

DISTRICT OF SQUAMISH 2011 ANNUAL REPORT



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2011 Highlights

2011 was a productive year for the District of Squamish. In addition to many successful community events and celebrations, 2011 highlights include: Mayor Gardner and more than 100 Don Ross Secondary students took part in "Pink Shirt Day", an anti-bullying movement; Squamish's first outdoor fitness circuit at Brennan Park Recreation Centre was opened to the public; Pat Goode Park was rebuilt; Edgewater and Eagle Run parks obtained new playground equipment; significant upgrades were made to the landfill ensuring environmental compliance; the International Conference on Environmental Compliance toured the Squamish Estuary highlighting the cooperative governance, habitat reclamation and restoration; and Squamish's "Safe Communities" practices received international recognition when a delegation from Inje University in Busan, South Korea visited to learn about the program and share experiences.



Official Opening of the O'Siyam Pavilion on Canada Day in July

MP John Weston and MLA Joan McIntyre joined Mayor Greg Gardner and Squamish Nation Councillor Dale Harry in the ribbon cutting of the O'Siyam Pavilion. The project was jointly funded through the "Towns for Tomorrow" program.

The O'Siyam Pavilion is designed to be an accessible community-oriented gathering space and assist in revitalizing downtown.

MLA Joan McIntyre presented a cheque for \$1.2 million dollars to Mayor Greg Gardner. The grant from the Emergency Management Flood Protection Program funded one of the largest gravel removal projects undertaken by the District of Squamish and will provide flood protection for the community.



Intergovernmental Cooperation Accord signed in March

The Intergovernmental Cooperation Accord between the District of Squamish and Squamish Nation was formally signed in March 2011 in the presence of both Councils at Squamish Nation's Totem Hall.



Presentation of \$1.2 million dollars for dyke upgrades in April

Message from the Mayor

On behalf of Squamish Council, I am pleased to present the 2011 District of Squamish Annual Report. This report is a public update on the operational and financial status of our community. The information included in this report will provide community members with a better understanding of our 2011 goals and the actions we took to achieve them.

2011 was a productive year for the District of Squamish as we saw intergovernmental relationships flourish with the completion of the Intergovernmental Cooperation Accord with Squamish Nation and the awarding of provincial and federal capital grants. These have helped to support projects throughout our community.

Strategic planning was also a large part of 2011 activities as we completed our Capital Asset Management Plan and Long Term Financial Plan, which will allow Council to anticipate infrastructure replacement costs and prioritize resource allocation and ensure sound financial management.

In 2009, the Squamish Service Initiative (SSI) clearly defined our long-standing values and mission. Two years later, I am proud to reflect on all that we have accomplished in pursuit of success.

The Recreation Core Service Review emphasized District staff's focus on enhancing service to the community through strategic recreation planning. Although some programs offered are well attended, as the *Outdoor Recreation Capital of Canada*, we are striving for more than "hit or miss" recreational programming. As a fast growing service area, the Recreation Core Service Review recommended that a new leadership position be created to facilitate program alignment with community needs. In the fall of 2011, the District hired a Director of Recreation to facilitate community consultation and program review to achieve recreation service goals.

The Building and Planning Core Service Review highlighted the need to build a high performing team, ensure organizational and cost effectiveness, guarantee service excellence and improve the confidence of our stakeholders in our ability to address their needs. To decrease processing times, the Community Services Department was reorganized to maximize efficiency and a seasoned Chief Building Inspector was hired. Actions taken in 2011 will be further supported by the 2012 priorities including the development of a communication plan aimed at enriching the District's relationship with the development and construction community and improving staff reporting.

In May of 2011 the District of Squamish Council adopted the Outline for Economic Development Activities (OEDA) that called for the initiation and implementation of a business



retention and expansion program. In July of 2011 an Economic Sustainability Coordinator was hired. Now, many of the tasks outlined in Phase One of the OEDA are complete, including business owner/operator interviews and public workshops. Interviews and public workshops results have allowed us to identify the pressing concerns of our local business community as they seek to succeed and meet Squamish development demands. Moving into 2012, Council is looking forward to hearing more from local business, organizations and citizens about how to stimulate economic development in our community.

Public feedback, collected during Core Service Review and business retention public consultation processes, revealed an overall desire for the District to enhance its customer service levels and improve communication with community members on District programs, processes and initiatives. We look forward to the rolling out of the "Delivering Outstanding Service" initiative and the innovative communication tools soon to be a part of the District's communications tool box.

Many of the positive initiatives that occurred in 2011 are the direct result of enhanced communication between the District and community members. To ensure that we continue to meet the evolving expectations of our community, engagement and communication is paramount. With your help, advice and input, Council is confident that we can continue to provide an exceptional level of service.

Rob Kirkham
Mayor

Message from the CAO



As the Chief Administrative Officer during 2011, I am pleased to present the 2011 Annual Report on behalf of the employees of the District of Squamish. 2011 was a productive year that included continued organizational and operational changes, resulting in a highly functioning, effective team and streamlined processes that focus on providing excellent customer service to the vibrant and progressive Squamish community.

The Service Squamish Initiative (SSI) provided clear focus for District

initiatives and activities throughout the year and continued to guide us towards a sustainable future for the District and its residents. The purpose of the SSI was to transform local government services in Squamish to create a world-class organization capable of meeting or exceeding the expectations of the community. It shifted the organization to a higher performance level based on identified Core Values: Squamish the Community, Squamish the Environment, Squamish the Economy and Squamish the Corporation. The report's Plan of Action was a critical element to ensure that the Corporate Values would be met. The seven primary elements of the initiative inspired the organization to reach the goal of excellence in local government: Align Resources; Strong Leadership; Streamline Processes; Effective Communications; Long-Term Strategies; Strategic Financial Management; and Accountability. Accountability was a critical element of the initiative, reinforced through measuring success, including benchmarking and surveys.

The SSI redefined how the District provides the core services of local government while inspiring innovative leadership. It positioned the District for long-term sustainability as a corporation that provides great value to the community we serve. The high functioning members of the Core Leadership Team have successfully engaged all levels of the organization to work collaboratively and honour our commitments. As a result, the District's performance continued to grow stronger in 2011 and achieve key milestones throughout the year.

The District of Squamish's economic development work plan included a number of strategic initiatives that will improve the local business climate and enhance Squamish's

competitiveness in retaining, expanding and attracting development and investment. The District will continue to support local businesses and work with the community to ensure their business needs are met. Extensive community consultation, environmental remediation and regulatory approvals played important roles in bringing the Squamish Oceanfront Development Corporation (SODC) to the Pre-Development Stage. Current and former SODC board members, residents, business groups, developers and other stakeholders worked together to create the community's shared vision for the Oceanfront. The evolution of the community and substantial economic impact of this important development will be realized as the SODC moves ahead to market and transact the property with the goal of completing a transaction by 2013.

Strong communications is central to the success of the District of Squamish and the well-being of its citizens. A comprehensive Communications Plan was developed and endorsed, with a focus on creating a sustainable, long-term framework that will work to effect information sharing. As a function of good government, open and proactive communications will ensure the public receives clear, relevant and timely information from the District. The District of Squamish is also now in a position to implement new policies, procedures and strategy to develop communications both in the community and within the organization. This strategy also includes recommendations to enhance communications procedures and processes with Council members to facilitate enhanced community outreach, adopt a more strategic approach to District communications and develop guidelines, policies and processes to ensure successful internal and external communications.

In summary, the SSI was the starting point to transform local government services in Squamish, ensuring the optimization of taxpayer and stakeholder contributions and investments. The initiative established the District as a high performing organization capable of providing high quality service and enhanced communications to the community. It has been my privilege to have served the District of Squamish and I offer my thanks to Mayors Greg Gardner and Rob Kirkham and Council, our employees, and community volunteers who made my time here and 2011 in particular exceptional.

Kevin Ramsay
Chief Administrative Officer

Corporate Services



Administrative Services

Administrative Services is responsible for the administration of Council and Committee meetings, minutes, public hearings, statutory functions, records management, corporate reception, communications, and filming. Administrative Services also ensures proper conduct of local government elections and referendums. Freedom of Information and Protection of Privacy Act requests and the District's legal functions are administered by Administrative Services.

Photo: Administrative and Real Estate Services staff

2011 Highlights

- Coordinated allocation of Sports Legacy Funds and entered into Memoranda of Agreement with proponents.
- Conducted 2011 General Local Election including election of one Mayor, six Councillors, two School Trustees and acted as Deputy Election Officer for Squamish-Lillooet Regional District (SLRD) "Area D" polling opportunity.
- Completed a Communications Audit and implemented the new corporate-wide Communications Strategy.
- Managed marketing and public relations initiatives.
- Supported 98 meetings Council meetings by managing agendas, minutes, correspondence, action follow up and research.
- Recorded, assigned and tracked 478 Customer Service Suggestion submissions.
- Assisted with the public process (petition) for the renewal of the Downtown Business Improvement Area Bylaw for a further five year term.
- Processed 20 Freedom of Information and Protection of Privacy Requests.
- Undertook Railway Crossing/Whistling Safety Assessment for Amblepath Crossing.
- Processed 14 film applications for a total of 139 days of filming in the District of Squamish.
- Developed policy and procedures for filming in Smoke Bluff Park.

2012 Goals

- Hire Communications Manager.
- Conclude Railway Safety Assessment.
- Seek proposals for provision of legal services.
- Complete Core Service Review through the SSI.
- Develop and adopt Special Events Policy and Events Guide.
- Review, update, organize and post online District of Squamish policies and create comprehensive policy manual.
- Update and implement corporate records management program.
- Develop video surveillance policy and conduct privacy impact assessment for video surveillance at municipal properties.
- Undertake bylaw review for various regulatory bylaws.
- Improve processes and support for internal customers.
- Develop Filming Policy and review and update filming license and application forms.



Information Technology

The Information Technology (IT) Department integrates people, processes, and technology to increase the efficiency and effectiveness of District services. IT's primary goal is to provide excellent customer service for all users based on effective communication, reliable infrastructure, and partnering across service units to identify technology benefits.

Photo: Information Technology staff.

2011 Highlights

- Implemented web-based Help Desk system to coordinate and prioritize support, centralized support communications and measure service levels.
- Hired and trained a new full time Support Specialist and promoted existing Support Specialist to Systems Administrator.
- Established the IT Advisory Group with select District staff members.
- Set up Intranet site for departments to enhance internal communication.
- Completed Microsoft Office 2010 upgrades and training.
- Upgraded the server room at the Emergency Operations Centre with an air conditioning system.
- Added new servers for improved and more secure file storage and backups.
- Installed security fence at main network tower site at the Smoke Bluffs.
- Issued Request for Proposals (RFP) for a Telco managed network and a server virtualization project.
- Completed Radio Network Evaluation and Risk Mitigation Plan.
- Planned replacement of unreliable radio network.
- Evaluated current Server and Application Infrastructure.
- Planned upgrade of current server infrastructure and preparation for possible future off-site hosting.
- Upgraded and improved Supervisory Control and Data Acquisition (SCADA) system and network.

2012 Goals

- Complete Managed Network Upgrade (Telco Project).
- Complete server virtualization (Telco Project).
- Redesign District website.
- Implement a Document Management System.
- Upgrade Thunderbird communications tower.
- Continue workstation upgrades.
- Complete comprehensive IT policy, update strategy.
- Rollout Service Level Agreements.
- Implement server and software upgrades such as Class, mail, web and firewall.
- Continue with stakeholder involvement in IT Advisory Group meetings.
- Assess Wi-Fi community project and renew agreements.
- Continue public display system expansion.
- Complete Council Chamber system upgrades.
- Setup online streaming and archiving of Council meetings.
- Continue to upgrade and improve SCADA systems and network.
- Implement new Very High Frequency (VHF) radio system for bylaw.
- Continue improving District business processes.
- Continue to develop and implement the IT Strategy.



Bear Aware

Bear Aware develops educational programs to increase awareness and understanding of bears. The coordinator works cooperatively with the Conservation Officer Service to reduce human-wildlife conflicts in the District of Squamish.

Photo: Cougar alert sign being posted to advise trail users.

2011 Highlights

- Through a cooperative partnership with the District of Squamish Bylaw Enforcement Office, Bear Aware assisted with amending the District of Squamish Wildlife Attractant Bylaw No. 2053, 2009 to include backyard poultry and bees.
- Through a cooperative partnership between Bear Aware and the District's Planning Department, an amendment to the revised Zoning Bylaw now allows for electric fencing within residential areas for the protection of wildlife attractants such as fruit trees.
- Through a cooperative partnership between Bear Aware and the Planning Department, an amendment to the newly drafted Zoning Bylaw now addresses Bear Smart landscaping species for new developments.
- Through a cooperative partnership between Bear Aware, the Ministry of Transportation and Infrastructure, Miller Capilano Maintenance Corporation and Carney's Waste Systems, trees were planted along Culliton Creek to screen wildlife from motorists and prevent human-wildlife conflict.
- Through a cooperative partnership between Bear Aware, the Ministry of Transportation and Infrastructure, Miller Capilano and Whistler Get Bear Smart, bear warning signs were installed along Highway 99, the first of their kind in BC.

