

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

GENERAL FUND

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)	(48,837)	-0.2%
2015 Non-Recurring Items Removed	(383,561)	-1.6%
Change in Allocations To Other Funds	(373,114)	-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/Carbon Neutral)	60,000	0.3%
Change in Contribution to Capital	258,944	1.1%
Change in Contribution to Capital Rehabilitation Reserve	233,435	1.0%
Total Adjustments To Tax Revenue Requirement For Existing Service	421,692	1.8%
2016 New Initiatives		
2016 Service Level Reductions (Schedule 4)	(351,965)	-1.5%
2016 Service Level Increases (Schedule 5)	518,695	2.2%
2016 Net Projects Funded From Taxation (Schedule 7)	522,067	2.2%
Total Adjustments To Tax Revenue Requirement For New Initiatives	688,797	3.0%
2016 General Property Tax Requirement	\$24,454,018	4.8%
2016 General Fund Capital Plan (\$12,232,707) - Total Taxation Funding	\$ 1,506,895	
2016 General Fund SODC Capital Plan (\$8,200,000) - Total Taxation Funding	\$ -	

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

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	\$ (113,500)	-0.5%
Office, Training and Other	(11,424)	0.0%
Transfer from Region	(2,500)	0.0%
Leases and Property Management	(836)	0.0%
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 SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

GENERAL FUND

Schedule 4

Ref	SERVICE LEVEL REDUCTIONS - GENERAL FUND			2016 FTE
	General Government			
1	Reduction Medical Attendance Management (HR)	(3,000)	0.0%	
	Reduce Deputy CAO Position	(106,489)	-0.5%	(0.52)
	Squamish Valley Music Festival Cancellation - net recoveries	-	0.0%	(0.16)
	Transportation & Transit			
	Reduce PW Labour For Budget Surplus to Offset Trail Mtce & Electrician	(156,225)	-0.7%	
	Protective Services			
2	Bear Aware Contract Reduction	(12,000)	-0.1%	
5	Reduction in Fire Services Casual Holiday Relief	(18,659)	-0.1%	(0.25)
	Economic & Community Planning			
6	Economic Development Service Level Reduction	(55,593)	-0.2%	(0.50)
	Parks, Rereation and Culture			
	Squamish Valley Music Festival Cancellation - net recoveries	-		
		\$ (351,966)	-1.5%	(1.43)

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

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%		
	Increase Community Grants (incl. Arts Council Conditional Funding)	32,265	0.1%		
	Business Improvement Association - Bylaw Change (Offset by LSA Tax)	-	0.0%		
	Protective Services				
7	Animal Control Licencing 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%		
	RCMP Transcription	14,766	0.1%	0.25	0.25
	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 & Transit				
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)	-	0.0%	-	-
	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)	-	0.0%	-	-
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%		
		\$ 518,695	2.2%	8.87	10.12

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

GENERAL FUND

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								
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				
		\$ 227,236	1.50	\$ 341,973	1.91	\$ 26,775	-	\$ (10,000)	-
	Protective Services Provision (Phase in changes)	25,000		(150,000)		50,000		50,000	

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

GENERAL FUND

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						
2	Electronic Document Management (in progress)	53,925	0.2%	40,000	13,925					0.34
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			
	SORCA Grant From Race Donation	2,300	0.0%						2,300	
	Grant to Squamish BMX Club	75,000	0.0%				40,000		35,000	
	First Nations Reconciliation	17,000	0.1%	17,000						
	IT Security Assessment (carry forward)	10,000	0.0%		10,000					
	Marine Strategy Phase 1 (carry forward)	2,516	0.0%		2,516					
	Class Financial Security Review (carry forward)	3,000	0.0%		3,000					
	On Line Payments (carry forward)	7,500	0.0%		7,500					
	HR Process Improvement (carry forward)	5,000	0.0%		5,000					
	Soccer Wall Contribution (CEG)	10,000	0.0%		10,000					
9	Phase in Operating Project Envelope (2 year)		-0.6%	(130,000)	130,000					
Protective Services										
10	Building & Business Bylaw Rewrite (carry forward)	24,639	0.0%		24,639					
	RCMP Well Pump Servicing (carry forward)	32,000	0.0%		32,000					
	RCMP Exterior Maintenance (carry forward)	7,600	0.0%		7,600					
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%						160,000	
	GIS Orthophoto Updates	27,000	0.0%				27,000			

continued

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

GENERAL FUND

Schedule 7 continued

Schedule 7				Funding Source						2016 FTE	
Ref	SPECIAL PROJECTS			Taxation	Accumulated Surplus	Reserves	Provisions	CWF (Gas Tax)	Other Grants & Recoveries		
Active Transportation Transit & Airport											
15	Bus Stop Shelter Garbage Containers and Signage	10,992	0.0%	10,992						0.01	
16	Safe Routes To School	45,215	0.0%		40,215	-		5,000			
17	Active Transportation Plan (In Progress) (Carbon Neutral Reserve)	25,000	0.0%			25,000					
18	Turtle Trail Implementation Strategy (in progress)	7,670	0.0%					7,670			
	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				
	Bike Network Plan	5,000	0.0%					5,000			
	Lot 69 Change in Use Project	8,500	0.0%		8,500						
	University Bridge Deck	50,200	0.0%		50,200						
Economic & Community Planning											
20	OCP Review and Update (in progress)	224,190	0.3%	70,845	153,345					1.00	
21	Neighbourhood Energy Utility (in progress)	60,000	0.2%	50,000	10,000						
22	Downtown Neighbourhood Implementation Plan (in progress)	40,000	0.1%	25,000	15,000						
23	Squamish Estuary Management Plan (in progress)	27,000	0.1%	20,000	7,000						
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 2016 (changed to reserve contribution)	-	0.0%	-							
	Adventure Centre Waterfall Pump (carry forward)	4,500	0.0%		4,500						
	Site Alteration Bylaw	11,364	0.0%		11,364						
	Riparian Classification of Ditches	10,000			10,000						
	Facility Plan (confidential)	50,000			50,000						
Recreation, Parks & Trails											
27	BP Stawamus Chief Room Ceiling Tile Removal	130,000	0.5%	120,000	10,000						
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)	30,000	0.0%		30,000						
32	Downtown Banners (carry forward)	23,000	0.0%	8,000	15,000						
	Storage Containers Grant (carry forward)	5,000	0.0%		5,000						
	Men in Motion (carry forward)	1,603	0.0%						1,603		
\$ 1,856,549				2.2%	\$522,067	\$ 702,304	\$25,000	\$ 164,500	\$167,670	\$ 275,008	1.35

