

DISTRICT OF SQUAMISH
 2018-2022 FINANCIAL PLAN
 SERVICE LEVEL CHANGES - GENERAL FUND

2017 Tax base \$ 26,032,690

Ref	DEPT	Presentation Name	EXPENSES	FTE \$	FTE	TOTAL	Other Funding	Net Effect on Taxation	NOTES	RUNNING TOTAL	% of 2017 Taxation Revenue	Cummulative %
1	Fire Services	Additional Captain for two shift system (Business Case)	\$ 2,500	\$ 82,014	1.00	\$ 84,514	\$ 21,333	63,181	May 1st start date (changed from April 1st)	\$ 63,181	0.24%	
2	Operations	Danger Tree Removal	10,000			10,000	-	10,000		73,181	0.04%	
3	Operations	Electrical Arc Flash Assessments (2)	8,000			8,000	-	8,000		81,181	0.03%	
4	Operations	Regulatory, Bylaw and Wayfinding Signage Increase	10,000	22,958	0.30	32,958	-	32,958		114,139	0.13%	
5	Operations	Winter Safe Routes to School Snow & Ice Control	2,000	11,367	0.15	13,367	-	13,367		127,506	0.05%	
6	Facilities	Janitorial Municipal Hall - additional hours	-	6,328	0.10	6,328	-	6,328		133,834	0.02%	
7	Engineering	BC Transit Service Expansions	191,104			191,104	27,436	163,668		297,502	0.63%	
8	CAO	Truth And Reconciliation	3,000			3,000	-	3,000		300,502	0.01%	
9	Engineering	Carbon Neutral Contract Services	10,000			10,000	10,000	-	Funded by Climate Action Revenue	300,502	0.00%	
10	Engineering	Purchasing Local Community Carbon Credits	50,769			50,769	50,769	-	Funded by Carbon Neutral Reserve	300,502	0.00%	
11	Recreation	Ice Skate Rentals	7,000	1,952		8,952	14,000	(5,048)		295,454	-0.02%	
12	Finance	Increase in Casual coverage for Cashier, A/P, A/R and Payroll	-	6,728	0.11	6,728	-	6,728		302,182	0.03%	
13	IT	SharePoint Consulting and Support	20,000			20,000	-	20,000		322,182	0.08%	
14	Leg & Admin	Executive Assistant - Vacation Coverage	-	5,105	0.08	5,105	-	5,105		327,287	0.02%	
15	Ec Dev	Economic Development Services Enhancement	25,000			25,000	-	25,000		352,287	0.10%	
16	Finance	Procurement Review and Centralized Purchasing (Business Case)	25,000	23,633	1.00	48,633	-	48,633		400,919	0.19%	
17	CAO	Strategic Plan Support	20,000			20,000	-	20,000		420,919	0.08%	
18	Communication	Training and Conference - Communication	2,950			2,950	-	2,950		423,869	0.01%	
19	Operations	Activity Hub and Bus Stop Sanitation Improvements	9,600	46,873	0.70	56,473	-	56,473		480,342	0.22%	
20	CP&I	Affordable Housing Program Coordination	3,500	67,332	1.00	70,832	-	70,832		551,174	0.27%	
21	Operations	Bear Attractant and Vegetation Management	2,500	8,228	0.12	10,728	-	10,728		561,902	0.04%	
22	Engineering	Part-Time Environmental Technician	1,500	29,209	0.60	30,709	30,709	-		561,902	0.00%	
23	Operations	Soccer Fields on Hendrickson Field	4,700			4,700	-	4,700		566,602	0.02%	2.18%
OTHER BOARD AND AGENCY REQUESTS												
24	RCMP	1 Extra Police Officer (Business Case)	118,295			118,295	70,000	48,295	July 1st start date and \$70k funded by PS Provision	614,897	0.19%	
25	Library	Library Audit	10,000			10,000		10,000		614,897	0.04%	
26	Library	Increase to library open hours	6,760	10,554	0.19	17,314	-	17,314		632,211	0.07%	
27	Library	Increase to Senior Library Assistant - Cataloguer hours	-	10,627	0.14	10,627	-	10,627		642,838	0.04%	0.29%
LONG TERM FINANCIAL PLAN CONSIDERATION												
	CAPITAL	Capital Works Reserve Fund Contribution	260,327			260,327		260,327	No increase needed in 2018	826,929	1.00%	0.00%
					5.48	\$ 867,086	\$ 224,247	\$ 642,838	\$ -		2.47%	2.47%