2012 Goals

- Create an Urban Wildlife Plan.
- Expand into additional wildlife conflict education including cougars and coyotes.
- Continue liaison role between the District of Squamish, the community of Squamish and the Conservation Officer Service with regards to all wildlife conflicts.
- Assist with the necessary education and support required for composting in wildlife country.
- Work with Squamish Nation to assist in reducing human-wildlife conflict.



Bylaw and Animal Control

Bylaw Enforcement and Animal Control respond to and investigate complaints received about alleged bylaw violations, and works with those responsible to voluntarily remedy the situation before resorting to legal action.

Photo: Animal Control staff and dog available for adoption at the Dog Pound.

2011 Highlights

- Completed "Advanced Apprehension and Handling of Aggressive Dogs" training.
- Completed training in Conflict Management and Resolution through the Justice Institute of British Columbia (JIBC).
- Acquisition of a fenced outdoor exercise area for dogs at the District's Dog Pound.
- Participated as Chair of the Safe Communities Squamish Leadership Table.
- Increased compliance with the management of waste and wildlife attractants with many local businesses and commercial properties.
- Continued partnerships with the RCMP, Conservation Officer Services, Bear Aware, CN Rail Police, BC Parks, Ministry of Environment, British Columbia Railway (BCR) Properties, BC Safety Authority, and Vancouver Coastal Health.
- Reunited 97% of impounded dogs with their owners and found forever homes for adoptable dogs.
- Consistently applied proactive enforcement, resulting in a community-wide decrease in observed or reported parking infractions.
- Participated in a focus study group with the JIBC and the License Inspectors' and Bylaw Officers' Association (LIBOA) to review recommendations for bylaw enforcement across the province.
- Initiated and managed traffic plan and enforcement for Live at Squamish.

2012 Goals

- Adopt the Bylaw Notice Enforcement System.
- Adopt the District of Squamish Traffic Bylaw.
- Deliver information sessions throughout schools and media outlets to draw attention to cycle lane use, regulations and restrictions.
- Seek voluntary compliance in bylaw enforcement matters through education, mediation and negotiation.
- Continue to proactively patrol to locate bylaw and animal control infractions.
- Continue to offer standardized training opportunities for Bylaw Officers through the JIBC.
- Strengthen community partnerships that provide opportunities for alternative dispute resolutions.



Real Estate Services

Real Estate Services is responsible for leases, road closures, property acquisition and disposal and airport management.

2011 Highlights

- Completed an Expression of Interest for District-owned lands in the Squamish Business Park.
- Supported development of the Intergovernmental Cooperation Accord with Squamish Nation.
- Advanced the acquisition of Crown Lands through the sponsored Crown Grant process.
- Advanced Phase 1 of the Squamish Harbour and Marine Strategy.
- Advanced the process for reaching long-term leases with the existing tenants at the Squamish Airport.
- Completed airport enhancements such as enhanced signage, gates, dangerous tree removal and roads.
- Completed leases and licenses with Squamish Montessori School, the Province of British Columbia, Squamish Woodwaste, G-Van Catering, the Parkside Restaurant, Sea to Sky Air, Huddy's Skate Shop and Brennan Park Recreation Centre concession.

2012 Goals

- Complete conditional sale of 20 acres in the Squamish Business Park.
- Complete the acquisition of Crown Lands through the sponsored Crown Grant process.
- Complete the process for reaching long-term leases with the existing tenants at the Squamish Airport.
- Develop Real Estate Guiding Principles for the acquisition, disposition and leasing of District property.
- Develop and implement a proactive, Strategic Real Estate Plan, including a review of all District-owned real estate.
- Support the SODC transaction team.
- Advance the dredging of the Mamquam Blind Channel.
- Complete Phase 1 of the Squamish Harbour and Marine Strategy.
- Submit Community Forest application to the province.
- Continue update of licenses and leases on District lands.
- Implement a Strategic Real Estate Plan.
- Amend delegation bylaw to streamline real estate approvals.

Development Services



Building

The Building Department assists the public with new building permits, renovation and tenant improvement works, new business starts and business license renewals. Other applications that are processed include sign permits and special events such as trade shows, concerts and sporting events.

2011 Highlights

- Hired new Chief Building Inspector.
- Developed new application forms and customer checklists.
- Established a dedicated 24 hour building inspection phone line and online building inspection booking site.
- Developed new inspection and documentation checklists.

2012 Goals

- Train and integrate new Development Service Clerks regarding permits and license processing.
- Continued process improvements to provide reduced response and permit turnaround times, timely utility connection notification and up-to-date statistics.
- Complete update of Building Bylaw.
- Execute systems to provide efficient processes for obtaining various permits.

Planning

The Planning Department is responsible for long-range planning that establishes and evolves the regulations, policies and strategies for building the community physically, socially and economically. The Planning Department is also responsible for processing current development applications such as Official Community Plan (OCP) amendments, rezoning, development permits, temporary use permits and variances.

2011 Highlights

- Adopted the new Zoning Amendment Bylaw.
- First readings for the Oceanfront Bylaws in alignment with the Oceanfront Sub Area Plan.
- Adopted a Downtown Streetscape Plan.

2012 Goals

- Implement the recommendations of the Core Service Review for Planning, Building, and Environment.
- Hire new Development Service Clerks.
- Hire two new Building Inspectors.
- Complete the Downtown Neighbourhood Plan.
- Complete the Upper Mamquam Blind Channel Land Use Study and policy statements.
- Assist in review of Subdivision and Development Control Bylaw.
- Assist in review of Development Cost Charges Bylaw.
- Assist in the completion of Stan Clarke Park revitalization.
- Develop a Delegation Bylaw.
- Compile a Landscape Review and Bonding Release Policy.
- Develop a Public Art Policy.
- Complete portions of the Community Energy Action Plan.



Economic Development

In May of 2011 Council approved the Outline for Economic Development Activities that defined a three phase five year work plan for economic development. In July 2011 an Economic Sustainability Coordinator (ESC) was hired to resource the work plan amongst other initiatives.

The ESC is the principal contact for business and employment development, events maximization, and facilitation of investment attraction into the Squamish economy. The ESC'S focus includes:

- Completing the Outline for Economic Development Activities Report.
- Supporting the District in various economic development initiatives.
- Collaborating with local business organizations and associations.
- Facilitating business development with internal and external inquiries.
- Maximizing economic development opportunities through the coordination of events.

2011 Highlights

- Initiated collaborative working relationships with local business organizations including Community Futures Development Corporation of Howe Sound, Squamish Chamber of Commerce, Tourism Squamish, the Downtown Squamish Business Improvement Association, and Inside Edge.
- Secured partnership with the Economic Development Association of BC to launch a Business Retention and Expansion Program partially funded by the Ministry of Jobs Tourism and Innovation.
- Launched Squamish Business Counts, a business retention and expansion program that interviewed 73 local business owners from 16 different employment industries to gain an in-depth understanding of local business issues and improve relationships between the Municipality and local business leaders.
- Lead monthly meetings with local organizations involved in maximizing economic benefits from events.
- Worked with event organizers to determine how to best to enhance local economic benefits from events.
- Implemented software tools for tracking inquiries from both internal and external clients.

2012 Goals

- Continue to facilitate collaborative efforts between the municipality and local or external economic development related organizations.
- Continue to support local business owners through the Squamish Business Counts business retention and expansion program.
- Develop communications tools to profile local business success stories. Reaching out to tell these powerful stories will enhance a shared pride and work to entice external investment.
- Conduct an investment readiness assessment to identify any gaps that may exist in attracting and retaining investment
- Develop a series of financial tools that will help attract investment and enhance Squamish's competitiveness relative to other communities.
- Coordinate activities amongst event organizers and local business associations to maximize the economic benefits from events in the community.
- Provide exceptional customer service to external investment inquiries and assist with their deliberations.



Recreation Services

Recreation Services promotes a healthy community by providing diverse arts, recreation and sport, cultural and active living opportunities.

Photo: Recreation Services staff participate in Bike to Work Week.

2011 Highlights

- Compiled Recreation Services Core Service Review to recommend changes that reflect the current and future recreation needs of the community.
- Implemented a new departmental structure.
- Compiled a draft of the Pool Safety Plan that reflects new provincial government health regulations.
- Introduced quarterly Recreation Update E-newsletter.
- Implemented graphic standards guidelines aimed at growing our brand as the *Outdoor Recreation Capital of Canada*.
- Introduced new programs in response to customer feedback resulting in increased program participation of 30% in summer camps and 37% in private swimming lessons.
- Increased arena drop in participation with the addition of Friday evening public skate sessions.
- Reviewed Recreation Services fees and charges, including:
 - Review of current fee structure;
 - An environmental scan to compare and contrast approaches;
 - Development of a cost-based model for determining fees;
 - Feedback from Council and residents;
 - Testing of the model; and
 - Development of a tool to manage and adjust fees as required.

2012 Goals

- Implement the Core Service Review recommendations including: developing a vision and strategic plan to guide future decision making, seeking input from staff, residents and Council, aligning plans with corporate values and adopting the new plan.
- Obtain ongoing community and Council feedback.
- Carry out an evaluation of the Recreation Update E-newsletter.
- Upgrade and utilize the recreation software database.
- Improve programming through new partnerships, an evaluation of the preschool, investing in community-based programming and developing more opportunities for youth.
- Stabilize staffing levels, implement clear benchmarks, provide an enhanced facility booking process and complete a new fees and charges policy.
- Provide a long-term strategy for future developments and improvements to park systems, open spaces, recreation facilities and programs through the District of Squamish Parks and Recreation Master Plan.
- Develop an operational model for the Squamish Seniors' Centre to optimize facility utilization.
- Develop and implement a volunteer program to support the delivery of community recreation.
- Support community members who are interested in sharing their time and expertise with Recreation Services.



Environmental Services

Environmental Services is responsible for overseeing environmental policy development, land development near riparian areas and sensitive habitats, as well as restoration programs.

Environmental Services is also responsible for leading and collaborating on regional boards, initiatives and multi-stakeholder partnerships such as invasive species, air quality, estuary management, and Cheakamus ecosystem restoration.

Another major function of Environmental Services is to provide support for other service areas, ensuring appropriate environmental approvals are in place for capital, operational and development projects.

2011 Highlights

- Climate Action Charter - established corporate emissions inventory, and fulfilled reporting requirements.
- Implemented and extended the Woodstove Exchange Program.
- Collaboratively implemented estuary signage projects.
- Achieved small scale Invasive Species Management projects and staff training sessions.
- Facilitated large scale wetland restoration initiatives.
- Facilitated two small scale green space enhancement grants and projects.
- Supported community events such as the Shoreline Cleanup and the Schools Estuary and Rivers Education Program.

Trails

The District is taking a collaborative approach to creating policy, trail development criteria, construction standards and maintenance, risk management strategies and trail events coordination.

2012 Goals

- Implement Climate Action Charter.
- Coordinate Estuary Management Plan Review.
- Establish an Invasive Species Management Program.
- Achieve Blue Community designation.
- Continue support for restoration projects and community events.
- Policy improvements.

2011 Highlights

- The District of Squamish is now a partnering community on the Mountain Biking BC website.
- Developed partnerships with community groups and local businesses.
- Implemented the Trails Master Plan.
- Completed 90 % of the Corridor Trail/Sea to Sky Trail/Trans Canada Trail.
- Streamlined trails events process.

Engineering and Parks



Engineering

Engineering and Parks is responsible for all District engineering responsibilities such as Public Works, Development Services, and Parks Maintenance. Specific areas of responsibility include: roads (snow removal, street maintenance), bike path and sidewalks, transit, water utility, sewer utility, solid waste utility, infrastructure planning, capital projects, Geographical Information Services (GIS), Development Services, coordination of work with utilities, such as BC Hydro and Telus, cemetery related services, vehicle purchases and garage services, parks maintenance, and flood protection and dyke maintenance.

Photo: Mayor Rob Kirkham celebrates the opening of the new playground at Edgewater Park.

2011 Highlights

- Completed the pre-design for enhancements to Stan Clarke Park.
- Installed new playground equipment at Edgewater Park and Eagle Run Park.
- Constructed the O'Siyam Pavilion.
- Successfully obtained a \$400,000 grant for new artificial turf fields.
- Completed the pre-design for new artificial turf fields.
- Removed hazardous chlorine gas from surface water sources.
- Installed District Flow Meters to facilitate a reduction in water loss.
- Completed a risk assessment of the Wastewater Treatment Plant.

