DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN OPERATING FUNDS SUMMARY

Financial Plan Summary

·						
	2016 Budget	2017	2018	2019	2020	2021
Revenue	2010 Duuget	2017	2010	2015	2020	2021
Taxation						
Property Tax	(24,454,018)	(26,032,690)	(30,049,059)	(32,345,861)	(32,250,683)	(33,016,615)
Special Assessments	(260,345)	(139,791)	(141,534)	(143,311)	(146,177)	(149,101)
Parcel Taxes	(508,225)	(508,225)	(518,390)	(528,757)	(539,332)	(550,119)
Grants in Lieu	(1,064,858)	(1,027,943)	(1,048,502)	(1,069,472)	(1,090,861)	(1,112,679)
Sale of Services	(13,036,907)	(14,278,184)	(14,633,715)	(14,985,993)	(15,345,342)	(15,716,876)
Grants *	(1,616,861)	(1,853,298)	(1,480,342)	(1,480,729)	(1,481,124)	(1,481,526)
Other Revenue	(2,516,695)	(3,052,684)	(3,170,224)	(3,091,154)	(3,234,149)	(3,214,421)
Investment Revenue	(736,159)	(855,853)	(763,880)	(896,806)	(1,054,057)	(1,192,148)
	(44,194,068)	(47,748,668)	(51,805,645)	(54,542,083)	(55,141,726)	(56,433,484)
Expense						
General Fund						
General Government	7,119,793	7,720,583	7,743,941	7,973,184	8,202,662	8,240,049
Protective Services	8,406,798	9,091,316	9,070,726	9,105,973	9,277,076	9,450,090
Transportation & Transit	4,783,207	4,759,410	5,339,594	5,661,986	5,057,493	5,078,708
Economic and Community Development	2,124,562	2,316,267	2,089,816	2,162,927	2,202,666	2,243,201
Recreation, Parks and Trails	4,366,161	4,345,576	4,489,986	4,609,971	4,595,696	4,797,196
Public Health - Cemetery	74,533	82,192	113,638	75,112	76,617	78,151
Total Operating	26,875,054	28,315,344	28,847,700	29,589,153	29,412,210	29,887,395
Fiscal Services	134,686	127,457	210,701	176,865	142,545	211,826
Debt Service - Interest	1,084,303	877,852	1,092,571	1,296,812	1,414,415	1,705,009
Amortization	3,703,948	4,308,479	4,834,667	5,026,325	5,174,434	5,299,640
	31,797,991	33,629,132	34,985,640	36,089,155	36,143,605	37,103,870
Solid Waste Utility				· · ·		
Operating	2,950,270	3,350,349	3,406,748	3,462,643	3,543,896	3,602,534
Fiscal Services	25,000	25,000	64,890	59,279	49,174	25,000
Debt Service - Interest	17,098	16,709	92,750	158,094	204,175	204,175
Amortization	· -	-	245,325	456,138	604,807	604,807
	2,992,368	3,392,059	3,809,713	4,136,153	4,402,051	4,436,516
Water Utility		, ,	, ,	, ,	, ,	<u> </u>
Operating	2,252,717	2,219,099	2,261,420	2,356,586	2,402,656	2,396,347
Fiscal Services	39,979	34,756	43,645	33,130	33,130	33,130
Debt Service - Interest	244,000	230,174	268,396	285,063	290,442	295,821
Amortization	789,790	887,242	980,613	1,007,312	1,035,120	1,062,420
	3,326,486	3,371,270	3,554,075	3,682,091	3,761,349	3,787,718
Sewer Utility	- / /	-/- / -	-/ /	-,,	-, - ,	-, - , -
Operating	2,764,613	2,900,176	2,822,908	2,889,305	2,936,830	2,992,206
Fiscal Services	51,774	52,631	50,000	50,000	50,000	50,000
Debt Service - Interest	246,648	205,284	166,609	166,609	160,657	160,657
Amortization	794,014	869,653	985,484	1,068,907	1,143,829	1,228,137
/	3,857,049	4,027,745	4,025,001	4,174,821	4,291,317	4,431,000
	3,037,043	4,027,745	4,025,001	4,174,021	4,231,317	4,431,000
Total Expenses	41,973,894	44,420,205	46,374,429	48,082,220	48,598,321	49,759,103
	<i>(</i>)	/ ·	(<i>(</i>		/
Net (Surplus)/ Deficit	(2,220,174)	(3,328,463)	(5,431,216)	(6,459,863)	(6,543,405)	(6,674,381)
Adjustments To Balanced Budget						
Remove Amortization	(5,287,752)	(6,065,374)	(7,046,089)	(7,558,681)	(7,958,191)	(8,195,004)
Debt Service - Principal Reduction	2,234,096	2,431,120	3,108,315	3,722,130	4,251,505	4,814,244
·	(3,053,656)	(3,634,254)	(3,937,774)	(3,836,552)	(3,706,685)	(3,380,760)
Transfers to / from Surplus & Provisions						<u> </u>
Transfers to Surplus and Provisions	18,914	345,953	249,621	401,791	399,064	420,442
Transfers from Surplus and Provisions	(2,811,727)	(3,901,745)	(27,626)	(15,626)	(15,626)	(15,626)
·	(2,792,813)	(3,555,792)	221,995	386,165	383,438	404,816
Transfers to / from Reserves	.,,,-,	., , , , , ,	,	,		, -
Transfers to Reserves	2,408,645	2,715,281	4,303,867	3,778,645	4,275,981	5,075,969
Transfers from Reserves	(435,670)	(170,000)	(125,258)		(98,028)	-
	1,972,975	2,545,281	4,178,609	3,778,645	4,177,953	5,075,969
Transfors To /From Other Fund-						
Transfers To/From Other Funds	6,093,668	7,973,228	4,968,386	6,131,605	5,688,699	4,574,356
Total Adjustments to Balanced Budget	2,220,174	3,328,463	5,431,216	6,459,863	6,543,405	6,674,381
Budget (Surplus) / Deficit	\$-	\$-	\$-	\$-	\$-	\$-

