

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
OPERATING FUNDS SUMMARY

	2017 Budget	2018	2019	2020	2021	2022
Revenue						
Taxation						
Property Tax	(26,032,690)	(27,771,460)	(32,359,723)	(31,723,866)	(32,138,352)	(33,109,220)
Special Assessments	(139,791)	(139,791)	(141,534)	(143,311)	(146,177)	(149,101)
Parcel Taxes	(508,225)	(593,545)	(605,416)	(617,524)	(629,875)	(642,472)
Grants in Lieu	(1,027,943)	(1,003,731)	(1,023,806)	(1,044,282)	(1,065,167)	(1,086,471)
Sale of Services	(14,278,184)	(15,412,757)	(15,864,373)	(16,330,446)	(16,825,045)	(17,149,866)
Grants *	(1,853,298)	(1,639,461)	(1,401,961)	(1,401,961)	(1,401,961)	(1,401,961)
Other Revenue	(3,052,684)	(3,085,370)	(3,163,332)	(3,084,124)	(3,226,979)	(3,207,107)
Investment Revenue	(855,854)	(773,460)	(877,449)	(1,017,913)	(1,130,561)	(1,293,082)
	(47,748,669)	(50,419,576)	(55,437,593)	(55,363,427)	(56,564,117)	(58,039,280)
Expense						
General Fund						
General Government	7,720,581	7,704,298	8,009,252	8,016,589	8,248,738	8,288,340
Protective Services	9,091,314	9,245,587	9,447,487	9,713,753	10,072,057	10,449,583
Transportation & Transit	4,759,410	5,446,096	5,697,667	5,567,565	5,745,813	5,780,883
Economic and Community Development	2,316,267	2,589,377	2,136,997	2,227,370	2,268,398	2,310,247
Recreation, Parks and Trails	4,345,578	4,471,381	4,528,557	4,618,742	4,604,671	4,806,378
Public Health - Cemetery	82,192	72,542	113,993	75,472	76,981	78,520
Total Operating	28,315,342	29,529,282	29,933,952	30,219,491	31,016,658	31,713,950
Fiscal Services	127,457	122,677	169,338	137,659	125,878	109,689
Debt Service - Interest	877,852	863,645	1,042,668	1,162,175	1,257,124	1,353,418
Amortization	4,308,479	4,709,677	4,709,677	5,022,924	5,206,248	5,224,063
	33,629,130	35,225,281	35,855,635	36,542,249	37,605,909	38,401,121
Solid Waste Utility						
Operating	3,350,350	3,076,890	3,042,975	3,126,834	3,165,911	3,252,229
Fiscal Services	25,000	64,890	64,157	49,169	45,325	25,000
Debt Service - Interest	16,709	85,769	147,930	189,774	224,962	224,962
Amortization	-	328,783	328,783	792,283	910,283	1,039,283
	3,392,059	3,556,331	3,583,844	4,158,060	4,346,481	4,541,474
Water Utility						
Operating	2,219,099	2,304,556	2,319,871	2,416,195	2,463,445	2,458,340
Fiscal Services	34,756	25,000	42,886	26,626	26,626	26,626
Debt Service - Interest	230,174	230,399	265,501	257,405	249,308	250,315
Amortization	887,242	1,006,993	1,006,993	1,043,144	1,130,530	1,199,032
	3,371,271	3,566,948	3,635,251	3,743,369	3,869,909	3,934,312
Sewer Utility						
Operating	2,900,175	3,056,740	2,998,770	3,068,675	3,119,778	3,178,803
Fiscal Services	52,633	52,631	50,000	50,000	50,000	50,000
Debt Service - Interest	205,284	207,116	168,441	162,489	162,489	161,458
Amortization	869,653	924,047	924,047	957,731	957,519	955,178
	4,027,745	4,240,534	4,141,257	4,238,895	4,289,785	4,345,438
Total Expenses	44,420,205	46,589,094	47,215,988	48,682,573	50,112,083	51,222,346
Net (Surplus)/ Deficit	(3,328,464)	(3,830,482)	(8,221,606)	(6,680,854)	(6,452,034)	(6,816,934)
Adjustments To Balanced Budget						
Remove Amortization	(6,065,374)	(6,969,498)	(6,969,498)	(7,816,082)	(8,204,580)	(8,417,555)
Borrowing	-	-	-	-	-	-
Debt Service - Principal Reduction	2,431,123	2,657,253	3,215,422	3,694,901	4,033,679	4,291,049
	(3,634,251)	(4,312,246)	(3,754,076)	(4,121,181)	(4,170,901)	(4,126,506)
Transfers to / from Surplus & Provisions						
Transfers to Surplus and Provisions	345,953	221,238	76,702	229,275	226,960	248,759
Transfers from Surplus and Provisions	(3,901,745)	(2,567,507)	(27,626)	(15,626)	(15,626)	(15,626)
	(3,555,792)	(2,346,269)	49,076	213,649	211,334	233,133
Transfers to / from Reserves						
Transfers to Reserves	2,898,551	4,039,114	5,450,874	5,091,635	5,807,518	7,041,077
Transfers from Reserves	(170,000)	(60,769)	(186,027)	(60,769)	(158,797)	(60,769)
	2,728,551	3,978,345	5,264,847	5,030,866	5,648,721	6,980,308
Transfers To/From Other Funds	7,789,956	6,510,651	6,661,759	5,557,520	4,762,880	3,730,000
Total Adjustments to Balanced Budget	3,328,464	3,830,482	8,221,606	6,680,854	6,452,034	6,816,934
Budget (Surplus) / Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
GENERAL GOVERNMENT