2011 Highlights

- Completed a major expansion of the landfill and implemented much needed environmental controls.
- Created a Solid Waste Utility in order to provide stable funding for waste services.
- Increased waste diversion by providing leadership around recycling and reuse programs, such as Squamish Re-Build and the Re-Use-It Fair.
- Obtained a \$4 million grant to help with future upgrades to the landfill and the solid waste program.
- Completed several key studies and reports related to flood protection.
- Completed a dyke rip-rap project on the Squamish River.
- Obtained a \$200,000 grant for flood protection.
- Obtained a \$1.2 million grant for sediment management.
- Completed upgrades to the Dryden Creek pump station.
- Completed the pre-design for dealing with seepage at the Squamish River dyke.
- Initiated a comprehensive stakeholder engagement process with respect to flood protection and fisheries enhancement.

2011 Highlights

- Constructed the majority of the Corridor Trail.
- Completed bike paths in Valleycliffe and along Government Road.
- Assessed and addressed safety concerns to and from local schools.
- Upgraded two railway crossings providing safer pedestrian and cycling access.
- Completed the 2031 Multi-Modal Transportation Plan Study to define the District's long-term transportation objectives.
- Completed an audit of the transit system and identified opportunities to improve services.
- Completed a comprehensive annual road reconstruction program.
- Inspected municipal bridges and developed a maintenance and repair program.
- Launched a GIS for public use.
- Completed Public Works Infrastructure Asset Management Plan and presented an overview at provincial and national conferences.
- Completed extensive public consultation for the new Subdivision and Development Control Bylaw and re-drafted the document.
- Completed a Vehicle Asset Management Plan that introduced best practices with respect to fleet purchases.

2012 Goals

- Execute transportation demand management works to support alternative transportation options.
- Make business improvements to streamline and enhance customer services provided by Engineering and Parks and Development Services.
- Update the District's Development Cost Charge (DCC) Bylaw.
- Complete Subdivision and Development Control Bylaw.
- Pave the unpaved portion of the Corridor Trail.
- Upgrade and repair bridges as identified by the Bridge Inspection Program.
- Complete annual road reconstruction work.
- Replace two kilometers of aging water mains.
- Commence work on a Liquid Waste Management Plan.
- Complete a Well Protection Plan.
- Improve cycle lane and sidewalk connectivity.
- Improve Wastewater Treatment Plant performance.
- Replace two aging sewer lift stations.
- Site a new reservoir to improve pump efficiency and reduce water loss.
- Initiate design work for landfill upgrades and commence closure of old cells.
- Improve solid waste diversion infrastructure.
- Initiate a residential yard waste collection program.
- Complete the design work associated with sewer upgrades on Government Road.
- Construct upgrade to Stan Clarke Park.
- Construct the artificial turf fields.
- Install a new centrifuge at the Wastewater Treatment Plant.
- Complete the Servicing Agreement for the Crumpit Woods development.
- Complete a sediment management project on the Squamish River.
- Reinforce the dyke on the Stawamus River.



Operations

The Public Works and Parks Section of Operations is responsible for the operation and maintenance of cemetery, roads, traffic lights, streetlights, sidewalks, storm sewers, snow removal and drainage, boulevards and trails maintenance in the District of Squamish. Utilities are accountable for the maintenance, operations and repair of the sanitary sewer system including mains, manholes and lift stations as well as the wastewater treatment. Utilities manage the water system from source to tap. This area handles all well and intake maintenance, water line repair, flushing and leak detection, disinfection, reservoir maintenance and service repairs and installations. Fleet is responsible for the maintenance of District owned equipment, excluding the Fire Department vehicles.

Photo: Operations staff welcomed students to the first Public Works Week.

2011 Highlights

- Implemented a bridge maintenance program.
- Integrated a GIS database for utility infrastructure integrated into daily operations.
- Continued the Unidirectional Flushing Program.
- Improved the SCADA monitoring system.
- Increased customer service initiatives.
- Implemented pothole repair program.
- Initiated GIS database for ditching and storm sewers.
- Improved confined space training program.
- Started lamp standard maintenance and mapping program.
- Started sidewalk maintenance and mapping program.
- Enhanced dyke vegetation control program.
- Initiated bike lane maintenance program.
- Planned for secondary centrifuge for the Wastewater Treatment Plant.
- Removed hazardous chlorine gas from surface water sources.

2012 Goals

- Procure maintenance software for fleet operations.
- Complete fleet purchasing policy.
- Incorporate more cost effective solutions for fleet operations.
- Enhanced and ongoing operator training.
- Enhanced and ongoing safety training.
- Improved benchmarking program.
- Review water metering of industrial, commercial and institutional customers.
- Improve invasive species handling and awareness.
- Implement new footprint for the Public Works yard.
- Work collaboratively with Development Services on all new subdivision applications.
- Implement trails maintenance program.
- Annual hydrant inspections and replacements.
- Replace aging water mains.
- Upgrade Waste Water Treatment Plant.

Protective and Support Services



Human Resources

Human Resources provides strategic leadership through recruitment, employee training, employee development opportunities and labour and employee relations. Our goal is to ensure that public services are delivered by dedicated, productive and service-oriented staff. Human Resources aims to ensure that the effort of our employees and their contributions to public services are appreciated, recognized and fairly rewarded.

Photo: Staff participate in an exercise demonstration during Occupational Health and Safety Week.

2011 Highlights

- Developed a comprehensive recruiting process for Operations focused on ensuring new employees are poised for success.
- Supported the enhancement of Recreation and Building and Planning by redesigning key roles and recruiting to ensure those roles were filled with talented individuals.
- Established a leadership development program with biweekly learning opportunities for managers.
- Implemented an Employee Development Review Program which provided feedback on work and developed plans for employee learning and growth.
- Developed a customer service philosophy that will serve as the foundation for training that will take place by 2013.
- Conducted an Occupational Health and Safety Audit to continue to provide a safe work environment and comply with WorkSafe BC standards.
- Supported the completion of the Recreation and Building and Planning Core Service Reviews.
- Created a more comprehensive Employee Orientation Program aimed at ensuring all new employees have the tools they need to meet expectations.

2012 Goals

- Develop key service guidelines along with customer service training for all employees.
- Develop and offer supervisory training to ensure our leaders are equipped to lead their team members effectively.
- Produce an Employee Handbook that provides employees with a reference for key policies and guidelines for working with the District of Squamish.
- Implement the Occupational Health and Safety Audit recommendations.
- Complete contract negotiations with Canadian Union of Public Employees (CUPE) and the International Association of Fire Fighters (IAFF).



Squamish Fire Rescue

Squamish Fire Rescue (SFR) is a combination Fire Department consisting of approximately 55 volunteers and eight career staff who service a 103 square kilometer area from two fire halls, protecting the lives and property of over 17,000 Squamish residents. In addition to fire suppression and fire inspection services, SFR also provides Highway Rescue on Highway 99 from Furry Creek to Daisy Lake, to the upper reaches of the Squamish and Paradise Valley.

Photo: 2011 Volunteer Fire Fighter Graduation

2011 Highlights

- Attended 590 emergency events.
- Conducted 1,100 inspections.
- Trained 18 new volunteer Fire Fighters.
- Promoted new Fire Chief and Deputy Chief from within the career ranks.
- Hired two new Fire Fighters.
- Promoted three volunteer Fire Fighters to the rank of Lieutenant Volunteer.
- Promoted a career Fire Fighter to the rank of Career Captain.
- Conducted over 200 training events.
- Tested hose and equipment.
- Tested all Fire Fighting personal protective equipment.

2012 Goals

- Train eight new volunteer Fire Fighters.
- Train eight new volunteer Officers.
- Develop a Technical Rescue Team that specializes in Urban Search and Rescue and Confined Space Rescue.
- Develop a Squamish Fire and Rescue members only website.
- Continue work on pre-planning.
- Complete a Fire Service Master Plan with recommendations to Council.
- Develop a District Staff Fire Fighter Training Program.
- Review and rebuild Volunteer and Career Training Programs.
- Develop stronger District-wide working relationships.
- Review and submit a Council report with recommendations to update fees and services.
- Complete pump testing of all fire apparatus.



Squamish Emergency Program

The District of Squamish is the local authority for emergency management of incidents that affect our community. As the District is surrounded by eight rivers and many creeks, flooding is the greatest threat, followed by rock slides and extreme winter weather.

The District is located near the Cascadian Subduction Earthquake Zone, so the threat of a large magnitude earthquake is always near. Squamish is also in a transportation corridor with one way in and one way out. Rail and sea transportation provide essential backup in case of a road closure due to a rock slide or other incident closing the highway for a long period of time.

Squamish is very fortunate to have a strong Emergency Management team consisting of volunteers and District staff who have all been well trained in Emergency Management.

Photo: Squamish Emergency Program Training Exercise

2011 Highlights

- Progressed in Community Resiliency planning.
- Conducted two Table Top exercises.
- Conducted training on Emergency Management software intended for Provincial, local and agency use during an emergency situation.
- Promoted Emergency Preparedness to many organizations including day cares, the Squamish Seniors' Centre, and the Squamish Public Library.
- Search and Rescue provided many information sessions in our local schools with the "Hug-a-Tree and Survive" and "Outdoor Survival" programs.
- Emergency Social Services provided 72 hour assistance to families affected by house fires.
- Canadian Coast Guard Auxiliary Unit, now known as "Royal Canadian Marine Search and Rescue", provided information services with the "Kids Don't Float", "Boating Safety" and "Water Wise" programs.

2012 Goals

- Secure Joint Emergency Preparedness Program (JEPP) grant from the province to conduct full-scale exercise.
- Promote planning and mitigation in order to reduce response and recovery within the community.
- Promote public awareness of 72 hour preparedness called "Be Prepared, Not Scared".
- Conduct an earthquake "Quake Safe" drill for the entire community.
- Update the District of Squamish Emergency Response and Recovery Plan.
- Work with all Sea to Sky Corridor communities and the Regional District on emergency planning, mitigation, response and recovery.
- Continue to provide emergency management information programs to all ages within our community.



RCMP

Squamish RCMP are contracted through the Province of British Columbia for the municipality's policing services. A Staff Sergeant heads up the RCMP detachment with municipal employees supporting the force.

2011 Statistics

Breakdown of Common Police Issues for January 1, 2011 to December 31, 2011

Theft from Auto:	167
Theft under \$5,000:	189
Theft over \$5,000:	16
Auto Theft:	32
Mischief/property Damage:	274
Cause a disturbance:	358
Break & Enter business:	86
Break & Enter residential:	70
Assault common/trespass:	154
Assault causing bodily harm:	30
Assault Aggravated:	4
Intoxicated in public:	135
Motor Vehicle Collision no injury:	157
Motor Vehicle Collision injuries:	63
Motor Vehicle Collision fatal:	2
Prisoners:	489

2011 Highlights

- Met 2010 goals to reduce Motor Vehicle Collisions, theft, and liquor related incidences in public.
- Increased drug enforcement.
- Met 2010 goal to increase youth engagement through full-time School Liaison Officer, Drug Abuse Resistance Education (DARE) and sports programs.
- Integrated police unit continued to foster effective relationship with First Nations.
- Unified work with District bylaw department provided community with efficient and effective response.
- Continued improved Community Safety and Awareness through programs such as Businesslink, BLOCKWATCH, bait cars, and Speed Watch.
- Provided Victim Services Program to assist victims of crime.

2012 Goals

- Reopen the Community Policing Office on Cleveland Avenue to provide police presence and safety awareness programs downtown.
- Reduce break and enter offences to business and residences.
- Continue to engage youth through the School Liaison Officer, DARE and sports programs.
- Increase hours of Victim Services program.
- Continue to reduce theft, alcohol related motor vehicle collisions.
- Continue positive working relationships with community stakeholders.

Financial Services



Financial Services is responsible for: property tax and utilities, collections for licensing and permits, accounts payable and receivable, municipal accounting and internal reporting, cash management and investments, financial planning, budgeting and forecasting, payroll and benefits administration, insurance claims and risk management support, external financial statements and government reporting, tangible capital asset management and reporting and Core Leadership support.

2011 Highlights

- Facilitated development process and completed Long Term Financial Plan (Part A) Guiding Principles.
- Added Financial Analyst as management support for Financial Planning, Risk Management, Capital and Debt programs.
- Initiated Water and Sewer Rates evaluation and restructure project.
- Contracted for tri-annual evaluation and annual update of actuarial valuation of post-employment benefits.
- Reorganized financial systems security and menus.

2012 Goals

- Complete annual financial reporting by statutory due dates.
- Complete Long Term Financial Plan (Part B), 20 year Plan and Financial Model.
- Revise and define annual Financial Plan Process and time lines.
- Continue policy updates including Purchasing, Tangible Capital Assets and procedures, Permissive Tax Exemptions, Community Enhancement Grants, and Grants in Aid.
- Implement recommendations from Water and Sewer Rates Review for 2013 invoicing.
- Continue promotion and implementation of electronic payment services.
- Review payroll and human resources systems and support services.
- Prepare and process requests for proposals to provide banking services.
- Complete the appraisal of municipal assets for insurance purposes.
- Promote Employee Development and student mentoring programs.
- Strengthen risk management, cross training, interdepartmental outreach.
- Evaluate and document procedures and processes.
- Reconstruct the general ledger.
- Evaluate budget and reporting software for 2014 budget process.