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

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							
38	Downtown Entrance Study - Muncipal 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	
	GIS 3-D Mapping	20,000							
	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					
		\$ 821,325	1.00	\$ 650,258	-	\$650,000	-	\$650,028	-

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

GENERAL FUND

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)	
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 SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

UTILITY FUNDS

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)	
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	104,457	3.1%	104,043	2.1%	76,241	6.1%
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%	177,302	3.6%	-	0.0%
Total Adjustments To Reserve Due To Base Changes	(195,508)	-5.7%	120,661	2.4%	157,964	12.7%
2015 New Initiatives						
2016 Service Level Changes (Schedule 4)	14,674	0.4%	(45,449)	-0.9%	45,000	3.6%
2016 Projects Funded From Fees (Schedule 5)	24,990	0.7%	70,000	1.4%	113,900	9.1%
Total Adjustments To Reserve Due To New Initiatives	39,664	1.2%	24,551	0.5%	158,900	12.7%
2016 Utility Capital Reserve (Contributions)/Draws	\$ (8,925)	-4.6%	\$ (188,518)	2.9%	\$ (5,090)	25.4%
2016 Water Fund Capital Plan (\$2,761,219) - Total Fees Funding	\$ 1,015,883					
2016 Sewer Fund Capital Plan (\$5,399,502) - Total Fees Funding	\$ 1,842,947					
2016 SODC Water Fund Capital Plan (\$154,000) - Total Fee Funding	\$ 1,540					

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

UTILITY FUNDS

Schedule 1

CHANGE IN LABOUR TO 2016 EXISTING SERVICE LEVEL	Water		Sewer		Water & Sewer		Solid Waste	
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%
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%

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

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%	
	Reduce Public Works Labour Budget Surplus for Electrician	(28,025)	-0.8%	
		\$ 14,674	0.4%	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%	
	Reduce Public Works Labour Budget Surplus for Electrician	(28,025)	-0.6%	
		\$ (45,449)	-0.9%	-
	Solid Waste			
5	Enhanced Organic Collections - phased in (accum surplus)	45,000	3.6%	
		\$ 45,000	3.6%	-

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

UTILITY FUNDS

Schedule 5

Ref	2016 SPECIAL PROJECTS	Project Total	Impact on Fees	Funding Source		2016 FTE
				User Fees	Accumulated Surplus	
Water						
1	AC Watermain Testing	32,000	0.6%	20,000	12,000	
2	Water Meter / CCC Test Bench	4,990	0.1%	4,990		0.01
		\$ 36,990	0.7%	\$ 24,990	\$ 12,000	0.01
Sewer						
3	WWTP Building Envelope Inspection & Repairs	50,000	1.0%	50,000		
4	Sewer Use Bylaw	15,000	0.3%	15,000		
5	WWTP Odour Characterization Study	5,000	0.1%	5,000		
6	Sanitary Sewer Master Plan	34,020	0.0%		34,020	
		\$ 104,020	1.4%	\$ 70,000	\$ 34,020	-
Solid Waste						
7	Zero Waste Strategy	100,000	8.0%	100,000		
8	Landfill Gas Assessment	10,000	0.8%	10,000		
	Community Grant - Squamish Market/ZWAT	3,900	0.3%	3,900		
		\$ 113,900	9.1%	\$113,900	\$ -	-

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 SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

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

	2015	2016	2017	2018	2019	2020
Revenue						
Taxation						
Property Tax	(23,343,529)	(24,454,018)	(27,399,425)	(27,277,760)	(28,829,213)	(29,181,817)
Special Assessments	(220,345)	(260,345)	(262,045)	(88,434)	(90,203)	(92,007)
Parcel Taxes	(508,225)	(508,225)	(518,390)	(528,757)	(539,332)	(550,119)
Grants in Lieu	(1,065,258)	(1,064,858)	(1,086,155)	(1,107,878)	(1,130,036)	(1,152,637)
Sale of Services	(12,625,165)	(13,036,907)	(13,343,545)	(13,610,416)	(13,882,624)	(14,160,277)
Grants *	(1,112,917)	(1,616,861)	(1,402,298)	(1,402,681)	(1,403,071)	(1,403,469)
Other Revenue	(2,044,464)	(2,516,695)	(2,528,528)	(2,660,615)	(2,606,990)	(2,741,102)
Investment Revenue	(676,237)	(736,159)	(841,918)	(780,337)	(917,307)	(1,076,263)
	(41,596,140)	(44,194,068)	(47,382,304)	(47,456,878)	(49,398,776)	(50,357,690)
Expense						
General Fund						
General Government	6,674,609	7,119,794	7,133,395	7,073,832	7,286,940	7,474,679
Protective Services	7,948,950	8,406,799	8,516,760	8,886,138	9,052,401	9,221,499
Transportation & Transit	4,492,353	4,783,205	4,249,523	4,491,464	4,440,591	4,608,401
Economic and Community Development	1,806,363	2,124,562	1,931,542	1,814,891	1,954,769	1,990,345
Recreation, Parks and Trails	3,948,968	4,366,160	4,372,740	4,582,578	4,563,601	4,586,346
Public Health - Cemetery	63,863	74,533	76,024	107,544	79,095	80,677
Total Operating	24,935,106	26,875,053	26,279,985	26,956,447	27,377,398	27,961,948
Fiscal Services	212,628	134,686	237,632	149,882	122,571	101,803
Debt Service - Interest	972,720	1,084,303	1,383,974	1,490,375	1,587,551	1,641,783
Amortization	3,814,873	3,703,948	4,102,699	4,501,672	4,627,896	4,834,696
	29,935,327	31,797,991	32,004,290	33,098,376	33,715,417	34,540,230
Solid Waste Utility						
Operating	2,167,473	2,950,270	2,902,551	2,962,548	3,020,978	3,080,575
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	2,992,368	2,944,649	3,004,647	3,063,076	3,122,674
Water Utility						
Operating	2,167,127	2,252,720	2,317,089	2,361,127	2,408,347	2,456,512
Fiscal Services	35,671	39,979	48,596	46,551	33,130	33,130
Debt Service - Interest	228,219	243,999	295,616	342,758	360,543	378,327
Amortization	800,632	789,790	850,281	908,821	946,494	977,937
	3,231,649	3,326,487	3,511,582	3,659,257	3,748,515	3,845,907
Sewer Utility						
Operating	2,769,502	2,764,613	2,794,628	2,807,825	2,873,981	2,921,259
Fiscal Services	64,215	51,774	52,631	50,000	55,691	50,000
Debt Service - Interest	261,402	246,647	252,403	175,053	181,551	181,551
Amortization	806,923	794,014	917,524	945,595	995,253	1,040,585
	3,902,042	3,857,049	4,017,187	3,978,474	4,106,475	4,193,394
Total Expenses	39,282,937	41,973,894	42,477,709	43,740,754	44,633,483	45,702,205
Net (Surplus)/ Deficit	(2,313,203)	(2,220,174)	(4,904,595)	(3,716,124)	(4,765,294)	(4,655,485)