DISTRICT OF SQUAMISH
2018-2022 FINANCIAL PLAN
SPECIAL PROJECTS - GENERAL FUND

2017 Tax base \$ 26,032,690

Ref	Dept	SPECIAL PROJECTS	Total Cost	Other Funding			Net Effect on Taxation	FTE	NOTES	EFFECT ON TAXATION	
				Utility Fees	Acc. Surplus	Other				Running Total	% on 2017 Tax
CARRY-FORWARD											
1	Engineering	Safe Routes to School (CFWD 2016 - In Progress)	\$ 16,000		\$ 16,000		\$ -				
2	Engineering	Integrated Stormwater Management Plans	160,000			160,000	-				
3	Engineering	Squamish River Floodplain Quantitative Risk Assessment	130,000			130,000	-				
4	Econ. Devel.	Economic Development Contract Services	45,000		45,000		-				
5	Engineering	Greening Subdivision Bylaw	20,000		20,000		-				
6	Econ. Devel.	LNG Tax Agreement	32,800			32,800	-				
7	Engineering	Riparian Classification of Ditches	9,300		9,300		-				
8	Planning	Zoning Bylaw Rewrite - Green Building Program	46,412		46,412		-				
9	Real Estate	Boundary Extension Project	40,000		40,000		-				
10	Finance	Financial System Improvement	5,000		5,000		-				
11	CAO	First Nations Reconciliation Training	9,000		9,000		-				
12	Real Estate	Sponsored Crown Grant Survey (CFWD 2015)	26,000		26,000		-				
13	CAO	Youth Project (Canada 150 Grant)	1,500		1,500		-				
14	Fire Services	Community Wildfire Protection Plan	10,000		10,000		-				
15	Recreation	Recreation Services Volunteer Program Development	10,000		10,000		-				
16	Film & Events	Sponsorship and Community Partnership Policy	10,000		10,000		-				
17	Engineering	Squamish Estuary Management Plan Update	18,000		18,000		-				
NEW INITIATIVES											
18	Real Estate	Airport Runway pre-project engineering	5,000			5,000	-			\$ -	0.00%
19	Emer. Mgmt	DOS and SN Mass Care Planning & Training Program	25,000			25,000	-			-	0.00%
20	Emer. Mgmt	2018 Sea to Sky Corridor Multi-Modal Evacuation Transportation Plan (Business Case)	100,000		15,000	85,000	-			-	0.00%
21	Econ. Devel.	PRBC - RURAL DEVELOPMENT	141,500			116,500	25,000			25,000	0.10%
22	Engineering	Downtown Entrance Study (CFWD-WIP)	100,000		38,615	22,770	38,615			63,615	0.15%
23	Engineering	Parking Strategy Implementation	50,000		25,000		25,000			88,615	0.10%
24	Real Estate	Property Acquisition/Disposition Program	1,950				1,950	1.0		90,565	0.01%
25	Parks	Cemetery Master Plan	40,000				40,000		Delayed to 2019	90,565	0.15%
26	Operations	Dike Vegetation Management	35,000				35,000			125,565	0.13%
27	Planning	Planning Personnel	100,385			119,453	(19,068)	1.0		106,497	-0.07%
28	Facilities	Adventure Centre Washroom Counter	14,000				14,000			120,497	0.05%
29	Facilities	Arts Council Building Repairs	7,500				7,500			127,997	0.03%
30	Facilities	Library - New Carpet	12,000				12,000			139,997	0.05%
31	Facilities	RCMP Exterior Wall Repairs	5,000				5,000			144,997	0.02%
32	Facilities	BP emergency exit stair repairs	20,000				20,000			164,997	0.08%
33	Recreation	BP Planning - Community Engagement	50,000				50,000			214,997	0.19%
34	Facilities	BP Recreation Centre Flooring Repairs	31,000				31,000			245,997	0.12%
35	Engineering	Asset Management Plan Update	75,000				75,000			320,997	0.29%
36	Facilities	BP Rec Centre Exterior Painting	40,000				40,000			360,997	0.15%
37	IT	New Public Wi-Fi Service for Brennan Park	8,000				8,000			368,997	0.03%
38	Facilities	Dog pound - exterior repairs and painting	15,000				15,000			383,997	0.06%
39	Parks	Bear Proof Garbage Bins	22,800				22,800			406,797	0.09%
NEW	Facilities	Arena Repairs - Worksafe BC	15,000				15,000		NEW - Jan 8/18	421,797	0.06%
NEW	Film & Events	Public Art Reserve - Increase to 1% of 2018 Capital Growth	12,000				12,000		NEW - Jan 8/18	433,797	0.05%
NEW	Film & Events	Arts Council Partnership	45,000				45,000		NEW - Jan 8/18	478,797	0.17%
NEW	Planning	Agricultural Plan - Contingent to SLRD contribution	15,000				15,000		NEW - Jan 8/18	493,797	0.06%
NEW	Econ. Devel.	Smart Cities Challenge	50,000		50,000		-		NEW - Jan 8/18	493,797	0.00%
OTHER BOARD AND AGENCY											
40	Library	Expansion of work/study space for library patrons	12,000				12,000			505,797	0.05%
			1,597,147	-	394,827	696,523	505,797	2.0			1.94%

**DISTRICT OF SQUAMISH
2018-2022 FINANCIAL PLAN
CAPITAL PLAN - GENERAL FUND**

2017 Tax t \$ 26,032,690

Ref	Division	Project Name	Total Cost	2018 FUNDING SOURCES					EFFECT ON TAXATION												
				2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Accum Surplus or Provision	Borrowings	Reserve	Grants & Other	DCC	Fund From Taxation	Taxation	Accum. Surplus	Borrowings	Other	NOTES	Running Total	% on 2017 Tax
CARRY-FORWARD / IN PROGRESS																					
1	General Government	Adventure Centre garbage bin enclosure	15,000	15,000	-	-	-	-	15,000	-	-	-	-	-	-	15,000	-	-	-	-	0.00%
2	Recreation, Parks and Trails	Off Leash Dog Park	17,500	17,500	-	-	-	-	17,500	-	-	-	-	-	-	17,500	-	-	-	-	0.00%
3	General Government	Technology Transformation Program (Multi-year / Carry Forward)	2,975,000	950,000	595,000	-	-	-	-	1,545,000	-	-	-	-	-	-	950,000	-	-	-	0.00%
4	Protective Services	Incident Command Van Replacement	40,000	40,000	-	-	-	-	-	-	40,000	-	-	-	-	-	-	40,000	-	-	0.00%
5	Protective Services	Aerial apparatus scheduled replacement	1,200,000	1,200,000	-	-	-	-	-	500,000	700,000	-	-	-	-	-	500,000	700,000	-	-	0.00%
6	Recreation, Parks and Trails	Tantalus Road Bike Lane	26,379	26,379	-	-	-	-	-	-	-	26,379	-	-	-	-	-	-	26,379	-	0.00%
7	Recreation, Parks and Trails	Brennan Park arena back up generator replacement	115,000	115,000	-	-	-	-	-	115,000	-	-	-	-	-	-	115,000	-	-	-	0.00%
8	Recreation, Parks and Trails	Brennan Park arena motor control centre upgrades (arena slab CFWD)	75,000	75,000	-	-	-	-	-	75,000	-	-	-	-	-	-	75,000	-	-	-	0.00%
9	Transportation and Transit	SODC - R-20 - Peninsula Main Road - Arterial Standard	8,200,000	2,900,000	250,000	1,650,000	600,000	-	-	2,515,137	-	-	2,884,863	-	-	-	1,486,758	1,413,242	-	-	0.00%
NEW INITIATIVES																					
10	Transportation and Transit	DCC - R-4 - Pioneer Way Extension	3,600,000	1,172,856	2,427,144	-	-	-	10,086	-	-	628,651	1,639,440	1,321,823	-	10,086	-	1,162,769	-	-	0.00%
11	Economic and Community Development	Carbon Neutral Projects	100,000	20,000	20,000	20,000	20,000	20,000	-	-	100,000	-	-	-	-	-	-	20,000	-	-	0.00%
12	Transportation and Transit	Flood Protection Upgrades	20,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	700,000	9,300,000	-	10,000,000	-	-	-	700,000	1,300,000	2,000,000	-	-	0.00%
13	General Government	Affordable Rental Housing Construction (Business Case)	500,000	300,000	200,000	-	-	-	-	-	500,000	-	-	-	-	-	-	300,000	-	-	0.00%
14	Economic and Community Development	Public Art Committee Major Project	75,000	75,000	-	-	-	-	-	-	75,000	-	-	-	-	-	-	75,000	-	-	0.00%
15	Protective Services	Fire Department Chevy 1500 Supercab 4x4 (V7022)	52,037	52,037	-	-	-	-	-	-	52,037	-	-	-	-	-	-	52,037	-	-	0.00%
16	Protective Services	Wildland Interface Sprinkler Trailer (Business Case)	90,000	90,000	-	-	-	-	-	-	90,000	-	-	-	-	-	-	90,000	-	-	0.00%
