



DISTRICT OF SQUAMISH
Financial Plan Summary

General Fund - Attachment 1

Overall Summary - General Fund	2024	2025	2026	2027	2028
Revenues					
General Taxation	(42,200,000)	(48,425,000)	(53,700,000)	(59,425,000)	(63,920,000)
Special Assessments	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Grants in Lieu of Taxes	(1,112,100)	(1,112,100)	(1,112,100)	(1,112,100)	(1,112,100)
Fees & Charges					
General	(2,234,184)	(2,282,509)	(2,409,109)	(2,461,309)	(2,461,309)
	(2,234,184)	(2,282,509)	(2,409,109)	(2,461,309)	(2,461,309)
Investment Income	(1,540,664)	(1,603,287)	(1,578,072)	(1,272,977)	(1,199,977)
Other Revenue	(7,084,952)	(7,649,780)	(7,390,729)	(7,121,811)	(4,024,194)
Grant Revenue	(5,774,723)	(3,044,223)	(2,929,220)	(749,220)	(709,220)
Contributed Assets	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Proceeds on Sale of Assets	(16,000,000)	(12,000,000)	0	0	0
TOTAL Revenues	(76,546,623)	(76,716,899)	(69,719,230)	(72,742,417)	(74,026,800)
Expenses					
General					
General Government	14,510,313	15,922,527	17,296,383	17,738,600	19,625,750
Protective Services	15,253,490	16,908,278	17,576,366	17,991,186	18,289,046
Transportation & Transit	10,013,532	10,530,796	11,113,390	12,104,072	9,610,415
Economic & Community Development	7,808,013	5,366,826	5,373,684	4,818,970	4,665,499
Parks Recreation Culture	8,161,375	8,419,922	8,472,684	8,575,980	8,583,480
Health Social & Housing	349,707	351,941	354,232	356,110	356,110
	56,096,429	57,500,291	60,186,740	61,584,918	61,130,300
TOTAL Expenses	56,096,429	57,500,291	60,186,740	61,584,918	61,130,300
(SURPLUS)/DEFICIT	(20,450,194)	(19,216,608)	(9,532,490)	(11,157,499)	(12,896,500)



Overall Summary - General Fund	2024	2025	2026	2027	2028
ADJUST TO BALANCED BUDGET FORMAT					
ADD TRANSFERS FROM PROVISIONS					
Trsf from Surplus	(2,109,750)	(1,257,080)	(767,200)	(1,273,917)	(1,121,917)
ADD TRANSFERS FROM RESERVES					
Trsf from Reserve	(2,036,000)	(1,075,000)	(1,130,000)	(1,060,000)	(850,000)
LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE					
Debt Principal	2,700,260	2,824,840	3,559,859	5,195,892	5,392,893
LESS TRANSFERS TO PROVISIONS					
Trsf from Surplus	1,267,684	1,218,848	1,204,831	340,524	90,524
LESS TRANSFERS TO RESERVES					
Trsf to Reserve	20,628,000	17,505,000	6,665,000	7,955,000	9,385,000
NET ADJUSTED - BALANCED BUDGET	\$ (0)	\$ (0)	\$ (0)	\$ 0	\$ 0



General Government

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
Revenues					
General Taxation	(41,955,000)	(48,075,000)	(53,372,500)	(59,130,000)	(63,770,000)
Special Assessments	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Grants in Lieu of Taxes	(1,112,100)	(1,112,100)	(1,112,100)	(1,112,100)	(1,112,100)
Fees & Charges					
General	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)
	(22,800)	(22,800)	(22,800)	(22,800)	(22,800)
Investment Income	(1,540,664)	(1,603,287)	(1,578,072)	(1,272,977)	(1,199,977)
Other Revenue	(585,065)	(573,422)	(344,592)	(34,830)	(37,380)
Grant Revenue	(246,250)	(191,250)	(191,250)	(191,250)	(191,250)
Proceeds on Sale of Assets	(16,000,000)	(12,000,000)	0	0	0
TOTAL Revenues	(61,861,879)	(63,977,859)	(57,021,314)	(62,163,957)	(66,733,507)
Expenses					
General					
Council	638,375	644,354	655,596	664,904	665,404
Chief Administrative Office	1,974,134	2,003,943	2,059,996	2,101,860	2,101,860
General Corporate	1,922,126	3,273,783	4,210,176	4,494,338	6,336,069
Corporate Administration	1,234,564	1,266,961	1,419,908	1,328,946	1,340,105
Communications	768,760	827,144	840,597	855,729	880,729
Human Resources	1,008,800	1,075,757	1,107,317	1,154,997	1,179,997
Financial Services	1,850,020	1,857,765	1,902,249	1,940,633	1,951,443
Information Technology	3,098,224	3,181,445	3,266,048	3,381,111	3,361,111
Property Management	1,593,069	1,419,135	1,462,256	1,443,842	1,436,792
Corporate Properties	422,240	372,240	372,240	372,240	372,240
	14,510,313	15,922,527	17,296,383	17,738,600	19,625,750
TOTAL Expenses	14,510,313	15,922,527	17,296,383	17,738,600	19,625,750



General Government

General Fund - Attachment 1

DISTRICT OF SQUAMISH
Financial Plan Summary

	2024	2025	2026	2027	2028
(SURPLUS)/DEFICIT	(47,351,566)	(48,055,332)	(39,724,931)	(44,425,357)	(47,107,757)
ADD TRANSFERS FROM PROVISIONS					
Trsf from Surplus					
General	(320,000)	(20,000)	(140,000)	(80,000)	(85,000)
	<u>(320,000)</u>	<u>(20,000)</u>	<u>(140,000)</u>	<u>(80,000)</u>	<u>(85,000)</u>
ADD TRANSFERS FROM RESERVES					
Trsf from Reserve					
General	(1,400,000)	(575,000)	(550,000)	(525,000)	(500,000)
	<u>(1,400,000)</u>	<u>(575,000)</u>	<u>(550,000)</u>	<u>(525,000)</u>	<u>(500,000)</u>
LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE					
Debt Principal					
General	2,209,978	2,314,988	3,029,657	4,644,528	5,051,614
	<u>2,209,978</u>	<u>2,314,988</u>	<u>3,029,657</u>	<u>4,644,528</u>	<u>5,051,614</u>
LESS TRANSFERS TO PROVISIONS					
Trsf to Surplus					
General	239,360	177,810	64,000	64,000	64,000
	<u>239,360</u>	<u>177,810</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>
LESS TRANSFERS TO RESERVES					
Trsf to Reserve					
General	20,405,000	17,435,000	6,595,000	7,885,000	9,315,000
	<u>20,405,000</u>	<u>17,435,000</u>	<u>6,595,000</u>	<u>7,885,000</u>	<u>9,315,000</u>
NET ADJUSTED	(26,217,228)	(28,722,534)	(30,726,274)	(32,436,829)	(33,262,143)



General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

Protective Services

Revenues

Fees & Charges

General

	2024	2025	2026	2027	2028
	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)
	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)

Other Revenue

Grant Revenue

	(2,622,100)	(3,279,100)	(3,225,100)	(3,272,100)	(2,778,100)
	(568,693)	(568,693)	(568,690)	(388,690)	(388,690)

TOTAL Revenues

Expenses

General

Police Services

Fire Services

Emergency Management

Bylaw Enforcement

Animal Control

Building Inspection

	(3,258,793)	(3,915,793)	(3,861,790)	(3,728,790)	(3,234,790)
	8,818,876	10,077,470	10,408,955	10,739,873	11,008,873
	3,998,373	4,321,422	4,603,677	4,673,013	4,701,873
	430,154	458,428	465,986	442,183	442,183
	1,074,126	1,096,641	1,120,518	1,140,097	1,140,097
	11,340	11,340	11,340	11,340	11,340
	920,621	942,977	965,891	984,680	984,680
	15,253,490	16,908,278	17,576,366	17,991,186	18,289,046

TOTAL Expenses

(SURPLUS)/DEFICIT

	15,253,490	16,908,278	17,576,366	17,991,186	18,289,046
	11,994,697	12,992,485	13,714,576	14,262,396	15,054,256

ADD TRANSFERS FROM PROVISIONS

Trsf from Surplus

General

	(1,218,850)	(783,300)	(388,000)	(380,000)	(373,000)
	(1,218,850)	(783,300)	(388,000)	(380,000)	(373,000)



Protective Services

LESS TRANSFERS TO PROVISIONS

Trsf to Surplus

General

NET ADJUSTED

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
	27,130	0	0	0	0
	27,130	0	0	0	0
NET ADJUSTED	10,802,977	12,209,185	13,326,576	13,882,396	14,681,256