Continued

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

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

Continued

	2015	2016	2017	2018	2019	2020
Transfer to Wholly Owned Subsidiary						
Loan Guarantee Receivable	3,000,000	-	-	-	-	-
	3,000,000	-	-	-	-	-
Adjustments To Balanced Budget						
Remove Amortization	(5,422,428)	(5,287,752)	(5,870,504)	(6,356,088)	(6,569,644)	(6,853,218)
Borrowing	(3,000,000)	-	-	-	-	-
Debt Service - Principal Reduction	2,021,568	2,234,096	2,753,470	2,779,256	3,039,822	3,251,648
	(6,400,860)	(3,053,656)	(3,117,034)	(3,576,832)	(3,529,821)	(3,601,570)
Transfers to / from Surplus & Provisions						
Transfers to Surplus and Provisions	725,819	18,914	81,506	146,699	151,996	157,400
Transfers from Surplus and Provisions	(2,464,779)	(2,811,727)	(235,000)	(350,000)	(300,000)	(250,000)
	(1,738,960)	(2,792,813)	(153,494)	(203,301)	(148,004)	(92,600)
Transfers to / from Reserves						
Transfers to Reserves	2,421,443	2,408,645	3,284,991	3,283,984	4,234,901	4,113,906
Transfers from Reserves	(814,300)	(435,670)	-	(15,000)	(5,000)	-
	1,607,143	1,972,975	3,284,991	3,268,984	4,229,901	4,113,906
Transfers To/From Other Funds	5,845,880	6,093,668	4,890,132	4,227,273	4,213,218	4,235,749
Total Adjustments to Balanced Budget	2,313,203	2,220,174	4,904,595	3,716,124	4,765,294	4,655,485
Budget (Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Interest revenue on other reserves is not reflected in this schedule

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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)	\$ (260,345)	\$ (262,045)	\$ (88,434)	\$ (90,203)	\$ (92,007)
Grants in Lieu	(1,065,258)	(1,064,858)	(1,086,155)	(1,107,878)	(1,130,036)	(1,152,637)
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)	(97,300)	(61,200)	(62,424)	(63,672)	(64,946)
Investment Revenue	(484,299)	(536,814)	(606,578)	(588,420)	(691,965)	(806,559)
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)	(3,756,005)	(3,826,303)	(3,674,793)	(3,821,170)	(3,979,453)
Operating Expenses						
Legislative Services	405,639	412,901	419,119	427,501	436,051	444,772
Community Grants	499,320	616,204	285,904	285,904	285,904	285,904
Administrative Services	1,389,894	1,315,437	1,341,746	1,368,581	1,405,952	1,433,871
Communications	247,982	280,486	275,896	281,414	297,042	302,783
Information Technology	1,007,047	1,003,963	1,067,469	1,137,268	1,197,324	1,209,850
Real Estate Services	249,019	293,325	474,555	303,891	338,569	343,340
Facilities & Leases	245,922	259,926	257,510	262,696	267,985	338,380
Financial Services	1,249,527	1,326,327	1,342,144	1,379,141	1,416,723	1,444,858
Human Resources	349,417	385,357	331,864	338,501	350,271	357,177
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	98,465	100,434	102,443	104,492	106,581
	6,674,609	7,119,794	7,133,395	7,073,832	7,286,940	7,474,679
Fiscal Services						
Other Fiscal Services	212,628	134,686	237,632	149,882	122,571	101,803
Debt interest	972,720	1,084,303	1,383,974	1,490,375	1,587,551	1,641,783
Amortization	3,814,873	3,703,948	4,102,699	4,501,672	4,627,896	4,834,696
	5,000,221	4,922,938	5,724,305	6,141,929	6,338,019	6,578,282
Net Operating (Surplus) Deficit	8,311,572	8,286,727	9,031,397	9,540,969	9,803,789	10,073,509

