SQUAMISH

DISTRICT OF SQUAMISH
Financial Plan Summary

Utiity Funds - Attachment 4

Overall Summary - Utility	2024	2025	2026	2027	2028
Revenues					
Fees & Charges					
Water	(5,804,902)	(5,955,136)	(6,107,074)	(6,252,796)	(6,365,869)
Waste Water	(7,706,280)	(8,135,596)	(8,538,423)	(9,201,097)	(10,368,829)
Solid Waste	(6,344,900)	(6,668,440)	(6,679,020)	(6,819,530)	(7,175,850)
	(19,856,082)	(20,759,172)	(21,324,517)	(22,273,423)	(23,910,548)
Investment Income	(238,119)	(280,876)	(233,716)	(259,091)	(267,982)
Other Revenue	(404,855)	(405,626)	(408,057)	(410,050)	(308,400)
Development Cost Charges	(225,000)	(353,940)	(632,400)	(632,400)	(632,400)
TOTAL Revenues	**(20,724,056)**	**(21,799,614)**	**(22,598,690)**	**(23,574,964)**	**(25,119,330)**
Expenses					
Water Services	3,568,706	3,758,937	3,800,874	3,536,602	3,539,672
Waste Water Services	5,280,011	5,387,955	5,478,188	5,902,858	6,308,935
Solid Waste Management	6,074,802	5,933,344	5,998,700	6,078,212	6,503,534
TOTAL Expenses	**14,923,519**	**15,080,236**	**15,277,762**	**15,517,672**	**16,352,141**
(SURPLUS)/DEFICIT	**(5,800,537)**	**(6,719,378)**	**(7,320,928)**	**(8,057,292)**	**(8,767,189)**
ADJUST TO BALANCED BUDGET FORMAT					
ADD TRANSFERS FROM RESERVES					
Trsf from Reserve					
Water	(150,000)	(300,000)	(300,000)	0	0
Waste Water	(375,000)	(75,000)	0	0	0
Solid Waste	(525,200)	(121,200)	(36,200)	(36,200)	(36,200)
	(1,050,200)	(496,200)	(336,200)	(36,200)	(36,200)

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Financial Plan Summary

Utiity Funds - Attachment 4

Overall Summary - Utility	2024	2025	2026	2027	2028
LESS CASH ITEMS NOT RECOGNIZED AS EXPENSE					
Debt Principal					
Water	389,786	403,234	417,790	432,894	431,702
Waste Water	274,803	192,518	477,878	483,005	908,171
Solid Waste	1,161,849	1,184,526	165,160	170,292	175,216
	1,826,438	1,780,278	1,060,828	1,086,191	1,515,089
LESS TRANSFERS TO RESERVES					
Trsf to Reserve					
Water	2,110,000	2,220,000	2,330,000	2,440,000	2,550,000
Waste Water	2,903,300	3,143,300	3,383,300	3,623,300	3,863,300
Solid Waste	11,000	72,000	883,000	944,000	875,000
	5,024,300	5,435,300	6,596,300	7,007,300	7,288,300
NET ADJUSTED - BALANCED BUDGET	**$0**	**$0**	**$0**	**$0**	**$0**

DISTRICT OF SQUAMISH 2024-2028 FINANCIAL PLAN — **Rate Impacts (Utility Funds)**
Service Level Changes

CR No.	Department	Project Name	New FTE Count	2024 Expense Operating	2024 FTE Personnel	2024 Revenue	2024 Rate Impact	2025 Rate Incremental	Estimated 2025 Rate
		Utility Fund Service Level Change Requests							
AUTO - 83	Waste	Sustainability - Solid Waste Technologist	1.0	6,900	66,903	-	73,803	51,756	125,559
AUTO - 74	Water	Water Student	0.3	-	28,315	-	28,315	708	29,023
AUTO - 75	Waste Water	Sewer Student	0.3	-	28,315	-	28,315	708	29,023
AUTO - 77	Waste Water	WWTP Process Optimization	-	25,000	-	-	25,000	-	25,000
AUTO - 186	Waste Water	Industrial Mechanic (Millwright) (2025)	-	-	-	-	-	116,425	116,425
		Sub-Total Utility Fund Projects	**1.60**	**31,900**	**123,533**	**-**	**155,433**	**169,597**	**325,030**