Interest revenue on other reserves is not reflected in this schedule

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN GENERAL GOVERNMENT

Financial Plan Summary

Grants in Line L.064.838 L.027.943 L.028.9202 L.008.972 L.000.0815 L.121 Administrative Services 115.000 (15.000 (15.000) (14.128) (14.077) (14.0		2016 Budget	2017	2018	2019	2020	2021
Special Accessments 5 (2)	-						
Grants in Linu (1,068,352) (1,068,352) (1,068,352) (1,068,352) (1,008,352) (1,018,352)							
Materializations Services Unitable Services Services Unitable Services Unitable Services Unitable Services Unitable Services Unitable Services Services Unitable Services Services Unitable Services	•						
Administrative Services 155.000 (155.00		(1,064,858)	(1,027,943)	(1,048,502)	(1,069,472)	(1,090,861)	(1,112,679)
Functional Services (12,200) (12,240) (12,240) (12,243) (12,734) (12,734) Administrative Services (20,00) (20,00) (21,240) (21,243) (21,233) (22,734) Facilities (20,00) (21,200) </td <td></td> <td>(15.000)</td> <td>(15.000)</td> <td>(15.200)</td> <td>(15,000)</td> <td>(15.010)</td> <td>(16 226)</td>		(15.000)	(15.000)	(15.200)	(15,000)	(15.010)	(16 226)
ther it Result (800) (810) (840) (840) Administrative Services (273,791) (381,088) (433,051) (411,112) (413,533) (427,771) Financial Services (07,300) (115,600) (633,256) (63,226) (64,227) (16,429) (17,450) (16,429) (17,450) (16,429) (17,450) (17,450) (13,42) (17,450) (14,42) (16,42) (17,450) (14,42) (14,42) (14,42) (14,42) (14,42) (14,42) (14,42) (14,42) (14,42) (14,42) (14,42)							
Administrative Services (800) (810) (813) (813) (813) (813) (813) Fanithes (813) (111) (112) (113)		(12,000)	(12,000)	(12,240)	(12,465)	(12,754)	(12,989)
Facialities (473,791) (391,088) (473,692) (434,562) (414,564) (414,564) (414,564) (414,564) (114,567) (114,567) (114,567) (114,567) (114,567) (114,567) (114,577)		(800)	(800)	(816)	(832)	(849)	(866)
Financial Services (12,200) (14,260) (14,266) (14,457) (14,566) (14,457) (14,566) (14,457) (14,566) (14,457) (14,567) <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
Common Services (97,300) (135,000) (62,25) (63,242) (64,174) (747,371) Penalties and interest (335,000) (335,000) (341,700) (345,374) (632,421) (647,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,377) (677,378) (697,387)							
Investment Revenue (\$38,843) (\$38,743) (\$38,242) (\$74,7371) (\$							
Penalties and interest ants (335,000) (341,700) (345,534) (355,505) (362, 362,507) Common Services (3496,097) (1,020,922) (967,587) (
Common Services 194.000 10.00.0221 1967.537 697.537 133.547 133.847 133.847 133.847 133.847 133.847 133.847 133.847 133.847 133.847 133.537 133.537 133.537 133.537 133.537 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>							
(3,756,005) (3,685,236) (3,557,048) (3,685,467) (3,835,389) (4,000 perating Expenses 122,011 457,383 466,531 475,861 485,378 400 Community Grants 515,447 1,73,675 1,440,019 1,483,419 1,487,387 1,515 Communications 1,315,437 1,73,675 1,440,019 1,484,419 1,487,387 1,515 Communications 1,203,963 1,243,513 1,318,173 1,381,647 1,398,064 1,425 Real Easts Services 1,225,427 1,223,791 1,331,509 1,356,074 1,223 1,318,170 1,398,064 1,425 Human Resources 1,383,337 535,826 529,926 1,313,170 1,320,00 1,213,700 1,30 Common Services 1,346,66 127,457 210,006 125,844 157,710 130 Sast Services 134,666 127,457 210,701 176,865 1,42,545 211 Other Fiscal Services 134,666 127,457 210,701 176,8		()	(,,	(- , ,	(/ /	()	()
(3,756,005) (3,685,236) (3,557,048) (3,685,467) (3,835,389) (4,000 perating Expenses Legislative Services 121,201 457,383 466,531 475,861 485,378 495 Community Grants 1315,437 1,473,675 1,440,019 1,458,437 1,516 Communications 280,486 311,002 317,002 332,518 333,968 445 Real Estate Services 293,325 455,275 242,021 334,4861 331,798 356 Financial Services 1,262,627 1,237,91 1,351,009 1,398,064 1,425 Human Resources 1,262,627 1,237,91 1,351,009 1,398,768 1,298 Library Facility 113,66 127,457 210,606 125,484 157,791 130 Common Services 98,464 92,715 94,569 96,460 98,389 100 Amorization 3,703,948 4,308,479 4,834,667 5,026,325 5,174,4415 1,765 Administration 3,703,948	Common Services	(948,097)	(1,020,922)	(967,587)	(967,587)	(967,587)	(967,587)
Legislative Services 412 201 447,383 466,331 278,861 485,378 495 Communiv (rants) 1,315,437 1,473,675 1,440,019 1,458,419 1,487,387 1,516 Communications 280,486 311,002 337,022 332,518 338,568 345 Information Technology 1,009,963 1,243,513 1,318,173 1,318,174 1,389,668 345 Facilities & Leases 293,325 455,275 242,021 354,661 351,798 355 Facilities & Leases 1,326,327 1,238,737 1,351,909 1,298,664 1,252 1,452 Human Resources 385,357 535,256 529,902 332,84 1,298,768 1,228 Library 113,166 132,700 210,606 125,484 157,910 130 Common Services 98,464 922,715 94,569 96,640 98,339 1000 Common Services 134,686 127,457 210,701 176,865 142,545 211 D		,					(4,000,760)
Legislative Services 412.201 447.383 446,531 279.561 245.378 955 Communications 1,315,437 1,473,675 1,440,019 1,458,419 1,487,387 1,516 Communications 280,466 311,002 337,022 332,518 338,568 345 Information Technology 1,009,663 1,235,317 1,318,173 1,318,173 3,318,173 3,318,173 3,318,173 3,318,173 3,318,173 3,318,173 3,318,173 3,318,173 3,3568 355,375 356,361 290,064 1,423,753 1,452,461 351,798 355 350,354 222,960 236,664 375,532 350,354 222,960 236,664 375,352 567,352 567,352 567,353 350,354 229,002 338,464 372,970 1,458,398 1,020,354 1,242,560 9,664 9,839,39 1,020,333 1,2578 1,452,455 2,215 9,4569 9,664 9,839,39 1,000,354 1,258,55 2,215 9,4569 9,664 9,829,39 1,020,510							
Community Grants 616,204 363,361 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 290,381 390,664 345,373 1,381,847 1,380,648 333,3868 334 Information Technology 1,003,963 1,243,513 1,381,847 1,380,647 1,381,847 1,380,644 1,423,762 1,432,762 1,432,762 1,423,762 1,425,45 1,524,441 1,57,910 1,528,441 1,528,725 1,244,441 5,209,422 1,414,41	iting Expenses						
Administrative Services 1,315,437 1,473,675 1,440,019 1,458,419 1,473,878 1,516 Communications 280,866 311,002 317,022 332,518 338,9664 1,425 Information Technology 293,325 455,275 242,021 358,861 351,798 356 Financial Services 293,325 455,275 242,021 336,064 1,423,722 1,462 Human Resources 385,357 535,265 529,942 545,541 556,352 567,322 566,352 567,323 7,723,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,768 1,258,755 1,249,718 8,202,662 8,240 Common Services 134,666 127,457 210,701 1,768,865 1,42,545 2,111 Deb interest 136,868 127,457 210,701 1,768,655 1,42,545 2,114,444 1,705 dipterments of any low line fiscal Ser	-				,		495,086
Communications 280,486 311,002 312,022 332,518 338,664 443 Information Technology 1,003,663 1,243,513 1,318,171 1,380,847 1,398,646 1,325,327 Real Estate Services 2259,325 303,534 282,090 296,684 375,523 300 Financial Services 1,326,327 1,238,787 1,351,099 1,328,0641 1,423,762 1,423,762 Human Resources 385,357 535,826 529,942 545,541 556,352 567 Library 1,014,237 1,10,080 1,199,829 1,219,106 1,238,768 1,258 Library Facility 133,166 132,700 210,606 125,484 157,910 130 Common Services 98,464 92,715 94,569 96,460 98,289 100 Cother Fiscal Services 130,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,092,571 1,296,812 1,414,415 1,705	-						290,361
Information Technology 1,003,963 1,243,513 1,318,173 1,328,776 1,228,715 2,317,783 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1,516,935</td>							1,516,935
Real Estate Services 293,325 495,275 242,021 354,861 351,798 355 Facilities & Leases 299,926 303,534 282,001 354,861 375,523 300 Financial Services 385,357 535,826 529,942 545,541 556,552 567 Library 1,014,237 1,101,808 1,198,929 1,219,106 1,238,768 1,228,762 Library Facility 131,166 132,700 212,666 98,389 100 Common Services 98,464 92,715 94,569 96,460 98,389 100 Common Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Other Fiscal Services 1,064,303 877,852 1,007,07 1,756,55 142,945 5,211 Debt interest 1,064,303 877,852 1,002,571 1,296,812 1,414,415 5,209 et Operating (Surplus) Deficit 82,86,725 9,349,415 1,032,4833 10,787,719 1,098,667 1,245,593 2,770,3							345,548
Facilities & Lesses 259,926 303,534 228,2960 296,684 375,523 300 Financial Services 1,326,327 1,238,791 1,351,909 1,396,041 1,423,752 1,452 Library 1,014,237 1,110,808 1,199,829 1,219,106 1,238,788 1,258 Library Facility 113,166 132,700 210,606 125,484 157,910 130 Common Services 98,464 92,715 94,669 96,460 98,389 100 Scal Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Coher Fiscal Services 134,666 127,457 210,0701 175,865 142,545 211 Other Fiscal Services 3,703,948 4,308,479 4,834,667 5.006,022 6,731,395 7,216 Amortization 3,703,948 4,308,479 4,834,667 5.006,022 6,731,395 7,216 Borrowing - - - - - - - - - - - - - - - - <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td>1,425,826</td></t<>							1,425,826
Financial Services 1,326,327 1,328,791 1,351,909 1,396,041 1,423,762 1,452 Human Resources 385,357 535,826 552,942 545,541 556,352 557 Library Facility 1014,237 1,110,808 1,199,829 1,219,106 1,238,768 1,258 Library Facility 113,166 132,700 210,606 125,444 157,910 130 Common Services 98,464 92,715 34,559 96,460 98,389 100 scal Services 134,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,032,571 1,296,812 1,414,415 1,705 Amortization 4,322,377 5,313,785 1,032,483 10767,719 11,405,467 1,455 flystemst to Balanced Budget 8,286,725 9,349,135 10,324,833 10787,719 11,906,677 11,455 genrowing - - - - - - - - - - - - - - - -	Real Estate Services			242,021	354,861		356,834
Human Resources 385,357 533,826 529,942 545,541 556,352 567 Library 1,014,237 1,110,808 1,199,829 1,219,106 1,238,768 1,258 Library Facility 113,166 132,700 210,606 125,484 157,910 130 Common Services 98,464 92,715 94,569 96,460 98,389 100 Other Fiscal Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Other Fiscal Services 134,666 127,457 210,701 176,865 144,545 1,720 Other Fiscal Services 3,703,948 4,308,479 4,834,667 5,026,325 5,174,434 5,299 Amortization 3,703,948 (4,308,479) (4,834,667) (5,026,325 (5,174,434) 5,299 Borrowing - - - - - - - - - - - - - - - - - - -	Facilities & Leases	259,926	303,534	282,960	296,684	375,523	300,479
Library 1,014,237 1,110,808 1,199,829 1,219,106 1,238,768 1,258 Library Facility 113,166 132,700 210,606 125,484 157,910 130 Scal Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Scal Services 134,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,092,571 1,296,812 1,414,415 1,705 Amortization 3,703,948 4,308,479 4,634,667 5,026,325 5,174,434 5,299 4.922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 Borrowing -	Financial Services	1,326,327	1,238,791	1,351,909	1,396,041	1,423,762	1,452,037
Library Facility 113,166 132,700 210,606 125,484 157,910 130 Common Services 98,464 92,715 94,569 96,460 98,389 100 ical Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Other Fiscal Services 134,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,092,571 1,256,812 1,414,415 1,705 Amerization 3,703,948 4,308,479 6,433,667 6,500,002 6,731,395 7,216 to perating (Surplus) Deficit 3,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 Borrowing - <t< td=""><td>Human Resources</td><td>385,357</td><td>535,826</td><td>529,942</td><td>545,541</td><td>556,352</td><td>567,379</td></t<>	Human Resources	385,357	535,826	529,942	545,541	556,352	567,379
Library Facility 113,166 132,700 210,606 125,484 157,910 130 Common Services 98,464 92,715 94,569 96,460 98,389 100 ical Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Other Fiscal Services 134,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,092,571 1,256,812 1,414,415 1,705 Amerization 3,703,948 4,308,479 6,433,667 6,500,002 6,731,395 7,216 to perating (Surplus) Deficit 3,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 Borrowing - <t< td=""><td>Library</td><td>1,014,237</td><td>1,110,808</td><td>1,199,829</td><td>1,219,106</td><td>1,238,768</td><td>1,258,823</td></t<>	Library	1,014,237	1,110,808	1,199,829	1,219,106	1,238,768	1,258,823
Common Services 98,464 92,715 94,569 96,460 98,389 100 rcal Services 7,119,793 7,720,583 7,743,941 7,973,184 8,202,662 8,240 Common Services 134,666 127,457 210,701 176,865 142,545 2111 Debt interest 1,084,303 877,852 1,092,571 1,296,812 1,414,415 5,299 Amortization 3,703,948 4,308,479 4,834,667 5,026,325 5,174,434 5,299 4,922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 10perating (Surplus) Deficit 8,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 10perating Number Sorpation (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) Borrowing 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179							130,384
Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,184 Transfer To Other Funds 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,184 Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,184 Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,184 Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer To Charp Reserve 1,000,451 1,000,451 1,260,778 1,561,269 1,884,727 2,207 Transfer to Cammunity Works Fund 75,101 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304 776,304							
scal Services 134,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,092,571 1,296,812 1,414,415 1,705 Amortization 3,703,948 4,308,479 4,834,667 5,026,325 5,174,434 5,299 4,922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 et Operating (Surplus) Deficit 8,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 affiorments to Balanced Budget (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299 Principal Reductions On Debt 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 ontribution To/From Surplus and Reserves 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer fro Other Funds 2,393,678 2,487,751 1,260,778 1,561,269 1,884,727 2,207 Transfer to Carbin Neutral Reserve 1,000,451 1,000,451	common services						100,357
Other Fiscal Services 134,686 127,457 210,701 176,865 142,545 211 Debt interest 1,084,303 877,852 1,092,571 1,296,812 1,414,415 1,705 Amortization 3,703,948 4,308,479 4,834,667 5,026,325 5,174,434 5,299 4,922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 et Operating (Surplus) Deficit 8,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 guard mode Monotization (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299 Borrowing - </td <td></td> <td>7,119,793</td> <td>7,720,583</td> <td>7,743,941</td> <td>7,973,184</td> <td>8,202,662</td> <td>8,240,049</td>		7,119,793	7,720,583	7,743,941	7,973,184	8,202,662	8,240,049
Debt interest 1,084,303 877,852 1,092,571 1,296,812 1,414,145 1,705 Amortization 3,703,948 4,308,479 4,834,667 5,026,325 5,174,434 5,299 4,922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 t Operating (Surplus) Deficit justments to Balanced Budget 8,286,725 9,349,135 10,324,833 10,787,719 11,098,667 (5,026,325) (5,174,434) (5,299) Berrowe Amortization Borrowing (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) Transfer To Other Funds (3,703,948) (4,308,479) 2,087,424 2,443,953 2,770,356 3,327 Transfer To Other Funds (2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer from Other Reserve (100,000) -	Services						
Amortization 3,703,948 4,308,479 4,834,667 5,026,325 5,174,343 5,229 et Operating (Surplus) Deficit ijustments to Balanced Budget 8,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 Remove Amortization Borrowing Principal Reductions On Debt (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) Transfer To Other Funds Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer from Other Reserve (100,000) -	Other Fiscal Services	134,686	127,457	210,701	176,865	142,545	211,826
4,922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 djustments to Balanced Budget Remove Amortization Borrowing Principal Reductions On Debt (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) nemove Amortization Borrowing Principal Reductions On Debt 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 contribution to Other Funds Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer from Other Reserve (243,000) (100,000) - </td <td>Debt interest</td> <td>1,084,303</td> <td>877,852</td> <td>1,092,571</td> <td>1,296,812</td> <td>1,414,415</td> <td>1,705,009</td>	Debt interest	1,084,303	877,852	1,092,571	1,296,812	1,414,415	1,705,009
4,922,937 5,313,788 6,137,940 6,500,002 6,731,395 7,216 djustments to Balanced Budget Remove Amortization Borrowing Principal Reductions On Debt (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) ontribution to Other Funds Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer from Other Reserve (243,000) (100,000) - - - - Transfer from Other Reserve (100,000) - <td>Amortization</td> <td>3.703.948</td> <td>4,308,479</td> <td>4.834.667</td> <td>5.026.325</td> <td>5.174.434</td> <td>5,299,640</td>	Amortization	3.703.948	4,308,479	4.834.667	5.026.325	5.174.434	5,299,640
et Operating (Surplus) Deficit 8,286,725 9,349,135 10,324,833 10,787,719 11,098,667 11,455 djustments to Balanced Budget (3,703,948) (4,308,479) (4,434,667) (5,026,325) (5,174,434) (5,299) Borrowing -							7,216,475
justments to Balanced Budget (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) Borrowing 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 ntribution to Other Funds 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 ntribution to Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Transfer To Other Funds (100,000) -	nerating (Surnluc) Deficit						
Remove Amortization (3,703,948) (4,308,479) (4,834,667) (5,026,325) (5,174,434) (5,299) Borrowing -		0,200,723	5,545,155	10,324,833	10,707,715	11,058,007	11,435,704
Borrowing Principal Reductions On Debt I	0	(3,703,948)	(4 308 479)	(4 834 667)	(5.026.325)	(5,174,434)	(5,299,640)
Principal Reductions On Debt 1,461,904 1,590,899 2,087,424 2,443,953 2,770,356 3,327 Intribution to Other Funds 2,393,678 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Intribution To/From Surplus and Reserves (243,000) (100,000) - - - - Transfer from Other Reserve (243,000) (100,000) - - - - Transfer from Carbon Neutral Reserve (243,000) (100,000) - - - - Transfer to Capital Reserve (243,000) (100,000) - - - - - - Transfer to Capital Reserve 326,510 613,038 911,045 851,965		-	-	-		-	-
Intribution to Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 Intribution To/From Surplus and Reserves (243,000) (100,000) -<	-	1.461.904	1.590.899	2,087.424	2,443.953	2.770.356	3,327,482
Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 ntribution To/From Surplus and Reserves (243,000) (100,000) -		_, ,	_,_ > 0,000	_,,	_,0,000	_,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	-,,.52
Transfer To Other Funds 2,393,678 2,487,751 2,773,117 3,334,080 3,090,179 2,181 ntribution To/From Surplus and Reserves (243,000) (100,000) -	ibution to Other Funds						
Intribution To/From Surplus and Reserves (243,000) (100,000) - - - - Transfer from Other Reserve (10,000) - - - - - Transfer from Carbon Neutral Reserve 1,000,451 1,000,451 1,260,778 1,561,269 1,884,727 2,207 Transfer to Capital Reserve 1,000,451 1,000,451 1,260,778 1,561,269 1,884,727 2,207 Transfer to Equipment Reserve 326,510 613,038 911,045 851,965 851,965 851 Transfer to Community Works Fund 751,013 776,304		2,393,678	2,487,751	2,773,117	3,334,080	3,090,179	2,181,230
Transfer from Other Reserve (243,000) (100,000) - - - - Transfer from Carbon Neutral Reserve (10,000,451) 1,260,778 1,561,269 1,884,727 2,207 Transfer to Capital Reserve 326,510 613,038 911,045 851,965 851,965 851 Transfer to Carbon Neutral Reserve 326,510 613,038 911,045 851,965 851,965 851 Transfer to Community Works Fund 751,013 776,304 <							
Transfer from Carbon Neutral Reserve (10,000,451 (10,000,451 1,260,778 1,561,269 1,884,727 2,207 Transfer to Capital Reserve 326,510 613,038 911,045 851,965 851,965 851 Transfer to Cammunity Works Fund 751,013 776,304 </td <td>•</td> <td>(243,000)</td> <td>(100,000)</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td>	•	(243,000)	(100,000)	-	-	-	-
Transfer to Capital Reserve 1,000,451 1,000,451 1,260,778 1,561,269 1,884,727 2,207 Transfer to Equipment Reserve 326,510 613,038 911,045 851,965 851,965 851 Transfer to Community Works Fund 751,013 776,304 <	Transfer from Carbon Neutral Reserve	-		-	-	-	-
Transfer to Equipment Reserve 326,510 613,038 911,045 851,965 851,965 851,965 851,965 851,965 851,965 851,965 851,965 851,965 851,965 851,965 851,965 776,304	Transfer to Capital Reserve	1,000,451		1,260,778	1,561,269	1,884,727	2,207,234
Transfer to Community Works Fund 751,013 776,304	•						851,965
Transfer to Public Art Reserves 50,000 -							776,304
Transfer to Public Art Reserves 50,000 -	Transfer to Carbon Neutral Reserve						24,199
Draw from Accumulated Surplus (140,000) (75,000) -	Transfer to Public Art Reserves	50,000	-	-	-	-	-
Draw from Special Provisions (40,000) -	Draw from Accumulated Surplus		(75,000)	-	-	-	-
Draw from Special Provisions (40,000) -		(954,724)		(15,626)	(15,626)	(15,626)	(15,626)
Contribution/(Draw) to/from Special Provisions 7,013 26,932 81,513 81,637 81,762 81 Contribution to Forestry Building Provision (1,279) 101,436 105,434 102,389 99,444 120 Inded By Property Tax \$ 9,246,008 \$ 10,374,830 \$ 13,494,353 \$ 14,921,563 \$ 15,487,543 \$ 15,711							-
Contribution to Forestry Building Provision (1,279) 101,436 105,434 102,389 99,444 120 unded By Property Tax \$ 9,246,008 \$ 10,374,830 \$ 13,494,353 \$ 14,921,563 \$ 15,487,543 \$ 15,711	Contribution/(Draw) to/from Special Provisions			81,513	81,637	81,762	81,890
	Contribution to Forestry Building Provision	(1,279)	101,436	105,434	102,389	99,444	120,599
	ed By Property Tax	\$ 9,246,008	\$ 10,374,830	\$ 13,494,353	\$ 14,921,563	\$ 15,487,543	\$ 15,711,401
	e in Property Tax Requirement From Prior Year		12.21%	30.07%	10.58%	3.79%	1.45%

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN PROTECTIVE SERVICES

Financial Plan Summary				—			—		
	2	016 Budget	2017		2018	2019		2020	2021
Operating Revenues									
Sale of Services									
Policing	\$	(52,500)	\$ (52,500)	\$	(53 <i>,</i> 550)	\$ (54,621))\$	(55,713) \$	(56,828)
Policing Facilities		-	-		-	-		-	-
Fire Services		(10,300)	(10,300)		(10,506)	(10,716)	(10,930)	(11,149)
Animal Control		(85,079)	(85,079)		(86,781)	(88,516)	(90,287)	(92,092)
Other Revenue									
Policing Facilities		(151,998)	(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)	(19,800)		(20,196)	(20,600))	(21,012)	(21,432)
Animal Control		(12,000)	(12,000)		(12,240)	(12,485))	(12,734)	(12,989)
Building Inspection		(535,719)	(1,009,581)		(1,029,773)	(1,050,368)	(1,071,375)	(1,092,803)
Grants									
Policing		(313,411)	(313,411)		(313,411)	(313,411)	(313,411)	(313,411)
Emergency Management		(18,750)	(18,965)		(19,344)	(19,731))	(20,126)	(20,528)
		(1,197,057)	(1,681,134)		(1,708,488)	(1,736,390)	(1,764,850)	(1,793,878)
Operating Expenses									
Policing		5,121,903	5,522,833		5,334,842	5,422,819		5,520,207	5,618,032
Policing Facilities		222,358	239,434		264,435	203,452		207,549	211,728
Fire Services		1,736,836	1,764,222		1,850,688	1,887,717		1,925,486	1,964,011
Fire Services Facilities		132,723	141,087		174,832	147,731		150,688	153,704
Emergency Management		181,733	206,838		195,677	199,593		203,588	207,662
Emergency Management Facilities		28,683	28,670		29,246	29,834		30,433	31,044
Bylaw Enforcement		326,707	400,415		418,714	427,091		435,636	444,351
Animal Control		273,300	271,033		276,454	281,984		287,624	293,377
Animal Control Facilities		14,949	15,216		45,595	15,905		16,220	16,542
Building Inspection		367,606	501,569		480,241	489,847		499,644	509,638
		8,406,798	9,091,316		9,070,726	9,105,973		9,277,076	9,450,090
Net Operating (Surplus) Deficit		7,209,741	7,410,182		7,362,237	7,369,583		7,512,226	7,656,212
Contribution to/from Surplus and Reserves									
Draw from Accumulated Surplus		(64,239)	-		-	-		-	-
Contribution to Protective Services Provisions		13,125	13,125		13,125	13,125		13,125	13,125
Draw from Protective Service Provisions		(225,000)	(254,400)		-	-		-	-
Funded By Property Tax	\$	6,933,627	\$ 7,168,907	\$	7,375,362	\$ 7,382,708	\$	7,525,351 \$	7,669,337
Change in Tax Requirement From Prior Year			3.39%		2.88%	0.10%		1.93%	1.91%

DISTRICT OF SQUAMISH 2016 - 2020 FINANCIAL PLAN TRANSPORTATION AND TRANSIT

	2016 Budget	2017	2018	2019	2020	2021
Operating Revenues						
Sale of Services						
Engineering	(5,000)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Public Works General	(42,118)	(42,118)	(42,960)	(43,820)	(44,696)	(45 <i>,</i> 590)
Roads, Drainage, Sidewalks & Bridges	(3,000)	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)
Transit	(320,168)	(301,328)	(307,355)	(313,502)	(319,772)	(326,167)
Other Revenue						
Engineering	(299,957)	(299,957)	(305,956)	(312,075)	(318,317)	(324,683)
Airport	(35,654)	(40,059)	(40,860)	(41,677)	(42,511)	(43,361)
Development Cost Charges	(22,770)	(11,385)	(139,025)	(130)	(82,105)	(135)
Grants	() - /	())	(/ /	()	(- ,,	(/
Engineering	(210,000)	(320,000)	-	-	-	-
	(938,667)	(1,022,847)	(844,316)	(719,527)	(815,890)	(748,596)
Operating Expenses						
Engineering	1,102,968	884,531	823,626	552,278	651,750	592,131
Engineering - Roads Studies and Contract	34,000	135,000	137,700	140,454	143,263	146,128
Public Works General	193,720	183,598	190,393	194,143	197,968	198,469
Public Works Facilities	58,588	61,560	63,231	64,500	65,795	67,116
Roads, Drainage, Bridges, Sidewalks, Bike Lanes	1,705,042	1,761,728	1,859,561	1,896,804	1,934,792	1,973,539
Snow Clearing	179,214	239,947	261,771	267,006	272,346	277,793
Flood Protection	118,823	111,371	113,598	115,870	118,188	120,552
Transportation - Other	5,000	5,000	5,100	5,202	5,306	5,412
Transit	1,300,253	1,334,867	1,792,093	2,382,482	1,624,099	1,652,824
Airport	85,599	35,599	86,311	37,037	37,778	38,534
	4,783,207	4,759,410	5,339,594	5,661,986	5,057,493	5,078,708
Net Operating (Surplus) Deficit	3,844,540	3,736,563	4,495,278	4,942,459	4,241,604	4,330,112
Contribution to/from Surplus and Reserves						
Transfer from Community Works Reserve*	(167,670)	-	(125,258)	-	(98,028)	-
Transfer from Carbon Neutral Reserve	(25,000)	-	-	-	-	-
Contribution to/from Airport Provision	(49,945)	4,460	(150,451)	4,640	4,733	4,828
Draw From Cyclic Provision	(27,000)	-	-	-	-	-
Draw from Accumulated Surplus	(98,915)	26,960	-	-	-	-
Funded By Property Tax	\$ 3,476,010	\$ 3,767,983	\$ 4,219,569	\$ 4,947,099	\$ 4,148,309	\$ 4,334,939
Change in Tax Requirement From Prior Year		8.40%	11.98%	17.24%	-16.15%	4.50%