Squamish Public Library



The mission of the Squamish Public Library is to encourage a lifelong enjoyment of reading and learning by providing equal access for all to local and global resources in a welcoming environment.

Photo: Squamish Public Library staff and board members.

2011 Highlights

- The Digital History Project is an online database of scanned photographs and newspaper collections. Started by two Quest University students and expanded through successful grant applications, the database contains 39 photograph and newspaper collections.
- With financial support from the Friends of the Library, Squamish Public Library introduced Kobo brand readers for the public to borrow. Five readers have been made available, each with a themed collection.
- Popularity of the various story time programs at the library continued to grow. Overall attendance increased by 12.8% over 2011 year with the most significant growth in the Books for Babies program, which increased by 19%. Family StoryTime, a program open to all ages, saw a 16% increase in attendance.
- In partnership with Quest University, the lecture series at the library drew strong attendance. Topics covered included health, science, mathematics and ethics. Estate Planning drew in a number of attendees as did the Nanowriting Workshop.
- The Reading Clubs continue to thrive in popularity with a growing waiting list of individuals wanting to join.
- A special event was held with Kamal S. Dhillon, author of Black and Blue Sari, sponsored by the collaborative partnership of the Women's Health Network, Howe Sound Women's Centre and Squamish Public Library.

2012 Goals

- Revitalize the collection.
- Redesign space to optimize use through a phased in approach over the next three years.
- Increase outreach to the community.
- Continue work with Partners in the Community.
- Increase information support for local business.
- Raise the profile of the Art for Loan collection.
- Develop the 2012-2015 Strategic Plan.

2011 Stats

Website visits	123,700
WIFI registration	2,380
Public workstation sessions	16,432
Annual hours open to the public	2,516
Average number of items borrowed per hour open	73
Average in person visits per hour open	48
Programs offered to the public	491
Average attendance of programs	32

Preparation of Financial Statements

The annual consolidated financial statements and accompanying notes and schedules are prepared by Staff in accordance with principles established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants and are presented to Council as required under Section 167 of the Community Charter. The statements are the responsibility of District Council and Management, and are intended to provide accurate and informative financial information for taxpayers, residents and other readers. The notes and schedules accompanying the statements provide additional financial information and describe the District's significant accounting policies.

BDO Canada LLP, the Council appointed auditing firm, has audited the consolidated statements and has provided an unqualified opinion that the statements present fairly the District's financial position and results of operations.

The District has a system of internal controls in place to provide reasonable assurance that assets are safeguarded and financial information is accurate. The District Council plays an important role in this system by overseeing and approving the budget and reviewing operational and capital results periodically during the year.

This is the third year that the financial statements have been prepared on a full accrual basis with capitalization and amortization of tangible capital assets. The following explanation is offered to assist in understanding the new reporting model and the results of operations for 2011.

Statement of Financial Position (SOFP)

The Consolidated Statement of Financial Position, most often known as the Balance Sheet – but in this case it does not balance! It does however reflect all the elements of a balance sheet i.e. assets, liabilities, and accumulated surplus. The purpose of the Statement of Financial Position (SOFP) is to provide a snapshot of the District's financial status at December 31, 2011 and provide information about the resources available to finance the District's activities in the future.

There are two important net totals reported in the SOFP in the new reporting model; Net debt (or Net financial assets) and Accumulated Surplus calculated as:

1. Net debt (or Net Financial Assets)* = Financial Assets - Liabilities
2. Accumulated Surplus = Net Debt (or Net Financial Assets) + Non-Financial Assets

*"Net debt" occurs when Financial Assets (current cash & near

cash) are not sufficient to cover all existing liabilities (including total long term debt). If there is sufficient cash and near cash to cover all liabilities then this would be titled "Net financial assets" instead of "Net debt".

Net Debt (or Net Financial Assets) represents the amount of financial assets available to finance future operations and capital requirements.

The District's 2011 Net Debt position has decreased very slightly from 2010, meaning that as at December 31, 2010 we were in a slightly better financial position with respect to our ability to fund future operations and satisfy our total liabilities by about \$150K. As noted the liabilities in this calculation include the total of our long term debt principal. The following provides another view to help put the District's "Net Debt" position into context:

	2011	2010
Net Debt	(\$ 16,326,903)	(\$ 16,474,153)
Add back Total Debt	\$ 27,549,493	\$ 24,196,777
Financial Assets available for future obligations	\$ 11,222,590	\$ 7,722,624

When the long term debt is eliminated it is clear that we have sufficient financial assets to meet all of our known liabilities (Note the annual costs of principal and interest on the debt is approximately \$2M). There is approximately \$11M to meet future operating and capital requirements; \$8.8M is restricted as to its use and is accounted for in Statutory Reserve Funds. 2011 saw the first planned improvement in the Water and Sewer Utilities with approximately \$1M in reserves for capital replacement works. The long term financial plan will assist the District in determining the optimum levels of assets to be available for future funding needs; in the meantime the 2012 budget includes a provision in the general fund to begin to fund for future needs as well.

Accumulated Surplus is the bottom line in the SOFP is analogous to private sector equity. It is important to note that it does not represent "surplus" in the sense that it is money available or excess in the traditional budgeting model that we are accustomed to. Accumulated Surplus represents the Net Debt plus all other non-financial assets such as Inventories and Tangible Capital Assets. The 2011 Accumulated Surplus increased by approximately \$2.5M from 2010 and is primarily due to the net increase in the value of Tangible Capital Assets and the capitalization of costs in land held for

future development in our subsidiary Squamish Oceanfront Development Corporation (SODC).

Actual Debt: The change in our actual debt position is approximately \$1,000,000 for municipal purposes and \$2,000,000 for SODC.

The value of the principal represented in the total District of Squamish debt load is \$27M (including SODC); this amount is well within our ability to service and statutory limits. However, what is not evident in these financial statements is the effect the \$9M loan guarantee for SODC has on the District of Squamish's ability to borrow and service. The structure of this loan guarantee could result in a dramatic increase in servicing cost. It is recommended that the District of Squamish endeavor to consider other means of securing the SODC debt such as lend directly to SODC under a repayment agreement or mortgage on the property.

Statement of Operations

The Consolidated Statement of Operations, commonly called the income statement, describes the increase or decrease in surplus arising from the current year's operations.

The new Public Sector Accounting Board reporting model continues to present challenges for Council and Staff in how to easily compare the results from the budget process to those in the financial statements. This process is further challenged because of the consolidation of financial information from our subsidiaries. The budget represented in the financial statements is the District of Squamish budget as approved (not including Subsidiary reporting entities).

The Statement of Operations includes all revenues and expenses (excluding capital expenditures) incurred during 2011.

Revenues include taxes, sales of services including water and sewer rates, other revenues such as permits and grants (capital and operating). An important source of revenue that is relied upon by the District is provided by the Provincial Government under the Strategic Communities Investment Funds Agreement. This agreement provides the funding and accountability framework for the Small Communities Protection Grant and the Traffic Fine Revenue Sharing Grant. The District of Squamish has applied the revenues received in 2011 under this program in accordance with our agreement as shown in the following:

Grant	Use	Amount	% Tax reduced
Small Communities Protection Grant	Local Government Services	\$193,646	1.1%
Traffic Fine Revenue Sharing Grant	Defray the Cost of Local Police Enforcement	\$209,163	1.2%

Expenses represent all District and Subsidiary costs incurred during the 2011 fiscal year including departmental and utility operating costs, statutory provisions, interest on debt, amortization and gains or losses on the disposal of capital assets.

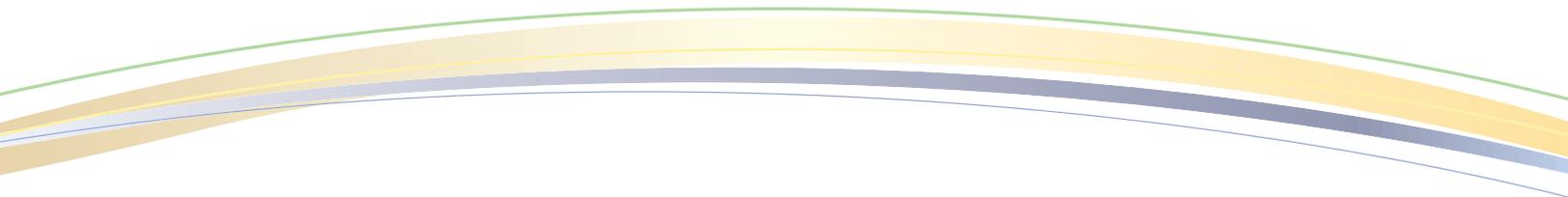
The Statement of Operations reports a consolidated surplus of \$2,496,479 (including Subsidiaries) while the traditional view of surplus for the District of Squamish using our cash budgeting practice and without the effect of the Subsidiaries is:

General	\$ 55,512
Water	\$198,510
Sewer	<u>\$306,900</u>
Total	\$560,922

For more detail and important information regarding specific elements of the financial statements please refer to the schedules and notes.

Joanne Greenlees
GM Financial Services

**District of Squamish
Consolidated Financial Statements
For the year ended December 31, 2011**



District of Squamish
Consolidated Financial Statements
For the year ended December 31, 2011

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Independent Auditor's Report

To the Mayor and Councilors of District of Squamish

We have audited the accompanying consolidated financial statements of the District of Squamish, which comprise the Consolidated Statement of Financial Position as at December 31, 2011 and the Consolidated Statements of Operations, Change in Net Debt and Cash Flows for the year then ended, and a summary of significant accounting policies, and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the District of Squamish as at December 31, 2011 and the results of its operations and cash flows for the year then-ended in accordance with Canadian public sector accounting standards.

Chartered Accountants

Squamish, British Columbia
April 25, 2012

District of Squamish
Consolidated Statement of Financial Position

December 31 **2011** **2010**
(restated - Note 17)

Financial Assets

Cash and short-term deposits (Note 1)	\$ 33,610,826	\$ 30,598,425
Accounts receivable (Note 2)	7,755,885	6,115,166
Deposit - Municipal Finance Authority (Note 3)	372,459	334,007
	41,739,170	37,047,598

Liabilities

Bank indebtedness (Note 4)	919,003	1,176,657
Accounts payable and accrued liabilities	6,566,835	8,362,693
Deferred revenue - development cost levies (Note 5, Schedule 5)	12,648,892	11,864,390
Deferred revenue - community works fund (Note 6, Schedule 5)	1,135,203	639,179
Deferred revenue - other	4,289,397	2,975,590
Provision for landfill closure and post closure costs (Note 7)	3,653,549	3,275,617
Provision for post-employment benefits (Note 8)	737,600	738,700
Reserve - Municipal Finance Authority (Note 3)	372,459	334,007
Short-term debt (Note 9, Schedule 3)	192,931	218,584
Long-term debt (Note 9, Schedule 3)	27,549,493	23,978,193
	58,065,362	53,563,610

Net Debt

(16,326,192) **(16,516,012)**

Non-Financial Assets

Inventories	47,043	23,694
Prepaid expenses	8,375	4,408
Land held for future development (Note 10)	16,825,294	15,127,322
Tangible capital assets (Note 11)	191,325,589	190,702,359
	208,206,301	205,857,783

Accumulated Surplus (Note 12)

\$ 191,880,109 **\$ 189,341,771**

See commitment and contingencies (Note 13)



Joanne Greenlees, CGA
General Manager of Financial Services



Rob Kirkham
Mayor of Squamish

District of Squamish Consolidated Statement of Operations

For the year ended December 31	Fiscal Plan 2011	2011	2010
			(restated - Note 17)
Revenue			
Taxation (Note 14)	\$ 18,673,819	\$ 18,660,542	\$ 17,807,405
Grants and contributions (Schedule 4)	3,104,792	3,270,828	4,167,513
Sale of service	2,964,588	3,150,170	5,846,258
Utility user fees	4,970,500	5,064,273	4,509,582
Contributed assets	-	-	202,051
Developer cost charges	-	-	891,195
Other revenue from own sources	1,780,498	1,383,612	1,983,952
Investment income	1,011,614	755,747	757,848
Penalties and interest on taxes	310,000	380,771	345,762
Grants in lieu of taxes	955,850	945,303	950,273
1% Utility revenue	235,420	235,420	229,015
Gain on sale of other assets	-	-	2,707
Gain on sale of land	-	-	3,357
	34,007,081	33,846,666	37,696,918
Expenses			
Departmental expenses (Schedule 8):	21,377,277	20,287,528	19,911,028
Sewer and water facilities	3,600,095	3,309,869	3,257,463
Subsidiaries	-	305,416	584,422
Provisions, including landfill closure costs	-	386,500	386,500
Interest on long-term debt	1,446,056	1,272,040	1,246,855
Sundry interest/bank charges	293,250	132,281	32,575
Amortization expense	5,020,000	5,318,489	4,866,682
Loss on disposal of tangible capital assets	-	296,205	393,418
	31,736,678	31,308,328	30,678,943
Annual Surplus	2,270,403	2,538,338	7,017,975
Accumulated Surplus, beginning of year	189,383,630	189,341,771	182,323,796
Accumulated Surplus, end of year	\$ 191,654,033	\$ 191,880,109	\$ 189,341,771