Continued

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

Continued

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

	2015	2016	2017	2018	2019	2020
Transfer to Wholly Owned Subsidiary						
Loan Guarantee Receivable	3,000,000	-	-	-	-	-
Adjustments to Balanced Budget						
Remove Amortization	(3,814,873)	(3,703,948)	(4,102,699)	(4,501,672)	(4,627,896)	(4,834,696)
Borrowing	(3,000,000)	-	-	-	-	-
Principal Reductions On Debt	1,285,794	1,461,904	1,887,695	1,961,073	2,161,932	2,311,829
Contribution to Other Funds						
Transfer To Other Funds	2,211,028	2,393,678	2,658,523	1,548,774	2,172,426	1,710,200
Contribution To/From Surplus and Reserves						
Transfer from Other Reserve	(266,500)	(243,000)	-	-	-	-
Transfer from Community Works Fund	(260,000)	-	-	-	-	-
Transfer to Capital Reserve	767,016	1,000,451	1,244,991	1,518,986	1,791,763	2,080,055
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	51,665	26,665	26,665	26,665	26,665
Transfer to Public Art Reserves	15,000	50,000	50,000	50,000	50,000	50,000
Draw from Accumulated Surplus	(322,700)	(140,000)	-	-	-	-
Draw from Accumulated Surplus (carryforward)	(989,827)	(954,724)	-	-	-	-
Draw from Special Provisions	(144,050)	(40,000)	-	-	-	-
Contribution/(Draw) to/from Special Provisions	(130,308)	7,013	7,646	68,292	68,951	69,623
Contribution to Forestry Building Provision	5,837	(1,279)	10,678	15,225	19,862	24,592
Funded By Property Tax	\$ 7,772,177	\$ 9,246,010	\$ 11,892,421	\$ 11,305,835	\$ 12,545,015	\$ 12,589,301
<i>Change in Property Tax Requirement From Prior Year</i>		18.12%	28.62%	-4.93%	10.96%	0.35%

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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	5,121,903	5,188,209	5,436,081	5,533,361	5,631,077
Policing Facilities	225,651	222,359	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	367,606	349,827	356,823	363,960	371,239
	7,948,950	8,406,799	8,516,760	8,886,138	9,052,401	9,221,499
Net Operating (Surplus) Deficit	6,710,003	7,209,742	7,302,030	7,653,382	7,801,258	7,951,601
Contribution to/from Surplus and Reserves						
Draw from Accumulated Surplus	-	(64,239)	-	-	-	-
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	\$ 6,933,628	\$ 7,115,155	\$ 7,316,507	\$ 7,514,383	\$ 7,714,726
<i>Change in Tax Requirement From Prior Year</i>		-0.82%	2.62%	2.83%	2.70%	2.67%

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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	-	(22,770)	(22,770)	(104,742)	-	(81,972)
Grants						
Engineering	-	(210,000)	-	-	-	-
	(565,042)	(938,667)	(742,785)	(839,157)	(749,104)	(846,058)
Operating Expenses						
Engineering	689,456	1,102,968	639,699	808,099	683,561	776,232
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	1,705,042	1,676,727	1,711,608	1,745,840	1,780,757
Snow Clearing	304,542	179,214	182,798	186,454	190,183	193,987
Flood Protection	148,991	118,823	121,199	123,623	126,096	128,618
Transportation - Other	5,000	5,000	5,100	5,202	5,306	5,412
Transit	1,284,970	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
	4,492,353	4,783,205	4,249,523	4,491,464	4,440,591	4,608,401
Net Operating (Surplus) Deficit	3,927,311	3,844,538	3,506,739	3,652,307	3,691,488	3,762,344
Contribution to/from Surplus and Reserves						
Transfer from Community Works Reserve*	(260,000)	(167,670)	-	(15,000)	(5,000)	-
Transfer from Carbon Neutral Reserve	-	(25,000)	-	-	-	-
Contribution to/from Airport Provision	(29,490)	(49,945)	56	57	58	60
Draw from Accumulated Surplus	158,553	(98,915)	-	-	-	-
Funded By Property Tax	\$ 3,796,374	\$ 3,476,008	\$ 3,506,795	\$ 3,637,364	\$ 3,686,546	\$ 3,762,403
<i>Change in Tax Requirement From Prior Year</i>		4.50%	0.89%	3.72%	1.35%	2.06%

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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)
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)
Events Management	(32,875)	(19,540)	(19,931)	(20,329)	(20,736)	(21,151)
Grants						
Economic Development	(90,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
	<u>(495,375)</u>	<u>(662,406)</u>	<u>(673,154)</u>	<u>(684,117)</u>	<u>(695,300)</u>	<u>(706,706)</u>
Operating Expenses						
Community Planning	1,027,904	1,337,952	1,136,442	979,808	1,099,404	1,119,392
Environmental Planning	128,960	143,954	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	10,110	7,062	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	100,547	99,156	101,139	113,162	115,225
	<u>1,806,363</u>	<u>2,124,562</u>	<u>1,931,542</u>	<u>1,814,891</u>	<u>1,954,769</u>	<u>1,990,345</u>
Net Operating (Surplus) Deficit	1,310,988	1,462,156	1,258,388	1,130,773	1,259,470	1,283,640
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	(128,000)	(271,209)	(35,000)	-	-	-
Funded By Property Tax	\$ 1,182,988	\$ 1,190,947	\$ 1,223,388	\$ 1,130,773	\$ 1,259,470	\$ 1,283,640
<i>Change in Tax Requirement From Prior Year</i>		-15.03%	2.72%	-7.57%	11.38%	1.92%

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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)	(86,669)	(88,402)	(90,170)	(91,974)	(93,813)
Other Revenue						
Recreation Services	(5,159)	(1,603)	-	-	-	-
	(782,064)	(744,708)	(757,967)	(773,126)	(788,589)	(804,361)
Operating Expenses						
Recreation Services	1,622,132	1,632,858	1,667,980	1,700,339	1,708,346	1,742,013
Recreation Facilities	951,322	1,108,217	1,070,633	1,215,428	1,155,109	1,110,184
Parks and Trails	1,375,514	1,625,086	1,634,127	1,666,810	1,700,146	1,734,149
	3,948,968	4,366,160	4,372,740	4,582,578	4,563,601	4,586,346
Net Operating (Surplus) Deficit	3,166,904	3,621,452	3,614,773	3,809,451	3,775,012	3,781,985
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	-	(60,000)	-	-	-	-
Funded By Property Tax	\$ 3,166,904	\$ 3,561,452	\$ 3,614,773	\$ 3,809,451	\$ 3,775,012	\$ 3,781,985
<i>Change in Property Tax Requirement From Prior Year</i>		21.01%	1.50%	5.39%	-0.90%	0.18%

