

SPECIAL PROJECTS

\$2,662,514

Amount funded by property tax

\$860,864

Net impact on tax revenue required over 2018

0.9%

How the Special Projects Plan is deployed:

Strategic Plan Projects	\$250,114
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<u>Amount funded by property tax</u>	\$172,864
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Master Plan Projects	\$1,432,800
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<u>Amount funded by property tax</u>	\$330,000
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Municipal Services Projects	\$979,600
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<u>Amount funded by property tax</u>	\$358,000
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CAPACITY BUILDING	\$488,900
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Amount funded by property tax	\$90,000
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CYCLICAL OPERATIONS	\$77,000
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Amount funded by property tax	\$0
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INFRASTRUCTURE OPERATIONS & MAINTENANCE	\$66,600
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Amount funded by property tax	\$35,000
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FACILITIES OPERATIONS & MAINTENANCE	\$250,500
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Amount funded by property tax	\$233,000
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GROWTH (Incl. DCC)	\$96,600
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Amount funded by property tax	\$0
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DISTRICT OF SQUAMISH 2019-2023 FINANCIAL PLAN SPECIAL OPERATING PROJECTS - GENERAL FUND															
COST									2019 FUNDING						
Ref #	Category	Project Name	2019	2020	2021	2022	2023	TOTAL COST	GRANTS	RESERVES	DCC	OTHER	ACC. SURPLUS	2019 TAX	2019 TOTAL
1	Strategic Plan	Community Carbon Marketplace Phase 4	16,750	-	-	-	-	16,750	-	16,750	-	-	-	-	16,750
2	Strategic Plan	Additional Trails Maintenance Budget	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
3	Strategic Plan	Sector Development and FDI Attraction Plan	50,000	-	-	-	-	50,000	25,000	-	-	-	-	25,000	50,000
4	Strategic Plan	Planning Policy Development Support	87,864	-	-	-	-	87,864	-	-	-	-	-	87,864	87,864
5	Strategic Plan	Community Energy and Emissions Plan	25,000	-	-	-	-	25,000	-	-	-	-	-	25,000	25,000
Change	Strategic Plan	OCP Monitoring	30,000	-	-	-	-	30,000	-	-	-	5,000	-	25,000	30,000
Cfwd	Strategic Plan	Special Projects - Environmental Management - Carbon Neutral Plan	14,500	-	-	-	-	14,500	-	-	-	-	14,500	-	14,500
Cfwd	Strategic Plan	Special Projects - Environmental Management - Greenhouse Gas Reduction	16,000	-	-	-	-	16,000	-	-	-	-	16,000	-	16,000
7	Master Plan	FireSmart and Community Resilience Investment Program	100,000	-	-	-	-	100,000	100,000	-	-	-	-	-	100,000
8	Master Plan	Eagle Viewing Area Dike Master Plan	270,000	-	-	-	-	270,000	270,000	-	-	-	-	-	270,000
9	Master Plan	Sea to Sky Evacuation Plan Community Outreach	25,000	-	-	-	-	25,000	25,000	-	-	-	-	-	25,000
10	Master Plan	Flood Response Plan	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
11	Master Plan	Irrigation Well / Non-potable Water Supply Rehabilitation Program	15,000	15,000	15,000	-	-	45,000	-	-	-	-	-	15,000	15,000
