SQUAMISH

HARDWIRED *for* ADVENTURE

2021-2025 Financial Plan

squamish.ca

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1. Strategic Plan and Organizational Structure

Mission and Vision

MISSION
Protect and enhance the livability and sustainability of our community and embrace and benefit from the opportunities before us. We will be successful in serving the needs of our community through:

- *Visionary Leadership*
- *Strong Community Partnership*
- *Customer Focused Service*
- *Excellence in Governance*
- *Sound Financial Management the livability and sustainability of our community and to embrace and benefit from the opportunities before us*

VISION
We are a spectacular seaside mountain community where people come to live, learn, work and play in harmony.

We are multicultural, compassionate, vibrant and diverse. We are leaders in fostering social integrity, economic development and environmental sustainability.

Strategic Priority Focus Areas

The process of building a resilient, responsive, open and thriving city is a perpetual work in progress. Fundamental to this is a comprehensive strategic vision and action plan that communicates this possibility clearly and with purpose. Capturing and articulating the hope of a community is the challenge and opportunity for the elected officials and staff at the District of Squamish so that Squamish citizens, old and new; entrepreneur and employee; family, youth and elder; can all thrive, learn and find optimism for the future. It is a responsibility we all take to heart so that we can leave a successful legacy for the generations to come.

Council developed the following principles to guide decision-making and prioritization of action during their term to help achieve the community vision.

- Forward-thinking and responsive corporation
- Balanced and resilient economy
- Maximize built environment
- Connected community
- Future-focused environmental stewardship

The Strategic Plan guides department work plans and is the basis on which financial plans are developed for the following year. Staff work to implement the strategic actions outlined in the Strategic Plan. Strategic priorities are included throughout the following document as information.

The Planet and Our Environment

Act on climate change now to create positive local and global impacts:

- Adopt community Greenhouse Gas Emissions (GHGe) reduction targets
- Increase the diversion rate of waste from landfill to 80% and reduce per capita landfill waste to 300 kg by 2021.
- Maintain organizational carbon neutrality while creating and implementing a plan to reduce District purchased offsets by 2022.
- Increase the number of businesses participating in the local carbon marketplace to advance climate change mitigation and adaptation activities.
- Reduce the percentage of work force commuting in single occupancy vehicles by 2022 to reduce overall community GHGe.

2021 Priorities are:

- Active Transportation Improvements
- Community Energy and Emissions Plan

Housing Affordability and Diversity:

Provide access to stable affordable housing to help citizens and businesses thrive:

- Establish an affordable housing governance structure to facilitate growth and management of affordable housing stock.
- Ensure that an additional 125 affordable purpose built rental (at or below 80% of market rental rates) units are built by 2022.
- Increase the number of affordable housing form options (from cottages to detached homes to townhouses to apartments), size and number of bedrooms within each form, year over year by 2022.
- Extend the affordable housing program by 2022 to provide affordable home ownership options.

2021 Priorities are:

- Adopt an action plan to address housing affordability.

The Economy and Local Jobs

Stimulate diverse Squamish-based job growth for social and economic gain:

- Generate a net increase of employment lands and space in pace with terrestrial and marine needs by 2022.
- Increase the number of local jobs per capita, year over year by 2022.
- Increase the concentration of priority target sector firms year over year by 2022.

2021 Priorities are:

- Voluntary community amenity guidelines.

Neighbourhood Connectivity and Public Spaces

Connect ctizens through facilities, programs and gathering spaces to create community:

- Undertake and complete a sub area plan for two residential neighbourhoods by 2022, aligned with Council Strategic Plan priorities and the five goals of the OCP.
- Progress to shovel-ready or beyond stage on three priority District facilities identified in the Real Estate and Facilities Master Plan by 2022.
- Increase the area of publicly accessible parks and gathering/pedestrian spaces in five residential neighbourhoods and the downtown area and marine waterfront areas by 2022.
- Increase year round utilization of our multipurpose space assets and public spaces (parks, public squares) by 2022.

2021 Priorities are:

- Comprehensive Emergency Management Plan (CEMP).

Strategic and Business Cycle

Organizational Structure

2. Financial Planning Policies and Processes

Governing Policy and Regulatory Requirements

Section 165 of the Community Charter requires municipalities to prepare a five year financial plan annually. The Plan must be adopted by bylaw and is required prior to the adoption of the annual property tax bylaw (S. 197). Section 166 requires that a public consultation process be undertaken prior to adopting a financial plan bylaw.

Financial Policies

Municipal financial planning processes are subject to legislative requirements including having to set out the objectives and policies of the municipality in relation to the following:

- For each of the funding sources, the proportion of total revenue that is proposed to come from that funding source.
- The distribution of property value taxes among the property classes that may be subject to the taxes.
- The use of permissive tax exemptions.
- The total of the proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year.

The following goals provided guidance for the preparation of the current planning process:

- Continue to monitor proportional revenue sources relative to the BC average and review user fees with respect to cost recovery for services provided.
- Ensure adequate tax and user fee revenue to sustain existing service levels, including price changes resulting from the cost of doing business and adequate renewal/rehabilitation of existing infrastructure.
- Support additional increases to tax and user fees, beyond sustaining existing service levels, by a business case which considers on-going operating costs and alignment with the community vision.
- Maintain relatively stable tax and user fee increases that are aligned with standard cost of business changes.
- Phase in any future increases where future costs are identified in advance, so as to minimize spikes in taxes and/or user fees.
- Limit borrowing to a level that allows room for emergencies and unexpected opportunities with a target debt servicing limit of 20% of revenue.

In 2011 the District also began a review of its long term financial requirements. Guiding principles and policies were established that outlined a number of best practices for attaining the goal of financial sustainability.

The following are policies identified in the Long Term Financial Plan Guiding Principles and Policy:

Revenue

- Ensure adequate tax and user fee revenue to sustain existing service levels and to provide for the renewal and rehabilitation of existing infrastructure.
- Support any additional increases to taxes and user fees by a business case which considers on-going operating costs and alignment with the community vision.
- Maintain relatively stable tax and user fee increases with standard cost of business changes.
- Phase in future increases in advance to minimize spikes in taxes and user fees.

Tax Allocation

- Ensure the allocation of taxes is equitable and reflects the value of services provided.
- Maintain a business tax multiplier that encourages new business investment in the District of Squamish (target a tax multiplier in relation to residential of 2.5-2.8).

Debt

- Reserve the issuance of debt for larger projects where reserves and current revenues will not be sufficient (target $300,000 threshold).
- Maintain a debt servicing ratio that allows borrowing room for emergencies and unexpected opportunities (target debt servicing limit: maximum 20% of revenue as opposed to the legal limit of 25% of revenue).

Grants

- Ensure revenues are adequate to cover regular capital and operating costs assuming no grants are available to avoid reliance on senior government operational grants. Funds should be allocated to reserves and/or debt reduction in the event operational grants are received.
- Limit grant applications to projects identified in the long term financial plan and ensure they support the community's vision and administrative and operational costs are acceptable and affordable in relation to the benefits of the project.
- Be proactive by advancing projects identified as part of the District's long term plan to the point of being "shelf-ready" in anticipation of future grants.
-

Land and Asset Sales

- Apply all proceeds from municipal land and/or asset sales directly to reserves or debt reduction
- Only hold land where there is a potential municipal purpose, and avoid holding land solely for future development.

Reserve Contributions

- Establish an emergency reserve to be accessed for unexpected events requiring immediate funds.
- Establish and maintain working capital (accumulated operating surplus) using annual surplus target value of 1/8th of annual operating expenses.
- Build capital reserves to fund future infrastructure rehabilitation as outlined in the respective asset management plans (target a minimum balance of one year average capital contribution from revenue).

Operational Expenditures

- Ensure efficient solutions to service delivery are being regularly pursued and implemented throughout municipal operations.
- Examine all options for project delivery when considering new facilities and services to ensure best value for tax payers.

Capital Expenditures

- Base replacement of existing assets on the actual condition of the asset and not the theoretical lifespan.
- Fund ongoing rehabilitation/replacement out of current revenue except for projects over the defined threshold which can be funded through a combination of revenue, reserves and debt.
- For new assets, fund small capital projects through current revenue and reserves and larger projects through a combination of revenue, reserves and debt. Larger projects require a business case which considers on-going operational costs and alignment with the community vision.
- Ensure growth pays for itself, recognizing that in certain situations the District may choose to front-end projects where there is a specific advantage to the community.

Project Delivery: Public Private Partnerships

- Consider public private partnerships (P3s) as a method of service delivery for new capital works and services.
- Evaluate potential P3 projects when they are sufficiently large and there is a business case for private involvement focusing the decision on expertise accessible from a partnership and financing options that would otherwise be unavailable.

For the 2021-2025 plan, a heavy emphasis is on creating efficiencies in operations with better technology. The District continues to increase contributions to general fund capital reserves. Borrowing targets are within the 20% policy level and thresholds for borrowing increases to $500,000.

The Financial Planning Process

Financial planning begins in the summer. Labour and existing service level budgets are drafted by Finance and reviewed with each department's head. Non-recurring costs are removed and labour assumptions are calculated and applied across all areas. Department Managers review these existing service level budgets from an operational perspective and work with their respective General Managers to develop workplans and supporting budgets that incorporate Council and Corporate strategic priorities and infrastructure master plans. In the fall, the Core Leadership Team (CLT) reviews requests and begins the process of prioritization. Next, the proposed Financial Plan is presented to Council and public for review, deliberation, feedback and approval.

Date	Activity
July 2020	Strategic Plan Update Budget and work plan development
August/September 2020	Departmental budget development (Operating, Capital and Labour)
October 2020	CLT initial review of project lists CLT review of Utility budget
November 2020	CLT review and approval of proposed 2021-2025 Financial Plan Preparation for Council presentations and Workshops
December 2020	Adoption of Utility Fee Bylaw Council Budget workshops – Capital and General Fund
January 26, 2021	Public Meeting
March 2, 2021	2021-2025 Financial Plan Adopted
April/May 2021	Tax Policy Review and Tax Rate Bylaw adoption

Budget Amendments

Although generally the District is not in the practice of amending Financial Plans, due to some late arriving information the 2021-25 Financial Plan was amended in spring 2021. Significant prioritization and virtual public consultation occurs in the preparation of the Financial Plan and the approved amendments underwent a similar virtual process.

Referring to Section 173 (Limit on expenditures) of the Community Charter, a Municipality may make an expenditure for an emergency that was not contemplated for that year in its financial plan, so long as the expenditure is not expressly prohibited under that Act or another one. Council might establish procedures to authorize expenditures under that subsection and provide for such expenditures to be reported to Council at a regular meeting. If an expenditure is made under that subsection, as practicable, the Council must amend the financial plan to include the expenditure and the funding source.

Financial Plan Assumptions

For years beyond 2021, a 2.0% inflation rate is assumed on all operating costs and currently identified resource requirements are reflected.

For 2021, base operating costs were updated for known contractual changes. Contracted labour increases are reflected across all service areas. Labour updates included: merit and position changes, contractual labour increase of 2.0-2.5%, benefit cost updates, annualization of 2020 positions, casual staff additions and changes in allocation of labour across funds.

The capital plan identifies projects anticipated over the next five years. Debt servicing budgets are established based on that plan and assume a 15-year amortization period at an interest rate of 3.0%. Equipment leases are calculated using 5% interest rate.

3. 2021-2025 Financial Plan Overview

Budget Summary

The 2021-2025 Financial Plan consist of many exciting new initiatives aligned with Council's Strategic Plan. The Technology Transformation Project is a multi-year program delivering automation of business solutions across the organization. In 2021, the Engineering, Building and Procurement platforms will go live. In addition, the TTP team will implement the Perfect Mind softare at the Recreation Centre, enhancing client service while replacing the outdated program currently in use. Engineering will manage significant flood prevention infrastructure upgrades. Planning staff are engaged to support the monitoring of the Official Community Plan (OCP) and zoning bylaw revisions.

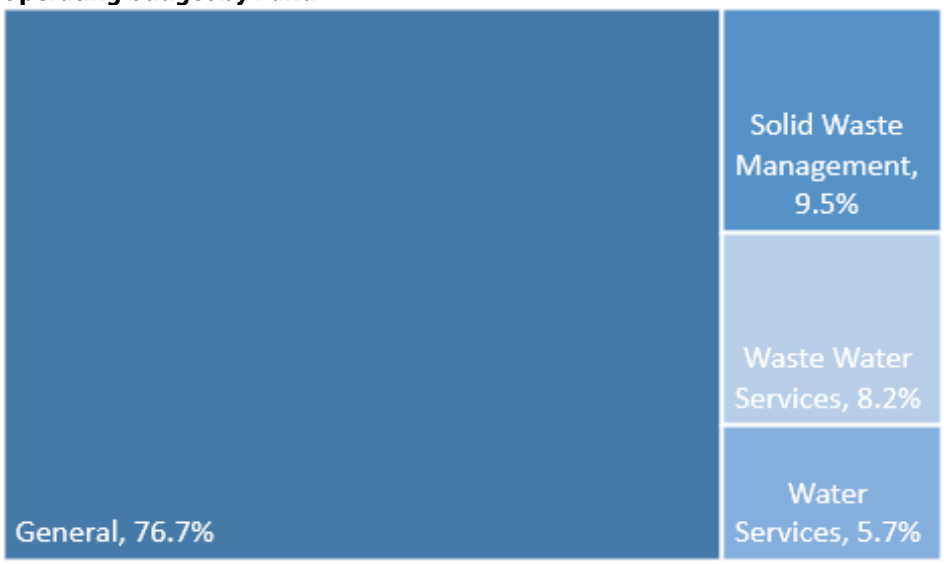
In the Solid Waste function, the landfill vertical development is complete and a project to develop a landfill gas flare will be completed. Water and Wastewater service levels will be maintained.

Budget Breakdowns

The District of Squamish budget is comprised of four operating funds – General, Solid Waste, Water and Wastewater. Mainly funded by property taxes, the General Fund encompass the widest variety of the District activities. The Utility funds – Solid Waste, Water and Wastewater – are funded by utility user fees. They account for all operations of the Water and Wastewater utility services and manage the Solid Waste landfill and waste collections program.

Where does the money go?

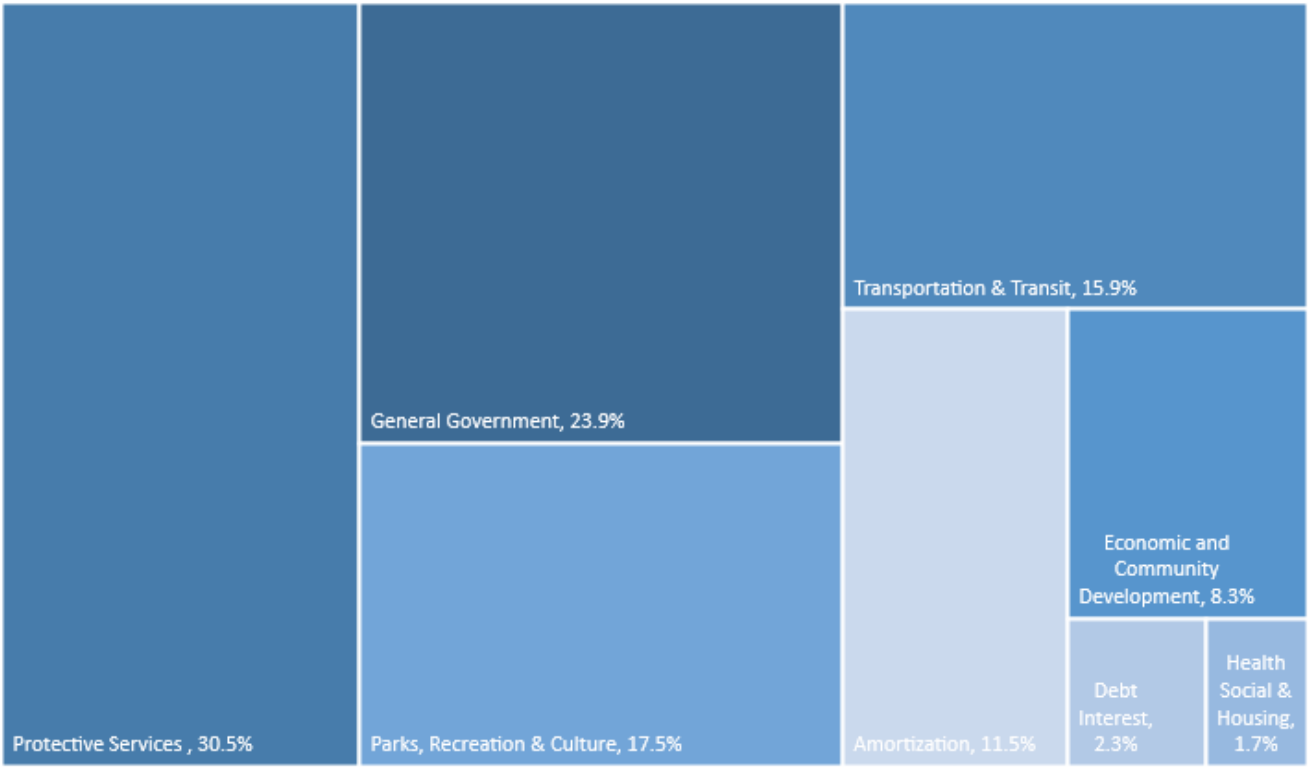
Operating budget by Fund



**Principal repayments on debt are included as they impact revenue requirements.*

	2020	2021	2022	2023	2024	2025
General	35,291,810	38,375,960	37,689,740	38,104,490	38,678,490	39,248,490
Solid Waste Management	4,859,739	4,739,009	4,788,689	4,792,919	4,835,919	4,908,919
Water Services	2,867,031	2,842,770	2,632,215	2,607,715	2,544,215	2,544,215
Waste Water Services	3,641,020	4,083,425	3,988,325	3,955,325	3,905,325	3,880,325
	$ 46,659,600	$ 50,041,164	$ 49,098,969	$ 49,460,449	$ 49,963,949	$ 50,581,949
Debt Principal Repayment	3,114,254	4,129,347	4,549,502	4,974,567	5,399,567	5,724,567
Other Transfers	6,764,775	5,160,230	8,324,900	9,229,305	10,138,005	10,574,005
	$ 56,538,629	$ 59,330,741	$ 61,973,371	$ 63,664,321	$ 65,501,521	$ 66,880,521

General fund broken down by program

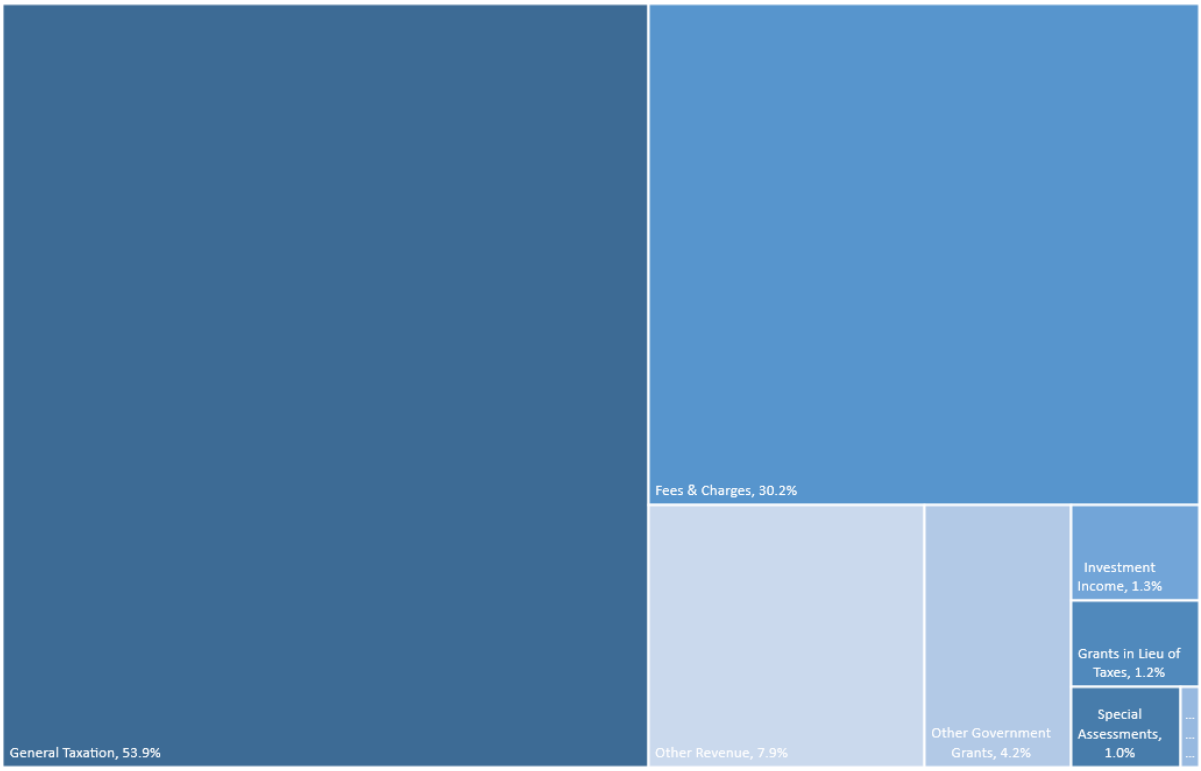


**Principal repayments are included in debt and fiscal service for budget.*

	2020	2021	2022	2023	2024	2025
General Government	8,331,315	9,156,110	9,400,810	10,444,410	10,969,410	11,494,410
Protective Services	10,064,384	11,721,006	11,164,836	11,171,206	11,131,206	11,131,206
Transportation & Transit	6,485,778	6,107,472	6,438,172	6,025,752	5,923,752	5,913,752
Economic and Community Development	2,764,648	3,173,142	2,959,392	2,654,392	2,629,392	2,629,392
Parks, Recreation & Culture	6,347,085	6,696,680	6,529,980	6,387,180	6,378,180	6,308,180
Health Social & Housing	199,800	642,212	192,212	192,212	192,212	192,212
Debt Interest	1,098,800	879,338	1,004,338	1,229,338	1,454,338	1,579,338
Amortization	-	4,410,000	-	-	-	-
	35,291,810	38,375,960	37,689,740	38,104,490	38,678,490	39,248,490

How is it funded?

The District has a number of revenue sources available, despite the diversification, property taxes (54%) and user fees (30%) remain the principal sources of funding.



	2020	2021	2022	2023	2024	2025
General Taxation	(30,050,700)	(32,001,700)	(34,600,000)	(36,000,000)	(37,325,000)	(38,450,000)
Special Assessments	(386,400)	(566,400)	(566,400)	(566,400)	(566,400)	(566,400)
Grants in Lieu of Taxes	(725,100)	(725,100)	(725,100)	(725,100)	(725,100)	(725,100)
Fees & Charges	(17,906,715)	(17,931,839)	(18,886,239)	(19,383,119)	(19,895,319)	(20,183,319)
Investment Income	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
Contributed Assets	(40,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Developer Cost Charges	(118,000)	-	(30,000)	(30,000)	(30,000)	(30,000)
Other Government Grants	(2,182,000)	(2,491,430)	(1,826,360)	(1,747,930)	(1,747,930)	(1,747,930)
Other Revenue	(4,329,714)	(4,714,272)	(4,439,272)	(4,311,772)	(4,311,772)	(4,277,772)
	(56,538,629)	(59,330,741)	(61,973,371)	(63,664,321)	(65,501,521)	(66,880,521)

Key Drivers - Property Taxation

The 2021 General Fund operating budget requires $32M in property tax revenue, a $1.95M or 6.5% increase over 2020. Detailed reconciliations by program are in Section 4.

Operating budget increase

		$	%
2020 General Property Tax Requirement	**$**	**30,050,700**	
2021 Changes in Existing Service Levels			
Net Labour Change - Annualization - WCR		202,300	0.7%
Labour Contract Changes @ 2%		457,900	1.5%
Debt Servicing		220,400	0.7%
N-D Contract Changes - Inflationary		295,450	1.0%
IT N-D Licensing commtments		176,500	0.6%
RCMP - N-D adjustment (26 members)		92,750	0.3%
Sub-Total Non-Discretionary		**1,445,300**	4.8%
Total Adjustments - Before New Initiatives	**$**	**1,445,300**	**4.8%**

		$	%
2021 New Initiatives			
Service Level Changes - Net	**$**	**584,000**	1.9%
Special Projects			
2020 Project Funding	-	542,000	
2021 Project Funding (After BC-CRG Funds)		524,500	
Special Projects - Net	**-$**	**17,500**	-0.1%
Capital Projects			
2020 Project Funding	-	1,350,500	
2021 Project Funding (After BC-CRG Funds)		1,289,700	
Capital Projects - Net	**-$**	**60,800**	-0.2%
Total Adjustments - 2021 New Inititatives	**$**	**505,700**	**1.7%**
2021 General Property Tax Requirement	**$**	**1,951,000**	**6.5%**
2021 General Property Tax Revenue Required		**$ 32,001,700**	

Non-Discretionary changes

Non-discretionary changes are required to maintain the existing service levels and contracts. 2021 non-discretionary changes total $1,445,300

General Government	872,468
Protective Services	250,592
Transportation & Transit	40,354
Economic and Community Development	169,094
Parks, Recreation & Culture	108,380
Health Social & Housing	4,412
Municipal - General Purposes	1,445,300

Service Level Changes

Service level changes are modifications to the existing service level and impact all future years of the Financial Plan. It generally represents new or enhanced services.

General Government	122,100
Protective Services	192,000
Transportation & Transit	145,600
Economic and Community Development	75,000
Parks, Recreation & Culture	49,300
Health Social & Housing	-
Municipal - General Purposes	584,000

Special Projects

Special projects are one-time or non-recurring operating projects. In the 2021 Financial Plan $524,500 is funded from taxation revenue, a decrease of $17,500. Special Projects are listed by function in Section 4 and descriptions are available in Section 6.

General Government	$ 334,500
Protective Services	$ 1,899,000
Transportation & Transit	$ 845,300
Economic and Community Development	$ 594,750
Parks, Recreation & Culture	$ 393,500
Health Social & Housing	$ 450,000
Municipal - General Purposes	$ 4,517,050

Special Project Funding Sources

Accumulated Surplus & Provisions	$ 507,500
Reserve Funds - General	$ 117,050
Other Government Grants	$ 3,215,500
Other Revenue	$ 152,500
General Taxation	$ 524,500
Municipal - Special Operating Projects	$ 4,517,050

Key Drivers - Utility Fees

Solid Waste, Water and Waste Water utilities capital and operating costs are funded by utility and user fees. Funding levels are based on recommendations from the 2010 Asset Management Plan.

Taking into account the exponential growth that Squamish is undergoing, the 2021 Financial Plan reflects a no water or wastewater fee increase, due to the significant rate increase for solid waste. The solid waste collection rate increase is 17% for a medium tote and landfill tipping fees have increased 17% to reflect the increase costs associated with the vertical wall. The Water & Wastewater Master Plans recommends a revenue increase of 4% per year to maintain reserve integrity for future capital spending.

Utility funds budgeted surplus is contributed to capital reserves for future investments into infrastructures. A contribution to capital reserves is built into utility fees to minimize spikes in fees and fund emergencies or unexpected major repairs.
Details on the Utility funds Financial Plan are presented in Section 4.

	Water	Waste Water	Solid Waste
2020 Utility Capital Reserve - (Contributions) / Draw	**$ (248,545)**	**$ (384,430)**	**$ -**
2021 Changes in Existing Service Levels			
Utility Fee Increases (Sch. 1)			(278,300)
Net Labour Change (Sch. 2)	(233,336)	246,866	31,785
Contract Changes (Sch. 3)	-	109,716	(61,150)
Other Adjustments (Sch. 4)	(196,158)	(161,722)	(21,350)
Debt Service	(70,631)	(43,435)	603,950
Equipment Reserve	(9,600)	15,800	-
Allocations	33,900	33,900	4,000
Adjustments to Reserve from Base Changes	**$ (475,825)**	**$ 201,125**	**$ 278,935**
2021 New Initiatives			
Service Level Changes	**74,800**	**-**	**-**
Special Operating Projects			
2020	(20,000)	(312,200)	
2021	194,500	241,500	202,500
Special Operating Projects - NET	**174,500**	**(70,700)**	**202,500**
Capital Projects			
2020	(1,410,000)	(1,827,200)	-
2021	1,425,000	1,915,000	-
Capital Projects - NET	**15,000**	**87,800**	**-**
Adjustments to Reserve from New Initiatives	**$ 264,300**	**$ 17,100**	**$ 202,500**
2021 Utility Capital Reserve - (Contributions) / Draw	**$ (460,070)**	**$ (166,205)**	**$ 481,435**

Contributions to Capital Projects, Reserves and Debt Service

To meet existing assets annual rehabilitation and replacement plan, it is important that the District continues to focus on increasing reserve and direct funding of capital. 2021 direct tax funding to the Capital Plan was decreased by $60,800 from 2020 to a total of $1,289,700 (the decrease in tax was offset by increases in other funding sources). Ultimately, the District's annual contribution to reserves in the General Fund should increase by 1% of taxation per year, to reach a $2.0M annual contribution. $1.1M was contributed to the Capital Rehabilitation reserve, the same as 2020.

To comply with borrowing legal restrictions and the Long Term Financial Planning Policy, we should not rely heavily on debenture borrowing to fund maintenance and rehabilitation projects within the Capital Plan.

Estimated Impacts on Rate Payers

Overview

The increase in property taxation requirements for the 2021-2025 Financial Plan will impact property classes and owners differently. Property taxes are allocated using the assessment value provided by BC Assessment. The 2021 total assessment for the District of Squamish increased by 11%.

For 2021the non-market change in assessment base reflects a 6.1% increase that would be expected to reduce the effective tax increase on existing rate payers if there were no other changes or variations in the assessment base. Variations amongst classes, legal and policy caps restricting tax rates and ratios for certain assessment classes also create variances from the 6.5% overall tax revenue increase required to support the 2021 Financial Plan.

Tax Policy

The District of Squamish has two existing targets regarding the distribution of property taxes across assessment classes:

- Maintain competitive rates for "Light Industry - Class 5"
- Maintain a business class multiplier that encourages new business investment in the District

Ratios represent property classes against "Class 1 – Residential" and provide a more consistent distribution of taxes year over year. For 2021 Council reviewed tax rates and ratios and adopted the following changes from 2018:

- Port: Increase tax rate from $27 to $27.50, the legislated cap rate.
- Class 4 (Major Industry): Tax rate equal to the BC Average ratio for Class 4.

Comparison of Tax Burden, Assessment Base, Tax Rates and Ratio

Property Class	Tax Rate		Ratio		% of Burden		% of Assessment	
	Squamish	BC Average*	Squamish	BC Average*	Squamish	BC Average*	Squamish	BC
1 Residential	2.8601	4.0360	1.00	1.00	66.7%	58.0%	86.5%	82.0%
2 Utilities	40.0000	32.1085	13.99	9.10	6.2%	2.7%	0.6%	0.2%
3 Supportive Hsg	-	3.9309	-	0.99	0.0%	0.0%	0.0%	0.0%
4 Port	27.5000		9.62	7.62	1.6%		0.2%	
4 Port Improvement	22.5000		7.87	-	0.4%		0.1%	
4 Major Industry	30.3454	30.3454	10.61	7.62	0.0%	7.8%	0.0%	1.0%
5 Light Industry	10.9256	18.6894	3.82	4.38	1.3%	3.8%	0.4%	2.0%
6 Business & Other	7.3505	10.5551	2.57	2.63	23.5%	27.2%	11.8%	14.6%
7 Forests-managed	7.3505	15.6914	2.57	3.56	0.0%	0.1%	0.0%	0.0%
8 Recreation/N.P.	2.8601	6.0319	1.00	1.63	0.3%	0.2%	0.3%	0.2%
9 Farm	2.8601	10.1838	1.00	3.03	0.0%	0.3%	0.0%	0.1%
Port Weighted Average Ratio is 9.22								

Municipal Property Taxation Breakdown per Assessment Class

Property Class	Tax Assessment Land	Tax Assessment Improvement	Tax Assessment Total	General Municipal Tax Rate	General Municipal Yield	Folios
Residential	5,445,168,505	2,018,074,705	7,463,243,210	2.8601	21,345,622	9,555
Utilities	9,012,455	40,773,750	49,786,205	40.0000	1,991,448	66
Port Property	5,554,000	13,624,700	19,178,700	27.5000	527,414	1
	-	5,684,300	5,684,300	22.5000	127,897	
Light Industry	33,035,800	3,995,500	37,031,300	10.9256	404,589	73
Business & Other	776,329,694	244,765,873	1,021,095,567	7.3505	7,505,563	996
Forests-managed	1,897,900	0	1,897,900	7.3505	13,951	5
Recreation/N.P.	29,938,900	55,200	29,994,100	2.8601	85,786	112
Farm	55,241	0	55,241	2.8601	158	7
	6,300,992,495	**2,326,974,028**	**8,627,966,523**		**32,002,428**	**10,815**
Last year levy	5,594,080,302	2,155,287,061	7,749,367,363		30,050,053	10,224
Change %	12.6%	8.0%	11.3%		6.5%	5.8%

Estimated Municipal Tax Impact on Average Assessment per Assessment Class

The average assessment is determined by dividing the total assessment base for each class by the number of properties within the class (folios count). This provides an estimate of the increase property owners within each class may experience.

Property Class	Avg Assess. 2020 Revised Roll	Avg Assess. 2021 Revised Roll	Change in Avg. Assess.	Mun. Tax 2020	Mun. Tax 2021	Tax Change ($)	Tax Increase (%)	2021 Utility Increase	Total Increase Tax & Utility $
1 Residential	$742,528	$781,100	5.2%	$2,208	$2,234	$26	1.2%	$50	$76
Single Family	*941,240*	*1,030,200*	*9.5%*	2,799	2,946	*148*	*5.3%*	$50	$198
Strata	*552,266*	*561,000*	*1.6%*	1,642	1,605	*(38)*	*-2.3%*	$50	$12
2 Utilities	756,671	754,300	-0.3%	30,267	30,172	(95)	-0.3%		
4 Port Property	23,851,000	24,863,000	4.2%	623,231	655,311	32,080	5.1%		
5 Light Industry	547,700	507,300	-7.4%	6,221	5,543	(679)	-10.9%		
6 Business & Other	954,087	1,025,200	7.5%	7,291	7,536	245	3.4%		
7 Forests-managed	741,000	379,600	-48.8%	5,663	2,790	(2,872)	-50.7%		
8 Recreation/N.P.	261,989	267,800	2.2%	779	766	(13)	-1.7%		
9 Farm	10,422	7,900	-24.2%	31	23	(8)	-27.1%		
The Residential assessment class has multiple subcategories - Single Family & Strata are isolated for example purposes.									

For a better estimate of how municipal taxes may impact individual property owners, multiply the applicable tax rate (see chart at the top of the page) to the actual assessed value indicated on the notice of assessment received from BC Assessment, and divide by 1,000.

Utility Fees - Impact on Average Residential and Business Owner

Utility rates vary amongst property owners but an average household using a medium garbage tote will pay $1,430 in 2021, a $50 increase from 2020 or $4.17 per month.

Utility	2020 Rates	2021 Increase	2021 Rates	Increase (%)
Water	490	-	490	0.0%
Sewer	595	-	595	0.0%
Garbage (med tote)	295	50	345	16.9%
	1,380	50	1,430	**3.6%**
Garbage (Small)	200	-	200	0.0%
	1,285	-	1,285	**0.0%**
Garbage (Large)	460	80	540	17.4%
	1,545	80	1,625	5.2%

Utility fees for class 6 – Business & Other vary too broadly for a dollar comparison; however, in general, water and sewer fees increased by 0% across all categories,. Garbage collection services are not applicable to commercial and industrial property owners.

Property Tax Impact from Other Agencies

Municipalities are required to collect property taxes on behalf of other agencies and these values are included in annual property tax billings. The District has no control over the levies from other taxing authorities.

For every $1,000 of property assessment property owners pay the following dollar amounts:

Property Class	General Municipal	Library	Municipal	School	M.F.A.	S.L.R.D.	Hospital	B.C.A.A.	Total
Residential	2.8601	-	2.8601	1.1033	0.0002	0.1906	0.0331	0.0411	**4.2284**
Utilities	40.0000	-	40.0000	12.8600	0.0007	0.6671	0.1159	0.4731	**54.1168**
Supportive Hsg	-			-	-	-	-	-	-
Port Property	27.5000	-	27.5000	3.8600	0.0007	0.6480	0.1125	0.4731	**32.5943**
Port Property	22.5000	-	22.5000	3.8600	0.0007	0.6480	0.1125	0.4731	**27.5943**
Major Industry	30.3454	-	30.3454	3.8600	0.0007	0.6480	0.1125	0.4731	**35.4397**
Light Industry	10.9256	-	10.9256	3.8600	0.0007	0.6480	0.1125	0.1137	**15.6605**
Business & Other	7.3505	-	7.3505	3.8600	0.0005	0.4670	0.0811	0.1137	**11.8728**
Forests-managed	7.3505	-	7.3505	1.9000	0.0006	0.5718	0.0993	0.2314	**10.1536**
Recreation/N.P.	2.8601	-	2.8601	2.3300	0.0002	0.1906	0.0331	0.0411	**5.4551**
Farm	2.8601	-	2.8601	6.9100	0.0002	0.1906	0.0331	0.0411	**10.0351**

The tables below provide an example of how the average assessment of a residential single family home and the average assessment for the business class will be impacted by 2021 taxation rates from all agencies. These values are statistical estimates based on total assessment base for the class divided by the number of folios and actual impacts will vary by property.

Average Single Family Residential Assessment

	2020	2021	Change ($)	Change (%)	month ($)
Assessed Value	**$ 941,240**	**$ 1,030,200**	$ 88,960	**9.5%**	
Municipal & Library	2,798.78	2,946.48	147.70	**5.3%**	**12.31**
School District	1,064.17	1,136.62	72.45	**6.8%**	**6.04**
MFA	0.19	0.21	0.02	**9.5%**	**0.00**
SLRD	184.11	196.36	12.25	**6.7%**	**1.02**
Hospital	27.67	34.10	6.43	**23.2%**	**0.54**
BCAA	40.10	42.34	2.24	**5.6%**	**0.19**
Total	$ 4,115.01	$ 4,356.10	241.09	**5.9%**	**20.09**
Home Owner Grant	(770.00)	(770.00)	-	**0.0%**	

Average Business Assessment

	2020	2021	Change ($)	Change (%)	month ($)
Assessed Value	**954,087**	**1,025,200**	$ 71,113	**7.5%**	
Municipal & Library	7,291.03	7,535.73	244.70	**3.4%**	**20.39**
School District	1,056.17	3,957.27	2,901.10	**274.7%**	**241.76**
MFA	0.48	0.51	0.04	**7.5%**	**0.00**
SLRD	457.20	478.77	21.57	**4.7%**	**1.80**
Hospital	68.69	83.14	14.45	**21.0%**	**1.20**
BCAA	104.85	116.57	11.71	**11.2%**	**0.98**
Total	**$ 8,978.43**	**$ 12,171.99**	**3,193.56**	**35.6%**	**266.13**

Estimated Impacts on Average Residential Assessments – Total

	2020	2021	% Change
Assessed Value	**$ 941,240**	**$ 1,030,200**	9.5%
Property Tax	$ 3,345.01	$ 3,586.10	7.2%
Parcel Tax	-	-	
Water Fees	490.00	490.00	0.0%
Sewer Fees	595.00	595.00	0.0%
Garbage Fees (Med)	295.00	345.00	16.9%
Bear Lock	-	-	
Total	**$ 4,725.01**	**$ 5,016.10**	**6.2%**
			$ 291.09
			24.26/Month

Staffing – Full Time Equivalents

The District of Squamish is one of the larger employers in Squamish, with over 200 permanent employees. During the year temporary, casual or seasonal employees are also required. Certain crews such as Public Works, Facility Maintenance and Recreation Services staff may work in multiple functional areas and allocation between those areas may vary during the course of the year and from one year to the next.

For budgeting purposes, a Full time equivalent (FTE) metric is used. FTE is a ratio that makes the workload of one employee comparable across various departments. 1 FTE unit is the equivalent of one employee working full-time (1820, 2080 or 2184hrs. – depending on department work schedules). For comparative purposes, FTEs are included for staff positions funded by capital or special projects.

The table below represents the budgeted allocation of staffing resources, including resource added throught the 2021 budget process, including changes made due to COVID-19.

Segment Description	2021 Base	Project Positions	Service Level Change	COVID-19 Positions	Grand Total
General Government	67.00	6.09	2.58	7.74	83.41
Protective Services	37.53		2.57	4.07	44.17
Transportation & Transit	35.70	1.00	0.50		37.20
Economic & Community Development	17.30				17.30
Parks Recreation Culture	43.39	0.70	0.50		44.59
Solid Waste Management	1.00	0.80	0.13		1.93
Water Services	8.10				8.10
Waste Water Services	9.20		0.70		9.90
Grand Total	**219.22**	**8.59**	**6.98**	**11.81**	**246.60**

**This table does not include volunteers, RCMP, contractors and staff working in municipal corporations or partnership agencies – For example Aquatic Centre employees are funded by the Squamish Lillooet Regional District*

Five Year Operating Budget Summary – Operating Funds

Financial Plan - Operating	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Taxation						
General Taxation	(30,050,700)	(32,001,700)	(34,600,000)	(36,000,000)	(37,325,000)	(38,450,000)
Special Assessments	(386,400)	(566,400)	(566,400)	(566,400)	(566,400)	(566,400)
Grants in Lieu of Taxes	(725,100)	(725,100)	(725,100)	(725,100)	(725,100)	(725,100)
	(31,162,200)	(33,293,200)	(35,891,500)	(37,291,500)	(38,616,500)	(39,741,500)
Revenue from Fees & Charges						
General Fees & Charges	(2,160,615)	(1,704,939)	(1,893,339)	(1,878,019)	(1,878,019)	(1,878,019)
Solid Waste User Fees & Charges	(4,828,100)	(5,013,900)	(5,331,500)	(5,619,500)	(5,907,500)	(6,195,500)
Water User Fees & Charges	(4,848,000)	(4,963,000)	(5,161,400)	(5,260,600)	(5,359,800)	(5,359,800)
Sewer User Fees & Charges	(6,070,000)	(6,250,000)	(6,500,000)	(6,625,000)	(6,750,000)	(6,750,000)
	(17,906,715)	(17,931,839)	(18,886,239)	(19,383,119)	(19,895,319)	(20,183,319)
Revenue from Other Sources						
Investment Income	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
Contributed Assets	(40,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Developer Cost Charges	(118,000)	-	(30,000)	(30,000)	(30,000)	(30,000)
Other Government Grants	(2,182,000)	(2,491,430)	(1,826,360)	(1,747,930)	(1,747,930)	(1,747,930)
Other Revenue	(4,329,714)	(4,714,272)	(4,439,272)	(4,311,772)	(4,311,772)	(4,277,772)
	(7,469,714)	(8,105,702)	(7,195,632)	(6,989,702)	(6,989,702)	(6,955,702)
TOTAL REVENUE	**$ (56,538,629)**	**$ (59,330,741)**	**$ (61,973,371)**	**$ (63,664,321)**	**$ (65,501,521)**	**$ (66,880,521)**
EXPENSE		57592741	61933371			
Municipal - General Purposes		$ (470,000)	$ (40,000)			
General Government	8,331,315	9,156,110	9,400,810	10,444,410	10,969,410	11,494,410
Protective Services	10,064,384	11,721,006	11,164,836	11,171,206	11,131,206	11,131,206
Transportation & Transit	6,485,778	6,107,472	6,438,172	6,025,752	5,923,752	5,913,752
Economic and Community Development	2,764,648	3,173,142	2,959,392	2,654,392	2,629,392	2,629,392
Parks, Recreation & Culture	6,347,085	6,696,680	6,529,980	6,387,180	6,378,180	6,308,180
Health Social & Housing	199,800	642,212	192,212	192,212	192,212	192,212
Debt Interest	1,098,800	879,338	1,004,338	1,229,338	1,454,338	1,579,338
	35,291,810	38,375,960	37,689,740	38,104,490	38,678,490	39,248,490
Solid Waste Management	4,705,885	4,621,070	4,644,820	4,649,070	4,692,070	4,765,070
Debt Interest	153,854	117,939	143,869	143,849	143,849	143,849
	4,859,739	4,739,009	4,788,689	4,792,919	4,835,919	4,908,919
Water Services	2,559,882	2,597,598	2,361,488	2,336,988	2,273,488	2,273,488
Debt Interest	307,149	245,172	270,727	270,727	270,727	270,727
	2,867,031	2,842,770	2,632,215	2,607,715	2,544,215	2,544,215
Waste Water Services	3,472,240	3,926,100	3,831,000	3,798,000	3,748,000	3,723,000
Debt Interest	168,780	157,325	157,325	157,325	157,325	157,325
	3,641,020	4,083,425	3,988,325	3,955,325	3,905,325	3,880,325
TOTAL EXPENSE	**46,659,600**	**50,041,164**	**49,098,969**	**49,460,449**	**49,963,949**	**50,581,949**
(SURPLUS) /DEFICIT	**$ (9,879,029)**	**$ (9,289,577)**	**$ (12,874,402)**	**$ (14,203,872)**	**$ (15,537,572)**	**$ (16,298,572)**
ADJUST TO BALANCED BUDGET FORMAT		49546164	49058969			
NON CASH ITEMS		495,000	40,000			
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	1,788,300	2,204,162	2,529,162	2,954,162	3,379,162	3,704,162
Solid Waste Utility	481,671	1,121,536	1,169,156	1,169,221	1,169,221	1,169,221
Water Utility Fund	487,383	478,729	526,264	526,264	526,264	526,264
Sewer Utility Fund	356,900	324,920	324,920	324,920	324,920	324,920
	3,114,254	4,129,347	4,549,502	4,974,567	5,399,567	5,724,567
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(1,342,150)	(2,751,500)	(641,500)	(472,500)	(396,500)	(350,500)
From Reserve Funds-General	(322,750)	(512,050)	(125,000)	(105,000)	(5,000)	(5,000)
From Reserve Funds-Solid Waste	-	(577,385)	(357,085)	(73,380)	171,620	386,620
	(1,664,900)	(3,840,935)	(1,123,585)	(650,880)	(229,880)	31,120
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	4,796,000	5,638,500	5,508,300	5,578,300	4,896,300	4,978,300
To Reserve Funds - General	3,000,700	2,841,000	2,841,000	2,841,000	2,841,000	2,841,000
To Reserve Funds - Water	248,545	381,460	557,880	766,580	929,280	929,280
To Reserve Funds - Sewer	384,430	140,205	541,305	694,305	1,701,305	1,794,305
	8,429,675	9,001,165	9,448,485	9,880,185	10,367,885	10,542,885
NET ADJUSTED - BALANCED BUDGET	$ -	$ -	$ -	$ -	$ -	$ -

4. Five Year Operating Plan By Function

General Government

Purpose

General Government and fiscal services encompass a number of centralized services and costs that are common to all functions, or not easily allocated to a specific area.

Departments

- Council
- Office of the CAO
- Legislative Services
- Communications
- Information Technology
- Human Resources
- Financial Operations
- Financial Planning & Accounting Services
- Procurement Services
- Real Estate
- Facilities
- General Corporate (including community grants, insurance & debt servicing)

Key Drivers – 2021 Budget

- **Technology Transformation Program**: This capital project will have significant workload impacts for departments implementing new systems as well as Finance and Information Technology.
- **Office of the CAO**: Reorganization of management support staff.
- **Council:** additional expenses for remote Council meetings.
- **Financial Services:** Procurement management, ARO implementation.
- **Human Resource**: Labour negotiations requirements,
- **Real Estate**: Real Estate mater plan implementation.
- **Community Enhancement Grants:** Maintained at existing levels.

Service Level Changes

Service Name	Category	Division	OPERATING	FTE ($)	TOTAL COST	OTHER FUNDIN	NET EFFECT ON TAXATION
Danger Tree Budget Increase	Municipal Infrastructure	General Government	10,000	-	10,000	-	10,000
IT Senior Business Analyst	Budget Manager2	General Government	-	-	52,400	-	52,400
Facilities Restructure	Municipal Capacity	General Government	-	-	69,700	-	69,700
			10,000	-	132,100	-	132,100

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
OCP Monitoring	Chief Administrative Officer	Strategic Plan	6,500	-	-	-	-
CAO Strategic Project annual envelope	Chief Administrative Officer	Strategic Plan	25,000	25,000	25,000	25,000	25,000
CAO Strategic Projects IDEA	Chief Administrative Officer	Strategic Plan	20,000	-	-	-	-
Annual Council TRC	Chief Administrative Officer	Strategic Plan	10,000	10,000	10,000	10,000	10,000
Public Engagement Tools	Communications	Strategic Plan	20,000	-	-	-	-
REFMP Land Analysis	Real Estate	Strategic Plan	20,000	-	-	-	-
Mamquam Blind Channel Navigation Marking Project	Real Estate	Master Plan	3,000	3,000	-	-	-
UBW Upgrade (2021)	Information Technology	Municipal Infrastructure	50,000	-	-	-	-
Sponsored Crown Grant Surveying	Real Estate	Municipal Infrastructure	40,000	-	-	-	-
Municipal Hall HVAC replacements	Facilities	Municipal Equipment	25,000	-	-	-	-
Municipal Hall roof repairs	Facilities	Municipal Facilities	20,000	-	-	-	-
SP-Library new blinds-Library Building	Facilities	Municipal Facilities	10,000	-	-	-	-
Library plumbing and electrical upgrades	Facilities	Municipal Facilities	-	30,000	-	-	-
Asset Retirement Obiligation Support-Financial Services	Planning & Accounting Servi	Municipal Capacity	15,000	-	-	-	-
Open Data Action Plan	Information Technology	Municipal Capacity	15,000	-	-	-	-
Sharepoint Major Upgrade	Information Technology	Municipal Capacity	30,000	-	-	-	-
Labour Relations & Collective Agreement Negotiations	Human Resources	Municipal Cyclical	25,000	-	-	-	-
			334,500	68,000	35,000	35,000	35,000

Community Enhancement and Grants in Aid

Organization (overall ranking from highest to lowest)	Funding Amount
Quest University	$1,540.00
Squamish Farmer's Market	$6,000.00
Sea to Sky Hospice Society	$3,000.00
Culture Club - Squamish Pride	$4,000.00
Squamish Helping Hands Society	$5,000.00
Squamish Climate Action Network	$4,000.00
Howe Sound Women's Centre	$9,500.00
4th Squamish Scouts	$2,100.00
Howe Sound Secondary (2) - Community Shelter	$2,000.00
Seniors Centre Society	$2,400.00
Howe Sound Secondary (1) - Diversity Club	$2,000.00
Squamish Minor Hockey Association	$8,000.00
Mamquam River Access Society	$8,632.00
Squamish Food Bank	$4,000.00
SSCS (2) - Youth Group	$4,000.00
OurSquamish Placemaking Society	$4,000.00
SSCS (4) - Rising Villages Youth Retreat	$0.00
Squamish Historical Society	$3,000.00
Squamish Environmental Conservation Society	$3,400.00
SSCS (3) - Healthy Pregnancy Outreach Program	$6,000.00
Skate Sea 2 Sky	$2,000.00
SSCS (1) - Better at Home	$2,000.00
United Church - The Cup Centre	$0.00
Total	**$86,572.00**

Five Year Operating Budget Summary – General Government

General Government	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Taxation						
General Taxation	(30,050,700)	(32,001,700)	(34,600,000)	(36,000,000)	(37,325,000)	(38,450,000)
Special Assessments	(386,400)	(386,400)	(386,400)	(386,400)	(386,400)	(386,400)
Grants in Lieu of Taxes	(725,100)	(725,100)	(725,100)	(725,100)	(725,100)	(725,100)
	(31,162,200)	(33,113,200)	(35,711,500)	(37,111,500)	(38,436,500)	(39,561,500)
Revenue from Fees & Charges						
Fees & Charges	(342,800)	(322,800)	(322,800)	(322,800)	(322,800)	(322,800)
	(342,800)	(322,800)	(322,800)	(322,800)	(322,800)	(322,800)
Revenue from Other Sources						
Investment Income	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
Other Revenue	(852,927)	(832,001)	(832,001)	(832,001)	(832,001)	(832,001)
Grant Revenue	(1,004,509)	(1,004,509)	(1,004,509)	(1,004,509)	(1,004,509)	(1,004,509)
	(2,657,436)	(2,636,510)	(2,636,510)	(2,636,510)	(2,636,510)	(2,636,510)
TOTAL REVENUE	**$ (34,162,436)**	**$ (36,072,510)**	**$ (38,670,810)**	**$ (40,070,810)**	**$ (41,395,810)**	**$ (42,520,810)**
EXPENSE						
Council	540,626	575,288	575,288	575,288	575,288	575,288
Chief Administrative Office	1,337,863	1,513,508	1,370,008	1,472,008	1,472,008	1,472,008
General Corporate	1,318,613	868,341	1,628,441	2,385,341	3,135,341	3,785,341
Corporate Administration	999,592	1,057,127	1,082,127	1,082,127	1,082,127	1,082,127
Communications	357,400	666,875	646,875	646,875	646,875	646,875
Human Resources	756,102	740,350	715,350	715,350	715,350	715,350
Financial Services	1,534,805	1,738,530	1,783,530	1,898,530	1,898,530	1,898,530
Information Technology	1,646,052	1,923,445	1,776,045	2,005,845	2,005,845	2,005,845
Property Management	786,291	792,343	712,843	777,743	777,743	777,743
Corporate Properties	254,406	291,691	246,691	246,691	246,691	246,691
TOTAL EXPENSE	**9,531,750**	**10,167,498**	**10,537,198**	**11,805,798**	**12,555,798**	**13,205,798**
(SURPLUS) /DEFICIT	**$ (24,630,686)**	**$ (25,905,012)**	**$ (28,133,612)**	**$ (28,265,012)**	**$ (28,840,012)**	**$ (29,315,012)**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	1,366,120	1,781,982	2,106,982	2,531,982	2,956,982	3,281,982
	1,366,120	1,781,982	2,106,982	2,531,982	2,956,982	3,281,982
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(177,500)	(264,500)	(58,000)	(55,000)	(55,000)	(55,000)
From Reserve Funds-General	(170,000)	(80,000)	-	-	-	-
	(347,500)	(344,500)	(58,000)	(55,000)	(55,000)	(55,000)
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	1,517,060	1,980,760	2,166,560	2,316,560	2,466,560	2,616,560
To Reserve Funds - General	2,930,700	2,771,000	2,771,000	2,771,000	2,771,000	2,771,000
	4,447,760	4,751,760	4,937,560	5,087,560	5,237,560	5,387,560
NET ADJUSTED - BALANCED BUDGET	**$ (19,164,306)**	**$ (19,715,770)**	**$ (21,147,070)**	**$ (20,700,470)**	**$ (20,700,470)**	**$ (20,700,470)**
Allocation Accounts - Allocations do not clear to Zero	(468,985)	(499,400)	(499,400)	(499,400)	(499,400)	(499,400)

Protective Services

Purpose

Protective Services is committed to ensure public safety and mitigate risks to residents of Squamish.

Departments

- Police Services
- Fire Rescue
- Emergency Management Programs
- Bylaw Enforcement & Animal Control
- Building inspection

Key Drivers – 2021 Budget

- **RCMP Contract**: No Increase in number of officers over 2020 (26 members).
- **Fire Services**: Increase in volunteer budget, along with transition to more senior staffing compliment.

Service Level Changes

Service Name	Category	Division	OPERATING	FTE ($)	TOTAL COST	OTHER FUNDIN	NET EFFECT ON TAXATION
Paid on Call Firefighter Remuneration	Strategic Plan	Protective services	23,500	-	23,500	(20,000)	3,500
RCMP Admin and Prisoner Maintenance	Municipal Capacity	Protective services	-	-	76,900	-	76,900
Emergency Program Capacity Increase	Municipal Capacity	Protective services	-	-	76,900	(76,900)	-
Deputy Fire Chief	Municipal Capacity	Protective services	-	-	111,600	-	111,600
			23,500	-	288,900	(96,900)	192,000

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
Community Resilience Investment Program	Fire Services	Master Plan	306,000	150,000	150,000	150,000	150,000
Neighbourhood Hubs for Disaster Resiliency	Emergency Management	Master Plan	20,000	-	-	-	-
RCMP Security Upgrades	Facilities	Municipal Facilities	15,000	10,000	-	-	-
SP-Sea to Sky Evacuation Plan Community Outreach-EM	Emergency Management	Municipal Capacity	20,000	-	-	-	-
Emergency Operations Centre	Emergency Management	Municipal Capacity	25,000	25,000	25,000	25,000	25,000
Emergency Support Services	Emergency Management	Municipal Capacity	25,000	25,000	25,000	25,000	25,000
Indigenous Cultural Safety & Cultural Humility Training	Emergency Management	Municipal Capacity	50,000	25,000	25,000	25,000	25,000
COVID-19 Operating Expenses	Emergency Management	Municipal Capacity	1,418,000	-	-	-	-
Local Development Approvals Program Grant (UBCM)	Planning & Building	Municipal Capacity	20,000	40,000	-	-	-
			1,899,000.00	275,000.00	225,000.00	225,000.00	225,000.00

Five Year Operating Budget Summary – Protective Services

Protective Services	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)
	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)	(68,000)
Revenue from Other Sources						
Other Revenue	(1,462,017)	(1,462,017)	(1,462,017)	(1,462,017)	(1,462,017)	(1,462,017)
Grant Revenue	(572,491)	516,079	(619,351)	(580,921)	(580,921)	(580,921)
	(2,034,508)	(945,938)	(2,081,368)	(2,042,938)	(2,042,938)	(2,042,938)
TOTAL REVENUE	**$ (2,102,508)**	**$ (1,013,938)**	**$ (2,149,368)**	**$ (2,110,938)**	**$ (2,110,938)**	**$ (2,110,938)**
EXPENSE						
Police Services	6,101,789	6,328,430	6,802,730	7,042,130	7,002,130	7,002,130
Fire Services	2,303,399	2,713,354	2,831,454	2,636,854	2,636,854	2,636,854
Emergency Management	326,641	1,520,878	372,308	333,878	333,878	333,878
Bylaw Enforcement	451,956	451,661	451,661	451,661	451,661	451,661
Animal Control	287,514	294,747	294,747	294,747	294,747	294,747
Building Inspection	450,304	415,911	415,911	415,911	415,911	415,911
TOTAL EXPENSE	**9,921,603**	**11,724,981**	**11,168,811**	**11,175,181**	**11,135,181**	**11,135,181**
(SURPLUS) /DEFICIT	**$ 7,819,095**	**$ 10,711,043**	**$ 9,019,443**	**$ 9,064,243**	**$ 9,024,243**	**$ 9,024,243**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	148,189	148,189	148,189	148,189	148,189	148,189
	148,189	148,189	148,189	148,189	148,189	148,189
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(45,400)	(2,776,000)	(10,000)	(40,000)	-	-
From Reserve Funds-General	(35,000)	-	-	-	-	-
	(80,400)	(2,776,000)	(10,000)	(40,000)	-	-
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	-	296,000	-	-	-	-
	-	296,000	-	-	-	-
NET ADJUSTED - BALANCED BUDGET	**$ 7,886,884**	**$ 8,379,232**	**$ 9,157,632**	**$ 9,172,432**	**$ 9,172,432**	**$ 9,172,432**

Transportation & Transit

Purpose

Transportation and Transit includes installation and maintenance of roads and drainage infrastructure. It covers roads, sidewalks and drainage maintenance program, and also oversees the annual paving and line painting program. The District partners with BC Transit for the delivery of transit services and the Real Estate Department provides management services for airport operations.

Departments

- Engineering - Infrastructure
- Public Works (General Services, Fleet, Roads and Drainage)
- Transit

Key Drivers

- **Special Projects**: Increase in number of projects carried forward from 2020.
- **Engineering**: Increase in special projects based on refining split between capital, operational or planning functions.
- **Operational & Construction**: Additional funding for Dike maintenance programming.
- **BC Transit**: partial year service increase (will annualize in 2022).

Service Level Changes

Service Name	Category	Division	OPERATING	FTE ($)	TOTAL COST	OTHER FUNDING	NET EFFECT ON TAXATION
Transit - Custom (2021)	Growth	Transportation & Transit	10,740	-	10,740	(660)	10,080
Roads & Drainage Growth .5 FTE Labourer	Growth	Transportation & Transit	7,500	-	46,800	-	46,800
Transit - Conventional (2021)	Growth	Transportation & Transit	97,300	-	97,300	(8,580)	88,720
			115,540	-	154,840	(9,240)	145,600

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
School Travel Planning	Engineering	Strategic Plan	28,000	-	-	-	-
Speed Limit Reduction Pilot Project	Engineering	Strategic Plan	45,000	-	-	-	-
Asset Management Plan Update	Engineering	Master Plan	75,000	-	-	-	-
DCC Bylaw Financial Model Review	Engineering	Master Plan	50,000	-	-	-	-
Dike Vegetation Removal	Roads & Drainage	Master Plan	50,000	50,000	50,000	50,000	50,000
Storm Sewer Inventory Collection, Condition Assessment and Flushing	Engineering	Master Plan	100,000	100,000	100,000	100,000	100,000
DCC R1B - Downtown Entrance Study/Downtown Transportation Model	Engineering	Growth	45,000	-	-	-	-
Government Rd Conceptual Design	Engineering	Growth	30,000	-	-	-	-
Downtown Street Concept Designs	Engineering	Growth	45,000	-	-	-	-
Integrated Stormwater Management Plans (inc. Environmental Monitorir	Engineering	Municipal Infrastructure	185,000	125,000	125,000	125,000	125,000
SP-Mamquam Dredge Maintenance & Funding Strategy-Eng Study	Engineering	Municipal Infrastructure	50,000	-	-	-	-
Bridge Inspection	Engineering	Municipal Infrastructure	10,000	-	-	10,000	-
Long Term Airport Strategy	Real Estate	Municipal Infrastructure	65,000	-	-	-	-
3rd Ave Tide Gate Actuator Replacement	Roads & Drainage	Municipal Infrastructure	12,000	12,000	12,000	-	-
Global Positioning System for All Fleet Vehicles	Fleet Management	Municipal Equipment	55,300	-	-	-	-
			845,300.00	287,000.00	287,000.00	285,000.00	275,000.00

Five year Operating Budget Summary - Transportation and Transit

Transportation & Transit	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(550,726)	(214,050)	(402,450)	(387,130)	(387,130)	(387,130)
	(550,726)	(214,050)	(402,450)	(387,130)	(387,130)	(387,130)
Revenue from Other Sources						
Other Revenue	(560,635)	(713,135)	(560,635)	(560,635)	(560,635)	(560,635)
Grant Revenue	(315,000)	(105,000)	(57,500)	(57,500)	(57,500)	(57,500)
	(875,635)	(818,135)	(618,135)	(618,135)	(618,135)	(618,135)
TOTAL REVENUE	**$ (1,426,361)**	**$ (1,032,185)**	**$ (1,020,585)**	**$ (1,005,265)**	**$ (1,005,265)**	**$ (1,005,265)**
EXPENSE						
Infrastructure Engineering	2,059,909	1,917,009	1,639,009	1,579,009	1,489,009	1,479,009
Public Works General	754,801	766,452	778,452	778,452	778,452	778,452
Fleet Management	843,469	55,300	-	-	-	-
Transportation	2,228,997	2,726,958	2,773,758	2,726,958	2,726,958	2,726,958
Transit	1,815,233	1,716,617	2,386,817	2,081,197	2,081,197	2,081,197
Airport	40,480	125,550	60,550	60,550	60,550	60,550
Diking and Drainage	729,098	358,483	358,483	358,483	346,483	346,483
TOTAL EXPENSE	**8,471,987**	**7,666,369**	**7,997,069**	**7,584,649**	**7,482,649**	**7,472,649**
(SURPLUS) /DEFICIT	**$ 7,045,626**	**$ 6,634,184**	**$ 6,976,484**	**$ 6,579,384**	**$ 6,477,384**	**$ 6,467,384**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	55,585	55,585	55,585	55,585	55,585	55,585
	55,585	55,585	55,585	55,585	55,585	55,585
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(426,800)	(382,500)	(251,500)	(211,500)	(209,500)	(199,500)
From Reserve Funds-General	(91,000)	(205,300)	(120,000)	(100,000)	-	-
	(517,800)	(587,800)	(371,500)	(311,500)	(209,500)	(199,500)
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	21,740	1,740	1,740	1,740	1,740	1,740
	21,740	1,740	1,740	1,740	1,740	1,740
NET ADJUSTED - BALANCED BUDGET	**$ 6,605,151**	**$ 6,103,709**	**$ 6,662,309**	**$ 6,325,209**	**$ 6,325,209**	**$ 6,325,209**

Economic and Community Development

Purpose

Economic and Community Development embraces smart and sustainable development. This function supports a wide range of development processes and policy; as well as economic development initiatives . All with the objective of developing Squamish into a healthy, vibrant and economically viable community.

Departments

- Planning
- Engineering – Development & Environmental Services
- Economic development

Key Drivers

- **Planning & Development:** On-going policy development to ensure smart growth continues unabated.
- **Environmental Management:** Increased resources to address implementation of Climate Action Strategy.
- **Economic Development:** Continued Special Project resources to enhance achievement of Strategic Plan goals.

Service Level Changes

Service Name	Category	Division	OPERATING	FTE ($)	TOTAL COST	OTHER FUNDIN	NET EFFECT ON TAXATION
CCAP Implementation	Growth	Economic and Community Development	75,000	-	75,000	-	75,000
			75,000	-	75,000	-	75,000

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
Public Space Design Guidelines and Standards	Planning & Building	Strategic Plan	22,000	-	-	-	-
Zoning Bylaw Update Engagement and Legal Bylaw Review	Planning & Building	Strategic Plan	10,000	-	-	-	-
Neighbourhood Area Planning	Planning & Building	Strategic Plan	30,000	30,000	30,000	30,000	30,000
Community Carbon Marketplace Phase 4	Engineering	Strategic Plan	16,750	5,000	5,000	5,000	5,000
Community Energy and Emissions Reductions	Engineering	Strategic Plan	120,000	100,000	-	-	-
Estuary Master Plan	Engineering	Strategic Plan	20,000	-	-	-	-
Emerging Sector Roadmap and Action Plan	Economic Development	Strategic Plan	100,000	-	-	-	-
Employment Lands 2.0	Economic Development	Strategic Plan	25,000	-	-	-	-
Marine Action Strategy Administration	Planning & Building	Master Plan	15,000	15,000	-	-	-
Short Term Rental Legal Review and Compliance Action	Planning & Building	Master Plan	20,000	36,000	16,000	16,000	16,000
Sea to Sky Healthy Community Collaborations and Congress	Planning & Building	Master Plan	1,000	5,000	-	-	-
Steep Slopes Development Permit Area	Planning & Building	Master Plan	30,000	-	-	-	-
Neighbourhood Planning Subject to Private Application	Planning & Building	Growth	100,000	-	-	-	-
Heritage Protection Framework Scoping	Planning & Building	Growth	10,000	-	-	-	-
Adventure Centre exterior repairs	Facilities	Municipal Facilities	15,000	45,000	-	-	-
Howe Sound Community Forum and Ocean Watch Task Force	Planning & Building	Municipal Capacity	5,000	5,000	-	-	-
SP-PRBC-Rural Development-Economic Development	Economic Development	Municipal Capacity	30,000	-	-	-	-
SP-Data Collection-Economic Development	Economic Development	Municipal Capacity	25,000	25,000	25,000	-	-
			594,750.00	266,000.00	76,000.00	51,000.00	51,000.00

Five Year Operating Budget Summary - Economic and Community Development

Economic and Community Development	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Taxation						
Special Assessments	-	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
	-	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Revenue from Fees & Charges						
Fees & Charges	(133,250)	(34,250)	(34,250)	(34,250)	(34,250)	(34,250)
	(133,250)	(34,250)	(34,250)	(34,250)	(34,250)	(34,250)
Revenue from Other Sources						
Other Revenue	(893,966)	(1,078,000)	(928,000)	(828,000)	(828,000)	(828,000)
Grant Revenue	(285,000)	(155,000)	(100,000)	(100,000)	(100,000)	(100,000)
Contributed Assets	(40,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	(1,218,966)	(1,333,000)	(1,128,000)	(1,028,000)	(1,028,000)	(1,028,000)
TOTAL REVENUE	**$ (1,352,216)**	**$ (1,547,250)**	**$ (1,342,250)**	**$ (1,242,250)**	**$ (1,242,250)**	**$ (1,242,250)**
EXPENSE						
Community & Land Use Planning	1,385,028	1,567,559	1,435,559	1,390,559	1,390,559	1,390,559
Environmental Management	557,561	579,866	603,116	428,116	428,116	428,116
Economic Development	1,026,693	1,214,088	1,089,088	1,044,088	1,019,088	1,019,088
TOTAL EXPENSE	**2,969,282**	**3,361,513**	**3,127,763**	**2,862,763**	**2,837,763**	**2,837,763**
(SURPLUS) /DEFICIT	**$ 1,617,066**	**$ 1,814,263**	**$ 1,785,513**	**$ 1,620,513**	**$ 1,595,513**	**$ 1,595,513**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	203,312	203,312	203,312	203,312	203,312	203,312
	203,312	203,312	203,312	203,312	203,312	203,312
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(177,600)	(258,000)	(196,000)	(106,000)	(81,000)	(81,000)
From Reserve Funds-General	(26,750)	(46,750)	(5,000)	(5,000)	(5,000)	(5,000)
	(204,350)	(304,750)	(201,000)	(111,000)	(86,000)	(86,000)
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	20,000	20,000	20,000	20,000	20,000	20,000
To Reserve Funds - General	70,000	70,000	70,000	70,000	70,000	70,000
	90,000	90,000	90,000	90,000	90,000	90,000
NET ADJUSTED - BALANCED BUDGET	**$ 1,706,028**	**$ 1,802,825**	**$ 1,877,825**	**$ 1,802,825**	**$ 1,802,825**	**$ 1,802,825**

Recreation, Parks and Culture

Purpose

This function area provides recreation, arts, culture and social programs and services to the local community through the Brennan Park Recreation Centre and the 55 Activity Centre. Operation and maintenance of an extensive network of community parks and trails throughout the District is also covered in this area. The District also supports the Squamish Public Library through the provision of payroll costs, information technology services and facilities maintenance.

Departments

- Recreation Services
- Public Works – Parks & Trails
- Filming & Events management
- Library

Key Drivers

- **Library:** Growth in population has increased demand for services, unknown longer term impacts of Covid-19.

Service Level Changes

Service Name	Category	Division	OPERATING	FTE ($)	TOTAL COST	OTHER FUNDIN	NET EFFECT ON TAXATION
Parks and Trails Growth.5 FTE Labour	Municipal Capacity	Recreation, Parks and Culture	-	-	39,300	-	39,300
Film Liaison Services	Municipal Capacity	Recreation, Parks and Culture	-	27,500	27,500	(27,500)	-
			-	27,500	66,800	(27,500)	39,300

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
Bearproof Garbage Bins for High Traffic Locations	Parks & Trails	Municipal Infrastructure	17,500	-	-	-	-
Public Works Music Festival Support	Parks & Trails	Municipal Infrastructure	34,000	34,000	34,000	34,000	-
Active Transportation Trails Pavement Maintenance	Parks & Trails	Municipal Infrastructure	15,000	15,000	15,000	15,000	15,000
Hardball Field Safety Improvements	Parks & Trails	Municipal Infrastructure	12,000	-	-	-	-
Brennan Park community centre plumbing upgrades	Facilities	Municipal Facilities	90,000	-	-	-	-
55+ Activity Centre interior painting	Facilities	Municipal Facilities	10,000	-	-	-	-
Soccer concession door upgrades	Facilities	Municipal Facilities	10,000	-	-	-	-
Squamish Arts Council Partnership Agreement	Arts and Culture	Municipal Capacity	45,000	45,000	45,000	-	-
Recreation Facility Development	Recreation	Municipal Capacity	135,000	-	-	-	-
Visitor and Camping Management Plan	Recreation	Municipal Capacity	25,000	-	-	-	-
			393,500.00	94,000.00	94,000.00	49,000.00	15,000.00

Five Year Operating Budget Summary – Parks, Recreation and Culture

Parks, Recreation & Culture	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(1,037,279)	(1,037,279)	(1,037,279)	(1,037,279)	(1,037,279)	(1,037,279)
	(1,037,279)	(1,037,279)	(1,037,279)	(1,037,279)	(1,037,279)	(1,037,279)
Revenue from Other Sources						
Other Revenue	(68,850)	(130,350)	(157,850)	(130,350)	(130,350)	(96,350)
Grant Revenue	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	(73,850)	(135,350)	(162,850)	(135,350)	(135,350)	(101,350)
TOTAL REVENUE	**$ (1,111,129)**	**$ (1,172,629)**	**$ (1,200,129)**	**$ (1,172,629)**	**$ (1,172,629)**	**$ (1,138,629)**
EXPENSE						
Filming and Events	161,168	-	-	-	-	-
Library	1,274,019	1,306,564	1,326,564	1,296,564	1,296,564	1,296,564
Arts and Culture	135,170	142,170	142,170	142,170	97,170	97,170
Recreation Services	2,955,383	3,202,099	2,994,599	2,967,099	2,967,099	2,967,099
Parks & Trails	1,546,917	1,947,724	1,993,524	1,908,224	1,944,224	1,874,224
TOTAL EXPENSE	**6,072,657**	**6,598,557**	**6,456,857**	**6,314,057**	**6,305,057**	**6,235,057**
(SURPLUS) /DEFICIT	**$ 4,961,528**	**$ 5,425,928**	**$ 5,256,728**	**$ 5,141,428**	**$ 5,132,428**	**$ 5,096,428**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
General Fund	15,094	15,094	15,094	15,094	15,094	15,094
	15,094	15,094	15,094	15,094	15,094	15,094
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(176,350)	(164,500)	(126,000)	(60,000)	(51,000)	(15,000)
From Reserve Funds-General	-	(180,000)	-	-	-	-
	(176,350)	(344,500)	(126,000)	(60,000)	(51,000)	(15,000)
TRANSFERS TO OWN AND OTHER FUNDS						
	-	-	-	-	-	-
NET ADJUSTED - BALANCED BUDGET	**$ 4,800,272**	**$ 5,096,522**	**$ 5,145,822**	**$ 5,096,522**	**$ 5,096,522**	**$ 5,096,522**

Public Health and Housing

Purpose

Maintain and operate the municipal cemetery as well as provides administrative support for scheduling of services and records management. This function also supports affordable housing development in the Community.

Key Drivers

- Community Strengthening Grant

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
Community Strengthening Grant (UBCM)	Chief Administrative Officer	Municipal Capacity	450,000	-	-	-	-
			450,000.00	-	-	-	-

Five Year Operating Budget Summary – Public Health, Social and Housing

Health Social & Housing	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(28,560)	(28,560)	(28,560)	(28,560)	(28,560)	(28,560)
	(28,560)	(28,560)	(28,560)	(28,560)	(28,560)	(28,560)
TOTAL REVENUE	$ (28,560)	$ (28,560)	$ (28,560)	$ (28,560)	$ (28,560)	$ (28,560)
EXPENSE						
Cemetery	102,474	107,995	107,995	107,995	107,995	107,995
Housing & Social Assistance	84,217	84,217	84,217	84,217	84,217	84,217
TOTAL EXPENSE	186,691	192,212	192,212	192,212	192,212	192,212
(SURPLUS) /DEFICIT	$ 158,131	$ 163,652	$ 163,652	$ 163,652	$ 163,652	$ 163,652
ADJUST TO BALANCED BUDGET FORMAT						
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(12,000)	-	-	-	-	-
	(12,000)	-	-	-	-	-
TRANSFERS TO OWN AND OTHER FUNDS						
	-	-	-	-	-	-
NET ADJUSTED - BALANCED BUDGET	$ 146,131	$ 163,652	$ 163,652	$ 163,652	$ 163,652	$ 163,652

Solid Waste Fund

Purpose

Provides a residential curbside collection program operated by Green For Life (GFL) and operates a 17,000 ton per year capacity landfill on the northern boundary of Squamish.

Key Drivers

- Planning for a new landfill along with outreach on waste management bylaw are significant tasks this year.

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
Landfill Security/IT System Upgrades	Engineering	Municipal Infrastructure	15,000	-	-	-	-
Curbside Collection Analysis	Engineering	Municipal Infrastructure	35,000	-	-	-	-
Recycling Depot Pre-Design	Engineering	Municipal Infrastructure	30,000	20,000	-	-	-
Landfill Hydrogeology and Hydrology Characterization Report	Engineering	Municipal Infrastructure	20,000	-	-	-	-
Landfill Expansion Pre-Design & Permitting	Engineering	Municipal Infrastructure	57,500	78,750	30,000	-	-
Landfill Camp Clean Up	Engineering	Municipal Infrastructure	35,000	-	-	-	-
Landfill staff facility electrical upgrades	Facilities	Municipal Equipment	10,000	-	-	-	-
SP-Solid Waste Bylaw Outreach-SW	Engineering	Municipal Capacity	68,300	-	-	-	-
			270,800.00	98,750.00	30,000.00	-	-

Five Year Operating Budget Summary – Solid Waste

Solid Waste Utility	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(4,828,100)	(5,013,900)	(5,331,500)	(5,619,500)	(5,907,500)	(6,195,500)
	(4,828,100)	(5,013,900)	(5,331,500)	(5,619,500)	(5,907,500)	(6,195,500)
Revenue from Other Sources						
Other Revenue	(261,810)	(269,260)	(269,260)	(269,260)	(269,260)	(269,260)
	(261,810)	(269,260)	(269,260)	(269,260)	(269,260)	(269,260)
		-				
TOTAL REVENUE	**$ (5,089,910)**	**$ (5,283,160)**	**$ (5,600,760)**	**$ (5,888,760)**	**$ (6,176,760)**	**$ (6,464,760)**
EXPENSE						
General - Solid Waste Management	105,385	148,070	222,870	222,870	222,870	222,870
Solid Waste Management Collections	1,559,875	1,620,500	1,651,500	1,682,500	1,713,500	1,744,500
Solid Waste Management Landfill	2,264,425	2,160,300	2,250,300	2,292,300	2,334,300	2,376,300
Fiscal Services - Solid Waste Management	398,854	362,939	388,869	388,849	388,849	388,849
Special Projects	375,800	270,800	98,750	30,000	-	-
Allocations (to)/from	155,400	176,400	176,400	176,400	176,400	176,400
TOTAL EXPENSE	**4,859,739**	**4,739,009**	**4,788,689**	**4,792,919**	**4,835,919**	**4,908,919**
(SURPLUS) /DEFICIT	**$ (230,171)**	**$ (544,151)**	**$ (812,071)**	**$ (1,095,841)**	**$ (1,340,841)**	**$ (1,555,841)**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
Solid Waste Utility	481,671	1,121,536	1,169,156	1,169,221	1,169,221	1,169,221
	481,671	1,121,536	1,169,156	1,169,221	1,169,221	1,169,221
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(251,500)	-	-	-	-	-
From Reserve Funds-Solid Waste	-	(577,385)	(357,085)	(73,380)	171,620	386,620
	(251,500)	(577,385)	(357,085)	(73,380)	171,620	386,620
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	-	-	-	-	-	-
	-	-	-	-	-	-
NET ADJUSTED - BALANCED BUDGET	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Water Fund

Purpose

Responsible for operating and maintaining safe and effective water for the community. Staff ensures that water quality exceeds government requirements. The Power House Springs Wells are the primary source of water for the whole District. The Mashiter and Stawamus Rivers are backup sources, used in emergency situations.

Key Drivers

Maintain existing service levels

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
SP-Water Bylaw Rewrite-Water Engineering	Engineering	Master Plan	65,000	-	-	-	-
Plateau/Thunderbird Reservoir Condition Assessments	Engineering	Master Plan	-	50,000	50,000	-	-
Water Master Plan Update/Water Rate Study	Engineering	Master Plan	100,000	-	-	-	-
Confined Space Entry Program Review and Update	Utilities	Municipal Infrastructure	58,000	-	-	-	-
SCADA VT Software Replacement & Upgrade	Utilities	Municipal Infrastructure	26,500	38,000	13,500	-	-
Feasibility Assessment For Fiber Connection	Utilities	Municipal Infrastructure	10,000	-	-	-	-
			259,500.00	88,000.00	63,500.00	-	-

Five Year Operating Budget Summary – Water Fund

Water Utility Fund	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(4,848,000)	(4,963,000)	(5,161,400)	(5,260,600)	(5,359,800)	(5,359,800)
	(4,848,000)	(4,963,000)	(5,161,400)	(5,260,600)	(5,359,800)	(5,359,800)
Revenue from Other Sources						
Other Revenue	(99,959)	(99,959)	(99,959)	(99,959)	(99,959)	(99,959)
	(99,959)	(99,959)	(99,959)	(99,959)	(99,959)	(99,959)
		-				
TOTAL REVENUE	**$ (4,947,959)**	**$ (5,062,959)**	**$ (5,261,359)**	**$ (5,360,559)**	**$ (5,459,759)**	**$ (5,459,759)**
EXPENSE						
Operations - Water	972,339	876,584	811,974	811,974	811,974	811,974
Engineering Studies - Water Services	50,000	50,000	50,000	50,000	50,000	50,000
Water Quality & Conservation	20,000	-	-	-	-	-
Water Supply	232,808	236,850	236,850	236,850	236,850	236,850
Water Distribution	158,664	158,664	158,664	158,664	158,664	158,664
Water Pump Stations	179,400	179,400	179,400	179,400	179,400	179,400
Fiscal Services - Water Services	332,149	270,172	295,727	295,727	295,727	295,727
Special Projects	85,000	259,500	88,000	63,500	-	-
Allocations (to)/from	836,671	811,600	811,600	811,600	811,600	811,600
TOTAL EXPENSE	**2,867,031**	**2,842,770**	**2,632,215**	**2,607,715**	**2,544,215**	**2,544,215**
(SURPLUS) /DEFICIT	**$ (2,080,928)**	**$ (2,220,189)**	**$ (2,629,144)**	**$ (2,752,844)**	**$ (2,915,544)**	**$ (2,915,544)**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
Water Utility Fund	487,383	478,729	526,264	526,264	526,264	526,264
	487,383	478,729	526,264	526,264	526,264	526,264
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(65,000)	(65,000)	-	-	-	-
	(65,000)	(65,000)	-	-	-	-
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	1,410,000	1,425,000	1,545,000	1,460,000	1,460,000	1,460,000
To Reserve Funds - Water	248,545	381,460	557,880	766,580	929,280	929,280
	1,658,545	1,806,460	2,102,880	2,226,580	2,389,280	2,389,280
NET ADJUSTED - BALANCED BUDGET	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Sewer Fund

Purpose

Responsible for the management of liquid waste and sanitary sewage. Maintains safe and effective wastewater services for the community.

Key Drivers

- Mamquam Road Sewer Upgrade project

Special Projects

Project Name	Department	Category	2021	2022	2023	2024	2025
Outfall Inspection	Engineering	Master Plan	12,000	-	-	-	-
WWTP Outfall Extension Pre-Design/Environmental Impact Study Update	Engineering	Municipal Infrastructure	100,000	-	-	-	-
Fall Arrest Upgrades - Year 3 of 3	Utilities	Municipal Infrastructure	10,000	-	-	-	-
Sewer System Electrical Safety Upgrades	Utilities	Municipal Infrastructure	25,000	25,000	25,000	25,000	-
Replace / Upgrade Aging SCADA Software	Utilities	Municipal Infrastructure	50,000	50,000	50,000	-	-
Specialty Sewer Tools	Utilities	Municipal Equipment	11,500	-	-	-	-
WWTP new staff changeroom	Facilities	Municipal Facilities	65,000	-	-	-	-
WWTP fire safety upgrades	Facilities	Municipal Facilities	35,000	-	-	-	-
SP-Source Control Effectiveness Study-Waste Water Services PW	Utilities	Municipal Capacity	8,000	-	-	-	-
Lift Station Condition Assessments	Engineering	Municipal Capacity	35,000	-	-	-	-
			351,500.00	75,000.00	75,000.00	25,000.00	-

Five Year Operating Budget Summary – Sewer Fund

Waste Water Utility Fund	Amended 2020	Proposed 2021	Base 2022	Base 2023	Base 2024	Base 2025
REVENUE						
Revenue from Fees & Charges						
Fees & Charges	(6,070,000)	(6,250,000)	(6,500,000)	(6,625,000)	(6,750,000)	(6,750,000)
	(6,070,000)	(6,250,000)	(6,500,000)	(6,625,000)	(6,750,000)	(6,750,000)
Revenue from Other Sources						
Other Revenue	(129,550)	(129,550)	(129,550)	(129,550)	(129,550)	(129,550)
	(129,550)	(129,550)	(129,550)	(129,550)	(129,550)	(129,550)
		-				
TOTAL REVENUE	**$ (6,199,550)**	**$ (6,379,550)**	**$ (6,629,550)**	**$ (6,754,550)**	**$ (6,879,550)**	**$ (6,879,550)**
EXPENSE						
Operations - Waste Water Services	1,091,171	1,463,866	1,440,716	1,407,716	1,407,716	1,407,716
Engineering Studies - Waste Water Services	50,000	50,000	50,000	50,000	50,000	50,000
Facility Maintenance - WWTP Building	22,000	30,300	30,300	30,300	30,300	30,300
Wastewater Treatment	958,301	1,003,627	1,208,177	1,208,177	1,208,177	1,208,177
Wastewater Collection	82,861	82,861	82,861	82,861	82,861	82,861
Wastewater Collection - Lift Stations	76,715	76,715	76,715	76,715	76,715	76,715
Fiscal Services - Waste Water Services	221,411	209,956	209,956	209,956	209,956	209,956
Special Projects	295,000	351,500	75,000	75,000	25,000	-
Allocations (to)/from	843,561	814,600	814,600	814,600	814,600	814,600
TOTAL EXPENSE	**3,641,020**	**4,083,425**	**3,988,325**	**3,955,325**	**3,905,325**	**3,880,325**
(SURPLUS) /DEFICIT	**$ (2,558,530)**	**$ (2,296,125)**	**$ (2,641,225)**	**$ (2,799,225)**	**$ (2,974,225)**	**$ (2,999,225)**
ADJUST TO BALANCED BUDGET FORMAT						
NON CASH ITEMS						
CASH ITEMS NOT RECOGNIZED AS EXPENSE						
Debt Principal Repayment						
Sewer Utility Fund	356,900	324,920	324,920	324,920	324,920	324,920
	356,900	324,920	324,920	324,920	324,920	324,920
TRANSFERS FROM OWN AND OTHER FUNDS						
From Accumulated Surplus & Provisions	(10,000)	(84,000)	-	-	-	-
	(10,000)	(84,000)	-	-	-	-
TRANSFERS TO OWN AND OTHER FUNDS						
To Accumulated Surplus & Provisions	1,827,200	1,915,000	1,775,000	1,780,000	948,000	880,000
To Reserve Funds - Sewer	384,430	140,205	541,305	694,305	1,701,305	1,794,305
	2,211,630	2,055,205	2,316,305	2,474,305	2,649,305	2,674,305
NET ADJUSTED - BALANCED BUDGET	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

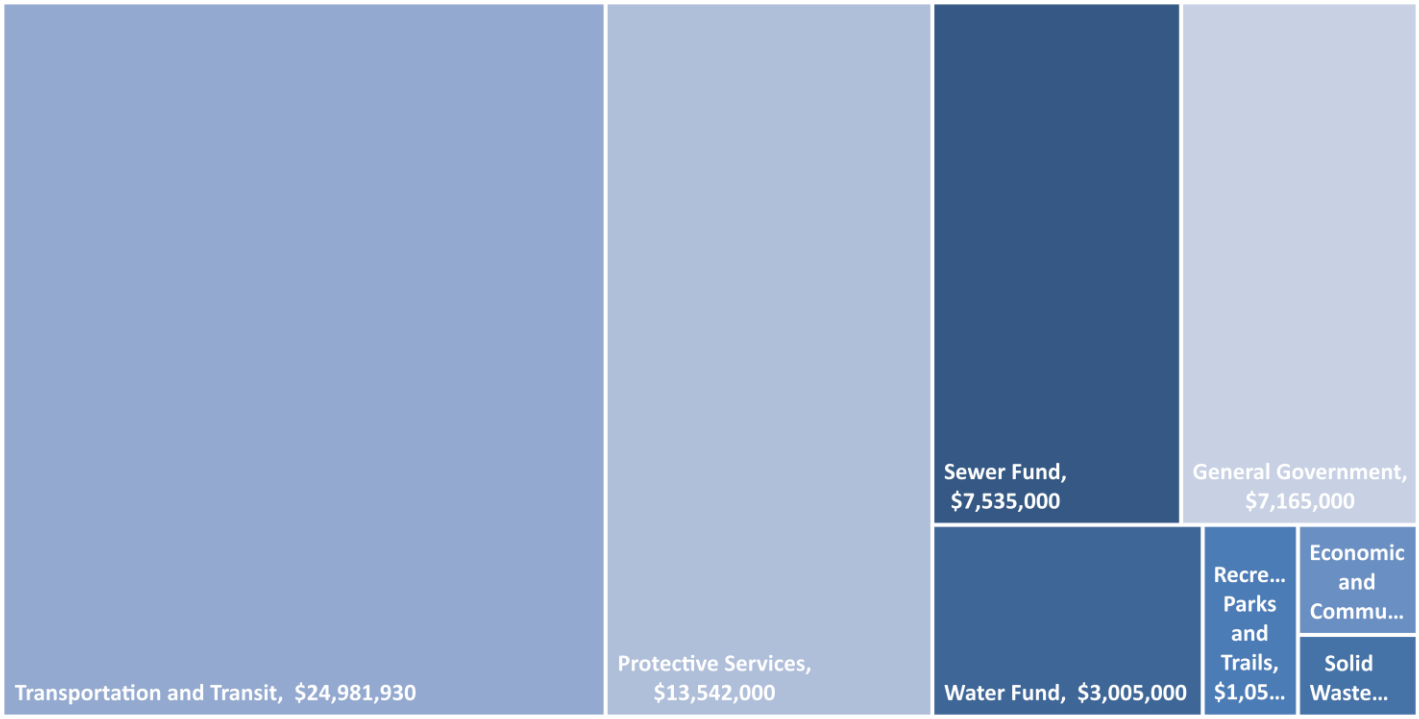
5. 2021-2025 Capital Plan

Overview

The District is committed to maintain, rehabilitate or replace its infrastructure and facilities, while remaining within its financial policies. A 5-year capital financing envelope was established and projects were prioritized accordingly, resulting in a restricted capital program.

The District's capital program for 2021 prioritizes maintenance and replacement of critical infrastructures as well as promoting active transportation in the community. The capital program includes climate adaptation and mitigation projects of $1o.7M.

Key Drivers



2021 Capital Project funding and project descriptions are available in section 6, Supplemental Information.

Summary

	2020	2021	2022	2023	2024	2025
Capital Plan Funding Sources						
Fees & Charges	(125,000)	(80,000)	-	-	-	-
Grant Revenue	(8,116,000)	(8,146,200)	(8,840,100)	(3,001,400)	(2,800,000)	(8,800,000)
Development Cost Charges	(3,988,800)	(5,579,550)	(8,475,000)	(6,835,800)	-	-
Proceeds from Borrowing	(11,295,000)	(21,715,200)	(20,655,500)	(3,614,600)	(2,800,000)	(12,350,000)
Trsf from Surplus	(6,855,700)	(6,568,700)	(5,409,100)	(8,980,200)	(4,321,800)	(4,065,000)
Trsf from Reserve	(8,642,500)	(16,525,280)	(9,092,700)	(10,311,400)	(5,481,000)	(7,103,400)
Total Capital Plan Funding Sources	(39,023,000)	(58,614,930)	(52,472,400)	(32,743,400)	(15,402,800)	(32,318,400)
Capital Plan Expenditure						
General Government	7,408,000	6,933,000	2,056,000	260,000	1,550,000	135,000
Protective Services	5,847,000	13,542,000	7,002,000	2,638,000	149,000	-
Transportation & Transit	15,143,500	24,981,930	25,039,400	16,860,400	7,920,800	7,653,400
Economic & Community Development	20,000	762,500	-	40,000	-	-
Parks Recreation Culture	1,089,500	1,290,500	2,555,000	5,205,000	2,555,000	15,820,000
Solid Waste Management	1,560,000	565,000	-	-	800,000	6,350,000
Water Services	4,317,000	3,005,000	5,545,000	1,460,000	1,460,000	1,430,000
Waste Water Services	3,638,000	7,535,000	10,275,000	6,280,000	968,000	930,000
Total Capital Plan Expenditure	39,023,000	58,614,930	52,472,400	32,743,400	15,402,800	32,318,400

Detailed Capital Plan by Function

General Government

Project Name	Department	Category	2021	2022	2023	2024	2025
Annual Workstation Upgrades	Information Technology	Master Plan	100,000	50,000	50,000	50,000	50,000
Fibre Conduit Installations	Information Technology	Municipal Infrastructure	335,000	200,000	160,000	-	-
Council Chambers Camera Upgrades	Information Technology	Municipal Equipment	14,000	-	-	-	-
Thunderbird Radio Tower Replacement	Information Technology	Municipal Facilities	85,000	-	-	-	-
Network Equipment Upgrades	Information Technology	Municipal Equipment	35,000	-	-	-	-
Technology Transformation Program	Chief Administrative Officer	Master Plan	1,114,000	1,071,000	-	-	-
Real Estate Acquisitions	Real Estate	Master Plan	4,000,000	-	-	-	-
Child Care Facility Valleycliffe Grant	Planning & Building	Growth	1,000,000	600,000	-	-	-
Building Demolition	Facilities	Municipal Facilities	-	135,000	-	-	85,000
CP-Building Demolition Youth Centre-Fac	Facilities	Municipal Facilities	250,000	-	-	-	-
Forestry building roof replacement	Facilities	Municipal Facilities	-	-	-	800,000	-
CP - Multi Modal Hub	Real Estate	Municipal Facilities	-	-	50,000	700,000	-
Public Computer System upgrade	Library	Municipal Equipment	50,000	10,000	10,000	10,000	10,000
Library internal space improvements	Library	Growth	150,000	-	-	-	-
Library Future Needs	Library	Growth	-	50,000	-	-	-
Squamish Public Library fire alarm panel	Facilities	Municipal Facilities	-	20,000	-	-	-
Library new carpet	Facilities	Municipal Facilities	-	70,000	-	-	-
Squamish Public Library roof and HVAC replacement	Facilities	Municipal Facilities	-	15,000	675,000	-	-
Library garbage enclosure replacement	Facilities	Municipal Facilities	32,000	-	-	-	-
			7,165,000	2,221,000	945,000	1,560,000	145,000

Protective Services

Project Name	Department	Category	2021	2022	2023	2024	2025
RCMP back up generator	Facilities	Municipal Facilities	-	-	120,000	-	-
RCMP new front counter	Facilities	Municipal Facilities	140,000	-	-	-	-
RCMP Mechanical upgrades	Facilities	Municipal Equipment	157,000	102,000	118,000	149,000	-
Fire Pumper Truck Replacement (V7111)	Fire Services	Municipal Equipment	-	1,000,000	-	-	-
Vehicle for Proposed Deputy Chief's Position	Fleet Management	Municipal Equipment	65,000	-	-	-	-
CP -Chev Silverado Replacement (V7032)	Fleet Management	Municipal Equipment	65,000	-	-	-	-
Fire Rescue Radio Communications Upgrades	Fire Services	Municipal Equipment	65,000	-	-	-	-
New Main Fire Hall - Valleycliffe	Engineering	Master Plan	12,500,000	2,000,000	-	-	-
New Volunteer Fire Hall - Garibaldi Estates	Fire Services	Master Plan	550,000	3,900,000	2,400,000	-	-
			13,542,000	7,002,000	2,638,000	149,000	-

Transportation and Transit

Project Name	Department	Category	2021	2022	2023	2024	2025
Oceanfront - DCC P-17 - Oceanfront Boardwalk A & B	Engineering	Growth	36,720	-	153,000	-	-
New Public Works Facility	Public Works	Master Plan	2,000,000	12,000,000	2,000,000	-	-
V9425 Sign Truck Replacement-Fleet	Fleet Management	Municipal Equipment	96,000	-	-	-	-
Electrification of DOS Fleet Vehicles and Installation of Charging Stat	Fleet Management	Strategic Plan	180,000	-	-	-	-
Freightliner Single Axle Dump Truck Replacement (V9426)-Fleet	Fleet Management	Municipal Equipment	370,000	-	-	-	-
New F550 Haul-All Garbage Truck	Fleet Management	Municipal Equipment	180,000	-	-	-	-
Ford F350 Replacement (V9086)	Fleet Management	Municipal Equipment	54,000	-	-	-	-
600V MTU Generator Trailer Replacement (V9424)	Fleet Management	Municipal Equipment	154,560	-	-	-	-
Freightliner M2 Tandem Dump Truck Replacement (V9432)	Fleet Management	Municipal Equipment	-	-	-	370,000	-
2014 Parks Ford F150 Super Crew 2x4 SB (V9093) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	47,000
2014 Utilities Ford F150 Extended Cab 4x4 SB (V9444)	Fleet Management	Municipal Equipment	-	-	-	-	41,200
2014 Roads Ford F150 Extended Cab 4x4 SB (V9445) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	41,200
2014 Fire Ford F150 Super Crew 4x4 SB (V7003) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	47,000
2014 Electrical & Automation Ford Transit Connect (V8447) Replacer	Fleet Management	Municipal Equipment	-	-	-	-	40,000
2014 Building Ford C-Max (V9449) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	40,000
Jacobsen Mower Replacement for Parks (V9087)	Fleet Management	Municipal Equipment	-	-	35,000	-	-
MH400 Material Handler Trailer Replacement (V9432)	Fleet Management	Municipal Equipment	-	-	28,000	-	-
Toro Debris Blower Trailer Replacement (V9088)	Fleet Management	Municipal Equipment	-	-	8,000	-	-
New Holland T4 Tractor Replacement (V9089)	Fleet Management	Municipal Equipment	-	-	-	111,000	-
2014 Utilities Ford F150 Extended Cab 4x4 SB (V9448) Replacement	Fleet Management	Municipal Equipment	-	-	-	-	47,000
2005 Ingersol Rand Roller (V9419) Replacement & Upgrade	Fleet Management	Municipal Equipment	74,000	-	-	-	-
Deep Tine Tractor Attachment Replacement	Fleet Management	Municipal Equipment	-	-	23,000	-	-
Active Transportation Maintenance Machine	Fleet Management	Growth	266,000	-	-	-	-
Fleet Shop Hoist Replacement	Fleet Management	Municipal Facilities	40,000	-	-	-	-
Annual Paving Program	Engineering	Master Plan	1,625,000	1,350,000	1,350,000	1,350,000	1,350,000
Brine Storage Tanks	Public Works	Municipal Equipment	-	40,000	-	-	-
Transportation System Improvements	Engineering	Municipal Infrastructure	100,000	100,000	100,000	100,000	100,000
Annual Rail Crossing Improvements	Engineering	Municipal Infrastructure	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Pioneer Way Extension - DCC - R-4	Engineering	Master Plan	4,200,000	500,000	6,000,000	-	-
Paradise Valley Bailey Bridge - Abutment Replacement	Engineering	Municipal Infrastructure	100,000	650,000	-	-	-
DCC R-10 Upgrade Mamquam Rd - Government to Highway 99	Engineering	Master Plan	1,083,750	-	-	-	-
Oceanfront - R-20 - Peninsula Main Road - Arterial Standard	Engineering	Growth	480,000	1,428,000	722,400	-	-
Cleveland Ave Decorative Streetlight End-of-Life Replacement	Public Works	Municipal Infrastructure	-	45,000	-	-	-
Sea to Sky EV Network Expansion	Engineering	Municipal Infrastructure	245,900	349,200	291,000	89,800	-
DCC - R-15 - Garibaldi/Tantalus Signal	Engineering	Master Plan	750,000	-	-	-	-
Active Transportation Improvements	Engineering	Master Plan	1,050,000	800,000	800,000	800,000	800,000
DCC P-14 - Corridor Trail: improvements and expansion	Engineering	Master Plan	450,000	-	-	-	-
CP - Corridor Trail: improvements and expansion ph. 2	Engineering	Master Plan	335,000	-	-	-	-
Transit Stop Infrastructure Improvements	Engineering	Municipal Infrastructure	100,000	100,000	100,000	100,000	100,000
Airport Runway Rehabilitation Project	Engineering	Municipal Infrastructure	811,000	-	-	-	-
Flood Protection Upgrades	Engineering	Master Plan	450,000	2,000,000	4,000,000	4,000,000	4,000,000
Jimmy Jimmy (Judd) Slough Re-watering	Engineering	Municipal Infrastructure	1,850,000	-	-	-	-
CP - Xwu´nekw Park Sea Dike	Engineering	Municipal Infrastructure	6,200,000	3,800,000	-	-	-
Skyline Place Drainage Repair	Engineering	Municipal Infrastructure	225,000	-	-	-	-
Loggers Lane Creek Culvert Replacement	Engineering	Municipal Infrastructure	75,000	-	-	-	-
Oil-Grit Separator - Industrial Park	Engineering	Municipal Infrastructure	400,000	-	-	-	-
On-Site Generator for Harris Storm Pump Station	Public Works	Municipal Infrastructure	-	-	250,000	-	-
Oceanfront - DCC D-15 - Peninsula Shared Stormwater Mains	Engineering	Growth	-	877,200	-	-	-
			24,981,930	25,039,400	16,860,400	7,920,800	7,653,400

Economic and Community Development

Project Name	Department	Category	2021	2022	2023	2024	2025
Adventure Centre Building Upgrade	Economic Development	Municipal Equipment	700,000	-	-	-	-
Adventure Centre camera installation	Facilities	Municipal Facilities	32,500	-	-	-	-
Adventure Centre new carpet	Facilities	Municipal Facilities	-	-	40,000	-	-
Adventure Centre new washroom counters	Facilities	Municipal Facilities	30,000	-	-	-	-
			762,500	-	40,000	-	-

Recreation, Parks and Trails

Project Name	Department	Category	2021	2022	2023	2024	2025
Junction Park Washrooms	Real Estate	Municipal Facilities	-	200,000	-	-	-
CP - Arts Council	Real Estate	Municipal Facilities	-	150,000	-	-	-
Brennan Park Recreation Centre Renovation #1	Recreation	Municipal Infrastructure	-	-	-	300,000	12,500,000
CP - BP Renovation 1	Real Estate	Municipal Facilities	-	-	-	300,000	1,800,000
CP - BP Concession - Parks Admin	Real Estate	Municipal Facilities	-	-	-	300,000	1,500,000
55 + Activity Centre Heat pump replacements	Facilities	Municipal Facilities	-	-	35,000	35,000	-
CP-Youth Centre Equipment-Rec	Real Estate	Municipal Facilities	-	150,000	-	-	-
Brennan Park Community Centre HVAC upgrades	Facilities	Municipal Facilities	-	125,000	-	-	-
Brennan Park Arena exhaust fan replacement	Facilities	Municipal Facilities	-	25,000	-	-	-
Brennan Park arena walls and ceiling insulation replacement	Facilities	Municipal Facilities	-	210,000	-	-	-
Brennan Park arena plant equipment upgrades	Facilities	Municipal Equipment	-	-	350,000	-	-
BP Arena Emergency Discharge Lines	Facilities	Municipal Equipment	50,000	-	-	-	-
55 + Activity Centre interior upgrades	Facilities	Municipal Facilities	30,000	-	-	-	-
Brennan Park Community Centre roof and HVAC replacement	Facilities	Municipal Facilities	-	-	900,000	-	-
Brennan Park arena emergency exit stair replacement	Facilities	Municipal Facilities	115,000	-	-	-	-
Brennan Park arena new de-humidifier	Facilities	Municipal Facilities	175,000	-	-	-	-
Brennan Park arena fire exit door replacement	Facilities	Municipal Facilities	40,000	-	-	-	-
Brennan Park arena exterior enclosure for ice resurfacer	Facilities	Municipal Equipment	-	75,000	-	-	-
Dentville Community Park	Engineering	Municipal Infrastructure	227,000	-	-	-	-
Oceanfront - DCC - P-12 Oceanfront Park	Engineering	Growth	-	1,200,000	1,200,000	-	-
Community Parks Playground Apparatus Asset Management Progran	Parks & Trails	Municipal Infrastructure	10,000	10,000	10,000	10,000	10,000
Covered Structures for Parks	Parks & Trails	Municipal Facilities	108,000	60,000	60,000	-	-
Parklets/Container covered public spaces	Parks & Trails	Municipal Facilities	110,000	-	-	-	-
Portable Aluminum Bleachers for Brennen Park Sports Fields	Parks & Trails	Municipal Infrastructure	10,000	-	-	-	-
Field 2/3/4/6 Baseball Backstop Replacement	Parks & Trails	Municipal Infrastructure	40,000	40,000	40,000	-	-
BP Sports Fields Dugout Replacement	Parks & Trails	Municipal Infrastructure	-	25,000	25,000	-	-
Safety Netting for Mamquam River Trail Along Squamish Valley Golf (	Parks & Trails	Municipal Infrastructure	20,000	-	-	-	-
Sea Can and Roof for Parks Equipment and Materials Storage	Parks & Trails	Growth	-	20,000	-	-	-
Rehabilitation of Brennen Park Artificial Turf Field	Parks & Trails	Municipal Infrastructure	-	-	500,000	-	-
Eagle Wind Park Tennis Court Conversion to Pickleball	Parks & Trails	Municipal Facilities	50,000	-	-	-	-
CP - Park Ops	Real Estate	Municipal Facilities	-	50,000	950,000	1,100,000	-
CP - Parks Satellite	Real Estate	Municipal Facilities	-	50,000	450,000	500,000	-
Electrical Kiosk for Hendrickson Field Lighting and Special Events	Public Works	Municipal Equipment	73,500	-	-	-	-
			1,058,500	2,390,000	4,520,000	2,545,000	15,810,000

Public Health

No Capital Spending Identified

Solid Waste Fund

Project Name	Department	Category	2021	2022	2023	2024	2025
Landfill Gas Capture and Flare	Engineering	Municipal Infrastructure	475,000	-	-	-	-
Transfer Station Fence	Engineering	Municipal Infrastructure	90,000	-	-	-	-
Landfill Site Expansion	Engineering	Growth	-	-	-	800,000	6,350,000
			565,000	-	-	800,000	6,350,000

Water Fund

Project Name	Department	Category	2021	2022	2023	2024	2025
Mini Excavator for Public Works - Utilities	Fleet Management	Municipal Equipment	-	85,000	-	-	-
Water Connections	Utilities	Municipal Infrastructure	80,000	80,000	80,000	80,000	80,000
Water Meter Installations	Engineering	Master Plan	1,000,000	-	-	-	-
DCC W15 - New Reservoir	Engineering	Master Plan	500,000	4,000,000	-	-	-
Flow Meters for Power House Springs Wells	Utilities	Municipal Infrastructure	45,000	-	-	-	-
Fire Hydrant Installation	Utilities	Municipal Infrastructure	30,000	30,000	30,000	30,000	-
Water System Repair and Replacement	Engineering	Master Plan	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
			3,005,000	5,545,000	1,460,000	1,460,000	1,430,000

Sewer Fund

Project Name	Department	Category	2021	2022	2023	2024	2025
SCADA Hardware Replacement	Utilities	Municipal Infrastructure	30,000	30,000	30,000	30,000	30,000
CP-New Tandem Axle Vacuum Truck (V9431)-PW	Fleet Management	Municipal Equipment	-	-	600,000	-	-
Ford F550 Utility Service Truck Replacement (V9431)	Fleet Management	Municipal Equipment	118,000	-	-	-	-
Chiefview & Tantalus Sewer Upgrade	Engineering	Municipal Infrastructure	-	-	2,500,000	-	-
Central to Queensway Forcemain Corrosion Control System	Utilities	Municipal Infrastructure	50,000	-	-	-	-
WW Force Main Air Valve Replacement Program	Utilities	Municipal Infrastructure	20,000	20,000	-	-	-
Mamquam Road Sewer Upgrade	Engineering	Growth	2,300,000	-	-	-	-
Sewer System Repair and Replacement	Engineering	Master Plan	1,400,000	1,400,000	1,400,000	550,000	550,000
WWTP Repair and Replacement	Utilities	Municipal Infrastructure	515,000	300,000	300,000	300,000	300,000
WWTP Power Quality Study	Utilities	Municipal Equipment	52,000	-	-	-	-
Lift Station Repair and Replacement	Engineering	Municipal Infrastructure	-	-	1,400,000	-	-
Sanitary Lift Station Pump Asset Management Program	Utilities	Municipal Infrastructure	50,000	25,000	50,000	50,000	50,000
CP - WWTP new garage roof	Facilities	Municipal Facilities	-	-	-	38,000	-
DCC - S2 - WWTP Upgrade for Future Growth	Engineering	Master Plan	3,000,000	8,500,000	-	-	-
			7,535,000	10,275,000	6,280,000	968,000	930,000

6. Supplemental Information

2021 Special Operating Projects Funding

SPECIAL PROJECTS	$4,517,050
Amount funded by property tax	$524,500
Net impact on tax revenue required over 2020	-0.1%

How the Special Projects Plan is deployed:

Strategic Plan Projects		$518,250
Amount funded by property tax		$177,500
Net impact on tax revenue required over 2018	N/A	0.6%

Master Plan Projects		$670,000
Amount funded by property tax		$3,000
Net impact on tax revenue required over 2018	N/A	0.0%

Municipal Services Projects		$3,328,800
Amount funded by property tax		$344,000
Net impact on tax revenue required over 2018	N/A	1.8%

CAPACITY BUILDING	$915,000
Amount funded by property tax	$5,000
INFRASTRUCTURE & EQUIPMENT OPERATIONS & MAINTENANCE	$570,800
Amount funded by property tax	$204,000
GROWTH (Incl. DCC)	$230,000
Amount funded by property tax	$10,000

CYCLICAL OPERATIONS	$25,000
Amount funded by property tax	$0
FACILITIES OPERATIONS & MAINTENANCE	$170,000
Amount funded by property tax	$125,000
COVID REQUIREMENTS	$1,418,000
Amount funded by property tax	$0

STRATEGIC PLAN

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
12300105	OCP Monitoring	Strategic Plan	6,500	6,500				
12300120	CAO Strategic Project annual envelope	Strategic Plan	25,000					25,000
12300121	CAO Strategic Projects IDEA	Strategic Plan	20,000					20,000
12300130	Annual Council TRC	Strategic Plan	10,000					10,000
20300101	Public Engagement Tools	Strategic Plan	20,000			20,000		
28300107	REFMP Land Analysis	Strategic Plan	20,000		20,000			
50300108	School Travel Planning	Strategic Plan	28,000			28,000		
50300116	Speed Limit Reduction Pilot Project	Strategic Plan	45,000					45,000
62300109	Public Space Design Guidelines and Standards	Strategic Plan	22,000			22,000		
62300111	Zoning Bylaw Update Engagement and Legal Bylaw Review	Strategic Plan	10,000					10,000
62300113	Neighbourhood Area Planning	Strategic Plan	30,000					30,000
66300104	Community Carbon Marketplace Phase 4	Strategic Plan	16,750		16,750			-
66300105	Community Energy and Emissions Reductions	Strategic Plan	120,000			120,000		-
66300106	Estuary Master Plan	Strategic Plan	20,000					20,000
72300108	Emerging Sector Roadmap and Action Plan	Strategic Plan	100,000			100,000		
72300109	Employment Lands 2.0	Strategic Plan	25,000			7,500		17,500
			518,250	6,500	36,750	297,500	-	177,500

MASTER PLAN

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
28300106	Mamquam Blind Channel Navigation Marking Project	Master Plan	3,000					3,000
36300101	Community Resilience Investment Program	Master Plan	306,000			306,000		
38300112	Neighbourhood Hubs for Disaster Resiliency	Master Plan	20,000	20,000				
50300104	Asset Management Plan Update	Master Plan	75,000			75,000		
50300115	DCC Bylaw Financial Model Review	Master Plan	50,000				50,000	-
60300100	Dike Vegetation Removal	Master Plan	50,000			50,000		
60320103	Storm Sewer Inventory Collection, Condition Assessment and Flushing	Master Plan	100,000			100,000		-
62300108	Marine Action Strategy Administration	Master Plan	15,000	15,000				
62300110	Short Term Rental Legal Review and Compliance Action	Master Plan	20,000	20,000				-
62300112	Sea to Sky Healthy Community Collaborations and Congress	Master Plan	1,000	1,000				
62300114	Steep Slopes Development Permit Area	Master Plan	30,000			30,000		-
			670,000	56,000	-	561,000	50,000	3,000

CAPACITY BUILDING

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
24300103	Asset Retirement Obiligation Support-Financial Services	Municipal Capacity	15,000	15,000				
26300104	Open Data Action Plan	Municipal Capacity	15,000	15,000				
26300105	Sharepoint Major Upgrade	Municipal Capacity	30,000	30,000				
38300108	SP-Sea to Sky Evacuation Plan Community Outreach-EM	Municipal Capacity	20,000			20,000		
38300109	Emergency Operations Centre	Municipal Capacity	25,000			25,000		
38300110	Emergency Support Services	Municipal Capacity	25,000			25,000		
38300111	Indigenous Cultural Safety & Cultural Humility Training	Municipal Capacity	50,000			50,000		
44300102	Local Development Approvals Program Grant (UBCM)	Municipal Capacity	20,000			20,000		
62300107	Howe Sound Community Forum and Ocean Watch Task Force	Municipal Capacity	5,000					5,000
72300103	SP-PRBC-Rural Development-Economic Development	Municipal Capacity	30,000	30,000				
72300105	SP-Data Collection-Economic Development	Municipal Capacity	25,000			25,000		-
82300102	Squamish Arts Council Partnership Agreement	Municipal Capacity	45,000			45,000		
84300105	Recreation Facility Development	Municipal Capacity	135,000	135,000				-
84300106	Visitor and Camping Management Plan	Municipal Capacity	25,000	25,000				
90300001	Community Strengthening Grant (UBCM)	Municipal Capacity	450,000			450,000		
			915,000	250,000	-	660,000	-	5,000

INFRASTRUCTURE OPERATIONS AND MAINTENANCE

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
26300106	UBW Upgrade (2021)	Municipal Infrastructure	50,000					50,000
28300101	Sponsored Crown Grant Surveying	Municipal Infrastructure	40,000			40,000		
50300105	Integrated Stormwater Management Plans (inc. Environmental Monitorir	Municipal Infrastructure	185,000	60,000		30,000	57,500	37,500
50300113	SP-Mamquam Dredge Maintenance & Funding Strategy-Eng Study	Municipal Infrastructure	50,000					50,000
50300114	Bridge Inspection	Municipal Infrastructure	10,000					10,000
58301101	Long Term Airport Strategy	Municipal Infrastructure	65,000	65,000				
60300101	3rd Ave Tide Gate Actuator Replacement	Municipal Infrastructure	12,000					12,000
86300100	Bearproof Garbage Bins for High Traffic Locations	Municipal Infrastructure	17,500					17,500
86300103	Public Works Music Festival Support	Municipal Infrastructure	34,000			34,000		-
86300110	Active Transportation Trails Pavement Maintenance	Municipal Infrastructure	15,000					15,000
86300111	Hardball Field Safety Improvements	Municipal Infrastructure	12,000					12,000
			490,500	125,000	-	104,000	57,500	204,000

EQUIPMENT UPGRADES AND REPLACEMENT

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
32300101	Municipal Hall HVAC replacements	Municipal Equipment	25,000	25,000				
54300101	Global Positioning System for All Fleet Vehicles	Municipal Equipment	55,300		55,300			-
			80,300	25,000	55,300	-	-	-

GROWTH

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
50300103	DCC R1B - Downtown Entrance Study/Downtown Transportation Model	Growth	45,000				45,000	
50300110	Government Rd Conceptual Design	Growth	30,000			30,000		
50300112	Downtown Street Concept Designs	Growth	45,000			45,000		
62300115	Neighbourhood Planning Subject to Private Application	Growth	100,000			100,000		-
62300116	Heritage Protection Framework Scoping	Growth	10,000					10,000
			230,000	-	-	175,000	45,000	10,000

CYCLICAL OPERATIONS

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
22300104	Labour Relations & Collective Agreement Negotiations	Municipal Cyclical	25,000		25,000			
			25,000	-	25,000	-	-	-

FACILITIES OPERATIONS AND MAINTENANCE

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisior	Reserve	Grants & Other	DCC	Taxation / Fees 2022
32300102	Municipal Hall roof repairs	Municipal Facilities	20,000	20,000	-	-	-	-
80301103	SP-Library new blinds-Library Building	Municipal Facilities	10,000	10,000	-	-	-	-
34302101	RCMP Security Upgrades	Municipal Facilities	15,000	15,000	-	-	-	-
72301101	Adventure Centre exterior repairs	Municipal Facilities	15,000	-	-	-	-	15,000
84302111	Brennan Park community centre plumbing upgrades	Municipal Facilities	90,000	-	-	-	-	90,000
84303101	55+ Activity Centre interior painting	Municipal Facilities	10,000	-	-	-	-	10,000
86301101	Soccer concession door upgrades	Municipal Facilities	10,000	-	-	-	-	10,000
			170,000	**45,000**	**-**	**-**	**-**	**125,000**

COVID REQUIREMENT

Project Name	Department	Category	ANNUAL COST	Acc. Surplus or Provisior	Reserve	Grants & Other	DCC	Taxation
COVID-19 Operating Expenses	Emergency Management	Covid Requirement	1418000			1418000		0
			1418000	0	0	1418000	0	0

2021 Special Operating projects – Descriptions

Ref #	Project Name	Project Description	Project Justification Benefits
1	**Public Engagement Tools**	Reinstating Special Project funding for Communications would allow for the licencing of third party public engagement tool licences (e.g. Thought exchange) throughout the year. In the context of COVID-19, creative ways to engage with more members of the community on various topics and initiatives will be required, and this funding will support being nimble in that regard.	Public engagement supports organizational transparentcy and brings the community voice to the decision makers' table to support durable decision-making.
2	**OCP Monitoring**	OCP Indicators and Economic Development benchmarking / monitoring system. Initial set up of Townfolio on line system completed. Annual cost for system $6,500	Initial project funding of $20,500 in 2019. Total is spent over three years so funded from surplus in 2020 and 2021.
3	**CAO Strategic Project annual envelope**	Annual envelope to deliver Strategic Plan and Council directed CAO objectives. 2021: 1. UNDRIP truth and reconciliation actions implementation 3. Employee engagement work and activities through COVID and beyond to support organizational service and innovative culture.	UNDRIP and TRC calls to action will be implemented throughout the organization with the goal to support a broad, cultural shift towards decolonization. COVID has highlighted the need to specifically fund initiatives to ensure employee engagement; examples include but not limited to food truck lunches, workshops and support for CLImB, facilitated organizational planning workshops.
New	**CAO Strategic Projects IDEA**	IDEA: Initial project to commence work and scope long term plan / budget for Inclusion, Equity, Diversity and Accessibility as well as UNDRIP and TRC actions.	A multi-year long term program to deliver on Council motion including: • An internal organizational plan based on best practices to support a diverse, inclusive, and equitable workforce. • Applying a social equity lens throughout the organization to support sound policy development and ensure that all residents can access, participate in, and benefit from the District's facilities, infrastructure, programs and services; • Ensuring that the District's communication and engagement practices and processes are representative of the entire community, including how we develop committees and advisory bodies; and • Developing a plan to implement improvements and a way to measure progress on these goals.
New	**Annual Council TRC**	The District of Squamish Council requires resources for implementing actions from the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Committee (TRC). Activities and scope are yet to be determined but will include training, workshops, and other services solicited from Indigenous organizations and professionals.	The District of Squamish Council requires resources for implementing actions from the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Committee (TRC). Activities and scope are yet to be determined but will include training, workshops, and other services solicited from Indigenous organizations and professionals.
4	**Labour Relations & Collective Agreement Negotiations**	Collective Agreement Negotiations are done every 3 years. Both IAFF and CUPE contracts expire at the end of 2019 and bargaining is expected to continue into 2021.	With IAFF and CUPE CA both expiring additional contract resources may be required for legal review or in the event mediation becomes necessary. This project is funded from cyclical reserve set aside for this specific purpose. Consultation/involvement of Metro for IAFF is likely.
5	**Asset Retirement Obligation Support-Financial Services**	Project supports Financial Statement transition to new Public Sector Accounting Board (PASB) standards for accounting for Asset Retirement Obligations (ARO).	PASB Asset Retirement Obligation (ARO) accounting becomes a requirement in 2023, with comparable information required for 2022 Financial Statements
6	**Open Data Action Plan**	As set out through the Organizational Plan - Building Bridges: "Grow open data program to support open government and data driven decision making; support OCP monitoring in 2019, create an open data policy by December 31, 2020." The Open Data Action Plan will set out the as-is and to-be opportunities for Open Data at the District, including: governance, inventory framework, lifecycle assessment, legislative alignment and operational considerations.	The Open Data Action Plan will provide a framework for data governance across the organization, in order to improve access to and use of data to empower community decision making. For the organization, this project will focus on the reduction of the data silos that currently put our data assets at risk. Without an overall framework for data governance each operational area is relied upon as a data steward, often resulting in redundancy, inconsistency, data insecurity, and limited access. The opportunity to improve the governance, quality and availability of data will lead to greater organizational efficiencies and expand the overall data literacy of the organization.
7	**SharePoint Major Upgrade**	A major upgrade of the SharePoint Document Management system along with the underlying Collabware Records Management system has been planned since 2018. These upgrades will ensure that District files and records continue to be kept in an updated, stable, and secure environment. The upgrades also include improved system performance and speed, as well as a number of new advanced features. The budget request is for expert Consultant time to assist with technical work and training.	The District is currently running outdated SharePoint 2013 which will eventually be unsupported by Microsoft and poses some risk. This is a critical, core District-wide system, heavily used by staff in all areas. Performance improvements will have an immediate impact on productivity. The Collabware Records Management system used mainly by the Records Coordinator to manage record retention policies will also be upgraded to ensure District records continue to be protected. An additional benefit is that these upgrades will get the system 'cloud-ready' providing the District with the option for a potential move to the cloud in the future.
8	**UBW Upgrade (2021)**	The new UBW Financial Management system will require a major upgrade to Milestone 7. Ideally this would happen in 2020 but teams will be busy with post go-live activities and support and the current version will continue to be supported by the vendor. This upgrade will require a 3-4 month engagement with the vendor and will be lead by the Financial Systems Business Analyst.	This major upgrade will ensure that the District is using a supported, up to date version of the system. By staying on top of the upgrade cycle, the District is maintaining its major system investment and reducing risk. The upgrade will also provide value in the form of new features and performance improvements.
9	**Municipal Hall HVAC replacements**	The 10 Roof top units that provide heat and cooling and fresh air at Municipal Hall are currently 20 years +. Many are in a poor state of repair and are close to failing and will be beyond repair. This proposes to have budget available if some of the units fail in 2020.	This budget will ensure that we have minimal disruption to the provision of acceptable air quality to staff at Municipal Hall in the case of a failure. Any new roof top units that are purchased can be moved to and re purposed at a different building if Municipal Hall is demolished.
10	**Municipal Hall roof repairs**	There are a total of 12 roof areas over 5 different levels at Municipal Hall, some of which are 30 years + and beyond their service life. A roof consultant examined the roofs in July 2020 including a visual inspection and core cutting for moisture detection. Most of the roofs have leaked over the last 10 years. Moisture was found in several roof areas under the roof surface. The report identified a number of critical repairs required in order to prolong the life of the roofs for up to approximately 5 years.	This project proposes to conduct the recommended repairs while the future of this facility is determined as part of the Real Estate Master Plan implementation. If the facility is to remain operating beyond 5 years, the roofs and supporting structures will need to be replaced at approximately $750,000.

Ref #	Project Name	Project Description	Project Justification Benefits
11	**RCMP Security Upgrades**	In early 2018 Squamish RCMP completed a physical security review lead by the RCMP E-Division Departmental Security Section. The review identifies threats and vulnerabilities to the RCMP personnel, information and assets at the detachment, and makes recommendations that are required in order to enhance security and mitigate risks as mandated by the Treasury Board Secretariat. Issues to be addressed were prioritized over a 3 year period starting in 2019. Items to be addressed in 2021 include exterior gate and garage door upgrades.	This project will improve the safety of staff working in the detachment.
12	**RCMP exterior wall repairs**	In 2015, IRC Building Engineers were commissioned by staff to perform an RCMP building envelope analysis, looking at the condition of the different types of exterior wall and roof materials used on that building. Many deficiencies were observed by staff prior to the investigation, such as large cracks, efflorescence on the brick, broken cedar shakes and roof ponding and damaged flashing. A number of recommendations were outlined in the resulting report some of which were investigated further and many of which have been fixed since 2015. This project is to undertake the remaining repairs and preventative maintenance to the exterior as outlined below.	Repairs to the RCMP building will prolong the life of the building thereby reducing the cost of replacements. The proposal includes repairs to roof flashing, replacing damaged cedar shakes, cleaning and re sealing exterior wood support beams at the entrance and cleaning efflorescence from the brickwork.
13	**Adventure Centre exterior repairs**	The Adventure Centre is 14 years old. This project proposes a number of repairs to the structure of the building. There is extensive wood used around the outside of the building including a large wooden soffit. It was last stained in 2014 and the manufacturer recommends a re application every 4 years to ensure it is protecting the wood. Secondly the hinges and other hardware for the 4 sets of exterior glass doors will be repaired/replaced. These doors are used regularly and the hardware is showing signs of wear. Lastly the roof will be inspected and any repairs identified will be repaired.	These repairs will prolong the life of the building as well as reduce resources being spent on door and roof repairs.
14	**SP-Library new blinds-Library Building**	There are high windows all along the front of the Library and the children's' section. The blinds in these windows are used daily to control the sunlight coming into those areas. Some of the current blinds are broken and no longer work. Parts are no longer available for those blinds in order to repair them. This project will replace the broken blinds.	The blinds are used to control the sunlight that comes in through the large windows. The sun bothers the eyes of visitors and staff particularly in the winter when the sun is lower in the sky and it also damages the books by fading the colour. In addition, the sun in the summer heats up the space causing the air conditioning to work harder. Functioning blinds will reduce damage to the books as well as reduce energy consumption while providing a more enjoyable environment for staff and visitors.
15	**Library plumbing and electrical upgrades**	The library is 22 years old. The washrooms are heavily used daily. This project proposes preventative maintenance of the plumbing fixtures to replace or repair plumbing in all washrooms. In addition the electrical systems will be inspected through a thermographic and infrared inspection and upgraded as necessary.	These are recommendations from the RDH engineering report. They will ensure the best customer service in the washrooms and that the building is electrically safe.
16	**Brennan Park community centre plumbing upgrades**	Most of the plumbing in the facility is original at 28 years old. Some of the Pool circulation plumbing has been replaced as projects have required (UV addition and boiler upgrades for example), but the remaining circulation piping is in need of replacement as it is worn and starting to crack and fail. In addition, certain plumbing fixtures have failed such as wall hose bibs and there are no spare parts available as the equipment is obsolete. Some fixtures will be replaced to meet or exceed current water consumption guidelines.	This project is diverse and will involve piping replacement, fixture repairs/replacement and upgrades to valves and seismic restraints. Replacement of old plumbing prior to failure reduces the impact on staff and user groups. It will improve operational stability and in some cases reduce water consumption.
17	**55+ Activity Centre interior painting**	The interior walls of the 55+ are damaged in the back half of the facility including the central area and 2 meeting rooms. The rest of the facility was painted in early 2020. This proposes to patch the walls and paint this half.	To prolong the life of the walls and for esthetics. These areas are rented out to user groups. New paint colours will be used to tie in with the new colours in the front half.
18	**Soccer concession door upgrades**	This project proposes to do some upgrades to this well used facility. The project will include new door hardware, replacement of existing interior lighting with LED options and plumbing upgrades to provide some touchless options.	This will improve the safety of the building for staff and user groups as well as reduce energy consumption
19	**Sponsored Crown Grant Surveying**	Final surveying work is required to complete several Sponsored Crown Grant applications in process by the District. The applications requiring final surveying include: Smoke Bluffs Park expansion ($14,000), Access Road to the Windsurfing Spit ($8,000), Landfill ($10,000) and Diking ($8,000).	These applications serve to ensure long term access to various community assets.
20	**Mamquam Blind Channel Navigation Marking Project**	In 2018, the District and Transport Canada (TC) partnered on a Navigation Channel Marking Project in the Mamquam Blind Channel (MBC) to provide TC with enhanced enforcement and compliance tools in the MBC. The Marine Action Strategy identifies a three year project to further support enforcement and compliance in the MBC. The Project includes buoy maintenance, increased signage, buoy repair and replacement, water use bylaw development and enforcement activities. The total project cost is estimated at $9k to occur over the three year period.	The MOU initially signed between the District and TC for the Navigational Channel Marking Project in 2017 assigns the responsibility to maintain the buoys to the District.
21	**REFMP Land Analysis**	The Real Estate and Facility Master Plan (REFMP) identifies the potential for over 300 land acquisitions to meet the District's future land and infrastructure needs. The REFMP recommends the District complete 5 land studies in Year 2 (2021) of the implementation of the plan in the following categories: Parkland, Active Transportation, Conservation Lands, Transit/Ridesharing and Public Access. Once the lands required have been identified the District can develop an estimate of the future investment into land acquisitions and potential timing. This information can then be input into the District's Long Term Financial Plan.	The land analysis will be led by Real Estate Services staff but additional research and land valuation support is required to complete the project in a timely fashion and allow Real Estate Service to continue to administer its regular workload.
22	**Long Term Airport Strategy**	Development, long-term tenancies and servicing at the Squamish Airport are currently restricted by the Cheekye Fan Terrain Hazard Policy. The District is currently reviewing potential solutions to the Cheekye Fan Terrain Hazard as part of the proposed rezoning in the Cheekye Fan area by Squamish Nation and its development partner. If a solution is identified, a long-term strategy for the Squamish Airport will be required to establish the level of development at the Airport, the approach and funding for servicing the Airport and appropriate long-term lease terms for tenancies.	Real Estate Services anticipate requiring a variety of consulting support to complete this strategy including aviation expertise, servicing cost estimates, lease rate evaluations and surveying expertise. The total of this support is estimated at $40k.

Ref #	Project Name	Project Description	Project Justification Benefits
23	**Community Resilience Investment Program**	The Community Resiliency Investment Program is a new BC program intended to reduce risk and impact of wildfire to communities in BC. Applicants can apply for 100% of the cost of eligible activities to a maximum of $100,000. Funds can be used for risk reduction programs including public education, planning, and fuel and vegetation management.	The need for this program was identified as a very high priority in the 2017 Community Wildfire Protection Plan Update. If successful, the department will utilize these funds to perform fuel management treatments on public lands that have been identified as high-risk wildland interface areas.
24	**SP-Sea to Sky Evacuation Plan Community Outreach-EM**	Following the completion of the Sea to Sky Multimodal Evacuation Plan, there is a need to increase public awareness of evacuation processes and requirements. A series of outreach materials will be created to engage and educate the public regarding evacuation.	Educating the public about how they can be prepared for a mass evacuation in advance will increase the effectiveness of the evacuation plan in the event of a major emergency or disaster situation.
25	**Emergency Operations Centre**	The Community Emergency Preparedness Fund (CEPF) is a suite of funding programs intended to enhance the resiliency of local governments, First Nations and communities in responding to emergencies. The intent of this funding stream is to support eligible applicants to build local capacity through the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises. The EOC has been extended beyond capacity during the COVID pandemic and this additional support would enable greater leveraging of community resources during emergencies.	This provincial grant, administered through UBCM, will contribute 100% of costs for eligible activities, to a maximum of $25 000. An Emergency Operations Centre is a physical location where representatives come together during an emergency to coordinate response and recovery actions and resources, support emergency response personnel in the field, and coordinate all official communications regarding the emergency.
26	**Emergency Support Services**	The Community Emergency Preparedness Fund (CEPF) is a suite of funding programs intended to enhance the resiliency of local governments, First Nations and communities in responding to emergencies. British Columbians forced from their homes by fire, floods, earthquakes or other emergencies may receive Emergency Support Services (ESS), which includes food, lodging, clothing, emotional support, information about the crisis, family reunification, & other services. The intent of the ESS funding stream is to support eligible applicants to build local capacity to provide ESS through training, volunteer recruitment and retention, and the purchase of ESS equipment. Through the COVID pandemic Emergency Services have been extended beyond capacity and increased resourcing will create better resilience as COVID continues and other concurrent emergencies occur.	This provincial grant, administered through UBCM, will contribute 100% of costs for eligible activities, to a maximum of $25 000. Under the Emergency Program Act, municipalities and regional districts are responsible for responding to emergencies in their areas, including providing ESS. This grant will enable the DOS to purchase supplies and equipment and provide training to increase its capacity for ESS.
27	**Indigenous Cultural Safety & Cultural Humility Training**	The Community Emergency Preparedness Fund (CEPF) is a suite of funding programs intended to enhance the resiliency of local governments, First Nations and communities in responding to emergencies. Offering emergency management in a way that respects Indigenous Peoples as the decision-makers in their own care requires cultural safety and humility. The intent of this funding stream is to support eligible applicants to provide emergency management personnel with cultural safety and humility training in order to more effectively partner with and provide assistance to Indigenous communities during times of emergency.	This provincial grant, administered through UBCM, will contribute 100% of costs for eligible activities, to a maximum of $25 000. If the Emergency Program receives this grant, it will use it towards increasing opportunities to educate emergency management personnel, and others working in the emergency management system, on the history of Indigenous Peoples, as well as the concepts of cultural safety, cultural humility and the relevance to Indigenous Peoples.
28	**Neighbourhood Hubs for Disaster Resiliency**	Neighborhood Hubs are pre-determined locations where neighbors and community members are likely to gather during a disaster, to begin exchanging information and resources among themselves when the District's emergency response resources are overwhelmed. The Emergency Program will work with organized neighborhood groups, associations, and stratas to establish Hubs and help equip them with emergency supplies. Hubs will provide a vehicle for mobilizing neighbors to come together to prepare for emergencies, and support each other in disaster situations.	The BC Auditor General's February 2018 report, Managing Climate Change Risks: An Independent Audit, emphasizes that BC must prepare for more frequent and severe floods and wildfires, as well as other hazards, due to the impacts of climate change. Part of improving a community's resilience to the increasing risks is increasing connectivity and support networks prior to a disaster occurring, and ensuring that these community networks are able to be self-reliant in the aftermath of a major emergency. Neighborhood Hubs are a key part of this resiliency-building effort, and are low cost, relatively easy to implement, and have proven effectiveness (e.g. New Zealand, Vancouver, Seattle).
29	**DCC R1B - Downtown Entrance Study/Downtown Transportation Model**	Phase 1 of this project will build a transportation model and assess the capacity of the transportation network in the downtown. The model will inform future transportation capacity upgrades and further study. Phase 2 will study the area bounded by Highway 99 on the north, Pemberton Avenue on the south, Bailey Street/Third Avenue to the west and Logger's Lane to the east taking into account the following key issues: emergency access, Pemberton Ave. entrance, Bailey/Logger's Lane truck routing, Cleveland Ave. gateway, downtown transportation hub, and network connections for all modes of active transportation.	Currently, developers are required to complete transportation assessments in on individual basis, this has resulted in a piecemeal approach and differing assumptions that creates difficulties in determining development requirements. Building a comprehensive transportation model, will allow the District to holistically determine capacity upgrades as opposed to making an individual development complete an upgrade that may be triggered by the impacts of many new developments. The entry to downtown leaves an important impression on visitors. An efficient, free-flowing, and aesthetic downtown entrance will encourage visitors to the downtown and assist in downtown revitalization.
30	**Asset Management Plan Update**	The District prepared its first Asset Management Plan in 2010. The AMP provided a comprehensive set of recommendations to collect additional information on the District's assets that can be used to update and refine the plan in the future. The District has collected a significant amount of additional information that can be used to refine and improve the AMP which ultimately provides important recommendations on sustainable financing levels. The AMP should be updated every 5 years to ensure that the District is planning responsibly for asset management. The plan is now approximately 7 years old and should be updated.	An up to date and comprehensive AMP will ensure that the District is planning responsibly and will not be surprised in the future with unexpected increases in utility rates or general taxes.
31	**Integrated Stormwater Management Plans (inc. Environmental Monitoring)**	Preparation of ISMP's is a requirement of the Liquid Waste Management Plan and has been included in the DCC Bylaw. An ISMP is a comprehensive study that examines the linkage between drainage servicing, land use planning and environmental protection. The purpose is to present a blueprint that supports the growth of a community in a way that maintains or ideally enhances the overall health of a watershed. The project will undertake a phased approach as follows: Phase 1 - Business Plan/General Policy Development, Phases 2-4 - Catchment specific ISMPs.	Improved stream health, environmental sustainability, assessment and evaluation of natural assets. Integral to starting asset management for our storm water infrastructure. Increasing storm intensity resulting from climate change makes storm water planning more important.
32	**School Travel Planning**	Council has discussed continuing the school travel planning program in 2020. This would include updating the Best Routes Maps and brochures for the 6 elementary schools that have completed School Travel Plans, and conducting School Travel Planning for the Squamish Montessori Elementary School and the Squamish Waldorf School. The total cost of this work is $40,000.	Improves safety for students, increase walking/cycling

Ref #	Project Name	Project Description	Project Justification Benefits
33	**Downtown Multi-Modal Hub Feasibility Study**	The current downtown transit exchange will need to be relocated in order to accommodate system growth, better integration with regional transit (public and/or private), and in order to accommodate a separated bike path on Pemberton Ave. Federal and Provincial funding is available for this project (resulting in costs to District of 20% for construction and 50% for land), but will require a feasibility study as a first step. This study will be cost shared with BC Transit and they will manage the consultant.	Required in order to proceed with accessing federal/provincial funding (they pay 80% of construction costs, 50% land cost).
34	**Government Rd Conceptual Design**	Similar to the downtown street conceptual design projects, a conceptual design for the Government Road corridor is required in order to guide developers with their frontage improvements. The conceptual design will include bike lanes, and vehicle travel lanes, paths and sidewalks as required. Along some parts of Government Road a separated bike lane will be required. This is required in the short term (2020) as developments are already underway.	Will allow developers to build frontage rather than the District taking cash in lieu.
35	**Multi-Modal Transportation Plan**	Update of the current 10 year old comprehensive community transportation master plan.	Needed to update to reflect ongoing community growth .
36	**Downtown Street Concept Designs**	Conceptual designs are required for several downtown streets so that the Planning and Engineering departments can guide developers on how to build their frontages. In many cases the existing curbs/sidewalks/parking etc. are not the desired future condition, however without conceptual designs it is very difficult to know what to tell developers to build. With a good conceptual design in place, developers can build the appropriate frontage and save the District the cost of building it in the future. The next priority streets are Third Ave and Main St. Both are designed as having separated bike paths in the Active Transportation Plan.	Will allow staff to require developers to build frontage rather than taking cash in lieu. These are both required in the short term (2020) as developments are already underway.
37	**SP-Mamquam Dredge Maintenance & Funding Strategy-Eng Study**	Prepare a strategy for dredging the Mamquam Blind Channel in order to maintain marine navigability. The strategy should define the scale of dredging necessary, timing and funding requirements. Included in the scope of the plan is engaging with stakeholders (marine users and regulators) and determining potential funding partnerships.	This project is a key recommendation of the Marine Action Strategy in order to maintain a navigable channel at all tide conditions.
38	**Bridge Inspection**	Hire a structural engineer to complete a detailed inspection and prepare a report for all District-owned bridges.	Bridges are high risk assets due to the consequence of failure. Regular detailed inspections ensure the District identifies any deficiencies requiring correction before they become major issues.
39	**DCC Bylaw Financial Model Review**	A review of the financial model underlying the DCC Bylaw, specifying rates per unit or by area. Consultant needed to review the complex Excel spreadsheet that performs the calculations that create the DCC rates.	At the July 21, 2020 Council meeting, Council requested a review of the DCC model to address issues of concern, including equity of rate application across different housing types, and to ensure that the DCC model and rates support current strategic priorities. There is no internal capacity to review the model, as it is beyond staff's current skill set and needs to be contracted to a company with expertise in DCC model review.
40	**Speed Limit Reduction Pilot Project**	In July 2020, Council passed a motion to pursue a Motor Vehicle Act pilot project for speed limit reduction. This budget provides for the implementation of this project, including project planning, signage, communications, data collection/monitoring.	Project is a Council priority.
41	**Storm Sewer Inventory Collection, Condition Assessment and Flushing**	The District has an incomplete inventory of stormwater infrastructure. This project will collect drainage inventory, complete video condition assessments and flush storm sewers in order to inspect their condition and flush silt and sediment. The data can be used to inform the Integrated Stormwater Management Plan and Asset Management Plan update.	The Asset Management Plan noted that very little information is available on the condition of the storm sewer system. This project will allow the District to understand the condition of storm sewers in order to determine an appropriate rehabilitation/replacement strategy. This is an anticipated outcome of the upcoming Integrated Stormwater Management Plan.
42	**Community Carbon Marketplace Phase 4**	This project will complete Phase 4: Continued Growth of Squamish's Local Low-Carbon Economy - it will focus on optimizing the growth of the Squamish Community Carbon Marketplace to its maximum potential through an expanded communication and outreach efforts to: (1) Expand supply of community carbon credits by identifying and listing additional greenhouse gas reduction projects (GHGRPs) beyond those found in Phase 2, and (2) Expand demand for community carbon credits by engaging additional businesses and local governments in the region to continue to expanding and grow interest for purchases.	This project was not completed in 2019 due to a detailed review of the CCM offsets in the Province's Climate Action and Revenue Incentive (CARIP) program. Staff plan to finalize the review in 2019 and then proceed with the project in 2020. This will involve either completing the CCM Phase 4 as-is, or developing an improved alternative that meets Council's strategic goal to "Increase the number of businesses participating in the local carbon marketplace to advance climate change mitigation and adaptation activities."
43	**Community Energy and Emissions Reductions**	This project is dedicated toward ongoing implementation of the Community Climate Action Plan. A significant portion of the funding is earmarked toward a senior Senior Energy Specialist position. Funds will cover salary, benefits, additional DOS costs (e.g., computer and phone), and also a small amount of project funding support. The Senior Energy Specialist will function as part of the Sustainability team, and is tasked to identify and implement low carbon energy initiatives in line with the CCAP. The position will focus primarily on actions related to both new and existing building infrastructure, as well as decarbonizing transportation, closing the loop on waste, and other projects.	Funded primarily by FortisBC Climate Action Partnership program.
44	**Estuary Master Plan**	To inform future land and marine use decisions through an overall review of estuary restoration, habitat banking, conservation priorities, blue carbon opportunities, and a proposed marine project referral body.	We are moving forward to pick up on needs arising through Central Estuary Restoration Project, and because SEMP has fulfilled it's objectives, an overall master plan is needed to identify the bigger estuary infrastructure pieces, distinct from the OCP land use regulations. This includes the training dike alignment, Squamish Terminals, and addressing continued habitat enhancement and recreation interests.
45	**Streetlight Pole Replacement**	Multi-year budget to replace ten aging and/or failing non-galvanized steel streetlight poles per year.	Risk to public safety.
46	**Global Positioning System for All Fleet Vehicles**	GPS units and software to monitor operations of all fleet vehicles.	GHG reductions and cost savings will result as software will flag extended idle times, hard braking, hard acceleration and will result in reduced maintenance required. This technology will also allow Public Works Supervisors and Administration to optimize snow and ice control, garbage collection, horticulture watering, and other daily operational routes. Furthermore the software will record heavy equipment operational parameters including location, plow up/down, sander/salter on/off, etc.

Ref #	Project Name	Project Description	Project Justification Benefits
47	**Dike Vegetation Removal**	Dike vegetation removal as required by the Integrated Flood Hazard Management Plan (IFHMP)	IFHMP & DMA requirement.
48	**3rd Ave Tide Gate Actuator Replacement**	Third year of replacement program for 3rd Avenue tide gate actuators / controls. Current equipment is past the life cycle replacement point. 5 gates and gate actuators in total.	Year 3 of 5 year repair / replacement program approved in 2018. Failure of automated flood gate system could result in flooding downtown and an impact to fish and wildlife habitat in the estuary.
49	**Howe Sound Community Forum and Ocean Watch Task Force**	Funding contribution towards administration of the bi-annual Howe Sound Community Forum that includes District participation, as well as project contribution towards Ocean Watch Task Force subcommittee project to develop a Howe Sound Marine Reference Guide. The reference guide is an online decision support tool for use by communities in the bioregion that integrates biophysical, ecological, administrative, and human use values for improved marine spatial planning in Howe Sound.	Howe Sound Community Forum intergovernmental roundtable provides forum for advocacy and partnership work with Squamish First Nation, local governments and regional districts and organizations within Howe Sound. Objectives and outcomes include information exchange, public policy development, coordination and advancing best practices for sustainable development within the region.
50	**Marine Action Strategy Administration**	Operating funds for covering logistical expenses of advancing MAST Actions related to coastal protection dike integration, habitat protection, marine infrastructure and compensation, and others with agency partners and consultant support.	Part of MAST Implementation (ongoing Council priority). A proposed marine project referral body is proposed to inform future land and marine use decisions through an overall review of estuary restoration, habitat banking, conservation priorities, and blue carbon opportunities.
51	**Public Space Design Guidelines and Standards**	Guideline and standard development for improvements within public spaces, particularly in the Downtown area. This one-time project will address consistent standards for urban design, street furniture, street lighting, patios located within public space, street trees, elements of waterfront walkways, mid-block connections and other design features. The aim of this project is to increase utilization of and improve experience within public spaces, while allowing for physical distancing required by Public Health Orders as a result of COVID-19 therefore would be eligibe for funding by the COVID-19 Safe Restart for Local Governments Grant.	Increase utilization of and improve experience within public spaces.
52	**Short Term Rental Legal Review and Compliance Action**	Ongoing project to regulate short-term rentals in Squamish will require legal review prior to bylaw amendments being considered by Council. Initial years of implementation will also require legal resources for the regulations to be effective.	Legal review and actions in the first years of implementation will increase the effectiveness of adopting new regulations.
53	**Zoning Bylaw Update Engagement and Legal Bylaw Review**	Ongoing project to update the Zoning Bylaw and bring it into alignment with the Official Community Plan will require funds in the amount of $5,000 for engagement activities and $15,000 for legal review of draft bylaw changes prior to Council readings of the Bylaw.	Legal review of the Bylaw will manage the risk of future litigation.
54	**Sea to Sky Healthy Community Collaborations and Congress**	As part of the District's VCH/DOS Healthy Community Collaboration agreement, contribute to funds for work jointly with VCH on actions within priority areas per the updated collaboration agreement (updated and Council-endorsed in April 2019). Includes supporting local advertising for increasing engagement and participation in the My Health My Community Survey 2.0 (provides Local Health Data) and co-hosting a future healthy community congress gathering in next several years (2022).	Ongoing policy support for advancing healthy community objectives and initiatives with the regional health authority per the Squamish2040 OCP.
55	**Neighbourhood Area Planning**	Sub Area Plan preparation for existing neighbourhoods as established in the Official Community Plan. Neighbourhood-level planning is necessary in order to create neighbourhood node areas, improve active and recreational connectivity and phase growth appropriately in Garibaldi Estates, Garibaldi Highlands, Valleycliffe, Dentville and Northyards. The planned approach is to complete one plan per year using internal staff resources and outsourcing technical work necessary to complete background area-studies such servicing conditions, ecological resources, slope conditions and other aspects.	As directed in the Official Community Plan.
56	**Steep Slopes Development Permit Area**	A Development Permit Area is needed to better guide slope-side development. The Development Permit Area should be drafted by professional with expertise in slope hazard management.	Squamish is seeing an increase in slope-side development given the need to located development away from other hazard areas such as floodplains as well as limited supply of flat land areas within the Growth Management Boundary of the OCP.
57	**Neighbourhood Planning Subject to Private Application**	Sub area planning for a one of the private parcels in the District based on application from the property owner. The project will be funded by application fees, no impact on taxation. Expenses will include 1.0 FTE Planner 1 hired on contract.	May be triggered by application.
58	**Heritage Protection Framework Scoping**	Scoping to determine the appropriate heritage protection regime for Squamish. This work would be completed by a qualified professional in the heritage regulation field. Development of a heritage protection strategy would be completed in future years.	Requested by Council for inclusion into the budget for discussion.
59	**Squamish Valley Agricultural Plan Implementation**	Funding allocated to Squamish Food Policy Council for identified high priority actions implementation 2021-2023 under the Squamish Valley Agriculture Plan. Supported thought partnership implementation agreement signed between DOS, SLRD and Squamish CAN/Squamish Food Policy Council in 2020. The SVAP provides a clear vision and roadmap of actions to maximize the agricultural and food sector potential of the Squamish Valley over the next 10 years. A total of 38 recommended actions were identified in the SVAP, 23 of which the SFPC is responsible for implementing.	Strategic
61	**SP-Data Collection-Economic Development**	Building on a two-year open data initiative that was in partnership with the Squamish Chamber and Tourism Squamish, District Economic Development is seeking annual funding for primary and secondary data collection, analysis and reporting. Additional emphasis being given to areas impacted by COVID-19 in 2021 providing opportunity to be funded by the COVID-19 Safe Restart Grant for Local Governments.	Economic related data and analysis forms the basis of both community-related and local business decisions. Since the commencement of the Open Data project in 2018 access to local-level data has significantly improved. Today, through the launch of the Economic Indicators Dashboard and ongoing work to collect, analyze and communicate data, accessibility has not only improved, but informs policy work, local business decisions and programming. Survey respondents for both the 2017 and 2018 Economic Development Survey indicated that the provision of data, tools and resources by Economic Development was of high value to them.
62	**BC Rural Dividend - Affordable Housing Governance Model**	The objective of this project is to develop a Affordable Housing Governance Model and Supporting Program and Policy to support the provision of affordable housing in Squamish and meet priorities identified in the District's Affordable Housing Strategy. Contingent on receiving provincial funding, this project will create one part-time equivalent position on a one-year contract for the purpose of governance, program and tool development while a portion of funding will be used to contract services for aspects of the project. Once completed, it's envisioned that a third-party will resulting housing programs.	Over the last two years the District has been developing a long-term municipal housing program as an outcome of a 2015 Housing Task Force Final Report. Today, affordable housing continues to be a District priority and is identified in District of Squamish Council Strategic Plan. This project will implement the District's Affordable Housing Strategy including the governance model, programs and supporting policies required for the provision of affordable housing throughout the District.

Ref #	Project Name	Project Description	Project Justification Benefits
63	**Emerging Sector Roadmap and Action Plan**	The Emerging Sector Roadmap and Action Plan (Sector Plan), endorsed by Council in June of 2020, included two priority areas for implementation. Priority area 1 centred around building foundational cluster development strategies while area 2 focused on building foundational business investment attraction strategies. While Economic Development has begun initial priority area 1 implementation, in 2021, the department intends to expand its focus on this priority area while commencing actions part of priority area 2. Due to COVID-19, additional emphasis being given to strategies incorporating resiliency.	The Sector Plan prioritizes the growth of two emerging themes, the Green Economy and Outdoor Recreation. Both themes are made up of several sectors with demonstrated potential for job and firm growth as well as a social, environmental, and economic benefit for the community. Working collaboratively with the business community, other levels of government and partner organizations, the development of an innovation ecosystem and subsequent cluster formation are critical steps in achieving Strategic Plan goals associated with The Economy and Local Jobs pillar and supports other areas of the Strategic Plan and Organization Plan notably The Planet and Environment and Building Bridges.
64	**Employment Lands 2.0**	The District's Employment Space Demand Model is a key tool that was created by District staff in 2020 to support economic development and land use planning. The model, owned and maintained by District staff, is used by staff for the analysis of employment space over time, and across an evolving context. Based on initial learnings, staff hope to evolve the model into a 2.0 version in 2021. Planned improvements include refactoring the model framework, making it more useful for daily analysis and decision-making and more customized for the District's analysis needs, and to make the model accessible to more staff across the District.	This project directly supports the objective to "undertake and complete a sub-area plan for two residential neighbourhoods by 2022, aligned with the Council Strategic Plan priorities and OCP goals." Employment Lands 2.0 work aims to expand the model to incorporate neighbourhood-level analysis, which is intended for sub-area planning analysis and for the development of thriving neighbourhood commercial nodes. The model is a key tool in aiding the District deliver on the objective to "generate a net increase of employment lands and space, on pace with terrestrial and marine needs by 2022." by assessing the availability of employment space by sector and by type of space.
65	**Squamish Arts Council Partnership Agreement**	The Squamish Arts Council has renewed it's partnership agreement with Council and the partnership has been extended by 3 years..	To remove the Partnership (only) funding to the Squamish Arts Council from the Community Enhancement Grant process and bring it into baseline funding. As well, to remove administration burden of this partnership on the Community Enhancement Grant process, providing increased predictability and stability for the SAC.
66	**Recreation Facility Development**	This project is to continue to develop and expand Recreation Infrastructure. This includes The Foundry (youth hub), Seniors Hub, Brennan Park expansion (Wellness Centre), Neighbourhood Centres, and implement with community partners the Brennan Park Fields and Lands Master Plan. In addition, this project includes continuing to develop the alternative funding model to pay for the facilities (grants, Recreation Foundation, partnerships).	The District needs to be agile and innovative in its approach to developing community facilities, must optimize usage at under-capacity facilities, as well as create alternative funding models to build new community infrastructure. This will maximize the District's ability to fund other core infrastructure and develop the community infrastructure needed for the critical social programs to keep Squamish safe, healthy and happy.
67	**Bear proof Garbage Bins for High Traffic Locations**	Installing seven (7) double bear proof garbage bins in high traffic locations and moving the existing single bins to other areas.	Single bins in high traffic locations are being overfilled and creating garbage / litter pick-up issues. Litter pick-up takes significant staff time per incident whereas emptying a garbage bin can be completed quickly. Additionally overflowing garbage cans attract and create conflicts with bears and other animals.
68	**Public Works Music Festival Support**	Public Works music festival support for 2021, should a festival occur (any expenses must appear in a budget).	There will be offsetting fees or grants from the festival organizer to offset 100% of these costs.
69	**Banner Replacement**	Replacement of existing banners (110 poles) plus banners for additional 33 poles.	Existing banners are beginning to fade and wear and are in need of replacement. Community growth and public demand for additional banners. The cost shown includes 33 additional poles with banners, to just replace the existing banners reduce the ask by $10,000.
70	**Crumpit Cruiser Trail Repair & Safety Upgrade**	Crumpit Cruiser Trail repair and safety upgrade to repair damage caused by Stawamus River in fall of 2017.	Risk. Community demand.
71	**Active Transportation Trails Pavement Maintenance**	Re-paving of eroded, cracked and lifted sections of corridor trail and other active transportation routes.	Risk. Root intrusion, erosion and frost heave have caused some sections of the Corridor trail to crack and lift creating trip and fall hazards for users.
72	**Hardball Field Safety Improvements**	Safety signage and netting for hardball field.	Risk. Home runs and foul balls from the men's hardball field are aimed directly at BP parking lot, BP Sorca Skills Park and mini skate park.

2021 Utility Operating Project Funding

SPECIAL PROJECTS - Utilities	$881,800
Amount funded by property tax	$0
Net impact on tax revenue required over 2020	-2.7%

How the Special Projects Plan is deployed:

Strategic Plan Projects		$0
Amount funded by property tax		$0
Net impact on tax revenue required over 2018	N/A	0.0%

Master Plan Projects		$177,000
Amount funded by property tax		$0
Net impact on tax revenue required over 2018	N/A	0.0%

Municipal Services Projects		$704,800
Amount funded by property tax		$0
Net impact on tax revenue required over 2018	N/A	1.1%

CAPACITY BUILDING	$111,300
Amount funded by property tax	$0

CYCLICAL OPERATIONS	$0
Amount funded by property tax	$0

INFRASTRUCTURE OPERATIONS & MAINTENANCE	$493,500
Amount funded by property tax	$0

FACILITIES OPERATIONS & MAINTENANCE	$100,000
Amount funded by property tax	$0

GROWTH (Incl. DCC)	$0
Amount funded by property tax	$0

COVID REQUIREMENTS	$0
Amount funded by property tax	$0

MASTER PLAN PROJECTS

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
94300100	SP-Water Bylaw Rewrite-Water Engineering	Master Plan	65,000					65,000
94300106	Water Master Plan Update/Water Rate Study	Master Plan	100,000					100,000
96301106	Outfall Inspection	Master Plan	12,000					12,000
			177,000	-	-	-	-	177,000

CAPACITY BUILDING

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
92300102	SP-Solid Waste Bylaw Outreach-SW	Municipal Capacity	68,300					68,300
96301103	SP-Source Control Effectiveness Study-Waste Water Services PW	Municipal Capacity	8,000					8,000
96301105	Lift Station Condition Assessments	Municipal Capacity	35,000					35,000
			111,300	-	-	-	-	111,300

INFRASTRUCTURE OPERATIONS AND MAINTENANCE

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
92300104	Landfill Security/IT System Upgrades	Municipal Infrastructure	15,000	15,000				-
92300105	Curbside Collection Analysis	Municipal Infrastructure	35,000	35,000				-
92300106	Recycling Depot Pre-Design	Municipal Infrastructure	30,000	30,000				-
92301105	Landfill Hydrogeology and Hydrology Characterization Report	Municipal Infrastructure	20,000	20,000				-
92301106	Landfill Expansion Pre-Design & Permitting	Municipal Infrastructure	57,500	57,500				-
92301107	Landfill Camp Clean Up	Municipal Infrastructure	35,000	35,000				-
94300107	Confined Space Entry Program Review and Update	Municipal Infrastructure	58,000					58,000
94300108	SCADA VT Software Replacement & Upgrade	Municipal Infrastructure	26,500					26,500
94300109	Feasibility Assessment For Fiber Connection	Municipal Infrastructure	10,000					10,000
96300101	WWTP Outfall Extension Pre-Design/Environmental Impact Study Update	Municipal Infrastructure	100,000					100,000
96301104	Fall Arrest Upgrades - Year 3 of 3	Municipal Infrastructure	10,000					10,000
96301107	Sewer System Electrical Safety Upgrades	Municipal Infrastructure	25,000					25,000
96301109	Replace / Upgrade Aging SCADA Software	Municipal Infrastructure	50,000					50,000
			472,000	192,500	-	-	-	279,500

EQUIPMENT UPGRADES AND REPLACEMENT

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
92301104	Landfill staff facility electrical upgrades	Municipal Equipment	10,000	10,000				-
96301110	Specialty Sewer Tools	Municipal Equipment	11,500					11,500
			21,500	10,000	-	-	-	11,500

FACILITIES OPERATIONS AND MAINTENANCE

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Reserve	Grants & Other	DCC	Taxation
96302101	WWTP new staff changeroom	Municipal Facilities	65,000					65,000
96302102	WWTP fire safety upgrades	Municipal Facilities	35,000					35,000
			100,000	-	-	-	-	100,000

2021 Utility Operating Project Descriptions

Project Name	Project Description	Project Justification Benefits
Landfill Security/IT System Upgrades	Increased and comprehensive security system at the Landfill as well as IT upgrades to ensure consistent connectivity for the software and security systems to run on.	To ensure security and safety at the site of both contractors and the public, as well as for liability purposes as there is currently no one onsite at night.
Curbside Collection Analysis	Conduct a review of the existing residential curbside collection system and investigate alternatives (in keeping with the BCMP), that could include: a communal waste collection system for residential neighbourhoods; create fully fenced and staffed transfer stations; requirements for metal sheds for tote storage for new residential developments, etc. The analysis will identify options available to reduce access based on strategies used in other communities, and Squamish-specific constraints.	While the existing totes provided by GFL are certified to be bear-resistant, they are still being accessed by bears, even when used correctly. The purpose of the Curbside Collection Analysis is to address the wildlife attractant issues associated with the current collection system, to protect the safety of residents and bears.
Recycling Depot Pre-Design	Complete pre-design and analysis for an alternate recycling depot in the event that GFL discontinues the depot on Queens Way.	GFL has the option of giving notice to discontinue operating a RecycleBC Depot at their Queens Way location in 2021 (6 months notice). The District would need to find an alternative site and/or expand the Depot at the Landfill.
Landfill staff facility electrical upgrades	The staffing facility at the landfill is used daily year round. The current cooling unit is end of life and no longer efficient. Baseboards are used for heating. This project proposes to replace the wall unit and baseboards with a dual wall unit that will provide heat and cooling. Wiring in the building will be updated at the same time.	This will reduce reliance on an inefficient cooling unit. The heating baseboards are not suitable for such an environment as space is cramped and they get covered in dirt. The new unit and wiring will provide an improved and safe occupant experience.
Landfill Hydrogeology and Hydrology Characterization Report	Complete hydrologic and hydrogeological assessment to determine surface and groundwater impacts resulting from precipitation on the landfill site	This is a requirement of the Operational Certificate with the BC Ministry of Environment.

Project Name	Project Description	Project Justification Benefits
Landfill Expansion Pre-Design & Permitting	Provide options for site development to include waste diversion infrastructure and assess impacts to operating cost and lifespan; present recommendations to Council and Squamish Nation; present option selected to stakeholders via an Open House(s) and written resources. DOCP update and permit amendment for landfill expansion; DOCP update will be 2 years ahead of schedule (5 year cycle, completed in 2020). Need to consider debris flow risk and mitigation strategies.	Landfill expansion is required by 2026, this work is necessary preparatory work to develop the plan and secure permitting and approvals in advance of construction.
Landfill Camp Clean Up	A significant volume of waste materials have accumulated in several camps in the buffer zone around the Landfill, due to unauthorized scavenging and occupation. These camps pose a risk to public health and the environment, and need to be cleaned up in accordance with the DOS lease agreement with the Province. Costs will be split between DOS and the Province, and this is the estimate for the DOS portion. Clean up will be coordinated by Public Works and will require contractor services for heavy equipment and manual labour.	Landfill clean up requred to maintain Public Health & License to Operate.
Plateau/Thunderbird Reservoir Condition Assessments	Plateau/Thunderbird Reservoir Condition Assessments	Plateau/Thunderbird Reservoir Condition Assessments
Water Master Plan Update/Water Rate Study	The District completed its last Water Master Plan in 2015. The District has completed many of the recommendations in the report and requires new input to refine water system capital priorities and associated funding requirements. In addition, the District will complete installation of water meters in 2021 and implement a new water rate structure in 2022. This plan will include analysis and recommendations for the new water rate structure.	This project will follow Official Community Plan policy to "Prepare and review water, sewer and stormwater master plans every 5 years to identify existing capacities, short-term upgrading requirements and the long-term viability of the District's infrastructure systems." . IN addition, a rate study is required to implement a new water rate structure that achieves the goals of equitable billing, water conservation and full-cost recovery for the water utility.
Confined Space Entry Program Review and Update	Review and revision for the Districts Confined Space Entry Program.	The Districts Confined Space Entry program was last updated more than ten years ago and regulations relating to confined space entry have been updated / amended and a revision of the Districts confined space's and entry procedures need to be updated to meet the new regulatory standards.
SCADA VT Software Replacement & Upgrade	Replacement of the existing ClearSCADA software that monitors and controls all of the Districts Water, Sewer and Drainage infrastructure (62 sites in total) with VT SCADA.	Existing software product nearing end-of-life. An upgraded SCADA software platform will allow better operational data analysis to enable more efficient operations, support business case development, provide easy access to historical data for Public Works and Engineering capital and operating projects and will inform future infrastructure management decisions. Information is power!
Feasibility Assessment For Fiber Connection	Feasibility assessment to determine scope and cost to install fiberoptic SCADA communications cable to from Robin Drive to Power House Springs.	Risk. Critical infrastructure redundancy. Currently SCADA communication to / from Power House Springs is achieved via radio. If the radio signal were to be compromised, Public Works could lose SCADA monitoring and control capability at Power House Springs, ultimately requiring the station to be controlled locally (having staff on-site).
WWTP Outfall Extension Pre-Design/Environmental Impact Study Update	Flows in the Squamish river in proximity to the WWTP outfall have been significantly changed due to significant growth of a large gravel bar that has cut off the main channel of the river from the outfall. This has resulted in inadequate mixing and dilution of effluent in the river which could lead to environmental and health issues. The District has completed a study to identify potential solutions. The recommended solution is to relocate the outfall roughly 400m south. This project will complete effluent mixing modeling (to ensure adequate effluent dilution), update the Environmental Impact Study and complete a preliminary design and cost estimate for the outfall extension.	It will be necessary to extend the outfall to ensure environmental protection and the safety of recreational water users in the Squamish River.
SP-Source Control Effectiveness Study-Waste Water Services PW	Complete Source Control Effectiveness Study in accordance with LWMP to ensure sewage discharge is being managed effectively at the property level.	Requirement of LWMP. A study or review of the effectiveness of current measures to reduce or eliminate contaminants (such as grease form restaurants) in the sewage system.
Fall Arrest Upgrades - Year 3 of 3	2016 engineering review recommended additional safety and fall arrest upgrades at numerous wastewater collection facilities and at the wastewater treatment plant. Year 3 of a 3 year program to remediate safety deficiencies and gain compliance with WorkSafeBC.	Out of compliance with WorkSafeBC regulations. Engineering review has identified numerous deficiencies.
Outfall Inspection	Complete Outfall Inspection in accordance with our Discharge Permit. Required every 5 years.	Required by Ministry of Environment.
Sewer System Electrical Safety Upgrades	Multi-year project to address safety risks identified by Electrical Department.	Existing electrical cabinets do not meet current electrical codes and poses a safety risk to staff. Electrocution Risk!
Replace / Upgrade Aging SCADA Software	Replace and upgrade existing SCADA software (computer system) that monitors and runs all of the District's Water, Sanitary Sewer and Storm infrastructure.	The current software is nearing the end of its useful life. An upgrade would allow better reporting and recordkeeping of data collected by the SCADA system to be used for various Public Works and Engineering studies, capital and operating projects. This project would put all Public Works infrastructure on a common SCADA software as it is currently divided between two.
Specialty Sewer Tools	Specialty tools for the Utilities Department (Wastewater) group.	Specialty tools are required to prepare Sewer Utility operators to respond to sanitary and storm sewer main blockages and will allow operators and labourers to conduct their work more quickly, efficiently and safely thereby optimizing the use of their time and reducing injury rates.
WWTP fire safety upgrades	Some of the fire safety equipment such as strobe lights and emergency exit lights is end of life and requires replacing in the solids and grit rooms at the WWTP. The Canadian Electrical Code (CEC) now stipulates that all sewage handling facilities are considered explosive gas hazardous locations as per Section 18, Hazardous Locations of the CEC due to the presence of flammable liquids, chemicals and hydrogen sulfide. As such the equipment needs to be explosion proof so that it does not produce a spark. This project will replace the fixtures in these 2 buildings as per code.	The new fixtures will provide a safer environment for staff and will also last longer as the equipment is in casings that will protect the equipment from corrosion.

2021 Capital Project Funding

CAPITAL PLAN	$45,574,930
Amount funded by property tax	$1,000,000
Net impact on tax revenue required over 2020	-1.2%

How the Capital Plan is deployed:

Strategic Plan Projects	$180,000
Amount funded by property tax	$0

Master Plan Projects	$30,207,750
Amount funded by property tax	$900,000

Municipal Services Projects	$15,187,180
Amount funded by property tax	$100,000

GROWTH (Incl. DCC)	$1,932,720
Amount funded by property tax	$0

FACILITIES UPGRADES	$507,000
Amount funded by property tax	$25,000

INFRASTRUCTURE UPGRADES & REPLACEMENTS	$11,441,900
Amount funded by property tax	$0

EQUIPMENT UPGRADES & REPLACEMENT	$1,305,560
Amount funded by property tax	$75,000

STRATEGIC PLAN PROJECTS

Subproject	Project Name	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Oth	DCC	Taxation
54501106	Electrification of DOS Fleet Vehicles and Installation of Charging Stations	Strategic Plan	180,000				180,000			
			180,000.00	-	-	-	180,000.00	-	-	-

MASTER PLAN PROJECTS

Subproject	Project Name	Department	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
26500103	Annual Workstation Upgrades	Information Technology	Master Plan	100,000					100,000		
26510100	Technology Transformation Program	Chief Administrative Officer	Master Plan	1,114,000		914,000			200,000		
28500103	Real Estate Acquisitions	Real Estate	Master Plan	4,000,000				4,000,000			
36600101	New Main Fire Hall - Valleycliffe	Engineering	Master Plan	12,500,000		10,000,000		2,500,000			
36601103	New Volunteer Fire Hall - Garibaldi Estates	Fire Services	Master Plan	550,000				550,000			
52600101	New Public Works Facility	Public Works	Master Plan	2,000,000			2,000,000	-			
56500300	Annual Paving Program	Engineering	Master Plan	1,625,000	625,000				100,000		900,000
56504304	Pioneer Way Extension - DCC - R-4	Engineering	Master Plan	4,200,000			1,680,000		700,000	1,820,000	
56504310	DCC R-10 Upgrade Mamquam Rd - Government to Highway 99	Engineering	Master Plan	1,083,750						1,083,750	
56506301	DCC - R-15 - Garibaldi/Tantalus Signal	Engineering	Master Plan	750,000						750,000	
56510301	Active Transportation Improvements	Engineering	Master Plan	1,050,000					1,050,000	-	
56510303	DCC P-14 - Corridor Trait improvements and expansion	Engineering	Master Plan	450,000					450,000		
56510304	CP - Corridor Trait improvements and expansion ph. 2	Engineering	Master Plan	335,000					335,000		
60500300	Flood Protection Upgrades	Engineering	Master Plan	450,000					450,000		
		TOTAL 2021-2025 CAPITAL PLAN		30,207,750	625,000	10,914,000	3,680,000	7,050,000	3,385,000	3,653,750	900,000

GROWTH

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Oth	DCC	Taxation
54502107	Active Transportation Maintenance Machine	Growth	266,000				266,000			
80500102	Library internal space improvements	Growth	50,000					50,000		
80500103	Library Future Needs	Growth	-							
28500105	Child Care Facility Valleycliffe Grant	Growth	1,000,000					1,000,000		
80500102	Library internal space improvements	Growth	100,000					100,000		
50501100	Oceanfront - DCC P-17 - Oceanfront Boardwalk A & B	Growth	36,720	19,720					17,000	
56505300	Oceanfront - DCC D-15 - Peninsula Shared Stormwater Mains	Growth	480,000			259,200			220,800	
60517300	Oceanfront - R-20 - Peninsula Main Road - Arterial Standard	Growth	-							
86512105	Oceanfront - DCC - P-12 Oceanfront Park	Growth	-							
			1,932,720.00	19,720.00	-	259,200.00	266,000.00	1,150,000.00	237,800.00	-

FACILITIES UPGRADES

Subproject	Project Name	Department	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
26500106	Thunderbird Radio Tower Replacement	Information Technology	Municipal Facilities	85,000	60,000						25,000
28520102	CP-Building Demolition Youth Centre-Fac	Facilities	Municipal Facilities	250,000				250,000			
80600101	Library garbage enclosure replacement	Facilities	Municipal Facilities	32,000	32,000						
34510104	RCMP new front counter	Facilities	Municipal Facilities	140,000					140,000		
		TOTAL 2021-2025 CAPITAL PLAN		507,000	92,000	-	-	250,000	140,000	-	25,000

INFRASTRUCTURE UPGRADES AND REPLACEMENTS

Subproject	Project Name	Department	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
26500104	Fibre Conduit Installations	Information Technology	Municipal Infrastructure	335,000	135,000			200,000			
56504300	Transportation System Improvements	Engineering	Municipal Infrastructure	100,000					100,000		
56504301	Annual Rail Crossing Improvements	Engineering	Municipal Infrastructure	1,000,000	200,000				800,000		
56504307	Paradise Valley Bailey Bridge - Abutment Replacement	Engineering	Municipal Infrastructure	100,000	100,000						
56506107	Sea to Sky EV Network Expansion	Engineering	Municipal Infrastructure	245,900					171,200	-	74,700
57500100	Transit Stop Infrastructure Improvements	Engineering	Municipal Infrastructure	100,000					100,000		
58500101	Airport Runway Rehabilitation Project	Engineering	Municipal Infrastructure	811,000	102,500				708,500		
60500301	Jimmy Jimmy (Judd) Slough Re-watering	Engineering	Municipal Infrastructure	1,850,000		550,000			1,300,000		
60500302	CP - Xwu´nekw Park Sea Dike	Engineering	Municipal Infrastructure	6,200,000			2,200,000		4,000,000		
60514103	Skyline Place Drainage Repair	Engineering	Municipal Infrastructure	225,000	225,000						
60514104	Loggers Lane Creek Culvert Replacement	Engineering	Municipal Infrastructure	75,000							75,000
60514105	Oil-Grit Separator - Industrial Park	Engineering	Municipal Infrastructure	400,000				400,000			
		TOTAL 2021-2025 CAPITAL PLAN		11,441,900	762,500	550,000	2,200,000	600,000	7,179,700	-	149,700

EQUIPMENT UPGRADES AND REPLACEMENT

Subproject	Project Name	Department	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
26500105	Council Chambers Camera Upgrades	Information Technology	Municipal Equipment	14,000	14,000						
26500107	Network Equipment Upgrades	Information Technology	Municipal Equipment	35,000					35,000		
80500101	Public Computer System upgrade	Library	Municipal Equipment	50,000	40,000						10,000
34600101	RCMP Mechanical upgrades	Facilities	Municipal Equipment	157,000				157,000			
36501108	Vehicle for Proposed Deputy Chief's Position	Fleet Management	Municipal Equipment	65,000				65,000			
36501109	CP -Chev Silverado Replacement (V7032)	Fleet Management	Municipal Equipment	65,000				65,000			
36502105	Fire Rescue Radio Communications Upgrades	Fire Services	Municipal Equipment	65,000							65,000
54501103	V9425 Sign Truck Replacement-Fleet	Fleet Management	Municipal Equipment	96,000				96,000			
54501107	Freightliner Single Axle Dump Truck Replacement (V9426)-Fleet	Fleet Management	Municipal Equipment	370,000				370,000			
54501108	New F550 Haul-All Garbage Truck	Fleet Management	Municipal Equipment	180,000				180,000			
54501109	Ford F350 Replacement (V9086)	Fleet Management	Municipal Equipment	54,000				54,000			
54501110	600V MTU Generator Trailer Replacement (V9424)	Fleet Management	Municipal Equipment	154,560				154,560			
		TOTAL 2021-2025 CAPITAL PLAN		1,305,560	54,000	-	-	1,141,560	35,000	-	75,000

2021 Capital Project Descriptions

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
1	**Technology Transformation Program**	The Program has completed the District's ERP foundation with the implementation of UBW's Core Financials (2019), Payroll (2020) and Tempest Development Management (2020). In 2021 and 2022 the ERP will be developed by launching services that automate and increase fiscal controls for procurement, improve asset management, reduce time for managing operational and capital budgets, provide accurate and easily accessible HR data to assist with recruitment, development and retention and replace legacy systems with online, mobile friendly staff and client-centric tools for the District's recreation, property, utility, licensing, ticketing and report an issue services.	2021 ERP outcomes include reduced times for tasks such as goods receipts and vendor payment, budget planning and controlling and permit and license application and issuance. Additionally, we will enable online services that leverage the ERP's capability and offer web and mobile options for businesses to apply for a license, property owners to pay their property taxes and parents to register their children for swim lessons. Currently the District has limited online offerings and the public must visit one of the facilities which is further challenged with COVID-19. The Program will make doing business with the District easier by making our services accessible and available online.
2	**Annual Workstation Upgrades**	Workstations are replaced on an ongoing basis by identifying those machines that fall below a set performance standard. It has been the IT Department's goal to provide all areas that require regular use of computers with workstation that are not older than 5 years. In 2020, the program funding was diverted to immediate hardware and software requirements for COVID-19 remote working and technology support. This workstation program funding has been expanded one time in 2021 to reinstate the replacement schedule and to provide further efficiencies for the continued remote working requirements as a result of office use restrictions required due to COVID-19.	Extended warranties on workstation hardware generally expire after 3 years and performance issues and hardware failures start to critically impact staff productivity and IT support time by the 5 year mark. It's important that staff who use specialized software have the right hardware to support those resource intensive applications. We are also making use of tablets in the field as the technology is maturing and more internal business tools and apps are available. Laptops will also continue to be needed as more work is done away from the office and meetings are held at various locations away from Municipal Hall.
3	**Fibre Conduit Installations**	A fibre optic loop owned and operated by the District offers a substantial annual cost savings to our current telecommunications managed network. The foundation for this is laying conduit in the ground, connecting District facilities. Coordinating these efforts with planned capital and development projects, provides a significant savings during installation. Progress has been made in the last two years creating a conduit backbone that will link Public Works, Brennan Park, EOC, Adventure Centre and Muni Hall. Further work is required in order to complete the conduit connections to these sites, install fibre optic cable, and extend the network.	Connecting District buildings with fibre optic cable will result in significant operational savings. The annual cost of our current three year Telus managed network contract is $175,000. Flexibility has been negotiated into the contract that will allow the District to "turn-off" some sites without penalty. Doing so, will result in an immediate monthly savings that will continue over the long term.
4	**Council Chambers Camera Upgrades**	The 15 year old cameras in Council Chambers are in the process of being replaced with modern, high definition cameras. New controllers and cables are also being installed. Other AV system components may be replaced as well and some budget may need to be carried forward to fully complete the project in 2021 due to contractor availability and internal capacity for the project.	By improving the quality of Council meeting productions the District is following through on the mandate for open and transparent government, making it easier for the public to watch live and recorded meetings. Risk of equipment failure during a meeting is also being mitigated by replacing aging equipment. Internally, staff rely heavily on the recorded meetings for clarity around discussions and outcomes.
5	**Thunderbird Radio Tower Replacement**	The Thunderbird Radio Tower replacement project got the go-ahead with $25k allocated in 2019 for Engineering assessment and design work, which is currently in progress. An additional 85k is proposed for 2021 for the actual replacement project.	There is a risk that the tower could fail in a storm, causing injuries or death to hikers and damage to property. There is also a risk that if an employee is injured while working on the tower, WorkSafeBC and other insurers will not provide coverage. Contractors are unwilling to work on the tower for that reason. The tower serves as the main link for Fire Radio communications and it is the radio link for many critical Scada sites. These services will fail if there's a structural tower issue.
6	**Network Equipment Upgrades**	District network switch equipment is aging and needs to be replaced. New switches will ensure all sites and users have reliable, fast connections. New switch technology will provide IT with much better insight into network traffic. New devices include central management and traffic monitoring functionality. This will make it much easier to troubleshoot network issues, and identify security issues or threats. COVID-19 has created additional urgency around network security, reliability and speed as a result of remote work and the virtual meeting environment. This project is eligible to be funded by the COVID-19 Safe Restart Grant for Local Governments.	These upgrades will allow IT to makes full use of the investment into newly built dark-fibre connections and upgraded Telus connections. Many of the older switches only support speeds up to 100 Mb. New switches will make full use of new high-speed fibre connections, allowing speeds of up to 1,000 Mb.
7	**CP-Building Demolition Youth Centre-Facility**	The Youth Centre was closed in 2020. The building is unsafe and requires demolition.	Public Health and safety concerns.
8	**RCMP new front counter**	The existing front counter will be expanded out into the large lobby. This expansion is part of the Public Safety Plan to enhance services to the public incorporating Bylaw and RCMP services within the Detachment. Currently only one window serves the public and the front counter and does not accommodate both RCMP and DOS computers. File creation and District payment services are difficult to accommodate. Often there is a line up to speak with the front counter. The RCMP E – Division Depart of Security has requested that the front counter be upgraded as the current glass and framing are not to the RCMP code and puts the front desk staff potentially at risk.	The new expanded front counter will accommodate 2 front counter stations as well as a civil fingerprinting station, satisfying the increasing demand for Police Information Checks. In addition the detachment is at capacity for administrative work spaces and expanding the front counter out into the lobby will offer more work spaces. A more professional and working front counter will welcome members of the public for all their public safety needs, will facility the public interest as well as the detachment's interest of needing more work spaces. The new design and materials will reduce the risk for the front counter staff as the design of the glass sections will be to RCMP code.

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
9	**RCMP Mechanical upgrades**	The RCMP building is 14 years old and some of the mechanical equipment will be reaching the end of its' life over the next 5 years. Staff have worked with a mechanical consultant to examine existing systems and put together a replacement plan. The equipment includes 2 gas boilers, 24 heat pumps, 2 hot water storage tanks, geothermal pumps and the DDC system. The plan identifies the year that the equipment should be replaced, budget figures and also identifies alternatives to use in order to provide better efficiency and energy savings.	Phase 1 in 2020 is the replacement of the existing gas boilers that provide hot water for the change rooms as well as the heating system. The boilers are very inefficient and currently run at 60% efficiency. High efficiency condensing boilers are now proposed as well as replacing the hot water storage tanks with an on demand system. Rebates from Fortis may be available and will be explored once systems have been specified. These upgrades are estimated to save $2250 a year in energy costs or 12 tonnes of GHG. In the subsequent years up to 2025, the plan is to make some upgrades to the 2 air handling units then start to replace the 24 heat pumps - 6 per year.
10	**New Volunteer Fire Hall - Garibaldi Estates**	The Real Estate and Facility Master Plan (REFMP) adopted in July 2019 identified the development of a new volunteer fire hall in the Garibaldi Estate as soon as the new main fire hall is completed in the Valleycliffe area.	Current facility at end of life and requires replacement.
11	**Adventure Centre camera installation**	In response to the history of vandalism at the Adventure Centre, staff are recommending the installation of cameras around the exterior. The footage would be monitored by a 3rd party and the RCMP would be alerted if suspicious activity is observed. A Privacy Impact Assessment Form has been created. This building would be part of the larger District camera project that is hiring a consultant to advise on the best strategy to achieve objectives in 2020. It currently includes the Adventure Centre and the Landfill. This cost would cover the purchase and installation of cameras and associated equipment.	Early in 2020 vandals smashed 5 of the larger exterior windows causing distress and inconvenience for the tenants due to the glass mess and plywood being in place for 5 - 6 weeks. The building also has had issues with loiterers at night in and around the front doors for the last few years. Having video coverage of the building will reduce the risk of damage and allow the RCMP to react quickly when there is an incident and use recorded footage for investigation purposes.
12	**Adventure Centre new washroom counters**	The 3 washrooms at the Adventure Centre are heavily used year round. The sink counters are starting to show signs of wear and are close to end of life. The supports have failed and have temporary supports that will need replacing in 1 - 2 years. The counters in all 3 washrooms will be replaced. This project also includes the replacement of the sinks and faucets as they are also at end of life due to 14 years of constant use.	As a tourism office, the Adventure Centre is required to offer a high level of service to the tourists who visit the building daily. This will ensure that the level of service is high and will reduce repair costs for the plumbing currently being paid.
13	**Library garbage enclosure replacement**	The garbage bin at the library is enclosed in an area at the back of the library. There are wooden doors and concrete block walls. There is no roof. The door hardware is rusted and the wood starting to deteriorate. This project proposes to replace the current structure with a new structure with a roof. The new design of the structure will follow the Wildlife Attractant bylaw no. 2053 to ensure that the structure is bear proof. The work was planned for 2019 but the quote received was in excess of available budget.	A new structure with a roof will keep out the rain, snow and leaves. Without a roof , the area gets filled with snow and leaves and is always wet and slimy inside through the winter. Staff are starting to find drug related items including syringes on the ground around the bin that people toss over the walls. This of course is a serious health risk. It will also remove the risk of contact with any hazardous substance. The new design will also ensure that the structure is bear proof.
14	**55 + Activity Centre interior upgrades**	This project will include adding soundproofing to the wall between the great room and art room as well as installing a new door. 1. Soundproofing - the wall between the 2 meeting rooms is thin and programming is a challenge due to the noise issues. A sound proof wall will be added to reduce the noise migration. 2. New door - a door will be added at the end of the corridor to the back area. The door will be partial glass.	The soundproofing will allow for more flexibility in programming as noise won't be such a concern. This will increase programming revenue and reduce the level of complaints. The new door will allow for privacy in the back area for some groups and will reduce noise between noisy groups. It will also allow certain programming to use that space in the evenings and not need to access the rest of the facility and so will improve security. Lastly it will allow that open space at the back to be used for programming as closing the door will contain that space.
15	**CP-BP Arena New De-humidifier-Fac**	The 3 mechanical dehumidifiers and desiccant dehumidifier are 30 years old and close to the end of their service life. They play a vital role in the removal of moisture from the arena. This project proposes to replace them with one larger more efficient and reliable unit. 2 of the units are currently electric and it is proposed to install a more efficient gas model. The cost includes new duct work.	As this equipment ages it becomes less reliable or effective. Replacing the units before they fail completely with more efficient models will allow for a smoother and safer ice surface, improved indoor air quality and energy savings. The existing units are constantly failing which has serious impacts on the quality of the ice especially through the warm and rainy fall period. The old units can remain in place and be used as back up if needed. The new unit will have a reclaim component which makes it very energy efficient.
16	**Real Estate Acquisitions**	The District endorsed the Real Estate and Facilities Master Plan (REFMP) in July 2019. The REFMP identifies "Priority Acquisitions" totalling $5m within the next 3 years. It is recommended that all three acquisitions occur in 2021.	Strategic Land Acquisition
17	**New Public Works Facility**	The District adopted the Real Estate and Facilities Master Plan (REFMP) in July 2019. The REFMP identifies the need to replace the existing Public Works facility within the next three years. The total estimated construction cost is $12.6m in 2020 dollars.	Replacing the current Public Works facility was identified as an important community safety initiative as the current facility is a critical part of the community's emergency response infrastructure and is not built to modern seismic standards.
18	**Airport Runway Rehabilitation Project**	The Squamish Airport is a key component of the District's emergency response infrastructure. The current runway was constructed in the 1970s without a proper sub-base. New cracks appear in the runway annually and existing cracks deteriorate further. Cracking of the runway creates safety issues until they can be repaired. As a result, ongoing substantial repairs are anticipated due to the age and deteriorating condition of the asphalt. A full repaving of the runway is recommended. The total project cost is estimated at $811,000. There is the possibility the District can obtain funding from the Province for up to 75%. If successful, the District contribution would be $203,000.	The full repaving of the runway is recommended to minimize safety risks and minimize the future cost of runway repairs to the District. A one-time repaving of the runway will eliminate the potential for cracks to create safety issues in the periods (usually 1x /year) between repairs. A new properly constructed runway is estimated to last at a minimum of 25 years without significant maintenance required after the initial $200,000 investment by the District. Whereas, it is estimated that the District will be required to invest over $200,000 in reactive ongoing maintenance over the next 25 years if the existing runway is not replaced.

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19	CP - Junction Park Washrooms	Replacement of old Art/Washroom building in Junction Park to a washroom facility only (that is graffiti/vandal resistant) and includes design to restrict drug use in the washrooms. Design needs to be aesthetically pleasing, being in central/prominent downtown location.	Public Health and safety concerns.
20	CP -Chev Silverado Replacement (V7032)		0
21	Fire Rescue Radio Communications Upgrades	The budget request is for the placement of a new Fire Rescue radio repeater on Debeck's hill and the replacement of the existing repeater station on Thunderbird Ridge.	As part of the District's plan to replace the Thunderbird Ridge radio tower in 2020, an analysis of the District's Radio systems was conducted. This analysis suggests that a new Fire Rescue radio repeater be located on Debeck's Hill and that the current repeater on Thunderbird Ridge be replaced. The two repeater system will improve radio coverage and provide a redundancy that currently does not exist.
22	New Main Fire Hall - Valleycliffe	The REFMP identifies the relocation of the main fire hall to the current Valleycliffe fire hall location as the most immediate facility investment within the next three years. The estimated cost of the project is $16.7M in 2020 Dollars.	The project was recommended in the REFMP to enhance community safety by relocating the main fire hall and Emergency Operations Centre out of the floodplain.
23	Annual Paving Program	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. This project is to repave roads annually based on Pavement Management Study.	As part of the Asset Management Plan, the District also completed a Pavement Management Study which involved a detailed condition assessment and prioritization of all the roads within the District and prepared a 20 year replacement plan. Funding levels have been below the recommended amount for several years and the proposed budget is intended to make up for the existing deficit. The District intends to prepare an updated Pavement Management Strategy in 2018 to determine necessary funding levels.
24	Transportation System Improvements	This is to complete intersection improvements and traffic calming improvements based on public comments. Initial works are anticipated at the Clarke Drive/Hwy 99 intersection to improve pedestrian safety, and to complement improvement works completed by a developer when the interchange was upgraded. The future changes could not be assigned to the developer.	Improvement of safety and address public concerns. Ongoing and chronic public complaints and requests for traffic calming and improvements will require additional budget for any work to be done. Similar request in 2019 had been deferred.
25	Annual Rail Crossing Improvements	Transport Canada is requesting all rail crossings to be upgraded by 2021 to improve safety. This project completed a pre-design in 2016 to provide cost estimates to upgrade rail crossings within Squamish in subsequent years. Budget requests in subsequent years are placeholders until more firm cost estimates are available.	Up to 87% funding can be provided through Transport Canada's Grade Crossing Improvement Program (50%) and CN Rail(37%). Therefore there is a significant opportunity to leverage municipal funds to complete significant safety improvements at rail crossings within Squamish with 13 cent dollars. Actual spending will be $200,000 if there are no grants, but up to the $1,000,000 if the District is successful with grant applications.
26	Pioneer Way Extension - DCC - R-4	Upgrade Pioneer Way from Queensway to Discovery Way to an arterial road with curbs, sidewalks, bicycle lanes, no parking per the DCC Bylaw and as recommended in the Multi-Modal Transportation Plan. Pre-design work has been undertaken in 2019.	Divert truck traffic from residential North Yards neighbourhood. Improve level of service to rapidly developing Business Park.
27	Paradise Valley Bailey Bridge - Abutment Replacement	The District's Annual Bridge Inspection identified deficiencies with the existing abutments at the Paradise Valley Bailey Bridge and recommended their replacement. Work will include a pre-design in 2020 and construction in 2021.	This bridge is the only access point for residents upstream and is a critical evacuation route in the event of a flood.
28	DCC R-10 Upgrade Mamquam Rd - Government to Highway 99	To upgrade the north side of Mamquam Rd between Government and Hwy 99 to include storm, curb, gutter, sidewalk and protected bike lane. Minor improvements will also be made to the south side. This work will be done at the same time as sewer and paving work on Mamquam. The District is applying for the BC AT Infrastructure Grant to fund $300k of this project.	Improve upon inadequate active transportation infrastructure in densely developed area near Mamquam Elementary school.
29	Sea to Sky EV Network Expansion	This project is part of a larger proposal toward increasing access to public EV charging infrastructure in the Sea to Sky corridor. It is expected to result in five level 3 charging stations and eight dual-part level 2 charging station installations in Squamish.	It will be funded as part of the CleanBC Community Fund, in partnership with Whistler. The level of federal and provincial contributions are 40% and 33.33%, respectively, with local partners covering the remaining 26.67%.
30	DCC - R-15 - Garibaldi/Tantalus Signal	As identified in the Multi-Modal Transportation Plan, this intersection is a major connection to north Garibaldi Estates which is experiencing significant growth. This project will add a signal to the intersection and will be bike and pedestrian friendly.	Improve traffic flow and safety of vehicles, pedestrians and cyclists in this busy intersection.
31	Active Transportation Improvements	The Active Transportation Plan lays out a comprehensive set of recommendations to upgrade pedestrian and cycling infrastructure throughout Squamish to improve safety and encourage alternate forms of transportation. This budget item will undertake those projects in a phased manner. 2021 includes R-3B to add a separated bike lane along Pemberton Avenue	Investments in active transportation will increase use, reducing traffic volume and greenhouse gas production and improving community health.
32	DCC P-14 - Corridor Trail: improvements and expansion	To providing lighting for the Corridor Trail between Finch and the Adventure Centre.	Increase public safety and usage of key active transportation corridor.

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New	**Corridor Trail: improvements phase 2**	To providing lighting for the Corridor Trail between Mamquam Bridge and Mamquam Road.	Increase public safety and usage of key active transportation corridor.
33	**Transit Stop Infrastructure Improvements**	This project will make infrastructure improvements at a selection of transit stops to increase accessibility and augment the transit user's experience. Improvements will vary from year to year. Once required shelters are in place, staff propose to focus more on improvements to accessibility such as raised pads with sufficient space for wheelchairs to get on and off the bus.	The District is responsible for providing transit stops including any amenities as part of the transit system. Historically the District has budgeted for maintenance of stops (snow clearing, graffiti removal, waste collection), but no improvements to the stops. These improvements are an important component of improving the Squamish Transit system and working towards increasing ridership and mode share.
34	**Jimmy Jimmy (Judd) Slough Re-watering**	Remove an abandoned and decaying culvert within the Squamish River dike and replace with a new culvert equipped with a chamber and flood gate system that will allow re-watering Jimmy Jimmy (Judd) Slough in a controlled manner.	This project will enhance fish habitat, improve flood protection and is a First Nations reconciliation project supported by Squamish Nation.
35	**CP - Xwu´nekw Park Sea Dike**	Implementation of flood protection upgrades identified in the District's IFHMP. 2020/21 work will include initial construction of the Xwu'nekw Park sea dike and related water access.	This project is an integral part of on-going sea dike upgrading to protect the community in general and downtown specifically.
36	**Skyline Place Drainage Repair**	Drainage from the road right of way currently ponds on Skyline Place and overflows onto two private properties causing nuisance flooding and issues relating to ice on steep driveways in the winter. This project will install a catch basin and storm sewer down the slope to Coho Park in order to alleviate drainage issues.	It is the District's responsibility to manage drainage from road right of ways.
37	**Loggers Lane Creek Culvert Replacement**	There are three old metal corrugated culverts under Logger's Lane, and a one meter section of one of them has caved in requiring the District to place a road plate over top of it. The other two culverts are in similar condition and close to failure. This project will replace the three culverts.	One culvert has failed and the other two are close to failure and require replacement.
38	**Oil-Grit Separator - Industrial Park**	Install Oil-Grit separator at Industrial Way & Highway 99.	The District has spent significant funds each of the past 2 years performing clean up of hydrocarbons found in the storm sewer in the Industrial Park. Installation of an Oil-Grit separator will capture hydrocarbons before they can enter the environment and provide a suitable location of ease of clean out in the event of a future hydrocarbon spill.
39	**DCC - S2 - WWTP Upgrade for Future Growth**	Upgrade the Wastewater Treatment Plant in accordance with the Liquid Waste Management Plan to achieve compliance with regulations and accommodate growth. Staff are determining the optimal technology and intend to complete design in 2021 and construct in 2021/22.	Improve sewage effluent quality in Squamish River. Accommodate community growth. Maintain necessary redundancy should there be temporary process problems at the WWTP.
40	**Cleveland Ave Decorative Streetlight End-of-Life Replacement**	Replace 60 metal halide decorative streetlight LED fixtures on Cleveland Ave.	Risk - existing fixtures are beginning to fall apart and pieces are falling down during wind storms. Energy savings and GHG emission reduction related to LED conversion. Risk that fixtures will simply need to be removed if funding is not available.
42	**CP-Chev Silverado Replacement (V7032)**	Replacement of existing Chevrolet Silverado truck (V 7032)	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976."
	Electrification of DOS Fleet Vehicles and Installation of Charging Stations	Replacement of six (6) existing petroleum powered vehicles with Plug-in Hybrid Electric Vehicle (PHEV) or Battery Electric Vehicles (BEV) over the next two years and installation of temporary charging stations at Public Works and Municipal Hall.	Council Strategic Plan and Climate Emergency Declaration both specifically prioritize GHG emissions reduction. Funding this vehicle replacement plan will be supported the Fleet Replacement Reserve. Various incentives, grants and subsidies currently available for the purchase of PHEV and BEV vehicles and charging infrastructure, will be leveraged to reduce the overall cost to the District for these projects.
44	**New F550 Haul-All Garbage Truck**	New F550 Haul-All compacting garage truck.	Currently bear bin garbage can collection is a 7 day per week job in Public Works and Parks. As of 2019 the District owns and services 153 cans. 17 new garbage cans were added from 2018 to 2019. Public works has also received requests for XX additional cans for 2020 at bus stops, bike hubs, trail heads and other high use recreational areas. Labourers have to throw bags of garbage totalling up to 600kg per day overhead into a truck. This work puts staff at high risk for repetitive strain and other types of injury.
45	**Ford F350 Replacement (V9086)**	Replacement of Road and Drainage Ford F350 truck.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2021.
46	**600V MTU Generator Trailer Replacement (V9424)**	Replacement of Public Works 2008 600V MTU emergency back-up diesel generator.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538, 1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2021.
47	**2005 Ingersoll Rand Roller (V9419) Replacement & Upgrade**	Replacement and upsizing of Roads vibratory roller.	Current roller is undersized for the work it is required to complete. Larger roller is required to complete road shouldering, gravel road and laneway compaction to support dust control efforts and dike re-surfacing.

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48	**Active Transportation Maintenance Machine**	New unit will have a nose plow, pick-up sweeper, sander, brine tank and flail mower to be used for trail and sidewalk maintenance.	Proposed physically separated bike lanes for municipal roads cannot be adequately maintained with existing equipment. Specialized equipment is required that will fit between curb and cyclist protection barriers as current equipment is too wide. Growth in active transportation system necessitates additional trails maintenance equipment to complete snow plowing, ice controls, mowing and sweeping. Existing trails maintenance machine is currently operating at full capacity and the proposed additional active transportation network will necessitate procurement of an additional unit.
49	**Fleet Shop Hoist Replacement**	2-post 20,000lb hoist to replace existing 4-post 27,000lb hoist.	Rear ramps on existing 4-post hoist do not automatically fold down to keep vehicle in place. New American National Standard Institute / Automotive Lift Institute (ANSI/ALI) standards require that hoists include automated blocking systems to keep vehicle from rolling off lift. New lifts will increase mechanic efficiency as they lift and lower faster and provide easier access to all parts of the vehicle.
50	**Ford F550 Utility Service Truck Replacement (V9431)**	Replacement of the Water Departments Ford F550 Utility Service Truck.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." As of 2019 there is $98,480 in the Fleet Replacement Fund for this vehicle.
51	**Child Care Facility Valleycliffe Grant**	Capital project funded by provincial grant being sought to construct a 36-space child care facility in Valleycliffe in partnership with School District 48 (landowner) and Sea to Sky Community Services (operator).	100% grant-funded. Provides capital funding for space creation in the community through a partnership with SD48 and SSCS. Squamish is currently facing critical shortage in accessible, affordable child care spaces.
52	**Public Computer System upgrade**	This project will involve replacing all nine public internet computers with updated technology, including improvements to the public printing service (including the possibility of wireless printing functionality), to make the system stream-lined and up-to-date for our community.	Our current public internet computers were last updated in 2015. They were used for 17,006 sessions in 2018, and wireless internet access was used 39,226 times. The library is one of few locations in Squamish for the public to access computing, printing, photocopying and scanning services. In addition, we provide face-to-face support and instruction to the public when using our systems.
53	**Library internal space improvements**	As a continuation of work begun in 2020 that focused on improvements to the public space, this project will address best use of space for the staff work area and circulation desk area, with consideration given to appropriate physical distancing to ensure a safe work environment.	Improvements in the internal spaces of the Library will permit the full reopening of the building while managing current and future health and safety requirements.
54	**Library Future Needs**	The addition of a mobile library service in the form of a mid-size van would allow the library to better serve our spread-out service area, including Area D of the SLRD. The vehicle would be outfitted with library materials to lend, and could also deliver outreach programming, including children's story times, technology training and home delivery to housebound patrons.	With one central branch located in downtown Squamish, the library is limited in its ability to reach all residents. Offering reliable mobile service would positively impact community members with limited ability to travel to our downtown core on a regular basis. The library would undertake efforts to secure 50% of the cost from other sources, including the SLRD.
55	**Community Parks Playground Apparatus Asset Management Program**	Multi-year budget to replace worn out / broken Community Parks playground apparatus annually. This will prevent a larger project to replace more infrastructure all in one year and eliminate the requirement to remove broken play infrastructure which ultimately reduces level of service.	Prudent asset management. Replacement of broken equipment.
56	**Portable Aluminum Bleachers for Brennen Park Sports Fiekds**	Year 3 of a three year plan approved in 2018 for the 2019 year. New portable aluminum bleachers to replace existing wooden/metal bleachers for BP sports fields.	Existing bleachers are severely degraded and in need of replacement, mostly from a safety point of view.
57	**Field 2/3/4/6 Baseball Backstop Replacement**	4-year plan for replacement of end-of-life (40+ year old) baseball backstops at Brennen Park fields.	Risk. Existing backstops are at end-of-life, starting to fall apart and are becoming a liability and possible safety risk.
58	**Safety Netting for Mamquam River Trail Along Squamish Valley Golf Club Hole No. 10**	300 meters of 20 foot high netting from top of dike along Squamish River Golf Course hole No. 10 to protect trail users from flying golf balls.	Trail users are at risk of being struck by errant golf balls.
60	**Eagle Wind Park Tennis Court Conversion to Pickleball**	Converting and upgrading the Tennis courts at Eagle Wind Park to be used for pickleball and tennis.	Community demand.
101	**Oceanfront - DCC P-17 - Oceanfront Boardwalk A & B**	Construction of an oceanfront boardwalk at the SODC lands as a public amenity.	Recreational amenity for public use.

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102	**Oceanfront - DCC D-15 - Peninsula Shared Stormwater Mains**	Construction of storm sewers on peninsula that will service SODC development as well as other future development on peninsula	Allows future development of peninsula.
103	**Oceanfront - R-20 - Peninsula Main Road - Arterial Standard**	Construction of a looped road from the peninsula boundary to the Oceanfront Park. Construction on early phases is already underway.	Improved access to support peninsula wide development and access to the Oceanfront Park.
104	**Oceanfront - DCC - P-12 Oceanfront Park**	Build park at head of oceanfront peninsula. Construction is planned to start either late 2019 or in 2020.	Required work for Squamish Oceanfront Development / Newport Beach Developments as part of the Phased Development and Frontender Agreements.
110	**Building Demolition**	Demolition of buildings at end of life. Includes Arts Council building, in 2021.	Public Health and safety concerns.
111	**Forestry building roof replacement**	The roof on the Forestry building is 28 years old and is close to the end of its service life. The roofs on the main building and the garage outbuilding were inspected in 2017 and found to be in fair condition. With some minor repairs the roofs were expected to last another 5 years. The HVAC units on the roof were replaced in 2015 so this is roof replacement only working with existing HVAC units.	End of life building replacement.
112	**RCMP back up generator**	The back up generator at the RCMP is currently 15 years old. Service life is estimated at 20 years. It is a Diesel 80 KW machine that supports lighting, computers, servers and other receptacles. It is vital that this generator does not fail during a power outage. It is serviced twice a year.	End of life equipment replacement.
113	**Adventure Centre new carpet**	This project proposes to replace the carpet in the gift shop, theatre and offices at the Adventure Centre. Carpet is all areas is heavily used daily but tenants and visitors. The carpet is worn and stained.	This will prolong the life of the asset. It will also mean that the carpet is replaced before it deteriorates and becomes a tripping hazard. Staff will explore different options for flooring in addition to carpet to ensure that the best option is chosen for each area.
114	**Squamish Public Library fire alarm panel**	The fire alarm panel is original at 23 years old. The RDH Engineering report recommended replacing it at 20 years old. This project will replace the fire alarm panel as well as replace any other outdated fire safety equipment such as update the exit signs to LED and replace the emergency light packs.	To ensure the safety of staff and patrons.
115	**Library new carpet**	The library carpet is 23 years old and gets considerable use. Carpet in the children's area and meeting room have recently been replaced. This project will replace the carpet in the main library area which is approximately 9,000 square feet.	The carpet is worn and stained. It is increasingly hard to clean. The new carpet will match the new carpet in other areas.
116	**Squamish Public Library roof and HVAC replacement**	The Squamish Public Library is 23 years old. The roof and the 7 HVAC units located on the roof are original and approaching end of life. The roof has leaked over the last 10 years and has been extensively patched. The RDH Engineering report in 2010 identified that the roof should be replaced after approximately 24 years. The HVAC units are also showing signs of age and deterioration. This proposes to replace them prior to failure and avoids replacement in an emergency situation.	This is a 2 stage project. A consultant will be engaged in 2022 to examine the current roof and determine a scope of work for replacement in 2023. Due to the age and condition of the HVAC units, replacement of all 7 is recommended at the time of the roof replacement. This will save considerable resources and cost and reduce the impact on the operations of the building.
117	**55 + Activity Centre Heat pump replacements**	There are a series of heat pumps in the ceilings of the Activity Centre providing heat and cooling to the different areas. Many of them are undersized for the purpose that area is being used for and it is challenging to the units to keep up with the demand on heat or cooling. These units are in efficient and require repairs.	This project will replace the inefficient units with more suitable units over a 2 year period particularly in the back offices and the Arts room and games area.
118	**Brennan Park Community Centre HVAC upgrades**	There are 2 roof top units that provide air, cooling and heat to most of the meeting rooms in the facility. They are original units and have exceeded their service life. The unit that feeds the Garibaldi Meeting room area has partially failed and only provides heat and fresh air. The room is used for activities such as kids camps and spin classes and cooling is required. The second unit feeds a large area of 2 meeting rooms and a lobby. The unit is not suitable for the needs of these spaces and is beyond the end of its service life.	The new units will be able to meet the needs of the user groups in those rooms. Staff will explore options to maximise energy consumption reduction including heat pump options. The new units will also be sized to operate with larger filters that are better equipped to remove germ particles from the air. Replacing the 2 units at the same time will save consulting and installation costs.
119	**Brennan Park Arena exhaust fan replacement**	There are 8 original exhaust fans on the Arena and Community Centre roofs. They are all well over their expected life and are becoming more expensive to maintain. Replacement parts are also difficult to source. This project would involve full replacement of the 8 units.	The new units would have VFD's to save energy during un-occupied times. This reduction in run time will save an anticipated 2 tonnes of GHG per year.

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120	**Brennan Park arena walls and ceiling insulation replacement**	This project proposes to replace the original 43 year old insulation in the arena on the top section of the North and East walls and the ceiling above the ice. The wall insulation is vinyl faced batt insulation that is battered and ripped. Thermal imaging of the insulation on the walls shows that it is no longer providing any insulation. The ceiling insulation is foil faced insulation and is old technology.	The Low E ceiling cover and wall insulation now available for this purpose is designed to maintain a more consistent temperature in the arena reducing energy loss and reducing condensation that adversely effects the surface of the ice. It also provides better lighting quality due to its reflective qualities. Staff are estimating energy savings of up to 10%.
121	**Brennan Park arena plant equipment upgrades**	This project proposes to replace the ammonia chiller and 2 compressors. Technical Safety BC require that the chiller be replaced once it reaches the end of its service life which will be in 2023. The 2 compressors are original and well beyond service life. Parts for repairs are becoming harder to source. There are a number of alternatives on the market for compressors which are both more efficient and safer as they include more automated controls. There are also options for a new chiller including a smaller chiller that reduces the amount of ammonia on site by 50%.	New equipment will save energy and provide improved safety.
122	**Brennan Park Community Centre roof and HVAC replacement**	This project proposes to replace the existing 22 year old roof. It is also proposed to replace the roof top units located on the roof. Completing the projects together saves resources and disruption to the facility. Phase 1 of the project was in 2019 and involved an examination of the roof to determine its' current condition, service life left, immediate repairs needed and a budget for replacement. The roof consultant recommended a full roof replacement as soon as possible. The roof is failing and there are 12 spots showing signs of moisture. Replacement is currently proposed for 2021 but this could be adjusted depending on the planned renovations for the community centre.	Previous roofing inspections have shown the roof to have numerous areas of concern. Most areas have been repaired including additional drainage installed to reduce ponding, and patching. However new leaks appear every year and constant patching is necessary. There are notable heaves and humps where the roofing material has separated from the structure which requires roof replacement. The final design and height of the roof will be determined by the approved renovations for that area. The air units are beyond serviceable life and no longer meet the current needs of the facility. New units would be more energy efficient and better designed for the space utilisation.
123	**CP-BP Arena Exterior Enclosure for Ice Resurfacer-Fac**	The ice resurfacer shed that houses the spare ice resurfacer is reaching end of life. It is a wood structure. The wood is deteriorating. This project proposes a new insulated structure with a concrete pad.	This enclosure protects an expensive piece of equipment. Staff need to be able to access the machine all winter if the other machine fails.
124	**CP - WWTP new garage roof**		
125	**CP - Municipal Hall**	0	0
126	**CP - Multi Modal Hub**	The Downtown Transit exchange is located on the north side of Pemberton Avenue immediately west of the Pemberton Avenue/Second Avenue intersection. A small bus shelter is the only improvement at this location.	The District's Multi-Modal Transportation Plan recommends that the District establish a multi modal transit hub.
127	**CP - Arts Council**	Art Council existing building at Junction Park is inhabitable. Moving to 55 building is a mid term solution. Longer term a facility is required - adding to a existing District building (i.e. a tenant fit out) is preferred over creating new (pending grant opportunism).	End of life building replacement.
128	**CP - BP Renovation 1**	REFMP project: Brennan Park building (rec) is end-of-use and renovation is required.	End of life building replacement.
129	**CP - BP Concession - Parks Admin**	REFMP project: existing facility is beyond end-of-use.	There are life safety challenges, code compliance challenges, the building is beyond the end of its life span and beyond capacity. There is potential danger to district staff as well as the general public. Immediate replacement is recommended based on these conditions.
130	**CP-Youth Centre Equipment-Rec**	Youth Centre facility is end of life and a new location is required. Propose adding into an existing District facility and supply fit out costs rather than a new stand alone facility.	End of life building replacement.
131	**CP - Park Ops**	Replacement of the parks maintenance staff facility (the "Bunker") at Brennan Park. Accommodates staff needs for those that work at Brennan Park. New facility will be right sized to accommodate for future needs.	Replacement of an existing structure to maintain current service levels.
132	**CP - Parks Satellite**	Proposed structure for parks maintenance equipment and materials in the downtown area to accommodate needs resulting from the new Waterfront and Oceanfront parks, and waterfront walkways, which will have new significant maintenance requirements.	New structure required to accommodate community parks growth and associated maintenance.
133	**Fire Pumper Truck Replacement (V7 111)**	Replacement for American Lafrance Fire Pumper Truck (V7111).	Replacement for American Lafrance Fire Pumper Truck (V7111)
134	**Flood Protection Upgrades**	Upgrade the District's ~20km dike system. Projects in the 5 year plan include Xwu'nekw Park Sea Dike, Eagle Viewing Area dike improvements, land acquisition and other dike improvements.	The District completed a Quantitative Risk Assessment that indicated a benefit/cost ratio of 2, 10 and over 100 for the Upper Squamish River dike, Lower Squamish River dike and sea dike respectively indicating that the community will benefit economically by many multiples by investing in flood protection as a result of reduced flood damages over time. Flood protection improvements also enhance community safety, climate change resiliency and economic stability.
135	**Brine Storage Tanks**	2 x 5000 US Gal Brine storage tanks, pumping system and spill containment for the Public Works yard.	Having brine on site will allow increased use of brine which will reduce the total volume of salt applied to DOS roads, entering the environment and saving the DOS money on salt.

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
136	**On-Site Generator for Harris Storm Pump Station**	On-site back-up generator for Harris Storm Pump Station.	Currently Public Works has one (1) mobile generator that can run three (3) storm pump stations and additionally cannot run all pumps at a station. If a power broad power outage were to occur during a flooding event, some pumps stations may not have power for an extended period of time which could cause flooding of private properties.
137	**Freightliner M2 Tandem Dump Truck Replacement (V9432)**	Replacement of 2009 Freightliner M2 Tandem Dump Truck (V9432). The truck comes complete with snow and ice control equipment (slide-in sand/salt spreader, nose and underbody plows). Additional items to be added are a brine tank and pre-wetting brine saddle tanks on slide-in sand/salt spreader to optimize (reduce) salt use.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538, 1976." As of 2019 there is $306,611 in the reserve for replacement of this truck.
138	**2014 Parks Ford F150 Super Crew 2x4 SB (V9093) Replacement**	Replacement of Parks 2014 Ford F150 (V9093)	Replacement per DOS Fleet Replacement Bylaw.
139	**2014 Utilities Ford F150 Extended Cab 4x4 SB (V9444)**	Replacement of Utilities Ford F150 (V9444).	Replacement per DOS Fleet Replacement Bylaw.
140	**2014 Roads Ford F150 Extended Cab 4x4 SB (V9445) Replacement**	Replacement of Roads Ford F150 Extended Cab 4x4 SB (V9445)	Replacement per DOS Fleet Replacement Bylaw.
141	**2014 Fire Ford F150 Super Crew 4x4 SB (V7003) Replacement**	Replacement of Fire Departments Ford F150 Super Crew 4x4 (V7003).	Per the Districts Fleet Replacement Bylaw.
142	**2014 Electrical & Automation Ford Transit Connect (V8447) Replacement**	Replacement of Electrical & Automation teams 2014 Ford Transit Connect (V8447).	Per the Districts Fleet Replacement Bylaw.
143	**2014 Building Ford C-Max (V9449) Replacement**	Replacement of Building Dept. 2014 Ford C-Max.	Per Fleet Replacement Fund Bylaw.
144	**Jacobsen Mower Replacement for Parks (V9087)**	Replacement of 2012 Jacobsen mower in 2023 as per Fleet Replacement Plan and Bylaw.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2023.
145	**MH400 Material Handler Trailer Replacement (V9432)**	Replacement of Parks Toro MH400 Material Handler Trailer (V9088)	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2023.
146	**Toro Debris Blower Trailer Replacement (V9088)**	Replacement of Parks 2012 Toro Debris Blower Trailer.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2023.
147	**New Holland T4 Tractor Replacement (V9089)**	Replacement of Parks 2013 New Holland T4 Tractor (V9089) in 2024.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538, 1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2024.
148	**2014 Utilities Ford F150 Extended Cab 4x4 SB (V9448) Replacement**	Replacement of 2014 Utilities Ford F150 Extended Cab 4x4 SB (V9448).	Per the Districts Fleet Replacement Fund Bylaw.
149	**Deep Tine Tractor Attachment Replacement**	Replacement of 2012 Deep Tine tractor attachment for Parks Department.	Identified for replacement by the Fleet Replacement Plan as enacted by the "District of Squamish Equipment Replacement Reserve Fund Bylaw No. 538,1976." There will be sufficient funding in the Fleet Reserve Fund to cover the cost of this vehicle replacement in 2023.
150	**Brennan Park Recreation Centre Renovation # 1**	The Real Estate and Facility Master Plan (REFMP) identifies a proposed renovation at Brennan Park Recreation Centre in the first three years of the plan. The proposed project is to complete renovations to the auditorium and Tantalus Room plus some aesthetic improvements to the lobby area.	The Brennan Park Recreation Centre is beyond capacity and the current facilities are dated and not optimized. Gymnastics is the largest youth sport in Squamish and further growth is limited until the renovation is complete.
151	**Sea Can and Roof for Parks Equipment and Materials Storage**	Additional sea can for parks maintenance equipment and materials storage with a roof between to provide covered equipment storage and working space.	Growth.
152	**Rehabilitation of Brennen Park Artificial Turf Field**	Replacement of top layer (mat) of artificial turf field at Brennen Park.	In 2023 the field material will be beyond end of life and will require replacement.
153	**Covered Structures for Parks**	As part of the Strategic Plan objectives to increase use of municipal parks, and to respond to the COVID pandemic to allow people to gather safely in public parks, it is proposed to purchase covered structures ("sails," "tents" etc.) and install them in public parks. Specific locations and designs to be determined in 2021.	COVID 19
154	**Parklets/Container covered public spaces**	A short term response to increase use of municipal parks while maintaining physical distancing requirements, these would allow for the purchase of temporary structures to be rapidly placed in pubic spaces as early as possible in 2021. Packaged, pre built or modular solutions would be sourced, leaving only locational decisions to be made. Solutions could be moved / relocated as needed.	COVID 19

2021 Utility Capital Projects Funding

CAPITAL PLAN - Utilities	$9,387,000
Amount funded by property tax	$3,457,000
Net impact on tax revenue required over 2020	-0.2%

How the Capital Plan is deployed:

Strategic Plan Projects	$0
Amount funded by property tax	$0

Master Plan Projects	$7,250,000
Amount funded by property tax	$2,800,000

Municipal Services Projects	$2,137,000
Amount funded by property tax	$657,000

GROWTH (Incl. DCC)	$700,000	FACILITIES UPGRADES	$0
Amount funded by property tax	$0	Amount funded by property tax	$0
INFRASTRUCTURE UPGRADES & REPLACEMENTS	$1,385,000	EQUIPMENT UPGRADES & REPLACEMENT	$52,000
Amount funded by property tax	$605,000	Amount funded by property tax	$52,000

MASTER PLAN PROJECTS

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
94514303	Water Meter Installations	Master Plan	1,000,000		1,000,000					-
94516304	DCC W15 - New Reservoir	Master Plan	500,000						450,000	50,000
94523300	Water System Repair and Replacement	Master Plan	1,350,000							1,350,000
96511300	Sewer System Repair and Replacement	Master Plan	1,400,000							1,400,000
96600102	DCC - S2 - WWTP Upgrade for Future Growth	Master Plan	3,000,000				175,000	1,575,000	1,250,000	
			7,250,000.00	-	1,000,000.00	-	175,000.00	1,575,000.00	1,700,000.00	2,800,000.00

GROWTH

Subproject	Project Name	Department	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
96510305	Mamquam Road Sewer Upgrade	Engineering	Growth	2,300,000				700,000			-
		TOTAL 2021-2025 CAPITAL PLAN		2,300,000	-	-	-	700,000	-	-	-

INFRASTRUCTURE UPGRADES AND REPLACEMENTS

Subproject	Project Name	Category	ANNUAL COST	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
92500103	Landfill Gas Capture and Flare	Municipal Infrastructure	475,000		275,000		200,000			
92510101	Transfer Station Fence	Municipal Infrastructure	90,000				90,000			
94504100	Water Connections	Municipal Infrastructure	80,000							80,000
94516307	Flow Meters for Power House Springs Wells	Municipal Infrastructure	45,000							45,000
94522100	Fire Hydrant Installation	Municipal Infrastructure	30,000							30,000
96500101	SCADA Hardware Replacement	Municipal Infrastructure	30,000							30,000
96510303	Central to Queensway Forcemain Corrosion Control System	Municipal Infrastructure	50,000							50,000
96510304	WW Force Main Air Valve Replacement Program	Municipal Infrastructure	20,000							20,000
96520307	WWTP Repair and Replacement	Municipal Infrastructure	515,000	215,000						300,000
96530303	Sanitary Lift Station Pump Asset Management Program	Municipal Infrastructure	50,000							50,000
			1,385,000.00	215,000.00	275,000.00	-	290,000.00	-	-	605,000.00

EQUIPMENT UPGRADES AND REPLACEMENT

Subproject	Project Name	Department	Category	ANNUAL CO	Acc. Surplus or Provisio	Approved Borrowing	New Borrowing	Reserve	Grants & Other	DCC	Taxation
96501105	Ford F550 Utility Service Truck Replacement (V9431)	Fleet Management	Municipal Equipment	118,000				118,000			
96520310	WWTP Power Quality Study	Utilities	Municipal Equipment	52,000							52,000
		TOTAL 2021-2025 CAPITAL PLAN		170,000	-	-	-	118,000	-	-	52,000

2021 Utility Capital Project Descriptions

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
	Landfill Gas Capture and Flare	Complete design and installation of landfill gas capture system and flare stack to burn off methane and convert to carbon dioxide, thereby reducing the District's greenhouse gas production.	Installation of a landfill gas capture system can mitigate approximately 75% of the GHG emissions associated with the vertical expansion of the landfill. Reducing the District's GHG production will reduce the amount the District needs to purchase for carbon offsets.
	Transfer Station Fence	Install a new fence around the transfer station.	Prevent trespassing, mischief, scavenging in Transfer Station, and protect electric wildlife fence
	Landfill Site Expansion	This project entails design services and construction to expand landfill to accommodate waste management needs. Physical works include construction of road network, liner, and leachate collection system and treatment works for Phase 4 to be ready to receive waste in 2026. There is potential for this to be pushed by 1 year if capacity allows. 2019 capacity analysis indicated capacity will be reached between mid 2024 and early 2027. Project includes construction of expansion area for Transfer Station & Recycling Depot.	Landfill is expected to reach capacity by 2026 and requires expansion in order to continue to accept community solid waste.
	Mini Excavator for Public Works - Utilities	Mini excavator for Public Works use (Utilities, Roads and Drainage, Parks).	Currently renting equipment.
	Water Connections	0	0
	Water Meter Installations	Add water meters to all remaining institutional, commercial and industrial and multi-family residential customers as well as all municipal facilities. Year three of a planned four year process. Continuation of work from 2018 and 2019.	Metering ICI, MF + municipal facilities will allow for better water tracking and will allow for equitable billing based on usage amongst those customers. This strategy was adopted by Council.
	DCC W15 - New Reservoir	In accordance with the Water Master Plan, a new reservoir is needed in order to address an existing deficiency and allow for continued growth, a new reservoir is needed to service infill redevelopment and new growth areas. The new reservoir will also help to address pump cycling issues at the Powerhouse Springs wellfield.	Address existing fire storage deficiency. Address pump cycling issues. Allow for continued community growth.
	Flow Meters for Power House Springs Wells	Installation of flow meters for Power House Springs Wells No. 1 and No. 2.	Currently PHS wells No. 1 and No. 2 do not have flow meters. Well water production data (flow) is required to conduct ongoing monitoring for well capacity reductions that occur over time. Not having this data may result in undetected well failure potentially creating a situation where Power House Springs cannot meet water demand which could result in activation of an emergency surface water source and ultimately necessitating a boil water advisory as advised by VCH and reduced consumer confidence.
	Fire Hydrant Installation	Install fire hydrants in areas that are known to be deficient. Last few years of an ongoing upgrading program. Scheduled to end in 2021.	Reduce risk in existing neighbourhoods.
	Water System Repair and Replacement	Repair and replace watermains, pressure reducing valves and other water system components in accordance with Water Master Plan.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. Currently, over 70% of the water system is comprised of AC (asbestos concrete) pipe at or nearing the end of its life. Replace these mains will reduce frequency of breaks and emergency repairs resulting in lower overall costs. Replacement will also reduce water loss due to leaking pipes.
	SCADA Hardware Replacement	Ongoing replacement of end-of-life remote SCADA hardware components (Aka the computer system) that monitors and controls all of the District's Public Works Infrastructure.	Existing SCADA hardware equipment is largely at end-of-life and in some cases is no longer supported. The District relies on 62 remote monitored and controlled SCADA sites for day to day operations. Prudent asset management planning recommends that this critical hardware be updated and replaced.
	CP-New Tandem Axle Vacuum Truck (V9431)-PW	0	0
	Portable Power Quality Meter	Portable power quality meter to help electrical staff diagnose and investigate power supply issues	Currently renting this equipment at $1000 / week and rental equipment does not provide adequate measurement resolution
	Chiefview & Tantalus Sewer Upgrade	Chiefview & Tantalus Sewer Upgrade	Chiefview & Tantalus Sewer Upgrade - DCC 58 upsize for future growth
	Central to Queensway Forcemain Corrosion Control System	Queensway lift station condition assessment has identified that significant corrosion from H2S has reduced the expected service life of the infrastructure. A corrosion control dosing system is required for Central lift station to reduce long term effects.	Replacement of Queensway lift station is estimated to cost upwards of $3.5 million. Controlling ongoing corrosion issues will allow significant extension of the infrastructure lifespan over the current trajectory.
	WW Force Main Air Valve Replacement Program	Replacement of nine sewer force main air valves over two years.	Best management practices for asset management. Public health and environmental protection.
	Mamquam Road Sewer Upgrade	Upgrade 300m of sewers along Mamquam Rd to address existing capacity shortfalls and allow further growth at Quest University.	Project is necessary to allow further growth and is funded from developer reserves (no impact on taxation).

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
	Sewer System Repair and Replacement	70% of the sanitary sewer system is comprised of asbestos-cement pipe which, according to the Asset Management Plan, has a remaining service life of 9-12 years. Much of the system will reach the end of its service life over a 10 year window between 2017-27. The asset management plan and long term financial plan recommend annual funding be provided for a) sewer replacement/rehabilitation or b) to contribute to sewer reserves so that funding is available when the majority of the system reaches the end of its service life over a short time period.	The District's sewer system has significant stormwater inflow and infiltration (I&I) which require that the mains, pump stations and treatment plants be over-sized to accommodate the peak wet weather flows. It also requires that the pump stations and the wastewater treatment plant use more energy since they are required to pump and treat stormwater flows in addition to sewage. I&I can be significantly reduced by replacing/rehabilitating the sewer system where leaks and cross connections are present. In addition, the cost of replacing sewer mains proactively, as opposed to reactively has been proven to be a much more cost effective approach to sewer infrastructure management.
	WWTP Repair and Replacement	This project will repair and replace aging components of the wastewater treatment plant in accordance with the WWTP Asset Management Plan.	The wastewater treatment plant is a critical piece of infrastructure that maintains acceptable water quality in the Squamish River. Proper asset management is essential to ensure continued performance.
	WWTP Power Quality Study	Study and review of WWTP power quality.	Intermittent power quality issues (such as phase loss, transient voltage drop out and poor power harmonics) are experienced at the WWTP. These events can cause damage to expensive WWTP electrical, control and mechanical equipment.
	Lift Station Repair and Replacement	Pre-Design for Queensway Lift Station in 2020, repair or replace wet well in 2023.	Based on the Public Works Infrastructure Asset Management Plan (endorsed by Council in 2011), the District should be investing approximately 2% annually in capital asset rehabilitation. The lift station replacement program began in 2011 with 2 stations per year and is nearly complete for the immediate future (subject to any outcomes of the ongoing Sewer Master Plan).
	Sanitary Lift Station Pump Asset Management Program	Replacement and rebuilding of sewage lift station pumps that are at end-of-life or have either failed or test results indicate that will fail soon.	Replacement of pumps that are at the end of their useful life and/or have already failed. Predictive and preventative replacement of lift station pumps on an Asset Management Plan schedule before they fail reduces the risk of private property sewage back ups and lift station overflows and also reduces costs related to call-outs and overtime when the pumps do fail.

2021 Service Level Changes Funding

SERVICE LEVEL CHANGES	$717,640
Amount funded by property tax	$584,000
Net impact on tax revenue required over 2020	1.9%

How the Service Level Changes are deployed:

Service Level Increase	$183,040
Amount funded by property tax	$173,800
Net impact on tax revenue required over 2020	0.6%

Service Level Opportunity	$104,400
Amount funded by property tax	$0
Net impact on tax revenue required over 2020	0.0%

Service Level Maintenance	$430,200
Amount funded by property tax	$410,200
Net impact on tax revenue required over 2020	1.3%

SERVICE LEVEL INCREASE

Service Name	Classification	Department	TOTAL COST	OTHER FUNDING	NET EFFECT ON TAXATION
Transit - Conventional (2021)	SLI - Increase	Transit	**97,300**	(8,580)	88,720
Transit - Custom (2021)	SLI - Increase	Transit	**10,740**	(660)	10,080
CCAP Implementation	SLI - Increase	Environment	**75,000**	-	75,000
Sub-Total - Recommended			**183,040**	**(9,240)**	**173,800**

SERVICE LEVERL OPPORTUNITY

Service Name	Classification	Department	TOTAL COST	OTHER FUNDING	NET EFFECT ON TAXATION
Film Liaison Services	SLO - Opportunity	Recreation	**27,500**	(27,500)	-
Emergency Program Capacity Increase	SLO - Opportunity	Emergency Management	**76,900**	(76,900)	-
Sub-Total - Recommended			**104,400**	**(104,400)**	**-**

SERVICE LEVEL MAINTENANCE

Service Name	Classification	Department	TOTAL COST	OTHER FUNDING	NET EFFECT ON TAXATION
IT Senior Business Analyst	SLM - Maintainance	Information Techonolgy	**52,400**	-	52,400
Parks and Trails Growth.5 FTE Labour	SLM - Maintainance	Parks & Trails	**39,300**	-	39,300
Roads & Drainage Growth .5 FTE Labourer	SLM - Maintainance	Roads & Drainage	**46,800**	-	46,800
Danger Tree Budget Increase	SLM - Maintainance	Parks & Trails	**10,000**	-	10,000
Paid on Call Firefighter Remuneration	SLM - Maintainance	Fire Services	**23,500**	(20,000)	3,500
Deputy Fire Chief	SLM - Maintainance	Fire Services	**111,600**	-	111,600
RCMP Admin and Prisoner Maintenance	SLM - Maintainance	Police Services	**76,900**	-	76,900
Facilities Restructure	SLM - Maintainance	Facilities	**69,700**	-	69,700
Sub-Total - Recommended			**430,200**	**(20,000)**	**410,200**

2021 Service Level Changes Descriptions

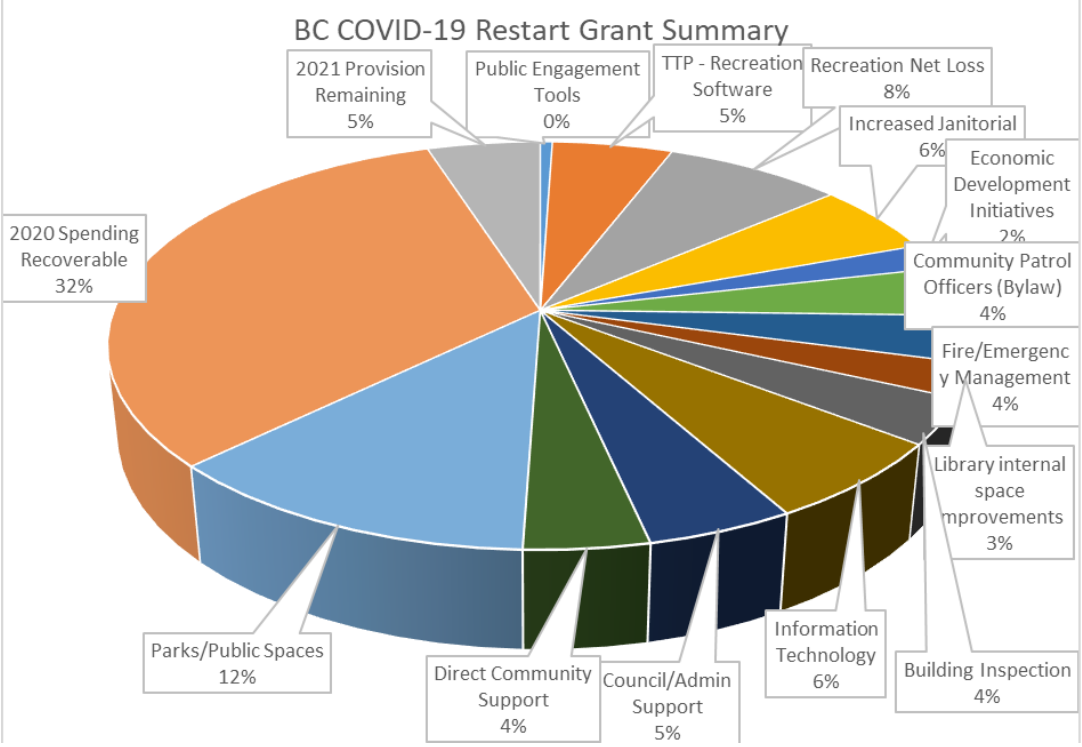
DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
1	**IT Senior Business Analyst**	With the new Finance/ERP system now fully live and many other new systems set to go live shortly, an additional position is required to support these solutions. This position would be dedicated to supporting new systems that will be live in 2021, including the Core Finance system, Payroll, Development Management, HR, and Budgeting solution. Additional support will also be required as the organization completes its move to Office365, Exchange Online, and SharePoint Online in the coming months. Due to a number of factors including support for WFH, these implementations and upgrades are happening quickly and IT needs to be shored up now to handle the growing number of support requests.	New systems being implemented under the TTP are leading to process improvements, efficiencies, better insight, and risk reduction in many other areas. With a decrease in revenues due to Covid19, it is understood that this is not a good time to add more FTE's. Nonetheless, an additional resource is required in IT to support these systems and their users, in order to truly realize a return on our multi-million dollar TTP investment.
2	**2020 / 2021 Parks and Trails Growth- .5 FTE Labourer**	Growth in parks infrastructure inventory from development requires on-going maintenance. Sirocco dike top path horticulture, landscaping, snow and ice control, University trails, playground and dog park maintenance, Waterfront sidewalks, trails, boulevards and landscaping	Growth. Additional infrastructure requires on-going maintenance.
3	**Roads & Drainage Growth - .5FTE Labourer**	Community growth due to development requires ongoing maintenance. New roads in Waterfront Landing. Growth in inventory and demand for additional signs in the community (approximately 100 new signs annually).	Community infrastructure inventory growth due to development.
4	**Danger Tree Budget Increase**	Additional budget to hire arbourists for managing danger trees on municipal property.	Public safety. Risk. Due to development and on-going tree clearing the forest canopy is becoming more broken which increases the wind loading on individual trees causing them to break off, fall down and become dangerous.
5	**Paid on Call Firefighter Remuneration**	Currently Squamish Fire's paid on call membership receive one hour of remuneration per day of training. This proposed change will see compensation for scheduled weekly training increase from one hour's pay to two hours, to reflect actual time worked. The Council endorsed Volunteer Firefighter Compensation Policy will need to be updated to reflect this proposal. Fire Rescue will bring this suggested policy change to Council if this budget request is approved. This budget proposal anticipates that requested changes will take effect in June, so 2021 costs reflect only 1/2 a year (partially offset in 2021).	Squamish Fire's current five year plan set an objective to reduce annual volunteer firefighter turnover to 10% from its current level of 20%. Remuneration has been identified as the #1 stressor for membership. This proposed change brings Squamish's paid on call firefighter remuneration closer to that of other Lower Mainland departments and helps address one of the key stressors related to working as a paid on call member.
6	**Deputy Fire Chief**	This proposal is for a second Deputy Fire Chief is crucial to ensure a sustainable leadership structure to support the composite fire rescue department. The increasing day to day work with the current on call schedule with the Chief and Deputy is unsustainable from a health and safety perspective. The Deputy position will provide increased leadership to the composite department of 60+ personnel that requires on going training and health and safety operating guideline updates. The additional Deputy Chief will provide the depth required for the Fire Chief to effectively manage ancillary public safety functions of Emergency Management and Wildlife Education.	Health and Safety: The increasing day to day work with the current on call schedule with the Chief and Deputy is unsustainable from a health and safety perspective. Capacity: The Deputy position will provide increased leadership to the composite department of 60+ personnel that requires on going training and health and safety operating guideline updates. The additional Deputy Chief will provide the depth required for the Fire Chief to effectively manage ancillary public safety functions of Emergency Management and Wildlife Education. Continuity: The COVID emergency showed that the department leadership is dependant on the two healthy Fire Chiefs. A seconf Deputy will ensure that leadership can be maintained throughout an emergency.
7	**RCMP Admin and Prisoner Maintenance**	Creating 2 X .6 FTE Detachment Clerk Positions for 1.2 FTE to ensure full weekend coverage of the cell block and prisoner maintenance. Clerks are also able to assist Administratively with other RCMP systems when not guarding. Change Client Services P/T to Full Time requesting .4 FTE increase to current Front Counter position	Population growth in Squamish continues to increase the demand for Police Information Checks, fingerprinting, non-emergency phone calls and walk in customers. The current casually scheduled guard system often results in RCMP members guarding prisoners if staff are not available. Detachment Clerks are a valuable asset as they can cover administratively in many different sections within the detachment as well as guard when necessary. This initiative will increase administrative capacity and ensure staff are in place to guard when required, freeing current RCMP members to focus on police work.
8	**Facilities Restructure**	Creating 2 Facilities support positions. Maintenance Technician, Assistant Facilities Manager to reduce Manager requirement for 24/7 on-call coverage, reduce need for contracted plumbing, small appliance, carpentry assistance, assist with day to day oversight of multiple municipal facilities' maintenance, assist Public Works by bringing structural maintenance of buildings like lift stations into Facilities ovesight.	The Capacity Review identified span of control as a management issue in Facilities. The Manager has ~10 reports and has no day to day operational support and ends up running errands, and performing low level maintenance tasks, alarm call outs. With the implementation of the Real Estate and Facilities Master Plan, the CCAP projects involving facilities upgrades, emmission reduction targets, the Manager is focus is required to be at a higher strategic level and to be participating with municipal strategic teams.
9	**Transit - Conventional (2021)**	This service level change will provide for an additional 1500 service hours annually and 1 bus. The service hours and bus will be used to fill in the gaps on the S. Squamish Parks route in the summer, and increase frequency during school trip times the rest of the year. Council will have the opportunity to review the proposed changes prior to implementation.	This service level change was supported by Council through an MOU with BC Transit signed July 2019. Increasing service is part of an ongoing effort to provide a range of transportation options in Squamish and shift mode share away from the single occupant vehicle. This change was delayed from 2020 to 2021 due to COVID-19.

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification Benefits
10	**Transit - Custom (2021)**	An increase of 850 service hours to expand handydart service into evenings and/or weekends. Council will have the opportunity to review the proposed changes prior to implementation.	This service level change was supported by Council through an MOU with BC Transit signed July 2019. Increasing service is part of an ongoing effort to provide a range of transportation options in Squamish and shift mode share away from the single occupant vehicle. This change was delayed from 2020 to 2021 due to COVID-19.
11	**CCAP Implementation**	An ongoing budget to fund efforts detailed in the Community Climate Action Plan (CCAP). This would include smaller projects, outreach, and contracted help to implement the Plan in a timely manner.	The CCAP is a major strategic focus of Council and featured strongly in the Strategic Plan and Official Community Plan.
12	**Film Liaison Services**	With the aim of increasing compliance and oversight while delivering increased service, the introduction of a 'pay-for-play' model is being introduced those who choose to film in our community. With the increase demand in filming in Squamish and increased sensitivity to our local businesses this shift in model has been trailed across many BC municipalities with success.	This will be a cost neutral service level change. The resource time required to serve this industry, will be recovered in the fees charged to production companies, while removing overhead and balancing the peaks and valley's experienced in a fluctuating industry. Filming in the Downtown has become a sensitve matter that requires an appropriate amount of staff attention. Due to the nature of the industry this is not always attainable with current staffing levels. As a result of the COVID-19 pandemic, both the film industry and our commercial sector are in recovery mode, this service level change will help provide support to both sectors ensuring economic revitalization.
13	**Emergency Program Capacity Increase**	As required by Provincial legislation, the Squamish Emergency Program ensures the District is prepared to respond to, prevent, and recover from major emergencies and disasters. The COVID-19 pandemic has considerably increased the workload of Emergency Program staff in terms of supporting response and recovery efforts, in addition to ensuring ongoing preparedness and mitigation programming is able to be delivered, including administration of $400k in grants. Increasing the hours of the Emergency Program Assistant to full-time (additional 15 hours/week) will help manage this increased workload.	It is anticipated that the funding for this position will be covered via the 2021 Community Resiliency Investment, an annual $100k grant which is expected to be obtained by the DOS to enable wildfire mitigation efforts. By 2021, the DOS is expected to hold $300k of active CRI grants. Additional resourcing to support administration of the CRI and Emergency Program will reduce wildfire potential, prevent additional carbon emissions from wildfire (carbon dioxide emissions from wildfires contribute substantially to the global greenhouse effect, and are thought to make floods and droughts more likely to occur), and decrease the impact and likelihood of other natural disasters.
16	**RCMP Victim Services**	Requesting .5 FTE Victim Services Assistant. With the growing community the Victim Services program has been increasing in need. The volunteer program and training will be increasing and a more robust Victim Services program will meet the demands of the District of Squamish	VS Coordinator Wage and Benefits 77 592 1FTE current VS Assistant Wage and Benefit 30 253 .5 FTE requested Total cost 107 845, Budget 122 884. This will eliminate Overtime and assist with more Volunteer engagement and support for the community
17	**Community Patrol Officer 1 of 2**	The addition of a full-time Community Patrol Officer will help the bylaw department dedicate more time to proactive patrols. Community Patrol Officers will focus on issues relating to the Traffic, Animal Control and Wildlife Attractants Bylaws and will primarily focus on education allowing for other members of the Bylaw team to focus on more complex and time consuming enforcement processes. Community Patrol Officer will be sworn in as Bylaw Officers and given the ability to write tickets when necessary.	With the rapid growth Squamish has experienced and is expecting in the future the bylaw team will need to grow to meet the increased demand. Adding to our team with this new position allows us to grow talent from within the community by hiring promising and community focused individuals and supporting them through training and mentorship from more experienced members of our team.
18	**Community Patrol Officer 2 of 2**	The addition of a full-time Community Patrol Officer will help the bylaw department dedicate more time to proactive patrols. Community Patrol Officers will focus on issues relating to the Traffic, Animal Control and Wildlife Attractants Bylaws and will primarily focus on education allowing for other members of the Bylaw team to focus on more complex and time consuming enforcement processes. Community Patrol Officer will be sworn in as Bylaw Officers and given the ability to write tickets when necessary.	With the rapid growth Squamish has experienced and is expecting in the future the bylaw team will need to grow to meet the increased demand. Adding to our team with this new position allows us to grow talent from within the community by hiring promising and community focused individuals and supporting them through training and mentorship from more experienced members of our team.
19	**Bylaw Administrative Support**	The bylaw team is currently supported by a part-time clerk who coordinates the dispute adjudication process. As the bylaw team expands to meet the needs of a growing community the need has become apparent that full-time administartive support is required. By having full-time admin support the bylaw officers can focus on the work they excel at and the community is provided with a much higher level of customer service. Currently most community members need to leave a voice mail when reaching out to the bylaw department for assistance.	Adding .5 FTE to allow for a full-time administrative support person who could be the first point of contact for the community provides for a much higher level of customer service.
20	**Bylaw Enforcement Officer**	The addition of a full-time Bylaw Enforcement Officer will help the bylaw department dedicate more time to proactive patrols and enforcement of priority issues such as short term rentals, waste stream contamination, and camping management. This SLC follows the recommenations of the Public Safety Master Plan which aligns community growth to demands for service.	With the rapid growth Squamish has experienced and is expecting in the future the bylaw team will need to grow to meet the increased demand. Adding to our team with this new position allows us to grow talent from within the community by hiring promising and community focused individuals and supporting them through training and mentorship from more experienced members of our team.

7. COVID response

BC COVID-19 Restart Grant Summary

BC COVID-19 Restart Grant Summary	
Public Engagement Tools	20,000
TTP - Recreation Software	200,000
Recreation Net Loss	296,000
Increased Janitorial	212,500
Economic Development Initiatives	77,500
Community Patrol Officers (Bylaw)	150,000
Fire/Emergency Management	140,000
Library internal space improvements	100,000
Building Inspection	135,000
Information Technology	242,000
Council/Admin Support	177,500
Direct Community Support	150,000
Parks/Public Spaces	460,000
2020 Spending Recoverable	1,212,000
2021 Provision Remaining	187,500
BC COVID-19 Restart Grant	**3,760,000**



BC COVID-19 Restart Grant Summary Descriptions

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification
2021 COVID-19 Operating Costs:			
1	**Recreation Net Loss**	Due to decreased program capacity and attendance following the PHO, we anticipate a revenue loss in Recreation for 2021.	COVID 19
2	**Support for Administration**	Re-opening facilities to the public, enabling public participation in Council meetings (either virtually or in person at Brennan Park) and public engagement events, and ensuring safety for public, Council and staff in the context of the evolving Public Health Orders has required a significant shift in role requirements and resources. The District was able to adapt quickly through a rapidly-executed redeployment program to move staff resources from closed areas to those that required additional support. New training, and new approaches to service and event delivery have been embraced, and this continues to take place. This funding will cover these costs of moving to a sustainable model to accommodate the needs of the new normal, through moving people into roles instead of incurring overtime.	COVID 19
4	**Increased Janitorial**	Public Health Orders (PHO) requires additional cleaning protocols and supplies.	COVID 19
5	**Community Patrol Officers**	The PHO has directed that municipal enforcement services support the enforcement of the public health orders in the form of public education. The job level of CPO is appropriate to being the "eyes and ears" and a visible presence of enforcement for physical distancing related issues, as well as other key issues such as trailhead management.	COVID 19
8	**Information Technology**	The organization has pivoted to meet the requirements of Public Health Orders which has had a profound impact on the Information Technology needs of the organization. A significant shift took place to move much of the workforce to work-at-home situations, and enable continued productivity through virtual meetings, reliance on web cams, devices, VPN access and security, and the ongoing support for these changes and distanced teams; All Council meetings and public engagement workshops or meetings moved online, requiring new resources and support for online platforms, training or trouble shooting and general ongoing technical support.	COVID 19
9	**Fire Dep't sick time backfill and additional training requirements**	The PHOs have increased demand on the fire teams in terms of a higher threshold for staying home if unwell, which has resulted in a significant cost of backfill time for Fire crews. Additionally, the PHOs have required training to be modified significantly, resulting in additional staff time required to deliver it and decreased efficiency.	COVID 19
10	**Parks Infrastructure Contractor**	The covered spaces planned as a COVID restart project were not in the Real Estate and Facilities Master Plan and so are beyond the work plan of our Facilities Director without pushing back other critical projects. This position will be a temporary role and will oversee the implementation of the covered spaces and parklet/container projects.	COVID 19
11	**Building Inspection Recovery Contract Position**	COVID process related restrictions on plan submission, inspections and staff working from home, have significantly increased building permit processing times above acceptable time frames. In order to re-establish the building permit review timelines for general permits and complex building permits, two temporary Plan Reviewer positions be created. One 12-month position at Level 3 Building Official competency and one 6 month position at minimum Level 1 competency. Both positions would focus primarily on plan review for General Permits and Complex Building Permits allowing the remainder of the department to continue processing permits and administering inspections including expediting priority projects. The objective of the two contracts would be to re-establish a 10 week review period for General Permits and 16-18 week review period for Complex Permits. Additionally the positions would be tasked with establishing a Certified Professional Program for complex permits.	COVID 19
12	**Direct Community Support**	Direct Community Support by providing money to: The Community Foundation for technical support to allow for continuing support to local charities while manitaining the requirements of PHOs. The Chamber of Commerce wants to assist their members in recovering from COVID-19 through promoting a Buy Local Opportunity and a Grant Writing Oppportunity.	COVID 19

DISTRICT OF SQUAMISH 2021-2025 FINANCIAL PLAN			
Ref #	Project Name	Project Description	Project Justification
COVID-19 Special Operating Projects:			
13	**Public Engagement Tools**	Reinstating Special Project funding for Communications would allow for the licencing of third party public engagement tool licences (e.g. Thought exchange) throughout the year. In the context of COVID-19, creative ways to engage with more members of the community on various topics and initiatives will be required, and this funding will support being nimble in that regard.	COVID 19
14	**Emergency Operations Centre**	The Community Emergency Preparedness Fund (CEPF) is a suite of funding programs intended to enhance the resiliency of local governments, First Nations and communities in responding to emergencies. The intent of this funding stream is to support eligible applicants to build local capacity through the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises. The EOC has been extended beyond capacity during the COVID pandemic and this additional support would enable greater leveraging of community resources during emergencies.	COVID 19
16	**Public Space Design Guidelines and Standards**	Guideline and standard development for improvements within public spaces, particularly in the Downtown area. This one-time project will address consistent standards for urban design, street furniture, street lighting, patios located within public space, street trees, elements of waterfront walkways, mid-block connections and other design features. The aim of this project is to increase utilization of and improve experience within public spaces, while allowing for physical distancing required by Public Health Orders as a result of COVID-19 therefore would be eligibe for funding by the COVID-19 Safe Restart for Local Governments Grant.	COVID 19
18	**Economic Development Initiatives**	The Emerging Sector Roadmap and Action Plan (Sector Plan), endorsed by Council in June of 2020, included two priority areas for implementation. Priority area 1 centred around building foundational cluster development strategies while area 2 focused on building foundational business investment attraction strategies. While Economic Development has begun initial priority area 1 implementation, in 2021, the department intends to expand its focus on this priority area while commencing actions part of priority area 2. Due to COVID-19, additional emphasis being given to strategies incorporating resiliency. Building on a two-year open data initiative that was in partnership with the Squamish Chamber and Tourism Squamish, District Economic Development is seeking annual funding for primary and secondary data collection, analysis and reporting. Additional emphasis being given to areas impacted by COVID-19 in 2021	COVID 19
19	**TTP - Recreation Software**	The Program will replace legacy systems with online, mobile friendly staff and client-centric tools for the District's recreation services and minimizing in-person booking requirement.	COVID 19
20	**Network & Workstation Upgrades**	Workstations are replaced on an ongoing basis by identifying those machines that fall below a set performance standard. It has been the IT Department's goal to provide all areas that require regular use of computers with workstation that are not older than 5 years. In 2020, the program funding was diverted to immediate hardware and software requirements for COVID-19 remote working and technology support. This workstation program funding has been expanded one time in 2021 to reinstate the replacement schedule and to provide further efficiencies for the continued remote working requirements, by staff and Council, as a result of office use restrictions required due to COVID-19. District network switch equipment is aging and needs to be replaced. New switches will ensure all sites and users have reliable, fast connections. New switch technology will provide IT with much better insight into network traffic. New devices include central management and traffic monitoring functionality. This will make it much easier to troubleshoot network issues, and identify security issues or threats. COVID-19 has created additional urgency around network security, reliability and speed as a result of remote work and the virtual meeting environment. This project is eligible to be funded by the COVID-19 Safe Restart Grant for Local Governments.	COVID 19
21	**Network Equipment Upgrades**	District network switch equipment is aging and needs to be replaced. New switches will ensure all sites and users have reliable, fast connections. New switch technology will provide IT with much better insight into network traffic. New devices include central management and traffic monitoring functionality. This will make it much easier to troubleshoot network issues, and identify security issues or threats. COVID-19 has created additional urgency around network security, reliability and speed as a result of remote work and the virtual meeting environment. This project is eligible to be funded by the COVID-19 Safe Restart Grant for Local Governments.	COVID 19
22	**RCMP new front counter**	The existing front counter will be expanded out into the large lobby. This expansion is part of the Public Safety Plan to enhance services to the public incorporating Bylaw and RCMP services within the Detachment. Currently only one window serves the public and the front counter and does not accommodate both RCMP and DOS computers. File creation and District payment services are difficult to accommodate. Often there is a line up to speak with the front counter. The RCMP E – Division Depart of Security has requested that the front counter be upgraded as the current glass and framing are not to the RCMP code and puts the front desk staff potentially at risk.	COVID 19
22	**Library internal space improvements**	As a continuation of work begun in 2020 that focused on improvements to the public space, this project will address best use of space for the staff work area and circulation desk area, with consideration given to appropriate physical distancing to ensure a safe work environment.	COVID 19
23	**Covered Structures for Parks**	As part of the Strategic Plan objectives to increase use of municipal parks, and to respond to the COVID pandemic to allow people to gather safely in public parks, it is proposed to purchase covered structures ("sails," "tents" etc.) and install them in public parks. Specific locations and designs to be determined in 2021.	COVID 19

8. CLIMATE response

DOS Climate Response

Operating Budget:	
Environmental Management Staffing (3 FTE's)	345,000
Community Climate Action Plan Support SLC	75,000
Proposed Operating Budget Support	**420,000**
Utility Climate Response Projects:	
Operating Projects	233,300
Capital Projects	1,475,000
Sub-Total Utility Climate Response Projects	**1,708,300**

DOS Climate Response Projects

	Climate Mitigation Projects	
42	Community Carbon Marketplace Phase 4	21,750
43	Community Energy and Emissions Reductions	120,000
44	Estuary Master Plan	20,000
55	Neighbourhood Area Planning	30,000
	Sub-Total Climate Mitigation Operating Projects	**191,750**
29	Sea to Sky EV Network Expansion	245,900
31	Active Transportation Improvements	800,000
33	Transit Stop Infrastructure Improvements	100,000
43	Installation of Charging Stations for DOS Fleet Vehicles	180,000
	Sub-Total Climate Mitigation Capital Projects	**1,325,900**
	Climate Mitigation Projects	**1,517,650**
	Climate Adaptation Projects	
23	Community Resilience Investment Program	306,000
28	Neighbourhood Hubs for Disaster Resiliency	20,000
31	Integrated Stormwater Management Plans (inc. Environ	185,000
47	Dike Vegetation Removal	50,000
56	Steep Slopes Development Permit Area	30,000
47	Dike Vegetation Removal	20,000
	Sub-Total Climate Adaptation Operating Projects	**611,000**
34	Jimmy Jimmy (Judd) Slough Re-watering	1,850,000
35	CP - Xwu´nekw Park Sea Dike	8,200,000
	Sub-Total Climate Adaptation Capital Projects	**10,050,000**
	Climate Adaptation Projects	**10,661,000**
	Total DOS Climate Response Projects	**14,306,950**
	Percent of Total Project Budgets	**22%**

9. Glossary

Capital Expenditures: Are non-Financial assets that have a physical substance and are held for use by government in the production or supply of goods and services. It has a useful life greater than one year. They are to be used on a continuing basis and are not for sale in the course of ordinary operations. It is to be amortized over their useful life with the amortization expense shown on the statement of financial activities, and the capital asset net of accumulated amortization reported on the statement of financial position.

Debt Servicing Cost: The cost of borrowing money that is due to the passage of time, the rate of interest and the amount outstanding during the reporting period (fiscal year), plus any fees associated with such financing arrangements.

Development Cost Charges (DCC): Urban expansion and development often lead directly to an increase in the demand for sewer, water, drainage, parks and roads. Development cost charges (DCC's) are monies that municipalities and regional districts collect from land developers to offset that portion of the capital expenditures related to these services that are incurred as a direct result of this new development.

Full-time Equivalent (FTE): The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period (District of Squamish annual hours = 1,820 (Public Works = 2080 hrs.).

Fund: Accounting entity for recording expenditures and revenues associated with a specific activity.

Non-Market Change: Changes in property value as a result of:

- new construction authorized under local building authority permit (permitted improvements)
- new construction which occurs in an area with no local building permit authority
- property class changes
- exemption changes
- new development or "size" changes to land - including subdivisions, land assemblies and consolidations (Plans Cancellations); new/expired tenures on Crown/exempt land; and
- Zoning changes (e.g. changes that increase or decrease density, use & resulting property value).

Parcel: A parcel is any designated area of land that does not include a highway. For example, a house and yard represent one parcel.

Parcel Tax: A parcel tax can be imposed on the basis of a single amount for each parcel; the taxable area of a parcel; and the taxable frontage of the parcel. Parcel taxes are often used instead of, or in conjunction with, user fees to recover the costs of providing local government services. They can be levied on any property that has the opportunity to be provided with a service regardless of whether or not the service is being used.

Public Private Partnership: arrangements between government and private sector entities for the purpose of providing public infrastructure, community facilities and related services. Such partnerships are characterized by the sharing of investment, risk, responsibility and reward between the partners. The reasons for establishing such partnerships vary but generally involve the financing, design, construction, operation and maintenance of public infrastructure and services.

SQUAMISH

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