**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
<i>Change in Property Tax Requirement From Prior Year</i>		-10.51%	2.00%	65.98%	-37.32%	2.00%

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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)
	<u>(2,671,276)</u>	<u>(3,048,121)</u>	<u>(3,156,903)</u>	<u>(3,221,995)</u>	<u>(3,288,426)</u>	<u>(3,357,543)</u>
Operating Expenses						
Administration	288,018	427,890	329,723	338,264	344,208	350,270
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
	<u>2,167,473</u>	<u>2,950,270</u>	<u>2,902,551</u>	<u>2,962,548</u>	<u>3,020,978</u>	<u>3,080,575</u>
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
	<u>46,446</u>	<u>42,098</u>	<u>42,098</u>	<u>42,098</u>	<u>42,098</u>	<u>42,098</u>
Total Operating Expenses	<u>2,213,919</u>	<u>2,992,368</u>	<u>2,944,649</u>	<u>3,004,647</u>	<u>3,063,076</u>	<u>3,122,674</u>
Net Operating (Surplus) Deficit	(457,357)	(55,753)	(212,254)	(217,349)	(225,350)	(234,869)
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	5,089	114,640	117,711	123,611	129,630
(Surplus)/ Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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)	(3,833,990)	(3,910,669)
Investment Revenue	(25,801)	(36,390)	(50,443)	(68,672)	(90,910)	(115,236)
	<u>(3,719,110)</u>	<u>(3,879,829)</u>	<u>(3,970,751)</u>	<u>(4,067,386)</u>	<u>(4,169,598)</u>	<u>(4,275,498)</u>
Operating Expenses						
Administration	1,130,708	1,220,801	1,258,310	1,281,172	1,306,793	1,332,927
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	634,541	651,618	664,650	677,943	691,502
Pumping & Power	137,962	145,514	148,424	151,393	154,421	157,509
	<u>2,167,127</u>	<u>2,252,720</u>	<u>2,317,089</u>	<u>2,361,127</u>	<u>2,408,347</u>	<u>2,456,512</u>
Fiscal Services						
Other Fiscal Services	35,671	39,979	48,596	46,551	33,130	33,130
Debt interest	228,219	243,999	295,616	342,758	360,543	378,327
Amortization	800,632	789,790	850,281	908,821	946,494	977,937
	<u>1,064,522</u>	<u>1,073,767</u>	<u>1,194,493</u>	<u>1,298,130</u>	<u>1,340,167</u>	<u>1,389,394</u>
Total Operating Expenses	<u>3,231,649</u>	<u>3,326,487</u>	<u>3,511,582</u>	<u>3,659,257</u>	<u>3,748,515</u>	<u>3,845,907</u>
Net Operating (Surplus) Deficit	(487,461)	(553,342)	(459,168)	(408,129)	(421,084)	(429,591)
Adjustments to Balanced Budget						
Remove Amortization	(800,632)	(789,790)	(850,281)	(908,821)	(946,494)	(977,937)
Principal Reductions On Debt	293,156	323,250	389,289	454,982	495,019	537,140
Contribution to Other Funds						
Transfer to Fund Capital*	1,507,237	1,259,548	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)	14,459	(141,187)	(395,900)	165,232	267,359
Transfer to/(from) Accumulated Surplus	(343,115)	(254,125)	-	-	-	-
(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	242,125				
	<u>1,507,237</u>	<u>1,259,548</u>	<u>1,061,347</u>	<u>1,257,868</u>	<u>707,327</u>	<u>603,029</u>
**Capital Reserve Transfer						
Capital Reserve & Replacement	(146,919)	8,925	(146,721)	(401,434)	159,698	261,825
Equipment Reserve	5,534	5,534	5,534	5,534	5,534	5,534
	<u>(141,385)</u>	<u>14,459</u>	<u>(141,187)</u>	<u>(395,900)</u>	<u>165,232</u>	<u>267,359</u>

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

OPERATING BUDGETS – ALL FUNDS

**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)	(117,745)	(126,831)	(143,367)
	<u>(5,388,979)</u>	<u>(5,484,697)</u>	<u>(5,611,155)</u>	<u>(5,656,073)</u>	<u>(5,775,926)</u>	<u>(5,905,443)</u>
Operating Expenses						
Administration	1,071,087	1,106,820	1,104,678	1,135,076	1,167,776	1,180,929
Collection	478,948	406,244	414,369	422,656	431,109	439,732
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>2,764,613</u>	<u>2,794,628</u>	<u>2,807,825</u>	<u>2,873,981</u>	<u>2,921,259</u>
Fiscal Services						
Other Fiscal Services	64,215	51,774	52,631	50,000	55,691	50,000
Debt interest	261,402	246,647	252,403	175,053	181,551	181,551
Amortization	806,923	794,014	917,524	945,595	995,253	1,040,585
	<u>1,132,540</u>	<u>1,092,436</u>	<u>1,222,559</u>	<u>1,170,649</u>	<u>1,232,494</u>	<u>1,272,136</u>
Net Operating (Surplus) Deficit	(1,486,937)	(1,627,648)	(1,593,968)	(1,677,599)	(1,669,451)	(1,712,049)
Adjustments to Balanced Budget						
Remove Amortization	(806,923)	(794,014)	(917,524)	(945,595)	(995,253)	(1,040,585)
Principal Reductions On Debt	407,215	403,278	428,871	313,564	331,132	347,440
Contribution to/from Other Funds						
Transfer to Fund Capital*	2,127,615	2,440,442	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	209,458	912,359	889,000	1,000,106	482,674
Transfer to/(from) Accumulated Surplus	(595,640)	(631,515)	-	-	-	-
(Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

***Transfer to Fund Capital**

Utility Fee and Reserve Use	1,665,645	1,842,947	1,170,262	1,420,631	1,333,465	1,922,520
Accumulated Surplus Flow Through	461,970	597,495				
	<u>2,127,615</u>	<u>2,440,442</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	188,518	891,419	868,060	979,166	461,734
Equipment Reserve	20,940	20,940	20,940	20,940	20,940	20,940
	<u>354,670</u>	<u>209,458</u>	<u>912,359</u>	<u>889,000</u>	<u>1,000,106</u>	<u>482,674</u>