12	Master Plan	Procurement Functional Review Implementation	5,000	-	-	-	-	5,000	-	-	-	-	-	5,000	5,000
13	Master Plan	UBW Systems Support and Development	15,000	-	-	-	-	15,000	-	-	-	-	-	15,000	15,000
14	Master Plan	Brennan Park Master Plan	50,000	-	-	-	-	50,000	-	-	-	-	-	50,000	50,000
15	Master Plan	Seismic Assessment of Dikes	110,000	-	-	-	-	110,000	-	-	-	-	-	110,000	110,000
16	Master Plan	Integrated Stormwater Management Plans	230,000	230,000	-	180,000	-	640,000	145,728	-	84,272	-	-	-	230,000
17	Master Plan	Storm Sewer Inventory Collection, Condition Assessment and Flushing	100,000	100,000	100,000	100,000	100,000	500,000	-	-	-	-	-	100,000	100,000
18	Master Plan	Real Estate and Facility Master Plan	45,000	-	-	-	-	45,000	-	-	-	-	45,000	-	45,000
Change	Master Plan	Human Resources Master Plan	25,000	25,000	-	-	-	50,000	-	-	-	-	-	25,000	25,000
Cfwd	Master Plan	Special Projects - Economic Development - LNG Tax Agreement	52,800	-	-	-	-	52,800	-	-	-	52,800	-	-	52,800
Cfwd	Master Plan	Special Projects - Fire Services - Community Wildfire Protection Plan	7,300	-	-	-	-	7,300	-	-	-	-	7,300	-	7,300
Cfwd	Master Plan	Special Projects - Engineering Study - Asset Management Plan Update	69,600	-	-	-	-	69,600	-	-	-	-	69,600	-	69,600
Cfwd	Master Plan	Special Projects - Engineering Study - Integrated Stormwater Management	130,500	-	-	-	-	130,500	-	-	-	130,500	-	-	130,500
Cfwd	Master Plan	Special Projects - Engineering Study - Squamish River Floodplain	53,700	-	-	-	-	53,700	-	-	-	53,700	-	-	53,700
Cfwd	Master Plan	Special Projects - Environmental Management - Squamish Estuary	16,000	-	-	-	-	16,000	-	-	-	-	16,000	-	16,000
Cfwd	Master Plan	Special Projects - Building Inspection - Building Bylaw Rewrite	30,400	-	-	-	-	30,400	-	-	-	-	30,400	-	30,400
Cfwd	Master Plan	Special Projects - Community & Land Use Planning - Zoning Bylaw Rewrite -	31,000	-	-	-	-	31,000	-	-	-	-	31,000	-	31,000
Cfwd	Master Plan	Special Projects - Cemetery - Cemetery Master Plan	41,500	-	-	-	-	41,500	-	-	-	-	41,500	-	41,500
Cfwd	Growth	Special Projects - Engineering Study - DCC R1B - Downtown Entrance Study	96,600	-	-	-	-	96,600	-	-	-	-	96,600	-	96,600
20	Facility	Library exterior painting	7,000	-	-	-	-	7,000	-	-	-	-	-	7,000	7,000
21	Facility	55 + Activity Centre interior painting	8,000	-	-	-	-	8,000	-	-	-	-	-	8,000	8,000
22	Facility	Facilities Duct Cleaning	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
23	Facility	Forestry building exterior painting	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
24	Facility	Library roof inspection and repairs	15,500	-	-	-	-	15,500	-	-	-	-	-	15,500	15,500
25	Facility	RCMP geothermal well pump repairs	30,000	-	-	-	-	30,000	-	-	-	-	-	30,000	30,000
26	Facility	Brennan Park exterior car park and sidewalk repairs	50,000	-	-	-	-	50,000	-	-	-	-	-	50,000	50,000
27	Facility	Library new blinds	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
28	Facility	Brennan Park Evaporative Condensor Pump	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
29	Facility	Brennan Park safety upgrades	40,000	-	-	-	-	40,000	-	-	-	-	-	40,000	40,000
30	Facility	RCMP Security upgrades	42,500	45,000	30,000	-	-	117,500	-	-	-	-	-	42,500	42,500
Cfwd	Facility	Special Projects - Arts Building - Building Repairs	7,000	-	-	-	-	7,000	-	-	-	-	7,000	-	7,000
Add	Facility	Brennan Park Ammonia Condensor Motor Replacement	10,500	-	-	-	-	10,500	-	-	-	-	10,500	-	10,500