Transportation & Transit

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
Revenues					
General Taxation	(60,000)	(75,000)	(25,000)	0	0
Fees & Charges					
General	(911,524)	(883,849)	(916,449)	(943,649)	(943,649)
	(911,524)	(883,849)	(916,449)	(943,649)	(943,649)
Other Revenue	(2,738,887)	(2,721,358)	(2,745,537)	(2,768,281)	(162,114)
Grant Revenue	(336,780)	(139,280)	(14,280)	(14,280)	(14,280)
TOTAL Revenues	(4,047,191)	(3,819,487)	(3,701,266)	(3,726,210)	(1,120,043)
Expenses					
General					
Infrastructure Engineering	3,603,753	3,167,917	3,085,758	3,241,525	855,868
Facility Construction	1,432	1,470	1,506	1,536	1,536
Public Works General	300,571	340,748	335,772	349,731	349,731
Fleet Management	8,350	129,547	256,595	268,244	268,244
Transportation	2,998,702	3,039,890	3,082,109	3,116,728	3,116,728
Transit	2,691,224	3,291,223	3,691,151	4,555,308	4,555,308
Airport	135,500	86,000	86,500	87,000	89,000
Diking and Drainage	274,000	474,000	574,000	484,000	374,000
	10,013,532	10,530,796	11,113,390	12,104,072	9,610,415
TOTAL Expenses	10,013,532	10,530,796	11,113,390	12,104,072	9,610,415
(SURPLUS)/DEFICIT	5,966,341	6,711,309	7,412,124	8,377,862	8,490,372

ADD TRANSFERS FROM PROVISIONS

Trsf from Surplus



Transportation & Transit

General

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
	(356,700)	(283,580)	(165,000)	(150,000)	0
	(356,700)	(283,580)	(165,000)	(150,000)	0
ADD TRANSFERS FROM RESERVES					
Trsf from Reserve					
General	(350,000)	(350,000)	(450,000)	(485,000)	(300,000)
	(350,000)	(350,000)	(450,000)	(485,000)	(300,000)
LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE					
Debt Principal					
General	85,073	88,434	91,928	95,560	99,337
	85,073	88,434	91,928	95,560	99,337
LESS TRANSFERS TO PROVISIONS					
Trsf to Surplus					
General	312,424	251,714	247,024	246,524	(3,476)
	312,424	251,714	247,024	246,524	(3,476)
NET ADJUSTED	5,657,138	6,417,877	7,136,076	8,084,946	8,286,233



Economic & Community Development

Revenues

General Taxation

(185,000) (275,000) (302,500) (295,000) (150,000)

Fees & Charges

General

(294,500) (324,500) (354,500) (354,500) (354,500)

(294,500) (324,500) (354,500) (354,500) (354,500)

Other Revenue

(994,300) (960,300) (959,900) (931,000) (931,000)

Grant Revenue

(4,618,000) (2,140,000) (2,150,000) (150,000) (110,000)

Contributed Assets

(200,000) (200,000) (200,000) (200,000) (200,000)

TOTAL Revenues

(6,291,800) (3,899,800) (3,966,900) (1,930,500) (1,745,500)

Expenses

General

Community & Land Use Planning

3,103,335 2,979,400 2,910,402 2,557,223 2,412,223

Environment and Sustainability

1,165,867 1,179,941 1,189,807 1,126,582 1,139,582

Economic Development

3,538,810 1,207,484 1,273,475 1,135,166 1,113,695

7,808,013 5,366,826 5,373,684 4,818,970 4,665,499

TOTAL Expenses

7,808,013 5,366,826 5,373,684 4,818,970 4,665,499

(SURPLUS)/DEFICIT

1,516,213 1,467,026 1,406,784 2,888,470 2,919,999

ADD TRANSFERS FROM PROVISIONS

Trsf from Surplus

General

(19,200) (19,200) (19,200) (648,917) (648,917)

(19,200) (19,200) (19,200) (648,917) (648,917)

ADD TRANSFERS FROM RESERVES

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
Revenues					
General Taxation	(185,000)	(275,000)	(302,500)	(295,000)	(150,000)
Fees & Charges					
General	(294,500)	(324,500)	(354,500)	(354,500)	(354,500)
	(294,500)	(324,500)	(354,500)	(354,500)	(354,500)
Other Revenue	(994,300)	(960,300)	(959,900)	(931,000)	(931,000)
Grant Revenue	(4,618,000)	(2,140,000)	(2,150,000)	(150,000)	(110,000)
Contributed Assets	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
TOTAL Revenues	(6,291,800)	(3,899,800)	(3,966,900)	(1,930,500)	(1,745,500)
Expenses					
General					
Community & Land Use Planning	3,103,335	2,979,400	2,910,402	2,557,223	2,412,223
Environment and Sustainability	1,165,867	1,179,941	1,189,807	1,126,582	1,139,582
Economic Development	3,538,810	1,207,484	1,273,475	1,135,166	1,113,695
	7,808,013	5,366,826	5,373,684	4,818,970	4,665,499
TOTAL Expenses	7,808,013	5,366,826	5,373,684	4,818,970	4,665,499
(SURPLUS)/DEFICIT	1,516,213	1,467,026	1,406,784	2,888,470	2,919,999
ADD TRANSFERS FROM PROVISIONS					
Trsf from Surplus					
General	(19,200)	(19,200)	(19,200)	(648,917)	(648,917)
	(19,200)	(19,200)	(19,200)	(648,917)	(648,917)
ADD TRANSFERS FROM RESERVES					