	2017 Budget	2018	2019	2020	2021	2022
Operating Revenues						
Taxation (excluding property tax)						
Special Assessments	\$ (139,791)	\$ (139,791)	\$ (141,534)	\$ (143,311)	\$ (146,177)	\$ (149,101)
Grants in Lieu	(1,027,943)	(1,003,731)	(1,023,806)	(1,044,282)	(1,065,167)	(1,086,471)
Sale of Services						
Administrative Services	(15,000)	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
Financial Services	(12,000)	(13,500)	(13,770)	(14,045)	(14,326)	(14,613)
Administrative Services	(800)	(800)	(816)	(832)	(849)	(866)
Facilities	(391,098)	(364,462)	(371,751)	(379,186)	(386,770)	(394,505)
Financial Services	(14,000)	(14,000)	(14,280)	(14,566)	(14,857)	(15,154)
Common Services	(135,600)	(62,800)	(63,256)	(63,721)	(64,196)	(64,679)
Investment Revenue	(593,082)	(561,971)	(630,669)	(717,025)	(816,456)	(914,270)
Penalties and Interest	(335,000)	(335,000)	(341,700)	(348,534)	(355,505)	(362,615)
Common Services	(1,020,922)	(1,004,550)	(1,004,550)	(1,004,550)	(1,004,550)	(1,004,550)
	(3,685,236)	(3,515,605)	(3,621,431)	(3,745,658)	(3,884,771)	(4,023,060)
Operating Expenses						
Legislative Services	457,383	444,916	453,814	462,891	472,148	481,591
Community Grants	365,361	314,989	291,789	291,789	291,789	291,789
Administrative Services	1,473,675	1,521,772	1,474,797	1,493,893	1,524,081	1,554,363
Communications	311,002	318,928	332,961	348,775	355,551	362,462
Information Technology	1,243,513	1,286,741	1,331,626	1,368,259	1,384,204	1,411,688
Real Estate Services	455,275	319,854	516,192	370,081	367,323	372,669
Facilities & Leases	303,534	284,526	282,485	296,054	374,734	299,528
Financial Services	1,238,791	1,380,891	1,406,063	1,432,918	1,461,377	1,490,404
Human Resources	535,826	567,704	579,058	595,639	607,452	619,501
Library	1,110,808	1,054,405	1,131,461	1,150,773	1,170,472	1,190,564
Library Facility	132,700	130,052	127,894	122,782	155,219	127,704
Common Services	92,713	79,521	81,111	82,734	84,388	86,076
	7,720,581	7,704,298	8,009,252	8,016,589	8,248,738	8,288,340
Fiscal Services						
Other Fiscal Services	127,457	122,677	169,338	137,659	125,878	109,689
Debt interest	877,852	863,645	1,042,668	1,162,175	1,257,124	1,353,418
Amortization	4,308,479	4,709,677	4,709,677	5,022,924	5,206,248	5,224,063
	5,313,788	5,695,999	5,921,683	6,322,758	6,589,251	6,687,171
Net Operating (Surplus) Deficit	9,349,133	9,884,692	10,309,503	10,593,688	10,953,217	10,952,450
Adjustments to Balanced Budget						
Remove Amortization	(4,308,479)	(4,709,677)	(4,709,677)	(5,022,924)	(5,206,248)	(5,224,063)
Borrowing	-	-	-	-	-	-
Principal Reductions On Debt	1,590,902	1,594,354	1,976,123	2,264,646	2,509,960	2,697,559
Contribution to Other Funds						
Transfer To Other Funds	2,487,751	2,317,812	4,408,499	2,629,000	2,000,000	1,700,000
Contribution To/From Surplus and Reserves						
Transfer from Other Reserve	(100,000)	-	-	-	-	-
Transfer from Carbon Neutral Reserve	(70,000)	-	(60,769)	(60,769)	(60,769)	(60,769)
Transfer to Capital Reserve	1,000,451	1,000,451	1,278,166	1,601,763	1,919,001	2,240,385
Transfer to Equipment Reserve	613,038	613,038	911,045	851,965	851,965	851,965
Transfer to Community Works Fund	776,304	776,304	776,304	776,304	776,304	776,304
Transfer to Carbon Neutral Reserve	24,199	24,199	24,199	24,199	24,199	24,199
Transfer to Other Reserves (Interest Revenue)	-	-	-	-	-	-
Transfer to Land Sale Reserve	-	-	-	-	-	-
Transfer to Public Art Reserves	-	-	-	-	-	-
Transfer to Affordable Housing	-	-	-	-	-	-
Draw from Accumulated Surplus	(100,000)	-	-	-	-	-
Draw from Accumulated Surplus (carryforward)	(1,323,005)	(744,424)	(27,626)	(15,626)	(15,626)	(15,626)
Draw from Special Provisions	(254,400)	-	-	-	-	-
Draw from Forestry Building Provision	-	-	-	-	-	-
Draw from Legacy Fund	-	-	-	-	-	-
Contribution to Accumulated Surplus	-	-	-	-	-	-
Contribution to Accumulated Surplus for Future	-	-	-	-	-	-
Contribution/(Draw) to/from Special Provisions	26,932	27,566	27,710	27,857	28,008	28,161
Contribution to Forestry Building Provision	101,436	100,753	105,977	103,305	100,740	122,284
Funded By Property Tax	\$ 9,814,262	\$ 10,885,068	\$ 15,019,454	\$ 13,773,409	\$ 13,880,751	\$ 14,092,848