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

District of Squamish
Consolidated Statement of Change in Net Debt

<u>For the year ended December 31</u>	Fiscal Plan 2011	2011	2010
Annual surplus	\$ 2,270,403	\$ 2,538,338	\$ 7,017,975
Acquisition of tangible capital assets	(12,656,101)	(6,237,922)	(10,053,305)
Contributed tangible capital assets	-	-	(202,051)
Amortization expense	5,020,000	5,318,488	4,866,682
Asset disposals - Library from income statement	-	2,196	2,498
Asset disposals - Squamish Sustainability Corporation	-	-	(3,020)
Write downs on tangible capital assets	-	-	60,995
Loss on disposal of tangible capital assets	-	294,008	340,068
	<u>(7,636,101)</u>	<u>(623,230)</u>	<u>(4,988,133)</u>
Other non-financial assets			
Expenditures on land held for development	-	(1,697,972)	(1,703,216)
Decrease in inventory	-	-	10,093
Increase in inventory	-	(23,349)	-
Increase in prepaid expenses	-	(3,967)	-
Decrease in prepaid expenses	-	-	42,381
	<u>-</u>	<u>(1,725,288)</u>	<u>(1,650,742)</u>
Decrease (increase) in net debt	(5,365,698)	189,820	379,100
Net debt, beginning of year	<u>(16,474,153)</u>	<u>(16,516,012)</u>	<u>(16,895,112)</u>
Net debt, end of year	<u>\$ (21,839,851)</u>	<u>\$ (16,326,192)</u>	<u>\$ (16,516,012)</u>

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

District of Squamish
Consolidated Statement of Cash Flows

For the year ended December 31

2011

2010

Cash provided by (used in)

Operating activities

Annual surplus	\$ 2,538,338	\$ 7,017,975
Non-cash items included in annual surplus		
Amortization expense	5,318,488	4,866,682
Contributed tangible capital assets	-	(202,051)
Loss on disposal of tangible capital assets	296,205	387,354
Squamish Sustainability Corporation net asset disposal	-	(3,020)
Provision for landfill costs	377,932	386,500
Provision for Post Employment Benefit	(1,100)	(42,400)
Development cost charge revenue recognized	-	(891,195)
Community works fund revenue recognized	(23,484)	(645,185)
Earnings on debt sinking funds (actuarial adjustment)	(115,608)	(333,443)
Changes in other non-cash working capital	(2,150,086)	(4,094,078)

6,240,685 **6,447,139**

Capital activities

Proceeds from sale of tangible capital assets	-	16,207
Acquisition of tangible capital assets	(6,237,922)	(10,053,305)

(6,237,922) **(10,037,098)**

Financing activities

Development cost charges received, including interest	784,502	945,717
Federal gas tax received, including interest	519,508	471,231
Increase in bank indebtedness	(257,654)	(4,124,012)
Debt paid short term to mfa DOS machines	(55,715)	-
Lease payments (DOS)	(24,893)	-
Lease payments (SSC)	(2,945)	-
Increase in short term debt	57,900	218,584
Increase in LT Debt (DOS)	2,412,803	-
Debt proceeds - Squamish Oceanfront Development Corporation	2,205,116	5,786,412
Debt principal repaid	(931,012)	(1,000,226)

4,707,610 **2,297,706**

Investing activity

Expenditures on land held for development	(1,697,972)	(1,703,216)
---	-------------	-------------

Increase (decrease) in cash and short term investments

3,012,401 **(2,995,469)**

Cash and short term investments, beginning of year

30,598,425 **33,593,894**

Cash and short term investments, end of year

\$ 33,610,826 **\$ 30,598,425**

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

District of Squamish

Summary of Significant Accounting Policies

December 31, 2011

The District of Squamish (the "District") is incorporated under the *Local Government Act (British Columbia)* and subject to the provisions of the *Community Charter*. These consolidated financial statements have been prepared, in all material respects, in conformity with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

Government Reporting Entity

The consolidated financial statements combine the accounts of all the self-balancing funds of the District and include the assets, liabilities and financial activities of the Municipal Library (the "Library") and the District's wholly-owned subsidiaries, Squamish Oceanfront Development Corporation ("SODC") and Squamish Sustainability Corporation ("SSC"). In 2009, the District determined that the SODC and SSC no longer met the definition of a government business enterprise and began accounting for SODC and SSC on a fully consolidated basis. In prior years SODC and SSC were accounted for on a modified equity basis.

All inter-fund and inter-company assets, liabilities, sources of funding and expenses have been eliminated.

Squamish Oceanfront Development Corporation ("SODC")

SODC is incorporated to develop a plan for the development of waterfront land transferred to the District from the Provincial Government. The authorized capital of SODC consists of 10,000 common shares without par value. One share of SODC is issued and outstanding with the District as the sole shareholder.

During 2004, the Provincial Government transferred the waterfront land with an appraised value of \$9,948,000 to the District. The beneficial interest in the combined land was subsequently transferred to SODC. Legal title to the land remains with the District and the District acts as bare trustee.

The District signed a Partnering Agreement (the "Partnering Agreement") and Declaration of Trust ("Trust Indenture") with SODC to redevelop and revitalize the Squamish waterfront. Under the terms of the Partnering Agreement, the District will pay SODC \$1 to perform the development activities of the waterfront land. Under the terms of the Trust Indenture, the District is to hold all rights and interest in and to the waterfront land in trust as bare trustee and agent for SODC.

District of Squamish

Summary of Significant Accounting Policies

December 31, 2011

Government Reporting Entity - (Continued)

Squamish Sustainability Corporation ("SSC")

The District signed a Partnering Agreement (the "Partnering Agreement") with SSC to manage and lease the Squamish Adventure Centre. Under the terms of the Partnering Agreement and lease, SSC will pay rent to the District in the amount of \$1 per year for thirty years commencing the 1st day of October 2006. The District is the legal and beneficial owner of Squamish Adventure Centre, which offers or will offer visitor information services, public programs, retail and office rentals and other economic and tourism development services.

Accrual Accounting

Items recognized in the consolidated financial statements are accounted for in accordance with the accrual basis of accounting. The accrual basis of accounting recognizes the effect of transactions and events in the period in which they occur, regardless of whether there has been a receipt or payment of cash or its equivalent. Liabilities are recognized until the obligation or condition(s) underlying the liability is partly or wholly satisfied. Assets are recognized until the future economic benefit underlying the asset is partly or wholly used or lost.

Cash and Short-term Deposits

Cash and short-term deposits consist of deposits in banks and highly liquid short-term investments.

Deferred Revenue

Development cost levies (DCLs) collected to pay for capital costs due to development are recorded as deferred revenue. Development cost levies are recognized as revenue when the related development costs are incurred.

Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

Intangible capital assets such as water rights and mineral resources, are not recorded in the financial statements.

i) Tangible Capital Assets

Tangible capital assets are recorded at cost, net of capital asset disposals, write-downs and amortization. The useful life is applied on a straight line basis to calculate amortization.

District of Squamish Summary of Significant Accounting Policies

December 31, 2011

Non-Financial Assets (Continued)

(i) Tangible Capital Assets (Continued)

Land improvements	10 years
Buildings	5 to 60 years
Equipment, Furniture, and Vehicles	3 to 25 years
Transportation	5 to 50 years
Water	1 to 60 years
Sanitary Sewer	40 years

Carrying costs directly attributable to the acquisition, construction or development activity, excluding interest costs, are capitalized to the point in time the asset is substantially complete and ready for use. Assets under construction are not amortized until the asset is in use.

Contributions of tangible capital assets are recorded at fair value at the date of contribution.

ii) Inventories

Inventories of supplies are valued at the lower of cost and net realizable value, on a weighted average basis.

iii) Land Held for Future Development

All direct costs relating to land held for future development are capitalized to the extent that they add value to the lands; otherwise they are expensed in the period incurred. Capitalized costs are deferred where there is an identifiable future benefit until sales are realized, at which time the costs will be allocated to the cost of the property sold. Capitalized costs include allocations of interest expense based upon relative levels of project and operational funding and allocations of salary expenses based upon staff time spent directly related to the development.

Land held for development is tested for impairment whenever circumstances indicate that the carrying value may not be recoverable by comparing the estimate of future expected cash flows to the carrying amount of the assets. If the carrying value is not recoverable from future expected cash flows, any loss (as measured by the amount the assets carrying value exceeds future expected cash flows) is expensed in the period. Recoverability is assessed relative to undiscounted cash flows from the direct use and disposition of the asset.

District of Squamish

Summary of Significant Accounting Policies

December 31, 2011

Measurement Uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Actual results will depend on future economic events and could differ from those estimates. The significant areas requiring management estimates include provision for landfill closure and post-closure costs, provision for post-employment benefits, the carrying amount of land held for future development, the recoverability of amounts receivable, the net book value of tangible capital assets capitalized prior to 2009, and amortization expense.

Segment Disclosures

PS2700, Segment Disclosure, establishes standards on how to define and disclose segments in the District's consolidated financial statement. Key financial information is separated out to provide relevant information for accountability and decision-making purpose. See Schedule 1 for details.

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

1. Cash and Short-term Deposits

	2011	2010
Operating funds, unrestricted	\$ 11,044,295	\$ 10,210,618
Reserve funds, restricted	8,782,436	7,884,238
Deferred revenue, restricted	13,784,095	12,503,569
	\$ 33,610,826	\$ 30,598,425

The components of cash and short-term deposits are as follows:

Cash balances	\$ 1,692,290	\$ 3,227,125
Money market securities and bonds	31,918,536	27,371,300
	\$ 33,610,826	\$ 30,598,425

The District earned an average rate of return of 3.3% in 2011 (2010 - 2%). The District has a \$2,000,000 line of credit with the Scotiabank. At December 31, 2011 the balance drawn down on this line of credit was \$Nil. (2010 - \$ Nil)

2. Accounts Receivable

	2011	2010
General Fund		(restated Note 17)
Goods and services tax and harmonized sales tax	\$ 546,070	\$ 674,094
Province of British Columbia	4,026	10,000
Property taxes	2,378,923	2,226,218
Utilities	678,975	653,259
Trade accounts	1,189,636	745,821
Provincial capital grants receivable	2,018,842	451,807
Federal capital grants receivable	939,413	1,353,967
	\$ 7,755,885	\$ 6,115,166

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

3. Municipal Finance Authority Reserve Deposits and Demand Notes

The District issues its debt instruments through the MFA. A portion of the debenture proceeds is withheld by the MFA as a debt reserve fund as a condition of these borrowings. The District also executes demand notes in connection with each debenture whereby the District may be required to loan amounts to the MFA. These demand notes are contingent in nature and are not reflected in the consolidated financial statements. The details of the cash deposits and demand notes at December 31, 2011 are as follows:

	Cash Deposits		Demand Notes	
	2011	2010	2011	2010
General operating fund	\$ 240,026	\$ 259,225	\$ 586,013	\$ 535,347
Water operating fund	38,421	29,076	90,535	119,911
Sewer operating fund	94,012	45,706	196,676	196,676
	\$ 372,459	\$ 334,007	\$ 873,224	\$ 851,934

4. Bank Indebtedness

Bank indebtedness is comprised of bank overdrafts and operating lines of credit as follows:

A. Squamish Oceanfront Development Corporation ("SODC")

	2011	2010
Bank overdraft	\$ -	\$ 300,614
Scotiabank operating line of credit (a)	599,217	478,693
	\$ 599,217	\$ 779,307

(a) SODC has established a demand bank operating line of credit with Scotiabank with a limit of \$1,000,000, bearing interest at the bank's prime rate payable monthly. The debt is collateralized by a general security agreement covering all assets of the Corporation and by a guarantee from the District of Squamish.

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

4. Bank Indebtedness (Continued)

B. Squamish Sustainability Corporation ("SSC")

	2011	2010
Bank of Nova Scotia operating line of credit (a)	\$ 319,786	\$ 397,350

(a) SSC has established a demand bank operating line of credit with the Bank of Nova Scotia with a limit of \$365,000, bearing interest at the bank's prime rate payable monthly. The debt is secured by a guarantee from the District of Squamish.

5. Deferred Revenue - Development Cost Levies

	2011	2010
Opening balance	\$ 11,864,390	\$ 11,809,868
Contributions	374,039	667,196
Interest income	410,463	278,521
Expenditures	-	(891,195)
Closing balance	\$ 12,648,892	\$ 11,864,390

December 31, 2011

6. Deferred Revenue - Community Works Fund

Gas Tax and Public Transit funding (community works fund) is provided by the Government of Canada. The use of the funding is externally restricted by a funding agreement (the "Agreement") between the District and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreement. Public Transit funding may be applied towards the cost of designated public transit projects, as specified in the funding agreements.