Economic & Community Development

Trsf from Reserve

General

LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE

Debt Principal

General

LESS TRANSFERS TO PROVISIONS

Trsf to Surplus

General

LESS TRANSFERS TO RESERVES

Trsf to Reserve

General

NET ADJUSTED

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
	(286,000)	(150,000)	(130,000)	(50,000)	(50,000)
	(286,000)	(150,000)	(130,000)	(50,000)	(50,000)
	367,039	381,721	396,989	412,868	197,288
	367,039	381,721	396,989	412,868	197,288
	650,770	779,324	883,807	20,000	20,000
	650,770	779,324	883,807	20,000	20,000
	223,000	70,000	70,000	70,000	70,000
	223,000	70,000	70,000	70,000	70,000
	2,451,822	2,528,871	2,608,380	2,692,421	2,508,370



Parks Recreation Culture

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
Revenues					
Fees & Charges					
General	(912,400)	(958,400)	(1,022,400)	(1,047,400)	(1,047,400)
	<u>(912,400)</u>	<u>(958,400)</u>	<u>(1,022,400)</u>	<u>(1,047,400)</u>	<u>(1,047,400)</u>
Other Revenue	(141,000)	(112,000)	(112,000)	(112,000)	(112,000)
Grant Revenue	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL Revenues	<u>(1,058,400)</u>	<u>(1,075,400)</u>	<u>(1,139,400)</u>	<u>(1,164,400)</u>	<u>(1,164,400)</u>
Expenses					
General					
Filming and Events	182,028	135,221	138,694	141,478	141,478
Library	1,846,125	1,983,762	2,016,776	2,050,422	2,050,422
Arts and Culture	233,040	236,040	229,040	232,540	240,040
Recreation Services	3,364,704	3,378,568	3,415,278	3,443,741	3,443,741
Parks & Trails	2,535,478	2,686,331	2,672,896	2,707,799	2,707,799
	<u>8,161,375</u>	<u>8,419,922</u>	<u>8,472,684</u>	<u>8,575,980</u>	<u>8,583,480</u>
TOTAL Expenses	<u>8,161,375</u>	<u>8,419,922</u>	<u>8,472,684</u>	<u>8,575,980</u>	<u>8,583,480</u>
(SURPLUS)/DEFICIT	<u>7,102,975</u>	<u>7,344,522</u>	<u>7,333,284</u>	<u>7,411,580</u>	<u>7,419,080</u>
ADD TRANSFERS FROM PROVISIONS					
Trsf from Surplus					
General	(195,000)	(151,000)	(55,000)	(15,000)	(15,000)
	<u>(195,000)</u>	<u>(151,000)</u>	<u>(55,000)</u>	<u>(15,000)</u>	<u>(15,000)</u>

LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE



Parks Recreation Culture

Debt Principal
General

LESS TRANSFERS TO PROVISIONS

Trsf to Surplus
General

NET ADJUSTED

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
	38,170	39,697	41,285	42,936	44,654
	38,170	39,697	41,285	42,936	44,654
	38,000	10,000	10,000	10,000	10,000
	38,000	10,000	10,000	10,000	10,000
	6,984,145	7,243,219	7,329,569	7,449,516	7,458,734



SQUAMISH

Health Social & Housing

General Fund - Attachment 1

**DISTRICT OF SQUAMISH
Financial Plan Summary**

	2024	2025	2026	2027	2028
Revenues					
Fees & Charges					
General	(24,960)	(24,960)	(24,960)	(24,960)	(24,960)
	(24,960)	(24,960)	(24,960)	(24,960)	(24,960)
Other Revenue	(3,600)	(3,600)	(3,600)	(3,600)	(3,600)
TOTAL Revenues	(28,560)	(28,560)	(28,560)	(28,560)	(28,560)
Expenses					
General					
Cemetery	115,487	117,721	120,012	121,890	121,890
Housing & Social Assistance	234,220	234,220	234,220	234,220	234,220
	349,707	351,941	354,232	356,110	356,110
TOTAL Expenses	349,707	351,941	354,232	356,110	356,110
(SURPLUS)/DEFICIT	321,147	323,381	325,672	327,550	327,550
NET ADJUSTED	321,147	323,381	325,672	327,550	327,550