17	Recreation, Parks and Trails	Stan Clarke Park Mural Rehab	15,000	15,000	-	-	-	-	-	-	15,000	-	-	-	-	-	-	15,000	-	-	0.00%
18	Transportation and Transit	3rd Avenue Pond Remediation	700,000	600,000	100,000	-	-	-	-	575,000	-	25,000	-	100,000	-	-	575,000	25,000	-	2018 Increased by \$200k (BC Housing Project)	0.00%
19	Transportation and Transit	Electrical Supervisor Vehicle	40,900	40,900	-	-	-	-	40,900	-	-	-	-	-	-	40,900	-	-	-	-	0.00%
20	Transportation and Transit	Fleet Replacement - 628D Mower (V9084)	32,000	32,000	-	-	-	-	-	-	32,000	-	-	-	-	-	-	32,000	-	-	0.00%
21	General Government	Annual Workstation Upgrades	270,000	35,000	40,000	45,000	50,000	50,000	-	-	-	-	-	220,000	35,000	-	-	-	35,000	0.13%	
22	Transportation and Transit	Active Transportation Improvements	4,700,000	700,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-	4,600,000	-	100,000	100,000	-	-	600,000	135,000	0.38%	
23	Transportation and Transit	Annual Road Reconstruction (2017 Level)	4,500,000	900,000	900,000	900,000	900,000	900,000	-	-	-	-	-	4,500,000	900,000	-	-	-	1,035,000	3.46%	
24	Transportation and Transit	CN Rail Crossing Safety Improvements	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-	4,350,000	-	650,000	130,000	-	-	870,000	1,165,000	0.50%	
25	Transportation and Transit	Storm Sewer Inventory Collection, Condition Assessment and Flushing	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	500,000	100,000	-	-	-	1,265,000	0.38%	
26	Recreation, Parks and Trails	Brennan Park Rec Centre Electrical Switch Gear Replacement	115,000	115,000	-	-	-	-	-	-	-	-	-	115,000	115,000	-	-	-	1,380,000	0.44%	
27	Recreation, Parks and Trails	Brennan Park arena accessibility improvements	10,000	10,000	-	-	-	-	10,000	-	-	-	-	-	-	10,000	-	-	1,380,000	0.00%	
28	Protective Services	Firehall Valleycliffe - final seismic upgrades to hose tower	410,000	370,000	-	-	-	-	-	370,000	-	-	-	-	-	-	370,000	-	-	Include #49 - Signage with borrowing and increased debt by \$146k	0.00%
29	Protective Services	RCMP Boilers and Storage tanks replacement	100,000	7,500	92,500	-	-	-	-	-	-	-	-	100,000	7,500	-	-	-	1,387,500	0.03%	
30	Recreation, Parks and Trails	Wheel Chair Lift - Recreation Van	36,250	35,000	-	-	-	-	-	-	-	-	-	-	-	35,000	-	-	1,387,500	0.00%	
31	Protective Services	Bylaw Enforcement Vehicle Addition	41,370	41,370	-	-	-	-	41,370	-	-	-	-	-	-	41,370	-	-	1,387,500	0.00%	
32	Recreation, Parks and Trails	SODC - DCC P-17 - Oceanfront Boardwalk A & B	925,000	185,000	-	740,000	-	-	-	-	-	424,427	500,573	100,115	100,115	-	-	84,885	1,487,615	0.38%	
33	Transportation and Transit	SODC - DCC D-15 - Peninsula Shared Stormwater Mains	526,500	526,500	-	-	-	-	4,810	-	-	521,235	455	455	455	4,810	-	521,235	1,488,070	0.00%	
34	General Government	Fibre Conduit Installations (Business Case)	100,000	100,000	-	-	-	-	100,000	-	-	-	-	-	-	100,000	-	-	1,488,070	0.00%	
