

**DISTRICT OF SQUAMISH  
2017 - 2021 FINANCIAL PLAN  
OPERATING FUNDS SUMMARY**

**Financial Plan Summary**

	2016 Budget	2017	2018	2019	2020	2021
<b>Revenue</b>						
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)
<b>Expense</b>						
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						
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
Total Expenses	41,973,894	44,420,205	46,374,429	48,082,220	48,598,321	49,759,103
<b>Net (Surplus)/ Deficit</b>	(2,220,174)	(3,328,463)	(5,431,216)	(6,459,863)	(6,543,405)	(6,674,381)
<b>Adjustments To Balanced Budget</b>						
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						
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
Transfers To/From Other Funds	6,093,668	7,973,228	4,968,386	6,131,605	5,688,699	4,574,356
<b>Total Adjustments to Balanced Budget</b>	2,220,174	3,328,463	5,431,216	6,459,863	6,543,405	6,674,381
<b>Budget (Surplus) / Deficit</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

*Interest revenue on other reserves is not reflected in this schedule*

**DISTRICT OF SQUAMISH  
2017 - 2021 FINANCIAL PLAN  
GENERAL GOVERNMENT**

**Financial Plan Summary**

	2016 Budget	2017	2018	2019	2020	2021
<b>Operating Revenues</b>						
Taxation (excluding property tax)						
Special Assessments	\$ (260,345)	\$ (139,791)	\$ (141,534)	\$ (143,311)	\$ (146,177)	\$ (149,101)
Grants in Lieu	(1,064,858)	(1,027,943)	(1,048,502)	(1,069,472)	(1,090,861)	(1,112,679)
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	(473,791)	(391,098)	(403,051)	(411,112)	(419,334)	(427,721)
Financial Services	(12,000)	(14,000)	(14,280)	(14,566)	(14,857)	(15,154)
Common Services	(97,300)	(135,600)	(63,256)	(63,721)	(64,196)	(64,679)
Investment Revenue	(536,814)	(593,082)	(548,783)	(638,242)	(747,371)	(871,134)
Penalties and Interest	(335,000)	(335,000)	(341,700)	(348,534)	(355,505)	(362,615)
Grants						
Common Services	(948,097)	(1,020,922)	(967,587)	(967,587)	(967,587)	(967,587)
	<b>(3,756,005)</b>	<b>(3,685,236)</b>	<b>(3,557,048)</b>	<b>(3,685,467)</b>	<b>(3,835,389)</b>	<b>(4,000,760)</b>
<b>Operating Expenses</b>						
Legislative Services	412,901	457,383	466,531	475,861	485,378	495,086
Community Grants	616,204	365,361	290,361	290,361	290,361	290,361
Administrative Services	1,315,437	1,473,675	1,440,019	1,458,419	1,487,387	1,516,935
Communications	280,486	311,002	317,022	332,518	338,968	345,548
Information Technology	1,003,963	1,243,513	1,318,173	1,381,847	1,398,064	1,425,826
Real Estate Services	293,325	455,275	242,021	354,861	351,798	356,834
Facilities & Leases	259,926	303,534	282,960	296,684	375,523	300,479
Financial Services	1,326,327	1,238,791	1,351,909	1,396,041	1,423,762	1,452,037
Human Resources	385,357	535,826	529,942	545,541	556,352	567,379
Library	1,014,237	1,110,808	1,199,829	1,219,106	1,238,768	1,258,823
Library Facility	113,166	132,700	210,606	125,484	157,910	130,384
Common Services	98,464	92,715	94,569	96,460	98,389	100,357
	<b>7,119,793</b>	<b>7,720,583</b>	<b>7,743,941</b>	<b>7,973,184</b>	<b>8,202,662</b>	<b>8,240,049</b>
<b>Fiscal Services</b>						
Other Fiscal Services	134,686	127,457	210,701	176,865	142,545	211,826
Debt 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
	<b>4,922,937</b>	<b>5,313,788</b>	<b>6,137,940</b>	<b>6,500,002</b>	<b>6,731,395</b>	<b>7,216,475</b>
<b>Net Operating (Surplus) Deficit</b>	<b>8,286,725</b>	<b>9,349,135</b>	<b>10,324,833</b>	<b>10,787,719</b>	<b>11,098,667</b>	<b>11,455,764</b>
<b>Adjustments to Balanced Budget</b>						
Remove Amortization	(3,703,948)	(4,308,479)	(4,834,667)	(5,026,325)	(5,174,434)	(5,299,640)
Borrowing	-	-	-	-	-	-
Principal Reductions On Debt	1,461,904	1,590,899	2,087,424	2,443,953	2,770,356	3,327,482
<b>Contribution to Other Funds</b>						
Transfer To Other Funds	2,393,678	2,487,751	2,773,117	3,334,080	3,090,179	2,181,230
<b>Contribution To/From Surplus and Reserves</b>						
Transfer from Other Reserve	(243,000)	(100,000)	-	-	-	-
Transfer from Carbon Neutral Reserve	-	(10,000)	-	-	-	-
Transfer to Capital Reserve	1,000,451	1,000,451	1,260,778	1,561,269	1,884,727	2,207,234
Transfer to Equipment Reserve	326,510	613,038	911,045	851,965	851,965	851,965
Transfer to Community Works Fund	751,013	776,304	776,304	776,304	776,304	776,304
Transfer to Carbon Neutral Reserve	51,665	24,199	24,199	24,199	24,199	24,199
Transfer to Public Art Reserves	50,000	-	-	-	-	-
Draw from Accumulated Surplus	(140,000)	(75,000)	-	-	-	-
Draw from Accumulated Surplus (carryforward)	(954,724)	(1,101,837)	(15,626)	(15,626)	(15,626)	(15,626)
Draw from Special Provisions	(40,000)	-	-	-	-	-
Contribution/(Draw) to/from Special Provisions	7,013	26,932	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
<b>Funded By Property Tax</b>	<b>\$ 9,246,008</b>	<b>\$ 10,374,830</b>	<b>\$ 13,494,353</b>	<b>\$ 14,921,563</b>	<b>\$ 15,487,543</b>	<b>\$ 15,711,401</b>