Change in Property Tax Requirement From Prior Year

17.73%

37.98%

-8.30%

0.78%

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
PROTECTIVE SERVICES

	2017 Budget	2018	2019	2020	2021	2022
Operating Revenues						
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)	(145,343)	(148,250)	(151,215)	(154,239)	(157,324)
Fire Services	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Bylaw Enforcement	(19,800)	(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	(1,009,581)	(1,028,000)	(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	(18,965)	(25,000)	-	-	-	-
	(1,681,134)	(1,698,933)	(1,682,356)	(1,709,735)	(1,737,661)	(1,766,146)
Operating Expenses						
Policing	5,522,833	5,453,892	5,516,614	5,819,509	6,106,912	6,404,974
Policing Facilities	239,434	198,699	258,801	209,929	207,143	211,446
Fire Services	1,764,220	1,903,864	2,020,644	2,061,053	2,102,270	2,144,311
Fire Services Facilities	141,087	141,978	174,825	147,729	150,692	153,713
Emergency Management	206,837	319,683	198,577	202,547	206,598	210,729
Emergency Management Facilities	28,670	28,822	29,399	29,988	30,588	31,201
Bylaw Enforcement	400,415	425,695	447,557	456,507	465,637	474,949
Animal Control	271,033	271,274	276,699	282,233	287,877	293,635
Animal Control Facilities	15,216	30,222	45,525	15,833	16,148	16,469
Building Inspection	501,569	471,458	478,847	488,424	498,192	508,156
	9,091,314	9,245,587	9,447,487	9,713,753	10,072,057	10,449,583
Net Operating (Surplus) Deficit	7,410,180	7,546,654	7,765,131	8,004,018	8,334,395	8,683,436
Contribution to/from Surplus and Reserves						
Draw from Accumulated Surplus	-	(25,000)	-	-	-	-
Contribution to Protective Services Provisions	13,125	13,125	13,125	13,125	13,125	13,125
Draw from Protective Service Provisions	-	(155,000)	-	-	-	-
Funded By Property Tax	\$ 7,423,305	\$ 7,379,779	\$ 7,778,256	\$ 8,017,143	\$ 8,347,520	\$ 8,696,561
<i>Change in Tax Requirement From Prior Year</i>		-0.59%	5.40%	3.07%	4.12%	4.18%