DISTRICT OF SQUAMISH 2019-2023 FINANCIAL PLAN SPECIAL OPERATING PROJECTS - GENERAL FUND															
COST									2019 FUNDING						
Ref #	Category	Project Name	2019	2020	2021	2022	2023	TOTAL COST	GRANTS	RESERVES	DCC	OTHER	ACC. SURPLUS	2019 TAX	2019 TOTAL
31	Infrastructure	Artificial Turf Field Major Maintenance	27,000	-	-	-	-	27,000	-	-	-	-	-	27,000	27,000
32	Infrastructure	3rd Avenue Tide Gate Actuator Replacement	8,000	8,000	8,000	8,000	8,000	40,000	-	-	-	-	-	8,000	8,000
Cfwd	Infrastructure	Special Projects - Information Techonolgy - Public Wi-Fi Service BPRC	8,000	-	-	-	-	8,000	-	-	-	-	8,000	-	8,000
Cfwd	Infrastructure	Special Projects - Real Estate - Adventure Centre Parking Lot Improvement	4,100	-	-	-	-	4,100	-	-	-	-	4,100	-	4,100
Cfwd	Infrastructure	Special Projects - Real Estate - Property Acquisition/Disposition Program	2,000	-	-	-	-	2,000	-	-	-	-	2,000	-	2,000
Cfwd	Infrastructure	Special Projects - PW - Off-Leash Dog Park	17,500	-	-	-	-	17,500	-	-	-	-	17,500	-	17,500
33	Capacity	Library Future Needs Study	20,000	-	-	-	-	20,000	-	-	-	-	-	20,000	20,000
	Capacity	Public Works Music Festival Support	34,000	-	-	-	-	34,000	-	-	-	34,000	-	-	34,000
34	Capacity	Squamish Arts Council Partnership Agreement	45,000	45,000	45,000	-	-	135,000	-	-	-	-	-	45,000	45,000
35	Capacity	DeBecks Radio Tower Lease	10,000	-	-	-	-	10,000	-	-	-	-	-	10,000	10,000
36	Capacity	Building Permit Plans Digitization	15,000	15,000	-	-	-	30,000	-	-	-	-	-	15,000	15,000
Add	Capacity	Economic Development Data Acquisition	25,000	-	-	-	-	25,000	-	-	-	-	25,000	-	25,000
Cfwd	Capacity	Special Projects - Communications - Public Engagement	3,500	-	-	-	-	3,500	-	-	-	-	3,500	-	3,500
Cfwd	Capacity	Special Projects - CAO - Youth Project (Canada 150 Grant)	1,500	-	-	-	-	1,500	-	-	-	-	1,500	-	1,500
Cfwd	Capacity	Special Projects - CAO - Benchmarking Program Development	5,900	-	-	-	-	5,900	-	-	-	-	5,900	-	5,900
Cfwd	Capacity	Special Projects - CAO - First Nation Reconciliation	2,800	-	-	-	-	2,800	-	-	-	-	2,800	-	2,800
Cfwd	Capacity	Special Projects - Economic Development - Contract Services Marine	19,100	-	-	-	-	19,100	-	-	-	-	19,100	-	19,100
Cfwd	Capacity	Special Projects - Financial Services - Financial System Improvement	1,200	-	-	-	-	1,200	-	-	-	-	1,200	-	1,200
Cfwd	Capacity	Special Projects - Human Resources - Human Resources Master Plan	26,400	-	-	-	-	26,400	-	-	-	-	26,400	-	26,400
Cfwd	Capacity	Special Projects - Human Resources - HR Systems Improvements	1,700	-	-	-	-	1,700	-	-	-	-	1,700	-	1,700
Cfwd	Capacity	Special Projects - Real Estate - Sponsored Crown Grant Survey	26,000	-	-	-	-	26,000	-	-	-	-	26,000	-	26,000
Cfwd	Capacity	Special Projects - Real Estate - Boundary Extension Project	40,000	-	-	-	-	40,000	-	-	-	-	40,000	-	40,000
Cfwd	Capacity	Special Projects - Real Estate - Civic Services Complex Project	46,700	-	-	-	-	46,700	-	-	-	-	46,700	-	46,700
Cfwd	Capacity	Special Projects - Emergency Management - Community Emergency	25,000	-	-	-	-	25,000	-	-	-	25,000	-	-	25,000
Cfwd	Capacity	Special Projects - Emergency Management - Fire Smart Planning & Activities	8,800	-	-	-	-	8,800	-	-	-	8,800	-	-	8,800
Cfwd	Capacity	Special Projects - Recreation - Sponsorship and Community Partnership	10,000	-	-	-	-	10,000	-	-	-	-	10,000	-	10,000
Cfwd	Capacity	Special Projects - Engineering Study - Greening Subdivision Bylaw	10,000	-	-	-	-	10,000	-	-	-	-	10,000	-	10,000
Cfwd	Capacity	Special Projects - Engineering Study - Storm Sewer Inventory Collection,	71,300	-	-	-	-	71,300	-	-	-	-	71,300	-	71,300
Cfwd	Capacity	Special Projects - Emergency Management - DOS and SN Care Planning &	5,000	-	-	-	-	5,000	-	-	-	5,000	-	-	5,000
Cfwd	Capacity	Special Projects - PW Drainage & Flooding - Dike Vegetation Mgmt	35,000	-	-	-	-	35,000	-	-	-	-	35,000	-	35,000
37	Cyclical	Digital Aerial Photo (Orthophoto)	27,000	-	-	-	-	27,000	-	27,000	-	-	-	-	27,000
38	Cyclical	Labour Relations & Collective Agreement Negotiations	50,000	25,000	-	-	-	75,000	-	50,000	-	-	-	-	50,000
			2,662,514	508,000	198,000	288,000	108,000	3,764,514	565,728	93,750	84,272	314,800	743,100	860,864	2,662,514