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN SUMMARY

**DISTRICT OF SQUAMISH
2016 - 2020 FINANCIAL PLAN
CAPITAL PLAN SUMMARY**

	2015	2016	2017	2018	2019	2020
Capital Plan Funding Sources						
Contributions From Taxation	\$ 1,247,951	\$ 1,506,895	\$ 2,548,523	\$ 1,548,774	\$ 2,172,426	\$ 1,710,200
Contributions From Utility Fees	2,852,417	2,860,370	2,231,609	2,678,499	2,040,792	2,525,549
Federal & Provincial Grants	1,846,918	4,128,229	3,154,377	1,574,000	1,574,000	1,574,000
Sale of Capital Services	77,200	94,456	92,336	92,336	92,336	92,336
Other Revenue and Donations	195,445	248,797	628,651	-	-	-
Development Cost Charges	897,855	4,826,820	6,622,891	3,622,479	459,335	1,556,280
Transfers From Surplus and Provisions	1,745,512	1,726,403	110,000	-	-	-
Transfers From Reserves	1,283,514	1,777,595	1,554,645	658,917	698,601	516,000
Borrowing	4,694,842	11,577,863	5,862,094	3,675,000	2,015,000	1,750,000
Total Capital Funding Sources	14,841,654	28,747,428	22,805,126	13,850,005	9,052,490	9,724,365
Capital Plan Expenditures						
	2015	2016	2017	2018	2019	2020
Capital Plan Expenditures						
General Government	426,835	1,183,070	1,410,000	1,190,000	550,000	578,000
Protective Services	2,738,823	2,718,112	1,514,000	73,000	554,000	196,000
Transportation and Transit	4,366,727	12,560,620	10,561,115	4,078,000	4,590,500	4,046,000
Economic and Community Development	200,000	244,013	250,000	250,000	250,000	250,000
Recreation, Parks and Trails	1,219,067	3,726,892	850,166	960,000	-	-
Water Utility	2,492,917	2,915,219	5,429,223	4,923,714	1,294,699	1,155,074
Sewer Utility	3,397,285	5,399,502	2,728,122	2,375,291	1,813,291	3,499,291
Total Capital Expenditures	14,841,654	28,747,428	22,805,126	13,850,005	9,052,490	9,724,365
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN – PROJECTS

DISTRICT OF SQUAMISH 2016-2020 FINANCIAL PLAN CAPITAL PLAN							
Ref	Project	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2016 Funded From Operating
General Government							
Real Estate							
1	Real Estate Remediation		70,000				
Facilities							
	Forestry Building new roof			730,000			
	Municipal Hall Modular Office	246,070					
Corporate All							
	Prius hybrid 2 door (9428)					28,000	
	Postage Meter	10,000					10,000
		256,070	70,000	730,000	-	28,000	10,000
Information Technology							
2	New Municipal ERP Systems	800,000	1,315,000	435,000	375,000		
3	Yearly Workstation Upgrades	25,000	25,000	25,000	25,000		25,000
	Radio Tower Replacement				150,000		
		825,000	1,340,000	460,000	550,000	-	25,000
Library							
4	Digital Projector Installation	8,000					8,000
5	Space Improvement to Children's area of Library	94,000					25,000
	Library New Roof and HVAC					550,000	
		102,000	-	-	-	550,000	33,000
Total General Government		\$ 1,183,070	\$ 1,410,000	\$ 1,190,000	\$ 550,000	\$ 578,000	\$ 68,000
Protective Services							
Police Services Facilities							
	RCMP HVAC				50,000	75,000	
	RCMP Back Up Generator					100,000	
	RCMP Exterior Camera System Upgrade - CFWD 2015	10,000					
		10,000	-	-	50,000	175,000	-
Fire Services Operations and Facilities							
	Tantalus Firehall Seismic Upgrade - CFWD 2015	1,938,112					
	Firehall Valleycliffe Final Seismic Upgrades Hose						
6	Tower	325,000					
7	Fire Rescue Truck (cfwd from 2015)	285,000					
8	Fleet replacement Fire Dept Utility Van (Utility 2)	140,000					90,150
9	Fire Suppression System for New Rescue Truck	17,000					17,000
10	Fire Department Radios	3,000	4,000	4,000	4,000	4,000	3,000
11	Firehall Tantalus Overhead Door Replacement		35,000				
	Fire Ladder Truck		1,200,000				
	Fire SCBA Gear		225,000				
	1500 Super Cab 2wd P/U (V7022)			34,500			
	Tantalus FireHall Office Roof Replacement				440,000		
	Tantalus Fire Hall Windows and Doors				60,000		
		2,708,112	1,464,000	38,500	504,000	4,000	110,150
Bylaw Enforcement & Facilities							
12	Animal Control Van Replacement (9211)	-	50,000				-
	Ranger Super Cab 4X4 P/UF (9421)			34,500			
	2 Door Smart Car (F9427)					17,000	
		-	50,000	34,500	-	17,000	-
Total Protective Services		\$ 2,718,112	\$ 1,514,000	\$ 73,000	\$ 554,000	\$ 196,000	\$ 110,150