*Change in Property Tax Requirement From Prior Year*

12.21%

30.07%

10.58%

3.79%

1.45%

*Interest revenue on other reserve funds are not reflected in these summaries*

**DISTRICT OF SQUAMISH  
2017 - 2021 FINANCIAL PLAN  
PROTECTIVE SERVICES**

**Financial Plan Summary**

	2016 Budget	2017	2018	2019	2020	2021
<b>Operating Revenues</b>						
Sale of Services						
Policing	\$ (52,500)	\$ (52,500)	\$ (53,550)	\$ (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)
	<b>(1,197,057)</b>	<b>(1,681,134)</b>	<b>(1,708,488)</b>	<b>(1,736,390)</b>	<b>(1,764,850)</b>	<b>(1,793,878)</b>
<b>Operating Expenses</b>						
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
	<b>8,406,798</b>	<b>9,091,316</b>	<b>9,070,726</b>	<b>9,105,973</b>	<b>9,277,076</b>	<b>9,450,090</b>
<b>Net Operating (Surplus) Deficit</b>	<b>7,209,741</b>	<b>7,410,182</b>	<b>7,362,237</b>	<b>7,369,583</b>	<b>7,512,226</b>	<b>7,656,212</b>
<b>Contribution to/from Surplus and Reserves</b>						
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)	-	-	-	-
<b>Funded By Property Tax</b>	<b>\$ 6,933,627</b>	<b>\$ 7,168,907</b>	<b>\$ 7,375,362</b>	<b>\$ 7,382,708</b>	<b>\$ 7,525,351</b>	<b>\$ 7,669,337</b>
<i>Change in Tax Requirement From Prior Year</i>		3.39%	2.88%	0.10%	1.93%	1.91%

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

**Financial Plan Summary**

	2016 Budget	2017	2018	2019	2020	2021
<b>Operating Revenues</b>						
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)	(45,590)
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)	-	-	-	-
	<b>(938,667)</b>	<b>(1,022,847)</b>	<b>(844,316)</b>	<b>(719,527)</b>	<b>(815,890)</b>	<b>(748,596)</b>
<b>Operating Expenses</b>						
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
	<b>4,783,207</b>	<b>4,759,410</b>	<b>5,339,594</b>	<b>5,661,986</b>	<b>5,057,493</b>	<b>5,078,708</b>
<b>Net Operating (Surplus) Deficit</b>	<b>3,844,540</b>	<b>3,736,563</b>	<b>4,495,278</b>	<b>4,942,459</b>	<b>4,241,604</b>	<b>4,330,112</b>
<b>Contribution to/from Surplus and Reserves</b>						
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	-	-	-	-
<b>Funded By Property Tax</b>	<b>\$ 3,476,010</b>	<b>\$ 3,767,983</b>	<b>\$ 4,219,569</b>	<b>\$ 4,947,099</b>	<b>\$ 4,148,309</b>	<b>\$ 4,334,939</b>
<i>Change in Tax Requirement From Prior Year</i>		8.40%	11.98%	17.24%	-16.15%	4.50%

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

**Financial Plan Summary**

	<b>2016 Budget</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Operating Revenues</b>						
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)
	<b>(662,406)</b>	<b>(818,906)</b>	<b>(831,684)</b>	<b>(844,718)</b>	<b>(858,012)</b>	<b>(871,572)</b>
<b>Operating Expenses</b>						
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 Development - 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
	<b>2,124,562</b>	<b>2,316,267</b>	<b>2,089,816</b>	<b>2,162,927</b>	<b>2,202,666</b>	<b>2,243,201</b>
<b>Net Operating (Surplus) Deficit</b>	<b>1,462,156</b>	<b>1,497,361</b>	<b>1,258,132</b>	<b>1,318,209</b>	<b>1,344,654</b>	<b>1,371,629</b>
<b>Contribution to/from Surplus and Reserves</b>						
Transfer from Carbon Neutral Reserve	-	(60,000)	-	-	-	-
Transfer from Accumulated Surplus	(271,209)	(241,600)	(12,000)	-	-	-
<b>Funded By Property Tax</b>	<b>\$ 1,190,947</b>	<b>\$ 1,195,761</b>	<b>\$ 1,246,132</b>	<b>\$ 1,318,209</b>	<b>\$ 1,344,654</b>	<b>\$ 1,371,629</b>
<i>Change in Tax Requirement From Prior Year</i>		<i>0.40%</i>	<i>4.21%</i>	<i>5.78%</i>	<i>2.01%</i>	<i>2.01%</i>

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

**Financial Plan Summary**

	2016 Budget	2017	2018	2019	2020	2021
<b>Operating Revenues</b>						
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)
<b>Operating Expenses</b>						
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
<b>Net Operating (Surplus) Deficit</b>	<b>3,621,453</b>	<b>3,503,105</b>	<b>3,629,136</b>	<b>3,730,884</b>	<b>3,698,517</b>	<b>3,882,073</b>
<b>Contribution to/from Surplus and Reserves</b>						
Transfer from Accumulated Surplus	(60,000)	(31,528)	-	-	-	-
<b>Funded By Property Tax</b>	<b>\$ 3,561,453</b>	<b>\$ 3,471,577</b>	<b>\$ 3,629,136</b>	<b>\$ 3,730,884</b>	<b>\$ 3,698,517</b>	<b>\$ 3,882,073</b>
<i>Change in Property Tax Requirement From Prior Year</i>		-2.52%	4.54%	2.80%	-0.87%	4.96%

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

**Financial Plan Summary**

	2016 Budget	2017	2018	2019	2020	2021
<b>Operating Revenues</b>						
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)
<b>Operating Expenses</b>						
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
<b>Funded By Property Tax</b>	<b>\$ 45,973</b>	<b>\$ 53,632</b>	<b>\$ 84,507</b>	<b>\$ 45,399</b>	<b>\$ 46,308</b>	<b>\$ 47,237</b>
<i>Change in Property Tax Requirement From Prior Year</i>		16.66%	57.57%	-46.28%	2.00%	2.00%