SERVICE LEVEL CHANGES

\$439,053

Amount funded by property tax
Net impact on tax revenue required over 2018

\$386,623
1.3%

How the Service Level Changes are deployed:

Strategic Plan Projects \$153,437

Amount funded by property tax	\$146,091
Net impact on tax revenue required over 2018	0.5%

Master Plan Projects \$0

Amount funded by property tax	\$0
Net impact on tax revenue required over 2018	0.0%

Municipal Services Projects \$285,616

Amount funded by property tax	\$240,532
Net impact on tax revenue required over 2018	0.8%

GROWTH IMPACTS	\$64,306
Amount funded by property tax	\$41,500
Net impact on tax revenue required over 2018	0.1%

CAPACITY BUILDING	\$141,311
Amount funded by property tax	\$119,032
Net impact on tax revenue required over 2018	0.4%

INFRASTRUCTURE OPERATIONS & MAINTENANCE	\$80,000
Amount funded by property tax	\$80,000
Net impact on tax revenue required over 2018	0.3%

FACILITIES OPERATIONS & MAINTENANCE	\$0
Amount funded by property tax	\$0
Net impact on tax revenue required over 2018	0.0%

DISTRICT OF SQUAMISH 2019-2023 FINANCIAL PLAN									
SERVICE LEVEL CHANGES - GENERAL FUND									
				COST			TAX		
Ref #	Category	Project Name	OPERATING	FTE \$	TOTAL COST	OTHER FUNDING	NET TAX	FTE #	% of Tax
1	Strategic Plan	Healthy Community Collaboration with VCH	3,000	-	3,000	-	3,000	-	0.01%
2	Strategic Plan	Howe Sound Forum + Ocean Watch Task Force Participation	3,000	-	3,000	-	3,000	-	0.01%
3	Strategic Plan	SEMC-MASt Working Group	3,000	-	3,000	-	3,000	-	0.01%
4	Strategic Plan	Carbon Footprint Reduction	- 28,385	- -	28,385	28,385	-	-	0.00%
		Active Transportation and Climate Change communications							
5	Strategic Plan	budget	5,000	-	5,000	- 2,500	2,500	-	0.01%
6	Strategic Plan	September Transit Expansion	30,252	-	30,252	- 5,231	25,021	-	0.09%
7	Strategic Plan	Waste Management, Activity Hub and Bus Stop Growth	19,500	21,229	40,729	-	40,729	0.30	0.15%
8	Strategic Plan	Managing Program Waitlists	-	22,341	22,341	- 18,000	4,341	0.38	0.02%
9	Strategic Plan	Recreation Adaptive Sport Program	15,500	-	15,500	-	15,500	-	0.06%
10	Strategic Plan	Squamish Signature Event - Business Connect Squamish	10,000	-	10,000	- 10,000	-	-	0.00%
	Strategic Plan	Community Energy & Emissions Planning	191	48,809	49,000	-	49,000	0.58	0.18%
	Growth	Technology Librarian	-	41,500	41,500	-	41,500	0.50	0.15%
11	Growth	Environmental Technician to Full Time	-	22,806	22,806	- 22,806	-	0.30	0.00%
12	Infrastructure	Dike Vegetation Special Maintenance Program	70,000	-	70,000	-	70,000	-	0.25%
13	Infrastructure	Drainage Pump Inspection & Maintenance Program	10,000	-	10,000	-	10,000	-	0.04%
14	Capacity	HR Recruiting and Retention plan 2019	67,000	-	67,000	-	67,000	-	0.24%
15	Capacity	SSC Administrative Support Contract	-	6,873	6,873	- 7,280	407	0.10	0.00%
16	Capacity	Council Meeting Expenses	17,000	-	17,000	-	17,000	-	0.06%
17	Capacity	DeBecks Radio Tower Lease	12,000	-	12,000	-	12,000	-	0.04%
18	Capacity	Arts and Culture Intern/Coordinator	-	19,802	19,802	- 15,000	4,802	0.25	0.02%
19	Capacity	Professional development budget - Library	2,500	-	2,500	-	2,500	-	0.01%
		Technology - Software Maintenance and Licensing Budget -							
20	Capacity	Library	2,800	-	2,800	-	2,800	-	0.01%
21	Capacity	Library Assistant - Shelving position - Increased hours	-	7,337	7,337	-	7,337	0.20	0.03%
Add	Capacity	Council Conference Expenses	6,000	-	6,000	-	6,000	-	0.02%
			248,358	190,695	439,053	- 52,432	386,623	2.61	