As required by the Agreement, the District maintains any Federal Gas Tax and Public Transit Funds in a statutory reserve and records the amounts received as deferred revenue until the related expenditures are incurred.

Community Works Fund

	2011	2010
Opening balance	\$ 639,179	\$ 813,133
Add: Amount received during the year	451,747	451,793
Interest earned	67,761	19,437
Expenditures	(23,484)	(645,184)
Closing balance	\$ 1,135,203	\$ 639,179

7. Provision for Landfill Future Closure and Post-Closure Costs

The District has ongoing assessments and work performed to determine the timeframe and costs of closure and post-closure costs associated with the landfill. The estimates are based on District Engineering reports and consultants.

The liability is calculated based on the ratio of cumulative usage to total capacity of the site by volume and the discounted estimated future cash flows associated with closure and post-closure activities. An estimate for inflation is incorporated into the calculation. Cash flows are discounted at 3.89% and inflation is estimated at 3.154%.

The reported liability is based on estimates and assumptions with respect to capacity, usage and events extending over the remaining life of the landfill.

In each of the last four years volumes have decreased, from 2010 total of 14,734 T to 2011 13,720 T. The reduction is due to waste diversion efforts and a slowdown in construction.

The remaining capacity of the landfill site is estimated at 201,589 cubic meters, (294,603 cubic meters - 2010) which is 29.7% (39.8% - 2010) of the site's total capacity.

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

7. Provision for Landfill Future Closure and Post-Closure Costs - (Continued)

The total discounted future cash flows for closure and post-closure costs are estimated at \$3,653,549 as at December 31, 2011 (2010 - \$3,275,617). The landfill is expected to reach capacity by 2026.

At this time, the District must stay within the existing footprint, and is building a vertical landfill. The main factor in the change of capacity is the change of estimates from a lateral to vertical landfill. The capacity has decreased in the vertical landfill.

8. Provision for Post-Employment Benefits

The District provides future benefits to all its eligible employees through a Sick Leave Plan, a Retirement Pay Plan, and a Full Annual Vacation at Retirement Plan (collectively as the Plans).

The Sick Leave Plan entitles employees to twelve sick days per year, based on one day for each month of service, up to a maximum of 150 days. Sick leave benefits can be used by the employee at any point up to their retirement date.

The Retirement Pay Plan entitles an employee to two days pay at the employee's normal rate of pay for each year or part of year worked. The benefit would be paid out in full to the employee upon their retirement.

The Full Annual Vacation at Retirement Plan entitles employees to receive full annual vacation or vacation pay on retirement irrespective of the month of retirement. This benefit would be paid out in full to the employee upon their retirement.

The District funds the Plans with annual taxation revenues. There were no amendments to the above Plans during the year ended December 31, 2011.

The total expense recorded in the financial statements in respect of obligations under the Plan amounts to (\$1,100) (2010 - \$42,400).

Information regarding the District's obligations for post-employment benefits is as follows:

	2011	2010
Liability, beginning of year	\$ 738,700	\$ 781,100
Current service cost	70,700	62,900
Interest cost	33,500	41,100
Benefits paid	(84,100)	(150,800)
Past service cost	(21,000)	(17,100)
Amortization of net actuarial loss	(200)	3,000
Vacation in year of retirement	-	18,500
	\$ 737,600	\$ 738,700
Liability, end of year		

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

8. Provision for Post-Employment Benefits (Continued)

Actuarial gains and losses are amortized over eleven years, being the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises.

	2011	2010
Accrued benefit obligation		
Liability, end of year	\$ 793,700	\$ 720,400
Unamortized (gain) loss	(56,100)	18,300
Balance, end of year	\$ 737,600	\$ 738,700

The most recent actuarial valuation of the District's employee future benefits was completed as at December 31, 2011. The significant actuarial assumptions adopted in measuring the District's accrued benefit obligation are as follows:

	2011	2010
Discount rates	3.5%	4%
Expected future inflation rates	2.5%	2.5%
Expected wage and salary increases	2.5 - 4.5%	2.5 - 4.5%

9. Long-term Debt

Debt issued through the MFA is reported, net of cumulative Sinking Fund instalments and actuarial additions thereon, relating to debentures outstanding.

(a) Gross amount of the debt assets required to retire the debt are as follows:

	2011	2010
SODC Debt (d)	\$ 8,000,000	\$ 5,794,884
MFA Debt - General Fund	13,706,117	12,563,315
MFA Debt - Water Fund	2,175,364	1,678,710
MFA Debt - Sewer Fund	3,668,012	3,941,284
Total long-term debt	\$ 27,549,493	\$ 23,978,193
Total short-term debt and capital lease	\$ 192,931	\$ 218,584

The weighted average interest rate as at December 31, 2011 was 3.812% (2010 - 3.966%)

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

9. Long-term Debt (Continued)

- (b) Future principal payments, represented by Sinking Fund contributions on existing MFA debt, are as follows:

	General Fund	Water Fund	Sewer Fund	Consolidated Total
2012	\$ 575,848	\$ 91,715	\$ 178,778	\$ 846,341
2013	575,848	91,715	178,778	846,341
2014	575,848	91,716	178,778	846,342
2015	575,848	91,716	178,778	846,342
2016	575,848	91,716	165,925	833,489
Thereafter	5,239,825	882,870	1,031,198	7,153,893
Actuarial additions	5,587,052	833,916	1,755,777	8,176,745
Subsidiary debt	-	-	-	8,000,000
	\$ 13,706,117	\$ 2,175,364	\$ 3,668,012	\$ 27,549,493

Actuarial additions represent projected earnings on Sinking Fund deposits.

- (c) Unissued debt

The following authorized long-term debt at December 31, 2011, has not been issued.

Bylaw	Purpose	Expiry Date	Amount
2051	Roads and Drainage	2013	\$ 2,028,920
2052	Water System Improvements	2013	365,955
2137	Facilities	2015	4,478,397
2138	Water System Improvements	2015	1,809,603
2138	Sewer Systems	2015	55,980
2156	Sewer Systems	2015	620,000
2166	General System Improvements	2016	2,307,812
2167	Water System Improvements	2016	982,189
2168	Sewer System Improvements	2016	256,998
			\$ 12,905,854

- (d) SODC established a non-revolving term loan with Scotiabank with a limit of \$8,000,000 bearing interest at the bank's prime rate payable monthly. Future principal payments are due: \$2,000,000 January 31, 2013; \$3,000,000 January 31, 2014 and remaining balance January 31, 2015. The debt is secured by a guarantee from the District of Squamish.

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

10. Land Held for Future Development

Land held for development is land under development by Squamish Oceanfront Development Corporation ("SODC").

	2011	2010
Balance, beginning of year	\$ 15,127,322	\$ 13,424,106
Land improvements	97,423	199,531
Deferred development costs	1,600,549	1,503,685
	\$ 16,825,294	\$ 15,127,322

Interest capitalized during the year amounted to \$190,112 (2010 - \$142,769).

11. Tangible Capital Assets

See Schedule 2 for further details.

	Net Book Value	
	2011	2010
General:		
Land	\$ 65,920,872	\$ 65,936,632
Land improvements	12,464,063	11,371,978
Buildings	27,506,601	27,681,287
Work in progress	2,256,135	773,475
Furniture, Vehicles and Equipment	3,571,370	3,748,948
Infrastructure:		
Transportation	36,177,044	36,669,963
Water	21,115,519	21,428,665
Sanitary Sewer	22,145,731	22,897,278
Subsidiaries		
Library	90,111	96,648
SSC	40,520	50,673
SODC	37,623	46,812
	\$ 191,325,589	\$ 190,702,359

In 2011 work in progress for Sewer was \$25,043 (2010 - \$113,445) and \$134,003 for Water (2010 - \$137,377).

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

12. Accumulated Surplus

	2011	2010
		(restated Note 17)
Unappropriated surplus		
General fund	\$ 1,625,189	\$ 1,458,604
Water fund	919,530	721,018
Sanitary sewer fund	1,734,972	1,428,072
	4,279,691	3,607,694
Appropriated surplus		
Non-statutory reserves (provisions)	3,350,509	1,489,595
Statutory reserves (Schedule 8)	8,782,433	7,884,239
	12,132,942	9,373,834
Net investment in wholly-owned subsidiaries		
Library	310,690	313,242
Squamish Sustainability Corporation		
Contributions	535,085	485,085
Accumulated deficit	(922,121)	(896,100)
Squamish Oceanfront Development Corporation		
Contributions	9,945,001	9,945,001
Accumulated deficit	(1,474,970)	(1,306,279)
	8,393,685	8,540,949
Investment in tangible capital assets	167,073,791	167,819,294
	\$ 191,880,109	\$ 189,341,771

The unappropriated surplus is the amount of accumulated surplus remaining after deducting the other accumulated surplus components. Where this amount is supported by cash and net short term receivables, it is available to temporarily finance operations until planned revenues (i.e. property taxes, grants etc.) are received, or for other operating or capital purposes as determined by Council.

Appropriated surplus is the amount of accumulated surplus, supported by a portion of the District's cash and receivables, that has been set-aside by decision of Council for a specified purpose. The statutory reserves have been established by bylaw in accordance with the *Community Charter* and their use is restricted by the legislation. In the normal course of operations, these funds will be used to finance the future services or capital works for which they have been appropriated.

Net investment in wholly-owned subsidiaries is the net investment in the subsidiaries composed of contributions made (cash or other assets) by the District and the subsidiaries accumulated deficits.

Investment in tangible capital assets is equal to the net book value of the tangible capital assets, excluding SSC, SODC, and Library tangible capital assets, less related long-term debt. In the normal course of operations, the tangible capital assets will be consumed/used to provide services and the debt repaid by future period revenues.

December 31, 2011

13. Commitments and Contingencies

- (a) The District has entered into various agreements and contracts for services and construction with periods ranging from one to two years. The commitments are in accordance with budgets passed by Council.
- (b) The District is obligated to collect and transmit property taxes levied on Squamish taxpayers in respect of the following bodies:

- Ministry of Finance, Revenue Division, School Tax Administration
 - BC Assessment Authority
 - Municipal Finance Authority (MFA)
 - Squamish-Lillooet Regional District
 - Squamish-Lillooet Regional Hospital District
 - Sea to Sky Regional Hospital District

- (c) Pension liability

The District of Squamish and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012, with results available in 2013. Defined contribution plan accounting is applied to the Plan as the Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual entities participating in the Plan.

The District paid \$694,399 (2010 - \$626,207) for employer contributions while employees contributed \$580,249 (2010 - \$530,272) to the Plan in fiscal 2011.

December 31, 2011

13. Commitments and Contingencies (Continued)

(d) Litigation

The District is currently engaged in or party to certain legal actions and other existing conditions involving uncertainty which may result in material loss. A reasonable estimate of these liabilities has been made where possible and is contained in the financial statements as liabilities.

As at December 2011, there were a number of legal claims in various stages of litigation for which management is unable to determine the outcome. The outstanding claims are not expected to result in a material loss to the District. As such, no provision has been made in the financial statements for these claims. Losses, if any, resulting from these actions will be recorded in the period the loss becomes known and the amounts are determinable.

(e) Loan guarantee

The District is contingently liable for a \$500,000 loan issued to the West Coast Railway Association on January 19, 2010. West Coast Railway Association guarantee is repayable over a five-year term. No amounts have been recorded by the District for this loan guarantee.

The District is contingently liable for a \$50,000 loan issued to Tourism Squamish on September 20, 2010. Tourism Squamish loan guarantee is repayable over a five-year term. No amounts have been recorded by the District for this loan guarantee.

(f) Property remediation

SODC has beneficial interest in lands previously transferred from the District that have been remediated for historical contamination and continue to be subject to environmental regulations. As a result of these regulations, SODC is committed to provide continued monitoring and water treatment cost, including constructing a water treatment plant at a cost of \$100,000. Ongoing monitoring and treatment costs are estimated at \$160,000 per year. SODC is also committed to implement groundwater, soil and sediment management plans prior to undertaking any development. The cost of implementing such plans is undeterminable at this time.

The District has indemnified the Province to a maximum of \$250,000 with respect to outstanding legal claims relating to the SODC lands. The likely outcome and amounts are undeterminable and, as such, no provision has been made in the financial statements for these claims.

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

14. Taxation

	Budget 2011	2011	2010
General municipal purposes	\$ 17,974,834	\$ 17,959,380	\$ 17,110,460
Library taxes	175,345	175,376	175,028
Business improvement area	45,000	45,000	45,000
Sewer frontage taxes	261,640	262,906	260,800
Water frontage taxes	217,000	217,880	216,117
	18,673,819	18,660,542	17,807,405
Collections for other taxing authorities			
BC Assessment Authority	-	303,559	312,368
Municipal Finance Authority	-	867	846
Provincial Government - Schools	-	9,503,090	9,517,952
Squamish-Lillooet Regional District	-	1,298,018	1,260,906
Squamish-Lillooet Regional Hospital District	-	210,600	-
	18,673,819	29,976,676	28,899,477
Transfers to other taxing authorities			
BC Assessment Authority	-	303,559	312,368
Municipal Finance Authority	-	867	846
Provincial Government - Schools	-	9,503,090	9,517,952
Squamish-Lillooet Regional Districts	-	1,298,018	1,260,906
Squamish-Lillooet Regional Hospital District	-	210,600	-
	-	11,316,134	11,092,072
	\$ 18,673,819	\$ 18,660,542	\$ 17,807,405

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

15. Expenditures by Object

	2011	2010
		(restated Note 17)
Operating		
Salaries, wages and benefits	\$ 10,829,329	\$ 11,959,571
Debt servicing	1,272,040	1,246,855
Operating goods and services	12,983,748	11,533,746
Wholly-owned subsidiaries	608,517	594,953
Amortization and net loss on sale of tangible capital assets	5,614,694	5,260,100
	31,308,328	30,595,225
Capital		
Tangible capital assets	6,237,922	10,053,305
Land held for future development (Note 10)	1,697,972	1,703,216
	7,935,894	11,756,521
	\$ 39,244,222	\$ 42,351,746

16. Trust Funds

These funds account for assets that must be administered as directed by agreement or statute for certain beneficiaries. In accordance with PSAB recommendations on financial statement presentation for local governments, trust funds are not included in the District's consolidated financial statements.

The following trust funds are administered by the District of Squamish and are excluded from these consolidated financial statements:

(a) Cemetery Care Fund

The District operates the Mount Garibaldi Cemetery and maintains the Cemetery Care Fund in accordance with the Cemeteries and Funeral Services Act.

Cemetery Care Fund balance sheet as at December 31, 2011:

	2011	2010
Assets		
Investments	\$ 169,270	\$ 158,830
Liabilities		
Cemetery Care Fund	\$ 169,270	\$ 158,830

District of Squamish
Notes to Consolidated Financial Statements

December 31, 2011

16. Trust Funds (Continued)

(b) Swimming Pool Trust

The District operates the Squamish and District Aquatic Centre on behalf of the Squamish-Lillooet Regional District. This facility is established and constructed under authority of the Squamish-Lillooet Regional District Service Area Establishment Bylaw No. 438. The balance sheet for funds held in trust for Squamish-Lillooet Regional District construction and operation, pursuant to this bylaw, is as follows:

	2011	2010
Assets		
Investments	\$ 477,251	\$ 354,498
Inventory	18,336	13,957
	\$ 495,587	368,455
Liabilities		
Deferred revenue	\$ 24,911	\$ 11,405
Account payable	444,208	343,656
Fund balance	26,468	13,394
	\$ 495,587	\$ 368,455

17. Prior Period Adjustments

The prior year comparative amounts have been restated retroactively for previously recorded advances forwarded to the Tourism Squamish Society by the SSC, a wholly owned subsidiary. The SSC has assessed that it is doubtful that these advances made to Tourism Squamish Society will be repaid, resulting in the retroactive restatement of allowance for doubtful accounts and associated bad debt expense.

The effect of the restatement on the financial statements as a result of the adjustment is that bad debt expense for 2010 has increased by \$41,859 resulting from the additional provision for doubtful accounts recorded on the accounts receivable due from Tourism Squamish Society.

	2010	Adjustment	2010
	(As Previously Stated)		(Restated)
Accounts receivables	\$ 6,157,025	\$ (41,859)	\$ 6,115,166
Subsidiaries	542,563	41,859	584,422
Annual Surplus	7,059,834	(41,859)	7,017,975
Accumulated Surplus	189,383,630	(41,859)	189,341,771

**DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
SCHEDULE 1 - REVENUES AND EXPENSES BY SEGMENT
For the Year Ended December 31, 2011**

	General Government	Subsidiaries	Protective Services	Transportation Services (Operations)	Waste Disposal Health & Welfare	Community Development Services	Parks Recreation & Tourism	Water Utility	Sewer Utility	Total All Funds 2011	Total All Funds 2010 (Restated)
Revenue:											
Taxation, net (note)	\$ 18,179,756	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 217,880	\$ 262,906	\$ 18,660,542	\$ 17,807,405
Grants and contributions (schedule)	531,082	-	100,014	303,523	1,875,510	101,994	358,705	-	-	3,270,828	4,167,513
Sale of service	491,533	-	62,047	263,067	1,748,224	-	579,914	5,385	-	3,150,170	5,846,258
Utility user fees	-	-	-	-	-	-	-	2,055,839	3,008,434	5,064,273	4,509,582
Contributed assets	-	-	-	-	-	-	-	-	-	-	202,051
Developer cost charges	-	-	-	-	-	-	-	-	-	-	891,195
Revenue from own sources	1,188,213	163,539	-	-	-	-	-	31,860	-	1,383,612	1,983,952
Investment income	628,152	2,368	-	-	-	-	-	28,914	96,310	755,747	757,848
Penalties and interest on taxes	380,771	-	-	-	-	-	-	-	-	380,771	345,762
Grants in lieu of taxes	945,303	-	-	-	-	-	-	-	-	945,303	950,273
1% Utility revenue	235,420	-	-	-	-	-	-	-	-	235,420	229,015
Gain on sale of assets	-	-	-	-	-	-	-	-	-	-	2,707
Gain on sale of land	-	-	-	-	-	-	-	-	-	-	3,357
	22,580,230	165,907	162,061	566,590	3,623,734	101,994	938,619	2,339,878	3,367,650	33,846,666	37,696,918
Expenses:											
Departmental expenses (schedule)											
General government	4,924,846	158,990	-	-	-	-	-	-	-	5,083,836	4,819,777
Protective services	-	-	5,875,310	-	-	-	-	-	-	5,875,310	5,951,075
Public works & transportation	-	-	-	2,218,347	-	-	-	-	-	2,218,347	2,187,653
Sanitation & waste removal	-	-	-	-	1,226,870	-	-	-	-	1,226,870	1,243,635
Health & welfare	-	-	-	-	53,682	-	-	-	-	53,682	51,433
Planning & economic development	-	(151,717)	-	-	-	2,804,851	-	-	-	2,653,134	2,427,951
Parks, recreation and tourism	-	-	-	-	-	-	3,176,349	-	-	3,176,349	3,229,504
Sewer and water facilities	-	-	-	-	-	-	-	1,954,746	-	3,309,869	3,257,463
Provision for landfill costs	-	-	-	-	386,500	-	-	-	-	386,500	386,500
Squamish Oceanfront Development Corp	-	99,550	-	-	-	-	-	-	-	99,550	179,647
Squamish Sustainability Corp	-	205,866	-	-	-	-	-	-	-	205,866	404,775
Debt requirements:											
Interest	186,530	105,065	201,170	136,784	53,401	89,849	125,425	104,813	269,003	1,272,040	1,246,855
Sundry interest/bank charges	14,597	-	15,743	10,704	4,179	7,031	9,815	70,212	-	132,281	32,575
Amortization expense	866,513	36,849	395,591	1,800,660	-	-	736,830	629,326	852,720	5,318,489	4,866,682
Loss on disposal of tangible capital assets	31,620	2,197	9,107	251,018	-	-	2,263	-	-	296,205	393,418
	6,024,106	456,800	6,496,921	4,417,513	1,724,632	2,901,731	4,050,682	2,159,474	3,076,469	31,308,328	30,678,943
Annual surplus (deficit)	\$ 16,556,124	\$ (290,893)	\$ (6,334,860)	\$ (3,850,923)	\$ 1,895,102	\$ (2,799,737)	\$ (3,112,063)	\$ 180,404	\$ 291,181	\$ 2,538,338	\$ 7,017,975

DISTRICT OF SQUAMISH
FINANCIAL STATEMENTS
SCHEDULE 2 - TABLE CAPITAL ASSETS CONTINUITY SCHEDULE
For the Year Ended December 31, 2011

	General										Infrastructure			2011		2010	
	Land	Land Improvements	Buildings	Furniture, Vehicles and Equipment	Transportation	Work in Progress	Water	Sanitary Sewer	DOS total	Subsidiary total	Actual	Actual	Actual	Actual			
COST																	
Opening Balance	\$ 65,936,632	\$ 15,894,329	\$ 40,910,963	\$ 9,867,379	\$ 59,031,358	\$ 773,475	\$ 34,209,967	\$ 38,119,411	\$ 264,743,514	\$ 407,415	\$ 265,150,929	\$ 256,324,112					
Add: Additions	-	1,142,116	632,101	517,486	1,512,174	2,003,526	316,180	101,173	6,224,756	13,166	6,237,922	10,063,305					
Add: Contributed tangible capital assets	-	-	-	-	-	-	-	-	-	-	-	-					
Add: Adjustments and transfers	(15,760)	-	15,760	-	48,728	-	-	-	48,728	-	-	48,728					
Add: WIP transfers	-	309,210	59,847	114,331	37,478	(520,866)	-	-	-	-	-	-					
Less: Disposals	-	(22,739)	(40,883)	(82,644)	(704,455)	-	-	-	(850,721)	-	(877,466)	(1,387,644)					
Less: Write-downs	-	-	-	-	-	-	-	-	-	-	-	(60,985)					
Closing Balance	65,920,872	17,322,916	41,577,788	10,416,552	59,925,283	2,256,135	34,526,147	38,220,584	270,166,277	393,846	270,560,123	265,150,929					
ACCUMULATED AMORTIZATION																	
Opening Balance	-	4,522,351	13,229,676	6,118,431	22,361,395	-	12,781,302	15,222,133	74,235,288	213,282	74,448,570	70,609,886					
Add: Amortization adjustment	-	-	866,513	791,181	1,800,860	-	852,720	852,720	5,281,640	36,848	5,318,488	4,866,692					
Add: Amortization	-	341,240	(25,002)	(64,430)	(462,544)	-	629,326	-	(556,713)	-	(24,538)	(1,027,998)					
Less: Acc Amortization on Disposals	-	(4,737)	14,071,187	6,845,182	23,748,239	-	13,410,628	18,074,853	79,008,943	225,592	79,234,534	74,448,570					
Closing Balance	-	4,858,854	14,071,187	6,845,182	23,748,239	-	13,410,628	18,074,853	79,008,943	225,592	79,234,534	74,448,570					
Net Book Value, year ended 2011	\$ 65,920,872	\$ 12,464,062	\$ 27,506,601	\$ 3,571,370	\$ 36,177,044	\$ 2,256,135	\$ 21,115,519	\$ 22,145,731	\$ 191,157,334	\$ 168,254	\$ 191,325,589	\$ -					
Net Book Value, year ended 2010	\$ 65,936,632	\$ 11,371,978	\$ 27,681,287	\$ 3,748,948	\$ 36,669,963	\$ 773,475	\$ 21,428,665	\$ 22,897,278	\$ 190,509,226	\$ 194,133	\$ 190,702,359	\$ 190,702,359					

DISTRICT OF SQUAMISH

Short and Long-term Debt

Schedule 3

Year ended December 31, 2011, with comparative figures for 2010

By-law	Purpose	Year of maturity	Rate (%)	2011	2010
General Fund:					
	Various equipment	2011	7.00	\$ -	\$ 2,945
	Lease photocopier C280	2015	-	7,339	9,049
	Lease photocopier C452	2015	-	14,925	18,383
	Lease photocopier Pro950	2015	-	23,725	29,204
	Lease vehicle	2011	-	256	4,755
	Lease photocopier C452	2016	-	15,827	-
	Lease photocopier C452	2016	-	15,859	-
	Lease photocopier C452	2016	-	16,467	-
2030	Fire Pumper Truck	2012	3.75	34,306	68,612
2095	Ice machine	2014	1.24	64,227	85,636
Short Term Debt				\$ 192,931	\$ 218,584
	Squamish Oceanfront Development Corp	-	3.00	\$ 8,000,000	\$ 5,794,884
* 1456	Library	2017	4.55	942,869	1,074,886
* 1679	Police building	2022	3.05	3,265,988	3,484,930
* 1917	Forestry building	2026	4.65	2,268,365	2,377,292
* 1945	Business Park	2027	4.82	2,704,442	2,823,594
* 2029	Business Park	2029	4.90	2,701,330	2,802,613
* 2064	Business Park	2030	4.20	709,931	-
* 2051	Business Park	2030	4.20	1,113,192	-
				\$ 21,706,117	\$ 18,358,199
Water Fund:					
* 1140	Mashiter Intake	2011	10.07	\$ -	\$ -
* 1599	Powerhouse Springs	2020	6.45	610,654	664,751
* 1944	Powerhouse Springs	2027	4.82	361,501	377,428
* 2052	Water Systems	2029	5.68	613,528	636,531
* 2052	Water Systems	2030	5.68	589,680	-
				\$ 2,175,363	\$ 1,678,710
Sewer Fund:					
* 1364	Valleycliffe Lift Station	2015	3.00	\$ 120,928	\$ 147,649
* 1457		2017	4.55	692,387	789,333
* 1513	WWTP	2018	4.65	59,432	66,384
* 1756	WWTP Mamquam	2024	4.86	2,216,068	2,335,220
* 1977	Sewer Mains	2028	4.65	579,196	602,698
				\$ 3,668,011	\$ 3,941,284
Long Term Debt				\$ 27,549,491	\$ 23,978,193
All Debt				\$ 27,742,422	\$ 24,196,777

* Sinking Fund issues.

21.71

** Squamish Oceanfront Development Corporation

DISTRICT OF SQUAMISH

Grants & Other Contributions

Schedule 4

Year ended December 31, 2011, with comparative figures for 2010

	2011 Budget	2011	2010
General Revenue:			
BC Hydro - Neighbourhood Energy Workshop Grant	\$ -	\$ 15,295	\$ -
Corporate Agreement - Malamute Security	-	-	10,000
Energy Initiatives	-	-	10,000
Federal Government - Leadership Grant (Senior Centre)	6,000	-	25,000
Federal Government - Library grant	-	9,980	-
Fraser Basin Energy Pilot Program	-	-	10,000
LG Infr Planning Grants	-	-	10,000
Library grant - multi cultural grant	8,000	-	-
Other grants - Library grants	-	27,813	-
Provincial Government - Bear Awareness Program	4,000	-	2,000
Provincial Government - Climate Action Revenue Incentive Program	17,600	17,625	13,024
Provincial Government - Emergency Mgmt - E Team Training	1,616	-	-
Provincial Government - Emergency Mgmt - EMG Exercise	7,581	-	-
Provincial Government - Emergency Mgmt - EMG Ops Training	4,858	4,026	-
Provincial Government - Emergency Mgmt - Task recovery	42,600	24,728	50,256
Provincial Government - Hotel Tax	90,000	101,994	93,703
Provincial Government - Library grant	-	54,894	132,343
Provincial Government - Library, special projects grant	-	21,898	-
Provincial Government - Small Community Protection Grant	214,789	193,646	60,442
Provincial Government - Traffic Fine Revenue Sharing	236,211	209,163	105,212
Provincial Government - Victim's Assistance Program	53,000	53,460	38,372
Sea to Sky Comm Serv - Rick Hansen	-	-	3,733
Spirit of BC Sponsorships	-	758	439
Squamish Lillooet Regional District - Library grant	-	12,930	-
Squamish Lillooet Regional District - Rescue Service Contribution	17,500	17,800	17,206
Squamish Nation - Bear Awareness Program	-	-	2,000
Union of BC Municipalities - Comm Works Fund - Transportation study	-	-	64,662
Union of BC Municipalities - Comm Works Fund - Zoning bylaw	-	-	88,484
Union of BC Municipalities - Community works fund	80,000	-	-
Union of BC Municipalities - Public transit project - corridor trail	-	-	416,780
	\$ 783,755	\$ 766,010	\$ 1,153,656
General Capital Fund:			
Federal Grants - Flood Protection program	\$ -	\$ 103,101	\$ -
Federal Grants - Towns for Tomorrow Grant (O'siyam Pav)	-	166,667	-
Misc Grants	2,321,037	-	7,000
Provincial Government -Cycling invesment program grant	-	83,499	-
Provincial Grants	-	-	266,218
Provincial Grants - Emergency Mgmt - Flood Protection program	-	73,778	-
Provincial Grants - Stan Clarke Re-design	-	2,749	-
Provincial Grants - Towns for Tomorrow Grant (O'siyam Pav)	-	156,369	-
Provincial Grants - Transit infrastructure	-	43,145	-
Union of BC Municipalities - Comm Works Fund - Bus Shelters	-	-	69,039
Union of BC Municipalities - Comm Works Fund - Corridor Trail	-	-	33,714
Union of BC Municipalities - Comm Works Fund - Kingswood Overpass	-	-	423,000
Union of BC Municipalities - Comm Works Fund - Landfill	-	1,875,510	-
	\$ 2,321,037	\$ 2,504,818	\$ 798,971
Water Capital Fund:			
Donations & Grants	\$ -	\$ -	\$ 860,919
Sewer Capital Fund:			
Donations & Grants	\$ -	\$ -	\$ 1,353,967
	\$ 3,104,792	\$ 3,270,828	\$ 4,167,513

DISTRICT OF SQUAMISH
Statutory Reserve Funds and Deferred Revenue Funds
Schedule 5
Year ended December 31, 2011, with comparative figures for 2010

	Balance, beginning of year	Transfers from Operating Fund	Transfers from other reserve funds	Contributions	Sinking Fund surplus distributions	Investment income - interest earned	Land sales	Municipal Expenditures	Balance	
									2011 Total	2010 Total
General Sinking Fund Surplus	\$ 188,087	\$ -	\$ -	\$ -	\$ -	\$ 6,934	\$ -	\$ -	\$ 195,021	\$ 188,086
Water Works Sinking Fund Surplus	101,373	424,898	-	-	-	3,739	-	-	530,010	101,373
Sewer Works Sinking Fund Surplus	49,249	517,507	-	-	-	1,816	-	-	568,572	49,249
Land sale	1,801,779	-	-	-	-	66,449	-	(734,915)	1,133,313	1,801,779
Equipment replacement	4,646,064	317,506	-	-	-	171,346	-	-	5,134,916	4,646,064
Capital works	-	-	-	-	-	-	-	-	-	-
Offstreet parking	217,590	-	-	150,000	-	8,025	-	-	375,615	217,590
Affordable Housing	83,566	-	-	15,000	-	3,082	-	-	101,648	83,566
Carbon Neutral	29,202	-	-	17,600	-	1,077	-	-	47,879	29,202
VANOC Legacy	767,330	-	-	-	-	28,299	-	(100,170)	695,459	767,330
Total	\$ 7,884,240	\$ 1,259,911	\$ -	\$ 182,600	\$ -	\$ 290,767	\$ -	\$ (835,085)	\$ 8,782,433	\$ 7,884,239
Development Cost Charges	\$ 11,864,390	\$ -	\$ -	\$ 374,039	\$ -	\$ 410,463	\$ -	\$ -	\$ 12,648,892	\$ 11,864,390
Community Works Fund	639,179	-	-	451,747	-	67,761	-	(23,484)	1,135,203	639,179
Total	\$ 12,503,569	\$ -	\$ -	\$ 825,786	\$ -	\$ 478,224	\$ -	\$ (23,484)	\$ 13,784,095	\$ 12,503,569

DISTRICT OF SQUAMISH
Permissive Tax Exemptions
Schedule 6
Year ended December 31, 2011

	Municipal Tax Exemption	Total Tax Exemption
Alano Club of Squamish	2,272	3,548
BC Lions Society for Children with Disabilities	6,717	10,488
Congregation of Jehovah Witnesses	357	714
Federation Mountain Clubs BC	456	725
Howe Sound Women's Centre Society	2,855	4,524
Pentecostal Assemblies of Canada	278	672
President of Lethbridge Stakeholders, Latter Day Saints	1,361	2,722
Roman Catholic Archbishop of Vancouver	3,217	6,008
Diamond Head (Pacific #277) Branch	2,710	5,421
Squamish Arts Council	1,528	2,641
Squamish Baptist Church	1,041	2,081
Squamish Chamber of Commerce	3,481	6,017
Squamish Flying Club	9,578	16,554
Squamish Health Care Society	1,387	2,166
Squamish Oceanfront Development Corp	203,812	352,254
Squamish Senior Citizens Home Society	22,559	35,226
Squamish Sikh Society	1,227	2,455
Squamish Sustainability Corp	47,288	81,728
Squamish United Church	1,420	2,548
Squamish Valley Golf Club	47,842	86,733
Squamish Valley Rod & Gun Club	8,422	16,643
Squamish Word of Life Centre Church	1,702	3,343
Squamish Yacht Club	3,199	6,110
Synod of Diocese of New Westminster	1,601	2,986
Tourism Squamish Society (DOS, SSC)	3,481	6,017
West Coast Railway Association	61,256	106,123
Total	441,045	766,446
	441,045	766,446

DISTRICT OF SQUAMISH

Community Grants

Schedule 7

Year ended December 31, 2011

DESCRIPTION	2011 BUDGET	2011 Actual
ALANO CLUB OF SQUAMISH	\$ 5,000	\$ 5,000
CANADA DAY COMMUNITY CELEBRATON	4,000	2,000
CANADIAN CANCER SOCIETY	5,217	4,631
COMMUNITY GRANT FOUNDATION	5,000	5,000
DOWNTOWN SQUAMISH BUSINESS IMPROVEMENT ASSOC	45,000	45,000
EAGLE WATCH PROGRAM	1,500	1,500
HOWE SOUND CURLING CLUB	23,000	23,000
HOWE SOUND SECONDARY - RCMP YOUTH ACADEMY	975	975
HOWE SOUND SECONDARY SCHOOL GRAD & DRY GRAD	4,921	4,921
HOWE SOUND WOMEN'S CENTRE	10,000	10,000
LEGACY GRANT - SQUAMISH BMX RACING CLUB	-	25,809
LEGACY GRANT - SQUAMISH OFFROAD CYCLING ASSOC	-	30,000
LEGACY GRANT - SQUAMISH YACHT CLUB	-	27,878
OTHER MIS GRANT IN AID	-	1,476
QUEST UNIVERSITY STUDENT BUS PASSES	-	619
ROYAL CANADIAN AIR CADETS	1,250	1,230
ROYAL CANADIAN LEGION, DIAMOND HEAD BRANCH	870	688
SQUAMISH ARTS COUNCIL	15,000	15,000
SQUAMISH BMX RACING CLUB	-	1,884
SQUAMISH CLIMATE ACTION NETWORK	3,041	3,700
SQUAMISH DAYS - LOGGERS SPORTS ASSOC	3,500	1,458
SQUAMISH FOOD BANK SOCIETY	10,000	10,000
SQUAMISH YOUTH TRIATHLON	1,115	1,115
WHIPPET CLUBS OF B.C	1,075	1,075
Total	\$ 140,464	\$ 223,959

DISTRICT OF SQUAMISH

Departmental Expenses - General Operating Fund

Schedule 8

Year ended December 31, 2011, with comparative figures for 2010

	2011 Budget	2011	2010
General government:			
General administration and finance	\$ 2,246,050	\$ 2,413,493	\$ 2,107,387
Council legislative	322,623	282,295	264,742
Information systems	637,557	430,458	561,290
Library	817,317	991,410	947,329
Building maintenance and utilities	174,587	194,407	181,937
Grants to community and charitable organizations	140,464	223,959	102,438
Contract Services	70,000	71,176	184,777
Other general administration	543,900	476,638	469,877
	<u>\$ 4,952,498</u>	<u>\$ 5,083,836</u>	<u>\$ 4,819,777</u>
Protective services:			
Policing protection	\$ 3,728,066	\$ 3,510,251	\$ 3,240,671
Bylaw enforcement	270,411	262,996	247,961
Fire protection:	1,464,944	1,450,195	1,798,910
Building inspections	307,576	281,345	248,071
Emergency program	217,565	141,782	183,299
Animal control	244,796	228,741	232,163
	<u>\$ 6,233,358</u>	<u>\$ 5,875,310</u>	<u>\$ 5,951,075</u>
Transportation:			
Engineering, administration and surveys	\$ 542,535	\$ 467,925	\$ 470,987
Public works building operation and maintenance	131,100	155,208	179,592
Roads, streets and drainage	1,552,738	1,436,089	1,411,222
Traffic services	144,371	159,125	125,852
	<u>\$ 2,370,744</u>	<u>\$ 2,218,347</u>	<u>\$ 2,187,653</u>
Sanitation and waste removal	\$ 1,404,000	\$ 1,226,870	\$ 1,243,635
Health and welfare	\$ 65,240	\$ 53,682	\$ 51,433
Planning services:			
Community development & planning administration			
Economic development	\$ 704,717	\$ 698,567	\$ 518,179
Environment Coordinator	85,212	69,072	79,431
Transportation development and initiatives	1,241,310	1,205,798	1,208,942
Planning development and administration	905,498	679,697	621,399
	<u>\$ 2,936,737</u>	<u>\$ 2,653,134</u>	<u>\$ 2,427,951</u>
Parks and recreation:			
Recreation	\$ 2,851,286	\$ 2,731,605	\$ 2,675,022
Tourism	-	-	96,000
Parks maintenance	465,312	349,595	364,518
Trails	98,102	95,149	93,964
	<u>\$ 3,414,700</u>	<u>\$ 3,176,349</u>	<u>\$ 3,229,504</u>
	<u>\$ 21,377,277</u>	<u>\$ 20,287,528</u>	<u>\$ 19,911,028</u>

District of Squamish
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