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
TRANSPORTATION AND TRANSIT

	2017 Budget	2018	2019	2020	2021	2022
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)	(45,590)
Roads, Drainage, Sidewalks & Bridges	(3,000)	(3,000)	(3,060)	(3,121)	(3,184)	(3,247)
Transit	(301,328)	(399,184)	(426,316)	(445,371)	(454,278)	(463,364)
Other Revenue						
Engineering	(299,957)	(299,957)	(305,956)	(312,075)	(318,317)	(324,683)
Airport	(40,059)	(40,059)	(40,860)	(41,677)	(42,511)	(43,361)
Development Cost Charges	(11,385)	-	(138,897)	-	(81,972)	-
Grants						
Engineering	(320,000)	-	-	-	-	-
	(1,022,847)	(789,318)	(963,150)	(851,266)	(950,264)	(885,657)
Operating Expenses						
Engineering	884,530	990,555	994,325	583,389	673,281	614,092
Engineering - Roads Studies and Contract	135,000	135,000	137,700	140,454	143,263	146,128
Public Works General	183,599	214,391	222,090	226,476	230,949	232,111
Public Works Facilities	61,560	62,380	63,631	64,906	66,207	67,534
Fleet	6,209	(1,620)	(1,620)	(1,620)	(1,620)	(1,620)
Roads, Drainage, Bridges, Sidewalks, Bike Lanes	1,761,728	1,824,920	1,806,427	1,842,542	1,879,379	1,916,953
Snow Clearing	239,947	436,810	445,546	454,457	463,546	472,817
Flood Protection	111,371	152,169	119,512	121,903	124,341	126,827
Transportation - Other	5,000	3,000	3,060	3,121	3,184	3,247
Transit	1,334,867	1,588,225	1,821,025	2,095,248	2,125,860	2,164,621
Airport	35,599	40,265	85,970	36,690	37,424	38,172
	4,759,410	5,446,096	5,697,667	5,567,565	5,745,813	5,780,883
Net Operating (Surplus) Deficit	3,736,563	4,656,778	4,734,517	4,716,299	4,795,550	4,895,225
Contribution to/from Surplus and Reserves						
Transfer from Community Works Reserve*	-	-	(125,258)	-	(98,028)	-
Transfer from Carbon Neutral Reserve	-	(60,769)	-	-	-	-
Contribution to/from Airport Provision	4,460	(206)	(150,110)	4,988	5,087	5,189
Draw From Cyclic Provision	-	-	-	-	-	-
Draw from Accumulated Surplus	-	(16,000)	-	-	-	-
Funded By Property Tax	\$ 3,741,023	\$ 4,579,803	\$ 4,459,149	\$ 4,721,287	\$ 4,702,609	\$ 4,900,415
<i>Change in Tax Requirement From Prior Year</i>		22.42%	-2.63%	5.88%	-0.40%	4.21%

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
ECONOMIC AND COMMUNITY DEVELOPMENT

