

DISTRICT OF SQUAMISH
Schedule A to Bylaw 2673, 2019
2019 - 2023 Five Year Financial Plan

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
REVENUE					
Taxation					
General Taxation	\$ (29,436,527)	\$ (32,527,250)	\$ (33,192,825)	\$ (33,878,792)	\$ (34,133,434)
Special Assessments	(386,366)	(383,824)	(386,536)	(395,700)	(400,700)
Grants in Lieu of Taxes	(725,071)	(736,800)	(741,800)	(746,800)	(751,800)
	<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	(1,793,574)	(1,712,845)	(1,730,345)	(1,751,845)	(1,783,045)
Solid Waste User Fees & Charges	(4,007,500)	(4,149,330)	(4,254,230)	(4,384,900)	(4,519,740)
Water User Fees & Charges	(4,631,820)	(4,614,465)	(4,708,965)	(4,805,265)	(4,903,365)
Sewer User Fees & Charges	(5,964,205)	(6,129,140)	(6,249,940)	(6,373,140)	(6,498,840)
	<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	(811,895)	(762,100)	(712,300)	(662,500)	(612,700)
Other Government Grants	(2,072,769)	(1,292,900)	(1,269,600)	(1,271,300)	(1,273,000)
Other Revenue	(4,047,835)	(3,356,007)	(3,400,207)	(3,445,607)	(3,491,607)
	<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>
Funding for Capital Purposes					
Capital Revenue - Fees & Charges	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Capital Revenue - Other Revenue	(110,100)	(502,586)	-	-	-
Development Cost Charges	(7,844,105)	(10,758,086)	(5,409,612)	(100,000)	(100,000)
Capital Revenue - Grant Revenue	(6,702,964)	(3,883,000)	(2,917,000)	(2,800,000)	(2,800,000)
	<u>(14,782,169)</u>	<u>(15,268,672)</u>	<u>(8,451,612)</u>	<u>(3,025,000)</u>	<u>(3,025,000)</u>
TOTAL REVENUE	\$ (68,659,732)	\$ (70,933,334)	\$ (65,098,359)	\$ (60,740,849)	\$ (61,393,231)

DISTRICT OF SQUAMISH
Schedule A to Bylaw 2673, 2019
2019 - 2023 Five Year Financial Plan

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
EXPENSE					
Municipal - General Purposes					
General Government	\$ 8,287,896	\$ 8,127,218	\$ 8,354,395	\$ 8,588,589	\$ 8,828,944
Protective Services	9,652,581	9,564,148	9,807,053	10,035,634	10,270,013
Transportation & Transit	6,282,136	5,872,654	5,953,534	6,087,844	6,225,318
Economic and Community Development	2,552,883	2,196,343	2,249,478	2,293,008	2,283,556
Recreation, Parks and Trails	5,891,820	6,030,780	6,102,816	6,264,633	6,485,103
Public Health - Cemetery	124,985	84,500	86,600	89,000	91,200
Debt Interest	864,089	1,109,181	1,249,060	1,294,291	1,302,975
Allocations (to)/from					
Amortization	4,200,511	4,410,000	4,630,000	4,860,000	5,100,000
	<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 Operations					
Operations	4,009,336	3,892,192	3,968,265	4,046,069	4,125,641
Debt Interest	67,694	177,189	177,189	220,814	216,912
Amortization	-	700,000	750,000	750,000	750,000
	<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 Operations					
Operations	2,523,117	2,442,977	2,528,783	2,618,072	2,711,211
Debt Interest	240,555	246,718	252,881	268,146	283,412
Amortization	880,294	910,000	940,000	970,000	1,000,000
	<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 Operations					
Operations	3,185,087	3,217,353	3,305,970	3,397,773	3,492,730
Debt Interest	107,532	157,324	157,324	156,293	155,262
Amortization	864,467	890,000	920,000	1,100,000	1,100,000
	<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	49,734,984	50,028,576	51,433,349	53,040,168	54,422,278
(SURPLUS) /DEFICIT	\$ (18,924,748)	\$ (20,904,758)	\$ (13,665,011)	\$ (7,700,682)	\$ (6,970,953)

DISTRICT OF SQUAMISH
Schedule A to Bylaw 2673, 2019
2019 - 2023 Five Year Financial Plan

	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Balance Forward - (SURPLUS) /DEFICIT	\$ (18,924,748)	\$ (20,904,758)	\$ (13,665,011)	\$ (7,700,682)	\$ (6,970,953)
ADJUST TO BALANCED BUDGET FORMAT					
NON CASH ITEMS					
Amortization Expense	(5,945,272)	(6,910,000)	(7,240,000)	(7,680,000)	(7,950,000)
CASH ITEMS NOT RECOGNIZED AS REVENUE					
Borrowing	(10,472,100)	(11,330,000)	(2,783,000)	(2,000,000)	(2,000,000)
CASH ITEMS NOT RECOGNIZED AS EXPENSE					
Capital Plan Expenditure					
General Government	7,434,200	992,500	292,500	161,050	215,300
Protective Services	1,334,400	5,154,200	113,300	118,100	112,000
Transportation & Transit	16,022,044	12,910,420	10,720,500	7,666,000	7,458,000
Economic & Community Development	45,800	270,000	295,000	270,000	20,000
Parks Recreation Culture	1,699,400	1,907,000	2,352,000	240,000	-
Solid Waste Management	3,246,300	1,250,000	-	-	-
Water Services	5,785,500	5,279,000	1,210,000	1,320,000	1,180,000
Waste Water Services	6,227,200	7,215,300	3,331,000	1,571,000	1,431,000
	41,794,844	34,978,420	18,314,300	11,346,150	10,416,300
Debt Principal Repayment					
General Fund	1,716,530	1,706,033	1,939,802	2,104,881	1,998,762
Solid Waste Fund	85,059	291,446	298,861	373,707	372,383
Water Utility Fund	463,454	391,346	384,397	413,944	402,179
Sewer Utility Fund	260,795	213,303	213,303	213,303	193,386
	2,525,837	2,602,128	2,836,363	3,105,835	2,966,710
TRANSFERS FROM OWN AND OTHER FUNDS					
From Accumulated Surplus/Provisions	(5,536,918)	(289,300)	-	-	-
Reserve Transfer - Land Reserve	(5,500,000)	-	-	-	-
Reserve Transfer - Carbon Neutral	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Reserve Transfer - Equipment	(314,834)	(407,500)	-	-	-
Reserve Transfer - Community Works	(600,000)	(900,000)	(900,000)	(1,000,000)	(1,000,000)
Reserve Transfer - Capital Rehab	(346,800)	(164,500)	(313,300)	(300,000)	-
	(12,318,552)	(1,781,300)	(1,233,300)	(1,320,000)	(1,020,000)
TRANSFERS TO OWN AND OTHER FUNDS					
To Reserve Funds - General	2,973,807	2,701,214	2,761,214	2,776,214	2,686,214
To Reserve Funds - Solid Waste	131,717	45,103	71,614	11,210	77,004
To Reserve Funds - Water	98,217	504,524	514,005	366,203	507,664
To Reserve Funds - Sewer	136,249	94,668	423,815	1,095,071	1,287,062
	3,339,991	3,345,509	3,770,647	4,248,697	4,557,944
NET ADJUSTED - BALANCED BUDGET	\$ -	\$ -	\$ -	\$ -	\$ -