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN – PROJECTS

DISTRICT OF SQUAMISH 2016-2020 FINANCIAL PLAN CAPITAL PLAN							
Ref	Project	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2016 Funded From Operating
Transportation and Transit							
Flood Protection							
	Eagle Viewing Area Dike Upgrades - CFWD 2015	251,600	2,319,450				
	Squamish River Dike (Raise) - CFWD 2015	189,188					
13	Dike Upgrades	450,000	2,100,000	2,100,000	2,100,000	2,100,000	
		890,788	4,419,450	2,100,000	2,100,000	2,100,000	-
Roads and Paving							
14	DCC - R-4-Pioneer Way Extension		1,172,856				
15	Annual Road Reconstruction	817,418	800,000	1,000,000	1,000,000	1,000,000	300,000
16	Cleveland - Victoria to Main Streetscape upgrades	96,390	400,000				
17	CN Rail Crossing Safety Improvements	85,000	200,000	200,000	200,000	200,000	
18	Paradise Valley Pavement Repair	68,418					
19	Government Rd Bridge Approach Repair	50,000					50,000
20	Battery Backup for Traffic Lights	20,000					15,000
	Brennan Park Paving	-					-
21	Eagle View Area Parking Area Improvements		50,000				
		1,137,226	2,622,856	1,200,000	1,200,000	1,200,000	365,000
Alternative Transportation & Transit							
22	Active Transportation Improvements	651,054	700,000	700,000	700,000	700,000	151,000
23	Bus Shelters	115,000					
24	Loggers Lane/Centennial Lighting	100,000					
25	School Zone Flashing Beacon	75,000					
26	Tantalus Road Bike Lane	26,379					
	New Bus Stop Shelter Garbage Containers & Signage						
		967,433	700,000	700,000	700,000	700,000	151,000
Drainage							
27	December 2014 Storm Recovery	354,680					70,936
28	Smoke Bluffs Culvert Replacement	125,000					100,000
29	Eagle Run Storm Sewer Replacement	60,000					60,000
		539,680	-	-	-	-	230,936
Public Works Facilities							
30	Fencing Replacement at Worksyard	10,000	10,000	10,000	10,000	25,000	10,000
31	Operations Offices New Flooring		20,000				
32	Works Yard Infrared Heater Replacement		10,000				
	Works Yard Metal Roof and Siding				280,000		
	Operations Administration Trailer New Roof				81,000		
		10,000	40,000	10,000	371,000	25,000	10,000

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN – PROJECTS

DISTRICT OF SQUAMISH 2016-2020 FINANCIAL PLAN CAPITAL PLAN							
Ref	Project	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2016 Funded From Operating
Transportation and Transit							
Fleet and Equipment							
33	Street Sweeper Replacement (9415)	300,000					206,253
34	Parks Small Tractor Replacement (9079)	120,000					21,539
35	Vehicle - 4wd Ford 550 Replacement (9075)	108,843					27,780
36	Additional Emergency Backup Generator	75,550					
37	Field Sweeper Pickup Unit	40,000					
38	Heavy Duty Trailer Replacement (9412)	38,900					-
39	Vehicle - 4wd Ford 250 Replacement (9076)	37,000					-
40	Vehicle - 2wd Ford 250 Replacement (9078)	35,200					8,720
41	Overseeder Replacement	25,000					25,000
42	Roller Hauling Trailer	18,000					18,000
43	Parks Watering Trailer Replacement (9077)	17,000					8,030
44	Sidewalk/Trail Maintenance Unit		191,571				
45	Electrician Man-Lift Truck		120,000				
46	Vehicle - 4wd Ford Ranger Replacement (9416)		47,500				
47	Brine Making Equipment		40,000				
48	Vehicle - 2wd Ford 250 Replacement (9081)		37,000				
49	Vehicle - 4wd Ford Ranger Replacement (9080)		35,200				
50	Engineering 2WD Truck Replacement (9414)		34,500				
51	Vehicle - Ford Escape Replacement (9417)		34,500				
52	Parks Tilt Deck Trailer Replacement (9082)		17,000				
	2500 HD Super cab 4x4 P/U (9422)			37,000			
	628D Mower (9084)			31,000			
	CF 600 Sign Truck (9425)				80,000		
	420E Backhoe (9429)				80,000		
	Ranger Super Cab 4X4 P/U (9430)				34,500		
	RTV 1100 Tractor (9085)				25,000		
	Unit 9435 Pontiac					21,000	
		815,493	557,271	68,000	219,500	21,000	315,322
Total Transportation and Transit		\$ 4,360,620	\$ 8,339,577	\$ 4,078,000	\$ 4,590,500	\$ 4,046,000	\$ 1,072,258
Economic and Community Development							
53	Wayfinding Project	175,000	250,000	250,000	250,000	250,000	75,000
54	Entrance Sign - Wayfinding Project	69,013					
Total Economic and Community Development		\$ 244,013	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 75,000

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN – PROJECTS

DISTRICT OF SQUAMISH 2016-2020 FINANCIAL PLAN CAPITAL PLAN							
Ref	Project	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2016 Funded From Operating
Recreation, Parks and Culture							
Recreation Facilities & Equipment							
55	Arena Slab Replacement CFWD 2015 (62,500)	1,277,331					80,000
56	BP Community Centre Fire Exit Door Replacement	80,000					
57	Facilities Maintenance Van Replacement (9411)	29,000					
58	Recreation Services Van Replacement (9083)	-	40,000				
59	BP Arena Compressor		225,000				
60	BP Arena Ice Resurfacer Replacement		200,000				
61	BP Arena Backup Generator Replacement		70,000				
62	Replacement		3,000				
	BP Arena Real Ice System	40,000					
	BP Dehumidifier Modifications	22,000					
	BP Arena Dressing Room Heat Replacement	17,500					
	BP Community Centre Roof Replacement & HVAC			860,000			
	BP Electrical Transformer Replacement			100,000			
	Willow Park Improvements	40,000					
		1,505,831	538,000	960,000	-	-	120,000
Recreation, Parks and Culture (continued)							
Parks, Trails and Park Facilities							
63	Corridor Trail South (DCC P-14)	1,375,000					-
	Corridor Trail - CFWD 2015 \$269,487	695,000					4,320
	Corridor Trail Safety Improvements - CFWD 2015	11,952					
	Tennis Court Resurfacing - CFWD 2015	42,000					
	Portable Baseball Backstops (In progress from last year) CFWD 2015 \$14,667	29,334	14,666				14,667
64	Off-Leash Dog Park	17,500					17,500
65	Field 5 Automated Light	15,000					15,000
	Hendrickson Field Lighting - CFWD 2015	13,275					
	Portable Lighting Trusses - CFWD 2015	10,000					
67	Replace Greenhouse	10,000	125,000				10,000
	Canoe Shelter Legacy Project - CFWD 2015	2,000					
68	Dentville Community Park (CAC and DCC funded)		172,500				
		2,221,061	312,166	-	-	-	61,487
Total Recreation, Parks and Trails		\$ 3,726,892	\$ 850,166	\$ 960,000	\$ -	\$ -	\$ 181,487
Public Health - Cemetery							
69	Cemetery Site Preparation		62,500				
Total Public Health - Cemetery		\$ -	\$ 62,500	\$ -	\$ -	\$ -	\$ -
Total General Fund		\$ 12,232,707	\$ 12,426,243	\$ 6,551,000	\$ 5,944,500	\$ 5,070,000	\$ 1,506,895