**DISTRICT OF SQUAMISH
2019 - 2023 Financial Plan Summary**

	2018	2019	2020	2021	2022	2023
REVENUE						
Taxation						
General Taxation	(27,679,653)	(29,436,527)	(32,527,250)	(33,192,825)	(33,878,792)	(34,133,434)
Special Assessments	(365,963)	(386,366)	(383,824)	(386,536)	(395,700)	(400,700)
Parcel Taxes Water and Sewer	(593,545)	-	-	-	-	-
Grants in Lieu of Taxes	(727,071)	(725,071)	(736,800)	(741,800)	(746,800)	(751,800)
	<u>(29,366,232)</u>	<u>(30,547,964)</u>	<u>(33,647,874)</u>	<u>(34,321,161)</u>	<u>(35,021,292)</u>	<u>(35,285,934)</u>
Revenue from Fees & Charges						
General Fees & Charges	(1,734,032)	(1,793,574)	(1,712,845)	(1,730,345)	(1,751,845)	(1,783,045)
Solid Waste User Fees & Charges	(4,097,565)	(4,007,500)	(4,149,330)	(4,254,230)	(4,384,900)	(4,519,740)
Water User Fees & Charges	(4,116,074)	(4,631,820)	(4,614,465)	(4,708,965)	(4,805,265)	(4,903,365)
Sewer User Fees & Charges	(5,630,998)	(5,964,205)	(6,129,140)	(6,249,940)	(6,373,140)	(6,498,840)
	<u>(15,578,669)</u>	<u>(16,397,099)</u>	<u>(16,605,780)</u>	<u>(16,943,480)</u>	<u>(17,315,150)</u>	<u>(17,704,990)</u>
Revenue from Other Sources						
Investment Income	(209,511)	(811,895)	(762,100)	(712,300)	(662,500)	(612,700)
Contributed Assets	(42,800)	(40,000)	-	-	-	-
Other Government Grants	(1,674,461)	(2,072,769)	(1,292,900)	(1,269,600)	(1,271,300)	(1,273,000)
Other Revenue	(3,407,607)	(4,007,835)	(3,356,007)	(3,400,207)	(3,445,607)	(3,491,607)
	<u>(5,334,379)</u>	<u>(6,932,499)</u>	<u>(5,411,007)</u>	<u>(5,382,107)</u>	<u>(5,379,407)</u>	<u>(5,377,307)</u>
TOTAL REVENUE	\$ (50,279,280)	\$ (53,877,563)	\$ (55,664,662)	\$ (56,646,747)	\$ (57,715,849)	\$ (58,368,231)
EXPENSE						
General Fund						
General Government	7,397,807	9,117,775	8,590,242	8,829,384	9,075,846	9,328,761
Protective Services	9,184,222	9,573,452	9,483,999	9,725,557	9,952,745	10,185,710
Transportation & Transit	6,673,289	7,853,432	7,104,811	7,227,658	7,405,312	7,587,384
Economic and Community Development	2,592,169	2,548,450	2,191,808	2,244,808	2,288,198	2,278,604
Recreation, Parks and Trails	5,935,753	5,816,273	5,953,487	6,023,217	6,182,649	6,400,697
Public Health - Cemetery	131,719	124,985	84,500	86,600	89,000	91,200
Debt Interest	863,645	864,089	1,109,181	1,249,060	1,294,291	1,302,975
Allocations (to)/from	(1,867,011)	(2,242,066)	(1,533,205)	(1,583,347)	(1,635,043)	(1,688,221)
Amortization	4,200,511	4,200,511	4,410,000	4,630,000	4,860,000	5,100,000
	<u>35,112,104</u>	<u>37,856,902</u>	<u>37,394,823</u>	<u>38,432,937</u>	<u>39,512,999</u>	<u>40,587,111</u>
Solid Waste Fund						
Operations	3,128,002	3,849,802	3,730,752	3,801,706	3,874,230	3,948,351
Allocations (to)/from	233,778	159,534	161,439	166,559	171,839	177,289
Debt Interest	85,769	67,694	177,189	177,189	220,814	216,912
Amortization	-	-	700,000	750,000	750,000	750,000
	<u>3,447,549</u>	<u>4,077,029</u>	<u>4,769,381</u>	<u>4,895,454</u>	<u>5,016,884</u>	<u>5,092,553</u>
Water System Fund						
Operations	1,525,626	1,741,165	1,782,665	1,846,365	1,912,865	1,982,565
Allocations (to)/from	770,930	781,952	660,312	682,418	705,207	728,646
Debt Interest	234,769	240,555	246,718	252,881	268,146	283,412
Amortization	880,294	880,294	910,000	940,000	970,000	1,000,000
	<u>3,411,619</u>	<u>3,643,967</u>	<u>3,599,695</u>	<u>3,721,663</u>	<u>3,856,218</u>	<u>3,994,622</u>
Sewer System Fund						
Operations	2,309,494	2,379,135	2,533,041	2,599,553	2,668,566	2,740,084
Allocations (to)/from	759,930	805,952	684,312	706,418	729,207	752,646
Debt Interest	207,116	107,532	157,324	157,324	156,293	155,262
Amortization	864,467	864,467	890,000	920,000	1,100,000	1,100,000
	<u>4,141,007</u>	<u>4,157,086</u>	<u>4,264,677</u>	<u>4,383,295</u>	<u>4,654,066</u>	<u>4,747,992</u>
TOTAL EXPENSE	46,112,280	49,734,984	50,028,576	51,433,349	53,040,168	54,422,278
(SURPLUS) /DEFICIT	\$ (4,167,001)	\$ (4,142,579)	\$ (5,636,086)	\$ (5,213,399)	\$ (4,675,682)	\$ (3,945,953)