**DISTRICT OF SQUAMISH  
2017 - 2021 FINANCIAL PLAN**

General Fund		
	Dollar Amount	Percent Change
<b>RECONCILIATION OF 2016 BUDGET TO 2017</b>		
<b>2016 General Property Tax Requirement</b>	<b>\$ 24,454,018</b>	
<b>2017 Changes in Existing Service Levels</b>		
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%
<b>Total Adjustments To Tax Revenue Requirement Before New Initiatives</b>	<b>463,702</b>	<b>1.9%</b>
<b>2017 New Initiatives</b>		
2017 Service Level Increases (Schedule 4)	628,662	2.6%
2017 Net Projects Funded From Taxation (Schedule 6)	486,308	2.0%
<b>Total Adjustments To Tax Revenue Requirement For New Initiatives</b>	<b>1,114,970</b>	<b>4.6%</b>
<b>2017 General Property Tax Requirement</b>	<b>\$ 26,032,690</b>	<b>6.5%</b>

*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**

<b>CHANGE IN LABOUR TO 2017 EXISTING SERVICE LEVEL</b>		
Contracted Inflation & Step Changes	\$ 283,391	1.2%
New Positions Added in 2017	-	0.0%
Benefit Changes	(298,301)	-1.2%
Transfers From Other Funds	135,879	0.6%
2016 New Positions Annualized	73,878	0.3%
Change in Recoveries (from operating, capital and external)	-	0.0%
Casual, call out, acting & sick pay, premiums, allowances	25,070	0.1%
Position Reclassifications	(34,556)	-0.1%
<b>Total</b>	<b>\$ 185,361</b>	<b>0.8%</b>

**Schedule 2**

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

**Schedule 3**

<b>OTHER EXISTING SERVICE LEVEL CHANGES</b>		
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%
	<b>\$ (131,147)</b>	<b>-0.5%</b>

**DISTRICT OF SQUAMISH  
2017 - 2021 FINANCIAL PLAN  
GENERAL FUND**

**Schedule 4**

Ref	SERVICE LEVEL INCREASES - GENERAL FUND			2017 FTE	Full FTE
	<b>General Government</b>				
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%		
	<b>Protective Services</b>				
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%	-	-
	<b>Economic &amp; Community Planning</b>				
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
	<b>Transportation &amp; Transit</b>				
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 Transportation/Safe Routes to School - Trails Maintenance Operator	8,846	0.0%	0.10	0.30
	<b>Recreation Parks and Culture</b>				
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
		<b>\$ 628,662</b>	<b>2.6%</b>	<b>5.97</b>	<b>7.37</b>

**DISTRICT OF SQUAMISH  
2017-2021 FINANCIAL PLAN**

March 21, 2017

**Schedule 4b**

Ref	FUTURE YEAR SERVICE LEVEL CHANGES - GENERAL FUND	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE	2021	2021 FTE
	<b>General Government</b>								
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)	(4,050)							
	Administration for Water Meter Project			9,955	0.54				
	<b>Protective Services</b>								
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						
	<b>Economic &amp; Community Planning</b>								
	Invasive Species Program Expansion	10,000	-						
	<b>Transportation &amp; Transit</b>								
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						
	<b>Recreation, Parks &amp; Trails</b>								
28	Expand Senior Centre Hours	(1,500)	-	(1,000)		(500)			
		<b>\$ 936,633</b>	<b>5.36</b>	<b>\$ 582,078</b>	<b>65.0%</b>	<b>\$ (790,657)</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