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN – PROJECTS

DISTRICT OF SQUAMISH 2016-2020 FINANCIAL PLAN CAPITAL PLAN							
Ref	Project	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2016 Funded From Operating
Water Utility							
70	Annual Watermain Replacement (incl carry fwd)	1,192,383	924,252	1,583,869	1,095,654	963,029	642,383
71	Water Meter Installations	885,141	825,383				
72	Annual PRV Replacement - CFWD 2015 (115,308)	245,308	130,000	80,000	80,000	110,000	130,000
	Cross Control Connection - CFWD 2015	62,875					
	Water Connections	52,045	52,045	52,045	52,045	52,045	
73	Powerhouse Springs Electrical Upgrade	50,000					50,000
74	Water Distribution System Flow Meters	50,000					50,000
75	Well Protection Plan Implementation - CFWD 2015	87,165					50,000
76	New Fire Hydrant Installation - CFWD 2015 (13,567)	43,567	30,000	30,000	30,000	30,000	30,000
77	Control Valve Chamber Safety Upgrades	30,000	30,000				30,000
	Powerhouse Pump Replacement - CFWD 2015	20,735					
78	Non-Potable Bulk Water Supply	25,000					25,000
	Pipe Locator - CFWD 2015	8,500					
79	Storage Containers	8,500					8,500
80	DCC - W6-Govt Rd Watermain - Mamquam to		556,000				
81	Vehicle - 4wd F550 Replacement (9420)		108,843				
82	Water Fill Stations		100,000				
	F-550 Regular Cab 4X4 dump (9420)			108,800			
	2500 Super Cab 4X4 P/U (9423)				37,000		
Total Water Utility		\$ 2,761,219	\$ 2,756,523	\$ 1,854,714	\$ 1,294,699	\$ 1,155,074	\$ 1,015,883
Sewer Utility							
83	UV Disinfection of WWTP Effluent - CFWD 2015 (142k)	1,227,000					
84	Annual Sewer Replacement and Rehabilitation - CFWD	1,019,352	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
85	DCC - S8 & S10 - Chiefview & Tantalus Rd Sewer	1,474,690					14,747
86	Annual Sewer Lift Station Reconstruction - CFWD 2015	355,850	150,000				215,000
87	Wastewater Treatment Plant Electrical/SCADA	300,000					300,000
88	Wastewater Treatment Plant Upgrade Bar Screens	300,000					300,000
89	M1 Lift Station Upgrade (carry forward)	280,000					
90	DCC - S-18A & S-20A - C11/M13 Pump Station Upgrade - WWTP Odour Monitoring System - CFWD 2015	224,000					
	Sewer Connections	40,291	40,291	40,291	40,291	40,291	
	Decommission C3, C4, C5, C7 Pump Stns - CFWD 2015	28,408					
	Generator Unit 9377 699 Volt - CFWD 2015	20,976					
91	Temporary Storage Containers - CFWD 2015 (735)	13,935	6,600				13,200
92	DCC - S2-Wastewater Trmt Plt Older Bioreactor		165,000	935,000			
	Sewer Maintenance Unit			350,000			
	DCC-S4 & S-9 Cheakamus and Tantalus Sewer Upgrade			50,000	398,000		
	DCC - S2 Waterwater Trmt Plt Anaerobic Digester				375,000	2,125,000	
	DCC - S2 Wasterwater Trmt Plt New Bioreactor					300,000	
	Waste Water Treatment Plant New Office Roof					34,000	
Total Sewer Utility		\$ 5,399,502	\$ 1,361,891	\$ 2,375,291	\$ 1,813,291	\$ 3,499,291	\$ 1,842,947
TOTAL ALL DISTRICT FUNDS		\$ 20,393,428	\$ 16,544,657	\$ 10,781,005	\$ 9,052,490	\$ 9,724,365	\$ 4,365,725

**DISTRICT OF SQUAMISH
2016-2020 FINANCIAL PLAN SUPPORTING MATERIAL**

March 9, 2016 V8b
Financial Plan Bylaw

CAPITAL PLAN – PROJECTS

DISTRICT OF SQUAMISH 2016-2020 FINANCIAL PLAN CAPITAL PLAN							
Ref	Project	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2016 Funded From Operating
SODC							
Roads							
93	SODC R-20- Peninsula Main Road-Arterial Standard	8,200,000					
	SODC DCC-D13-Peninsula Trtmt Wetland Mqm Blind						
94	Channel		260,000				
95	SODC DCC-D14-Peninsula Trtmt Wetland Road		260,000				
96	SODC DCC-D15-Peninsula Stormwater Mains		481,000				
97	SODC DCC-P-17-Oceanfront Boardwalk A&B		1,220,538				
		8,200,000	2,221,538	-	-	-	-
Water							
98	SODC DCC-W2- Logger's Lane Feedermain Watermain		1,890,000				
99	SODC DCC-W16-Peninsula Watermain Connection	154,000					1,540
100	SODC DCC-W11a Decom Logger/High School PRVs		86,000				
101	SODC DCC-W118-New Blind Channel PRV		150,000				
102	SODC DCC - W19 Peninsula Road B Watermain		277,200				
	SODC DCC - W17 Pen Watermain Con - Cattermole						
103	Creek		269,500				
	SODC DCC - W15 New Reservoir			3,069,000			
		154,000	2,672,700	3,069,000	-	-	1,540
Sewer							
104	SODC DCC S22 Vancouver Street Collector		1,366,231				
		-	1,366,231	-	-	-	-
		8,354,000	6,260,469	3,069,000	-	-	1,540