Number *	Department	Name	Description	Justification
AUTO - 83	Waste	Sustainability - Solid Waste Technologist	FTE position that operates and maintains the LFG system, environmental monitoring and supports the Squamish Landfill meeting operational and regulatory requirements. This role will begin June 2024, when the current contracts for this work expire.	The LFG and environmental monitoring work is currently contracted out, and this position would take over the work is contracted, as well as support increasing efficiencies at the Landfill. This will not impact the 2024 solid waste utility rates, as it is work that is already budgeted for, through a contractor.
AUTO - 74	Water	Water Student	Water co-op student to provide summer labour help and water conservation education to support water utility operations and hopefully attract full-time operator candidates with the pre-requisite educational background.	Strategic Plan. Succession planning, qualified operator attraction for vacant and hard to fill positons.
AUTO - 75	Waste Water	Sewer Student	Sewer co-op student to provide summer labour help and water conservation education to support water utility operations and hopefully attract full-time operator candidates with the pre-requisite educational background.	Strategic Plan. Succession planning, qualified operator attraction for vacant and hard to fill positions.
AUTO - 77	Waste Water	WWTP Process Optimization	WWTP biological process optimization support. 3rd party expertise to review and improve process and regulatory data collection regime and provide staff with detailed training to ensure WWTP process and regulatory due diligence is demonstrated.	Risk / Legislation / Strategic Plan. The WWTP (a level 3 plant) is currently operating without the oversight of a level 3 operator. Other operators are underexperienced and in need of expert level guidance to ensure the plant is meeting all regulatory requirements, risks are mitigated, data is appropriately collected, and the biological process is operating at an optimal level.
AUTO - 186	Waste Water	Industrial Mechanic (Millwright) (2025)	An Industrial Mechanic (Millwright) will conduct maintenance that is currently completed by contract services as well as improve and optimize preventative maintenance of all mechanical systems at the wastewater treatment plant, wastewater collection system, water distribution system, storm pump stations, automated flood gates, landfill flare, pedestrian drawbridge, etc.	Risk, Regulatory, Strategic Plan. Currently most complex mechanical equipment maintenance and repair work is contracted out. This position will work with our team of skilled trades and operators to reduce the need to hire contracted services, and to co-ordinate contractors when needed, to maintain and repair the many electrical motors, gearboxes, blowers, pumps, cranes and other mechanical equipment at the wastewater treatment plant, and in the wastewater collection system, water supply and distribution system, stormwater conveyance system, landfill flare and pedestrian drawbridge. In addition, this position will mentor and train staff to elevate the mechanical aptitude of Operators and Public Works staff across the board.

Council Requests – Review of Solid Waste Rates

Maintaing small tote rate at $210

UTILITY RATES - Residential Flat (Alternative Proposal)

Utility	2023 Rates	Increase	2023 Rates	Increase (%
Water	490	9	499	1.8%
Sewer	615	21	636	3.4%
Garbage (Medium)	385	25	410	6.5%
	1,490	55	1,545	**3.7%**
Garbage (Small)	210	-	210	0.0%
	1,315	30	1,345	**2.3%**
Garbage (Large)	600	40	640	6.7%
	1,705	70	1,775	**4.1%**

Original Solid Waste Rate Increase Proposal

UTILITY RATES - Residential Flat (Original Proposal)

Utility	2023 Rates	Increase	2023 Rates	Increase (%
Water	490	10	500	2.0%
Sewer	615	20	635	3.3%
Garbage (Medium)	385	20	405	5.2%
	1,490	50	1,540	**3.4%**
Garbage (Small)	210	10	220	4.8%
	1,315	40	1,355	**3.0%**
Garbage (Large)	600	30	630	5.0%
	1,705	60	1,765	**3.5%**

Solid Waste Management
2024-2028 Financial Plan

2024 Landfill Tipping Fees

Garbage		**2023**	**2024**	**% ↑**
Asbestos	TN	391	**411**	5.1%
Banned Materials Surcharge	TN	276	**290**	5.1%
Commercial Waste	TN	221	**232**	5.0%
Demolition & Construction Waste	TN	221	**232**	5.0%
Invasive Plants	TN	83	**87**	4.8%
Invasive Plants (from certified company)	TN	39	**41**	5.1%
Mixed Waste	TN	496	**522**	5.2%
Residential Waste	TN	221	**232**	5.0%
Sewage Sludge	TN	221	**232**	5.0%
Waste from o/s Squamish	TN	221	**232**	5.0%
Recycling / Diversion (Roads & Cover)				
Concrete (up to 110kg)	TN	165	**174**	5.5%
Gypsum	TN	381	**401**	5.2%
Mattress	Item	21	**22**	4.8%
Surcharge if Concrete load is >110 kg	per time	79	**83**	5.1%
Surcharge if Wood Load (clean or dirty) is contaminated over 5%, by weight or volume	TN	130	**137**	5.4%
Tire	Item	11	**12**	9.1%
Tire w Rim	Item	26	**27**	3.8%
Tire - Commercial Size	Item	105	**110**	4.8%
Wood Waste - Clean	TN	116	**122**	5.2%
Wood Waste -Dirty	TN	165	**174**	5.5%
Yard Waste	TN	116	**122**	5.2%
Other				
Weigh Service	per time	44	**46**	4.5%
Minimum Landfill Charge	per load	**5**	**8**	