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN ECONOMIC AND COMMUNITY DEVELOPMENT

	2016 Budget	2017	2018	2019	2020	2021
Operating Revenues						
Sale of Services						
Community Planning	\$ (15,000)	\$ (15,000)	\$ (15,300)	\$ (15,606)	\$ (15,918)	\$ (16,236)
Other Revenue						
Community Planning	\$ (501,866)	(588,766)	(600,541)	(612,552)	(624,803)	(637,299)
Environmental Planning	(1,000)	(5,600)	(5,712)	(5,826)	(5,943)	(6,062)
Events Management	(19,540)	(29,540)	(30,131)	(30,733)	(31,348)	(31,975)
Grants						
Economic Development	(125,000)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
	(662,406)	(818,906)	(831,684)	(844,718)	(858,012)	(871,572)
Operating Expenses						
Community Planning	1,337,952	1,302,535	1,200,484	1,201,227	1,223,252	1,245,718
Environmental Planning	143,954	192,120	108,548	110,719	112,934	115,192
Economic Development Operations	148,330	286,239	237,608	286,860	291,197	295,621
Economic Development Properties	7,062	4,003	4,581	4,753	4,929	5,108
Economic Developmnent - Other Agency	386,717	422,717	431,171	439,795	448,591	457,562
Events Management	100,547	108,653	107,424	119,573	121,764	124,000
	2,124,562	2,316,267	2,089,816	2,162,927	2,202,666	2,243,201
Net Operating (Surplus) Deficit	1,462,156	1,497,361	1,258,132	1,318,209	1,344,654	1,371,629
Contribution to/from Surplus and Reserves						
Transfer from Carbon Neutral Reserve	-	(60,000)	-	-	-	-
Transfer from Accumulated Surplus	(271,209)	(241,600)	(12,000)	-	-	-
Funded By Property Tax	\$ 1,190,947	\$ 1,195,761	\$ 1,246,132	\$ 1,318,209	\$ 1,344,654	\$ 1,371,629
Change in Tax Requirement From Prior Year		0.40%	4.21%	5.78%	2.01%	2.01%

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN **RECREATION, PARKS AND TRAILS**

Fillancial Flan Summary						
	2016 Budget	2017	2018	2019	2020	2021
Operating Revenues						
Sale of Services						
Recreation Services	\$ (656,436)	\$ (726,842)	\$ (742,909)	\$ (758,787)	\$ (774,473)	\$ (789,962)
Parks and Trails	(86,669)	(115,629)	(117,942)	(120,300)	(122,706)	(125,161)
Other Revenue						
Recreation Services	(1,603)	-	-	-	-	-
	(744,708)	(842,471)	(860,850)	(879,087)	(897,179)	(915,123)
Operating Expenses						
Recreation Services	1,632,858	1,761,817	1,754,696	1,814,791	1,850,589	1,887,102
Recreation Facilities	1,108,217	1,037,157	1,162,010	1,190,405	1,108,209	1,240,428
Parks and Trails	1,625,086	1,546,602	1,573,280	1,604,774	1,636,899	1,669,666
	4,366,161	4,345,576	4,489,986	4,609,971	4,595,696	4,797,196
Net Operating (Surplus) Deficit	3,621,453	3,503,105	3,629,136	3,730,884	3,698,517	3,882,073
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	(60,000)	(31,528)	-	-	-	-
Funded By Property Tax	\$ 3,561,453	\$ 3,471,577	\$ 3,629,136	\$ 3,730,884	\$ 3,698,517	\$ 3,882,073
Change in Property Tax Requirement From Prior \	/ear	-2.52%	4.54%	2.80%	-0.87%	4.96%

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN PUBLIC HEALTH: CEMETERY

	201	.6 Budget	2017	2018	2019	2020	2021
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		14,433	14,711	15,006	15,306	15,613	15,925
Cemetery Maintenance		60,100	67,481	98,632	59,806	61,004	62,226
		74,533	82,192	113,638	75,112	76,617	78,151
Funded By Property Tax	\$	45,973	\$ 53,632	\$ 84,507	\$ 45,399	\$ 46,308	\$ 47,237
Change in Property Tax Requirement Fro	om Prior Yeaı		16.66%	57.57%	-46.28%	2.00%	2.00%

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN

		General F	und
	Do	llar Amount	Percent Change
RECONCILATION OF 2016 BUDGET TO 2017			
2016 General Property Tax Requirement	\$	24,454,018	
2017 Changes in Existing Service Levels			
Net Labour Change (Schedule 1)		185,361	0.8%
RCMP Contract Change (includes removal of provision use) (Schedule 2)		141,405	0.6%
Transit Contract (Schedule 2)		50,787	0.2%
Other Existing Service Level Adjustments (Schedule 3)		(131,147)	-0.5%
2016 Non-Recurring Items Removed		(547,067)	-2.2%
Change in Allocations To Other Funds		76,075	0.3%
Change in Debt Service		(11,659)	0.0%
Change in Other Reserve Contributions (Equipment/Carbon Neutral)		274,062	1.1%
Change in Contribution to Capital		63,620	0.3%
Total Adjustments To Tax Revenue Requirement Before New Initiatives		463,702	1.9%
2017 New Initatives			
2017 Service Level Increases (Schedule 4)		628,662	2.6%
2017 Net Projects Funded From Taxation (Schedule 6)		486,308	2.0%
Total Adjustments To Tax Revenue Requirement For New Initiatives		1,114,970	4.6%
2017 General Property Tax Requirement	\$	26,032,690	6.5%

Special Provisions: Airport, Protective Services, Forestry Building, Community Amenity Fund, SCIF and Traffic Fine Other Reserves: Equipment Reserve and Carbon Neutral, Community Works Fund, Public Art

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN GENERAL FUND

Schedule 1

CHANGE IN LABOUR TO 2017 EXISTING SERVICE LEVEL		
Contracted Inflation & Step Changes	\$ 283,3	91 1.2%
New Positions Added in 2017	-	0.0%
Benefit Changes	(298,3	01) -1.2%
Transfers From Other Funds	135,8	0.6%
2016 New Positions Annualized	73,8	0.3%
Change in Recoveries (from operating, capital and external)	-	0.0%
Casual, call out, acting & sick pay, premiums, allowances	25,0	0.1%
Position Reclassifications	(34,5	56) -0.1%
Total	\$ 185,3	61 0.8%

Schedule 2

EXISTING SERVICE LEVEL CONTRACT CHANGES		
RCMP Contract Changes	\$ 141,405	0.6%
Transit Contract - net revenue change	 50,787	0.2%
	\$ 192,192	0.8%

Schedule 3

OTHER EXISTING SERVICE LEVEL CHANGES		
Own Source Revenues	\$ (509,883)	-2.1%
Office, Training and Other	230,920	0.9%
Transfer from Region	(215)	0.0%
Leases and Property Management	90,438	0.4%
Professional Services	-	0.0%
Recreation Programming Costs	763	0.0%
Insurance	(15,607)	-0.1%
Landfill Tipping Fees Paid To Solid Waste Fund	21,000	0.1%
PW Materials, Supplies, Contracts	9,000	0.0%
Utilities	60,437	0.2%
Grants	(18,000)	-0.1%
	\$ (131,147)	-0.5%