Schedule 5				Funding Source				
Ref	SPECIAL PROJECTS			Taxation	Accumulated Surplus	Reserves	Other Grants & Recoveries	2017 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				-
6	Document Management System Roll-out (CFWD)	15,700	0.0%		15,700			-
7	Branding Transition	5,000	0.0%	5,000				-
8	Youth Project (Canada 150 Grant)	61,500	0.0%	11,500			50,000	-
9	Benchmarking Program Development	20,000	0.1%	20,000				-
10	Financial Policy Development	-	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)	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			-
	First Nations Reconciliation Training (CFWD)	13,000	0.0%		13,000			-
	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	-
			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				0.17
23	Filming Forum	3,335	0.0%				3,335	-
24	Zoning Bylaw Rewrite - Green Building Program	46,412	0.2%	46,412				0.17
25	DS OCP Review and Update Completion Staff Coverage	23,117	0.1%	23,117				0.25
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				-
31	Parking Strategy Implementation	25,000	0.1%	25,000				-
32	Squamish Estuary Management Plan Update (CFWD)	19,300	0.0%		19,300			-
33	Watercourse and Sensitive Habitat Mapping (CFWD)	33,575	0.0%		33,575			-
34	Downtown Entrance Study	50,000	0.2%	38,615			11,385	-
35	Riparian Classification of Ditches	10,000	0.0%		10,000			-
	Agricultural Reserve Strategy	2,500	0.0%	2,500				-
	Site Alteration Bylaw (CFWD)	6,400	0.0%		6,400			-
	Recreation, Parks & Trails							-
36	BP Arena Dressing Room Shower Upgrades	32,000	0.1%	32,000				-
37	Recreation Services Volunteer Program Development	10,000	0.0%	10,000				-
38	Downtown Skate Park Bowl Resurfacing	4,200	0.0%	4,200				-
39	BP Recreation Centre Renovation Plan	21,528	0.0%		21,528			-
	Sponsorship and Community Partnership Policy	10,000	0.0%		10,000			-
	Health & Welfare (Cemetery)							-
40	Cemetery Master Plan	10,000	0.0%	10,000				-
		\$ 1,648,429	2.0%	\$ 486,306	\$ 544,603	\$ 160,000	\$ 457,520	0.59

**DISTRICT OF SQUAMISH  
2017-2021 FINANCIAL PLAN**

March 21, 2017

**Schedule 5b**

Ref	FUTURE YEAR SPECIAL PROJECTS - FUNDED BY TAXATION	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE	2021	2021 FTE
	<b>General Government</b>								
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	-
	<b>Transportation</b>								
	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	-				
	<b>Protective Services</b>								
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	-						
	<b>Economic and Community Development</b>								
21	Economic Development Contract Services	25,000	-						
2018-12	Marine Strategy Phase II	56,439	0.50	46,438	0.50				
24	Zoning Bylaw Rewrite - Green Building Program	46,411	0.17						
31	Parking Strategy Implementation	50,000	-						
34	Downtown Entrance Study	38,615	-						
2018-8	Invasive Species Management Plan	20,000	-						
2018-11	Sign Bylaw Rewrite	6,000	-						
	Economic and Community Development Projects - TBD			133,562	-	180,000	-	180,000	-
	<b>Recreation, Parks &amp; Trails</b>								
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	-						
	<b>Health &amp; Welfare (Cemetery)</b>								
40	Cemetery Master Plan	40,000	-						
		<b>\$ 714,092</b>	<b>0.67</b>	<b>\$ 652,000</b>	<b>0.50</b>	<b>\$ 535,972</b>	<b>-</b>	<b>\$650,000</b>	<b>-</b>

**Schedule 5c**

Ref	FUTURE YEAR SPECIAL PROJECTS - ALTERNATE FUNDING	2018	2018 FTE	2019	2019 FTE	2020	2020 FTE	2021	2021 FTE
	<b>Accumulated Surplus</b>	<b>(12,000)</b>		-		-		-	
2018-11	Sign Bylaw Rewrite	12,000	-						
	<b>Provisions</b>	<b>(50,000)</b>		<b>(8,000)</b>		<b>(16,000)</b>		-	
2018-7	Airport Geotechnical Analysis	50,000	-						
	Forestry Building New Windows			8,000	-				
	Forestry Building Ceiling Tiles					16,000	-		
	<b>Community Works Fund</b>	<b>(125,258)</b>		-		<b>(98,028)</b>		-	
17	Integrated Stormwater Management Plans - Municipal Portion	125,258				98,028	-		
	<b>Other Grants &amp; Recoveries</b>	<b>(138,897)</b>		-		<b>(81,972)</b>		-	
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	-						
		<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>