DISTRICT OF SQUAMISH
2019 - 2023 Financial Plan Summary

	2018	2019	2020	2021	2022	2023
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
Amortization Expense	(5,945,272)	(5,945,272)	(6,910,000)	(7,240,000)	(7,680,000)	(7,950,000)
CASH ITEMS NOT RECOGNIZED AS REVENUE						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	1,594,354	1,716,530	1,706,033	1,939,802	2,104,881	1,998,762
Solid Waste Fund	266,687	85,059	291,446	298,861	373,707	372,383
Water Utility Fund	414,971	463,454	391,346	384,397	413,944	402,179
Sewer Utility Fund	381,241	260,795	213,303	213,303	213,303	193,386
	<u>2,657,253</u>	<u>2,525,837</u>	<u>2,602,128</u>	<u>2,836,363</u>	<u>3,105,835</u>	<u>2,966,710</u>
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(4,944,379)	(1,283,400)	-	-	-	-
From Reserve Funds-General	(180,769)	(75,137)	-	-	-	-
	<u>(5,125,148)</u>	<u>(1,358,537)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	7,974,887	5,600,373	6,638,248	5,876,188	5,030,950	4,401,100
To Reserve Funds - General	2,453,994	2,953,994	2,661,414	2,731,414	2,746,414	2,656,414
To Reserve Funds - Solid Waste	-	131,717	45,103	71,614	11,210	77,004
To Reserve Funds - Water	503,835	98,217	504,524	514,005	366,203	507,664
To Reserve Funds - Sewer	1,647,452	136,249	94,668	423,815	1,095,071	1,287,062
	<u>12,580,168</u>	<u>8,920,551</u>	<u>9,943,957</u>	<u>9,617,035</u>	<u>9,249,847</u>	<u>8,929,244</u>
NET ADJUSTED - BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -