797	0.1%		-	0.0%
Casual, Call out, Acting & Sick Pay, Premiums, Allowances		10,760	0.3%		(35,605)	-0.7%		(24,845)	-0.3%		-	0.0%
Total	\$	(8,617)	-0.3%	\$	(27,061)	-0.5%	\$	(35,678)	-0.4%	\$	(40,272)	-3.2%

Schedule 2

EXISTING SERVICE LEVEL CONTRACT CHANGES	Water		Sewer		Solid Waste	
Collections Contract (annualize 2015 organics & growth)	0.0%		0.0%		\$ 141,905	11.4%
Landfill Contract Adjustments (fence, airspace & attendant)	0.0%		0.0%		34,520	2.8%
	\$ -	0.0%	\$ -	0.0%	\$ 176,425	14.1%

Schedule 3

OTHER EXISTING SERVICE LEVEL CHANGES	Water		Sewer		Solid Waste	
Landfill Post Closure Costs	-	0.0%	-	0.0%	(50,000)	-4.0%
Diversion (including flow through)	-	0.0%	-	0.0%	380,000	30.5%
General Landfill Maintenance Costs	-	0.0%	-	0.0%	40,000	3.2%
Waste Audit Reduction	-	0.0%	-	0.0%	(10,000)	-0.8%
Leachate Treatment Paid to Sewer Fund	-	0.0%	-	0.0%	30,000	2.4%
Utilities	8,110	0.2%	1,590	0.0%	-	0.0%
Insurance	431	0.0%	1,636	0.0%	3	0.0%
	\$ 8,541	0.2%	\$ 3,226	0.1%	\$ 390,003	31.3%

Schedule 4

Ref	SERVICE LEVEL CHANGES			2016 FTE
	Water			
1	Water Utility Benchmarking	6,552	0.2%	
2	Water Conservation Program Expansion	57,457	1.7%	0.50
3	Eagle Wind Subdivision Utility Maintenance	3,690	0.1%	0.03
16*	Electrical Contracting Reduction (re New Electrician)	(25,000)	-0.7%	
		\$ 42,699	1.2%	0.53
	Sewer			
4	Sewer Utility Benchmarking	9,576	0.2%	
16*	Electrical Contracting Reduction (re New Electrician)	(25,000)	-0.5%	
C93	Temporary Storage Containers Power Savings (Capital Prj)	(2,000)	0.0%	
		\$ (17,424)	-0.4%	-
	Solid Waste			
5	Enhanced Organic Collections	140,000	11.2%	
		\$ 140,000	11.2%	-

* See General Fund Service Level Increase Listing #16

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
UTILITY FUNDS**

Schedule 4

Ref	SERVICE LEVEL CHANGES			2016 FTE
	Water			
1	Water Utility Benchmarking	6,552	0.2%	
2	Water Conservation Program Expansion	57,457	1.7%	0.50
3	Eagle Wind Subdivision Utility Maintenance	3,690	0.1%	0.03
16*	Electrical Contracting Reduction (re New Electrician)	(25,000)	-0.7%	
		\$ 42,699	1.2%	0.53
	Sewer			
4	Sewer Utility Benchmarking	9,576	0.2%	
16*	Electrical Contracting Reduction (re New Electrician)	(25,000)	-0.5%	
C93	Temporary Storage Containers Power Savings (Capital Prj)	(2,000)	0.0%	
		\$ (17,424)	-0.4%	-
5	Enhanced Organic Collections - phased in (accum surplus)	45,000	3.6%	
		\$ 45,000	3.6%	-

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
SERVICE LEVEL CHANGE DESCRIPTIONS & JUSTIFICATIONS - UTILITIES
SCHEDULE 4

Council Review
November 17, 2015
New Staffing

No.	Year	Fund	Presentation Name	Department	Description For Presentation	Service Change Justification	
1	2016	Water	Water Utility Benchmarking	Operations - Water	Participation in National Water and Wastewater Benchmarking Initiative.	Council directive. Benchmarking results will inform future water utility cost saving initiatives. This cost reflects a savings of 30% over 2015 because of self directed data collection.	
2	2016	Water	Water Conservation Program	Operations - Water	This is an expansion of our existing outdoor water use conservation program to a more comprehensive Conservation program that will include residential indoor water use as well as Industrial, Commercial and Institutional users.	The LWMP, Water Master Plan, Water Meter Study, and virtually all grant applications either reference or require a comprehensive water conservation plan. Furthermore less water use saves money and energy that would be spent on pumping cocts and chemicals to provide unnecessary water.	Water Conservation Educator .50 FTE
3	2016	Water	Eagle Wind Subdivision - Utility Maintenance	Operations - Water	This subdivision has a complex water system and storm water system that the District agreed to maintain as part of a contract with the developer. This work has not been done and needs to be budgeted for. This won't fit with the costing and coding for the Roads and Drainage service level increase - needs to be costed separately.		Utility Operator .03 FTE
4	2016	Sewer	Sewer Utility Benchmarking	Operations - Sewer	Self directed data collection and participation in the National Water and Wastewater Benchmarking Initiative for the sewer utility	Council directive. Benchmarking results will inform future sewer utility cost saving initiatives. This cost reflects a 30% savings over 2015 costs due to self directed data collection	
5	2016	Solid Waste	Enhanced Organics Collection - Weekly	Engineering	Organics collection system would be enhanced to increase organics pick-up in the summer months to a weekly schedule (from June to September) for seven (7) additional pickups per customer.	Additional service consideration requested by Council.	

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
UTILITIES**

Council Review
November 17, 2015

Schedule 5

					Funding Source		
Ref	2016 SPECIAL PROJECTS	Dept	Project Total	Impact on Fees	User Fees	Accumulated Surplus	2016 FTE
Water							
1	AC Watermain Testing	Eng	20,000	0.6%	20,000		
2	Water Meter / CCC Test Bench	Ops	4,990	0.1%	4,990		0.01
			\$ 24,990	0.7%	\$ 24,990	\$ -	0.01
Sewer							
3	WWTP Buidling Envelope Inspection & Repairs	Ops	50,000	1.0%	50,000		
4	Sewer Use Bylaw	Eng	15,000	0.3%	15,000		
5	WWTP Odour Charaterization Study	Eng	5,000	0.1%	5,000		
6	Sanitary Sewer Master Plan	Eng	40,000	0.0%		40,000	
			\$ 110,000	1.4%	\$ 70,000	\$ 40,000	-
Solid Waste							
7	Zero Waste Strategy	Eng	60,000	4.8%	60,000		
8	Landfill Gas Assessment	Eng	10,000	0.8%	10,000		
			\$ 70,000	5.6%	\$ 70,000	\$ -	-

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
UTILITY FUNDS**

Schedule 5

Schedule 5				Funding Source		
Ref	2016 SPECIAL PROJECTS	Project Total	Impact on Fees	User Fees	Accumulated Surplus	2016 FTE
	Water					
1	AC Watermain Testing	20,000	0.6%	20,000		
2	Water Meter / CCC Test Bench	4,990	0.1%	4,990		0.01
		\$ 24,990	0.7%	\$ 24,990	\$ -	0.01
	Sewer					
3	WWTP Buidling Envelope Inspection & Repairs	50,000	1.0%	50,000		
4	Sewer Use Bylaw	15,000	0.3%	15,000		
5	WWTP Odour Charaterization Study	5,000	0.1%	5,000		
6	Sanitary Sewer Master Plan	40,000	0.0%		40,000	
		\$ 110,000	1.4%	\$ 70,000	\$ 40,000	-
	Solid Waste					
7	Zero Waste Strategy	100,000	8.0%	100,000		
8	Landfill Gas Assessment	10,000	0.8%	10,000		
		\$ 110,000	8.8%	\$ 110,000	\$ -	-

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
UTILITY FUNDS**

Council Review
November 17, 2015

Schedule 5b

Ref	SERVICE LEVEL CHANGES - UTILITIES	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	Water								
C82	Water Fill Station Maintenance (Capital Prj)	6,100	0.05						
C71	Water Meter Billing (Water Meter Capital Project)			9,600	0.14				
		\$ 6,100	0.05	\$ 9,600	0.14	\$ -	-	\$ -	-
	Solid Waste								
5	Organic Waste - phase in	45,000							
		\$ 45,000	-	\$ -	-	\$ -	-		-

Amend 3-13 C82 having a service level change not project staffing

Amend 3-12 C71 to have operations staff of \$9,600 (.14FTE) and \$9,955 (.16FTE) finance staff.