DISTRICT OF SQUAMISH 2017 - 2021 FINANCIAL PLAN GENERAL FUND

Schedule 4

Ref	SERVICE LEVEL INCREASES - GENERAL FUND			2017 FTE	Full FTE
	General Government				
1	Library Security	78,000	0.3%	-	-
2	HR Assistant	68,869	0.3%	1.00	1.00
3	IT Data Analyst	41,513	0.2%	0.50	1.00
4	Truth and Reconciliation (net accumulated surplus)	1,374	0.0%	-	-
5	Lynda.com	6,000	0.0%	-	-
6	Communications Coordinator PT	13,757	0.1%	0.17	0.17
7	Facilities Maintenance Attendant	7,452	0.0%	0.10	0.10
8	Facilities Administration Support (net of partial provision funding)	24,783	0.1%	0.43	0.57
9	Mayor/Council Remuneration	13,700	0.1%	-	-
	Increase Community Grants (net of related donation)	9,530	0.0%	-	-
	Business Improvement Association - Bylaw Change (offset by LSA tax)	-	0.0%	-	-
	Library Expansion of Children's and Youth Services Programming	6,456	0.0%	0.13	0.13
	Advisory Design Panel Travel	5,000	0.0%		
	Adventure Centre Parking Lot Lease Revenue	(12,150)	0.0%		
	Protective Services				
10	Bylaw Enforcement Officer (net revenue)	30,921	0.1%	0.45	0.60
11	Bylaw Adjudication Clerk	48,845	0.2%	0.57	0.57
12	RCMP Furniture Replacement	2,500	0.0%	-	-
13	Fire Department Radios	4,000	0.0%	-	-
	Economic & Community Planning				
14	Plan Checker - Building Permitting (net revenue)	-	0.0%	1.00	1.00
15	Clerk II PT (net revenue)	-	0.0%	0.33	0.33
	Transportation & Transit				
16	CN Railway Crossing Maintenance	25,000	0.1%	-	-
17	Storm Detention Pond Maintenance	50,000	0.2%	-	-
18	Transit Expansion 2017	73,754	0.3%	-	-
19	Sidewalk Cleaning - growth	8,000	0.0%	-	-
20	Pedestrian Signals	2,000	0.0%	-	-
21	Streetlighting Hydro and Maintenance	9,744	0.0%	-	-
22	Storm System Benchmarking	3,000	0.0%	-	-
23	Active Transporation/Safe Routes to School - Trails Maintenance Operator	8,846	0.0%	0.10	0.30
	Recreaton Parks and Culture				
24	Corridor Trail Extension - Rose Park and Tantalus Section Lighting	3,000	0.0%	-	-
25	University Skate Bowl Maintenance	2,000	0.0%	-	-
26	Inclusive and Adaptive Programming for Children with Diverse Needs	19,815	0.1%	0.40	0.40
27	Senior Centre Janitor	12,098	0.0%	0.20	0.20
28	Expand Senior Centre Hours (net revenue)	60,855	0.2%	0.59	1.00
		\$ 628,662	2.6%	5.97	7.37

2021 FTE

DISTRICT OF SQUAMISH 2017-2021 FINANCIAL PLAN

Schedu	le 4b							
Ref	FUTURE YEAR SERVICE LEVEL CHANGES - GENERAL FUND	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE	2021
	General Government							
6	Communications Coordinator			9,172	0.11			
8	Facilities Administration Support	9,350	0.14					
C2	Software Maintenance (TTP capital project)	33,000	-	26,775	-	(11,000)	-	
3	IT Data Analyst	41,514	0.50					
18-1	Centralized Purchasing	92,610	1.00	(3,000)	-			
18-3	Technical Services Librarian	87,626	1.00					
	Library Circulation Hours (Supports Kiosk Capital Project)	8,417	0.17					
SPR11	Affordable Housing Manager	100,000	1.00					
	Adventure Centre Parking Lot Lease Revenue (annualized) Administration for Water Meter Project	(4,050)		9,955	0.54			
	Protective Services							
10	Bylaw Enforcement Officer (annualized)	13,087	0.15					
11	Bylaw Adjudication Clerk	(3,000)						
18-2	Firefighter (net of reduction of overtime charges)	60,164	1.00					
	Economic & Community Planning							
	Invasive Species Program Expansion	10,000	-					
	Transportation & Transit							
18	BC Transit Service Expansion	411,404	-	540,176	-	(779,157)	-	
	Storm System Maintenance Program	50,000	-					
	Dangerous Tree Removal	10,000	-					
C21	Roads Labourer (capital project)	1,320	0.20					
23	Trails Maintenance Operator	16,691	0.20					
	Recreation, Parks & Trails							
28	Expand Senior Centre Hours	(1,500)	-	(1,000)		(500)		

\$ 936,633

5.36 \$ 582,078 65.0% \$

(790,657)