35	Transportation and Transit	Fleet Replacement - 2500 HD Super Cab (V9422) with F250 Crew Cab	49,900	49,900	-	-	-	-	1,603	-	48,297	-	-	-	-	1,603	-	48,297	1,488,070	0.00%	
36	Transportation and Transit	DCC - R-15 - Garibaldi/Tantalus Signal	250,000	250,000	-	-	-	-	-	-	-	-	-	113,850	113,850	-	-	-	1,488,070	0.00%	
37	Transportation and Transit	Fleet Replacement Ford Ranger (V9416) with F350 and Service Body	52,622	52,622	-	-	-	-	24,230	-	28,392	-	-	-	-	24,230	-	28,392	1,488,070	0.00%	
38	Transportation and Transit	Transit Stop Infrastructure Improvements	375,000	75,000	75,000	75,000	75,000	75,000	-	-	-	-	-	375,000	75,000	-	-	-	1,563,070	0.29%	
39	Transportation and Transit	Annual Road Reconstruction - 2018 INCREASE	1,400,000	100,000	200,000	300,000	400,000	400,000	-	-	-	-	-	1,400,000	100,000	-	-	-	1,663,070	0.38%	
40	Recreation, Parks and Trails	Baseball Dugout Replacement	42,000	14,000	14,000	14,000	-	-	-	-	-	-	-	42,000	14,000	-	-	-	1,677,070	0.05%	
41	Transportation and Transit	Streetlight LED Conversion Program	234,000	117,000	117,000	-	-	-	234,000	-	-	-	-	-	-	117,000	-	-	1,677,070	0.00%	
42	Transportation and Transit	Community Wayfinding Project	1,275,000	175,000	250,000	250,000	275,000	-	163,000	-	12,000	-	-	775,000	-	163,000	-	12,000	1,677,070	0.00%	
43	Protective Services	RCMP exterior camera upgrade	45,500	45,500	-	-	-	-	7,500	-	-	-	-	-	-	7,500	-	38,000	1,677,070	0.00%	
44	Transportation and Transit	University Bridge Repair	75,000	75,000	-	-	-	-	-	-	-	-	-	75,000	75,000	-	-	-	1,677,070	0.00%	
45	Recreation, Parks and Trails	DCC P4 - Dentville community park	150,000	150,000	-	-	-	-	-	-	57,277	-	68,310	24,413	24,413	-	-	125,587	1,701,483	0.09%	
46	Recreation, Parks and Trails	Tourism access/Trailhead Improvements	100,000	50,000	50,000	-	-	-	-	-	-	-	45,540	54,460	27,230	-	-	22,770	1,728,713	0.10%	
47	Transportation and Transit	Cleveland Intersection Traffic Light PLC Replacement	25,000	25,000	-	-	-	-	-	-	-	-	-	25,000	25,000	-	-	-	1,753,713	0.10%	
48	Economic and Community Development	Entrance Sign - Wayfinding Project	50,000	30,000	-	-	-	-	-	-	-	-	-	30,000	30,000	-	-	-	1,753,713	0.00%	
49	Protective Services	Valleycliffe Fire Hall signage	8,000	8,000	-	-	-	-	-	8,000	-	-	-	-	-	-	8,000	-	-	Include Borrowings with #28 - VC Firehall	0.00%
50	Recreation, Parks and Trails	Brennan Park arena bleacher heaters	44,000	44,000	-	-	-	-	44,000	-	-	-	-	-	-	44,000	-	-	1,753,713	0.00%	
51	Recreation, Parks and Trails	Brennan Park Rec Centre Store Front Door Replacement	75,000	25,000	50,000	-	-	-	-	-	-	-	-	75,000	25,000	-	-	-	1,778,713	0.10%	
				16,793,064	11,480,644	10,094,000	8,420,000	7,545,000	1,413,999	15,003,137	1,750,003	19,630,030	5,583,815	10,878,724	1,778,713	1,331,999	5,379,758	8,302,594			6.83%