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
UTILITIES**

Council Review
November 17, 2015

Schedule 6

Ref	FUTURE YEAR SPECIAL PROJECTS - Funded By Fees	2017	2017 FTE	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE
	Water								
1	AC Watermain Testing (in progress)	20,000							
	Sewer								
9	WWTP Building Envelope Inspection & Repairs	50,000							
10	Source Control Effectiveness Study					10,000			
		\$ 70,000	-	\$ -	-	\$ 10,000	-	\$ -	-

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
2016-2017 SPECIAL PROJECTS DESCRIPTIONS & JUSTIFICATIONS - UTILITIES
SCHEDULE 5

Council Review
November 17, 2015
Additional Project
Staffing

No.	Year	Fund	Presentation Name	Department	Project Description	Project Justification Benefits	
WATER							
1	2016	Water	AC Watermain Testing	Engineering	The Asset Managment Plan anticipated a large portion of the water system requiring renewal over the next 10 years based on an expected AC main service life of 50 years. A 50 year lifespan is an approximation and can vary significantly based on many variables. This project will test several representative samples of watermain in order to better understanding remaining service life of AC watermains and tailor the watermain replacement program.	Test results may allow deferral of watermain replacements which can result in large cost savings to the water utility.Potential for capital deferral. Water Master Plan is recommending 20K per year.	
2	2016	Water	Water Meter / CCC Test Bench	Operations - Water	The District will soon be installing ICI water meters. A test bench is required for staff to be able to verify the accuracy of water meters and test and certify CCC devices as required under the Districts ICI & CCC bylaws.	Once build, this equipment will allow existing staff to test water meters and CCC devices within existing operating budgets.	Utility Operator II .01 FTE
SEWER							
3	2016	Sewer	Wastewater Treatment Plant Building Envelope Inspection & Repairs	Operations - Sewer	Building envelopes at the wastewater treatment plant need to be inspected, deficiencies documented, and repairs prioritized and completed.	Building envelopes have not been inspected or major repairs completed since they were installed in 1996. Deferred preventive maintenance now needs to be caught up.	
4	2016	Sewer	Sewer Use Bylaw	Engineering	The current Sewer Use Bylaw is obsolete and in need of update. The updated bylaw will improve regulation around the type and concentration of substances allowed to be discharged to the sewer system. The new bylaw will also provide a mechanism for the District to ensure that private stormwater cross connections to the sewer system may be remedied.	Improved regulation of substances to the sewer system will improve effluent quality to the Squamish River improving aquatic habitat and recreational values. Regulation that allows the District to enforce fixing stormwater cross connections will reduce operating/capital costs due to reduced pumping and treatment and deferral of capital upgrades.	
5	2016	Sewer	Wastewater Treatment Plant Odour Characterization Study	Engineering	Odour analysis equipment will be purchased in 2015 to identify the source and strength of odours at the WWTP. This study will analyse the levels of odour causing compounds in order to assess cost effective methods of reducing odour issues surrounding the WWTP, in order to bring back a budget proposal for future years.	Reducing odour will improve quality of life for residents near the WWTP.	
6	2016	Sewer	Sanitary Sewer Master Plan Update	Engineering	The sanitary sewer master plan update will provide several important deliverables including: 1) a 10 year capital plan with prioritized work based on capacity and condition to assist Engineering staff with capital planning, 2) Flow monitoring results identifying areas with poor stormwater inflow and infiltration. 3) An updated hydraulic model.	The current sewer master plan was completed in 1999 and is out of date with nearly all identified projects having been completed. Engineering is aware of many sewer deficiencies within the District but requires assistance in determining the highest priority works. The project will entail flow monitoring data collection, updating the District's sewer model and completing a condition and capacity analysis of all sewers within the District in order to prepare a 10 year capital plan.	
SOLID WASTE							
7	2016	Solid Water	Zero Waste Strategy	Engineering	Council has previously approved in principle the adoption of a Zero Waste Strategy and this study would layout steps on how to achieve that goal.	The SLRD Plan contemplates member communities joining in the Zero Waste initiative, this strategy would layout steps to be taken towards achieving that goal, as well as time frame and costs required. The Strategy would also explore at a high level technical options for dealing with residual waste. There are potential cost efficiencies to be explored at the local and regional level as well.	
8	2016	Solid Water	Solid Waste LandFill Assessment	Engineering	Landfill gas assessment	Required every five years under the Provincial permit	

DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN
FUTURE YEARS SPECIAL PROJECTS DESCRIPTIONS & JUSTIFICATIONS - UTILITIES
SCHEDULE 6

Council Review
November 17, 2015

No.	Year	Fund	Presentation Name	Department	Project Description	Project Justification Benefits
9	2017	Sewer	Wastewater Treatment Plant Building Envelope Inspection & Repairs	Operations - Sewer	Building envelopes at the wastewater treatment plant need to be inspected, deficiencies documented, and repairs prioritized and completed.	Building envelopes have not been inspected or major repairs completed since they were installed in 1996. Deferred preventive maintenance now needs to be caught up.
10	2019	Sewer	Source Control Effectiveness Study	Engineering	A requirement of the Liquid Waste Management Plan in order to reduce unauthorized discharge of substances to the sewer system.	