0.0% \$

-

0.0%

	Schedule 5				Funding Source				
						Accumulated		Other Grants &	201
Ref	SPECIAL PROJECTS				Taxation	Surplus	Reserves	Recoveries	FTE
	General Government								
1	Library Repair and Repaint Siding		12,500	0.1%	12,500				-
2	Municipal Hall Siding Repairs		10,000	0.0%	10,000				-
3	Arts Council Building Washroom Upgrades		5,000	0.0%	5,000				-
4	Drop-in Centre Infrared Heater Replacement		8,000	0.0%	8,000				-
5	Boundary Extension Project		40,000	0.2%	40,000	45 700			-
6	Document Management System Roll-out (CFWD)		15,700	0.0% 0.0%	F 000	15,700			-
7 8	Branding Transition Youth Project (Canada 150 Grant)		5,000 61,500	0.0%	5,000 11,500			50,000	-
° 9	Benchmarking Program Development		20,000	0.0%	20,000			30,000	
10	Financial Policy Development		20,000	0.0%	-				-
11	Affordable Housing Contract		100,000	0.0%			100,000		
12	Sponsored Crown Grant Survey (CFWD)		26,000	0.0%		26,000	,		-
	Long Term Real Estate Strategy (CFWD)	RE	40,000	0.0%		40,000			
	Civic Services Complex Project (CFWD plus Increase)		100,000	0.0%		100,000			
	IT Security (CFWD)		10,000	0.0%		10,000			
	Communications Public Engagement (CFWD)		5,000	0.0%		5,000			
	On-line and Financial System Improvements (CFWD)		6,000	0.0%		6,000			Í
	First Nations Reconciliation Training (CFWD)		13,000	0.0%		13,000			Í
	HR System Improvements (CFWD)		3,275	0.0%		3,275			
	Arts Council Building Upgrades		5,000	0.0%	5,000				-
	Arts Council Fee for Service (CFWD)		25,000	0.0%		25,000			-
	Grant to Squamish BMX Club		40,000	0.0%				40,000	-
	Adventure Centre Parking Lot Improvements		12,000	0.0%	12,000				
	Protective Services								
14	RCMP Exterior Wall Repairs		45,000	0.2%	45,000				-
15	Community Wildfire Protection Plan		10,000	0.0%	10,000				-
16	Emergency Services		15,000	0.1%	15,000				-
	Transportation & Transit Services								
	Flood, Drainage and Watercourse			0.0%					
17	Integrated Stormwater Management Plans		160,000	0.0%				160,000	-
18	Squamish River Floodplain Quantitative Risk Assessment		160,000	0.0%				160,000	
10			100,000					100,000	
				0.0%					
	Active Transportation Transit & Airport								
19	Safe Routes to School (CFWD, in progress)		27,500	0.0%		27,500			-
	Economic & Community Planning								
20	LNG Tax Agreement		32,800	0.0%				32,800	-
21	Economic Development Contract Services		45,000	0.2%	45,000				-
22	Community Amenity Contribution Policy		20,462	0.1%	20,462				0.1
23	Filming Forum		3,335	0.0%				3,335	-
24	Zoning Bylaw Rewrite - Green Building Program		46,412	0.2%	46,412				0.1
25	DS OCP Review and Update Completion Staff Coverage		23,117	0.1%	23,117				0.2
27	DS OCP Review and Update (Incl. CFWD)		151,580	0.0%		151,580			-
26	Building Bylaw Rewrite (incl. CFWD)		30,745	0.0%	10,000	20,745			-
28	Carbon Neutral Plan		40,000	0.0%			40,000		-
29	Greenhouse Gas Reduction Initiatives		20,000	0.0%			20,000		-
30	Greening Subdivision Bylaw		20,000	0.1%	20,000				1 -
31	Parking Strategy Implementation		25,000	0.1%	25,000				1 -
32	Squamish Estuary Management Plan Update (CFWD)		19,300	0.0%		19,300			-
33 24	Watercourse and Sensitive Habitat Mapping (CFWD)		33,575 50,000	0.0%	20 615	33,575		11 205	-
34 35	Downtown Entrance Study Riparian Classification of Ditches		50,000 10,000	0.2% 0.0%	38,615	10,000		11,385	-
50	Agricultural Reserve Strategy		2,500	0.0%	2,500	10,000			
	Site Alteration Bylaw (CFWD)		2,500 6,400	0.0%	2,300	6,400			
			3,400	0.070		3,400			- 1
									1 -
	Recreation, Parks & Trails								1
	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades		32,000	0.1%	32,000				-
37	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades Recreation Services Volunteer Program Development		10,000	0.0%	10,000				-
37 38	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades Recreation Services Volunteer Program Development Downtown Skate Park Bowl Resurfacing		10,000 4,200	0.0% 0.0%					-
37 38	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades Recreation Services Volunteer Program Development Downtown Skate Park Bowl Resurfacing BP Recreation Centre Renovation Plan		10,000 4,200 21,528	0.0% 0.0% 0.0%	10,000	21,528			-
37 38	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades Recreation Services Volunteer Program Development Downtown Skate Park Bowl Resurfacing		10,000 4,200	0.0% 0.0%	10,000	21,528 10,000			-
36 37 38 39	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades Recreation Services Volunteer Program Development Downtown Skate Park Bowl Resurfacing BP Recreation Centre Renovation Plan		10,000 4,200 21,528	0.0% 0.0% 0.0%	10,000				
37 38	Recreation, Parks & Trails BP Arena Dressing Room Shower Upgrades Recreation Services Volunteer Program Development Downtown Skate Park Bowl Resurfacing BP Recreation Centre Renovation Plan Sponsorship and Community Partnership Policy		10,000 4,200 21,528	0.0% 0.0% 0.0%	10,000				

DISTRICT OF SQUAMISH 2017-2021 FINANCIAL PLAN

Ref	FUTURE YEAR SPECIAL PROJECTS - FUNDED BY TAXATION	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE	2021	2021 FTE
	General Government								
1	Library Repair and Repaint Siding	12,500	-						
2018-2	Library Carpet Replacement	75,000	-						
2018-10	Marketing Support for 2018 Election	10,000	-						
	COA Office Special Project	20,000							
	Library Electrical Upgrades					30,000	-		
	Drop-In Centre Siding					65,000	-		
	General Government Projects - TBD			145,000	-	34,000	-	145,000	-
	Transportation								
	Public Works Lock Standardization Program	10,000	-	10,000	-	10,000	-		
2018-9	Transportation Capital Plan	27,230	-						
	Transit - Active Vehicle Location	10,897	-	14,682	-	3,683	-		
	Transportation Projects - TBD			125,318	-	38,289	-	150,000	-
19	Safe Routes to School	7,000	-	2,000	-			-	
	Protective Services								
14	RCMP Exterior Wall Repairs	45,000	-						
2018-4	Tantalus Firehall Exterior Painting	30,000	-						
2018-5	Dog Pound Exterior Repairs and Painting	30,000	-						
2018-6	RCMP Flooring Upgrades	20,000	-						
		,							
21	Economic and Community Development Economic Development Contract Services	25,000	_						
21	Marine Strategy Phase II	25,000 56,439	0.50	46,438	0.50				
24	Zoning Bylaw Rewrite - Green Building Program		0.50	40,438	0.50				
31	Parking Strategy Implementation	46,411 50,000	0.17						
34	Downtown Entrance Study	38,615	-						
2018-8	Invasive Species Management Plan	20,000							
2018-11		6,000	_						
.010-11	Economic and Community Development Projects - TBD	0,000	-	133,562	_	180,000	_	180,000	_
				135,502		100,000		100,000	
	Recreation, Parks & Trails								
2018-1	BP Arena Bleacher Heaters	44,000	-						
	BP Arena Exterior Painting			30,000	-				
	BP Arena Sports Flooring Replacement	65,000	-						
	BP Arena Concession Upgrades	15,000	-						
	Recreation, Parks & Trails Projects - TBD			145,000	-	175,000	-	175,000	-
2018-3	Senior Centre Interior Repairs	10,000	-						
	Health & Welfare (Cemetery)								
40	Cemetery Master Plan	40,000	-						
		\$ 714,092	0.67	\$ 652,000	0.50	\$ 535,972		\$650,000	

Ref	FUTURE YEAR SPECIAL PROJECTS - ALTERNATE FUNDING	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE	2021	2021 FTE
	Accumulated Surplus	(12,000)		-		-		-	
2018-11	Sign Bylaw Rewrite	12,000	-						
	Provisions	(50,000)		(8,000)		(16,000)		-	
2018-7	Airport Geotechnical Analysis	50,000	-						
	Forestry Building New Windows			8,000	-				
	Forestry Building Ceiling Tiles					16,000	-		
	Community Works Fund	(125,258)		-		(98,028)		-	
17	Integrated Stormwater Management Plans - Municipal Portion	125,258				98,028	-		
	Other Grants & Recoveries	(138,897)		-		(81,972)		-	
34	Downtown Entrance Study - DCC Portion (R1b)	11,385	-						
17	Integrated Stormwater Management Plans - DCC Portion (D-1)	104,742	-			81,972	-		
	Transportation Capital Plan - DCC Portion (R1c)	22,770	-						
		\$-	-	\$ -	-	\$ -	-	\$ -	-