	2017 Budget	2018	2019	2020	2021	2022
Operating Revenues						
Sale of Services						
Community Planning	\$ (15,000)	\$ (15,000)	\$ (15,300)	\$ (15,606)	\$ (15,918)	\$ (16,236)
Other Revenue						
Community Planning	\$ (593,366)	(694,400)	(605,233)	(617,338)	(629,685)	(642,278)
Environmental Planning	(1,000)	(31,709)	(32,343)	(32,990)	(33,650)	(34,323)
Events Management	(29,540)	(29,540)	(30,131)	(30,733)	(31,348)	(31,975)
Grants						
Economic Development	(180,000)	(296,500)	(84,000)	(84,000)	(84,000)	(84,000)
	(818,906)	(1,067,149)	(767,007)	(780,667)	(794,601)	(808,813)
Operating Expenses						
Community Planning	1,302,535	1,302,405	1,212,171	1,229,467	1,252,057	1,275,098
Environmental Planning	192,120	195,909	158,447	161,615	164,848	168,145
Economic Development Operations	286,239	530,474	218,977	267,857	271,814	275,850
Economic Development Properties	4,003	18,208	4,373	4,541	4,712	4,887
Economic Development - Other Agency	422,717	422,717	431,171	439,795	448,591	457,562
Events Management	108,653	119,664	111,857	124,094	126,376	128,704
	2,316,267	2,589,377	2,136,997	2,227,370	2,268,398	2,310,247
Net Operating (Surplus) Deficit	1,497,361	1,522,228	1,369,989	1,446,703	1,473,797	1,501,434
Contribution to/from Surplus and Reserves						
Transfer from Carbon Neutral Reserve	-	-	-	-	-	-
Transfer from Accumulated Surplus	-	(205,702)	-	-	-	-
Funded By Property Tax	\$ 1,497,361	\$ 1,316,526	\$ 1,369,989	\$ 1,446,703	\$ 1,473,797	\$ 1,501,434
<i>Change in Tax Requirement From Prior Year</i>		-12.08%	4.06%	5.60%	1.87%	1.88%

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
RECREATION, PARKS AND TRAILS

	2017 Budget	2018	2019	2020	2021	2022
Operating Revenues						
Sale of Services						
Recreation Services	\$ (726,842)	\$ (741,650)	\$ (757,503)	\$ (773,673)	\$ (789,657)	\$ (805,450)
Parks and Trails	(115,629)	(120,629)	(123,042)	(125,502)	(128,012)	(130,573)
Other Revenue						
Recreation Services	-	-	-	-	-	-
	(842,471)	(862,279)	(880,545)	(899,175)	(917,669)	(936,022)
Operating Expenses						
Recreation Services	1,761,817	1,753,709	1,727,583	1,787,134	1,822,377	1,858,324
Recreation Facilities	1,037,157	1,115,498	1,163,590	1,192,084	1,109,987	1,242,309
Parks and Trails	1,546,604	1,602,174	1,637,384	1,639,524	1,672,307	1,705,745
	4,345,578	4,471,381	4,528,557	4,618,742	4,604,671	4,806,378
Net Operating (Surplus) Deficit	3,503,107	3,609,102	3,648,012	3,719,567	3,687,002	3,870,356
Contribution to/from Surplus and Reserves						
Transfer from Accumulated Surplus	-	(42,800)	-	-	-	-
Funded By Property Tax	\$ 3,503,107	\$ 3,566,302	\$ 3,648,012	\$ 3,719,567	\$ 3,687,002	\$ 3,870,356
<i>Change in Property Tax Requirement From Prior Year</i>		1.80%	2.29%	1.96%	-0.88%	4.97%

DISTRICT OF SQUAMISH
2018 - 2022 FINANCIAL PLAN
PUBLIC HEALTH: CEMETERY

	2017 Budget	2018	2019	2020	2021	2022
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	14,711	14,791	15,086	15,388	15,696	16,010
Cemetery Maintenance	67,481	57,751	98,906	60,084	61,285	62,510
	82,192	72,542	113,993	75,472	76,981	78,520
Funded By Property Tax	\$ 53,632	\$ 43,982	\$ 84,861	\$ 45,758	\$ 46,673	\$ 47,606
<i>Change in Property Tax Requirement From Prior Year</i>		-17.99%	92.94%	-46.08%	2.00%	2.00%